

# **ANNUAL BUDGET**

**2013**

## **DEKALB COUNTY, GEORGIA**

**W. Burrell Ellis, Jr.**  
**CHIEF EXECUTIVE OFFICER**

### **BOARD OF COMMISSIONERS**

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**Jeff Rader**

**Larry Johnson**

**Sharon Barnes Sutton**

**Lee May, Presiding Officer**

**Kathie Gannon**

**Stan Watson**

**District 1**

**District 2**

**District 3**

**District 4**

**District 5**

**District 6**

**District 7**

**Zachary L. Williams**  
**Chief Operating Officer**  
**Executive Assistant to the Chief Executive**  
**Officer and the Board of Commissioners**

**Barbara Sanders**  
**Clerk to the Board of Commissioners**  
**and the Chief Executive Officer**

**Joel Gottlieb**  
**Chief Financial Officer**  
**Director of Finance**

# DEKALB COUNTY, GEORGIA

## ANNUAL BUDGET DOCUMENT

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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, 2012. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

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



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# USERS GUIDE TO THIS BUDGET DOCUMENT

## INTRODUCTION

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

- \*\* Vision and Mission Statement, Values and Primary Goals and Critical Success Factors.
- \*\* An Organization Chart.
- \*\* The Annual Budget Plan and Process and the 2012 Budget Calendar.
- \*\* Fiscal Policies of DeKalb County.
- \*\* The Chief Executive Officer's DeKalb County 2012 Operating Budget Directive.
- \*\* The Chief Executive Officer's Budget Recommendations and the Chief Executive Officer's Amendment to the Recommended Budget.
- \*\* A listing of the Budget adjustments made by the Board of Commissioners. The full Budget Resolution is in the Appendices section.

## SUMMARIES

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

## 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:

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

## APPENDICES

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



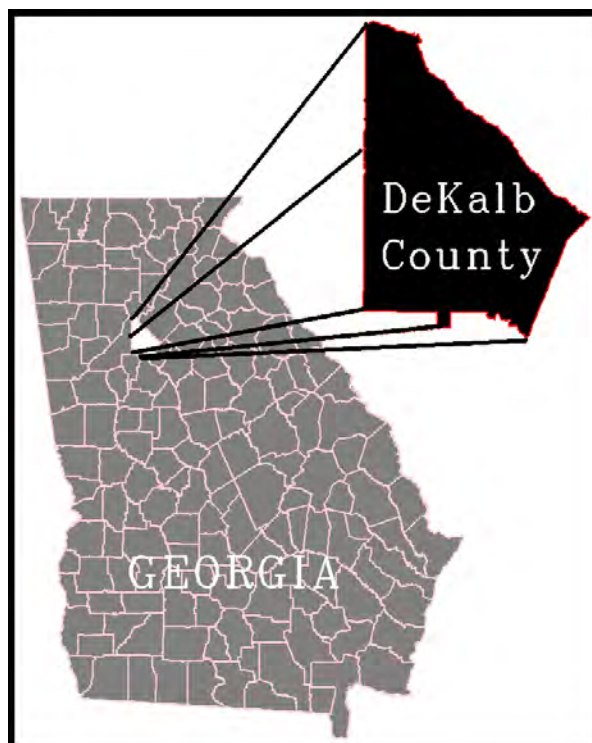
## DEKALB COUNTY, GEORGIA

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 more than 700,000 ranks third 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 25% of the population lives in the incorporated areas, which include the City of Decatur (the county seat), City of Dunwoody, City of Brookhaven, seven smaller municipalities and a part of the City of Atlanta.

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



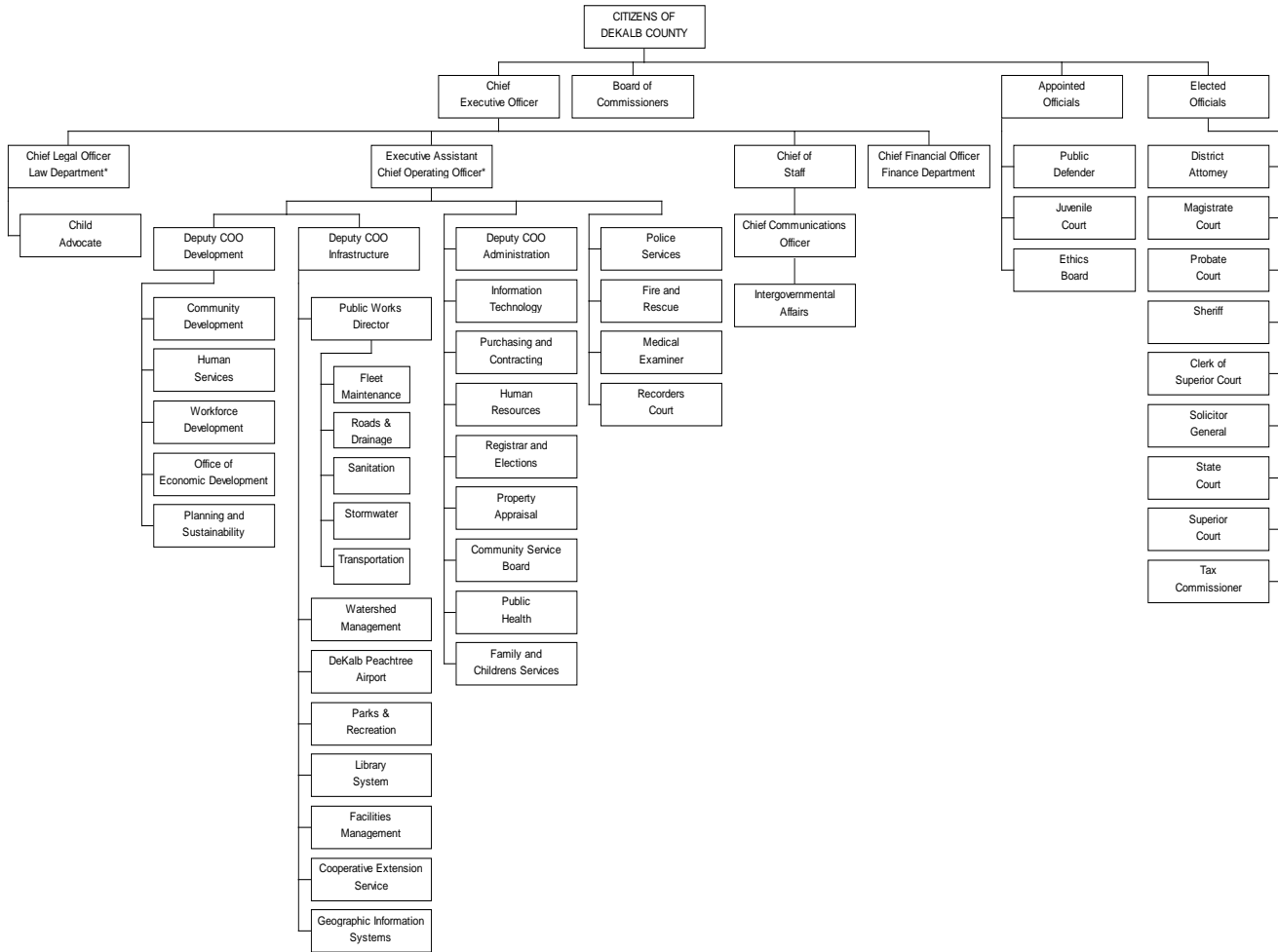
### GOVERNMENTAL STRUCTURE

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

### COUNTY SERVICES

DeKalb County provides to virtually all areas of the County the following services: police, fire and emergency medical protection, sewage collection and treatment, water supply and distribution, refuse collection and disposal, recreational facilities, library services, public health services, court services, highway construction and maintenance, building inspection, animal control service, and planning and land use services. In addition, the County owns and operates the DeKalb-Peachtree Airport, a 600-acre, general aviation facility that is the second busiest airport in the state. The County has 7,766 authorized positions, of which 7,177 are classified as full-time. The school system for the County, outside certain incorporated areas, is operated by the DeKalb County Board of Education. Through contractual arrangements, the County provides support to the Fulton-DeKalb Hospital Authority, which operates Grady Memorial Hospital and provides medical care to the indigent citizens of the County. See the Appendices for more details about DeKalb County.

# DEKALB COUNTY ORGANIZATIONAL CHART



\*These positions are a dual report to the Board of Commissioners.

## **STATEMENT OF VISION**

**A clean, green, safe, and thriving community: the place where your future LIVES.**

### **OUR MISSION**

**Our fundamental purpose is to build strong, safe, and healthy communities, provide efficient and effective core and necessary government services, and to ensure that all our actions support the greater good and public interest of the people of DeKalb County.**

## **STATEMENT OF VALUES**

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

**Customer Focus,  
Integrity,  
Diversity,  
Innovation,  
Teamwork,  
and  
Personal Accountability.**

# Primary Goals and Critical Success Factors

## Crime Prevention

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

## Infrastructure

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

## Economic Development

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

## Human Services

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

## Financial Strength

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



# Primary Goals and Critical Success Factors

## Organizational Effectiveness

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

## Strategic Plan Priorities

In September, 2012, the Chief Executive Officer convened a 2013 Budget Committee to identify the priorities for the 2013 Budget. This committee included county department heads and external stakeholders. The goals of this committee were to identify the key missions and programs, develop strategic plans, assess service delivery, identify core services, and identify cost savings and efficiencies for departments under the purview of the Chief Executive Officer. The Committee looked for opportunities to re-engineer operations, downsize staff, and reduce service levels. This committee met weekly from September to December 2012.

The 2013 Budget Committee identified 5 Strategic Plan Priorities to guide the 2013 budget process:

Enhancing Public Safety,

Enhancing Efficient Operations,

Facilitating Jobs and Economic Growth,

Increasing Neighborhood Empowerment, and

Ensuring Fiscal Integrity.

## **FISCAL POLICIES OF DEKALB COUNTY**

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### **OPERATING BUDGET POLICIES**

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

### **CAPITAL BUDGET POLICIES**

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

## **FISCAL POLICIES OF DEKALB COUNTY**

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

### **RESERVE FUND POLICIES**

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

### **REVENUE ADMINISTRATION POLICIES**

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

### **COLLECTIONS POLICIES**

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

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

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

## **FISCAL POLICIES OF DEKALB COUNTY**

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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.

## **FISCAL POLICIES OF DEKALB COUNTY**

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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.

## Annual Budget Plan and Process

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

DeKalb County's budget process is designed to encourage input from, and provide sufficient budgetary information to, the citizens of DeKalb County, department heads and elected officials as well as the Chief Executive Officer and Board of Commissioners. The budget is adopted yearly, and the County uses a calendar fiscal year. The annual budget process officially begins in June of each year with the Chief Executive Officer's meeting with elected officials and department heads to establish priorities for the upcoming year. As part of this gathering, the CEO issues a Budget Memo which guides the preparation of each department's budget request. As in years past, this memo established an objective of a 5% reduction in the funding of controllable expenditures requested by each department.

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

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

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

State law mandates that the budget be adopted on or before March 1, even though the County's fiscal year is the calendar year. The Director of Finance is authorized to make such expenditures of County funds as are deemed necessary and proper to the continuing operation of the County and its various departments at the then currently approved level of service, until the budget is adopted.

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

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

According to the Official Code of Georgia for Local Government Budgets and Audits (Article 1, Section 36-81-3 (b)),

Each unit of local government shall adopt and operate under an annual balanced budget for the general fund, each special revenue fund, and each debt service fund in use by the local government.

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

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

## BUDGET PLANNING AND IMPLEMENTATION PROCESS (OPERATING AND CIP BUDGETS)

		2012				2013	
		Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun
<b>Review, Develop and Distribute Resources</b>							
Evaluate and Review 2012 Processes	1/2012-6/2012	→					
Develop and Test Improvements for 2013 Budget Cycle	1/2012-6/2012	→					
Finance Reviews and Updates Training Materials	1/2012-6/2012	→					
Finance Distributes Budget Calendars to Departments	5/18/2012		◆				
Finance Distributes Operating Budget Forms to Departments	6/5/2012		◆				
Finance Distributes Capital Budget Forms to Departments	6/5/2012		◆				
Finance Staff Conducts Detailed Budget Training Sessions	6/20/2012, 6/22/2012			▶			
Finance Staff Conducts Budget Clinics	7/16/2012, 7/18/2012			▶			
Finance Distributes Salary Projections to Departments	8/14/2012				▶		
Finance Distributes Interfund Charges to Departments	8/14/2012				▶		
Budget Kickoff Meeting	7/13/2012				◆		
Finance Opens and Distributes Public Sector Budgeting Worksheets	8/1/2012				◆		
<b>Plan and Monitor Budgets</b>							
Monitor Current Year Operating and CIP Budgets	Ongoing	→					
Departments Prepare Operating Budget Request	6/16/2012 - 8/31/2012		→				
Departments Prepare CIP Budget Request	6/16/2012 - 8/17/2012		→				
Plan for Following Year's Operating and CIP Budget Request	Ongoing	→					
<b>Analysis and Review</b>							
Departments Submit Program Modifications to Finance	8/17/2012				◆		
Finance Audits, Reviews, and Analyzes Program Modifications	8/20/2012 - 10/22/2012				▶		
Departments Submit CIP Request to Finance	8/17/2012				◆		
Executive Assistant Appoints CIP Review Committee	8/20/2012				◆		
CIP Committee Reviews and Analyzes CIP Budget Requests	8/20/2012 - 10/25/2012				▶		
Departments Submit Operating Budget Requests to Finance	8/31/2012				◆		
Finance Audits, Reviews, and Analyzes Operating Budget	10/20/2012				▶		
Finance Prepares Operating Budget Recommendations	9/3/2012 - 10/26/2012				▶		
Finance Submits Operating Budget Recommendations to CEO	10/26/2012 - 12/14/2012					◆	
Finance Summarizes CIP Review Committee Budget Recommendations	10/3/2012 - 10/25/2012					▶	
<b>Discussion, Finalization, and Adoption</b>							
CEO's Operating Recommendations Submitted to BOC	12/15/2012					◆	
CEO's CIP Budget Recommendations Submitted to BOC	12/15/2012					◆	
Public Information Meetings (CEO & BOC)	1/4/2013 - 2/22/2013					▶	
CEO and BOC Hold Public Hearings	2/12/2013 - 2/26/2013					▶	
BOC Adopts Operating Budget	2/26/2013						◆
BOC Adopts CIP Budget	5/14/2013						◆

**2013 BUDGET CALENDAR  
DEKALB COUNTY, GEORGIA  
OPERATING BUDGET**

<b>BUDGET PROCEDURE</b>	<b>ACTION BY</b>	<b>TIMETABLE</b>
Evaluate and Review 2012 Processes	Finance Staff	January - June, 2012
Develop and Test Improvements for 2013 Budget Cycle	Finance Staff	January - June, 2012
Finance Reviews and Updates Training Materials	Finance Staff	January - June, 2012
Distribute Budget Calendar to Elected Officials and Department Heads	Finance Staff	May 18, 2012
Distribute Budget Forms to Elected Officials and Department Heads	Finance Staff	June 18, 2012
Detailed Training Sessions	Finance Staff	June 20, 2012 June 22, 2012
<b>Budget Kickoff Meeting</b>	<b>CEO and Finance</b>	<b>July 13, 2012 Maloof Auditorium 9:00 AM</b>
Budget Clinics	Finance Staff	July 16, 2012 July 18, 2012
Open and Distribute PSB Actual 2013 Budget Worksheet, Stage 1, Cost Center Requested	Finance Staff	August 1, 2012
Distribute Salary Projections, Interfund Charges, to Elected Officials, Department Heads	Finance Staff	August 10, 2012
<b>Submit Program Modifications Requests to Finance Department</b>	<b>Elected Officials and Department Heads</b>	<b>August 17, 2012</b>
<b>Submit Operating Budget Requests to Finance Department</b>	<b>Elected Officials and Department Heads</b>	<b>August 31, 2012</b>
Technology Process Improvement Recommendations Due to Finance Department	Information Systems	September 21, 2012
Human Services Coordinating Committee Recommendations for Non-Profit Organization Funding Due to Finance Department	HSCC	October 12, 2012



**2013 BUDGET CALENDAR  
DEKALB COUNTY, GEORGIA  
OPERATING BUDGET**

<b>BUDGET PROCEDURE</b>	<b>ACTION BY</b>	<b>TIMETABLE</b>
Review of Initial Revenue Anticipation and Overall Budget	CEO, Executive Assistant and Finance Staff	October 19, 2012
CEO's Budget Review:	CEO, Executive Assistant	October 19, 2012
	Finance Staff and Department Officials	December 10, 2012
<b>Submit CEO's Budget to Board of Commissioners</b>	<b>CEO</b>	<b>December 14, 2012</b>
Board of Commissioners Budget Review:		
A) Initial Review of Overall Budget	CEO and Board of Commissioners	December 14, 2012
B) Department Reviews	Board of Commissioners, Executive Assistant, Finance Staff	December 14, 2012 February 25, 2013
C) CIP Review	Board of Commissioners, Executive Assistant, Finance Staff	December 14, 2012 February 25, 2013
Public Hearings (Board of Commissioners Meeting)	CEO Board of Commissioners	February 12, 2013 February 26, 2013
Revise Tentative Budget based on Public Hearings and Final Revenue Anticipations	Board of Commissioners Finance Staff	February 12 - 25, 2013
<b>Public Hearing and Operating Budget Adoption and Capital Improvement Projects Budget Adoption</b>	<b>Board of Commissioners</b>	<b>February 26, 2013</b>

**2013 BUDGET CALENDAR  
DEKALB COUNTY, GEORGIA  
CAPITAL PROJECTS BUDGET**

<b>BUDGET PROCEDURE</b>	<b>ACTION BY</b>	<b>TIMETABLE</b>
Evaluate and Review 2012 Processes	Finance Staff	January - June, 2012
Develop and Test Improvements for 2013 Budget Cycle	Finance Staff	January - June, 2012
Finance Reviews and Updates Training Materials	Finance Staff	January - June, 2012
Distribute Budget Calendar to Elected Officials and Department Heads	Finance Staff	May 18, 2012
Distribute Budget Forms to Elected Officials and Department Heads	Finance Staff	June 18, 2012
<b>Budget Kickoff Meeting</b>	<b>CEO and Finance</b>	<b>July 13, 2012 Malool Auditorium 9:00a</b>
<b>Submit Capital Projects Request to Finance Department</b>	<b>Elected Officials and Department Heads</b>	<b>August 17, 2012</b>
<b>Submit Technology Capital Projects Request to Finance Department</b>	<b>Elected Officials and Department Heads</b>	<b>August 17, 2012</b>
Appoint CIP Review Committee	Executive Assistant	August 20, 2012
Technology Capital Projects Recommendations Due to Finance Department	Information Systems	September 21, 2012
CIP Review Committee Recommendations to Finance Department	Capital Projects Review Committee	October 5, 2012
Review of CIP Committee Recommendations	CEO, CIP Review Committee	October 25, 2012
<b>Submit CEO's Budget to Board of Commissioners</b>	<b>CEO</b>	<b>December 14, 2012</b>
Board of Commissioners Budget Review: CIP Review	Board of Commissioners, Executive Assistant,	December 14, 2012 February 25, 2013
Public Hearings (Board of Commissioners Meeting)	CEO Board of Commissioners	February 12, 2013 February 26, 2013
Revise Tentative CIP Budget based on Public	Board of Commissioners	February 12 - 25, 2013
Hearings and Final Revenue Anticipations	Finance Staff	
<b>Public Hearing and Adoption of Capital Improvement Projects Budget and Operating Budget Adoption</b>	<b>Board of Commissioners</b>	<b>February 26, 2013</b>

## 2013 BUDGET ADOPTION: HIGHLIGHTS

### Editor's Note:

This is a summary of the major events, and policy decisions that impacted the adoption of the Tax Funds Budget.

June, 2012	Budget Staff conducted 2013 Budget Training sessions. A projected decline in revenues for 2013 and the impact that this decline would have balancing the 2013 Budget were the themes of the sessions. Departments were advised to identify any cost cutting measures that would reduce the 2013 Budget, identify revenue enhancements and efficiencies that may be attained through cost/resource sharing, organizational consolidations and outsourcing opportunities.
July 3, 2012	The CEO submitted the 2012 Mid-Year Budget Adjustment Recommendation to the BOC. The Tax Funds Budget, totaled \$556 million. There was no tax increase.
July 10, 2012	The BOC adopted the CEO's 2012 Mid-Year Budget Adjustment for the Tax Funds, There was no millage rate increase..
August 26, 2012	Department directors and senior level managers participated in strategic planning retreat to identify areas of critical importance and refine strategic plans for each one. Managers focused on goals and outcomes in five key areas: enhancing public safety, facilitating economic development; increasing neighborhood empowerment, ensuring efficient operations, and ensuring fiscal integrity.
October - December 2012	Finance staff, BOC staff, and the COO reviewed budget requests, conducted budget reviews and discussions with the departments. Finance staff presented preliminary 2013 Budget recommendations to the CEO.
October - December 2012	The 2013 Budget Development Committee established strategic plan priorities for the 2013 Budget for 5 key areas - enhancing public safety, enhancing efficient operations, facilitating jobs and economic growth, increasing neighborhood empowerment, ensuring fiscal integrity, and enhancing efficient operations.
December 13, 2012	The CEO submitted the 2013 Tax Funds Recommended Budget to the BOC, totaling \$563 million. It provided a 3% pay living wage adjustment for employees earning up to \$37,700, funding for 25 additional police officers, enhancements in customer service and technology improvements, and maintains a budgetary reserve of \$30 million. It included a 1.69 millage rate increase.
January - February 2013	The BOC's Finance, Audit and Budget Committee held meetings to discuss the CEO's proposed budget.
February 26, 2013	The BOC adopted a substitute to the CEO's 2013 Budget Resolution for the Tax Funds, totaling \$559 million. There was no millage increase.



**Office of the Chief Executive**  
Richard Stogner  
Chief Operating Officer, Executive Assistant

**Chief Executive Officer**

W. Burrell Ellis, Jr.

**Board of Commissioners**

District 1  
Elaine Boyer

District 2  
Jeff Rader

District 3  
Larry Johnson

District 4  
Sharon Barnes Satton

District 5  
Lee May

District 6  
Kathie Cannon

District 7  
Stan Watson

**MEMORANDUM**

**TO:** Department Heads, Agency Heads, and Constitutional Officers  
**FROM:** Richard Stogner, Chief Operating Officer, Executive Assistant  
**DATE:** August 15, 2012  
**SUBJECT:** EXPENDITURE CONTROLS FOR 2012 AND FINANCIAL IMPLICATIONS FOR THE 2013 BUDGET

In considering developments over the last several weeks that will impact DeKalb County's financial position in the future, it is evident that the County must take the necessary steps to accumulate its financial reserves for fiscal 2012 and to address the challenges of presenting a balanced 2013 Annual Operating Budget.

The County is continuing to face a number of issues that will have substantial implications during our next budget cycle. Many of these issues derive from the continued financial challenges facing all levels of government. The County's property tax digest declined for the fourth year in a row and may continue to decline in 2013. In large part, this has resulted in the County's tax fund revenues declining from \$636 million in 2008 to \$557 million in 2012. In addition, the incorporation of Brookhaven approved in the recent primary election, the proposed expansion of Chamblee (to be voted on in November), and the impact of previously approved changes to the municipal boundaries for Doraville, Decatur, and Avondale Estates are all developments that must be considered in developing the 2013 Budget. The projected impact, on an annualized basis, of the incorporation of the Brookhaven area is approximately \$25 million and that of the annexation of Chamblee is estimated to be between \$5 and \$7 million. The impact of further decreases in the Tax Digest must also be considered. In 2011, the Tax Digest declined, in the unincorporated area, 17.8%. In 2012, the decline was 9%. While there are signs that the real estate market is stabilizing, the impact of ongoing reassessments and assessment appeals on the 2013 Tax Digest remains unclear. Also there are currently appeals to property tax assessments that represent approximately \$9 million in tax revenue.

The impact of some of these developments may be off-set by elimination of expenses associated with the transfer of responsibility for providing the service to other jurisdictions and/or a period of continuation of service delivery under a contractual agreement as occurred with the transition to the City of Dunwoody.

However, it is critical that the County take action to maintain its financial position and credit rating. The cumulative impact of the financial developments outlined above will be substantial.

August 15, 2012

**RE: Expenditure Controls for 2012 and Financial Implications for the 2013 Budget**

PAGE 2

As a result, we must take prudent steps now to preserve our future financial flexibility and to appropriately address financial issues in the County's 2013 Operating Budget.

Accordingly, each department should anticipate that their 2013 Budget Appropriations will only approximate **97%** of their current 2012 mid-year adopted budget. This does not mean that across-the-board reductions will be applied. Obviously, there are areas where such reductions are not possible (i.e., pension obligations, health insurance, and debt service). Those areas will be addressed separately. The budgetary target specified above is established to provide each Department with a realistic estimate of the funding level that will be available in 2013.

In addressing budgetary issues, each department should define what constitutes an essential service and what services are non-essential. A definitive analysis of implications to departmental operations should then be developed detailing the reduction, elimination, or outsourcing (where appropriate) of the non-essential service. It is understood that implementing this initiative may require reductions-in-force (RIFs), reorganization of functional operations, consolidation of services and/or service level reductions to, or outright elimination of specific services or the outsourcing of services. In developing such recommendations, departments should proceed in following a logical progression of analysis that includes a systematic analysis of service delivery patterns. In submitting recommendations to the Board of Commissioners, the Commissioners will expect that the departments will have carefully considered such service level reductions and/or consolidation of services and/or facilities. Therefore, in recommending specific actions to reduce service/close facilities, departments should consider such criteria as age of facilities, number of citizens served, locations of alternative facilities, cost of maintenance, operational expenses, including staffing and a projection of the expected cost savings.

In additions, the following budgetary guidelines will remain in force:

- **Each department director should continue to take aggressive steps to control their 2012 expenditures. The County Finance Department will continue to monitor departmental expenditures in this area and submit periodic financial summaries to my office.**
- **Every department should carefully review all purchases of goods and services, and defer those that are not absolutely necessary. Levels of inventory should be reviewed, and quantities on-hand should be reduced to the lowest practicable level. Operations should be reviewed to determine if economies exist that could reduce expenditures. Vehicle usage should be analyzed to minimize fuel and maintenance charges. County cell phone usage should be held to a minimum.**
- **The current emphasis on controlling overtime utilization will remain in effect. The Human Resources Department/Finance Department should continue to provide a monthly summary of departmental overtime utilization to all operating departments and to my office.**



August 15, 2012

**RE: Expenditure Controls for 2012 and Financial Implications for the 2013 Budget**

PAGE 3

- **The continuation of the freeze on filling vacancies in Departments will remain in effect for the Tax Funds. Only positions essential to continued efficient operations will remain in effect. Such authorizations will be contingent on maintaining the Department's projected year-end budget balance.**
- **Any request for new positions and for expenditures not currently in the 2012 Budget for consideration in the 2013 Budget process should only include those actions that will result in direct increases in revenue and/or substantial cost avoidance.**

I have also directed the Chief Financial Officer/Budget Staff to convene meetings with each individual department to provide assistance in meeting the budgetary objectives outlined above. The meetings should also consider potential revenue enhancements and assist departments in analyzing alternatives to current operations required to comply with budgetary objectives outlined above. Alternatives may include aggregate cost/resource sharing, potential organizational consolidations, and outsourcing opportunities.

These measures are both prudent and necessary to address the uncertainties the County continues to face. These actions will put the County in a better position to address fiscal issues in 2013 and to present to the Board of Commissioners an appropriate balanced budget that continues to address the County's fiscal needs and maintains the County's Budgetary Reserve at an appropriate level.

RS:kcm

cc: W. Burrell Ellis, Chief Executive Officer  
Elaine Boyer, Commissioner, District 1  
Jeff Rader, Commissioner, District 2  
Larry Johnson, Commissioner, District 3  
Sharon Barnes Sutton, Commissioner, District 4  
Lee May, Commissioner, District 5  
Kathie Gannon, Commissioner, District 6  
Stan Watson, Commissioner, District 7  
Joel Gottlieb, Chief Financial Officer  
Dr. Jabari Simama, Chief of Staff, CEO  
Morris Williams, Chief of Staff, BOC



**Chief Executive Officer**  
W. Burrell Ellis, Jr.

**Chief Executive Officer**

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Kathie Gannon

District 7  
Stan Watson

TO: The DeKalb County Board of Commissioners

FROM: W. Burrell Ellis, Jr., Chief Executive Officer *WBE*

RE: 2013 Budget Recommendation

Date: December 14, 2012

I am hereby transmitting my Recommended Executive Budget for 2013 in accordance with the requirements of the Organizational Act of DeKalb County, Georgia. These recommendations represent the culmination of several weeks of discussions between our County's Senior Management, members of the DeKalb County Board of Commissioners and their staff, as well as a representative group of DeKalb County business community stakeholders. I am particularly pleased to report that the budget attached to this transmittal memorandum responds directly to important priorities identified in a strategic plan document developed over the course of the last year. The fiscal reality we face in DeKalb County is daunting, and delivering a priority-driven budget that focuses on our critical operational needs has been our singular focus in this budget document. In this regard, I am confident that we are presenting a budget that is lean, responsible and responsive to our priority concerns.

At the beginning of our review process, departmental budget requests totaled \$600.7 million in the Tax Funds for 2013. In comparison, the adopted budget for 2012 is \$556.7 million. I am very pleased that our budget development process allowed us to achieve a balanced budget in a way that addresses our important priorities in a fiscally responsible stability

I want to particularly thank and acknowledge Commissioner Lee May, Commissioner Jeff Rader, Commissioner Stan Watson and Commission staff for their participation in our Budget Development Committee (the "Committee") meetings during the course of the last several weeks. I am confident that their observation of the budget development process will be critical in our effort to ultimately achieve consensus on final budget adoption.

**Strategic Plan priorities in 2013**

- **Improved Public Safety.** The Police Department has developed plans for the efficient deployment of personnel in light of the changes in the service delivery area and current needs of the Police Department as identified in its strategic priorities. As a result of data presented and the Committee's conclusions as to how this data

should be prioritized, I am recommending the realignment of police precincts and the hiring of an additional twenty- five police officers this year. This proposed personnel increase responds to DeKalb County's long range plan to meet national standards for sworn personnel responsible for a geographic area the size of DeKalb County. With respect to Fire & Rescue Services, plans have been developed for the outsourcing of emergency medical transportation. In addition, per action by the Board of Commissioners, new equipment was put into service for Fire Services at the cost of more than \$2.5 million in 2012.

- **Enhancements to Customer Service.** We have provided for additional training for our frontline employees and upgraded technology in order to improve customer service.
- **Maintaining Fiscal Stability.** We have responded to the reductions in our available financial resources in many ways. These strategies include, but are not limited to, employing innovative technological advances to reduce costs and provide the best possible customer service; and, maintaining a stable Budgetary Reserve, which we are maintaining at \$30 million for 2013. Our ending Fund Balance will be provided at the close of the accounting system in January 2013.
- **Fair Compensation for Employees.** Many of our employees have not received any cost of living salary adjustments and have experienced reductions in net pay from increases in pension contributions and benefit costs since 2006. Despite this fact, our employees have assumed additional responsibilities as a result of the reduction in personnel over the last several years. As a result, and as a result of the recommendations from the Committee as to the most responsible method of a list of options to address this issue, I am recommending a 3% pay living wage adjustment for employees earning up to \$37,700. This would provide a minimum annual increase of \$611 per effected employee and an average of \$822. This proposal would cost the Tax Funds approximately \$1.5 million in 2013.

**Property Tax Digest History**

The dramatic drop in property values in DeKalb County in the last five years, a not uncommon reality across our nation, has had a tremendous impact on the work we must do to balance our budget each year. In addition to the revenue losses from municipal expansion over the years, this budget year we have had the additional challenge of developing a budget that responds to the loss of substantial revenue from the recent incorporation of the City of Brookhaven

Year	Digest			
	Unincorporated	% Change	Total County	% Change
2008	\$21,593,632,524	3.94%	\$25,197,674,686	3.67%
2009	18,029,460,584	-16.51%	24,490,085,273	-2.81%
2010	17,347,388,488	-3.78%	23,727,356,111	-3.11%
2011	14,590,913,895	-15.89%	20,797,815,047	-12.35%



2012	13,053,906,048	-10.53%	18,926,895,064	-9.00%
12/17/2012	10,887,597,274	-16.60%	18,801,507,331	-0.66%
2008 - 2012	-10,706,035,250	-49.80%	-6,396,167,355	-25.40%

The current unincorporated tax digest is one-half of the 2008 level, and the County-wide tax digest is twenty-five (25) percent less than the 2008 level. Services provided to the increasing population during that time have not declined commensurately.

The current value of property does not reflect the final result of numerous appeals to the Board of Tax Assessors, Boards of Equalization and Superior Court hearings over the next six months. As a part of the projected revenues for 2013, staff has estimated a further reduction of three (3) percent in aggregate property values that represents a revenue loss in 2013 of approximately \$6 million. We have contracted with the Georgia Tech Research Corporation to provide a range of anticipated values for 2013 through 2015. This information will likely be available in the first quarter of 2013, and will provide a basis for multi-year budgeting.

As the values of properties begin to increase, the tax revenues will not rebound as quickly as a result of annual appeals and the Homestead Freeze Exemptions and any other legislated actions.

**Proposed Revenue Enhancements**

To address the reduction in revenues, I have proposed several revenue generating proposals:

- A. Increasing the Hotel/Motel tax to 8 percent. Several surrounding jurisdictions have increased their rates in the past few years, and it provides appropriate property tax relief.
- B. Sale of surplus property to include a library site and other facilities. I am outlining plans for the future capital improvements below.
- C. Recorder's Court has developed a plan to improve their workflow while increasing revenue through a new Interactive Voice Response system.
- D. Implement a fee to be charged when hazardous waste must be cleaned up after road accidents.
- E. Brookhaven will likely require a transition (for at least 3 months) before they are ready to assume operations, similar to the start up of Dunwoody in 2009, especially in the Police operations; therefore, we anticipate a reimbursement of \$2.5 million for these temporary services. If Brookhaven does not request any transition services, Police personnel will be reduced through attrition.

**Reduction in Proposed Expenditures**

From the expenditure side, I am recommending the following:

1. Refinancing the debt service for the Fulton-DeKalb Hospital Authority while not extending the debt past 2020. This could provide a deferral of \$7.5 million in 2013, as well a savings overall. As discussed in prior meetings, the County can refinance this debt through the Hospital Authority starting in October 1, 2013 on a tax-exempt basis.
2. Deferring some equipment purchases and entering into leases of vehicles where appropriate.
3. Refinancing General Obligation and Authority debt service in accordance with our fiscal policies. Interest rates are at historic low levels and will provide cash flow savings in 2013, as well as overall savings.
4. Continue to outsource services where cost savings can be realized. The major area will be in ambulance services. In addition, my Administration has identified outsourcing opportunities in the areas of Parks & Recreation. In fact, our work investigating appropriate areas for outsourcing have been successful in several instances over the last several years and we have realized predictable savings each time.
5. A transfer of \$2 million from the Vehicle Replacement Fund. The fleet has been reduced and will continue to be monitored closely.
6. As has been recommended and approved in concept, the Board of Commissioners will receive a proposed Home Rule Ordinance that establishes a hybrid pension plan for new employees early in the first quarter of 2013. This hybrid plan is consistent with changes in pension plans through the country. The health benefits for active and retired employees will continue to be monitored closely, and a comprehensive review will be conducted in early 2013 for the best and most economical providers and plan provisions will be presented for your consideration.

**Capital Improvements Plan for the Tax Funds include the following:**

- We will work aggressively on building space consolidation in order to reduce our total square footage of building space, and to reduce our inventory of deficient HVAC, elevator, roofing and other facilities maintenance needs.
- In 2013 we will complete the architectural plans and specifications, and begin construction, on a new Animal Services Facility, funded either by COPS, or if the Legislature supports, an amendment to the Public Safety and Judicial Facilities Authority capacity to fund the estimated \$5.6 to 7.6 million project. It will be opened in mid-2014.

Animal Services Facility

Site selection	2 months
Design	6 months
Construction	12 months
Occupancy	July 2014

- In support of our Public Safety priorities, we will reconfigure and upgrade our five Police Precincts at the West Exchange, Candler Road, Lawrenceville Highway, Memorial Drive and Lithonia locations with two new capital projects. I am recommending approximately \$900,000 from the remaining 2010 Recovery Zone Bond funds to renovate available space in the Bobby Burgess building on Memorial Drive for the Central Police Precinct, so that the Department can occupy this space by mid-2014. And I am recommending that we seek Legislative approval for the capacity of a new bond issue to fund a replacement East Precinct facility in Lithonia with a joint training facility, at an estimated cost of \$9 million, to be ready to occupy at the end of 2014.

Central Precinct

Design	4 months
Renovation	9 months
Occupancy	April 2014

Lithonia Training Facility & Precinct

Site Selection	6 months
Design	6 months
Construction	12 months
Occupancy	December 2014

**Capital Improvements Plan Progress**

In 2012, we made significant progress in completing the 2006 Transportation, Library and Parks bond projects. We are under construction with the last of the major Transportation bond projects, the North Druid Hills at Briarcliff intersection improvements; so at this point the Transportation bond is essentially all expended and obligated. We opened the relocated Scott Candler branch library, on S. Candler Road, in 2012, and are mid-way through construction of the replacement Processing Center on Kensington Road. There remains approximately \$4 million in proceeds in the Library Bond program, planned for the replacement of the current Brookhaven branch library, and for the new Ellenwood branch library. In the Parks Bond program, we opened the new Wade Walker Park Family YMCA facility in 2012, and completed renovations to the Browns Mill, Gresham and Briarwood recreation facilities.

We have spent or encumbered about \$300 million in bond funding under the 2010-14 Water and Sewer \$1.345 billion capital improvements program, with phase 1 of the replacement Snapfinger wastewater plant project under construction, the Lower Crooked Creek force main under construction, several water main and pump station projects under construction, and phase 2 of the Snapfinger treatment plant upgrades ready to advertise for bids. Included in this program are the initial projects in the sewer collection system consent decree with US EPA and Georgia EPD, and we are in excellent standing with those agencies on our progress in the first year of this 8.5 year program.

In spite of these successes, however, we continue to build our deferred capital maintenance and repair backlogs in our Transportation network and our County buildings and facilities. In the 2013 capital improvements plan, I am proposing to allocate \$5 million from the HOST for Transportation projects, including \$3.5 million to match Georgia DOT LMIG funding for street resurfacing, and \$1.5 million to match other state and federal funding in the regional Transportation Improvement Program. Unfortunately, this level of available HOST funding is insufficient to match all of the federal funds that are available to DeKalb for projects in the TIP, and will result in delay, and possible eventual cancellation, of some of those planned projects.

In 2013, we will seek the Georgia Legislature's support for a local option sales tax for Transportation purposes, in order to address this growing backlog of street resurfacing, sidewalks, intersection safety and congestion relief and related projects.

#### **Summary of 2013 Recommended Executive Budget**

In summary, in formulating the 2013 Budget Recommendation, several critical issues had to be addressed. First, the impact of the continued decline in the County's tax digest and the need to absorb the loss of revenue from the incorporation of Brookhaven and other municipal expansions. Second, the strategic priorities that represent the prioritized needs of DeKalb County's constituency have to be the primary consideration. As a result, this transmittal focuses primarily on improving our public safety efforts, enhancing our customer service, maintaining our fiscal stability and maintaining fair compensation for our employees. I am confident that the work of the Committee over the course of the last several weeks has led us to a very responsible conclusion. In short, the attached budget recommendations allow DeKalb County to meet the important priorities that we have identified. The 1.69 increase to the millage rate that is proposed as a part of the budget recommendation is, therefore, appropriate and necessary.

Attachments: Strategic Plan  
Outsourcing Progress & Opportunities

**CHIEF EXECUTIVE OFFICER W. BURRELL ELLIS'**

**2013 STATE OF THE COUNTY ADDRESS**

**JANUARY 29, 2013**

**[EXCERPTED, EDITED AND LINKED TO DEKALB COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS]**

THE STRUGGLE OF A GREAT COMMUNITY

To the DeKalb County Board of Commissioners, judiciary, constitutional officers, members of the Georgia General Assembly and the United States Congress, Mayors, and all elected officials with us today;

To the Executive Cabinet and other senior members of our administration; to the DeKalb County department heads, managers, supervisors, and employees;

To our business, civic, faith, educational, and community leaders;

And, most important, to the citizens of DeKalb County, it is with great humility and honor that I come before you this morning to discuss the State of our County.

Through partnership, we have accomplished some remarkable things:

{County Goal / Strategic Plan Priority: Infrastructure / Enhancing Efficient Operations}

For example, there's the opening of our Renewable Energy Facility and Compressed Natural Gas Station at the Seminole Landfill. Funded in partnership with the U.S. Department of Energy, and constructed in partnership with the private sector, this public works project is the environmental equivalent of taking 30,000 cars off the road each year and reducing carbon dioxide emissions by 17,000 tons.

{County Goal / Strategic Plan Priority: Economic Development / Facilitating Jobs and Economic Development}

And then there's the DeKalb County Mobile Career Center, commonly known as the "jobs bus." This innovative workforce development initiative, funded in partnership with the U.S. Department of Labor, has visited more than 200 locations across the county, providing assistance with jobs placement, training, skill building, and other services to allow DeKalb County citizens an opportunity to get back to work.

{County Goal / Strategic Plan Priority: Infrastructure / Enhancing Efficient Operations}

Working in partnership with the state and federal governments, we've witnessed a number of streetscape improvements on our major thoroughfares, including Buford Highway, Candler Road, Memorial Drive, Tucker Main Street, Snapfinger Road, and Emory Village – just to name a few.

We've partnered with the PATH Foundation and expanded our pedestrian walkways and bike paths.

In partnership, we've constructed a state of the art YMCA at Wade Walker Park. And through bond proceeds approved by DeKalb County voters, we have built or renewed 8 libraries in the past 4 years and improved several of our parks.

{County Goal / Strategic Plan Priority: Human Services / Increasing Neighborhood Empowerment}

In partnership, and with funding from the U.S. Department of Housing and Urban Development, we are now in the process of building 2 new senior centers, with another one on the way.

However, our convening today is not merely to recount our successes during one of the worst economic recessions in recent memory. Although we have, by working together, accomplished much.

Our task today is to set a course towards a future that reflects the best of who we are as stakeholders of this great county.

And while, as your CEO, I like to highlight our successes, success alone does not tell our full story. To ignore the struggle that always accompanies success is to discount the truth of what many are now feeling.

A frank discussion of the state of our county must include the struggle that walks alongside success, lest we leave the elephant in the room when we depart.

**CHIEF EXECUTIVE OFFICER W. BURRELL ELLIS'**

**2013 STATE OF THE COUNTY ADDRESS**

**JANUARY 29, 2013**

**[EXCERPTED, EDITED AND LINKED TO DEKALB COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS]**

Our story is "The Struggle of a Great Community."

Here in DeKalb County, we are in fact a great community. Yes, we have our struggles, but our struggles make us stronger. And we have what it takes to withstand challenges and continue forward, and that's why I am encouraged.

Yes, the road is rough, the going gets tough and the hills are hard to climb; but look how far we've come. And our vision going forward is laser focused and inclusive.

2013 County Budget

{County Goal / Strategic Plan Priority: Organizational Effectiveness / Enhancing Efficient Operations}

For example, I know that the 2013 County Budget will not be adopted until February, but the budget recommendation I presented to the BOC on December 14th was unprecedented in its formation. Through the spirit of partnership and collaboration, the Commissioners and I worked together with our staff and external stakeholders to develop a budget that is lean, responsible, and responsive to our constituents' priorities.

I would like to publicly acknowledge Commissioners Lee May, Jeff Rader, and Stan Watson for serving with me on our Budget Development Committee.

{County Goal / Strategic Plan Priority: Financial Strength / Ensuring Fiscal Integrity}

DeKalb County has seen a dramatic drop in property values over the last 5 years. While this is not an uncommon reality across the nation, it has had a tremendous impact on the work of local governments in balancing their budgets.

In DeKalb, we have seen a 25% county-wide decline in property values. In unincorporated DeKalb, that decline has fallen by 50%.

An easy way to balance a budget under such fiscal adversity would be to simply cut our spending in half, but to do so would deeply impact the quality of life of our citizens and stall our local economy. So instead, we've taken a more strategic approach.

After years of cost cutting to the tune of over \$100 million, we are now holding the line in most county departments. At the same time, we are continuing to identify innovative ways to be more efficient and increase non-tax sources of revenue so that we can support our strategic plan priorities in 4 critical areas:

First, Public Safety.

{County Goal / Strategic Plan Priority: Crime Prevention / Enhancing Public Safety}

In accordance with recommendations from our police department, our 2013 budget funds the realignment of police precincts and the hiring of an additional 25 police officers this year. This proposed increase responds to the county's long range plan to meet national standards.

As a result of the unfortunate shootings last year, during a funeral service at a local church, and the tragic shooting of four year old Marquel Peters three years ago on New Year's Eve, I asked stakeholders from across the region to work collaboratively on addressing the crisis of violence against our young people that is plaguing our county and nation.

This year, we will begin convening and developing a plan of action to protect our children from senseless gun violence, bullying, gang activity, and any other issue that can impede our youth from fulfilling their dreams and potential.

This is the struggle of a great community!

Second, Customer Service.

{County Goal / Strategic Plan Priority: Organizational Effectiveness / Enhancing Efficient Operations}

**CHIEF EXECUTIVE OFFICER W. BURRELL ELLIS'**

**2013 STATE OF THE COUNTY ADDRESS**

**JANUARY 29, 2013**

**[EXCERPTED, EDITED AND LINKED TO DEKALB COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS]**

Our 2013 budget recommendation provides funding for additional training of front-line employees and upgraded technology in order to improve customer service. Nowhere is this needed more than in the area of permitting.

In response to the concerns expressed by many, we will undertake a comprehensive overhaul of our permits and licensing operations. Through a business process analysis, we will streamline, reorganize, modernize our technology, and retrain staff. We will put in place a single-stop shop driven by a highly efficient and effective customer service approach. This significant business change effort will support our economic development initiatives and drastically reduce the time it takes to issue permits and business licenses.

Third, Animal Services.

{County Goal / Strategic Plan Priority: Organizational Effectiveness / Enhancing Efficient Operations}

In 2012, many concerned citizens asked for improvements to our Department of Animal Services. This is long overdue. We are responding by taking appropriate measures to transform DeKalb County Animal Services into a model for the nation.

We have a new Animal Services Director, and a Citizens Advisory Board to help guide us. But we also need a new Animal Services Facility. Our 2013 budget recommendation provides funding for us to begin the design and construction of a new animal services facility this year.

Fourth, Fair Compensation for Our Employees.

{County Goal / Strategic Plan Priority: Organizational Effectiveness / Invest in Employees}

Due to budgetary constraints, our county employees have not received a cost-of-living increase in several years. Despite this fact, many of them have assumed additional responsibilities due to down-sizing in the workforce.

My wish would be to offer all of our employees a cost of living increase, especially in light of rising pension and healthcare costs as well as food, gas, and other essential items costing more today than in 2006 when the last increase was issued.

While we are not yet able to adjust salaries for all DeKalb County employees, I am proposing a cost-of-living adjustment of 3% for our lowest paid workers – those making less than a “living wage” as defined by national standards. For the most part, these are our dedicated men and women who work in our Sanitation and Roads and Drainage Departments.

It has been a challenge, but we are working to reduce expenditures and increase revenue with a goal of paying all of our employees what they deserve. They are the backbone of our government. Our ability to effectively serve the over 700,000 residents who live in DeKalb County is only possible due to the professional workforce we have today.

This is the struggle of a great community!

{County Goal / Strategic Plan Priority: Financial Strength / Ensuring Fiscal Integrity}

Now, I am keenly aware that these budget priorities could change. The Board of Commissioners has authority to shift them before final budget adoption. Because cost-savings and revenue enhancements alone are not enough to overcome the decline in our tax digest, my recommendation includes a 1.69 mil increase, which equates to approximately \$48.50 dollars on a \$200,000 home annually, or \$4 per month.

Fortunately, due to our conservative budgeting practices, we have ended our fiscal year with a surplus so we may be able to reduce the amount of that millage increase somewhat while still funding critical priorities.

However, without that modest increase, it will be virtually impossible for us to address all of our critical needs.

This is the struggle of a great community!

I believe, however, that our joint work in developing the budget has led us to a very responsible outcome that is both realistic and meets the needs of our citizens.

**CHIEF EXECUTIVE OFFICER W. BURRELL ELLIS'**

**2013 STATE OF THE COUNTY ADDRESS**

**JANUARY 29, 2013**

**[EXCERPTED, EDITED AND LINKED TO DEKALB COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS]**

Legislative Agenda

{County Goal / Strategic Plan Priority: Financial Strength / Ensuring Fiscal Integrity}

During the past two years, DeKalb County has been forced to take a defensive posture at the Georgia General Assembly. Efforts to incorporate or annex prime real estate have severely hurt our bottom line. A fractured county will not lift us out of the economic recession.

In actuality, it might place us deeper in it.

This is the struggle of a great community!

I say this not harboring any ill will to our city leaders or anti-city sentiment. In fact, my relationship with the mayors in DeKalb County is based on mutual respect, friendship, and a desire to serve our respective constituents as best as we can.

But, unique state law on this issue has allowed revenue shifting from the County to city governments, and that hurts us all, whether we live in incorporated or unincorporated portions of the County.

We have now reached a "tipping point" where continued annexation will hamper the ability of the county to adequately fund essential services – from courts and criminal justice, to libraries and elections – that all of our citizens depend upon.

The Board of Commissioners and I have asked our delegation to amend the state code to require approval by the county for annexation of areas that currently receive county services. We also want their support of legislation providing property owners new rights to weigh in on matters pertaining to annexation.

We believe these steps will protect the interests of all our citizens and allow for greater dialogue between DeKalb County and its cities to develop a strategy that emphasizes collaboration instead of confrontation.

All local governments – cities and counties - face the same challenges of trying to balance our budgets while providing our constituents the frontline services they depend on. I see no reason why we cannot find a solution together.

This is the struggle of a great community!

{County Goal / Strategic Plan Priority: Financial Strength / Ensuring Fiscal Integrity}

We have also asked the General Assembly to remove restrictions that limit our ability to increase the sales tax for purposes of capital improvement, economic development, transportation, and infrastructure maintenance. We are at a competitive disadvantage with our neighboring counties who have access to funding to repair roads, build sidewalks, and restore deteriorating infrastructure.

This is good public policy with long-term implications on our economy, environment, and overall quality of life. If adopted, the measure would go before the people for a vote. We can offer greater tax relief through HOST, and rebuild our infrastructure to levels required to compete in a 21st century global economy.

We are actively working with Chairman Howard Mosby and Chairman Emanuel Jones and the respective members of our House and Senate Delegations on these issues.

Regional Cooperation

The Regional Transportation Referendum, while failing at the polls last July, offered us a glimpse into the future with regard to regional cooperation.

Whether or not you agreed with the referendum, most people will agree that a precedent was set. For the first time ever, 21 elected officials representing the metropolitan Atlanta region worked together and unanimously agreed on a common vision.



**CHIEF EXECUTIVE OFFICER W. BURRELL ELLIS'**

**2013 STATE OF THE COUNTY ADDRESS**

**JANUARY 29, 2013**

**[EXCERPTED, EDITED AND LINKED TO DEKALB COUNTY'S PRIMARY GOALS AND  
CRITICAL SUCCESS FACTORS]**

DeKalb County alone cannot compete with Charlotte, Chattanooga, Dallas-Ft. Worth, Miami-Dade, Denver, and other high profile metropolitan regions for jobs, investments, and federal funding. Our region must move beyond the limitations of political boundaries and recognize that our collective success requires a unity of spirit and action.

The metro Atlanta region shares a common destiny in supporting a regional transit system, funding Grady hospital, protecting the environment, creating jobs, and ensuring every child receives a quality education and every person has access to affordable health care.

I believe we can accomplish these goals if we strive to work together.

This is the struggle of a great community!

**Federal Partnerships**

Since taking office in 2009, I have enjoyed the privilege of helping to bridge the gap, in an oftentimes partisan political environment, in order to achieve maximum benefits for DeKalb County.

I am honored to have served with our President and his administration, our U.S. Senators, and our U.S. House delegation members, of both parties.

We have received millions of dollars in federal grants and funding for various projects and programs that directly benefits DeKalb County. President Obama in particular, understands how vital it is to support local governments who are the frontline service providers and are key to jumpstarting the economy.

His vision for America is inclusive and transformative. It is our responsibility as elected officials to identify a space where we can contribute when possible, collaborate when appropriate, and criticize when necessary, to guarantee your voice is heard and concerns are adequately addressed.

This is the struggle of a great community!

**Closing**

And that is the State of DeKalb County; a great community with a strong track record of success.

A great community that continues to succeed even as it struggles, because you cannot have one without the other.

A great community that sees strength in its struggle; because it is that ongoing struggle that assures us a successful future steeped in potential, hope and possibility.

I am excited about what tomorrow holds for DeKalb County. Our past successes, although good, will not be the sole determinate of our legacy. We still have more work to do.

Our vision for DeKalb County is neither audacious nor meek, but a reflection of the values we share as a community. If we remain steadfast to our principles and continue to provide sound leadership, then a bright future will be ours to enjoy.

I ask each and every resident of DeKalb County to join us as we embark on a journey to build a greater DeKalb County. Join us in creating a model of excellence and governance. Join us in uniting the county in restoring faith in public service. Join us in protecting what we cherish most...the legacy of this great county.

Join us, because no one person can do it alone. The CEO cannot do it alone, and the Board of Commissioners cannot do it alone. Other elected officials cannot do it alone. Only through the power of our eternal creator and our working together, as ONE DeKalb, will our collective dreams for this great county come true!

Thank you and God bless you. God bless the United States of America, the State of Georgia and DeKalb County.



**Chief Executive Officer**

W. Burrell Ellis, Jr.

**Chief Executive Officer**

W. Burrell Ellis, Jr.

**Board of Commissioners**

District 1  
Elaine Boyer

District 2  
Jeff Rader

District 3  
Larry Johnson

District 4  
Sharon Barnes Sutton

District 5  
Lee May

District 6  
Kathie Gannon

District 7  
Stan Watson

January 31, 2013

TO: Board of Commissioners

FROM: *WBE* W. Burrell Ellis, Jr., Chief Executive Officer

SUBJECT: Amendment to the 2013 Executive Budget Recommendation

I am pleased to submit a revised recommendation for the 2013 Tax Fund Budget that reflects the comprehensive review of the County's financial position as December 31, 2012.

Several important factors have been considered in formulating the revised recommendation. **First**, the success of the fiscal and budgetary controls implemented during 2012 has produced a significant improvement in the County's Tax Fund year-end fund balance. The increase in the fund balance is \$8,753,896 that represents a slight improvement over the 2012 tax funds budget. **Second**, an in-depth review of the County's revenue anticipations for 2013 has concluded that the 2013 anticipations may be increased by approximately \$4,224,000 (mainly in the category of public utility taxes). **Third**, in the final review of budgetary recommendations, the administration believes that there a number of adjustments that should be included in the 2013 Tax Fund Budget Recommendations.

In considering these developments, I have also taken into account the current economic climate and the need to reduce the burden on the County's citizens to the lowest level consistent with maintaining an appropriate high level of service delivery by the County.

Therefore, I am now recommending that the 2013 Tax Fund Budget Recommendation be revised to reflect the recommendation of an increase of **0.64** mills within the tax funds instead of the 1.69 mill increase previously recommended. This represents a **reduction of over 1 mill** in the recommended increase in the millage rate and appropriately balances the County's financial resources with our need to deliver services.

For the average homeowner in the County the impact will be minimal. The impact on a homeowner with a residence appraised at \$200,000, the new millage rate represents an increase of approximately \$18.37 per year or \$1.53 per month.

I have directed the Chief Financial Officer to prepare and submit the amended Budget Resolution by early next week.

Cc: Zachary L. Williams, COO/EA  
Hakim Hilliard, CEO's Chief of Staff  
Morris Williams, BOC Chief of Staff  
Luz Borrero, Deputy COO of Development  
Thomas Brown, Sheriff, Sheriff's Office  
Calvin C. Hicks, Jr., Chief Appraiser, Property Appraisal  
Robert D. James, District Attorney  
Claudia Lawson, Tax Commissioner  
John Matelski, CIO, Information Systems  
Cathy W. McCumber, Superior Court

**SUMMARY OF MAJOR CHANGES TO THE TAX FUNDS**

Miscellaneous Adjustments:

- 1. Property Appraisal **\$ 26,000**  
 New computers needed for the Computer Aided Mass Appraisal System to provide for efficiency in operations.
- 2. Superior Court **\$ 34,866**  
 Various line items, to include maintenance of court equipment and wireless telephone service.
- 3. District Attorney **\$137,871**  
 Fund two positions for 9 months for work related to HB 1176 for reporting on Child Abuse cases and expanding reporting requirements.
- 4. Permitting Process Redesign **\$300,000**  
 Professional services to evaluate and streamline business processes relating to permitting.
- 5. Permitting System Technology Upgrade **\$600,000**  
 Initiate phase one of upgrade and integration of Hansen 8.
- 6. Tax Commissioner **\$250,000**  
 Allow for continued services at two satellite offices for six months.
- 7. Sheriff's Office **\$800,000**  
 Encumbrance adjustment for a total encumbrance funding of \$2,654,700.

Encumbrances:

All departmental requests are recommended, except the following:

	Requested	Recommended
1. Fire Services	\$ 406,226	\$ 66,805

The recommended amount for Fire Services is up to 100% of the 2012 (Appropriation) level.

I am recommending that the remainder be utilized to reduce the millage increase necessary to balance the budget. The Budgetary Reserve remains at \$30,000,000. The revenue estimate should be increased by \$4,224,000 to recognize that the Public Utility digest was received late in 2012, and some of the utilities taxes for 2012 will be paid in 2013, and adjustments to miscellaneous revenue sources.

#### **CHANGES TO OTHER FUNDS**

Anticipations and appropriations that must be changed due to actual year ending revenues and expenditures are listed on Attachment A-2. The attached changes to the Non-Tax Funds result primarily from the following:

1. Adjustments related to actual year-end fund balances;
2. The treatment of prior year encumbrances, which may increase the fund appropriation;
3. The impact of Board of Commissioners' approved items; and
4. Other minor changes to revenue or appropriation accounts.

All of these changes are a routine annual occurrence and are mainly of an administrative nature.

# THE BOARD OF COMMISSIONERS' SUBSTITUTE OF THE CEO'S 2013 BUDGET RESOLUTION

This schedule represents the changes made by the Board of Commissioners to the CEO's 2013 Tax Funds Budget Recommendation.

Attachment A  
Page 1 of 11

## BUDGET RESOLUTION

<u>TAX FUNDS</u>	<u>2013 CEO</u> <u>Recommended</u> <u>Budget As</u> <u>Amended</u>	<u>2013 FAB</u> <u>Committee</u> <u>Recommended</u> <u>Budget As</u> <u>Amended</u>
<u>GENERAL FUND</u>		
ANTICIPATED REVENUES:		
Taxes	\$228,091,887	\$223,579,812
Licenses and Permits	120,000	120,000
Intergovernmental	3,372,969	3,372,969
Charges for Services	38,631,649	38,631,649
Fines and Forfeitures	10,669,691	10,669,691
Miscellaneous	5,902,303	5,902,303
Other Financing Sources	7,269,453	7,269,453
Fund Balance Carried Forward	5,598,393	5,598,393
<b>TOTAL - GENERAL FUND</b>	<b>\$299,656,345</b>	<b>\$295,144,270</b>
PROPOSED EXPENDITURES:		
Chief Executive Officer	\$1,869,545	\$1,869,545
Board of Commissioners	3,146,049	3,146,049
Ethics Board	4,500	4,500
Law Department	3,139,711	3,139,711
Geographic Info Systems	1,909,662	1,909,662
Facilities Management	17,319,915	16,461,079
Purchasing	2,926,928	2,926,928
Human Resources & Merit System	3,122,415	3,122,415
Information Technology	18,608,568	18,608,568
Finance	5,650,199	5,613,037
Property Appraisal	4,427,264	4,427,264
Tax Commissioner	6,879,597	6,878,612
Registrar	1,897,479	1,897,479
Sheriff	78,371,702	77,575,791
Juvenile Court	9,444,635	9,444,635
Superior Court	8,426,869	8,426,869
Clerk of Superior Court	6,196,920	6,196,920
State Court	13,230,468	13,230,468
Solicitor - General	5,951,607	5,951,607
District Attorney	11,981,243	11,981,243
Child Advocate's Office	1,820,139	1,820,139
Probate Court	1,577,720	1,577,720
Medical Examiner	2,278,903	2,271,504
Public Defender	7,283,038	7,283,038
Police	5,207,042	4,940,547
Magistrate Court	2,706,229	2,705,774
Fire & Rescue Services	9,120,920	9,120,920
Planning & Development	973,957	973,957
Public Works - Director	267,196	267,196

**THE BOARD OF COMMISSIONERS' SUBSTITUTE OF THE CEO'S 2013  
BUDGET RESOLUTION**

Attachment A  
Page 2 of 11

**BUDGET RESOLUTION**

	<u>2013 CEO</u>	<u>2013 FAB</u>
	<u>Recommended</u>	<u>Recommended</u>
	<u>Budget As</u>	<u>Budget As</u>
	<u>Amended</u>	<u>Amended</u>
<b><u>GENERAL FUND (continued)</u></b>		
Economic Development	1,186,797	1,186,797
Library	12,376,767	12,476,767
Cooperative Extension	207,617	207,071
Public Health	3,955,634	3,955,634
Community Service Board	1,576,060	1,576,060
D F A C S	1,241,284	1,241,284
Human Services	3,491,733	3,523,733
Contributions to Capital Projects	6,000,000	6,000,000
Non - Departmental	33,880,033	31,203,747
<b>TOTAL - GENERAL FUND</b>	<b><u>\$299,656,345</u></b>	<b><u>\$295,144,270</u></b>
<b><u>FIRE FUND</u></b>		
ANTICIPATED REVENUES:		
Property Taxes	\$49,433,374	\$47,542,978
Charges for Services	723,488	1,723,488
Fund Balance Carried Forward	3,639,050	3,639,050
<b>TOTAL - FIRE FUND</b>	<b><u>\$53,795,912</u></b>	<b><u>\$52,905,516</u></b>
PROPOSED EXPENDITURES:		
Fire & Rescue Services	\$45,595,141	\$44,761,539
Non - Departmental	8,200,771	8,143,977
<b>TOTAL - FIRE FUND</b>	<b><u>\$53,795,912</u></b>	<b><u>\$52,905,516</u></b>
<b><u>SPECIAL TAX DISTRICT - DESIGNATED SERVICES</u></b>		
ANTICIPATED REVENUES:		
Taxes	\$7,273,586	\$7,122,130
Charges for Services	756,529	756,529
Miscellaneous	260,394	260,394
Other Financing Sources	20,013,019	20,013,019
Fund Balance Carried Forward	472,634	472,634
<b>TOTAL - S T D - DESIGNATED SERVICES FUND</b>	<b><u>\$28,776,162</u></b>	<b><u>\$28,624,706</u></b>
PROPOSED EXPENDITURES:		
Public Works - Transportation	\$2,032,451	\$2,032,451
Public Works - Roads & Drainage	8,543,051	8,530,447
Parks & Recreation	8,761,770	8,738,501
Non - Departmental	9,438,890	9,323,307
<b>TOTAL - STD - DESIGNATED SERVICES FUND</b>	<b><u>\$28,776,162</u></b>	<b><u>\$28,624,706</u></b>

**THE BOARD OF COMMISSIONERS' SUBSTITUTE OF THE CEO'S 2013  
BUDGET RESOLUTION**

Attachment A  
Page 3 of 11

**BUDGET RESOLUTION**

	<u>2013 CEO</u>	<u>2013 FAB</u>
	<u>Recommended</u>	<u>Committee</u>
	<u>Budget As</u>	<u>Budget As</u>
	<u>Amended</u>	<u>Amended</u>
<b><u>SPECIAL TAX DISTRICT - UNINCORPORATED</u></b>		
ANTICIPATED REVENUES:		
Taxes	\$26,042,179	\$26,042,179
Licenses and Permits	24,048,234	24,328,599
Fines and Forfeitures	24,039,726	24,039,726
Miscellaneous	(43,640)	(43,640)
Other Financing Sources	(64,185,506)	(64,185,506)
Fund Balance Carried Forward	1,371,117	1,371,117
<b>TOTAL - S T D - UNINCORPORATED FUND</b>	<b><u>\$11,272,110</u></b>	<b><u>\$11,552,475</u></b>
PROPOSED EXPENDITURES:		
C E O Office - Cable TV Support	\$379,745	\$379,745
Finance - Business License	721,343	721,343
Recorder's Court	3,966,446	4,266,446
Planning & Development- Zoning Analysis	3,071,661	3,071,661
Non - Departmental	3,132,915	3,113,280
<b>TOTAL - S T D - UNINCORPORATED FUND</b>	<b><u>\$11,272,110</u></b>	<b><u>\$11,552,475</u></b>
<b><u>HOSPITAL FUND</u></b>		
ANTICIPATED REVENUES:		
Taxes	\$14,507,913	\$15,007,913
Fund Balance Carried Forward	(3,125,821)	(3,125,821)
<b>TOTAL - HOSPITAL FUND</b>	<b><u>\$11,382,092</u></b>	<b><u>\$11,882,092</u></b>
PROPOSED EXPENDITURES:		
	<b><u>\$11,382,092</u></b>	<b><u>\$11,882,092</u></b>
<b><u>POLICE SERVICES FUND</u></b>		
ANTICIPATED REVENUES:		
Taxes	\$48,173,640	\$46,992,470
Licenses and Permits	850,000	850,000
Charges for Services	215,000	215,000
Miscellaneous	2,598,000	2,598,000
Other Financing Sources	46,697,043	46,697,043
Fund Balance Carried Forward	18,312,067	18,312,067
<b>TOTAL - POLICE SERVICES FUND</b>	<b><u>\$116,845,750</u></b>	<b><u>\$115,664,580</u></b>
Police Services	\$95,264,174	\$94,237,159
Non-Departmental	21,581,576	21,427,421
<b>PROPOSED EXPENDITURES:</b>	<b><u>\$116,845,750</u></b>	<b><u>\$115,664,580</u></b>



**THE BOARD OF COMMISSIONERS' SUBSTITUTE OF THE CEO'S 2013  
BUDGET RESOLUTION**

Attachment A  
Page 4 of 11

BUDGET RESOLUTION

	<u>2013 CEO</u> <u>Recommended</u> <u>Budget As</u> <u>Amended</u>	<u>2013 FAB</u> <u>Committee</u> <u>Recommended</u> <u>Budget As</u> <u>Amended</u>
<b><u>DEBT SERVICE FUND</u></b>		
ANTICIPATED REVENUES:		
Taxes	\$1,591,250	\$1,433,144
Fund Balance Carried Forward	14,088,352	14,088,352
TOTAL - DEBT SERVICE FUND	<u>\$15,679,602</u>	<u>\$15,521,496</u>
PROPOSED EXPENDITURES:	<u>\$15,679,602</u>	<u>\$15,521,496</u>
<b><u>SPECIAL TAX DISTRICT - DEBT SERVICE FUND</u></b>		
ANTICIPATED REVENUES:		
Taxes	\$26,470,313	\$26,470,313
Fund Balance Carried Forward	1,120,406	1,120,406
TOTAL - STD - DEBT SERVICE FUND	<u>\$27,590,719</u>	<u>\$27,590,719</u>
PROPOSED EXPENDITURES:	<u>\$27,590,719</u>	<u>\$27,590,719</u>
<b>TOTAL RECOMMENDED 2013 TAX FUNDS BUDGET</b>	<u><u>\$564,998,692</u></u>	<u><u>\$558,885,854</u></u>

On February 26, 2013, the Board of Commissioners adopted a resolution stating their budget policy intent for 2013.

REV. 10/02

DEKALB COUNTY

ITEM NO.

HEARING TYPE Preliminary
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BOARD OF COMMISSIONERS  
BUSINESS AGENDA / MINUTES  
MEETING DATE: February 26, 2013

ACTION TYPE Resolution
---------------------------

SUBJECT: Budget Policy Intent 2013

DEPARTMENT: Board of Commissioners
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PUBLIC HEARING: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
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ATTACHMENT: X YES ___ NO	
PAGES: <table border="1"><tr><td>4</td></tr></table>	4
4	

INFORMATION CONTACT: Commissioner Lee May
PHONE NUMBER: (404) 371-2886

PURPOSE:

To state the policy intent of the Commission concerning certain items in the 2013 Budget.

NEED/IMPACT:

The County's Organizational Act instills in the Commission the power and authority to fix and establish by appropriate resolution or ordinance, policies, rules and regulations governing all matters reserved to its jurisdiction by the Organizational Act; and the Organizational Act declares that the Chief Executive shall carry out, execute and enforce all ordinances, policies, rules, and regulations of the Commission when such resolution or ordinance become effective. The Commission is communicating those policies concerning the 2013 Budget through this resolution.

RECOMMENDATION(S):

To state the policy intent of the Commission concerning certain items in the 2013 Budget.

**FOR USE BY COMMISSION OFFICE/CLERK ONLY**

**ACTION :** 2013-02-26 Item H10

MOTION was made by Sharon Barnes Sutton, seconded by Elaine Boyer and passed 7-0-0 to approve to state the policy intent of the Commission concerning certain items in the 2013 Budget.

ADOPTED: FEB 26 2013  
(DATE)

Lee N. May II  
PRESIDING OFFICER  
DEKALB COUNTY BOARD OF  
COMMISSIONERS

CERTIFIED: FEB 26 2013  
(DATE)

Sharon Barnes Sutton  
CLERK,  
DEKALB COUNTY BOARD  
OF COMMISSIONERS

**FOR USE BY CHIEF EXECUTIVE OFFICER ONLY**

APPROVED: FEB 26 2013  
(DATE)

[Signature]  
CHIEF EXECUTIVE OFFICER  
DEKALB COUNTY

VETOED: \_\_\_\_\_  
(DATE)

\_\_\_\_\_  
CHIEF EXECUTIVE OFFICER  
DEKALB COUNTY

VETO STATEMENT ATTACHED:

**MINUTES:**

FOR : Stan Watson, Kathie Gannon, Lee May, Sharon Barnes Sutton, Larry Johnson, Jeff Rader, Elaine Boyer

AGAINST : None

ABSTAIN : None

ABSENT : None

RESOLUTION

A RESOLUTION OF THE GOVERNING AUTHORITY OF DEKALB  
COUNTY, GEORGIA, TO STATE THE INTENT OF CERTAIN ITEMS  
IN THE 2012 BUDGET.

WHEREAS, the Organizational Act that created the government of DeKalb County instills in the Board of Commissioners certain enumerated powers; and

WHEREAS, the Organizational Act also instills in the Commission the power and authority to fix and establish by appropriate resolution or ordinance, policies, rules and regulations governing all matters reserved to its jurisdiction by the Organizational Act; and

WHEREAS, the Organizational Act declares that the Chief Executive shall carry out, execute and enforce all ordinances, policies, rules, and regulations of the Commission when such resolution or ordinance become effective; so

NOW THEREFORE, BE IT RESOLVED by the governing authority of DeKalb County, Georgia as follows:

PART I. POLICY INTENT

The following statements clarify the intent of the Commission in passing the annual 2013 budget on February 26, 2013:

A. The Commission states that the approved amount of funding for the Fire Department should be adjusted internally to fill an additional 44 positions above what is currently filled as of the date of passage of this resolution. The Commission further states that this is to mean that the "holding" of vacant, but funded positions should not occur within the Fire Department in order to meet any overall county

vacancy rate goals which have been a past practice of the administration. It is expected that 25 of these positions will be that of a new fire services class to start during the year.

B. The Commission states that the approved amount of funding for the Police Department within the Police Fund should be adjusted internally to fill an additional 25 positions above what is currently filled as of the date of passage of this resolution. The Commission further states that this is to mean that the “holding” of vacant, but funded positions should not occur within the Police Department in order to meet any overall county vacancy rate goals which have been a past practice of the administration.

C. The Commission states that of the total appropriation of expenditures contained within the Hospital Fund, \$500,000 be reserved for future appropriation of the Commission after the initiation of discussions between the Commission as whole and leadership of the Grady Health System on the topic of the continuation of support of DeKalb County to the system.

D. The Commission states that based upon the schedule provided to the Commission concerning funding for the living wage increase, that amount in each department’s budget equal to the proposed cost in 2013 is reserved for appropriation until further review of the Commission.

E. The Commission states that \$900,000 of funding indicated towards assisting the upgrading of the County’s permitting system be reserved until approval of the Commission after further discussion with the public stakeholders, the administration, and the Commission.

F. The Commission states that inclusion of any information in the budget transmittal letter of the Chief Executive, the proposed budget document, or any

subsequent communication between the Chief Executive and/or his reports to the Commission does not equate to approval of those policies by the Commission unless those specific policies are passed as part of a separate resolution by the Commission. It is the expectation of the Commission that the Chief Executive and the Executive Assistant will err on the side of caution and seek Commission approval on all matters of policy per the County's Organizational Act.

#### PART II. EFFECTIVE DATE

This resolution shall become effective upon adoption by the Board of Commissioners and approval by the Chief Executive or after eight business days upon its adoption without the signature of the Chief Executive.

#### PART III. SEVERABILITY

Should any section or provision of this resolution be declared by a court of competent jurisdiction to be invalid or unconstitutional, such decision shall not affect the validity of the ordinance as a whole, nor any part thereof, other than the part so declared to be invalid or unconstitutional. All ordinances or resolutions, or parts thereof, in conflict with this ordinance are repealed.

#### PART IV. EXPIRATION

The policies in this resolution shall stay in effect until eight working days after the Commission's first regular meeting of January 2014, unless superseded by further action of the Governing Authority.

ADOPTED by the DeKalb County Board of Commissioners, this \_\_\_\_ day of \_\_\_\_\_, 20\_\_.

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# DEKALB COUNTY EXECUTIVE SUMMARY

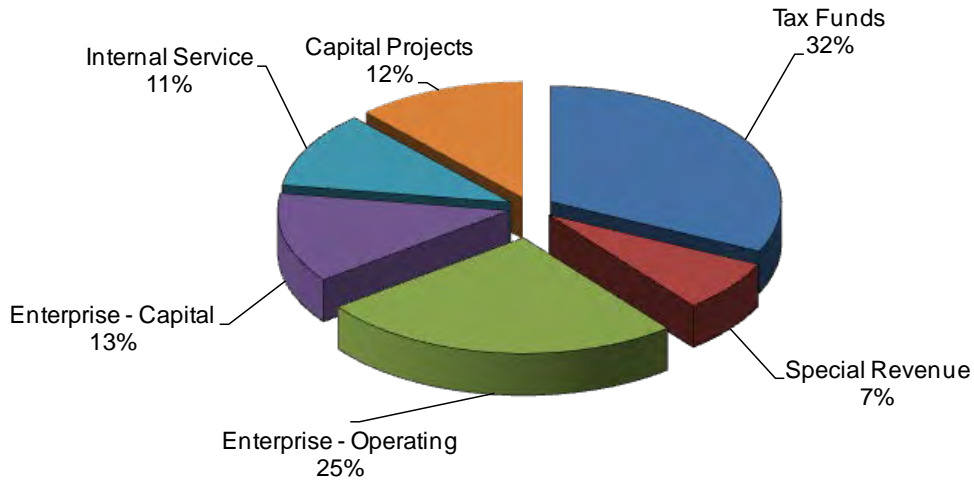
This Executive Summary provides a general overview of the entire budget.

## APPROPRIATIONS ALL FUNDS (Expenditures)

The 2013 Budget for all funds totals \$1.744 billion and includes budgets for 64 separate funds, which are summarized below:

Tax Funds	\$558,885,854
Special Revenue	126,316,494
Enterprise - Operating	444,669,352
Enterprise - Capital	219,898,155
Internal Service	187,555,236
Capital Projects	206,648,665
Total	<u>\$1,743,973,756</u>

## APPROPRIATIONS ALL FUNDS



# DEKALB COUNTY EXECUTIVE SUMMARY

## TAX FUNDS

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

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

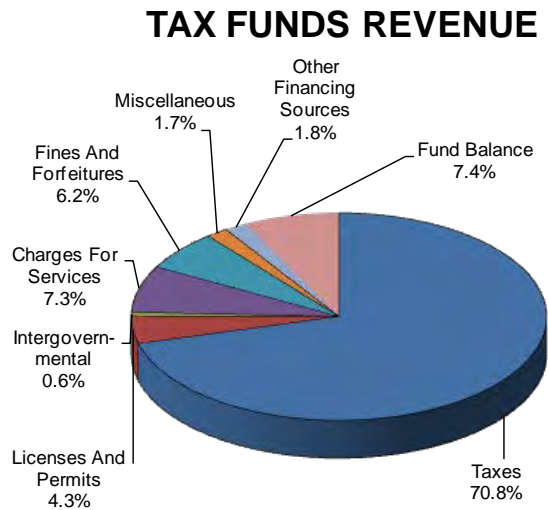
### Appropriations

Notable items in the Tax Funds Budgets in 2013 include

- \* A net decrease of 613 full-time positions from 2009.
- \* A decrease of \$47.9 million in appropriations from 2009.

### Revenues

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



### Tax Funds Revenue

Taxes	\$395,665,190
Licenses And Permits	\$23,824,348
Intergovernmental	\$3,372,969
Charges For Services	\$40,603,178
Fines And Forfeitures	\$34,709,417
Miscellaneous	\$9,440,545
Other Financing Sources	\$9,794,009
Fund Balance Brought Forward	\$41,476,198
<b>Total</b>	<b>\$558,885,854</b>



# DEKALB COUNTY EXECUTIVE SUMMARY

## SPECIAL REVENUE FUNDS

The Special Revenue Funds include budgets for numerous funds operated for specific programs or activities. They are established as separate funds either by law or by Board of Commissioners' policy. The Grants-in-Aid Fund constitutes approximately 52% of the total of this fund group. In 2001, the General Fund elements of the Development Department were transferred to the Development Fund, which is supported by development related fees, permits, and licenses. In 2004, the Revenue Bonds Lease Payment Fund was established. In 2005, the Revenue Bond Public Safety & Judicial Facilities Authority Lease Payment Fund was established. In 2011, the Foreclosure Registry Fund and the URA Bond Debt Service Fund were created. Other funds are detailed in the Special Revenue Funds section of this book.

### Revenues

About 53% of the revenue is from other governments, primarily federal funds for various grant programs (although most is in Miscellaneous Revenue).

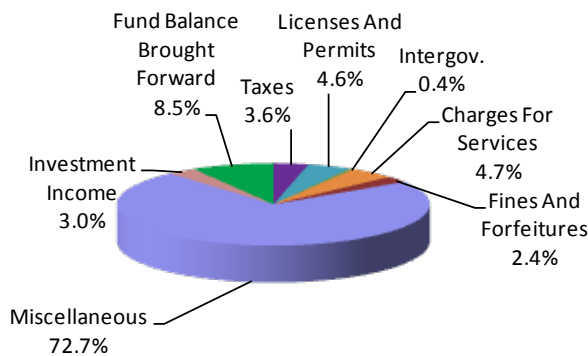
### Appropriations

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

### Special Revenue Funds Revenues

Taxes	\$4,552,492
Licenses And Permits	\$5,757,300
Intergov.	\$555,000
Charges For Services	\$5,989,815
Fines And Forfeitures	\$3,082,000
Miscellaneous	\$91,864,068
Investment Income	3,731,226
Fund Balance Brought Forward	10,784,593
	<u>\$126,316,494</u>

## SPECIAL REVENUE FUNDS REVENUES



# DEKALB COUNTY EXECUTIVE SUMMARY

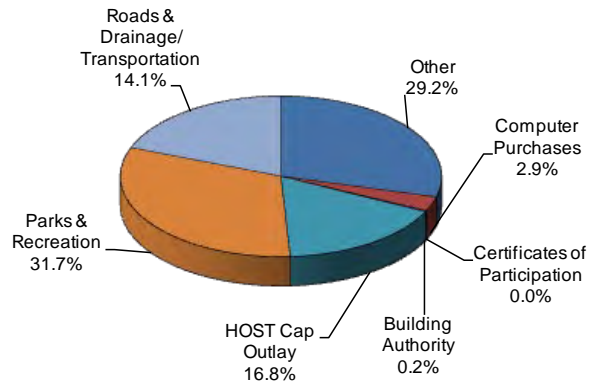
## GENERAL CAPITAL PROJECTS FUNDS

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

These developments have had a major impact on General Capital funds:

- 1) In 1997, the HOST was passed providing a windfall of 18 months revenue of approximately \$100 million to fund capital needs.
- 2) In 2001, voters approved a \$125 million bond issue to fund the acquisition of parks and greenspace.
- 3) In 2005, \$17,012,895 was appropriated for HOST Capital Outlay.
- 4) In 2006, voters approved a \$230 million bond issue for transportation, parks and greenspace, and libraries.
- 5) For 2009, \$9,527,774 was appropriated for HOST Capital Outlay.
- 6) For 2010, \$89,000 was appropriated for HOST Capital Outlay.
- 7) For 2011, \$12,225,000 was approved for HOST Capital Outlay.
- 8) For 2012, \$8,000,000 was approved for HOST Capital Outlay and \$4,000,000 for other capital projects.
- 9) For 2013, \$5,000,000 was approved for HOST Capital Outlay and \$1,000,000 for other capital projects.

### CAPITAL PROJECTS FUND



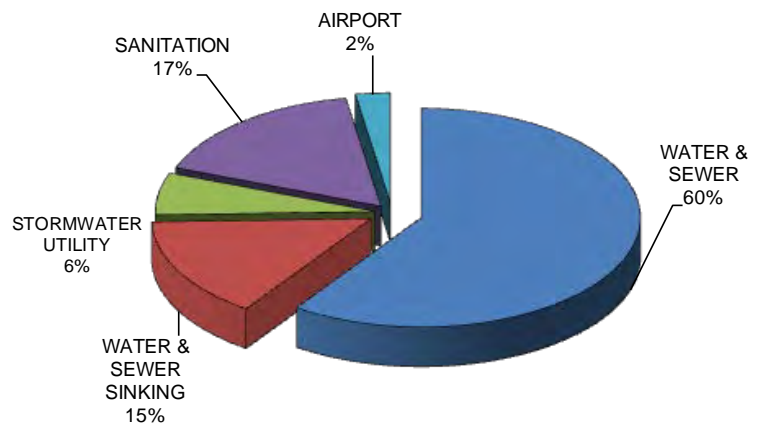
## ENTERPRISE OPERATING FUNDS

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

Notable items in the Enterprise Operating Funds include:

- 1) \$1.3 million was approved for CIP projects for the Airport.
- 2) \$0.3 million was approved for Sanitation capital projects.
- 3) \$70.2 million was approved for transfer to the Water & Sewer Renewal & Extension Fund, and \$62.8 million was approved for transfer to the Water & Sewer Bond Sinking Fund.

### ENTERPRISE OPERATING FUNDS



# DEKALB COUNTY EXECUTIVE SUMMARY

## ENTERPRISE CAPITAL FUNDS

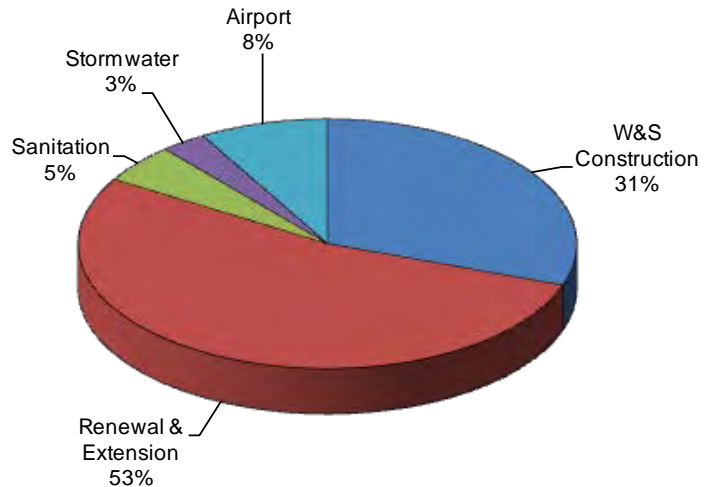
In 1998, state law required that capital projects be portrayed as project length rather than annual budgets.

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

The major items funded with Enterprise Capital Funds are:

- 1) Water & Sewer – Increased capacity and enhanced wastewater treatment.
- 2) Sanitation – Landfill expansion and closure costs.
- 3) Airport – Noise buyout program.
- 4) 2011 Bond Issue – Water & Sewer bonds issued \$394,481,705

ENTERPRISE CAPITAL FUNDS



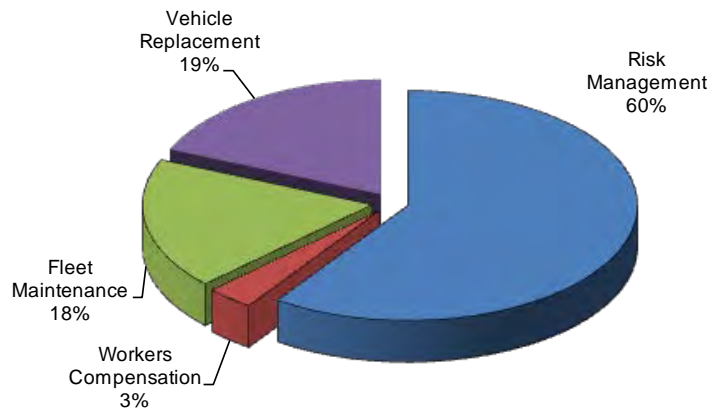
## INTERNAL SERVICE FUNDS

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

Notable items in the 2013 Budget include:

- 1) The partial resumption of the vehicle replacement program continues, with Enterprise Fund and high-priority Tax Funds replacements made. New purchases for 2013 will be financed with lease/purchase funds, except for short-life vehicles.
- 2) The Risk Management Fund budget decreased in 2013 by \$3.2 million or 2.9% due primarily to stabilization in reserves.
- 3) Workers Compensation Fund budget decreased in 2013 by -64.0% or \$4.0 million, due to an adjustment of reserves.

INTERNAL SERVICE FUNDS



# DEKALB COUNTY, GEORGIA – FUND STRUCTURE

<b>Tax Funds</b>	
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:	
<b>General</b>	Accounts for most of the "traditional" countywide services and countywide functions of a general operating nature except as noted in other funds.
<b>Special Tax District Designated Services</b>	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.
<b>Special Tax District Unincorporated</b>	Used to account for certain services and revenues related only to the unincorporated area of the County.
<b>Fire</b>	Accounts for the activities of the County Fire District.
<b>Debt Service</b>	Accounts for principal and interest payments on General Obligation bonded debt.
<b>Special Tax District Debt Service</b>	Accounts for principal and interest on General Obligation Bond issues approved by voters in unincorporated DeKalb.
<b>Hospital</b>	Accounts for transactions related to the County's contractual obligations to the Fulton-DeKalb Hospital Authority.
<b>Police Services</b>	Accounts for the activities of the County Police District.

Maintain Budget Account Codes

<b>Special Revenue Funds</b>	
These funds account for activities or programs operated and funded for specific purposes as required by law or Board of Commissioners' policy. The funds included are:	
<b>County Jail</b>	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.
<b>Development</b>	Accounts for funds received from development fees.
<b>Drug Abuse Treatment &amp; Education</b>	Accounts for funds received under 1990 Georgia law imposing additional fines in substance abuse cases, for use for drug abuse treatment and education programs.
<b>Emergency Telephone System Fund</b>	Accounts for monies collected through user telephone billings and used for certain Emergency 911 telephone system expenses.
<b>Foreclosure Registry</b>	Accounts for funds received from the foreclosure registration fees which funds activities associated with monitoring foreclosed properties.
<b>Grants-In-Aid</b>	Accounts for grant-funded programs separately and distinctly from county funds.
<b>Hotel / Motel Tax</b>	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.
<b>Juvenile Services</b>	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.
<b>Law Enforcement Confiscated Monies</b>	Accounts for monies confiscated in controlled substance cases and designated by law or by court order for limited uses in criminal justice.

## DEKALB COUNTY, GEORGIA – FUND STRUCTURE

<b>Special Revenue Funds (cont.)</b>	
<b>Public Education &amp; Government Access</b>	Accounts for funds received from cable franchises.
<b>Recreation</b>	Operated to provide recreation and cultural arts programs on a fee for service basis.
<b>Rental Motor Vehicle Excise Tax</b>	Accounts for a special three percent excise tax on the rental of motor vehicles. These funds are designated by law for use in the promoting industry, trade, commerce and tourism. Revenues would be dedicated to (1) making the lease payments to the Development Authority of DeKalb County to amortize the indebtedness for the arts center, and (2) for other appropriate expenditures..
<b>Street Light</b>	Accounts for funds in street light districts. Revenue is from special assessments and is used to pay utilities for petitioned street lights.
<b>Urban Redevelopment Agency Bonds Debt Services</b>	Accounts for payments for the principal and interest on Urban Redevelopment Agency Bond issues.
<b>Victim Assistance</b>	Accounts for funds received under 1995 Georgia Law imposing a 5% penalty on criminal fines and designated for use in Victim Assistance Programs.

# DEKALB COUNTY, GEORGIA – FUND STRUCTURE

## 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 & SEWER:

<b>Operating</b>	Accounts for the normal operations and maintenance activities of the DeKalb Water and Sewerage System.
------------------	--

<b>Renewal and Extension</b>	Accounts for transactions related to capital replacements, additions, extensions and improvements and future development or expansion of the system.
------------------------------	--

<b>Sinking</b>	Accounts for principal and interest payments on Water and Sewer Revenue Bonds.
----------------	--

<b>Construction</b>	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:

<b>Operating</b>	Accounts for the activities of collection, transportation and disposal of solid waste generated in unincorporated DeKalb County.
------------------	--

<b>Capital Projects</b>	Accounts for funds for capital projects funded by, and related to the Sanitation Fund.
-------------------------	--

### AIRPORT:

<b>Operating</b>	Accounts for the activities of the operation of the airport.
------------------	--

<b>Capital Projects</b>	Accounts for funds for capital projects funded by, and related to the Airport Fund.
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### STORMWATER:

<b>Operating</b>	Accounts for funds received from the annual stormwater utility fee for maintenance of the stormwater infrastructure.
------------------	--

<b>Capital Projects</b>	Accounts for funds for capital projects funded by, and related to the Stormwater Utility Fund.
-------------------------	--

## 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:

<b>Fleet Maintenance</b>	Accounts for activities related to the maintenance, repair and operation of County-owned vehicles.
--------------------------	--

<b>Vehicle Replacement</b>	Established to insure that sufficient funding is available to purchase vehicles when additions are authorized or when replacement is warranted under replacement criteria policy.
----------------------------	---

<b>Risk Management</b>	Accounts for all financial transactions related to the County's various risk management programs.
------------------------	---

<b>Workers' Compensation</b>	Accounts for all financial transactions related to the County's Workers' Compensation Activity.
------------------------------	---

## DEKALB COUNTY, GEORGIA – FUND STRUCTURE

### Capital Projects Funds

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

**General Obligation Bonds** Established by referendum for specific purposes. Included are issues dating from 1986 to 2001 for such purposes as libraries, parks and a new jail and health facilities.

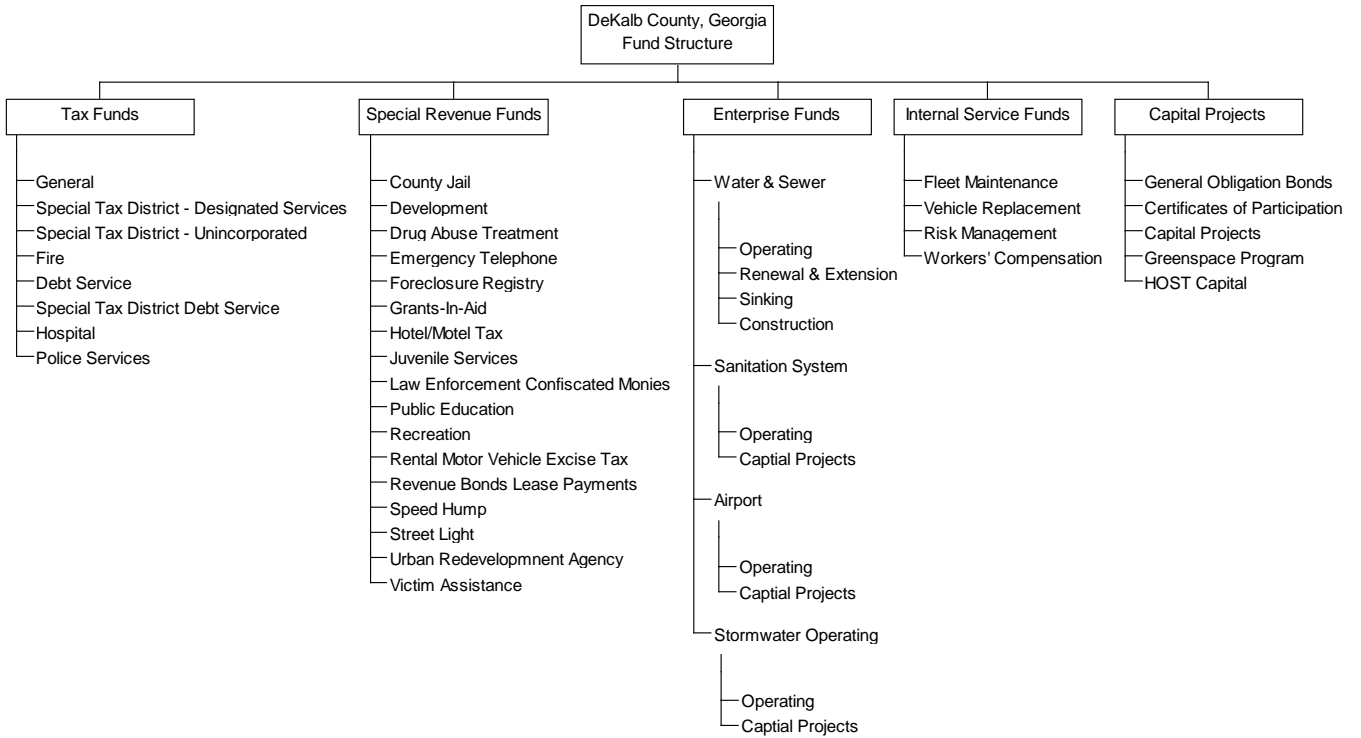
**Certificates of Participation** Established to account for certificates issued to fund the acquisition and renovation of the 330 Ponce de Leon Building and renovation of the 9-story Courthouse.

**Capital Projects** Established to account for projects funded by contributions from other county funds or other agencies.

**Greenspace Program** Established to account for projects undertaken pursuant to a grant award from the Community Greenspace Trust Fund.

**HOST Capital Projects** Established to account for projects funded by special Homestead Option Sales Tax (HOST) revenues, up to 20% of HOST receipts.

# DEKALB COUNTY, GEORGIA – FUND STRUCTURE





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

	<b>TAX FUNDS</b>	<b>SPECIAL REVENUE</b>	<b>ENTERPRISE</b>	<b>INTERNAL SERVICE</b>	<b>TOTAL</b>
Fund Balance, January 1, 2011	(\$3,874,053)	\$16,116,872	\$55,717,539	\$34,895,576	\$102,855,933
<b><u>ACTUAL REVENUES</u></b>					
Taxes	448,723,277	4,342,142	0	0	453,065,419
Licenses And Permits	23,883,758	4,664,042	0	0	28,547,800
Intergovernmental	3,984,342	38,931,312	0	206,768	43,122,421
Charges For Services	26,552,250	7,062,632	293,580,876	55,560,120	382,755,878
Fines And Forfeitures	31,785,440	3,147,672	0	0	34,933,112
Investment Income	(54,750)	35,895	94,022	26,163	101,330
Contributions And Donations	0	120,067	0	0	120,067
Miscellaneous	5,546,242	20,435,064	6,906,759	380,109	33,268,174
Other Financing Sources	10,124,051	4,567,082	43,154,548	831,442	58,677,122
Payroll Deductions And Matches	0	0	0	84,685,915	84,685,915
Total Revenue	550,544,611	83,305,907	343,736,203	141,690,518	1,119,277,239
<b>TOTAL FUNDS AVAILABLE</b>	546,670,557	99,422,779	399,453,742	176,586,093	1,222,133,172
<b><u>EXPENDITURES</u></b>					
Operating	511,164,473	81,943,108	242,575,961	157,614,692	993,298,235
Transfer to Other Funds	15,891,719	6,602,186	108,664,135	4,066,214	135,224,254
Total Expenditures	527,056,192	88,545,294	351,240,096	161,680,906	1,128,522,489
Fund Balance, December 31, 2011	\$19,614,365	\$10,877,485	\$48,213,646	\$14,905,187	\$93,610,684
Prior-Year Encumbrance Balances Not Funded	11,529,513	10,451,582	16,225,285	13,275,719	51,482,099
Move Motor Vehicle Rental Tax Fund Balance	(914,364)	914,364			
Fund Balance, January 1, 2012	\$30,229,514	\$22,243,431	\$64,438,930	\$28,180,906	\$145,092,782
<b><u>ACTUAL REVENUES</u></b>					
Taxes	417,795,384	5,273,972	0	0	423,069,356
Licenses And Permits	25,651,140	4,644,613	0	0	30,295,753
Intergovernmental	3,518,958	29,024,268	0	201,660	32,744,886
Charges For Services	37,725,179	6,656,409	313,464,603	54,980,561	412,826,752
Fines And Forfeitures	33,376,168	3,456,639	0	0	36,832,807
Investment Income	108,284	37,253	259,872	29,003	434,411
Contributions And Donations	600	226,462	0	0	227,062
Miscellaneous	4,616,158	20,019,811	7,743,501	10,768,948	43,148,418
Other Financing Sources	6,895,614	2,543,875	65,496,013	1,219,478	76,154,980
Payroll Deductions And Matches	0	0	0	95,125,888	95,125,888
Total Revenue	529,687,484	71,883,303	386,963,988	162,325,539	1,150,860,313
<b>TOTAL FUNDS AVAILABLE</b>	559,916,998	94,126,734	451,402,918	190,506,445	1,295,953,095
<b><u>EXPENDITURES</u></b>					
Operating	515,672,310	79,410,342	266,592,517	172,392,938	1,034,068,106
Transfer to Other Funds	14,321,356	7,237,672	123,307,218	0	144,866,246
Total Expenditures	529,993,666	86,648,014	389,899,735	172,392,938	1,178,934,352
Fund Balance, December 31, 2012	\$29,923,332	\$7,478,720	\$61,503,183	\$18,113,507	\$117,018,743
Prior-Year Encumbrance Balances Not Funded	11,552,866	3,305,873	14,857,785	19,245,245	48,961,768
Fund Balance Forward, January 1, 2013	\$41,476,198	\$10,784,593	\$76,360,968	\$37,358,752	\$165,980,511
<b><u>ANTICIPATED REVENUES</u></b>					
Taxes	395,665,190	4,552,492	0	0	400,217,682
Licenses And Permits	23,824,348	5,757,300	0	0	29,581,648
Intergovernmental	3,372,969	555,000	0	200,000	4,127,969
Charges For Services	40,603,178	5,989,815	317,591,536	57,330,838	421,515,367
Fines And Forfeitures	34,709,417	3,082,000	0	0	37,791,417
Investment Income	0	3,731,226	102,000	25,000	3,858,226
Miscellaneous	9,440,545	91,864,068	5,679,128	200,000	107,183,741
Other Financing Sources	9,794,009	0	44,935,720	500,000	55,229,729
Payroll Deductions And Matches	0	0	0	91,940,646	91,940,646
Total Revenue	517,409,656	115,531,901	368,308,384	150,196,484	1,151,446,425
<b>TOTAL FUNDS AVAILABLE</b>	558,885,854	126,316,494	444,669,352	187,555,236	1,317,426,936
<b><u>PROJECTED EXPENDITURES</u></b>					
Operating	514,661,185	105,786,050	284,386,779	167,892,756	1,072,726,770
Transfer to Other Funds	7,462,100	7,319,175	134,595,893	2,000,000	151,377,168
Total Expenditures	522,123,285	113,105,225	418,982,672	169,892,756	1,224,103,938
Projected Fund Balance, December 31, 2013	\$36,762,569	\$13,211,269	\$25,686,680	\$17,662,480	\$93,322,998

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

	CHANGES IN FUND BALANCE				
	TAX FUNDS	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	TOTAL
Fund Balance, December 31, 2010	(\$3,874,053)	\$16,116,872	\$55,717,539	\$34,895,576	\$102,855,933
Fully Encumbered Fund Balance, December 31, 2011	\$19,614,365	\$10,877,485	\$48,213,646	\$14,905,187	\$93,610,684
Prior-Year Encumbrance Balances Not Funded	11,529,513	10,344,217	16,225,285	13,275,719	51,374,734
Move Motor Vehicle Rental Tax Fund Balance	(914,364)	914,364			
Fund Balance, December 31, 2011	\$30,229,514	\$22,243,431	\$64,438,930	\$28,180,906	\$145,092,782
Change in Fund Balance 2010 - 2011	\$34,103,568	\$6,126,559	\$8,721,391	(\$6,714,669)	\$42,236,849
Fully Encumbered Fund Balance, December 31, 2012	\$29,923,332	\$7,478,720	\$61,503,183	\$18,113,507	\$117,018,743
Prior-Year Encumbrance Balances Not Funded	11,552,866	3,305,873	14,857,785	19,245,245	48,961,768
Fund Balance, December 31, 2012	\$41,476,198	\$10,784,593	\$76,360,968	\$37,358,752	\$165,980,511
Change in Fund Balance 2011 - 2012	\$11,246,683	(\$11,458,838)	\$11,922,038	\$9,177,846	\$20,887,729
Projected Fund Balance, December 31, 2013	\$36,762,569	\$13,211,269	\$25,686,680	\$17,662,480	\$93,322,998
Projected Change in Fund Balance 2012 - 2013	(\$4,713,629)	\$2,426,676	(\$50,674,288)	(\$19,696,272)	(\$72,657,513)

**Fund Balance** is defined as the excess (or deficit) of Revenues and Fund Balance Forward over Expenditures at the end of a fiscal year.

**Fully Encumbered Fund Balance** is Fund Balance as reduced by the effect of encumbrance balances at the end of the period.

Encumbrances carried-forward from prior years are funded or not funded based on Fund Balance conditions at Year-End.

Projected Changes in Fund Balance increase or decrease by more than 10% as follows:

- Tax Funds – Projected Fund Balance is essentially a function of reserve calculations, and therefore tend to be conservative. In 2012, tighter control on filling personnel vacancies and a slight lift in revenues resulted in a higher than projected end of year fund balance.
- Special Revenue Funds – Projected Grant-In-Aid revenue increases account for the increase of 2013 (projected) over 2012.
- Enterprise Funds – The projected decrease in Fund Balance is mainly due to higher personnel costs in general, and higher budgeted transfers from the Water & Sewer Fund to Debt Service and Construction.
- Internal Service Funds – Revenues in the Vehicle Replacement Fund are budgeted to decrease from 2012 to 2013 due to deferral of charges to Tax Fund departments. Revenues to the Workers' Compensation Fund are lower due to the utilization of excess reserves in 2013.

**Revenues** are the income resulting from the expenditures or efforts used to generate that income. Tax funds revenue is primarily derived from ad valorem property taxes such as real estate and personal property. In addition, ad valorem taxes are collected from motor vehicle registrations. Other sources of revenue for the tax funds are the fines and forfeitures collected by the court system and through user fees. Enterprise fund revenues are primarily the result of fees collected from the end users of that particular endeavor such as sanitation, water and sewer, or airport user fees.

Revenue estimates for the budgetary process are a mixture of both recent history as well as trend analysis. The trending of a particular revenue stream is tempered by the knowledge and expectations of department personnel and financial analysts for the next budgetary period based on economic forecasts for the revenue type. Initial revenue estimates are reviewed and discussed by both the department collecting the revenue and the finance department so that a collaborative and realistic revenue forecast is achieved based upon the information at hand at a particular point in time.

**SUMMARY OF ANTICIPATIONS AND REVENUES -  
ALL OPERATING FUNDS  
2011-2013**

FUND GROUP / SOURCE	TAX FUNDS	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	TOTAL
<b>2013 ANTICIPATED</b>					
TAXES	395,665,190	4,552,492	0	0	400,217,682
LICENSES AND PERMITS	23,824,348	5,757,300	0	0	29,581,648
INTERGOVERNMENTAL	3,372,969	555,000	0	200,000	4,127,969
CHARGES FOR SERVICES	40,603,178	5,989,815	317,591,536	57,330,838	421,515,367
FINES AND FORFEITURES	34,709,417	3,082,000	0	0	37,791,417
INVESTMENT INCOME	0	3,731,226	102,000	25,000	3,858,226
MISCELLANEOUS REVENUE	9,440,545	91,864,068	5,679,128	200,000	107,183,741
OTHER FINANCING SOURCES	9,794,009	0	44,935,720	500,000	55,229,729
PAYROLL DEDUCTIONS AND MATCHES	0	0	0	91,940,646	91,940,646
FUND BALANCE BROUGHT FORWARD	41,476,198	10,784,593	76,360,968	37,358,752	165,980,511
<b>TOTAL ANTICIPATIONS</b>	<b>\$558,885,854</b>	<b>\$126,316,494</b>	<b>\$444,669,352</b>	<b>\$187,555,236</b>	<b>\$1,317,426,936</b>
<b>2012 ACTUAL</b>					
TAXES	417,795,384	5,273,972	0	0	423,069,356
LICENSES AND PERMITS	25,651,140	4,644,613	0	0	30,295,753
INTERGOVERNMENTAL	\$3,518,958	\$29,024,268	\$0	\$201,660	\$32,744,886
CHARGES FOR SERVICES	37,725,179	6,656,409	313,464,603	54,980,561	412,826,752
FINES AND FORFEITURES	33,376,168	3,456,639	0	0	36,832,807
INVESTMENT INCOME	108,284	37,253	259,872	29,003	434,411
CONTRIBUTIONS AND DONATIONS	600	226,462	0	0	227,062
MISCELLANEOUS REVENUE	4,616,158	20,019,811	7,743,501	10,768,948	43,148,418
OTHER FINANCING SOURCES	6,895,614	2,543,875	65,496,013	1,219,478	76,154,980
PAYROLL DEDUCTIONS AND MATCHES	0	0	0	95,125,888	95,125,888
FUND BALANCE BROUGHT FORWARD	30,229,514	22,243,431	64,438,930	28,180,906	145,092,782
<b>TOTAL REVENUES</b>	<b>\$559,916,998</b>	<b>\$94,126,734</b>	<b>\$451,402,918</b>	<b>\$190,506,445</b>	<b>\$1,295,953,095</b>
<b>2011 ACTUAL</b>					
TAXES	448,723,277	4,342,142	0	0	453,065,419
LICENSES AND PERMITS	23,883,758	4,664,042	0	0	28,547,800
INTERGOVERNMENTAL	3,984,342	38,931,312	0	206,768	43,122,421
CHARGES FOR SERVICES	26,552,250	7,062,632	293,580,876	55,560,120	382,755,878
FINES AND FORFEITURES	31,785,440	3,147,672	0	0	34,933,112
INVESTMENT INCOME	(54,750)	35,895	94,022	26,163	101,330
CONTRIBUTIONS AND DONATIONS	0	120,067	0	0	120,067
MISCELLANEOUS REVENUE	5,546,242	20,435,064	6,906,759	380,109	33,268,174
OTHER FINANCING SOURCES	10,124,051	4,567,082	43,154,548	831,442	58,677,122
PAYROLL DEDUCTIONS AND MATCHES	0	0	0	84,685,915	84,685,915
FUND BALANCE BROUGHT FORWARD	(3,874,053)	16,116,872	55,717,539	34,895,576	102,855,933
<b>TOTAL REVENUES</b>	<b>\$546,670,557</b>	<b>\$99,422,779</b>	<b>\$399,453,742</b>	<b>\$176,586,093</b>	<b>\$1,222,133,172</b>

**SUMMARY OF APPROPRIATIONS AND EXPENDITURES -  
ALL OPERATING FUNDS  
2011-2013**

FUND GROUP / SOURCE	TAX FUNDS	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	TOTAL
<b>2013 BUDGET</b>					
PERSONAL SERVICES AND BENEFITS	\$310,553,683	\$12,384,472	\$81,798,003	\$8,573,681	\$413,309,839
PURCHASED / CONTRACTED SERVICES	63,669,768	11,934,114	28,360,206	15,877,272	119,841,360
SUPPLIES	26,695,882	5,064,745	36,391,986	20,597,934	88,750,547
CAPITAL OUTLAYS	1,719,463	1,853,685	1,482,763	22,518,574	27,574,485
INTERFUND / INTERDEPARTMENTAL	33,491,537	1,414,082	54,172,904	7,666,054	96,744,577
OTHER COSTS	73,991,080	15,774,564	44,844,780	18,349,480	152,959,904
DEBT SERVICE	40,431,575	4,488,847	62,824,585	0	107,745,007
OTHER FINANCING USES	7,462,100	7,319,175	134,595,893	2,000,000	151,377,168
RETIREMENT SERVICES	870,766	24,622	198,232	31,595	1,125,215
PAYROLL LIABILITIES	0	0	0	91,940,646	91,940,646
HOLDING ACCOUNTS	0	66,058,188	0	0	66,058,188
<b>TOTAL APPROPRIATIONS</b>	<b>\$558,885,854</b>	<b>\$126,316,494</b>	<b>\$444,669,352</b>	<b>\$187,555,236</b>	<b>\$1,317,426,936</b>
<b>2012 ACTUAL</b>					
PERSONAL SERVICES AND BENEFITS	\$310,480,082	\$17,180,693	\$73,767,870	\$7,899,194	\$409,327,839
PURCHASED / CONTRACTED SERVICES	68,801,533	31,125,592	26,021,803	9,126,572	135,075,500
SUPPLIES	24,372,540	7,582,614	34,524,552	20,823,488	87,303,193
CAPITAL OUTLAYS	1,602,437	3,579,046	225,311	33,664,135	39,070,928
INTERFUND / INTERDEPARTMENTAL	24,205,865	4,626,648	52,528,018	5,823,206	87,183,736
DEPRECIATION AND AMORTIZATION	0	0	0	0	0
OTHER COSTS	43,819,969	10,791,467	22,082,638	1,270,010	77,964,084
DEBT SERVICE	41,513,471	4,492,930	57,244,094	0	103,250,495
OTHER FINANCING USES	14,321,356	7,237,672	123,307,218	0	144,866,246
RETIREMENT SERVICES	867,307	24,622	198,232	31,595	1,121,756
PAYROLL LIABILITIES	0	0	0	93,754,738	93,754,738
HOLDING ACCOUNTS	9,106	6,731	0	0	15,837
<b>TOTAL EXPENDITURES</b>	<b>\$529,993,666</b>	<b>\$86,648,014</b>	<b>\$389,899,735</b>	<b>\$172,392,938</b>	<b>\$1,178,934,352</b>
<b>2011 ACTUAL</b>					
PERSONAL SERVICES AND BENEFITS	\$315,839,195	\$19,005,508	\$73,587,952	\$7,843,656	\$416,276,312
PURCHASED / CONTRACTED SERVICES	68,685,550	31,622,316	24,003,536	9,404,267	133,715,669
SUPPLIES	27,808,784	8,160,100	33,121,121	18,390,425	87,480,430
CAPITAL OUTLAYS	2,198,866	4,746,355	258,158	20,452,133	27,655,512
INTERFUND / INTERDEPARTMENTAL	12,693,931	2,684,173	52,805,552	7,403,136	75,586,792
OTHER COSTS	43,343,122	11,261,262	17,390,408	1,428,021	73,422,814
DEBT SERVICE	40,560,919	4,314,801	41,408,994	0	86,284,715
OTHER FINANCING USES	15,891,719	6,602,186	108,664,135	4,066,214	135,224,254
RETIREMENT SERVICES	25,000	0	0	0	25,000
PAYROLL LIABILITIES	0	0	0	92,693,054	92,693,054
HOLDING ACCOUNTS	9,106	148,592	0	0	157,698
<b>TOTAL EXPENDITURES</b>	<b>\$527,056,192</b>	<b>\$88,545,294</b>	<b>\$351,240,096</b>	<b>\$161,680,906</b>	<b>\$1,128,522,489</b>

## DEPARTMENTAL OPERATING BUDGET / EXPENDITURE COMPARISON: 2011-2013

TAX FUNDS	2011		2012		2013	
	Budget	Actual Expenditures	Budget	Actual Expenditures	Recommended Budget	Approved Budget
CHIEF EXECUTIVE OFFICER	\$1,917,254	\$2,126,306	\$2,009,848	\$2,148,194	\$2,249,290	\$2,249,290
BOARD OF COMMISSIONERS	2,866,717	2,747,372	3,154,647	2,751,932	3,146,049	3,146,049
ETHICS BOARD	8,215	433	4,750	0	4,500	4,500
LAW DEPARTMENT	3,252,453	3,024,278	3,166,626	2,981,491	3,139,711	3,139,711
GEOGRAPHIC INFO SYSTEM	1,838,256	1,649,369	1,684,945	1,658,124	1,909,662	1,909,662
FACILITIES MANAGEMENT	13,927,609	14,527,242	16,802,090	17,172,677	17,319,915	16,461,079
PURCHASING	2,787,903	3,089,172	2,974,878	2,611,218	2,926,928	2,926,928
HUMAN RESOURCES	2,641,635	2,484,732	2,927,490	2,682,690	3,122,415	3,122,415
INFORMATION SYSTEMS	17,879,685	17,523,538	19,185,815	18,561,931	18,608,568	18,608,568
FINANCE	6,016,868	5,827,436	6,394,232	6,223,850	6,371,542	6,334,380
PROPERTY APPRAISAL	4,039,665	4,006,126	4,208,916	4,178,260	4,427,264	4,427,264
TAX COMMISSIONER	6,856,580	6,763,510	7,020,079	6,900,952	6,879,597	6,878,612
REGISTRAR & ELECTIONS	1,827,895	1,750,150	4,825,859	3,871,263	1,897,479	1,897,479
SHERIFF	75,849,809	75,524,546	75,727,592	75,650,820	78,371,702	77,575,791
JUVENILE COURT	9,307,836	9,424,593	9,418,611	9,413,824	9,444,635	9,444,635
SUPERIOR COURT	7,709,453	7,944,352	8,074,741	7,967,908	8,426,869	8,426,869
CLERK SUPERIOR COURT	5,360,462	5,530,820	6,144,337	6,279,476	6,196,920	6,196,920
STATE COURT	12,143,933	12,242,046	13,024,178	12,517,820	13,230,468	13,230,468
SOLICITOR STATE COURT	5,286,525	5,075,251	5,603,883	5,447,839	5,951,607	5,951,607
DISTRICT ATTORNEY	10,563,941	11,187,917	11,760,987	11,943,342	11,981,243	11,981,243
CHILD ADVOCATE	1,619,133	1,741,532	1,787,906	1,753,731	1,820,139	1,820,139
PROBATE COURT	1,589,764	1,550,515	1,593,064	1,557,182	1,577,720	1,577,720
MEDICAL EXAMINER	2,051,347	2,075,871	2,155,169	2,226,228	2,278,903	2,271,504
PUBLIC DEFENDER	6,838,242	6,772,410	7,247,868	7,039,008	7,283,038	7,283,038
POLICE SERVICES	107,304,813	108,387,518	98,175,166	96,876,075	100,471,216	99,177,706
RECORDERS COURT	3,617,875	3,592,359	3,950,976	3,807,426	3,966,446	4,266,446
MAGISTRATE COURT	2,414,073	2,417,600	2,639,143	2,503,086	2,706,229	2,705,774
FIRE and RESCUE	62,484,744	62,013,755	57,410,603	58,465,874	54,716,061	53,882,459
PLANNING	4,345,167	3,615,892	3,620,633	3,610,972	4,045,618	4,045,618
ECONOMIC DEVELOPMENT	637,461	547,249	672,996	684,766	1,186,797	1,186,797
PUB WORKS-DIRECTOR	278,104	253,941	274,440	297,026	267,196	267,196
PUB WORKS-TRANSPORTATION	2,868,272	3,132,039	2,203,164	1,855,377	2,032,451	2,032,451
PUB WORKS-ROADS & DRAIN	12,127,142	18,265,866	9,421,784	9,082,816	8,543,051	8,530,447
PARKS & RECREATION	14,282,857	14,327,347	9,974,212	9,673,259	8,761,770	8,738,501
LIBRARY	12,265,673	12,071,475	11,770,834	12,195,588	12,376,767	12,476,767
ARTS, CULTURE, & ENTERTAINMENT	0	17,473	0	(2,246)	0	0
COOPERATIVE EXTENSION	689,132	655,986	292,435	266,871	207,617	207,071
PUBLIC HEALTH	4,481,289	4,481,292	4,077,973	4,077,973	3,955,634	3,955,634
COMMUNITY SERVICE BOARD	1,785,497	1,785,494	1,624,803	1,624,803	1,576,060	1,576,060
FAMILY & CHILDREN SERVICES	1,421,859	1,421,858	1,279,674	1,279,674	1,241,284	1,241,284
CITIZENS HELP CENTER	0	0	0	0	0	0
CONTRIBUTION TO CAPITAL	3,230,625	3,230,625	12,000,000	12,000,000	6,000,000	6,000,000
NON-DEPARTMENTAL	22,944,735	20,048,457	35,806,407	37,748,012	40,006,088	38,279,163
RESERVES	17,464,757	0	24,308,111	0	36,228,097	34,932,569
SP. TAX DIST. DEBT SERVICE	27,683,359	27,669,190	27,733,969	27,714,800	27,590,719	27,590,719
HUMAN SERVICES	3,780,259	4,060,736	3,821,688	3,797,114	3,491,733	3,523,733
HOSPITAL FUND	20,086,833	20,044,852	19,102,904	19,059,924	11,382,092	11,882,092
DEBT SERVICE FUND	9,596,329	9,578,368	9,651,958	9,633,458	15,679,602	15,521,496
RENTAL MOTOR VEHICLE TAX FUND*	891,574	704,825	0	0	0	0
MISCELLANEOUS ACTIVITY	0	142,478	0	201,256	0	0
<b>TOTAL TAX FUNDS</b>	<b>\$540,863,609</b>	<b>\$527,056,192</b>	<b>\$556,712,384</b>	<b>\$529,993,666</b>	<b>\$564,998,692</b>	<b>\$558,885,854</b>

\*Beginning with Fiscal Year 2012, Rental Motor Vehicle Tax Fund is in the Fund Class "Special Revenue Funds".

## DEPARTMENTAL OPERATING BUDGET / EXPENDITURE COMPARISON: 2011-2013

NON-TAX FUNDS	2011		2012		2013	
DEPARTMENT	Budget	Actual Expenditures	Budget	Actual Expenditures	Recommended Budget	Approved Budget
<b>Enterprise Funds</b>						
PUB WORKS-WATER & SEWER:						
OPERATING	\$102,587,403	\$109,707,417	\$116,138,017	\$118,444,940	\$120,904,983	\$120,904,983
FINANCE-BILLING	6,975,171	5,557,460	7,105,539	6,298,598	6,145,131	6,145,131
TRANSFERS & RESERVE	110,712,940	101,647,785	124,597,064	118,946,915	138,052,996	138,052,996
SINKING FUNDS	49,287,145	41,409,238	73,871,701	57,236,637	66,248,508	66,248,508
TOTAL WATER & SEWER	269,562,659	258,321,900	321,712,321	300,927,090	331,351,618	331,351,618
PUB WORKS-SANITATION:						
-OPERATING	71,763,724	65,831,088	74,525,753	64,586,032	74,113,192	74,113,192
-FINANCE-BILLING	246,080	246,083	195,054	195,060	222,521	222,521
TOTAL SANITATION	72,009,804	66,077,171	74,720,807	64,781,092	74,335,713	74,335,713
AIRPORT:						
-OPERATING FUND	11,817,763	5,216,014	12,055,652	6,424,467	11,352,050	11,352,050
STORMWATER UTILITY:						
-OPERATING FUND	27,520,777	21,625,011	27,403,943	17,767,086	27,629,971	27,629,971
<b>TOTAL ENTERPRISE FUNDS</b>	<b>\$380,911,003</b>	<b>\$351,240,096</b>	<b>\$435,892,723</b>	<b>\$389,899,735</b>	<b>\$444,669,352</b>	<b>\$444,669,352</b>
<b>Internal Service Funds</b>						
PUB WORKS-FLEET MAINT	\$30,665,150	\$31,667,374	\$35,482,564	\$32,518,099	\$34,650,001	\$34,650,001
PUB WORKS-VEHICLE FUND:						
-EQUIPMENT	27,747,507	20,462,297	22,176,677	33,678,107	22,502,274	22,502,274
-OPERATING EXPENSES	1,232,592	491,495	3,418,153	485,155	4,440,825	4,440,825
-RESERVES & TRANSFERS	6,987,922	3,500,000	12,228,693	0	7,915,810	7,915,810
TOTAL VEHICLE FUND	35,968,021	24,453,792	37,823,523	34,163,262	34,858,909	34,858,909
RISK MANAGEMENT FUND	104,082,698	99,549,039	114,909,689	99,133,162	111,763,760	111,763,760
WORKERS COMPENSATION FUND	14,805,983	6,010,701	10,303,000	6,578,415	6,282,566	6,282,566
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>\$185,521,852</b>	<b>\$161,680,906</b>	<b>\$198,518,776</b>	<b>\$172,392,938</b>	<b>\$187,555,236</b>	<b>\$187,555,236</b>
<b>Special Revenue Funds</b>						
GRANTS	\$75,441,581	\$49,295,691	\$65,567,836	\$41,909,404	\$66,058,188	\$66,058,188
RECREATION FUND	683,555	1,003,455	738,137	696,156	531,278	531,278
CONFISCATED MONIES FD	8,218,295	2,616,076	8,504,311	2,789,113	6,184,535	6,184,535
HOTEL/MOTEL TAX FUND	1,479,957	4,283,280	3,654,819	3,911,137	5,074,462	5,074,462
COUNTY JAIL FUND	2,231,695	2,230,154	2,798,359	2,798,359	2,432,210	2,432,210
JUVENILE SERVICES FUND	339,738	28,640	335,126	68,945	293,441	293,441
EMERG TELEPHONE SYST	19,804,849	11,753,479	18,452,785	12,044,925	16,570,979	16,570,979
DRUG ABUSE/TREATMENT	116,196	56,639	150,009	48,747	181,559	181,559
STREET LIGHT FUND	6,082,029	4,642,845	6,391,359	4,714,034	6,622,884	6,622,884
VICTIM ASSISTANCE FUND	1,242,979	1,236,527	1,410,152	1,310,811	1,617,968	1,617,968
SPEED HUMP FUND	1,877,352	450,532	2,126,517	1,220,201	2,212,157	2,212,157
PEG FUND	1,998,814	170,862	2,018,997	310,038	2,255,650	2,255,650
CHILD SUPPORT INCENTIVE	0	0	0	0	0	0
RENTAL MOTOR VEHICLE TAX FUND*	0	0	1,246,220	709,725	1,385,893	1,385,893
DEVELOPMENT FUND	4,138,955	3,315,428	7,039,614	6,151,279	5,712,184	5,712,184
FORCLOSURE REGISTRY FUND	0	54,210	1,521,375	379,408	1,247,540	1,247,540
REVENUE BONDS LEASE PMT FUND	3,838,193	3,717,500	3,838,766	3,718,057	3,852,356	3,852,356
PUBLIC SAFETY / JUDICIAL AUTHORITY DEBT SERVICE	3,140,551	3,092,675	3,104,802	3,092,801	3,107,102	3,107,102
URA BOND DEBT SERVICE	598,301	597,301	775,875	774,874	976,108	976,108
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>\$131,233,040</b>	<b>\$88,545,294</b>	<b>\$129,675,059</b>	<b>\$86,648,014</b>	<b>\$126,316,494</b>	<b>\$126,316,494</b>
<b>TOTAL OPERATING FUNDS</b>	<b>\$1,238,529,504</b>	<b>\$1,128,522,489</b>	<b>\$1,320,798,942</b>	<b>\$1,178,934,352</b>	<b>\$1,323,539,774</b>	<b>\$1,317,426,936</b>

\*For Fiscal Years Prior to 2012, the Rental Motor Vehicle Tax Fund is in the Fund Class "Tax Funds".

# DEKALB COUNTY DEPARTMENTS AND AGENCIES BY FUNCTION

DeKalb County Government's departments and agencies can be classified into seven major functional areas: Airport, Civil & Criminal Courts, General Government, Health & Human Services, Leisure Services, Planning & Public Works, and Public Safety. A brief explanation of each function and the departments and agencies assigned to each functional area is as follows:

**1. Airport**

This function provides a general aviation airport which is operated in a business-oriented fashion in accordance with applicable federal, state, and local laws and regulations.  
DeKalb Peachtree Airport

**2. Civil and Criminal Courts**

This function includes all judicial activities for DeKalb County. The departments and agencies assigned in this function are:

Child Advocate's Office	Juvenile Court Solicitor	Sheriff's Office
Clerk of Superior Court	Magistrate Court	Solicitor General, State Court
Confiscated Funds	Medical Examiner	State Court
District Attorney	Probate Court	Superior Court
Drug Abuse	Public Defender	Victim Assistance
Juvenile Court	Recorders Court	

**3. General Government**

This function includes the traditional administrative services and general operations of County government which are not included in the other functions. General Government includes the following departments and agencies:

Board of Commissioner	GIS	Purchasing
Chief Executive Officer	Grants	Registrar & Elections
Debt Service	HR & Merit System	Risk Management
Ethics Board	Information Systems	Tax Commissioner
Facilities Management	Law Department	Vehicle Replacement
Finance	Non-Departmental	Workers Compensation
Fleet Maintenance	Property Appraisal	

**4. Health and Welfare Services**

This function includes all activities related to human services and public health, as well as all activities designed to provide public assistance and institutional care for individuals unable to provide for themselves. The following departments and agencies assigned to this function are:

Board of Health	Family & Children's Services	Workforce Development
Community Service Board	Hospital	
Cooperative Extension	Human Services	

**5. Leisure Services**

This function of government provides all cultural and recreational activities maintained for the benefit of DeKalb County residents and visitors. Included in this function are the following departments:

Library	Parks & Recreation
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**6. Planning & Public Works**

This function includes activities related to planning, development, highways and streets, sanitation, water, sewer, and any other miscellaneous public works activities. Departments which are included in this function are:

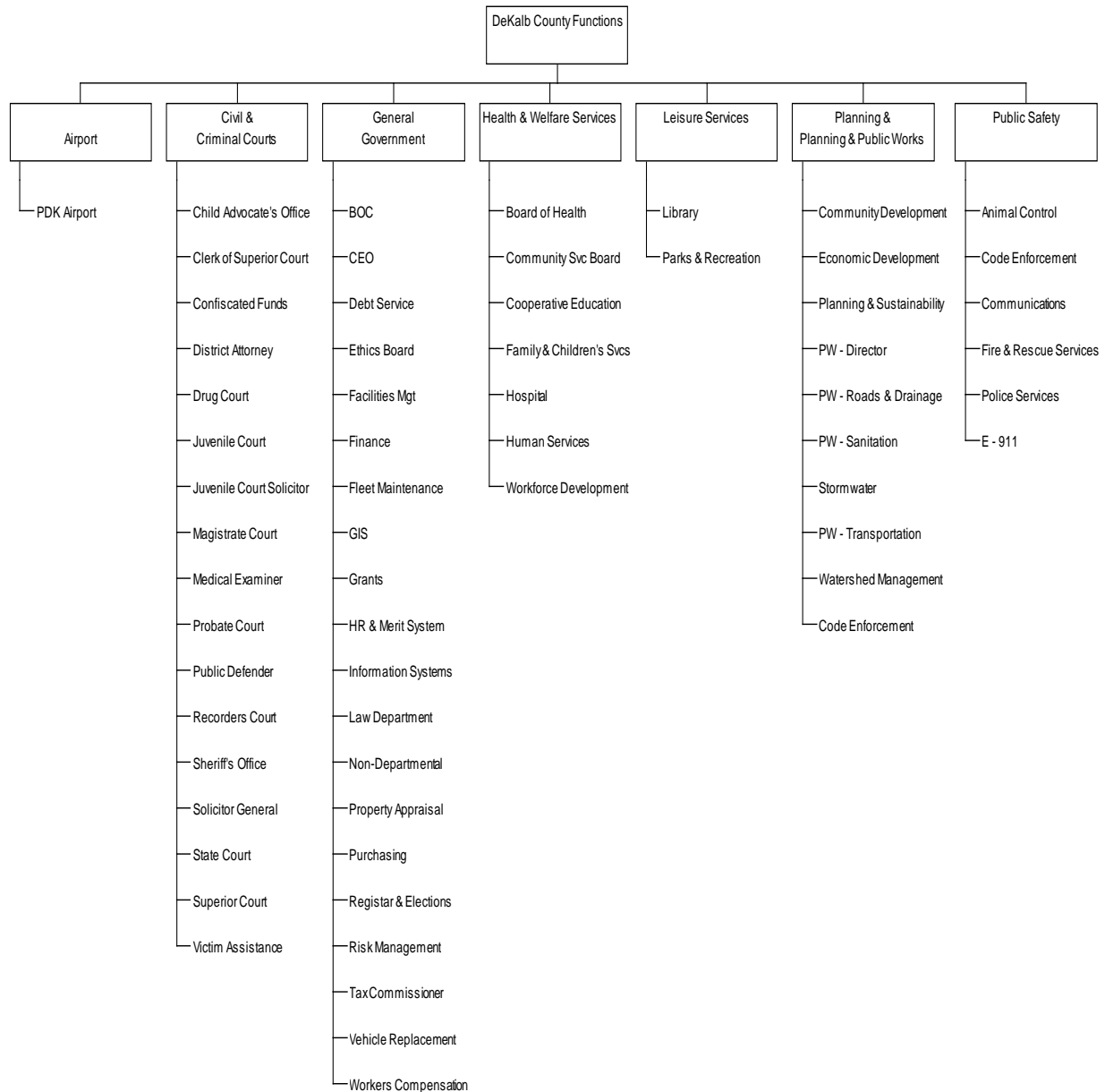
Community Development	PW – Director	PW – Transportation
Economic Development	PW – Roads & Drainage	Stormwater
Planning & Sustainability	PW – Sanitation	Watershed Management
		Code Enforcement

**7. Public Safety**

This function of government is responsible for the protection of persons and property. The agencies and departments included are:

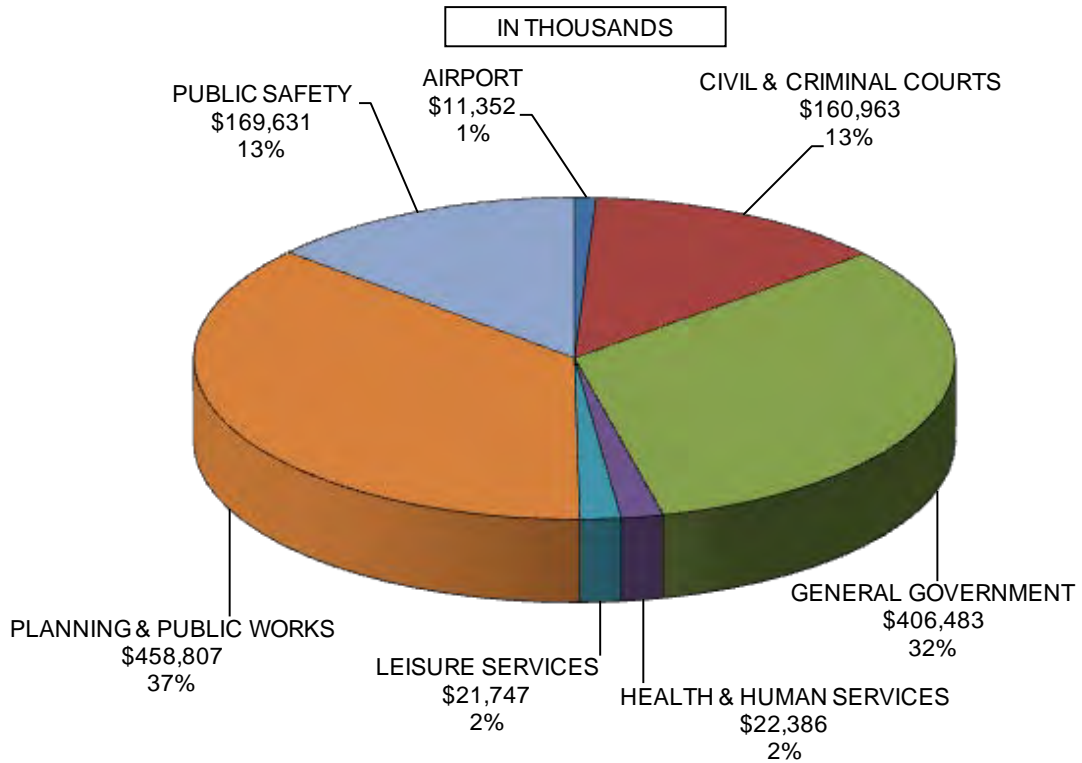
Animal Control	Communications	Police Services
E-911	Fire & Rescue Services	

# DEKALB COUNTY DEPARTMENTS AND AGENCIES BY FUNCTION





## 2013 OPERATING BUDGET BY MAJOR FUNCTION



	2013 Budget
AIRPORT	\$11,352,050
CIVIL & CRIMINAL COURTS	160,963,098
GENERAL GOVERNMENT	406,483,112
HEALTH & HUMAN SERVICES	22,385,874
LEISURE SERVICES	21,746,546
PLANNING & PUBLIC WORKS	458,806,924
PUBLIC SAFETY	169,631,144
<b>TOTAL</b>	<b>\$1,251,368,748</b>

## EXECUTIVE GROUPS BY DEPARTMENT / FUND

In 2011, the reporting hierarchy for departments under the direct authority of the Chief Executive Officer was reorganized into groupings of similar departments and/or functions. To that end, the Administrative Services, Jobs & Economic Development, Infrastructure, Public Safety, Human & Community Development, and Law executive organization groups were established. Each group is directed by the Chief Operating Officer, the Chief Legal Officer, the Director of Public Safety, the Director of Economic Development, or a Deputy Chief Operating Officer.

**8. Administrative Services**

This group includes the traditional administrative services and general operations of County government. The Deputy Chief Operating Officer for Administrative Services is responsible for this group. The departments and functions assigned to this group are:

Board of Health	Finance	PEG Support Fund
Chief Executive Officer	Hospital Fund	Property Appraisal
Community Service Board	Hotel/Motel Tax Fund	Purchasing
Confiscated Funds	Human Resources & Merit System	Registrar
Contribution Accounts	Non-Departmental	Rental Motor Vehicle Fund
Debt Service	Information Technology	Risk Management Fund
Family & Children Services		

**9. Jobs & Economic Development**

This group includes activities related to planning and economic development. The Director of Economic Development is responsible for this group. Departments included in this group are:

Economic Development	Planning and Sustainability	Workforce Development
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**10. Infrastructure**

This group includes activities related to the County's fixed assets including buildings and grounds, parks, vehicles, libraries, highways and streets, sanitation, water, sewer, any other miscellaneous public works activities, and the airport. The Deputy Chief Operating Officer for Infrastructure is responsible for this group. The departments and functions assigned to this group are:

DeKalb-Peachtree Airport	PW - Roads & Drainage	Speed Humps Fund
Facilities Management	PW - Transportation	Streetlight Fund
Fleet Management	Public Works Director	Stormwater
Library	Recreation	Vehicle Replacement
Parks	Sanitation	Watershed Management
GIS	Extension Service	

**11. Public Safety**

This group is responsible for the protection of persons and property. The Director of Public Safety is responsible for this group. Departments and functions included in this group are:

Animal Control	Fire & Rescue Services	Recorders Court
E-911	Medical Examiner	
	Police Services	

**12. Human & Community Development**

This group includes activities related to the County's Community Development and Human Services functions:

Human Services	Community Development
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**13. Law**

This function includes activities related to the legal affairs of the county. The Chief Legal Officer is responsible for this group. Departments which are included in this group are:

Law	Child Advocates Office
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## EXECUTIVE GROUPS BY DEPARTMENT / FUND

EXECUTIVE GROUP	2013 Budget	Authorized Positions
<b>ADMINISTRATIVE SERVICES:</b>		
BOARD OF HEALTH	\$ 3,955,634	0
CHIEF EXECUTIVE OFFICER	2,249,290	19
COMMUNITY SERVICE BOARD	1,576,060	0
CONFISCATED FUNDS	\$ 6,184,535	0
CONTRIBUTION ACCOUNTS	6,000,000	0
DEBT SERVICE	51,047,781	0
FAMILY AND CHILDREN SERVICES	1,241,284	0
FINANCE	12,702,032	179
HOSPITAL	11,882,092	0
HOTEL / MOTEL TAX FUND	5,074,462	0
HUMAN RESOURCES & MERIT SYSTEM	3,122,415	28
NON-DEPARTMENTAL	73,211,732	1
INFORMATION TECHNOLOGY	18,608,568	106
PEG SUPPORT FUND	2,255,650	1
PROPERTY APPRAISAL& ASSESSMENT	4,427,264	66
PURCHASING	2,926,928	53
REGISTRAR	1,897,479	74
RENTAL MOTOR VEHICLE EXCISE TAX FUND	1,385,893	0
RISK MANAGEMENT	118,046,326	0
<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>\$ 327,795,425</b>	<b>527</b>
<b>JOB &amp; ECONOMIC DEVELOPMENT</b>		
ECONOMIC DEVELOPMENT	\$ 1,186,797	9
PLANNING & DEVELOPMENT	10,313,203	90
<b>TOTAL JOBS &amp; ECONOMIC DEVELOPMENT</b>	<b>\$ 11,500,000</b>	<b>99</b>
<b>INFRASTRUCTURE:</b>		
DEKALB-PEACHTREE AIRPORT	\$ 11,352,050	24
DPT OF WATERSHED MANAGEMENT	325,206,487	684
EXTENSION SERVICE	207,071	14
FACILITIES MANAGEMENT	16,461,079	58
FLEET MANAGEMENT	34,650,001	160
G.I.S.	1,909,662	23
LIBRARY	12,476,767	285
PARKS	8,738,501	469
PUBLIC WORKS - ROADS AND DRAINAGE	8,530,447	170
PUBLIC WORKS - TRANSPORTATION	2,032,451	29
PUBLIC WORKS DIRECTOR	959,335	12
RECREATION	531,278	0
SANITATION	74,113,192	699
SPEED HUMPS FUND	2,212,157	3
STORMWATER	27,629,971	103
STREETLIGHTS FUND	6,622,884	1
VEHICLE REPLACEMENT	34,858,909	0
<b>TOTAL INFRASTRUCTURE</b>	<b>\$ 568,492,242</b>	<b>2,734</b>
<b>PUBLIC SAFETY:</b>		
E-911	\$ 16,570,979	212
FIRE & RESCUE SERVICES	53,882,459	783
MEDICAL EXAMINER	2,271,504	20
POLICE	99,177,706	1,296
RECORDERS COURT	4,266,446	56
<b>TOTAL PUBLIC SAFETY</b>	<b>\$ 176,169,094</b>	<b>2,367</b>

## EXECUTIVE GROUPS BY DEPARTMENT / FUND

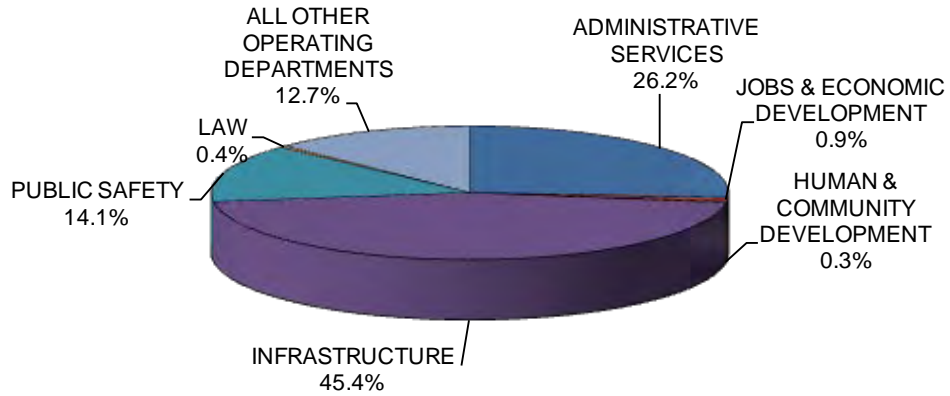
EXECUTIVE GROUP	2013 Budget	Authorized Positions
<b>LAW:</b>		
CHILD ADVOCATES OFFICE	\$ 1,820,139	23
LAW DEPARTMENT	3,139,711	22
<b>TOTAL LAW</b>	<b>\$ 4,959,850</b>	<b>45</b>
<b>HUMAN &amp; COMMUNITY DEVELOPMENT:</b>		
HUMAN SERVICES	3,523,733	18
<b>TOTAL HUMAN &amp; COMMUNITY DEVELOPMENT</b>	<b>\$ 3,523,733</b>	<b>18</b>
<b>TOTAL - EXECUTIVE GROUPS</b>	<b>\$ 1,092,440,344</b>	<b>5,790</b>
<b>ALL OTHER OPERATING DEPARTMENTS *</b>	<b>\$ 158,928,404</b>	<b>1,828</b>
<b>TOTAL OPERATING DEPARTMENTS **</b>	<b>\$ 1,251,368,748</b>	<b>7,618</b>

\* Departments reporting to other elected officials

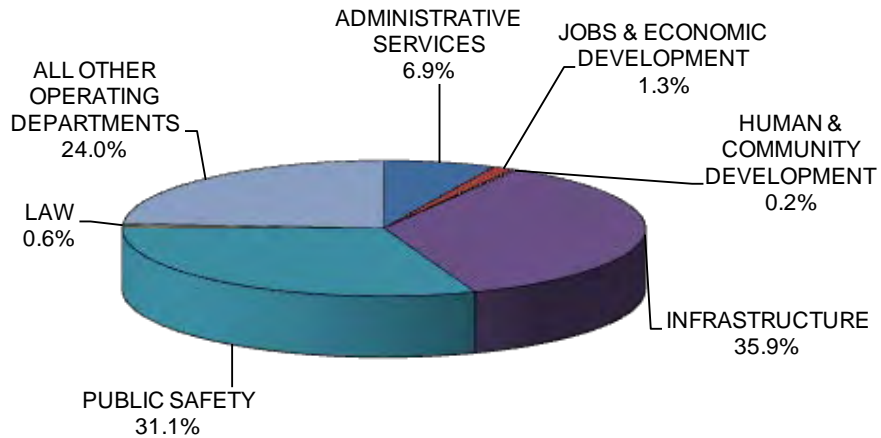
\*\* All departments except Grants and CIP

## EXECUTIVE GROUPS BY DEPARTMENT / FUND

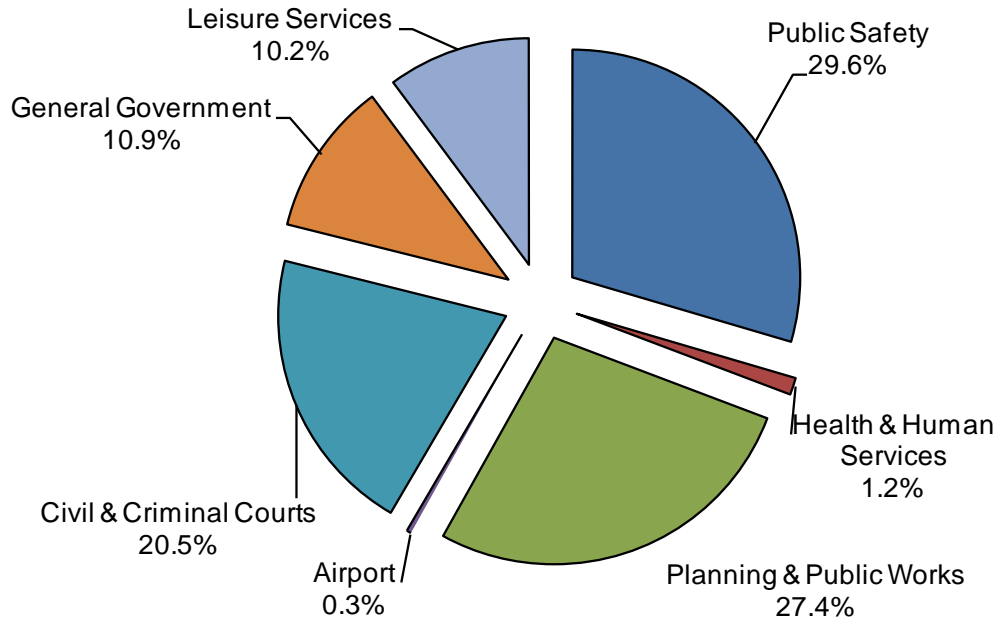
### 2013 OPERATING BUDGET - EXECUTIVE GROUPS



### 2013 AUTHORIZED POSITIONS - EXECUTIVE GROUPS

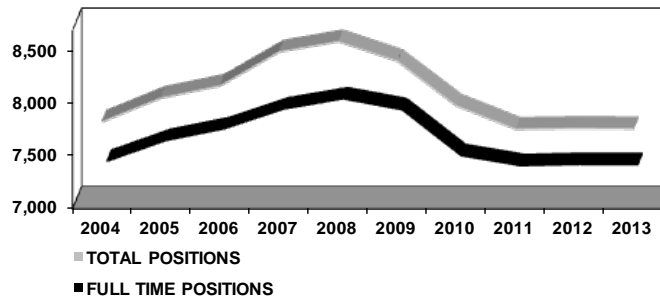


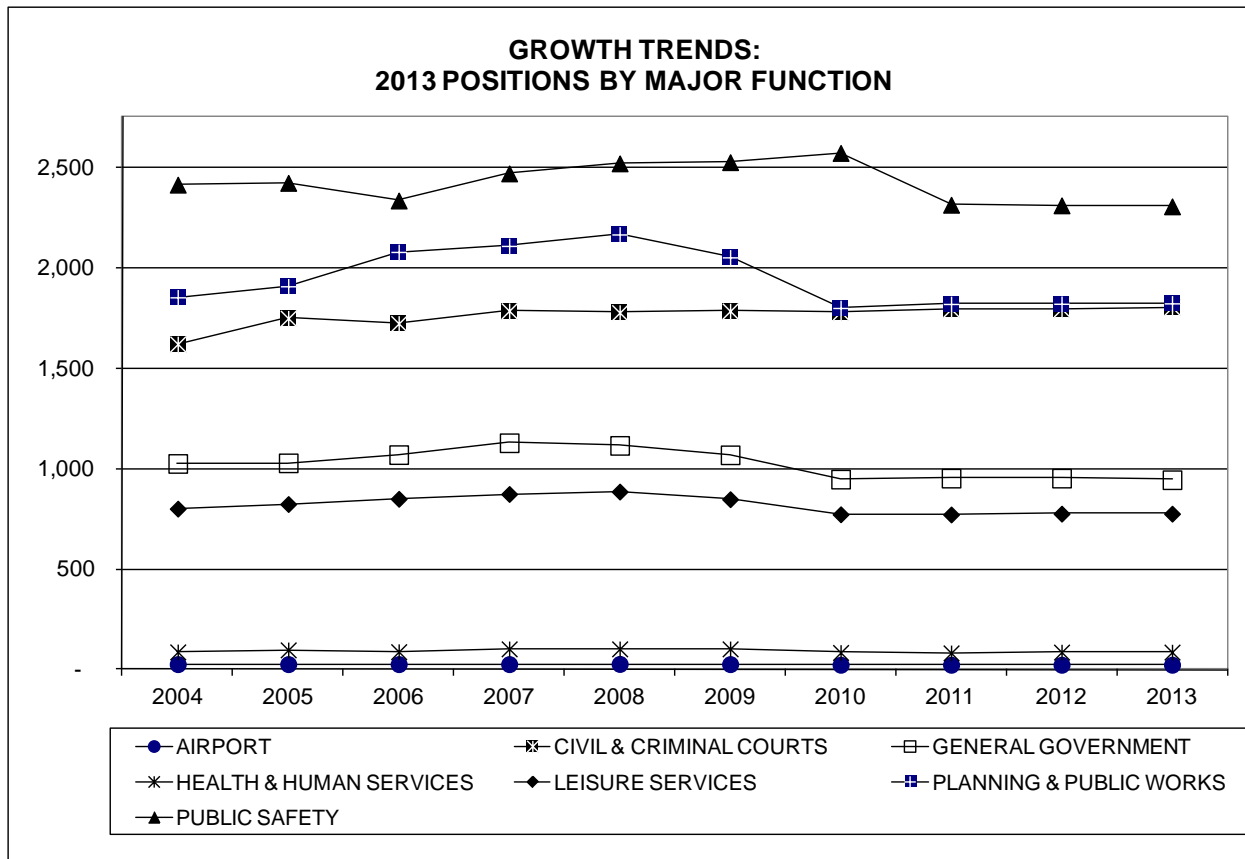
## 2013 TOTAL POSITIONS BY FUNCTION - ALL FUNDS



	2013
AIRPORT	24
CIVIL & CRIMINAL COURTS	1,804
GENERAL GOVERNMENT	945
HEALTH & HUMAN SERVICES	87
LEISURE SERVICES	776
PLANNING & PUBLIC WORKS	1,823
PUBLIC SAFETY	2,306
<b>GRAND TOTAL POSITIONS</b>	<b>7,765</b>

## TOTAL AUTHORIZED POSITIONS - ALL FUNDS End of Year and 2013 Budget





The major changes from 2004 to 2013 are noted below. During 2010, there was a net decrease of 428 positions, generally due to early retirement. During 2011, 197 vacant positions were abolished.

Civil and Criminal Courts – increases from 2004 to 2008 were due to an increased average jail population and increased court activity. In 2011, there was a net increase of 14 positions. In 2013, 7 positions are added.

Public Safety – early increases in Police positions addressed an increasing County population, the implementation of the Interactive Community Policing program, and staff added to support an emphasis on code enforcement. During 2010, there was a net increase of 46 positions. In 2011, 37 code enforcement positions were transferred to Planning and Public Works, 59 new positions were added in E911, and 146 School Crossing Guards became the responsibility of the DeKalb Board of Education. Of the vacant positions abolished in 2011, 134 were from the Fire Department, in anticipation of outsourcing emergency medical transport.

General Government – additional positions for the Board of Commissioners per a legislative mandate, positions added to implement the automated purchasing system and financial management system, the creation of the Citizens Help Center in 2006, the downsizing of the Citizens Help Center in 2009, additional staff for the Registrar & Elections to address the demand for service due to population growth, and additional staff to address the increased demand for information services support. During 2010, there was a net decrease of 122 positions.

Planning & Public Works – positions added to Watershed Management, Sanitation, Roads & Drainage and Transportation to meet the increased demand for direct service delivery, positions added for support services, and the creation of the Planning and Development Department. During 2010, there was net decrease of 252 positions. In 2011, 37 code enforcement positions were transferred from Public Safety.

Health & Human Services – During 2010, there was a net decrease of 18 positions.

Leisure Services – the creation of the Arts, Culture, & Entertainment Department in 2004, the integration of the Arts, Culture and Entertainment Department into the Parks Department in 2009, the reduction in the authorized positions in the Parks department due to the incorporation of the City of Dunwoody, and positions added to staff the new and expanded libraries. During 2010, there was a net decrease of 252 positions. In 2011, 10 vacant Library positions were abolished and 9 positions were added or transferred to Parks.

**DEKALB COUNTY  
AUTHORIZED POSITIONS BY FUNCTION**

<b>FUNCTION/DEPARTMENT</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>AIRPORT</b>	<b>24</b>	<b>24</b>	<b>24</b>
<b>CIVIL &amp; CRIMINAL COURTS</b>			
CHILD ADVOCATE'S OFFICE	23	23	23
CLERK OF SUPERIOR COURT	89	89	89
DISTRICT ATTORNEY	156	158	161
JUVENILE COURT	90	90	88
MAGISTRATE COURT	41	41	42
MEDICAL EXAMINER	20	20	20
PROBATE COURT	25	25	25
PUBLIC DEFENDER	76	76	76
RECORDERS COURT	56	56	56
SHERIFF	863	859	859
SOLICITOR GENERAL, STATE COURT	78	80	80
STATE COURT	180	180	182
SUPERIOR COURT	98	99	103
<b>TOTAL CIVIL &amp; CRIMINAL COURTS</b>	<b>1,795</b>	<b>1,796</b>	<b>1,804</b>
<b>GENERAL GOVERNMENT</b>			
BOARD OF COMMISSIONERS	35	34	34
CHIEF EXECUTIVE OFFICER	22	22	21
FACILITIES MANAGEMENT	58	58	58
FINANCE	182	183	179
FLEET MAINTENANCE	160	160	160
GEOGRAPHIC INFORMATION SYSTEM	23	23	23
HUMAN RESOURCES	28	28	28
INFORMATION SYSTEMS	108	108	106
LAW DEPARTMENT	22	23	22
NON-DEPARTMENTAL	1	1	1
PROPERTY APPRAISAL	66	66	66
PURCHASING	54	53	53
REGISTRAR & ELECTIONS	74	74	74
TAX COMMISSIONER	120	120	120
<b>TOTAL GENERAL GOVERNMENT</b>	<b>953</b>	<b>953</b>	<b>945</b>
<b>HEALTH &amp; HUMAN SERVICES</b>			
COOPERATIVE EXTENSION	14	14	14
HEALTH	0	0	0
HUMAN SERVICES	21	25	25
WORKFORCE DEVELOPMENT	48	48	48
<b>TOTAL HEALTH &amp; HUMAN SERVICES</b>	<b>83</b>	<b>87</b>	<b>87</b>



**DEKALB COUNTY  
AUTHORIZED POSITIONS BY FUNCTION**

<b>FUNCTION/DEPARTMENT</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>LEISURE SERVICES</b>			
LIBRARIES	285	285	285
PARKS & RECREATION	487	491	491
<b>TOTAL LEISURE SERVICES</b>	<b>772</b>	<b>776</b>	<b>776</b>
<b>PLANNING &amp; PUBLIC WORKS</b>			
ECONOMIC DEVELOPMENT	8	8	9
COMMUNITY DEVELOPMENT	24	22	23
PLANNING & DEVELOPMENT	90	92	90
PUBLIC WORKS-DIRECTOR	12	12	12
PUBLIC WORKS-ROADS & DRAINAGE	181	182	173
PUBLIC WORKS-SANITATION	699	699	699
PUBLIC WORKS-STORMWATER MANAGEMENT	94	94	103
PUBLIC WORKS-TRANSPORTATION	30	30	30
WATERSHED MANAGEMENT	682	682	684
<b>TOTAL PLANNING &amp; PUBLIC WORKS</b>	<b>1,820</b>	<b>1,821</b>	<b>1,823</b>
<b>PUBLIC SAFETY</b>			
POLICE SERVICES	1,243	1,241	1,240
POLICE SUPPORT	71	72	71
CODE ENFORCEMENT	0	0	0
FIRE AND RESCUE SERVICES	786	786	783
E-911	214	212	212
<b>TOTAL PUBLIC SAFETY</b>	<b>2,314</b>	<b>2,311</b>	<b>2,306</b>
<b>GRAND TOTAL ALL POSITIONS</b>	<b>7,761</b>	<b>7,768</b>	<b>7,765</b>

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



## FUNDS GROUP: Tax

### FUNDS GROUP DESCRIPTION

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

The Tax Funds Group of funds 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 (through FY 2010); Transportation; Roads and Drainage; and Parks and Recreation. **Beginning with Fiscal Year 2011, Police Services are funded in the Police Services Fund.**

#### **POLICE SERVICES FUND**

This fund was created in 2011 to segregate the funding of unincorporated County Police Services from other designated County services. The services include uniformed patrol, traffic control, criminal and crime scene investigations, homeland security and gang task force, and licensing and permitting.

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

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

#### **FIRE FUND**

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

#### **DEBT SERVICE FUND**

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

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

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

#### **HOSPITAL FUND**

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

#### **RENTAL MOTOR VEHICLE EXCISE TAX FUND**

This fund provides an accounting entity for recording transactions involving DeKalb County's 3% tax levy on the rental of motor vehicles in DeKalb County. The purpose of this levy is to promote industry, trade, commerce and tourism within DeKalb County. The revenues of this tax will be dedicated to making the lease payments to the Development Authority of DeKalb County to amortize the indebtedness for the new Arts Center and for other appropriate expenditures. **Beginning with Fiscal Year 2012, this fund will be reported in the Special Revenue Funds category.**

**The appropriation and anticipation amounts reported in this document for the "Approved Budget 2013" reflect the effect of prior year encumbrance balances carried forward only where specifically approved. These items were not automatically funded.**

## FUNDS GROUP: Tax

DEKALB COUNTY TAX FUNDS DEPARTMENTS								
	GENERAL FUND	FIRE FUND	SPECIAL TAX DISTRICT - DESIGNATED SERVICES	SPECIAL TAX DISTRICT - UNINCORPORATED	HOSPITAL FUND	POLICE SERVICES FUND	GENERAL OBLIGATION BONDS DEBT SERVICE FUND	GO BONDS STD DEBT SERVICE FUND
BOARD OF COMMISSIONERS	✓							
BOARD OF ETHICS	✓							
CHIEF EXECUTIVE OFFICER	✓			✓				
CHILD ADVOCATES OFFICE	✓							
CLERK SUPERIOR COURT	✓							
COMMUNITY SERVICE BOARD	✓							
CONTRIBUTION ACCOUNTS	✓							
COOPERATIVE EXTENSION	✓							
DEBT SERVICE							✓	✓
DISTRICT ATTORNEY	✓							
ECONOMIC DEVELOPMENT	✓							
FACILITIES MANAGEMENT	✓							
FAMILY AND CHILDREN SERVICES	✓							
FINANCE	✓			✓				
FIRE & RESCUE SERVICES	✓	✓						
G.I.S.	✓							
HOSPITAL					✓			
HUMAN RESOURCES & MERIT SYSTEM	✓							
HUMAN SERVICES	✓							
INFORMATION TECHNOLOGY	✓							
JUVENILE COURT	✓							
LAW DEPARTMENT	✓							
LIBRARY	✓							
MAGISTRATE COURT	✓							
MEDICAL EXAMINER	✓							
NON-DEPARTMENTAL	✓	✓	✓	✓		✓		
PARKS			✓					
PLANNING & SUSTAINABILITY	✓			✓				
POLICE	✓					✓		
PROBATE COURT	✓							
PROPERTY APPRAISAL& ASSESSMENT	✓							
PUBLIC DEFENDER	✓							
PUBLIC HEALTH	✓							
PUBLIC WORKS - DIRECTOR	✓							
PUBLIC WORKS - ROADS AND DRAINAGE			✓					
PUBLIC WORKS - TRANSPORTATION			✓					
PURCHASING	✓							
RECORDERS COURT				✓				
REGISTRAR	✓							
SHERIFF'S OFFICE	✓							
SOLICITOR	✓							
STATE COURT	✓							
SUPERIOR COURT	✓							
TAX COMMISSIONER	✓							

## FUNDS GROUP: Tax

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
PERSONAL SERVICES AND BENEFITS	\$315,839,195	\$310,480,082	\$312,579,684	\$310,553,683
PURCHASED / CONTRACTED SERVICES	68,685,550	68,801,533	64,599,551	63,669,768
SUPPLIES	27,808,784	24,372,540	28,123,816	26,695,882
CAPITAL OUTLAYS	2,198,866	1,602,437	1,400,024	1,719,463
INTERFUND / INTERDEPARTMENTAL	12,693,931	24,205,865	33,491,537	33,491,537
OTHER COSTS	43,343,122	43,819,969	39,843,542	39,058,511
DEBT SERVICE	40,560,919	41,513,471	40,431,575	40,431,575
OTHER FINANCING USES	15,891,719	14,321,356	7,430,100	7,462,100
MISCELLANEOUS	34,106	876,413	870,766	870,766
TOTAL EXPENDITURES	\$527,056,192	\$529,993,666	\$528,770,595	\$523,953,285
RESERVES			36,228,097	34,932,569
TOTAL BUDGET			\$564,998,692	\$558,885,854

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY FUND				
	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
GENERAL FUND	\$265,704,316	\$280,307,621	\$281,091,759	\$278,355,773
SPECIAL TAX DISTRICT - DESIGNATED SERVICES	38,304,136	27,962,591	27,151,014	27,018,997
SPECIAL TAX DISTRICT - UNINCORPORATED	7,683,780	11,784,035	10,766,702	11,047,067
POLICE SERVICES FUND	105,017,939	99,947,540	110,283,477	109,102,307
FIRE FUND	52,348,785	53,583,697	50,639,799	49,749,403
DEBT SERVICE FUND	9,578,368	9,633,458	9,865,033	9,706,927
SPECIAL TAX DISTRICT - DEBT SERVICE	27,669,190	27,714,800	27,590,719	27,590,719
HOSPITAL FUND	20,044,852	19,059,924	11,382,092	11,382,092
RENTAL MOTOR VEHICLE TAX FUND <sup>1</sup>	704,825	0	0	0
TOTAL EXPENDITURES	\$527,056,192	\$529,993,666	\$528,770,595	\$523,953,285
RESERVES			36,228,097	34,932,569
TOTAL BUDGET			\$564,998,692	\$558,885,854

<sup>1</sup>Beginning in FY 2012, the Rental Motor Vehicle Tax Fund is in the Fund Class "Special Revenue Funds"

## FUNDS GROUP: Tax

<b>SUMMARY OF REVENUES AND ANTICIPATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
TAXES	\$448,723,277	\$417,795,384	\$403,058,393	\$395,665,190
LICENSES AND PERMITS	\$23,883,758	\$25,651,140	\$23,543,983	\$23,824,348
INTERGOVERNMENTAL	\$3,984,342	\$3,518,958	\$3,372,969	\$3,372,969
CHARGES FOR SERVICES	\$26,552,250	\$37,725,179	\$39,603,178	\$40,603,178
FINES AND FORFEITURES	\$31,785,440	\$33,376,168	\$34,709,417	\$34,709,417
INVESTMENT INCOME	(\$54,750)	\$108,284	\$0	\$0
MISCELLANEOUS REVENUE	\$5,546,242	\$4,616,158	\$9,440,545	\$9,440,545
OTHER FINANCING SOURCES	\$10,124,051	\$6,895,614	\$9,794,009	\$9,794,009
FUND BALANCE BROUGHT FORWARD	(\$3,874,053)	\$30,229,514	\$41,476,198	\$41,476,198
<b>TOTAL</b>	<b>\$546,670,557</b>	<b>\$559,916,998</b>	<b>\$564,998,692</b>	<b>\$558,885,854</b>

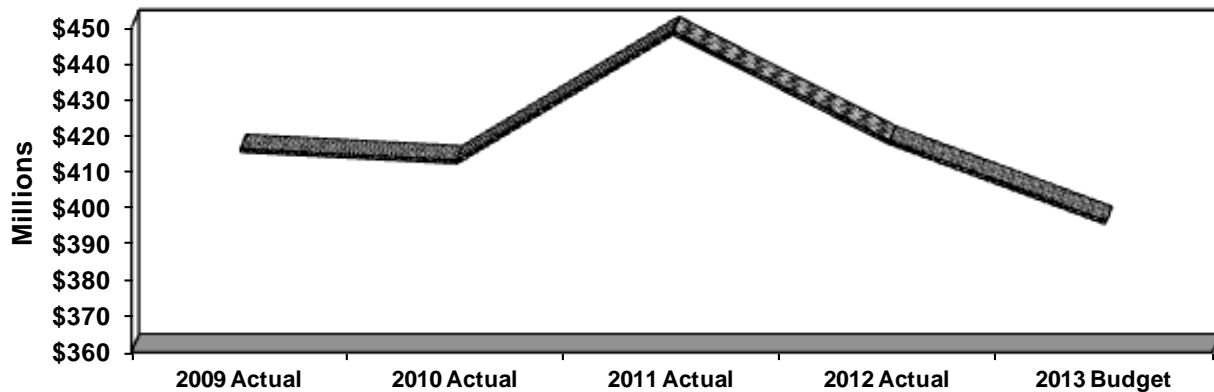
<b>SUMMARY OF REVENUES AND ANTICIPATIONS BY FUND</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
GENERAL FUND	\$257,208,167	\$278,198,894	\$299,656,345	\$295,144,270
SPECIAL TAX DISTRICT - DESIGNATED SERVICES	38,329,005	26,206,045	28,776,162	28,624,706
POLICE SERVICES FUND	119,660,883	117,762,478	116,845,750	115,664,580
SPECIAL TAX DISTRICT - UNINCORPORATED	7,725,505	13,017,056	11,272,110	11,552,475
FIRE FUND	54,584,468	56,241,367	53,795,912	52,905,516
DEBT SERVICE FUND	19,107,182	23,721,848	15,679,602	15,521,496
SPECIAL TAX DISTRICT - DEBT SERVICE	29,732,190	28,835,206	27,590,719	27,590,719
HOSPITAL FUND	18,703,969	15,934,103	11,382,092	11,882,092
RENTAL MOTOR VEHICLE TAX FUND <sup>1</sup>	1,619,189	0	0	0
<b>TOTAL BUDGET</b>	<b>\$546,670,557</b>	<b>\$559,916,998</b>	<b>\$564,998,692</b>	<b>\$558,885,854</b>

<sup>1</sup>Beginning in FY 2012, the Rental Motor Vehicle Tax Fund is in the Fund Class "Special Revenue Funds"

## TAX FUNDS REVENUE HISTORY

### TAXES

**Defined:** Taxes include all current year and prior year Property Taxes including Real Property and Personal Property as well as Public Utility, Motor Vehicle, HOST Sales Taxes, and Intangible Recording Taxes. Taxes account for 70.8% of total budgeted tax funds revenue in 2013. In previous years, these revenues were reported as part of the Property Taxes, Other Taxes, and Excise Taxes sections. Beginning with 2012, these revenues are reported as Taxes to coincide with the State of Georgia Chart of Accounts categories.



History:	Year	Revenue
	2009 Actual	\$415,514,306
	2010 Actual	\$412,331,012
	2011 Actual	\$448,128,375
	2012 Actual	\$417,795,384
	2013 Budget	\$395,521,731

#### Trends and History:

##### Property Taxes:

In 1999, the County began incorporating general sales taxes (homestead option sales tax; HOST) in the tax supported budgets. The HOST state law provides that at least 80% of the prior year sales tax collections be applied to additional homestead exemptions. In 1999, 2000, and 2001, sales tax proceeds were sufficient to provide a 100% homestead exemption for homestead eligible property. The provision of additional homestead exemptions dramatically reduced the property tax levy in 1999, 2000, and 2001. In 2001, voters approved a GO bond issue for parks and greenspace which also impacted collections. In 2003, the taxes were increased because it was decided to use 20% of sales tax receipts for capital improvements, thus allowing only an 80% homestead exemption on eligible property. The 2006 budget included an 83% use of sales tax receipts for the homestead exemption, with the remainder of HOST proceeds to be used for capital improvements. In 2006, voters approved a GO bond issue in the amount \$230M for special transportation projects, parks and greenspace and libraries which impacted collections.

In 2006, the voters approved a homestead exemption that freezes the property value of a home at the 2006 level for the current property owner. This freeze on the home valuation stays in effect for five years or until the house is sold to a new property owner. The freeze exemption resulted in a negative impact on 2007 property tax collections of about \$6.0M.

The 2008 budget authorized an 80% use of sales tax receipts for the homestead exemption, with the remainder of HOST proceeds to be used for capital improvements. Actual Property Tax revenue was 99.4% of the anticipated amount.

## TAX FUNDS REVENUE HISTORY

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The 2009 budget was based on a 90% use of sales tax receipts for the homestead exemption, with the remainder of HOST proceeds to be used for capital improvements. This change was made to lessen the impact upon homeowners in the Special Tax District due to the incorporation of the City of Dunwoody. Given the current economic climate of decreased property values, 8,125 property tax appeals were received, a four-fold increase. In addition, state legislation was adopted to include sales of foreclosed properties in assessing property values. There was a \$1 billion decrease in the value of the property tax digest due the inclusion of foreclosures and bank sales as required by law.

In 2009 the late certification of the public utility tax digest by the State of Georgia resulted in the public utility tax bills not being sent out in a timely manner. Approximately \$5 million in public utility receipts were received in 2010.

The 2010 budget was based on a 99.9% use of sales tax receipts for the homestead exemption, with the remainder of HOST proceeds to be used for capital improvements. This change was made to further lessen the impact of changes in the composition of the tax digest that is the inclusion of foreclosures and bank sales. Another assumption was that the negative impact on the amount of funds available for capital improvements would be ameliorated by Federal Stimulus Funds. In 2010, the value of the tax digest continued to decrease resulting in a corresponding decrease in Property Tax receipts. Also, in 2010 a referendum was approved that extended the homestead exemption to freeze property valuations for current property owners.

### **Other Taxes:**

Collection of prior year taxes is typically very high in DeKalb County with approximately 5% of the most current year's receivables collected in the following year. Approximately 99.9% of all receivables are ultimately collected.

Motor vehicle taxes are collected on the value of all vehicles as of January 1<sup>st</sup> of the tax year. The prior year millage rate is applied to the January 1<sup>st</sup> motor vehicle values. During 2005, motor vehicle tax collections remained flat. In 2008, motor vehicle tax collections decreased by \$0.5M or 2%. In 2009, motor vehicle tax collections decreased by \$2.0M or -8.5%. A contributory factor to this decrease is that the average age, and therefore value, of vehicles is increasing due to the public driving their vehicles longer due to the worsening economy.

For 2010, the continued decline in the housing sales market resulted in less revenue being received in intangible recording taxes.

### **Excise Taxes:**

In 2008, Sales Tax collections decreased 5.3% by \$5.3M due to the worsening economy.

The revenue in this category saw a decrease in 2009 due primarily to the worsening collection of HOST sales taxes from \$95 million in 2008 to \$87 million in 2009.

In 2010, HOST receipts remained at the decreased 2009 level as the economy did not recover during the year. The economy also had a negative impact on the Hotel-Motel tax collections.

### **2011:**

The increase for 2011 was partially due to not receiving the 2010 Public Utility Taxes in 2010 but in 2011. The 2011 budget was based on 80% use of sales tax receipts for the homestead exemption which would result in less property tax relief and greater property tax receipts. The tax digest continued its expected downward slide. With the weakness in the housing market continuing, intangible recording tax revenues declined. HOST receipts increased due to an increase due to an additional 1% being collected for food.

### **2012:**

Property taxes decreased by \$33.6 million due to a combination of factors: a constant millage rate (21.21 mills) and a continued decrease in the tax digest. Only one year's Public Utility Taxes was collected resulting in a decrease from 2011. HOST receipts increased by \$2 million while Motor Vehicle Ad Valorem Taxes increased by approximately \$6 million.



## TAX FUNDS REVENUE HISTORY

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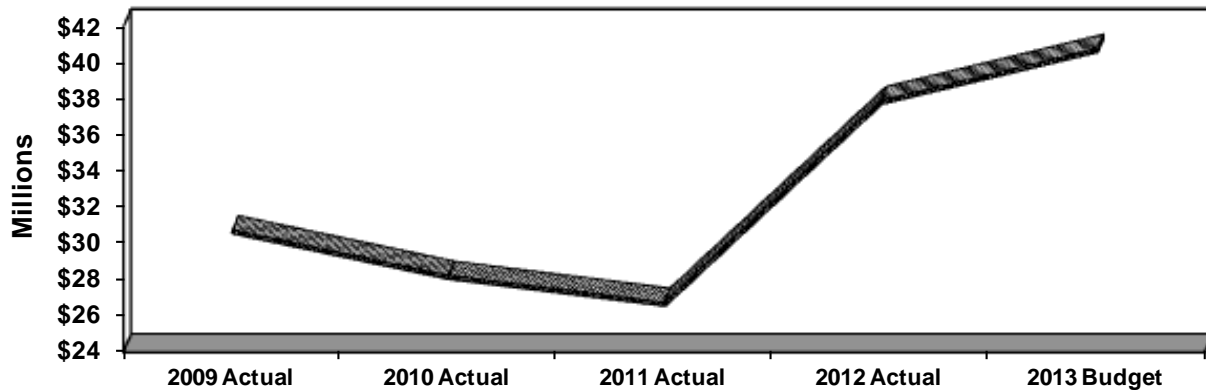
### **2013:**

As in previous years, there will be continued pressure on the tax digest due to a continued decrease in property values, annexations by Chamblee, Decatur, and Avondale Estates of unincorporated properties, and the creation of the City of Brookhaven. HOST receipts collections will continue to be restricted due to the continuation of a cautious public's buying behavior. Also, beginning in March 2013, the "birthday tax" for newly-sold vehicles is eliminated. In its place, the State Legislature created the Title Ad Valorem Tax Fee where a one-time sales tax is collected as part of the sales transaction for all new and used cars. Included for the first time are transactions between private individuals.

## TAX FUNDS REVENUE HISTORY

### CHARGES FOR SERVICES

**Defined:** Charges for Services include payments made by the public for various fee-for-use services provided by DeKalb County. Included in this category are ambulance charges, animal license and adoption fees, golf course greens fees, various Parks & Recreation charges such as swimming pool admission and summer camp fees, and fees collected for the use of the Porter Sanford Performing Arts Center. Charges for Services account for 7.27% of total budgeted tax funds revenue in 2013.



History:	Year	Revenue
	2009 Actual	\$30,563,472
	2010 Actual	\$28,039,175
	2011 Actual	\$26,552,250
	2012 Actual	\$37,725,179
	2013 Budget	\$40,603,178

#### Trends and History:

In 2009, revenues for this category remained stable with slight growth, as compared with 2008, with the exception of possible decreases in the copying fees from the Clerk of Superior Court and Emergency Medical Service Ambulance.

In 2010, revenues in this category were expected to increase due to the January 1, 2010 increase in ambulance fees and the increased usage of county ambulances due to a decreased reliance on third-party ambulances, but this increase failed to materialize since the use of third-party ambulances did not decrease.

In 2011, revenues in this category decreased due to a decline in Tax Commissioner prior-year commissions, the increased outsourcing of county ambulance transport service to a private ambulance service, and a decrease in probation fees.

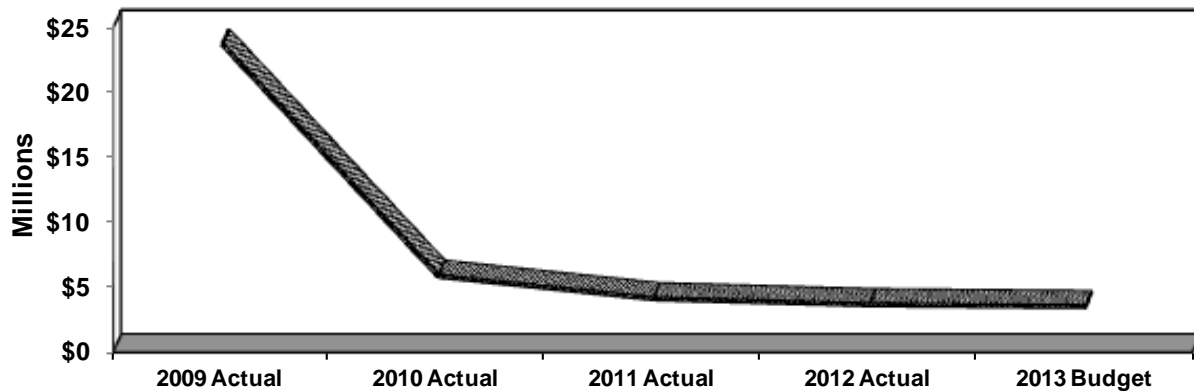
In 2012, revenues in this category increased because the privatization of county ambulance transport service did not occur and instituting the General Administrative Charge to all Tax Funds. The outsourcing of golf courses and tennis operations did occur in 2012 eliminating approximately \$1.2 million. This loss of revenue was to be offset by a decrease in expenditures for golf and tennis operations.

In 2013, revenues are expected to increase in the General Fund as all Tax Funds are assessed the General Administrative Charge instead of only Enterprise Funds. It is once again anticipated that the county ambulance transport service will be outsourced during 2013, thereby lowering revenue in this category.

## TAX FUNDS REVENUE HISTORY

### INTERGOVERNMENTAL

**Defined:** Includes emission fees, court staff reimbursements by the State of Georgia, and prisoner reimbursements from other local jurisdictions and the state. Intergovernmental revenues accounted for 0.60% of total budgeted tax funds revenue in 2013. In previous years, these revenues were reported as part of the Other Revenue Sources section. Beginning with 2011, these revenues are reported as Intergovernmental to coincide with the State of Georgia Chart of Accounts categories.



<b>History:</b>	<b>2009 Actual</b>	<b>\$23,589,305</b>
	<b>2010 Actual</b>	<b>\$5,724,967</b>
	<b>2011 Actual</b>	<b>\$3,984,342</b>
	<b>2012 Actual</b>	<b>\$3,518,958</b>
	<b>2013 Budget</b>	<b>\$3,372,969</b>

**Trends and History:**

In 2008, the revenue in this category decreased 46.5% or \$15.2M. This decrease was attributable to not receiving the Homeowners Tax Relief Grant (HTRG) from the State of Georgia (a decrease of \$15.8M from 2007) and a weakness in returns from the investment markets (a decrease of \$3.0M from 2007). These decreases were partially offset by the one-time transfer of \$5M from the Hospital Fund and a \$1.4M transfer from the Enterprise Funds to reimburse the General Fund for Oracle implementation expenditures. In addition, there was a one-time \$5M transfer from the Hospital Fund as repayment of an advance from the General Fund to Grady Hospital in 2007.

For 2009, payment of the 2008 HTRG was received; this caused the spike in 2009. Furthermore, the 2009 HTRG payment did not materialize as the State of Georgia implemented HB 143 which changed the manner and method of appropriating funds for Homeowner Tax Relief Grants. At mid-year 2009, E-911 revenues that were transferred from the Emergency Telephone Fund to the General Fund to fund E-911 operators ended with the transfer of E-911 operators to the Emergency Telephone Fund.

In 2010, HTRG payments were not received while interest and other miscellaneous revenues continued at the depressed levels. State Prisoner Reimbursements were \$1.7 million more in 2010 than 2009.

In 2011, Local Prisoner Reimbursements decreased as the primary source for this revenue because the Fulton County Jail did not utilize the DeKalb County Jail to the same extent as in the past. Also, the staff reimbursement for the Child Support Recovery Unit was transferred to the Grant Fund as part of the mid-year budget adjustments. Membership dues at the Lou Walker Senior Center increased to \$120 per DeKalb resident and \$360 for out-of-county residents in July.

## TAX FUNDS REVENUE HISTORY

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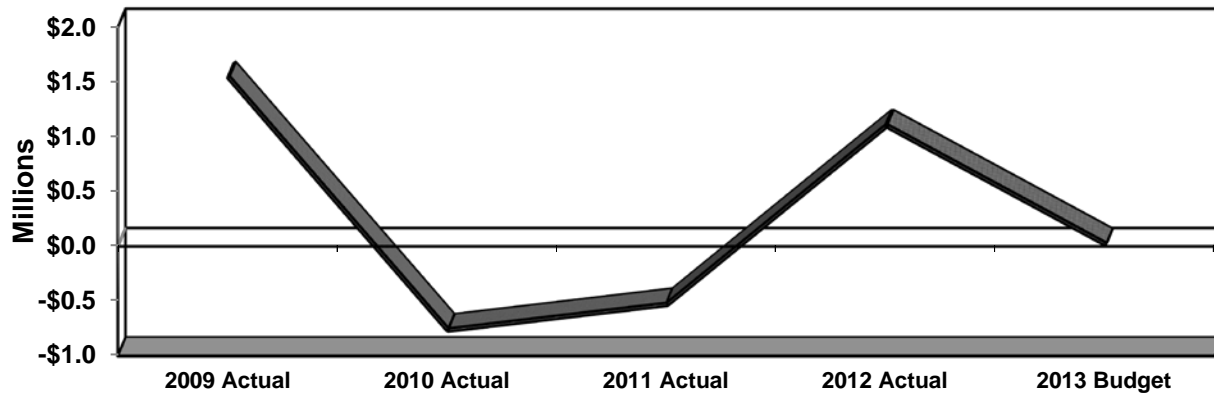
In 2012, Local Prisoner Reimbursements continued to be restricted as the DeKalb County Jail housed a minimal number of Fulton County's prisoners. The Fulton County Jail increasingly utilized diversion programs to comply with a federal judge's directives to reduce the jail's population. The other major component of this category, Staff Reimbursements, continued at levels previously seen.

In 2013, revenues in this category are expected to be relatively stable with neither an increase or decrease.

## TAX FUNDS REVENUE HISTORY

### INVESTMENT INCOME

**Defined:** Investment Income is the interest earned by the County on excess balances above those required to meet day-to-day needs. This category was included as Other Revenue Sources in previous years. Beginning with 2011, these revenues are reported as Intergovernmental to coincide with the State of Georgia Chart of Accounts categories. For 2013, this category accounted for (0.02%) of the total budgeted tax funds revenue.



<b>History:</b>	<b>2009 Actual</b>	<b>\$152,537</b>
	<b>2010 Actual</b>	<b>(\$78,253)</b>
	<b>2011 Actual</b>	<b>(\$54,750)</b>
	<b>2012 Actual</b>	<b>\$108,284</b>
	<b>2013 Budget</b>	<b>\$0</b>

#### Trends and History

With the advent of the housing crisis and the accompanying decrease in investment opportunities, the period from 2008 until 2011 has realized poor returns for the County in the investment market. Negative amounts result from paying interest to other funds.

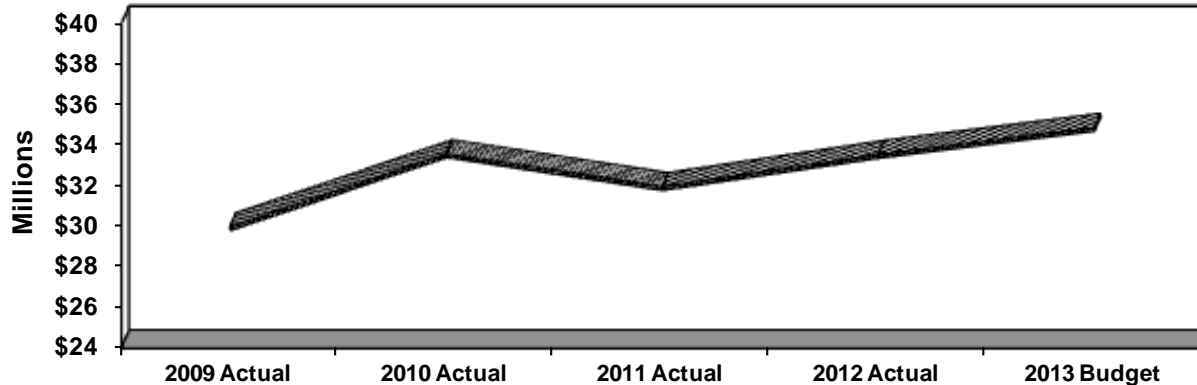
In 2012, the economy slowly started recovering from the "Great Recession" resulting in a minimal increase in investment income.

In 2013, the continued increase in the health of the economy should result in better investment opportunities for the County.

## TAX FUNDS REVENUE HISTORY

### FINES AND FORFEITURES

**Defined:** Fines and forfeitures include collections from all of the courts, as well as some related services. The Recorders Court, which primarily hears traffic citations and County code violations, is the single largest contributor of revenue within this category. In 2013, these revenues represent 6.21% of all budgeted tax fund revenues.



History:	2009 Actual	\$29,803,458
	2010 Actual	\$33,411,454
	2011 Actual	\$31,785,440
	2012 Actual	\$33,376,168
	2013 Budget	\$34,709,417

#### Trends and History:

The revenue in this category decreased 17.6% in 2009 as compared to 2008. This decrease was a result of decreased collections in Recorders Court.

The 2010 increase in Recorders Court collections was due to increased efforts in adjudicating "old" cases and not from current cases as there was a decrease in the number of tickets written by DeKalb Police. Also, due to a change in legislation (HB 1055) which increased the cost of court filings in State Court, filings were redirected to Magistrate Court resulting in less total revenue being received by the County. In 2010, the BOC enacted a Foreclosure Registry which is being collected by the Clerk of Superior Court.

In 2011, revenues did not fully recover in Recorders Court even though the new chief judge continued to make improvements in the operations of the court. Revenues were slightly below the 2010 level.

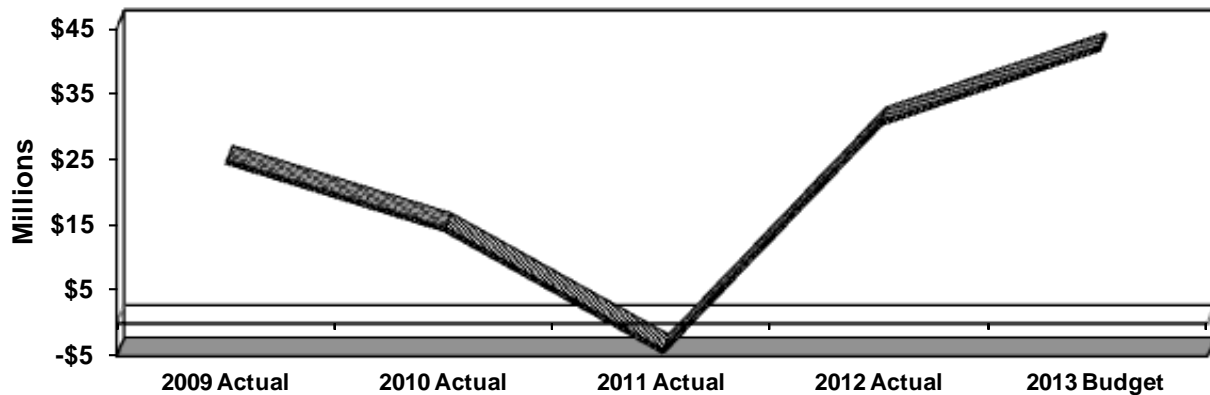
For 2012, revenues continued at previous levels. The Implementation of automated ticketing, where police officers input ticket information as part of the traffic stop, continued. The Chief Judge continued to implement process improvements which should streamline court operations. The 2012 State of Georgia Legislature session produced legislation to increase the use of diversion programs to increase court revenues as well as reduce jail populations throughout the court system. Also, a Court Cost fee of \$5 was instituted in Recorders Court. During 2012, parts of Unincorporated DeKalb were incorporated into the new City of Brookhaven and the existing Cities of Avondale Estates, Decatur, and Doraville. The impact upon revenues is expected to be in excess of \$1 million.

In 2013, revenues are expected to remain stable. An integrated Recorders Court computer system should allow for the automated ticketing system to be fully implemented. This new system should reduce the labor requirements in the Police Records section as well as Recorders Court.

## TAX FUNDS REVENUE HISTORY

### FUND BALANCE FORWARD

**Defined:** Fund Balance Forward is the funds on hand at year end resulting from collections of revenues in excess of anticipations and/or unexpended appropriations which are included as a revenue source in the budget of the ensuing year. In 2013, these budgeted revenues represent 7.42% of all budgeted tax fund revenues.



<b>History:</b>	<b>2009 Actual</b>	<b>\$24,346,971</b>
	<b>2010 Actual</b>	<b>\$14,047,703</b>
	<b>2011 Actual</b>	<b>(\$4,547,200)</b>
	<b>2012 Actual</b>	<b>\$30,229,514</b>
	<b>2013 Budget</b>	<b>\$41,619,657</b>

#### Trends and History:

The 2009 fund balance dramatically decreased in excess of \$38M from 2008 to 2009. This was partly due to the reduction of sales tax revenues and the State of Georgia withholding the payment of \$16.3M for the 2008 Homeowners Tax Relief Grant (HTRG). The 2008 HTRG payment was received in 2009. The 2009 Tax Funds Budget increased \$15.6M due to prior year encumbrances carried forward.

The 2010 fund balance decreased due to the way year-end encumbrances were processed. Since the implementation of the Oracle system, encumbrances were matched with an accompanying revenue entry to the Fund Balance Forward – Encumbrances. This year, with limited few exceptions, encumbrances were not offset by an accompanying revenue increase.

The pressures on the 2010 budget due to the continued deterioration of the tax digest, lack of a millage increase and other decreased revenues resulted in a negative fund balance forward entering 2011. The savings of the Early Retirement Program implemented in mid-2010 did not materialize to the extent projected.

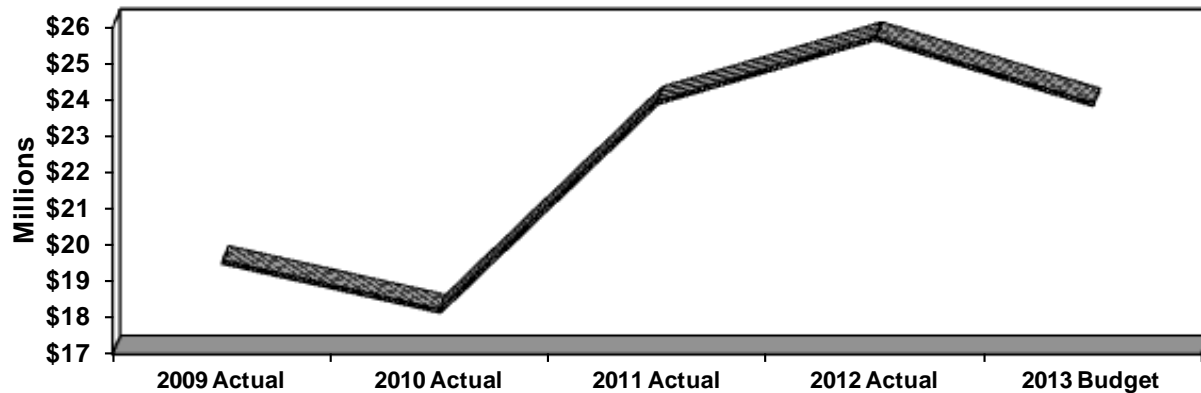
The fund balance entering 2012 dramatically increased to \$30.3M due to a tax increase to 21.21 mils for the unincorporated areas of DeKalb County and cost cutting measures enacted by the Administration and the Board of Commissioners.

In 2013, it is anticipated that these cost cutting actions will continue increasing fund balance in the future.

## TAX FUNDS REVENUE HISTORY

### LICENSES AND PERMITS

**Defined:** This category includes business and occupational taxes, and alcoholic beverage and cable franchise licenses. In 2013 these revenues represent 4.26% of all budgeted tax funds revenues.



<b>History:</b>	<b>2009 Actual</b>	<b>\$19,484,223</b>
	<b>2010 Actual</b>	<b>\$18,134,372</b>
	<b>2011 Actual</b>	<b>\$23,883,758</b>
	<b>2012 Actual</b>	<b>\$25,651,140</b>
	<b>2013 Budget</b>	<b>\$23,824,348</b>

**Trends and History:**

In 2008, the revenues collected for these taxes and fees decreased 2.3% as compared to 2007. General Business Licenses, Cable Franchise Fees, and Beverage Licenses for Beer and Wine all showed decreases for the year.

The revenue in this category decreased in 2009, when compared to 2008, due to the continued deterioration of the overall economy and migration of license fees away from the County due to the creation of the City of Dunwoody. The revenues for various Business License taxes decreased by approximately \$2 million.

In 2010, revenues in this category declined due to an erosion in the general business license collections.

For 2011, revenues rebounded especially in business license taxes due to actions within the Business License section to audit the amounts owed by businesses within the County.

For 2012, the increase of revenues in this category was the result of increased collections of cable TV franchise fees.

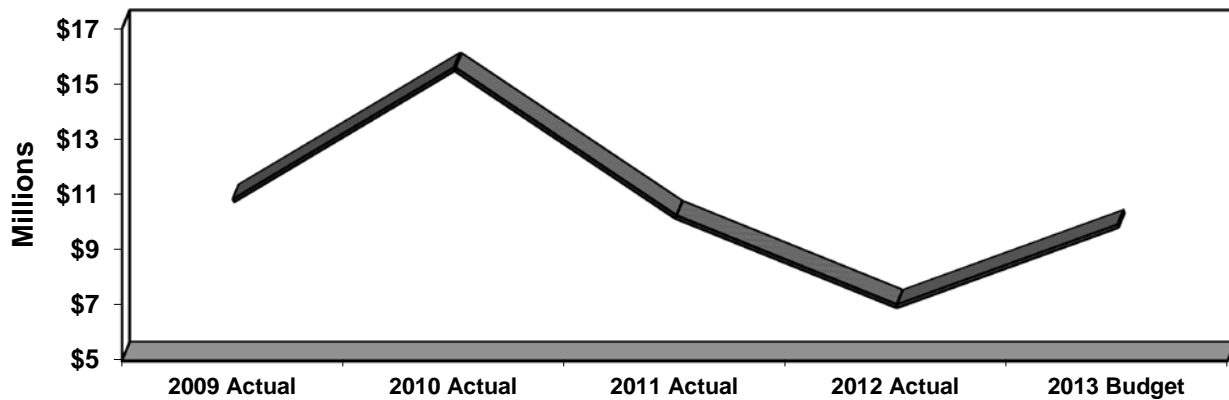
For 2013, there will be a continued focus on compliance by Finance's Business License section. This action is expected to increase the level of revenue that the County receives although there is an expected decrease in this category of approximately \$3 million due the incorporation of the City of Brookhaven and the annexations by other municipalities.



## TAX FUNDS REVENUE HISTORY

### OTHER FINANCING SOURCES

**Defined:** Other Financing Sources include transfers from other funds and surplus sales. Transfers from other funds can be continuing, mandate-based funding from fine and penalty-based funds, such as the Victim's Assistance Fund or the County Jail Fund, or from interfund activity with funds within and outside of the Tax Funds. Transfer revenues can also be the result of loans from other funds.



History:	Year	Revenue
	2009 Actual	\$10,713,426
	2010 Actual	\$15,467,540
	2011 Actual	\$10,124,051
	2012 Actual	\$6,895,614
	2013 Budget	\$9,794,009

**Trends and History:**

In 2011, policy changes were adopted that addressed interfund borrowings, cash flows and self-sufficiency of the Tax Funds. As a result, interfund borrowing from the Non Tax Funds dramatically decreased.

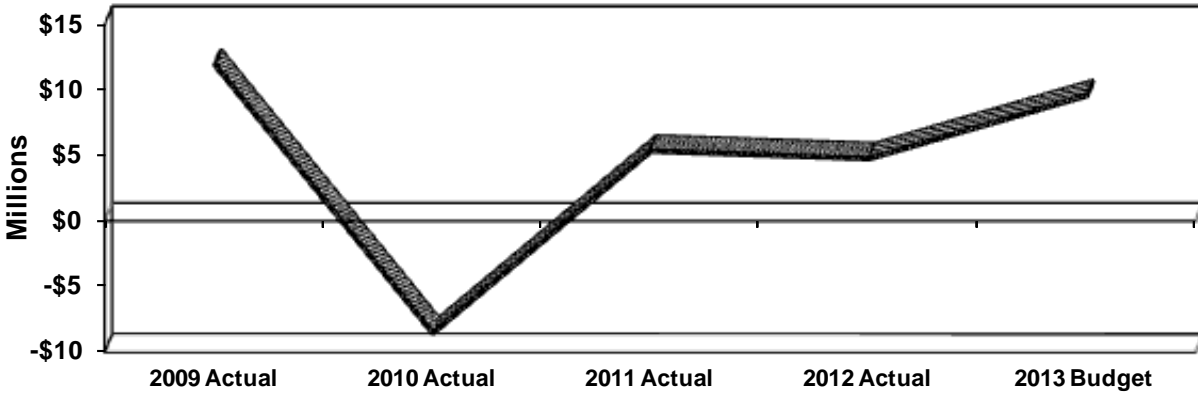
For 2012, the decrease from 2011 was because there was no need for interfund borrowing from the Vehicle Fund due to the stabilization of cash flows by the 2012 Tax Anticipation Notes (TANs).

For 2013, the trend initiated in 2011 for the Tax Funds to be self-supporting continues. Also the 2013 TAN will even out the cash flows of the County and decrease the need for temporary resource transfers from other funds. Also, the County will increase revenue by the sale of surplus property.

## TAX FUNDS REVENUE HISTORY

### MISCELLANEOUS

**Defined:** Miscellaneous Revenue includes charges which aren't categorized in any of the core revenue streams of the County. Examples include: rental for cell phone towers; lobby, theatre, and exhibition rental in County facilities; and Court program participant fees.



<b>History:</b>	<b>2009 Actual</b>	<b>\$11,788,633</b>
	<b>2010 Actual</b>	<b>(\$8,719,266)</b>
	<b>2011 Actual</b>	<b>\$5,196,242</b>
	<b>2012 Actual</b>	<b>\$4,616,158</b>
	<b>2013 Budget</b>	<b>\$9,440,545</b>

**Trends and History:**

In 2009 and 2010, this category was unusually volatile due to cash correction journals.

In 2012, revenue decreased in this category due to increased diligence with the cash correction journals .

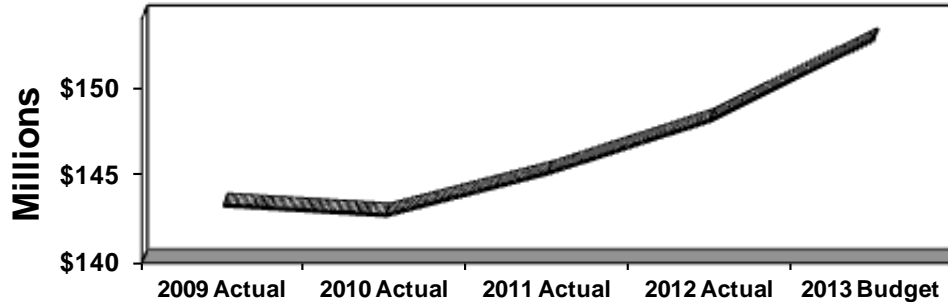
In 2013, it is anticipated that the County will see an increase in revenues due to providing the City of Brookhaven police services and park services until this municipality is able to provide these functions.

## TAX FUNDS EXPENDITURE HISTORY

### CIVIL & CRIMINAL COURTS

**Defined:**

This category includes all of the courts, related functions, and the following departments and offices: 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.



History:	Year	Amount
	2009 Actual	\$143,227,389
	2010 Actual	\$142,658,186
	2011 Actual	\$145,079,812
	2012 Actual	\$148,107,690
	2013 Budget	\$152,732,154

**Trends and History:**

The upward trend is driven by a higher average jail population and court activity.

The 2009 Budget included funding for four new Deputy Sheriffs and four vehicles to serve fugitive warrants. Juvenile Court added one Probation Officer position. The District Attorney added one Investigator position and converted one part-time Community Prosecutor to full time.

The 2010 Budget reflected BOC action to restore funding of \$1,246,750 to the Superior Court, \$645,473 to the Clerk of the Superior Court, \$1,161,501 to the State Court, \$618,931 to the Solicitor, \$436,870 to the Public Defender, \$86,676 to the Child Advocate, \$290,058 to the Juvenile Court, \$255,032 to the Probate Court, \$363,318 to the Magistrate Court as a part of the amendment process. Additionally, the BOC action reduced the District Attorney by \$250,000 and the Sheriff by \$900,000. The BOC approved \$320,354 to fund four new Deputy Marshall vehicles and supplies.

The 2011 Budget included the addition of 2 Attorney positions assigned to the Recorders Court for the Traffic Bureau and Diversion Court.

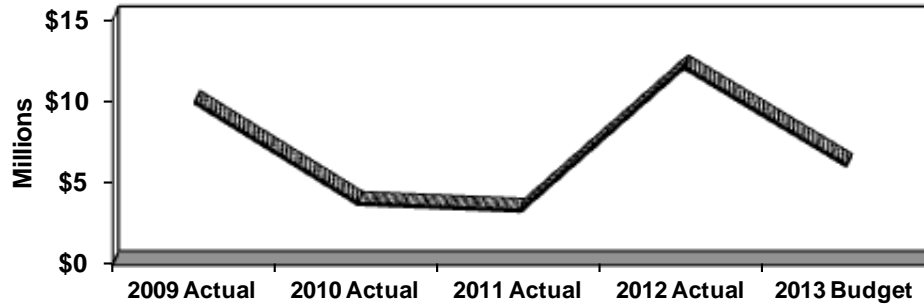
The 2012 Budget included additional positions (3) and additional funding for special grand juries for the District Attorney. Also included: additional temporary labor for Recorders Court, and funding for previously unfunded State Court Marshal positions.

The 2013 Budget includes 7 additional positions: 2 in State Court, 2 in Magistrate Court and 3 in the District Attorney's Office.

## TAX FUNDS EXPENDITURE HISTORY

### CONTRIBUTIONS TO CAPITAL PROJECTS

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



<b>History:</b>	<b>2009 Actual</b>	<b>\$9,868,515</b>
	<b>2010 Actual</b>	<b>\$3,667,984</b>
	<b>2011 Actual</b>	<b>\$3,247,949</b>
	<b>2012 Actual</b>	<b>\$12,019,156</b>
	<b>2013 Budget</b>	<b>\$6,000,000</b>

**Trends and History:**

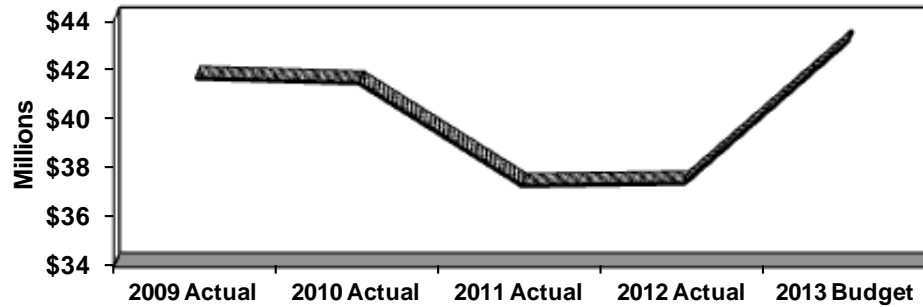
This category varies significantly due to need and funding availability from year-to-year. In 2009, the appropriation for Host Capital Outlay was \$9,527,774. In 2010, the appropriation for Host Capital Outlay was \$89,000, with \$2,180,566 coming from other Tax Funds sources. Due to fund and cash balancing issues, the 2011 HOST Capital Contribution (\$8 million) was made from the Roads & Drainage department and did not impact the Contributions department. In 2012, \$8 million was appropriated for the HOST Capital Contribution and \$4 million was appropriated for contributions to general capital projects. In 2013, \$5 million was appropriated for the HOST Capital contribution and \$1 million for general capital projects.

## TAX FUNDS EXPENDITURE HISTORY

### DEBT SERVICE

**Defined:**

This category includes principal and interest on general obligation bonds issued for various purposes, lease purchase payments made for Certificates of Participation (COPS), and paying agent fees. It does not include revenue bonds which are accounted for in the funds for which they are issued.



History:	Year	Value
	2009 Actual	\$41,619,593
	2010 Actual	\$41,419,350
	2011 Actual	\$37,247,558
	2012 Actual	\$37,348,258
	2013 Budget	\$43,112,215

**Trends and History:**

In 2001, voters approved a \$125 million G.O. Bond issue to acquire land for parks and greenspace. The Series 2003A G.O. Refunding Bonds were sold in 2003; they refunded the refundable portion of the Series 1992 G.O. Refunding Bonds and the Series 1993 Health Facilities Bonds. The Series 2003B G.O. Refunding Bonds were sold in 2003; they refunded the Series 1993 G.O. Refunding Bonds.

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

The 2007 budget reflected the first full year of principal and interest payments for the Series 2006 \$230M bond issue.

In 2008, the County maintained ratings of AAA/Aaa from Standard & Poor's and Moody's.

In 2009, the County continued maintaining its debt rating of AAA from Standard & Poor's, but the Moody's rating dropped to Aa1.

In 2010, Moody's lowered the County's rating from Aa1 to Aa3.

In March 2011, Standard & Poor's lowered the rating from AAA to BBB and withdrew the rating.

In March 2012, the County issued Tax Anticipation Notes (TANs) in the amount of \$157,000,000 with a Moody's Rating of MIG-1 due December 28, 2012. The purpose of this note was to improve the cash position of County funds in anticipation of the receipt of property tax revenue later in the year. The note was repaid at the end of the year once property tax revenues were received.

## TAX FUNDS EXPENDITURE HISTORY

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In April 2013, the County issued Tax Anticipation Notes (TANs) in the amount of \$103,000,000 with a Moody's Rating of MIG-1 due December 31, 2013. The purpose of this note is to improve the cash position of County funds in anticipation of the receipt of property tax revenue later in the year. The note is to be repaid at the end of the year once property tax revenues were received.

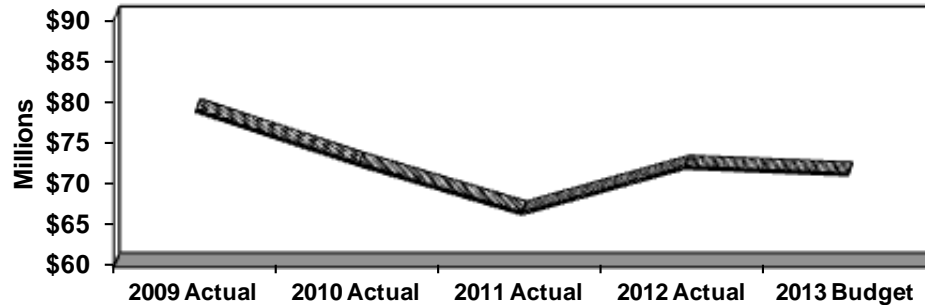
The County will refinance General Obligation and Authority bonds during the year with no new cash created in order to take advantage of historically low interest rates and provide cash flow savings in 2013.

## TAX FUNDS EXPENDITURE HISTORY

### GENERAL GOVERNMENT

**Defined:**

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



History:	Year	Amount
	2009 Actual	\$78,814,673
	2010 Actual	\$72,283,387
	2011 Actual	\$66,349,643
	2012 Actual	\$71,924,684
	2013 Budget	\$71,105,937

**Trends and History:**

The 2009 decrease was due to the consolidation of Citizens Help Center into Information Systems, the transfer of two positions into Information Systems and a reflection that 2009 was not an election year, which decreased the Registrar's budget.

The 2010 decrease was due to the suspension of merit increases, seven unpaid holidays, the suspension of the vehicle replacement program, the suspension of take home vehicles, reductions in fuel costs, department specific reductions, and the six month impact of the Early Retirement Program.

The 2011 decrease was due to the suspension of merit increase, the suspension of the vehicle replacement program, the suspension of take home vehicles, reductions in fuel costs and department specific reductions, the full year impact of the Early Retirement Program, and three unpaid holidays.

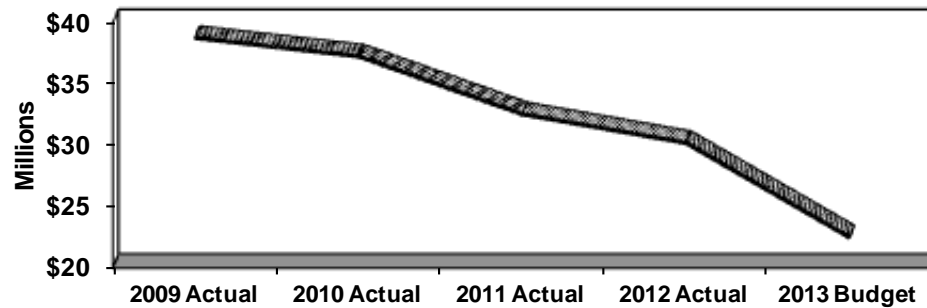
The 2012 Budget reflected increases in the Registrar's budget to conduct the number of elections planned in 2012, funding for the upgrades for Oracle and PeopleSoft in Information Technology's budget, and funding in Facilities Management for utilities and repairs to county buildings.

The 2013 Budget represents a slight decrease of 1%. The Registrar Office's budget decreased significantly (50%) due to a non-election year. Geographic Information System received funding for pictometry software and enterprise licensing agreement, which increased their 2013 budget by 17%.

## TAX FUNDS EXPENDITURE HISTORY

### HEALTH & HUMAN SERVICES

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



<b>History:</b>	<b>2009 Actual</b>	<b>\$38,685,577</b>
	<b>2010 Actual</b>	<b>\$37,173,014</b>
	<b>2011 Actual</b>	<b>\$32,450,218</b>
	<b>2012 Actual</b>	<b>\$30,106,359</b>
	<b>2013 Budget</b>	<b>\$22,385,874</b>

**Trends and History:**

The 2009, Budget reflects the increased funding for debt service payments for the Fulton-DeKalb Hospital Authority and funding to address the increased demand for services provided by the Human Services Department.

The 2010 Budget was relatively flat when compared to 2009 and reflected a decrease in funding due to the suspension of merit increases, seven unpaid holidays, and a reduction in funding to the DeKalb Hospital Authority.

In 2011 Budget reflected a decrease in funding due to the suspension of merit increases, a reduction in funding to the DeKalb Hospital Authority, and 3 unpaid holidays.

The 2012 Budget reflected a decrease in funding due to the suspension of merit increases, and reductions in funding to the DeKalb Hospital Authority, to the DeKalb Community Service Board, and to the DeKalb County Board of Health.

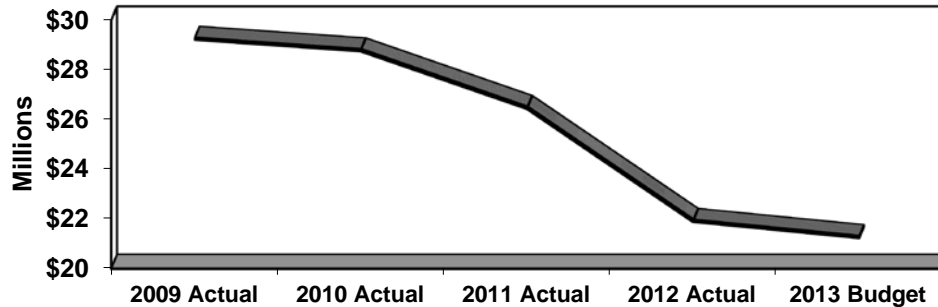
The 2013 Budget decreased by 26% due to an overall suspension of merit increases, and reductions to the DeKalb Hospital Authority, DeKalb Community Service Board, and DeKalb County Board of Health.



## TAX FUNDS EXPENDITURE HISTORY

### LEISURE SERVICES

**Defined:** This category includes Parks and Recreation and the Libraries.



<b>History:</b>	<b>2009 Actual</b>	<b>\$29,197,466</b>
	<b>2010 Actual</b>	<b>\$28,731,828</b>
	<b>2011 Actual</b>	<b>\$26,416,295</b>
	<b>2012 Actual</b>	<b>\$21,866,601</b>
	<b>2013 Budget</b>	<b>\$21,215,268</b>

**Trends and History:**

The 2009 Budget reflected the consolidation of Arts, Culture, and Entertainment Department into the Parks and Recreation Department, the elimination of 3 full time positions and 83 part time positions in Parks and Recreation due to the incorporation of the City of Dunwoody, and the addition of 47 full time positions and 5 part time positions to open one new library and expand four libraries. The slight increase was due to the additional funding provided for the Performing Arts Center which opened in December 2008.

The 2010 decrease was due to the suspension of merit increases, seven unpaid holidays, the suspension of the vehicle replacement program, the suspension of take home vehicles, reductions in fuel costs, department specific reductions and the six month impact of the Early Retirement Program.

The 2011 Budget reflects a decrease in funding due to the suspension of merit increases, the suspension of the vehicle replacement program, the suspension of take home vehicles, expected reductions in fuel costs and the department specific reductions, and the full year impact of the Early Retirement Program.

The 2012 Budget reflects additional pressure on Library hours and the Library's materials budget, plus the ending of golf course subsidies in the Parks Department.

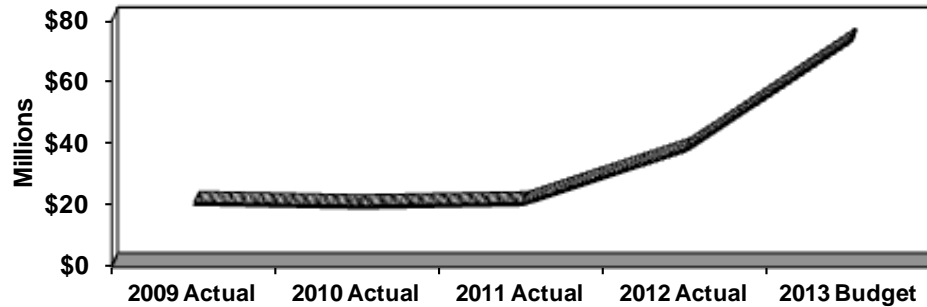
In 2013, lower appropriations are the result of a decrease in appropriation for Temporary Salaries.

## TAX FUNDS EXPENDITURE HISTORY

### NON-DEPARTMENTAL

**Defined:**

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



<b>History:</b>	<b>2009 Actual</b>	<b>\$20,171,128</b>
	<b>2010 Actual</b>	<b>\$19,053,279</b>
	<b>2011 Actual</b>	<b>\$20,048,457</b>
	<b>2012 Actual</b>	<b>\$37,748,012</b>
	<b>2013 Budget</b>	<b>\$73,211,732</b>

**Trends and History:**

The comparison of the current year budget to the previous year's actual will generally reflect an expected gap at least equal to current year reserves.

In 2009, the adopted budget set the budgetary reserve at \$12,721,548 and the reserve for contingencies at \$5,742,455. The lease purchase of equipment funds totaling, \$1,456,469, is appropriated for county-wide digital radio debt service payments.

In 2010, the adopted budget set the budgetary reserve at \$11,221,548 and the reserve for contingencies at \$1,000,000. The lease purchase of equipment funds totaling, \$1,456,469, is appropriated for County Wide digital radio debt service payments.

In 2011, budgetary reserves were adopted at \$12,000,000 and reserves for Tax Allocation Districts at \$1,606,000. The appropriation for Pensioners' Insurance is \$8,222,500. Debt service and lease/purchase items total \$7,449,422. Unemployment Compensation and other risk management items total \$3,474,189.

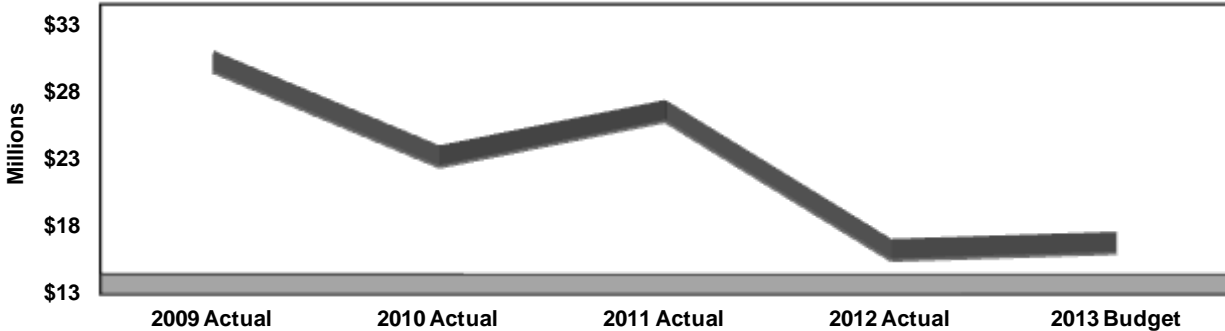
The 2012 Budget reflects an increase of \$16.9 million in an effort to bring budgetary reserves back to prudent levels. Also reflected is an increase in Pensioners' Insurance costs and newly instituted intra-Tax Funds interfund charges in an effort to more realistically balance the component funds within the Tax Funds.

The 2013 Budget reflects a decrease in Lease/Purchase costs related to anticipated refinancing of debt which is essentially offset by an increase in Pensioners' Insurance costs. Reserves remain at approximately \$30 million. The intra-Tax Funds interfund charges also increased by approximately \$9 million to further fine-tune the balancing of interfunds between the component funds of the Tax Funds.

## TAX FUNDS EXPENDITURE HISTORY

### PLANNING & PUBLIC WORKS

**Defined:** This category includes planning, zoning enforcement, development and maintenance of the county's surface transportation system and stormwater drainage system, and economic development.



<b>History:</b>	<b>2009 Actual</b>	<b>29,458,271</b>
	<b>2010 Actual</b>	<b>22,443,246</b>
	<b>2011 Actual</b>	<b>25,814,988</b>
	<b>2012 Actual</b>	<b>15,530,958</b>
	<b>2013 Budget</b>	<b>16,062,509</b>

#### Trends and History:

In 2009, the Local Assistance Road Program (LARP) appropriation of \$5,000,000 was funded in the following manner: \$1,000,000 from accrued interest earned from the 2006 G.O. Transportation Bonds, and \$4,000,000 from HOST proceeds. The 2009 Stormwater Utility Fund reimbursed Public Works - Roads and Drainage a total of \$9,942,671 for costs related to the Stormwater Program; this includes the equivalent of 124 positions, and \$500,000 was transferred from this Fund to the Development Fund to reimburse the costs related to the Stormwater Program.

In 2010, the Stormwater Utility Fund reimbursed Special Tax District - Roads and Drainage a total of \$8,928,113 for costs related to the Stormwater Program. The 2010 Budget reflected a decrease in funding due to the suspension of merit increases, seven unpaid holidays, the suspension of the vehicle replacement program, and the six month impact of the Early Retirement Program.

In 2011, a total of 97 positions was transferred from Roads and Drainage to the Stormwater Utility Fund. Funding for these positions was included in the Stormwater Utility Fund. The amount of reimbursement from the Stormwater Fund to the Special Tax District Roads and Drainage was reduced significantly and the Roads and Drainage budget will decrease in future years. Also, in 2011, due to fund and cash balancing issues, the \$8 million contribution to HOST Capital was made from the Roads & Drainage Department.

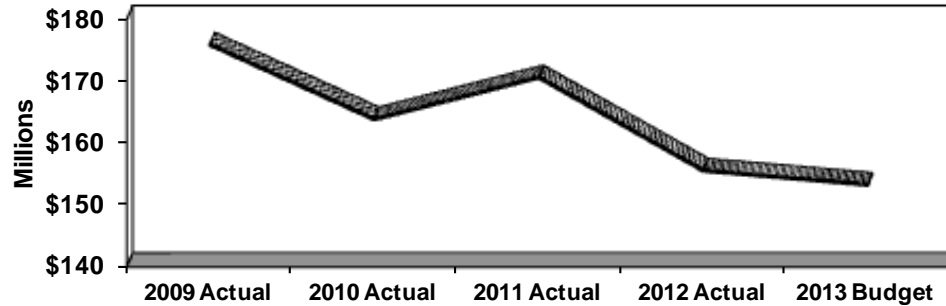
The decrease in the 2012 budget reflects the full year impact of the reduction of the reimbursement from the Stormwater Utility Fund to Roads and Drainage.

The increase in the 2013 budget reflects an increase in purchase and contracted services.

## TAX FUNDS EXPENDITURE HISTORY

### PUBLIC SAFETY

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



<b>History:</b>	<b>2009 Actual</b>	<b>\$175,715,075</b>
	<b>2010 Actual</b>	<b>\$163,631,203</b>
	<b>2011 Actual</b>	<b>\$170,401,272</b>
	<b>2012 Actual</b>	<b>\$155,341,949</b>
	<b>2013 Budget</b>	<b>\$153,060,165</b>

**Trends and History:**

The 2009 Budget was essentially flat compared to previous budgets, but included the addition of 2 Code Enforcement Officers. Also, this Budget reflected a decrease in funding due to the suspension of merit increases, the suspension of the vehicle replacement program, expected reductions in fuel costs, and department specific reductions. Also reflected is a Mid-Year 2009 action that transferred E911 personnel from the General Fund to the Emergency Telephone Fund.

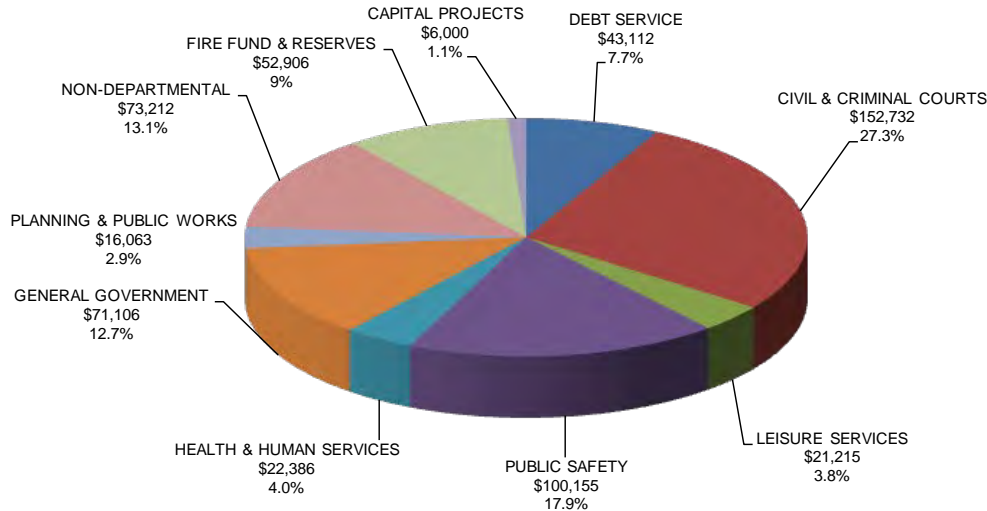
The 2010 Budget is sharply reduced from prior years, due to the abolishment of 32 positions, reductions in operating appropriations, and the discontinuation of automatic funding of encumbrances carried forward from prior years. Also reflected is the full-year effect of the transfer of E911 personnel, and a partial suspension of the vehicle replacement program.

The 2011 Budget reflects higher health insurance and pension contribution costs and is lowered by a 4.46% reduction from the Recommended Budget for Police and a 10.23% reduction for Fire & Rescue, which includes a \$4,000,000 reduction anticipating the outsourcing of the emergency transport function. The vehicle replacement program was also increased over the levels in 2010.

For 2012, the decrease due to the retirement of an annual \$4.9 million communications-related debt service payment is offset by \$6.7 million in budgetary reserves reflected in the Police Services departmental budget.

The 2013 Budget reflects a decrease due to higher than normal Group Insurance costs in 2012.

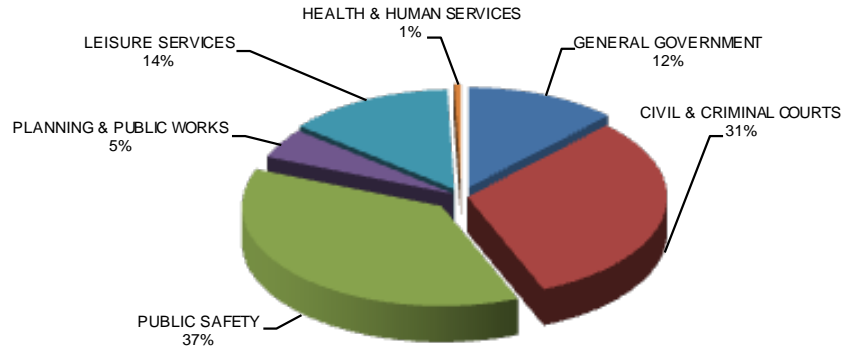
## 2013 TAX FUNDS BUDGET BY MAJOR FUNCTION (IN THOUSANDS)



	2004 Budget	2005 Budget	2006 Budget	2007 Budget	2008 Budget	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget	Annualized % Change 2004-2013
DEBT SERVICE	\$28,518	\$28,447	\$42,956	\$47,980	\$48,387	\$47,786	\$47,221	\$37,280	\$37,386	\$43,112	5.7%
CIVIL & CRIMINAL COURTS	\$117,311	\$124,376	\$132,176	\$138,854	\$147,307	\$146,236	\$146,403	\$144,352	\$149,128	\$152,732	3.4%
LEISURE SERVICES	\$30,094	\$31,860	\$33,380	\$36,774	\$35,166	\$33,186	\$29,878	\$26,549	\$21,745	\$21,215	-3.3%
PUBLIC SAFETY	\$101,969	\$109,097	\$116,737	\$124,661	\$128,594	\$128,337	\$115,358	\$116,868	\$99,716	\$100,155	-0.2%
HEALTH & HUMAN SERVICES	\$33,252	\$33,608	\$34,897	\$40,940	\$38,484	\$39,546	\$37,097	\$32,245	\$30,199	\$22,386	-3.6%
GENERAL GOVERNMENT	\$59,106	\$60,716	\$75,593	\$83,143	\$90,819	\$83,846	\$73,353	\$65,861	\$74,360	\$71,106	2.3%
PLANNING & PUBLIC WORKS	\$32,315	\$32,373	\$35,346	\$34,140	\$34,477	\$31,257	\$23,530	\$20,256	\$16,193	\$16,063	-5.6%
NON-DEPARTMENTAL	\$32,104	\$32,014	\$39,032	\$37,034	\$30,565	\$30,711	\$28,476	\$40,409	\$60,115	\$73,212	14.2%
FIRE FUND	\$50,013	\$52,454	\$55,308	\$59,970	\$60,312	\$55,121	\$52,719	\$52,921	\$55,870	\$52,906	0.6%
CAPITAL PROJECTS	\$18,344	\$19,142	\$15,678	\$26,337	\$21,632	\$9,869	\$3,670	\$3,231	\$12,000	\$6,000	-7.5%
<b>TOTAL</b>	<b>\$503,026</b>	<b>\$524,086</b>	<b>\$581,104</b>	<b>\$629,832</b>	<b>\$635,743</b>	<b>\$605,893</b>	<b>\$557,705</b>	<b>\$539,972</b>	<b>\$556,712</b>	<b>\$558,886</b>	<b>1.2%</b>

Debt Service has been impacted by voter approval in 2001 of bonds for parks projects and by voter approval in 2005 of bonds for transportation projects, parks, and libraries. Increases in Civil and Criminal Courts are due to the increase in the jail inmate population and expansion of the court system. Increases during 2004 to 2009 in Public Safety are related to the implementation of 5-year plans in Fire and Police in 2001 and 2002, with decreases in later years due to city incorporation and falling revenues. Increases in General Government are due to continued Information Systems upgrades, staff added to support the FMIS/APS installation, increases in utility and security costs, positions added to address the increasing demand for service due to population growth and the number of elections conducted in 2006, 2008, and 2012. Non-departmental includes a wide variety of expenses for insurance coverages, interfund charges, etc. and also includes funds designated for specific projects or issues. Beginning in 2003, HOST funds have been used for allowable capital projects rather than exclusively for property tax exemption. Capital Projects varies depending on the need, and more importantly on the funding availability. A 1% Cost of Living Allowance for all eligible employees was implemented in 2006. A 2% pay increase was appropriated in 2007 for all sworn officers in Public Safety and Civil & Criminal Courts. An overall decrease in funding for 2009 resulted from: suspension of merit increases and the sick-leave incentive program; suspension of the vehicle replacement program; department-specific service reductions; and a \$6 million across-the-board funding reduction. All functions, with the exception of Debt Service and Civil & Criminal Courts, are reduced sharply in 2010. This is due to positions abolished after the Early Retirement Option program (372), general reductions in operating appropriations, and the discontinuation of automatic funding of encumbrances carried forward from prior years. The 2011 Adopted Budget reflected a reduction from the Recommended Budget of 8.91% for most departments (\$33.6 million). The increase of the 2012 Adopted Budget over 2011 is largely attributable to the accumulation of prudent budgetary reserves. The 2013 Budget continues flat overall compared to 2012, with decreases in Health & Human Services and General Government, and increases in Debt Service, Non-Departmental, and Civil & Criminal Courts.

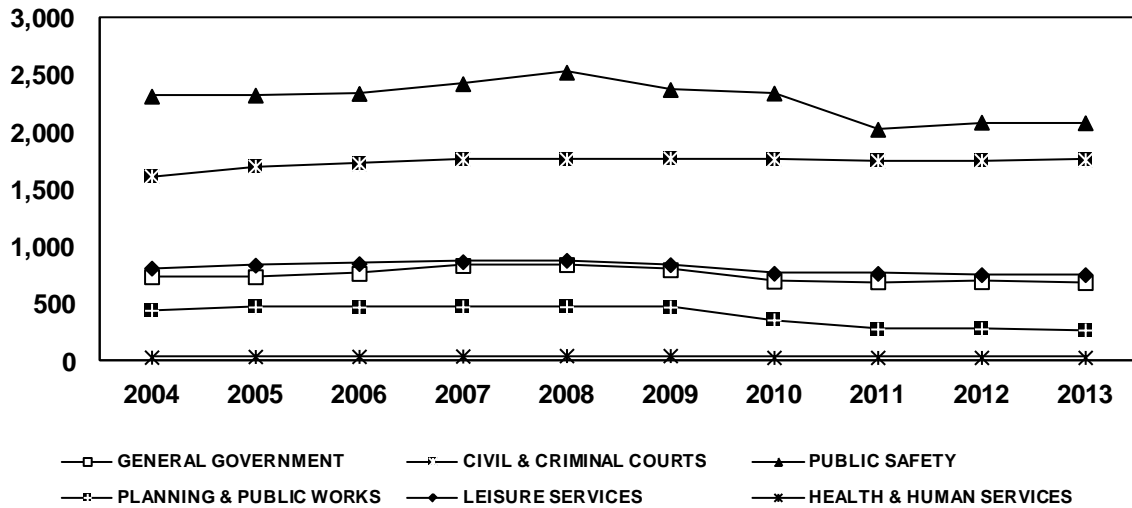
## GROWTH TRENDS: 2013 TAX FUND POSITIONS BY MAJOR FUNCTION



### TAX FUNDS POSITIONS BY FUNCTION: 2004 - 2013

	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
GENERAL GOVERNMENT	736	736	765	834	842	797	697	692	693	685
CIVIL & CRIMINAL COURTS	1,614	1,699	1,723	1,761	1,761	1,769	1,761	1,748	1,750	1,757
PUBLIC SAFETY	2,311	2,320	2,335	2,420	2,520	2,369	2,338	2,022	2,084	2,079
PLANNING & PUBLIC WORKS	443	472	471	473	474	471	359	280	281	271
LEISURE SERVICES	811	837	850	867	879	841	766	765	754	754
HEALTH & HUMAN SERVICES	34	40	41	44	48	48	32	32	32	32
<b>TOTAL</b>	<b>5,949</b>	<b>6,104</b>	<b>6,185</b>	<b>6,399</b>	<b>6,524</b>	<b>6,295</b>	<b>5,953</b>	<b>5,539</b>	<b>5,594</b>	<b>5,578</b>

## GROWTH TRENDS: 2013 TAX FUND POSITIONS BY MAJOR FUNCTION



The major changes from 2004 to 2012 are noted below. During 2010, there was a net decrease of 342 positions. In 2011, a total of 197 positions were abolished and 243 positions were transferred out of the Tax Funds. The 2012 Adopted Budget transferred 64 positions from the Grants Fund to the Tax Funds. In 2013, an additional 11 positions were transferred out, 12 positions were abolished, and 7 new positions were authorized.

**Public Safety** – There was a net increase of 199 Police positions from 2004 to 2008. At Mid-Year 2009, 157 positions were transferred to the E-911 Fund. During 2010, there was a net decrease of 31 positions. In 2011, 37 code enforcement positions were transferred to Planning and Public Works and 146 School Crossing Guards became the responsibility of the DeKalb County Board of Education. Also in 2011, 134 vacant Fire positions were abolished in anticipation of outsourcing the emergency medical transport function. The 2012 Adopted Budget transferred 64 firefighter positions from the Grants Fund to the Fire Fund. A total of 6 positions were abolished in the 2013 Budget.

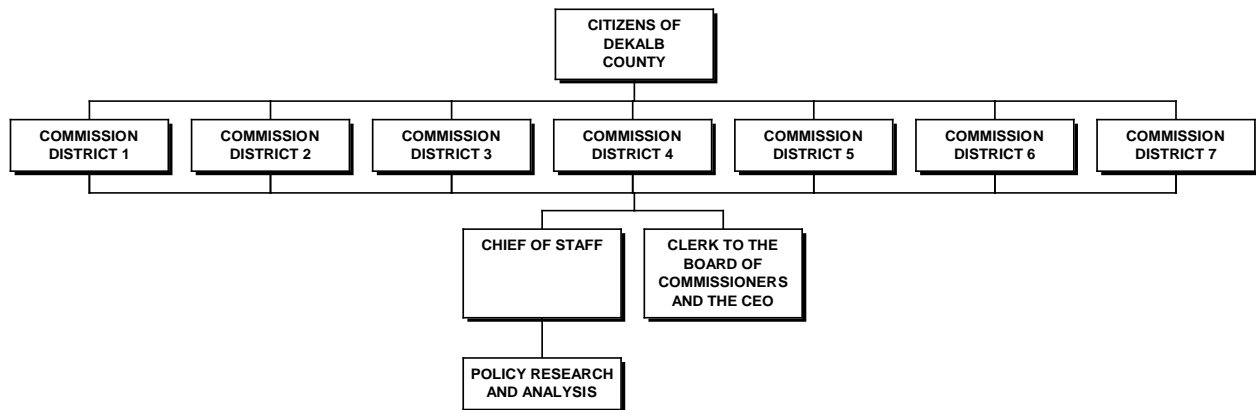
**Civil and Criminal Courts** – There was a net increase of 136 positions from 2004 to 2012. The 2013 Budget authorized an additional 7 positions.

**General Government** – There was a net decrease of 51 positions from 2004 to 2012, a major component of which was a 100 position decrease in 2010, mainly due to early retirement. An additional 8 positions were abolished in the 2013 Budget.

**Leisure Services** – There was a net decrease of 57 positions from 2004 to 2013, consisting of increases early to address additional demand in Park services and staffing additional Library branches, and decreases necessitated by economic conditions and early retirements.

The growth trend in Health and Human Services is the result of creation of the Human Services Department in 2005. There was a net increase of 14 positions from 2004 to 2009. During 2010, there was a net decrease of 16 positions.

Planning and Public Works experienced a decrease of 112 positions in 2010 due to early retirements. The decrease of 88 positions from 2010 to 2013 is the result of transfers to Enterprise Funds.



**MISSION STATEMENT**

The mission of the Board of Commissioners is to improve the quality of life for the stakeholders of DeKalb County through governance, representation, and accountability.

**PROGRAM DESCRIPTION**

The Board of Commissioners is the legislative branch of DeKalb County Government. The Board has the power to levy taxes; make appropriations; fix the rate of charges; authorize debt; establish, alter, or abolish public roads and election precincts; allow insolvent lists; accept provisions as the governing authority; regulate land use; create and change special taxing districts; determine the priority of capital improvements; call elections for bond issues; and fix and levy licenses and fees.

The Clerk’s Office accurately records and maintains the official minutes of Board of Commissioners meetings; manages the processing of County contracts; coordinates the board authority in conjunction with the Commission’s actions; assists the Board of Commissioners in its legislative function and the Chief Executive Officer in executive functions; and utilizes technology for the safekeeping of all County records.

The central staff unit handles administrative functions for the Board and conducts policy research.

**MAJOR ACCOMPLISHMENTS IN 2012**

Passed the annual budget with no millage increase. Maintained the County’s bond rating. Approved replacement of air packs for Fire and Rescue personnel. Approved construction of three new senior centers. Established a new committee to develop incentives for industrial parks. Approved emergency improvements to the DeKalb County Animal Shelter. Approved expansion of the Stone Mountain CID.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY’S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Human Services / Increasing Neighborhood Empowerment**

To improve the quality of life for DeKalb County citizens.

**Financial Strength/ Ensuring Fiscal Integrity**

To maintain a fiscally responsible county.

**Organizational Effectiveness/ Enhancing Efficient Operations**

To improve the openness of the County’s processes and records.



**MAJOR BUDGETARY IMPACTS**

**Previous**

In 2010, \$2,915,881 was approved for the basic operating budget. This included full year funding for the position of Legislative Research Analyst authorized in 2009. Also, in 2010, 2 employees accepted the Early Retirement Option (ERO) program and the BOC did not abolish any positions made vacant in the ERO program.

In 2011, \$2,899,485 was appropriated for the basic operating budget, which included a reduction of \$283,738 from the recommended budget.

In 2012, \$3,352,406 was appropriated for the basic operating budget.

**2013**

\$3,352,406 is appropriated for the basic operating budget.

Effective January 1, 2013, the base salary for each commissioner is \$38,375. The Commissioners representing Districts 1, 2, 3, 5, 6 and 7 have met the qualifications for a "certified commissioner". The Commissioners representing Districts 1, 2, 3, 4, 5, and 6 have met the qualification for a longevity supplement. Please see the Authorized Position List below for the specific compensation for each Commissioner.

**Future**

If the Board's currently vacant, but funded, Internal Auditor position is filled, any additional audit staff will require additional appropriation.

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
BOC Administration	\$721,663	\$614,456	\$887,729	\$887,729
Clerk's Office	444,492	452,791	360,968	360,968
District 1	260,504	272,432	266,673	266,673
District 2	246,957	263,881	267,865	267,865
District 3	212,915	210,023	263,552	263,552
District 4	241,263	268,735	274,446	274,446
District 5	229,141	247,077	281,706	281,706
District 6	208,722	233,537	279,088	279,088
District 7	181,716	188,999	264,022	264,022
	<b>\$2,747,372</b>	<b>\$2,751,932</b>	<b>\$3,146,049</b>	<b>\$3,146,049</b>

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$2,095,106	\$2,158,105	\$2,680,737	\$2,680,737
Purchased / Contracted Services	556,553	527,551	410,400	410,400
Supplies	83,909	64,302	50,787	50,787
Capital Outlays	11,704	1,875	4,125	4,125
Other Costs	100	100	0	0
	<b>\$2,747,372</b>	<b>\$2,751,932</b>	<b>\$3,146,049</b>	<b>\$3,146,049</b>

<b>FUNDING SOURCES</b>			
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
General Fund	\$2,747,372	\$2,751,932	\$3,146,049
	<b>\$2,747,372</b>	<b>\$2,751,932</b>	<b>\$3,146,049</b>

**BOARD OF COMMISSIONERS**

**FUNCTION: GENERAL GOVERNMENT**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2011	2012	2013
<b>District 1</b>					
Comm Office Aide District 1	CA1		1	1	1
Comm Office Coord District 1	C1		1	1	1
Commissioner	\$ 41,764		1	1	1
FULL TIME Subtotal			3	3	3
<b>District 2</b>					
Comm Office Aide District 2	CA2		1	1	1
Comm Office Coord District 2	C2		1	1	1
Commissioner	\$ 40,769		1	1	1
FULL TIME Subtotal			3	3	3
<b>District 3</b>					
Comm Office Aide District 3	CA3		1	1	1
Comm Office Coord District 3	C3		1	1	1
Commissioner	\$ 40,769		1	1	1
FULL TIME Subtotal			3	3	3
<b>District 4</b>					
Comm Office Aide District 4	CA4		1	1	1
Comm Office Coord District 4	C4		1	1	1
Commissioner	\$ 39,334		1	1	1
FULL TIME Subtotal			3	3	3
<b>District 5</b>					
Comm Office Aide District 5	CA5		1	1	1
Comm Office Coord District 5	C5		1	1	1
Commissioner	\$ 41,764		1	1	1
FULL TIME Subtotal			3	3	3
<b>District 6</b>					
Comm Office Aide District 6	CA6		1	1	1
Comm Office Coord District 6	C6		1	1	1
Commissioner	\$ 41,764		1	1	1
FULL TIME Subtotal			3	3	3
<b>District 7</b>					
Comm Office Aide District 7	CA7		1	1	1
Comm Office Coord District 7	C7		1	1	1
Commissioner	\$ 39,775		1	1	1
FULL TIME Subtotal			3	3	3

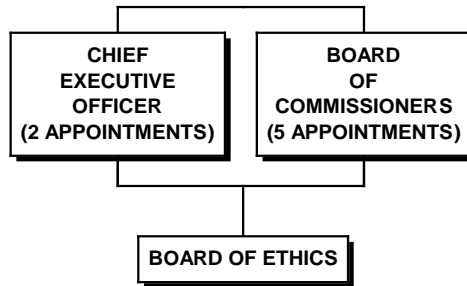
**BOARD OF COMMISSIONERS**

**FUNCTION: GENERAL GOVERNMENT**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2011	2012	2013
<b>BOC Administration</b>					
Chief of Staff BOC	CS		1	1	1
Dir Policy Research Analysis	33		1	1	1
Special Projects Manager	31		1	1	1
Senior Office Coordinator BOC	28		1	0	0
Legislative Analyst	27		1	1	1
Policy Analyst	27		1	1	1
Administrative Assistant I	21	1 PT	1	1	1
Receptionist	16		1	0	0
Internal Auditor BOC			1	1	1
FULL TIME Subtotal			8	6	6
PART TIME Subtotal			1	1	1
<b>Clerk's Office</b>					
Deputy Clerk BOC	CO1		2	2	2
County Clerk	AB		1	1	1
Senior Office Coordinator BOC	28		0	1	1
Office Assistant	18		1	1	1
Receptionist	16		0	1	1
FULL TIME Subtotal			4	6	6
<b>FULL TIME Total</b>			<b>33</b>	<b>33</b>	<b>33</b>
<b>PART TIME Total</b>			<b>1</b>	<b>1</b>	<b>1</b>
<b>ALL POSITIONS Total</b>			<b>34</b>	<b>34</b>	<b>34</b>



**MISSION STATEMENT**

The mission of the Board of Ethics is 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: 1) the establishment of procedures governing its organization; 2) 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; 3) the prescribing of forms for disclosures required by the Ethics Code and making the information disclosed available to the public; 4) the hearing of complaints of Ethics Code violations; and 5) the conducting of investigations as necessary to determine whether or not violations have occurred.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Organizational Effectiveness/ Enhancing Efficient Operations**

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

**MAJOR BUDGETARY IMPACTS**

**Previous**

Startup funds for the Board of Ethics were approved in the 1991 budget and members were appointed in early 1991. There were no budget changes in 2007, in 2008, in 2009 and in 2010. Conducted 4 regular meetings, and investigated no formal complaints in 2010. The 2011 adopted budget of \$8,215 was a decrease relative to the 2010 Budget. In 2012, \$5,000 was approved for basic operating expenses.

**2013**

In 2013, \$4,500 was approved for basic operating expenses.

**Future**

No significant budgetary impact is anticipated.

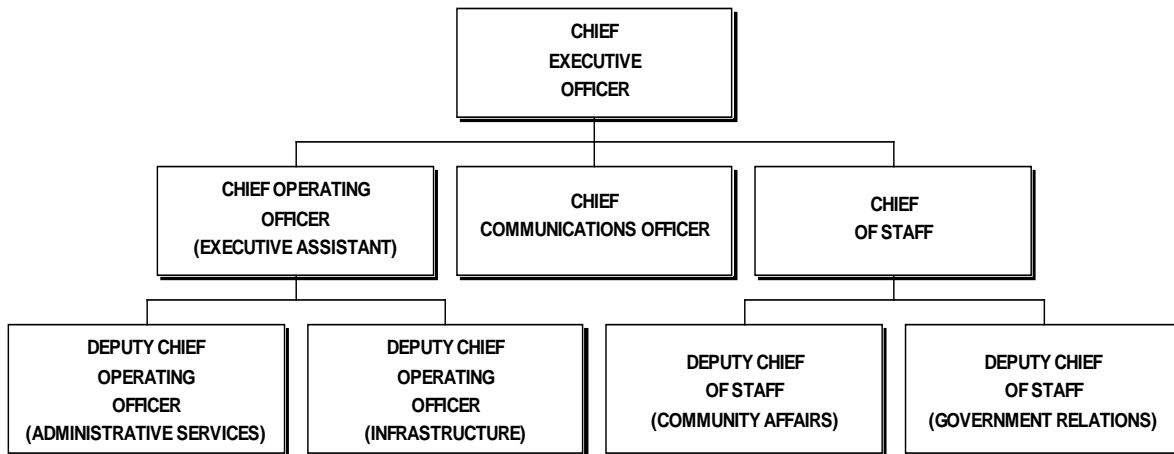
<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Board of Ethics	\$433	\$0	\$4,500	\$4,500
	\$433	\$0	\$4,500	\$4,500

**BOARD OF ETHICS****FUNCTION: GENERAL GOVERNMENT****SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Purchased / Contracted Services	\$433	\$0	\$4,500	\$4,500
	\$433	\$0	\$4,500	\$4,500

**FUNDING SOURCES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
General Fund	\$433	\$0	\$4,500
	\$433	\$0	\$4,500



**MISSION STATEMENT**

The mission of the Chief Executive Officer is 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. To formulate programs that move the county toward the vision, mission, goals and values established by the CEO, Board of Commissioners and Department Heads. To act as a catalyst in moving the CEO's annually established priorities and initiatives forward.

**PROGRAM DESCRIPTION**

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

**ACTIVITY MEASURES**

	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
Agenda Items Submitted	840	600	476	575
Ceremonial Documents Prepared	243	594	262	283
Speeches/Talking Points	N/A	N/A	156	168
Press Releases Prepared	N/A	341	489	528
Audiovisual Projects for County Departments	568	442	580	500
Government TV Episodes Created	204	350	350	380

**MAJOR ACCOMPLISHMENTS IN 2012**

Presented periodic status reports to the Board of Commissioners, Grand Jury, general public and citizens. Emphasized providing excellent public safety services by the establishment of the Office of Public Safety. Emphasized providing the highest level of protection for the safety of DeKalb County citizens and their property through support for the Police and Fire Rescue departments. Established the Board of Transparency and Accountability (BTA) and implemented Employees and Community feedback evenings with the CEO. Implemented functional department teams to improve interdepartmental cooperation, communication and customer service

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY****Economic Development/Facilitating Jobs and Economic Development**

To continue stressing the importance of economic development throughout the County.

To continue evaluating opportunities to utilize enterprise zones to restore and nurture economic vitality.

**Human Services /Increasing Neighborhood Empowerment**

To improve and maintain the quality of life in DeKalb County.

To continue emphasis on providing the highest level of protection for the safety of DeKalb County citizens and their property through support for the Police and Fire Rescue Departments.

**Financial Strength/Ensuring Fiscal Integrity**

To recommend a balanced budget for the operation of county government.

To continue to build financial confidence in DeKalb County Government and engaged independent audits on a regular basis for the county financial operation.

**Infrastructure/Enhancing Efficient Operations**

To develop comprehensive plans to reduce deferred maintenance of facilities, building parks and roadways.

To complete infrastructure projects underway to provide better service to the citizens of DeKalb County.

**MAJOR BUDGETARY IMPACTS****Previous**

Effective January 1, 2009, a new CEO took office. The Office of the Chief Executive Officer has been reorganized to foster interdepartmental communication, coordination and planning. Six "Chief Officer" positions including, the Chief Operating Officer (COO)/Executive Assistant, the Chief Financial Officer (CFO), the Chief Legal Officer (CLO), the Chief Communications Officer (CCO), Chief of Staff (COS) and the Chief Public Safety Officer (CPSCO), make up the Chief Executive Officer's "Cabinet". All Cabinet members report directly to the CEO and three members of the Cabinet report to the COO. The CFO and the CLO also report directly to the Board of Commissioners.

Each Cabinet member is responsible for the management, supervision and coordination of a functional area e.g., finance, legal, infrastructure, development, public safety, government and community affairs, and administration. County departments are grouped by related functions and County department heads report directly to a cabinet member or through a Deputy Chief assigned to a specific function. The CFO, CLO and CPSO are funded from the budgets of their respective departments. This budget transferred 1 Special Projects Coordinator position from Facilities Management and transferred 1 Special Projects Coordinator position from Parks and Recreation to this department. In 2010, 2 employees accepted the Early Retirement Option Program and the BOC abolished 4 vacant positions due to the ERO program. In 2011, the following organizational changes were implemented to address the increasing financial challenges facing the County and to ensure the most operational efficiency and effectiveness.

A new Administrative Services Group was established. The Deputy Chief Operating Officer for Administrative Services is responsible for the coordination of administrative service delivery. The departments assigned to the group are Purchasing, Human Resources, Information Systems and Finance.

A new Jobs and Economic Growth Group was established. The Deputy Chief Operating Officer for Development is responsible for the coordination of economic development service delivery. The departments assigned to the group are Planning & Sustainability, Economic Development, Workforce Development and Human and Community Development. Also, the following reporting relationships have changed. Geographical Information Services and Cooperative Extension Services departments have been assigned to the Infrastructure Group.

**CHIEF EXECUTIVE OFFICER**

**FUNCTION: GENERAL GOVERNMENT**

**MAJOR BUDGETARY IMPACTS (CONTINUED)**

**Previous**

The Human Services Department and Planning and Sustainability have been assigned to the Jobs and Economic Growth Group.

**2013**

In February 2013 \$1,869,545 was approved for the basic operating budget and the Deputy COO for Development was transferred to the Department of Economic Development.

**Future**

No significant changes are anticipated in the near future.

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Cable TV Support	\$379,795	\$379,792	\$379,745	\$379,745
Chief Executive Officer	717,690	703,803	702,228	702,228
Contract Compliance	73	0	0	0
Office Of Process Improvements	55,460	27,935	69,700	69,700
Operations	622,461	659,634	731,681	731,681
Public Information	(86,708)	(77,820)	(70,628)	(70,628)
Staff	437,535	454,850	436,564	436,564
	<b>\$2,126,306</b>	<b>\$2,148,194</b>	<b>\$2,249,290</b>	<b>\$2,249,290</b>

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$1,887,237	\$1,868,388	\$2,006,476	\$2,006,476
Purchased / Contracted Services	221,759	257,575	227,771	227,771
Supplies	10,728	15,554	12,003	12,003
Capital Outlays	861	861	0	0
Interfund / Interdepartmental	5,721	5,816	3,040	3,040
	<b>\$2,126,306</b>	<b>\$2,148,194</b>	<b>\$2,249,290</b>	<b>\$2,249,290</b>

<b>FUNDING SOURCES</b>			
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
General Fund	\$1,746,511	\$1,768,402	\$1,869,545
Special Tax District - Unincorporated	379,795	379,792	379,745
	<b>\$2,126,306</b>	<b>\$2,148,194</b>	<b>\$2,249,290</b>



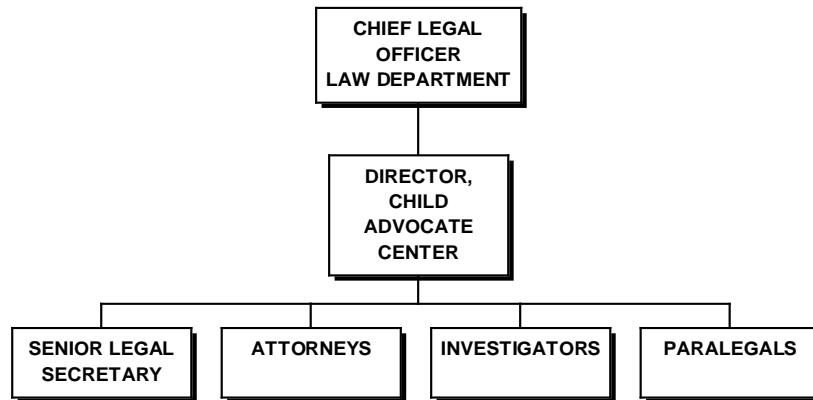
**CHIEF EXECUTIVE OFFICER**

**FUNCTION: GENERAL GOVERNMENT**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
<b>Chief Executive Officer</b>				
Press Secretary	AF	1	1	1
Admin Project Mgr CEO	31	1	1	1
Communications Manager CEO	30	1	1	1
Administrative Assistant II	23	1	1	1
Chief Executive Officer	\$153,498	1	1	1
FULL TIME Subtotal		5	5	5
<b>Operations</b>				
Deputy COO Development	AL	0	1	0
Asst County Administrator	AE	1	0	0
Executive Assistant	AA	1	1	1
Admin Project Mgr CEO	31	1	1	1
Administrative Coordinator	25	1	1	1
Executive Secretary CEO	25	1	1	1
Administrative Assistant II	23	1	1	1
Receptionist	16	1	1	1
FULL TIME Subtotal		7	7	6
<b>Staff</b>				
Director Legislative Liaison	AI	1	1	1
Chief of Staff	AA	1	1	1
Special Projects Coordinator	28	1	1	1
Administrative Assistant II	23	1	0	0
Office Assistant	18	0	1	1
FULL TIME Subtotal		4	4	4
<b>Public Information</b>				
Cable TV Operations Director	29	1	1	1
Public Information Officer	28	1	1	1
Administrative Assistant II	23	1	1	1
Audiovisual Production Asst	21	1	1	1
FULL TIME Subtotal		4	4	4
<b>FULL TIME Total</b>		20	20	19
<b>ALL POSITIONS Total</b>		20	20	19



**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 DeKalb County Child Advocacy Center represents the interests of abused and neglected children in all deprivation matters before the Juvenile Court. Child-Clients are generally placed in the legal custody of the Department of Family and Children Services, and physically placed in foster homes, group facilities, institutions and with relatives. Attorneys prepare cases, conduct and supervise investigations, litigate and advocate on behalf of all children in deprivation hearings. Attorneys are responsible for management of large caseloads, including file maintenance, administrative and procedural elements including the preparation, filing and presentation of court pleadings and motion papers. Attorneys are also responsible for ongoing representation of child-clients as long as the child is under the jurisdiction of the court. Under the supervision and direction of attorneys, investigators, administrative support, volunteers, and interns assist with institutional, group and detention placements; and review and subpoena of related legal, medical and informational documentation. The Child Advocate's Office was established in 2003.

This Department is assigned to the Law group, under the direction of the Chief Legal Officer.

**ACTIVITY MEASURES**

	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
Intern/Volunteer Hours	5,411	6,041	5,315	5,500
Hearings Conducted	1,510	2,082	2,095	2,150
Cases Handled	982	1,033	1,035	1,050
Conferences Participated by Staff	88	64	88	65
Mileage earned by Staff and Interns	29,574	29,065	29,897	31,000
Appeals	NA	8	5	8
Stakeholder Meetings	372	521	500	525
Child-Client Interviews	3,540	3,692	3,548	3,650

**MAJOR ACCOMPLISHMENTS IN 2012**

Represented more than 1,025 child-clients, while performing investigations and managing cases to ensure child-client's well-being while in care.

Convened more than 30 local and state level partners to form the first Advisory Panel for youth aging out of foster care.

One staff attorney certified as a National Child Welfare Legal Specialist.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY****Organizational Effectiveness / Enhancing Efficient Operations**

To complete the upgrade of the department's case management system.

To coordinate new Community Affairs and Engagement Initiative to establish long-term goals and to secure resources and support for current and former foster children.

To influence the evolution of Georgia's child welfare laws in favor of child's rights and interests through the department's appellate practice.

**MAJOR BUDGETARY IMPACTS****Previous**

During 2007, two attorneys, and two investigator positions, and two paralegals were added to the staff. In 2008, there were no significant budgetary changes. In 2010, there were no significant budgetary changes. In 2011, \$1,644,743 was approved for basic operating expenses. The Board of Commissioners reduced this budget to \$1,619,133 as part of the midyear budget adjustment. In 2012, \$1,787,906 was approved for basic operating expenses.

**2013**

In 2013, \$1,820,139 is approved for basic operating expenses.

**Future**

No significant budgetary impact is anticipated.

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Child Advocate's Office	\$1,741,532	\$1,753,731	\$1,820,139	\$1,820,139
	\$1,741,532	\$1,753,731	\$1,820,139	\$1,820,139

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Personal Services and Benefits	\$1,614,085	\$1,633,739	\$1,715,090	\$1,715,090
Purchased / Contracted Services	80,755	74,874	65,214	65,214
Supplies	45,936	41,796	30,077	30,077
Capital Outlays	0	2,287	4,020	4,020
Interfund / Interdepartmental	757	1,036	5,738	5,738
	\$1,741,532	\$1,753,731	\$1,820,139	\$1,820,139

**FUNDING SOURCES**

	Actual 2011	Actual 2012	Budget 2013
General Fund	\$1,741,532	\$1,753,731	\$1,820,139
	\$1,741,532	\$1,753,731	\$1,820,139

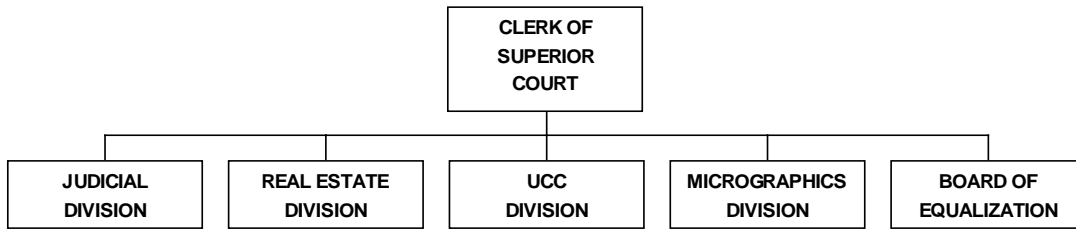
**CHILD ADVOCATE'S OFFICE**

**FUNCTION: CIVIL & CRIMINAL COURTS**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2011	2012	2013
<b>Child Advocate's Office</b>					
Director Child Advocate Ctr	AH		1	1	1
Attorney IV	33		2	2	2
Attorney III	31		8	8	8
Attorney II	30		1	1	1
Attorney I	29	2 PT	2	2	2
Chief Investigator Child Advo	27		1	1	1
Administrative Coordinator	25		1	1	1
Investigator Principal	25		3	3	3
Paralegal	23		4	4	4
FULL TIME Subtotal			21	21	21
PART TIME Subtotal			2	2	2
<b>FULL TIME Total</b>			21	21	21
<b>PART TIME Total</b>			2	2	2
<b>ALL POSITIONS Total</b>			23	23	23



**MISSION STATEMENT**

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

**PROGRAM DESCRIPTION**

The Clerk of Superior Court is a constitutionally elected office charged with the responsibility of recording and maintaining for public inspection all records pertaining to civil and criminal cases as well as all real and personal property located in DeKalb County in accordance with the laws of the State of Georgia. The office operates with the following functional divisions: The Judicial Division is responsible for the management and preservation of records relating to civil and criminal matters, adoptions, appeals, passports processing, accounting, budget and general services. It is also responsible for issuing notary commissions, liens, Fi Fas, trade name and limited partnerships. The Real Estate Division is responsible for filing, recording and scanning all documents relating to real and personal property located in DeKalb County, and is responsible for the collection of intangible taxes and transfer taxes and all foreclosure transactions. The Micrographics Division is responsible for copying and microfilming of records. The Board of Equalization (BOE) facilitates property appeals for commercial, residential and personal property located in DeKalb County.

**ACTIVITY MEASURES**

	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
<b>Superior Clerk's Office:</b>				
Real Estate Instruments Recorded	209,762	209,218	219,142	250,000
Real Estate - Pages Assigned	525,230	537,402	667,241	675,000
Documents Microfilmed	1,966,821	1,425,330	75,000	50,000
Number of Documents Scanned	1,131,958	2,782,357	1,782,972	185,000
Number of Images Indexed	1,127,902	2,683,397	1,559,039	1,675,000
Number of Documents Verified	1,120,640	2,438,424	1,232,509	1,300,000
Criminal Indictments Processed	5,349	5,685	5,711	5,900
Criminal Cases Disposed	5,398	5,685	5,330	5,700
Criminal Defendants	5,337	7,996	6,457	6,850
Criminal Counts	12,667	12,782	12,108	12,502
Arrangement Notices	N/A	N/A	N/A	21,000
Probation Revocations	N/A	5,136	1,938	1,750
Unified Appeal (Death Penalty)	N/A	5	1	2
Civil Cases Disposed	16,800	16,821	16,789	16,000
Estimated Pages Intake (Judicial)	525,000	900,000	900,025	900,000
Foreclosure Registry	\$196,350	\$838,950	\$438,300	\$240,000

## ACTIVITY MEASURES

	Actual 2010	Actual 2011	Actual 2012	Estimated 2013
<b>Board of Equalization:</b>				
Number of Hearings	N/A	10,212	9,997	12,000
Number of Hearings Scheduled	N/A	14,549	11,942	15,000
Number of Decisions Rendered	N/A	14,549	11,942	15,000
Number of Notices Mailed	N/A	19,198	17,061	15,000
Number of Notices Certified	N/A	14,549	11,942	15,000
Number of Notices Prepared	N/A	19,198	17,061	15,000
Number of Ad valorem	N/A	N/A	N/A	20,000
Number of Hearings Reset	N/A	4,347	3,246	4,000

**MAJOR ACCOMPLISHMENTS IN 2012**

Continued quality and quantity of work flow, with twenty-four hour turnaround of documents, anti-fraud process. Processed over 2,100 passports as of August 2012. Implemented a fraud task force to assist law enforcement with real estate fraud. Real Estate Division recorded 219,142 instruments, scanned 1,782,972 documents and collected \$438,300 for the Foreclosure Registry. The Board of Equalization conducted 9,997 hearings and 3,246 property appeals for personal, commercial and residential properties located in DeKalb County.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY****Organizational Effectiveness/ Enhancing Efficient Operations**

To install comprehensive on-site credit cards transaction equipment.

To fully integrate new imaging system.

To upgrade web based access for all public documents.

**MAJOR BUDGETARY IMPACTS****Previous**

In 2008 and 2009 there were no significant budget changes.

In 2010, the Board of Commissioner restored \$645,473 to this budget as part of the amendment process. Also, in 2010, 10 Full-time employees accepted the Early Retirement Options Program.

In February 2011, \$5,093,120 was approved for the basic operating budget. The passage of Senate Bill 346 mandated the transfer of the Board of Equalization cost center from the District Attorney to the Clerk of Superior Court. The BOC adopted the transfer of funds for the 3 positions in February 2011 and authorized the transfer of 3 positions during the Mid-year Budget Adjustment process. Also, this budget was increased by \$343,056 as part of the mid-year process. In February 2012, \$5,829,544 was approved for the basic operating budget, including \$442,592 to fund the Board of Equalization cost center.

**2013**

The adopted budget for 2013 is \$6,196,920 (an increase of 0.9% over 2012). The department received funding for one vacant position (Court Records Technician).

**Future**

No significant budgetary impact is anticipated.

**CLERK OF SUPERIOR COURT**

**FUNCTION: CIVIL & CRIMINAL COURTS**

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Clerk of Superior Court	\$5,279,490	\$5,917,755	\$5,737,245	\$5,737,245
Clerk of Superior Court - Bd. Of Equalization	251,329	361,721	459,675	459,675
	<u>\$5,530,820</u>	<u>\$6,279,476</u>	<u>\$6,196,920</u>	<u>\$6,196,920</u>

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$4,561,671	\$4,844,178	\$5,000,826	\$5,000,826
Purchased / Contracted Services	793,138	1,268,355	1,027,928	1,027,928
Supplies	126,929	117,604	109,542	109,542
Capital Outlays	34,569	28,459	47,600	47,600
Interfund / Interdepartmental	3,488	9,856	0	0
Other Costs	11,024	11,024	11,024	11,024
	<u>\$5,530,820</u>	<u>\$6,279,476</u>	<u>\$6,196,920</u>	<u>\$6,196,920</u>

**FUNDING SOURCES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
General Fund	\$5,530,820	\$6,279,476	\$6,196,920
	<u>\$5,530,820</u>	<u>\$6,279,476</u>	<u>\$6,196,920</u>

## CLERK OF SUPERIOR COURT

## FUNCTION: CIVIL &amp; CRIMINAL COURTS

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
<b>Clerk of Superior Court</b>				
Dept Information Systems Manager	31	0	1	1
Chief Deputy Clerk Superior Court	29	1	1	1
Fiscal Officer	29	1	1	1
Network Administrator	29	1	0	0
Administrative Operations Manager	28	1	2	2
Public Information Officer	28	0	1	1
Accountant Senior	26	0	1	1
Administrative Services Manager	26	0	1	1
Judicial Administrative Coordinator	26	1	2	2
User Liaison Coordinator	26	1	0	0
Accountant	25	1	0	0
Administrative Coordinator	25	1	1	1
Court Records Supervisor	24	8	7	7
Administrative Assistant II	23	1	1	1
Administrative Assistant II	23	3	2	2
Court Records Tech III	21	38	38	38
Court Records Tech II	19	17	17	17
Court Records Tech I	18	10	9	9
Clerk Superior Court	\$127,472	1	1	1
FULL TIME Subtotal		86	86	86
<b>Clerk of Superior Court</b>				
Board of Equalization Coordinator	23	1	0	0
Office Assistant Senior	19	2	0	0
FULL TIME Subtotal		3	0	0
<b>Clerk of Superior Court - Bd. Of Equalization</b>				
Board of Equalization Coordinator	23	0	1	1
Office Assistant Senior	19	0	2	2
FULL TIME Subtotal		0	3	3
<b>FULL TIME Total</b>		89	89	89
<b>ALL POSITIONS Total</b>		89	89	89





**MISSION STATEMENT**

The mission of the Community Service Board is to be in partnership with consumers, their families, and other organizations to provide assistance for mental health services, mental retardation and other developmental disabilities, and substance abuse services, which results 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 Community Service Board provides services through six divisions: Office of Care Management, Medical Director, Behavioral Health Services, Child and Adolescent Services, Mental Retardation Services, and Administrative Services.

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

**ACTIVITY MEASURES**

	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
Total Clients	11,712	11,372	11,151	11,340
Clients Served by:				
Jail Services and DUI Program	934	934	926	930
Mental Health Services, Adult	6,033	5,716	5,732	5,780
Mental Health Services, Child & Adolescent Services	585	148	154	160
Developmental Disabilities	555	432	302	302
Psychosocial Rehab	206	206	207	207
Veterans Services	92	521	486	500
Residential	215	225	238	238
DeKalb County Drug Court	120	120	120	120
Mobile Response Team	2,260	2,214	2,178	2,222
Crisis Services	1,663	1,778	1,824	1,850
Addictive Services, Adult	533	557	413	550
Addictive Services, Child & Adolescent Services	585	0	0	0

**MAJOR ACCOMPLISHMENTS IN 2012**

Staffed a Mobile Response Team with DeKalb County Police Officer and psychiatric nurse to provide services for psychiatric emergencies. Provided the only Psychiatric Emergency Services receiving center and Crisis Stabilization Services in DeKalb County. Continued to operate a Drug Court Program and Criminal Justice program at the DeKalb County Jail. Implemented an Electronic Health Record to improve the efficiency and effectiveness of care. Provided day habilitation and residential services for developmentally disabled citizens of DeKalb County. Collaborated with the Veterans Administration to provide psychosocial rehabilitation and addictive diseases residential programs.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Human Services / Increasing Neighborhood Empowerment**

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

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

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

To improve the health status of clients.

To promote innovation and best practices in services.

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

**MAJOR BUDGETARY IMPACTS**

**Previous**

There were no significant changes in 2008, 2009 and 2010. The 2011 Adopted Budget of \$1,785,497 was a decrease relative to the 2010 Budget. The Board of Commissioners reduced this budget by (\$174,726) as part of the amendment process. The 2012 Adopted Budget of \$1,624,803 was a decrease relative to the 2011 Budget.

**2013**

In 2013, the Adopted Budget of \$1,576,060 is a decrease relative to the 2012 Budget.

**Future**

The Community Service Board has been negatively affected by the reduction in State grant-in-aid funds, Medicaid reimbursements, and the accelerated recoupment of Medicaid Advances. The Community Service Board has developed a plan to reduce spending in 2013 and in 2014.

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Community Service Board	\$1,785,494	\$1,624,803	\$1,576,060	\$1,576,060
	\$1,785,494	\$1,624,803	\$1,576,060	\$1,576,060

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Other Costs	\$1,785,494	\$1,624,803	\$1,576,060	\$1,576,060
	\$1,785,494	\$1,624,803	\$1,576,060	\$1,576,060

<b>FUNDING SOURCES</b>			
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
General Fund	\$1,785,494	\$1,624,803	\$1,576,060
	\$1,785,494	\$1,624,803	\$1,576,060

**CONTRIBUTION TO CAPITAL PROJECTS****FUNCTION: CAPITAL PROJECTS****PROGRAM DESCRIPTION**

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

**MAJOR BUDGETARY IMPACTS****Previous**

During 2010, there were contributions totaling \$2,269,556 from the Tax Funds Group to the Capital Projects Fund. These contributions were distributed as follows:

<b>DEPARTMENT</b>	<b>PROJECT</b>	<b>AMOUNT</b>
Information Systems	GE Capital Tax Assessor/Clerk Superior Court	\$1,080,556
Transportation	HOST Capital Outlay	89,000
Recorders Court	Computer System	1,100,000
<b>TOTAL</b>		<b>2,269,556</b>

**2011**

The requests from County departments totaled \$25,729,364 for 2011. The contribution to CIP projects was \$3,230,625.

<b>DEPARTMENT</b>	<b>PROJECT</b>	<b>AMOUNT</b>
Information Systems	GE Capital Tax Assessor/Clerk Superior Court	\$3,030,625
GIS	GIS-Base Mapping Update	200,000
Transportation	HOST Capital Outlay	8,230,845
<b>TOTAL</b>		<b>\$11,461,470</b>

**CONTRIBUTION TO CAPITAL PROJECTS**

**FUNCTION: CAPITAL PROJECTS**

**MAJOR BUDGETARY IMPACTS (continued)**

**2012**

The requests from County departments totaled \$19,423,444 for 2012. The contribution to CIP projects was \$4,000,000. Funding for the contribution to HOST Capital Outlays of \$8,000,000.

<b>DEPARTMENT</b>	<b>PROJECT</b>	<b>AMOUNT</b>
Information Systems	Tyler/CAMA/ias World/Mainframe	\$2,000,000
Information Systems	Data Center Relocation and Switches	2,000,000
<b>TOTAL</b>		<b>\$4,000,000</b>

**2013**

The requests from County departments totaled \$22,477,52 for 2013. The contribution to CIP projects was \$1,000,000. Funding for the contribution to HOST Capital Outlays of \$5,000,000.

**Future**

House Bill 264, adopted by the Georgia General Assembly in 2008, requires payments from HOST proceeds set aside for capital outlay to be distributed to eligible cities.

In July, 2011, the Georgia Supreme Court ruled, in a case regarding DeKalb County HOST proceeds, that the HOST proceeds attributable to nine cities in DeKalb County will be remitted directly to those cities beginning in 2011. However, past proceeds do not have to be remitted to the cities in arrears by the County. The impact in 2011 is estimated to be \$11 million less in HOST proceeds received by the County.

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Contribution To Capital	\$3,230,625	\$12,000,000	\$6,000,000	\$6,000,000
	\$3,230,625	\$12,000,000	\$6,000,000	\$6,000,000

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Other Financing Uses	\$3,230,625	\$12,000,000	\$6,000,000	\$6,000,000
	\$3,230,625	\$12,000,000	\$6,000,000	\$6,000,000

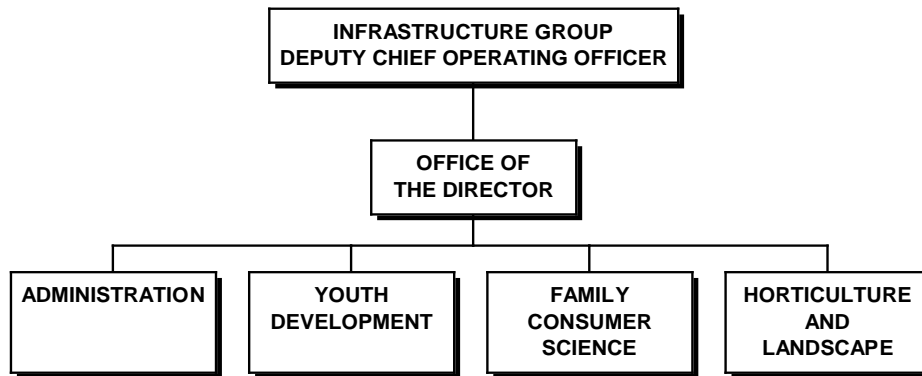
**FUNDING SOURCES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
General Fund	\$3,230,625	\$12,000,000	\$6,000,000
	3,230,625	12,000,000	6,000,000

**CONTRIBUTION TO CAPITAL PROJECTS**

**FUNCTION: CAPITAL PROJECTS**

<b>FUNDING SOURCES</b>			
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>



**MISSION STATEMENT**

The mission of the DeKalb County Cooperative Extension Service is 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 which address issues and problems facing communities, families and youth. To assist youth in acquiring and developing life skills and forming attitudes which enable them to become self-directing, productive and contributing members of society.

**PROGRAM DESCRIPTION**

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

**PERFORMANCE INDICATORS**

	TARGET	2010	2011	2012
Locate additional sources of funding to expand and/or enhance educational programs.	17% \$173,101	18% \$188,819	10% \$105,319	20% \$291,945
Value Received from Master Gardener volunteers as a % of the cost of training and volunteer administration return.	800%	800%	800%	800%
% of participants in the Teenage Mother Nutrition Education Program delivering a baby 5.5 pounds or greater.	100%	96%	94%	Not reporting
% of participants in the bilingual outreach achieving a test score increase of 25% or greater.	95%	96%	96%	Not reporting

**COOPERATIVE EXTENSION**

**FUNCTION: HEALTH & HUMAN SERVICES**

**ACTIVITY MEASURES**

	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
Telephone & Email Requests	71,293	152,678	203,049	180,000
Publications Distributed	53,237	12,972	18,330	15,000
Number Of Workshops	1,500	2,070	2,805	2,200
Number Of Home Visits	834	2,789	1,538	1,000
Number Of Volunteers	1,334	3,153	3,355	2,500
Volunteer Hrs. Contributed	18,491	25,184	25,222	20,000
Youths Reached By Programs	17,899	20,687	43,578	25,000
Participants	53,679	104,703	74,618	75,000

**MAJOR ACCOMPLISHMENTS IN 2012**

One hundred per cent of the juniors and seniors participating in the 4-H Youth Development program placed first or second place in district competition. 250 Master Gardener volunteers contributed 13,000 volunteer hours to the County for an estimated value of \$250,000.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS AND STRATEGIC PLAN PRIORITY ORGANIZATIONAL EFFECTIVENESS / ENHANCING EFFICIENT OPERATIONS**

To expand public outreach and educational opportunities for DeKalb citizens.

To develop innovative marketing strategies to maintain/attract new audiences to cooperative extension programs.

To train and empower employees to provide excellent customer service to our citizens and internal partners.

To recruit 5 new 4-H Development clubs, maintain existing clubs, and enroll 1,800 youth in the Health Rocks Program.

**MAJOR BUDGETARY IMPACTS**

**Previous**

There were no significant budgetary changes in 2008 and 2009. In 2010, 6 full-time employees accepted the Early Retirement Option Program and the BOC abolished 6 vacant positions due to the ERO Program. The 2011 adopted budget of \$697,983 was an increase relative to the 2010 Budget. In 2012, Extension staff expanded their environmental classes related to water conservation, natural landscaping, fats/oils/grease disposal prevention and anti-liter. Staff time was funded by the Water & Sewer, Stormwater, and Sanitation funds for these efforts.

**2013**

In 2013, Extension staff will continue to conduct environmental classes related to water conservation, natural landscaping, fats/oils/grease disposal prevention and anti-liter. Staff time will be funded by the Water & Sewer, Stormwater, and Sanitation funds for these efforts.

**Future**

No major changes are anticipated.

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Administration	\$362,493	(\$8,476)	\$51,243	\$50,697
Family & Consumer Sc	34,573	23,769	26,434	26,434
Horticulture & Lands	142,560	137,374	11,080	11,080
Youth Program	116,359	114,204	118,860	118,860
	<b>\$655,986</b>	<b>\$266,871</b>	<b>\$207,617</b>	<b>\$207,071</b>

**COOPERATIVE EXTENSION**

**FUNCTION: HEALTH & HUMAN SERVICES**

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$563,667	\$542,382	\$588,793	\$588,793
Purchased / Contracted Services	58,571	48,369	58,525	58,525
Supplies	13,208	7,761	15,598	15,052
Interfund / Interdepartmental	10,826	(341,391)	(464,799)	(464,799)
Other Costs	9,714	9,751	9,500	9,500
	<u>\$655,986</u>	<u>\$266,871</u>	<u>\$207,617</u>	<u>\$207,071</u>

**FUNDING SOURCES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
General Fund	\$655,986	\$266,871	\$207,071
	<u>\$655,986</u>	<u>\$266,871</u>	<u>\$207,071</u>

**AUTHORIZED POSITION LIST BY COST CENTER**

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Administration</b>				
Dir County Extension Service	OL	1	1	1
Departmental Microsystems Spec	28	1	1	1
Administrative Coordinator	25	1	1	1
Administrative Assistant I	21	3	3	3
Office Assistant	18	1	1	1
FULL TIME Subtotal		<u>7</u>	<u>7</u>	<u>7</u>
<b>Youth Program</b>				
Extension Service Manager	OL2	1	1	1
Extension Program Assistant	EP	1	1	1
County Extension Agent	25	1	1	1
FULL TIME Subtotal		<u>3</u>	<u>3</u>	<u>3</u>
<b>Family &amp; Consumer Sc</b>				
County Extension Agent	OL3	1	1	1
Extension Service Manager	OL2	1	1	1
FULL TIME Subtotal		<u>2</u>	<u>2</u>	<u>2</u>
<b>Horticulture &amp; Lands</b>				
Extension Service Manager	OL2	1	1	1
County Extension Agent	25	1	1	1
FULL TIME Subtotal		<u>2</u>	<u>2</u>	<u>2</u>
<b>FULL TIME Total</b>		<u>14</u>	<u>14</u>	<u>14</u>
<b>ALL POSITIONS Total</b>		<u>14</u>	<u>14</u>	<u>14</u>



**DEBT SERVICE FUND****FUNCTION: GENERAL GOVERNMENT****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 countywide 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 December 2012:

	Moody's Investors Service	Standard & Poor's
General Obligation	Aa3	No Rating
General Obligation Refunding	Aa3	No Rating
Certificates of Participation*	A1	No Rating

\* 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.

In 2010, Moody's Investors Service downgraded the status of all DeKalb County bonds because of pressures on the financial operations of the County due to underperforming revenues, significant operating deficits in 2007 and 2008, near-term challenges in restoring fund balances, and difficulty in maintaining a one-month operating costs reserve.

In early 2011, Standard and Poor's lowered its long-term on general obligation debt and appropriation-backed debt, and water and sewer revenue bonds and then withdrew its ratings. This action was precipitated by the county's deteriorating finances as evidenced by the multiple years of deficit operations due to weakened liquidity and negative fund balance in the county's major operating tax funds. At midyear, the County undertook numerous actions to improve financial operations. These measures included the CEO's recommendations to the Board of Commissioners for midyear expenditure reductions, an increase in millage rates, increasing reserves over the next several years, additional procedures to prohibit the use of restricted funds for non-restricted uses, and engaging the County's financial advisors to assist in the attainment of these actions.

**Current**

GO debt service payments are due on 01/01 and 07/01 each year. The County will refinance General Obligation and Authority bonds during the year with no new cash created in order to take advantage of historically low interest rates and provide cash flow savings in 2013.

**Future**

The County continues the 2011 budgetary initiatives to improve the financial health of the county.

<b>ACTIVITY MEASURES</b>				
	<b>1/1/10</b>	<b>1/1/11</b>	<b>1/1/12</b>	<b>1/1/13</b>
Principal Balance (000's)	\$89,595	\$79,605	\$73,410	\$66,865
Millage rate for Debt Service	0.57	0.57	0.87	0.70

**DEBT SERVICE FUND**

**FUNCTION: GENERAL GOVERNMENT**

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Purchased / Contracted Services	\$0	\$0	\$10,000	\$10,000
Other Costs	0	0	5,972,675	5,814,569
Debt Service	9,578,368	9,633,458	9,696,927	9,696,927
	<b>\$9,578,368</b>	<b>\$9,633,458</b>	<b>\$15,679,602</b>	<b>\$15,521,496</b>

**FUNDING SOURCES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
Debt Service	\$9,578,368	\$9,633,458	\$15,521,496
	<b>\$9,578,368</b>	<b>\$9,633,458</b>	<b>\$15,521,496</b>

The 2013 Direct and Overlapping Debt was not available at time of publication. The 2012 data is included for information purposes.

**DIRECT AND OVERLAPPING DEBT  
December 31, 2012 (000'S)**

	<b>Gross Debt less Debt Retirement Funds</b>	<b>% Applicable to DeKalb County</b>	<b>DeKalb County Share of Debt</b>
DeKalb County	\$297,039	100.00%	\$297,039
City of Atlanta (a)	\$255,077	2.60%	\$6,632
Fulton-DeKalb Hospital Authority (b)	\$176,237	27.11%	\$47,775
<b>Total Direct &amp; Overlapping Debt</b>	<b>\$728,353</b>		<b>\$351,446</b>
<b>Total Direct &amp; Overlapping Debt Per Capita</b>			<b>\$506.11</b>

Debt overlaps only that property outside of Atlanta and Decatur.

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

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

**DEBT SERVICE FUND**

**FUNCTION: GENERAL GOVERNMENT**

The 2013 Computation of Legal Debt Limit was not available at time of publication. The 2012 data is included for information purposes.

**COMPUTATION OF LEGAL DEBT LIMIT  
December 31, 2012 (000'S)**

Assessed Value	\$22,479,000
Debt limit 10% of Assessed Value	\$2,247,900
Debt Applicable to Debt Limit	\$297,039
Unused Legal Debt Limit	\$1,950,861

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.

**2013 BUDGET OBLIGATION  
GENERAL OBLIGATION BONDS BY SERIES  
AS OF January 1, 2013**

	<u>Principal</u>	<u>Interest</u>	<u>Total P &amp; I</u>
Series 1998	0	100,000	100,000
Series 2003A	1,950,000	714,326	2,664,326
Series 2003B	4,965,000	1,957,600	6,922,600
Total	\$6,915,000	\$2,771,926	\$9,686,926

**TOTAL BUDGET OBLIGATION  
GENERAL OBLIGATION BONDS BY SERIES  
AS OF January 1, 2013**

	<u>Principal</u>	<u>Interest</u>	<u>Total P &amp; I</u>
Series 1998	2,000,000	750,000	2,750,000
Series 2003A	18,340,000	3,233,517	21,573,517
Series 2003B	46,525,000	8,863,088	55,388,088
Total	\$66,865,000	\$12,846,604	\$79,711,604

**SPECIAL TAX DISTRICT - DEBT SERVICE FUND  
TOTAL BUDGET OBLIGATION  
GENERAL OBLIGATION BONDS, ALL SERIES  
AS OF January 1, 2013**

	<u>Principal</u>	<u>Interest</u>	<u>Total P &amp; I</u>
2013	6,915,000	2,771,926	9,686,926

**DEBT SERVICE FUND****FUNCTION: GENERAL GOVERNMENT**

<b>SPECIAL TAX DISTRICT - DEBT SERVICE FUND TOTAL BUDGET OBLIGATION GENERAL OBLIGATION BONDS, ALL SERIES AS OF January 1, 2013</b>
--

	<b>Principal</b>	<b>Interest</b>	<b>Total P &amp; I</b>
2014	7,315,000	2,462,501	9,777,501
2015	7,685,000	2,162,501	9,847,501
2016	8,085,000	1,847,101	9,932,101
2017	8,495,000	1,514,334	10,009,334
2018	8,925,000	1,138,907	10,063,907
2019	9,430,000	708,304	10,138,304
2020	10,015,000	241,030	10,256,030
Total	\$66,865,000	\$12,846,604	\$79,711,604

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.

**PROGRAM DESCRIPTION**

The Special Tax District Debt Service Fund is a separate fund specifically designated to pay principal and interest on General Obligation Bond issues approved by the voters in the unincorporated areas of the County. Revenue is derived principally from a property tax levy on the unincorporated areas of the County designated to debt retirement. As the cities did not participate in the vote they are exempted from payment for this debt service, but municipalities that have been created subsequent to the series issue date of these bonds are still subject to this levy, i.e., the City of Dunwoody and the City of Brookhaven. Payments are made from the fund for principal and interest requirements, and paying agent fees.

In 2001 DeKalb County voters approved a Special Tax District-General Obligation Referendum for \$125,000,000 to provide funds for protecting and conserving greenspace in the unincorporated areas of the County.

DeKalb County voters approved a second Special Tax District-General Obligation Bond Referendum on November 08, 2005. This bonded indebtedness was approved by the voters in the unincorporated areas to provide funds for Special Transportation Projects (\$79,000,000), Parks and Greenspace Projects (\$96,460,000) and Library Projects (\$54,540,000) in the County.

The soundness of DeKalb County's financial condition is demonstrated by the ratings of its bonds as of December 2012:

	Moody's Investors Service	Standard & Poor's
General Obligation	Aa3	No Rating
General Obligation Refunding	Aa3	No Rating
Certificates of Participation*	A1	No Rating

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

**MAJOR BUDGETARY IMPACTS**

**Previous**

DeKalb County voters approved the Special Tax District-General Obligation Bonds on March 20, 2001. The bonds were sold in 2001 at a premium and the first expenditures against this Debt Service Fund were made in 2001. A second Special Tax District –General Obligation Bond Referendum was approved on November 08, 2005. The bonds were sold in February, 2006 at a premium and the first expenditures against this Debt Service were made in 2006.

In 2010, Moody's Investors Service downgraded the status of all DeKalb County bonds because of pressures on the financial operations of the County due to underperforming revenues, significant operating deficits in 2007 and 2008, near-term challenges in restoring fund balances, and difficulty in maintaining a one-month operating costs reserve.

In early 2011, Standard and Poor's lowered its long-term on general obligation debt and appropriation-backed debt, and water and sewer revenue bonds and then withdrew its ratings. This action was precipitated by the county's deteriorating finances as evidenced by the multiple years of deficit operations due to weakened liquidity and negative fund balance in the county's major operating tax funds. At midyear, the County undertook numerous actions to improve financial operations. These measures included the CEO's recommendations to the Board of Commissioners for midyear expenditure reductions, an increase in millage rates, increasing reserves over the next several years, additional procedures to prohibit the use of restricted funds for non-restricted uses, and engaging the County's financial advisors to assist in the attainment of these actions.

**Current**

The budget for 2013 includes the principal interest payments for the 2001 and 2006 bond issues. The County will refinance General Obligation and Authority bonds during the year with no new cash created in order to take advantage of historically low interest rates and provide cash flow savings in 2013.

**DEBT SERVICE FUND - SPECIAL TAX DISTRICT**

**FUNCTION: GENERAL GOVERNMENT**

**Future**

The County continues the 2011 budgetary initiatives to improve the financial health of the county.

**ACTIVITY MEASURES**

	1/1/10	1/1/11	1/1/12	1/1/13
Principal Balance (000's)	\$267,150	\$251,700	\$235,675	\$218,910
Millage Rate for Debt Service	1.37	1.37	0.94	1.72

**FUNDING SOURCES**

	Actual 2011	Actual 2012	Budget 2013
Special Tax District - Debt Service	\$27,669,190	\$27,714,800	\$27,590,719
	\$27,669,190	\$27,714,800	\$27,590,719

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Purchased / Contracted Services	\$5,000	\$0	\$10,000	\$10,000
Debt Service	27,664,190	27,714,800	27,580,719	27,580,719
	\$27,669,190	\$27,714,800	\$27,590,719	\$27,590,719

The 2013 Direct and Overlapping Debt was not available at time of publication. The 2012 data is included for information purposes.

**DIRECT AND OVERLAPPING DEBT  
December 31, 2012 (000'S)**

	Gross Debt less Debt Retirement Funds	% Applicable to DeKalb County	DeKalb County Share of Debt
DeKalb County	\$297,039	100.00%	\$297,039
City of Atlanta (a)	\$255,077	2.60%	\$6,632
Fulton-DeKalb Hospital Authority (b)	\$176,237	27.11%	\$47,775
Total Direct & Overlapping Debt	\$728,353		\$351,446
Total Direct & Overlapping Debt Per Capita			\$506.11

Debt overlaps only that property outside of Atlanta and Decatur.

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

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

**DEBT SERVICE FUND - SPECIAL TAX DISTRICT**

**FUNCTION: GENERAL GOVERNMENT**

The 2013 Computation of Legal Debt Limit was not available at time of publication. The 2012 data is included for information purposes.

<b>COMPUTATION OF LEGAL DEBT LIMIT December 31, 2012 (000'S)</b>
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Assessed Value	\$22,479,000
Debt limit 10% of Assessed Value	\$2,247,900
Debt Applicable to Debt Limit	\$297,039
Unused Legal Debt Limit	\$1,950,861

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.

<b>2013 BUDGET OBLIGATION SPECIAL TAX DISTRICT - GENERAL OBLIGATION BONDS SERIES 2001 &amp; 2006 AS OF January 1, 2013</b>
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	Principal	Interest	Total P & I
Series 2001	\$1,028,500	\$1,543,750	\$2,572,250
Series 2006	\$7,135,000	\$8,606,969	\$15,741,969
<b>Total</b>	<b>\$8,163,500</b>	<b>\$10,150,719</b>	<b>\$18,314,219</b>

<b>TOTAL BUDGET OBLIGATION SPECIAL TAX DISTRICT - GENERAL OBLIGATION BONDS SERIES 2001 &amp; 2006 AS OF January 1, 2013</b>
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	Principal	Interest	Total P & I
Series 2001	\$32,275,000	\$3,142,750	\$35,417,750
Series 2006	\$186,635,000	\$90,382,775	\$277,017,775
<b>Total</b>	<b>\$218,910,000</b>	<b>\$93,525,525</b>	<b>\$312,435,525</b>

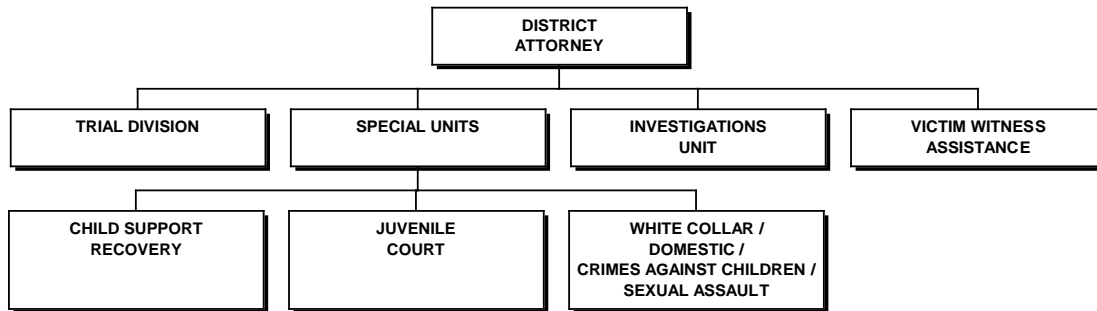
<b>SPECIAL TAX DISTRICT - DEBT SERVICE FUND TOTAL BUDGET OBLIGATION GENERAL OBLIGATION BONDS, SERIES 2001 &amp; 2006 AS OF January 1, 2013</b>
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	Principal	Interest	Total P & I
2013	17,420,000	10,150,719	27,570,719
2014	18,240,000	9,309,719	27,549,719
2015	19,105,000	8,415,219	27,520,219
2016	8,165,000	7,482,469	15,647,469
2017	8,470,000	7,074,219	15,544,219
2018	8,790,000	6,650,719	15,440,719
2019	9,140,000	6,211,219	15,351,219
2020	9,505,000	5,845,619	15,350,619
2021	9,885,000	5,465,419	15,350,419
2022	10,275,000	5,070,019	15,345,019

<p><b>SPECIAL TAX DISTRICT - DEBT SERVICE FUND</b>  <b>TOTAL BUDGET OBLIGATION</b>  <b>GENERAL OBLIGATION BONDS, SERIES 2001 &amp; 2006</b>  <b>AS OF January 1, 2013</b></p>
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	<b>Principal</b>	<b>Interest</b>	<b>Total P &amp; I</b>
2023	10,690,000	4,607,644	15,297,644
2024	11,150,000	4,126,594	15,276,594
2025	11,610,000	3,624,844	15,234,844
2026	12,115,000	3,102,394	15,217,394
2027	12,655,000	2,526,931	15,181,931
2028	13,220,000	1,925,819	15,145,819
2029	13,890,000	1,297,869	15,187,869
2030	14,585,000	638,094	15,223,094
Total	\$218,910,000	\$93,525,525	\$312,435,525





**MISSION STATEMENT**

The mission of the District Attorney's Office is to provide the swiftest and most just 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 available 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. Appropriations and expenditures for this unit are now carried out through the Grants Fund.

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.

The Victim Witness Assistance Program provides services to victims, in both Superior and Juvenile Courts, throughout the criminal justice process.

**ACTIVITY MEASURES**

	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
Number of Cases Opened	6,128	6,955	5,702	6,100
True Bills returned by the Grand Jury and accusations filed	4,195	5,390	5,317	5,300
Defendants tried by a jury	126	102	90	100
New cases appealed	56	107	117	125

**MAJOR ACCOMPLISHMENTS IN 2012**

Initiated the Case Age Reduction Program (CARP), with the objectives of reducing jail cases with durations greater than 180 days, and indicting all cases with durations of 365 days or older. Obtained guilty verdicts on several high profile trials.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Human Services / Increasing Neighborhood Empowerment**

To reduce the caseloads of Assistant District Attorneys.

**Crime Prevention/ Enhancing Public Safety**

To address the increasing number of public integrity and domestic violence accusations in DeKalb County.

**Organizational Effectiveness/ Enhancing Efficient Operations**

To improve technology, enhance professional standards, and increase efficiency.

**MAJOR BUDGETARY IMPACTS**

**Previous  
2010**

The Board of Commissioners reduced this budget by \$250,000 as part of the amendment process. Also in 2010, 13 employees accepted the Early Retirement Option (ERO) program and the BOC abolished 1 vacant position due to the ERO program.

**2011**

\$11,647,391 was approved for the operating budget, which included a reduction of \$1,139,390 from the recommended budget. Additionally, the 2011 Mid-Year Budget adjustment recognized the transfer of the appropriations and expenditures of the Child Support Recovery Unit from the General Fund to the Grants Fund, which reduced the District Attorney's budget by \$1,388,000 and 21 positions. Also, as part of the Mid-Year adjustment, the office's budget was increased by \$176,289.

The passage of House Bill 567 necessitated the transfer of the Board of Equalization cost center from the District Attorney's Office to the Clerk of Superior Court. Appropriations for this cost center were approved in the Clerk of Superior Court's budget. This reduced the District Attorney's budget by \$265,000 and 3 positions.

**2012**

\$11,760,987 was approved for the operating budget, which included an addition of \$147,000 to the recommended budget for 3 additional positions dealing with Recorders Court functions.

**2013**

\$11,981,243 is approved for the operating budget. The 2013 Budget also authorized three new positions: 2 to address a change in the state expungement statutes (1 Attorney IV and 1 Administrative Assistant), and 1 to replace an expired grant-funded position (1 Attorney IV).

**Future**

The increasing cost of cost of hiring and retaining staff will have a significant impact on the budget in light of stagnant revenue sources.

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Board Of Equalization	\$7,018	(\$322)	\$0	\$0
Child Support Recovery	(237,796)	8,534	0	0
District Attorney	9,299,484	10,100,842	10,132,362	10,132,362
Solicitor Juvenile Court	1,343,289	1,252,800	1,276,060	1,276,060
Victim / Witness Assistance	775,922	581,488	572,821	572,821
	<b>\$11,187,917</b>	<b>\$11,943,342</b>	<b>\$11,981,243</b>	<b>\$11,981,243</b>

**DISTRICT ATTORNEY**

**FUNCTION: CIVIL & CRIMINAL COURTS**

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$9,306,679	\$9,906,639	\$10,126,196	\$10,126,196
Purchased / Contracted Services	725,356	1,023,436	754,659	754,659
Supplies	206,327	175,765	170,900	170,900
Capital Outlays	77,013	25,651	17,460	17,460
Interfund / Interdepartmental	172,793	174,478	183,914	183,914
Other Costs	0	0	728,114	728,114
Other Financing Uses	699,749	637,374	0	0
	<b>\$11,187,917</b>	<b>\$11,943,342</b>	<b>\$11,981,243</b>	<b>\$11,981,243</b>

**FUNDING SOURCES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
General Fund	\$11,187,917	\$11,943,342	\$11,981,243
	<b>\$11,187,917</b>	<b>\$11,943,342</b>	<b>\$11,981,243</b>

**AUTHORIZED POSITION LIST BY COST CENTER**

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>INCLUDES PT or TEMP (T)</b>	<b>NUMBER OF POSITIONS</b>		
			<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>District Attorney</b>					
Investigator DA	OZ		1	1	1
Attorney DA	DA1		11	11	11
Chief Asst District Attorney	AH		2	2	2
Attorney IV	33		13	14	16
Attorney III	31		8	8	8
Chief Investigator DA	31		1	1	1
Court Program Manager	31		1	1	1
Attorney II	30		5	5	5
Attorney I	29		1	2	2
Deputy Chief Investigator DA	29		1	1	1
Administrative Operations Mgr	28		1	1	1
Departmental Microsystems Spc	28		1	0	0
Public Information Officer	28		1	1	1
Investigator DA III	27		4	4	4
Investigator DA II	26	1 PT	17	19	19
User Liaison Coordinator	26		1	1	1
Administrative Coordinator	25		1	1	1
Paralegal Supervisor	25		1	0	0
Records Supv Dist Attorney	25		1	1	1
Victim Witness Program Coord	25		1	0	0
Investigator DA I	24		0	1	1
Administrative Aide	23		12	12	12
Administrative Assistant II	23		2	2	2
Paralegal	23		2	2	2

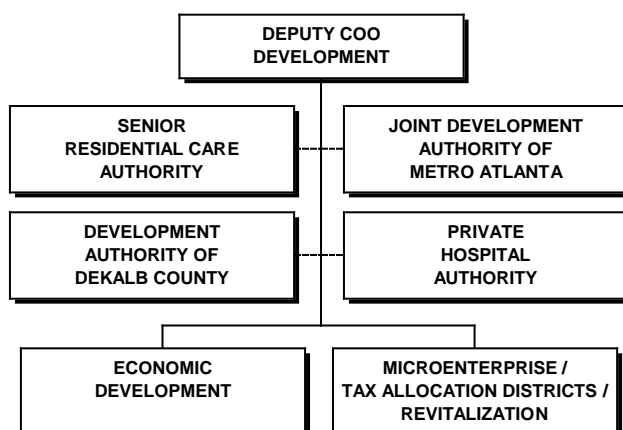
**DISTRICT ATTORNEY**

**FUNCTION: CIVIL & CRIMINAL COURTS**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2011	2012	2013
<b>District Attorney (continued)</b>					
Secretary Senior Legal	23		5	5	5
Victim Witness Asst Prog Coord	23		1	1	1
Administrative Assistant I	21		0	0	1
Investigative Aide Senior	21		0	1	1
Investigative Intake Tech	21		3	4	4
Office Assistant Senior	19		2	1	1
District Attorney	\$158,916		1	1	1
FULL TIME Subtotal			100	103	106
PART TIME Subtotal			1	1	1
<b>Victim / Witness Assistance</b>					
Attorney IV	33		1	1	1
Investigator DA III	27		0	1	1
Investigator DA II	26		3	1	1
Victim Witness Program Coord	25		3	4	4
FULL TIME Subtotal			7	7	7
<b>Solicitor Juvenile Court</b>					
Solicitor Juvenile Court	AH		1	1	1
Attorney III	31		1	0	0
Attorney II	30		2	2	2
Attorney I	29		0	1	1
Asst Chief Investigator DA	28		1	1	1
Legal Office Coordinator	28		1	1	1
Investigator DA III	27		0	1	1
Investigator DA II	26		3	2	2
Paralegal Supervisor	25		1	1	1
Paralegal	23		3	3	3
Secretary Senior Legal	23		3	3	3
FULL TIME Subtotal			16	16	16
<b>FULL TIME Total</b>			123	126	129
<b>PART TIME Total</b>			1	1	1
<b>ALL POSITIONS Total</b>			124	127	130



**MISSION STATEMENT**

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

**PROGRAM DESCRIPTION**

The Office of Economic Development completes detailed industry assessments, targets industry types, recruits new business, retains existing business, and builds coalitions to strengthen the economy of DeKalb County. The Department compiles detailed research studies, and conducts tours and presentations about the investment opportunities in the County. OED designs and implements tools and incentives while recommending policies to benefit business expansion and success in DeKalb County. The core of OED's recruitment and retention activity is based on international business trends. OED also serves as staff for the Development Authority of DeKalb County, the Private Hospital Authority of DeKalb County, and the Senior Residential Care Authority of DeKalb County.

Effective 2013, this department is under the direction of the Deputy Chief Operating Officer - Development.

**PERFORMANCE INDICATORS**

	TARGET	2010	2011	2012
Number of New Direct Jobs Created in DeKalb County from Economic Development Projects **	1,500	269	542	1,868
Total DeKalb Area Annual Labor Force Activity *	500,000	360,578	364,638	374,241
Total Number Direct, Indirect, and Induced Jobs Created from Economic Development Projects	1,000	1,794	1,768	1,799
Total Personal Income Created from Direct, Indirect, and Induced Jobs Created from Economic Development Projects	\$250,000,000	\$109,890,490	\$93,609,598	\$218,273,744

\* Source: GA Dept Labor Statistics Annual County Profile, [www.dol.state.ga.us](http://www.dol.state.ga.us)

\*\* Indirect Jobs- When industry/enterprise creates work for people other than directly employed by specific company (e.g. part supplier). Induced Jobs - Job created to provide facilities and services to people directly employed by specific company (e.g. dry cleaners, construction workers).

**ECONOMIC DEVELOPMENT**

**FUNCTION: GENERAL GOVERNMENT**

**ACTIVITY MEASURES**

	<b>Goal</b>	<b>Actual 2010</b>	<b>% +/- Goal</b>	<b>Actual 2011</b>	<b>% +/- Goal</b>	<b>Actual 2012</b>	<b>% +/- Goal</b>	<b>Est. 2013</b>
Total Number of New Direct Jobs Created from Economic Development Projects	1,500	269	18%	542	36%	1,868	125%	1,500
Total Number of Retained Jobs from Economic Development Projects	1,000	523	52%	0	0%	2,125	213%	1,000
Amount of New Private Investment from Economic Development Projects (millions)	\$250.0	\$34.0	14%	\$19.9	8%	\$303.9	122%	\$250.0

**MAJOR ACCOMPLISHMENTS IN 2012**

Managed projects retaining or creating 1,868 jobs and attracting \$303.9 million in private investment. Managed a program to bring television and film productions to DeKalb by obtaining Camera Ready Community designation from the Georgia Department of Economic Development and spurring the creation of the DeKalb Film Commission. Hosted DeKalb’s second Small business Summit. Continued to implement the County’s five-year China business development plan.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY’S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Economic Development / Facilitating Jobs and Economic Development**

To partner and to create 1,000 new jobs and to secure \$50 million in new private investments.

To adopt and implement a Comprehensive Economic Development Strategy.

To continue to implement the Destination Retail DeKalb Initiative as a strategic marketing plan to encourage new business attraction and development.

To promote the entertainment industry in DeKalb County by managing the DeKalb Film Commission.

To continue to implement and expand the international business development strategy to market DeKalb County as a preferred business location for internationally-owned companies.

**MAJOR BUDGETARY IMPACTS**

**Previous**

In 2010 \$1,086,092 was approved for the operating budget. Also in 2010, 3 employees accepted the Early Retirement Option (ERO) program and the BOC abolished 2 vacant positions due to the ERO program. Also, in late 2010, the department’s office was relocated to a County-owned facility, which lowered Purchased/Contracted Services by \$168,000, on an annual basis.

In 2011, \$645,214 was approved for the operating budget, which included a reduction of \$63,140 from the recommended budget.

In 2012, \$708,416 was approved for the operating budget.

**2013**

For 2013, \$1,186,797 is approved for the operating budget, which includes the additional position of Deputy COO Development and \$210,000 for the strategic marketing plan.

**Future**

The greatest future challenge will be strategic planning for development in an economic environment that is continuing to recover.

**ECONOMIC DEVELOPMENT**

**FUNCTION: GENERAL GOVERNMENT**

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Economic Development	\$547,249	\$684,766	\$1,186,797	\$1,186,797
	\$547,249	\$684,766	\$1,186,797	\$1,186,797

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$500,062	\$657,971	\$898,387	\$898,387
Purchased / Contracted Services	35,317	20,880	282,400	282,400
Supplies	11,870	5,916	6,010	6,010
	\$547,249	\$684,766	\$1,186,797	\$1,186,797

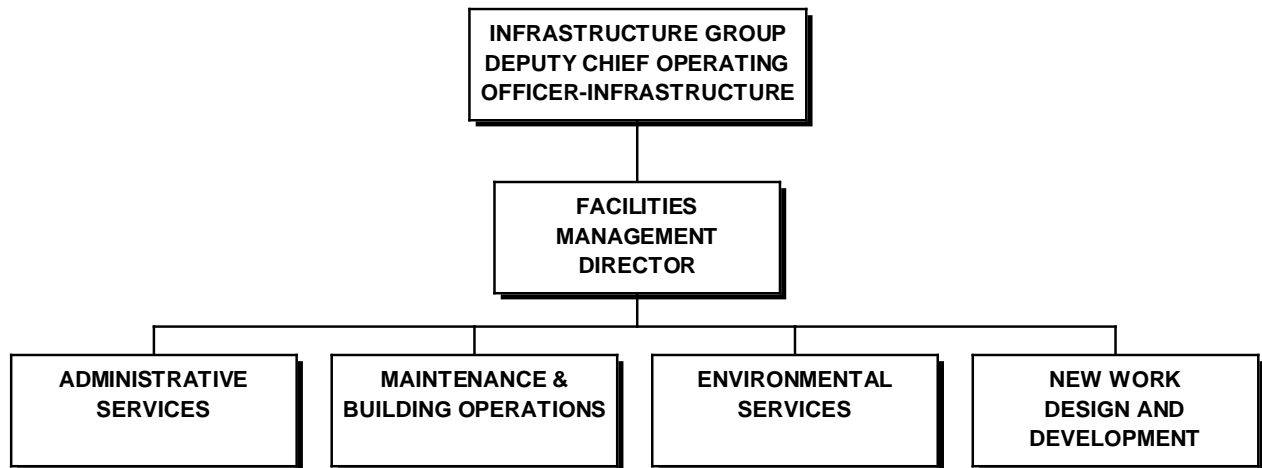
**FUNDING SOURCES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
General Fund	\$547,249	\$684,766	\$1,186,797
	\$547,249	\$684,766	\$1,186,797

**AUTHORIZED POSITION LIST BY COST CENTER**

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Economic Development</b>				
Dir Economic Development	AM	1	1	1
Deputy COO Development	AL	0	0	1
Economic Develop Coord, Sr	29	5	5	5
Administrative Assistant II	23	1	1	1
Administrative Assistant I	21	1	1	1
FULL TIME Subtotal		8	8	9
<b>FULL TIME Total</b>		8	8	9
<b>ALL POSITIONS Total</b>		8	8	9



**MISSION STATEMENT**

The mission of Facilities Management is to 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, and Parks Facilities. 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. Effective 2009, this department is assigned to the Infrastructure Group under the direction of the Deputy Chief Operating Officer for Infrastructure.

<b>ACTIVITY MEASURES</b>				
	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
Square Footage Maintained	5,376,879	5,376,879	4,913,788	4,913,788
Maintenance Cost Per Square Foot	\$1.16	\$1.11	\$1.07	\$1.07
Number of Facilities	256	257	255	245
Construct. Renovation (Square Feet)	1,389,000	1,253,815	1,767,166	1,300,000
Custodial Sq. Footage	1,749,285	1,754,525	1,831,459	1,831,459
Security Sq. Footage	1,110,500	883,464	NA	NA
Work Order Requests Generated	52,784	53,420	24,440	24,000

**MAJOR ACCOMPLISHMENTS IN 2012**

Continued implementation of the Facilities Management Modernization Plan with collaborative efforts of other departments. Major projects implemented in 2012 were: the expansion of Juvenile Justice facility (additional courtroom), Fire Station renovations, continued renovation of the new Courthouse, continued renovation of the Maloof Building, renovation of the Clark Harrison Building, continued design and renovations of the Callanwolde Center, continued design and conceptual plans for the South Precinct Police Station, Police Academy trailers, major elevator upgrades, major HVAC repairs and other renovation projects and repairs.



**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Infrastructure/ Enhancing Efficient Operations**

To continue the implementation of construction and renovation of major facilities.

To continue the major renovation and construction projects.

To continue efforts with preventive maintenance initiatives, energy management, performance contracting initiatives, and in-house cross training efforts.

**MAJOR BUDGETARY IMPACTS**

**Previous**

In 2007, 2008 and 2009 there were no significant changes in this organization.

In 2010, 22 employees accepted the Early Retirement Option Program and the BOC abolished 32 vacant positions due to the ERO program.

In 2011, the BOC adopted this budget with a (\$1,368,038) amendment. Beginning with the 2011 Budget, funding for security services were appropriated in Police Support, which is also funded in the General Fund.

In 2012, \$16,672,600 was approved for the basic operating budget, which included a reduction of \$143,759 in salary savings; this was the equivalent of 3 full-time positions.

**2013**

\$16,461,079 is approved for the basic operating budget. This budget contains funding for electricity in the amount of \$5,589,577.

**Future**

No significant budgetary impact is anticipated.

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Administration	\$492,310	\$817,615	\$820,375	\$820,375
Architectural & Engineering	606,119	585,611	582,259	582,259
Environmental Services	2,019,629	2,105,944	1,486,845	1,486,845
General Maintenance & Construction	5,434,601	6,886,673	5,039,113	5,038,967
Security	3,635	256	0	0
Utilities And Insurance	5,970,947	6,776,578	9,391,323	8,532,633
	<b>\$14,527,242</b>	<b>\$17,172,677</b>	<b>\$17,319,915</b>	<b>\$16,461,079</b>

**FACILITIES MANAGEMENT**

**FUNCTION: GENERAL GOVERNMENT**

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$3,544,618	\$3,190,491	\$3,182,779	\$3,182,779
Purchased / Contracted Services	5,095,190	7,013,738	5,550,936	5,550,936
Supplies	4,568,485	5,262,416	7,401,553	6,542,717
Interfund / Interdepartmental	439,454	769,703	15,020	15,020
Debt Service	879,495	936,329	1,169,627	1,169,627
	<u>\$14,527,242</u>	<u>\$17,172,677</u>	<u>\$17,319,915</u>	<u>\$16,461,079</u>

**FUNDING SOURCES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
General Fund	\$14,527,242	\$17,172,677	\$16,461,079
	<u>\$14,527,242</u>	<u>\$17,172,677</u>	<u>\$16,461,079</u>

**AUTHORIZED POSITION LIST BY COST CENTER**

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Administration</b>				
Asst Dir PW, Engineering Svcs	AF	1	1	1
Administrative Assistant II	23	1	1	1
Office Assistant Senior	19	1	1	1
FULL TIME Subtotal		<u>3</u>	<u>3</u>	<u>3</u>
<b>General Maintenance &amp; Construction</b>				
DD PPM Bldg Operations & Maint	32	1	1	1
Facilities Maintenance Coord	26	0	1	1
General Foreman	25	2	1	1
HVAC Mechanic Senior	25	5	5	5
HVAC Mechanic	24	5	5	5
Administrative Assistant II	23	1	1	1
Electrician Senior	23	9	9	9
Plumber Senior	23	8	7	7
Carpenter Senior	21	7	7	7
Facility Engineer	21	1	1	1
Plumber	21	0	1	1
Swimming Pool Maintenance Mech	21	1	1	1
FULL TIME Subtotal		<u>40</u>	<u>40</u>	<u>40</u>

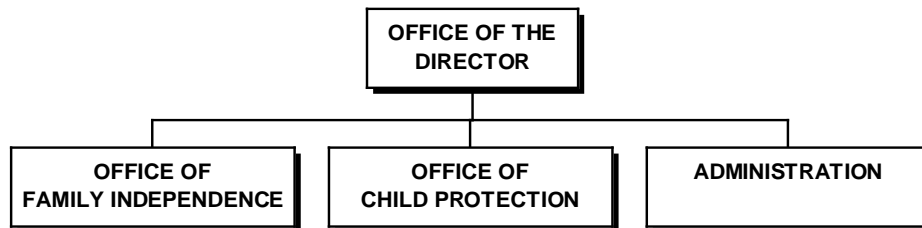
**FACILITIES MANAGEMENT**

**FUNCTION: GENERAL GOVERNMENT**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
<b>Environmental Services</b>				
Custodial Services Manager	28	1	1	1
Facilities Maintenance Coord	26	1	1	1
Custodian Supervisor	21	1	1	1
Crew Worker Senior	18	4	4	4
Custodian Senior	18	1	1	1
FULL TIME Subtotal		8	8	8
<b>Architectural &amp; Engineering</b>				
Deputy Dir Architectural/Eng	31	1	1	1
Project Manager II	27	4	4	4
Project Manager I	26	2	2	2
FULL TIME Subtotal		7	7	7
<b>FULL TIME Total</b>		58	58	58
<b>ALL POSITIONS Total</b>		58	58	58



**MISSION STATEMENT**

It is the mission of the DeKalb County Department of Family and Children Services to promote the social and economic wellbeing of the vulnerable adults and families of DeKalb County by providing exceptional services by highly trained and qualified staff. The agency is committed to providing service in a professional manner, and being accountable to the DeKalb County residents we serve. The target group consists of the underemployed, unemployed, economically disadvantaged, and medically disabled residents of DeKalb County.

**PROGRAM DESCRIPTION**

Office of Child Protection (OCP), includes the following program areas: A) Child Protective Services (CPS): handles investigations of child abuse and/or neglect and services to prevent the removal of children from the home. B) Family Support: includes services to families when an investigation is not warranted. C) Permanency: includes services to children in the custody of the agency and to their families to promote reunification and permanency planning. D) Adoptions: includes identifying families who can provide a permanent home for children who cannot be safely reunified. E.) Institutional care. G) Custody Investigations. H) Supervision of Children in aftercare. I) Services to unaccompanied refugee minors. J) Emancipation and Independent Living services for children leaving foster care. K) Development of resources for children. L) Maintain independent living homes for Children 16 and older.

The Office of Family Independence (OFI), represents a composite of functions, including the provision of financial assistance and social services programs to eligible DeKalb County citizens, as required by law, social workers and technical staff work within the legal mandate to give assistance to eligible families, as well as recover fraudulent payments, and counsel families in problem areas falling within our legal mandate to accomplish this work. This program area includes the following departments: 1) Temporary Assistance for Needy Families (TANF)- 2)Child Care for the underemployed and TANF customers; 3) Medicaid- for the underemployed and TANF recipients, elderly and disabled, foster children, medically needy and indigent pregnant women; 4) Food Stamps; 5) Employability Services; and 6) General Assistance, which includes financial support services to families to prevent homelessness by providing help with rent and utilities.

**ACTIVITY MEASURES**

	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
General Assistance Cases	7,524	8,131	1,898	2,060
Child Welfare Cases	8,373	8,436	6,121	6,764
Medicaid, TANF, Food Stamps	161,942	114,676	123,000	128,067
Child Care Cases	7,244	3,023	2,883	2,749

**MAJOR ACCOMPLISHMENTS IN 2012**

**Office of Child Protection:**

Maintained a 94% contact standard rate for children and 96% rate for parents.

Led the state in having a low recurrence rate for maltreatment.

Utilized the Voluntary Placement Agreement process with 20 families.

**Office of Family Independence:**

Selected to be the pilot for the state to implement the Business Operations Process which includes Document Imaging and Telecom Services.

Exceeded the mandated 70% participation rate in TANF/Employment Services.

Met and exceeded Standard of Promptness for ABD (Aged, Blind, Disabled), TANF, and Family Medicaid applications.

**FAMILY AND CHILDREN SERVICES**

**FUNCTION: HEALTH & HUMAN SERVICES**

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Human Services / Increasing Neighborhood Empowerment**

To maintain 90% monthly contact standards with parents.

To improve in the area of Food Stamp Accuracy: Prevent the invalid denial of food stamp applications and increase positive Food Stamp accuracy rate.

To reduce the number of children in care by 10%, with a concentrated focus on re-entry.

**Organizational Effectiveness/ Enhancing Efficient Operations**

To increase staff retention rate by 15%.

To meet the Standard of Promptness for Expedited Food Stamps applications of 100%.

To continue the Business Operations Process in all OFI Sections to enhance customer service.

**MAJOR BUDGETARY IMPACTS**

**Previous**

In 2010, \$1,644,000 was approved for the basic operating budget.

In 2011, \$1,421,859 was approved for the basic operating budget.

In 2012, \$1,279,674 was approved for the basic operating budget.

**2013**

The 2013 basic operating budget is \$1,241,284, which is a 3% reduction from FY 2012.

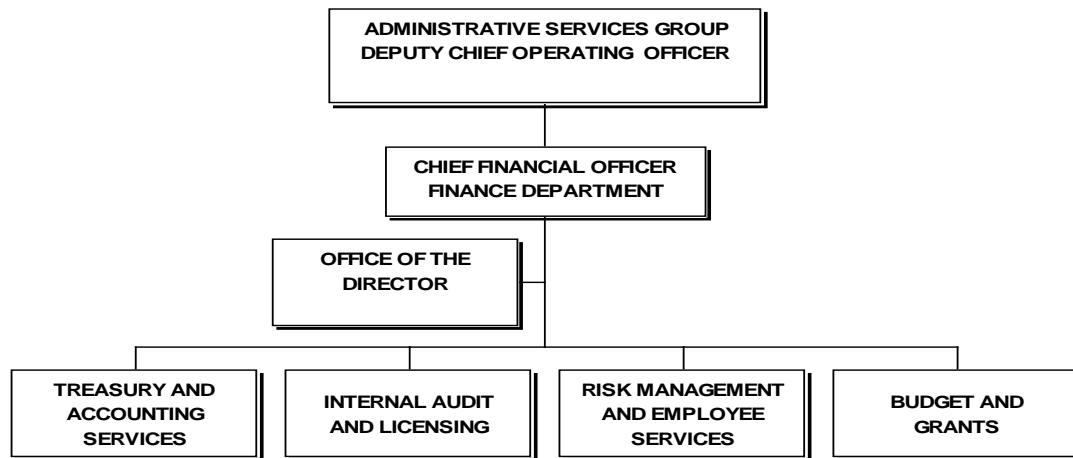
**Future**

No major changes are anticipated.

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Administration	\$808,154	\$727,417	\$705,595	\$705,595
Child Welfare	351,294	335,872	306,715	306,715
General Assistance	262,410	216,385	228,974	228,974
	<u>\$1,421,858</u>	<u>\$1,279,674</u>	<u>\$1,241,284</u>	<u>\$1,241,284</u>

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Other Costs	\$1,421,858	\$1,279,674	\$1,241,284	\$1,241,284
	<u>\$1,421,858</u>	<u>\$1,279,674</u>	<u>\$1,241,284</u>	<u>\$1,241,284</u>

<b>FUNDING SOURCES</b>			
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
General Fund	\$1,421,858	\$1,279,674	\$1,241,284
	<u>\$1,421,858</u>	<u>\$1,279,674</u>	<u>\$1,241,284</u>



**MISSION STATEMENT**

The Finance Department is committed to direct the financial affairs of DeKalb County by: providing advice to the CEO and Board of Commissioners on fiscal affairs; providing financial and legislative information to elected officials, citizens, bondholders, customers, employees and other stakeholders; providing timely and accurate invoicing for Water & Sewer, Sanitation, Business License and Alcoholic Beverage License, and other customers, while maximizing the collection of revenues; paying all vendors on the due dates while maximizing offered discounts; maximizing the return on the County's investments while adhering to the County's investment policies; preparing, analyzing, and administering the various County Budgets within legal restrictions and internal policies and procedures, including submission of proposed budgets to the governing authority and facilitating public review; providing an independent appraisal of County operations to ensure compliance with laws, policies, and procedures; minimizing the adverse effects of risk exposure to the County and its employees; administering the County's surety, liability, employee insurance, and benefits programs; providing active and retired employees the pay and benefits to which they are entitled, in an efficient manner; and maintaining effective records management, retention, and microfilming programs.

**PROGRAM DESCRIPTION**

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

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 the Chief Financial Officer to the CEO and the Board of Commissioners.

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

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

**PROGRAM DESCRIPTION (CONTINUED)**

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

The Risk Management and Employee Services Division's function entails identification of pure risk exposure, consulting, and training County departments in how to control those risks, processing insurance or self-funding to pay for losses, and administration of worker's compensation claims. Employee Services is responsible for payroll, pension system administration, and employee benefits. This department is assigned to the Administrative Group, under the direction of the Deputy Chief Operating Officer for Administration.

<b>PERFORMANCE INDICATORS</b>
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	TARGET	2010	2011	2012
COLLECTION RATE FOR WATER & SEWER BILLINGS	97%	95.88%	95.88%	98.96%
COLLECTION RATE FOR COMMERCIAL SANITATION BILLINGS (INCLUDES PRIOR BILLINGS)	97%	95.03%	95.03%	101.53%
BOND RATING: GENERAL OBLIGATION DEBT:				
STANDARD & POOR'S	AA+	AAA	No Rating	No Rating
MOODY'S	Aaa	Aa1	Aa3	Aa3
BOND RATING: WATER & SEWER DEBT	AA/Aa <sup>2</sup>	AA/Aa <sup>2</sup>	Aa3/AA-	Aa3/AA
EMPLOYEE DAYS LOST PER 100 WORKERS AS A RESULT OF WORK RELATED INJURIES	< 100 DAYS/100	145	145	112

<b>ACTIVITY MEASURES</b>
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	Actual 2010	Actual 2011	Actual 2012	Estimated 2013
<b>Office of the Director:</b>				
(Man-Years Allocated)	4	4	4	3
General Administration	1	1	1	1
Financial Analysis	3	3	2	2
<b>Treasury &amp; Accounting Services:</b>				
Journals Processed	1,230	1,220	1,250	1,276
Investment Transactions	48	48	0	0
Voucher Checks	50,769	48,175	42,925	43,500
Amount of Voucher Checks Written	\$684,015,948	\$644,263,232	\$643,304,951	\$675,000,000
Invoices Entered	81,076	77,549	76,694	77,500

**FINANCE**

**FUNCTION: GENERAL GOVERNMENT**

**ACTIVITY MEASURES**

	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
Number of Sanitation Accounts (Commercial only)	6,626	6,564	6,477	6,568
Number of Sanitation Billings (Commercial only)	79,357	77,972	80,934	82,067
Number of Water Customers Accounts	212,145	212,360	212,012	214,980
Number of Water Billings	1,550,052	1,582,133	1,505,610	1,526,689
Number of Other Billings	25,921	24,736	26,156	26,522
<b>Budget &amp; Grants:</b>				
Budget Amendments	468	400	892	830
Personnel Requisitions	1995	39	NA	NA
Budget Changes Reviewed	150	40	22	25
Amount of Operating Budgets (millions)	\$1,130	\$1,129	\$1,179	\$1,317
Grant Drawdowns	89	84	79	95
Federal Financial Reports	24	44	32	38
<b>Internal Audit &amp; Licensing:</b>				
Audits-General (Days)	1,586	1,511	1,375	1,465
Administrative Research & Study (Days)	493	234	267	270
Projects-Audits (Quantity)	135	135	66	135
Business Licenses	15,237	17,235	17,500	15,000
Alcohol Licenses	1,200	1,364	1,254	1,100
<b>Risk Management:</b>				
Management Safety Training Days	99	6	88	65
Employees Trained	1,151	1,095	1,563	975
Workers Compensation Claims	757	761	787	770
New Pension Processes	2	117	0	1
Safety Audits	0	6	1	6
Vehicle Claims	777	811	710	750
Pension Refunds	415	394	540	600
Pension & Payroll Checks	64,690	46,432	48,733	35,682
Direct Deposit-Payroll & Pension	212,914	183,495	183,176	195,927
<b>Records and Microfilming:</b>				
Records Transferred (Cubic Feet)	3,102	3,087	2,500	1,500
File Requested/Refills	41,000	56,680	55,650	50,000
Documents Microfilmed	500,000	0	0	0



**MAJOR ACCOMPLISHMENTS IN 2012**

Received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA). Improved the Oracle Financial Management System month end close process and reduced large accounts with more than 90 days past due. Implemented a new banking process for the Watershed Department. Identified \$227,689 on Total Adjusted Business License revenue for 2011, with staff of two Business License auditors. Renewed approximately 25,000 general business occupational tax certificates, registered 3,500 new businesses and renewed 1,200 alcoholic beverage licenses.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Infrastructure/ Enhancing Efficient Operations**

To continue to refine the implementation of the Oracle FMIS and Hansen systems.

To reinitiate and expand the County's Business License Inspection Program for revenue discovery and recovery.

**Organizational Effectiveness/Enhancing Efficient Operations**

To maximize the use of the Oracle financial package.

**MAJOR BUDGETARY IMPACTS**

**Previous**

In 2009, the basic budget included the purchase and installation of Parking Deck Collection equipment for the entrance and exit areas of the Courthouse Parking Deck. On January 6, 2009, the Board of Commissioners created the position of Clerk to the Board of Commissioners and Chief Executive Officer in response to Senate Bill 52, which transferred the duties of the Clerk from the Finance Department to the Board of Commissioners. Three positions, 1 Chief Deputy Clerk and 2 Assistant Deputy Clerks, with salaries and benefits totaling \$200,944 were transferred from the Finance Director's Office to the Board of Commissioners in response to Senate Bill 52. In 2010, the basic budget abolished 6 vacant positions and reduced the workforce by 12 additional positions. 23 Full time employees accepted the Early Retirement Option. In 2011, the budget included funding in the amount of \$469,588 for the addition of 1 Accountant position, 6 Field Service Representative positions, as well as 1 Revenue Collection Supervisor to ensure continuity in residential customers billing function. The 2011 budget also included the transfer of 2 positions (1 Auditor and 1 Auditor Senior) from the Business License Division to Internal Audit. In 2012, the budget also included the transfer of 1 position (1 Auditor) from the Business License Division to Internal Audit.

**2013**

The adopted budget for 2013 is \$12,702,032 (a decrease of 0.07% under 2012). The 2013 budget includes a transfer of one Oracle System Administrator position to Information Technology, two Risk Control Officer Senior positions to Watershed Management, one vehicle to Watershed and Fleet, and funding for one vacant position (Accountant).

**Future**

There will be ongoing refinements and upgrades of the Oracle Financial Management System.

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Accounting Services	\$907,719	\$912,873	\$927,894	\$927,894
Budget & Grants	848,680	890,054	1,044,801	1,044,801
Business License	622,394	734,861	721,343	721,343
Internal Audit	428,523	544,208	552,331	552,331
Office Of The Director	576,859	711,303	791,480	791,480
Records And Microfilming	218,565	130,327	205,901	168,739
Revenue Collections - Gen. Fund	329,572	311,704	296,021	296,021
Revenue Collections - Sanitation	246,083	195,060	222,521	222,521
Revenue Collections - W & S *	5,557,460	6,298,598	6,145,131	6,145,131
Risk Management	1,895,125	1,988,520	1,831,771	1,831,771
	<b>\$11,630,979</b>	<b>\$12,717,508</b>	<b>\$12,739,194</b>	<b>\$12,702,032</b>

\*Funding for this function provided from the Water and Sewer Fund. The funding and positions are shown here for information purposes since they are all within, and the responsibility of, the Finance Department.

**FINANCE**

**FUNCTION: GENERAL GOVERNMENT**

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$9,234,290	\$9,699,695	\$10,013,708	\$9,976,683
Purchased / Contracted Services	1,582,479	2,123,807	2,167,169	2,168,169
Supplies	197,029	207,757	186,504	185,367
Capital Outlays	111,096	107,583	129,319	129,319
Interfund / Interdepartmental	506,086	578,666	242,494	242,494
	<b>\$11,630,979</b>	<b>\$12,717,508</b>	<b>\$12,739,194</b>	<b>\$12,702,032</b>

**FUNDING SOURCES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
General Fund	\$5,205,042	\$5,488,989	\$5,613,037
Special Tax District - Unincorporated	622,394	734,861	721,343
Water & Sewer Operating	5,557,460	6,298,598	6,145,131
Public Works - Sanitation Operating	246,083	195,060	222,521
	<b>\$11,630,979</b>	<b>\$12,717,508</b>	<b>\$12,702,032</b>

**AUTHORIZED POSITION LIST BY COST CENTER**

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Office Of The Director</b>				
Director Finance	AK	1	1	1
Assistant Director Finance	AE	1	1	1
Financial Management Analyst	30	1	1	1
Oracle System Administrator	28	1	1	0
Administrative Assistant II	23	1	1	1
FULL TIME Subtotal		5	5	4
<b>Accounting Services</b>				
Accounting Services Manager	31	2	2	2
Accountant Principal	28	2	2	2
Accountant	25	1	1	1
Accounts Payable Coordinator	21	1	1	1
Administrative Assistant I	21	1	1	1
Accounting Tech Senior	19	7	7	7
Accounting Tech	18	2	2	2
FULL TIME Subtotal		16	16	16
<b>Records And Microfilming</b>				
Records Manager	30	1	1	1
Records Technician	19	3	3	2
FULL TIME Subtotal		4	4	3

<b>AUTHORIZED POSITION LIST BY COST CENTER</b>
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(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
<b>Business License</b>				
Alcohol & Business License Manager	28	1	1	1
Auditor	25	1	1	1
License Inspector Supervisor	25	1	1	1
Accounting Tech Senior	19	1	1	1
License Inspector	19	3	3	3
Office Assistant Senior	19	2	2	2
Accounting Tech	18	1	1	1
FULL TIME Subtotal		10	10	10
<b>Revenue Collections - W &amp; S</b>				
Dep Dir Fin/Treasury Acct Svc	AH	1	1	1
Revenue Collections Manager	31	3	3	3
Admin Operations Manager	28	1	1	1
Customer Support Administrator	28	1	1	1
Accountant	25	1	1	1
Revenue Coll Supv Senior	25	2	3	3
Administrative Assistant II	23	1	1	1
Revenue Collections Supervisor	23	6	5	5
Accounting Tech Senior	19	15	14	14
Customer Service Rep Senior	19	16	13	13
Dispatcher	19	1	1	1
Field Service Representative	19	29	29	29
Accounting Tech	18	2	3	3
Customer Service Rep	18	16	19	19
Parking Attendant Lead	18	1	1	1
Courier	16	1	1	1
Parking Attendant	16	1	1	1
FULL TIME Subtotal		98	98	98
<b>Internal Audit</b>				
Dep Dir Fin Internal Audit License	AH	1	1	1
Auditor Principal	28	2	2	2
Auditor Senior	26	2	2	2
Auditor	25	4	4	4
FULL TIME Subtotal		9	9	9

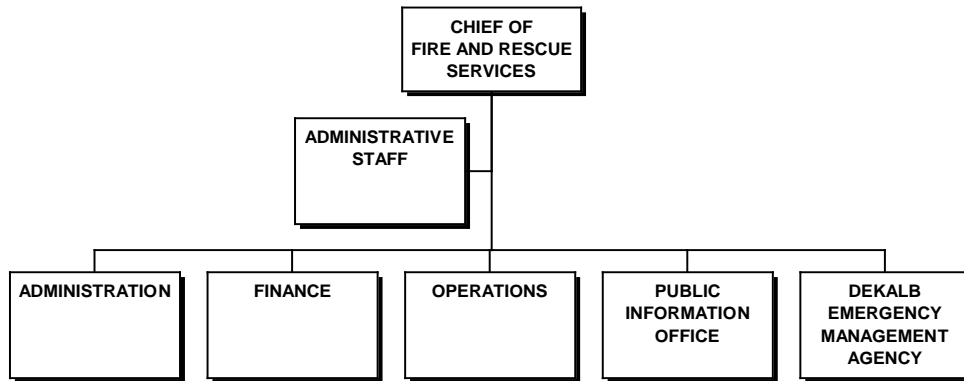
**FINANCE**

**FUNCTION: GENERAL GOVERNMENT**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
<b>Budget &amp; Grants</b>				
Dep Dir Finance-Budget & Grants	AH	1	1	1
Budget Manager	32	2	2	2
Financial Management Analyst	30	1	1	1
Budget Management Analyst Principal	28	0	4	4
Accountant Senior	26	1	1	1
Budget & Management Analyst Senior	26	5	1	1
Grants Coordinator	26	1	1	1
Budget Technician	21	1	1	1
FULL TIME Subtotal		12	12	12
<b>Risk Management</b>				
Dep Dir Fin Risk Mgmt & Emp Svs	AH	1	1	1
Employee Services Manager	31	1	1	1
Risk Control Manager	31	1	1	1
Employee Benefits Manager	29	1	1	1
Payroll Services Manager	29	1	1	1
Pension Administrator	29	1	1	1
Workers Compensation Manager	29	1	1	1
Accountant Senior	26	1	1	1
Risk Control Officer Senior	26	4	4	2
Payroll Analyst	25	2	2	2
Workers' Compensation Adjuster	24	2	2	2
Administrative Assistant II	23	1	1	1
Benefits Specialist Senior	23	3	3	3
Risk Control Analyst	23	1	1	1
Administrative Assistant I	21	1	1	1
Benefits Specialist	21	3	4	4
Payroll Assistant Senior	21	2	2	2
Office Assistant Senior	19	1	1	1
FULL TIME Subtotal		28	29	27
<b>FULL TIME Total</b>		182	183	179
<b>ALL POSITIONS Total</b>		182	183	179



**MISSION STATEMENT**

The mission of DeKalb County Fire & Rescue Services is to save lives and protect property through timely and effective fire suppression, emergency medical response, public education initiatives, arson investigations, fire inspections, and appropriate first responder training.

**PROGRAM DESCRIPTION**

The Fire & Rescue Department provides emergency response to medical emergencies, fire emergencies, hazardous materials incidents, technical rescues, and aircraft, tactical, and SWAT medic operations. These functions are supported by twenty-six fire stations and 64 emergency response units operated by the County and 15 privately operated units.

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

**General Fund**

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

**Fire Fund**

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

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

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

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

**FIRE & RESCUE SERVICES**

**FUNCTION: PUBLIC SAFETY**

**PERFORMANCE INDICATORS**

	TARGET	2010	2011	2012
<b>FIRE SERVICES</b>				
% OF SMALL PLANS REVIEWED WITHIN 10 DAYS	100%	35%	24%	21%
% OF MEDIUM PLANS REVIEWED WITHIN 10 DAYS	100%	13%	13%	12%
% OF LARGE PLANS REVIEWED WITHIN 10 DAYS	70%	51%	63%	65%
% OF EMERGENCY RESPONSES WITHIN 4 MINUTES	90%	38%	51%	55%
% OF EMERGENCY RESPONSES WITHIN 8 MINUTES	N/A	85%	87%	89%

**ACTIVITY MEASURES**

	Actual 2010	Actual 2011	Actual 2012	Estimated 2013
<b>Fire &amp; Rescue Services:</b>				
Responses	220,416	227,348	246,647	246,647
Average response time per call	5:26 min	4:58 min	4:15 min	4:15 min
<b>Fire Prevention:</b>				
Building Inspections	12,545	14,140	10,097	10,097
Educational Presentations	792	914	1,211	1,332
Arson Investigations	282	277	316	294
<b>Fire Suppression:</b>				
Fire Dispatch Calls	20,309	19,853	19,497	19,497
Rescue Medical Calls	71,879	72,841	78,759	78,759

**MAJOR ACCOMPLISHMENTS IN 2012**

Expanded curriculum offerings to include Georgia Search and Rescue (GSAR) disciplines, truck operations, and forcible entry training. Re-opened the newly renovated station. Concluded a year-long 40-hour in-service rescue training course for all sworn personnel. Recertified all sworn personnel in CPR.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Financial Strength/ Ensuring Fiscal Integrity**

To minimize countywide insurance costs by completing the first Insurance Service Office (ISO) evaluation in 20 years.

To complete the outsourcing of medical transports.

**Infrastructure/ Enhancing Efficient Operations**

To attain compliance with all federal, state, and local statutes by remodeling and repairing fire stations as needed.

**FIRE & RESCUE SERVICES****FUNCTION: PUBLIC SAFETY****MAJOR BUDGETARY IMPACTS****Previous****General Fund**

In 2010, 15 employees accepted the Early Retirement Option Program and the BOC did not abolish the positions left vacant by the ERO program. In 2011, The BOC reduced the recommended budget by \$4,714,303 as part of the amendment process.

Also in 2011, 62 vacant positions were administratively abolished in anticipation of restructuring the department upon the outsourcing of the medical transport function.

**Fire Fund**

The 2010 budget reflected a grant match amount of \$587,029 for the second year of a five year Federal SAFER Grant award to hire 64 front-line Firefighter 1 positions. Also, in 2010, 73 Full-time employees accepted the Early Retirement Option and the BOC abolished 2 positions left vacant by the ERO program. Additionally, on June 22, 2010, the Board of Commissioners abolished 2-full time positions; 1 Fire Protection Engineer and 1 Fire Protection-Engineer-Lead.

The 2011 budget provided a grant match amount of \$1,503,536 for the third year of a five year Federal SAFER Grant award to hire 64 front-line Firefighter I positions. The BOC also reduced this budget by \$2,368,858 as part of the amendment process.

Also in 2011, 119 vacant positions were administratively abolished in anticipation of restructuring the Department upon the outsourcing of the medical transport function.

In 2012, \$47,652,806 was approved for the operating budget, which included \$2 million for the replacement of Self Containing Breathing Apparatuses. The County filed for, and was granted, an exit from the Federal SAFER Grant, with no financial penalty. The 64 positions in the grant program were transferred to the Fire Fund.

**2013****General Fund**

The 2013 Budget approves \$9,120,920 for the operating budget.

**Fire Fund**

The 2013 Budget approves \$44,761,539 for the operating budget. The 2012 Budget also abolishes 3 Firefighter positions which were vacant longer than 18 months.

**Future**

The outsourcing of medical transportation services will result in a significant reduction in the number of positions within the Fire & Rescue Services.

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Administration	\$44,368	\$50,936	\$0	\$0
Fire Marshal	18,670	28,869	0	0
Interfund Support	2,495,918	1,056,720	638,536	638,536
Operations	47,368,075	47,279,332	44,956,605	44,123,003
Rescue Services	12,091,163	10,036,284	9,120,920	9,120,920
Training	(4,440)	13,733	0	0
	<b>\$62,013,755</b>	<b>\$58,465,874</b>	<b>\$54,716,061</b>	<b>\$53,882,459</b>

**FIRE & RESCUE SERVICES**

**FUNCTION: PUBLIC SAFETY**

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$49,379,179	\$46,936,244	\$46,229,600	\$45,484,949
Purchased / Contracted Services	1,209,301	1,108,267	670,824	670,824
Supplies	2,034,154	3,987,635	1,499,801	1,410,850
Capital Outlays	26,311	76,738	0	0
Interfund / Interdepartmental	7,861,275	6,470,877	6,315,836	6,315,836
Other Financing Uses	1,503,536	(113,887)	0	0
	<b>\$62,013,755</b>	<b>\$58,465,874</b>	<b>\$54,716,061</b>	<b>\$53,882,459</b>

**FUNDING SOURCES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
General Fund	\$12,091,163	\$10,036,284	\$9,120,920
Fire	49,922,592	48,429,590	44,761,539
	<b>\$62,013,755</b>	<b>\$58,465,874</b>	<b>\$53,882,459</b>

**AUTHORIZED POSITION LIST BY COST CENTER**

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Operations</b>				
Fire&Rescue Bat Chf(28d/cyl)	F32	14	13	13
Fire Rescue Captain (28 d/cyl)	F31	14	15	15
Fire Captain (28 d/cyl)	F30	91	90	90
Firemedic Apparatus Op (28day)	F28	7	10	10
Fire Medic II (28day)	F27	10	10	10
Fire Apparatus Oper (28 d/cyl)	F26	164	180	180
Fire Medic I (28day)	F26	2	1	1
Firefighter II (28 d/cyl)	F25	175	190	190
Firefighter II/EMT-I (28d/cyl)	F25	1	1	1
Firefighter I (28 d/cyl)	F24	42	50	47
Firefighter I/EMT-I (28d/cyl)	F24	1	1	1
Fire & Rescue Chief	AK	1	1	1
FireandRescueAsstChf(28d/cyl)	AJF	3	3	3
Fire & Rescue Deputy Chief	AI	2	2	2
Fire & Rescue Battalion Chief	32	3	4	4
Fire Captain	30	2	1	1
Fire Inspections Supervisor	29	0	1	1
Fire Investigations Supervisor	29	1	1	1
Fire Protection Engineer-Lead	29	0	1	1
Fiscal Officer	29	1	1	1
Fire Inspector III	28	2	2	2
Fire Investigator III	28	2	2	2
Fire Protection Engineer	28	2	2	2
Fire Medic II	27	1	1	1
Fire Apparatus Operator	26	6	6	6
Fire Inspector II	26	2	2	2
Fire Investigator II	26	1	3	3



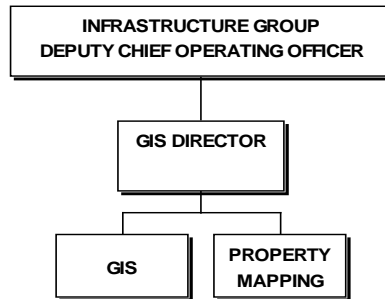
**FIRE & RESCUE SERVICES**

**FUNCTION: PUBLIC SAFETY**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
<b>Operations (continued)</b>				
Fire Inspector I	25	3	2	2
Fire Investigator I	25	1	0	0
Firefighter II	25	1	1	1
Firefighter I	24	1	23	23
Payroll Personnel Supervisor	24	1	1	1
Supply Supervisor	24	1	1	1
Administrative Assistant II	23	3	3	3
Fire Equipment Repair Tech	23	2	2	2
Fire Rescue Maintenance Coord	23	1	1	1
Public Education Specialist	23	6	6	6
Administrative Assistant I	21	6	6	6
Payroll Personnel Tech Sr	21	3	3	3
Supply Coordinator	21	1	1	1
Office Assistant Senior	19	2	2	2
<b>FULL TIME Subtotal</b>		<b>582</b>	<b>646</b>	<b>643</b>
<b>Rescue Services</b>				
Fire Captain (28 d/cyl)	F30	2	2	2
Rescue Captain (28 d/cyl)	F30	9	9	9
Firemedic Apparatus Op (28day)	F28	30	32	32
Fire Medic II (28day)	F27	40	37	37
Fire Apparatus Oper (28 d/cyl)	F26	2	3	3
Fire Medic I (28day)	F26	20	19	19
Firefighter II/EMT-I (28d/cyl)	F25	15	13	13
Firefighter I/EMT-I (28d/cyl)	F24	3	3	3
FireandRescueAsstChf(28d/cyl)	AJF	1	1	1
Fire & Rescue Battalion Chief	32	1	1	1
Rescue Captain	30	7	7	7
Firemedic Apparatus Operator	28	1	1	1
Fire Medic II	27	4	6	6
Paramedic Senior	26	4	4	4
Firefighter I/EMT-I	24	0	1	1
Supply Coordinator	21	1	1	1
<b>FULL TIME Subtotal</b>		<b>140</b>	<b>140</b>	<b>140</b>
<b>FULL TIME Total</b>		<b>722</b>	<b>786</b>	<b>783</b>
<b>ALL POSITIONS Total</b>		<b>722</b>	<b>786</b>	<b>783</b>



**MISSION STATEMENT**

The mission of the DeKalb County Geographic Information Systems (GIS) Department is to develop an enterprise GIS, extending geospatial capabilities throughout the entire county through desktop, web-based and mobile applications. Our goal is to incorporate a large number of users, allowing broad access to our geographic data by integrating with numerous business processes/work flows and IT systems that the county uses.

**PROGRAM DESCRIPTION**

The Geographic Information System 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 Imagery Libraries, Base Map, Standardized Street Name and Situs Address databases, and Property Ownership database and Boundaries. 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 (RFPs) GIS specifications, and quality assurance on data. Assistance is provided to departments with writing mapping specifications, purchasing hardware and software, training staff, customizing software, and production of special projects. This department is assigned to the Infrastructure Group, under the direction of the Deputy Chief Operating Officer for Infrastructure.

**PERFORMANCE INDICATORS**

	<b>TARGET</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
SYSTEM TIME AVAILABILITY EX- CLUDING PLANNED DOWNTIME	100%	100%	100%	100%
% OF USERS RECEIVING PRO- DUCTION ON TIME	100%	100%	100%	100%
% OF COUNTY OWNED SURPLUS PROPERTY (NOT REQUIRED FOR COUNTY USE) PROCESSED FOR DISPOSAL WITHIN 60 DAYS	100%	96%	100%	100%

**GEOGRAPHIC INFORMATION SYSTEMS**

**FUNCTION: GENERAL GOVERNMENT**

**ACTIVITY MEASURES**

	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
Workstations with GIS/CAD software	400	393	370	410
Plotters connected to GIS	18	18	18	18
Mapping /Data Requests	171	195	875	700
Parcels Conveyed	30,889	26,802	34,255	32,250
Deeds Entered	25,708	22,796	30,193	31,000
Property Sales Revenue	\$0	\$7,470	\$78,629	\$116,724
Map Sales Revenue	\$2,841	\$4,738	\$12,296	\$10,000
GIS Database Features	340	345	320	300

**MAJOR ACCOMPLISHMENTS IN 2012**

Completed all initial phases of Quality Assurance / Quality Control on the Parcel Conversion Project. Completed the Apartment Addressing Database which was instrumental to the DeKalb Marshal's Office in the issuance of dispossessionary warrants in a more timely fashion. Launched a new GIS website with an interactive mapping component. Conducted an analysis of 2010 Census Data in preparation for a census count change.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS AND STRATEGIC PLAN PRIORITY**

**Organizational Effectiveness/ Enhancing Efficient Operations**

To "go live" with the GIS Computer Assisted Mass Appraisal system integration.

To finalize and implement an Enterprise License Agreement site license for the entire county.

To win a Special Achievement in GIS (SAG) Award.

**MAJOR BUDGETARY IMPACTS**

**Previous**

There were no significant budgetary changes in 2008 and in 2009. In 2010, 4 employees accepted the Early Retirement Option Program and the BOC abolished 4 vacant positions due to ERO Program. The 2011 adopted budget of \$1,859,809 was a decrease relative to the 2010 Budget. The 2012 adopted budget of \$1,684,945 was a decrease relative to the 2011.

**2013**

In 2013, \$1 909,662 is approved for the operating budget.

**Future**

Internal quality control will be a priority. Training of departmental staff in maintenance procedures will be critical to the continued update of the county's database and its efficient utilization.

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
G.I.S.	\$815,386	\$764,074	\$897,890	\$897,890
G.I.S. - Property Mapping	833,982	894,050	1,011,772	1,011,772
	\$1,649,369	\$1,658,124	\$1,909,662	\$1,909,662

**GEOGRAPHIC INFORMATION SYSTEMS**

**FUNCTION: GENERAL GOVERNMENT**

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$1,247,331	\$1,330,594	\$1,420,673	\$1,420,673
Purchased / Contracted Services	122,867	61,630	374,240	374,240
Supplies	18,669	19,031	23,350	23,350
Capital Outlays	128,806	115,333	286,500	286,500
Interfund / Interdepartmental	3,829	3,670	(195,101)	(195,101)
Other Financing Uses	127,866	127,866	0	0
	<b>\$1,649,369</b>	<b>\$1,658,124</b>	<b>\$1,909,662</b>	<b>\$1,909,662</b>

**FUNDING SOURCES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
General Fund	\$1,649,369	\$1,658,124	\$1,909,662
	<b>\$1,649,369</b>	<b>\$1,658,124</b>	<b>\$1,909,662</b>

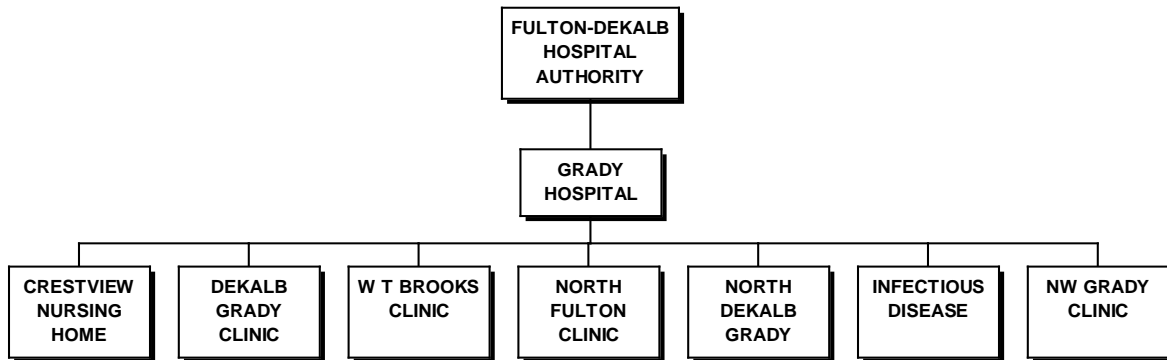
**AUTHORIZED POSITION LIST BY COST CENTER**

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>G.I.S.</b>				
Assistant Director GIS	AJ	1	1	1
Director GIS	AH	1	1	1
GIS Technical Coordinator	29	2	2	2
GIS Specialist Senior	24	0	1	1
Administrative Assistant II	23	1	1	1
GIS Specialist	23	1	0	0
FULL TIME Subtotal		6	6	6
<b>G.I.S. - Property Mapping</b>				
Property Mapping Manager	31	1	1	1
Property Mapping Supervisor	28	1	1	1
GIS Specialist Senior	24	1	1	1
GIS Specialist	23	3	3	3
GIS Specialist III	23	2	2	2
Addressing Coordinator	22	2	2	2
Administrative Assistant I	21	1	1	1
Property Mapping Technician Sr	21	3	5	5
Property Mapping Technician	19	3	1	1
FULL TIME Subtotal		17	17	17
<b>FULL TIME Total</b>		<b>23</b>	<b>23</b>	<b>23</b>
<b>ALL POSITIONS Total</b>		<b>23</b>	<b>23</b>	<b>23</b>

**HOSPITAL FUND**

**FUNCTION: HEALTH & HUMAN SERVICES**



**PROGRAM DESCRIPTION**

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

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

**ACTIVITY MEASURES**

	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
Millage Rate	0.84	0.96	0.94	0.94
DeKalb % Deficit Share	25.29%	25.29%	27.11%	31.89%

**MAJOR BUDGETARY IMPACTS**

**Previous**

During the fourth quarter 2007, the Board of Commissioners approved a one-time \$5,000,000 payment to the Fulton-DeKalb Hospital Authority to stabilize the operations at Grady Hospital. To execute this action, the Board of Commissioners authorized the finance director to decrease the Budgetary Reserve in the General Fund by \$5,000,000 and to transfer the same amount to the Hospital Fund. In November 2007, the Fulton-DeKalb Hospital Authority approved the transfer of control of Grady Hospital to a private nonprofit Grady Memorial Hospital Corporation to address the ten year financial crisis at Grady Hospital. The 2008 adopted budget included a one-time \$5,000,000 transfer from the Hospital Fund to reimburse the Budgetary Reserve in the General Fund for the payment to the Fulton-DeKalb Hospital Authority made in 2007. In March 2008, the Board of Commissioners approved the transfer of control of Grady Hospital to the nonprofit corporation. There were no significant budgetary changes in 2010. The 2011 adopted budget of \$20,086,833 was a decrease relative to the 2010 Budget. The Board of Commissioners reduced this budget by (\$1,965,657) as part of the amendment process. The 2012 adopted budget of \$19,102,904 included \$11,257,092 for operations, \$125,000 for Children's Healthcare at Hughes Spalding and \$7,720,812 for Debt Service.

**2013**

The 2013 adopted budget of \$11,882,092 includes \$11,257,092 for operations, \$125,000 for Children's Healthcare at Hughes Spalding and \$500,000 for a reserve for appropriation. The County will refinance its portion of the 2003 Fulton- DeKalb Hospital Authority Revenue Bonds on a tax-exempt basis, effective October 1, 2013 and defer the 2013 debt service payment.

**Future**

The Grady Memorial Hospital Corporation will continue to implement strategies to reverse the financial crisis. The current intergovernmental agreement for the operating support of uninsured patients expires on December 31, 2013. Meetings will be scheduled to discuss the County's future support in the coming months.

**HOSPITAL FUND**

**FUNCTION: HEALTH & HUMAN SERVICES**

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Hospital Fund	\$20,044,852	\$19,059,924	\$11,382,092	\$11,882,092
	\$20,044,852	\$19,059,924	\$11,382,092	\$11,882,092

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Purchased / Contracted Services	\$0	\$0	\$5,000	\$5,000
Interfund / Interdepartmental Charges	106,764	106,764	106,764	106,764
Other Costs	19,938,088	18,953,160	11,270,328	11,770,328
	\$20,044,852	\$19,059,924	\$11,382,092	\$11,882,092

<b>FUNDING SOURCES</b>			
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
Hospital	\$20,044,852	\$19,059,924	\$11,882,092
	\$20,044,852	\$19,059,924	\$11,882,092



**MISSION STATEMENT**

The mission of Human Resources and Merit System is to provide support services to all departments in recruiting qualified applicants and retaining qualified employees for County positions; to promote and provide the necessary assistance to achieve an effective relationship between management and employees; to provide support to countywide training programs; and to administer the countywide comprehensive personnel management programs, e.g. Drug and Alcohol Testing, Donations of Leave, Acting Status Pay, and Family Medical Leave.

**PROGRAM DESCRIPTION**

The Human Resources and Merit System Department (HR) is one of the major support agencies for the County. HR is responsible for working with County departments and agencies to facilitate achievement of the County's overall strategic goals and business strategies by providing a diverse, professional and motivated workforce through continuous training and development, implementing best practice solutions, and consistent and fair implementation of policies. HR's functional areas are:

The Director's Office provides leadership and strategic focus and ensures that HR staff has the necessary skill-sets and resources to serve as a business partner to County departments.

The Generalists Support Division, developed in 2011, transitioned staff from a specialist to a generalist/consultant model, serving as a "one-stop shop" for staffing, onboarding, classification and compensation, employee retention, succession planning, etc.

The Human Resources Information Systems Division is responsible for maintaining and managing HR databases i.e., PeopleSoft, Kronos, OHM, and NEOGOV. This includes planning, designing, delivering and coordinating all changes impacting employee data, generating HR reports, entering, analyzing, and validating personnel data; administering leave plans, i.e., FMLA, donation of leave, annual leave, etc.; and maintains the official personnel records of County employees.

The Organization and Employee Development Division is responsible for comprehensive employee development to be manifested in capable and productive employees delivering quality services to internal and external customers. The division is responsible for performance management, employee development, computer and soft skills training, leadership, management and supervisory development, team building, customer service enhancements, New Employee Orientation, and E-Learning.

The Policy and Strategic Planning Division is responsible for reviewing existing policies for their effectiveness; developing and recommending best practice solutions and modifications due to legal changes; coordinating HR Policy Council which provides feedback on the effectiveness of HR policies and services; and ensures fair and consistent application of policies, procedures, and practices.

The Employee Relations Division is responsible for promoting a more harmonious work environment by providing training for both management and employees on the proper administration of progressive discipline; ensuring discipline is fairly and equitably administered; implementing training initiatives that promote understanding of County policies to reduce grievances and disciplinary actions; overseeing the hearing officer and Merit System Council processes; and interfacing with EEOC and the Department of Labor as necessary.

This department is assigned to the Administrative Services Group, under direction of the Deputy Chief Operating Officer for Administrative Services.

**ACTIVITY MEASURES**

**HUMAN RESOURCES & MERIT SYSTEM**

**FUNCTION: GENERAL GOVERNMENT**

	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
<b>Employee Development:</b>				
% employees attaining minimum 6-8 hours of One DeKalb Serves Excellence in Customer Service training per year (Executive Branch)	NA	NA	41%	90%
% supervisors acknowledging employee improved performance post Phase I Customer Service Training	NA	NA	0	90%
% employees evaluated (Executive Branch)	-	-	70%	100%
% HR professionals nationally certified	NA	NA	29%	35%
<b>Recruitment and Retention:</b>				
Average days to refer candidates for employment from receipt of fill request	NA	NA	27	21
Employee turnover rate vs. national average	NA	NA	10.23%	8%
% exit interviews conducted annually	NA	NA	20%	20%
Work-Life balance initiatives planned and implemented	NA	NA	2	2
Morale-building initiatives and events	NA	NA	16	20
<b>Employee Relations:</b>				
Disciplinary actions upheld upon appeal	NA	NA	95%	92%
% managers/supervisors attending employee relations training (Executive Branch)	NA	NA	0	43%
<b>Communications:</b>				
Number of HR Policy Council meetings	NA	NA	2	4
Number HR onsite visits to worksites	NA	NA	155	183

**HR updated its Activity and Performance Measures in 2012.**

**MAJOR ACCOMPLISHMENTS IN 2012**

Five HR professional staff obtained the Society for Human Resource Management (SHRM) certification. Developed the County's first comprehensive Employee Rewards Program. Completed Phase I Customer Service training for executives and high customer contact function in specific departments and began rollout of Phase II of One DeKalb serves Excellence in Customer Service Initiative to all employees.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Organizational Effectiveness / Enhancing Efficient Operations**

To establish DeKalb County Government as a competitive employer of a diversified workforce by offering competitive salaries/benefits, and comprehensive employee development, manifested in capable/productive employees delivering quality services.

To ensure consistent, fair, and equitable implementation of policies and facilitate the ability of County departments to achieve operational goals.

To increase effectiveness of HR processes through technology.



**HUMAN RESOURCES & MERIT SYSTEM****FUNCTION: GENERAL GOVERNMENT****MAJOR BUDGETARY IMPACTS****Previous**

There were no significant budgetary changes in 2009. In 2010, there were 5 full-time employees who accepted the Early Retirement Option Program and the BOC abolished 9 vacant full-time positions. The 2011 adopted budget of \$2,676,453 was a decrease relative to the 2010 Budget. In 2012, the Pre-Employment Physicals and Drug and Alcohol Testing program was outsourced. In prior years, this program was administered by Human Resources and funded in the Board of Health's budget.

**2013**

In 2013, \$3,122,415 is approved for basic operating expenses.

**Future**

No significant budgetary impact is anticipated.

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Employee Health Clinic	\$215,212	\$550,850	\$579,762	\$579,762
Human Resources & Merit System	2,129,013	1,978,267	2,215,565	2,215,565
Training & Development	140,507	153,573	327,088	327,088
	<b>\$2,484,732</b>	<b>\$2,682,690</b>	<b>\$3,122,415</b>	<b>\$3,122,415</b>

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$1,893,180	\$1,897,366	\$2,138,403	\$2,138,403
Purchased / Contracted Services	544,492	730,123	926,147	926,147
Supplies	45,378	54,403	42,265	42,265
Capital Outlays	170	170	14,400	14,400
Interfund / Interdepartmental	1,512	629	1,200	1,200
	<b>\$2,484,732</b>	<b>\$2,682,690</b>	<b>\$3,122,415</b>	<b>\$3,122,415</b>

**FUNDING SOURCES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
General Fund	\$2,484,732	\$2,682,690	\$3,122,415
	<b>\$2,484,732</b>	<b>\$2,682,690</b>	<b>\$3,122,415</b>

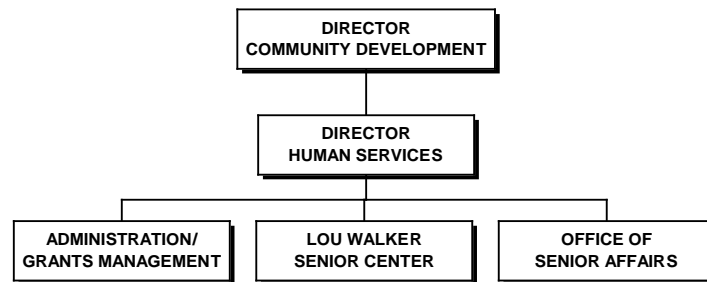
**HUMAN RESOURCES & MERIT SYSTEM**

**FUNCTION: GENERAL GOVERNMENT**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
<b>Human Resources &amp; Merit System</b>				
Asst Dir HR & Merit System	AH	1	1	1
Dir HR & Merit System	AC	1	1	1
HRIS Manager	31	1	1	1
Human Resources Manager	31	2	2	2
Human Resources Supv. Fld.Off.	29	1	1	1
HR Operations Administrator	27	1	1	1
Human Resources Generalist I	27	1	1	1
Human Resources Generalist IV	27	5	4	4
Employee Relations Coord Sr	26	1	1	1
Human Resources Generalist III	26	0	1	1
Human Resources Records Supv.	26	1	1	1
HRIS Specialist	25	1	1	1
Administrative Assistant II FE	23	1	1	1
Human Resources Specialist	23	2	4	4
Human Resources Assistant Sr.	21	1	1	1
Human Resources Records Tech	21	1	1	1
Human Resources Assistant	19	1	0	0
Office Assistant Senior	19	2	1	1
FULL TIME Subtotal		24	24	24
<b>Employee Health Clinic</b>				
Nurse Practitioner	32	1	1	1
Administrative Assistant I	21	1	1	1
FULL TIME Subtotal		2	2	2
<b>Training &amp; Development</b>				
Human Resources Manager	31	1	1	1
Human Resources Assistant	19	1	1	1
FULL TIME Subtotal		2	2	2
<b>FULL TIME Total</b>		28	28	28
<b>ALL POSITIONS Total</b>		28	28	28



**MISSION STATEMENT**

The mission of the Human Services Department is to ensure the provisions of integrated, programmatically sound and fiscally responsible services addressing the needs of families, individuals, youth, and DeKalb County senior residents. We will work to develop programs and deliver systems that promote the physical and emotional well-being of individuals and families and continue to encourage economic self-sufficiency that is accessible and client oriented.

**PROGRAM DESCRIPTION**

The Human and Community Development Department has been referred to as the Human Services or Human Development Department. The department merged with Community Development. Human Services Division is one of the County’s customer service facilitators in three operational areas. First, to coordinate the County’s Human and Community Services grant process. The Division solicits throughout the county for nonprofit and community organizations to apply for limited county funding to better serve DeKalb citizens who may be in temporary need of specific capacity building or transitional resources. Second, the Division manages a portfolio of Youth Services including the Teen Pregnancy Task Force and DeKalb Youth Commission. The Division pursues competitive grant funding opportunities from all business sectors and levels of government to enable the County to serve more DeKalb County citizens in purposeful ways despite a difficult economic climate. The Lou Walker Senior Center is an innovative multipurpose facility for active adults age 55 and older and offers classes, programs and services that introduce vibrant, mentally stimulating, physically challenging and fun opportunities, designed to inform and maximize healthier choices. The Office of Senior Affairs facilitates the creation of a community environment that enhances the welfare of DeKalb County seniors and serves as the County based aging/nutrition services provider. This department is assigned to the Jobs and Economic Growth Group, under the direction of the Deputy Chief Operating Officer for Development.

**ACTIVITY MEASURES**

	Actual 2010	Actual 2011	Actual 2012	Estimated 2013
<b>Lou Walker Senior Center</b>				
Number of Registered Members	2,959	4,000	4,100	4,200
Number of Classes Offered	160	152	152	152
Citizen visits to Human Service Centers	525,000	531,000	532,000	534,000
<b>Human Services</b>				
Grant applications reviewed	59	65	72	68
Monitoring visits for nonprofit organizations	20	25	35	45
<b>Office of Senior Affairs:</b>				
Contacts for DeKalb Senior Link Line	9,062	8,931	9,136	10,000
Unduplicated Senior Clients Served	1,998	1,997	2,082	2,100

**HUMAN SERVICES DEPARTMENT**

**FUNCTION: HEALTH & HUMAN SERVICES**

<b>ACTIVITY MEASURES</b>				
	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
Units Delivered to DeKalb Senior Population	165,436	183,447	167,810	158,326
Number of Meals provided to Seniors	94,961	99,320	95,273	90,372
Number of Homemaker Hours to Seniors	10,929	13,403	25,514	22,685
Number of Case Management Hours to Seniors	4,721	4,975	5,982	5,700
Number of Transportation Trips to Seniors	34,347	40,578	41,041	39,569

**MAJOR ACCOMPLISHMENTS IN 2012**

The Division received an award of \$375,000 from President Obama’s Affordable Care Act allocated to Georgia to create the Maternal Infant & Early Childhood Home Visiting Program. Submitted eight grant applications for federal funding. Created partnerships with local physicians to provide programs on cardiac care issues and created partnerships with Georgia State and other entities to participate in MAPP (Mobilizing Action through Planning & Partnerships) survey for the county. In conjunction with the Georgia Department of Human Services established the DeKalb County Senior Transportation “Golden Shuttle” Program. Graduated over 159 seniors from the Stanford University Chronic Disease Self-Management Course which included 12 Korean senior and 14 Vietnamese.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY’S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Human Services/ Increasing Neighborhood Empowerment**

Increase the number of families benefiting from all funding projects managed by the Division from 7,500 to 12,500 families without additional cost to the County.

Develop a plan to have an onsite facility that could provide basic health screenings for seniors (blood pressure, diabetes, cholesterol).

Increase revenue by 10% at the Lou Walker Senior Center.

Implement the New Freedom Transportation Program Phase II.

Operate Scottdale Senior Center and support other community senior programs.

**MAJOR BUDGETARY IMPACTS**

**Previous**

In 2009, the budget reflected full-year funding for three full time positions, a Deputy Senior Service Administrator, Office Software Specialist, Administrative Assistant 1 and one part-time Informal Referral Specialist position transferred from the Grant fund to the General Fund in June 2008.

The 2009, budget also included \$195,662 to restore State/Federal funding cuts for congregate meals and similar programs, with County funding, \$45,781 for Lou Walker Center operations, \$140,000 for home delivered meals, congregate meals, transportation and in-home services, \$40,000 to establish a crime prevention program to teach youth about green energy, \$35,000 to restore transportation voucher funding, and \$31,000 dedicated to the development and implementation of a Youth Commission program.

In 2010, 3 Full-time employees accepted the Early Retirement option and the Board of Commissioners abolished 8 vacant positions due to the ERO program. The BOC reduced this budget by \$371,843 as part of the amendment process. The BOC increased the contract for Men Stopping Violence by \$41,350 as part of the amendment process.

**MAJOR BUDGETARY IMPACTS (CONTINUED)****Previous (continued)****MAJOR BUDGETARY IMPACTS Previous**

In 2011, \$3,799,819 was approved for the basic operating budget. This budget also included \$643,048 for Non-Profit agencies and funding in the amount of \$1,200,000 for services to DeKalb County seniors such as In-Home services, Congregate Meals, Home Delivered Meals, and Transportation. The BOC reduced this budget by \$371,843 as part of the amendment process.

In 2012, \$4,022,830 was approved for the basic operating budget. This budget included \$593,229 for the Non-Profit agencies and funding in the amount of \$1,490,469 for services to DeKalb County seniors such as In-Home services, Congregate Meals, Home Delivered Meals and Transportation.

**2013**

The adopted budget for 2013 is \$3,523,733 (a decrease of 7.8% under 2012).The adopted budget includes the addition of Reach for Excellence grant in the amount of \$32,000.

**Future**

No significant budgetary impact is anticipated.

**HUMAN SERVICES DEPARTMENT**

**FUNCTION: HEALTH & HUMAN SERVICES**

**EXPENDITURE HISTORY – COMMUNITY SERVICE AGENCIES**

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Contract</b>	<b>Contract</b>	<b>Contract</b>	<b>Contract</b>
<b>In Dollars</b>				
<b>Crisis Intervention Services:</b>				
Caminar Latino, Inc.*	\$20,000	\$20,000	\$15,000	\$35,000
Center for Pan Asian Services*	16,000	5,000	5,000	20,000
DeKalb Rape Crisis Center*	41,336	41,336	22,000	37,400
International Women's House*	38,000	43,000	23,000	33,000
Men Stopping Violence	85,000	85,000	85,000	85,000
Raksha, Inc.*	5,000	5,000	5,000	6,000
Metro Atlanta Task Force/Homeless	5,000	0	0	0
Partnership for Community Action	65,000	55,000	55,000	49,000
Safe Haven Transitional*	0	12,575	10,000	0
Sheltering Arms	0	9,000	9,500	8,550
Women Moving On, Inc.*	150,000	150,000	120,000	125,000
<b>Child Welfare and Family Serv.:</b>				
Africa's Children's Fund, Inc.	8,000	8,000	0	5,000
Auditory Verbal Center	0	5,000	4,750	0
Atlanta Children's Shelter	0	0	10,000	0
Big Brothers/Big Sisters, Inc.	8,000	0	0	0
Boys & Girls Club of Metro Atlanta	16,000	16,000	4,750	10,000
Center for the Visually Impaired	20,000	25,000	25,000	15,000
Childkind Inc.	0	0	10,000	9,000
Chris Kids	0	0	0	15,000
Cool Girls, Inc.	20,000	25,000	19,000	17,100
Decatur Cooperative Ministry	27,500	12,000	12,000	35,800
Caring Works, Inc.	0	0	20,000	12,000
Easter Seals North Georgia	0	0	4,750	0
Elaine Clark Center	20,000	20,000	25,000	22,500
Family First	0	30,000	14,250	0
Georgia Center for Children, Inc.*	55,000	0	0	50,000
Georgia Radio Services	30,000	0	15,000	13,500
Inspring Kids Academy	0	4,750	0	0
Latin America Association, Inc.	6,000	10,000	8,000	7,200
Hosea Feed the Hungry	0	0	12,500	11,250
Meridian Educational Resource Gp	25,000	19,000	18,050	15,000
Metro Atl YMCA-Decatur/DeKalb, Inc.	10,000	0	0	0
Metro Fair Housing Services, Inc.	8,000	12,000	12,000	0
Our House, Inc	10,000	14,000	9,900	8,910
Pathways Community Network	9,600	0	0	0
Quality Care for Children, Inc.	15,000	14,000	20,000	10,000
Scottsdale Child Devel & Family Resource	6,000	11,400	12,000	10,800
The Adaptive Learning Center, Inc.	12,000	0	11,400	10,260
The Frazer Center, Inc.	11,200	0	14,250	15,000
Positive Growth Inc.	0	0	15,000	13,500
YMCA of Metro Atl.	20,000	0	0	0
YWCA of Greater Atl	8,000	0	0	0
Youth Media Minds of America	0	8,000	0	0
VOX Teen Communications	0	8,000	0	0

**HUMAN SERVICES DEPARTMENT**

**FUNCTION: HEALTH & HUMAN SERVICES**

**EXPENDITURE HISTORY – COMMUNITY SERVICE AGENCIES**

	<b>2009 Contract</b>	<b>2010 Contract</b>	<b>2011 Contract</b>	<b>2012 Contract</b>
<b>Elderly Services:</b>				
I CARE, Inc.	27,000	28,800	25,000	30,000
Jewish Family & Career Services, Inc.	12,000	0	0	15,000
Marcus Jewish Comm Ctr of Atl., Inc.	5,000	9,000	0	8,000
Senior Connections	6,000	14,000	9,500	8,500
<b>Health/Human Services:</b>				
Atlanta Legal Aid Society, Inc.*	28,000	28,000	20,000	21,500
African Community Food Bank	0	15,000	14,250	15,000
First Step Staffing Inc.	0	0	5,000	0
HIV/AIDS Empowerment Resources Ctr.	0	0	12,000	0
Clarkston Comm Center	50,000	50,000	40,000	36,000
Friends of Disabled Adults	26,000	25,000	0	25,000
Georgia Lions Lighthouse Fndn, Inc.	16,000	15,000	20,000	18,000
Prevent Child Abuse Georgia	20,000	19,000	10,608	0
Project Open Hand/Atlanta	24,000	23,750	23,750	21,375
Refugee Family Services, Inc.	12,000	10,000	10,000	9,000
Side by Side Brain Injury	0	28,500	0	17,100
Side By Side Clubhouse, Inc.	30,000	0	19,000	0
Human Services Program Allocation	0	40,000	0	0
<b>Advocacy, Planning, &amp; Educ. Serv.</b>				
Child Advocate Network, Inc.*	10,000	0	0	0
Citizen Advocacy of Atla & DeKalb, Inc.	0	8,000	0	8,000
Developmental Disabilities Council	0	23,500	0	0
Georgia Center for Child Advocacy*	0	60,000	43,000	0
Literacy Volunteers of America	7,207	7,200	6,840	6,156
<b>Total Contract Amounts</b>	<b>1,043,843</b>	<b>1,072,811</b>	<b>906,048</b>	<b>944,401</b>
Set Aside for Senior Services	1,295,662	1,200,000	1,200,000	1,490,469
Less Victim Assistance Funds*	(\$363,336)	(\$364,911)	(\$263,000)	(\$351,172)
<b>Tax Fund Contribution</b>	<b>\$1,976,169</b>	<b>\$1,907,900</b>	<b>\$1,843,048</b>	<b>\$2,083,698</b>

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

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Administration	\$1,221,978	\$1,170,498	\$1,199,025	\$1,231,025
Lou Walker Senior Center	1,230,791	1,099,453	866,108	866,108
Senior Citizens	1,607,968	1,527,163	1,426,600	1,426,600
	<b>\$4,060,736</b>	<b>\$3,797,114</b>	<b>\$3,491,733</b>	<b>\$3,523,733</b>

**HUMAN SERVICES DEPARTMENT**

**FUNCTION: HEALTH & HUMAN SERVICES**

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$1,224,533	\$1,273,910	\$1,237,473	\$1,237,473
Purchased / Contracted Services	1,038,115	907,838	715,046	715,046
Supplies	85,563	52,593	32,113	32,113
Capital Outlays	16	76	0	0
Interfund / Interdepartmental	12,529	10,635	12,001	12,001
Other Costs	10,000	0	65,000	65,000
Other Financing Uses	1,689,979	1,552,062	1,430,100	1,462,100
	<b>\$4,060,736</b>	<b>\$3,797,114</b>	<b>\$3,491,733</b>	<b>\$3,523,733</b>

**FUNDING SOURCES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
General Fund	\$4,060,736	\$3,797,114	\$3,523,733
	<b>\$4,060,736</b>	<b>\$3,797,114</b>	<b>\$3,523,733</b>

**AUTHORIZED POSITION LIST BY COST CENTER**

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>INCLUDES PT or TEMP (T)</b>	<b>NUMBER OF POSITIONS</b>		
			<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Administration</b>					
Director Human Services	AG		1	1	1
Fiscal Officer	29		1	1	1
Grants Coordinator	26		1	1	1
Project Monitor	26		2	2	2
Administrative Assistant II	23		1	1	1
FULL TIME Subtotal			6	6	6
<b>Lou Walker Senior Center</b>					
Human Services Facility Coord	28		1	1	1
Project Monitor	26		1	1	1
Program Coord Sr Facility	25		1	1	1
Administrative Assistant I	21		1	1	1
Senior Center Event Coordntr	21		1	1	1
Bus Operator	18		1	1	1
FULL TIME Subtotal			6	6	6
<b>Senior Citizens</b>					
Deputy Sr Services Admin	31		1	1	1
Human Services Manager	29		1	1	1
Project Monitor	26		1	1	1
Information&Referral Spec Lead	24		1	1	1
Information & Referral Spec	23	1 PT	1	1	1
Office Software Specialist	23		1	1	1



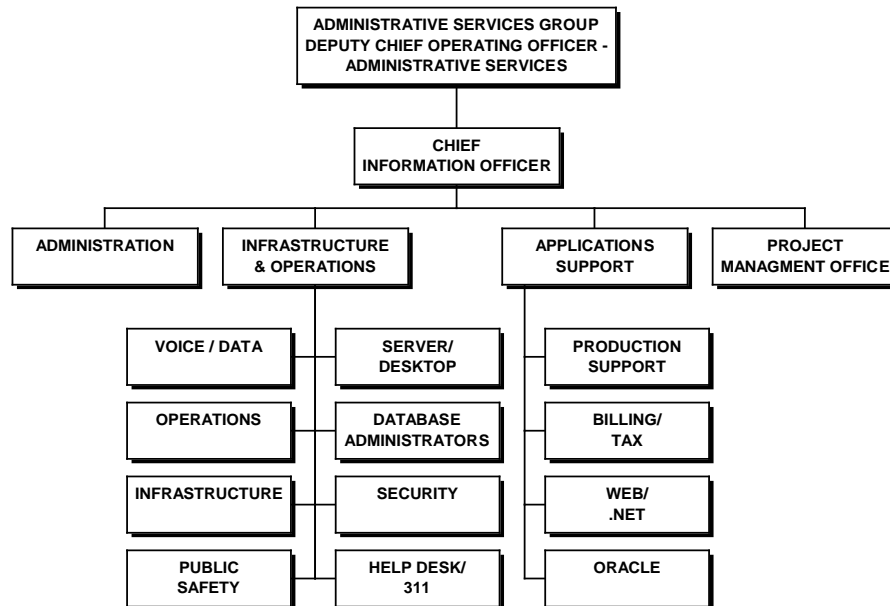
**HUMAN SERVICES DEPARTMENT**

**FUNCTION: HEALTH & HUMAN SERVICES**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>INCLUDES PT or TEMP (T)</b>	<b>NUMBER OF POSITIONS</b>		
			<b>2011</b>	<b>2012</b>	<b>2013</b>
FULL TIME Subtotal			5	6	6
PART TIME Subtotal			1	0	0
<b>FULL TIME Total</b>			17	18	18
<b>PART TIME Total</b>			1	0	0
<b>ALL POSITIONS Total</b>			18	18	18



**MISSION STATEMENT**

The mission of DeKalb County's Department of Information Technology is to enable the delivery of County services to its customers through the application of advanced information technologies, to protect the privacy and security of the County's information and records, and to support business productivity and ensure the best value through the effective use of people, process, and technology.

**PROGRAM DESCRIPTION**

The Department of Information Technology provides technology support 24 hours a day, 7 days a week, and 365 days a year to approximately 60 departments and agencies. The Department has a robust and secure technology infrastructure. A comprehensive suite of software applications are maintained and supported including: PeopleSoft, Hansen, and Oracle E-Business Suite. Information technology support and services are provided to the critical facets of County services, including: Police, Judicial, Fire & Rescue, and Watershed Management. The Department also manages the County's telecommunications network which includes over 200 sites and all telecommunication needs for DeKalb County.

Effective 2009, this department is assigned to the Administrative Services Group, under the direction of the Deputy Chief Operating Officer.

**PERFORMANCE INDICATORS**

	TARGET	2010	2011	2012
% OF ALL PROBLEMS (TROUBLE) REQUESTS REPORTED TO THE HELP DESK RESOLVED TO THE CUSTOMERS SATISFACTION WITHIN 2 WORKING DAYS	70%	53%	66%	45%

**ACTIVITY MEASURES**

	Actual 2010	Actual 2011	Actual 2012	Estimated 2013
Systems & Program Requests Received	4,482	5,092	3,318	3,400
Help Desk Calls	37,276	23,857	27,897	30,000
% Help Desk Calls Resolved	86%	88%	90%	92%

**INFORMATION TECHNOLOGY**

**FUNCTION: GENERAL GOVERNMENT**

<b>ACTIVITY MEASURES</b>				
	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
311 Call Volume	217,803	68,728	58,521	61,447
311 Average Speed of Answer (secs.)	57	22	12	12
311 % Call Answered	95%	94%	93%	95%
311 E-Mails Processed	4,630	NA*	8,300	5,800
311 Service Requests	40,000	67,718	71,767	75,365

\*Technical issues prevented accurate measurement.

**MAJOR ACCOMPLISHMENTS IN 2012**

Migrated towards Voice Over Internet Protocol. Began the upgrade to iasWorld. Began the upgrade to Oracle FMIS and PeopleSoft. Deactivated 46 servers through virtualization. Improved the operation of Recorders Court through new technology.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS**

**Infrastructure/ Enhancing Efficient Operations**

To complete the upgrade to Oracle FMIS and PeopleSoft.

To upgrade 1/3 of the core network switches.

**Financial Strength/ Ensuring Fiscal Integrity**

To complete the transition from Colorado Customware to Tyler Technologies.

**MAJOR BUDGETARY IMPACTS**

**Previous**

In 2010, \$18,326,214 was approved for the basic operating budget. The 2010 Budget transferred 2 positions (Network Coordinator and User Liaison Coordinator) from the Property Appraisal and Assessment Department to the Information Systems Department.

In 2010, 13 employees accepted the Early Retirement Option (ERO) program and the BOC abolished 20 vacant positions due to the ERO program.

In 2011, \$17,305,148 was approved for the basic operating budget, which included a reduction of \$1,693,447 from the recommended budget. At Mid-Year, 3 vacant positions were abolished.

In 2012, \$20,195,595 was approved for the basic operating budget, which included \$1,404,801 in funding for encumbrances carried-forward from prior years, and \$1,000,000 for costs associated with upgrading the Oracle FMIS and the PeopleSoft HR system.

**2013**

\$18,608,568 is approved for the basic operating budget, which includes \$1,770,585 in funding for encumbrances carried-forward from prior years, and \$800,000 for costs associated with upgrading the Oracle FMIS and the PeopleSoft HR system. The 2013 Budget also reflected the transfer of 1 Oracle System Administrator position from the Finance Department and the abolishment of 3 administrative positions (1 Administrative Project Manager, 1 Office Assistant, 1 Call Center Supervisor).

**Future**

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

**INFORMATION TECHNOLOGY**

**FUNCTION: GENERAL GOVERNMENT**

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Administration	15,730,962	16,152,872	15,747,362	15,747,362
Communications	1,792,405	2,408,888	2,861,206	2,861,206
Operations	171	171	0	0
	<u>\$17,523,538</u>	<u>\$18,561,931</u>	<u>\$18,608,568</u>	<u>\$18,608,568</u>

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Personal Services and Benefits	6,966,294	6,601,765	6,974,283	6,974,283
Purchased / Contracted Services	9,667,938	11,219,714	10,807,786	10,807,786
Supplies	159,766	125,323	159,398	159,398
Capital Outlays	823,794	711,394	633,449	633,449
Interfund / Interdepartmental	26,946	24,735	33,652	33,652
Other Costs	(121,200)	(121,000)	0	0
	<u>\$17,523,538</u>	<u>\$18,561,931</u>	<u>\$18,608,568</u>	<u>\$18,608,568</u>

**FUNDING SOURCES**

	Actual 2011	Actual 2012	Budget 2013
General Fund	17,523,538	18,561,931	18,608,568
	<u>\$17,523,538</u>	<u>\$18,561,931</u>	<u>\$18,608,568</u>

**AUTHORIZED POSITION LIST BY COST CENTER**

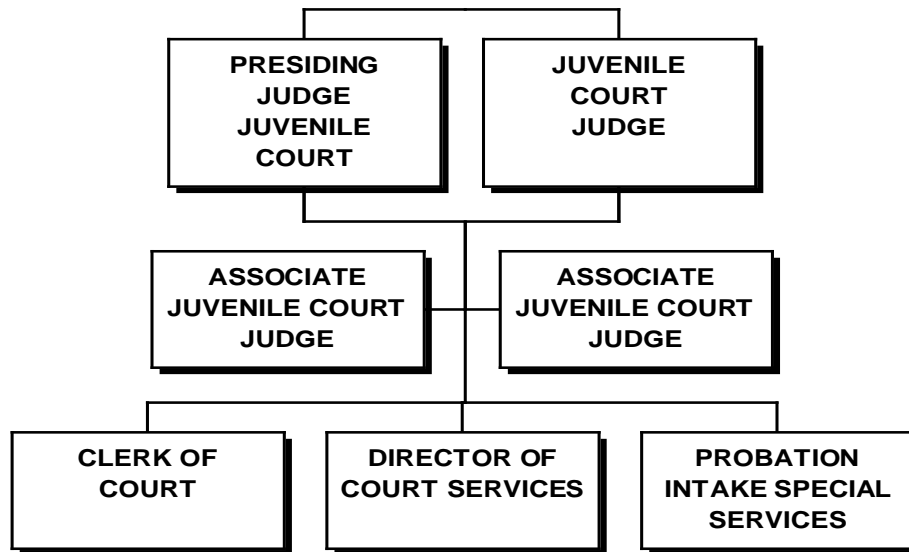
(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
<b>Administration</b>				
Deputy Director IS Application	AJ	1	1	1
Asst Director Info Technology	AF	1	1	1
Chief Info Officer & Dir IT	AC	1	1	1
Admin Project Mgr CEO	31	0	1	0
CPU Manager	31	1	1	1
Dept Information Systems Mgr	31	1	1	1
IS Applications Manager	31	6	5	5
IS Communications Manager	31	1	1	1
IS Database Manager	31	1	1	1
IS Security Manager	31	1	1	1
IS Systems Support Manager	31	2	2	2
IS Database Administrator	30	7	7	7
IS Security Administrator	30	1	1	1
IS Help Desk Supervisor	29	1	1	1
IS Systems Administrator Sr	29	2	2	2
Network Administrator	29	1	1	1
Network Engineer Lead	29	1	1	1
Program Analyst III	29	16	16	16

**INFORMATION TECHNOLOGY**

**FUNCTION: GENERAL GOVERNMENT**

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
<b>Administration (continued)</b>				
CPU Operator Supervisor	28		2	2
Departmental Microsystems Spec	28		10	10
IS Field Service Specialist Sr	28		2	2
IS Program Manager Senior	28		1	1
IS Systems Administrator	28		3	3
Network Engineer	28		2	2
Oracle System Administrator	28		0	1
Program Analyst II	28		7	7
IS Field Service Specialist	26		3	3
IS Support Analyst	26		4	4
Administrative Coordinator	25		1	1
IS Production Control Supv	25		1	1
Program Analyst I	25		2	2
Administrative Assistant II	23		1	2
CPU Operator	23		5	5
Data Control Technician Sr	23		1	1
Administrative Assistant I	21		1	0
Data Control Technician	21		1	1
Office Assistant Senior	19		2	2
Office Assistant	18		1	0
<b>FULL TIME Subtotal</b>			<b>95</b>	<b>95</b>
<b>Communications</b>				
Telecommunications Admr	28		1	1
Telecommunications Specialist	26		2	2
Call Center Supervisor	25		1	1
Telephone Systems Tech	25		1	1
Cellular Communications Spec.	21		1	1
Call Center Operator	19		6	6
Office Assistant Senior	19		1	1
<b>FULL TIME Subtotal</b>			<b>13</b>	<b>13</b>
<b>FULL TIME Total</b>			<b>108</b>	<b>108</b>
<b>ALL POSITIONS Total</b>			<b>108</b>	<b>106</b>



**MISSION STATEMENT**

The mission of the DeKalb County Juvenile Court is 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**

The Juvenile Court has exclusive jurisdiction over juvenile matters concerning any child who is alleged to be delinquent, unruly or deprived. Two Judges and two Associate Judges conduct all hearings. The Probation Division screens all children referred to the Court regarding further detention 24 hours a day. This division investigates all charges, supervises children, and prepares social histories for children who are formally handled by the Court.

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 entire Court, including grants management and computer services.

**ACTIVITY MEASURES**

	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
Delinquent Charges	6,851	5,957	6,210	6,534
Unruly Charges	2,902	2,120	2,128	2,333
Deprived Charges	1,563	1,077	1,326	1,538
Traffic Charges	590	432	344	377
Special Proceedings	306	231	324	269
Points II Program	319	363	209	176
Truancy Citations	1,639	535	708	743
Status Offenses	1,422	447	1,299	1,359
Warrants Issued	1,209	973	902	1,004

**MAJOR ACCOMPLISHMENTS IN 2012**

Successfully implemented a full-time mediation program and a Juvenile Mental Health Court (Journey). Utilized grant funding to support the REBOUND Juvenile Drug Court and to implement therapeutic youthful offender programming. Received additional grant funding from the Workforce Development Department to expand the GED-based Youth Achievement. Successfully implemented the T.I.M.E. (Tutoring, Intervention, Mentoring and Employment) program for in-school youth which included job training, work-site experiences, and college tours. Utilized federal grant funding to implement a delinquency and deprivation mediation program to offer alternative resolution programs to families and offenders in the juvenile court.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Financial Strength/ Ensuring Fiscal Integrity**

To continue increasing grant funding by 10% through effective research and submission of grant applications to appropriate funding agencies.

**Organizational Effectiveness/ Enhancing Efficient Operations**

To upgrade and utilize scanning and imaging technology in Clerk of Court, Record Room Division.

**MAJOR BUDGETARY IMPACTS**

**Previous**

In 2008, funding for the Building Authority (Juvenile) Revenue Bonds Lease Purchase payments of \$3,730,071 was transferred from the General Fund, Non-Departmental Budget to the Juvenile Court Budget. In 2009, one Probation Officer was added to assist with the heavy caseload. In 2010, 15 employees accepted the Early Retirement Options Program and the BOC abolished 4 vacant positions due to the ERO program. The BOC restored \$290,058 to this budget as part of the amendment process. The 2011 Budget included the annual lease payment of \$3,731,846 for the Juvenile Justice Center. The BOC also reduced the 2011 Budget by \$855,947 as part of the amendment process. In 2012, this budget included the annual lease payment of \$3,731,846 for the Juvenile Justice Center.

**2013**

The adopted budget for 2013 is \$9,444,635 (an increase of 0.3% over 2012). The budget reflects the annual lease payment of \$3,731,846 and funding for six vacant positions.

**Future**

Like all other departments and agencies of the County, funding for the Juvenile Court will be impacted by the continuing economic slowdown and countywide revenue challenges.

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Administration	\$7,112,903	\$7,252,048	\$7,155,544	\$7,155,544
Probation Services	2,311,690	2,161,776	2,289,091	2,289,091
	\$9,424,593	\$9,413,824	\$9,444,635	\$9,444,635

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Personal Services and Benefits	\$4,780,865	\$4,775,013	\$5,075,206	\$5,075,206
Purchased / Contracted Services	4,454,354	4,512,367	4,247,153	4,247,153
Supplies	88,692	115,030	113,550	113,550
Capital Outlays	92,388	7,728	4,500	4,500
Interfund / Interdepartmental	6,262	3,686	4,226	4,226
Other Financing Uses	2,032	0	0	0
	\$9,424,593	\$9,413,824	\$9,444,635	\$9,444,635

**JUVENILE COURT**

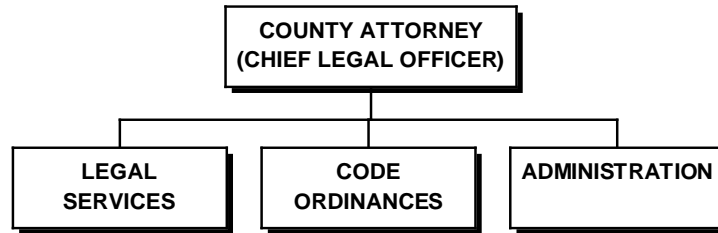
**FUNCTION: CIVIL & CRIMINAL COURTS**

<b>FUNDING SOURCES</b>			
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
General Fund	\$9,424,593	\$9,413,824	\$9,444,635
	\$9,424,593	\$9,413,824	\$9,444,635

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Administration</b>				
Judge Associate Juvenile Court	OK1	2	2	2
Dir Court Services Juvenile Court	32	1	1	1
Network Administrator	29	1	1	1
Grants & Administrative Manager	28	1	1	1
Cit Panel Rev Prg Adm Juvenile Court	26	1	1	1
Clerk Juvenile Court	26	1	1	1
Juvenile Program Administrator	26	3	3	3
Juvenile Probation Officer Principal	25	1	2	2
Chief Deputy Clerk Juvenile Court	24	1	1	1
Court Records Supervisor	24	1	1	1
Juvenile Probation Officer Senior	24	1	1	1
Probation Admn Supv Juvenile Court	24	1	1	1
Administrative Assistant II	23	3	3	3
Calendar Clerk Senior	23	4	4	4
Juvenile Probation Officer	23	1	0	0
Secretary Senior Legal	23	3	3	3
Accounting Tech Senior	19	1	1	1
Office Assistant Senior	19	1	1	1
Records Tech Senior Juvenile Court	19	6	6	6
Tribunal Technician Senior	19	4	4	4
Juvenile Court Judge	\$152,967	2	2	2
<b>FULL TIME Subtotal</b>		<b>40</b>	<b>40</b>	<b>40</b>
<b>Probation Services</b>				
Chief Juv Probation Officer	29	1	1	1
Juvenile Probation Supervisor	26	4	4	4
Juvenile Probation Officer Principal	25	7	11	11
Juvenile Probation Officer Senior	24	9	7	7
Administrative Assistant II	23	1	1	1
Juvenile Probation Officer	23	25	23	23
Office Assistant Senior	19	1	1	1
<b>FULL TIME Subtotal</b>		<b>48</b>	<b>48</b>	<b>48</b>
<b>FULL TIME Total</b>		<b>88</b>	<b>88</b>	<b>88</b>
<b>ALL POSITIONS Total</b>		<b>88</b>	<b>88</b>	<b>88</b>





**MISSION STATEMENT**

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

This department is assigned to the Law Group under the direction of the Chief Legal Officer.

**PERFORMANCE INDICATORS**

	<b>TARGET</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
% Of closed litigation files won or settled	96%	100%	98%	99%
% Of legal opinions responded to within 30 days	100%	96%	98%	98%
% Of standard form contracts reviewed and returned within 20 days	98%	100%	100%	100%

**LAW DEPARTMENT****FUNCTION: GENERAL GOVERNMENT****ACTIVITY MEASURES**

	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
Total files Pending	1,735	1,640	1,583	1,396
Total files Opened	964	1,050	990	964
Total files Closed	1,020	1,292	880	686
Legal Opinions Requested	172	206	225	198
Litigation files opened	170	252	363	201
Litigation files closed	263	281	225	128
Tax appeal files opened	242	170	65	153
Tax appeal files closed	166	240	153	124
Demands (claims recvd.)	135	161	163	124
Contracts & agenda items reviewed	700	566	560	277

**MAJOR ACCOMPLISHMENTS IN 2012**

The Law Department surpassed all performance measurement goals. The Law Department drafted, reviewed, and/or significantly revised every ordinance considered by the Governing Authority. The Law Department actively managed threatened and filed litigation to avoid costs and exposure. The Law Department proactively pursued designated to obtain revenue for the County.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY****Organizational Effectiveness / Enhancing Efficient Operations**

To win or settle the majority of litigation files.

To promptly respond to written requests for legal opinions and requests to draft ordinances.

To promptly review and return standard form contracts.

**MAJOR BUDGETARY IMPACTS****Previous**

In 2010, the BOC abolished 2 vacant full-time positions. The 2011 adopted budget of \$3,287,395 was a decrease relative to the 2010 Budget. The Board of Commissioners reduced this budget by (\$321,698). In 2012, one Assistant County Attorney Senior position was transferred from Police Services to the Law Department.

**2013**

In 2013, \$3,139,711 was approved for the operating budget. One Secretary Senior legal position was abolished.

**Future**

Additional appropriation for outside counsel will be needed in the future to handle lawsuits.

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Law Department	\$3,024,278	\$2,981,491	\$3,139,711	\$3,139,711
	\$3,024,278	\$2,981,491	\$3,139,711	\$3,139,711

**LAW DEPARTMENT**

**FUNCTION: GENERAL GOVERNMENT**

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$2,438,412	\$2,450,556	\$2,500,781	\$2,500,781
Purchased / Contracted Services	527,766	467,817	586,190	586,190
Supplies	58,036	63,055	52,740	52,740
Capital Outlays	64	64	0	0
	<b>\$3,024,278</b>	<b>\$2,981,491</b>	<b>\$3,139,711</b>	<b>\$3,139,711</b>

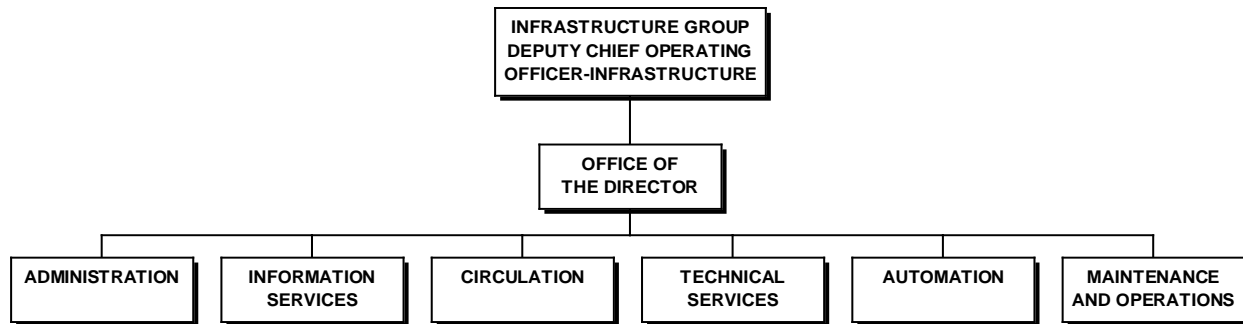
**FUNDING SOURCES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
General Fund	\$3,024,278	\$2,981,491	\$3,139,711
	<b>\$3,024,278</b>	<b>\$2,981,491</b>	<b>\$3,139,711</b>

**AUTHORIZED POSITION LIST BY COST CENTER**

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Law Department</b>				
County Attorney	CA	1	1	1
Asst County Attorney Senior	AH	11	12	12
Chief Asst County Attorney	AE	3	3	3
Secretary Senior Legal	23	3	4	3
Secretary Legal	21	3	2	2
Office Assistant Senior	19	1	1	1
FULL TIME Subtotal		22	23	22
<b>FULL TIME Total</b>		22	23	22
<b>ALL POSITIONS Total</b>		22	23	22



**MISSION STATEMENT**

The DeKalb County Public Library is a place to grow. The Library enlightens and enriches the people of DeKalb County by providing responsive, dynamic services that meet the changing informational needs of a diverse population. Through a trained service-oriented staff, partnerships and ready access to both print and electronic resources, the library is committed to superior service that promotes a strong, literate DeKalb community and enhances the quality of life.

**PROGRAM DESCRIPTION**

The DeKalb County Public Library provides public information, educational resources, recreational reading, literacy services, and literary programs to DeKalb County residents through 22 public library facilities supported by a Library Processing Center, and the virtual online eBranch. The library offers a collection of nearly 1 million books, magazines, compact discs, DVDs, video tapes, and audio tapes. The library's trained staff locates materials, answers requests in person or via telephone, searches electronic resources for unique sources of information, and implements programs to meet the specialized needs of users. The library system supports a network of over 900 personal computer workstations and offers extensive electronic resources to the public, many of which are accessible from home or the office via the library's website. Additionally, the Library offers numerous public meeting spaces, including multi-purpose rooms, conference rooms, small study spaces and two theater style auditoriums.

Effective 2009, this department is assigned to the Infrastructure Group, under the direction of the Deputy Chief Operating Officer for Infrastructure.

**PERFORMANCE INDICATORS**

	TARGET	2010	2011	2012
Material Circulation Per Capita	5.70	5.44	5.10	4.88
Library Visits Per Capita	4.50	4.55	4.45	4.44
Reference Transactions Per Capita	1.33	1.59	1.59	1.78
Percent of Population Registered	29%	27%	27%	26%

**ACTIVITY MEASURES**

	Actual 2010	Actual 2011	Actual 2012	Estimated 2013
Patron Visits	3,321,574	3,240,490	3,190,289	3,100,000
Collection				
Books Collection	808,682	831,236	837,028	865,000
Books Purchased	43,099	38,584	41,702	36,000
Audiovisuals Collection	93,245	89,547	81,647	83,000
Audiovisuals Purchased	11,227	6,578	6,491	6,000
Periodical Subscriptions	1,479	1,417	1,496	1,400

**LIBRARY**

**FUNCTION: LEISURE SERVICES**

<b>ACTIVITY MEASURES</b>				
	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
On-line/CD ROM Databases	25	23	22	22
Materials Checked Out	4,156,993	3,728,089	3,562,153	3,350,000
Books	2,490,153	2,394,722	2,396,008	2,144,000
Audiovisuals	1,536,944	1,317,914	1,119,167	1,150,000
Registered Users	198,224	193,824	183,769	170,000
New Users Registered	40,200	69,305	51,727	58,000
Materials Transactions (internal)	7,437,417	6,148,349	5,913,670	5,540,730
Library Programs	4,057	4,279	4,484	4,000
Attendance	97,822	99,696	94,303	85,000
Community Meetings in Library	1,827	1,627	1,348	1,200
Attendance	34,025	32,805	26,512	22,000
Remote Hits to Homepage	1,232,922	1,272,830	1,452,324	1,500,000

**MAJOR ACCOMPLISHMENTS IN 2012**

Opened Scott Candler Library on August 20, 2012. Broke ground on the Library Administrative Center on Kensington Road. Introduced a modest eBook collection through grant money and donations. Competed for and were granted three separate American Library Association competitive programming grants. Closed out the library's 2008-2012 Long Range Strategic Plan. The plan contained eleven strategic initiatives, many of which were accomplished despite budgetary setbacks.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Organizational Effectiveness/ Enhancing Efficient Operations**

To restore County operational funding for library materials.

To finalize and begin implementation of the Library's 2013-2015 Strategic Plan.

**Infrastructure/ Enhancing Efficient Operations**

To complete construction of the Library Administrative Center facility.

**Financial Strength/ Ensuring Fiscal Integrity**

To maintain "Reduced Schedule" at all 22 branch libraries if staff-related funding remains stable; if not, finalize plan for consolidation and concentration of staff in larger and more accessible locations.

**MAJOR BUDGETARY IMPACTS**

**Previous**

In 2010, the allocation for library materials was reduced to \$100,000. Also in 2010, 5 Full-Time and 2 Part-Time employees accepted the Early Retirement Option (ERO) program and the BOC abolished 3 vacant Full-Time positions due to the ERO program.

In 2011, \$11,817,250 was approved for the basic operating budget, which included a reduction of \$1,218,875 from the recommended budget. \$638,295 was approved for program modifications for opening branches (Stonecrest, Scott Candler, Buford Highway, Hairston Crossing, Salem-Panola), materials, and the Central Annex facility. Materials funding was \$300,000; however, \$175,600 of that amount was unexpended in order to meet across-the-board budget reductions.

In 2012, \$12,390,351 was approved for the basic operating budget, including \$100,000 for materials.

**2013**

In 2013, \$12,476,767 is approved for the basic operating budget, including \$200,000 for materials.

**LIBRARY**

**FUNCTION: LEISURE SERVICES**

**MAJOR BUDGETARY IMPACTS (CONTINUED)**

**Future**

The Library's Operating Budget needs will continue to increase due to additional Personal Services requirements and associated operating expenses related to new bond-funded libraries. Also, there is a continuing need to increase the library's collection and for staff training. The DeKalb County Public Library has one of the smallest books per capita levels in the State of Georgia.

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Administration	\$3,114,601	\$3,210,221	\$3,265,369	\$3,265,369
Automation	287,789	270,590	245,325	245,325
Circulation	2,971,562	2,902,096	2,944,275	2,944,275
Information Services	4,153,789	4,280,670	4,316,115	4,316,115
Maintenance & Operations	725,621	759,394	782,643	782,643
Technical Services	818,114	772,618	823,040	923,040
	<u>\$12,071,475</u>	<u>\$12,195,588</u>	<u>\$12,376,767</u>	<u>\$12,476,767</u>

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$10,430,604	\$10,564,174	\$10,707,208	\$10,707,208
Purchased / Contracted Services	30,892	47,693	60,883	60,883
Supplies	124,400	100,000	100,000	200,000
Interfund / Interdepartmental	29,624	(181,988)	(183,977)	(183,977)
Other Costs	1,455,955	1,665,709	1,692,653	1,692,653
	<u>\$12,071,475</u>	<u>\$12,195,588</u>	<u>\$12,376,767</u>	<u>\$12,476,767</u>

**FUNDING SOURCES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
General Fund	<u>\$12,071,475</u>	<u>\$12,195,588</u>	<u>\$12,476,767</u>
	\$12,071,475	\$12,195,588	\$12,476,767

## LIBRARY

## FUNCTION: LEISURE SERVICES

## AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2011	2012	2013
<b>Administration</b>					
Assistant Director, Library	AH		1	1	1
Director, Library	AC		1	1	1
Librarian Administrative	32		7	7	7
Admin Services Mgr Library	31		1	1	1
Librarian, Principal	30		1	1	1
Marketing/Programming Coord	30		1	1	1
Development Coord Library	29		1	1	1
Library Web Designer	28		1	1	1
Accountant	25		1	1	1
Facilities Admin Coord Library	25		1	1	1
Program Promotion Spec Sr	25		1	1	1
Administrative Assistant II	23		1	1	1
Graphic Design Technician	23		1	1	1
Payroll Personnel Tech Sr	21		2	2	2
Library Accounts Payable Asst	20		2	2	2
Library Technician, Senior	19		1	1	1
Office Assistant Senior	19		4	4	4
FULL TIME Subtotal			28	28	28
<b>Information Services</b>					
Librarian, Principal	30		13	13	13
Librarian Senior	28	1 PT	22	23	23
Librarian	26		19	18	18
Library Branch Supervisor	25		5	5	5
Library Specialist Senior	23	4 PT	31	31	31
FULL TIME Subtotal			85	85	85
PART TIME Subtotal			5	5	5
<b>Circulation</b>					
Library Specialist	21		26	26	26
Library Technician, Senior	19	32 PT	63	72	72
Library Technician	17	7 PT	25	16	16
FULL TIME Subtotal			75	75	75
PART TIME Subtotal			39	39	39
<b>Technical Services</b>					
Librarian Administrative	32		1	1	1
Librarian, Principal	30		2	2	2
Librarian Senior	28		1	1	1
Librarian	26		1	1	1
Library Specialist Senior	23		2	2	2

## LIBRARY

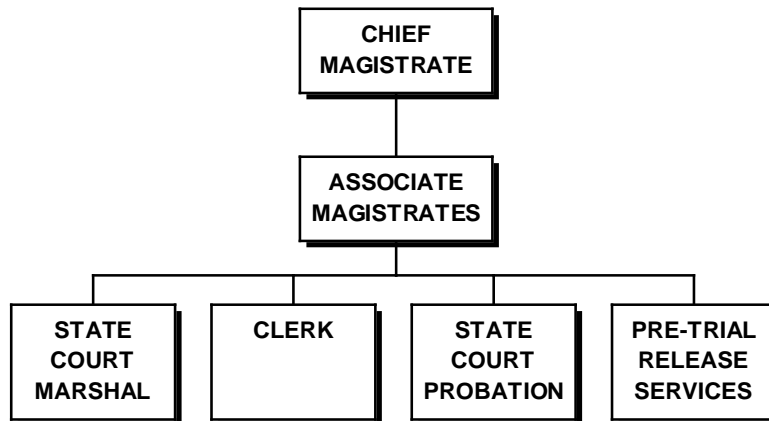
## FUNCTION: LEISURE SERVICES

<b>AUTHORIZED POSITION LIST BY COST CENTER</b>
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(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2011	2012	2013
<b>Technical Services (continued)</b>					
Library Specialist	21		2	2	2
Library Technician, Senior	19	1 PT	5	5	5
FULL TIME Subtotal			13	13	13
PART TIME Subtotal			1	1	1
<b>Automation</b>					
Library System Analyst	29		1	1	1
Network Administrator	29		1	1	1
Departmental Microsystems Spec	28		3	3	3
FULL TIME Subtotal			5	5	5
<b>Maintenance &amp; Operations</b>					
Custodian Senior	18	11 PT	19	20	20
Security Guard	18		7	7	7
Courier	16		4	4	4
Custodian	16	2 PT	3	2	2
General Maintenance Worker	16		1	1	1
FULL TIME Subtotal			21	21	21
PART TIME Subtotal			13	13	13
<b>FULL TIME Total</b>			<b>227</b>	<b>227</b>	<b>227</b>
<b>PART TIME Total</b>			<b>58</b>	<b>58</b>	<b>58</b>
<b>ALL POSITIONS Total</b>			<b>285</b>	<b>285</b>	<b>285</b>





**MISSION STATEMENT**

The mission of the Magistrate Court is to discharge all of its functions in a timely, efficient, and equitable manner, consistent with the federal and state constitutions and the laws of Georgia and all applicable federal law.

**PROGRAM DESCRIPTION**

The Magistrate Court has jurisdiction to issue arrest and search warrants, set bonds, hold courts of inquiry; try violations of County and other ordinances; adjudicate civil actions for claims valued up to \$15,000, including garnishments, issue writs and judgments in dispossessory and distress proceedings and other matters specified in O.C.G.A. § 15-10-2. For civil claims, the Court provides an inexpensive and efficient forum to handle small claims case, including for litigants that do not have legal representation. The Criminal Division of the Court is open every day (approximately 16 hours) seven days per week to accommodate the needs of the Sheriff's Office and the DeKalb County Police Department, and municipal and other law enforcement agencies. Pre-Trial Services assists the Superior Court by interviewing and assessing the suitability of indigent defendants for pre-trial release on bond and monitoring.

**ACTIVITY MEASURES**

	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
<b>Criminal Division:</b>				
Arrest & Search Warrants and Citations Issued	22,083	23,722	20,496	22,100
Warrant Applications	4,657	4,422	4,595	4,558
Bond Hearings	6,197	6,360	5,820	6,125
Committal Hearings	24,357	25,231	24,328	24,638
Ordinance Cases	23	5	8	6
<b>Civil Division:</b>				
Civil Actions	14,859	57,704	57,867	57,785
<b>Total Activity All Divisions</b>	<b>72,176</b>	<b>117,444</b>	<b>113,114</b>	<b>115,212</b>

**MAJOR ACCOMPLISHMENTS IN 2012**

Implemented a peremptory calendar to improve case flow, and reduce the number of civil cases that stay open without any disposition. Acquired laptop computers that allow for expedited handling of warrants by magistrates between midnight and 8:30 am. Remote access to Electronic Warrant Information for judges allows the warrant to be applied for and reviewed without the time delay associated with traveling to the judge's home. In partnership with the Sheriff, the Court implemented the use of an audio-visual system which allows the Court to have defendants make their first court appearance from the jail, and thereby eliminating the need for defendants to be transported to and from the DeKalb County jail.

**MAGISTRATE COURT****FUNCTION: CIVIL & CRIMINAL COURTS****MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY****Human Services/ Increasing Neighborhood Empowerment**

To include a separate component to the Diversion Treatment Court (DTC) that affords veteran participants access and review with their service peers, who understand and share particularly peculiar combat experiences that precipitated their mental illness diagnoses.

The DTC has plans to commence a mentor program for both the non-veteran participant group and the veteran participant group in collaboration with the National Alliance on Mental Illness and with veterans from each of the service branches.

To continue to explore establishing a self-help center for pro se litigants in collaboration with the State Court of DeKalb, including the operation of the center as a public/private partnership.

**MAJOR BUDGETARY IMPACTS****Previous**

In 2010, \$2,475,164 was approved for basic operating expenses. The BOC restored \$363,318 to this budget as part of the amendment process. In 2010, 7 employees accepted the Early Retirement Option Program and the BOC did not abolish the vacant positions due to the ERO program.

In 2011, \$2,345,297 was approved for basic operating expenses. The BOC reduced this budget by \$229,506 as part of the amendment process. The 2011 Mid-Year budget adjustment increased the Court's budget by \$55,515.

In 2012, \$2,641,771 was approved for basic operating expenses.

**2013**

The adopted budget for 2013 is \$2,705,774 (an increase of 2.5% over 2012). The Court received two new positions: Clinical Evaluator and Court Program Coordinator for the Diversion Treatment Court, which serves the defendants with mental health problems who become entangled in the criminal justice system. New rules adopted by the Criminal Justice Coordinating Council require the Court to have a Program Coordinator.

**Future**

The mix of activities between the Magistrate Court and the State Court will continue to be sensitive to changes in State legislation.

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Magistrate Court	\$2,417,600	\$2,503,086	\$2,706,229	\$2,705,774
	\$2,417,600	\$2,503,086	\$2,706,229	\$2,705,774

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$2,280,830	\$2,348,350	\$2,545,329	\$2,545,329
Purchased / Contracted Services	87,641	110,815	131,400	131,400
Supplies	42,987	29,934	26,500	26,045
Capital Outlays	736	0	0	0
Interfund / Interdepartmental	3,005	10,411	0	0
Other Costs	2,400	3,575	3,000	3,000
	\$2,417,600	\$2,503,086	\$2,706,229	\$2,705,774

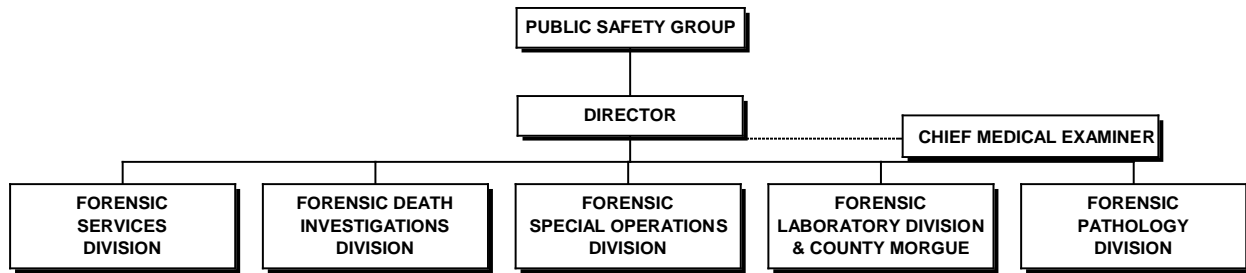
**MAGISTRATE COURT**

**FUNCTION: CIVIL & CRIMINAL COURTS**

<b>FUNDING SOURCES</b>			
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
General Fund	\$2,417,600	\$2,503,086	\$2,705,774
	\$2,417,600	\$2,503,086	\$2,705,774

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>INCLUDES PT or TEMP (T)</b>	<b>NUMBER OF POSITIONS</b>		
			<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Magistrate Court</b>					
Clinical Evaluator	28		0	0	1
Pre-Trial Release Coordinator	26		1	1	1
Administrative Assistant II	23		1	1	1
Calendar Clerk Senior	23		2	2	2
Investigator Senior	23		1	1	1
Secretary Exec Magistrate Court	23		1	1	1
Court Program Coordinator	21		0	1	2
Investigator	21		2	2	2
Office Assistant Senior	19		2	1	1
Records Technician Senior State Court	19		1	1	1
Part-time Associate Magistrate	\$55.16/hr	22 PT	22	22	22
Senior Associate Magistrate	\$55.16/hr	1 PT	1	1	1
Chief Magistrate	\$127,472		1	1	1
Associate Magistrate	\$114,725		2	2	2
FULL TIME Subtotal			14	14	16
PART TIME Subtotal			23	23	23
<b>FULL TIME Total</b>			14	14	16
<b>PART TIME Total</b>			23	23	23
<b>ALL POSITIONS Total</b>			37	37	39



**MISSION STATEMENT**

The mission of the Medical Examiner is to provide comprehensive and exhaustive forensic death investigation and post-mortem examination into all manners of death for all people within our jurisdiction, as we are advocates for the dead. It is not justice that we seek, but the truth in death so that justice may be served.

**PROGRAM DESCRIPTION**

The Medical Examiner performs investigations into deaths that are required by law to be reported to the DeKalb County Medical Examiner and which fall under the jurisdiction of the Georgia Death Investigation Act. The reporting of death cases as required by law is done seven days a week, 24 hours a day, weekends and all holidays. A Medical Examiner's inquiry is required in all deaths that come within the purview of the law, and this investigation must start immediately.

The following circumstances require that the Medical Examiner be notified:

1. Death as a result of violence
2. By suicide or casualty
3. Suddenly, when in apparent good health
4. When unattended by a physician
5. Any suspicious or unusual manner
6. In any suspicious or unusual manner with particular attention to those persons 16 years of age and under
7. After birth, but before 7 years of age if the death is unexpected or unexplained
8. As a result of an execution carried out pursuant to imposition of the death penalty under Article 2 of Chapter 10 of Title 17 of the O.C.G.A.
9. When an inmate of a State hospital or a State or County penal institute.
10. After having been admitted to a hospital in an unconscious state and without regaining consciousness within 24 hours of admission

This department is assigned to the Public Safety Group.

**ACTIVITY MEASURES**

	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
Deaths Investigated	1,635	1,621	1,635	1,700

**MAJOR ACCOMPLISHMENTS IN 2012**

Began the initiative of generating revenue from copying fees from law firms, media requests and qualified third parties (\$2,520.65). Generated \$38,400 in revenue for the County through the use of the sterile autopsy/operating room. Assisted the United States Marine Corp by providing training to their Detachment Personnel Retrieval and Processing Unit deploying to Afghanistan. Successfully transitioned from traditional x-ray to digital x-ray. Digital x-ray requires little or no maintenance of supplies. Based on the success of implementing a new system of bulk supply procurement, supply costs are down from previous year.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRTEGIC PLAN PRIORITY**

**Human Services/ Increasing Neighborhood Empowerment**

To continue to serve those who have lost a loved one with a professional staff of knowledgeable, caring and compassionate individuals.

To 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/ Enhancing Efficient Operations**

To 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, technical skills and decision making skills.

**MAJOR BUDGETARY IMPACTS**

**Previous**

In 2010, 3 employees accepted the Early Retirement Option (ERO) program and the BOC did not abolish any positions made vacant in the ERO program.

In 2011, \$1,962,037 was approved for the operating budget, which included a reduction of \$192,001 from the recommended budget. The department's budget was increased by \$89,310 in the Mid-Year budget adjustment.

In 2012, 2,268,599 was approved for the operating budget, which included an increase of \$140,000 in anticipation of a revised contract with the Medical Examiner.

**2013**

The adopted budget for 2013 is \$2,271,504 (an increase of 5.4% over 2012). The budget includes \$800,000 for the Medical Examiner's contract.

**Future**

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

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Medical Examiner	\$2,075,871	\$2,226,228	\$2,278,903	\$2,271,504
	\$2,075,871	\$2,226,228	\$2,278,903	\$2,271,504

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$1,177,187	\$1,254,905	\$1,254,699	\$1,254,699
Purchased / Contracted Services	737,570	785,565	876,996	876,996
Supplies	95,586	103,221	77,416	70,017

**MEDICAL EXAMINER**

**FUNCTION: CIVIL & CRIMINAL COURTS**

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Capital Outlays	0	24,517	0	0
Interfund / Interdepartmental	65,529	58,019	69,792	69,792
	<u>\$2,075,871</u>	<u>\$2,226,228</u>	<u>\$2,278,903</u>	<u>\$2,271,504</u>

**FUNDING SOURCES**

	Actual 2011	Actual 2012	Budget 2013
General Fund	<u>\$2,075,871</u>	<u>\$2,226,228</u>	<u>\$2,271,504</u>
	\$2,075,871	\$2,226,228	\$2,271,504

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
<b>Medical Examiner</b>				
Deputy Director Medical Examiner	AI	1	1	1
Director Medical Examiner	AH	1	1	1
Chief Investigator, Medical Examiner	30	1	1	1
Dep Chief Investigator, Medical Examiner	29	1	1	1
Forensic Investigator	28	7	7	7
Forensic Laboratory Manager	28	1	1	1
Forensic Services Manager	28	1	1	1
Forensic Technician	22	2	2	2
Office Assistant Senior	19	3	3	3
Custodian Senior	18	1	1	1
Office Assistant	18	1	1	1
FULL TIME Subtotal		<u>20</u>	<u>20</u>	<u>20</u>
<b>FULL TIME Total</b>		<u>20</u>	<u>20</u>	<u>20</u>
<b>ALL POSITIONS Total</b>		<u>20</u>	<u>20</u>	<u>20</u>

**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 Police Services Fund, the Special Tax District - Designated Services Fund, or the Special Tax District - Unincorporated Fund.

**PROGRAM DESCRIPTION**

Cost categories contained in the Non-Departmental budget may 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, auditing fees, construction management, special reserve accounts in which funds are held for specific purposes to be allocated at a later date, interfund charges from the General Fund to the other Tax Funds, and special accounts for studies and projects that are applicable to the County as a whole.

**MAJOR BUDGETARY IMPACTS****Previous**

The 2010 Budget included a budgetary reserve of \$11,221,548 towards establishing a one month reserve. No appropriation was made for additional salary savings, all salary savings were deducted from specific departments. Appropriation adjustments made by the Board of Commissioners during the course of the year reduced the budgetary reserve to \$9,944,363.

The 2011 Budget included a budgetary reserve of \$12,000,000, an appropriation of \$400,000 for interest on Tax Anticipation Notes, and \$550,000 for principal and interest payments on the 2010 Recovery Zone Bonds.

The 2011 Mid-Year adjustment changed the Non-Departmental budgets by the following amounts: General Fund \$5,011,889 increase; Fire Fund \$119,112 decrease; Special Tax District – Designated Services \$867,518 increase; Special Tax District – Unincorporated \$195,485 increase. The major components of these adjustments were: an increase in Budgetary Reserves of \$5,416,250; an appropriation of \$450,000 for interest on Tax Anticipation Notes; an increase in appropriation for Pensioners' Insurance of \$2,900,000; a decrease of -\$2,775,348 in appropriations for transfers to the Risk Management Fund.

The 2012 Budget included a budgetary reserve of \$22,500,000, an appropriation of \$700,000 for interest on Tax Anticipation Notes, and \$565,681 for principal and interest payments on the 2010 Recovery Zone Bonds.

Also in 2012, the General Fund began to assess interfund charges to the other Tax Funds in order to compensate the General Fund for its overhead load on behalf of the other funds. The additional charges totaled approximately \$12.7 million.

**2013**

The 2013 Budget includes a budgetary reserve of \$28,618,000, an appropriation of \$250,000 for interest on Tax Anticipation Notes, and \$767,243 for principal and interest payments on the 2010 Recovery Zone Bonds. Additional fine-tuning of the General Fund interfund charges resulted in an increase of \$9 million over 2012.

**Future**

Declining revenues continue to hamper the effort to accumulate a reserve equal to one month's operating expenditures.

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Designated Services	\$2,372,336	\$7,459,676	\$9,438,890	\$9,323,307
Fire	2,426,194	5,154,107	8,200,771	8,143,977
General	14,843,400	13,696,311	33,828,501	31,152,215
Parks Bonds Administration	17	54,909	51,532	51,532
Police Services	0	7,078,515	21,581,576	21,427,421
Unincorporated	406,511	4,304,494	3,132,915	3,113,280
	\$20,048,457	\$37,748,012	\$76,234,185	\$73,211,732

## NON-DEPARTMENTAL

## FUNCTION: GENERAL GOVERNMENT

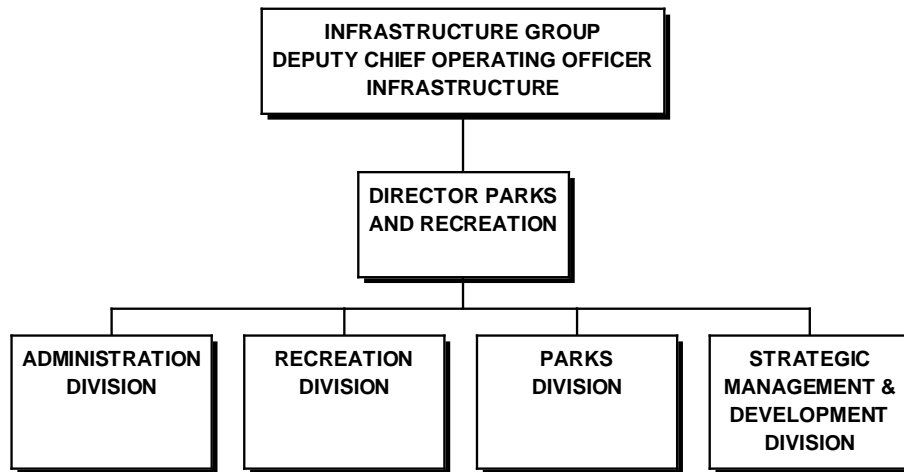
## SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Personal Services and Benefits	\$146,569	\$718,392	\$618,442	\$618,442
Purchased / Contracted Services	4,468,705	4,800,868	1,315,000	715,000
Supplies	1,725,248	(948,015)	56,000	56,000
Interfund / Interdepartmental	523,491	13,296,685	22,734,195	22,734,195
Other Costs	10,745,590	15,806,892	48,681,480	46,259,027
Debt Service	2,438,855	3,228,884	1,984,302	1,984,302
Retirement Services	0	844,307	844,766	844,766
	\$20,048,457	\$37,748,012	\$76,234,185	\$73,211,732

## FUNDING SOURCES

	Actual 2011	Actual 2012	Budget 2013
General Fund	\$14,843,416	\$13,751,220	\$31,203,747
Fire	2,426,194	5,154,107	8,143,977
Special Tax District - Designated Services	2,372,336	7,459,676	9,323,307
Special Tax District - Unincorporated	406,511	4,304,494	3,113,280
Police Services	0	7,078,515	21,427,421
	\$20,048,457	\$37,748,012	\$73,211,732





**MISSION STATEMENT**

The mission of the Parks and Recreation Department is to create and connect communities through people, parks, and programs, to provide a variety of leisure time services/activities and promote a strong sense of community, foster pride and affirm individual self-renewal, to provide recreation opportunities for all ages, from pre-school through senior adult, and for the disabled at parks and recreation centers, to manage and maintain the parks system and infrastructure, other departmental facilities, and all public grounds excluding right-of-way, and 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 four operating divisions.

The Administration Division provides general management and administrative support, promotions, marketing, volunteers' coordination, private and public funding assistance, management information and special projects for the entire department. This division is responsible for the administration of the youth sports program.

The Recreation Division provides recreation opportunities at parks and recreation centers located throughout the County. Programs are available for all ages from pre-school through senior adults and for the disabled. Activities include instructional classes, athletics, swimming, day camps, playgrounds, and other special events and programs.

The Parks Division is responsible for the maintenance of the parks system, other department facilities, and all public grounds excluding rights-of-way.

The Park Planning and Development Division is responsible for administration of all bond funded and capital improvement projects, marketing and promotion, and private and public funding assistance.

Effective 2009, this department is assigned to the Infrastructure Group, under the direction of the Deputy Chief Operating Officer for Infrastructure.

**PARKS & RECREATION**

**FUNCTION: LEISURE SERVICES**

**ACTIVITY MEASURES**

	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
Recreation Centers - (Number)	11	12	13	13
Average Operating Cost/Center	\$225,000	\$221,198	\$223,498	\$225,000
Total Number Participants Served	145,000	200,480	208,773	210,000
Swimming Pools Operated	13	12	11	12
Average Operating Cost/Pool	\$78,000	\$100,000	\$98,500	\$100,000
Average Revenue Collected/Pool	\$18,000	\$31,000	\$41,500	\$42,000
Average Attendance/Pool	5,700	13,570	15,270	17,000
Total Number Participants Served	130,000	157,000	131,000	145,000
Day Camps - Number Operated	12	13	15	15
Average Daily Attendance	250	243	212	230
Average Operating Cost Per Site	\$45,000	\$32,948	\$34,300	\$34,002
Sum.Food Service Program-(Num)	50	55	54	60
Summer Food Service Program	5,087	4,663	4,582	4,700
Total Number Meals Served	228,932	200,438	199,093	210,000
Special Populations Day Camp-ADA:	N/A	N/A	N/A	N/A
Inclusion Campers	75	58	40	40
Special Populations - Disabled Pat.	600	3,200	4,185	4,500
Special Populations - Senior Pat.	4,300	8,320	7,930	8,500
<b>Sports and Athletics:</b>				
Total Number Youth Served	98,000	121,000	105,250	118,000
Total Number Adults Served	27,000	30,075	28,750	27,000
Volunteer Coaches Certified	720	1,025	1,950	2,500
<b>Park Facilities:</b>				
Total Acreage	6,479	6,430	6,969	7,300
Acres Maintained	4,603	4,547	5,000	5,100
Maint. Costs Per Acre Annually	\$1,896	\$1,864	\$1,747	\$1,713
Non-Park Sites Maintained	85	265	84	84
Non-Park Acreage Maintained	267	275	275	275
Average Maintenance Cost/Acre	\$1,498	\$1,100	\$1,257	\$1,250
<b>Golf Courses:</b>				
Total Acreage	2	2	2	2
Golf Course Acreage Maintained	496	496	496	496
Total Avg.County Cost/Golf Course	\$1,152,975	\$1,018,169	\$1,100,000	\$1,050,000
Total Average County Revenue/ Golf Course	\$1,200,000	\$634,616	\$1,209,878	\$1,125,000
Total Num.of Rounds/Golf Course	43,000	57,618	54,359	53,000
Shelter Reservation Revenue	\$116,904	\$117,787	\$123,446	\$125,000
Shelter Reservations	324	337	434	445
Performing Arts Center - No of Patrons		50,527	74,887	90,000

**MAJOR ACCOMPLISHMENTS IN 2012**

Opened Wade Walker YMCA. Continued the operation of athletic sports in Redan area. Received a Sprint Grant in the amount of \$30,000 from Coca Cola for renovation basketball courts at NH Scott and Shoal Creek Parks. Established partnerships with several community organizations to improve DeKalb County parks.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS AND STRATEGIC PLAN PRIORITY****Organizational Effectiveness /Enhancing Efficient Operations**

To anticipate the needs of the County's changing communities and structure programs and facilities accordingly.

To preserve and maintain the County's natural resources for present and future generations.

**Organizational Effectiveness /Increasing Neighborhood Empowerment**

To ensure a more equitable distribution of parks, cultural and recreational opportunities to all parts of the County.

To enhance awareness and satisfaction of customers and continually review and adjust the organization for the most efficient and effective service.

**MAJOR BUDGETARY IMPACTS****Previous**

In 2009, the department's budget included the deletion of 3 full time positions and 83 part time positions, which reflects the impact of the incorporation of the City of Dunwoody. In 2010, opened the new Redan Recreation Center and began construction on the Exchange Recreation Center. Broke ground at Flat Shoal Park for the development of a playground, trails, picnic pavilion, restrooms and fitness trails. Also, broke ground at Mason Mill Park for Phase 1 which includes a dog park, parking spaces, a playground walking trails and an open-air pavilion. The 2010 budget added three positions for the management of the Performing Arts Center, three full time positions and nineteen part time positions for the opening of the Redan Recreation Center, and transferred 1 Special Projects Coordinator to the CEO's office. In 2010, 41 employees accepted the Early Retirement Option Program and the BOC abolished 94 vacant positions due to the ERO program. In 2011, 3 full time positions and nineteen part time positions were added for the Exchange Park Recreation Center, which was opened in early 2011; \$225,000 in funding was provided for the Arts Grants. Additionally, 6 positions were transferred to Facilities Management; however, the authorization of the positions was deferred until after budget adoption. In March of 2012, the County's golf and tennis centers were outsourced; this reduced operating expenses for these recreation functions. However, the County still maintains statistical data on these programs as reflected in the activity measures. The 2012 budget included \$225,000 for the Arts Grants Award to fund Callanwolde, Art Station and Spruill Center; each received \$75,000.

**2013**

This budget includes \$225,000 for the Arts Grants Award to fund Callanwolde, Art Station and Spruill Center, each to receive \$75,000. The adopted budget of \$8,738,501 reflects the decision by the City of Brookhaven to provide parks and recreation services for its jurisdiction.

**Future**

The incorporation of the city of Brookhaven and other municipal expansions is expected to reduce parks and recreation services provided by the County, should the municipalities decide to provide parks and recreation services themselves.

**PARKS & RECREATION**

**FUNCTION: LEISURE SERVICES**

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Administration	\$903,415	\$1,011,031	\$983,890	\$983,890
Aquatics	721,573	590,351	345,557	344,761
Blackburn Tennis Center	1	1	0	0
Brook Run	23,957	2,093	0	0
Cultural Affairs	440,073	449,146	464,567	464,567
Departmental Planning	64	0	0	0
District I Service Center	1,695,914	1,120,143	1,021,339	1,019,358
District II Service Center	1,761,575	1,107,856	1,222,009	1,220,014
District III Service Center	1,770,559	1,330,498	1,245,062	1,242,685
Division Administration	228,052	(200,154)	174,095	171,718
Horticulture & Forestry	52,679	35,801	15,427	15,427
Little Creek Horse Farm	289,301	270,549	222,605	221,939
Marketing And Promotions	48,885	47,774	50,114	50,114
Mystery Valley Golf Course	610,305	(231,406)	0	0
Natural Resource Management	597,403	236,008	193,090	193,090
Planning & Development	876,268	449,974	419,185	419,185
Recreation Centers	2,241,488	1,787,583	1,599,191	1,586,114
Recreation Division Administration	38,951	474,126	478,863	478,863
Special Populations	19,493	17,964	2,964	2,964
Sugar Creek Golf Course	1,264,328	339,071	0	0
Sugar Creek Maintenance	6,203	0	0	0
Sugar Creek Tennis	93,802	7,312	0	0
Summer Programs	188,118	413,530	57,567	57,567
Support Service	131,399	35,149	28,764	28,764
Youth Athletics	323,542	378,858	237,481	237,481
	<b>\$14,327,347</b>	<b>\$9,673,259</b>	<b>\$8,761,770</b>	<b>\$8,738,501</b>

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$8,399,051	\$7,912,991	\$7,134,022	\$7,134,022
Purchased / Contracted Services	2,883,359	1,465,500	1,489,333	1,489,333
Supplies	1,666,404	857,547	673,834	650,565
Capital Outlays	1,889	16,800	0	0
Interfund / Interdepartmental	1,007,161	(823,090)	(760,419)	(760,419)
Other Costs	369,484	243,511	225,000	225,000
	<b>\$14,327,347</b>	<b>\$9,673,259</b>	<b>\$8,761,770</b>	<b>\$8,738,501</b>

**FUNDING SOURCES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
Special Tax District - Designated Services	\$14,327,347	\$9,673,259	\$8,738,501
	<b>\$14,327,347</b>	<b>\$9,673,259</b>	<b>\$8,738,501</b>

**PARKS & RECREATION**

**FUNCTION: LEISURE SERVICES**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2011	2012	2013
<b>Administration</b>					
Assistant Director, Park & Rec	AH		1	0	0
Chief Public Affairs	AE		0	1	1
Director, Parks & Recreation	AE		1	1	1
Comprehensive Planning Manager	29		0	1	1
Admin Operations Mgr	28		1	1	1
Accountant Senior	26		0	1	1
User Liaison Coordinator	26		1	1	1
Accountant	25		1	0	0
Administrative Coordinator	25		1	1	1
Parks Security Coordinator	25		1	1	1
Administrative Assistant II	23		1	1	1
Public Education Specialist	23		1	1	1
Payroll Personnel Tech Sr	21		1	1	1
Accounting Tech Senior	19		1	1	1
Office Assistant Senior	19		2	2	2
Courier	16		1	1	1
FULL TIME Subtotal			14	15	15
<b>Special Populations</b>					
Recreation Assistant	QD	4 T	4	4	4
TEMP Subtotal			4	4	4
<b>Summer Programs</b>					
Recreation Instructor	QH	2 T	2	2	2
Bus Driver	QG	18 T	18	18	18
Pool Manager	QG	1 T	0	1	1
Day Camp Director	QF	11 T	10	11	11
Day Camp Assistant Director	QE	20 T	20	20	20
Recreation Assistant	QD	28 T	27	28	28
Recreation Intern	QA	8 T	8	8	8
TEMP Subtotal			85	88	88
<b>Recreation Division Administration</b>					
Dep Dir P&R Recreation	AJ		0	1	1
Recreation Program Manager	28		0	2	2
Parks Program Coordinator	25		0	1	1
Administrative Assistant I	21		0	1	1
Office Assistant Senior	19		0	1	1
FULL TIME Subtotal			0	6	6
<b>Recreation Centers</b>					
Skate Park Supervisor Interim	TD	2 T	2	2	2
Recreation Instructor	QH	1 T	1	1	1
Recreation Assistant	QD	86 T	96	86	86
Recreation Intern	QA	29 T	29	29	29
Recreation Program Manager	28		1	0	0
Recreation Center Director	23		13	13	13
General Maintenance Worker Spv	19		1	1	1

**PARKS & RECREATION**

**FUNCTION: LEISURE SERVICES**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2011	2012	2013
<b>Recreation Centers (Continued)</b>					
Recreation Center Leader	19		12	12	12
General Maintenance Worker, Sr Custodian	18		5	5	5
	16		1	1	1
FULL TIME Subtotal			33	32	32
TEMP Subtotal			128	118	118
<b>Planning &amp; Development</b>					
Dep Dir P&R Recreation	AJ		1	0	0
Financial Project Administrator	31		1	1	1
Greenpeace Environment Manager	31		1	1	1
Comprehensive Planning Manager	29		1	0	0
P&R Project Manager	27		3	3	3
Grants Coordinator	26		1	1	1
Greenspace Planner	26		1	1	1
Parks Program Coordinator	25		1	0	0
Administrative Assistant I	21		1	0	0
Office Assistant Senior	19		1	0	0
FULL TIME Subtotal			12	7	7
<b>Aquatics</b>					
Aquatic District Manager	QI	5 T	5	5	5
Water Safety Instructor	QH	1 T	1	1	1
Pool Manager	QG	20 T	21	20	20
Senior Lifeguard	QE	17 T	17	17	17
Recreation Assistant	QD	5 T	5	5	5
Lifeguard	QC	36 T	36	36	36
Recreation Program Manager	28		1	0	0
FULL TIME Subtotal			1	0	0
TEMP Subtotal			85	84	84
<b>Division Administration</b>					
Parks Operations General Mgr	31		1	1	1
Work Order Technician	21		1	1	1
FULL TIME Subtotal			2	2	2
<b>District I Service Center</b>					
Clerk	TC	1 T	1	1	1
Parks Maintenance Supt	28		1	1	1
Parks Maint Construction Supv	24		2	2	2
Grounds Nursery Supervisor	23		1	1	1
Supply Specialist	21		1	1	1
San Driver Crew Leader	20		1	1	1
Equipment Operator Senior	19		1	1	1
Office Assistant Senior	19		1	1	1
Crew Worker Senior	18		4	3	3

**PARKS & RECREATION**

**FUNCTION: LEISURE SERVICES**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2011	2012	2013
<b>District I Service Center (continued)</b>					
Grounds Service Technician	18	6 T	16	16	16
Crew Worker	16		1	2	2
FULL TIME Subtotal			23	23	23
TEMP Subtotal			7	7	7
<b>District II Service Center</b>					
Clerk	TC	1 T	1	1	1
Parks Maintenance Supt	28		1	1	1
Maintenance Coordinator	26		2	2	2
Parks Maint Construction Supv	24		2	2	2
San Driver Crew Leader	20		0	1	1
Equipment Operator Senior	19		1	1	1
Office Assistant Senior	19		1	1	1
Crew Worker Senior	18		6	6	6
Equipment Operator	18		2	2	2
Grounds Service Technician	18	5 T	11	10	10
FULL TIME Subtotal			21	21	21
TEMP Subtotal			6	6	6
<b>District III Service Center</b>					
Clerk	TC	1 T	1	1	1
Parks Maintenance Supt	28		1	1	1
Parks Maint Construction Supv	24		5	5	5
Equipment Operator Principal	21		2	2	2
San Driver Crew Leader	20		1	0	0
Office Assistant Senior	19		1	1	1
Crew Worker Senior	18		4	4	4
Grounds Service Technician	18	7 T	23	24	24
Crew Worker	16	2 PT	2	2	2
General Maintenance Worker	16	1 PT	1	1	1
FULL TIME Subtotal			30	30	30
PART TIME Subtotal			3	3	3
TEMP Subtotal			8	8	8
<b>Sugar Creek Tennis</b>					
Recreation Assistant	QD		3	0	0
TEMP Subtotal			3	0	0
<b>Natural Resource Management</b>					
Natural Resource Manager	29		1	1	1
P&R Project Manager	27		1	1	1
Nature Center Ranger	19	2 PT	3	3	3
Grounds Nursery Technician	14	1 PT	1	1	1
FULL TIME Subtotal			3	3	3
PART TIME Subtotal			3	3	3

**PARKS & RECREATION**

**FUNCTION: LEISURE SERVICES**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2011	2012	2013
<b>Marketing And Promotions</b>					
Program Promotion Spec	23		1	1	1
FULL TIME Subtotal			1	1	1
<b>Cultural Affairs</b>					
Arts Center Director	28		1	1	1
Arts Center Coordinator	23		1	1	1
Arts Center Production Spec	23		1	1	1
FULL TIME Subtotal			3	3	3
<b>Youth Athletics</b>					
Sports Program Coordinator	21		2	2	2
FULL TIME Subtotal			2	2	2
<b>Little Creek Horse Farm</b>					
Horse Farm Supervisor	23		1	1	1
Horse Farm Worker	18		2	2	2
FULL TIME Subtotal			3	3	3
<b>FULL TIME Total</b>			148	148	148
<b>PART TIME Total</b>			6	6	6
<b>TEMPORARY Total</b>			326	315	315
<b>ALL POSITIONS Total</b>			480	469	469



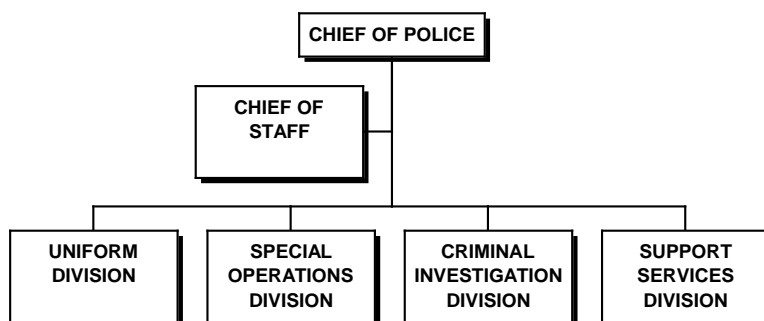
**PROGRAM DESCRIPTION**

Currently the Planning and Sustainability Department's budget is divided among four funds: the General Fund, the Special Tax District-Unincorporated Fund, the Development Fund, and the Foreclosure Registry Fund.

The Planning and Sustainability Department was established in 2006 via the merger of the Planning Department and the Development Department and was renamed to its current designation in 2010. The Planning and Sustainability Department is the organizational entity charged with the responsibility of managing the Development Fund and the Foreclosure Registry Fund. The tax funded elements of The Planning and Sustainability Department are comprised of three main divisions: Administration, Planning Services and Current Planning. The Administrative Division supports overall department programs and services, and advises the CEO, Board of Commissioners, and other departments in response to inquiries, and special project assignments. The Planning Services Division is comprised of two sections: Strategic Planning and Current Planning. The Strategic Planning Section is responsible for policy recommendations and programs to guide the County's growth. The Current Planning Section has four areas of responsibility: Zoning, Subdivisions, Historic Preservation, and Overlay Districts and Design Standards.

The majority of the Planning and Sustainability Department is funded in the Development Fund. Detail information regarding the Planning and Sustainability Department, including authorized positions can be found in the Special Revenue section of the Budget. The following summary is presented here to show the tax funded portion of the Planning and Development Department. Executive Order 2010-12, in December, 2010, ordered the Planning & Development Department to be renamed the Department of Planning & Sustainability. This department was assigned to the Jobs & Economic Growth Group, under the direction of the Deputy Chief Operating Officer for Development.

<b>FUNDING SOURCES</b>			
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
General Fund	\$945,067	\$1,055,509	\$973,957
Development	\$2,639,377	\$5,516,484	\$5,020,045
Foreclosure Registry Fund	\$54,210	\$379,408	\$1,247,540
Special Tax District - Unincorporated	\$2,670,826	\$2,555,463	\$3,071,661
	<u>\$6,309,480</u>	<u>\$9,506,864</u>	<u>\$10,313,203</u>



### MISSION STATEMENT

The Mission of the DeKalb County Police Department is to provide crime prevention and the best services possible to protect citizens and their quality of life.

### PROGRAM DESCRIPTION

The Police Department consists of the Office of the Chief of Police, which is comprised of the Chief of Staff, the Uniform Division, the Special Operations Division, the Criminal Investigation Division, and the Support Services Division.

The Department's budget is divided among two funds as follows (the funding hierarchy does not necessarily have a direct relationship to the organizational hierarchy):

#### General Fund

The General Fund provides for the administrative support function of the Police Chief's Office and Management Services. Police Support includes the following sections:

**Animal Services and Enforcement** - The Animal Services and Enforcement 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.

**Aerial Support** – the utilization and maintenance of the Department's two helicopters.

**Fiscal Management** - This section has primary responsibility for: the development and administration of the department's financial plan in conjunction with the implementation of fiscal controls, including accounting, purchasing, and ordering supplies.

Effective for the 2011-2012 School Year, the School Crossing Guard program is funded by, and is under the direction of, the Board of Education.

#### Police Services Fund

The Police Services Fund provides for the primary activities of Police Services, which 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. Police Services includes the following sections:

**The Uniform Division** - The Uniform Division 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.

**The Special Operations Division** – Among this division's functions are: traffic functions, the Bomb Squad, Aerial Support (which is funded from the General Fund – see above), and Park Patrol.

**The Criminal Investigations Division**- The Criminal Investigations section performs the investigative function of the department. Among its functions are Major Felony, Theft, Auto Theft, Crime Scene, and Gangs.

**The Support Services Division** – this division includes the Academy, the Firing Range, Permits, and Central Records.

**DeKalb Emergency Management Agency/Homeland Security (DEMA)** – coordinates the response of local agencies ensuring the most appropriate resources are dispatched to the impacted areas in a time of a disaster. Through

**POLICE SERVICES**

**FUNCTION: PUBLIC SAFETY**

**PROGRAM DESCRIPTION (continued)**

**Police Services Fund (continued)**

various programs DEMA works with local governments, volunteer organizations and the private sector to develop and teach disaster preparedness plans, mitigation activities and provide training and exercise evaluations.

Effective with Fiscal Year 2011, the Special Tax District – Police Services Fund was established, and Police Services is no longer funded in the Special Tax District – Designated Services Fund.

**Emergency Telephone Fund (E911)**

The activities and funding of E911 can be found in “Emergency Telephone System Fund” in the “Special Revenue Funds” section.

**PERFORMANCE INDICATORS**

	TARGET	2010	2011	2012
POLICE SERVICES				
SVC CALLS PER PATROL OFFICER	NOT > 315	1,123	2,024	1,707
CASES INVESTIGATED / DETECTIVE	NOT > 105	395	332	599
TOTAL CITATIONS ISSUED	NA	226,986	225,587	211,295
VACANCY RATE OF SWORN POLICE PERSONNEL	NOT > 5%	6%	9%	14%

**ACTIVITY MEASURES**

	Actual 2010	Actual 2011	Actual 2012	Estimated 2013
<b>Part I Crimes</b>				
Homicide	85	68	81	70
Aggravated Assault	1,632	650	690	687
Robbery - Pedestrian	1,495	1,346	1,446	1,200
Robbery - Business	281	242	216	284
Robbery - Residential	192	237	248	193
Rape or Attempt	178	186	164	208
Burglary - Residential	7,884	9,075	8,143	8,700
Burglary - Business	1,276	1,346	1,330	1,400
Burglary - Other	3	4	-	4
Auto Theft	4,915	4,344	4,859	4,400
Entering Autos	5,124	4,205	4,659	4,500
<b>Animal Control:</b>				
Calls Answered	33,500	21,774	15,836	23,951
Total Cases	23,327	19,948	14,642	21,942
Citations Issued	1,198	778	990	855
Animals Handled	8,399	7,777	7,766	8,554
Animals Adopted/Rescued	2,735	2,353	2,060	2,588
Animals Euthanized	3,929	3,871	3,101	4,248
Animals Quarantined	509	378	533	415
<b>Background &amp; Recruitment:</b>				
Applicants Referred	1,129	789	986	780
Interviews Conducted	402	437	360	400
Computer Voice Stress Analysis	210	175	178	170

## POLICE SERVICES

## FUNCTION: PUBLIC SAFETY

ACTIVITY MEASURES				
	Actual 2010	Actual 2011	Actual 2012	Estimated 2013
<b>Criminal Investigations</b>				
<b>Division:</b>				
Cases Cleared	14,738	36,687	44,141	45,000
Arrests	5,426	5,327	5,415	5,000
U.S. Currency Seized	\$1,958,868	\$1,234,414	\$1,307,208	\$1,425,000
Drug Seizure Street Value	\$34,676,619	\$35,367,615	\$12,366,614	\$15,000,000
Citations Issued	553	527	34	100
<b>Evidence Collection:</b>				
Field Responses	1,916	1,364	1,418	1,450
<b>Homeland Security:</b>				
Bomb/ Chemical Threats	19	23	25	28
Suspicious Activity/Persons	15	19	28	30
Extracting Data (Electronic Devices)	48	80	205	100
Infrastructure Assessment	6	23	28	34
<b>Internal Affairs:</b>				
Cases Handled	177	149	158	162
Total Outcomes	235	287	281	257
<b>Permits/Taxi &amp; Wrecker</b>				
Citations Issued	408	213	257	231
Taxicab/Wrecker Inspections	1,644	1,592	1,697	1,577
Business Investigations	1,386	1,172	954	1,212
Permits Issued	9,402	8,855	8,453	8,888
Misc Fingerprint Cards	2,628	2,164	1,738	2,020
Pistol Applications Processed	3,378	3,921	4,150	3,939
Revenue Received	\$1,011,219	\$1,038,665	\$1,327,526	\$1,059,645
<b>Records:</b>				
Incident Reports Processed	121,631	133,232	118,805	104,000
Georgia Crime Information Center (GCIC) Messages Processed	104,087	117,620	110,880	115,000
Mail and Finance Documents	24,343	19,576	24,844	17,500
Revenue, Sale of Records	\$397,663	\$311,327	\$268,777	\$325,000
<b>Special Operations</b>				
<b>Division:</b>				
Arrests	3,358	6,175	5,401	5,519
Citations Issued	52,038	54,409	58,689	58,282
K9 Unit - Currency Seizures	\$3,372,325	\$1,615,420	\$1,077,889	\$1,700,000
K9 Unit - Drug Seizures (Street Value)	\$8,521,683	\$21,687,890	\$6,070,056	\$12,093,209
Aerial Support - Calls	2,588	1,905	2,687	2,060
Aerial Support - Flight Hours	280	213	266	235
Bomb Unit - Call Outs/Special Details	37	63	33	79
Bomb Unit - Device Found	260	21	27	25
Accidents	29,320	20,925	28,004	23,000
Fatal Accidents	50	50	79	54

**POLICE SERVICES**

**FUNCTION: PUBLIC SAFETY**

**ACTIVITY MEASURES**

	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
<b>Training Division:</b>				
Firearms Training - Hours	19,350	12,645	12,715	12,500
Peace Officer Standards & Training (P.O.S.T.) Hours Provided	47,386	49,928	48,321	48,500
Students	11,103	8,575	16,473	8,600
Number of Training Academies	7	2	2	1
Number Entering Academy	155	83	73	40
Academy Graduates	44	63	23	35
Abbreviated Academy - P.O.S.T. Cert.	2	3	-	2
<b>Uniform:</b>				
Total Calls Handled	962,333	959,690	858,676	850,000
Citations Issued	174,578	199,660	151,325	192,465
Arrests	44,780	48,660	42,572	47,483

**MAJOR ACCOMPLISHMENTS IN 2012**

Purchased a replacement helicopter. Secured funding for additional Animal Services positions. Completed third consecutive year of overall reductions in violent crimes and property crimes. Implemented the Georgia Electronic Accident Report System. Relocated the South Precinct facility. Opened an offsite facility for the undercover Narcotics Unit.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Crime Prevention/ Enhancing Public Safety**

To realign precinct boundaries in light of the Brookhaven incorporation.

**Infrastructure/ Enhancing Efficient Operations**

To purchase a new facility for the Training Division.

To construct a new Animal Services Facility.

**Organizational Effectiveness/ Enhancing Efficient Operations**

To fully implement electronic ticketing.

**MAJOR BUDGETARY IMPACTS**

**Previous**

**2010**

**General Fund:**

\$3,5542,594 was approved for the basic operating budget. This included \$4.8 million for the fourth of five lease payments for the upgraded digital radio communications system and included credits from interfunds to other departments of \$11.5 million for County-wide communications services and administrative services. Full year funding was budgeted for the Director of Public Safety and one staff, and the 7 Animal Control Officers added in 2009. The 2010 Budget transferred 2 positions (1 Major, 1 Police Officer Master) from Police Support in the General Fund to Police Services in the Special Tax District – Designated Services Fund, and 2 positions (1 Lieutenant, 1 Major) to Police Support from Police Services in the Special Tax District – Designated Services Fund.

Also in 2010, 12 employees accepted the Early Retirement Option (ERO) program and the BOC abolished 7 vacant positions due to the ERO program.

**MAJOR BUDGETARY IMPACTS – Previous (continued)****Special Tax District – Designated Services Fund:**

\$101,448,221 was approved for the basic operating budget. \$371,000 was funded for matching funds for miscellaneous grants. The resumption of the County's vehicle replacement program for 2010 was only partial and continues to present a challenge to Police Services in managing available vehicle resources. The 2010 Budget transferred 2 positions (1 Major, 1 Police Officer Master) from Police Support in the General Fund to Police Services in the Special Tax District – Designated Services Fund, 2 positions (1 Lieutenant, 1 Major) to Police Support from Police Services in the Special Tax District – Designated Services Fund, and 1 Police Captain position from the E911 Fund to Police Services in the Special Tax District – Designated Services Fund.

Also in 2010, 68 employees accepted the Early Retirement Option (ERO) program and the BOC abolished 22 vacant positions due to the ERO program.

**Special Tax District – Unincorporated Fund:**

\$1,871,350 was approved for the basic operating budget.

Also in 2010, 5 employees accepted the Early Retirement Option (ERO) program and the BOC abolished 1 vacant position due to the ERO program.

**2011****General Fund:**

\$4,461,902 was approved for the basic operating budget. This included \$4.8 million for the fifth and final lease/purchase payment for the upgraded digital radio communications system and included credits from interfunds to other departments of \$11.1 million for County-wide communications services and administrative services. The adopted budget included a reduction of \$208,133 from the recommended budget.

**Special Tax District – Designated Services Fund/Police Services Fund:**

\$102,235,091 is approved for the basic operating budget. \$385,000 is funded for matching funds for miscellaneous grants. The partial resumption of the vehicle replacement program funds the replacement of 135 patrol cars. The adopted budget includes a reduction of \$4,768,920 from the recommended budget.

A new fund, the Police Services Fund, was established at Mid-Year 2011. All Police Services funding from the Special Tax District – Designated Services Fund was moved to the Police Services Fund. All funding, personnel, and vehicles involved in Police Services were transferred to the new fund by September, 2011 general ledger close.

**Special Tax District – Unincorporated Fund:**

\$1,818,367 was approved for the basic operating budget. The adopted budget included a reduction of \$84,821 from the recommended budget. This appropriation was transferred to the Planning & Sustainability department (while remaining in the same fund) in the 2011 Mid-Year Budget Adjustments, as part of the Planning & Sustainability reorganization.

**2012****General Fund:**

\$4,310,162 was approved for the basic operating budget. This included credits from interfunds to other departments of \$6.5 million for County-wide communications services and administrative services.

**Police Services Fund:**

\$110,799,901 was approved for the basic operating budget. This amount included non-operational funding of \$10,065,244 consisting chiefly of Reserves (\$6.7 million) and Pensioners' Insurance (\$3.2 million). \$356,800 was funded for matching funds for miscellaneous grants. The partial resumption of the vehicle replacement program funded the replacement of 83 patrol cars.

**2013****General Fund:**

\$4,940,547 is approved for the basic operating budget. This includes credits from interfunds to other departments of \$5.6 million for County-wide communications services and administrative services. The 2013 Budget also abolished the position of Director of Public Safety and defunded the Director's Office cost center.

**POLICE SERVICES**

**FUNCTION: PUBLIC SAFETY**

**MAJOR BUDGETARY IMPACTS – 2013 (continued)**

**Police Services Fund:**

\$94,237,159 is approved for the basic operating budget. \$415,000 is funded for matching funds for miscellaneous grants. The partial resumption of the vehicle replacement program funds the replacement of 58 patrol cars. Non-operational funding for Reserves, Pensioners' Insurance, and General Fund overhead charges are now accounted for in the Non-Departmental cost center for the Police Services Fund (see the Non-Departmental section). One Police Officer position was also abolished.

**Future**

For the foreseeable future the County will be challenged to provide an expected level of Public Safety services given the pressures on revenues exerted by generally poor economic conditions and by evolving municipal boundaries.

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Administrative Services	\$1,662,055	\$2,490,899	\$2,817,417	\$2,817,417
Animal Control	2,687,969	3,356,761	3,577,232	3,561,263
Assistant Director	706,889	1,228,571	782,906	782,906
Code Enforcement	11,896	2,000	0	0
Communications	9,061,256	4,294,876	4,045,956	4,010,214
Crime Scene	476,727	684,879	711,289	711,289
Criminal Investigation Division	17,437,698	16,307,075	15,896,204	15,895,326
Crossing Guards	376,036	(420)	0	0
Directors Office	372,633	259,051	223,985	9,670
Firing Range	142,750	127,538	161,859	161,390
Homeland Security	863,633	873,507	886,376	886,376
Intelligence / Permits	269,462	935,636	838,238	857,309
Interfund Support - General	(11,135,499)	(6,552,252)	(5,619,407)	(5,619,407)
Interfund Support - Police Services	12,998,050	5,960,364	5,396,072	5,396,072
Internal Affairs	893,481	1,072,418	1,147,140	1,147,069
Precincts	311,635	357,166	218,370	207,396
Records	1,374,389	1,303,984	1,407,786	1,407,786
Recruiting & Background	739,497	714,747	657,066	657,066
Rescue Services	0	133,404	0	0
Service Support	1,323,110	637,848	1,361,495	1,361,495
Special Operations Division	9,895,385	8,917,045	8,746,986	8,746,986
Telecommunications	1,354	1,354	0	0
Training	1,344,081	1,542,307	1,721,236	1,720,149
Uniform Division	56,573,034	52,227,318	55,493,010	54,459,934
	<b>\$108,387,518</b>	<b>\$96,876,075</b>	<b>\$100,471,216</b>	<b>\$99,177,706</b>

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$83,377,066	\$79,302,195	\$81,395,079	\$80,150,754
Purchased / Contracted Services	11,956,799	8,060,365	6,920,294	6,882,843
Supplies	1,894,656	1,055,922	2,923,081	2,891,908
Capital Outlays	713,528	75,913	13,770	33,209
Interfund / Interdepartmental	6,975,538	8,135,090	8,803,992	8,803,992
Other Costs	3,195,354	133,404	415,000	415,000
Other Financing Uses	274,576	113,186	0	0
	<b>\$108,387,518</b>	<b>\$96,876,075</b>	<b>\$100,471,216</b>	<b>\$99,177,706</b>

**POLICE SERVICES**

**FUNCTION: PUBLIC SAFETY**

<b>FUNDING SOURCES</b>			
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
General Fund	\$3,168,553	\$4,111,211	\$4,940,547
Special Tax District - Designated Services	189,130	(106,161)	0
Special Tax District - Unincorporated	11,896	2,000	0
Police Services	105,017,939	92,869,025	94,237,159
	<u>\$108,387,518</u>	<u>\$96,876,075</u>	<u>\$99,177,706</u>

Note: Activity in the Special Tax District – Designated Services Fund and the Special Tax District – Unincorporated Fund are of a vestigial transaction nature and do not reflect continuing operations in those funds.

<b>AUTHORIZED POSITION LIST BY COST CENTER</b>
<b>(See Salary Schedule, Appendix A, for explanation of salary ranges)</b>

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>INCLUDES PT or TEMP (T)</b>	<b>NUMBER OF POSITIONS</b>		
			<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Directors Office</b>					
Director Public Safety	AM		1	1	0
Police Lieutenant	31		1	2	2
Administrative Assistant II	23		1	1	1
FULL TIME Subtotal			3	4	3
<b>Administrative Services</b>					
Planning and Research Manager	31		1	1	1
Fiscal Management Officer	30		1	1	1
Police Sergeant	29		0	2	2
Police Officer, Master	28		0	2	2
Grants Coordinator	26		1	1	1
Payroll Personnel Supervisor	24		1	1	1
Supply Supervisor	24		1	1	1
Custodian Supervisor	21		1	1	1
Payroll Personnel Tech Sr	21		6	6	6
Print Shop Coordinator	21		1	1	1
Requisition Technician	21		3	3	3
Supply Coordinator	21		2	2	2
Custodian Senior	18		2	2	2
FULL TIME Subtotal			20	24	24
<b>Communications</b>					
Office Assistant Senior	19		1	0	0
FULL TIME Subtotal			1	0	0
<b>Crossing Guards</b>					
School Safety Officer	04	3 PT	3	0	0
PART TIME Subtotal			3	0	0



**POLICE SERVICES**

**FUNCTION: PUBLIC SAFETY**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2011	2012	2013
<b>Animal Control</b>					
Animal Control Director	32		1	1	1
Police Sergeant	29		1	1	1
Police Officer, Master	28		1	1	1
Animal Control Supervisor	26		3	3	3
Administrative Assistant II	23		1	1	1
Animal Control Officer Master	21		11	8	8
Animal Control Officer Senior	20		8	7	7
Animal Adoption/Rescue Coord	19		1	2	2
Animal Control Officer	19		10	13	13
Office Assistant Senior	19		7	7	7
FULL TIME Subtotal			44	44	44
<b>Records</b>					
Police Lieutenant	31		2	1	1
Central Records Assistant Mgr	26		2	2	2
Central Records Supervisor	25		3	3	3
Training Specialist	25		1	1	1
Administrative Assistant I	21		1	1	1
Central Records Clerk, Sr.	20		14	15	15
Central Records Clerk	19		19	18	18
FULL TIME Subtotal			42	41	41
<b>Assistant Director</b>					
Police Chief	AK		1	1	1
Police Senior Staff Attorney	AI		1	0	0
Police Major	33		0	1	1
Police Lieutenant	31		2	0	0
Public Information Officer	28		1	1	1
Administrative Assistant II	23		2	2	2
FULL TIME Subtotal			7	5	5
<b>Internal Affairs</b>					
Police Major	33		0	1	1
Police Captain	32		1	1	1
Police Lieutenant	31		1	2	2
Police Sergeant	29		2	3	3
Police Officer, Master	28		7	8	8
Administrative Assistant II	23		0	1	1
Investigative Aide, Senior	21		4	4	4
FULL TIME Subtotal			15	20	20

## POLICE SERVICES

## FUNCTION: PUBLIC SAFETY

<b>AUTHORIZED POSITION LIST BY COST CENTER</b>
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(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2011	2012	2013
<b>Criminal Investigation Division</b>					
Assistant Police Chief	AE		1	1	1
Police Captain	32		3	3	3
Police Lieutenant	31		12	13	13
Police Sergeant	29		32	28	28
Police Officer, Master	28		137	134	134
Police Officer, Senior	27		1	0	0
Police Officer	26		7	5	5
Pawn Detail Coordinator	25		1	1	1
Administrative Assistant II	23		2	2	2
Investigative Aide, Senior	21		17	18	18
Office Assistant Senior	19		1	1	1
FULL TIME Subtotal			214	206	206
<b>Special Operations Unit</b>					
Assistant Police Chief	AE		1	1	1
Police Major	33		1	1	1
Police Captain	32		1	1	1
Police Lieutenant	31		4	4	4
Police Sergeant	29		15	13	13
Police Officer, Master	28		81	80	80
Police Officer, Senior	27		0	2	2
Police Officer	26		1	2	2
Administrative Assistant II	23		2	2	2
Administrative Assistant I	21		1	1	1
Property & Evidence Tech Sr	21		1	1	1
FULL TIME Subtotal			108	108	108
<b>Training</b>					
Police Captain	32		2	1	1
Police Lieutenant	31		1	1	1
Police Sergeant	29		3	3	3
Police Officer, Master	28		9	10	10
Administrative Assistant II	23		2	2	2
FULL TIME Subtotal			17	17	17
<b>Uniform Division</b>					
Assistant Police Chief	AE		2	2	2
Police Major	33		8	7	7
Police Captain	32		10	11	11
Police Lieutenant	31		36	36	36
Police Sergeant	29		90	93	93
Police Officer, Master	28		360	358	358

## POLICE SERVICES

## FUNCTION: PUBLIC SAFETY

## AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2011	2012	2013
<b>Uniform Division (continued)</b>					
Police Officer, Senior	27		103	75	75
Police Officer	26		131	171	170
Administrative Assistant II	23		8	7	7
Public Education Specialist	23		5	5	5
Cadet	21		10	1	1
Investigative Aide, Senior	21		8	8	8
Investigative Aide	19		1	1	1
Office Assistant Senior	19		0	1	1
FULL TIME Subtotal			772	776	775
<b>Intelligence / Permits</b>					
Police Lieutenant	31		1	1	1
Police Sergeant	29		1	2	2
Police Officer, Master	28		5	6	6
Police Officer	26		0	1	1
Office Assistant Senior	19		2	1	1
Office Assistant	18		0	1	1
FULL TIME Subtotal			9	12	12
<b>Recruiting &amp; Background</b>					
Police Lieutenant	31		1	1	1
Police Sergeant	29		1	1	1
Police Officer, Master	28		7	7	7
Police Officer, Senior	27		1	0	0
Investigative Aide, Senior	21		2	2	2
Investigative Aide	19		1	1	1
FULL TIME Subtotal			13	12	12
<b>Homeland Security</b>					
Police Lieutenant	31		1	1	1
Police Sergeant	29		2	2	2
Police Officer, Master	28		6	4	4
Emergency Mgmt Specialist	23		1	1	1
Investigative Aide, Senior	21		1	0	0
FULL TIME Subtotal			11	8	8
<b>Crime Scene</b>					
Police Lieutenant	31		1	1	1
Crime Scene Invest Shift Supv	26		4	4	4
Crime Scene Investigator Mastr	25		3	1	1
Crime Scene Investigator, Sr	24		1	0	0

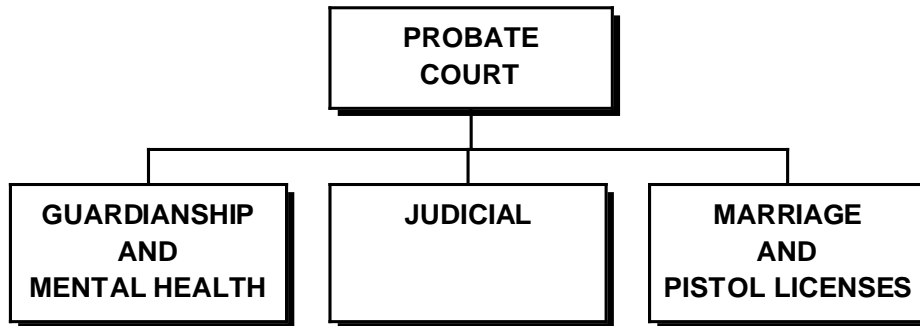
**POLICE SERVICES**

**FUNCTION: PUBLIC SAFETY**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2011	2012	2013
<b>Crime Scene (continued)</b>					
Latent Fingerprint Examiner Sr	24		1	1	1
Crime Scene Investigator	23		9	12	12
Latent Fingerprint Examiner	22		2	2	2
FULL TIME Subtotal			21	21	21
<b>FULL TIME Total</b>			1,297	1,298	1,296
<b>PART TIME Total</b>			3	0	0
<b>ALL POSITIONS Total</b>			1,300	1,298	1,296



**MISSION STATEMENT**

The mission of the Probate Court is 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 of support, the appointment of guardians/conservators of both minors and incapacitated adults, and hearing disputes in any of these areas. The Probate Court's jurisdiction includes the holding of civil commitment hearings to determine if a patient should remain involuntarily hospitalized. The Probate Court holds these hearings for approximately 35 other counties. All marriage licenses and pistol licenses are issued and recorded by this office. The Probate Court has other miscellaneous functions which include the issuance of fireworks permits, certificates of residency, veteran licenses and peddlers' licenses.

**ACTIVITY MEASURES**

	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
Wills probated, petitions filed, administrations & guardianships	11,897	11,860	10,218	20,242
Emergency hospitalization orders	316	342	326	228
Retardation hearings	5	0	0	0
Marriage licenses	4,605	4,874	4,548	3,510
Marriage license certified copies	7,671	9,120	9,366	7,236
Annual returns audited	862	861	808	930
First time pistol licenses	2,840	2,821	3,337	6,402
Renewal pistol licenses	1,057	919	933	1,482
Commitment Hearings	211	213	234	210
Continued habitation	1	0	1	0

**MAJOR ACCOMPLISHMENTS IN 2012**

Continue to have the Probate Clinic twice a month with volunteer lawyers from legal aid.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Organizational Effectiveness/ Enhancing Efficient Operations**

To implement a new case management system (Agile).

**MAJOR BUDGETARY IMPACTS**

**Previous**

There were no significant budgetary changes in 2008 and 2009. In 2010, \$1,685,154 was approved for the basic operating budget. The BOC restored \$255,032 to this budget as part of the amendment process. In 2010, 4 Full-time employees accepted the Early Retirement Option Program and the BOC did not abolish the vacant positions due to the ERO program. In 2011, \$1,470,263 was approved for the basic operating budget. As part of the 2011 mid-year budget adjustments, the BOC increased this budget by \$144,000. In 2012, \$1,593,064 was approved for basic operating expenses.

**2013**

The adopted budget for 2013 is \$1,577,720 (a decrease of 1.0% under 2012).

**Future**

No significant budgetary impact is anticipated.

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Probate Court	\$1,550,515	\$1,557,182	\$1,577,720	\$1,577,720
	\$1,550,515	\$1,557,182	\$1,577,720	\$1,577,720

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$1,454,942	\$1,466,140	\$1,481,334	\$1,481,334
Purchased / Contracted Services	68,597	65,746	72,636	72,636
Supplies	22,047	20,372	18,750	18,750
Other Costs	4,930	4,925	5,000	5,000
	\$1,550,515	\$1,557,182	\$1,577,720	\$1,577,720

<b>FUNDING SOURCES</b>			
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
General Fund	\$1,550,515	\$1,557,182	\$1,577,720
	\$1,550,515	\$1,557,182	\$1,577,720

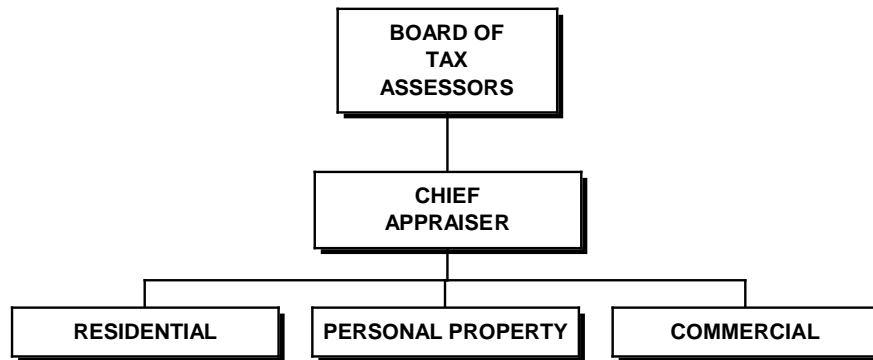
**PROBATE COURT**

**FUNCTION: CIVIL & CRIMINAL COURTS**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
<b>Probate Court</b>				
Associate Judge	AI	1	1	1
Attorney IV	33	1	1	1
Administrative Operations Mgr	28	1	1	1
User Liaison Coordinator	26	1	1	1
Administrative Coordinator	25	4	4	4
Administrative Assistant II	23	1	1	1
Probate Technician Principal	21	12	12	12
Probate Technician Senior	19	1	1	1
Probate Technician	18	2	2	2
Probate Judge	\$144,469	1	1	1
FULL TIME Subtotal		25	25	25
<b>FULL TIME Total</b>		25	25	25
<b>ALL POSITIONS Total</b>		25	25	25



**MISSION STATEMENT**

The mission of the Department of Property Appraisal and Assessment is to produce a timely, equitable, and acceptable tax digest for DeKalb County that meets all the state statutes and legal requirements of the Georgia Department of Revenue.

**PROGRAM DESCRIPTION**

Property Appraisal and Assessment discovers, identifies, and classifies all property in DeKalb County into categories of residential, commercial, personal, exempt and by State law places an assessment on these properties for purposes of ad valorem taxation. The department is responsible for the proper maintenance of all property record cards, ownership records, business assets statements, and all other information on which ad valorem taxation assessment is determined. The department processes real estate and personal property tax returns annually. Changes of assessment notices are sent as appropriate, and any resulting appeals are processed. Property Appraisal and Assessment appraises all new construction in the County. As a result of sales analysis, equalization and/or reappraisal programs are carried out as necessary.

The Board of Assessors is a five-member, part-time body appointed by the Board of Commissioners. The Chief Appraiser is appointed by the Board of Assessors and oversees the daily operations of the department.

**ACTIVITY MEASURES**

	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
Taxable Real Estate Parcels	230,426	230,551	229,826	229,826
Exempt Real Estate Parcels	5,340	5,348	5,562	5,562
Public Utility Parcels	279	279	279	279
Taxable Personal Property	12,597	11,994	21,826	21,800
Taxable Personal Prop. Freeport Accts.	465	475	500	500
Exempt Personal Property Accounts	5,948	6,448	6,319	6,300
Real Estate Tax Returns Processed	15,020	4,290	1,576	75
Building Permits Processed	2,500	2,500	2,500	2,500
New Real Estate Parcels	0	125	0	200
Assessment Notices Mailed	46,077	230,551	227,103	230,000
Appeals Received	10,602	20,614	18,891	18,000
Appeals to Board of Equalization	5,910	14,000	10,858	10,000
Appeals to Superior Court	58	45	50	50
Total Real & Personal Property Digest (IN 000's)	\$23,282,615	\$20,657,625	\$18,926,895	\$18,926,895
Total Public Utility Digest (IN 000's)	\$366,203	\$377,203	\$368,611	\$368,611



**MAJOR ACCOMPLISHMENTS IN 2012**

Reviewed all County properties and made appropriate changes and produced an acceptable tax digest enabling tax digest valuations to be released to the Tax Commissioner. Resolved over 20,000 2011 appeals, up to and through the Board of Equalization appeal level. Mailed approximately 230,000 real property assessment notices and received approximately 16,000 appeals.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Financial Strength/ Ensuring Fiscal Integrity**

To perform all functions necessary to compile the 2013 tax digest on or before August 1<sup>st</sup> 2013.

To continue progress on outstanding appeals.

**Organizational Effectiveness/ Enhancing Efficient Operations**

To complete the Computer Assisted Mass Appraisal system migration.

**MAJOR BUDGETARY IMPACTS**

**Previous**

The 2010 Budget transferred 2 positions (1 Network Coordinator; 1 User Liaison Coordinator) from Property Appraisal & Assessment to Information Systems. Also in 2010, 16 employees accepted the Early Retirement Option (ERO) program and the BOC abolished 10 vacant positions due to the ERO program.

In 2011, \$3,808,311 was approved for the operating budget. A Mid-Year amendment to the 2011 Budget resulted in a revised budget of \$4,039,665.

In 2012, \$4,430,438 was approved for the operating budget.

**2013**

\$4,427,264 is approved for the operating budget.

**Future**

Economic, budgetary, and legislative issues will continue to be challenges for the foreseeable future.

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Property Appraisal& Assessment	\$4,006,126	\$4,178,260	\$4,427,264	\$4,427,264
	\$4,006,126	\$4,178,260	\$4,427,264	\$4,427,264

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$3,591,161	\$3,754,982	\$3,964,142	\$3,964,142
Purchased / Contracted Services	374,431	388,118	392,022	392,022
Supplies	28,458	33,852	45,100	45,100
Capital Outlays	12,075	749	26,000	26,000
Interfund / Interdepartmental	0	559	0	0
	\$4,006,126	\$4,178,260	\$4,427,264	\$4,427,264

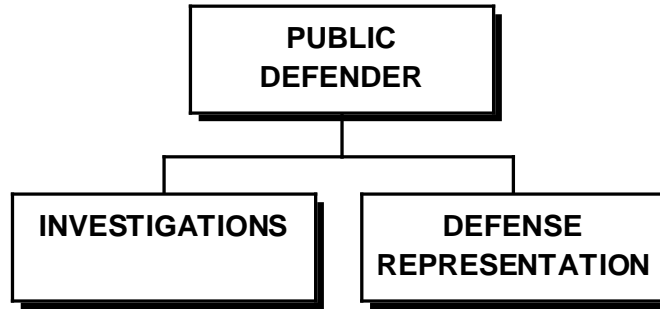
**PROPERTY APPRAISAL & ASSESSMENT**

**FUNCTION: GENERAL GOVERNMENT**

<b>FUNDING SOURCES</b>			
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
General Fund	\$4,006,126	\$4,178,260	\$4,427,264
	\$4,006,126	\$4,178,260	\$4,427,264

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Property Appraisal&amp; Assessment</b>				
Chief Appraiser	AD	1	1	1
Deputy Chief Appraiser	30	3	3	3
Property Appraiser Supervisor	28	7	7	7
Property Quality Control Supv	27	1	1	1
Property Appraiser IV	26	14	14	14
Administrative Coordinator	25	1	1	1
Property Appraiser Auditor	24	1	1	1
Administrative Assistant II	23	2	2	2
Property Appraiser III	23	8	10	10
Property Quality Control Coord	23	1	1	1
Administrative Assistant I	21	3	3	3
Property Appraiser II	21	5	5	5
Property Technician Sr	21	2	2	2
Office Assistant Senior	19	6	7	7
Property Appraiser I	19	10	8	8
Office Assistant	18	1	0	0
FULL TIME Subtotal		66	66	66
<b>FULL TIME Total</b>		66	66	66
<b>ALL POSITIONS Total</b>		66	66	66



**MISSION STATEMENT**

The 6<sup>th</sup> Amendment to the United States Constitution guarantees that in all criminal cases, the accused has the right to an attorney. The DeKalb County Public Defender safeguards the Constitutional rights of all by providing and promoting quality legal representation. It is our mission to promote equal justice and fairness for all people in the judicial system. The Public Defender Office provides legal representation to those unable to afford an attorney in all criminal cases in DeKalb County.

**PROGRAM DESCRIPTION**

The Public Defender's Office was created in 1969 to comply with United States Supreme Court rulings requiring the provision of attorneys to persons charged in criminal cases. This service is provided in Superior Court, Juvenile Court, State Court, Magistrate Court, Recorders Court, all Treatment Courts, and all Appellate Courts. On January 1, 2005, the Public Defender's Office became the Circuit Defender Office for the Stone Mountain Judicial Circuit and came under the authority of the Georgia Public Defender Standards Council.

**ACTIVITY MEASURES**

	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
Felonies	5,600	5,780	5,851	6,000
Juvenile Delinquency	1,801	1,675	1,717	1,750
Misdemeanors	2,603	3,379	3,600	3,700
Felony Revocations	1,970	1,922	1,753	1,800
Misdemeanor Revocations	1,227	1,316	1,142	1,200
Juvenile Revocations	168	155	146	150
Recorders Court	945	1,094	2,059	2,200
Appeals	46	25	28	30
Miscellaneous, ex motions to withdraw pleas	130	153	142	150
<b>Total Cases</b>	<b>14,490</b>	<b>15,499</b>	<b>16,296</b>	<b>16,980</b>

**MAJOR ACCOMPLISHMENTS IN 2012**

Continued delivery of high quality indigent defense representation to the courts and the County. Partnered with other County departments to provide legal representation to clients involved with the many diversion programs offered by the County.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Organizational Effectiveness/ Enhancing Efficient Operations**

To continue to provide quality services while meeting both Federal and State mandates and budget constraints.

To participate in the development of programs that reduce recidivism rate and reduce crime.

To improve technology and work toward a better efficiency in managing workloads.

**PUBLIC DEFENDER****FUNCTION: CIVIL & CRIMINAL COURTS****MAJOR BUDGETARY IMPACTS****Previous**

In 2007, 2008 and 2009 there were no significant budgetary changes. In 2010, seven employees accepted the Early Retirement Option. In 2011, the BOC restored \$436,870 to this budget as part of the amendment process. As part of the 2011 mid-year adjustment process, the BOC increased this budget by \$400,000. Also 2 positions, one Attorney and one Paralegal, were added to staff the third courtroom for Records Court. In 2012, \$7,247,868 was approved for basic operating expenses.

**2013**

In 2013, \$7,283,038 is approved for basic operating expenses.

**Future**

Making the transition to a State sponsored indigent defense system may require hiring additional personnel and additional changes in current procedures.

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Public Defender	\$6,772,410	\$7,039,008	\$7,283,038	\$7,283,038
	\$6,772,410	\$7,039,008	\$7,283,038	\$7,283,038

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$6,525,699	\$6,795,792	\$6,976,897	\$6,976,897
Purchased / Contracted Services	117,445	135,615	180,075	180,075
Supplies	73,470	74,129	76,450	76,450
Capital Outlays	29,092	6,933	13,200	13,200
Interfund / Interdepartmental	26,705	26,540	36,416	36,416
	\$6,772,410	\$7,039,008	\$7,283,038	\$7,283,038

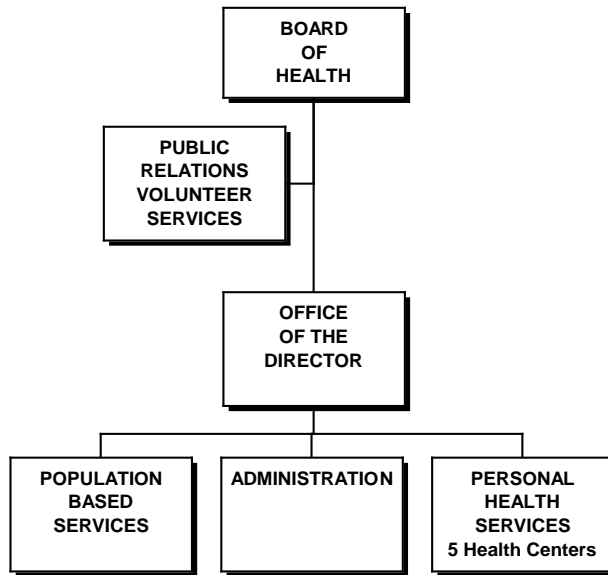
**FUNDING SOURCES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
General Fund	\$6,772,410	\$7,039,008	\$7,283,038
	\$6,772,410	\$7,039,008	\$7,283,038

**PUBLIC DEFENDER****FUNCTION: CIVIL & CRIMINAL COURTS****AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
<b>Public Defender</b>				
Public Defender	DF	1	1	1
Chief Asst. Public Defender	AH	1	1	1
Attorney IV	33	6	7	7
Attorney III	31	27	26	26
Attorney II	30	11	9	9
Attorney I	29	4	6	6
Chief Investigator	29	1	1	1
Legal Office Coordinator	28	1	1	1
Interpreter	25	1	1	1
Investigator Principal	25	11	10	10
Administrative Aide	23	4	4	4
Investigator Senior	23	1	3	3
Paralegal	23	1	1	1
Investigator	21	3	2	2
Office Assistant Senior	19	2	2	2
FULL TIME Subtotal		75	75	75
<b>FULL TIME Total</b>		75	75	75
<b>ALL POSITIONS Total</b>		75	75	75



**MISSION STATEMENT**

The mission of the Board of Health is to promote and protect health and provide quality preventative care. The prevention of disease, injury, 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: the Office of the Director, Community Health and Prevention Services, and Administration. The Office of the Director oversees administrative, programmatic, clinical, and prevention services of the Board of Health. This division includes Emergency Preparedness, Marketing and Business Development, and Environmental Health. The Community Health and Prevention Services Division works to improve the health and well-being of the people who live, work, and play in DeKalb County. The division provides primary prevention services and primary care services at five community health centers. The Administrative Division provides general administrative support to the other operating units within the Board of Health, and serves as the business management arm of the Board. The Administration Division includes Finance, Human Resources, Internal Services, Information Technology, and Vital Records.

This budget includes the county's contribution for the operation and delivery of health care services to the citizens of DeKalb County.

**ACTIVITY MEASURES**

	Actual 2010	Actual 2011	Actual 2012	Estimated 2013
Total Patient Encounters	241,370	232,671	232,158	235,400
Clinic Dental Visits	3,645	4,833	6,342	6,000
STD/HIV Services, Patients Served	13,084	8,047	12,882	11,338
Immunizations, Patients Served	36,123	36,763	37,985	36,957
WIC Average Monthly Caseload	27,235	26,886	26,915	27,012
Family Planning, Patients Served	3,280	5,608	8,058	5,649
Food Service Program	32,610	32,922	32,316	32,000
On-site Sewage Disposal	7,570	7,546	7,486	7,500
Rodent Control Baiting	5,224	5,035	5,118	4,800
Swimming Pool Activities	10,370	9,996	9,665	9,400

**PUBLIC HEALTH**

**FUNCTION: HEALTH & HUMAN SERVICES**

**ACTIVITY MEASURES**

	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
Body Crafting Establishments Inspected	250	244	228	225
Radon Testing	1,703	1,697	1,703	1,700
West Nile Virus, Number of Contacts	15,786	20,059	18,152	18,000

**MAJOR ACCOMPLISHMENTS IN 2012**

The Board of Health WIC Program served more than 27,520 participants per month. Improved the surveillance and auditing of immunization status of students in DeKalb school systems. Remained proactive in the area of health education for food safety, West Nile virus, swimming pool water quality and safety, indoor air quality, and on-site septic systems. Administered the Behavioral Risk Factor Surveillance Survey and Youth Risk Behavior Survey. Provided care for approximately 850 patients with HIV in the Ryan White Early Care Clinic. Maintained the Living Healthy DeKalb Coalition to focus on prevention of diabetes, obesity, and hospitalizations due to asthma and tobacco use.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Human Services / Increasing Neighborhood Empowerment**

To maintain WIC program participation and increase physical activity and improve nutrition among DeKalb County residents.

To sustain and enhance prevention and healthcare services to decrease morbidity and mortality from infectious diseases and contribute to the wellness of those who live, work, and play in DeKalb County.

To decrease health disparities by improving awareness and delivery of DeKalb County Board of Health services.

**MAJOR BUDGETARY IMPACTS**

**Previous**

In 2010, one employee accepted the Early Retirement Option program and the BOC abolished one vacant position due to the ERO Program. Based on the agreement between the Board of Health and the County, this position was abolished and the funding for this position, in the amount of \$44,631, has been transferred to the County's Contribution to the Board of Health. The 2011 Adopted Budget of \$4,431,289 was a decrease relative to the 2010 Budget. In 2012, the Drug Testing Program was outsourced. This reduced the County's contribution to the Board of Health.

**2013**

The 2013 Adopted Budget of \$3,955,634 is a decrease relative to the 2012 Budget.

**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.

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Board Of Health - County Contribution	\$4,481,292	\$4,077,973	\$3,955,634	\$3,955,634
	\$4,481,292	\$4,077,973	\$3,955,634	\$3,955,634

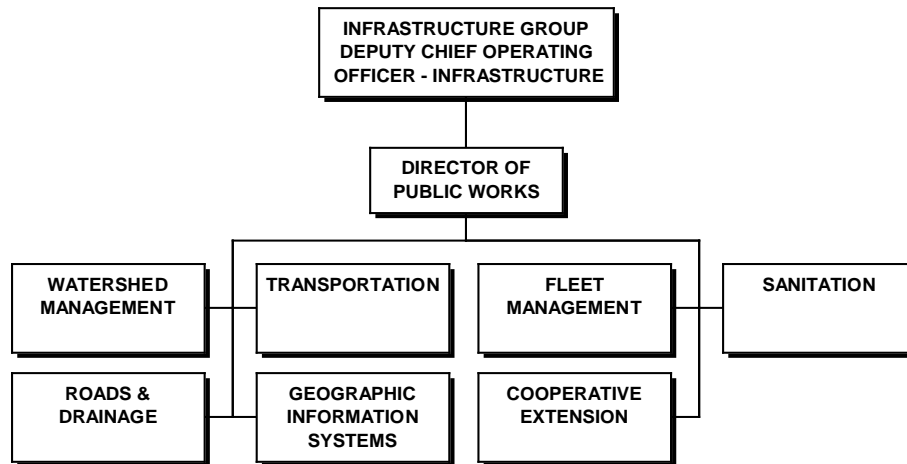
**PUBLIC HEALTH****FUNCTION: HEALTH & HUMAN SERVICES****SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Other Costs	\$4,481,292	\$4,077,973	\$3,955,634	\$3,955,634
	\$4,481,292	\$4,077,973	\$3,955,634	\$3,955,634

**FUNDING SOURCES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
General Fund	\$4,481,292	\$4,077,973	\$3,955,634
	\$4,481,292	\$4,077,973	\$3,955,634





**MISSION STATEMENT**

The mission of the Public Works Director is to provide the citizens of DeKalb County with the highest quality of public works services at the lowest possible cost and in a timely manner. To provide leadership for the four divisions of the Public Works Department. To coordinate the department's activities with other county departments, other government agencies, elected officials, the Georgia DOT, Georgia EPD, US EPA and FHWA, and local municipalities.

**PROGRAM DESCRIPTION**

The office of the Public Works Director was established in 1985 to provide central management, supervision and direction for the four divisions which now constitute Public Works: Fleet Maintenance, Roads & Drainage, Sanitation, and Transportation. Effective 2009, this department is assigned to the Infrastructure Group, under the direction of the Deputy Chief Operating Officer for Infrastructure. In 2011, the Geographic information Systems Department and Cooperative Extension Services were assigned to this group.

**MAJOR ACCOMPLISHMENTS IN 2012**

Maintained fleet availability above 95%. Continued to focus on providing improved service to Citizens of the County and customer departments. Completed the upgrades to the LFG (Landfill gas) to an Electricity Facility. Expanded the landfill gas collection system at Seminole Road Landfill. Completed the closure of Phase @A at Seminole Road Landfill.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS AND STRATEGIC PLAN PRIORITY**

**Infrastructure/Enhancing Public Safety**

To continue work on the design and construction of HOST Program and Infrastructure projects, and sanitation system improvements. To continue to develop technical and managerial skills and leadership abilities within the staff.

**Organizational Effectiveness/Enhancing Efficient Operations**

To continue to provide the best quality service on limited budgets and with reduced numbers of employees.

To continue to focus on providing improved service to the citizens of the County and customer departments.

To consolidate services among the departments of the Infrastructure Group.

To continue to develop technical and managerial skills and leadership abilities within the staff.

**MAJOR BUDGETARY IMPACTS**

**Previous**

2010 Budget focused to work on the design and construction of HOST Program and Infrastructure projects, and sanitation system improvements, it also evaluated the department operations and implemented organizational and operational improvements. In 2010, 1 employee accepted the Early Retirement Option Program and the BOC abolished 1 vacant position due to the ERO program. In 2011, the Land Development function was transferred to Public Works. There were no significant budgetary changes for 2012.

**2013**

\$959,335 is appropriated for the basic operating budget.

**Future**

No changes of significant budgetary impact are anticipated.

**PUBLIC WORKS DIRECTOR**

**FUNCTION: PLANNING & PUBLIC WORKS**

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Public Works - Directors Office	\$253,941	\$297,026	\$267,196	\$267,196
Public Works - Land Development	676,051	634,795	692,139	692,139
	<u>\$929,992</u>	<u>\$931,822</u>	<u>\$959,335</u>	<u>\$959,335</u>

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Personal Services and Benefits	\$945,408	\$963,528	\$1,003,536	\$1,003,536
Purchased / Contracted Services	18,003	15,485	15,647	15,647
Supplies	1,900	4,710	1,883	1,883
Interfund / Interdepartmental	(35,319)	(51,902)	(61,731)	(61,731)
	<u>\$929,992</u>	<u>\$931,822</u>	<u>\$959,335</u>	<u>\$959,335</u>

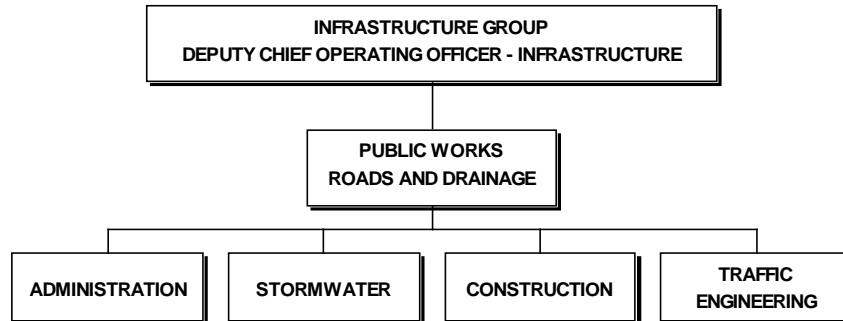
**FUNDING SOURCES**

	Actual 2011	Actual 2012	Budget 2013
General Fund	\$253,941	\$297,026	\$267,196
Development	676,051	634,795	692,139
	<u>\$929,992</u>	<u>\$931,822</u>	<u>\$959,335</u>

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
<b>Public Works - Directors Office</b>				
Asst Director Public Works	AE	1	1	1
Director Public Works	AC	1	0	0
Deputy COO Infrastructure	38	0	1	1
Administrative Coordinator	25	1	1	1
FULL TIME Subtotal		<u>3</u>	<u>3</u>	<u>3</u>
<b>Public Works - Land Development</b>				
Land Development Supervisor	30	1	1	1
Engineering Review Officer III	28	1	1	1
Engineering Review Officer II	26	2	2	2
Dev Construction Inspector III	25	3	3	3
Office Assistant Senior	19	1	1	1
Office Assistant	18	1	1	1
FULL TIME Subtotal		<u>9</u>	<u>9</u>	<u>9</u>
<b>FULL TIME Total</b>		<u>12</u>	<u>12</u>	<u>12</u>
<b>ALL POSITIONS Total</b>		<u>12</u>	<u>12</u>	<u>12</u>



**MISSION STATEMENT**

The mission of the Roads and Drainage Division is to maintain all County paved and unpaved roads, bridges and drainage structures, to maintain the County's storm water drainage system, to administer the citizen's drainage program, to obtain parcels, tracts of land and easements necessary to complete scheduled State and County construction projects, to perform needed repairs, maintenance and construction on paved and unpaved County roads, bridges, and drainage structures and to increase safety, and expedite the movement of traffic through a comprehensive traffic control program.

**PROGRAM DESCRIPTION**

The Roads and Drainage Division of the Public Works Department is responsible for performing all needed repairs, maintenance, construction and upgrades to the County's roadway system, including bridges, drainage structures, and traffic control devices. The Division is also responsible for the management of the County's Stormwater and Flood Programs. The Division's responsibilities are directed and controlled by the Assistant Director of Public Works Roads and Drainage with operations through four functional areas: Administration, Stormwater, Construction and Traffic Engineering. The Administrative Section controls and manages all operations of the Division, including the following: Board of Commissioners' agenda items, project lists and reporting, Georgia Department of Transportation Local Assistance Road Program (LARP) contracts, all State/Federal contracts, Stormwater Enterprise and Tax Fund revenue documents, personnel actions, roadway rating documents, project budgetary documents (Capital, Operating & Enterprise), municipality agreements, and communications with citizens, commissioners and other departments. The **Stormwater Section** is responsible for performing activities related to the Stormwater Program, state and federal environmental reporting including NPDES, and working with the state and federal government to buy out flood prone homes. The **Construction Section** is responsible for construction of new sidewalks and road projects; bridge maintenance and upgrades; and retention pond maintenance. The **Traffic Engineering Section** is responsible for maintaining and installing traffic signals and signs in DeKalb County. Effective 2009, this department is assigned to the Infrastructure Group, under the direction of the Deputy Chief Operating Officer for Infrastructure.

**PERFORMANCE INDICATORS**

	TARGET	2010	2011	2012
% OF STORMWATER DRAINAGE INDICATORS ACCOMPLISHED WITHIN PRESCRIBED TIME FRAME	75%	85%	95%	90%
% OF ROADS PAVED/REPAVED/ REPAIRED VS ROADS & DRAINAGE STANDARD TARGET	75%	100%	75%	89%

**PUBLIC WORKS - ROADS AND DRAINAGE**

**FUNCTION: PLANNING & PUBLIC WORKS**

**PERFORMANCE INDICATORS**

**TARGET                      2010                      2011                      2012**

**ACTIVITY MEASURES**

	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
Citizen Drainage Projects (linear feet)	236	220	0	50
Citizen Drainage Projects (Tons)	1,525	2,537	820	902
Retention Ponds Cleaned	1,050	654	421	510
Maintenance Complaints Received	6,990	4,238	4,562	5,020
Roads Resurfaced (miles by County)	44	14	40	32
Patching (Tons) County	45,000	21,000	27,584	23,000
Drainage Structures Built/Repaired	203	510	550	565

**MAJOR ACCOMPLISHMENTS IN 2012**

In 2012 Roads and Drainage was able to complete the following: the paving of 45 miles of County roads, installed 13,900 linear feet of pipe and completion of construction on 1,089 drainage structures.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Infrastructure**

To implement the list of road maintenance, drainage, traffic engineering and construction projects approved for 2013.

**Organizational Effectiveness/Enhancing Efficient Operations**

To deliver quality road maintenance and drainage service to customers.

**MAJOR BUDGETARY IMPACTS**

**Previous**

In 2009, the Stormwater Utility Fund reimbursed Public Works - Roads and Drainage a total of \$8,989,884 for costs related to the Stormwater Program; this includes 124 positions. One IS Field Service Specialist Sr. was transferred to Information Systems to create better efficiency per Executive Order 8-1.

In 2010, the Stormwater Utility Fund reimbursed Public Works - Roads and Drainage a total of \$10,246,785 for costs related to the Stormwater Program; this includes 116 positions.

In 2010, 58 employees accepted the Early Retirement Option Program and the BOC abolished 83 vacant positions due to the ERO program.

The 2011 budget included the transfer of 97 positions and the associated personnel costs from the Drainage Maintenance and Stormwater management cost centers to the Stormwater Utility Operating Fund. This transfer significantly reduced the reimbursement from the Stormwater Utility Operating Fund in 2011 to Roads and Drainage and will decrease the budget for Roads and Drainage in future years. In 2011, the Stormwater Utility Fund reimbursed Public Works - Roads and Drainage a total of \$3,974,692 for costs related to the Stormwater Program. This budget included a \$1,000,000 credit from the Water and Sewer Fund and a \$500,000 credit from Sanitation for imputed costs of utility cut damages to roadways and heavy truck wear and tear on roadways requiring resurfacing, with charge back to the Roads and Drainage Asphalt Maintenance cost center.

The 2012 budget reflected the full year impact of the reduction in the reimbursement from the Stormwater Utility Operating Fund to Roads and Drainage. In 2012, the reimbursement from Stormwater Utility to Roads and Drainage was \$4,000,000. This budget also included a \$1,250,000 credit from Water and Sewer and a \$750,000 credit from Sanitation for imputed costs of utility cut damages to roadways and heavy truck wear and tear on roadways requiring resurfacing, with charge back to the Roads and Drainage Asphalt Maintenance cost center.

**2013**

\$8,530,447 is appropriated for the basic operating budget. The 2013 budget reflects the full year impact of the reduction in the reimbursement from the Stormwater Utility Operating Fund to Roads and Drainage. In 2013, the reimbursement from Stormwater Utility to Roads and Drainage is \$4,719,998. This budget includes a \$1,250,000

**PUBLIC WORKS - ROADS AND DRAINAGE**

**FUNCTION: PLANNING & PUBLIC WORKS**

credit from Water and Sewer and a \$750,000 credit from Sanitation for imputed costs of utility cut damages to roadways and heavy truck wear and tear on roadways requiring resurfacing, with charge back to the Roads and Drainage Asphalt Maintenance cost center.

**Future**

No significant changes are anticipated.

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Administration	\$321,472	\$422,259	\$466,076	\$466,076
Construction / Maintenance	13,551,124	4,741,872	4,219,174	4,217,831
Stormwater	(453,245)	(2,434)	0	0
Traffic	4,846,515	3,921,120	3,857,801	3,846,540
	<u>\$18,265,866</u>	<u>\$9,082,816</u>	<u>\$8,543,051</u>	<u>\$8,530,447</u>

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Personal Services and Benefits	\$10,410,363	\$8,918,855	\$8,759,917	\$8,759,917
Purchased / Contracted Services	353,613	573,180	305,596	305,596
Supplies	5,782,070	4,528,255	4,240,540	4,227,936
Capital Outlays	60	60	0	0
Interfund / Interdepartmental	(6,511,084)	(4,937,534)	(4,763,002)	(4,763,002)
Other Financing Uses	8,230,845	0	0	0
	<u>\$18,265,866</u>	<u>\$9,082,816</u>	<u>\$8,543,051</u>	<u>\$8,530,447</u>

**FUNDING SOURCES**

	Actual 2011	Actual 2012	Budget 2013
Special Tax District - Designated Services	\$18,265,866	\$9,082,816	\$8,530,447
	<u>\$18,265,866</u>	<u>\$9,082,816</u>	<u>\$8,530,447</u>

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
<b>Administration</b>				
Asst Director Roads & Drainage	AH	1	1	1
Asst Director Public Works	AF	1	1	1
Operations Manager R&D	32	1	1	1
Flood Management Supervisor	30	1	1	1
Administrative Assistant II	23	2	3	3
FULL TIME Subtotal		<u>6</u>	<u>7</u>	<u>7</u>

**PUBLIC WORKS - ROADS AND DRAINAGE**

**FUNCTION: PLANNING & PUBLIC WORKS**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
<b>Maintenance</b>				
Administrative Services Mgr	31	1	1	1
General Foreman Public Works	26	0	1	1
Inventory Warehouse Supervisor	25	1	1	1
Crew Supervisor CDL	24	0	2	2
Heavy Equipment Truck Mechanic	23	1	1	1
Administrative Assistant I	21	1	1	1
Equipment Operator Principal	21	2	1	1
Payroll Personnel Tech Sr	21	1	1	1
Requisition Technician	21	1	1	1
Services&Materials Coord R&D	21	1	1	1
Maintenance Mechanic	20	1	0	0
Office Assistant Senior	19	3	3	3
Crew Worker Senior	18	3	3	3
Equipment Operator	18	1	0	0
Stockworker	18	2	1	1
FULL TIME Subtotal		19	18	18
<b>Road Maintenance</b>				
Engineering Supervisor	33	1	1	1
Operations Manager R&D	32	1	1	1
Road Maintenance Supt	29	0	1	1
General Foreman Public Works	26	1	2	2
Production Control Supervisor	26	1	1	1
Construction Inspector	25	2	2	2
Construction Supervisor	24	1	1	1
Crew Supervisor CDL	24	7	4	4
GIS Specialist II	24	0	1	1
GIS Specialist I	23	1	0	0
Equipment Operator Principal	21	3	4	4
Equipment Operator Senior	19	8	8	8
Crew Worker Senior	18	19	14	14
Equipment Operator	18	6	9	9
Crew Worker	16	8	9	9
FULL TIME Subtotal		59	58	58
<b>Support Services</b>				
Operations Manager R&D	32	1	1	1
Engineer, Principal	30	1	1	1
Engineer, Senior	29	0	1	1
Roads & Drainage Supt	29	0	1	1
General Foreman Public Works	26	1	1	0

## PUBLIC WORKS - ROADS AND DRAINAGE

## FUNCTION: PLANNING &amp; PUBLIC WORKS

## AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
Construction Supervisor	24	1	2	1
Crew Supervisor CDL	24	4	5	3
Engineering Technician Senior	24	1	1	1
Administrative Assistant I	21	1	1	1
<b>Support Services (Continued)</b>				
Equipment Operator Principal	21	5	5	4
Mason Senior	21	1	1	1
Equipment Operator Senior	19	5	3	3
Mason	19	2	2	2
Crew Worker Senior	18	11	8	6
Equipment Operator	18	2	4	2
Crew Worker	16	0	1	1
FULL TIME Subtotal		36	38	29
<b>Traffic Operations</b>				
Dep Dir Traffic Engineering	AI	1	1	1
Traffic Engineering Manager	33	1	1	1
Engineer, Principal	30	1	1	1
Engineer, Senior	29	2	2	2
Engineering Technician Senior	24	5	5	5
Administrative Assistant I	21	1	1	1
FULL TIME Subtotal		11	11	11
<b>Speed Humps</b>				
Crew Supervisor CDL	24	1	1	1
Crew Worker Senior	18	2	2	2
FULL TIME Subtotal		3	3	3
<b>Signals</b>				
Traffic Signal Operations Supt	28	1	1	1
General Foreman Public Works	26	2	2	2
Traffic Signal Installer, Sr	23	5	5	5
Traffic Signal Tech, Sr	23	1	1	1
Traffic Signal Installer	21	2	2	2
Traffic Signal Tech	21	10	10	10
Asst Traffic Signal Inst, Sr	19	2	3	3
Asst Traffic Signal Installer	18	10	9	9
FULL TIME Subtotal		33	33	33
<b>Signs &amp; Paint</b>				
Traffic Signs/Markings Supt	28	1	1	1
Crew Supervisor CDL	24	2	2	2
Graphic Design Technician	23	2	2	2

**PUBLIC WORKS - ROADS AND DRAINAGE**

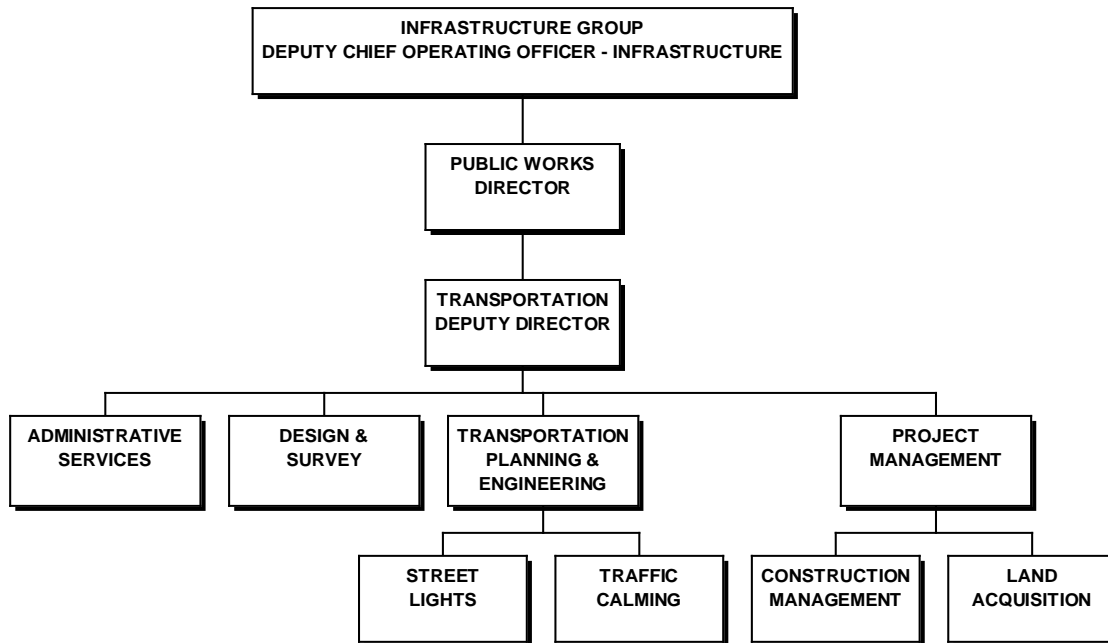
**FUNCTION: PLANNING & PUBLIC WORKS**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
Traffic Signs/Markings Inst Sr	19	2	2	2
Traffic Signs/Markings Inst	18	4	4	4
<b>Signs &amp; Paint (Continued)</b>				
FULL TIME Subtotal		11	11	11
<b>FULL TIME Total</b>		178	179	170
<b>ALL POSITIONS Total</b>		178	179	170





**MISSION STATEMENT**

The mission of the Public Works Transportation Division is to improve the safety and efficiency of existing Transportation infrastructure and traffic safety for the benefit of the citizens of DeKalb County.

**PROGRAM DESCRIPTION**

The Transportation Division of the Public Works Department is responsible for the management of HOST projects, Georgia DOT projects, as well as major DeKalb County infrastructure projects in support of DeKalb County roadways and thoroughfares.

The Division has a Design and Survey section that is responsible for the development of internal construction projects. The Construction Section inspects the construction work of major utility companies, Georgia DOT projects, and other County-implemented projects.

The Land Acquisition section provides right-of-way easements for Community Development, Sanitation, Water and Sewer, Development and Georgia DOT projects. The Transportation Planning and Engineering Section is responsible for the timely and comprehensive support to the citizens of DeKalb County and the monitoring, study, evaluation, authorization, and installation of traffic control devices within DeKalb County right-of-ways. Effective 2009 this department is assigned to the Infrastructure Group, under the direction of the Deputy Chief Operating Officer for Infrastructure.

**PERFORMANCE INDICATORS**

	<b>TARGET</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
% Of Major Projects (\$25,000)				
Completed On Time	75%	75%	88%	75%
Completed Under Budget	75%	75%	94%	90%
% Completed Of Funded Sidewalks	95%	95%	75%	100%

**PUBLIC WORKS - TRANSPORTATION****FUNCTION: PLANNING & PUBLIC WORKS****ACTIVITY MEASURES**

	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
Road Design Projects Completed	37	11	4	6
Construction Projects Managed	65	18	6	9
Acquisitions	211	72	96	138
Land Acquisitions Condemnations	4	2	3	0
Traffic Counts	240	223	116	190
Miles of Sidewalks Constructed	2	6	1	2

**MAJOR ACCOMPLISHMENTS IN 2012**

Completed the Emory Village Streetscape and Tucker Streetscape projects. Secured Transportation Enhancement funding for 6 projects totaling \$2.29 million dollars. Converted fifty five intersections to LED (light-emitting diode) lights.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY****Infrastructure/Enhancing Efficient Operations**

To improve the safety and efficiency of existing transportation infrastructure.

To improve coordination with other DeKalb County departments and other outside agencies (GDOT, GRTA, ARC, etc.) for the benefit of the citizens of DeKalb County.

**Economic Development/Facilitating Jobs and Economic Development**

To work with Georgia Department of Transportation, State and Federal agencies to capture funding for projects.

**Human Services /Increasing Neighborhood Empowerment**

To transmit Traffic Calming program information to as many interested DeKalb County residents as possible.

**Financial Strength/Ensuring Fiscal Integrity**

To sustain funding for any increase in street lights' electrical costs.

**Organizational Effectiveness/ Enhancing Efficient Operations**

To continue to develop training programs for Traffic Engineering personnel.

To reduce the number of neighborhoods seeking program services through the increased use of initial interest petitions and the installation of measures.

**MAJOR BUDGETARY IMPACTS****Previous**

The 2007 Budget included \$33,400 for the lease purchase of two F-150 Pick Up vehicles for use by the Transportation Division's Construction Management Division. There were no significant budgetary changes for 2008. The 2009 budget included appropriations for highway and intersection lighting of \$561,000 and \$126,635 for interstate lighting maintenance contracts. In 2010 the Speed Hump fund reimbursed Public Works – Transportation a total of \$150,000. In 2011, the transfer of 3 positions and related costs totaling \$206,333 was made from the Traffic Calming cost center to the Speed Hump Fund. In 2012, funding for electricity in the amount of \$540,000 was moved to Facilities Management.

**2013**

This budget includes a \$400,000 credit from Watershed for Department of Transportation inspection and surveying on water main GIS.

**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**

**FUNCTION: PLANNING & PUBLIC WORKS**

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Administrative Services	\$261,332	\$302,563	\$543,088	\$543,088
Construction Management	425,972	431,765	424,686	424,686
Design & Survey	582,110	(3,020)	22,708	22,708
Engineering Operations	504,836	27,564	0	0
Land Acquisition	188,393	194,246	184,970	184,970
Non-Classified	801	741	0	0
Signals	105,004	1,846	0	0
Signs & Paint	2,778	1,645	0	0
Traffic Calming	197,058	9,710	11,355	11,355
Traffic Engineering Administration	863,670	888,316	845,644	845,644
Traffic Lights	86	0	0	0
	<b>\$3,132,039</b>	<b>\$1,855,377</b>	<b>\$2,032,451</b>	<b>\$2,032,451</b>

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Personal Services and Benefits	\$2,317,256	\$1,964,959	\$2,026,916	\$2,026,916
Purchased / Contracted Services	278,070	196,375	329,852	329,852
Supplies	468,090	32,903	12,742	12,742
Capital Outlays	0	2,575	0	0
Interfund / Interdepartmental	68,623	(341,435)	(337,059)	(337,059)
	<b>\$3,132,039</b>	<b>\$1,855,377</b>	<b>\$2,032,451</b>	<b>\$2,032,451</b>

**FUNDING SOURCES**

	Actual 2011	Actual 2012	Budget 2013
Special Tax District - Designated Services	\$3,132,039	\$1,855,377	\$2,032,451
	<b>\$3,132,039</b>	<b>\$1,855,377</b>	<b>\$2,032,451</b>

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
<b>Administrative Services</b>				
Dep Dir Transportation Engrg	AI	1	1	1
Administrative Assistant I	21	2	2	2
Requisition Technician	21	1	1	1
FULL TIME Subtotal		4	4	4

**PUBLIC WORKS - TRANSPORTATION**

**FUNCTION: PLANNING & PUBLIC WORKS**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
<b>Design &amp; Survey</b>				
Engineering Supervisor	33	1	1	1
Engineer, Senior	29	1	1	1
Chief Construction Inspector	28	1	1	1
Construction Inspector	25	2	2	2
Design Spec Transportation	25	1	1	1
Engineering Technician Senior	24	2	2	2
FULL TIME Subtotal		8	8	8
<b>Construction Management</b>				
Engineering Supervisor	33	1	1	1
Engineer, Principal	30	1	1	1
Engineer, Senior	29	1	1	1
Construction Inspector	25	1	1	1
FULL TIME Subtotal		4	4	4
<b>Land Acquisition</b>				
Public Works Outreach Special	23	1	1	1
Land Acquisition Specialist	21	2	2	2
FULL TIME Subtotal		3	3	3
<b>Traffic Engineering Administration</b>				
Engineering Supervisor	33	1	1	1
Engineer, Principal	30	2	2	2
Engineer, Senior	29	3	3	3
Construction Inspector	25	2	2	2
Engineering Technician Senior	24	2	2	2
FULL TIME Subtotal		10	10	10
<b>FULL TIME Total</b>		29	29	29
<b>ALL POSITIONS Total</b>		29	29	29

**MISSION STATEMENT**

The mission of the Purchasing and Contracting Department is to obtain the best value products and services for each tax dollar and to provide the necessary service required to assist other County departments in their day to day operations and services to the citizens of DeKalb County.

**PROGRAM DESCRIPTION**

The Purchasing and Contracting Department's functions include the provision of: centralized product search; procurement services; contract services; contract compliance services; mail services, vendor search, analysis, and performance services; purchasing card administration; Oracle APS assistance (including training) for all County government agencies; LSBE (Local Small Business Enterprise) certifications; and small business assistance.

Effective 2011, this department is assigned to the Administrative Services Group, under the direction of the Deputy Chief Operating Officer.

**PERFORMANCE INDICATORS**

	TARGET	2010	2011	2012
% OF OPEN MARKET PURCHASE REQUISITIONS PROCESSED WITHIN 18 DAYS	75%	85%	85%	90%
% OF ITEMS ADVERTISED FOR BID WITHIN 2 WEEKS	75%	100%	85%	95%
% OF CONTRACTS PROCESSED FOR REVIEW WITHIN 4 WEEKS OF RECEIPT	70%	78%	90%	95%
% OF MAIL PROCESSED SAME DAY OF RECEIPT	85%	90%	90%	95%
% OF ANNUAL CONTRACTS PROCESSED PRIOR TO EXPIRATION	75%	90%	95%	100%
% OF CHANGE ORDERS PROCESSED WITHIN 5 DAYS	70%	70%	95%	100%

## PURCHASING AND CONTRACTING

## FUNCTION: GENERAL GOVERNMENT

## PERFORMANCE INDICATORS

	TARGET	2010	2011	2012
% OF 2 PARTY CONTRACTS EXECUTED WITHIN 30 DAYS AFTER AWARDED	80%	80%	85%	90%
% OF INVOICE PROBLEMS RESOLVED WITHIN 10 DAYS	75%	71%	85%	90%

## ACTIVITY MEASURES

	Actual 2010	Actual 2011	Actual 2012	Estimated 2013
<b>Purchasing</b>				
Invitations to Bid Processed	324	333	260	300
Purchase Requisitions Processed	7,514	7,589	8,500	9,000
Purchase Orders Issued	7,526	7,601	8,650	9,150
Supply/service contracts let	1,011	1,029	1,500	1,800
Telephone calls processed per day	296	310	150	200
Mailings (Bids & RFP's)	9,650	9,746	7,800	9,000
Auction Sales Total	\$1,574,805	\$1,155,905	\$1,214,788	\$1,336,267
<b>Contracts</b>				
Construction Bid Packages approved	36	42	320	480
Action on change orders	167	153	120	140
Action on contracts	545	560	193	205
Action on notices of award	61	71	29	71
Plats reviewed	5	0	12	24
Request for Proposals Issued	30	33	193	205
No. Agenda items prepared	155	90	216	144
<b>Central Services/Mail Room</b>				
Pieces of mail handled	2,705,508	1,891,412	668,161	740,150
Dollar amount of postage used	\$571,831	\$440,557	\$423,171	\$465,488
<b>Administration</b>				
New Bidders Qualified	935	965	668,161	740,150
No. Blanket Contract items Entered	21,845	22,415	423,171	465,488
No. Bid openings	354	365	244	305
<b>Contract Compliance</b>				
Small business meetings and conferences	242	288	315	350
Small disadvantage business registered	806	1,198	1,450	1,600
Number vendor contacts made	4,485	4,591	4,882	5,100

## MAJOR ACCOMPLISHMENTS IN 2012

Received "Achievement in Excellence in Procurement" award for the seventh consecutive year. Revised the DeKalb County Purchasing manual. Implemented Pre-Solicitation Meetings with user departments.

**PURCHASING AND CONTRACTING**

**FUNCTION: GENERAL GOVERNMENT**

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Organizational Effectiveness/Enhancing Efficient Operations**

To promote on-line request for quotations and increase functionality of the Purchasing and Contracting web site.

To improve the Purchasing Card Program process through procurement planning and implementation of internal audits.

To improve the contract execution process through procurement planning and the use of alternative procurement methods.

To process Requisitions, Purchase Orders, Invitations to Bid, and Requests for Proposal in an expeditious manner and in accordance with the Code and meeting other legal requirements.

**MAJOR BUDGETARY IMPACTS**

**Previous**

In 2006, 4 time-limited positions were created to provide overall coordination and control over the 2006 G. O. Bonds Program (2 Contract Administrators; 2 Contract Assistants). These positions were set to expire at the end of 2008. These positions were to be funded by bonds proceeds.

In 2009, the 4 time-limited, bond-funded positions for administering the 2006 G. O. Bonds Program were continued three times: twice for six month extensions through FY 2009, and once through FY 2010. Also in 2009, 6 time-limited positions were created to support various departments in administering Federal Stimulus Projects (3 Contract Administrators, 3 Senior Contract Compliance Officers). These positions were to be funded by stimulus grant funds and time-limited through FY 2011. In 2010, 14 employees accepted the Early Retirement Option (ERO) Program and the BOC abolished 5 vacant positions due to the ERO program. In February 2011, the Board of Commissioners reduced this budget by (\$277,983) as part of the amendment process. No significant changes occurred in this budget during 2012.

**2013**

\$2,926,928 is appropriated for the basic operating budget.

**Future**

There are no significant changes anticipated.

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Central Services	\$144,366	\$239,389	\$203,664	\$203,664
Contract Compliance	226,993	324,884	344,299	344,299
Contracts	1,002,357	613,476	675,981	675,981
General	915,872	748,128	913,940	913,940
Procurement	799,584	685,342	789,044	789,044
	<b>\$3,089,172</b>	<b>\$2,611,218</b>	<b>\$2,926,928</b>	<b>\$2,926,928</b>

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$2,927,723	\$2,441,616	\$2,736,639	\$2,736,639
Purchased / Contracted Services	84,798	57,497	126,755	126,755
Supplies	64,862	99,579	45,800	45,800
Capital Outlays	2,472	2,472	7,100	7,100
Interfund / Interdepartmental	9,318	10,054	10,634	10,634
	<b>\$3,089,172</b>	<b>\$2,611,218</b>	<b>\$2,926,928</b>	<b>\$2,926,928</b>

## PURCHASING AND CONTRACTING

## FUNCTION: GENERAL GOVERNMENT

FUNDING SOURCES			
	Actual 2011	Actual 2012	Budget 2013
General Fund	\$3,089,172	\$2,611,218	\$2,926,928
	\$3,089,172	\$2,611,218	\$2,926,928

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
<b>General</b>				
Dir Purchasing and Contracting	AL	1	1	1
Asst Dir Purchasing & Contract	AH	1	1	1
Consultant, Senior	AB	1	1	1
Deputy CPO Administrative Oper	29	1	1	1
Contract Administrator	28	1	1	1
Accountant	25	1	1	1
Administrative Coordinator	25	1	1	1
Supervisor Administrative Oper	25	1	1	1
Purchasing Assistant	22	2	2	2
Administrative Assistant I	21	1	1	1
FULL TIME Subtotal		11	11	11
<b>Central Services</b>				
Mail Room Clerk-Lead	17	1	1	1
Mail Room Clerk	16	4	4	4
FULL TIME Subtotal		5	5	5
<b>Contracts</b>				
Deputy CPO Contract Administrator	32	1	1	1
Contract Administrator	28	12	11	11
Contract Assistant	22	5	5	5
FULL TIME Subtotal		18	17	17
<b>Contract Compliance</b>				
DeputyCPO Contract Compliance	31	1	1	1
Contract Compliance Officer Sr	26	3	5	5
Contract Compliance Officer	25	2	0	0
Administrative Assistant I	21	1	1	1
Contract Compliance Assistant	19	1	1	1
FULL TIME Subtotal		8	8	8
<b>Procurement</b>				
Deputy CPO Purchasing	32	1	1	1
Senior Buyer	28	5	5	5



**PURCHASING AND CONTRACTING**

**FUNCTION: GENERAL GOVERNMENT**

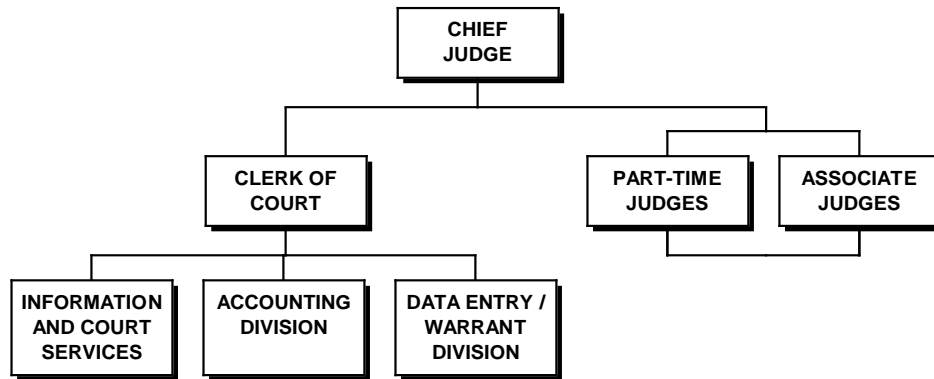
**AUTHORIZED POSITION LIST BY COST CENTER**

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Procurement (Continued)</b>				
Buyer	25	2	2	2
Buyer Assistant	23	4	4	4
<b>FULL TIME Subtotal</b>		<b>12</b>	<b>12</b>	<b>12</b>
<b>FULL TIME Total</b>		<b>54</b>	<b>53</b>	<b>53</b>
<b>ALL POSITIONS Total</b>		<b>54</b>	<b>53</b>	<b>53</b>

**RECORDERS COURT**

**FUNCTION: CIVIL & CRIMINAL COURTS**



**MISSION STATEMENT**

The mission of Recorders Court is to provide information, education and quality customer service while resolving legal issues with justice and equality for all citizens.

**PROGRAM DESCRIPTION**

Created by State law, the Recorders Court processes, hears, and determines cases involving violations 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. The department maintains the court records and ordinance violation citations issued by DeKalb County; MARTA; Emory Police Department's traffic, parking and ordinance citations; and Georgia State Patrol traffic citations. This department is assigned to the Public Safety Group.

**ACTIVITY MEASURES**

	Actual 2010	Actual 2011	Actual 2012	Estimated 2013
Citations Processed	231,591	182,811	201,586	182,460
Traffic Cases	219,018	172,061	193,665	175,824
Other Violations	12,573	10,750	7,921	6,536
Fines Collected	134,058	167,634	168,502	168,920
Revenue Generated	\$21,366,644	\$22,465,022	\$30,138,840	\$26,949,286
Court Sessions	1,126	1,585	1,440	2,028
Warrants Issued	10,579	16,006	22,685	21,084

**MAJOR ACCOMPLISHMENTS IN 2012**

Ended second quarter with the closing of cases equal to \$18.9 million in fines and fees collected. Began receiving Civil Code Violations and began filing process of civil FIFA/liens in Superior Court on no-show, non-compliant Civil Code Violation properties. Implemented legislation on July 1, 2012, allowing the court to assess a \$25 court cost in all cases ending in a guilty, nolo plea or verdict of guilty at trial. Began a pilot court diversion program focused on homeless defendants with substance abuse problems, called the Homeless Diversion Pilot Initiative.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Organizational Effectiveness/ Enhancing Efficient Operations**

To implement a comprehensive fully integrated case management system with a platform for sharing data within the County, State and Nation.

To reduce the trial backlog significantly and then reorganize staff to maximize efficiency gained by the implementation of new case automation.

**RECORDERS COURT**

**FUNCTION: CIVIL & CRIMINAL COURTS**

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY (CONTINUED)**

**Infrastructure/ Enhancing Efficient Operations**

To complete Court expansion and renovations for Recorders Court and the "Bobby Burgess" Building to improve the effective administration of Justice.

**MAJOR BUDGETARY IMPACTS**

**Previous**

In 2008, a review by an outside consultant of the procedures and workflows of Recorders Court was conducted which highlighted a number of areas for further analysis. In 2009, there were no significant budgetary changes. In 2010, 4 full-time employees accepted the Early Retirement Option; 13 full-time positions were abolished.

In 2011, \$3,662,874 was approved for the basic operating budget. This included full year funding for four new positions approved by The Board of Commissioners (BOC) on August 24, 2010; an Associate Judge, 2 Records Technician Lead and 1 Records Technician. Also, a Senior Consultant position was added to this budget; 4 Full-time employees accepted the Early Retirement Option. The BOC reduced this budget by \$358,442 as part of the amendment process. In 2012, \$4,158,921 was approved for the operating budget.

**2013**

The adopted budget for 2013 is \$4,266,446 (an increase of 8.0% over 2012). The department received funding for four vacant positions, and \$300,000 for data conversion/computers.

**Future**

No significant budgetary impact is anticipated.

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Recorders Court	\$3,592,359	\$3,807,426	\$3,966,446	\$4,266,446
	\$3,592,359	\$3,807,426	\$3,966,446	\$4,266,446

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$2,545,107	\$2,487,987	\$2,820,706	\$2,820,706
Purchased / Contracted Services	983,128	1,217,713	1,093,666	1,093,666
Supplies	63,962	100,049	52,074	52,074
Capital Outlays	163	1,676	0	300,000
	\$3,592,359	\$3,807,426	\$3,966,446	\$4,266,446

<b>FUNDING SOURCES</b>			
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
Special Tax District - Unincorporated	\$3,592,359	\$3,807,426	\$4,266,446
	\$3,592,359	\$3,807,426	\$4,266,446

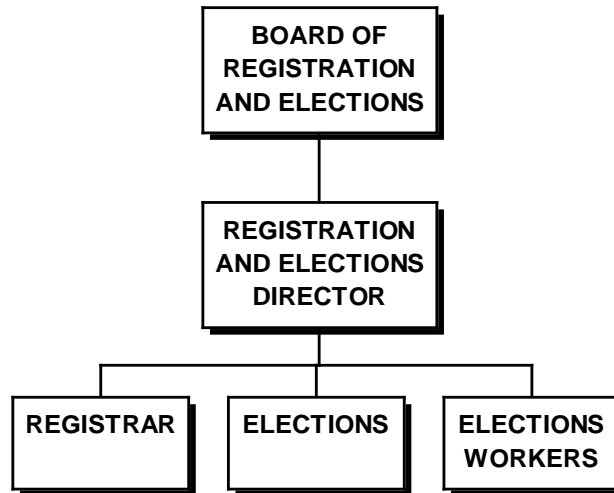
**RECORDERS COURT**

**FUNCTION: CIVIL & CRIMINAL COURTS**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2011	2012	2013
<b>Recorders Court</b>					
Judge Part-Time	AJ	3 PT	3	3	3
Associate Judge	AI		4	4	4
Court Administrator Rec Crt	AI		1	1	1
Chief Judge	AG		1	1	1
Clerk of Crt Recorders Court	31		1	1	1
Deputy Clerk Recorders Court	25		4	4	4
Accounting Supervisor	24		1	1	1
Administrative Assistant II	23		1	1	1
Office Software Specialist	23		1	1	1
Administrative Assistant I	21		1	1	1
Records Tech Lead Recorders Ct	21		7	6	6
Records Tech Lead Recorders Ct	21		0	1	1
Tribunal Technician Principal	21		1	1	1
Records Tech Sr, Recorders Ct	19		8	6	6
Tribunal Technician Senior	19		8	7	7
Tribunal Technician Senior	19		0	1	1
Records Tech Recorders Court	18		14	16	16
FULL TIME Subtotal			53	53	53
PART TIME Subtotal			3	3	3
<b>FULL TIME Total</b>			<b>53</b>	<b>53</b>	<b>53</b>
<b>PART TIME Total</b>			<b>3</b>	<b>3</b>	<b>3</b>
<b>ALL POSITIONS Total</b>			<b>56</b>	<b>56</b>	<b>56</b>



**MISSION STATEMENT**

The DeKalb County Registration and Elections Office is committed to serving the public; registering all eligible citizens to vote; assigning voters to respective precincts in accordance with state and federal law; maintaining accurate registration records; conducting with integrity all primaries, federal, state, county and municipal elections in accordance with the Georgia Election Code; serving candidates and the public by answering questions regarding elected officials and election districts, election statistics, and other registration and election-related matters; and operating all polling locations, including absentee poll for federal, state, county and municipal elections.

**PROGRAM DESCRIPTION**

The DeKalb County Board of Registration and Elections provides voter registration and election services to the residents of DeKalb County. The primary responsibilities of the Registration Division are to register all eligible voters; to record voter's name change/address, to remove voters for various reasons, to digitize each voter's signature from new registration application; to secure polling locations that are handicap accessible; to consolidate, alter and divide precincts as required by the Georgia Election Code; to maintain and to update all district lines in accordance with applicable legislation; to train staff in the use of DRE (Direct Recording and Electronic) and Optical Scan equipment and to operate the absentee poll advance voting locations.

The primary responsibilities of the Elections Division are to qualify nonpartisan candidates; to service and maintain voting equipment; to ensure all new legislation is implemented as required into our standard operating procedures; to train temporary staff to assist in day-to-day and election day operations; to program digital ballot images for Touch Screen Voting System using the Global Election Management System (GEMs); to calculate the requirements and order optical scan absentee, provisional and challenged ballots; to recruit staff and train poll officials, warehouse and equipment delivery personnel; to deliver election supplies and equipment; to exercise operational control over precincts on election day; and to perform ballot tabulation on election night. This department is assigned to the Administrative Group, under the direction of the Deputy/Chief Operating Officer for Administration.

**ACTIVITY MEASURES**

	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
Registered Voters	452,398	446,742	470,065	450,000
New Registered Voters	24,937	28,465	38,513	25,000
Registration Cards Scanned	42,202	34,570	84,217	150,000
Name & Address Change	19,245	18,724	35,669	15,000
Deletions/Transfers	33,978	36,951	61,154	25,000
Total # of Precincts	189	189	189	189
Total # Poll Workers Trained	3,275	1,065	6,200	183

**MAJOR ACCOMPLISHMENTS IN 2012**

Completed redistricting for County including Congressional, State Senate, State Representative, Commissioner and School Board Districts. Processed over 55,000 returned precinct cards to request confirmation notices. Processed new voter registration applications, which included the digitization of signatures, name/address changes, deletions and no contact confirmation. As of July 2012, received over 45,000 voter registration applications, which included 18,236 new registrations, 14,525 name/address changes, 21,586 deletions, 11,381 transfers and 10,815 duplicates. Mailed over 25,000 National Change of Address confirmation notices. Provided second voting location at Memorial Drive main location to allow implementation of ADA (Americans with Disabilities Act) accessible early voting exclusively for seniors and disabled veterans. Implemented several enhancement to improve efficiency including, web based poll worker training; electronic ballot opener, Easy Vote systems to support early voting and absentee mail; and postal meter to mechanize portions of the absentee mailing.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY****Organizational Effectiveness/ Enhancing Efficient Operations**

To implement statewide Voter Registration System including testing and training of staff.

To complete redistricting for school board decrease in districts (if approved by Georgia Assembly) in Atlanta and Decatur. Rearrange precincts in Brookhaven, Chamblee and Doraville area to equalize distribution as the result of the incorporation and annexations.

To recruit and train poll officials and election workers to adequately staff 45 polling places in accordance with Georgia Election Laws. Implement new ExpressPoll bar code scanning process.

To efficiently operate warehouse in order to timely and accurately support 45 polls and one absentee site. Complete off-year inventory of more than 20,000 supply items.

To complete conversion of registration cards to digitized system.

**MAJOR BUDGETARY IMPACTS****Previous**

The 2008 budget reflected the Presidential election year and multiple elections were conducted during the year. On January 8, 2008, the Board of Commissioners approved a Voter Registration Technician (time limited) position to assist in the preparation and execution of the 2008 election cycle. Additionally, a time limited Voter Registration position created in 2008 expired in 2009. In 2009, the budget of \$1,823,326 was a reflection of fewer elections. A time limited position created in 2009 expired in 2010.

In 2010, the adopted budget of \$3,229,818 was an increase relative to the 2009 Budget and was primarily due to multiple numbers of elections conducted during the year. The BOC restored \$245,146 as part of the amendment process. In 2010, 1 employee accepted the Early Retirement Option Program and the BOC did not abolish the vacant position due to the ERO program. The 2011 adopted budget of \$1,494,431 was a decrease relative to the 2010 Budget and was primarily due to multiple numbers of elections conducted in 2011. The BOC reduced this budget by \$146,243 as part of the amendment process. The 2012 adopted budget of \$4,825,859 reflected that this period was a presidential election year and that multiple elections were conducted during the year. There were significant increases in the appropriations for postage, temporary salaries, overtime, operating supplies, and computer software.

**2013**

The adopted budget for 2013 is \$1,897,479 (a decrease of 60.7% under 2012). Decrease reflects significant reduction due to non-election year.

**Future**

Registrar responsibilities will continue to expand with growth of DeKalb County.

**REGISTRAR AND ELECTIONS**

**FUNCTION: GENERAL GOVERNMENT**

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Election Workers	\$263,666	\$1,277,484	\$159,323	\$159,323
Elections	560,107	1,556,366	723,118	723,118
Registrar	926,377	1,037,414	1,015,038	1,015,038
	<u>\$1,750,150</u>	<u>\$3,871,263</u>	<u>\$1,897,479</u>	<u>\$1,897,479</u>

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Personal Services and Benefits	\$1,192,579	\$2,877,222	\$1,181,977	\$1,181,977
Purchased / Contracted Services	443,261	552,210	622,690	622,690
Supplies	55,911	228,355	47,684	47,684
Capital Outlays	54,509	204,247	38,564	38,564
Interfund / Interdepartmental	3,890	9,229	6,564	6,564
	<u>\$1,750,150</u>	<u>\$3,871,263</u>	<u>\$1,897,479</u>	<u>\$1,897,479</u>

**FUNDING SOURCES**

	Actual 2011	Actual 2012	Budget 2013
General Fund	\$1,750,150	\$3,871,263	\$1,897,479
	<u>\$1,750,150</u>	<u>\$3,871,263</u>	<u>\$1,897,479</u>

**AUTHORIZED POSITION LIST BY COST CENTER**

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

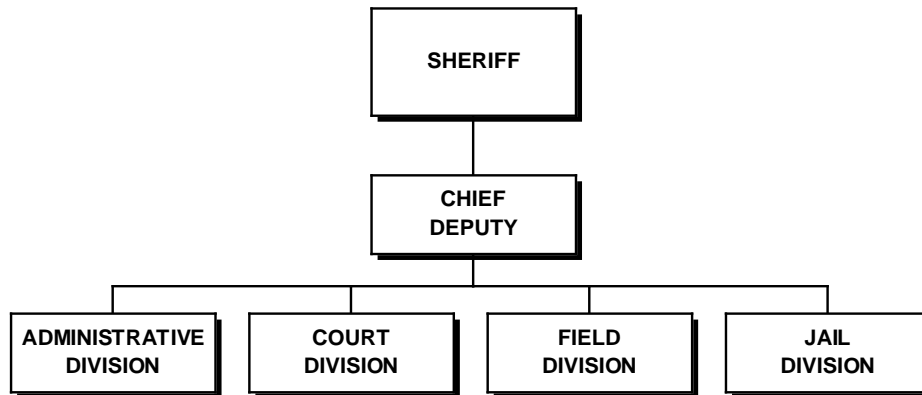
COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2011	2012	2013
<b>Registrar</b>					
Director Elections	AF		1	1	1
Asst. Dir., Regist. & Elections	31		1	1	1
Election Supervisor	26		1	1	1
Administrative Assistant II	23		1	1	1
Election Coordinator	23		5	5	5
Office Software Specialist	23		1	1	1
Supply Specialist	21		1	1	1
Voter Registration Technician	21		3	3	3
FULL TIME Subtotal			<u>14</u>	<u>14</u>	<u>14</u>
<b>Elections</b>					
Temp Election Worker III	TE	12 T	14	12	12
Temp Election Worker II	TD	48 T	45	48	48
Temp Election Worker IV	T		1	0	0
TEMP Subtotal			<u>60</u>	<u>60</u>	<u>60</u>

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2011	2012	2013
FULL TIME Total			14	14	14
TEMPORARY Total			60	60	60
ALL POSITIONS Total			74	74	74





### MISSION STATEMENT

The DeKalb County Sheriff's Office (DKSO) is committed to managing the jail facility, court services, field division (processing warrants), and providing quality services in an efficient and effective manner. We espouse ethics, honesty, openness, and fairness in our professional and personal lives. We are dedicated to providing equal enforcement and protection of the law without prejudice or favor. We seek to establish goals in partnership with the community and to prioritize problems based on community concerns. We value respect, honoring the rights and dignity of each person we are called upon to serve. We hold ourselves and others accountable to maintain the highest degree of integrity, to present a professional demeanor, to obey all laws and ordinances, and to serve as role models in our community. Motto: "Treat people as you would want to be treated".

### PROGRAM DESCRIPTION

The Sheriff's Office is the executive arm of the overall agency and is responsible for planning, organizing, directing and controlling the activities of the DeKalb County Sheriff's Headquarters and Jail. The Office of Professional Standards (OPS) conducts investigations and inspections of personnel and facilities. The Public Information Office provides accurate and timely information to the media, community, and employees. The Office of Accreditation reviews practices to ensure accountability, and formalizes essential management procedures. The Office of Labor Relations and Legal Affairs establishes standards and procedures whereby employees may resolve disputes or complaints and also reviews policies of various divisions to diminish legal liability inherent to law enforcement. The Office of Special Projects serves as the Sheriff's point of contact for complaints and time sensitive projects. The Office of Training is responsible for conducting state required training for all sworn personnel and ensures all personnel are adequately trained to perform their job duties.

The Administrative Division provides the traditional administrative services for all divisions in the department, including design and maintenance of computer systems.

The Field Division 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.

The Jail Division receives all persons who are arrested in DeKalb County on State, County, or local charges by any law enforcement agency, and houses prisoners until they are either released on bond, or until they are sentenced or set free by the Courts.

The Court Division provides security for the judges, counselors, prisoners, and the public assembled in court, maintains order in the courts, and sequesters jurors and witnesses during trials.

**SHERIFF****FUNCTION: CIVIL & CRIMINAL COURTS**

<b>ACTIVITY MEASURES</b>				
	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
<b>Criminal</b>				
Arrests	3,959	3,899	3,900	3,970
Arrests-Fugitives	1,127	1,214	843	1,220
Transport to Mental Facilities	989	976	807	871
Transport to Medical Facilities	2,768	2,977	3,527	3,702
Warrants Processed	10,127	13,666	14,862	15,500
Citations Processed	442	380	368	375
<b>Civil</b>				
Writs Processed	3,616	8,422	9,257	9,488
Fi Fa's Executed	43	34	96	100
<b>Court</b>				
Regular Court Hours	268,785	242,520	255,221	267,982
Overtime Court Hours	18,955	21,051	14,751	15,489
<b>Jail</b>				
Avg. Daily Population	3,071	3,294	2,921	3,068
Inmate Days in Jail	1,101,400	1,204,047	1,086,625	1,140,956
Inmates Received	42,533	43,124	35,928	37,724

**MAJOR ACCOMPLISHMENTS IN 2012**

Implemented electronic medical records component of inmate medical care contract. Reorganized jail staffing to reduce overtime. Upgraded Sheriff's Headquarters and jail video surveillance system. Implemented new inmate mail policy to eliminate the need for overtime and reduce the chance of contraband entering the facility. Received reaccreditation from the Commission on Accreditation of Law Enforcement Agencies (CALEA).

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY****Organizational Effectiveness/Enhancing Efficient Operations**

To upgrade Court Division's Security Surveillance System.

To implement Jail Video Visitation and Kiosk Inmate Financial Program.

To introduce "paperless environment procedures" involving: electronic jail incident reporting program, electronic daily log system, and electronic policy manual system.

**MAJOR BUDGETARY IMPACTS****Previous**

The 2009 Budget included funding in the amount of \$10,904,495 for the medical services contract. This budget also included \$1,500,000 in funding for the pharmaceutical contract; the total funding for inmate medical services was \$12,404,495. The 2009 Budget also included funding in the amount of \$219,040 for four additional deputies to serve fugitive warrants and the purchase of four additional vehicles was authorized to support the serving of these warrants.

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

In late 2009, one full time and one part time position were created by reallocating funding from current positions. The 2010 Budget included funding in the amount of \$10,917,262 for the medical services contract. This budget also included \$1,750,000 in funding for the pharmaceutical contract; the total funding for inmate medical services in 2010 was \$12,667,262. This budget also included overtime funding in the amount of \$1,825,026. The 2011 Budget included funding in the amount of \$11,612,500 for the medical services contract. The 2012 budget included \$1,750,000 in funding for the pharmaceutical contract; and the total funding for inmate medical services was \$13,362,500. The 2012 budget included overtime funding in the amount of \$1,400,000.

**2013**

The 2013 Budget includes funding in the amount of \$13,330,382 for the medical services contract. This budget includes \$1,926,550 in funding for the pharmaceutical contract; the total funding for inmate medical services is \$15,256,932. This budget includes overtime funding in the amount of \$1,578,000.

**Future**

There will continue to be on-going challenges, such as employee turnover and the overall growth of the criminal justice system in DeKalb County. These concerns will continue to have an impact on the responsibilities of the Sheriff's Office.

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Administrative Division	\$1,567,522	\$1,628,475	\$1,975,119	\$1,975,055
Community Relations	172	0	0	0
Courts	10,551,136	10,656,927	10,258,324	10,238,497
Field Division	10,739,236	10,721,733	10,730,294	10,719,024
Jail	49,555,574	49,747,865	52,590,316	51,856,291
Jail Inmate Services	84,388	99,581	141,252	114,850
Sheriff's Office	3,026,518	2,796,240	2,676,397	2,672,074
	<u>\$75,524,546</u>	<u>\$75,650,820</u>	<u>\$78,371,702</u>	<u>\$77,575,791</u>

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Personal Services and Benefits	\$51,873,990	\$51,034,674	\$49,720,049	\$49,720,049
Purchased / Contracted Services	15,157,045	16,268,220	18,100,179	17,806,847
Supplies	7,379,696	7,235,665	9,329,590	8,827,011
Capital Outlays	(3,227)	(3,305)	0	0
Interfund / Interdepartmental	1,058,054	1,072,577	1,110,534	1,110,534
Other Costs	1,020	42,989	111,350	111,350
Other Financing Uses	57,968	0	0	0
	<u>\$75,524,546</u>	<u>\$75,650,820</u>	<u>\$78,371,702</u>	<u>\$77,575,791</u>

**FUNDING SOURCES**

	Actual 2011	Actual 2012	Budget 2013
General Fund	<u>\$75,524,546</u>	<u>\$75,650,820</u>	<u>\$77,575,791</u>
	\$75,524,546	\$75,650,820	\$77,575,791

## SHERIFF

## FUNCTION: CIVIL &amp; CRIMINAL COURTS

## AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2011	2012	2013
<b>Sheriff's Office</b>					
Deputy Sheriff Major(28d/cy)	E33		1	1	1
Deputy Sheriff Capt.(28 d/cyl)	E31		0	1	1
Deputy Sheriff Lt (28 d/cyl)	E30		3	2	2
Deputy Sheriff Sgt(28 d/cyl)	E28		5	4	4
Deputy Sheriff Master(28d/)	E26		6	4	4
Field Training Officer(28 d/)	E26		2	1	1
Deputy Sheriff Sr (28 d/cy)	E25		1	2	2
Detention Officer III (28d/)	E24		1	1	1
Chief Deputy Sheriff	AE		1	1	1
Director, Labor Relations	33		1	1	1
Health Services Coordinator	31		1	1	1
Special Projects Coordinator	28		2	2	2
Administrative Coordinator	25		1	1	1
Sheriff Processing Unit Supv	24		1	1	1
Administrative Assistant II	23		4	4	4
Administrative Assistant I	21		2	2	2
Licensed Practical Nurse	21		1	1	1
Pharmacy Technician	21		3	3	3
Sheriff Processing Tech Sr	20		1	0	0
Sheriff	\$161,080		1	1	1
FULL TIME Subtotal			38	34	34
<b>Administrative Division</b>					
Deputy Sheriff Major(28d/cy)	E33		1	1	1
Dept Information Systems Mgr	31		1	1	1
Fiscal Management Officer	30		1	1	1
Administrative Operations Mgr	28		1	1	1
Departmental Microsystems Spc	28		4	4	4
Supply Supervisor	24		1	1	1
Payroll Personnel Tech Sr	21		3	4	4
Sheriff Processing Tech Sr	20		2	2	2
Detention Technician	19		5	4	4
Payroll Personnel Technician	19		1	0	0
FULL TIME Subtotal			20	19	19
<b>Field Division</b>					
Deputy Sheriff Capt.(28 d/cyl)	E31		2	2	2
Deputy Sheriff Lt (28 d/cyl)	E30		5	5	5
Deputy Sheriff Sgt(28 d/cyl)	E28		11	12	12
Deputy Sheriff Master(28d/)	E26		43	40	40

## SHERIFF

## FUNCTION: CIVIL &amp; CRIMINAL COURTS

## AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2011	2012	2013
<b>Field Division (Continued)</b>					
Field Training Officer(28 d/)	E26		8	8	8
Deputy Sheriff Sr (28 d/cy)	E25		19	25	25
Deputy Sheriff (28 d/cyl)	E24		8	6	6
Detention Officer III (28d/)	E24		1	1	1
Warrant Processing Coordinator	26		1	1	1
Sheriff Processing Unit Supv	24		3	3	3
Administrative Assistant II	23		2	2	2
Investigative Aide Senior	21		1	1	1
Sheriff Processing Tech Sr	20		23	20	20
Communications Operator	19		6	6	6
Investigative Aide	19	1 PT	1	1	1
Sheriff Processing Technician	19	1 PT	2	5	5
FULL TIME Subtotal			134	136	136
PART TIME Subtotal			2	2	2
<b>Jail</b>					
Deputy Sheriff Major(28d/cy)	E33		1	1	1
Deputy Sheriff Capt.(28 d/cyl)	E31		4	4	4
Deputy Sheriff Lt (28 d/cyl)	E30		9	9	9
Deputy Sheriff Sgt(28 d/cyl)	E28		26	28	28
Detention Sgt (28 d/cyl)	E26		11	9	9
Jail Training Officer(28d/c)	E26		16	16	16
Detention Officer III (28d/)	E24		103	88	88
Detention Officer II (28d/cy)	E23		165	194	194
Detention Officer I (28d/cy)	E21		92	78	78
Sheriff Processing Unit Supv	24		5	5	5
Administrative Assistant II	23		1	1	1
Library Specialist Senior	23		1	1	1
Sheriff Processing Tech Sr	20		24	24	24
Accounting Technician Senior	19		5	4	4
Detention Technician	19		49	53	53
Payroll Personnel Technician	19		1	1	1
Sheriff Processing Technician	19	1 PT	8	9	9
Accounting Technician	18		0	1	1
FULL TIME Subtotal			520	525	525
PART TIME Subtotal			1	1	1
<b>Courts</b>					
Deputy Sheriff Major(28d/cy)	E33		1	1	1
Deputy Sheriff Capt.(28 d/cyl)	E31		1	1	1
Deputy Sheriff Lt (28 d/cyl)	E30		1	1	1
Deputy Sheriff Sgt(28 d/cyl)	E28		9	9	9
Deputy Sheriff Master(28d/)	E26		53	50	50
Field Training Officer(28 d/)	E26		8	8	8
Deputy Sheriff Sr (28 d/cy)	E25		18	21	21

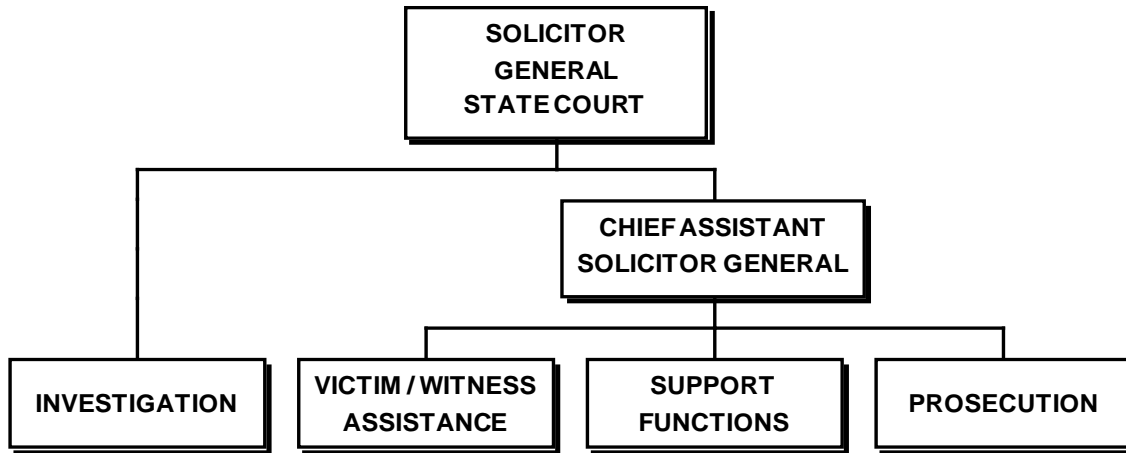
**SHERIFF**

**FUNCTION: CIVIL & CRIMINAL COURTS**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2011	2012	2013
<b>Courts (Courts)</b>					
Deputy Sheriff (28 d/cyl)	E24		10	10	10
Detention Officer III (28d/)	E24		15	15	15
Levy and Cash Bond Manager	26		1	1	1
Administrative Assistant II	23		1	1	1
Payroll Personnel Tech Sr	21		1	1	1
Sheriff Processing Tech Sr	20		3	3	3
Accounting Technician Senior	19		1	1	1
Detention Technician	19		21	18	18
Sheriff Processing Technician	19		1	1	1
FULL TIME Subtotal			145	142	142
<b>FULL TIME Total</b>			<b>857</b>	<b>856</b>	<b>856</b>
<b>PART TIME Total</b>			<b>3</b>	<b>3</b>	<b>3</b>
<b>ALL POSITIONS Total</b>			<b>860</b>	<b>859</b>	<b>859</b>



**MISSION STATEMENT**

The mission of the Solicitor General is to prosecute those responsible for misdemeanor crimes committed in DeKalb County diligently, fairly, justly, efficiently and effectively, while maintaining the highest ethical standards and ensuring that justice prevails for the victims, defendants, and citizens of DeKalb County.

**PROGRAM DESCRIPTION**

The Solicitor General is responsible for the prosecution of misdemeanor crimes committed in DeKalb County. The Office retrieves documents from arresting agencies; secures criminal histories and driving records; contact victims and witnesses; investigates cases; makes appropriate charging decisions and files formal accusations; compiles and provides discovery to defendants; represents the State at arraignments, calendar calls, jail plea calendars, bond hearings, motion hearings, bench trials, jury trials, and other preliminary and post-conviction; serves subpoenas and procures the presence of witness at hearings; negotiates pleas; responds to expungement requests; and manages diversion programs.

**ACTIVITY MEASURES**

	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
Cases Received	12,426	12,566	13,040	14,344
Accusations Filed	9,803	10,419	10,609	10,802
No Accusations Drawn	NA	1,456	1,546	1,642
Special Victims Unit Cases	NA	2,960	3,593	4,361
Educational Neglect Cases	NA	1,041	592	337
Jury Trials	90	81	71	62
Pleas	NA	4,180	4,251	4,323
DUI Cases	NA	4,763	4,718	4,673
Diversion Cases	NA	750	1,428	2,719

**MAJOR ACCOMPLISHMENTS IN 2012**

Fully implemented an effective, centralized, and self-sustaining Pre-Trial Diversion Program for low-level misdemeanor offenders in State Court. Implemented a more effective investigative structure and began the staggered launch of Tracker (case management system) to improve office efficiency in the processing and prosecuting of misdemeanor cases. Launched a Court Watch program to investigate nuisance abatement cases and participate in numerous community outreach events. Eliminated backlog of expungement and Educational Neglect cases from prior administration.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY****Organizational Effectiveness/ Enhancing Efficient Operations**

To expand Pre-Trial Diversion Program to include additional accountability-styled programs for low-level misdemeanor offenses in State Court.

To maintain office efficiency and effectiveness in the processing and prosecuting of misdemeanor cases in light of the expected caseload increase resulting from the 2012 passage of the Georgia Criminal Justice Reform Act.

To expand efforts and to minimize the impact of misdemeanor crime and improve the quality of life for the community.

**Previous**

In 2010, \$4,947,866 was approved for basic operating expenses. In 2010, no employees accepted the Early Retirement Option Program. The BOC restored \$618,931 to this budget as part of the amendment process. In 2011, \$4,283,068 was approved for basic operating expenses. The BOC reduced this budget by \$504,184 as part of the amendment process. The 2011 Mid-Year budget adjustment increased this budget by a net of \$31,262. In August 2011, funds totaling \$103,064 and four positions, 2 attorneys and 2 administrative assistants, were added to staff the Pre-Trial Diversion Program. This program provides offenders with little or no prior criminal history, who have committed specified categories of misdemeanors, an opportunity to participate in a centralized, cost-effective diversion program. In 2012, \$5,603,883 was approved for the operating budget. This included full-year funding for the positions assigned to the Pre-Trial Diversion Program.

**2013**

The adopted budget for 2013 is \$5,951,607 (an increase of 6.2% over 2012).

**Future**

No significant budgetary impact is anticipated.

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Solicitor - General Pre-Trial Diversion	\$0	\$264,099	\$269,520	\$269,520
Solicitor - State Court	4,263,572	4,440,111	4,982,994	4,982,994
Solicitor - Victim Assistance	811,678	743,629	699,093	699,093
	\$5,075,251	\$5,447,839	\$5,951,607	\$5,951,607

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Personal Services and Benefits	\$4,680,792	\$5,144,504	\$5,464,884	\$5,464,884
Purchased / Contracted Services	160,826	151,208	189,765	189,765
Supplies	87,052	71,290	82,057	82,057
Capital Outlays	685	3,822	41,032	41,032
Interfund / Interdepartmental	71,351	77,015	87,732	87,732



**SOLICITOR GENERAL, STATE COURT**

**FUNCTION: CIVIL & CRIMINAL COURTS**

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Other Costs	0	0	86,137	86,137
Other Financing Uses	74,544	0	0	0
	<u>\$5,075,251</u>	<u>\$5,447,839</u>	<u>\$5,951,607</u>	<u>\$5,951,607</u>

**FUNDING SOURCES**

	Actual 2011	Actual 2012	Budget 2013
General Fund	<u>\$5,075,251</u>	<u>\$5,447,839</u>	<u>\$5,951,607</u>
	\$5,075,251	\$5,447,839	\$5,951,607

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2011	2012	2013
<b>Solicitor - State Court</b>					
Chief Assistant Solicitor	AI		1	1	1
Attorney IV	33	1 PT	5	6	6
Attorney III	31		2	4	4
Attorney II	30		5	5	5
Attorney I	29		6	3	3
Chief Investigator	29		1	1	1
Legal Office Coordinator	28		1	1	1
Public Information Officer	28		1	1	1
Special Projects Manager BOC	27	1 PT	1	1	1
Administrative Coordinator	25		2	2	2
Investigator Principal	25	1 PT	6	10	10
Administrative Assistant II	23		1	2	2
Investigator Senior	23		2	0	0
Secretary Senior Legal	23		15	16	16
Investigator	21		1	0	0
Secretary Legal	21		1	0	0
Office Assistant Senior	19		7	6	6
Solicitor State Court	\$152,967		1	1	1
FULL TIME Subtotal			56	57	57
PART TIME Subtotal			3	3	3
<b>Solicitor - Victim Assistance</b>					
Attorney II	30		3	2	2
Attorney I	29		0	1	1
Investigator Principal	25		3	3	3
Victim Witness Program Coordinator	25		1	1	1

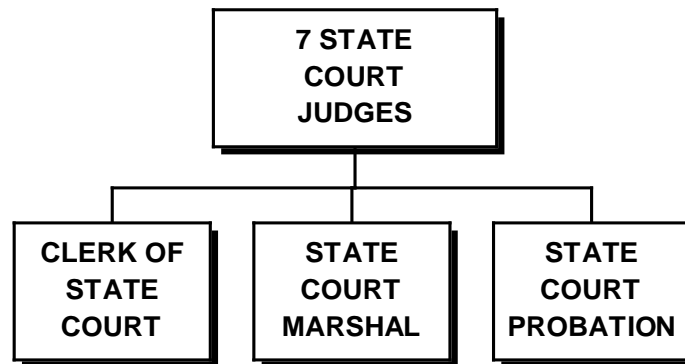
**SOLICITOR GENERAL, STATE COURT**

**FUNCTION: CIVIL & CRIMINAL COURTS**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2011	2012	2013
<b>Solicitor – Victim Assistance (continued)</b>					
Investigator Senior	23		1	0	0
Victim Witness Asst Prog Coordinator	23		3	3	3
FULL TIME Subtotal			11	10	10
<b>Solicitor - General Pre-Trial Diversion</b>					
Attorney II	30		2	2	2
Administrative Assistant II	23		2	2	2
FULL TIME Subtotal			4	4	4
<b>FULL TIME Total</b>			71	71	71
<b>PART TIME Total</b>			3	3	3
<b>ALL POSITIONS Total</b>			74	74	74

**MISSION STATEMENT**

The mission of the State Court is to provide a fair and impartial tribunal for the citizens of DeKalb County and the State of Georgia, for the settlement of claims and issues regarding civil cases in which jurisdiction is not exclusive to Superior Court, and misdemeanors; to provide these services in a prompt, courteous, and efficient manner; and to work with various independent and governmental agencies and to assist those persons in need of various treatments, i.e., alcohol/drug rehabilitation, domestic violence and jail diversion programs.

**PROGRAM DESCRIPTION**

The State Court has jurisdiction with the boundaries of DeKalb County. It has concurrent jurisdiction for all civil matters without regard to the amount in controversy, except for those matters for which the Superior Court has exclusive jurisdiction. The Court tries misdemeanor criminal cases only. Seven Judges, who serve a four-year term and are elected in a countywide non-partisan election, serve the State Court. State Court Probation and the Marshal's Office are the other constituent entities within the State Court, together with the State Court Clerk's Office. The Clerk's Office is responsible for all records filed in the State Court, collecting civil filing and service fees and costs, receiving garnishment monies, and disbursement of criminal fines and fees, civil costs, and garnishment monies, paying witness fees and coordinating the provision of interpreters' services for non-English Speaking litigants and users of American Sign Language. The Clerk serves the Magistrate Court in the same manner.

The State Court Probation Department supervises court ordered misdemeanor cases adjudicated from State, Superior and Magistrate Courts. The Department also supervises the Work Release Program, the DUI Court Program, and monitors a number of Diversion/Community Alternative Programs established by the Solicitor General's Office. The Department services the courts by attending arraignment calendars, jail-plea calendars, criminal calendar call, jury trails, or services deemed necessary to the courts.

The DeKalb County Marshal's Office was established by an Act of the Georgia Legislature in 1951. Through this Act and its subsequent amendments, the Marshal's Office was given the authority to enforce all orders and directives of the State and Magistrate Courts of DeKalb County. The State of Georgia fully recognize the Marshal's Office as a Law Enforcement Agency, certified through the Georgia Peace Officer's Standards and Training Council. Deputy Marshals serve, execute, or levy all processes, executions, warrants, or summary processes of any kind issued by the DeKalb County State and Magistrate Courts.

**ACTIVITY MEASURES**

	Actual 2010	Actual 2011	Actual 2012	Estimated 2013
<b><u>Clerk's Office:</u></b>				
Civil Actions	11,326	6,286	5,069	4,724
Personal Property Foreclosure and Abandoned Motor Vehicles	122	0	74	76
Criminal Actions	11,587	11,528	12,053	11,056
Dispossessory Warrants	11,359	241	207	220
Garnishments	5,783	3,587	2,049	1,576
Appeals Filed	136	91	85	90
<b>Total Filings</b>	<b>40,313</b>	<b>21,733</b>	<b>19,537</b>	<b>17,742</b>

## STATE COURT

## FUNCTION: CIVIL &amp; CRIMINAL COURTS

ACTIVITY MEASURES				
	Actual 2010	Actual 2011	Actual 2012	Estimated 2013
<b><u>Marshal's Office:</u></b>				
Dispossessionary Warrants Served	24,804	12,231	11,753	12,500
Evictions	13,013	12,683	12,839	14,500
All Other Pleadings Served	35,089	13,817	20,523	22,000
All Other Tasks	6,151	6,051	6,192	6,500
<b><u>Probation Office:</u></b>				
Cases Assigned	7,292	6,394	6,029	6,330
Revocations	1,945	2,185	1,321	1,387
Total Collected (fines, fees, restitution, child support)	\$2,580,828	\$2,257,816	\$2,538,292	\$2,792,121
Supervision Fees collected	\$1,194,080	\$714,753	\$742,003	\$779,103
Fines/fees forfeited due to sentence expiration	\$298,982	\$373,363	\$317,317	\$285,585

**MAJOR ACCOMPLISHMENTS IN 2012**

**Judges Division** – The Court pursued and secured passage of local legislation to increase Marshal's service fees so that the new fees better reflect the time and cost associated with service of process, including the execution of evictions. The Clerk's Office completed a project that began in 2011 which reduces the time that it takes for litigants to receive monies held in the Court's registry by further automating the disbursement process and eliminating manual processes associated with disbursement. The Clerk's Office, in collaboration with the Marshal, secured approval from the Board of Commissioners for the issuance of a contract with a vendor that will allow for tracking of civil process between the Clerk's Office, the deputy marshal's serving in the field, and for tracking case files between the Judicial Tower and Administrative Tower. The Clerk's Office with existing in-house staff interpreters, expanded use of live interpreters to Magistrate Court Criminal on a regular basis thereby reducing costs for contracted services for the Magistrate Court.

**Probation Division** – Purchased new computers to replace the outdated operating systems which has allowed the department to operate the Justware Case Management system more efficiently. Completed the integration of Justware with the DeKalb County Sheriff's Department Jail Management System which notifies the probation staff of the arrest(s) of current or past offenders. Implemented policies and procedures to disburse collected payments of fine, fees, supervisor fee, restitution and child support at the end of each month in accordance with the DeKalb County Internal Audit Department. Increased the collections of fine, fees, supervision fees, restitution and child support by approximately 15% despite the current economic trends. Continue to provide training to the staff to enhance Probation operations.

**Marshal Division** – Selected vendor for Court Process Tracking System-Radio Frequency Identification/Bar Code Project. Reviewed and updated agency policies. Updated radio communication and broadband connectivity. Developed an eviction scheduling accountability program to reduce the number of scheduling errors. Collaborated with DeKalb GIS (Geographical Information System) to identify and correct street addresses to improve response time and ensure successful service of process. Purchased firing range equipment with Justice Assistance Grant funds. Entered into agreement with U.S. Air Marshals Office to lease county Marshal's Office firing range. Collaborated with other law enforcement and court entities to reduce training costs and increase training opportunities. Acquired new power document management system.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY****Human Services/ Increasing Neighborhood Empowerment**

To work toward establishing a self-help center for *pro se* litigants, including exploring the possibility of public/private partnership for the self-help center in collaboration with Magistrate Court.

**Organizational Effectiveness/ Enhancing Efficient Operations**

To complete all necessary training of staff to maximize value of tracking systems for service of process and case files.

To complete a pilot for imaging of closed files with the ultimate goal of reducing reliance on the County's Records Retention Center, and moving forward to electronic storage of archived records.

To continue to refine and customize the Justware Case Management System to optimize the benefit to the department, the courts and the county.

To implement an alternative method to collect court ordered payments that will interface with the current case management system in order to eliminate the annual credit card charges.

To obtain funding to purchase two departmental vehicles that will allow officers to conduct field visits, serve subpoenas, attend Peace Officer Standards Training and limit any potential liability to the county.

To acquire liquid propane vehicles for the 2013 vehicle replacement cycle.

To complete taser implementation program.

To implement a Court Process Tracking System.

**MAJOR BUDGETARY IMPACTS****Previous**

In 2009, the Budget included \$50,000 for the County's continuing participation in Project Achieve (GED) program.

In 2010, the BOC restored \$1,481,855 as part of the amendment process of which \$320,354 was allocated to the Marshal's Office for 4 Deputy Marshal Positions, equipment, vehicles and supplies. In 2010, 4 employees accepted the Early Retirement Option Program and the BOC abolished 1 vacant position due to the ERO program. The 2010 Budget also included \$50,000 for the County's continuing participation in Project Achieve (GED) program.

In 2011, \$11,525,242 was approved for the basic operating budget, including \$50,000 for the County's continuing participation in Project Achieve (GED) program, and a reduction of \$1,127,837 from the Recommended Budget as part of the amendment/adoption process. The 2011 Mid-Year action added \$631,952 to the State Court's budget. \$13,024,178 was approved for the basic operating budget. This budget included \$50,000 for the County's continuing participation in Project Achieve (GED) program.

**2013**

The adopted budget for 2013 is \$13,230,468 (an increase of 1.6% over 2012). The 2013 adopted budget includes audio visual equipment for five judges (Judges Wong, Hydrick, Purdom, Lopez, and Gordon), wireless telephone service for Probation Officers, and two new positions (Records Technician Senior) for the Clerk. These positions were added to assume responsibility for data entry of misdemeanor cases, previously performed by the Solicitor's Office, into the Court's case management system because the Solicitor has opted to implement use of a state-wide case management system available to prosecuting attorneys. Additionally, the General Assembly approved changes in the law that shift the prosecution of shoplifting, automobile theft, and forgery offenses from the Superior Court to State Court.

**Future**

No significant budgetary impact is anticipated.

## STATE COURT

## FUNCTION: CIVIL &amp; CRIMINAL COURTS

## SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Judge Gordon	\$543,088	\$545,898	\$587,114	\$587,114
Judge Hydrick	531,187	556,794	593,912	593,912
Judge Lopez	542,069	547,455	578,355	578,355
Judge Panos	583,206	554,103	603,993	603,993
Judge Purdom	491,647	490,413	517,222	517,222
Judge Ross	498,163	512,773	533,983	533,983
Judge Wong	481,128	499,761	520,239	520,239
Marshal	2,602,539	2,626,506	2,792,151	2,792,151
Probation	1,754,418	1,890,099	2,054,497	2,054,497
State & Magistrate Courts Clerk	3,882,619	3,974,977	4,104,964	4,104,964
State Court - DUI Court	331,982	319,042	344,038	344,038
	\$12,242,046	\$12,517,820	\$13,230,468	\$13,230,468

## SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Personal Services and Benefits	\$10,745,216	\$11,119,059	\$11,629,718	\$11,629,718
Purchased / Contracted Services	911,204	829,939	1,074,656	1,074,656
Supplies	315,863	327,401	268,545	268,545
Capital Outlays	55,585	9,873	5,600	5,600
Interfund / Interdepartmental	214,178	226,792	231,949	231,949
Other Costs	0	0	20,000	20,000
Other Financing Uses	0	4,756	0	0
	\$12,242,046	\$12,517,820	\$13,230,468	\$13,230,468

## FUNDING SOURCES

	Actual 2011	Actual 2012	Budget 2013
General Fund	\$12,242,046	\$12,517,820	\$13,230,468
	\$12,242,046	\$12,517,820	\$13,230,468

## STATE COURT

## FUNCTION: CIVIL &amp; CRIMINAL COURTS

## AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
<b>Judge Wong</b>				
Law Clerk Senior	29	1	1	1
Judicial Assistant	25	1	1	1
Court Reporter	24	1	1	1
Calendar Clerk Senior	23	2	2	2
State Court Judge	\$152,967	1	1	1
FULL TIME Subtotal		6	6	6
<b>Judge Hydrick</b>				
Law Clerk Senior	29	1	1	1
Judicial Assistant	25	1	1	1
Court Reporter	24	1	1	1
Calendar Clerk Senior	23	2	2	2
State Court Judge	\$152,967	1	1	1
FULL TIME Subtotal		6	6	6
<b>Judge Purdom</b>				
Law Clerk Senior	29	1	1	1
Court Reporter	24	1	1	1
Judicial Secretary	24	1	1	1
Calendar Clerk Senior	23	2	2	2
State Court Judge	\$152,967	1	1	1
FULL TIME Subtotal		6	6	6
<b>Judge Panos</b>				
Law Clerk Senior	29	1	1	1
Judicial Assistant	25	1	1	1
Court Reporter	24	1	1	1
Calendar Clerk Senior	23	2	2	2
State Court Judge	\$152,967	1	1	1
FULL TIME Subtotal		6	6	6
<b>Judge Ross</b>				
Law Clerk Senior	29	1	1	1
Judicial Assistant	25	1	1	1
Court Reporter	24	1	1	1
Calendar Clerk Senior	23	2	2	2
State Court Judge	\$152,967	1	1	1
FULL TIME Subtotal		6	6	6

## STATE COURT

## FUNCTION: CIVIL &amp; CRIMINAL COURTS

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
<b>Judge Lopez</b>				
Law Clerk Senior	29	1	1	1
Judicial Assistant	25	1	1	1
Court Reporter	24	1	1	1
Calendar Clerk Senior	23	1	1	1
Bailiff	18	1	1	1
State Court Judge	\$152,967	1	1	1
FULL TIME Subtotal		6	6	6
<b>Judge Gordon</b>				
Law Clerk Senior	29	1	1	1
Judicial Assistant	25	1	1	1
Court Reporter	24	1	1	1
Calendar Clerk Senior	23	2	2	2
State Court Judge	\$152,967	1	1	1
FULL TIME Subtotal		6	6	6
<b>State &amp; Magistrate Courts Clerk</b>				
Clerk State Court	AH	1	1	1
Chief Deputy Clerk State Cour	29	1	1	1
Departmental Microsystems Specialist	28	1	1	1
Judicial Administrative Coordinator	26	5	5	5
User Liaison Coordinator	26	2	2	2
Administrative Coordinator	25	3	3	3
Interpreter	25	3	3	3
Administrative Assistant II	23	1	1	1
Records Tech Principal State Court	21	15	15	15
Accounting Technician Senior	19	1	1	1
Office Assistant Senior	19	2	2	2
Records Technician Senior St Ct	19	18	18	20
Records Technician Senior Court	18	17	17	17
FULL TIME Subtotal		70	70	72
<b>State Court - DUI Court</b>				
DUI Court Coordinator	31	1	1	1
FULL TIME Subtotal		1	1	1
<b>Probation</b>				
Chief Adult Probation Officer	29	1	1	1
Asst Chief Adult Probation Officer	28	1	1	1
Probation Supervisor	26	2	2	2
Administrative Coordinator	25	1	1	1
Probation Officer Principal	25	2	3	3



## STATE COURT

## FUNCTION: CIVIL &amp; CRIMINAL COURTS

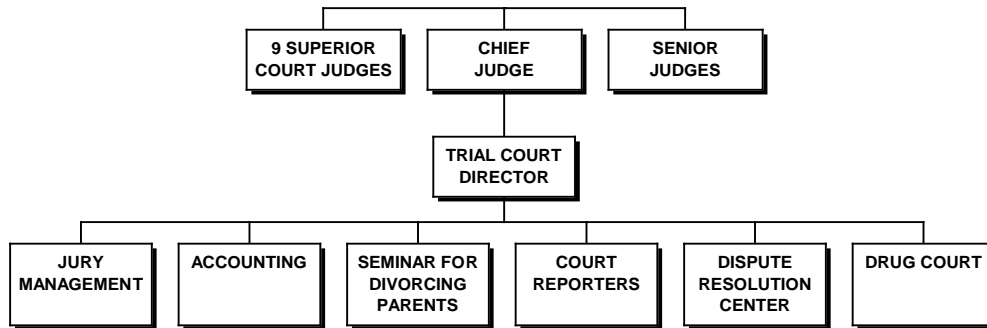
<b>AUTHORIZED POSITION LIST BY COST CENTER</b>
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(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
Probation Officer Senior	24	7	6	6
Administrative Assistant II	23	2	2	2
Probation Officer	23	14	14	14
Accounting Technician Senior	19	2	2	2
Office Assistant	18	1	1	1
Records Technician State Court	18	3	3	3
<b>FULL TIME Subtotal</b>		<b>36</b>	<b>36</b>	<b>36</b>
<b>Marshal</b>				
Marshal	AI	1	1	1
Chief Deputy Marshal	29	1	1	1
Deputy Marshal, Major	28	1	1	1
Deputy Marshal Lieutenant	27	3	3	3
Deputy Marshal Senior	25	17	18	18
Civil Process Unit Coordinator	24	1	1	1
Administrative Assistant II	23	2	2	2
Deputy Marshal	23	3	2	2
Office Assistant Senior	19	2	2	2
<b>FULL TIME Subtotal</b>		<b>31</b>	<b>31</b>	<b>31</b>
<b>FULL TIME Total</b>		<b>180</b>	<b>180</b>	<b>182</b>
<b>ALL POSITIONS Total</b>		<b>180</b>	<b>180</b>	<b>182</b>

**SUPERIOR COURT**

**FUNCTION: CIVIL & CRIMINAL COURTS**



**MISSION STATEMENT**

The mission of the Superior Court is to provide an independent, accessible, and responsive forum for the just resolution of legal disputes and criminal matters in a manner that preserves the rule of law and protects the rights of all parties. To act expeditiously in a way that will instill public trust and confidence that the court is fairly, efficiently, and effectively operated.

**PROGRAM DESCRIPTION**

The Superior Court is the highest court of original jurisdiction in the State of Georgia. The Court has jurisdiction over civil and criminal matters including cases in the areas of domestic relations, titles to land, equity, and criminal felonies. The court also administers programs that enhance and ensure that the Court's purpose and rulings are carried out in a manner that meets the needs of the citizens of the County while following the rule of law.

**ACTIVITY MEASURES**

	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
Civil Case Filings	3,162	3,783	3,294	3,500
Domestic Case Filings	13,638	12,644	11,828	12,500
Felony Case Filings	6,500	9,173	7,950	8,100
Civil & Domestic Case Dispositions	19,784	19,069	19,854	23,000
Felony Case Dispositions	6,942	7,238	7,544	8,500
Jury Trials	125	109	100	100
Div. Parents Seminar Participants	1,664	1,592	1,433	1,520
Cases to Dispute Resolution Center	1,278	1,832	2,031	2,200
% Cases resolved by District Resolution Ctr.	72%	75%	71%	75%

**MAJOR ACCOMPLISHMENTS IN 2012**

Implemented a Child Support/Problem Solving Court. Developed a database to streamline the scheduling, tracking, and payment of foreign and sign language interpreters. Implemented more cost effective interpreting for a variety of court proceedings. Initiated the use of software to allow online input of jury questionnaires.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Human Services / Increasing Neighborhood Empowerment**

To enhance and increase public access, trust and confidence in the court system.

To expand public outreach and education opportunities.

**Organizational Effectiveness/ Enhancing Efficient Operations**

To increase the use of technology and electronic information in the Superior Court.

**SUPERIOR COURT**

**FUNCTION: CIVIL & CRIMINAL COURTS**

**MAJOR BUDGETARY IMPACTS**

**Previous**

In 2010, 20 full-time employees accepted the Early Retirement Option Program and the BOC abolished 1 vacant position due to the ERO program. The Board of Commissioners (BOC) also restored \$1,246,750 to this budget as a part of the amendment process.

In 2011, \$6,980,678 was approved for the basic operating budget. On July 27, 2010, the Board of Commissioners abolished the District Court Administrator position. The BOC reduced this budget by \$683,115 as a part of the amendment process. The 2011 Mid-Year action added \$728,779 to the Superior Court's budget.

In 2012, \$8,074,741 was approved for the basic operating budget.

**2013**

\$8,426,869 is approved for the basic operating budget.

**Future**

No significant budgetary impact is anticipated.

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Administration	\$1,756,116	\$1,778,341	\$1,901,145	\$1,901,145
Court Reporters	701,852	693,871	721,956	721,956
Dispute Resolution	590,400	609,790	605,057	605,057
Grand Jury	61,545	130,417	126,414	126,414
Judges	3,872,039	3,898,262	4,082,724	4,082,724
Jury Management	928,871	824,038	954,553	954,553
Seminar For Divorcing Parents	33,529	33,189	35,020	35,020
	<b>\$7,944,352</b>	<b>\$7,967,908</b>	<b>\$8,426,869</b>	<b>\$8,426,869</b>

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$5,677,996	\$5,754,754	\$6,052,098	\$6,052,098
Purchased / Contracted Services	2,076,352	2,055,412	2,195,653	2,195,653
Supplies	146,988	96,437	136,118	136,118
Capital Outlays	18,015	38,306	17,000	17,000
Retirement Services	25,000	23,000	26,000	26,000
	<b>\$7,944,352</b>	<b>\$7,967,908</b>	<b>\$8,426,869</b>	<b>\$8,426,869</b>

<b>FUNDING SOURCES</b>			
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
General Fund	\$7,944,352	\$7,967,908	\$8,426,869
	<b>\$7,944,352</b>	<b>\$7,967,908</b>	<b>\$8,426,869</b>

**SUPERIOR COURT**

**FUNCTION: CIVIL & CRIMINAL COURTS**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2011	2012	2013
<b>Judge Adams</b>					
Law Clerk Senior	29		1	1	1
Judicial Assistant	25		1	1	1
Court Reporter	24		1	1	1
Calendar Clerk Senior	23		1	1	1
Superior Court Judge	\$169,963		1	1	1
FULL TIME Subtotal			5	5	5
<b>Judge Barrie</b>					
Law Clerk Senior	29		1	1	1
Court Reporter	24		1	1	1
Judicial Secretary	24		1	1	1
Calendar Clerk Senior	23		1	1	1
Superior Court Judge	\$169,963		1	1	1
FULL TIME Subtotal			5	5	5
<b>Judge Coursey</b>					
Law Clerk Senior	29		1	1	1
Judicial Assistant	25		1	1	1
Court Reporter	24		1	1	1
Calendar Clerk Senior	23		1	1	1
Superior Court Judge	\$169,963		1	1	1
FULL TIME Subtotal			5	5	5
<b>Judge Johnson</b>					
Law Clerk Senior	29		1	1	1
Judicial Assistant	25		1	1	1
Court Reporter	24		1	1	1
Calendar Clerk Senior	23		1	1	1
Superior Court Judge	\$169,963		1	1	1
FULL TIME Subtotal			5	5	5
<b>Judge Scott</b>					
Law Clerk Senior	29		1	1	1
Judicial Assistant	25		1	1	1
Court Reporter	24		1	1	1
Calendar Clerk Senior	23		1	1	1
Superior Court Judge	\$169,963		1	1	1
FULL TIME Subtotal			5	5	5

**SUPERIOR COURT**

**FUNCTION: CIVIL & CRIMINAL COURTS**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2011	2012	2013
<b>Judge Seeliger</b>					
Law Clerk Senior	29		1	1	1
Judicial Assistant	25		1	1	1
Court Reporter	24		1	1	1
Calendar Clerk Senior	23		1	1	1
Superior Court Judge	\$169,963		1	1	1
FULL TIME Subtotal			5	5	5
<b>Judge Hunter</b>					
Law Clerk Senior	29		1	1	1
Judicial Assistant	25		1	1	1
Court Reporter	24		1	1	1
Calendar Clerk Senior	23		1	1	1
Superior Court Judge	\$169,963		1	1	1
FULL TIME Subtotal			5	5	5
<b>Judge Becker</b>					
Law Clerk Senior	29		1	1	1
Judicial Assistant	25		1	1	1
Court Reporter	24		1	1	1
Calendar Clerk Senior	23		1	1	1
Superior Court Judge	\$169,963		1	1	1
FULL TIME Subtotal			5	5	5
<b>Judge Jackson</b>					
Law Clerk Senior	29		1	1	1
Judicial Assistant	25		1	1	1
Court Reporter	24		1	1	1
Calendar Clerk Senior	23		1	1	1
Superior Court Judge	\$169,963		1	1	1
FULL TIME Subtotal			5	5	5
<b>Judge Flake</b>					
Law Clerk Senior	29		1	1	1
Judicial Assistant	25		1	1	1
Court Reporter	24		1	1	1
Calendar Clerk Senior	23		1	1	1
Superior Court Judge	\$169,963		1	1	1
FULL TIME Subtotal			5	5	5

## SUPERIOR COURT

## FUNCTION: CIVIL &amp; CRIMINAL COURTS

## AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2011	2012	2013
<b>Senior Judge</b>					
Senior Judge	OE	4 PT	4	4	4
Judicial Secretary	24		1	1	1
FULL TIME Subtotal			1	1	1
PART TIME Subtotal			4	4	4
<b>Administration</b>					
Trial Court Director	AG		1	1	1
Court Program Manager	31		1	1	1
Dept Information Systems Mgr	31		1	1	1
Law Clerk Senior	29		1	1	1
Grants Coordinator	26		1	1	1
Administrative Coordinator	25		2	2	2
Court Program Supervisor	25		1	1	1
Law Library Coordinator	25		1	1	1
Administrative Assistant II	23		0	1	1
Calendar Clerk Senior	23		1	1	1
Paralegal	23		1	1	1
Medical Laboratory Technician	22		1	1	1
Court Program Coordinator	21		3	3	3
Office Assistant Senior	19		7	6	6
FULL TIME Subtotal			22	22	22
<b>Court Reporters</b>					
Court Reporter	24		6	6	6
FULL TIME Subtotal			6	6	6
<b>Jury Management</b>					
Jury Services Manager	31		1	1	1
Jury Svcs Clerk Principal	21		1	1	1
Jury Services Clerk Senior	19		3	3	3
Office Assistant Senior	19		1	1	1
Jury Services Clerk	18		2	2	2
FULL TIME Subtotal			8	8	8

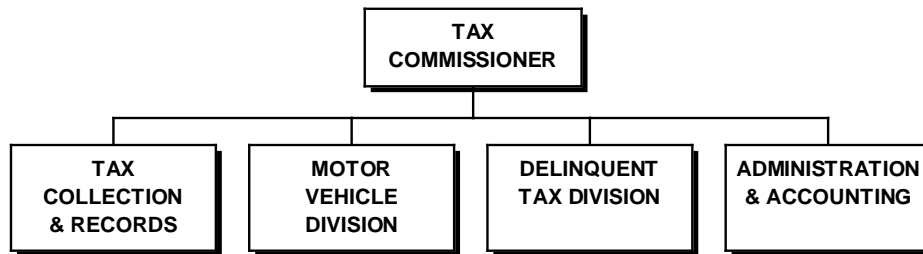
**SUPERIOR COURT**

**FUNCTION: CIVIL & CRIMINAL COURTS**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2011	2012	2013
<b>Dispute Resolution</b>					
Dispute Resolution Centr Mgr	DR		1	1	1
Dispute Res Dom Case Coord	26		1	1	1
Administrative Assistant II	23		1	1	1
Administrative Assistant I	21		1	1	1
Office Assistant Senior	19		2	2	2
FULL TIME Subtotal			6	6	6
<b>FULL TIME Total</b>			93	93	93
<b>PART TIME Total</b>			4	4	4
<b>ALL POSITIONS Total</b>			97	97	97



**MISSION STATEMENT**

The Office of Tax Commissioner exists under the State Constitution and is committed to serving property taxpayers and taxing authorities. The Tax Commissioner will faithfully fulfill the duties and responsibilities required under general laws to receive homestead exemption applications, to prepare an annual ad valorem tax digest, to issue annual property tax statements, to serve as the county tag agent in the registration and titling of motor vehicles, to collect property taxes and fees, to issue and levy executions for delinquent taxes, to fully account for and pay over all taxes and fees to the various levying authorities, to inform and assist the public in understanding taxpayer obligations, and to administer fair and uniform collection practices while providing the highest possible level of quality services to the citizens and businesses of DeKalb County.

**PROGRAM DESCRIPTION**

The Office of Tax Commissioner processes homestead and special exemptions; updates property, taxpayer, and payment data to billing and records systems; compiles an annual tax digest for approval by the State Department Of Revenue; calculates and issues annual property tax statements; collects real, personal, public utility, motor vehicle, mobile home, timber, and heavy duty equipment taxes along with fees for car tags and titles, insurance lapses, residential sanitation, storm water utility, street lights, speed humps, and parking districts; issues motor vehicle title applications, collects state motor vehicle sales tax, temporary permits, license plates, and renewal decals; updates vehicle owner and payment data to state vehicle registration database; administers point of service compliance for vehicle insurance and emissions; issues and records liens for delinquent taxes; levies; serves notices, advertises, and conducts sales of delinquent properties; maintains general ledger and provides detailed accounting and reporting of tag sales, adjustments, collections, refunds, and disbursements to the county governing authority, schools, cities, and the State.

**ACTIVITY MEASURES**

	Actual 2010	Actual 2011	Actual 2012	Estimated 2013
<b>Tax Collections and Records</b>				
Real & Personal Receivables	\$802,712,128	\$730,860,939	\$672,801,224	\$706,441,286
Public Utilities*	\$14,922,073	\$14,922,073	\$7,140,607	\$17,000,000
<b>Tax Accounts</b>				
No. Payments Processed	452,296	454,557	467,060	467,000
% of Real & Personal Taxes Collected during year	94%	95%	96%	95%
<b>Motor Vehicle Division</b>				
<b>Transactions:</b>				
Total Registrations	524,994	532,416	532,823	533,000
Title Applications Processed	111,872	112,005	115,161	115,000
Total Collections	\$75,317,826	\$78,627,874	\$87,800,007	\$85,000,000
<b>Delinquent Taxes:</b>				
Fi Fas Issued	20,762	18,400	18,400	14,000
Parcels to Tax Sale	596	369	369	400
Delinquent Accounts Collected	\$39,773,157	\$38,000,000	\$31,092,901	\$32,000,000
Tax Sales Conducted	9	6	6	6



**MAJOR ACCOMPLISHMENTS IN 2012**

Successfully implemented the new IAS World property tax billing/collection system including the generation of the 2012 Tax Digest approved by the Georgia Department of Revenue and the creation of the annual tax bills. Initialized the project to replace/upgrade existing remittance processor equipment. Maintained 99% collection rate with reduced budget and staff.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Organizational Effectiveness/ Enhancing Efficient Operations**

To identify and implement new process with regards to House Bill 386 which phases out ad valorem taxes on motor vehicles.

To identify and implement new processes with regards to the creation of the City of Brookhaven.

To maintain the collection rate and service level with continued reduction in budget and staff.

**MAJOR BUDGETARY IMPACTS**

**Previous**

No significant budgetary changes occurred in 2008 and 2009. In 2010, \$6,725,214 was approved for the basic operating budget. The BOC restored \$562,654 to this budget as a part of the amendment process. In 2010, 15 employees accepted the Early Retirement Option Program and the BOC did not abolish the vacant positions due to the ERO program. In 2011, \$6,955,000 was approved for the basic operating budget. The BOC restored \$436,154 to this budget as a part of the amendment process. In 2012, \$7,020,079 was approved for the operating budget, which included \$150,000 to replace a remittance processor.

**2013**

The adopted budget for 2013 is \$6,878,612 (a decrease of 2.0% under 2012). The 2013 budget reflects an increase in postage for tag renewal notices and mailing new license plates to all DeKalb County customers.

**Future**

No significant budgetary impact is anticipated.

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Delinquent Tax Administration	\$984,724	\$1,007,310	\$1,073,693	\$1,073,693
Motor Vehicle Security	86,051	85,734	85,000	85,000
Motor Vehicle Tax	3,160,180	3,079,671	3,069,530	3,068,545
Motor Vehicle Temporary	52,242	60,776	56,908	56,908
Tax Administration / Accounting	1,120,073	1,216,236	1,242,704	1,242,704
Tax Collections & Records	1,360,240	1,451,225	1,351,762	1,351,762
	<b>\$6,763,510</b>	<b>\$6,900,952</b>	<b>\$6,879,597</b>	<b>\$6,878,612</b>

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$5,545,634	\$5,564,442	\$5,474,629	\$5,474,629
Purchased / Contracted Services	1,091,969	1,045,301	1,256,273	1,256,273
Supplies	83,761	98,313	86,355	85,370
Capital Outlays	28,086	177,420	44,100	44,100
Interfund / Interdepartmental	12,011	14,634	15,840	15,840
Other Costs	2,049	842	2,400	2,400

**TAX COMMISSIONER**

**FUNCTION: GENERAL GOVERNMENT**

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
	\$6,763,510	\$6,900,952	\$6,879,597	\$6,878,612

**FUNDING SOURCES**

	Actual 2011	Actual 2012	Budget 2013
General Fund	\$6,763,510	\$6,900,952	\$6,878,612
	\$6,763,510	\$6,900,952	\$6,878,612

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2011	2012	2013
<b>Tax Collections &amp; Records</b>					
Tag Worker	TC	5 T	5	5	5
Deputy Tax Commissioner	33		1	1	1
Tax Administrator	29		1	1	1
Branch Manager Tax Commissioner	27		1	1	1
Accounting Supervisor	24		1	1	1
Property Tax Supervisor	24		1	1	1
Administrative Assistant I	21		1	1	1
Tax Technician Lead	20		1	1	1
Office Assistant Senior	19		2	2	2
Customer Service Representative	18		1	1	1
Office Assistant	18		5	5	5
Tax Technician	18		4	4	4
FULL TIME Subtotal			19	19	19
TEMP Subtotal			5	5	5
<b>Motor Vehicle Tax</b>					
Deputy Tax Commissioner	33		1	1	1
Tax Administrator	29		2	2	2
Branch Manager Tax Commissioner	27		2	2	2
Tax Technician Supervisor	24		4	4	4
Administrative Assistant I	21		1	1	1
Tax Technician Lead	20		6	6	6
Accounting Technician Senior	19		1	1	1
Tax Technician Senior	19		8	8	8
Accounting Technician	18		1	1	1
Customer Service Representative	18		2	2	2

**TAX COMMISSIONER**

**FUNCTION: GENERAL GOVERNMENT**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2011	2012	2013
<b>Motor Vehicle Tax (continued)</b>					
Office Assistant	18		1	1	1
Tax Technician	18		36	36	36
FULL TIME Subtotal			65	65	65
<b>Motor Vehicle Temporary</b>					
Tag Worker	TC	6 T	6	6	6
TEMP Subtotal			6	6	6
<b>Delinquent Tax Administration</b>					
Deputy Tax Commissioner	33		1	1	1
Branch Manager Tax Commissioner	27		1	1	1
Delinquent Tax Specialist	24		1	1	1
Delinquent Collection Officer	23		6	6	6
Customer Service Representative	18		1	1	1
Tax Technician	18		1	1	1
FULL TIME Subtotal			11	11	11
<b>Tax Administration / Accounting</b>					
Tag Worker	TC	2 T	2	2	2
Assistant Tax Commissioner	AH		1	1	1
Deputy Tax Commissioner	33		1	1	1
Deputy Information Systems Manager	31		1	1	1
Tax Administrator	29		2	2	2
Accountant Senior	26		1	1	1
Tax Technician Supervisor	24		1	1	1
Administrative Assistant II	23		1	1	1
Accounting Technician Senior	19		1	1	1
Tax Technician Senior	19		1	1	1
Tax Technician	18		1	1	1
Tax Commissioner	\$155,670		1	1	1
FULL TIME Subtotal			12	12	12
TEMP Subtotal			2	2	2
<b>FULL TIME Total</b>			107	107	107
<b>TEMPORARY Total</b>			13	13	13
<b>ALL POSITIONS Total</b>			120	120	120



## FUNDS GROUP: Special Revenue

### FUNDS GROUP DESCRIPTION

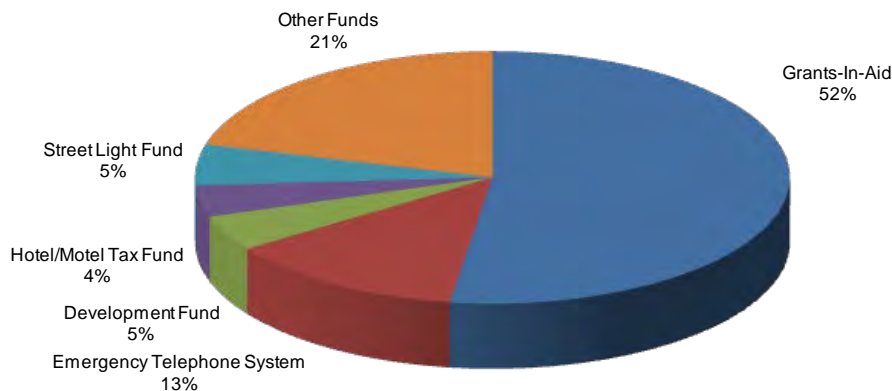
The Special Revenue Funds Group includes funds operated for specific programs or activities as required by law or Board of Commissioners' policy. Sources of revenue include funds from user fees, donations, excise taxes on hotel and motel rooms, state and federal grants with local match contributions, and penalty assessments on certain criminal and county ordinance violation cases.

**The appropriation amounts reported in this document for the "Approved Budget 2013" reflect the effect of prior year encumbrance balances carried forward only where specifically approved. These items were not automatically funded.**

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Personal Services and Benefits	\$19,005,508	\$17,180,693	\$12,384,472	\$12,384,472
Purchased / Contracted Services	31,622,316	31,125,592	11,934,114	11,934,114
Supplies	8,160,100	7,582,614	5,064,745	5,064,745
Capital Outlays	4,746,355	3,579,046	1,853,685	1,853,685
Interfund / Interdepartmental	2,684,173	4,626,648	1,414,082	1,414,082
Other Costs	11,261,262	10,791,467	2,563,295	2,563,295
Debt Service	4,314,801	4,492,930	4,488,847	4,488,847
Other Financing Uses	6,602,186	7,237,672	7,319,175	7,319,175
Retirement Services	0	24,622	24,622	24,622
* Holding Accounts	148,592	6,731	66,058,188	66,058,188
Total Expenditures	\$88,545,294	\$86,648,014	\$113,105,225	\$113,105,225
Reserves			13,211,269	13,211,269
Total Budget			\$126,316,494	\$126,316,494

\* All Grant Funds' appropriations are budgeted in Holding Accounts.

<b>SPECIAL REVENUE FUNDS OPERATING DOLLAR 2013</b>
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Other funds include Drug Abuse Treatment and Education, Juvenile Services, Public Education & Government Access (PEG), Victim Assistance, Law Enforcement Confiscated Monies, Recreation, Speed Humps Maintenance, Street Light, Building Authority Lease Payments, and Public Safety / Judicial Authority Lease Payments.

## FUNDS GROUP: Special Revenue

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY FUND				
	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Recreation	\$1,003,455	\$696,156	\$531,278	\$531,278
Foreclosure Register	54,210	379,408	1,247,540	1,247,540
Law Enforcement Confiscated Monies	2,616,076	2,789,113	6,184,535	6,184,535
Hotel/Motel Tax Fund	4,283,280	3,911,137	5,074,462	5,074,462
Rental Motor Vehicle Excise Tax <sup>1</sup>	0	709,725	1,385,893	1,385,893
Grants-In-Aid	49,295,691	41,909,404	66,058,188	66,058,188
Drug Abuse Treatment and Education Fund	56,639	48,747	181,559	181,559
Juvenile Services Fund	28,640	68,945	293,441	293,441
Emergency Telephone System	11,753,479	12,044,925	16,570,979	16,570,979
County Jail Fund	2,230,154	2,798,359	2,432,210	2,432,210
Street Light Fund	4,642,845	4,714,034	6,622,884	6,622,884
PEG Support Fund	170,862	310,038	2,255,650	2,255,650
Victim Assistance Fund	1,236,527	1,310,811	1,617,968	1,617,968
Building Authority Lease Payments Fund	3,717,500	3,718,057	3,852,356	3,852,356
Public Safety / Judicial Authority Lease Payments	3,092,675	3,092,801	3,107,102	3,107,102
URA Bond Debt Service	597,301	774,874	976,108	976,108
Development Fund	3,315,428	6,151,279	5,712,184	5,712,184
Speed Humps Maintenance	450,532	1,220,201	2,212,157	2,212,157
<b>Total Expenditures</b>	<b>\$88,545,294</b>	<b>\$86,648,014</b>	<b>\$126,316,494</b>	<b>\$126,316,494</b>
Note: Reserves included in Total			13,211,269	13,211,269
<sup>1</sup> Rental Motor Vehicle Excise Tax Fund was included in Tax Funds through FY 2011				

SUMMARY OF REVENUES AND ANTICIPATIONS BY FUND				
	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
<b>COUNTY JAIL FUND</b>				
Intergovernmental	\$206,060	\$132,604	\$210,000	\$210,000
Fines And Forfeitures	2,124,258	2,299,606	2,022,000	2,022,000
Fund Balance Brought Forward	466,195	566,359	200,210	200,210
<b>TOTAL</b>	<b>\$2,796,514</b>	<b>\$2,998,569</b>	<b>\$2,432,210</b>	<b>\$2,432,210</b>
<b>FORECLOSURE REGISTRY FUND</b>				
Charges For Services	\$854,000	\$554,400	\$240,000	\$240,000
Fund Balance Brought Forward	0	805,275	1,007,540	1,007,540
<b>TOTAL</b>	<b>\$854,000</b>	<b>\$1,359,675</b>	<b>\$1,247,540</b>	<b>\$1,247,540</b>
<b>DEVELOPMENT FUND</b>				
Licenses And Permits	\$4,664,042	\$4,644,613	\$5,757,300	\$5,757,300
Charges For Services	\$18,708	\$24,121	\$27,000	\$27,000
Investment Income	(\$345)	\$2,415	\$2,000	\$2,000
Miscellaneous Revenue	(45,861)	(79,591)	(20,000)	(20,000)
Other Financing Sources	1,698	0	0	0
Fund Balance Brought Forward	147,501	1,486,531	(54,116)	(54,116)
<b>TOTAL</b>	<b>\$4,785,743</b>	<b>\$6,078,089</b>	<b>\$5,712,184</b>	<b>\$5,712,184</b>

## FUNDS GROUP: Special Revenue

SUMMARY OF REVENUES AND ANTICIPATIONS BY FUND				
	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
<b>DRUG ABUSE TREATMENT &amp; EDUCATION FUND</b>				
Fines And Forfeitures	\$59,600	\$70,596	\$60,000	\$60,000
Investment Income	125	163	125	125
Fund Balance Brought Forward	96,696	99,884	121,434	121,434
<b>TOTAL</b>	<b>\$156,420</b>	<b>\$170,644</b>	<b>\$181,559</b>	<b>\$181,559</b>
<b>EMERGENCY TELEPHONE SYSTEM FUND</b>				
Charges For Services	\$3,638	\$3,231	\$0	\$0
Investment Income	11,131	10,589	9,000	9,000
Miscellaneous Revenue	10,167,440	9,496,149	9,750,000	9,750,000
Fund Balance Brought Forward	8,370,849	7,882,785	6,811,979	6,811,979
<b>TOTAL</b>	<b>\$18,553,058</b>	<b>\$17,392,754</b>	<b>\$16,570,979</b>	<b>\$16,570,979</b>
<b>GRANTS-IN-AID FUND</b>				
Intergovernmental	\$36,835,524	\$26,761,558	\$0	\$0
Investment Income	5,060	2,642	0	0
Contributions And Donations	120,067	226,462	0	0
Miscellaneous Revenue	2,797,677	2,400,555	78,147,857	78,147,857
Other Financing Sources	4,565,384	2,543,875	0	0
Fund Balance Brought Forward	(5,135,125)	(2,115,357)	(12,089,669)	(12,089,669)
<b>TOTAL</b>	<b>\$39,188,586</b>	<b>\$29,819,735</b>	<b>\$66,058,188</b>	<b>\$66,058,188</b>
<b>HOTEL/MOTEL TAX FUND</b>				
Taxes	\$4,342,142	\$4,646,779	\$4,000,000	\$4,000,000
Fund Balance Brought Forward	279,958	338,820	1,074,462	1,074,462
<b>TOTAL</b>	<b>\$4,622,099</b>	<b>\$4,985,599</b>	<b>\$5,074,462</b>	<b>\$5,074,462</b>
<b>RENTAL MOTOR VEHICLE EXCISE TAX</b>				
Taxes	\$0	\$627,193	\$552,492	\$552,492
Investment Income	0	1,608	0	0
Fund Balance Brought Forward	0	914,364	833,401	833,401
<b>TOTAL</b>	<b>\$0</b>	<b>\$1,543,165</b>	<b>\$1,385,893</b>	<b>\$1,385,893</b>
<b>JUVENILE SERVICES FUND</b>				
Charges For Services	\$32,984	\$31,297	\$25,001	\$25,001
Investment Income	397	417	400	400
Fund Balance Brought Forward	299,238	304,626	268,040	268,040
<b>TOTAL</b>	<b>\$332,619</b>	<b>\$336,339</b>	<b>\$293,441</b>	<b>\$293,441</b>
<b>LAW ENFORCEMENT CONFISCATED MONIES FUND</b>				
Intergovernmental	\$1,508,362	\$1,749,092	\$0	\$0
Investment Income	12,246	11,205	0	0
Miscellaneous Revenue	19,010	10,734	0	0
Fund Balance Brought Forward	6,755,770	6,534,462	6,184,535	6,184,535
<b>TOTAL</b>	<b>\$8,295,387</b>	<b>\$8,305,494</b>	<b>\$6,184,535</b>	<b>\$6,184,535</b>
<b>PUBLIC EDUCATION &amp; GOVERNMENT ACCESS (PEG) FUND</b>				
Investment Income	\$2,470	\$3,009	\$10,000	\$10,000
Miscellaneous Revenue	83,713	386,734	145,000	145,000
Fund Balance Brought Forward	1,843,814	1,863,997	2,100,650	2,100,650

## FUNDS GROUP: Special Revenue

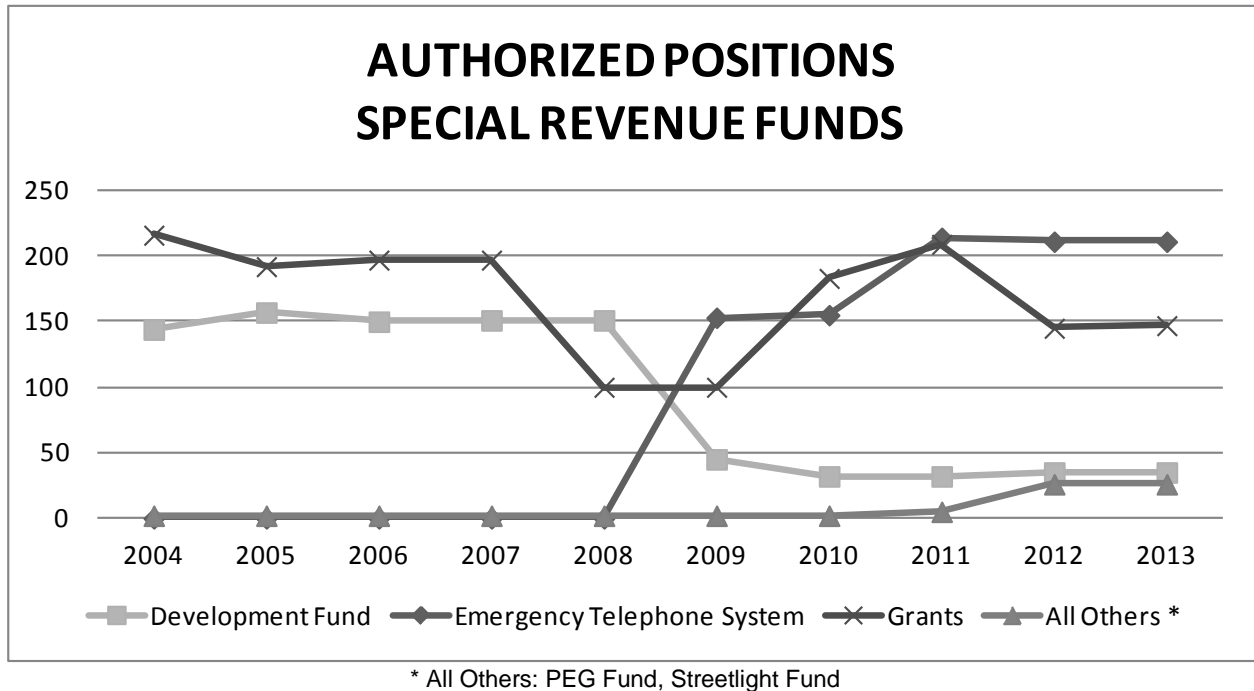
SUMMARY OF REVENUES AND ANTICIPATIONS BY FUND				
	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
<b>TOTAL</b>	\$1,929,997	\$2,253,740	\$2,255,650	\$2,255,650
<b>RECREATION FUND</b>				
Charges For Services	\$872,240	\$780,926	\$885,814	\$885,814
Investment Income	(373)	(537)	(5,924)	(5,924)
Miscellaneous Revenue	(7,710)	(3,481)	0	0
Fund Balance Brought Forward	(316,445)	(434,689)	(348,612)	(348,612)
<b>TOTAL</b>	<b>\$547,713</b>	<b>\$342,219</b>	<b>\$531,278</b>	<b>\$531,278</b>
<b>REVENUE BONDS LEASE PAYMENTS FUNDS:</b>				
<b>BUILDING AUTHORITY LEASE PAYMENTS</b>				
Investment Income	\$3,843	\$1,711	\$3,712,325	\$3,712,325
Miscellaneous Revenue	3,731,843	3,731,844	0	0
Fund Balance Brought Forward	106,347	124,532	140,031	140,031
<b>TOTAL</b>	<b>\$3,842,033</b>	<b>\$3,858,087</b>	<b>\$3,852,356</b>	<b>\$3,852,356</b>
<b>PUBLIC SAFETY / JUDICIAL AUTHORITY LEASE PAYMENTS</b>				
Investment Income	(\$1,594)	\$1,065	\$0	\$0
Miscellaneous Revenue	3,091,680	3,091,800	3,075,089	3,075,089
Fund Balance Brought Forward	35,875	33,286	32,013	32,013
<b>TOTAL</b>	<b>\$3,125,961</b>	<b>\$3,126,150</b>	<b>\$3,107,102</b>	<b>\$3,107,102</b>
<b>URA BOND DEBT SERVICE</b>				
Investment Income	\$31	(\$218)	\$0	\$0
Miscellaneous Revenue	597,271	985,067	766,122	766,122
Fund Balance Brought Forward	0	1	209,986	209,986
<b>TOTAL</b>	<b>\$597,302</b>	<b>\$984,850</b>	<b>\$976,108</b>	<b>\$976,108</b>
<b>STREET LIGHT FUND</b>				
Charges For Services	\$4,977,519	\$4,944,913	\$4,500,000	\$4,500,000
Investment Income	775	647	300	300
Fund Balance Brought Forward	1,549,265	1,891,059	2,122,584	2,122,584
<b>TOTAL</b>	<b>\$6,527,558</b>	<b>\$6,836,618</b>	<b>\$6,622,884</b>	<b>\$6,622,884</b>
<b>VICTIM ASSISTANCE FUND</b>				
Intergovernmental	\$381,366	\$381,014	\$345,000	\$345,000
Fines And Forfeitures	963,814	1,086,437	1,000,000	1,000,000
Fund Balance Brought Forward	(7,021)	108,981	272,968	272,968
<b>TOTAL</b>	<b>\$1,338,159</b>	<b>\$1,576,432</b>	<b>\$1,617,968</b>	<b>\$1,617,968</b>
<b>SPEED HUMPS MAINTENANCE FUND</b>				
Charges For Services	\$303,543	\$317,522	\$312,000	\$312,000
Investment Income	2,132	2,538	3,000	3,000
Fund Balance Brought Forward	1,623,954	1,838,516	1,897,157	1,897,157
<b>TOTAL</b>	<b>\$1,929,629</b>	<b>\$2,158,576</b>	<b>\$2,212,157</b>	<b>\$2,212,157</b>
<b>GRAND TOTAL</b>	<b>\$99,422,779</b>	<b>\$94,126,734</b>	<b>\$126,316,494</b>	<b>\$126,316,494</b>



## FUNDS GROUP: Special Revenue

SUMMARY OF REVENUES AND ANTICIPATIONS BY MAJOR CATEGORY				
	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
TAXES	4,342,142	5,273,972	4,552,492	4,552,492
LICENSES AND PERMITS	4,664,042	4,644,613	5,757,300	5,757,300
INTERGOVERNMENTAL	38,931,312	29,024,268	555,000	555,000
CHARGES FOR SERVICES	7,062,632	6,656,409	5,989,815	5,989,815
FINES AND FORFEITURES	3,147,672	3,456,639	3,082,000	3,082,000
INVESTMENT INCOME	35,895	37,253	3,731,226	3,731,226
CONTRIBUTIONS AND DONATIONS	120,067	226,462	0	0
MISCELLANEOUS REVENUE	20,435,064	20,019,811	91,864,068	91,864,068
OTHER FINANCING SOURCES	4,567,082	2,543,875	0	0
FUND BALANCE BROUGHT FORWARD	16,116,872	22,243,431	10,784,593	10,784,593
<b>TOTAL</b>	<b>\$99,422,779</b>	<b>\$94,126,734</b>	<b>\$126,316,494</b>	<b>\$126,316,494</b>

## FUNDS GROUP: Special Revenue



At Mid-Year 2009, the Development Fund was restructured and 107 positions were eliminated. Also at Mid-Year 2009, 153 positions were transferred from Police Support in the General Fund to the Emergency Telephone System Fund as part of a restructuring of the funding mechanism for those positions. The Early Retirement Option program in 2010 did not have a material effect on the position counts in these funds. 59 new positions were added to E911 in the 2011 Budget. 64 Firefighter positions were transferred from the Grants Fund to the Fire Fund in the 2012 Budget. The 2012 Budget also reflected the transfer of 3 positions to the Speed Humps Maintenance Fund (in "Other") from the Transportation Department.

**PROGRAM DESCRIPTION**

The purpose of this fund is to provide an accounting entity for recording the transactions associated with 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.

**2013**

There are no significant budgetary changes for 2013.

**Future**

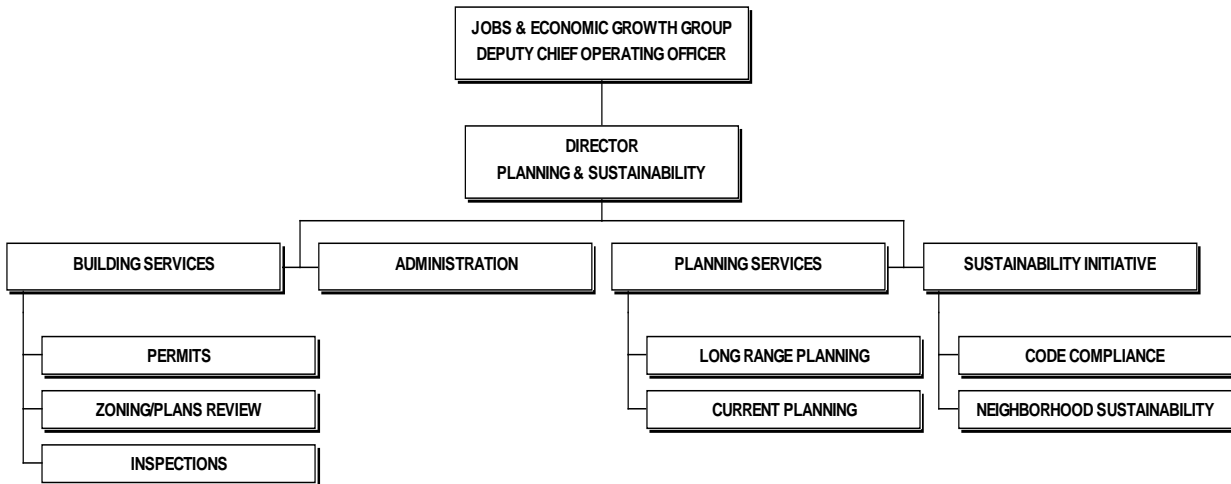
The additional revenue that will be generated from this penalty assessment will continue to allow the County to offset some of the costs of jails, correctional institutions, and detention facilities at the expense of those who violate the law rather than at the expense of the general public.

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
County Jail Fund	\$2,230,154	\$2,798,359	\$2,432,210	\$2,432,210
	\$2,230,154	\$2,798,359	\$2,432,210	\$2,432,210

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Other Financing Uses	\$2,230,154	\$2,798,359	\$2,432,210	\$2,432,210
	\$2,230,154	\$2,798,359	\$2,432,210	\$2,432,210

<b>FUNDING SOURCES</b>			
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
County Jail Fund	\$2,230,154	\$2,798,359	\$2,432,210
	\$2,230,154	\$2,798,359	\$2,432,210

**DEVELOPMENT FUND - PLANNING & SUSTAINABILITY DEPARTMENT**  
**FUNCTION: PLANNING & PUBLIC WORKS**



**MISSION STATEMENT**

The mission of the Planning and Sustainability Department is to develop and revise the County's plans for long-term land use, transportation systems and public facilities development, to assist in economic (industrial and commercial) development projects, to provide county departments, citizens and other stakeholders with demographic information, tax maps and the zoning ordinance, and 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**

Currently the Planning and Sustainability Department's budget is divided among three funds: the General Fund, the Special Tax District-Unincorporated Fund, and the Development Fund. The Planning and Sustainability Department was established in 2006 via the merger of the Planning Department and the Development Department. Effective December, 2010, the Department of Planning and Development was reorganized and renamed to the Department of Planning and Sustainability. The Code Enforcement Section was assigned from Police Services to the Department of Planning & Sustainability and the name was changed to Code Compliance. Planning and Sustainability is assigned to the Jobs & Economic Growth Group, under the direction of the Deputy Chief Operating Officer for Development.

The Planning and Sustainability Department has four divisions: Administration, Planning Services, Building Development Services and Code Compliance. The Administrative Division supports overall department programs and services, and advises the CEO, Board of Commissioners, and other departments in response to inquiries, and special project assignments. The Planning Services Division is comprised of two sections: Long Range Planning and Current Planning. The Long Range Planning Section is responsible for policy recommendations and programs to guide the County's growth, including preparation of the County's Comprehensive Plan and coordination with various state, federal, regional and local agencies. In addition the division articulates the transportation needs of the County. The Current Planning Section has four areas of responsibility: Zoning, Subdivisions, Historic Preservation, and Overlay Districts and Design Standards. This section also makes recommendations for special land use permits, rezoning, text amendments, variances, plat reviews, historic preservation designations through public hearings to the Board of Commissioners, Planning Commission, Zoning Board of Appeals and Historic Preservation Commission.

The Building Development Services Division is comprised of Plans Review, Permitting, and Inspections (structural, Electrical, HVAC, and Plumbing). These sections are responsible for reviewing all development (construction plans) and follow-up inspections; issuance of building, plumbing, mechanical, electrical, sign, sewer tap, and home occupation permits, issuance of certificates of occupancy or completeness and zoning approval of business license applications.

The Code Compliance Division, formerly Code Enforcement with Police Services, is responsible for ensuring that DeKalb County citizens comply with property maintenance codes, zoning ordinances, sign ordinances, and other related ordinances.

**DEVELOPMENT FUND - PLANNING & SUSTAINABILITY DEPARTMENT**  
**FUNCTION: PLANNING & PUBLIC WORKS**

PERFORMANCE INDICATORS				
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	TARGET	2010	2011	2012
% OF ZONING APPLICATIONS ANALYZED AND RECOMMENDATIONS WITHIN 60 DAYS	100%	100%	100%	100%
% HISTORIC PRESERVATION APPLICATIONS PREPARED WITHIN 45 DAYS	100%	100%	100%	100%
% OF ZONING LETTERS ISSUED WITHIN 7 DAYS	100%	100%	100%	100%

ACTIVITY MEASURES				
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	Actual 2010	Actual 2011	Actual 2012	Estimated 2013
<b>Rezoning &amp; Land Use</b>				
Applications Processed	51	46	61	60
<b>Historic Preservation</b>				
Applications Processed	141	170	165	170
Zoning Letters Issued	104	152	213	200
Lot Divisions and Plats Reviewed	7	6	6	6
<b>Total Permits Issued</b>				
Building	4,186	4,586	4,435	4,036
Electrical	2,988	7,008	5,928	5,394
Heating, Ventilating, and Air Conditioning (HVAC)	2,993	2,954	3,090	2,812
Plumbing	2,999	3,596	3,637	3,310
Signs	381	446	368	385
<b>Permit Revenue</b>				
Building	\$1,865,037	\$5,951,349	\$3,581,694	\$2,953,889
Electrical	\$698,184	\$792,652	\$833,577	\$693,304
Heating, Ventilating, and Air Conditioning (HVAC)	\$298,322	\$290,433	\$489,243	\$419,569
Plumbing	\$431,642	\$399,590	\$439,467	\$371,537
Signs	\$18,150	\$23,971	\$46,650	\$40,527
Total Permit Revenue:	\$3,311,335	\$7,457,995	\$5,390,631	\$4,478,826
<b>Inspections Conducted</b>				
Building	39,890	26,950	11,880	10,811
Electrical	23,847	24,719	17,062	15,526
HVAC	10,011	6,584	6,808	6,195
Plumbing	17,580	12,891	11,120	10,119
Total Inspections:	91,328	71,144	46,870	42,651

**DEVELOPMENT FUND - PLANNING & SUSTAINABILITY DEPARTMENT  
FUNCTION: PLANNING & PUBLIC WORKS**

ACTIVITY MEASURES				
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	Actual 2010	Actual 2011	Actual 2012	Estimated 2013
<b>Code Compliance</b>				
New Request Received	13,057	13,794	12,165	13,148
Warning Notices Issued	8,853	7,336	6,850	8,210
Court Summons Issued	5,577	2,198	4,190	4,643
Fines Collected	\$171,683	\$69,204	\$693,101	\$500,000
Properties Brought Into Compliance	19,035	24,926	19,782	19,335
New Service Request Inspections	22,132	18,426	15,068	19,600
Total Weight (LBS.) Of Signs Removed From Right Of Way	30,040	18,426	28,120	25,442
Illegal Signs Cited	330	190	119	312
Commercial Vehicles	79	74	44	93

**MAJOR ACCOMPLISHMENTS IN 2012**

The Planning and Sustainability Department completed the Kensington Area Livable Centers initiatives Plan. The Planning and Sustainability Department received a grant award from The Atlanta Regional Commission and Initiated Stonecrest Area Livable Center Initiatives Program. The department completed the Zoning Ordinance Re-Write and Zoning parcel database for GIS mapping.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Organizational Effectiveness/Enhancing Efficient Operations**

To maintain high quality, responsive, helpful and informative planning and sustainability services.

To improve internal and external departmental communication.

To support the implementation of the Comprehensive Plan and Zoning Code Rewrite.

**Economic Development/Facilitating Jobs and Economic Development**

To enhance efficiency of strategic planning and research by implementing a pilot program with the Office of Economic Development.

**MAJOR BUDGETARY IMPACTS**

**Previous**

There were significant budgetary changes for 2009. Due to a precipitous decline in construction activity, the Development Fund portion of this department's budget continued to experience a decline in revenues in 2009. At midyear several steps were taken to ameliorate the decline in revenues, including a \$1,500,000 loan from the General Fund and a \$1,000,000 loan from the Sanitation Fund, and a reduction in the workforce of 108 positions. Even after these changes were applied, the Development Fund portion of this budget ended the year with a balance of (\$932,663).

In 2010 Development Fund revenues were only sufficient to fund activities through the 1<sup>st</sup> quarter of at the adjusted staffing level of 36. Outsourcing was pursued as a solution to the ongoing revenue issue. 33 filled positions were eliminated at the end of the 1<sup>st</sup> quarter of 2010 and 9 positions were transferred to the Department of Watershed Management. Three positions were funded for the second through the fourth quarter of 2010. Executive Order 2010-12, in December, 2010, ordered the transfer of all 37 Code Enforcement positions to the Planning & Sustainability Department.

**DEVELOPMENT FUND - PLANNING & SUSTAINABILITY DEPARTMENT**  
**FUNCTION: PLANNING & PUBLIC WORKS**

**MAJOR BUDGETARY IMPACTS**

**Previous (Continued)**

In 2011, the Code Enforcement section was moved to the Planning & Sustainability Department (in the Special Tax District – Unincorporated Fund) and renamed Code Compliance, as part of the Planning & Sustainability reorganization. The appropriations for Code Enforcement were transferred to Planning & Sustainability in the 2011 Mid-Year Budget Adjustment. In 2011, the BOC authorized the creation of the Foreclosure Registry Program. The initial budget request of \$557,373 was requested as part of the Planning & Sustainability budget request.

In 2012, the Planning & Sustainability Department (in the Development Fund) completed repayment of the 2009 General Fund loan amount of \$1,500,000.

**2013**

This budget includes the annual repayment of \$300,000 for repayment of the \$1,000,000 loan from the Sanitation Fund.

**Future**

The slowdown in the economy and in the building industry will continue to have a negative impact on the amount of revenues generated by the Development Fund. This will impact the ability of the department to continue operating at the same level of staffing and service.

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Code Compliance	\$1,862,410	\$1,710,970	\$1,954,417	\$1,954,417
Development Administration	1,177,554	3,986,625	2,802,595	2,802,595
Env Plans Review & Inspections	30,239	24,309	21,263	21,263
Land Development	6,568	11,171	0	0
Long Range Planning	529,712	505,250	457,487	457,487
Permits & Zoning	416,624	470,574	662,750	662,750
Plan & Sust - Foreclosure Registry Program	1,763	154	0	0
Planning Administration	422,342	546,765	516,470	516,470
Structural Inspections	994,603	1,021,204	1,533,437	1,533,437
Support	9,403	1,546	0	0
Zoning Analysis	804,052	848,888	1,117,244	1,117,244
	<b>\$6,255,270</b>	<b>\$9,127,456</b>	<b>\$9,065,663</b>	<b>\$9,065,663</b>

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$4,450,152	\$4,696,065	\$4,903,267	\$4,903,267
Purchased / Contracted Services	183,693	312,918	820,636	820,636
Supplies	58,591	55,616	55,426	55,426
Capital Outlays	23,263	15,569	396,985	396,985
Interfund / Interdepartmental	623,833	2,458,617	1,408,049	1,408,049
Other Costs	474,738	517,787	1,170,416	1,170,416
Other Financing Uses	441,000	1,060,000	300,000	300,000
Retirement Services	0	10,884	10,884	10,884
	<b>\$6,255,270</b>	<b>\$9,127,456</b>	<b>\$9,065,663</b>	<b>\$9,065,663</b>

**DEVELOPMENT FUND - PLANNING & SUSTAINABILITY DEPARTMENT  
FUNCTION: PLANNING & PUBLIC WORKS**

FUNDING SOURCES			
	Actual 2011	Actual 2012	Budget 2013
General Fund	\$945,067	\$1,055,509	\$973,957
Development	2,639,377	5,516,484	5,020,045
Special Tax District - Unincorporated	2,670,826	2,555,463	3,071,661
	\$6,255,270	\$9,127,456	\$9,065,663

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
<b>Planning &amp; Sust -Development Administration</b>				
Bldg Development Admn	33	1	1	1
FULL TIME Subtotal		1	1	1
<b>Planning &amp; Sust - Planning Administration</b>				
Associate Director Planning	AF	1	1	1
Director Planning	AD	1	1	1
Administrative Coordinator	25	1	1	1
Administrative Assistant II	23	1	1	1
Office Software Specialist	23	1	1	1
FULL TIME Subtotal		5	5	5
<b>Planning &amp; Sust - Structural Inspections</b>				
Structural Inspection Supv	28	1	1	1
Electrical Inspection Supvr	26	1	1	1
Building Code Inspector III	25	2	2	2
Electrical Inspector III	25	2	2	2
HVAC Inspector III	25	1	1	1
Plumbing Inspector III	25	1	1	1
Building Codes Inspector II	24	1	1	1
Electrical Inspector II	24	2	2	2
HVAC Inspector II	24	1	1	1
Plumbing Inspector II	24	1	1	1
Office Assistant Senior	19	1	1	1
FULL TIME Subtotal		14	14	14
<b>Planning &amp; Sust - Code Compliance</b>				
Code Compliance Administrator	31	1	1	1
Code Compliance Supervisor	28	2	2	2
Code Compliance Officer Sr	25	11	11	11
Administrative Assistant II	23	1	1	1



**DEVELOPMENT FUND - PLANNING & SUSTAINABILITY DEPARTMENT  
FUNCTION: PLANNING & PUBLIC WORKS**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
<b>Planning &amp; Sust - Code Compliance (Continued)</b>				
Code Compliance Officer	23	17	17	15
Office Assistant Senior	19	3	3	3
Office Assistant	18	2	2	2
FULL TIME Subtotal		37	37	35
<b>Planning &amp; Sust - Permits &amp; Zoning</b>				
Plans Review Coordinator	26	2	3	3
Plumbing Inspector II	24	0	1	1
Zoning Officer	24	2	2	2
Permit Technician	19	4	4	4
FULL TIME Subtotal		8	10	10
<b>Planning &amp; Sust - Long Range Planning</b>				
Strategic Planning Administra	33	1	1	1
Housing Programs Manager	31	1	1	1
Planner Senior	27	3	3	3
Planner	26	1	1	1
Planning Technician Senior	21	1	1	1
Office Assistant Senior	19	1	1	1
FULL TIME Subtotal		8	8	8
<b>Planning &amp; Sust - Zoning Analysis</b>				
Zoning Administrator	33	1	1	1
Planning Manager	31	1	1	1
Planner Senior	27	5	5	5
Planning Commission Asst	21	3	3	3
Planning Technician Senior	21	2	2	2
FULL TIME Subtotal		12	12	12
<b>FULL TIME Total</b>				
<b>ALL POSITIONS Total</b>		85	87	85
		85	87	85

**DRUG ABUSE TREATMENT & EDUCATION FUND      FUNCTION: CIVIL & CRIMINAL COURTS**

**PROGRAM DESCRIPTION**

This fund was established in 1990 by Georgia Law, which provides for additional penalties in certain controlled substance cases amounting to 50 percent of the original fine. The law further provides that these funds be held in a special fund and used only for drug abuse treatment and education programs.

**MAJOR BUDGETARY IMPACTS**

**Previous**

In 2009, total funds recommended were \$274,366 to be allocated for the following projects:

\$43,094 to the DeKalb County Drug Court for treatment services;  
\$14,514 to Parks and Recreation for the Exercise Right Choice program;  
\$20,815 to provide supplies, travel and 4-H leader supplements for the 4-H Program;  
\$24,000 for the SMART Moves program for disadvantaged DeKalb County youth;  
\$171,943 for Reserves for Appropriation.

In 2010, total funds recommended were \$130,061 to be allocated for the following projects:

\$30,000 to the DeKalb County Drug Court for treatment services;  
\$10,575 to Parks and Recreation for the Exercise Right Choice program;  
\$20,725 to provide supplies, travel and 4-H leader supplements for the 4-H Program;  
\$24,000 for the SMART Moves program for disadvantaged DeKalb County youth;  
\$44,761 for Reserves for Appropriation.

In 2011, total funds recommended were \$74,215 to be allocated for the following projects:

\$20,000 to the DeKalb County Drug Court for treatment services;  
\$10,000 to Parks and Recreation for the Exercise Right Choice program;  
\$19,135 to provide supplies, travel and 4-H leader supplements for the 4-H Program;  
\$12,000 for the SMART Moves program for disadvantaged DeKalb County youth;  
\$13,080 for Reserves for Appropriation.

**2012**

Total funds appropriated were \$150,009 to be allocated for the following projects:

\$22,000 to the DeKalb County Drug Court for treatment services;  
\$12,000 to Parks and Recreation for the Exercise Right Choice program;  
\$21,135 to provide supplies, travel and 4-H leader supplements for the 4-H Program;  
\$12,000 for the SMART Moves program for disadvantaged DeKalb County youth;  
\$82,874 for Reserves for Appropriation.

**2013**

Effective July 1, 2012, House Bill 1176 made significant changes to the Drug Abuse Treatment and Education (DATE) Fund. The Bill imposed an additional 50% penalty in every case in which a fine is imposed for violations: furnishing alcohol to a minor or the attempt to purchase and possess alcohol by a minor; DUI; homicide or serious injury by vehicle if a DUI was involved. In light of these changes, the process to allocate DATE funds to DeKalb County programs was formalized and a Committee appointed by the Chief Operating Officer to manage this process. The DATE Fund Committee recommended and the BOC adopted the following \$181,559 allocation:

\$8,420 to Cooperative Extension/Health Rocks;  
\$7,510 to Human Development/Botvin Life Skills Training;  
\$12,500 to Magistrate Court/Diversion Treatment Court;  
\$25,000 to State Court/DUI Court;  
\$34,100 to Juvenile Court/Rebound Drug Court;  
\$47,470 to Superior Court/Adult Felony Drug Court;  
\$46,559 for Reserves for Appropriation.

**Future**

No significant budgetary impact is anticipated.

**DRUG ABUSE TREATMENT & EDUCATION FUND      FUNCTION: CIVIL & CRIMINAL COURTS**

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

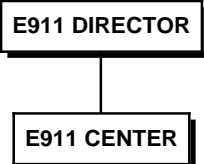
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Coop Extension - Youth Development	\$18,734	\$21,809	\$8,420	\$8,420
Drug Abuse Treatment & Education Fund	27,708	22,000	46,559	46,559
Exercise Right Choice	10,197	4,938	0	0
Human Services	0	0	7,510	7,510
Juvenile/Rebound Drug Court	0	0	34,100	34,100
Magistrate/Diversion Treatment Court	0	0	12,500	12,500
State Court DUI Court	0	0	25,000	25,000
Superior/Adult Felony Drug Court	0	0	47,470	47,470
	<b>\$56,639</b>	<b>\$48,747</b>	<b>\$181,559</b>	<b>\$181,559</b>

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Purchased / Contracted Services	\$46,074	\$38,643	\$125,490	\$125,490
Supplies	10,565	10,104	2,000	2,000
Other Costs	0	0	54,069	54,069
	<b>\$56,639</b>	<b>\$48,747</b>	<b>\$181,559</b>	<b>\$181,559</b>

**FUNDING SOURCES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
Drug Abuse Treatment & Education	\$56,639	\$48,747	\$181,559
	<b>\$56,639</b>	<b>\$48,747</b>	<b>\$181,559</b>



### PROGRAM DESCRIPTION

The Emergency Telephone Fund was established in 1990 to account for financial transactions related to monies collected through user telephone billings of wired telephones. The user fees are used to fund certain expenses associated with the Emergency 911 Telephone Services in DeKalb County. During its 1998 session, the Georgia General Assembly extended the authority for counties to impose a 911 charge on wireless telephones, similar to the user fee for wired telephones. A separate cost center was established to account for the wireless user fees.

### MAJOR BUDGETARY IMPACTS

#### Previous

In 2010, \$18,015,560 was approved for the operating budget. This budget authorized the addition of an E911 Director position to oversee the operation of the 911 Communication Center. This budget also transferred a Police Captain position from the E911 Fund to Police Operations in the Special Tax District – Designated Services Fund. Also in 2010, 10 employees accepted the Early Retirement Option (ERO) program and the BOC abolished 2 vacant positions due to the ERO program.

Effective July 1, 2010, the Board of Commissioners lowered the Emergency Telephone fees for wired and wireless lines from \$1.50 per line per month to \$1.35. This was done to avoid excess accumulation of unexpended revenue, per State regulation.

In 2011, \$18,030,810 was approved for the basic operating budget. This amount included \$1,560,000 for the first year of the lease/purchase of a Computer Aided Dispatch system and a backup Line Recorder. Additionally funding for a program modification in the amount of \$1,977,475 was approved for the addition of 59 positions (45 Operators, 12 Shift Supervisors, 1 Administrative Assistant, and 1 Deputy Director); however, the authorization of the positions was deferred until after budget adoption.

Effective July 1, 2011, the Board of Commissioners increased the Emergency Telephone fees for wired and wireless lines from \$1.35 per line per month to \$1.50. This was done to enable the full and safe staffing of the Center and to allow for a prudent level of reserves.

State legislative actions in 2011 include: HB 256, which changed the method used to collect and disburse E911 fees for prepaid wireless service to local governments; the related SB 156, which changed reporting requirements for E911 Funds; HB 280, which made cross-reference changes and clarified issues relating to how E911 fees are to be expended. All actions are effective January 1, 2012.

Effective late 2011, the City of Dunwoody outsourced its E911 services and no longer uses DeKalb County's E911 system for police dispatches. The City's contractor expanded by 10 positions in anticipation of the move. The ultimate impact on DeKalb County's E911 staffing remains uncertain, as staffing levels have yet to reach equilibrium with regard to filling vacancies and overtime usage. The impact is unlikely to be 10 fewer positions, as Dunwoody's Fire and EMS calls are re-routed to DeKalb's E911 Center.

The 2012 Budget appropriated \$18,452,785 for the operating budget. This included full-year funding for the 59 positions added in 2011.

#### 2013

The 2013 Budget appropriates \$16,570,979 for the operating budget. This reflects the impact of a higher than normal level of unfunded vacancies, due to downward-trending revenues.

#### Future

Ensuring that the E911 Center is adequately staffed with qualified and highly-trained personnel will be a significant challenge going forward. Revenues have trended downward for several quarters, due to general economic conditions, city incorporation, and consumer abandonment of the dual use of landlines with wireless phones in favor of wireless phones alone (estimates are as high as 30%).

**EMERGENCY TELEPHONE SYSTEM FUND**

**FUNCTION: PUBLIC SAFETY**

**PERFORMANCE INDICATORS**

	<b>TARGET</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
% OF CALLS DELAYED	10%	12%	18%	18%
AVG. DELAY PER CALL (SEC)	8	6	8	11
AVG. TIME PER CALL (SEC)	80	99	105	106

**ACTIVITY MEASURES**

	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
911 Calls Received	1,419,431	1,140,355	1,136,424	1,222,100
Emergency Calls Dispatched - Police	851,128	* 566,613	717,096	910,000
Emergency Calls Dispatched - Fire	86,450	92,772	98,256	106,810
Alarms	77,445	* 67,528	70,955	86,900
% False Alarms	86%	98%	98%	98%

\* Some 2011 data incomplete due to system errors

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
E-911 Wired	\$11,537,568	\$11,830,674	\$16,570,979	\$16,570,979
E-911 Wireless	215,910	214,251	0	0
	<b>\$11,753,479</b>	<b>\$12,044,925</b>	<b>\$16,570,979</b>	<b>\$16,570,979</b>

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$7,886,936	\$7,782,594	\$8,993,760	\$8,993,760
Purchased / Contracted Services	2,686,431	3,175,625	4,635,370	4,635,370
Supplies	214,825	145,285	320,845	320,845
Capital Outlays	743,888	660,779	630,017	630,017
Interfund / Interdepartmental Charges	221,398	266,904	118,508	118,508
Other Costs	0	0	1,858,741	1,858,741
Retirement Services	0	13,738	13,738	13,738
	<b>\$11,753,479</b>	<b>\$12,044,925</b>	<b>\$16,570,979</b>	<b>\$16,570,979</b>

**EMERGENCY TELEPHONE SYSTEM FUND**

**FUNCTION: PUBLIC SAFETY**

<b>FUNDING SOURCES</b>			
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
Emergency Telephone System	\$11,753,479	\$12,044,925	\$16,570,979
	\$11,753,479	\$12,044,925	\$16,570,979

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>INCLUDES PT or TEMP (T)</b>	<b>NUMBER OF POSITIONS</b>		
			<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>E-911 Wired</b>					
Director Emergency 911	AM		1	1	1
Police Major	33		1	0	0
Police Major	33		1	0	0
Deputy Director Emergency 911	32		1	1	1
IS Systems Support Manager	31		0	2	2
IS Systems Administrator Sr	29		1	0	0
Police Sergeant	29		1	0	0
IS Field Service Specialist Sr	28		1	1	1
IS Systems Administrator	28		3	2	2
ComputerAided Dispatch Analyst	26		2	4	4
Emer 911 Telecom Analyst	26		1	3	3
Emergency 911 Watch Commander	26		4	4	4
IS Field Service Specialist	26		2	2	2
Administrative Coordinator	25		0	1	1
Emergency 911 Shift Supervisor	25		24	24	24
Training Specialist	25		2	2	2
Emergency 911 Operator Senior	24	1 PT	28	26	26
Administrative Assistant II	23		1	1	1
Emergency 911 Operator	23	3 PT	141	138	138
FULL TIME Subtotal			210	208	208
PART TIME Subtotal			4	4	4
<b>FULL TIME Total</b>			<b>210</b>	<b>208</b>	<b>208</b>
<b>PART TIME Total</b>			<b>4</b>	<b>4</b>	<b>4</b>
<b>ALL POSITIONS Total</b>			<b>214</b>	<b>212</b>	<b>212</b>

**GRANTS FUNDS SUMMARY**

**FUNCTION: GENERAL GOVERNMENT**

**PROGRAM DESCRIPTION**

The grant fund provides an accounting entity whereby appropriations and expenditures for grant-funded programs can be accounted for separately and distinctly from other funds relating to the County. Sources of revenue include federal and state grants, local match contributions, private corporations, and other agencies.

**MAJOR BUDGETARY IMPACTS**

**PREVIOUS**

The U. S. Department of Agriculture (USDA) Summer Food Program, which is administered by the Parks and Recreation Department, was renewed for 2012. DeKalb County was awarded \$436,113 from the Department of Justice to fund various projects through the EDWARD BYRNE MEMORIAL Program initiative for law enforcement. DeKalb County has also been awarded \$1,805,325 for Homeland Security Initiatives. The District Attorney's office continues to receive \$143,538.00 from CJCC to support their VOCA and VAWA domesticated programs. The County has also been awarded \$1,369,115.00 to fund the Child Support program. The Human Development Department accepted \$300,000 from the State of Georgia-Governor's Office for Children and Families for the DC Maternal, Infant, and Early Childhood Home Visiting (MIECHV) Program.

**2013**

The County received \$3,000,000 in funding from Congressional Office of Budget for the DeKalb County Police department. Many of the grant awards to the County for specialized programs were renewed, along with some programs requiring additional county funding. DeKalb County has also been awarded \$1,805,325 for Homeland Security Initiatives. The District Attorney's office continues to receive over \$145,000.00 from CJCC to support VOCA and VAWA domesticated programs. The County has also been awarded \$1,369,115.00 to fund the Child Support program. The Human Development Department accepted \$300,000 from the State of Georgia-Governor's Office for Children and Families for the DC Maternal, Infant, and Early Childhood Home Visiting (MIECHV) Program.

**Future**

DeKalb County anticipates up to \$500,000 from the Department of Justice to fund various projects through the EDWARD BYRNE MEMORIAL Program initiative for law enforcement. In addition, the County hopes to be awarded \$400,000 to fund various Community Development programs. Many of the grant awards to the County for specialized programs are expected to be renewed, along with some programs requiring additional county funding. The DeKalb County Parks & Recreation Department has requested \$612,392 from Georgia Department of Early Education (annual distributions), and \$100,000 from the Department of Natural Resources (TBD).

<b>ACTIVITY MEASURES</b>
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GRANTOR / GRANT DESCRIPTION	Total Grant Appropriation	Total Grant Expenditures	2013 Appropriation
<b>DOL/DeKalb Workforce Development</b>	\$18,778,719	\$17,434,402	\$1,344,317
<b>SUBTOTAL</b>	<b>\$18,778,719</b>	<b>\$17,434,402</b>	<b>\$1,344,317</b>
<b>Judicial Assistance Grant #15 (JAG)</b>	\$578,950	\$270,034	\$308,916
<b>SUBTOTAL</b>	<b>\$578,950</b>	<b>\$270,034</b>	<b>\$308,916</b>
<b>Judicial Assistance Grant #16 (JAG)</b>	\$438,339	\$48,601	\$389,738
<b>SUBTOTAL</b>	<b>\$438,339</b>	<b>\$48,601</b>	<b>\$389,738</b>
<b>Judicial Assistance Grant #17 (JAG)</b>	\$372,569	\$12,911	\$359,658
<b>SUBTOTAL</b>	<b>\$372,569</b>	<b>\$12,911</b>	<b>\$359,658</b>
<b>HUD/Community Development</b>	\$20,492,633	\$16,965,640	\$3,526,993
<b>SUBTOTAL</b>	<b>\$20,492,633</b>	<b>\$16,965,640</b>	<b>\$3,526,993</b>

**Sheriff's Department Grants**

## GRANTS FUNDS SUMMARY

## FUNCTION: GENERAL GOVERNMENT

ACTIVITY MEASURES			
GRANTOR / GRANT DESCRIPTION	Total Grant Appropriation	Total Grant Expenditures	2013 Appropriation
Dept. Of Justice	\$1,255,143	\$704,374	\$550,769
Dept. Of Justice	249,552	174,715	74,837
<b>SUBTOTAL</b>	<b>\$1,504,695</b>	<b>\$879,089</b>	<b>\$625,606</b>
<b><u>Juvenile Court Grants</u></b>			
WDD Youth System Program	\$267,225	\$89,532	\$177,693
S.C. GA J4C	15,000	7,194	7,806
<b>SUBTOTAL</b>	<b>\$282,225</b>	<b>\$96,726</b>	<b>\$185,499</b>
<b><u>Superior Court Grants</u></b>			
Donations	\$185,440	\$10,778	\$174,663
SAMSHA	440,408	310,279	130,129
DBHDD '12	197,500	111,442	86,058
CJCC - Accountabilty Ct.	277,146	0	277,146
<b>SUBTOTAL</b>	<b>\$1,100,494</b>	<b>\$432,499</b>	<b>\$667,995</b>
<b><u>State Court</u></b>			
U.S. Dept of Justice	\$9,512	\$0	\$9,512
<b>SUBTOTAL</b>	<b>\$9,512</b>	<b>\$0</b>	<b>\$9,512</b>
<b><u>Magistrate's Court</u></b>			
U.S. Dept of Health	\$511,035	\$501,413	\$9,622
CJCC	56,433	0	56,433
<b>SUBTOTAL</b>	<b>\$511,035</b>	<b>\$501,413</b>	<b>\$9,622</b>
<b><u>Solicitor - General Grants</u></b>			
CJCC	\$168,612	\$0	\$168,612
<b>SUBTOTAL</b>	<b>\$168,612</b>	<b>\$0</b>	<b>\$168,612</b>
<b><u>District Attorney's Office Grants</u></b>			
CJCC	\$203,907	\$40,382	\$163,525
CJCC	414,850	367,361	47,488
U.S. Dept of Justice	9,736	0	9,736
DHS	1,469,310	617,599	851,711
U.S. Dept of Justice	1,610	1,100	510
<b>SUBTOTAL</b>	<b>\$2,099,412</b>	<b>\$1,026,443</b>	<b>\$1,072,970</b>
<b><u>Public Defender Grants</u></b>			
DOJ	\$285,290	\$182,445	\$102,845
<b>SUBTOTAL</b>	<b>\$285,290</b>	<b>\$182,445</b>	<b>\$102,845</b>
<b><u>Police Grants</u></b>			
Animal Control	\$15,741	\$13,872	\$1,868
Tucker Precinct	17,870	17,618	252
East Precinct	6,100	6,002	98
North Precinct	6,750	6,731	19
Center Precinct	100	85	15
Donation - DEMA	3,000	2,700	300
South Precinct	5,000	4,921	79
Donation - Target & Blue WCP	2,000	1,920	80
Donation - Target & Blue ICCP	1,000	919	81
Donation - Motor's Unit	1,500	0	1,500
Motor Carrier Safety Assist.	72,000	55,118	16,882
Motor Carrier Safety Assist.	72,000	0	72,000
Motor Carrier Safety Assist.	144,000	133,872	10,128



## GRANTS FUNDS SUMMARY

## FUNCTION: GENERAL GOVERNMENT

## ACTIVITY MEASURES

GRANTOR / GRANT DESCRIPTION	Total Grant Appropriation	Total Grant Expenditures	2013 Appropriation
'13 GOHS / H.E.A.T.	84,013	45,332	38,682
H.I.D.T.A.	327,000	0	327,000
H.I.D.T.A.	327,000	76,309	250,691
H.I.D.T.A.	277,000	254,951	22,049
U.S. Dept. of Justice - Child Sexual Predator Prgm	496,793	122,477	374,316
U.S. Dept. of Justice - '10 BPVP	120,016	119,948	68
U.S. Dept. of Justice - '11 BPVP	9,513	0	9,513
GEMA - '11 HSGP	107,000	1,935	105,065
GEMA - '09 DHS	40,000	39,517	483
GEMA - '10 DHS	730,250	729,819	431
CSI	500	0	500
CID	350	0	350
Donation - Marquel's Pledge	325	277	48
EMPG - '11 PPA	200,000	1,784	198,216
<b>SUBTOTAL</b>	<b>\$3,066,821</b>	<b>\$1,636,108</b>	<b>\$1,430,713</b>
<b><u>Fire Department/EMS Grants</u></b>			
GEMA - '11 GSAR 2781	\$20,000	\$3,903	\$16,097
GEMA - '11 GSAR 2780	19,926	0	19,926
EMS - TRAUMA CARE NETWORK COMMISSION	45,641	45,520	121
GEMA - '11 GSAR 2782	7,000	0	7,000
Donation	2,925	0	2,925
<b>SUBTOTAL</b>	<b>\$95,492</b>	<b>\$49,423</b>	<b>\$46,069</b>
<b><u>Parks Grants</u></b>			
US Dept. of Wildlife	\$10,000	\$0	\$10,000
Donations	3,253	1,670	1,583
<b>SUBTOTAL</b>	<b>\$13,253</b>	<b>\$1,670</b>	<b>\$11,583</b>
<b><u>Human Services</u></b>			
UNITED WAY	\$30,000	\$17,618	\$12,382
NON PROFIT AGENCIES	832,196	812,296	19,900
ARC/COMM BASED AGING 11/1	2,718,206	0	2,718,206
ARC/COMM BASED AGING	43,857,215	0	43,857,215
MARTA FREEDOM PROGRAM	151,159	110,076	41,083
MARTA FREEDOM PROGRAM	218,557	0	218,557
<b>SUBTOTAL</b>	<b>\$47,807,333</b>	<b>\$939,990</b>	<b>\$46,867,343</b>
<b><u>DeKalb Family &amp; Children's Services</u></b>			
DFACS Building/Lease Purchase	\$458,531	\$95,265	\$363,266
DFACS Building/Lease Purchase	16,417,923	15,978,065	439,858
<b>SUBTOTAL</b>	<b>\$16,876,454</b>	<b>\$16,073,330</b>	<b>\$803,124</b>
<b>GRAND TOTALS</b>	<b>\$114,481,838</b>	<b>\$56,550,723</b>	<b>\$57,931,115</b>
<b>NOTE:</b> Please see individual section for specifics on Community Development and Workforce Development yearly programs.			
<b>American Recovery Reinvestment Act:</b>			
<b><u>Police</u></b>			
09 DOJ - C.O.P.S. More	\$3,112,845	\$1,809,238	\$1,303,607
<b>SUBTOTAL</b>	<b>\$3,112,845</b>	<b>\$1,809,238</b>	<b>\$1,303,607</b>

**GRANTS FUNDS SUMMARY**

**FUNCTION: GENERAL GOVERNMENT**

<b>ACTIVITY MEASURES</b>			
<b>GRANTOR / GRANT DESCRIPTION</b>	<b>Total Grant Appropriation</b>	<b>Total Grant Expenditures</b>	<b>2013 Appropriation</b>
<b>Community Development</b>			
HUD / Neighborhood Stability Program (NSP)	\$18,545,013	\$0	\$18,545,013
HUD / Community Development Block (CDBG)	1,543,400	0	1,543,400
<b>SUBTOTAL</b>	<b>\$20,088,413</b>	<b>\$0</b>	<b>\$20,088,413</b>
<b>Human Services</b>			
US Human Services	\$139,071	\$0	\$139,071
<b>SUBTOTAL</b>	<b>\$139,071</b>	<b>\$0</b>	<b>\$139,071</b>
<b>Grand Totals</b>	<b>\$23,340,329</b>	<b>\$1,809,238</b>	<b>\$21,531,091</b>

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
2002 LLEBG *	\$19,965	\$19,965	\$0	\$0
2005 Justice Assistance Grant (JAG)	514,520	973,668	1,058,312	1,058,312
Community Development	20,577,212	18,332,727	3,526,993	3,526,993
DeKalb Workforce Development	8,248,740	6,696,511	6,145,913	6,145,913
Other Grants	19,935,254	15,886,619	55,326,970	55,326,970
	<b>\$49,295,691</b>	<b>\$41,909,404</b>	<b>\$66,058,188</b>	<b>\$66,058,188</b>

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$8,173,540	\$6,186,520	\$0	\$0
Purchased / Contracted Services	24,104,148	21,809,670	0	0
Supplies	2,157,489	1,652,961	0	0
Capital Outlays	3,196,444	1,967,067	0	0
Interfund / Interdepart. Charges	2,006,373	1,897,578	0	0
Other Costs	9,509,105	8,388,876	0	0
Holding Accounts	148,592	6,731	66,058,188	66,058,188
	<b>\$49,295,691</b>	<b>\$41,909,404</b>	<b>\$66,058,188</b>	<b>\$66,058,188</b>

**NOTE:** The financial management system requires that grants be budgeted in a budget holding account. Actual expenditures are recognized in the account charged.

**GRANTS FUNDS SUMMARY**

**FUNCTION: GENERAL GOVERNMENT**

<b>FUNDING SOURCES</b>			
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
Grant-In-Aid	\$45,867,819	\$38,555,023	\$64,999,876
2002 Local Law Enforcement Block Grant	19,965	19,965	0
2005 Justice Assistance Grant (JAG)	514,520	973,668	1,058,312
ARRA - American Recovery and Reinvestment Act	2,893,387	2,360,834	0
	49,295,691	41,909,404	66,058,188

<b>SUMMARY OF REVENUES AND ANTICIPATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Intergovernmental	\$36,835,524	\$26,761,558	\$0	\$0
Investment Income	5,060	2,642	0	0
Contributions and Donations	120,067	226,462	0	0
Miscellaneous	2,797,677	2,400,555	78,147,857	78,147,857
Other Financing Sources	4,565,384	2,543,875	0	0
Fund Balance Carried Forward	(5,135,125)	(2,115,357)	(12,089,669)	(12,089,669)
	\$39,188,586	\$29,819,735	\$66,058,188	\$66,058,188

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>INCLUDES PT or TEMP (T)</b>	<b>NUMBER OF POSITIONS</b>		
			<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Juvenile Court</b>					
Program Administration	26		2	2	0
FULL TIME Subtotal			2	2	0
<b>Solicitor State Court</b>					
Attorney IV	33		1	1	1
Secretary Senior Legal	23		1	1	1
Project Monitor	21		1	1	1
Victim Witnes Asst Prog Coord	23		3	3	3
FULL TIME Subtotal			6	6	6
<b>Magistrate Courts</b>					
Court Program Supervisor	21		2	2	2
Clinical Evaluator	28		1	1	1
FULL TIME Subtotal			3	3	3
Records Technician St Court	18		1	1	0
PART-TIME Subtotal			1	1	0

## GRANTS FUNDS SUMMARY

## FUNCTION: GENERAL GOVERNMENT

## AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2011	2012	2013
<b>Superior Court - Drug Courts</b>					
Drug Court Clinical Evaluator			0	0	3
Drug Court Coordinator			2	2	3
FULL TIME Subtotal			2	2	6
<b>Public Defender</b>					
Attorney III	31		1	1	1
FULL TIME Subtotal			1	1	1
<b>District Attorney - UIFSA Division</b>					
Receptionist	16		1	1	1
Secretary Legal	21		2	2	2
Office Assistant	18		1	1	1
Office Assistant Sr.	19		2	2	2
Accounting Technician	18		1	1	1
URES A Coordinator	21		8	8	8
Administrative Aide	23		1	1	1
Paralegal	23		1	1	1
Attorney III	31		1	1	1
Attorney IV	33		2	2	2
Administrative Coordinator	25		1	1	1
FULL TIME Subtotal			21	21	21
<b>District Attorney</b>					
Attorney IV	33		1	1	1
Attorney III	31		1	1	1
Attorney II	30		1	1	1
Victim Witness Program Coord	25		5	5	5
Investigator Senior DA	24		2	2	2
FULL TIME Subtotal			10	10	10
<b>Police</b>					
Police Officer, Master	27		0	0	0
Police Officer, Senior	26		0	0	0
Police Officer	25		15	15	15
FULL TIME Subtotal			15	15	15
<b>Fire &amp; Rescue</b>					
Officers			64	0	0
FULL TIME Subtotal			64	0	0

## GRANTS FUNDS SUMMARY

## FUNCTION: GENERAL GOVERNMENT

## AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2011	2012	2013
<b>Parks and Recreation</b>					
Summer Food Service Coord.	NA	7T	7	7	7
TEMP Subtotal			7	7	7
<b>Human Services</b>					
Deputy Sr Services Admin	31		1	1	1
Fiscal Coordinator	29		1	1	1
Information & Referral Spec	23		1	1	1
Office Software Specialist	23		2	2	2
Administrative Assistant I	21		1	1	1
Receptionist	16		1	1	1
FULL TIME Subtotal			7	7	7
<b>Workforce Development</b>					
Director, Workforce Development	36		1	1	1
Deputy Director, Workforce	33		1	1	1
Financial Manager	29		1	1	1
Employment / Training Supervisor	26		5	5	5
Employment / Training Analyst	23		26	26	26
Administrative Assistant II	23		1	1	1
Office Assistant, Senior	19		8	8	8
Financial Assistant	23		2	2	2
Receptionist	18		1	1	1
Security Guard	18		2	2	2
FULL Time Subtotal			48	48	48
<b>Community Development</b>					
Asst Dir Community Dev	AJ		1	1	1
Director Community Development	AG		1	1	1
Planning&Neighbrhd Svcs Mgr CD	32		1	1	1
Housing Programs Manager	31		1	1	1
Special Projects Coord Sr	29		1	1	1
Grants & Administrative Mgr	28		1	1	1
Housing & Financial Specialist	28		1	1	2
Housing Program Supervisor	28		1	1	0
Financial Officer Principal	27		1	1	1
Grant Fund Fiscal Specialist	27		1	1	1
Planner Senior	27		1	1	1
Housing Program Coord Sr.	26		2	2	2
Planner	26		1	1	1
Project Monitor	26		2	2	2

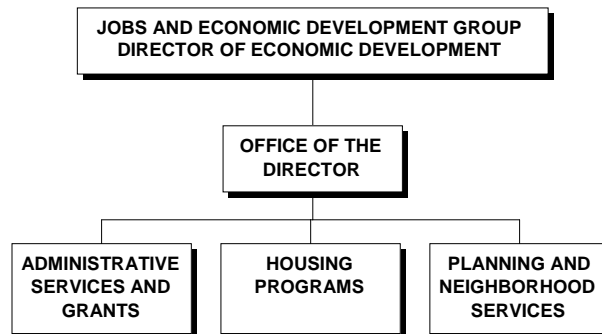
## GRANTS FUNDS SUMMARY

## FUNCTION: GENERAL GOVERNMENT

<b>AUTHORIZED POSITION LIST BY COST CENTER</b>
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(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2011	2012	2013
<b>Community Development (continued)</b>					
Housing and Community Development Coord	26		1	1	1
Housing Program Coordinator	25		0	0	1
Administrative Assistant II	23		1	1	1
Administrative Coordinator	25		0	0	1
Financial Assistant	23		1	1	1
Administrative Assistant I	21		2	2	1
Office Assistant Senior	19		1	1	1
FULL Time Subtotal			22	22	23
<b>FULL TIME Total</b>			201	137	140
<b>PART TIME Total</b>			1	1	0
<b>TEMPORARY Total</b>			7	7	7
<b>ALL POSITIONS Total</b>			209	145	147



**MISSION STATEMENT**

The mission of the Community Development Department is to develop viable urban communities principally benefiting low- to moderate income persons. We work collaboratively with nonprofit agencies, governmental entities at all levels, the business community, the faith community, residents and schools to achieve the following goals:

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 community services, principally benefiting low- to moderate-income persons;

To expand economic opportunities, increase and retain new and existing jobs;

To revitalize economically depressed areas that principally serves low- to moderate-income areas.

**PROGRAM DESCRIPTION**

The primary funding resource for the Community Development Department is the Community Development Block Grant (CDBG) Program, an entitlement grant provided by the U.S. Department of Housing and Urban Development (HUD) through Title I of the Housing and Community Development Act of 1974 as amended. The County also receives other grants from HUD that are administered by the Community Development Department, including the McKinney Emergency Solutions Grant Program (ESGP) and the HOME Investment Partnerships Act (HOME). Additionally, the County has received stimulus grants for the Neighborhood Stabilization Program (NSP), Homeless Prevention and Rapid Re-housing Program (HPRP), and the Community Development Block Grant Recovery (CDBG-R) Program. The Community Development Department works to improve low- to moderate-income neighborhoods and address issues that affect the quality of life for low- to moderate- income persons.

**MAJOR ACCOMPLISHMENTS IN 2012**

During the 2012 Program Year, DeKalb County continued to make significant progress in meeting its goals of providing decent affordable housing, creating a suitable living environment and expanding economic opportunities as aligned with the Goals and Objectives of the 2008-2013 Consolidated Plan.

The Department of Housing and Urban Development awarded DeKalb County a total of \$7,011,430 in entitlement funding: \$4,788,923 through the Community Development Block Grant Program, \$449,696 through the Emergency Solutions Grant (formerly the Emergency Shelter Grant) and \$1,772,811 through the HOME Investment Partnership Program. Additionally, the county continued to utilize and manage stimulus funding from previous years in the amounts of \$18,545,013 for NSPI and \$5,233,105 for NSPIII as part of the Neighborhood Stabilization Program, \$2,359,998 in Homeless Prevention and Rapid Re-housing Program and \$1,543,400 for Community Development Block Grant Recovery Program.

**I. Public Facilities and Improvements****CDBG and CDBG-R PROGRAM**

These projects have been completed or are within the planning or developmental phase.

**Porter Sanford III Performing Arts and Community Center** – Construction was completed in December of 2008. CDBG funds in the amount of \$3 million dollars, was used in conjunction with the County's funds. Bonds are to be repaid from rental car tax revenue with CDBG funds as a backup.

**North DeKalb Senior Community Center** – Construction documents, plans and specifications for a new 15, 000 square foot North Senior Center were completed. Demolition has been completed and site preparation is underway. The City of Chamblee along with DeKalb County CEO, the Board of Commissioner and Community Development conducted a ceremonial groundbreaking on November 14, 2012. The project anticipated completion date is in October 2013. A Section 108 loan is financing the construction of the facility.

**South DeKalb Senior Community Center** - The construction of the new South DeKalb Senior Community Center project will be an integral part of a mixed-use development along Candler Road. The location of the site provides direct access to a MARTA bus line and the recently completed streetscape and sidewalk along Candler Road, connectivity to the new South DeKalb Library, and surrounding residential neighborhoods. Demolition has been completed and site preparation is underway. The anticipated project completion date is October 2013. A Section 108 loan is financing the construction of the facility.

**Central DeKalb Senior Center** - The County selected and executed a contract with an Architectural and Engineering Consultant to prepare a detailed Building Program Document for a new Senior Center to be located within Central DeKalb County. This document was designed for inclusion in a Request for Proposal (RFP) for the design and construction of the new senior center. The design team has completed preliminary design and had a public meeting with senior citizens during January 2013.

**Lou Walker Senior Multi-Purpose Center -Parking Improvement** - The Center opening was in 2005 and the number of facility users has far exceeded the capacity of the existing parking. The Architectural and Engineering plan for approximately 150 additional parking spaces was completed in 2011. Construction began the summer of 2011 and was completed the summer of 2012.

**South DeKalb Police Precinct** - The Human & Community Development Department worked with DeKalb County Facilities Management, the Police Department and Purchasing and Contracting to begin renovation of the old Toy's 'R' US building to convert into the new South Police Precinct. The interior renovation construction is currently in progress with an expected completion date of early spring 2013.

**Fire Station No. 3** - After assessing the existing condition of Fire Station No.3, located at 24 N. Clarendon Avenue in Avondale Estates, it was determined that the current facility was not a suitable or safe working environment for Fire and Rescue personnel. The new fire station, once constructed, will provide additional space for more modern Fire and Rescue equipment to better serve the residents of DeKalb. We are working on the financial strategies to construct the facility and anticipate the project will begin construction the 4<sup>th</sup> Quarter of 2013.

**Fire Station No. 10\*** - The Community Development Department collaborated with DeKalb County Facilities Management, Fire and Rescue Department and Architects in the development of Architectural and Engineering plans for the renovation of Fire Station No. 10. Both CDBG and CDBG-R funds in the amount of \$1,121,973 were used for this renovation and expansion. Fire Station No.10 grand opening was held on February 22, 2012.

**1905 Candler Road Project** - The County is working with a Contractor to develop a sustainable parking lot on the one acre site. /this parking will serve the Scott Candler Library, the new South DeKalb Senior Community Center, and a future Senior Housing development. The project is anticipated to be completed in 2013.

**Tobie Grant Recreation Center** - The Community Development Department, local community leaders, and the County's Parks and Recreation Department have identified previously committed



funding sources available for a proposed facility. CDBG funds and a potential Section 108 loan have been committed to assist with this potential project. Parks and Recreation will be the lead Department for the Community/Recreation Center project. The DeKalb Housing Authority will be the Developer. Community Development will manage the CDBG grant.

**Shoal Creek Park Improvements** - The Community Development department and DeKalb County Parks and Recreation are working with the PATH Foundation of Greater Atlanta to make improvements to Shoal Creek Park. The improvements would incorporate a multi-use trail that would connect Shoal Creek Park I, Shoal Creek Park II and the surrounding communities. Planning and Engineering is expected to begin mid 2013.

**Existing Briarwood Recreation Center** - Architectural and Engineering plans to renovate the existing Briarwood Recreation Center was completed 12/20/2011 to update the existing facility. Plans to improve the existing Briarwood Recreation Center was completed 12/20/2011 to better serve the community. Several public meetings with the community have occurred and phased renovation was advertised in 3<sup>rd</sup> quarter of 2012. The contracts were awarded and the notice to proceed was sent out the 4<sup>th</sup> Quarter of 2012. The fencing was completed December 2012. We anticipate the pavilion, playground and site furnishings to be completed the 1<sup>st</sup> Quarter of 2013.

**Proposed New Briarwood Recreation Center** – Potential funding sources are being considered and evaluated (CDBG, Section 108, etc.) for the construction of the new Briarwood Recreation Center. The Planning Department will utilize the Board of Health Obesity Grant to plan for the Buford Highway area and recreational needs. A Request for Proposal (RFP) will be issued to select a consultant to evaluate the feasibility, size, and best location of the new facility. Community Development is currently working with the Planning Department and the Parks and Recreation Department to coordinate efforts between agencies and meet the objectives of all stakeholders.

**City of Clarkston: Streetscape Improvements and Active Living Initiative** - The City of Clarkston has been designated an LCI and has been diligently working on implementing their Streetscape Plans that will improve pedestrian and circulation throughout the City of Clarkston. The LCI is also in collaboration with the Clarkston Active Living Plan to improve the health of the community by improving pedestrian access, walkability and bikeability in the Clarkston and surrounding areas promoting positive environmental change to improve the high number of health disparities that occur in the area. The Clarkston Master Active Living Plan was publicly released the fourth quarter 2012.

**City of Doraville: New Peachtree Road Sidewalks\*** - CDBG Funds were utilized to construct new sidewalks and handicap ramps on the northern side of a large section of New Peachtree Road in the City of Doraville near the Doraville MARTA Station. Some upgrades were also made to improve handicap accessibility on the south side of New Peachtree Road. Project was completed in February 2012.

**City of Lithonia** – The City of Lithonia has secured a project manager to assist the City with multiple capital improvement projects. CDBG funds have been allocated to the City of Lithonia to assist in the renovation of the Stewart Amphitheater. The renovation will allow the City to re-open the Amphitheater, which is capable of generating revenue for the City. These projects support the long-term objective of collaborating with Cities within DeKalb County to assist in the implementation of community development initiatives that benefit low-to-moderate-income neighborhoods. The City is working closely with the County to evaluate the structural integrity of the amphitheater in 2012. The project has been put out to bid and the City plans to reopen the Facility with the necessary safety improvements second Quarter of 2013.

**City of Chamblee – Peachtree Road Sidewalk** - The project is located at north side of Peachtree Road between Chamblee Tucker Road and Pierce Drive on the north side of Chamblee MARTA Station. The project will add minimum 5' wide sidewalks with 6' wide grasses buffers; add handicap ramps, lighting, benches, trash receptacles and landscaping. All construction will meet ADA requirements. County provides CDBG funds to City of Chamblee as 20% local matched fund with State funds to complete this project. The project was begun 3<sup>rd</sup> Quarter of 2012. We anticipated the project will be completed in 2<sup>nd</sup> Quarter of 2013.

**City of Pine Lake** The City of Pine Lake is developing a plan for a neighborhood park. Multiple meetings were held in 2011 to support the City with development of a plan that meets eligibility requirements for CDBG funding. The County supports the efforts currently underway and has made a commitment to provide CDBG funding to the City. The City has finalized the decisions regarding the project scope of work and coordinated efforts with the County throughout 2012.

**City of Clarkston – Friendship Forest Nature Preserve** –The City of Clarkston utilized CDBG funding to assist in the demolition of impervious surfaces at the Friendship Forest Nature Preserve. The surfaces removed were abandoned tennis and basketball courts that were beyond disrepair. The City of Clarkston completed the project the third quarter of 2012 and anticipates replanting these areas with additional trees Arbor Day 2013.

**Bouldercrest-Cedar Grove-Moreland Overlay District** - DeKalb County Human and Community Development and DeKalb County Planning and Sustainability departments have worked with Green Rock Partnership in the preparation of an overlay ordinance and design guidelines for the Bouldercrest Road, Cedar Grove Road and Moreland Avenue area located in Southwest DeKalb. Several public meetings were held to encourage public participation and gather input from residents in the surrounding communities.

**The staff was involved in several other initiatives and plans in 2012:** Scottdale Revitalization Plan, BELT Initiative, Buford Highway Corridor Improvements, City of Clarkston Streetscape Improvements and Active Living Initiative, and Memorial Drive/I-285 plans.

## **II. Public Services**

**Africa's Children's Fund, Inc.** - Serviced a total of **54** un-duplicated families, providing furniture, housing relocation and rental assistance allowing families to remain together in their homes and preventing homelessness. Agency also provided assistance to families to avoid utility cut-off services, employment referral, counseling services for youth, parenting workshops and youth enrichment. Transitional and supportive housing through Project W.A.T.C.H. is helping at risk families to achieve lives of self-sufficiency.

**Atlanta Legal Aid Society, Inc.** – Legal services were provided for **182** DeKalb County households with CDBG funds during 2012. The agency also participated in a number of educational activities and homebuyer seminars on foreclosure and fraud prevention. Most of the cases involved predatory mortgage lending practices, foreclosures, and foreclosure rescue scams. Other cases included home purchase scams and other equity theft and title conversion scams.

**Atlanta Urban League, Inc.** - The Atlanta Urban League provided Homebuyer Education Workshops, Pre-Purchase Counseling, Foreclosure Prevention/Loss Mitigation Counseling. The Urban League of Greater Atlanta served **280** clients during 2012.

**Community Achievement Center (CAC)** – The CAC served **30** unduplicated youth with financial literacy workshops on the importance of economics and financial literacy. The CAC also hosted a post homeownership workshop to assist homeowners in home buying.

**Center for Pan Asian Community Services, Inc.** - The Center for Pan Asian Community Services, Inc. delivered culturally and linguistically competent, comprehensive health, financial literacy and social services to counteract problems faced by immigrants, refugees, and racial-ethnic minorities. From July –December 2012, the agency provided First-Time Homebuyer Workshops, Pre & Post-Purchase Counseling and Foreclosure Prevention/Loss Mitigation Counseling. Center for Pan Asian served a total of 28 families.

**D & E Financial Education and Training Institute, Inc.** - D & E, Inc. provided Homebuyer Education Workshops, Pre-Post Purchase Counseling, Foreclosure Prevention/Loss Mitigation Counseling. D & E classes included topics like Budgeting & Debt Management, Credit Restoration, Home Inspections, Appraisals, Home Maintenance & Repairs, Avoiding Mortgage Delinquency and Predatory Lending. From July-December 2012, D & E served a total of **249** persons/families.

**Jerusalem House, Inc.** - In 2012, this agency provided support for **25** clients with permanent housing and supportive services to homeless and low-income men, women, and children affected by HIV/AIDS.

**Latin American Association, Inc.** - The number of persons assisted with the use of CDBG funds during 2012 totaled **6348**. Of those served, more than 99% were Hispanic. The Latin American Association's Urgent Needs program continues to provide assistance during times of crisis for individuals and families who either are homeless or are sufficiently unstable as to be at risk of losing their homes. Services include family violence assistance, health referrals, temporary shelter and housing referrals, parenting assistance, emergency food and clothing assistance, financial assistance, employment referrals, transportation assistance and many other primary services.

**Marcus Jewish Community Center, Inc.** - MJCC's Housemate Match Program is a unique home sharing program that matched **54** clients to safe and permanent housing during the first six month of the 2012 program year. As of June of this year, MJCC closed its Housemate Match Program. MCJJ's effort over 10 years improved the quality of life for over 1300 DeKalb residents.

**Metro Fair Housing Services, Inc.** - This agency provided fair housing services for **4** individuals in 2012. In addition, **45** fair housing inquires were processed, **5** fair housing complaints were validated.

**Our House, Inc.** - Our House family advocacy and childcare programs worked with families to create suitable living environments by providing daycare services to **75** DeKalb children this year.

**Refugee Family Services** - Agency assisted approximately **47** refugee and immigrant women in DeKalb County with overcoming learning, language and cultural barriers, along with providing comprehensive literacy services for low-to-moderate income refugee women moving into the county. These tasks were accomplished through multiple workshops, educational services and counseling sessions.

**Scottdale Child Development & Family Resource Center, Inc.** - Agency provided a center-based childcare center for approximately **92** children from age zero to five years of age who are low-to-moderate income. Additionally, they provided free and nutritious meals throughout the day, while providing programs that helped children achieve developmental capabilities within their cognitive, social, emotional and physical development.

**The Sheltering Arms** - Agency provided a center-based childcare center for approximately **119** preschool age children who are low-to-moderate income. Additionally, they provide free and nutritious meals throughout the day, while providing programs that help children in the development of pre-academic skills by having low teacher to child ratios, specially trained teachers, and cultural sensitivity.

**Youth Summer Voucher Program** - A total of **297** youth participated in the 2012 summer voucher program. The Youth Summer Programs also included several Special Initiatives through DeKalb County Parks and Recreation and DeKalb County.

### III. Economic Development

**DeKalb Enterprise Business Corporation (DEBCO)** - Economic Development Revolving Loans - During 2012, three DeKalb businesses received revolving loan funding totaling \$135,000. Year to date, DEBCO has 24 active RLF borrowers with a principal balance of \$681,226. The SBA-backed Micro loan fund has 21 active loans with an outstanding balance of \$ 374,132. A loan of \$10,000 was made in December 2012.

From a summary perspective, from May 2000 through December 2012. DEBCO has made 69 RLF loans in the amount of \$3,101,504 using CDBG and Program Income funds, which leveraged approximately \$21,861,955 in private funds; thus creating over 200 jobs during that period.

**Micro-enterprise Assistance Program** - The Smart Program is a collaborative economic development initiative with the City of Stone Mountain, local community and business stakeholders providing low- to- moderate income persons with a desire to start a small business with the necessary financial, educational and technical support needed to have a successful business. The Smart program created one full time and 4 part time jobs in 2012.

**IV. Demolition**

**Demolition and Clearance** – The purpose of this program is to eliminate dilapidated structures and the clearance of properties determined to be health and safety hazards. The County demolished (1) dilapidated house. The number of unit completed under this program was less than anticipated because of a number of title problems related to specific requests and the number of complaint-rem projects that are required to be processed through the court system. Based on the number of demolition applications on hand, we anticipate completing at least (7) projects in 2013.

**V. Housing**

**Housing Rehab** – During 2012, there were 12 new rehab cases set-up, and 32 single-family, owner-occupied units were brought up to County Maintenance Code standards. CDBG funds were provided as loans through the Low-interest Revolving Loan Fund, and HOME funds were provided as deferred payment loans to participating homeowners. As of 12/31/12, a total of 115 loans were outstanding from the Low-interest Revolving Loan fund with a principal *balance totaling \$748,312. There was no loan written off in 2012, due to foreclosure.*

\* Projects that contain CDBG-R Funds

**HOME PROGRAM**

The purpose of the HOME Investment Partnership Program (HOME) is to expand the supply of decent, safe sanitary, affordable housing units. Accomplishments during 2012, using HOME funds, are shown below.

- **Single –family Affordable Housing –**
  - Funded the committed \$500,000 to support the DeKalb County First-Time Homebuyers Program which provided down payment assistance to 70 homebuyers.
  - Funded the single-family owner-occupied housing rehabilitation program to assist eligible property owners in maintaining homes that satisfy County code.
  - Committed CHDO funds to The Alliance of DeKalb County and Neighborhood Works, Inc. for the acquisition, rehabilitation, and disposition of foreclosed-upon, single-family properties.
- **Multi-family Affordable Housing –**
  - To address the housing needs of seniors, the County disbursed HOME funds for the construction of new multi-family, senior housing (Lane Manor) and provided a letter of support for Low Income Housing Tax Credits for Panola Gardens. Lane Manor will contain 54 one bedroom units and is scheduled to open in 2013. Panola Gardens will contain 85 units and is projected to open in 2014.

**EMERGENCY SOLUTIONS GRANT PROGRAM (ESG)**

The HEARTH Act changed the Emergency Shelter Grants Program to the Emergency Solutions Grant Program. These changes, including changes to component areas and eligible activities, became effective with the beginning of the FY12 program year. The new grant retains the category of Homelessness Prevention for those at risk of homelessness, and adds the category of Rapid Re-Housing to re-house those that are literally homeless. Shelter and Transitional Housing fall under the category of Shelter. It also created an HMIS category, but there are no direct services provided in that category. We are continuing to fund our HMIS provider, Pathways, with these funds. In 2012, the County provided ESGP funds for operational support, service support, and prevention to 17 non-profit organizations that provide assistance to the homeless and at-risk populations. A total of 991 households with 1,305 individuals were assisted with these funds. DeKalb County used Emergency Solutions Grant funds in four different categories, operational costs, essential services, homeless prevention, and administrative funds.

**GRANTS - COMMUNITY DEVELOPMENT**

**FUNCTION: GENERAL GOVERNMENT**

<b>Name of ESGP-Funded Agency</b>	<b>Total Persons Served, January-June, 2012</b>	<b>Total Households Served January-June, 2012</b>	<b>Total Adults Served January-June, 2012</b>	<b>Total Children Served, January-June, 2012</b>
Action Ministries, Inc. (OC)	19	7	7	12
Breakthru House, Inc. (OC)	15	15	15	0
Center for Pan Asian Community Services, Inc.(ES)	62	62	62	0
CHRIS Kids (OC)	27	20	22	5
Clifton Sanctuary Ministries, Inc. (OC)	115	115	115	0
Decatur Cooperative Ministry, Inc. (HP)	70	26	32	38
Decatur-Area Emergency Assistance Ministry, Inc. (DEAM) (HP)	52	17	19	33
Furniture Bank of Metro Atlanta, Inc. (ES)	250	100	128	122
Green Forest CDC Social Ministry (HP)	4	1	2	2
Interfaith Outreach Home (OC)	28	9	12	16
Living Room, Inc. (ES)	558	533	541	17
Oakhurst Recovery Program (OC)	58	58	58	0
*Pathways Community Network, Inc. (Administrative Costs)	0	0	0	0
Safe Haven Transitional, Inc. (OC)	27	10	10	17
Salvation Army Metro Atlanta Command (HP)	3	1	2	1
Shearith Israel Shelter for Homeless Women (OC)	17	17	17	0
Travelers Aid of Metropolitan Atlanta, Inc. (HP)	funds were transferred to another agency			
<b>Total for All Program Types</b>	1305	991	1042	263

*\*This agency provides HMIS services, not direct services to clients.*

**NEIGHBORHOOD STABILIZATION PROGRAM (NSP)**

**The DeKalb County Neighborhood Stabilization Program Accomplishments in 2012**

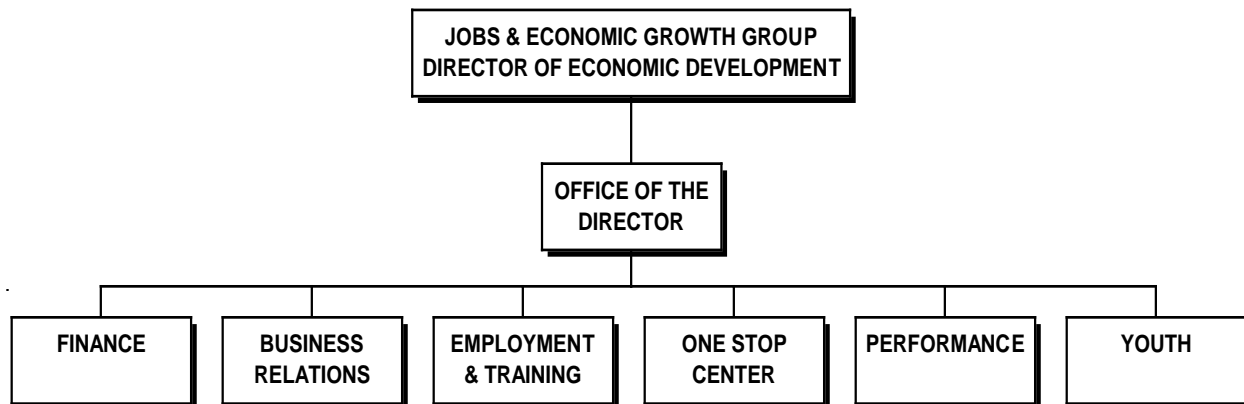
- 81 NSP foreclosed properties under eligible use category B (acquisition, rehabilitation and disposition), marketing and selling of these properties has become the cornerstone of our operation. In 2012, 17 properties were sold to eligible homeowners.
- Leveraged \$4.9 million in NSP funds with private investment to rehabilitate a 186 unit apartment complex. Upon completion, this project will result in 86 units that are affordable to households at or below the 50% AMI. The project was completed in August 2012.

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**HOMELESSNESS PREVENTION AND RAPID RE-HOUSING PROGRAM (HPRP)**

**DeKalb County accomplished the following Homelessness Prevention and Rapid Re-Housing Program in 2012**

- The Homelessness Prevention and Rapid Re-Housing Program (HPRP) was authorized under the American Recovery and Reinvestment Act of 2009. The program allocated \$2,359,998 to DeKalb County to provide financial assistance and services to either prevent individuals and families from becoming homeless or help those experiencing homelessness to be quickly re-housed and stabilized.
- Contracted with 4 agencies to administer the HPRP program, these agencies provided case management services, rent and utilities to more than 358 persons and 112 households in 2012.



### MISSION STATEMENT

DeKalb Workforce Development's mission is to assist participants in attaining sustainable employment and wages. DeKalb Workforce Development successfully satisfies this mission through the development, implementation and monitoring of innovative program designs.

- To administer employment and training activities that will meet and/or exceed the National Performance Standards under the Workforce Investment Act.
- To forge strong business relationships that yield profitable results, leverage resources and provide collaborative execution.
- Fiduciary management of forecasting and projecting funds in programs that result in the department's mission.

### PROGRAM DESCRIPTION

DeKalb Workforce Development (DWD) is a County department that is 100% federally funded by the U.S. Department of Labor (USDOL) through the Workforce Investment Act (WIA). With DeKalb County's unemployment rate at 8.9%, above both the State and National levels, 8.4% and 7.6% (March 2013 data), DWD is charged with serving more of the unemployed and under-employed citizens of DeKalb County.

DeKalb Workforce Development administers various employment and training programs for Adults, Dislocated Workers and Youth, ages 14-21. These employment and training programs/services are provided by a triage approach, utilizing the One-Stop Center delivery system: first Core Services, then Intensive Services, and lastly Training Services.

**Core Services** include job search and placement assistance, career counseling, labor market information, initial assessment of skills and needs, and follow up services to help customers retain their jobs once they are employed. Work Readiness Workshops are offered daily and include resume writing, basic internet, basic computer literacy, financial aid resources and job search tips. A representative from the Georgia Department of Labor is onsite multiple days weekly to support the one-stop system environment. Also, a Veteran's Priority of Services component is in place to address the needs of veterans with a veterans' specialist onsite. Specialty services are also available for seniors (Mature Workers).

**Intensive Services** includes 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 (ITA), On-The-Job-Training (OJT) and other employer based training opportunities.

DeKalb Workforce Development's **Youth Services** promote youth development through year-round employment and training activities, and summer employment for economically disadvantaged youth. Services provided for both in school and out-of-school youth. Activities include occupational skills training, work experience, academic tutoring, academic enrichment activities, leadership development/skills, mentoring and supportive services. Youth receive guidance, career counseling and follow up services.

**MAJOR ACCOMPLISHMENTS – 2011-12**

- **Mobile Career Center:** The Mobile Career Center is a state-of-the-art, fully accessible, computer lab. The center provides the latest in workforce and job skills development services. As an outreach approach, the center serves to assist DeKalb County citizens in finding employment by providing streamlined work readiness services. The major features are: thirteen (13) computer stations, employer interview area, high speed satellite Internet connection, fully accessible ADA workstation with movable table and auxiliary equipment, etc. Since its introduction in 2012, DWD the Mobile Career Center has served approximately 2047 jobseekers.
- **Corporate Social Responsibility:** In continuation of DeKalb Workforce Investment Board's Corporate Social Responsibility initiative established in 2011 to aid in the development of local DeKalb County youth, DeKalb Workforce Development (DWD) hosted its 2nd annual "History, Heritage and Lineage" (H2L) tour of the greater metro Atlanta area. During this day of learning, DWD youth participants traveled to various historical sites in the local community to gain insight on the importance of history and its impact on the rights and privileges they currently possess. As a result, the H2L tour, a second community event focused on civic responsibility was conducted wherein youth visited with Georgia's Governor Nathan Deal and viewed a political film and documentary using relevant media tools and figures. The youth engaged in-group discussions and reflected on strategies to motivate and educate youth about their civic responsibility. Both events were designed to assist youth with leadership development and to promote positive social behavior.
- **Broadband Technician Training:** DeKalb Workforce Development collaborated with the Urban League of Greater Atlanta and Comcast to implement an innovative training program for broadband technicians. The collaboration is a true reflection of the value of joint efforts between the public and private sectors. This 10 week, 60-hour course was developed to introduce the broadband/telecommunications industry and develop the entry-level skills and knowledge involved in the competent performance of the tasks relating to broadband installation and troubleshooting activities. Eighteen students successfully graduated from the program on November 10, 2011. As of December 31, 2012, seven (7) participants were hired with Comcast, three (3) with other telecommunication employers and others employed in various industries supporting the transferrable skills.
- **Occupational Skills Training:** Since January 2012, DeKalb Workforce Development has successfully trained over 1255 participants in partnership with local technical schools, colleges, universities, and proprietary training institutions. DWD has established partnerships with Goodwill of North Georgia and the DeKalb County Sheriff's Office to train 5 inmates to become Certified Floor Tech Custodians prior to their release, which improves their employment placement. Kaiser Permanent and DWD have collaborated to offer the Bridge Program, which provides ITA-approved customers access to healthcare coverage up to 24-months at a discounted rate. Through the Bridge Program, DWD has been able to aid 11 customers. In conjunction with United Way of Greater Atlanta and BPM Specialist, DWD screened over 100 candidates for the highly competitive System Architect Training Program with a starting annual salary of \$35,000.
- **Funding Allocations:** In addition, DWD expended \$2,015,657 and served 1255 Adult Worker Training, \$1,776,346 for 986 Dislocated Worker Training and \$1,459,826 for 737 Youth Services.
- **Workforce Innovation Grant -** DWD is using a \$1.7 million labor grant to supplement its efforts in putting the long-term unemployed back to work. DeKalb County, in conjunction with four other local workforce investment areas are partnering with Manpower to place chronically unemployed residents in subsidized work experience. Participants in the program have access to work readiness workshops, short-term skills training, and other vital career development activities designed to put them back to work quickly. DeKalb was awarded the competitive grant in July 2012 as part of the US Department of Labor's mission to foster programs that cultivate and test innovative approaches in workforce development.
- **Performance Outcome:** After exceeding all performance measures for PY 2011, DWD received an overall rating of "Exceeds" for its performance during the first and second quarters of PY 2012. Performance measures assess the rate at which local workforce areas are able to assist its customers in becoming employed in good jobs at a livable wage. The measures also gauge the rate at which youth served by local areas attain credentials, enter post-secondary education or employment, and make measurable improvements in their literacy and numeracy skills. DWD will continue to provide much needed training and employment services to DeKalb's unemployed and underemployed as the economy recovers. DWD strives for continuous improvements by ensuring services are accessible to residents and relevant to the needs of the employer community.



- **Recruitment Efforts:** As of December 2012, DeKalb Workforce Development (DWD) assisted approximately 1016 job seekers with successfully securing employment in the areas of management, repair technicians, retail, warehouse, custodial, information systems, law enforcement, office administration, construction, skilled trades, correctional officers, customer service representatives and more.
- **Mass Recruitment Events:**
  - **DeKalb County Jobs Fair:** DWD hosted the 2012 DeKalb County Jobs Fair on Saturday, April 14 at The Maloof Auditorium in Decatur, GA. There were over 1300 jobseekers in attendance looking to apply for the 1600+ positions available (As of December 2012, nearly 25% of the attendees have secured employment and approximately 65%) are in various stages of the interviewing process. Recruiting companies such as Comcast, Sears, TJ Maxx, All (n)1 Security, Wal-Mart, Life House Partners, Inc., Manpower, DeKalb County Public Safety, etc. have reported new hires in the area of Communication Technicians, Forklift Operators, Police Officers, 911 Dispatchers, Security Guards, Sales Associates, Cashiers, Marketing Coordinators, and Facility Directors, just to name a few; with salary ranges from \$16,000-\$85,000.00.
  - **DWD Annual September 2012 Event:** DWD celebrated September as “**Workforce Development Month,**” and hosted its 7<sup>th</sup> Annual “**Workforce Development Day Job Fair – Making ONE DeKalb Work**” on Friday, September 21, 2012. The Job fair included 62 businesses, schools, community partners, and approximately 900 jobseekers. Approximately 1000 jobs opening were available at the job fair. As a result, 35% jobseekers have secured employment with sustainable wages.
  - **Marshall’s Distribution Center Hiring Event with GDOL-** August 29, 2012, DWD partnered with Georgia Department of Labor to host a Mass Hiring event for Marshalls. The event held at Love Life Christian Fellowship Center in Ellenwood, GA. More than 350 jobseekers attended the event. As a result, approximately 95 jobseekers were hired.
  - **Comcast:** DWD partnered with Comcast to assist in filling over 100 job openings in the Telesales/Service Department for the Norcross location. As of January 2013, Comcast has hired 49 candidates.
  - **AirServ Recruitment:** DWD, in collaboration with Georgia Dept. of Labor and Airserv partnered to recruit for approximately 50 full time job openings at the Hartsfield-Jackson International airport. These positions included Aircraft Cabinet Agents and Passenger Service Assistants. As of January 2013, 50 job seekers were hired.
  - **First Source:** DeKalb Workforce Development and Purchasing & Contracting Departments worked together to administer and enforce the First Source Program. The program provides assistance to DeKalb residents in obtaining employment through contractors doing business in DeKalb County. Recruitment services offered to DWD and First Source contractors/sub-contractors include hosting onsite recruitment sessions and conducting pre-employment screening. As of December 2012, DWD has assisted two hundred and ten (210) contractors/sub-contractors with recruitment services and have assisted one hundred and twenty-nine (129) candidates in securing employment.
- **Other Business Relations Recruitment Projects:**
  - **ONE DeKalb Works/DeKalb Capital Improvement Project (CIP):** DeKalb Workforce Development has continued to strengthen its partnership and collaboration with the Office of Economic Development and other County departments to attract businesses to DeKalb County. DWD continues to work with the County to implement the DeKalb County Watershed Management CIP, which will stimulate the economy of DeKalb County through job creation and promotion and growth of local small business enterprises. DeKalb’s \$1.35 billion Watershed Management Capital Improvement Project, known as ONE DeKalb Works, is expected to create over 4,000 jobs by 2015. Through the ONE DeKalb Works Initiative, DWD has registered four thousand and forty-one (4,041) construction and skilled trades candidates to the First Source Registry. As of December 2012, one hundred and twenty-nine (129) jobseekers have retained and secured employment and two hundred and eighty-five (285) candidates were trained for construction and skilled trade positions.
  - **Voter’s Registration Project:** DWD in collaboration with DeKalb County Registrations and Elections Department partnered to recruit 25 – 30 temporary data entry/customer service positions for the 2012 elections. Data entry tests and interview sessions were conducted at DWD. Approximately 56 jobseekers attended the interview sessions and twenty-nine (29) were successfully hired.

**GRANTS - WORKFORCE DEVELOPMENT****FUNCTION: GENERAL GOVERNMENT**

- **Manpower Recruitment:** DWD partnered with Manpower to assist in filling over 100 job openings in the customer service, manufacturing, production and retail industries. As of December 2012, 52 candidates have been hired by Manpower.
- **Conway Stores Recruitment:** In August of 2012, DWD began a partnership with Conway Stores to assist in staffing over 15 openings in Sales, Management, and Loss Prevention. The positions have been filled as of 12/31/2012.
- **Teachers' R' Us On-Site Recruitment Event:** DWD hosted a recruitment event for Teachers R' Us and eight (8) candidates attended. As of December 2012, three (3) candidates were hired through our efforts. DWD continues to assist with ongoing Substitute Teacher recruitment needs.
- **Nationwide Recruitment Event:** DWD partnered with local Nationwide Insurance agency to recruit for 4 new Associate Agent positions on December 12, 2012. 10 candidates attended the event. As of January 2013, 1 candidate has been hired. DWD will continue to provide ongoing recruitment assistance to the agency.
- **Police Department:** DWD partnered with DeKalb County Public Safety Department and provided services for recently hired Police Officers. As of 12/31/2012, services have been provided for 85 new Police Officers.

**DEPARTMENTAL COLLABORATIONS AND RESOURCE SHARING**

DeKalb Workforce Development has executed a local Resource Sharing Agreement (RSA) that includes twelve mandated WIA partners as well as representatives from the business community. These partners work out details on the local level on referral mechanisms, improving services, sharing client data, building business services, in an effort to provide continuous improvement of timely and seamless services offered at the One-Stops. DWD continues to work closely with each agency to provide efficient and effective customer service.

DeKalb Workforce Development also partners with the Office of Economic Development (OED) to attract Fortune 500 businesses to DeKalb County. As of December 2012, DWD has assisted OED with Projects Azalea, Hardware, Moon, Transit, Lion, Constellation, Leviathan, Project Rebig and many more. DeKalb County was successful in landing Project Azalea, Project Transit, Purac Biomedical through workforce development's efforts. Overall, these projects will generate approximately 600 jobs in DeKalb County.

**Summary of Services**

Pre-screen applicants to ensure that the most qualified candidates will be interviewed. Advertise and administer job fairs, market positions available, and become the first line of contact with prospective employers. Provide space for orientations and computer access for current and future employees.

**BUDGET ALLOCATIONS**

<b>WIA GRANT</b>	<b>PY2011</b>	<b>PY2012</b>	<b>PY2013 Estimate</b>
<b>Youth</b>	<b>\$1,759,265</b>	<b>\$1,781,975</b>	<b>\$1,743,764</b>
<b>Adult</b>	<b>\$1,648,208</b>	<b>\$1,652,529</b>	<b>\$1,717,784</b>
<b>Dislocated Worker</b>	<b>\$1,920,078</b>	<b>\$1,851,994</b>	<b>\$1,568,063</b>
<b>ARRA*</b>	<b>----</b>	<b>----</b>	<b>---</b>
<b>Workforce Innovation</b>	<b>----</b>	<b>\$1,740,743</b>	
<b>Total</b>	<b>\$5,327,551</b>	<b>\$7,027,241.00</b>	<b>\$5,029,611</b>

*\*American Recovery Reinvestment Act funds expired June 30, 2011*

**GRANTS - WORKFORCE DEVELOPMENT**

**FUNCTION: GENERAL GOVERNMENT**

DeKalb Workforce Development supports the Administration's and the Board of Commissioners' efforts to bring government spending into compliance with current expenditure controls and recognizes the decline in the County's economy. However, when local WIA areas do not spend based on need and within the timeframe of the grant, this results in a rescission of funds by the granting agent (USDOL). Also, DeKalb Workforce Development's budget and expenditures do not impact the County's operating budget. Therefore, DeKalb Workforce Development will comply with the grant criteria to increase spending in accordance with WIA guidelines with providing increased training and employment services to the unemployed and underemployed DeKalb County community.

**PROGRAM STATISTICS**

Adult/Dislocated Statistic	Actual 2011	Actual 2012	Estimated 2013
# Adults/Dislocated Trained	1328	1215	1215
# Adults/Dislocated Employed	688	1016	1016
# Outreach Activities	95	102	102
Annual Salary Range	\$15,080-\$105,000	\$16,080-\$110,000	\$16,080-\$110,000
Customer Visits-One-Stop	31,010	34,244	34,244
Customers registered Online	11,375	11,612	11,612
First Source	94 Kickoff Meetings, Assisted 155 Businesses	92 Kickoff Meetings, Assisted 210 Contractors	92 Kickoff Meetings, Assisted 210 contractors
# Youth Served	667	737	737
# Youth attained GED/ High School Diploma	54	31	31
# Youth Employed	201)	221	221

**WIA ANNUAL PERFORMANCE FOR PROGRAM YEAR 2011 (July 1, 2011-June 30, 2012) - PROVIDED BY GEORGIA DEPARTMENT OF LABOR**

National Performance Measure	Negotiated Level	Actual Performance	Comment
<b><u>Adult Measures</u></b>			
Entered Employment Rate	86.5%	83.4%	Not Meeting
Employment Retention Rate	87.5%	90.4%	Exceeded
Average Earnings	\$13,537	\$14,944	Exceeded
<b><u>Dislocated Worker Measures</u></b>			
Entered Employment Rate	90.0%	85.3%	Not Meeting
Employment Retention Rate	94.0%	97.3%	Exceeded
Average Earnings	\$20,000	\$27,574	Exceeded
<b><u>Youth Measures</u></b>			
Placement in Employment or Education (Youth age 14-21)	85.0%	94.7%	Exceeded
Attainment of Degree or Certificate (Youth age 14-21)	76.0%	76.2%	Exceeded
Literacy or Numeracy Gains (Youth age 14-21)	26.0%	57.1%	Exceeded
<b><u>Overall Status of Local Performance</u></b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>

Performance must be within 10% of Negotiated Statewide Level to meet.

**X**

Customer Satisfaction is provided by the Georgia Department of Labor the Atlanta Region based on result of customer surveys.

**FUTURE INITIATIVES – 2012 - 2013**

- **Women in Apprenticeships and Non-Traditional Occupations (WANTO):** In collaboration with Goodwill of North Georgia in DeKalb County, DeKalb Workforce Development will assist in providing pathways to skilled trades for women. Participants of the project will receive vocational assessment, case management, job readiness training, mentoring, sector-based credentialed training, paid work experience and/or job training and other supportive services leading to placement in high demand occupations in advanced manufacturing, transportation, construction and including the “green” job industry.
- **Incumbent Worker Training** - Since January 2012, DeKalb Workforce Development has successfully trained over 713 participants in partnership with local technical schools and colleges. To date, DWD has provided training services to more than 600 DeKalb Medical incumbents and new hires in electronic medical records (EMR) and patient care technician duties that have resulted in these workers securing and/or retaining their employment. DWD will continue to forge such partnerships in an effort to put DeKalb citizens back to work.
- **Level<sup>UP</sup> Youth Initiative** – The theme for 2013 is to assist youth in getting to the next level (i.e. stage) of their lives. This next level could be post-secondary education, employment, or the military. **Level<sup>UP</sup>** will revamp and streamline all of the incentives and activities currently used. By doing this, the Youth Department can create a better tracking system and standardize the expectation participants to be rewarded. In order to gain a different outcome, we will implement a different expectation. The goal of **Level<sup>UP</sup>** is to motivate, intrigue, and captivate its participants to achieve/exceed the established common measure goals and influence consistent participation.
- **Workforce Partnership in Healthcare Grant** – DWD and DeKalb Medical Center has secured provisional approval for the Workforce Partnership in Healthcare Grant from Atlanta CareerRise to train 12 new Lab Assistants as well as provide career coaching, transportation services and childcare during their training.
- **Relocation:** With the surge in unemployment and slow growth within Georgia, DeKalb Workforce Development has seen a steady increase of unemployed and underemployed customers in its current location. To accommodate the increased numbers of customers, the Department is relocating to a larger facility on May 1, 2013. The new location offers financial saving that are attractive and provides the opportunity for the Department to leverage its services to the business community and job seekers. A few highlights include a fixed rental rate and a low 3% annual increase, all inclusive operation rate, ample parking, the ability to house the Mobile Career Center, access to public transportation and the capacity to expand for future growth. In addition, the proposed relocation and lease agreement have no influence on the County’s operating budget because the Federal Workforce Investment Act would fund this initiative.
- **DeKalb County Learn and Earn On-the-Job-Training (OJT) Program:** The purpose of the DeKalb County Learn and Earn Project will be to provide on-the-job-training to WIA eligible Dislocated Worker and Adult customers that seek employment with DeKalb County Government. DWD will collaborate with DeKalb County Human Resources Department to assist approximately 40 candidates in 2013 via OJT.

## GRANTS - WORKFORCE DEVELOPMENT

## FUNCTION: GENERAL GOVERNMENT

**AUTHORIZED POSITION LIST BY COST CENTER DEKALB WORKFORCE DEVELOPMENT  
NUMBER OF POSITIONS**

<b>COST CENTER /POSITION</b>	<b>Pay Grade</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Director	36	1	1	1	1	1
Deputy Director	33	1	1	1	1	1
Finance Manager	29	1	1	1	1	1
Workforce Development Manager	29	0	0	0	2	2
Acting Employment & Training Supervisor	26	0	1	0	0	0
Employment & Training Supervisors	27	5	4	3	3	3
Employment & Training Analyst, Sr	25	2	1	2	2	2
Employment & Training Analyst	23	21	22	23	21	21
Administrative Assistant – II	23	2	2	2	2	2
Office Assistant-Senior	19	8	4	4	4	4
Office Assistant	18	1	0	0	0	0
Financial Assistant	23	2	1	1	1	1
Receptionist	16	1	4	4	4	4
Security Guard	18	2	1	1	1	1
Workforce Assistant	17	0	4	4	4	4
Workforce Officer	18	1	1	1	1	1
<b>Total Full Time:</b>		<b>48</b>	<b>48</b>	<b>48</b>	<b>48</b>	<b>48</b>

**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 a 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. Since 1988, the BOC has annually approved the renewal of the 5% hotel-motel tax.

From 1988 to 1994, the County contracted with the DeKalb Chamber of Commerce, Inc. to operate the DeKalb County Convention and Visitor's Bureau (DCVB). In June 1994, the DCVB became an independent 501(c)6 organization, separate from the DeKalb Chamber of Commerce. The BOC continued to contract solely with DCVB for promoting tourism, conventions, trade shows, until 2000. From 2001 to 2004, the County also contracted with the DeKalb Council for the Arts to promote cultural tourism. Beginning in 2005, the BOC began contracting solely with DCVB again.

**MAJOR GOALS FOR 2012 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY  
Economic Development/ Facilitating Jobs and Economic Development**

To position DeKalb County as the affordable and accessible destination for a vacation, group tour, or meeting in the Atlanta area.

To continue to promote the value of DeKalb County.

To continue to increase awareness of the arts community in DeKalb County.

**MAJOR BUDGETARY IMPACTS****Previous**

In 2009, the Board of Commissioners approved the continuation of the hotel-motel tax. In 2009, the fourth automatic renewal of the 2006 DCVB agreement extended DCVB's contract to promote, conventions, and trade shows for 2009.

In 2010, the Board of Commissioners approved the continuation of the hotel-motel tax at the December 15, 2009 BOC meeting. In October 2010, the Board of Commissioners renewed the contract with DCVB for another five years.

Continuation of the hotel-motel tax through 2011 was approved by the Board of Commissioners at the November 9, 2010 BOC meeting. DCVB will continue to receive two percent of the appropriated hotel/motel taxes at the current total rate of five percent or until a higher rate is approved by the Georgia General Assembly.

The 2012 CEO's Proposed Budget included increasing the levy from 5% to 8%, effective only after the Georgia General Assembly adopted a local Act authorizing the increase. The Georgia General Assembly did not authorize the increase. Therefore, the hotel/motel tax levy continued at five percent and DCVB continued to receive two percent of the appropriated hotel/motel taxes. Effective 2012, there was a change in the accounting of funds to comply with State of Georgia Chart of Accounts. All revenues collected from the levy was deposited in the fund and then transferred out to the other funds.

**2013**

The adopted budget totals \$5,074,462. It includes an appropriation of \$2,029,785 for the DCVB. The CEO's Recommended Budget included increasing the levy from 5% to 8%, effective only after the Georgia General Assembly adopted a local Act authorizing the increase. The Georgia General Assembly did authorize the increase. The legislation is awaiting the signature of the Governor. Upon the signature of the Governor, the BOC will consider increasing the levy from 5% to 8%.

**Future**

Continuation of the hotel-motel tax through 2014 will probably be considered by the BOC in December 2013.

## HOTEL/MOTEL TAX FUND

## FUNCTION: LEISURE SERVICES

## ACTIVITY MEASURES

	Actual 2010	Actual 2011	Actual 2012	Estimated 2013
Gross Room Rentals	\$153,814,394	\$100,500,600	\$103,000,000	\$104,000,000
Total Tax Collected	\$7,459,998	\$4,266,646	\$4,100,000	\$4,800,000

## SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Hotel / Motel Tax Fund	\$4,283,280	\$3,911,137	\$5,074,462	\$5,074,462
	\$4,283,280	\$3,911,137	\$5,074,462	\$5,074,462

## SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Other Costs	\$1,565,248	\$1,839,557	\$2,029,785	\$2,029,785
Other Financing Uses	2,718,031	2,071,580	3,044,677	3,044,677
	\$4,283,280	\$3,911,137	\$5,074,462	\$5,074,462

## FUNDING SOURCES

	Actual 2011	Actual 2012	Budget 2013
Hotel/Motel Tax	\$4,283,280	\$3,911,137	\$5,074,462
	\$4,283,280	\$3,911,137	\$5,074,462

**JUVENILE SERVICES FUND****FUNCTION: CIVIL & CRIMINAL COURTS****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 purposes for which such fees may be expended are delineated by statute as follows:

1. Housing of juveniles in non-secure facilities.
2. Educational/tutorial services.
3. Counseling and diagnostic testing.
4. Transportation to and from court ordered services.
5. Restitution and job development programs.
6. Mediation.
7. Truancy Intervention.

**MAJOR BUDGETARY IMPACTS**

There were no significant budgetary changes for 2011 or 2012.

**2013**

The adopted budget totals \$293,441 with no significant changes.

**Future**

No significant budgetary impact is anticipated.

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Juvenile Services	\$28,640	\$68,945	\$293,441	\$293,441
	\$28,640	\$68,945	\$293,441	\$293,441

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Purchased / Contracted Services	\$28,640	\$68,945	\$293,441	\$293,441
	\$28,640	\$68,945	\$293,441	\$293,441

<b>FUNDING SOURCES</b>			
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
Juvenile Services	\$28,640	\$68,945	\$293,441
	\$28,640	\$68,945	\$293,441



## LAW ENFORCEMENT CONFISCATED MONIES FUND

### FUNCTION: CIVIL & CRIMINAL COURTS

#### 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

In 2007, \$585,312 was transferred in April and \$900,000 in August to purchase 5 mobile precincts as part of Community-Oriented Policing. In 2008, an additional \$300,000 was authorized and transferred to purchase a sixth mobile precinct, but was not purchased. During 2009 it was decided not to purchase a sixth mobile precinct and funding for this purchase was returned from the Vehicle Replacement Fund to the LECM Fund. In 2010, two of the mobile precincts were auctioned and the proceeds were returned to the LECM Fund.

In 2011, another two mobile precincts were auctioned and the proceeds of \$235,913 were returned to the LECM Fund. Also in 2011, the Department of Justice completed an audit of the police department's confiscated funds. The recommended items from this audit that DeKalb County agreed with included the inclusion of LECM in the A-133 audit requirements and quicker recognition of deposited funds in the General Ledger. The County disagreed with the recommendation to limit confidential informant funds to only the purchase of evidence and information. The County believes that petty cash expenditures up to the \$45 limit, such as parking and club entrance fees, are legitimate.

##### 2013

The Appropriation for this Fund represents the end of 2012 fund balances.

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Confiscated Funds - State Drug Funds - Marshal's O	\$1,379	\$17,020	\$26,470	\$26,470
Federal Drug Funds - Police	1,864,679	1,778,504	4,119,476	4,119,476
Federal Drug Funds - Sheriff	230,277	301,852	899,668	899,668
Nondepartmental Revenues / Expenditures	0	(1,716)	0	0
Other Grants	0	47,264	0	0
State Drug Funds - District Attorney	42,385	50,730	93,665	93,665
State Drug Funds - Police	477,355	595,368	738,871	738,871
State Drug Funds - Sheriff	0	58	196,218	196,218
Treasury - Police	0	29	97,746	97,746
Treasury - Sheriff	0	4	12,421	12,421
	\$2,616,076	\$2,789,113	\$6,184,535	\$6,184,535

**LAW ENFORCEMENT CONFISCATED MONIES FUND**

**FUNCTION: CIVIL & CRIMINAL COURTS**

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Purchased / Contracted Services	\$1,330,391	\$1,171,981	\$387,629	\$387,629
Supplies	806,120	745,778	38,891	38,891
Capital Outlays	758,094	885,886	899,668	899,668
Other Costs	(278,530)	(23,744)	4,858,347	4,858,347
Other Financing Uses	0	9,213	0	0
	<b>\$2,616,076</b>	<b>\$2,789,113</b>	<b>\$6,184,535</b>	<b>\$6,184,535</b>

**FUNDING SOURCES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
Law Enforcement Confiscated Monies	\$2,616,076	\$2,789,113	\$6,184,535
	<b>\$2,616,076</b>	<b>\$2,789,113</b>	<b>\$6,184,535</b>

**PUBLIC EDUCATION AND GOVERNMENT ACCESS (PEG) FUND**

**FUNCTION: GENERAL GOVERNMENT**

**PROGRAM DESCRIPTION**

This fund provides for capital and facility improvements for public education and government access cable television channels and is funded by revenue from fees paid to the County by cable television franchisees. This fund was established in 1997 to provide funding for a program for maintaining, upgrading and replacing the government television infrastructure.

**MAJOR BUDGETARY IMPACTS**

**Previous**

Funding sources for the 2009 Budget included \$146,368 of subscriber fees from the Cable Franchisee, \$10,000 interest and \$1,513,744 fund balance forward. Funding sources for the 2009 Budget included \$102,336 of subscriber fees from the Cable Franchisee, \$10,000 interest and \$1,545,393 fund balance forward. Funding sources for the 2011 Budget included \$145,000 of subscriber fees from the Cable Franchisee, \$10,000 interest and \$1,312,684 fund balance forward. Funding sources for the 2012 Budget included \$145,000 of subscriber fees from the Cable Franchisee, \$10,000 interest and \$1,312,684 fund balance forward.

**2013**

The 2013 Budget includes \$145,000 of subscriber fees from the Cable Franchisee, \$10,000 interest and \$2,100,650 fund balance forward.

**Future**

The PEG Fund will continue to allow for the County to upgrade and maintain its governmental television infrastructure.

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
PEG Support Fund	\$170,862	\$310,038	\$2,255,650	\$2,255,650
	\$170,862	\$310,038	\$2,255,650	\$2,255,650

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$0	\$981	\$34,877	\$34,877
Purchased / Contracted Services	158,462	298,201	2,206,773	2,206,773
Supplies	7,337	5,793	14,000	14,000
Capital Outlays	5,063	5,063	0	0
	\$170,862	\$310,038	\$2,255,650	\$2,255,650

<b>FUNDING SOURCES</b>			
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
Public Education and Government Access (PEG)	\$170,862	\$310,038	\$2,255,650
	\$170,862	\$310,038	\$2,255,650

**PUBLIC EDUCATION AND GOVERNMENT ACCESS (PEG) FUND**

**FUNCTION: GENERAL GOVERNMENT**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>PEG Support Fund</b>				
Cable TV Office Assistant	18	1	1	1
FULL TIME Subtotal		1	1	1
<b>FULL TIME Total</b>		1	1	1
<b>ALL POSITIONS Total</b>		1	1	1

**RECREATION FUND****FUNCTION: LEISURE SERVICES****PROGRAM DESCRIPTION**

The Recreation Fund was established in 1975 to enable the County to provide recreational and cultural art programs to the public on a fee-for-service basis. The Board of Commissioners has delegated administrative responsibility for the fund to the Parks & Recreation Department, which in turn, receives guidance from the Parks and Recreation Advisory Board. This department is assigned to the Infrastructure Group, under the direction of the deputy Chief Operating Officer for Infrastructure.

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 ensure 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**

In 2009, the department consolidated 23 cost centers into two, Playground Day Camp and Youth Sports. In 2010 and 2011, there were no significant budgetary changes. In 2012, expenditures within the Recreation Fund exceeded the revenue which was generated thereby increasing the negative fund balance forward.

**2013**

The 2013 budget for this fund is a 28.2% decrease from the prior year funding. The BOC will consider increasing the fees to address the revenue shortfall, during the second quarter of 2013.

**Future**

The incorporation of Brookhaven and other municipal expansions and the decline in the tax digest will reduce this funds budget in the foreseeable future.

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Administrative Support	(\$1,684)	(\$678)	\$415,000	\$415,000
Adult Softball	33,972	39,232	0	0
Briarwood Rec Center	340	300	116,278	116,278
Brook Run	(103)	0	0	0
Brownsmill Rec Center	14,529	9,685	0	0
DeKalb Swim League	9,000	12,300	0	0
Gresham Rec Center	1,604	(105)	0	0
Hamilton Rec Center	2,562	1,367	0	0
Lucious Sanders Rec Center	4,958	85	0	0
Midway Rec Center	165	165	0	0
N H Scott Rec Center	(104)	(175)	0	0
Playground Day Camp	774,262	567,179	0	0
Senior Citizen Programs	0	2,508	0	0
Summer Swim Lessons	15,871	11,821	0	0
Therapeutic Rec Programs	(223)	2,285	0	0
Tobie Grant Rec Center	121	91	0	0
Tucker Rec Center	140,292	41,790	0	0
Youth Sports	7,893	8,305	0	0
	<b>\$1,003,455</b>	<b>\$696,156</b>	<b>\$531,278</b>	<b>\$531,278</b>

**RECREATION FUND****FUNCTION: LEISURE SERVICES****SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$965,124	\$653,696	\$415,000	\$415,000
Purchased / Contracted Services	23,469	25,750	0	0
Supplies	14,863	11,694	116,278	116,278
Interfund / Interdepartmental	0	5,016	0	0
	<u>\$1,003,455</u>	<u>\$696,156</u>	<u>\$531,278</u>	<u>\$531,278</u>

**FUNDING SOURCES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
Recreation	<u>\$1,003,455</u>	<u>\$696,156</u>	<u>\$531,278</u>
	\$1,003,455	\$696,156	\$531,278

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 ensure 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.

**RENTAL MOTOR VEHICLE EXCISE TAX FUND****FUNCTION: LEISURE SERVICES****PROGRAM DESCRIPTION**

This fund provides an accounting entity for recording transactions involving DeKalb County's 3% tax levy on the rental of motor vehicles in DeKalb County. The purpose of this levy is to promote industry, trade, commerce and tourism within DeKalb County. The revenues of this tax will be dedicated to making the lease payments to the Development Authority of DeKalb County to amortize the indebtedness for the Porter Sanford Performing Arts Center and for other appropriate expenditures. The 3% levy became effective January 1, 2007. This levy does not have to be renewed annually.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY****Economic Development / Facilitating Jobs and Economic Growth**

To continue to promote the value of DeKalb County.

To continue to increase awareness of the arts community in DeKalb County.

**MAJOR BUDGETARY IMPACTS****Previous**

On November 14, 2006, the Board of Commissioners approved a lease agreement with the Development Authority of DeKalb County for the Porter Sanford Performing Arts and Community Center outlining the terms and conditions relating to financing, construction, equipment, interim ownership, and leasing of the center. The Development Authority of DeKalb County issued 10-year bonds with the County's lease payments servicing the bond indebtedness in December 2006.

**2013**

There are no significant budgetary changes for 2013.

**Future**

No significant budget impact is anticipated.

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Rental Motor Vehicle Excise Tax Fund	\$704,825	\$709,725	\$1,385,893	\$1,385,893
	\$704,825	\$709,725	\$1,385,893	\$1,385,893

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Purchased / Contracted Services	\$704,825	\$709,725	\$710,625	\$710,625
Other Costs	0	0	675,268	675,268
	\$704,825	\$709,725	\$1,385,893	\$1,385,893

**FUNDING SOURCES**

	Actual 2011	Actual 2012	Budget 2013
Rental Motor Vehicle Excise Tax Fund	\$704,825	\$709,725	\$1,385,893
	\$704,825	\$709,725	\$1,385,893

## REVENUE BONDS - BUILDING AUTHORITY LEASE PAYMENTS FUND

### FUNCTION: GENERAL GOVERNMENT

#### PROGRAM DESCRIPTION

The Building Authority Revenue Bonds Lease Payments Fund is a separate fund specifically designated to pay principal and interest on DeKalb County Building Authority bond issues. Payments are made from the fund for principal and interest requirements, paying agent and other fees for a new Juvenile Justice Center. Revenue is derived from lease purchase payments appropriated in the Juvenile Court budget.

The soundness of DeKalb County's financial condition is demonstrated by the ratings of its bonds as of December 2012:

	Moody's Investors Service	Standard & Poor's
General Obligation	Aa3	No Rating
General Obligation Refunding	Aa3	No Rating
Certificates of Participation	A1	No Rating

#### MAJOR BUDGETARY IMPACTS

##### Previous

The Board of Commissioners authorized the sale of the bonds on June 17, 2003 and the bonds were sold in 2003 at a premium. The first expenditures against this fund were made in 2003. On June 21, 2005 the BOC authorized the sale of bonds for the construction, installation and equipping of the Juvenile Justice Facility. The bonds were sold in 2005 at a premium and the first expenditures were made in 2005. The first and second interest payments due on (12/1/2005 - \$545,138 and 6/1/2006 - \$716,240) were funded by Capitalized Interest.

In 2010, Moody's Investors Service downgraded the status of all DeKalb County bonds because of pressures on the financial operations of the County due to underperforming revenues, significant operating deficits in 2007 and 2008, near-term challenges in restoring fund balances, and difficulty in maintaining a one-month operating costs reserve.

In early 2011, Standard and Poor's lowered its long-term on general obligation debt and appropriation-backed debt, and water and sewer revenue bonds and then withdrew its ratings. This action was precipitated by the county's deteriorating finances as evidenced by the multiple years of deficit operations due to weakened liquidity and negative fund balance in the county's major operating tax funds. At midyear, the County undertook numerous actions to improve financial operations. These measures included the CEO's recommendations to the Board of Commissioners for midyear expenditure reductions, an increase in millage rates, increasing reserves over the next several years, additional procedures to prohibit the use of restricted funds for non-restricted uses, and engaging the County's financial advisors to assist in the attainment of these actions.

##### 2013

The County continues the 2011 budgetary initiatives to improve the financial health of the County. The County will refinance General Obligation and Authority bonds during the year with no new cash created in order to take advantage of historically low interest rates and provide cash flow savings in 2013.

##### Future

The County will continue the 2011 budgetary initiatives to improve the financial health of the County.

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Debt Service - Revenue Bonds	\$3,717,500	\$3,718,057	\$3,852,356	\$3,852,356
	\$3,717,500	\$3,718,057	\$3,852,356	\$3,852,356



**REVENUE BONDS - BUILDING AUTHORITY LEASE PAYMENTS FUND**

**FUNCTION: GENERAL GOVERNMENT**

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Purchased / Contracted Services	\$0	\$0	\$6,000	\$6,000
Other Costs	0	0	124,752	124,752
Debt Service	3,717,500	3,718,057	3,721,604	3,721,604
	<u>\$3,717,500</u>	<u>\$3,718,057</u>	<u>\$3,852,356</u>	<u>\$3,852,356</u>

**FUNDING SOURCES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
Revenue Bonds - Building Authority Lease Payments	\$3,717,500	\$3,718,057	\$3,852,356
	<u>\$3,717,500</u>	<u>\$3,718,057</u>	<u>\$3,852,356</u>

**2013 BUDGET OBLIGATION  
BUILDING AUTHORITY REVENUE BONDS  
AS OF January 1, 2013**

	<b>Principal</b>	<b>Interest</b>	<b>Total P &amp; I</b>
Series 2003A	\$710,000	\$367,596	\$1,077,596
Series 2005	\$1,555,000	\$1,079,006	\$2,634,006
Total	<u>\$2,265,000</u>	<u>\$1,446,602</u>	<u>\$3,711,602</u>

**TOTAL BUDGET OBLIGATION  
BUILDING AUTHORITY REVENUE BONDS  
AS OF January 1, 2013**

	<b>Principal</b>	<b>Interest</b>	<b>Total P &amp; I</b>
Series 2003A	\$9,320,000	\$2,550,850	\$11,870,850
Series 2005	\$26,205,000	\$8,059,500	\$34,264,500
Total	<u>\$35,525,000</u>	<u>\$10,610,350</u>	<u>\$46,135,350</u>

REVENUE BONDS - BUILDING AUTHORITY LEASE PAYMENTS FUND

FUNCTION: GENERAL GOVERNMENT

<b>TOTAL BUDGET OBLIGATION BUILDING AUTHORITY REVENUE BONDS REVENUE BONDS SERIES 2003A &amp; 2005 AS OF January 1, 2013</b>
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	Principal	Interest	Total P & I
2013	\$2,265,000	\$1,446,602	\$3,711,602
2014	2,370,000	1,347,552	3,717,552
2015	2,470,000	1,243,752	3,713,752
2016	2,560,000	1,154,903	3,714,903
2017	2,655,000	1,061,633	3,716,633
2018	2,750,000	964,083	3,714,083
2019	2,860,000	856,588	3,716,588
2020	2,970,000	744,350	3,714,350
2021	3,085,000	626,669	3,711,669
2022	3,225,000	493,969	3,718,969
2023	3,360,000	355,169	3,715,169
2024	2,425,000	207,556	2,632,556
2025	2,530,000	107,528	2,637,528
Total	\$35,525,000	\$10,610,350	\$46,135,350

## REVENUE BONDS - PUBLIC SAFETY AND JUDICIAL AUTHORITY LEASE PAYMENTS FUND

### FUNCTION: GENERAL GOVERNMENT

#### PROGRAM DESCRIPTION

The Public Safety and Judicial Facilities Authority Revenue Bonds Lease Payments Fund is a separate fund specifically designated to pay the principal and interest on the Public Safety and Judicial Facilities Authority bond issues. Payments are made from the fund for principal and interest requirements, paying agent and other fees for costs of the acquisition, constructing, developing and equipping of the new Public Safety and Judicial facilities. Revenue is derived from lease purchase payments appropriated in the Tax Funds budgets.

The soundness of DeKalb County's financial condition is demonstrated by the ratings of its bonds as of December 2012:

	Moody's Investors Service	Standard & Poor's
General Obligation	Aa3	No Rating
General Obligation Refunding	Aa3	No Rating
Certificates of Participation	A1	No Rating

#### MAJOR BUDGETARY IMPACTS

##### Previous

The Board of Commissioners authorized the sale of the bonds on December 14, 2004 and the bonds were sold in 2004 at a premium. The first expenditures against this fund were made in 2004. In 2006, the budget was amended to include an increase in lease payments to cover an additional \$6,000,000 in funding for the new E-911 Center.

In 2010, Moody's Investors Service downgraded the status of all DeKalb County bonds because of pressures on the financial operations of the County due to underperforming revenues, significant operating deficits in 2007 and 2008, near-term challenges in restoring fund balances, and difficulty in maintaining a one-month operating costs reserve.

In early 2011, Standard and Poor's lowered its long-term ratings on general obligation debt and appropriation-backed debt, and water and sewer revenue bonds and then withdrew its ratings. This action was precipitated by the County's deteriorating finances as evidenced by the multiple years of deficit operations due to weakened liquidity and negative fund balance in the County's major operating tax funds. Also in 2011, the County undertook numerous actions to improve financial operations. These measures included the CEO's recommendations to the Board of Commissioners for midyear expenditure reductions, an increase in millage rates, increasing reserves over the next several years, additional procedures to prohibit the use of restricted funds for non-restricted uses, and engaging the County's financial advisors to assist in the attainment of these actions.

In 2012, the County continued the 2011 budgetary initiatives to improve the financial health of the County.

##### 2013

The County continues the 2011 budgetary initiatives to improve the financial health of the County. The County will refinance General Obligation and Authority bonds during the year with no new cash created in order to take advantage of historically low interest rates and provide cash flow savings in 2013.

##### Future

The County will continue the 2011 budgetary initiatives to improve the financial health of the County.

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Debt Service - PS/Jud Rev	\$3,092,675	\$3,092,801	\$3,107,102	\$3,107,102
	\$3,092,675	\$3,092,801	\$3,107,102	\$3,107,102

**REVENUE BONDS - PUBLIC SAFETY AND JUDICIAL AUTHORITY LEASE PAYMENTS FUND**

**FUNCTION: GENERAL GOVERNMENT**

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Purchased / Contracted Services	\$3,092,675	\$3,092,801	\$3,107,102	\$3,107,102
	\$3,092,675	\$3,092,801	\$3,107,102	\$3,107,102

**FUNDING SOURCES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
Revenue Bonds - Public Safety and Judicial Authority Lease Payments	\$3,092,675	\$3,092,801	\$3,107,102
	\$3,092,675	\$3,092,801	\$3,107,102

**2013 BUDGET OBLIGATION  
PUBLIC SAFETY AND JUDICIAL FACILITIES AUTHORITY REVENUE BONDS  
AS OF January 1, 2013**

	<b>Principal</b>	<b>Interest</b>	<b>Total P &amp; I</b>
Series 2004	\$1,200,000	\$1,894,101	\$3,094,101
Total	\$1,200,000	\$1,894,101	\$3,094,101

**TOTAL BUDGET OBLIGATION  
PUBLIC SAFETY AND JUDICIAL FACILITIES AUTHORITY REVENUE BONDS  
AS OF January 1, 2013**

	<b>Principal</b>	<b>Interest</b>	<b>Total P &amp; I</b>
Series 2004	\$41,650,000	\$26,418,934	\$68,068,934
Total	\$41,650,000	\$26,418,934	\$68,068,934

**PUBLIC SAFETY AND JUDICIAL FACILITIES AUTHORITY REVENUE BONDS  
TOTAL BUDGET OBLIGATION  
REVENUE BONDS SERIES 2004  
AS OF January 1, 2013**

	<b>Principal</b>	<b>Interest</b>	<b>Total P &amp; I</b>
2013	\$1,200,000	\$1,894,101	\$3,094,101
2014	1,240,000	1,853,601	3,093,601
2015	1,285,000	1,810,201	3,095,201
2016	1,330,000	1,763,620	3,093,620
2017	1,380,000	1,713,745	3,093,745
2018	1,430,000	1,661,305	3,091,305
2019	1,490,000	1,605,535	3,095,535
2020	1,550,000	1,545,935	3,095,935
2021	1,610,000	1,483,935	3,093,935
2022	1,675,000	1,417,523	3,092,523
2023	1,745,000	1,347,173	3,092,173
2024	1,820,000	1,273,010	3,093,010
2025	1,900,000	1,194,750	3,094,750

**REVENUE BONDS - PUBLIC SAFETY AND JUDICIAL AUTHORITY LEASE PAYMENTS FUND**

**FUNCTION: GENERAL GOVERNMENT**

**PUBLIC SAFETY AND JUDICIAL FACILITIES AUTHORITY REVENUE BONDS  
TOTAL BUDGET OBLIGATION  
REVENUE BONDS SERIES 2004  
AS OF January 1, 2013**

	<b>Principal</b>	<b>Interest</b>	<b>Total P &amp; I</b>
2026	\$1,995,000	\$1,099,750	\$3,094,750
2027	2,095,000	1,000,000	3,095,000
2028	2,200,000	895,250	3,095,250
2029	2,310,000	785,250	3,095,250
2030	2,425,000	669,750	3,094,750
2031	2,545,000	548,500	3,093,500
2032	2,675,000	421,250	3,096,250
2033	2,805,000	287,500	3,092,500
2034	2,945,000	147,250	3,092,250
Total	\$41,650,000	\$26,418,934	\$68,068,934

**SPEED HUMPS MAINTENANCE FUND****FUNCTION: PLANNING & PUBLIC WORKS****PROGRAM DESCRIPTION**

The Speed Humps Maintenance Fund was established in the 2002 Budget to account for all revenues and expenses associated with the County's Speed Hump Maintenance Program. This 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. This function was previously budgeted in the Roads and Drainage Department. Creation of this fund provides a separate location for monies set aside for speed humps.

**MAJOR BUDGETARY IMPACTS****Previous**

There were no significant budgetary changes for 2007 and 2008. During 2009, the City of Dunwoody implemented and managed its own speed hump program. During 2010 the Speed Hump fund reimbursed Public Works – Transportation a total of \$150,000 for the Traffic Calming Program. Revenues have increased the 2010 Fund balance carried forward. During 2011 three positions (Engineer, Engineer Sr. and Engineering Technician Sr.) were transferred into the Speed Hump Fund from the Transportation Division's Traffic Calming cost center. This increased the authorized position count of the Speed Hump Fund by 3 positions. In 2012 there were no significant budgetary changes.

**2013**

Revenues have increased the 2013 Fund balance carried forward. The reserve for appropriation is funded at \$1,854,853. The City of Brookhaven will implement and manage its own speed hump program and this budget is reflective of that decision.

**Future**

No significant budgetary changes are anticipated.

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Construction / Maintenance	\$450,532	\$1,220,201	\$2,212,157	\$2,212,157
	\$450,532	\$1,220,201	\$2,212,157	\$2,212,157

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Personal Services and Benefits	\$15,742	\$213,883	\$213,694	\$213,694
Purchased / Contracted Services	4,563	600,000	45,900	45,900
Supplies	397,863	365,858	55,500	55,500
Capital Outlays	39,195	39,195	0	0
Interfund / Interdepartmental Charges	9,815	33,732	42,210	42,210
Other Costs	(16,646)	(32,467)	1,854,853	1,854,853
	\$450,532	\$1,220,201	\$2,212,157	\$2,212,157

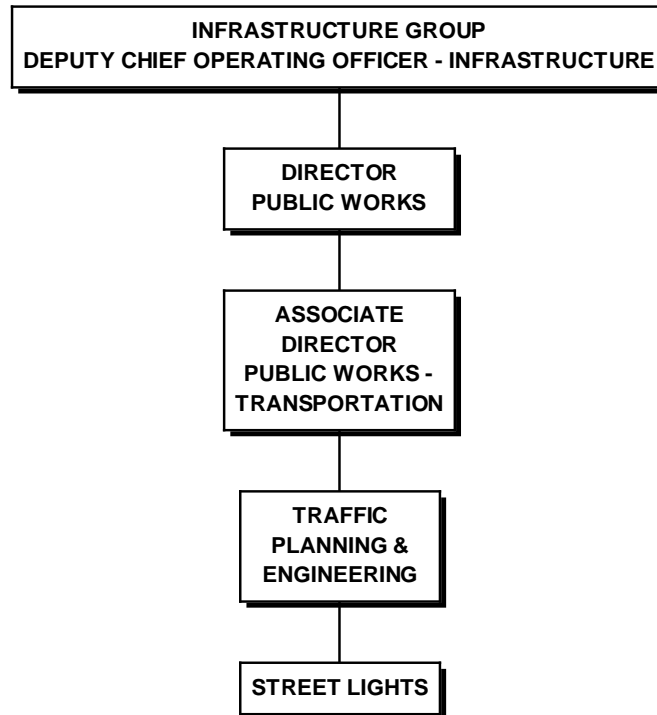
**FUNDING SOURCES**

	Actual 2011	Actual 2012	Budget 2013
Speed Humps Maintenance	\$450,532	\$1,220,201	\$2,212,157
	\$450,532	\$1,220,201	\$2,212,157

**SPEED HUMPS MAINTENANCE FUND****FUNCTION: PLANNING & PUBLIC WORKS****AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
<b>Speed Humps</b>				
Engineer, Senior	29	1	1	1
Engineer	28	1	1	1
Engineering Technician Senior	24	1	1	1
FULL TIME Subtotal		3	3	3
<b>FULL TIME Total</b>		<b>3</b>	<b>3</b>	<b>3</b>
<b>ALL POSITIONS Total</b>		<b>3</b>	<b>3</b>	<b>3</b>



**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. Street Light assessment fees are based upon the annual cost of the County to operate the streetlights, divided by the total footage in the streetlight district. Effective 2009 this department is assigned to the Infrastructure Group, under the direction of the Deputy Chief Operating Officer for Infrastructure.

**MAJOR BUDGETARY IMPACTS**

**Previous**

In 2007, the Board of Commissioners approved a rate increase of \$.06 per foot to address the increase in the cost of electricity. In 2008 the City of Dunwoody became incorporated and made a decision to implement and manage the street light districts within its boundaries. In 2008, this fund realized an increase in expenditures due to higher than anticipated cost for electricity. In 2009, this budget included a rate increase of \$.10 per foot which aided in eliminating the negative fund balance forward and provided a reserve for appropriation, equivalent to the electricity payments for 2 months. In 2011 & 2012, there were no significant budgetary changes.

**2013**

The City of Brookhaven will implement and manage its own residential street light program and this budget is reflective of that decision.

**Future**

Rate increases may be necessary, if the cost for electricity continues to rise.

**ACTIVITY MEASURES**

	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
Total Number of Street Light Districts	2,064	2,084	2,095	1,976
Total Number of Street Lights Installed	679	886	336	550



**STREET LIGHT FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Streetlights	\$4,642,845	\$4,714,034	\$6,622,884	\$6,622,884
	\$4,642,845	\$4,714,034	\$6,622,884	\$6,622,884

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Personal Services and Benefits	\$104,722	\$106,419	\$106,242	\$106,242
Purchased / Contracted Services	6,346	0	0	0
Supplies	4,531,777	4,607,615	4,494,231	4,494,231
Other Costs	0	0	2,022,411	2,022,411
	\$4,642,845	\$4,714,034	\$6,622,884	\$6,622,884

**FUNDING SOURCES**

	Actual 2011	Actual 2012	Budget 2013
Street Light Fund	\$4,642,845	\$4,714,034	\$6,622,884
	\$4,642,845	\$4,714,034	\$6,622,884

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
Engineer, Senior	29	1	1	1
FULL TIME Subtotal		1	1	1
<b>FULL TIME Total</b>		1	1	1
<b>ALL POSITIONS Total</b>		1	1	1

## URBAN REDEVELOPMENT AGENCY BONDS PAYMENTS FUND

### FUNCTION: GENERAL GOVERNMENT

#### PROGRAM DESCRIPTION

The Urban Redevelopment Agency Bonds Payments Fund is a separate fund specifically designated to pay principal and interest on the Urban Redevelopment Agency of DeKalb County, Georgia revenue bond issue (\$7,945,000). Payments are made from the fund for principal and interest requirements, paying agent and other fees for certain projects within an urban development area designated recovery zones. The U. S. Government subsidizes 45% of the interest payment.

The soundness of DeKalb County's financial condition is demonstrated by the ratings of its bonds as of December 2012:

	Moody's Investors Service	Standard & Poor's
General Obligation	Aa3	No Rating
General Obligation Refunding	Aa3	No Rating
Certificates of Participation	A1	No Rating

#### MAJOR BUDGETARY IMPACTS

##### Previous

On September 28, 2010, pursuant to the Urban Redevelopment Law, O.C.G.A. §36-6-1 *et seq.*, the County activated the Urban Redevelopment Agency to issue its revenue bonds to finance specified urban redevelopment projects in the County. The Board of Commissioners authorized the sale of these bonds on December 7, 2010, and the bonds were sold on December 9<sup>th</sup> through private placement. The projects are to renovate Recorders Court (\$4,045,000) and acquire, construct and install the North Police Precinct (\$2,900,000) and a neighborhood justice protection center (\$1,000,000).

In 2010, Moody's Investors Service downgraded the status of all DeKalb County bonds because of pressures on the financial operations of the County due to underperforming revenues, significant operating deficits in 2007 and 2008, near-term challenges in restoring fund balances, and difficulty in maintaining a one-month operating costs reserve.

In early 2011, Standard and Poor's lowered its long-term on general obligation debt and appropriation-backed debt, and water and sewer revenue bonds and then withdrew its ratings. This action was precipitated by the county's deteriorating finances as evidenced by the multiple years of deficit operations due to weakened liquidity and negative fund balance in the county's major operating tax funds. The first expenditures against this fund were made in 2011. At midyear, the County undertook numerous actions to improve financial operations. These measures included the CEO's recommendations to the Board of Commissioners for midyear expenditure reductions, an increase in millage rates, increasing reserves over the next several years, additional procedures to prohibit the use of restricted funds for non-restricted uses, and engaging the County's financial advisors to assist in the attainment of these actions.

##### 2013

Form 8038-CP, Return for Credit payments to Issuers of Qualified Bonds, is filed with the IRS twice a year for the 45% annual interest tax credit.

##### Future

The County continues the 2011 budgetary initiatives to improve the financial health of the County.

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Debt Service - Water & Sewer Bonds	\$597,301	\$774,874	\$976,108	\$976,108
	\$597,301	\$774,874	\$976,108	\$976,108

**URBAN REDEVELOPMENT AGENCY BONDS PAYMENTS FUND**

**FUNCTION: GENERAL GOVERNMENT**

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Other Costs	\$0	\$0	\$208,865	\$208,865
Debt Service	597,301	774,874	767,243	767,243
	<u>\$597,301</u>	<u>\$774,874</u>	<u>\$976,108</u>	<u>\$976,108</u>

**FUNDING SOURCES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
Urban Redevelopment Agency Bond Debt Svc	\$597,301	\$774,874	\$976,108
	<u>\$597,301</u>	<u>\$774,874</u>	<u>\$976,108</u>

**2013 BUDGET OBLIGATION  
URBAN REDEVELOPMENT AGENCY REVENUE BONDS  
AS OF January 1, 2013**

	<b>Principal</b>	<b>Interest</b>	<b>Total P &amp; I</b>
Series 2010	\$320,000	\$446,243	\$766,243
Total	<u>\$320,000</u>	<u>\$446,243</u>	<u>\$766,243</u>

**TOTAL BUDGET OBLIGATION  
URBAN REDEVELOPMENT AGENCY REVENUE BONDS  
AS OF January 1, 2013**

	<b>Principal</b>	<b>Interest</b>	<b>Total P &amp; I</b>
Series 2010	\$7,425,000	\$4,578,118	\$12,003,118
Total	<u>\$7,425,000</u>	<u>\$4,578,118</u>	<u>\$12,003,118</u>

**URBAN REDEVELOPMENT AGENCY BONDS PAYMENTS FUND**

**FUNCTION: GENERAL GOVERNMENT**

<p><b>TOTAL BUDGET OBLIGATION</b>  <b>URBAN REDEVELOPMENT AGENCY REVENUE BONDS</b>  <b>SERIES 2010</b>  <b>AS OF January 1, 2013</b></p>
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	<u>Principal</u>	<u>Interest</u>	<u>Total P &amp; I</u>
2012	\$310,000	\$464,874	\$774,874
2013	320,000	446,243	766,243
2014	330,000	427,011	757,011
2015	340,000	407,178	747,178
2016	350,000	386,744	736,744
2017	360,000	365,709	725,709
2018	370,000	344,073	714,073
2019	380,000	321,836	701,836
2020	390,000	298,998	688,998
2021	400,000	275,559	675,559
2022	415,000	251,519	666,519
2023	425,000	226,577	651,577
2024	440,000	201,035	641,035
2025	450,000	174,591	624,591
2026	465,000	147,546	612,546
2027	475,000	119,599	594,599
2028	490,000	91,052	581,052
2029	505,000	61,603	566,603
2030	520,000	31,252	551,252
Total	\$7,425,000	\$4,578,118	\$12,003,118

**PROGRAM DESCRIPTION**

The Victim Assistance Fund was established in 1995. The purpose of this fund is to provide an accounting entity for recording the transactions involving DeKalb County's appropriation of an additional 5% penalty assessment imposed upon criminal offense fines for the purpose of funding victim assistance programs. When this fund was created, the Superior Court and State Court were required to assess an additional 5% penalty to every fine and forfeiture for victim assistance programs. Effective July 1, 1997, the Recorder's Court was added to the courts already collecting this assessment for victim assistance programs. This addition has significantly increased the revenues for this fund.

These funds shall be distributed at the local level for crime victim assistance projects approved by the Criminal Justice Coordinating Council of Georgia.

The Board of Commissioners issued a directive that costs associated with the District Attorney's and Solicitor's victim assistance programs should be funded first, and any remaining dollars will be used to fund the victim assistance programs administered by the eligible non-profit organizations.

**MAJOR BUDGETARY IMPACTS****Previous**

The 2009 Budget included \$1,494,635 to reimburse the costs of 18 positions, 7 positions in the District Attorney's Office and 11 positions in the Solicitor's Office from the Victim Assistance Fund. Funds totaling \$363,336 were recommended to fund the Victim Assistance programs administered by the non-profit agencies as follows: \$20,000 for Caminar Latino Inc.; \$10,000 for Child Advocate Network dba DeKalb County Casa, Inc.; \$16,000 for the Center For Pan Asian Community Services for violence intervention; \$41,336 for the recurring annual contract for the DeKalb Rape Crisis Center; \$55,000 for the recurring annual contract for Georgia Center for Children; \$38,000 for International Women's House for crisis intervention services; \$5,000 for Raksha, Inc; \$150,000 for the recurring annual contract for Women Moving On; and \$28,000 for Atlanta Legal Aid. Additionally, \$10,000 was appropriated for the Interpreter service for all non-English speaking petitioner and respondents in hearings and petitions associated with a temporary protective order, and \$27,184 was appropriated for the Reserve for Appropriation.

The 2009 budget included a one-time \$454,069 transfer to the General Fund that was due in 2008. This amount fully reimbursed the 2008 costs of the Victim Assistance Programs administered by the District Attorney and Solicitor.

The 2010 Budget included \$1,099,179 to reimburse the costs of 16 positions, 7 positions in the District Attorney's Office and 9 positions in the Solicitor's Office from the Victim Assistance Fund. Funds totaling \$364,911 were appropriated to fund the Victim Assistance programs administered by the non-profit agencies as follows: \$20,000 for Caminar Latino Inc.; \$60,000 for Georgia Center for Child Advocacy; \$5,000 for the Center for Pan Asian Community Services for violence intervention; \$41,336 for the recurring annual contract for the DeKalb Rape Crisis Center; \$43,000 for International Women's House for crisis intervention services; \$12,575 to Safe Haven Transitional for services to displaced battered women and children; \$5,000 for Raksha, Inc; \$150,000 for the recurring annual contract for Women Moving On; and \$28,000 for Atlanta Legal Aid. Also, \$10,000 was appropriated for interpreter services for all non-English speaking petitioners and respondents in hearings and petitions for a temporary protective order (TPO's) as mandated by the legislation that established the fund.

The 2011 Adopted Budget included \$1,120,265 to reimburse the costs of 13 positions, 5 positions in the District Attorney's Office and 8 positions in the Solicitor's Office from the Victim Assistance Fund. Funds totaling \$263,000 were appropriated to fund the Victim Assistance programs administered by the non-profit agencies as follows: \$20,000 for Atlanta Legal Aid Society Inc. \$15,000 for Caminar Latino Inc.; \$5,000 for Center for Pan Asian Community Services Inc.; \$22,000 for the recurring annual contract for DeKalb Rape Crisis; \$43,000 for Georgia Center for Child Advocacy; \$23,000 for International Women's House for crisis intervention services; \$10,000 to Safe Haven Transitional for services to displaced battered women and children; \$5,000 for Raksha, Inc.; \$120,000 for the recurring annual contract for Women Moving On; also, \$10,000 was appropriated for interpreter services for all non-English speaking petitioners and respondents in hearings and petitions for a temporary protective order (TPO's) as mandated by the legislation that established the fund.

**VICTIM ASSISTANCE FUND**

**FUNCTION: CIVIL & CRIMINAL COURTS**

**MAJOR BUDGETARY IMPACTS (continued)**

In 2012, the Adopted Budget included \$956,398 to reimburse salaries and partial benefits for 18 positions, 7 positions in the District Attorney's Office and 11 positions in the Solicitor's Office from the Victim Assistance Fund. Funds totaling \$351,172 were appropriated to fund the Victim Assistance programs administered by the non-profit agencies as follows: \$21,500 for Atlanta Legal Aid Society Inc.; \$34,672 for Caminar Latino Inc.; \$20,000 for Center for Pan Asian Community Services Inc.; \$37,000 for the recurring annual contract for DeKalb Rape Crisis; \$50,000 for Georgia Center for Child Advocacy; \$33,000 for International Women's House for crisis intervention services; \$5,000 for Raksha, Inc; \$125,000 for the recurring annual contract for Women Moving On; \$15,000 for Jewish Family & Career Services also, \$10,000 was appropriated for interpreter services for all non-English speaking petitioners and respondents in hearings and petitions for a temporary protective order (TPO's) as mandated by the legislation that established the fund.

**2013**

The Adopted Budget includes \$1,179,788 to reimburse the salaries for 18 positions, 7 positions in the District Attorney's Office and 10 positions in the Solicitor's Office from the Victim Assistance Fund. Funds totaling \$362,500 were appropriated to fund the Victim Assistance programs administered by the non-profit agencies as follows: \$35,000 for Caminar Latino; \$7,500 for Center for Pan Asian Community Services, Inc., \$25,000 for DeKalb Rape Crisis, \$40,000 for the Georgia Center for Child Advocacy, Inc., \$30,000 for International Women's House, Inc., \$10,000 for Jewish Family & Career Services, \$5,000 for Raksha, Inc., \$15,000 for Safe Haven, \$175,000 for Women's Resource Center, \$20,000 for Atlanta Legal Aid Society, Inc., and \$10,000 was appropriated for interpreter services for all non-English speaking petitioners and respondents in hearings and petitions for a temporary protective order (TPO's) as mandated by the legislation that established the fund.

**Future**

Victim Assistance Fund proceeds will continue to be allocated in accordance with the BOC's directive.

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Victim Assistance	\$1,236,527	\$1,310,811	\$1,617,968	\$1,617,968
	\$1,236,527	\$1,310,811	\$1,617,968	\$1,617,968

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Purchased / Contracted Services	\$16,179	\$4,944	\$10,000	\$10,000
Other Costs	7,348	7,348	65,680	65,680
Other Financing Uses	1,213,000	1,298,520	1,542,288	1,542,288
	\$1,236,527	\$1,310,811	\$1,617,968	\$1,617,968

<b>FUNDING SOURCES</b>			
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
Victim Assistance	\$1,236,527	\$1,310,811	\$1,617,968
	\$1,236,527	\$1,310,811	\$1,617,968

**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 fourteen (14) general capital project funds which are included in this section. They are as follows: 2001 Bond Issue for Parks, 1987 Bond Issue for Parks, 1990, 1991 and 1998 Bond Issue for the Jail, 1993 Bond Issue for Health Facilities, Certificates of Participation, Capital Projects for Morgue/Forensic Science Center, Capital Projects, (which includes all projects funded from other revenue sources), the Homestead Option Sales Tax (HOST) Capital Projects Fund, the Building Authority-Juvenile Court, Public Safety and Judicial Facilities Authority, the Greenspace Program Fund and the 2006 G.O. Bonds Fund. The function of these capital projects funds is to provide a mechanism whereby appropriations and expenditures for multi-year capital projects can be accounted for separately and distinctly from other County funds. There are also capital projects funds for Water and Sewer, Sanitation, the DeKalb-Peachtree Airport and Stormwater Utility. They also can be found in the Enterprise Funds section.

County departments submit requests for capital projects funding two 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 ensure 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. Instead, the County treats the current balance (available balance + commitments) as the annual project budget for reporting and planning purposes.

**MAJOR BUDGETARY IMPACTS****Previous**

The DeKalb County voters approved a sales tax referendum on March 18, 1997. The Homestead Option Sales Tax (HOST) increased the sales tax by one penny effective July 1, 1997. The additional revenue provides up to 100% homestead exemption for single-family residences and up to 20% of the sales tax revenue can be used for capital outlay beginning in 1999. The revenue collected in the initial 18 months of the tax could be used for any purpose, and the Board of Commissioners decided to use this initial revenue for capital expenditures. In March 2001, the DeKalb County voters approved the issue of \$125,000,000 in Parks Bonds for parkland acquisition and development.

In 2004, the County established a new fund, the Public Safety and Judicial Facilities Authority. The funds generated from the issuance of revenue bonds are being used for new public safety facilities including a new headquarters for Police and Fire Rescue as well as new fire stations and police precincts and related facilities. Funding will also be used for renovation of the Courthouse.

In November 2005, the voters approved a bond referendum for approximately \$230,000,000 to be used for transportation, parks and greenspace, and libraries. Also in 2005, the renovation of the 330 Ponce Building was completed as well as the parking deck for the new Juvenile Court Facility.

In 2011, the BOC approved \$8,000,000, in HOST funds for Capital Outlay into projects. An additional \$4,000,000, of tax funds was recommended for information system improvements.

**2013**

The current Capital Projects Budget is \$911,974,497, with a current balance of \$202,879,924. The CEO recommended \$5,000,000 in HOST funds for Capital Outlay into projects. An additional \$1,000,000, of tax funds was recommended for information system improvements.

**CAPITAL PROJECTS SUMMARY**

**FUNCTION: GENERAL GOVERNMENT**

**IMPACT ON THE COUNTY – FINANCIAL / NON-FINANCIAL**

The impact on the operating budget varies for each project. The impact may be financial, non-financial or both. The impact on the operating budget is discussed in the individual project sections. Sidewalks improve the County's infrastructure, satisfy ADA Guidelines, and promote pedestrian safety. Intersection improvements and traffic signal upgrades reduce traffic congestion, improve the County's infrastructure, and promote safer driving conditions.

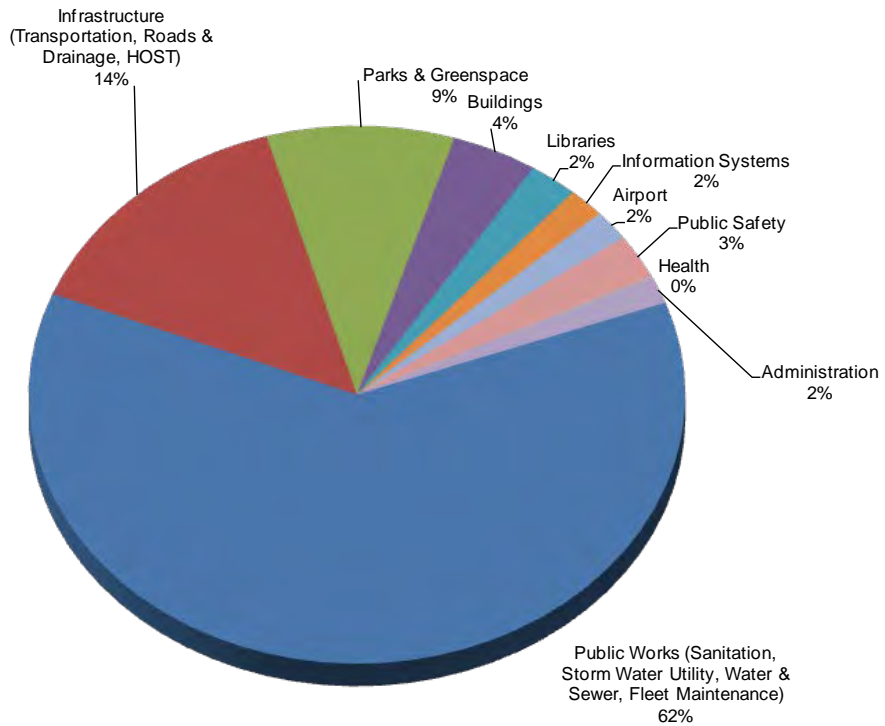
<b>APPROPRIATIONS</b>
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	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
Building Authority-Juvenile Court	\$49,792,559	\$49,318,236	\$474,323
Certificates of Participation	35,044,415	34,993,763	50,652
Clerk of Superior Court	350,000	350,000	0
Community Development	1,438,480	1,402,891	35,589
Economic Development	285,000	178,160	106,840
Extension Service	71,137	64,296	6,841
Facilities Management	25,171,511	22,951,575	2,219,937
Fire & Rescue Services	3,178,841	2,961,645	217,196
Geographic Information Systems	3,872,872	3,185,065	687,806
HOST	80,879,483	64,633,052	16,246,431
HOST Capital Outlay	120,727,028	85,961,902	34,765,126
Information Systems	46,803,052	42,517,667	4,285,385
Library	62,956,296	54,262,976	8,693,320
Parks & Recreation	241,019,177	175,464,603	65,554,575
Planning & Sustainability	1,440,000	256,517	1,183,483
Police Services	4,051,634	2,345,803	1,705,831
Public Health	775,680	654,794	120,886
Public Safety & Judicial Facilities Authority	58,660,308	57,996,730	663,578
Public Works-Fleet Maintenance	5,880,498	5,781,276	99,222
Public Works-Roads & Drainage/Transportation	174,503,120	134,848,825	39,654,295
Records Court	1,100,000	0	1,100,000
Sheriff's Department	2,632,893	2,505,565	127,327
Urban Redevelopment Agency	36,349,000	7,698,979	28,650,021
<b>TOTAL</b>	<b>\$956,982,984</b>	<b>\$750,334,319</b>	<b>\$206,648,665</b>



## FUNDS GROUP: Capital Projects

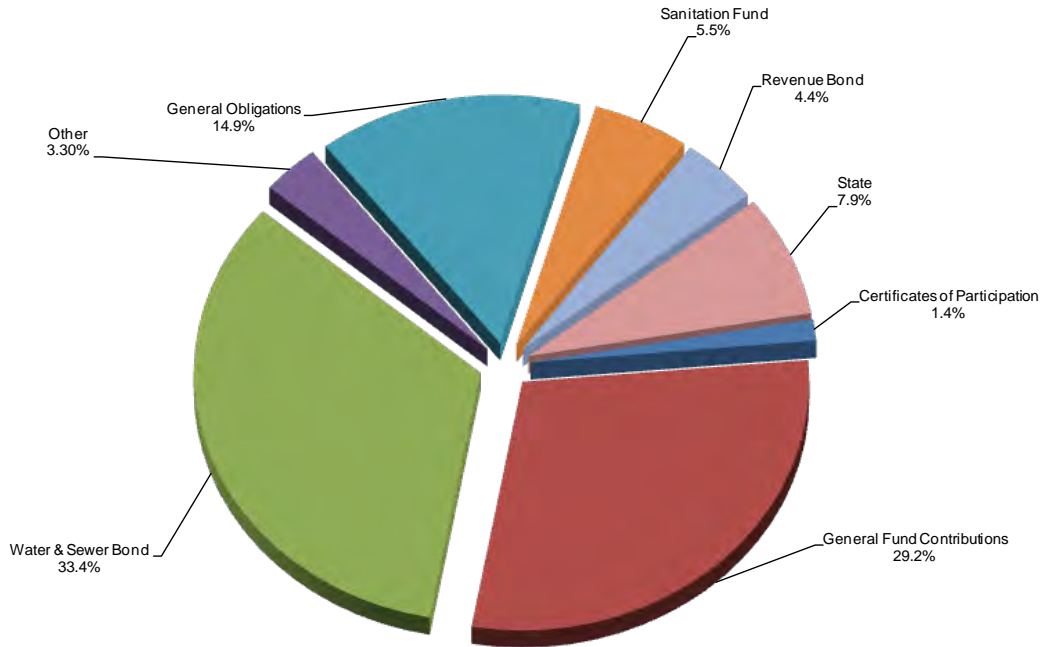
### 2012 CIP EXPENDITURES AS OF 12/31/2012



	<u>Expenditures</u>
Public Works (Sanitation, Storm Water Utility, Water & Sewer, Fleet Maintenance)	\$1,078,293,641
Infrastructure (Transportation, Roads & Drainage, HOST)	285,443,778
Parks & Greenspace	175,464,603
Buildings	107,263,574
Libraries	54,262,976
Information Systems	42,517,667
Airport	29,347,292
Public Safety	66,159,743
Health	654,794
Administration	12,785,909
<b>Total</b>	<b><u><u>\$1,852,193,975</u></u></b>

## FUNDS GROUP: Capital Projects

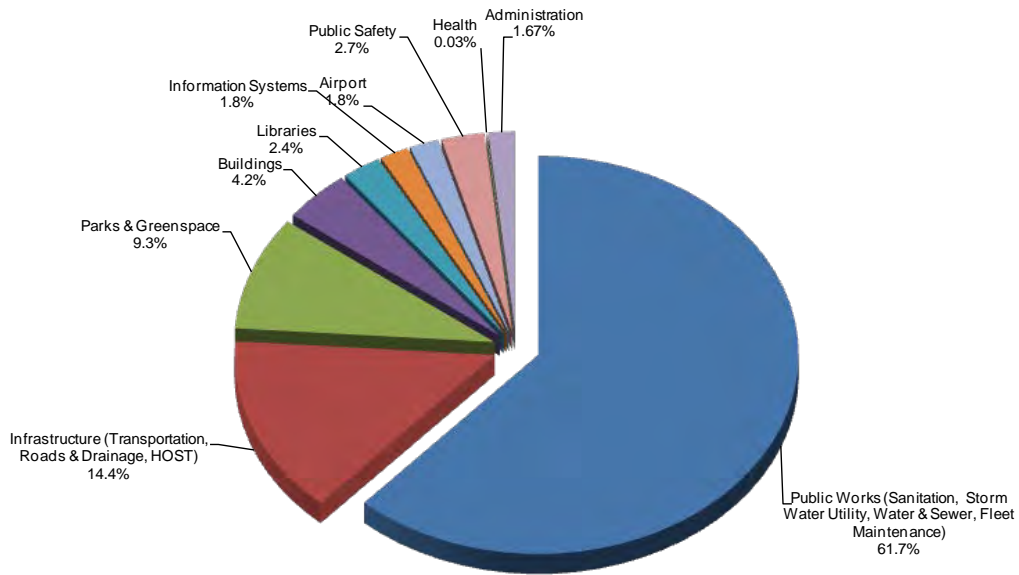
### 2012 CIP Project Funding Sources (Anticipations/Revenues)



<b>Funding Source</b>	<b>Amount</b>
Certificates of Participation	\$35,044,398
General Fund Contributions	741,040,159
Water & Sewer Bond	847,558,738
Other	83,666,084
General Obligations	377,722,107
Sanitation Fund	138,584,422
Revenue Bond	111,585,190
State	199,797,257
<b>Total</b>	<b><u><u>\$2,534,998,355</u></u></b>

## FUNDS GROUP: Capital Projects

### 2013 CIP APPROPRIATIONS



Category	Budget	Budget
Administration		\$43,456,489
Health		775,680
Public Safety		69,973,676
Airport		47,678,189
Information Systems		46,803,052
Libraries		62,956,296
Buildings		110,008,485
Parks & Greenspace		241,019,177
Public Works (Sanitation, Storm Water Utility, Water & Sewer, Fleet Maintenance)		1,606,563,010
Infrastructure (Transportation, Roads & Drainage, HOST)		376,109,630
<b>Total</b>		<b>\$2,605,343,684</b>

# CIP BUDGET PLANNING AND IMPLEMENTATION PROCESS

		2011				2012	
		Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun
<b><i>Develop and Distribute Resources</i></b>							
Finance Distributes Capital Budget Forms to Departments	6/6/2011		▲				
Budget Kickoff Meeting	7/15/2011		▲				
<b><i>Plan and Monitor Budgets</i></b>							
Monitor Current Year and CIP Budgets	Ongoing	=====▶					
Prepare CIP Budget Request	6/6 - 8/26/2011	=====▶					
Plan for Following Year's CIP Budget Request	Ongoing	=====▶					
<b><i>Analysis and Review</i></b>							
Departments Submit CIP Request to Finance	8/12/2011			◆			
Executive Assistant Appoints CIP Review Committee	8/19/2011			◆			
CIP Committee Reviews and Analyzes CIP Budget Requests	8/19 - 10/25/2011				=====▶		
Finance Summarizes CIP Review Committee Budget Recommendations	10/3 - 10/25/11				=====▶		
<b><i>Discussion, Finalization, and Adoption</i></b>							
CEO's CIP Budget Recommendations Submitted to BOC	12/15/2011				◆		
BOC Adopts CIP Budget	4/12/2012						★

**CAPITAL PROJECTS - BUILDING AUTHORITY****FUNCTION: CIVIL & CRIMINAL COURTS****PROGRAM DESCRIPTION**

In 2003, the County established the DeKalb County Building Authority, which consists of a five-member board for the purpose of issuing revenue bonds for a new Juvenile Court and related facilities. The first bond issue of \$15,000,000 was for Phase I: land acquisition, architectural and engineering design, and construction of a 500 car parking deck. The second issue of \$35,000,000 financed the remainder of the project, including the costs of construction and equipping the Juvenile Court. The bond projects are now completed.

**IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL**

None.

<b>FINANCIAL IMPACT ON THE OPERATING BUDGET</b>					
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<b>New Juvenile Court Facility</b>					
	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
New Positions (Full-Time)	0	0	0	0	0
Personal Services and Benefits - Sheriff Department	\$185,354	\$190,914	\$196,641	\$202,541	\$208,617
Lease Purchase-Real Estate	3,738,771	3,738,771	3,738,771	3,738,771	3,738,771
	<u>\$3,924,125</u>	<u>\$3,929,685</u>	<u>\$3,935,412</u>	<u>\$3,941,312</u>	<u>\$3,947,388</u>

<b>ANTICIPATED REVENUES</b>	
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	<b>ANTICIPATIONS BEGINNING 1998</b>
Miscellaneous Revenue	\$49,792,559
<b>TOTAL</b>	<b>\$49,792,559</b>

<b>APPROPRIATIONS</b>			
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	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
New Juvenile Court Facility	\$49,792,559	\$49,318,236	\$474,323
<b>TOTAL</b>	<b>\$49,792,559</b>	<b>\$49,318,236</b>	<b>\$474,323</b>

**CAPITAL PROJECTS - CERTIFICATES OF PARTICIPATION (C.O.P.)****FUNCTION: GENERAL GOVERNMENT****PROGRAM DESCRIPTION**

In 2003, the County issued certificates of participation to fund two projects. One project consists of the acquisition, renovation, and equipping of a 6-story office building consisting of approximately 132,000 square feet located at 330 Ponce de Leon Avenue in Decatur, Georgia, together with an adjacent 273 space parking deck. The other project is the renovation and equipping of a 9-story courthouse consisting of approximately 30,000 square feet located in Decatur, Georgia.

**IMPACT ON OPERATING BUDGET**

Several county departments have been relocated to the 330 Ponce de Leon Building. The operating budget for Facilities Management has been adjusted to absorb the increase in utilities and security costs.

**RECENT CHANGES**

None.

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Interest on Investments	\$1,123,232
Miscellaneous Revenue	33,921,183
<b>TOTAL</b>	<b>\$35,044,415</b>

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
COPS-COST OF ISSUANCE	\$362,750	\$362,750	\$0
COPS-DEFEASANCE	9,788,359	9,788,359	0
COPS-330 PONCE BUILDING	13,065,893	13,065,113	781
COPS-COURTHOUSE RENOVATION	11,827,396	11,777,542	49,854
COPS-INTEREST	18	0	18
<b>TOTAL</b>	<b>\$35,044,415</b>	<b>\$34,993,763</b>	<b>\$50,652</b>

**CAPITAL PROJECTS - CLERK OF SUPERIOR COURT    FUNCTION: GENERAL GOVERNMENT**

**PROGRAM DESCRIPTION**

The replacement of the Mainline system was completed for recording, scanning and indexing the department's documents.

**IMPACT ON OPERATING BUDGET**

None.

**RECENT CHANGES**

None.

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Interfund Transfers	\$350,000
<b>TOTAL</b>	<b>\$350,000</b>

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
COPS-COST OF ISSUANCE	\$362,750	\$362,750	\$0
COPS-DEFEASANCE	9,788,359	9,788,359	0
COPS-330 PONCE BUILDING	13,065,893	13,065,113	781
COPS-COURTHOUSE RENOVATION	11,827,396	11,777,542	49,854
COPS-INTEREST	18	0	18
<b>TOTAL</b>	<b>\$35,044,415</b>	<b>\$34,993,763</b>	<b>\$50,652</b>

**CAPITAL PROJECTS - COMMUNITY DEVELOPMENT    FUNCTION: GENERAL GOVERNMENT**

**PROGRAM DESCRIPTION**

Improvements at community centers in DeKalb County including facilities upgrades, meeting ADA requirements and parking improvements.

**IMPACT ON OPERATING BUDGET**

None.

**RECENT CHANGES**

The parking area improvements at the Lou Walker Senior Center are 95% completed.

<b>ANTICIPATED REVENUES</b>
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	<b>ANTICIPATIONS BEGINNING 1998</b>
Interfund Transfers	\$1,438,400
<b>TOTAL</b>	<b>\$1,438,400</b>

<b>APPROPRIATIONS</b>
-----------------------

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
CD-DEKALB/ATLANTA HSC IMPR	\$38,480	\$38,480	\$0
LOU WALKER SNR CTR PKNG SP	1,400,000	1,364,411	35,589
<b>TOTAL</b>	<b>\$1,438,480</b>	<b>\$1,402,891</b>	<b>\$35,589</b>



**CAPITAL PROJECTS - ECONOMIC DEVELOPMENT      FUNCTION: GENERAL GOVERNMENT**

**PROGRAM DESCRIPTION**

The County has received a number of Livable Centers Initiative Grants (L.C.I.) from the Atlanta Regional Commission (A.R.C.) for the study of development opportunities in various areas of the County.

**IMPACT ON OPERATING BUDGET**

No direct impact on the operating budget has been evident.

**RECENT CHANGES**

None.

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
State Sources	\$248,000
Interfund Transfers	37,000
<b>TOTAL</b>	<b>\$285,000</b>

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
ARC/LCI Kensington MARTA Study	\$85,000	\$78,160	\$6,840
ARC/LCI Candler Road Study	100,000	0	\$100,000
ARC/LCI-Brookhaven-Peachtree	100,000	100,000	\$0
<b>TOTAL</b>	<b>\$285,000</b>	<b>\$178,160</b>	<b>\$106,840</b>

**CAPITAL PROJECTS - EXTENSION SERVICE****FUNCTION: HEALTH & HUMAN SERVICES****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.

<b>ANTICIPATED REVENUES</b>
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	<b>ANTICIPATIONS BEGINNING 1998</b>
Interfund Transfers	\$71,137
<b>TOTAL</b>	<b>\$71,137</b>

<b>APPROPRIATIONS</b>
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	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
Extension Serv. Environ. Ed. Center	\$71,137	\$64,296	\$6,841
<b>TOTAL</b>	<b>\$71,137</b>	<b>\$64,296</b>	<b>\$6,841</b>

**CAPITAL PROJECTS - FACILITIES MANAGEMENT****FUNCTION: GENERAL GOVERNMENT****PROGRAM DESCRIPTION**

The Facilities Management capital projects program consists of repairs and renovations to County facilities and maintenance of all roofs and Heating, Ventilation, and Air-Conditioning (HVAC) systems.

**IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL**

These projects improve the infrastructure by enhancing the value and the safety of county buildings.

**RECENT CHANGES**

None..

<b>ANTICIPATED REVENUES</b>
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	<b>ANTICIPATIONS BEGINNING 1998</b>
Miscellaneous Revenue	\$1,282,071
CIP Contributions	17,377,840
<b>TOTAL</b>	<b>\$18,659,911</b>

<b>APPROPRIATIONS</b>
-----------------------

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
FM-HVAC-MED.EXAM	\$19,787	\$19,787	\$0
FM-LIBRARY PROCESSING CENT	225,000	225,000	0
FM-LIFECYCLE	4,000,258	3,944,962	55,296
FM-NEW FM BUILDING	654,868	654,868	0
FM-PUR./ REN.-330 PONCE BL	3,934,332	3,934,276	55
FM-REN./RELOC.MALOOF-ROBER	400,000	333,387	66,613
FM-RENOV.TO ROBERDS	427,060	339,460	87,600
FM-CALLANWOLDE-ELEV	46,934	46,934	0
FM-MEMORIAL DR.-ROOF	600,000	600,000	0
TRINITY PARKING DECK	1,033,892	943,012	90,880
MALOOF RENOVATION	1,600,000	1,597,261	2,739
2006 CIP FIN. RECORDS STOR	115,000	115,000	0
ANNE FRANK EXHIBIT	214,075	211,260	2,814

**CAPITAL PROJECTS - FACILITIES MANAGEMENT      FUNCTION: GENERAL GOVERNMENT**

<b>APPROPRIATIONS</b>			
	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
SPRINKLERS-MALOOF	220,000	104,859	115,141
CRITICAL MAINTENANCE REPAIR	1,086,635	947,165	139,470
FM-CALLAWAY BLD COOLING CO	150,000	125,174	24,826
COURTHOUSE REOVATIONS	2,900,000	2,900,000	0
PARKING FACILITIES REPAIR & RENOVATIONS	1,032,071	16,827	1,015,244
<b>TOTAL</b>	<b>\$18,659,911</b>	<b>\$17,059,234</b>	<b>\$1,600,678</b>

**CAPITAL PROJECTS - FIRE & RESCUE SERVICES****FUNCTION: PUBLIC SAFETY****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.)

**RECENT CHANGES**

None.

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Interfund Transfers	\$3,035,841
Miscellaneous Revenue	143,000
<b>TOTAL</b>	<b>\$3,178,841</b>

**APPROPRIATIONS**

<b>PROJECT</b>	<b>APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
FIRE-BURN BUILDING	\$498,250	\$489,864	\$8,386
FIRE-ESSENTIAL EQUIPMENT	107,755	107,755	0
FIRE-STATION #9 REPAIR	334,858	334,858	0
FIRE-UNDERGROUND FUEL TANK	497,318	497,318	0
FIRE-REMOTE ACCESS	193,000	193,000	0
FIRE FACILITIES REPAIR	175,686	162,582	13,104
FIRE STATION #3	250,000	126,273	123,728
FIRE STATION #10 RENO/EXPN	1,121,973	1,049,995	71,978
<b>TOTAL</b>	<b>\$3,178,841</b>	<b>\$2,961,645</b>	<b>\$217,196</b>

**CAPITAL PROJECTS - GEOGRAPHIC INFORMATION SYSTEMS (GIS)**

**FUNCTION: GENERAL GOVERNMENT**

**PROGRAM DESCRIPTION**

The Geographic Information System (GIS) 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 Imagery libraries, Base Map, Standardized Street Name and Situs Address databases and Property Ownership database and Boundaries. 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 (RFPs) GIS specifications and quality assurance on data. Assistance is provided to departments with writing mapping specifications, purchasing hardware and software, training staff, customizing software, and production of special projects. In 2004, the department received approval of two projects in the Capital Improvement Projects fund (CIP) that are critical to the development of the County's Information Technology infrastructure.

**IMPACT ON OPERATING BUDGET**

None.

**RECENT CHANGES**

None.

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Interfund Transfers	\$3,872,872
<b>TOTAL</b>	<b>\$3,872,872</b>

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
GIS-BASE MAPPING UPDATE	\$1,717,180	1,462,099	\$255,081
GIS-ZONING, LANDUSE, PROPERTY MAP	1,630,862	1,198,137.12	432,725
PICTOMETRY IMAGERY	24,829	524,829.30	0
<b>TOTAL</b>	<b>\$3,872,872</b>	<b>\$3,185,065</b>	<b>\$687,806</b>

**CAPITAL PROJECTS - HOST**

**FUNCTION: GENERAL GOVERNMENT**

**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 owner occupied dwellings and up to 20% of the sales tax revenue for capital improvement projects beginning in 1999. The revenue collected in the initial 18 months of the tax could be used for any purpose. The Board of Commissioners decided to use the initial revenue for capital expenditures. The HOST revenue estimates for DeKalb County were based on the sales tax revenue collections of the Metropolitan Atlanta Rapid Transit Authority (MARTA). The initial revenue estimate for the first 18 months was \$133,445,400. The Board of Commissioners appropriated \$26 million in 1997 (estimated to be four months of anticipated receipts). The actual total receipts for 1997 were \$19,554,622. The Board of Commissioners also created 28 time limited positions within various departments to support the HOST Capital Projects Program. Funding for these positions was provided by the sales tax revenue which was appropriated directly to the applicable operating fund.

**IMPACT ON THE COUNTY – FINANCIAL/NON-FINANCIAL**

The HOST projects do not have a direct financial impact on the operating budget. However, sidewalk installation, intersection improvements, upgrading traffic signals, and street resurfacing projects have significant non-financial impact on the County. Sidewalks improve the County's infrastructure, satisfy ADA Guidelines, and promote pedestrian safety. Intersection projects improve the County's infrastructure, and promote safer driving conditions.

**RECENT CHANGES**

None.

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Interfund Transfers	\$45,189,873
State Government	34,139,795
Local	1,549,815
<b>TOTAL</b>	<b>\$80,879,483</b>

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
HOST D1 MERCER U DR @ N FR	\$99,362	\$97,498	\$1,865
HOST D4 WELLBORN /STN.MTN.	83,538.50	83,538.50	0
HOST D2 DCA BRIARWOOD ROAD	62,619.71	62,619.71	0
HOST D4 MEMORIAL DR. IMPRO	155,883.52	155,883.52	0
HOST D1 MISC. DRAIN PROJEC	102,919.94	102,919.94	0
HOST D1 ASH DUNWY.JOHN.FER	30,000.00	24,033.18	5,967
HOST D4 N. INDIAN CRK/IND.	45,000.00	45,000.00	0
HOST D2 FAIR OAKS RD	215,317.02	217,608.08	(2,291)
HOST D2 LAVISTA RD	75,000.00	74,999.60	0
HOST D1 MCCURDY	484,924.32	484,924.32	0
HOST D3-MEM DR IMPR	44,546.87	44,546.88	0
HOST D3-GLNWD AVE SDWLKS	4,120,995.04	1,951,303.58	2,169,691
HOST D1 TCKER MN ST STRTSC	4,030,000.00	2,728,088.24	1,301,912
HOST D3-GLNWD RD @ MEADW L	21,277.89	21,277.89	0
HOST D1 WNTRS CHPL @ DNWDY	474,042.00	471,564.97	2,477

## CAPITAL PROJECTS - HOST

## FUNCTION: GENERAL GOVERNMENT

APPROPRIATIONS			
PROJECT	EXPENDITURES		
APPROPRIATION	BEGINNING		BALANCE
BEGINNING 1998	1998		
HOST D2 CLAIRMONT RD DRES	35,000.00	35,000.00	0
HOST D3-GLNWD RD @ S. COL	9,906.39	9,906.39	0
HOST D1 TILLY MILL RD-W	811,780.48	507,582.08	304,198
HOST D3-FELL RD @ IDLEWD R	45,000.00	36,202.15	8,798
HOST D5 WESLEY CHAPEL RD-W	308,076.75	299,637.33	8,439
HOST D5 BOULDRCRST RD @ RV	44,658.50	44,658.50	0
HOST D5-STRIPING	58,993.84	37,820.39	21,173
HOST D5-COCK @ BORING RD	762,571.96	721,947.42	40,625
HOST D5-PANT @ RVR RD	135,378.26	135,089.74	289
HOST-RECONSTRUCT TENNIS CO	107,042.04	107,042.04	0
HOST-ARABIA MTN. PROP.ACQ.	1,031,660.43	1,031,660.43	0
HOST/PARKS/REPAIR & RENOVA	28,765.41	10,180.00	18,585
HOST-ADA IMPROVEMENTS	116,964.09	116,964.09	0
HOST-ADA IMP-CONSULTANT	58,355.91	58,355.91	0
HOST-RESER. FOR FUTURE APP	1,803,500.00	1,800,000.00	3,500
HOST-IS-TELEPHONE SYS.UPGR	1,637,568.50	1,562,555.07	75,013
HOST D1-MISC. SIDEWALKS	308,817.80	308,817.80	0
E.PONCE DE LEON @ HAMBRICK	991,719.55	978,900.77	12,819
LITHONIA STREETSCAPE	2,075,958.40	1,325,541.48	750,417
PERIMETER CENTER PARKWAY	11,372,696.45	9,059,108.69	2,313,588
PROGRAM MANAGEMENT SERVICE	2,196,102.26	2,193,993.75	2,109
SNAPPINGER ROAD WIDENING	2,189,315.00	590,443.69	1,598,871
HOST D1 WNTRS CHPL-PEEL	72,086.95	72,086.95	0
HOST D1-HENDR. RD.SDWK	162,508.00	161,135.96	1,372
HOST D1- MABRY RD SDWLKS	150,000.00	150,000.00	0
HOST D1-MURPHY CAND.STUDY	794,057.10	794,057.10	0
HOST D3-TERRY MILL RD-S	2,812.00	2,731.00	81
HOST-IS-IMAGINING SYSTEM	1,546,172.42	1,546,172.42	0
HOST D2-BRIARCLIFF-SHERIDA	469,333.50	469,333.50	0
HOST D2 -DECATUR RR DEPOT	25,000.00	25,000.00	0
HOST D2-DRESDEN DRIVE N	273,780.29	272,941.38	839
HOST D2-FREEDOM PARK	48,131.01	48,131.01	0
HOST D3-FLAT SHOALS@DOOLIT	13,341.31	13,341.31	0
HOST D3-BOULDERCREST @S.RI	34,759.63	34,759.63	0
HOST D4- STEVENSON@S.DESHON	131,176.76	115,498.10	15,679
HOST D5-PANOLA@ROCK SPRING	328,779.66	328,779.66	0
HOST D5 PANOLA WOODS DR.-W	48,328.00	54,328.00	(6,000)
HOST D5 D0GWOOD FARM RD-E	5,000.00	84,672.95	(79,673)
PERIMETER CID	28,406,249.75	27,059,110.56	1,347,139
HOST-GRTA AGREEMENT	1,800,000.00	1,800,000.00	0
HOST-LYNWOOD PARK IMP./OSB	1,346,010.70	1,250,708.61	95,302
BUFORD HWY.PHASE 1	2,500,000.00	0	2,500,000
BUFORD HWY. PHASE II	2,500,000.00	0	2,500,000
KENSINGTON RD SDWKS	1,474,800.00	1,043,407.02	431,393
DOWNTOWN LITHONIA	1,766,000.00	1,549,171.73	216,828



**CAPITAL PROJECTS - HOST****FUNCTION: GENERAL GOVERNMENT**

<b>APPROPRIATIONS</b>			
	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
STREETCP			
WESLEY CHAPEL & I 20	50,000.00	48,078.91	1,921
LOVELESS DR IMPROVEMENT	755,897.13	172,392.37	583,505
<b>TOTAL</b>	<b>\$80,879,483</b>	<b>\$64,633,052</b>	<b>\$16,246,431</b>

**CAPITAL PROJECTS - HOST CAPITAL OUTLAY**

**FUNCTION: GENERAL GOVERNMENT**

**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 THE COUNTY – FINANCIAL/NON-FINANCIAL**

The HOST Capital Outlay projects do not have a direct financial impact on the operating budget. However, sidewalk installation, intersection improvements, upgrading traffic signals, and street resurfacing projects have significant non-financial impact on the County. Sidewalks improve the County's infrastructure, satisfy ADA Guidelines, and promote pedestrian safety. Intersection projects improve the County's infrastructure, and promotes safer driving conditions.

**RECENT CHANGES**

In 2003, the Board of Commissioners approved use of part of the HOST proceeds for capital outlays which totaled \$16,468, 517. In 2012 and 2011, the contributions were \$8,000,000 and \$12,225,000 respectively. In 2013, the contribution to HOST projects is \$5,000,000.

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Interfund Transfer	\$80,628,012
State Government	33,239,795
Local	482,694
<b>TOTAL</b>	<b>\$114,350,501</b>

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
HOST-ROCKBRIDGE RD. SWALKS	\$584,489	\$555,270	\$29,218
HOST MA LOCAL INITIAT	673,202	669,882	3,320
HOST-FLAKES MILL SWALKS	514,281	499,172	15,110
HOST-TRANSP PLN	2,548,257	2,547,914	343
HOST-GDOT/LAV RD IMPR	4,752,877	3,859,509	893,367
HOST BIKE/PED TRLS(S.FRK)	2,391,279	2,041,732	349,547
HOST Deshon/Rockbridge Rd	487,034	480,508	6,527
HOST-HAYDEN QU RD @ TURNER	9,155,243	1,266,957	7,888,286
HOST-BROWNS MILL RD @ KLON	1,895,410	1,860,421	34,989
HOST-CENTRAL DR @ RAYS RD	116,343	106,573	9,769
HOST-EVANS MIL RD REL @ I-	6,107,207	449,409	5,657,798
HOST-LIT IND BLVD. PH 2	200,000	196,139	3,861
HOST-BORING FLAT SHOALS PK	114,672	114,394	278
HOST-PANOLA RD THOMPSON	3,175,000	2,261,800	913,200
HOST-YOUNG RD. & MEADOWBK	243,797	224,891	18,907
HOST-ROADWAY STRIPING	200,000	147,094	52,906
HOST- ARTERIAL PANOLA	6,880,110	6,853,567	26,543

**CAPITAL PROJECTS - HOST CAPITAL OUTLAY**

**FUNCTION: GENERAL GOVERNMENT**

**APPROPRIATIONS**

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
	19 COUNTYWIDE SIDEWALKS	5,800,000	4,565,528
ADA/PED SAFETY UPGRADES	525,000	444,918	80,082
BOULDERCREST RD AT RIVER R	490,885	490,885	0
CANDLER RD STREETSAPES-PH	3,494,751	2,758,254	736,497
EMORY VILLAGE STREETScape	5,223,000	4,705,958	517,042
FELLOWSHIP RD AT IDLEWOOD	2,497,718	2,497,348	371
FLAKES MILL RD AT RIVER RD	549,578	549,282	296
GUARD RAIL INSTALLATION	241,449	225,408	16,042
HILLANDALE RD AT FAIRINGTO	461,832	458,810	3,021
MEMORIAL DRIVE STREETScape	8,793,009	8,763,834	29,175
N DRUID HILLS AT CLAIRMONT	1,004,115	991,861	12,255
NORTHLAKE AREA PED IMPR	500,000	400,000	100,000
PANOLA ROAD AT I-20	905,770	842,418	63,352
PANTHERSVILLE AT BOULDERCR	1,514,696	1,509,897	4,799
PANTHERSVILLE AT OAKVALE	200,226	192,084	8,142
PHILLIPS RD AT MARBUT RD	536,284	506,808	29,477
R/W ACQUISITION	1,553,787	1,548,199	5,588
RIVER ROAD AT OAKVALE RD	443,220	440,765	2,455
ROCKBRIDGE RD AT MARTIN RD	58,846	58,800	46
SCHOOL SIGNAGE SAFETY	150,000	143,147	6,853
SCHOOL WARNING LIGHTS	267,070	267,070	0
STEPHENSON ROAD CORRIDOR	205,319	204,248	1,071
STREET LIGHTING SAFETY	150,000	140,736	9,264
TRAFFIC & INTER CONT DESIG	1,866,567	1,861,460	5,107
TRAFFIC SIGNALIZATION	2,475,000	1,573,066	901,934
UPGRADE TRAFFIC OPS CTR	70,000	30,880	39,120
WELLBORN / S STONE MTN LIT	873,145	633,163	239,982
GDOT-ATLANTA DECATUR TRAIL	885,578	770,204	115,374
ROCKBRIDGE RD.-SCENIC CORR	2,429,000	2,052,810	376,190
KLONDIKE BIKE/PED	1,117,527	967,193	150,334
LOCAL MATCH-GDOT SYS.OPS.	803,750	567,339	236,411
ATL-TO-STONE MT.PERIM.COL.	250,000	238,039	11,961
DNWDY CLUB DR/BROOK/HAPPY	250,000	250,000	1
CLIFTON/N.DECATUR/CLIFTON	115,589	115,550	39
MARKET STREET SIDEWALKS	51,294	51,294	0
COVINGTON HWY. SIDEWALKS	1,412,600	1,214,536	198,064
N.AVENUE-CHURCH ST.-RAILRO	30,000	0	30,000
TRAFFIC STUDY-S.STONE MT.	30,000	0	30,000
GLENWOOD PHASE 1	1,400,000	1,145,383	254,617
FLAKES MILL @ SOUTH RIVER	625,000	623,878	1,122
TURNER HILL PKY TO MCDANI	1,175,000	893,190	281,810
GLENWOOD ROAD PHASE 2 (PE)	400,000	294,117	105,883
STONE MOUNTAIN LITHONIA TR	1,515,000	814,148	700,852
COVINGTON HWY PI# 0008288	380,000	88,766	291,234
LTIHONIA IND. BLVD. PH. 1-	8,197,286	4,389,000	3,808,286
RAYS RD & S. HARISTON SDWA	4,325,023	2,970,126	1,354,897

**CAPITAL PROJECTS - HOST CAPITAL OUTLAY**

**FUNCTION: GENERAL GOVERNMENT**

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
MISC. SIDEWALK EXT	1,000,000	996,430	3,570
RAINBOW DRIVE SIDEWALKS	2,252,269	2,094,515	157,753
2 CMAQ CORRIDORS	1,321,112	1,061,263	259,849
NORTHLAKE STREETSCAPES, PH	2,050,000	343,372	1,706,628
N. INDAN CREEK @ MEMORIAL	1,300,000	222,750	1,077,250
MEMORIAL DR @ MEM COLLEG D	700,000	498,627	201,373
EMERGENCY BRIDGE	1,200,000	292,458	907,542
WARRANTED SIGNAL LOCATIONS	500,000	298,207	201,793
MORELAND AVE. STREETSCPS	474,178	85,638	388,540
DEEPDENE	200,000	181,610	18,390
LAVISTA/OAKGROVE	3,220,200	1,496,338	1,723,862
RESERVE FOR FUTURE PROJECT	109,424	0	0
STONECREST ARE IMPROVMENTS	16,731	5,061	0
PATH PRJ MATCHING FUNDS	100,000	0	0
<b>TOTAL</b>	<b>\$120,727,028</b>	<b>\$85,961,902</b>	<b>\$34,544,032</b>

**CAPITAL PROJECTS - INFORMATION TECHNOLOGY    FUNCTION: GENERAL GOVERNMENT**

**PROGRAM DESCRIPTION**

The capital projects budget for the Information Technology Department includes funding for the acquisition and upgrade of major systems and equipment that are critical elements of the County's information technology infrastructure.

**IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL**

The Property Appraisal Department's new CAMA (Computer Assisted Mass Appraisal) software has replaced the existing OASIS system. Finance issued a directive advising the utilization of the Oracle Projects and Grants module to maximize the ability to monitor and track expenditures for professional services contracts.

<b>FINANCIAL IMPACT ON THE OPERATING BUDGET</b>					
<b>Systems for Tax Appraisal &amp; Collection</b>					
	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Maint. iasWorld Assessment Sys.	0	150,000	150,000	150,000	150,000
Maintenance for CAMA System	\$190,000	\$190,000	\$190,000	\$190,000	\$190,000
<b>Total</b>	<b>\$190,000</b>	<b>\$340,000</b>	<b>\$340,000</b>	<b>\$340,000</b>	<b>\$340,000</b>

**Non-Financial Impact on the County**

Proper maintenance of the information technology infrastructure will enable operating departments to better use information in conducting daily operations. Windows server consolidation will improve County information systems infrastructure and will result in more efficient server administration through standardization.

**RECENT CHANGES**

Per the 2013 budget, \$1,000,000.00 was allocated to Information Systems for various security and mainframe upgrades along with continuance to fund ongoing projects. The 2012 budget included \$1,100,000.00 for the Tyler / CAMA / ias World / mainframe migration and \$900,000 for data center relocation and switches.

<b>ANTICIPATED REVENUES</b>	
	<b>ANTICIPATIONS BEGINNING 1998</b>
Interfund Transfers	\$46,803,052
<b>TOTAL</b>	<b>\$46,803,052</b>

<b>APPROPRIATIONS</b>			
	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
AIRPORT CIP-IS-CONSOL.PURCH.	\$52,857	\$48,670	\$4,187
CONFISCATED FUNDS-KRONOS	86,978	86,978	0
FIRE FUND-IS-CONSOL.PURCH.	3,100	2,854	246
FLEET -IS-CONSOL.PURCH.	7,500	6,906	594

**CAPITAL PROJECTS - INFORMATION TECHNOLOGY    FUNCTION: GENERAL GOVERNMENT**

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
GENERAL FUND-IS-2002 CTIP	800,000	797,366	2,634
GENERAL FUND-IS-2003 CTIP	565,175	544,539	20,636
GENERAL FUND-IS-APS-FMIS	8,528,652	8,527,219	1,433
GENERAL FUND-IS-CASE MGMT.	160,000	160,000	0
GENERAL FUND-IS- CONSOL.PURCH.	1,635,249	1,588,401	46,848
GENERAL FUND-IS-I-NET II & III	990,121	987,141	2,980
GENERAL FUND-IS-MACH.RM IMPR.	62,300	62,300	0
GENERAL FUND-IS-PC LIFECYCLE	2,016,598	2,000,403	16,195
GENERAL FUND-IS-PROP.APPRAIS.	250,000	248,543	1,457
GENERAL FUND-JAIL MGMT.SYS.	716,203	716,203	0
GENERAL FUND-KRONOS	398,417	398,417	0
PEG FUND-IS-I-NET II & III	500,000	483,378	16,622
REC. FUND-IS-CONSOL.PURCH.	40,000	36,931	3,069
SAN CIP-IS-COMBINED BILLING	477,500	449,835	27,665
SAN CIP-IS-CONSOL.PURCH.	91,426	90,070	1,356
SAN CIP-KRONOS	42,012	42,012	0
STD-DS FUND-IS-CONSOL.PURCH.	25,551	23,527	2,024
STD-UNINC. -IS-CONSOL.PURCH.	22,360	20,589	1,771
W & S R&E-AUTO.PURCH.PROC.	2,000,000	2,000,000	0
W & S R&E-IS-CONSOL.PURCH.	510,031	492,494	17,537
W & S R&E-KRONOS	71,242	71,242	0
W&S R&E-IS-COMBINED BILLING	477,500	443,310	34,190
IS-GEN.FUND.NETWORK BACKUP	401,636	391,563	10,073
GEN.FUND-IS-CASE MGMT REC. CT	442,750	439,750	3,000
IS-DEK.COUNTY SCH.DISTRICT	620,000	613,101	6,899
GE CAPITAL	2,864,354	2,864,354	0
2006 GENERAL FUND CONTRI.	1,392,500	1,345,129	47,371
ORACLE CONTRIBUTIONS	433,813	433,813	0
CIP CONTRIBUTIONS	5,626,837	5,503,823	123,014
IS- CLERK SUP	665,588	664,255	1,333
IS CONSULTING SERVICES	5,200,000	5,166,542	33,458
VOICE INFRASTRUTURE	735,000	0	735,000
OASIS - MAIN. MIG.	3,295,625	2,896,652	398,973
'12 TYLER CAMA	1,794,565	1,277,920	516,645
'12 DATACENTER / SWITCHES	2,000,000	0	2,000,000
SECURITY INFO & EVENT MGT	205,435	0	205,435

**CAPITAL PROJECTS - INFORMATION TECHNOLOGY    FUNCTION: GENERAL GOVERNMENT**

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
<b>TOTAL</b>	<b>\$46,803,052</b>	<b>\$42,517,667</b>	<b>\$4,285,385</b>

**CAPITAL PROJECTS - LIBRARY****FUNCTION: LEISURE SERVICES****PROGRAM DESCRIPTION**

The DeKalb County Library capital improvement program is accounted for in two funds: the Capital Project fund and the 2006 G.O. Bonds fund.

**CAPITAL PROJECTS FUND**
**PROGRAM DESCRIPTION**

Funding has been provided from the General Fund for projects to expand Library facilities and to replace computers.

**IMPACT ON OPERATING BUDGET**

No direct impact on the operating budget has been evident.

**RECENT CHANGES**

None.

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Interfund Transfers	\$296,452
<b>TOTAL</b>	<b>\$296,452</b>

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
PC Refresh Program	\$296,452	\$283,465	\$12,987
<b>TOTAL</b>	<b>\$296,452</b>	<b>\$283,465</b>	<b>\$12,987</b>

**G. O. BONDS - LIBRARY**
**PROGRAM DESCRIPTION**

The citizens of DeKalb County approved the G. O. Bond issue in the amount of \$54,540,000 for the acquisition of land to build new libraries, the renovation and expansion of existing libraries, replacement of libraries and facility upgrade.

**IMPACT OF CIP PROJECTS ON THE COUNTY – FINANCIAL/NON-FINANCIAL**

The implementation of the 2006 G.O. Bond program will require the creation of a Library Bond Administrator position. As expansion develops, additional Library personnel will be required for maintenance and daily operation of new and expanded facilities. The impact on operating budget is noted on the next page..



**CAPITAL PROJECTS - LIBRARY**

**FUNCTION: LEISURE SERVICES**

**FINANCIAL IMPACT ON THE OPERATING BUDGET**

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
New Libraries/Facilities Opened	1	2	2	2
Library Expansions	2	0	0	0
Positions Added	7	5	5	5
Personal Services Costs	\$2,104,494	\$2,652,147	\$2,981,355	\$2,981,355
Operating Costs	3,566,235	4,190,285	4,596,158	4,596,158
<b>Total</b>	<b>\$5,670,740</b>	<b>\$6,842,439</b>	<b>\$7,577,519</b>	<b>\$7,577,519</b>

**RECENT CHANGES**

DeKalb has completed the following libraries: Toco Hill-Avis G. William, Northlake, Embry Hills, Tucker Reid H. Cofer, Stonecrest, Salem Panola and Hariston Crossing. Scott Candler and Ellenwood are on schedule to open the fall of 2012.

**ANTICIPATED REVENUES - G. O. BONDS**

	<b>ANTICIPATIONS BEGINNING 1998</b>
2006 G. O. BOND	\$55,437,366
Interest	7,222,478
<b>TOTAL</b>	<b>\$62,659,844</b>

**APPROPRIATIONS - G. O. BONDS**

	<b>APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
RESERVE & CONTINGENCY	\$738,877	\$658,357	\$80,520
NEW LIBRARIES	14,339,064	10,627,256	3,711,808
REPLACEMENT LIBRARIES	26,253,703	18,752,816	7,500,887
PROGRAM MGMT.-LIB.	1,900,000	1,891,105	8,895
LIBRARY EXPANSIONS	16,135,706	15,332,175	803,531
LIB FACILITY UPGRADE	125,000	0	125,000
SYSTEM WIDE BOOKS	2,599,994	2,599,994	0
INET FIBER NETWORK SYS WID	567,500	507,100	60,400
<b>TOTAL</b>	<b>\$62,659,844</b>	<b>\$50,368,801</b>	<b>\$12,291,043</b>

**CAPITAL PROJECTS - PARKS AND RECREATION**

**FUNCTION: LEISURE SERVICES**

**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 four funds: the 1987 Bond Issue for Parks; the 2001 Bond Issue for Parks; the 2006 G. O. Bonds and the Capital Projects Fund. Some projects are also now being funded by the HOST Capital Projects Fund. For additional information, see the HOST Capital Projects section.

**1987 BOND ISSUE**

**PROGRAM DESCRIPTION**

In 1987, the voters of DeKalb County approved a \$33 million bond issue for the acquisition and development of park land for county parks. The County has chosen to expand the scope of the original \$33 million bond issue by appropriating interest earned on these monies (in excess of \$7.8 million) to additional projects.

**IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL**

During implementation of the 1987 bond issue, most of the park development, facility renovation, swimming pool construction, and design were contracted out to private companies. However, some of the design and minor construction was accomplished in-house with little impact on the departmental operating budget.

In order to operate the expanded parks, recreation, and athletic facilities resulting from the bond issue, 87 full-time and 13 temporary positions were added since 1989. The cost to maintain and staff the facilities for these expanded services was estimated to be \$3.5 million annually.

By 1996, due to budget cut-backs, 29 positions were eliminated which directly affected the expanded programs. As of 2003, a majority of the projects in the 1987 Bond Issue has been phased-out and the only new funding appropriated is the interest on the unexpended balance that accrues yearly. Therefore, the impact on the operating budget from the 1987 Bond Issue has been significantly reduced.

**RECENT CHANGES**

None.

**ANTICIPATED REVENUES - 1987 BOND ISSUE**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Fund Balance Carried Forward	\$176,190
Interest on Investment	40,199
<b>TOTAL</b>	<b>\$216,980</b>

**CAPITAL PROJECTS - PARKS AND RECREATION**

**FUNCTION: LEISURE SERVICES**

**APPROPRIATIONS - 1987 BOND ISSUE**

<b>PROJECT DESCRIPTION</b>	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
ATHLETIC LIGHTING RENOVATIONS	\$114,213	\$59,919	\$54,294
DAVID.-ARABIA MTN.NATURE PRESERVE	65,000	27,579	37,421
87 PARK BONDS UNALLOCATED INTEREST	37,767	0	37,767
<b>TOTAL</b>	<b>\$216,980</b>	<b>\$87,498</b>	<b>\$129,482</b>

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**

**PROGRAM DESCRIPTION**

In March 2001, the citizens of DeKalb County approved a Special Recreation Tax District General Obligation Bond issue in the amount of \$125,000,000.00 to provide for the acquisition of land for additional parks and natural areas, the preservation of green space, the protection of clean water, the improvement of existing parks and development of new facilities to be located in the unincorporated portion of DeKalb County. Three (3) bond funded positions were added to assist with the administration of the bond funds.

**IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL**

The land acquired under this program will require maintenance. The level of effort has yet to be specifically quantified, but funds have been budgeted in Parks & Recreation to begin this effort.

**RECENT CHANGES**

None.

**ANTICIPATED REVENUES - 2001 BOND ISSUE**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Bond Issue Proceeds	\$113,717,150
Interest	7,390,058
Other Agencies	3,787,650
<b>TOTAL</b>	<b>\$124,894,858</b>

**APPROPRIATIONS - 2001 BOND ISSUE**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
Program Management Expense	\$1,902,601	\$1,901,866	\$735
District 1 Land Acquisition Projects	7,868,702	7,574,406	294,296
District 2 Land Acquisition Projects	7,602,904	3,678,559	3,924,345

**CAPITAL PROJECTS - PARKS AND RECREATION**

**FUNCTION: LEISURE SERVICES**

**APPROPRIATIONS - 2001 BOND ISSUE**

	PROJECT		BALANCE
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	
District 3 Land Acquisition Projects	4,437,976	3,817,128	620,848
District 4 Land Acquisition Projects	7,625,562	4,862,018	2,763,544
District 5 Land Acquisition Projects	7,833,863	7,720,160	113,703
District 6 Land Acquisition Projects	7,868,702	6,994,847	873,855
District 7 Land Acquisition Projects	7,868,702	6,818,044	1,050,658
County-wide Acquisition Projects	21,029,073	18,190,013	2,839,060
County-wide Development Expense	9,738,028	9,800,368	(62,340)
District 1 Development Projects	4,273,018	3,368,000	905,018
District 2 Development Projects	4,278,018	3,191,452	1,86,566
District 3 Development Projects	4,278,018	2,366,906	1,911,112
District 4 Development Projects	4,278,018	3,941,861	336,157
District 5 Development Projects	4,278,018	4,088,481	189,537
District 6 Development Projects	4,278,018	2,925,070	1,352,948
District 7 Development Projects	4,278,018	3,488,846	789,152
Omni Com.Dev.Corp. Parks Bond	25,000	25,000	0
Dunwoody Nature Ctr.	7,560	7,560	0
2001-Parks Bond Interest	7,390,059	4,136,476	3,253,583
Arthur Blank Foundation	2,255,000	2,105,024	149,976
DeKalb Board of Education	1,500,000	1,500,000	0
<b>TOTAL</b>	<b>\$124,894,859</b>	<b>\$102,502,058</b>	<b>\$23,392,774</b>

**2006 BOND ISSUE**

**PROGRAM DESCRIPTION**

In November 2005, DeKalb County residents approved a \$230 million bond referendum with approximately \$98 million dedicated to parks for land acquisitions and development at existing county parks.

**IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL**

The BOC approved on January 24, 2012, the appropriation of \$1,885,000 in facilities upgrade projects.

**FINANCIAL IMPACT ON THE OPERATING BUDGET**

2006 Bond Issue	2011	2012	2013	2014	2015
New Positions (Full-Time)	0	0	0	0	0
Personal Services and Benefits	\$589,289	\$606,966	\$0	\$0	\$0
Increased Custodial Costs	0	10,800	11,016	11,236	11,236
Vehicles	0	12,720	12,720	12,720	12,720
Insurance and Maintenance	0	1,236	1,273	1,311	1,311
Supplies	0	0	0	0	0

**RECENT CHANGES**

None.

**CAPITAL PROJECTS - PARKS AND RECREATION**

**FUNCTION: LEISURE SERVICES**

**ANTICIPATED REVENUES - 2006 BOND ISSUE**

	<b>ANTICIPATIONS BEGINNING 1998</b>
2006 G.O. Bond Referendum Program	\$103,789,622
Interest	11,412,271
<b>TOTAL</b>	<b>\$115,201,893</b>

**APPROPRIATIONS - 2006 BOND ISSUE**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
RESERVE AND CONTINGENCY	\$2,321,532	\$1,169,761	\$1,151,771
MAJ PARK DEV PRGM	45,042,467	37,249,572	7,792,894
NEIG PRK DV PRG	13,500,000	11,573,034	1,926,966
ATHL COMPLX RENV	8,100,000	7,432,877	667,123
DAM RENOVATIONS	2,000,000	730,492	1,269,508
DEKALB ARTS CTR	6,550,000	6,507,383	42,617
PH.IV BELTWAY PATH	4,150,000	2,015,808	2,134,192
LAND ACQUIS.PROJECTS	28,075,000	13,416,285	14,657,715
PROGRAM MGMT.	1,377,895	787,788	590,107
ARTHUR BLANK 2006	100,000	100,000	0
BRIARWOOD POOL PLUMBING	100,000	0	100,000
REPAIR/REPLACE POOL EQUIPM	80,000	0	80,000
ROOF REPLACEMENTS	70,000	64,215	5,785
PLAYGROUND & PARK IMPROVME	1,000,000	256,113	743,887
SPRINKLER SYSTEM REPAIR	300,000	298,906	1,094
ATLTHETIC FIELDS RENOVATIO	450,000	438,009	11,991
ADA UPGRADES	160,000	109,180	50,820
WADING POOLS	800,000	107,280	692,720
WADE WALKER TENNIS COURT	300,000	0	300,000
DEKALB MEMORIAL TENNIS COU	325,000	0	325,000
RESTROOM UPGRADES	300,000	0	300,000
<b>TOTAL</b>	<b>\$115,201,893</b>	<b>\$82,667,438</b>	<b>\$32,434,455</b>

**CAPITAL PROJECTS - PARKS AND RECREATION**

**FUNCTION: LEISURE SERVICES**

**CAPITAL PROJECTS FUND**

**PROGRAM DESCRIPTION**

The Parks & Recreation capital projects program is responsible for the improvement of existing parks and athletic fields, the acquisition and development of new park lands, the repairing, renovation and construction of recreation centers, youth sports association facilities, and swimming pools. Most of the park development, facility renovation, and swimming pool construction is contracted out to private companies, while much of the design and minor construction is accomplished in-house.

**IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL**

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. These projects have enhanced the County's Human Services primary goal.

**RECENT CHANGES**

None.

**ANTICIPATED REVENUES - CAPITAL PROJECTS**

	<b>ANTICIPATIONS BEGINNING 1998</b>
State Sources	\$299,543
Miscellaneous Revenue	108,098
Interfund Transfers	297,804
<b>TOTAL</b>	<b>\$705,445</b>

**APPROPRIATIONS - CAPITAL PROJECTS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
PARKS-ARABIA INTERPRET. CT	\$48,492	\$48,492	\$0
PARKS-DAVID-ARABIA MT.	9,399	9,399	0
PARKS-DEARBORN PARK	75,000	60,000	15,000
PARKS-DNR/ARABIA MT. DAVID	10,000	9,761	239
PARKS-DNR/HIDDEN ACRES PAR	165,000	102,619	62,381
PARKS-EPD-NON-POINT SOURCE	139,543	3,306	136,237
PARKS-LAURELWOOD SITE	13,400	13,400	0
PARKS-REDAN RESTROOM	74,273	74,273	0
PARKS-REPAIRS & RENOVATION	2,000	2,000	0
PARKS-DAVID-ARABIA MT. PRS	5,241	5,241	0
PARKS-REDAN CONCESSION STA	18,750	0	18,750
PARKS-GRESHAM PICNIC PAVIL	11,348	0	11,348
PARKS-LYNWOOD B-BALL CTS.	20,000	0	20,000
PARKS-BROOK RUN IMPROV.	38,000	38,000	0
PARKS-DNR/HIDDEN RPLCE 100	75,000	62,146	12,854
<b>TOTAL</b>	<b>\$705,445</b>	<b>\$428,636</b>	<b>\$276,809</b>

**CAPITAL PROJECTS - POLICE SERVICES****FUNCTION: PUBLIC SAFETY****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.

**RECENT CHANGES**

None.

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Interfund Transfers	\$4,051,634
<b>TOTAL</b>	<b>\$4,051,634</b>

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
POLICE-FIRING RANGE IMPROV	\$50,000	50,000	\$0
POLICE-EQUIP.-TECH	47,906	47,906	0
SOUTH PRECINCT TOYS R US B	3,485,705	1,823,265	1,662,440
RENOVATIONS@BOBBY BURGESS	147,825	146,114	1,711
MODULAR CLASSROOM	320,198	278,518	41,680
<b>TOTAL</b>	<b>\$4,051,634</b>	<b>\$2,345,803</b>	<b>\$1,705,831</b>

**CAPITAL PROJECTS - PUBLIC HEALTH****FUNCTION: HEALTH & HUMAN SERVICES****PROGRAM DESCRIPTION**

Funding for Public Health's capital projects is accounted for in the 1993 Bond Issue for Health Facilities. The DeKalb voters approved a \$29.7 million bond issue in November, 1992, for the purchase of three rented health facilities, the construction of four additional health facilities, and the renovation of other existing facilities. These bonds were sold and appropriated in June, 1993.

In 1999, \$990,000 was approved for information technology needs related to Y2K improvements. Also, \$155,000 was designated for renovation and repair of the South DeKalb Health Center, \$25,000 was approved for repair of the HVAC system for the Fox Recovery Center, and \$100,000 was approved for renovation of the DeKalb Workshop. Funds were appropriated in 2001 for renovations to the Winn Way Mental Health Center (\$37,886), the DeKalb Crisis Center (\$18,941) and the Richardson and Vinson Health Facilities (\$56,827). In 2004, only projects that had current year appropriations were converted into the new financial management system. This accounts for the significant decrease in fund balance carried forward from 2003.

**IMPACT ON OPERATING BUDGET**

The County did not increase its contribution to the Health Department as a result of these facilities. However, because they are owned and maintained by the County, Facilities Management has the responsibility for maintenance within its normal operations budget.

**RECENT CHANGES**

None.

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Fund Balance Carried Forward	\$751,291
Interest	24,572
<b>TOTAL</b>	<b>\$775,863</b>

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
WINN WAY MENTAL HEALTH CTR	\$30,288	\$30,288	\$0
HEALTH FACILITY IMPROVEMEN	54,770	54,770	0
'93 HEALTH-CONSTR.HOLD. AC	531,660	528,339	3,321
HEALTH-RICHARDSON RENOV.	41,397	41,397	0
HEALTH/MENTAL FACILITY REP	117,748	0	117,748
<b>TOTAL</b>	<b>\$775,863</b>	<b>\$654,794</b>	<b>\$121,069</b>



**CAPITAL PROJECTS - PUBLIC SAFETY AND JUDICIAL FACILITIES AUTHORITY**

**FUNCTION: PUBLIC SAFETY**

**PROGRAM DESCRIPTION**

In 2004, the County established the Public Safety and Judicial Facilities Authority which consists of a five member board for the purpose of issuing revenue bonds for new Public Safety and Judicial facilities. The first bond issue of \$50,000,000 will be used for the purchase of a Police and Fire headquarters building, renovation of existing fire and police stations and precincts, a Police & Fire centralized warehouse, and the renovation of the Courthouse.

**IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL**

The move of Police headquarters and Fire headquarters to the West Exchange Building impacts the operating budget for Police Services and the E-911 Fund (for build-out of the new E-911 Center). Additionally, Fire Station 26 was opened in Decatur.

**FINANCIAL IMPACT ON THE OPERATING BUDGET - FIRE**

**Addition of Fire Station 26**

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
New Positions	0	0	0	0	0
Personal Services and Benefits	\$604,000	\$622,000	\$641,000	\$660,000	\$680,000
Uniforms	0	0	0	0	0
Fire Truck - Lease	26,614	27,412	28,235	29,082	29,954
	<b>\$630,614</b>	<b>\$649,412</b>	<b>\$669,235</b>	<b>\$689,082</b>	<b>\$709,954</b>

**FINANCIAL IMPACT ON THE OPERATING BUDGET - E911**

**E-911 Center Build-Out Costs**

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Capital Outlays	\$300,000	\$1,028,500	\$0	\$0	\$0
	<b>\$300,000</b>	<b>\$1,028,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Grand Total	<b>\$930,614</b>	<b>\$1,677,912</b>	<b>\$669,235</b>	<b>\$689,082</b>	<b>\$709,954</b>

**RECENT CHANGES**

The renovation of the Courthouse is 90% completed.

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Bond Proceeds	\$56,707,901
Interest	\$1,952,407
<b>TOTAL</b>	<b>\$58,660,308</b>

**CAPITAL PROJECTS - PUBLIC SAFETY AND JUDICIAL FACILITIES AUTHORITY**

**FUNCTION: PUBLIC SAFETY**

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
PS-J AUTH.-POL.&FIRE HEADQ	\$35,362,128	\$35,360,689	\$1,439
PS&J AUTH.-EQUIP.& MAIN. F	6,537,579	6,494,543	43,036.00
PS&J-AUTH-COURTHSE.RENOV.	13,185,460	13,032,929	152,531.60
PS&J AUTH.-FIRE STATIONS	2,299,500	2,101,172	198,327.61
PA&J AUTH.-POLICE STATIONS	720,750	712,600	8,150.00
PS&J-AUTH.CONTINGENCY	466,541	206,448	260,093.46
PS&J-AUTH.-POL./FIRE WAREH	88,350	88,350	0.00
<b>TOTAL</b>	<b>\$58,660,308</b>	<b>\$57,996,730</b>	<b>\$663,578</b>

**CAPITAL PROJECTS - PUBLIC WORKS - FLEET MAINTENANCE**

**FUNCTION: GENERAL GOVERNMENT**

**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. A new maintenance headquarters facility has been constructed on Memorial Drive.

**RECENT CHANGES**

None.

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Interfund Transfers	\$5,018,957
Fund Balance Carried Forward	861,541
<b>TOTAL</b>	<b>\$5,880,498</b>

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
FLEET-LIFT SYSTEM	\$70,000	70,000	\$0
FLEET-NORTH LOT SHOP	10,962	10,962	0
FLEET-PETROLEUM FUEL TANKS	65,000	35,558	29,442
FLEET-UNDERGROUND FUEL TAN	779,185	819,779	-40,594
FLEET-UNDERGROUND STOR.TAN	561,859	451,485	110,374
CAR & PICKUP GARAGE- MEMOR	4,393,492	4,393,492	0
<b>TOTAL</b>	<b>\$5,880,498</b>	<b>\$5,781,276</b>	<b>\$99,222</b>

**CAPITAL PROGRAM DESCRIPTION**

The Transportation/Roads and Drainage capital projects are utilized 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.

**CAPITAL PROJECTS - PUBLIC WORKS - TRANSPORTATION AND ROADS & DRAINAGE**

**FUNCTION: PLANNING & PUBLIC WORKS**

**IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL**

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. Small jobs are performed in house; the impact on the operating budget is noted below.

**RECENT CHANGES**

In 2013, the BOC approved \$3,500,000 into the LARP project.

**FINANCIAL IMPACT ON THE OPERATING BUDGET**

**Capital Project: In-House Paving**

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Personal Services and Benefits	\$10,509,449	\$10,824,732	\$11,149,474	\$11,483,959	\$11,828,477
Purchased / Contracted Services	4,857,887	5,343,676	5,878,044	6,465,848	7,112,433
Supplies	3,677,812	4,045,593	4,450,152	4,895,167	5,384,684
Capital Outlays	2,567,051	2,823,756	3,106,132	3,416,745	3,758,420
Interfund / Interdepartmental	(311,741)	(342,915)	(377,207)	(414,927)	(456,420)
<b>Total</b>	<b>\$21,300,458</b>	<b>\$22,694,842</b>	<b>\$24,206,595</b>	<b>\$25,846,792</b>	<b>\$27,627,594</b>

**ANTICIPATED REVENUES**

**ANTICIPATIONS  
BEGINNING  
1998**

State Government	\$50,621,801
Other Agencies	15,154,425
Interfund Transfers	10,879,077
CIP Fund Revenue Cost Center Adjustment	12,917,128
<b>TOTAL</b>	<b>\$89,572,431</b>

**CAPITAL PROJECTS - PUBLIC WORKS - TRANSPORTATION AND ROADS & DRAINAGE**

**FUNCTION: PLANNING & PUBLIC WORKS**

**APPROPRIATIONS**

PROJECT	APPROPRIATION	EXPENDITURES	BALANCE
	BEGINNING 1998	BEGINNING 1998	
TS/DOT/WINTERS CHAPEL-OAKC	83,011	79,206	\$3,805
TS/NO. DECATUR RD & LAWR	30,903	15,598	15,305
TS/CHAM TCKR RD & CUM	15,268	10,591	4,677
TS/E. PONCE DE LEON @ RAYS	16,539	9,917	6,622
TS/ROCKBRIDGE RD	85,298	10,700	74,598
TS/E PONCE DE LEON / SCOTT	263,971	44,400	219,572
TS/P'TREE IND P'TREE RD	284,412	208,900	75,512
TS/SR124/RK CHAPEL RD @ PL	17,024	0	17,024
TS/SR124/RK CHAPEL RD @ MA	41,223	0	41,223
TS/E PONCE DE LEON AVE @ I	10,084	0	10,084
TS/D'TWN DECATUR SIG SYS	40,438	0	40,438
TS/E PONCE DE LEON AVE @	29,024	0	29,024
TS/TRAF IMPR/MARTA/REARR F	120,465	0	120,465
TS/TRAF SIGNAL UPGRD	1,792,198	1,592,867	199,331
TS/CANDL RD SIGNAL SYS	145,622	62,156	83,466
TS/PANOLA RD / I-20 SIG SY	91,193	49,207	41,986
TS/N DRUID HILLS RD SIGN	110,053	0	110,053
TS/WES CHAPEL RD & I-20 SI	103,938	47,145	56,793
TS/CHAM DUNWDY SIGNAL SYS	51,115	17,296	33,819
TS/EQUIPMENT-TRAFFIC SIGNA	1,420,185	1,117,282	302,903
BOULDERCREST RD @S RIVE	302,533	300,570	1,962
BUENA LAKE VISTA DAM	1,575,149	1,560,319	14,831
BUFORD HIGHWAY STREETSCAPE	1,665,887	1,602,814	63,073
CANDLER STREETSCAPES - PH	1,284,892	1,268,140	16,753
CHAM DUNWOODY STREETSCAPE	2,573,065	1,718,698	854,367
E.PONCE DE LEON @ MCCLENDO	1,564,837	1,564,641	196
INTERSECTION/SIDEWALK MATE	2,201,636	2,159,995	41,641
KENILWORTH LAKE DAM	675,771	675,771	0
LITHONIA IND BLVD - PHASE	3,829,600	2,321,787	1,507,813
LITHONIA IND BLVD - PHASE	5,842,910	2,056,417	3,786,493
LYNWOOD PARK REVITALIZATIO	284,088	262,766	21,322
PANOLA@FARRINGTON-SNAPFING	0	4,241	-4,241
SIDEWALKS-PERIMETER CENTER	439,316	439,316	0
STONE MT.LITHONIA@S.DESHON	0	96,428	-96,428
STONE MTN / ATLANTA TRAIL	800,000	611,487	188,513
INTERSEC.COV. HWY@PHILLIPS	110,261	0	110,261
TRANS. MAJOR R.O.W. PURCHA	962,118	962,121	-3
GDOT-STONE MT. INDUST.PARK	116,320	67,116	49,204
TS/LAVISTA RD. SIGN.SYST.	16,384	0	16,384
TS/CHAM.TUCKER/I-285	129,091	126,623	2,468
TSI/LAVISTA ROAD	236,648	217,029	19,620
CLIFTON RD. BRIDGE CSX	1,600,000	0	1,600,000
DOT-COVINGTON-EVANS MILL	35,395	0	35,395
TRANS.-ROAD IMPROV.RESERVE	35,153	0	35,153

**CAPITAL PROJECTS - PUBLIC WORKS - TRANSPORTATION AND ROADS & DRAINAGE**

**FUNCTION: PLANNING & PUBLIC WORKS**

**APPROPRIATIONS**

PROJECT	EXPENDITURES		BALANCE
	APPROPRIATION BEGINNING 1998	BEGINNING 1998	
WIDNG BOLDCST I285 T LINEC	807,701	405,910	401,790
SW KENGTN FM REDN TO MEMOR	400,000	0	400,000
SOUTH RIVER TRL III	1,368,219	652,736	715,483
STONE MOUNTAIN TRL VI	600,000	0	600,000
DEEPPDENE PARK	1,447,031	1,114,885	332,146
COVINGTON HWY @ SCARBRGH	1,452,669	1,426,957	25,712
SAFETY ACTION PLAN	191,875	86,825	105,051
ROCKBRIDGE RD PRJ 0008401	2,000,000	594,736	1,405,264
COVENTRY QUITE ZONE	575,000	374,067	200,933
TS/MEMORIAL DR MARTA BRT	576,593	413,997	162,596
PARK AVE- NEW P'TR-BUFORD	350,000	0	350,000
BROOKHAVEN LCI PEDSTRN SFT	870,000	61,135	808,865
TRAFFIC SIGNLS FOR SR8 & S	190,000	48,311	141,689
GDOT ROW BUFORD HWY	9,950	0	9,950
SHOAL CREEK TRL PH1	300,000	0	300,000
TWN BRTHRS LK TO ATL STN M	100,000	0	100,000
LAKE HEARN/PERIMTR SUMMIT	3,102,771	0	3,102,771
COMPREHENSIVE TRNSPRTATN P	1,250,000	76,000	1,174,000
<b>SUBTOTAL</b>	<b>\$50,069,828</b>	<b>\$27,932,867</b>	<b>\$22,136,961</b>
R & D SPEED HUMPS PROGRAM	\$286,297	\$243,126	\$43,171
DORAVILLE MARTA STATION RO	12,719,672	6,987,358	5,732,313
MARTA/SAM'S CROSS BRDG	75,000	72,765	2,235
HAZARD MITIGATION-3-14-00	96,100	0	96,100
LARP CONTRIBUTIONS	26,325,533	18,320,787	8,004,746
<b>SUBTOTAL</b>	<b>\$39,502,602</b>	<b>\$25,624,036</b>	<b>\$13,878,566</b>
<b>TOTAL</b>	<b>\$89,572,431</b>	<b>\$53,556,904</b>	<b>\$36,015,527</b>

**CAPITAL PROJECTS - RECORDERS COURT****FUNCTION: CIVIL & CRIMINAL COURTS****PROGRAM DESCRIPTION**

Created by State law, the Recorders Court processes, hears, and determines cases involving violations 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.

**RECENT CHANGES**

The implementation of the new Recorders Court computer system has begun.

<b>ANTICIPATED REVENUES</b>
-----------------------------

	<b>ANTICIPATIONS BEGINNING 1998</b>
Interfund Transfers	\$1,100,000
<b>TOTAL</b>	<b>\$1,100,000</b>

<b>APPROPRIATIONS</b>
-----------------------

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
RECORDER CT COMPUTER SYSTE	1,100,000	\$0	\$1,100,000
<b>TOTAL</b>	<b>\$1,100,000</b>	<b>\$0</b>	<b>\$1,100,000</b>

**CAPITAL PROJECTS - SHERIFF**

**FUNCTION: CIVIL & CRIMINAL COURTS**

**PROGRAM DESCRIPTION**

Funding for this office's capital improvements program is accounted for in two funds: the G. O. Bonds-Jail Fund and the Capital Projects Fund. In 2004, the projects in the Capital Projects fund were closed and not converted into the new FMIS system.

**G. O. BONDS-JAIL FUND**

In late 1989, DeKalb voters approved a \$100,000,000 G. O. bond issue for the design and construction of a new jail. The jail facility, which has a capacity of 3,540, began receiving prisoners in May, 1995.

**IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL**

The new jail began operating in 1995 and almost immediately upon opening began experiencing higher than anticipated prisoner populations. The 1995 budget provided funding to support the operation of the new jail with an average daily population (ADP) of 1,800. The latest 2012 ADP is estimated to be 3,282. The 2012 budget for Jail operations is \$50,446,411 and includes 521 authorized positions.

**FINANCIAL IMPACT ON THE OPERATING BUDGET**

<b>Jail Operations</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Personal Services and Benefits	\$29,068,745	\$26,218,400	\$28,736,466	\$29,598,560	\$30,486,517
Purchased / Contracted Services	12,390,558	15,875,861	14,358,077	15,793,884	17,373,273
Supplies	7,439,452	8,281,734	9,658,274	10,624,101	11,686,511
Capital Outlays	11,749	0	1,940	2,134	2,348
Interfund / Interdepartmental	68,222	70,416	61,789	67,968	74,765
Depreciation and Amortization	1,650	1,815	1,997	0	0
Other Costs	412	0	0	0	0
<b>Total</b>	<b>\$48,980,788</b>	<b>\$50,448,226</b>	<b>\$52,818,543</b>	<b>\$56,086,647</b>	<b>\$59,623,414</b>

**RECENT CHANGES**

None.

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Fund Balance Carried Forward	<b>\$2,473,289</b>
Interest	159,924
<b>TOTAL</b>	<b>\$2,633,213</b>

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
JAIL BONDS-1991 ISSUE	\$121,031	\$40,274	\$80,756
JAIL BONDS-1998 ISSUE	151,286	151,286	0
UPGRADE DRAINAGE SYSTEM	16,738	4,221	12,517
NEW JAIL EQP REPAIR & REPL	2,344,158	2,309,785	34,373
<b>TOTAL</b>	<b>\$2,633,213</b>	<b>\$2,505,565</b>	<b>\$127,647</b>



**CAPITAL PROJECTS – URBAN REDEVELOPMENT – COMMUNITY DEVELOPMENT**

**FUNCTION: GENERAL GOVERNMENT**

**PROGRAM DESCRIPTION**

The American Recovery and Reinvestment Act of 2009 authorize the issuance of Recovery Zone Economic Development Bonds (RZEDB) by counties to finance certain types of projects within designated recovery zones. In 2010 the BOC approved RZEDB in the amount of \$36,349,000 for the following projects: Recorders Court Renovation, \$4,045,000, North Precinct Relocation, \$2,900,000, Family Protection Center, \$1,000,000 and \$28,404,000 for Stonecrest Sanitary Sewer Improvements and Lower Crooker Creek Lift Station.

**IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL**

None.

**RECENT CHANGES**

The Recovery Zone projects have begun.

<b>ANTICIPATED REVENUES</b>
-----------------------------

	<b>ANTICIPATIONS BEGINNING 1998</b>
Fund Balance Carried Forward	\$751,291
Interest	24,572
<b>TOTAL</b>	<b>\$775,863</b>

<b>APPROPRIATIONS</b>
-----------------------

	<b>PROJECT APPROPRIATIO N BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
WINN WAY MENTAL HEALTH CTR	\$30,288	\$30,288	\$0
HEALTH FACILITY IMPROVEMEN	54,770	54,770	0
'93 HEALTH-CONSTR.HOLD. AC	531,660	528,339	3,321
HEALTH-RICHARDSON RENOV.	41,397	41,397	0
HEALTH/MENTAL FACILITY REP	117,748	0	117,748
<b>TOTAL</b>	<b>\$775,863</b>	<b>\$654,794</b>	<b>\$121,069</b>



## FUNDS GROUP: Enterprise

### FUNDS GROUP DESCRIPTION

The Enterprise Funds Group accounts for the self-supporting enterprises that operate in the same manner as private enterprises. These enterprises provide service including water treatment and distribution, sewerage treatment and disposal, garbage pick-up and disposal, a general aviation airport, and stormwater system maintenance.

This fund group accounts for the operating and capital improvement budgets for Water and Sewer Funds, Sanitation Fund, the Airport Fund, and the Stormwater Utility Fund.

The sources of Revenue for the Water and Sewer Fund and the Sanitation Fund are fees (rates) set by the Board of Commissioners. The Airport Fund operates essentially on income from leased spaces. The Stormwater Utility Fund is funded through a service charge set by the Board of Commissioners.

**The appropriation and anticipation amounts reported in this document for the “Approved Budget 2013” reflect the effect of prior year encumbrance balances carried forward only where specifically approved. These items were not automatically funded.**

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Personal Services and Benefits	\$73,587,952	\$73,767,870	\$81,798,003	\$81,798,003
Purchased / Contracted Services	24,003,536	26,021,803	28,360,206	28,360,206
Supplies	33,121,121	34,524,552	36,391,986	36,391,986
Capital Outlays	258,158	225,311	1,482,763	1,482,763
Interfund / Interdepartmental	52,805,552	52,528,018	54,172,904	54,172,904
Depreciation and Amortization	240	0	0	0
Other Costs	17,390,408	22,082,638	19,158,100	19,158,100
Debt Service	41,408,994	57,244,094	62,824,585	62,824,585
Other Financing Uses	108,664,135	123,307,218	134,595,893	134,595,893
Retirement Services	0	198,232	198,232	198,232
Total Expenditures	\$351,240,096	\$389,899,735	\$418,982,672	\$418,982,672
Reserves			25,686,680	25,686,680
Total Budget			\$444,669,352	\$444,669,352

#### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY FUND

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Water & Sewer Operating	\$216,912,662	\$243,690,453	\$265,103,110	\$265,103,110
Water & Sewer Sinking	41,409,238	57,236,637	66,248,508	66,248,508
Sanitation Operating	66,077,171	64,781,092	74,335,713	74,335,713
Airport Operating	5,216,014	6,424,467	11,352,050	11,352,050
Stormwater Operating	21,625,011	17,767,086	27,629,971	27,629,971
Total Expenditures	\$351,240,096	\$389,899,735	\$444,669,352	\$444,669,352
Note: Reserves included in Total			25,686,680	25,686,680

## FUNDS GROUP: Enterprise

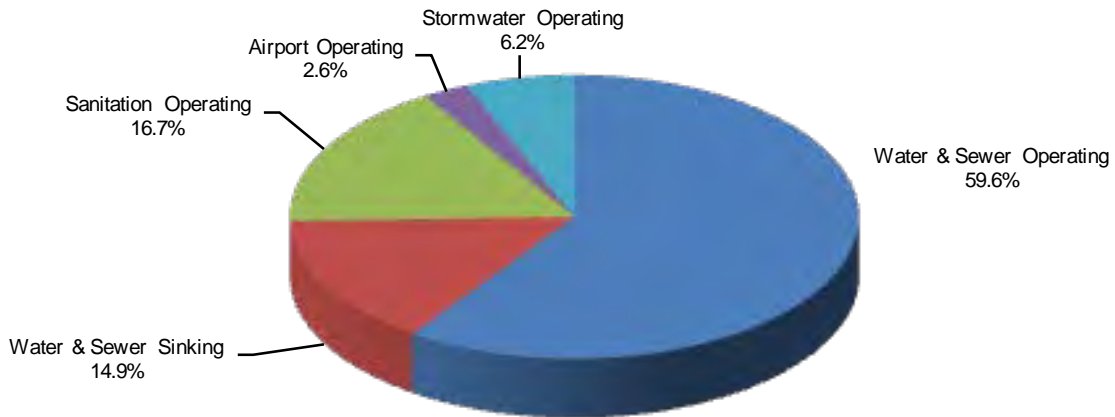
SUMMARY OF REVENUES AND ANTICIPATIONS BY FUND				
	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
<b>WATER &amp; SEWER OPERATING FUND</b>				
Use of Money & Property	\$40,786	\$205,093	\$30,000	\$30,000
Charges For Services	211,911,117	231,748,206	236,915,600	236,915,600
Miscellaneous Revenue	1,132,972	1,876,630	0	0
Interfunds	64,675	0	0	0
Fund Balance Carried Forward	22,265,579	28,164,720	28,157,510	28,157,510
<b>TOTAL</b>	<b>\$235,415,129</b>	<b>\$261,994,648</b>	<b>\$265,103,110</b>	<b>\$265,103,110</b>
<b>WATER &amp; SEWER SINKING FUND</b>				
Use of Money & Property	\$608	\$1,393	\$0	\$0
Miscellaneous Revenue	563,910	666,583	623,628	623,628
Interfunds	42,862,032	65,496,013	44,788,577	44,788,577
Fund Balance Carried Forward	9,889,601	11,908,952	20,836,303	20,836,303
<b>TOTAL</b>	<b>\$53,316,151</b>	<b>\$78,072,940</b>	<b>\$66,248,508</b>	<b>\$66,248,508</b>
<b>SANITATION OPERATING FUND</b>				
Use of Money & Property	\$27,561	\$15,748	\$42,000	\$42,000
Charges For Services	65,428,907	64,868,358	65,860,000	65,860,000
Miscellaneous Revenue	59,861	66,106	155,000	155,000
Interfunds	226,567	0	147,143	147,143
Fund Balance Carried Forward	5,714,093	6,622,663	8,131,570	8,131,570
<b>TOTAL</b>	<b>\$71,456,989</b>	<b>\$71,572,875</b>	<b>\$74,335,713</b>	<b>\$74,335,713</b>
<b>AIRPORT FUND</b>				
Use of Money & Property	\$20,325	\$23,711	\$20,000	\$20,000
Miscellaneous Revenue	5,150,015	5,134,182	4,900,500	4,900,500
Interfunds	1,274	0	0	0
Fund Balance Carried Forward	7,197,489	7,208,652	6,431,550	6,431,550
<b>TOTAL</b>	<b>\$12,369,103</b>	<b>\$12,366,545</b>	<b>\$11,352,050</b>	<b>\$11,352,050</b>
<b>STORMWATER UTILITY OPERATING FUND</b>				
Use of Money & Property	\$4,742	\$13,927	\$10,000	\$10,000
Charges For Services	16,240,851	16,848,039	14,815,936	14,815,936
Fund Balance Carried Forward	10,650,777	10,533,943	12,804,035	12,804,035
<b>TOTAL</b>	<b>\$26,896,371</b>	<b>\$27,395,910</b>	<b>\$27,629,971</b>	<b>\$27,629,971</b>
<b>GRAND TOTAL</b>	<b>\$399,453,742</b>	<b>\$451,402,918</b>	<b>\$444,669,352</b>	<b>\$444,669,352</b>

## FUNDS GROUP: Enterprise

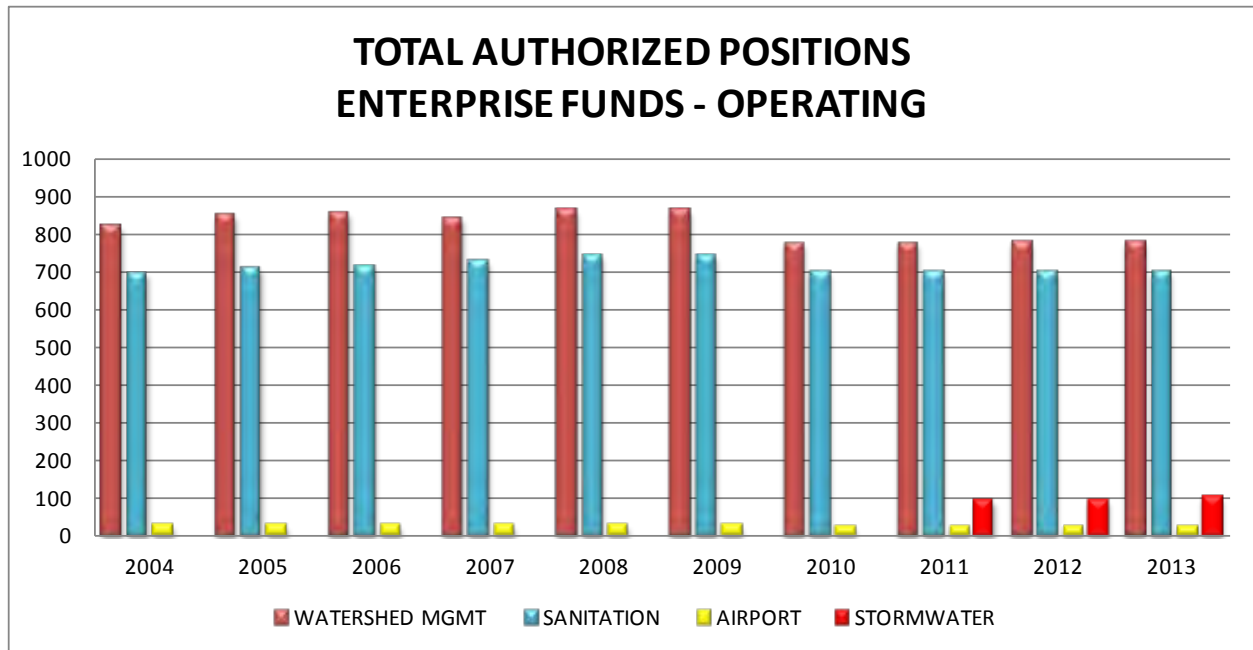
SUMMARY OF REVENUES AND ANTICIPATIONS BY FUND				
	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013

SUMMARY OF REVENUES AND ANTICIPATIONS BY MAJOR CATEGORY				
	Actual 2008	Actual 2009	CEO'S Recommended Budget	Approved Budget 2010
USE OF MONEY & PROPERTY	\$94,022	\$259,872	\$102,000	\$102,000
CHARGES FOR SERVICES	293,580,876	313,464,603	317,591,536	317,591,536
MISCELLANEOUS REVENUE	6,906,759	7,743,501	5,679,128	5,679,128
INTERFUNDS	43,154,548	65,496,013	44,935,720	44,935,720
FUND BALANCE BROUGHT FORWARD	55,717,539	64,438,930	76,360,968	76,360,968
<b>TOTAL</b>	<b>\$399,453,742</b>	<b>\$451,402,918</b>	<b>\$444,669,352</b>	<b>\$444,669,352</b>

### ENTERPRISE FUNDS OPERATING DOLLAR 2013



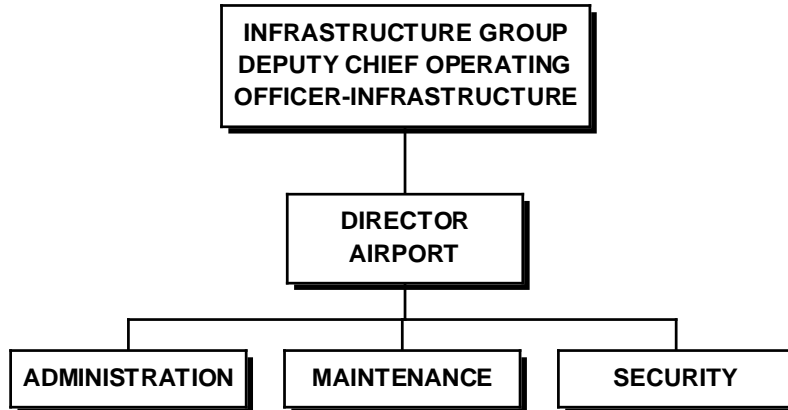
## FUNDS GROUP: Enterprise



Increases in positions are related to workload and service level issues, including additional collection crews added in Sanitation in 2004. Also, Watershed Management - Revenue and Collections positions were transferred from the General Fund to Watershed Management in the 2004 budget. The 2007 Budget included 13 additional Sanitation positions and reflected the transfer of 13 positions from Watershed Management to the Citizens Help Center and Information Systems. The 2008 Budget included 15 additional positions in Sanitation and the transfer of 21 Meter Reader positions to the Water and Sewer Operating Fund. In 2009, there were no changes in the number of authorized positions. In 2010, the Early Retirement Option program reduced Watershed by 87 positions, Sanitation by 43 positions, and Airport by 3 positions. In 2011, 94 positions were transferred to the Stormwater Fund from Public Works – Roads & Drainage. The 2013 Budget authorized the transfer of 9 positions from Roads & Drainage to the Stormwater Fund, and 2 positions from Risk Management to Watershed.

### ENTERPRISE FUNDS CAPITAL PROJECTS APPROPRIATIONS

PROJECT	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
AIRPORT	\$47,678,189	\$29,347,292	\$18,330,897
SANITATION	138,584,422	127,518,232	11,066,190
STORMWATER	47,490,069	38,556,931	6,557,978
WATERSHED - CONSTRUCTION	847,258,737	456,494,463	66,836,547
WATERSHED - RENEWAL & EXTENSION	567,049,282	449,942,739	117,106,542
	<b>\$1,648,060,700</b>	<b>\$1,101,859,657</b>	<b>\$219,898,155</b>



**MISSION STATEMENT**

The mission of the Airport Department is 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 (FAA), Georgia Department of Transportation (DOT), Atlanta Regional Commission (A.R.C.), Federal Communications Commission (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. Effective 2009, this department is assigned to the Infrastructure Group, under the direction of the Deputy Chief Operating Officer for Infrastructure.

**PERFORMANCE INDICATORS**

	TARGET	2010	2011	2012
REVENUE AS % OF BUDGET EXPECTATIONS	100.0%	117.0%	118.5%	99.0%

**ACTIVITY MEASURES**

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Total Flight Operations	151,714	160,948	155,189	155,000
Open House Visitors	8,000	8,000	12,000	15,000
Airport Tenants	315	315	310	310
Based Aircraft	608	608	585	585
Acres Maintained	650	650	650	650
Buildings Maintained	14	14	14	14
Corporate Employees on Airport Property	1,100	1,100	1,100	1,100

**MAJOR ACCOMPLISHMENTS IN 2012**

Completed the taxiway concrete rehabilitation project and enhancements to the Runway Safety Area (RSA) for runway 02R/20L. Installed Instrument Landing System ILS, critical area signs, and additional Runway Guard Lighting.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Infrastructure/Enhancing Efficient Operations**

To continue major CIP projects on the airport, specifically concrete rehabilitation for Taxiway Alpha and Juliet.

To continue landside infrastructure improvements including the parking area and T-Hangers.

To continue rehabilitation of the north and northwest corporate rows.

**MAJOR BUDGETARY IMPACTS**

**Previous**

In 2008, the Airport's staff increased with the addition of one Airport Noise & Environmental Technician. \$20,000 was recommended for the purchase of a bobcat to perform small jobs which a back hoe is too large to address. Also, \$1,000,000 was recommended for CIP projects such as rubber removal, tree and obstruction removal, runway/taxiway repairs, airport noise operations, airport landside repair, T-Hangers/T-Sheds, and environmental studies. The Reserve for Appropriation increased by \$2,167,500 over the 2007 level to \$5,006,544.

In 2009, the Airport's staff decreased by one position by eliminating a Crew Worker Senior. Two John Deere riding mowers, Z850A 31 hp Pro 72" Mid-Z, were recommended as equipment. \$1,000,000 was included in the budget to fund Airport CIP projects. In 2010, \$1,000,000 was included in the budget to fund Airport CIP Projects. In 2010, 4 employees accepted the Early Retirement Option Program and the BOC abolished 3 vacant positions due to the ERO program. In 2011, \$2,500,000 was included in the budget to fund Airport CIP projects. In 2012, \$3,100,000 was included in the budget to fund Airport CIP Projects.

**2013**

This budget includes \$10,052,050 for operating expenses, and \$1,300,000 to fund Airport CIP Projects.

**Future**

Improvement of the Airport's infrastructure and revenue generation will continue to be a priority. Continued emphasis will also be placed on the buyout of land required for the Runway Protection Zone, for the noise abatement program and executing the Master Plan for Airport development. Additionally, with the possibility of new terrorist threats, airport security will continue to be of great importance.

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Administration	\$4,446,157	\$5,649,891	\$10,601,260	\$10,601,260
Maintenance	769,858	774,576	750,790	750,790
	<b>\$5,216,014</b>	<b>\$6,424,467</b>	<b>\$11,352,050</b>	<b>\$11,352,050</b>



**AIRPORT OPERATING FUND**

**FUNCTION: AIRPORT**

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$1,208,236	\$1,262,389	\$1,309,026	\$1,309,026
Purchased / Contracted Services	166,761	592,682	189,083	189,083
Supplies	444,650	498,480	445,078	445,078
Capital Outlays	1,160	1,160	0	0
Interfund / Interdepartmental Charges	704,259	633,621	621,378	621,378
Other Costs	190,948	331,324	7,482,673	7,482,673
Other Financing Uses	2,500,000	3,100,000	1,300,000	1,300,000
Retirement Services	0	4,812	4,812	4,812
	<b>\$5,216,014</b>	<b>\$6,424,467</b>	<b>\$11,352,050</b>	<b>\$11,352,050</b>

**FUNDING SOURCES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
Airport Operating	\$5,216,014	\$6,424,467	\$11,352,050
	<b>\$5,216,014</b>	<b>\$6,424,467</b>	<b>\$11,352,050</b>

**AUTHORIZED POSITION LIST BY COST CENTER**

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Administration</b>				
Asst Director Airport	AJ	1	1	1
Director Airport	AG	1	1	1
Env Noise Abatement Analyst	25	1	1	1
Security Supv Airport	24	1	1	1
Administrative Assistant I	21	2	2	2
Airport Noise and Environ Tech	21	1	1	1
Security Guard Airport	19	6	6	6
FULL TIME Subtotal		13	13	13
<b>Maintenance</b>				
Maintenance Coordinator	26	1	1	1
Construction Supervisor	24	2	2	2
Electrician Senior	23	1	1	1
Crew Worker Lead	21	2	2	2
Maintenance Mechanic	20	1	1	1
Crew Worker Senior	18	2	2	2
Custodian Senior	18	0	1	1
Grounds Service Technician	18	1	1	1
Custodian	16	1	0	0
FULL TIME Subtotal		11	11	11
<b>FULL TIME Total</b>		<b>24</b>	<b>24</b>	<b>24</b>
<b>ALL POSITIONS Total</b>		<b>24</b>	<b>24</b>	<b>24</b>

**AIRPORT - CAPITAL PROJECTS****FUNCTION: AIRPORT****PROGRAM DESCRIPTION**

Because the Airport is a self-supporting enterprise, any County funds required to meet its capital needs come from the Airport Enterprise Fund instead of from the Tax Funds.

**IMPACT ON OPERATING BUDGET**

The Airport has a maintenance staff of 15, which is responsible for maintenance and repairs on Airport grounds. However, major construction and renovation projects are either contracted out to private companies or accomplished with County forces from other departments.

**RECENT CHANGES**

The 2013 Budget provided \$100,000 for Maintenance and Facility Repair, \$500,000 for Runway/Taxiway Repairs, \$500,000 for T-Hangars/T-Sheds, \$200,000 Rubber Removal and \$100,000 for Environmental Studies.

**ANTICIPATED REVENUES**

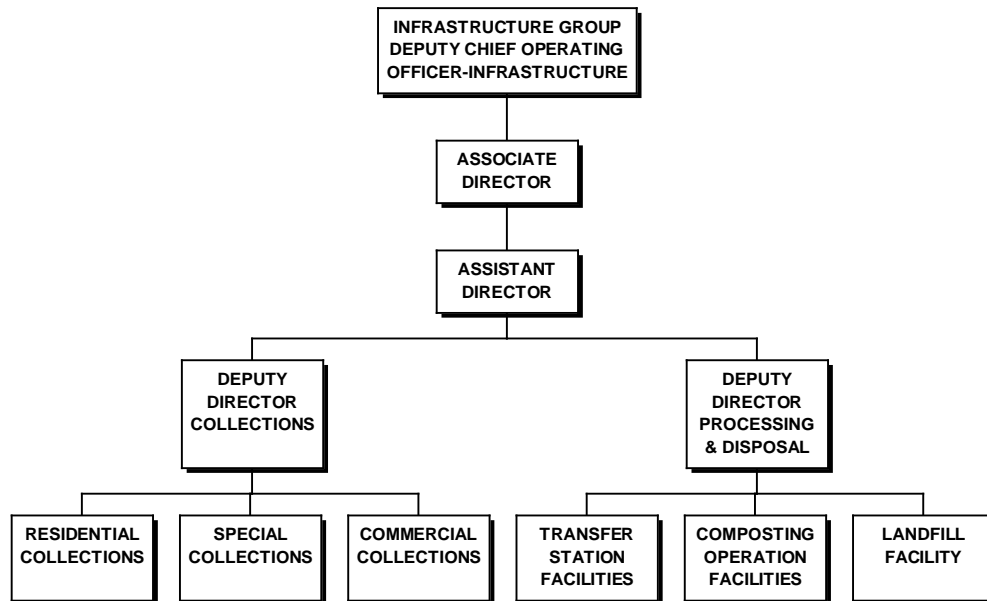
	<b>ANTICIPATIONS BEGINNING 1998</b>
Local	\$24,855
Federal Government	20,890,777
State Sources	4,914,905
Interfund Transfers	21,847,653
<b>TOTAL</b>	<b>\$47,678,190</b>

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
AIRPORT-01-FAA/DOT-PAVE.PR	\$2,009,018	\$1,937,679	\$71,340
AIRPORT-03-FAA/DOT/RWAY SA	705,166	607,136	98,030
AIRPORT-03-FAA/DOT/TAXI RE	1,637,054	1,539,709	97,346
AIRPORT-DOT-TAXI K REHAB	181,389	165,556	15,833
AIRPORT-DRAINAGE IMPROVEME	376,497	376,497	0
AIRPORT-ENVIRON.STUDIES	497,132	156,496	340,635
AIRPORT-FAA/LAND ACQ.(NCP8	3,703,602	1,914,868	1,788,734
AIRPORT-GROUNDS/FAC. REPAI	1,632,246	1,399,107	233,139
AIRPORT-MAINTEN. FACILITY	1,046,180	921,325	124,855
AIRPORT-MASTER PLAN	867,358	509,711	357,647
AIRPORT-NOISE MONITOR.SYS.	1,050,000	882,835	167,165
AIRPORT-OBJECT FREE ZONE	2,610,484	2,083,107	527,377
AIRPORT-RUBBER REMOVAL	1,083,090	712,799	370,291
AIRPORT-RUNWAY-TAXI REPAIR	15,209,863	13,635,294	1,574,569
AIRPORT-T SHED HANGARS	9,769,589	565,991	9,203,598
AIRPORT-TREE OBSTRUCT. REM	150,186	117,583	32,603
AIRPORT-02-FAA/DOT PAVE.PR	1,845,261	1,821,599	23,662
AIRPORT-RESERVE FOR APPROP	3,304,074	0	3,304,074
<b>TOTAL</b>	<b>\$47,678,189</b>	<b>\$29,347,292</b>	<b>\$18,330,897</b>

## PUBLIC WORKS - SANITATION OPERATING FUND

### FUNCTION: PLANNING & PUBLIC WORKS



#### MISSION STATEMENT

The mission of the Sanitation Department is to collect, transport and dispose of all solid waste generated in the unincorporated areas of DeKalb County for both commercial and residential customers, to manage the County's landfills and composting operations, to mow the rights of way in unincorporated DeKalb County and all County owned vacant lots, to respond to citizen's/customer's calls for service for all sanitation related matters, to implement policies that are in compliance with all state and federal regulations, and 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 Sanitation Department is comprised of four divisions:

The Residential Collections Division provides twice-a-week curbside and back door collection of solid waste. It also provides once-a-week curbside recycling, once-a-week yard debris collection, MARTA stop and litter collection services. It includes a Special Collections Section, which provides periodic pickup and proper management of appliances, bulky items, and passenger tires and deceased animals for residents, and also provides for the collection and proper management of trash illegally discarded on all rights of way in unincorporated DeKalb.

The Commercial Collections Division provides six days per week collection of front load compactor container, and roll-off container services. It also provides mixed paper and recycling drop-off location collection services. This division provides for mowing, trimming of tree branches and herbicide control requirements along all unincorporated DeKalb County rights of way and municipalities assigned. It is also responsible for mowing all County owned vacant lots.

The Processing and Disposal Division provides for the accumulation and processing of solid waste generated by County and municipal collection vehicles at four transfer facilities, and transport of the waste to an approved disposal site. It also provides for the accumulation and removing of yard debris generated by County and municipal collection vehicles at two transfer stations, and its transport to the Seminole Composting Facility. It operates a Municipal Solid Waste Landfill, a Construction and Demolition Landfill, tire storage and a groundwater leachate and methane monitoring control systems. It also manages a mining permit and a solid waste-handling permit to ensure compliance with local, state and federal regulations. The new disposal cell is the second largest in the Southeast.

The Administration Division is responsible for overseeing all the administrative functions related to the efficient operations of a very large organization. It includes recruiting and hiring all personnel, purchasing all the equipment and supplies needed in the organization and keeping up to date with all the EPA and EPD permits that are needed to manage a large Landfill. Effective 2009, this department is assigned to the Infrastructure Group, under the direction of the Deputy Chief Operating Officer for Infrastructure.

**PUBLIC WORKS - SANITATION OPERATING FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

**PERFORMANCE INDICATORS**

	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
COST OF RESIDENTIAL REFUSE COLLECTION*	\$111	\$106	\$119	\$115
COST OF RESIDENTIAL. SPECIAL COLLECTION*	\$107	\$123	\$126	\$120
COST OF COMMERCIAL REFUSE COLLECTION*	\$31	\$45	\$54	\$50
COST OF REFUSE PROCESSED*	\$15	\$41	\$26	\$25
COST OF YARD DEBRIS COMPOSTED*	\$18	\$81	\$45	\$50
COST OF REFUSE DISPOSED*	\$11	\$27	\$18	\$20
% OF RECYCLED MATERIALS PER TON OF REFUSE COLLECTED	48%	27%	51%	35%

\*Per ton

**ACTIVITY MEASURES**

	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
<b>Collections:</b>				
Commercial Accounts	7,228	8,130	6,176	7,178
Total Commercial Tonnage	121,362	118,165	109,314	116,280
Residences Served	168,239	158,597	163,830	163,555
Total Residential Tonnage	154,996	152,802	140,823	149,540
Appliances Collected	2,120	2,780	3,483	2,794
Dead Animals Collected	5,595	6,020	5,479	5,698
<b>Recycling:</b>				
Scrap Metal (Tons)	459	665	413	512
Newspaper (Tons)	1,997	2,196	3,870	4,257
Mixed Papers Tons)	2,354	2,375	4,729	5,202
Aluminum Cans (Tons)	0	256	209	230
Glass (Tons)	0	2,253	2,158	2,374
CFC (Units)	322	137	117	192
Yard Debris (Tons)	74,233	75,403	95,021	81,552
Recycling Revenue	539,115	319,066	793,302	850,000
<b>Processing:</b>				
North Transfer Tonnage	166,695	121,046	103,285	130,342
Central Transfer Tonnage	0	111,697	134,979	123,338
East Transfer Tonnage	117,291	68,317	60,753	64,535

**PUBLIC WORKS - SANITATION OPERATING FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

<b>ACTIVITY MEASURES</b>				
	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
Seminole Compost Facility	100,710	75,403	59,104	67,254
Seminole Residential Convenience Ctr	4,528	3,792	2,149	3,490
Animal Crematory	4,595	5,764	5,800	5,000
<b>Disposal:</b>				
Seminole Landfill (Tons)	724,382	700,058	688,479	675,000
<b>Sale of Electricity:</b>				
Green Energy Facility			1,126,620	1,200,000

**MAJOR ACCOMPLISHMENTS IN 2012**

Received BOC award and purchasing notice to proceed for a landfill gas and renewable natural gas and Seminole compressed natural gas fueling facilities.

Began construction of Phase 3, Unit 3 waste disposal unit and expansion of the gas collection and control system.

Deployed 41 compressed natural gas vehicles.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Infrastructure/Enhancing Efficient Operations**

To begin operation of the compressed natural gas fuel station.

To begin operation of the renewable fuels facility.

To develop a 24 hour 7 day per week dispatch center for Watershed, Roads & Drainage and Sanitation emergency services unit.

**MAJOR BUDGETARY IMPACTS**

**Previous**

The 2009 budget included the transfer of one Microsystems Specialist from Sanitation to Information Systems. The Sanitation Fund loaned the Development Fund \$1,000,000 at mid-year to be paid back over seven years.

In 2010 the Sanitation Fund loaned the General Fund \$2,000,000 to be paid back over seven years.

In 2010, 74 employees accepted the Early Retirement Option Program and the BOC abolished 43 vacant positions due to the ERO program.

In 2011, the budget included a contribution to the Sanitation CIP of \$3,800,000. This budget included a charge of \$500,000 from Roads and Drainage for wear and tear on county roads by the Sanitation vehicles.

In 2012, this budget included \$2,930,000 for bond issuance expenses. Also included in this budget was a charge of \$750,000 from Roads and Drainage for wear and tear on county roads by the Sanitation vehicles.

The 2012 budget also included up to \$6 million in cost participation by Watershed Management from available Watershed operating reserve funds for financing of the Landfill phase 3, unit 3 construction project. \$3 million of available existing Sanitation CIP funds will also be utilized for this project. Watershed Management currently pays about \$2 million per year in tipping fees to the landfill for Sanapfinger sludge disposal; in return for the capital participation on the construction project. The Watershed Enterprise fund will be credited for tipping fees each month until the capital participation is recovered.

**PUBLIC WORKS - SANITATION OPERATING FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

**2013**

Also included in this budget is a charge of \$750,000 from Roads and Drainage for wear and tear on county roads by the Sanitation vehicles.

**Future**

The capital costs associated with the operation of the landfill remain significant, and 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.

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Administration	\$12,344,015	\$11,586,121	\$14,670,724	\$14,670,724
Commercial Roll-Off Services	224,965	102,689	0	0
Commercial Support	6,191,677	5,897,419	6,765,961	6,765,961
Discounts Taken	(2,732)	0	0	0
Disposal	7,614,307	8,101,172	8,980,818	8,980,818
Mowing	1,971,506	1,920,380	2,162,552	2,162,552
Processing and Transporting	10,394,556	10,190,656	11,151,182	11,151,182
Residential Collection	17,014,225	16,692,243	19,669,657	19,669,657
Revenue Collection	799	31,750	0	0
Revenue Collections - Sanitation	246,083	195,060	222,521	222,521
Special Collection	10,077,771	10,063,602	10,712,298	10,712,298
	<b>\$66,077,171</b>	<b>\$64,781,092</b>	<b>\$74,335,713</b>	<b>\$74,335,713</b>

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$27,535,244	\$27,582,444	\$30,486,833	\$30,486,833
Purchased / Contracted Services	4,222,222	4,653,278	4,893,954	4,893,954
Supplies	2,346,950	3,538,887	4,145,611	4,145,611
Capital Outlays	24,033	16,051	1,397	1,397
Interfund / Interdepartmental Charges	26,806,918	26,723,386	30,049,547	30,049,547
Other Costs	1,341,805	1,516,560	4,381,608	4,381,608
Debt Service	0	7,210	0	0
Other Financing Uses	3,800,000	666,513	300,000	300,000
Retirement Services	0	76,763	76,763	76,763
	<b>\$66,077,171</b>	<b>\$64,781,092</b>	<b>\$74,335,713</b>	<b>\$74,335,713</b>

<b>FUNDING SOURCES</b>			
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
Sanitation Fund	\$66,077,171	\$64,781,092	\$74,335,713
	<b>\$66,077,171</b>	<b>\$64,781,092</b>	<b>\$74,335,713</b>

**PUBLIC WORKS - SANITATION OPERATING FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
<b>Administration</b>				
Asst Director Sanitation	AJ	1	1	1
Natural Resources Admin	AG	1	1	1
Dep Dir San-Disposal Divisions	32	1	1	1
DepDirSan-Collection Divisions	32	1	1	1
Admin Operations Mgr	28	1	1	1
Customer Account Supervisor	24	1	1	1
Payroll Personnel Supervisor	24	1	1	1
Administrative Assistant II	23	2	2	2
Customer Support Assistant	21	1	1	1
Payroll Personnel Tech Sr	21	2	2	2
Recycling Coordinator	21	1	1	1
Requisition Technician	21	1	1	1
Sanitation Inspector	21	2	2	2
Customer Service Rep Sr	19	10	11	11
Office Assistant Senior	19	3	3	3
Customer Service Rep	18	1	0	0
FULL TIME Subtotal		30	30	30
<b>Keep DeKalb Beautiful</b>				
Dir Keep DeKalb Beautiful Prg	26	1	1	1
Public Works Outreach Special	23	1	1	1
Coor Keep DeKalb Beautiful Prg	21	1	1	1
FULL TIME Subtotal		3	3	3
<b>Seminole Compost Facility</b>				
Solid Waste Plant Manager	25	1	1	1
Solid Waste Plant Supv	24	1	1	1
Crew Supervisor	23	1	1	1
Landfill Equipment Operator	21	3	3	3
Roll Off Container Oper.	21	10	10	10
Solid Waste Plant Mechanic	21	3	3	3
Welder Senior	21	2	2	2
Equipment Operator Senior	19	1	1	1
Crew Worker Senior	18	4	3	3
Crew Worker	16	1	1	1
FULL TIME Subtotal		27	26	26
<b>Central Transfer Station</b>				
Processing & Disposal Supt	31	1	1	1
Processing&Disposal Asst Supt	28	1	1	1
Solid Waste Plant Manager	25	1	1	1

**PUBLIC WORKS - SANITATION OPERATING FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
<b>Central Transfer Station (Continued)</b>				
Solid Waste Plant Supv	24	6	6	6
Crew Worker Lead	21	2	2	2
Equipment Operator Principal	21	1	1	1
Landfill Equipment Operator	21	6	6	6
San Tractor/Trailer Operator	21	30	30	30
Transfer Station&Inciner Oper	21	1	1	1
Welder Senior	21	2	2	2
Equipment Operator Senior	19	2	2	2
Office Assistant Senior	19	1	1	1
San Tractor/Trailer Oper Train	19	3	3	3
Solid Waste Plant Operator	19	1	1	1
Crew Worker Senior	18	12	14	14
Equipment Operator	18	1	1	1
Scale Operator	18	5	5	5
Crew Worker	16	2	0	0
FULL TIME Subtotal		78	78	78
<b>North Residential</b>				
Sanitation General Foreman	26	1	1	1
Sanitation Supv Field	23	3	3	3
Supply Specialist	21	1	1	1
San Driver Crew Leader	20	19	19	19
Refuse Collector Senior	19	27	37	37
San Driver Crew Leader Trainee	19	4	3	3
Refuse Collector	17	20	9	9
FULL TIME Subtotal		75	73	73
<b>North Special Collection</b>				
Sanitation General Foreman	26	1	1	1
Sanitation Supv Field	23	2	2	2
Administrative Assistant I	21	0	1	1
San Driver Special Collections	21	3	3	3
Equipment Monitor Senior	20	1	0	0
San Driver Crew Leader	20	10	12	12
Refuse Collector Senior	19	15	15	15
San Driver Crew Leader Trainee	19	3	1	1
Refuse Collector	17	6	6	6
FULL TIME Subtotal		41	41	41
<b>Central Residential</b>				
Sanitation Res Collection Supt	31	1	1	1
Sanitation General Foreman	26	1	2	2



**PUBLIC WORKS - SANITATION OPERATING FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
<b>Central Residential (Continued)</b>				
Sanitation Safety Instructor	24	1	1	1
Sanitation Route Coordinator	23	1	1	1
Sanitation Supv Field	23	3	3	3
Equipment Monitor Senior	20	2	1	1
San Driver Crew Leader	20	14	19	19
Refuse Collector Senior	19	20	26	26
San Driver Crew Leader Trainee	19	5	1	1
Refuse Collector	17	17	11	11
FULL TIME Subtotal		65	66	66
<b>Central Special Collection</b>				
Sanitation General Foreman	26	1	1	1
Sanitation Supv Field	23	2	2	2
San Driver Special Collections	21	5	4	4
Equipment Monitor Senior	20	1	1	1
San Driver Crew Leader	20	7	11	11
Refuse Collector Senior	19	12	12	12
San Driver Crew Leader Trainee	19	4	0	0
Refuse Collector	17	9	9	9
FULL TIME Subtotal		41	40	40
<b>East Residential</b>				
Sanitation General Foreman	26	1	1	1
Sanitation Supv Field	23	3	3	3
Supply Specialist	21	1	1	1
Equipment Monitor Senior	20	1	1	1
San Driver Crew Leader	20	18	19	19
Refuse Collector Senior	19	26	26	26
San Driver Crew Leader Trainee	19	5	3	3
Refuse Collector	17	18	18	18
FULL TIME Subtotal		73	72	72
<b>East Special Collection</b>				
Sanitation General Foreman	26	1	1	1
Sanitation Supv Field	23	2	2	2
San Driver Special Collections	21	1	2	2
San Driver Crew Leader	20	9	9	9
Refuse Collector Senior	19	12	9	9
San Driver Crew Leader Trainee	19	1	2	2
Refuse Collector	17	7	10	10
FULL TIME Subtotal		33	35	35

**PUBLIC WORKS - SANITATION OPERATING FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
<b>South Residential</b>				
Sanitation General Foreman	26	1	1	1
Sanitation Supv Field	23	3	3	3
Supply Specialist	21	1	1	1
San Driver Crew Leader	20	19	21	21
Refuse Collector Senior	19	27	34	34
San Driver Crew Leader Trainee	19	4	2	2
Refuse Collector	17	21	15	15
FULL TIME Subtotal		76	77	77
<b>South Special Collection</b>				
Sanitation General Foreman	26	1	0	0
Solid Waste Proc Improvement Coord	26	0	1	1
Sanitation Supv Field	23	2	2	2
San Driver Special Collections	21	2	2	2
Equipment Monitor Senior	20	1	1	1
San Driver Crew Leader	20	11	14	14
Refuse Collector Senior	19	15	13	13
San Driver Crew Leader Trainee	19	3	0	0
Refuse Collector	17	7	9	9
FULL TIME Subtotal		42	42	42
<b>Mowing &amp; Herbicide</b>				
Sanitation General Foreman	26	2	2	2
Crew Supervisor CDL	24	1	5	5
Crew Supervisor	23	4	0	0
Sanitation Supv Field	23	3	3	3
Equipment Operator Senior	19	14	14	14
Herbicide Equipment Operator	19	1	1	1
Crew Worker Senior	18	4	4	4
FULL TIME Subtotal		29	29	29
<b>Central Commercial</b>				
Sanitation General Foreman	26	1	1	1
Sanitation Safety Instructor	24	1	1	1
Sanitation Supv Field	23	4	4	4
Welder Supervisor	23	1	1	1
Crew Worker Lead	21	0	1	1
Welder Senior	21	2	2	2
Comm Front End Loader Oper	19	34	34	34
Equipment Operator Senior	19	2	2	2

**PUBLIC WORKS - SANITATION OPERATING FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
<b>Central Commercial (Continued)</b>				
Painter	19	1	1	1
Welder	19	1	0	0
Crew Worker Senior	18	3	3	3
FULL TIME Subtotal		50	50	50
<b>Seminole Landfill</b>				
Landfill Management Supt	31	1	1	1
Landfill Operations Asst Supt	26	4	4	4
Equipment Operator Principal	21	1	1	1
Landfill Equipment Operator	21	13	13	13
Equipment Operator Senior	19	5	5	5
Crew Worker Senior	18	5	6	6
Scale Operator	18	4	4	4
Crew Worker	16	3	3	3
FULL TIME Subtotal		36	37	37
<b>FULL TIME Total</b>		<b>699</b>	<b>699</b>	<b>699</b>
<b>ALL POSITIONS Total</b>		<b>699</b>	<b>699</b>	<b>699</b>

**PUBLIC WORKS - SANITATION CAPITAL PROJECTS**

**FUNCTION: PLANNING & PUBLIC WORKS**

**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 2012, the Phase III, Unit III was approved for \$6,000,000 in additional funding.

**IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL**

None.

**RECENT CHANGES**

The ARRA Stimulus Grant for converting Landfill Gas (LFG) to Compressed Natural Gas (CNG) for vehicles. This project will reduce the cost of fuel and air emissions of the Sanitation Collection Vehicles. The Conversion Facility and Fueling Stations will be built under a 50% match of Federal Funds. Conversion from Diesel to CNG will be paid by 100% Federal Funds and the county will provide the vehicles to be converted to CNG. The CNG project is completed.

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Interfund Transfers	\$138,584,422
Fund Balance Carried Forward	0
<b>TOTAL</b>	<b>\$138,584,422</b>

**APPROPRIATIONS**

	<b>APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
ADMINISTRATION BUILDING	\$237,726	\$237,726	\$0
CENTRAL TRANSFER STATION	24,164,201	24,163,940	260
CRYMES LANDFILL	1,775,000	995,678	779,322
GASLINE RELOCATION	357,445	357,445	0
LAND ACQUISITION	1,043,780	743,780	300,000
LINECREST ROAD EXTENSION	801,952	801,808	144
MAJOR MODS PHASE 3 AND 4	5,695,939	5,411,293	284,646
MULTI-USE TRAIL	1,725,042	1,725,042	0
ROGERS LAKE PROPERTY	473,955	304,473	169,482
SEMINOLE LAND ACQUISITION	2,841,966	2,700,049	141,917
STORMWATER MANAGEMENT	49,963	49,963	0
PHASE III UNIT I	28,562,892	28,562,892	0
Sanitation MIS	310,000	209,794	100,206
North Transfer Station	2,025,000	1,851,485	173,515
Green Energy Project	5,363,143	5,363,143	0
Sem Land Eng	4,500,000	4,460,625	39,375
Sem Land Mon	4,783,877	2,702,161	2,081,715
Creamatory	753,661	753,661	0
Closure 2A Cell	16,432,637	15,157,395	1,275,241
Phase III Unit III	13,229,000	10,718,971	2,510,029
STIMULUS ADMINISTRATION	200,000	45,977	154,023
ARRA CNG	23,257,245	20,200,932	3,056,313
<b>TOTAL ACTIVE PROJECTS</b>	<b>\$138,584,422</b>	<b>\$127,518,232</b>	<b>\$11,066,190</b>

**STORMWATER UTILITY OPERATING FUND****FUNCTION: PLANNING & PUBLIC WORKS****PROGRAM DESCRIPTION**

The Stormwater Utility Fund was established in the 2003 Budget. The Fund includes the County's appropriation for the annual fee charged to residents and commercial property owners as a stormwater utility fee. This fee is collected by the Tax Commissioner as part of the yearly property tax billing process. This Fund will be used to maintain the County's stormwater infrastructure and meet Federal requirements in the area of water initiatives, and address flood plain and green space issues. Effective 2009, this fund is assigned to the Infrastructure Group, under the direction of the Deputy Chief Operating Officer for Infrastructure.

**MAJOR BUDGETARY IMPACTS****Previous**

In 2009, \$9,942,671 was transferred from this Fund to Roads and Drainage in the Special Tax District – Designated Services Fund, and \$500,000 was transferred from this Fund to the Development Fund to reimburse the costs related to the Stormwater Program. In 2010, \$9,554,564 was transferred from this Fund to Special Tax District - Roads and Drainage and Water and Sewer Operating Fund – Watershed Management to reimburse the costs related to the Stormwater Program. During the second half of 2011, 94 positions were transferred from Roads and Drainage to the Stormwater Utility Fund. This transfer of 94 positions was a major budgetary change. The Stormwater Fund increased the number of authorized positions by 94 and the number of authorized positions for Roads and Drainage decreased by 94. The amount of reimbursement for funds from the Stormwater Fund to Roads and Drainage in the Special Tax District – Designated Services Fund was reduced significantly. In 2012, \$4,871,579 was transferred from this Fund to Roads and Drainage in the Special Tax District – Designated Services Fund and Water and Sewer Operating Fund – Watershed Management to reimburse the costs related to the Stormwater Program.

**2013**

The 2013 Budget includes the transfer of 9 positions assigned to the stream cleaning crew from Roads and Drainage to the Stormwater Fund. In 2013, \$3,136,118 will be transferred from this Fund to Roads and Drainage in the Special Tax District – Designated Services Fund and Water and Sewer Operating Fund – Watershed Management to reimburse the costs related to the Stormwater Program.

**Future**

Rate increases may be necessary to ensure that funding is available to maintain the stormwater infrastructure and meet Federal requirements in the area of water initiatives.

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Stormwater Administration	\$21,625,011	\$17,767,086	\$27,629,971	\$27,629,971
	\$21,625,011	\$17,767,086	\$27,629,971	\$27,629,971

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Personal Services and Benefits	\$3,513,926	\$4,528,453	\$5,406,149	\$5,406,149
Purchased / Contracted Services	6,308,875	3,384,516	7,125,622	7,125,622
Supplies	1,903,194	2,891,420	3,260,387	3,260,387
Capital Outlays	0	3,128	10,000	10,000
Interfund / Interdepartmental Charges	8,867,666	6,365,778	4,811,940	4,811,940
Other Costs	315,000	0	7,015,873	7,015,873
Other Financing Uses	716,350	593,790	0	0
	\$21,625,011	\$17,767,086	\$27,629,971	\$27,629,971

**STORMWATER UTILITY OPERATING FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

<b>FUNDING SOURCES</b>			
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
Stormwater Utility Operating Fund	\$21,625,011	\$17,767,086	\$27,629,971
	\$21,625,011	\$17,767,086	\$27,629,971

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Stormwater Administration</b>				
Drainage Const & Maint Supt	29	1	1	1
Engineer, Senior	29	3	3	3
Fiscal Officer	29	1	1	1
Roads & Drainage Supt	29	1	1	1
Engineer	28	1	1	1
Stormwater Program Supervisor	28	1	1	1
Accountant Senior	26	1	1	1
General Foreman Public Works	26	1	3	4
Construction Inspector	25	8	8	8
Construction Supervisor	24	2	1	2
Crew Supervisor CDL	24	7	8	10
Engineering Technician Senior	24	1	1	1
GIS Specialist II	24	1	2	2
Financial Assistant	23	1	1	1
GIS Specialist I	23	1	0	0
Equipment Operator Principal	21	12	11	12
Mason Senior	21	4	5	5
Accounting Tech Senior	19	1	1	1
Equipment Operator Senior	19	13	12	12
Mason	19	2	1	1
Office Assistant Senior	19	2	2	2
Crew Worker Senior	18	24	23	25
Equipment Operator	18	4	5	7
Crew Worker	16	2	2	2
FULL TIME Subtotal		95	95	104
<b>FULL TIME Total</b>		95	95	104
<b>ALL POSITIONS Total</b>		95	95	104

**STORMWATER UTILITY FUND - CAPITAL PROJECTS**

**FUNCTION: PLANNING & PUBLIC WORKS**

**PROGRAM DESCRIPTION**

Because the Stormwater Utility CIP Fund is a self supporting enterprise, any county funds required to meet its capital needs come from the stormwater assessment fee. In 2005, the Fund was created and \$10,000,000 was transferred from the Stormwater Utility Fund.

**IMPACT ON OPERATING BUDGET**

There will be no direct impact on the operating budget. Any appropriations used by this fund will be transferred from the Stormwater Utility fund.

**RECENT CHANGES**

None.

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Interfund Transfer	\$10,220,753
State	35,489,532
Local	1,779,784
<b>TOTAL</b>	<b>\$47,490,069</b>

**APPROPRIATIONS**

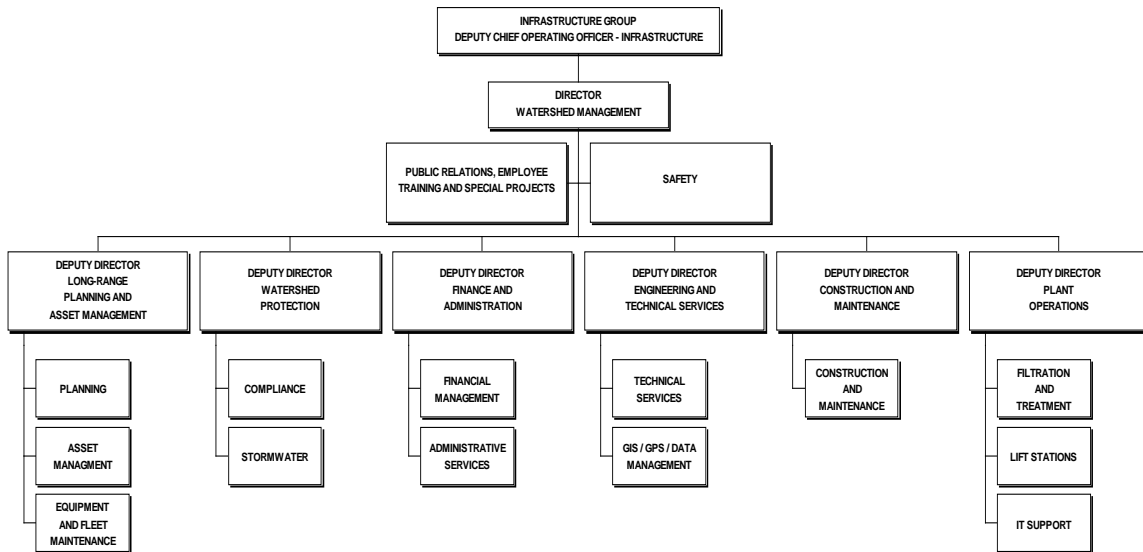
	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
STORMWATER-RESERVE FOR APP	\$42,555	\$14,444	\$28,111
REHAB-STORWATER PIPES & ST	2,280,000	1,996,637	283,363
STORM DRAIN. SYSTEM CONSTR	500,000	357,885	142,115
STORM.MGMT.FAC. PHASE 1	262,609	229,152	33,457
STMWATER-FEMA FPH MATCH	1,076,977	257,530	819,447
JACKSON SQ FEMA PDMC10/25/ MATCH/ENGINEERS STDY	6,426,072	6,059,706	366,366
GEMA PDMC-PJ-04-GA-2005-00	1,306,500	1,274,225	32,275
CTY OF CHAMBLEE DRAINAGE P	4,301,000	4,295,075	5,925
DORAVILLE DRAINAGE PRJS	591,105	589,601	1,504
DREW VALLEY AREA STRMWTR F	909,770	690,253	219,517
FEMA PDMC-PJ-04-GA-2006-00	2,852,474	2,775,841	76,633
GANSBR FEMA- RFCPJ2006	3,802,450	3,255,927	546,523
FEMA FMAPJ04GAFY2006-005 3	2,518,500	2,259,792	258,708
SEMBLER STREAM BANK STABIZ	1,097,350	1,062,082	35,268
3 N.FRK PCHTR GEMA RFCPJ0G	187,000	78,487	108,513
4 HMSGEMA PDMC-PJ04GA-07-0	1,189,300	1,137,088	52,212
9 N.FORK PEH CRK GEMA FMAP	780,240	776,352	3,888
11-HUNTNG, SCOTT& RIDERWOO	3,176,074	2,940,160	235,914
CITY LITHONIA	3,641,450	2,797,663	843,787
TWIN BROTHERS LAKE FLOODPL	116,106	100,171	15,934
CITY OF CLARKSTON	400,000	374,407	25,593
CORPS OF ENG (ARRA) PARTIC	100,000	52,699	47,301
PINE LAKE WATERSED IMPROVM	1,303,900	1,303,900	0
INSP MUNCPL SEP STRMWTR MS	140,000	1,348	138,653
2009 FLOOD PROJECTS	500,000	500,000	0
	3,570,000	2,483,163	1,086,837

**STORMWATER UTILITY FUND - CAPITAL PROJECTS**

**FUNCTION: PLANNING & PUBLIC WORKS**

STEAMBANK REPAIRS-NRCS/GEM	123,078	123,078	0
CTY OF CLARKSTON LAKE IMPR	315,000	286,118	28,882
HMGP-1686-0009 (HAZARD MITIGATION GRANT PROGRAM)	1,605,400	484,148	1,121,252
GEMA-PDMC-PJ-04-GA-2010-00	2,375,160	0	0
<b>TOTAL</b>	<b>\$47,490,069</b>	<b>\$38,556,931</b>	<b>\$6,557,978</b>





**MISSION STATEMENT**

It is the mission of the Department of Watershed Management, formerly the DeKalb County Water and Sewer Department, to provide safe drinking water in adequate supplies, to collect and adequately treat wastewater, and to protect DeKalb County’s watersheds responsibly while focusing on excellent customer service.

**PROGRAM DESCRIPTION**

The DeKalb County Water and Sewerage System is comprised of the following funds: Water and Sewerage Operating Fund; Water and Sewerage Construction Fund; Water and Sewerage Renewal and Extension Fund; and the Water and Sewerage Sinking Fund.

The Water and Sewerage Operating Fund reflects the daily operations of the County's water and sewerage system. It includes those expenses and charges which are made for the purpose of operating, maintaining, and repairing the system. The Department of Watershed Management is the organizational entity charged with the responsibility of operating and maintaining the system, and its financial requirements are reflected in this fund. The fund also includes the costs of the Revenue Collections Cost Center which is managed by the Finance Department's Division of Treasury and Accounting Services, and is responsible for billing and collection of water and sewer charges.

The Finance Division of Watershed Management is responsible for the administration and policy direction of the Department, and for coordination of the operating budget. This division is responsible for payroll, personnel, purchasing, and document control.

The Technical Service Division is responsible for Watershed Management's engineering, computerized mapping, compliance, acquisition, data base management, and coordination with the County's Geographic Information System.

The Plant Operations Division manages and maintains the system's water production and sewerage treatment facilities. It is responsible for the production and distribution of potable water and the collection, treatment and disposal of wastewater in accordance with applicable state and federal quality standards and regulations. Information technology services are attached to this division.

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 Long-Range Planning and Asset Management Division is responsible for master, business, and capital projects planning, rate studies, systems security, and asset management. The maintenance function of Watershed Management’s equipment and fleet is located in this division.

The Watershed Protection Division manages stormwater, permitting, restoration projects, the Fats, Oils, and Grease (FOG) program, spill tracking and reporting, the septic tanks elimination program, and compliance.

**WATER & SEWER OPERATING FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

**PROGRAM DESCRIPTION (continued)**

Effective 2009, this department is assigned to the Infrastructure Group, under the direction of the Deputy Chief Operating Officer for Infrastructure.

**PERFORMANCE INDICATORS**

	<b>TARGET</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
Complaints/Service Calls Per 10,000 Customers	< 200/year	175	173	160
% Of Unbilled Water <sup>1</sup>	< 15%	17.1%	20.4%	18.0%
Water Main Failures Per 1,000 Miles Of Water Main	< 50/year	30.2	22	20
% Of Days In Compliance With Water And Wastewater Permits	90%	100%	100%	100%

**ACTIVITY MEASURES**

	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
<b>Administrative Division</b>				
Procurement Purchase Amount	\$28,956,967	\$30,420,120	\$36,498,080	\$39,499,502
<b>Filtration &amp; Treatment Division</b>				
Number of Water Customers	190,029	189,627	187,815	185,000
Number of Sewer Customers	166,757	166,757	161,037	159,000
<b>Filtration &amp; Treatment Division-Water</b>				
Water Pumped (Billions of Gallons)	25.82	26.34	24.78	22.00
Plant Capacity (GA EPD Permitted) (Millions of Gallons)	128	128	128	128
Daily Average Consumption (Millions of Gallons)	59.00	72.30	67.70	66.00
<b>Filtration &amp; Treatment Division-Sewer</b>				
Number of Lift Stations	67	67	66	65
Gallons of Wastewater Treated (Millions)	13,168	13,469	10,893	10,800
Average Gallons Wastewater Treated Per Day (Millions)	36.0	36.9	29.8	30.0
Laboratory Samples Tested/Analyzed	43,679	44,672	76,326	76,000
Customer Complaints	215	210	200	200
<b>Construction &amp; Maintenance Division</b>				
<b>Water</b>				
Meters Repaired/Replaced	1,567	1,028	2,941	5,000

**WATER & SEWER OPERATING FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

<b>ACTIVITY MEASURES</b>				
	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
Renewed Water Service	999	661	448	800
Mains Installed (Ft.)	28,600	5,619	2,000	2,000
Mains Installed (Ft) Developer	16,981	10,859	3,461	1,755
Meters Installed (New)	565	807	901	1,000
<b>Sewer</b>				
Mains Installed (Ft) Developer	31,400	7,086	13,334	6,102
<b>Support</b>				
Landscape Projects	3,977	2,973	2,838	2,700
Valve Boxes Raised	453	211	230	400
Manholes Raised	2,660	375	295	400

**MAJOR ACCOMPLISHMENTS IN 2012**

The department completed construction of the \$16 Million dollar Raw Water Transmission Main. Initiated the Federal/State Consent Decree (CD) and maintained full compliance with all requirements and submittals through 2012. Executed the successful sale of capital bonds and continued implementation of \$1.35 Billion Capital Improvements Plan (CIP) within budget and schedule, with 13 active construction projects and 21 active design projects.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Infrastructure/Enhancing Efficient Operations**

To produce the highest quality drinking water in sufficient quantities to provide for all the needs of DeKalb County.

To ensure treatment of wastewaters in accordance with all federal and state mandates to provide a clean and supportive environment for our citizens and neighbors.

To operate modernized infrastructure supporting distribution and collection systems throughout the County, including replacement of aging systems to protect and serve our existing neighborhoods as well as the installation of new systems to encourage growth and development.

**Human Services/Increasing Neighborhood Empowerment**

To provide efficient and accountable service to all inhabitants of DeKalb while maintaining the lowest possible cost to our customers.

**Organizational Effectiveness/Enhancing Efficient Operations**

To develop and support additional safety and training programs which enhance job knowledge and synergy with other Department goals.

**MAJOR BUDGETARY IMPACTS**

**Previous**

In 2008, the 16% rate increase approved by the Board of Commissioners in 2007 became effective on January 1, 2008. The department began offering a Toilet Retrofit Rebate Program to water customers whose homes were built prior to 1993. The management of the meter reading function, including 21 positions (one Revenue Collection Supervisor Sr., one Field Service Representative, one Accounting Technician Sr., and 18 Meter Readers), and equipment was transferred from the Finance Department to the Department of Watershed Management as part of the 2008 Budget. An additional twenty-four positions were added including: 2 Deputy Directors, 1 Project Analyst, 1 Manager Public Relations, 1 Graphic Design Technician, 1 Waste Wastewater Lab Technician, 1 Instrument and Control Specialist, 3 Crew Supervisors, 3 Crew Worker Seniors, 2 Dispatchers, 1 FOG Control Program Manager, 5 Senior Compliance Inspectors, 2 Compliance Supervisors, and 1 Office Assistant.

Also in 2008, the Department of Watershed Management initiated the first year of a four-year rate adjustment to meet the operational and maintenance needs of the water and wastewater system and support major capital investment. In August, the budget for the department was reduced by \$4,594,485 to reflect the revenue shortfalls that resulted from the Level 4 drought declaration in the State of Georgia.

**MAJOR BUDGETARY IMPACTS****Continued**

The 2009 rate increase was accelerated by three months to begin in October 2008 to offset the drought's water conservation revenue impact. An Intergovernmental Agreement to provide the new City of Dunwoody water and wastewater services was enacted.

The 2010 budget included the transfer of 8 Stormwater positions from the Department of Public Works Roads and Drainage and 9 positions from the Department of Planning and Development. The 2010 budget abolished 6 Deputy Director Positions and created 4 Assistant Director Positions, to accommodate the planned reorganization of streamlining department operations. The 2010 budget included 34 additional positions to aid the Department of Watershed Management in complying with the 2010 U.S. EPA and GA EPD mandates. In 2010, 106 employees accepted the Early Retirement Option Program and the BOC abolished 101 vacant positions due to the ERO program. The transfer to the Renewal and Extension Fund was \$47,715,524. This budget included a \$1,000,000 credit to Roads and Drainage for imputed costs of utility cut damages to roadways and heavy truck wear and tear on roadways requiring resurfacing. In 2011 a bond issue for capital improvement projects was issued for \$394,481,705.

The 2012 Budget included \$15,479,076 for the debt service payments. This budget also included a \$1,250,000 credit to Roads and Drainage for imputed costs of utility cut damages to roadways and heavy truck wear and tear on roadways requiring resurfacing.

The 2012 budget also included up to \$6 million in cost participation by Watershed Management from available Watershed operating reserve funds for financing of the Landfill phase 3, unit 3 construction project. \$3 million of available existing Sanitation CIP funds will also be utilized for this project. Watershed Management pays about \$2 million per year in tipping fees to the landfill for Snapfinger sludge disposal; in return for the capital participation on the construction project. The Watershed Enterprise fund was and will be credited for tipping fees each month until the capital participation is recovered.

**2013**

This budget included a \$1,312,500 credit to Roads and Drainage for imputed costs of utility cut damages to roadways and heavy truck wear and tear on roadways requiring resurfacing.

This budget includes up to \$6 million in cost participation by Watershed Management from available Watershed operating reserve funds for financing of the Landfill phase 3, unit 3 construction project. Watershed Management currently pays about \$2 million per year in tipping fees to the landfill for Snapfinger sludge disposal; in return for the capital participation on the construction project. The Watershed Enterprise fund will be credited for tipping fees each month until the capital participation is recovered. This budget includes the transfer of 2 Safety Officer positions and associated personnel cost and supporting vehicles from Finance Risk Management Division in the amount of \$156,592.

The capital cost associated with the operation of the water & sewer system will be impacted by the consent decree issued by the U.S. Attorney General and the EPA. This consent decree and settlement agreement mandates that DeKalb improve its sewer system and clean up the South River, Snapfinger Creek and the South Fork Creek.

**Future**

The possibility of drought and resulting water conservation measures will continue to have an impact upon the department's revenues. The operating costs of the future wastewater interplant tunnel and wastewater plant expansion will impact the yearly operating budget.

**WATER & SEWER OPERATING FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Administration	\$12,742,963	\$13,658,235	\$15,265,400	\$15,265,400
Assistant Director	15	0	0	0
Capitalization	(1,655,349)	(1,312,954)	(3,033,178)	(3,033,178)
Construction and Maintenance	42,778,038	44,786,925	44,875,128	44,875,128
Data Management	2,545,180	2,831,209	3,465,911	3,465,911
Director's Office	6,568,482	5,933,946	5,816,227	5,816,227
Discounts Taken	(1,430)	(937)	0	0
Filtration and Treatment	46,681,614	52,382,861	54,467,995	54,467,995
Nondepartmental Revenues / Expenditures	315	23,598	0	0
Revenue Collections - W & S *	5,557,460	6,298,598	6,145,131	6,145,131
Transfers and Reserves	101,695,374	119,088,974	138,100,496	138,100,496
	<b>\$216,912,662</b>	<b>\$243,690,453</b>	<b>\$265,103,110</b>	<b>\$265,103,110</b>

\* Funding for Revenue Collections Division is provided by the Water and Sewer Revenue Fund but management is provided by the Finance Department for 90 positions. These positions for Revenue Collections are included in the Finance section of this Budget Book.

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$41,330,547	\$40,394,584	\$44,595,995	\$44,595,995
Purchased / Contracted Services	13,305,431	17,391,574	16,151,547	16,151,547
Supplies	28,426,327	27,595,765	28,540,910	28,540,910
Capital Outlays	232,965	204,971	1,471,366	1,471,366
Interfund / Interdepartmental Charges	16,426,709	18,805,233	18,690,039	18,690,039
Depreciation and Amortization	240	0	0	0
Other Costs	15,542,658	20,234,753	22,540,703	22,540,703
Other Financing Uses	101,647,785	118,946,915	132,995,893	132,995,893
Retirement Services	0	116,657	116,657	116,657
	<b>\$216,912,662</b>	<b>\$243,690,453</b>	<b>\$265,103,110</b>	<b>\$265,103,110</b>

**FUNDING SOURCES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
Water & Sewer Operating Fund	\$216,912,662	\$243,690,453	\$265,103,110
	<b>\$216,912,662</b>	<b>\$243,690,453</b>	<b>\$265,103,110</b>

**WATER & SEWER OPERATING FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
<b>Director's Office</b>				
Asst Dir WM-Eng and Asset Mgt	AG	1	1	1
Asst Dir WM-Wtrshd Prtct&Cmpln	AG	1	1	1
Asst Dir WM-Operations	AF	1	1	1
Director Watershed Management	AC	1	1	1
Consultant, Senior	AB	0	1	1
Stormwater Eng Supv	33	1	1	1
Financial Mgr Watershed Mgt	32	1	1	1
CMOM Coordinator	30	1	1	1
Project Funds Mgr WM	30	1	1	1
Director Communications	29	1	1	1
Engineer, Senior	29	1	1	1
PubRelEmpTrngSpecProjManager	29	0	1	1
Chief Environ Land Dev Inspe	28	1	1	1
Special Projects Coordinator	28	1	0	0
Special Projects Coordinator	28	1	1	1
Project Manager II	27	0	2	2
Accountant Senior	26	1	1	1
Departmental Safety Coord	26	1	1	1
Administrative Coordinator	25	1	1	1
Arborist	25	1	1	1
Certification Instructor WM	25	1	1	1
Document Cntrl Coordinator WM	25	1	1	1
Env Land Development Insp III	25	3	3	3
Asst Departmental Safety Coord	24	1	1	1
Engineering Technician Senior	24	1	1	1
Env Land Development Insp II	24	1	2	2
GIS Specialist Senior	24	1	1	1
Administrative Assistant II	23	1	1	1
Env Land Development Insp I	23	2	1	1
Public Education Specialist	23	2	2	2
Administrative Assistant I	21	2	2	2
Office Assistant Senior	19	1	1	1
<b>FULL TIME Subtotal</b>		<b>34</b>	<b>37</b>	<b>37</b>
<b>Admin &amp; Fiscal Control</b>				
Administrative ServicesMgr R&D	31	1	1	1
General Foreman Watershed Mgt	26	1	1	1
Crew Supervisor CDL	24	3	1	1
Administrative Assistant II	23	1	0	0
Financial Assistant	23	0	1	1
Heavy Equipment Truck Mechanic	23	1	1	1
Requisition Supervisor	23	1	1	1
Specification Coordinator	23	1	1	1
WQC Electrical Specialist	23	1	1	1
Administrative Assistant I	21	1	2	2
Carpenter Senior	21	1	1	1
Painter, Senior	21	1	1	1
Payroll Personnel Tech Sr	21	3	3	3
Requisition Technician	21	3	2	2
Equipment Operator Senior	19	1	0	0
Payroll Personnel Technician	19	0	1	1

**WATER & SEWER OPERATING FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
<b>Admin &amp; Fiscal Control (continued)</b>				
Crew Worker Senior	18	8	8	8
Crew Worker	16	1	1	1
FULL TIME Subtotal		29	27	27
<b>Warehouse</b>				
Inventory Warehouse Supervisor	25	1	1	1
Supply Specialist Senior	24	1	1	1
Supply Specialist	21	1	1	1
Stockworker	18	7	11	11
FULL TIME Subtotal		10	14	14
<b>Collection Services</b>				
Revenue Collections Supervisor	23	1	1	1
Administrative Assistant I	21	1	1	1
Accounting Tech Senior	19	1	1	1
Field Service Representative	19	2	2	2
Meter Reader	18	28	24	24
FULL TIME Subtotal		33	29	29
<b>GPS/GIS/Data Management</b>				
Engineering Supervisor	33	1	1	1
Engineer, Senior	29	1	1	1
Engineer	28	1	1	1
General Foreman Watershed Mgt	26	1	1	1
Crew Supervisor CDL	24	1	1	1
Engineering Technician Senior	24	15	15	15
GIS Specialist Senior	24	1	1	1
Crew Supervisor	23	8	8	8
Administrative Assistant I	21	1	1	1
Office Assistant Senior	19	1	1	1
Crew Worker	16	1	1	1
FULL TIME Subtotal		32	32	32
<b>F&amp;T Admin &amp; Supervision</b>				
WQC Manager	33	1	1	1
Administrative Assistant II	23	1	1	1
FULL TIME Subtotal		2	2	2
<b>P&amp;M Admin &amp; Supervision</b>				
Engineer, Principal	30	0	1	1
Wt Prod Poll Control Brn Ast Sp	30	1	1	1
Engineer	28	1	0	0
Administrative Assistant I	21	1	1	1
FULL TIME Subtotal		3	3	3

**WATER & SEWER OPERATING FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
<b>Water Production Operations</b>				
WQC Plant Supervisor	26	2	2	2
WQC Foreman	24	5	5	5
WQC Operator, Principal	24	4	4	4
WQC Operator Senior	23	7	10	10
WQC Operator	19	9	6	6
General Maintenance Worker, Sr	18	2	2	2
General Maintenance Worker	16	1	1	1
FULL TIME Subtotal		30	30	30
<b>Water Maintenance</b>				
Wtr Prod Poll Control Brch Supt	31	0	1	1
Instrumentation & Controls Spec	28	1	1	1
WQC Maintenance Supv	26	1	1	1
Crew Supervisor CDL	24	1	1	1
WQC Maintenance Asst Supv	24	1	1	1
Electronic Technician Senior	23	0	2	2
Water Maintenance Mech Sr	23	3	3	3
WQC Electrical Specialist	23	3	3	3
WQC Maintenance Coord	23	1	1	1
Contractual Service Inspector	21	1	1	1
Electronic Tech	21	2	0	0
Water Maintenance Mechanic	21	7	7	7
Crew Worker Senior	18	1	1	1
General Maintenance Worker, Sr	18	2	2	2
FULL TIME Subtotal		24	25	25
<b>Water Laboratory</b>				
Chemist, Senior	26	1	1	1
Chemist	25	1	1	1
Microbiologist	25	1	0	0
Water Wastewater Lab Tech, Sr	23	6	6	6
Water Wastewater Lab Tech	21	1	1	1
FULL TIME Subtotal		10	9	9
<b>Sewer Lab Admin &amp; Supervision</b>				
Lab Monitor Supervisor	30	1	1	1
Lab Monitor Asst Supv	28	1	1	1
Administrative Assistant I	21	1	1	1
FULL TIME Subtotal		3	3	3
<b>Sewer Laboratory</b>				
Biologist	25	1	1	1
Chemist	25	2	2	2
Water Wastewater Lab Tech, Sr	23	5	3	3
Water Wastewater Lab Tech	21	2	4	4
FULL TIME Subtotal		10	10	10



**WATER & SEWER OPERATING FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
<b>Sewer Monitoring</b>				
Environmentalst, Senior	25	1	1	1
Environmentalst	24	1	1	1
Environmental Tech, Sr	23	4	4	4
Environmental Technician	21	2	2	2
FULL TIME Subtotal		8	8	8
<b>WPC Snapfinger Plants</b>				
Wtr Prod Poll Control Brch Supt	31	1	1	1
Wt Prod Poll Control Brn Ast Sp	30	1	1	1
Engineer, Senior	29	0	1	1
Engineer	28	1	0	0
WQC Plant Supervisor	26	1	1	1
Crew Supervisor CDL	24	1	1	1
WQC Foreman	24	5	5	5
WQC Operator, Principal	24	2	3	3
Water Wastewater Lab Tech, Sr	23	1	1	1
WQC Operator Senior	23	7	6	6
Administrative Assistant I	21	1	1	1
Equipment Operator Principal	21	3	3	3
WQC Operator	19	2	2	2
Crew Worker Senior	18	3	3	3
Equipment Operator	18	1	1	1
FULL TIME Subtotal		30	30	30
<b>WPC Pole Bridge Creek Plant</b>				
Wtr Prod Poll Control Brch Supt	31	1	1	1
WQC Plant Supervisor	26	2	2	2
WQC Foreman	24	4	4	4
WQC Operator Senior	23	3	3	3
Administrative Assistant I	21	1	0	0
WQC Operator	19	1	1	1
FULL TIME Subtotal		12	11	11
<b>WPC Pole Bridge Maintenance</b>				
WQC Maintenance Supv	26	1	1	1
WQC Maintenance Asst Supv	24	2	2	2
Electronic Technician Senior	23	1	1	1
Water Maintenance Mechanic	21	3	3	3
Crew Worker Senior	18	1	1	1
FULL TIME Subtotal		8	8	8
<b>WPC Facilities Maintenance</b>				
Instrumentation & Controls Spec	28	1	1	1
WQC Maintenance Supv	26	1	1	1
Water Maintenance Mech Sr	23	4	4	4
WQC Electrical Specialist	23	1	1	1
WQC Maintenance Coord	23	1	1	1
Electronic Tech	21	2	2	2

**WATER & SEWER OPERATING FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
<b>WPC Facilities Maintenance (continued)</b>				
Water Maintenance Mechanic	21	9	9	9
FULL TIME Subtotal		19	19	19
<b>C &amp; M Div Management &amp; Admin</b>				
Dep Dir WM Const & Maint	AI	1	1	1
Construction Maintenance Supt	30	1	1	1
Customer Support Administrator	28	1	1	1
Environmental Project Coord	24	1	1	1
Administrative Assistant II	23	1	1	1
Customer Support Assistant	21	1	1	1
Equipment Operator	18	1	1	1
FULL TIME Subtotal		7	7	7
<b>Technical Services</b>				
Engineering Supervisor	33	1	1	1
Engineer, Principal	30	1	2	2
Engineer, Senior	29	5	5	5
Chief Construction Inspector	28	0	1	1
Production Control Manager	28	1	1	1
Production Control Supervisor	26	1	1	1
Construction Inspector	25	8	8	8
Cross Connection Control Spec	24	1	1	1
Engineering Technician Senior	24	1	1	1
GIS Specialist Senior	24	1	1	1
Administrative Assistant II	23	1	1	1
Crew Supervisor	23	1	1	1
Cross Connect Control Spc Asst	23	2	2	2
Engineering Technician	23	1	1	1
GIS Specialist	23	5	5	5
Administrative Assistant I	21	2	2	2
Office Assistant Senior	19	1	1	1
FULL TIME Subtotal		33	35	35
<b>District 1 - Maintenance</b>				
Construction Maintenance Supt	30	1	1	1
Engineer, Principal	30	1	1	1
General Foreman Watershed Mgt	26	5	5	5
Construction Inspector	25	1	1	1
Crew Supervisor CDL	24	14	14	14
Equipment Operator Principal	21	4	4	4
Service Request Technician	20	1	1	1
Equipment Operator Senior	19	2	2	2
Crew Worker Senior	18	25	22	22
Equipment Operator	18	2	3	3
Crew Worker	16	8	10	10
FULL TIME Subtotal		64	64	64
<b>Construction</b>				
Construction Maintenance Supt	30	1	1	1

**WATER & SEWER OPERATING FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
<b>Construction (continued)</b>				
General Foreman Watershed Mgt	26	5	5	5
Construction Inspector	25	2	2	2
Construction Supervisor	24	4	4	4
Crew Supervisor CDL	24	17	17	17
Equipment Operator Principal	21	5	6	6
Service Request Technician	20	1	1	1
Equipment Operator Senior	19	2	3	3
Field Service Representative	19	2	1	1
Crew Worker Senior	18	42	38	38
Equipment Operator	18	1	3	3
Meter Mechanic	18	2	2	2
Crew Worker	16	8	10	10
FULL TIME Subtotal		92	93	93
<b>District 2 - Maintenance</b>				
Construction Maintenance Supt	30	1	1	1
General Foreman Watershed Mgt	26	6	6	6
Construction Inspector	25	1	1	1
Crew Supervisor CDL	24	17	17	17
Public Works Dispatch, Supv	23	1	1	1
Equipment Operator Principal	21	7	7	7
Service Request Technician	20	1	1	1
Dispatcher	19	9	9	9
Equipment Operator Senior	19	1	1	1
Crew Worker Senior	18	33	33	33
Equipment Operator	18	2	2	2
Crew Worker	16	12	11	11
FULL TIME Subtotal		91	90	90
<b>District 3 - Maintenance</b>				
Construction Maintenance Supt	30	1	1	1
General Foreman Watershed Mgt	26	5	5	5
Construction Inspector	25	1	1	1
Crew Supervisor CDL	24	11	12	12
Crew Supervisor	23	1	0	0
Heavy Equipment Truck Mechanic	23	2	2	2
Equipment Operator Principal	21	6	6	6
Welder Senior	21	1	0	0
Service Request Technician	20	1	1	1
Equipment Operator Senior	19	3	3	3
Welder	19	0	1	1
Crew Worker Senior	18	23	19	19
Equipment Operator	18	1	4	4
Crew Worker	16	4	5	5
FULL TIME Subtotal		60	60	60

**WATER & SEWER OPERATING FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
<b>Compliance</b>				
Asst Dir PW, Finance & Admin	AE	1	1	1
Engineer, Senior	29	1	1	1
Engineer	28	1	1	1
Compliance Division Supv WM	26	1	1	1
Construction Inspector	25	4	4	4
Project Analyst Watershed Mgt	25	1	0	0
Compliance Inspector	24	9	8	8
GIS Specialist Senior	24	1	1	1
Administrative Assistant II	23	0	1	1
Crew Supervisor	23	4	4	4
Engineering Technician	23	1	0	0
Administrative Assistant I	21	1	1	1
Crew Worker Senior	18	12	12	12
Crew Worker	16	1	1	1
FULL TIME Subtotal		38	36	36
<b>FULL TIME Total</b>		682	682	682
<b>ALL POSITIONS Total</b>		682	682	682

See Finance Department Section of this Budget Book for the total authorized positions for the Revenue Collections and Treasury Cost Centers. The Water and Sewer Revenue Fund fully funds those Treasury and Accounting Services division positions that are assigned to water/sewer work. There are 90 full-time positions assigned to Water and Sewer activities.

**PROGRAM DESCRIPTION**

The Water and Sewerage Construction Fund was created in 1990 to account for expenditures made from the proceeds of the 1990, 1993 and 2011 Revenue Bond issues, and local government contributions associated with the construction projects. 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.

**IMPACT OF CIP PROJECTS ON THE COUNTY – FINANCIAL / NON-FINANCIAL**

As each project is completed, the operating costs will be reflected in the operating budget.

**RECENT CHANGES**

The County issued bonds in 1993 in order to fund its pro-rata participation in the City of Atlanta's Phosphorous Reduction Program. Subsequent to issuing the bonds, the City abandoned the initial design and revised the treatment plan to include an expansion of the existing Clayton Plant facilities at a significantly higher cost. In 1997, the County paid its share of the prior project cost to Atlanta. In 1999 a rate increase was adopted which enabled a bond issue to raise funds to cover the added cost of the County's portion of the R. M. Clayton Plant upgrade, and to construct an additional raw water reservoir. In 2000, the County completed the Series 2000 Bond Issue which yielded \$214,525,000. These funds allowed an expansion of the Scott Candler Filter Plant. In 2002, the contract was signed and the construction was begun on the Scott Candler Water Filter Plant. In 2003, design and regulatory permit applications continued for the new Chattahoochee River water supply intake, 200 MGD water supply intake, 200 MGD pump station and 96" transmission line to reservoirs.

During 2006, there was a \$98.6 million bond sale: \$52 million for a raw water pumping station and transmission line, \$35 million for wastewater plant expansion and engineering, \$10 million for the east side sewer capacity expansion, and \$1.6 million for the cost of issuance of the bonds and for surety bonds..

During December 2011 there was a bond sale in the amount of \$394.5 million. This bond (Series 2011A/B) will provide financing for acquisitions, construction and the equipping of certain improvements to the County's water and sewerage system.

The capital cost associated with the operation of the water & sewer system will be impacted by the consent decree issued by the U.S. Attorney General and the EPA. This consent decree and settlement agreement mandates that DeKalb improve its sewer system and clean up the South River, Snapfinger Creek and the South Fork Creek.

<b>FUNDING SOURCES</b>
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	<b>ANTICIPATIONS BEGINNING 1998</b>
Construction Fund	\$356,398,659
2006 Water & Sewer Bonds	96,678,374
2011 Water & Sewer Bonds	394,481,705
Total	<b>\$847,558,738</b>

**WATER AND SEWER CONSTRUCTION FUND**

**FUNCTION: PLANNING & PUBIC WORKS**

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

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
ANNUAL ENGINEERING CONTRACT	\$12,000,000	\$1,199,040	\$15,653
RAW WATER PUMP STATION & LINE	2,407,000	0	1,076,300
RZEDB-STNCRST SNTARY SWR IMPRV	6,500,000	0	0
WATERSHED IMPROVEMENT PROJECTS	2,000,000	0	1,226,299
TANK REPAIR & PAINTING	1,000,000	679,600	400
HYPOCHLORITE GEN. (CONSTR.)	3,000,000	0	0
N. SHALLOWFORD RD BP ST	3,093,000	90,649	0
TILLY MILL BOOSTER PUMPING	2,000,000	49,697	585,000
WATER REUSE PROJECTS PLN.	2,000,000	0	2,000,000
SCOTT BLVD WATER REPL PH 1	6,000,000	0	2,300,000
CANDLER RD. WATER MAIN REPL	3,000,000	0	0
ADD'L CLEAR WELLS & PUMPING	2,000,000	1,225,311	38,543
ST			
PIPE BURSTING (2012-13)	2,000,000	0	1,000,000
MANHOLE REH (2012-13)	2,000,000	0	2,000,000
CLOSED-CIRCUIT TV INSP	5,000,000	30,797	4,236,708
RELINING	5,000,000	0	5,000,000
WATER HYDR MODELING	6,000,000	0	5,000,000
WATERWASTE HYDR MODELING	4,000,000	0	2,000,000
SEW MAP & MANHOLE INSP	15,000,000	0	0
STUDY			
SNAPFINGER WWTP EXP - PH 1	11,000,000	3,763,764	3,313,736
SNAPFINGER WWTP EXP - PH 2	225,481,705	847,935	128,995
POLE BRIDGE WWTP EXP -	20,000,000	984,212	18,921,502
CONSTR			
ROADHAVEN BLDG FUND	1,000,000	488,394	465,049
ORACLE BILLING SYS	4,000,000	198,408	1,458,299
ABESTOS CEMENT (A/C) LINE	26,000,000	1,221,872	4,865,199
REPL			
ABESTOS CEMENT LINE REPL - 1 P	9,000,000	0	9,000,000
SNAPFINGER WWTP EXP CONST MGM	14,000,000	0	0
COST OF ISSUANCE	427,906	427,906	0
RAW WATER PUMP STATION & LINE	49,500,000	49,359,998	21
SURETY BONDS	1,250,468	1,250,468	0
SOUTHEAST LIFT STATIONS	10,000,000	6,973,272	489,337

**WATER AND SEWER CONSTRUCTION FUND**

**FUNCTION: PLANNING & PUBIC WORKS**

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

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
WASTEWATER TREATMENT FAC	33,000,000	33,000,000	0
GDOT IMPROV	2,500,000	2,416,459	3,436
COST OF ISSUANCE	765,612	765,612	0
FILTER PLANT EXPANSION	169,662,878	169,543,678	36,142
FILTER PLANT RESERVOIRS	49,424,697	49,382,416	42,280
INDIAN CREEK RELIEF SEWER	5,866,122	5,866,122	0
N FORK PEACHTREE RELIEF SEWER	5,740,531	5,740,531	0
NANCY CREEK TUNNEL	53,948,799	53,948,799	0
POLE BRIDGE AEROBIC DIGESTER	10,628,199	10,628,199	0
RAW WATER PUMP STATION & LINE	7,550,000	7,507,495	1,977
ROADHAVEN ANNEX BUILDING	2,758,551	2,663,105	66,409
S FORK PEACHTREE RELIEF SEWER	10,973,053	10,973,053	0
SEWER REN - INTERGOVERNMTL	4,500,000	4,390,804	87,131
SEWER REN - SNAPFINGER	10,167,851	8,520,304	970,640
SNAPFINGER EQUALIZATION TANK	7,036,182	7,036,182	0
SURETY BONDS	620,846	620,846	0
UNDERWRITERS DISCOUNT	1,751,751	1,751,751	0
VETERANS HOSP RELIEF SEWER	5,231,438	5,231,438	0
RESERVE - APPROPRIATION	5,000	0	5,000
Snapfinger Rotary Press	4,500,000	4,084,672	336,748
Snapfinger Safety Repairs	940,000	771,474	47,798
SERV. LATERAL MAINS & REHAB	500,000	500,000	0
COMPREHENSIVE SSES PROG	2,058,309	1,606,715	0
SYSTEM ASS & REHAB	1,468,840	753,485	117,946
<b>TOTAL</b>	<b>\$847,258,737</b>	<b>\$456,494,463</b>	<b>\$66,836,547</b>

**WATER AND SEWER RENEWAL AND EXTENSION FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

**PROGRAM DESCRIPTION**

The Water and Sewerage Renewal and Extension (R&E) Fund is a separate fund to permit accounting for funds in excess of operating and debt service requirements used to renew or extend the current system. Expenditures from the Renewal and Extension Fund are made for replacements, additions, extensions and improvements or paying any obligations incurred for such purposes or paying the costs of any engineering studies, surveys or plans and specifications pertaining to future development or expansion of the system. State Law requires that capital project funds be portrayed as project-length rather than annual budgets. Consequently, the budget for this fund is no longer adopted as part of the County's annual budget process. The 1990 Bond Projects were moved from the Construction Fund to the R&E Fund in the 1996 budget.

**IMPACT ON OPERATING BUDGET**

As each project is completed, additional costs will be added to the operating budget.

**RECENT CHANGES**

In 2006, \$1,676,400 was been budgeted for "By-pass pumps" along with \$652,475 to upgrade computer equipment and major software. In 2007, the rate structure for the Operating Fund was increased in order to meet current and future Capital Investment Projects funded by the Renewal and Extension Fund. Per 2012 accumulated revenue, \$53,450,902.59 was transferred from the Operating fund to the Renewal & Extension Fund. In addition, proceeds from the 2011 along with future bonds series will be combined with R&E Funds to fund major portions of Capital Improvement Program over the next five years. Projects will be funded as the need arises. In March 2012, all work was completed on the Ecological Restoration of Decatur Water Works property at Mason Mill Park with a \$500,000 contribution from Georgia Environmental Facilities Authority (GEFA) and an additional \$500,000 for the Water & Sewer Renewal & Extension Fund.

**2013**

The funding transfer from Operating Fund is budgeted at \$53,450,902.59. No new projects are being added for 2013. The County is continuing to develop improvements in the water treatment capacities of the system. Projects will be added to this fund as further improvements to the system are required.

**FUNDING SOURCES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Renewal and Extension Fund	<b>\$567,049,282</b>

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

	<b>APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
Equipment	\$154,924,741	\$61,786,550	\$93,138,191
Capital Projects	412,124,541	388,156,190	23,968,351
<b>TOTAL</b>	<b>\$567,049,282</b>	<b>\$449,942,739</b>	<b>\$117,106,542</b>



**WATER AND SEWER RENEWAL AND EXTENSION FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

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

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
<b>Water Policy Projects</b>			
Firelines	\$5,903,155	\$5,745,046	\$158,109
Miscellaneous Water Inspections	406,785	199,005	207,781
Subdivisions and Water Main Extensions	11,346,636	10,973,518	373,118
<b>Total</b>	<b>\$17,656,576</b>	<b>\$16,917,570</b>	<b>\$739,007</b>
<b>Sewer Policy Projects</b>			
Contingency Projects	\$120,637	\$0	\$120,637
County Sewer Main Extension	\$339,267	\$339,075	\$193
Miscellaneous Sewer Inspections	4,781,822	4,151,696	630,126
Scott Blvd Sewer Main	0	0	0
Kelley Chapel Pet Sewer	330,000	330,000	0
Lawrenceville Hwy. Pet Sewer	1,000	1,000	0
Harts Mill Petition Sewer	66,910	66,910	0
Sewer System Modeling	1,475,957	1,475,957	0
<b>Total</b>	<b>\$7,115,594</b>	<b>\$6,364,638</b>	<b>\$750,956</b>
<b>Water Miscellaneous Projects</b>			
Annual Engineering Contract	\$16,637,009	\$15,622,801	\$1,014,208
Annual Water Construction Contract	21,316,642	19,304,764	2,011,878
Industrials	897,825	897,825	0
County Main Renewals	29,479,586	26,918,310	2,561,276
E Ponce De Leon Widening	313,699	313,699	0
GDOT Improvements	12,035,049	10,792,293	1,242,756
HOST Projects Design	128,816	104,940	23,876
Raw Water Pump Station & Line	1,209,199	1,209,199	0
Roberts Road Tank	89,375	89,375	0
Rockbridge Rd Widening	133	133	0
S DeKalb Water Main Repl-A,B,C	1,576,237	1,576,237	0
Tank Repair & Painting	0	0	0
Tucker Area Water Main Repl	1,247,176	1,247,176	0
Fire Hyd Repair & Replacement	2,100,000	886,955	1,213,045
GEFA	500,000	0	500,000
Filter Plant Renovations	297,796	297,796	0
DeKalb Ind. Water Relining	353,652	353,652	0
Columbia Dr Pump Stn Buffer	204,083	204,083	0
Treasury Relocation	12,371	12,371	0
Various Intersection Improv	782,336	782,336	0
Various Interstate Improv	371,860	371,860	0
Wesley Chapel Rd Improv	984,876	984,876	0
Water Main Replace - Bridges	497,654	497,654	0
Water Meter Installations	39,519,869	37,174,964	2,344,906

**WATER AND SEWER RENEWAL AND EXTENSION FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

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

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
Water Meter Replacements	57,381,367	54,316,279	3,065,088
Water Pump Station Generators	188,637	188,637	0
Watershed Improvement Projects	810,000	810,000	0
Water Service Line Renewal	24,117,132	23,448,056	669,076
Water Tank Painting	4,665,458	4,665,458	0
<b>Total</b>	<b>\$217,717,836</b>	<b>\$203,071,728</b>	<b>\$14,646,108</b>
<b>Sewer Miscellaneous Projects</b>			
Annual Sewer Construction Contract	\$4,257,369	\$3,313,791	\$943,578
Briarwood Rd. Petition Sewer	2,000.00	2,000	0
Clayton Plant - Capital	15,840,010	15,840,010	0
Clarks Creek / Corn Creek Sewers	2,447,281	2,447,281	0
Covington-Panola Sewer	427,857	427,857	0
Dogwood Hills Petition Sewer	543,112	543,112	0
ECO Rest - Mason Mill PK	487,769	487,769	0
Elam Rd Area Sewers	912,821	912,821	0
Emory Area Water Mains	102,089	102,089	0
Emory Transmission Main	305,905	305,905	0
Lift Station Expansions	839,672	621,494	218,177
Lift Station Generators	1,449,905	1,449,905	0
Lithonia Ind Blvd W&S Reloc	2,542,504	2,542,504	0
Manhole Raising Contract	17,634,276	15,968,441	1,665,835
Memorial Dr. Petition Sewer	41,675	41,675	0
Nancy CK Pump Sta / Force Main	331,360	331,360	0
N. Shallowford Rd. BP ST	70,000	0	70,000
Pleasant Hill Rd. Water Mains	261	261	0
Pleasant Ridge Dr. Sewers	487,492	487,492	0
Pole Bridge Land Purchase	937,126	937,126	0
Redan Rd Sewer	14,376	14,376	0
Saddlewood Area Sewers	44,603	44,603	0
Sediment Removal Program	410,687	410,687	0
Sewer Rehabilitation - Intergovernmental	25,115,641	24,609,722	505,919
Sewer Rehabilitation - Pole Bridge	10,456,260	10,403,710	52,550
Sewer Rehabilitation - Snapfinger	56,653,402	56,256,617	396,785
Sewer Service Lines	17,476,498	16,612,305	864,193
Shadowbrook Petition Sewer	715,729	715,729	0
System Assess & Reh	8,901,881	5,786,638	3,115,243
Allgood at Redan	140,727	140,727	0
Whites Mill Rd Petition Sewer	26,546	26,546	0
Vista Dale Ct Petition Sewer	17,700	17,700	0
<b>Total</b>	<b>\$169,634,534</b>	<b>\$161,802,254</b>	<b>\$7,832,280</b>

**Non-Project Expenditures**

**WATER AND SEWER RENEWAL AND EXTENSION FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

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

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
Computer Equipment - Additional	\$1,117,390	\$1,117,390	\$0
Computer Equipment - Replacement	259,409	259,409	0
Esement Clearing & Maintenance	4,100,000	1,012,009	3,087,991
ISIS Equipment / Contracts	11,700,000	9,459,448	2,240,552
Major Components - Sewer	4,001,813	4,001,799	14
Major Components - Water	2,031,499	2,031,499	0
Misc - Water	8,460,003	0	8,460,003
Operating Equipment - Additional	4,217,614	4,217,614	0
Operating Equipment - Replacement	10,494,109	10,001,313	492,797
ORACLE Billing Sys	2,150,000	0	2,150,000
P & C Admin Support	515,000	336,450	178,550
Reserve For Appropriation	72,914,883	0	72,914,883
Roadhaven Renovations	1,663,584	1,650,565	13,019
Sewer Plant Renovations	1,382,993	1,382,993	0
Gwinnett Cty - JAC CK / YEL	0	0	0
City of Atl - Renw & Ext	21,416,721	17,827,912	3,588,809
Sewer System Survey	8,499,723	8,488,149	11,574
<b>Total</b>	<b>\$154,924,741</b>	<b>\$61,786,550</b>	<b>\$93,138,191</b>
<b>TOTAL</b>	<b>\$567,049,282</b>	<b>\$449,942,739</b>	<b>\$117,106,542</b>

**WATER & SEWER SINKING FUND****FUNCTION: PLANNING & PUBLIC WORKS****PROGRAM DESCRIPTION**

The Water & Sewerage Sinking Fund is a separate fund specifically designated to pay principal and interest payments on Revenue Bond issues and to maintain required reserves. Revenue is derived from a transfer of funds from the Water & Sewerage System Revenue Fund and from earnings on Sinking Fund investments. The Water & Sewerage System's financial condition is sound as demonstrated by the ratings of its bonds as of year end:

	Moody's Investors Service	Standard & Poor's
Water & Sewerage System Revenue	Aa3	AA-

ACTIVITY MEASURES				
	1/1/10	1/1/11	1/1/12	1/1/13
Principal Balance (000's)	\$550,235,000	\$538,990,000	\$555,685,000	\$923,680,000

**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 were utilized to make water plant improvements and fund renovation and reconstruction of trunk sewers. As well, part of these funds was used to refund the Series 1993 Revenue Bonds maturing 2005 through 2023.

The County issued revenue bonds in the amounts of \$94,990,000 and \$271,895,000 during 2006. The proceeds of these bonds were utilized for constructing, installing, and equipping certain additions, extensions and improvements to the County Water and Sewerage System. In addition, part of these funds was used to refund the Series 1999 and Series 2000 Revenue Bonds maturing 2028 through 2035.

The American Recovery and Reinvestment Act (ARRA) authorized the issuance of Recovery Zone Economic Development Bonds and Recovery Zone Facility Bonds by counties to finance certain types of projects within designated recovery zones. In 2010, the County issued \$28,400,000 in Recovery Zone Economic Development Bonds. The proceeds of these bonds were used to make improvements to the Stonecrest sanitary sewer system and upgrades to the Lower Crooked Creek lift station and force main.

In 2010, Moody's Investors Service downgraded the status of all DeKalb County bonds because of pressures on the financial operations of the County due to underperforming revenues, significant operating deficits in 2007 and 2008, near-term challenges in restoring fund balances, and difficulty in maintaining a one-month operating costs reserve.

In early 2011, Standard and Poor's lowered its long-term on general obligation debt and appropriation-backed debt, and water and sewer revenue bonds and then withdrew its ratings. This action was precipitated by the county's deteriorating finances as evidenced by the multiple years of deficit operations due to weakened liquidity and negative fund balance in the county's major operating tax funds. In December, \$381,500,000 in second resolution water and sewer revenue bonds were issued to acquire, design, construct, and install improvements to the system as part of the Fiscal Year 2010 – 2014 Capital Improvement Plan.

**Future**

The County continues to undertake numerous actions to improve financial operations. These measures include increased monitoring of revenues and expenditures in the system, increasing reserves over the next several years, additional procedures to prohibit the use of restricted funds for non-restricted uses, and engaging the County's financial advisors to assist in the attainment of these actions.

**WATER & SEWER SINKING FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Other Costs	(\$3)	\$0	\$3,423,923	\$3,423,923
Debt Service	41,408,994	57,236,884	62,824,585	62,824,585
	<b>\$41,409,238</b>	<b>\$57,236,637</b>	<b>\$66,248,508</b>	<b>\$66,248,508</b>

**FUNDING SOURCES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
Water & Sewer Sinking	\$41,409,238	\$57,236,637	\$66,248,508
	<b>\$41,409,238</b>	<b>\$57,236,637</b>	<b>\$66,248,508</b>

**2013 BUDGET OBLIGATION  
WATER & SEWERAGE REVENUE BONDS BY SERIES  
AS OF January 1, 2013**

	<b>Principal</b>	<b>Interest</b>	<b>Total P&amp;I</b>
Series 2003 A & B	5,545,000	7,826,950	13,371,950
Series 2006 A & B	7,050,000	18,245,853	25,295,853
Series 2010	1,610,000	1,385,840	2,995,840
Series 2011	0	15,479,076	15,479,076
Total	\$14,205,000	\$42,937,718	\$57,142,718

**TOTAL BUDGET OBLIGATION  
WATER & SEWERAGE REVENUE BONDS BY SERIES  
AS OF January 1, 2013**

	<b>Principal</b>	<b>Interest</b>	<b>Total P&amp;I</b>
Series 2003 A & B	157,220,000	104,549,450	261,769,450
Series 2006 A & B	357,875,000	269,483,420	627,358,420
Series 2010	27,085,000	10,354,224	37,439,224
Series 2011	381,500,000	385,170,951	766,670,951
Total	\$923,680,000	\$769,558,045	\$1,693,238,045

**WATER & SEWER SINKING FUND****FUNCTION: PLANNING & PUBLIC WORKS**

<b>WATER &amp; SEWERAGE SINKING FUND</b> <b>TOTAL BUDGET OBLIGATION</b> <b>WATER &amp; SEWERAGE REVENUE BONDS, ALL SERIES</b> <b>AS OF January 1, 2013</b>
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	Principal	Interest	Total P&I
2012	14,205,000	42,937,718	57,142,718
2013	14,845,000	46,191,673	61,036,673
2014	22,245,000	45,460,743	67,705,743
2015	23,140,000	44,526,731	67,666,731
2016	24,135,000	43,476,833	67,611,833
2017	25,255,000	42,306,115	67,561,115
2018	26,435,000	41,068,389	67,503,389
2019	27,725,000	39,729,872	67,454,872
2020	29,060,000	38,339,960	67,399,960
2021	30,450,000	36,887,121	67,337,121
2022	31,925,000	35,355,915	67,280,915
2023	33,465,000	33,755,932	67,220,932
2024	35,355,000	32,023,423	67,378,423
2025	37,145,000	30,293,261	67,438,261
2026	36,675,000	28,347,863	65,022,863
2027	38,590,000	26,431,950	65,021,950
2028	40,600,000	24,415,975	65,015,975
2029	36,800,000	22,294,975	59,094,975
2030	38,695,000	20,395,325	59,090,325
2031	40,690,000	18,397,788	59,087,788
2032	42,790,000	16,297,225	59,087,225
2033	44,955,000	14,132,025	59,087,025
2034	47,250,000	11,843,050	59,093,050
2035	49,650,000	9,437,163	59,087,163
2036	19,225,000	6,909,000	26,134,000
2037	20,235,000	5,899,688	26,134,688
2038	21,300,000	4,837,350	26,137,350
2039	22,415,000	3,719,100	26,134,100
2040	23,595,000	2,542,313	26,137,313
2041	24,830,000	1,303,575	26,133,575
Total	\$923,680,000	\$769,558,045	\$1,693,238,045

## FUNDS GROUP: Internal Service

### FUNDS GROUP DESCRIPTION

The purpose of the Internal Service Funds is to finance and account for services provided by designated departments to other County departments and various insurance services. Those departments so designated are Vehicle Maintenance, the Vehicle Replacement Fund, the Risk Management Fund, and Workers' Compensation Fund.

Revenue to support the Vehicle Maintenance Fund is obtained via interdepartmental and interfund transfers ("user charges") from those departments receiving these services. The financial objective of the fund is to recover the complete costs of operations resulting in a "break-even" status for the fund.

The Vehicle Replacement Fund is maintained as a separate group of accounts to ensure sufficient funding for the replacement of each vehicle in the County's fleet when its useful life has expired. Due to the variations in replacement cycles, significant fluctuations may occur in the reserve for appropriation from year-to-year.

The Risk Management Fund is also maintained as a separate group of accounts to ensure that there will be sufficient funds to meet claims, premiums and reserves for the various insurance coverages of the County. Revenues are generated by interfund charges to the various departmental budgets.

The Workers' Compensation Fund accounts for all financial transactions related to the County's Workers' Compensation activity. Prior to 2004, this activity was reported as part of the Risk Management Fund.

**The appropriation and anticipation amounts reported in this document for the "Approved Budget 2013" reflect the effect of prior year encumbrance balances carried forward only where specifically approved. These items were not automatically funded.**

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

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Personal Services and Benefits	\$7,843,656	\$7,899,194	\$8,573,681	\$8,573,681
Purchased / Contracted Services	9,404,267	9,126,572	15,877,272	15,877,272
Supplies	18,390,425	20,823,488	20,597,934	20,597,934
Capital Outlays	20,452,133	33,664,135	22,518,574	22,518,574
Interfund / Interdepartmental	7,403,136	5,823,206	7,666,054	7,666,054
Other Costs	1,428,021	1,270,010	687,000	687,000
Other Financing Uses	4,066,214	0	2,000,000	2,000,000
Retirement Services	0	31,595	0	31,595
Payroll Liabilities	92,693,054	93,754,738	91,940,646	91,940,646
Total Expenditures	\$161,680,906	\$172,392,938	\$169,861,161	\$169,892,756
Reserves			17,662,480	17,662,480
Total Budget			\$187,523,641	\$187,555,236

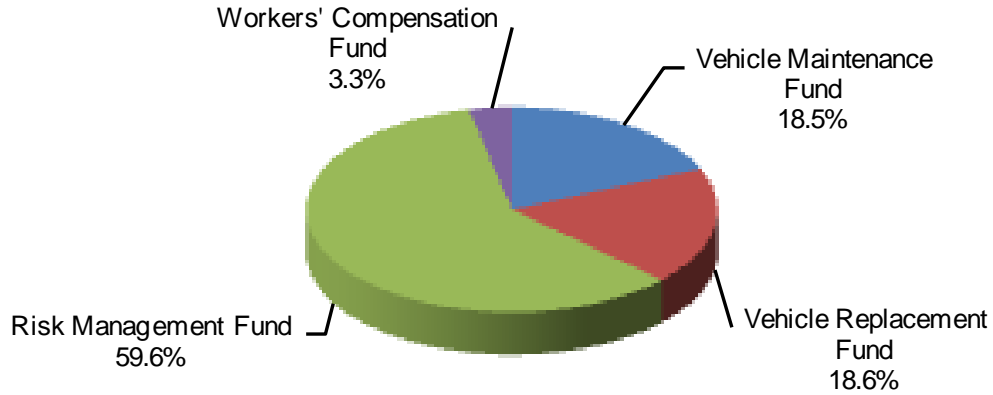
#### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY FUND

	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
Vehicle Maintenance Fund	\$31,667,374	\$32,518,099	\$34,650,001	\$34,650,001
Vehicle Replacement Fund	24,453,792	34,163,262	34,858,909	34,858,909
Risk Management Fund	99,549,039	99,133,162	111,763,760	111,763,760
Workers' Compensation Fund	6,010,701	6,578,415	6,282,566	6,282,566
Total Expenditures	\$161,680,906	\$172,392,938	\$187,555,236	\$187,555,236

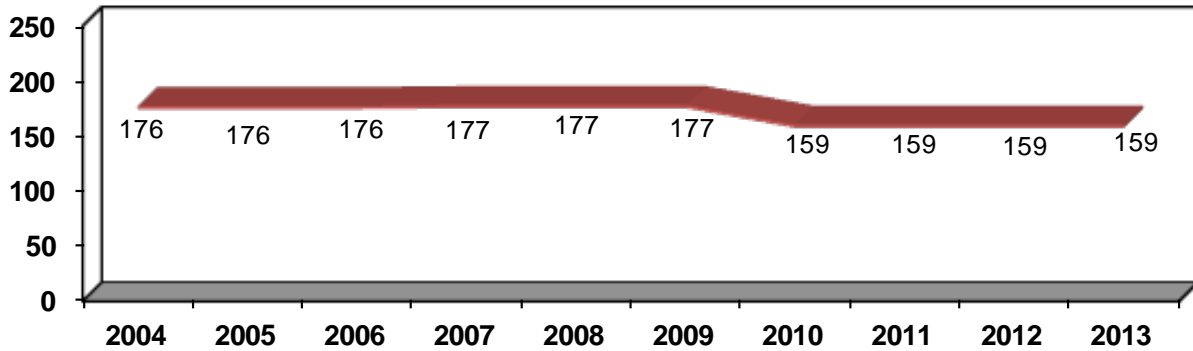
Note: Reserves included in Total 17,662,480 17,662,480

## FUNDS GROUP: Internal Service

<b>INTERNAL SERVICE FUNDS OPERATING DOLLAR 2013</b>
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<b>AUTHORIZED POSITIONS INTERNAL SERVICE FUNDS</b>
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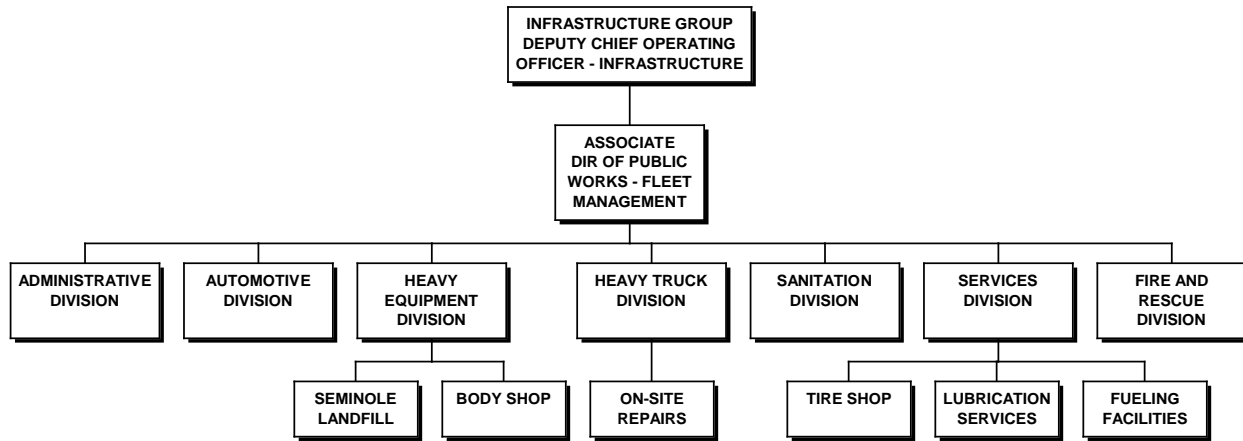
The only positions in the Internal Service Funds are in Fleet Maintenance. In 2004, 3 positions were added. In 2007, 2 positions were added to support the new Fire & Rescue vehicle facility and 1 position was transferred to Information Systems, for a net gain of 1 position. In 2008 and 2009, there were no changes in the number of authorized positions. In 2010, 18 vacant positions were abolished as part of the Early Retirement Option program.



## FUNDS GROUP: Internal Service

SUMMARY OF REVENUES AND ANTICIPATIONS BY FUND				
	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
<b>VEHICLE MAINTENANCE FUND</b>				
Licenses And Permits	(\$2,613)	(\$449)	\$0	\$0
Intergovernmental	206,768	201,660	200,000	200,000
Charges For Services	29,763,012	33,306,269	34,250,000	34,250,000
Miscellaneous Revenue	179,083	174,241	200,000	200,000
Fund Balance Carried Forward	905,150	(840)	1	1
<b>TOTAL</b>	<b>\$31,051,400</b>	<b>\$33,680,882</b>	<b>\$34,650,001</b>	<b>\$34,650,001</b>
<b>VEHICLE REPLACEMENT FUND</b>				
Use of Money & Property	\$26,163	\$29,003	\$25,000	\$25,000
Charges For Services	14,491,558	13,663,860	12,476,208	12,476,208
Miscellaneous Revenue	831,542	1,305,496	500,000	500,000
Fund Balance Carried Forward	21,458,693	23,228,178	21,857,701	21,857,701
<b>TOTAL</b>	<b>\$36,807,957</b>	<b>\$38,226,538</b>	<b>\$34,858,909</b>	<b>\$34,858,909</b>
<b>RISK MANAGEMENT FUND</b>				
Charges For Services	\$4,480,778	\$6,978,648	\$9,328,062	\$9,328,062
Miscellaneous Revenue	84,034,728	94,172,753	86,994,607	86,994,607
Payroll Deductions And Matches	675,248	11,185,193	4,946,039	4,946,039
Fund Balance Carried Forward	4,510,685	(4,241,020)	10,495,052	10,495,052
<b>TOTAL</b>	<b>\$93,701,438</b>	<b>\$108,095,575</b>	<b>\$111,763,760</b>	<b>\$111,763,760</b>
<b>WORKERS' COMPENSATION FUND</b>				
Charges For Services	\$6,824,772	\$1,031,784	\$1,276,568	\$1,276,568
Miscellaneous Revenue	179,479	277,079	0	0
Fund Balance Carried Forward	8,021,047	9,194,588	5,005,998	5,005,998
<b>TOTAL</b>	<b>\$15,025,299</b>	<b>\$10,503,450</b>	<b>\$6,282,566</b>	<b>\$6,282,566</b>
<b>GRAND TOTAL</b>	<b>\$176,586,093</b>	<b>\$190,506,445</b>	<b>\$187,555,236</b>	<b>\$187,555,236</b>

SUMMARY OF REVENUES AND ANTICIPATIONS BY MAJOR CATEGORY				
	Actual 2011	Actual 2012	CEO'S Recommended Budget	Approved Budget 2013
LICENSES AND PERMITS	(\$2,613)	(\$449)	\$0	\$0
USE OF MONEY & PROPERTY	26,163	29,003	25,000	25,000
CHARGES FOR SERVICES	\$55,560,120	\$54,980,561	\$57,330,838	\$57,330,838
FUND BALANCE BROUGHT FORWARD	34,895,576	28,180,906	37,358,752	37,358,752
<b>TOTAL</b>	<b>\$176,586,093</b>	<b>\$190,506,445</b>	<b>\$187,555,236</b>	<b>\$187,555,236</b>



**MISSION STATEMENT**

The mission of the Fleet Management Division is to provide preventive maintenance and repair services to maintain a highly functional, efficient, and economical fleet operation to support DeKalb County departments. The Fleet Management leadership team is committed to excellence in fleet management and administration, vehicle requisition and disposal, assignments and utilization, repair and replacement, commodity and service bids, and fueling of the County fleet.

**PROGRAM DESCRIPTION**

The Fleet Management Division is comprised of seven organizational divisions: the Administrative Division – responsible for personnel and accounting functions for the Division; the Automotive Division – responsible for maintaining all cars and pickup trucks with gross vehicle weights up to 13,000 pounds; the Heavy Equipment Division – responsible for all off-road equipment, all vehicles located at the Seminole Landfill, and the Body Shop, which provides repairs and estimates for accident related damage to vehicles; the Sanitation Division; the Heavy Truck Division – responsible for maintaining all trucks with gross vehicle weights over 13,000 pounds and includes on-site repairs for vehicles in the field, as well as wrecker service; the Fire & Rescue Division – responsible for providing Maintenance on all fire trucks and ambulances; the Services Division – includes the Tire Shop, Lubrication Services, and maintenance for all fueling facilities. On-site preventive maintenance is provided to departments with large off-road equipment and at major locations, as well as emergency road calls throughout the County.

Effective 2009, this department is assigned to the Infrastructure Group, under the direction of the Deputy Chief Operating Officer for Infrastructure.

**PERFORMANCE INDICATORS**

	TARGET	2010	2011	2012
PREVENTIVE MAINTENANCE JOBS SCHEDULED/ BROUGHT IN BY DEPT	90%	96.00%	97.00%	97.00%
FUEL PURCHASED UNDER CONTRACT PRICE (PER GALLON) VS RETAIL / DIFFERENCE	Contract price lower than retail	\$ 0.64	\$ 1.72	\$ 1.05
TOTAL UNITS PER MECHANIC RATIO	30 Units	34	38	41
FLEET MAINTENANCE LABOR RATE vs. METRO ATLANTA REPAIR SHOP LABOR RATE	Rate lower than retail	\$ 48.00	\$ 30.00	\$ 44.00

**PUBLIC WORKS - VEHICLE MAINTENANCE FUND**

**FUNCTION: GENERAL GOVERNMENT**

<b>ACTIVITY MEASURES</b>				
	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>Estimated 2013</b>
<b>Body Shop</b>				
Number of Repair Orders	435	470	491	489
Hours	6,853	6,788	6,937	7,214
<b>Car and Pick-up Shop</b>				
Number of Repair Orders	6,003	8,353	6,518	6,648
Hours	21,116	25,282	23,366	23,748
<b>Heavy Equipment Shop</b>				
Number of Repair Orders	1,903	1,853	1,865	1,921
Hours	10,092	11,521	341	10,651
<b>Seminole Landfill Shop</b>				
Number of Repair Orders	803	804	878	913
Hours	8,306	8,740	9,647	10,033
<b>Field Operations Shop</b>				
Number of Repair Orders	3,867	1,396	1,486	1,545
Hours	21,649	14,799	15,085	15,688
<b>Sanitation Division Shop</b>				
Number of Repair Orders	4,189	3,908	3,857	3,934
Hours	31,833	29,762	30,473	31,082
<b>Fire Equipment Shop</b>				
Number of Repair Orders	3,003	3,130	3,186	3,250
Hours	19,389	18,709	18,432	18,800
<b>Tire Shop</b>				
Number of Repair Orders	6,893	7,052	6,327	6,580
Hours	10,665	7,380	8,184	8,511

**MAJOR ACCOMPLISHMENTS IN 2012**

Maintained 96% in service rate and a 95% preventive maintenance completion rate. Implemented a Fire & Rescue Initiative which resulted in decreased downtime and reduced repeat repairs. Implemented Fire Apparatus refurbishing program to decrease out of service time for fire equipment. Increased in-stock percentage to 96% while turning over inventory 3+ times per year. Reduced obsolete parts and shrinkage. Processed and placed in service 39 Compressed Natural Gas (CNG) units.

**MAJOR GOALS FOR 2013 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Organizational Effectiveness/ Enhancing Efficient Operations**

To maintain and exceed 95% in service rate and preventative maintenance completion rate.

To increase training and technical certifications to improve efficiencies and reduce equipment down time.

To improve Fire and Rescue shop operations.

**PUBLIC WORKS - VEHICLE MAINTENANCE FUND**

**FUNCTION: GENERAL GOVERNMENT**

**MAJOR BUDGETARY IMPACTS**

**Previous**

In 2010, \$29,213,563 was approved for basic operations. Also in 2010, 28 employees accepted the Early Retirement Option (ERO) program and the BOC abolished 18 vacant positions due to the ERO program.

In 2011, \$29,760,000 was approved for basic operations.

In 2012, \$33,311,564 was approved for basic operations.

**2013**

\$34,650,001 is approved for basic operations.

**Future**

The Fleet Management Division will continue to be challenged by increasing / volatile fuel costs. The Fiscal Year 2014 Budget is likely to continue to be impacted by suspensions in the vehicle replacement program in recent years. The economic environment will also necessitate greater emphasis on managing / allocating the existing fleet and keeping existing vehicles operable and safe for longer periods of time and for more miles.

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Discounts Taken	(\$369)	(\$116)	\$0	\$0
Fleet Maintenance	31,668,183	32,518,214	34,650,001	34,650,001
	<u>\$31,667,815</u>	<u>\$32,518,099</u>	<u>\$34,650,001</u>	<u>\$34,650,001</u>

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$7,771,248	\$7,813,688	\$8,473,681	\$8,473,681
Purchased / Contracted Services	3,920,598	2,765,764	4,227,535	4,227,535
Supplies	18,390,425	20,822,082	20,597,934	20,597,934
Capital Outlays	(10,164)	(13,973)	16,300	16,300
Interfund / Interdepartmental	399,028	411,785	410,654	410,654
Other Costs	630,026	687,158	892,302	892,302
Other Financing Uses	566,214	0	0	0
Retirement Services	0	31,595	31,595	31,595
	<u>\$31,667,374</u>	<u>\$32,518,099</u>	<u>\$34,650,001</u>	<u>\$34,650,001</u>

<b>FUNDING SOURCES</b>			
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
Public Works - Fleet Maintenance	\$31,667,374	\$32,518,099	\$34,650,001
	<u>\$31,667,374</u>	<u>\$32,518,099</u>	<u>\$34,650,001</u>

**PUBLIC WORKS - VEHICLE MAINTENANCE FUND**

**FUNCTION: GENERAL GOVERNMENT**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2011	2012	2013
<b>Fleet Management</b>				
Assoc Dir PW Fleet Maint	AG	1	1	1
Security Services Manager	31	0	1	1
Fleet Specification Specialist	29	1	1	1
Admin Operations Mgr	28	1	1	1
Fleet Service Superintendent	28	6	5	5
Buyer	25	1	1	1
Accounting Supervisor	24	1	1	1
Automotive Body Repair Spvsr	24	1	1	1
Fleet Parts Supervisor	24	2	2	2
Fleet Service Supervisor	24	16	16	16
Administrative Assistant II	23	1	1	1
Auto Body Repair WorkerSenior	23	1	2	2
Fleet Service Technician IV	23	63	63	63
Automotive Body Repair Worker	21	4	3	3
Fleet Parts Expediter	21	3	3	3
Fleet Service Technician III	21	21	21	21
Fleet Towing and Recovery Oper	21	2	2	2
Payroll Personnel Tech Sr	21	1	1	1
Accounting Tech Senior	19	5	5	5
Fleet Parts Technician	19	10	10	10
Office Assistant Senior	19	3	4	4
Fleet Parts Transport Clerk	18	1	1	1
Fleet Service Technician II	18	7	7	7
Office Assistant	18	1	0	0
Fleet Service Technician I	16	7	7	7
FULL TIME Subtotal		160	160	160
<b>FULL TIME Total</b>		160	160	160
<b>ALL POSITIONS Total</b>		160	160	160

**VEHICLE REPLACEMENT FUND****FUNCTION: GENERAL GOVERNMENT****PROGRAM DESCRIPTION**

The Vehicle Replacement Fund is maintained as a separate group of accounts within the Internal Services Funds classification. It was established to ensure that sufficient capital exists to replace each unit in the County fleet when replacement criteria indicate replacement is warranted. Revenues to the fund are vehicle replacement charges and contributions for additions to the fleet that are provided by other funds. All expenditures for purchase of County fleet units are made from the Vehicle Replacement 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 Replacement Fund.

**ACTIVITY MEASURES**

	<b>Actual 2010</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Estimated 2013</b>
Vehicle Replacement				
Units Scheduled	162	365	265	208
Units Replaced	143	236	65	160
Vehicle Addition				
Units Added - Purchase	14	11	14	0
Vehicles in Fleet	3,243	3,229	3,243	3,260

**MAJOR BUDGETARY IMPACTS****Previous****2009**

The vehicle replacement program was suspended; no vehicles were scheduled for replacement and departments were not charged by the fund for future replacements during the year. The only charges to the departments were the 2<sup>nd</sup> year of payments for the initial Car & Pickup loan (made in 2008) in the amount of \$982,524, the 1<sup>st</sup> year of payments from an additional loan in the amount of \$350,000, and back-billing of \$642,121 for vehicles purchased in 2006 and 2007 that were originally scheduled for financing through the Master Lease Program, but were eventually financed by the Fund.

**2010**

The vehicle replacement program was partially resumed for Enterprise Funds and certain Public Safety vehicles. This involved the full resumption of replacements and replacement charges for the Enterprise Funds. In Public Safety, ambulance and fire vehicle replacements resumed and a limited number of patrol vehicles were scheduled for replacement, but the only actual vehicle replacement charges were for an ambulance upgrade cost differential. Otherwise in the Tax Funds departments, no vehicles were scheduled for replacement and departments were not charged by the fund for future replacements during the year. The only charges to the departments were the 3<sup>rd</sup> (and final) year of payments for the initial Car & Pickup loan (see above) in the amount of \$982,524, the 2<sup>nd</sup> year of payments from the additional loan in the amount of \$350,000, and back-billing of \$260,509 for vehicles purchased in 2006 and 2007 that were originally scheduled for financing through the Master Lease Program, but were eventually financed by the Fund.

\$17,220,790 was appropriated for the replacement of 133 units. \$1,339,600 was appropriated for the addition of 20 units, including 15 units for Watershed Management, 4 vehicles for the State Court Marshal, and 1 vehicle for E911.

The 2010 Budget also included the transfer of reserves to the General Fund in the amount of \$2,245,146. The appropriation includes reserves for future replacement of \$8,842,198.

**MAJOR BUDGETARY IMPACTS (continued)****2011**

Replacement vehicles for the Enterprise Funds were approved and vehicle recovery charges were appropriated in those departments. In the Tax Funds the requested vehicle replacement list was prioritized into High Priority and Low Priority vehicles. Replacements for the Low Priority list were deferred. The vehicles in the High Priority list having a useful life of 2 years (mainly police patrol cars) were approved for purchase from the Vehicle Replacement Fund and recovery charges for those vehicles resumed. The remainder of vehicles in the High Priority list was approved for purchase using lease/purchase financing (with principal and interest paid from the Vehicle Replacement Fund) and recovery charges for those vehicles were deferred.

Also in 2011, the 3<sup>rd</sup> and final year of payments from the additional loan in the amount of \$350,000 was charged to car and pickup using departments. Back-billing of \$198,024 was also charged to departments for vehicles purchased in 2006 and 2007 that were originally scheduled for financing through the Master Lease Program, but were eventually financed by the Fund.

\$14,993,800 is appropriated for the replacement of 249 units from the Vehicle Replacement Fund. Of that amount, \$3,400,000 is for the replacement of 136 police package patrol cars. \$198,000 is appropriated for the addition of 11 pickup trucks for Watershed Management. \$729,421 is appropriated for first-year payments of the 2011 replacement vehicles financed through lease/purchase.

In 2010, one of the County's two helicopters was destroyed in a non-fatal training accident. Insurance proceeds in the amount of \$2,825,000 were deposited into the Vehicle Replacement Fund. The Board of Commissioners approved the use of \$440,000 of that amount to overhaul the engine of the remaining unit, leaving \$2,385,000 appropriated in the Fund for the purchase of the replacement unit.

The 2011 Budget also includes the transfer of reserves to the General Fund in the amount of \$3,500,000, due to the deferral (or cancellation) of future ambulance purchases (for which recovery charges had been made). The appropriation includes reserves for future replacement of \$3,715,031.

**2012**

Replacement vehicles for the Enterprise Funds were approved and vehicle recovery charges were appropriated in those departments. In the Tax Funds the requested vehicle replacement list was prioritized into High Priority, Medium Priority, and Low Priority vehicles. Replacements for the Low and Medium Priority lists were deferred. The vehicles in the High Priority list having a useful life of 2 years (mainly police patrol cars) were approved for purchase from the Vehicle Replacement Fund and recovery charges for those vehicles continued. The remainder of vehicles in the High Priority list was approved for purchase using lease/purchase financing (with principal and interest paid from the Vehicle Replacement Fund) and recovery charges for those vehicles were deferred.

Also in 2012, back-billing of \$188,716 was charged to departments for vehicles purchased in 2006 and 2007 that were originally scheduled for financing through the Master Lease Program, but were eventually financed by the Fund.

\$11,615,500 is appropriated for the replacement of 158 units from the Vehicle Replacement Fund. Of that amount, \$2,400,000 is for the replacement of 83 police package patrol cars. \$2,700,000 is appropriated for first- and second-year payments of the 2012 and 2011 replacement vehicles financed through lease/purchase.

\$2,388,884 remains in the Vehicle Replacement Fund's Capital Outlay budget for the replacement of the helicopter lost in the 2010 accident (see above). Also, approximately \$440,000 remains in the Maintenance budget, earmarked for helicopter overhaul.

**2013**

Replacement vehicles for the Enterprise Funds were approved and vehicle recovery charges were appropriated in those departments. In the Tax Funds the requested vehicle replacement list was prioritized into High and Low Priority vehicles. Replacements for the Low Priority lists were deferred. The vehicles in the High Priority list having a useful life of 2 years (mainly police patrol cars) were approved for purchase from the Vehicle Replacement Fund and recovery charges for those vehicles continued. The remainder of vehicles in the High Priority list was approved for purchase using lease/purchase financing (with principal and interest paid from the Vehicle Replacement Fund) and recovery charges for those vehicles were deferred.

\$13,303,500 is appropriated for the replacement of 169 units from the Vehicle Replacement Fund. Of that amount, \$2,112,000 is for the replacement of 83 police package patrol cars.

The 2013 Budget also included the transfer of reserves to the General Fund in the amount of \$2,000,000. The appropriation includes reserves for future replacement of \$5,915,810.

**VEHICLE REPLACEMENT FUND**

**FUNCTION: GENERAL GOVERNMENT**

**MAJOR BUDGETARY IMPACTS (continued)**

**Future**

The full reinstatement and nature of the vehicle replacement program in Fiscal Year 2014 and following will be determined by general economic conditions and possible reallocation of fleet assets due to organizational changes.

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Vehicle Additions To Fleet	\$6,685	\$6,685	\$0	\$0
Vehicle Replacement	24,447,107	34,156,577	34,858,909	34,858,909
	<u>\$24,453,792</u>	<u>\$34,163,262</u>	<u>\$34,858,909</u>	<u>\$34,858,909</u>

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$0	(\$9,126)	\$0	\$0
Purchased / Contracted Services	479,104	444,518	4,213,425	4,213,425
Capital Outlays	20,462,297	33,678,107	22,502,274	22,502,274
Interfund / Interdepartmental Charges	12,391	49,763	227,400	227,400
Other Costs	0	0	5,915,810	5,915,810
Other Financing Uses	3,500,000	0	2,000,000	2,000,000
	<u>\$24,453,792</u>	<u>\$34,163,262</u>	<u>\$34,858,909</u>	<u>\$34,858,909</u>

<b>FUNDING SOURCES</b>			
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
Vehicle Replacement	\$24,453,792	\$34,163,262	\$34,858,909
	<u>\$24,453,792</u>	<u>\$34,163,262</u>	<u>\$34,858,909</u>



**FUND DESCRIPTION**

The Risk Management Fund includes the following coverages: unemployment insurance; group health and life; building and contents; boiler and machinery; various floaters; monies, securities, and blanket bond; airport liability insurance; police helicopters; and loss control. Also, included are funds for the defense of claims brought against the County, 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 unemployment compensation, and group health and life insurance are treated as fringe benefits expenditures within the personal services budget of the operating departments.

In 2004, the Risk Management Fund components began reporting as two separate individual funds. The Workers Compensation component is now reported under the Workers Compensation Fund. The Group Life & Health component and other miscellaneous insurance components are part of the Risk Management Fund for reporting purposes.

**MAJOR BUDGETARY IMPACTS****Previous**

In 2009, the County changed providers in order to control escalating health insurance costs for employees, retirees and the County. Blue Cross / Blue Shield and United Healthcare were replaced by CIGNA. Also, the prescription coverage and dental coverage were separated from the healthcare insurance providers, and replaced with standalone contracts with CVS/Caremark for prescriptions and United Concordia for dental. The Payroll Liabilities for Group Life and Health Insurance decreased by 12.1% from \$84,081,834 (the 2008 budget) to \$73,904,590 (the 2009 budget). The Purchased/Contracted Services category which contains the property and casualty insurance for the County decreased 9% for 2009 as compared with the 2008 appropriation. A Wellness Program to partially reimburse employees for gym membership was funded for the first time as part of the 2009 budget process.

In 2010, the recommended budget of \$82,877,878 for Payroll Liabilities for Group Life and Health Insurance decreased by 1% below the 2009 budget. This budget also included \$250,000 for full year funding of the Wellness Program which reimbursed employees for their health club memberships. In 2010, the County changed the administration and processing of self-insured health insurance for CIGNA to only PPO high and PPO low coverage effective January 2011.

In 2011, Kaiser remained as the fully-insured provider. There was no change to the dental insurance provider United Concordia. There was no change to the prescription component of Caremark. This budget included \$250,000 due to the introduction of the Wellness Program that reimbursed employees for their health club memberships.

In 2012, the Fund's appropriation (including reserve) of \$114,909,689 was a 3.5% increase above the 2011 budget (including reserve) of \$110,998,494.

**2013**

The adopted budget of \$111,763,760 reflects a decrease of 2.7% below the 2012 (\$114,909,689) budget. This includes \$10,395,052 in reserve.

**Future**

The impact of the Government Accounting Standards Board (GASB) Statement 45 ("Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions") which deals with nonmonetary retirement benefits such as other post-employment benefits (OPEBs) has not been determined at this time.

**RISK MANAGEMENT FUND**

**FUNCTION: GENERAL GOVERNMENT**

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
<b>Major Functions:</b>				
Group Health & Life	\$93,021,103	\$94,151,428	\$92,440,646	\$92,440,646
Other	307,834	1,406	10,395,052	10,395,052
Unemployment Compensation	797,995	582,852	800,000	800,000
Building and Contents	412,130	247,241	1,350,000	1,350,000
Boiler and Machinery	530	(325)	50,000	50,000
Non-Immunity Expenses	1,440,027	461,173	2,000,000	2,000,000
Vehicle Insurance	3,424,577	3,551,635	4,091,962	4,091,962
Airport Liability	0	(6,066)	6,100	6,100
Police Helicopter	0	4,130	130,000	130,000
Monies, Security & Blanket Bond	0	(2,021)	50,000	50,000
Loss Control	144,350	141,708	450,000	450,000
Miscellaneous	493	0	0	0
	<u>\$99,549,039</u>	<u>\$99,133,162</u>	<u>\$111,763,760</u>	<u>\$111,763,760</u>

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Personal Services and Benefits	\$72,408	\$94,633	\$100,000	\$100,000
Purchased / Contracted Services	4,545,554	4,238,360	6,528,062	6,528,062
Supplies	0	1,406	0	0
Interfund / Interdepartmental	1,440,027	461,173	2,000,000	2,000,000
Other Costs	797,995	582,852	11,195,052	11,195,052
Payroll Liabilities	92,693,054	93,754,738	91,940,646	91,940,646
	<u>\$99,549,039</u>	<u>\$99,133,162</u>	<u>\$111,763,760</u>	<u>\$111,763,760</u>

**FUNDING SOURCES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
Risk Management	\$99,549,039	\$99,133,162	\$111,763,760
	<u>\$99,549,039</u>	<u>\$99,133,162</u>	<u>\$111,763,760</u>

**WORKERS COMPENSATION FUND****FUNCTION: GENERAL GOVERNMENT****FUND DESCRIPTION**

The Workers Compensation Fund provides coverage for workers' compensation insurance.

In 2004, the Risk Management Fund components began reporting as two separate individual funds. The Workers Compensation component is now reported under the Workers Compensation Fund. The Group Life & Health component and all the other miscellaneous insurance components are part of Risk Management Fund for reporting purposes.

**MAJOR BUDGETARY IMPACTS****Previous**

The Fund's 2008 appropriation (including reserve) of \$13,053,500 was an 8.9% increase above the 2007 budget appropriation (including reserve) of \$11,986,498. The Fund's 2009 appropriation (including reserve) of \$13,944,694 is a 6.8% increase above the 2008 budget appropriation (including reserve) of \$13,053,500.

The Fund's 2010 appropriation (including reserve) of \$12,909,688 is a 7.4% decrease below the 2009 budget appropriation (including reserve) of \$13,944,694.

The Fund's 2011 appropriation (including reserve) of \$13,393,000 is a 4% increase above the 2010 budget appropriation (including reserve) of \$12,909,688 this is due to increase compensation claims.

The Fund's 2012 appropriation (including reserve) of \$10,133,000 is a 7.6% decrease below the 2011 budget appropriation (including reserve) of \$13,393,000.

**2013**

The adopted budget of \$6,282,566 reflects a decrease of 39% below the 2012 budget appropriation. This amount includes a reserve of \$346,316.

**Future**

No significant budget impacts are anticipated.

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
<b>Major Functions:</b>				
Workers Comp - Medical	2,920,186	2,238,967	3,000,000	3,000,000
Workers Comp - Expenses	32,594	33,920	95,000	95,000
Workers Comp - Indemnity	2,024,552	1,933,964	1,200,000	1,200,000
Workers Comp - Legal	187,920	262,179	30,000	30,000
Workers Comp - Other	734	1,258	3,000	3,000
Workers Comp - State	0	341,507	400,000	400,000
Workers Comp - State Assigned	385,705	88,689	300,000	300,000
Actuarial Services	0	0	7,500	7,500
Other Professional Services	436,595	1,317,222	500,000	500,000
Miscellaneous	344	961	750	750
Insurance - Workers Comp	22,073	359,747	400,000	400,000
Workers Comp - Reserve	0	0	346,316	346,316
	<b>\$6,010,701</b>	<b>\$6,578,415</b>	<b>\$6,282,566</b>	<b>\$6,282,566</b>

**WORKERS COMPENSATION FUND****FUNCTION: GENERAL GOVERNMENT****SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2013</b>
Purchased / Contracted Services	\$459,012	\$1,677,930	\$908,250	\$908,250
Interfund / Interdepartmental	5,551,690	4,900,485	5,028,000	5,028,000
Other Costs	0	0	346,316	346,316
	<b>\$6,010,701</b>	<b>\$6,578,415</b>	<b>\$6,282,566</b>	<b>\$6,282,566</b>

**FUNDING SOURCES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>
Workers Compensation	\$6,010,701	\$6,578,415	\$6,282,566
	<b>\$6,010,701</b>	<b>\$6,578,415</b>	<b>\$6,282,566</b>



## The County

- Est. 1822 from parts of Henry, Gwinnett and Fayette counties, named after Baron Johann DeKalb
- Located immediately east of the City of Atlanta
  - Today, small portion of corporate limits of Atlanta falls within DeKalb County

- Other municipalities

Avondale Estates  
Brookhaven  
Chamblee  
Clarkston  
Decatur (County Seat)  
Doraville  
Dunwoody  
Lithonia  
Pine Lake  
Stone Mountain



- Land area of approximately 269 square miles, 3<sup>rd</sup> most populous county in Georgia
- County Services
  - Police, fire, EMS transport, sewage collection and treatment, water supply and distribution, refuse collection and disposal, recreational facilities, library services, public health, court services, highway construction and maintenance, building inspection, animal control, planning and land use



## The County *(continued)*

- Transportation

- Airport

- County owns and operates DeKalb-Peachtree Airport (700+ acre general aviation facility)
    - Second busiest airport in Georgia



- Mass Transit--MARTA

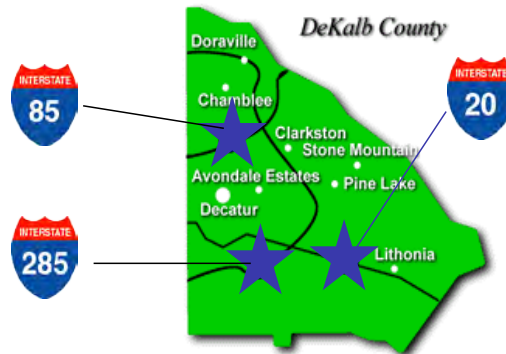
- Bus/rail service throughout DeKalb and Fulton Counties
    - 10 rail stations in DeKalb County



- Highways/Freeways

- DeKalb is one of the few major counties with three major interstates (I-285, I-85 and I-20)

- **Fact:** DeKalb County enjoys more miles of interstate than any other County in the State





## The County *(continued)*

- Transportation *(continued)*
  - Other transportation modes within DeKalb County
    - Bus lines
    - Railroads
- Education
  - Primary and Secondary
    - County boasts the 3rd largest public school system in the State
      - 99,000 + students K-12
      - 77 elementary schools, 19 middle schools, 22 high schools, 8 charter schools, 9 other schools
  - Higher Education
    - Atlanta MSA hosts some 36 colleges and universities offering approx. 350 programs of study to 100,000 students (e.g., law, medicine, pharmacy, fine arts)
    - **Colleges/Universities in DeKalb County:** Agnes Scott College, Columbia Theological Seminary, Emory University, Georgia Perimeter College, Luther Rice University, Oglethorpe University, and the Atlanta campus of Mercer University
    - **Technical Schools in DeKalb County:** DeVry Institute, Georgia Piedmont Technical College (largest technical school in State)





## The County *(continued)*

- Medical Facilities and Public Healthcare Interests

- Extensive hospital, research and educational facilities in addition to qualified healthcare professionals have enabled DeKalb County to become one of the southeast's major medical centers



- DeKalb County Hospitals

- Children's at Egleston
- Decatur (Atlanta) VA Medical Center
- DeKalb Medical Center
- DeKalb Medical Center @ Hillandale
- Emory University Hospital
- Wesley Woods Geriatric Hospital



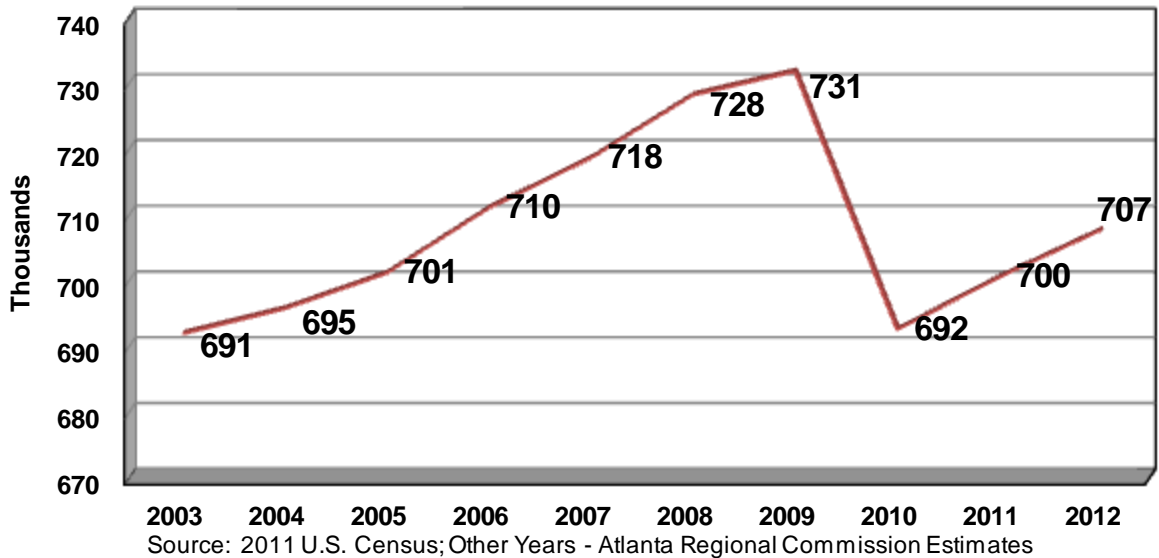
### ***National Headquarters:***

U.S. Centers for Disease Control and Prevention

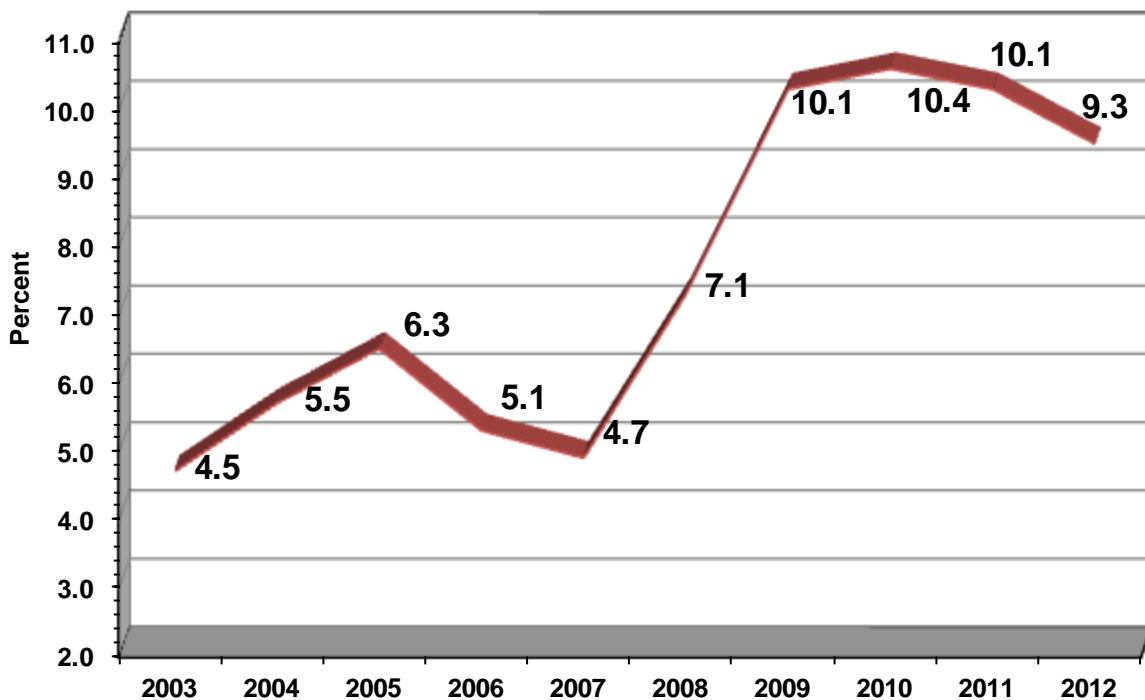




## DEKALB COUNTY POPULATION 2003 - 2012



## DEKALB COUNTY UNEMPLOYMENT RATE 2003- 2012



## TAX RATES ON REAL AND PERSONAL PROPERTY

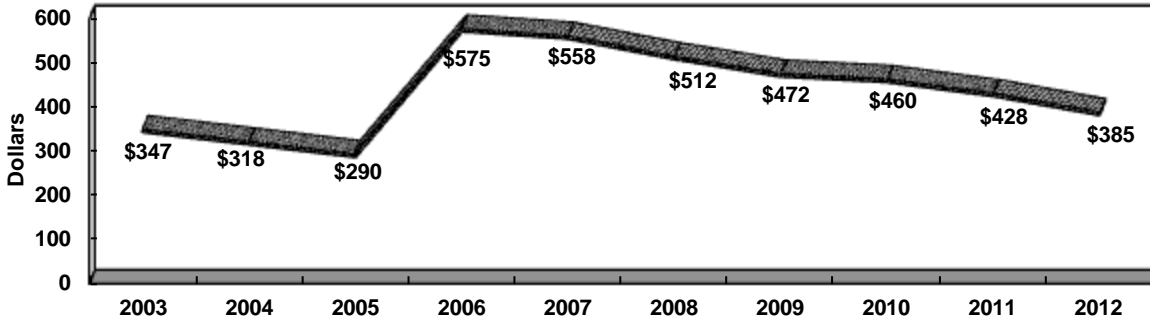
TAX IMPOSED FOR:	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
<b>COUNTY GOVERNMENT</b>										
<b>General Purpose</b>	\$8.73	\$8.31	\$8.21	\$9.12	\$7.54	\$7.99	\$8.00	\$8.00	\$9.43	\$10.43
<b>Special Tax District- Designated Services: *</b>										
Atlanta	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Avondale	2.76	2.89	2.05	1.84	2.14	2.10	2.12	2.12	2.06	1.92
Chamblee	1.12	1.17	0.83	0.74	0.87	0.85	0.86	0.86	0.36	0.29
Clarkston	2.33	2.44	1.73	1.55	1.80	1.77	1.79	1.79	1.71	1.60
Decatur	1.47	1.53	1.09	0.97	1.14	1.12	1.13	1.13	0.43	0.36
Doraville	1.56	1.62	1.15	1.03	1.20	1.18	1.20	1.20	0.25	0.16
Dunwoody	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Lithonia	2.42	2.53	1.79	1.60	1.87	1.84	1.86	1.86	1.98	1.80
Pine Lake	2.76	2.89	2.05	1.84	2.14	2.10	2.12	2.12	2.26	2.06
Stone Mountain	2.07	2.17	1.54	1.38	1.60	1.58	1.59	1.59	0.55	0.47
Unincorporated	2.76	2.69	2.55	2.04	2.87	2.74	3.50	3.50	6.39	4.13
<b>Hospital Fund</b>	0.92	0.88	0.98	0.83	0.89	0.84	0.96	0.96	0.88	0.94
<b>Fire Protection</b>	1.99	2.30	2.43	2.08	2.61	2.54	2.46	2.46	2.70	3.29
<b>Sp Rev Tax Dist Dbt Svc</b>	0.55	0.69	0.67	1.44	1.63	1.45	1.37	1.37	0.94	1.72
<b>Debt Service</b>	<u>0.63</u>	<u>0.61</u>	<u>0.64</u>	<u>0.56</u>	<u>0.53</u>	<u>0.51</u>	<u>0.57</u>	<u>0.57</u>	<u>0.87</u>	<u>0.70</u>
<b>TOTAL COUNTY TAX</b>	<b>\$15.58</b>	<b>\$15.48</b>	<b>\$15.48</b>	<b>\$16.07</b>	<b>\$16.07</b>	<b>\$16.07</b>	<b>\$16.86</b>	<b>\$16.86</b>	<b>\$21.21</b>	<b>\$21.21</b>
<b>BOARD OF EDUCATION</b>										
Operating	22.98	22.98	22.98	22.98	22.98	22.98	22.98	22.98	22.98	23.98
Debt Service ***	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b>TOTAL SCHOOL TAX</b>	<b>\$22.98</b>	<b>\$22.98</b>	<b>\$22.98</b>	<b>\$22.98</b>	<b>\$22.98</b>	<b>\$22.98</b>	<b>\$22.98</b>	<b>\$22.98</b>	<b>\$22.98</b>	<b>\$23.98</b>
<b>STATE GOVERNMENT</b>										
	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.20</u>
<b>TOTAL UNINCORPORATED COUNTY TAX</b>										
	<b>\$38.81</b>	<b>\$38.71</b>	<b>\$38.71</b>	<b>\$39.30</b>	<b>\$39.30</b>	<b>\$39.30</b>	<b>\$40.09</b>	<b>\$40.09</b>	<b>\$44.44</b>	<b>\$45.39</b>

\* State law requires a different county millage rate for each municipality for certain designated services based on each municipality's use of that service. The total county millage rate shown above is for the unincorporated portion of the County which comprises over 86% of the total county digest.

\*\*\* In 1998 the School Board began collecting a 1% sales tax for capital purposes. Some of the proceeds of this tax are used to pay debt service.

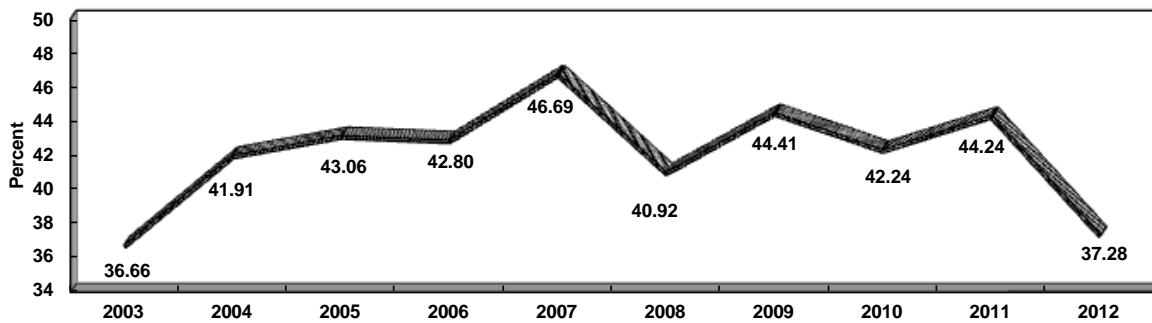
Note: The City of Dunwoody was incorporated on 12/1/2008. Beginning with 2009, Dunwoody's millage is listed in the above table with a Special Tax District - Designated Services rate of 0.00 per the city's incorporating legislation.

## NET GENERAL BONDED DEBT PER CAPITA 2003 - 2012



There were four general obligation bond issues between 1986 and 1993. In 2001, voters approved a GO Bond issue to acquire land for parks and greenspace. In 2005, voters approved a GO Bond issue for transportation projects, parks, and libraries. In 2010, Recovery Zone Bonds were issued.

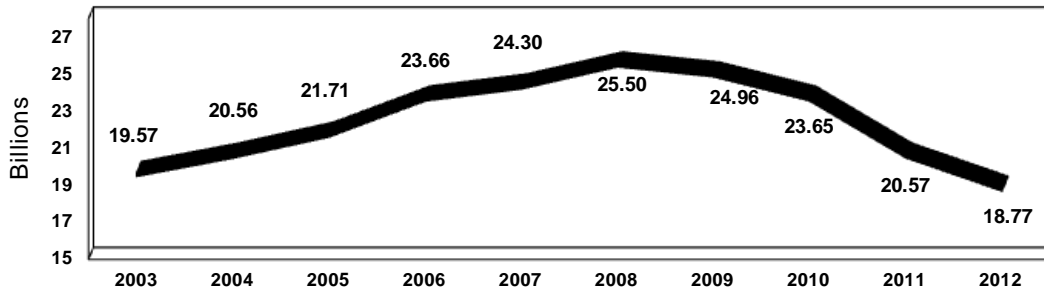
## PROPERTY TAX AS PERCENT OF TOTAL REVENUE 2003 - 2012



Includes current year real and personal and public utility taxes as a percent of current year revenue excluding fund balance brought forward.

The increase in 2003 was due to a decrease in the exemption to 60.58%. The increase in 2004 was due to a decrease in the exemption to 59.07%. The increase in 2005 was due to a decrease in the exemption to 54.64%. In 2006, the utility property tax bills were not generated and mailed until the last week of December. By law the utilities have 60 days to pay the tax bills without penalties. As a result, \$7.4 million in 2006 utility property tax revenue was collected and recorded in 2007. In 2008, sales tax revenues were a larger percentage of the County's total revenue thereby decreasing the property tax percentage. In 2009, there were a number of factors interacting to increase the property tax percentage, such as a decrease of approximately \$1 billion in digest values, fund balances dropped from \$46.9 million in 2008 to \$8.9 million in 2009, HOST sales tax revenues dropped \$14 million from 2008 to 2009, and the State paid the 2008 HTRG (\$16.3 million) in 2009 instead of 2008. In 2010, 2011, and 2012, property taxes were affected by the decline in the overall tax digest.

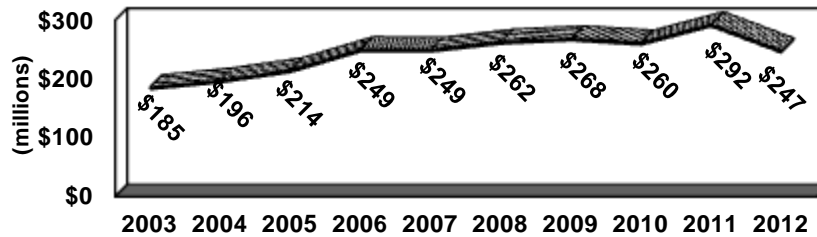
## NET ASSESSED VALUE OF TAXABLE PROPERTY



**Taxable Property includes Real and Personal Property, Motor Vehicles, Motor Homes and privately owned Public Utility values. Property is assessed in DeKalb County at 40% of estimated market value.**

There have been significant reevaluations of property in the past few years due to significant decreases in the real estate market for both residential and commercial property due to the inclusion of foreclosed properties and bank sales properties in the valuation of property values per state law.

## TAXES LEVIED - REAL AND PERSONAL PROPERTY



TAX IMPOSED FOR:	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
(in thousands)										
GENERAL PURPOSE	\$102,320	\$103,863	\$112,450	\$138,183	\$114,173	\$128,271	\$130,460	\$126,647	\$140,795	\$126,294
SPECIAL TAX DISTRICT	29,291	30,762	31,373	27,821	38,768	39,427	43,217	42,023	5,136	3,409
POLICE SERVICE									62,111	31,555
HOSPITAL SERVICE	10,730	10,999	13,423	12,576	13,477	13,485	15,655	15,198	13,139	11,382
FIRE PROTECTION	21,469	26,556	30,704	28,972	36,379	37,605	36,872	35,773	36,706	36,166
DEBT SERVICE	20,806	24,041	25,775	41,498	45,760	43,140	41,546	40,621	33,966	38,187
<b>TOTAL</b>	<b>\$184,616</b>	<b>\$196,221</b>	<b>\$213,725</b>	<b>\$249,050</b>	<b>\$248,557</b>	<b>\$261,928</b>	<b>\$267,751</b>	<b>\$260,261</b>	<b>\$291,853</b>	<b>\$246,993</b>

The data in this chart shows the total amount of taxes "levied" or billed and not the amounts collected. For the total amount of property taxes collected, see the Tax Funds Summary of Revenues and Anticipations by Major Category and Tax Funds Revenue History – Property Taxes. 2007 was the first year real estate taxes levied were affected by the 2006 voter approved homestead exemption that froze the property value of a home at the 2006 level for the current property owner.

**DEKALB COUNTY, GEORGIA**

**PRINCIPAL TAXPAYERS FOR 2012**

	<u>Type of Business</u>	<u>Assessed Valuation (thousands)</u>	<u>Tax Paid (thousands)</u>
Georgia Power Company	Utility	\$195,752	\$8,809
Perimeter Mall LLC	Retail	\$69,942	\$3,357
Bellsouth Telecom/AT&T	Utility	\$68,956	\$3,042
Atlanta Gas Light	Utility	\$57,436	\$2,584
Development Authority of	Utility	\$54,072	\$2,560
Highwoods Forsyth Limited Part	Developer	\$48,092	\$2,183
Stone Mountain Industrial Park	Industrial	\$41,904	\$2,078
Koger Ravinia LLC	Developer	\$40,244	\$1,932
RB Terraces LLC	Developer	\$34,840	\$1,821
AT&T Mobility LLC	Utility	\$34,670	\$1,570

**MAJOR EMPLOYERS FOR 2011**

	<u>Number of Employees</u>
DeKalb School System	13,285
Emory University	12,265
Emory Health Care	11,143
DeKalb County Government	8,077
Children's Healthcare of Atlanta	6,700
U.S. Centers for Disease Control & Prevention	6,500
Cox Communication	5,606
AT&T	5,200



**BOARD OF COMMISSIONERS OF DEKALB COUNTY**  
**THE LEGISLATIVE BRANCH**

**MISSION STATEMENT**

To improve the quality of life for the stakeholders of DeKalb County through governance, representation and accountability.

Vision Statement

With respect for the roles of the other two branches of government, the Board of Commissioners of DeKalb County, the legislative branch, is committed to excellence in public service as a way for the people to participate in a responsive government. Excellence is defined by fulfillment of our mission through:

- Embracing and valuing the diversity of the community;
- Creating sound public policy;
- Providing independent oversight;
- Prioritizing and allocating resources;
- Collaborative problem solving.

**STATEMENT OF VALUES**

- Commitment:** We strive to give our very best.
- Honesty:** We will be honest with each other and our stakeholders by communicating openly and professionally.
- Fairness:** We strive to ensure all sides have equal consideration.
- Integrity:** We adhere to ethical and professional values and behaviors, which include common courtesy, respect and trust.
- Stewardship:** We believe that accountability and fiscal responsibility are essential for public confidence in government.

REV. 10/02

DEKALB COUNTY

ITEM NO.

HEARING TYPE  
Public Hearing

BOARD OF COMMISSIONERS

BUSINESS AGENDA / MINUTES

ACTION TYPE  
Resolution

MEETING DATE: February 26, 2013

SUBSTITUTE

SUBJECT: 2013 Budget

DEPARTMENT: Chief Executive Officer

PUBLIC HEARING:  YES  NO

ATTACHMENT:  YES  No  
  
PAGES: 44

INFORMATION CONTACT: W. Burrell Ellis, Jr.  
Chief Executive Officer  
  
PHONE NUMBER: 404-371-2881

PURPOSE:

- (1) To consider adoption of the 2013 Budget, and
- (2) To consider approval of the authorized County position listing and adjustments to the same.

NEED/IMPACT:

A public hearing on the 2013 Recommended Budget must be held to comply with State law and The DeKalb County Code. A public hearing was previously held on February 12, 2013. The CEO has amended the 2013 recommended budget previously submitted for consideration. The County Attorney has reviewed the document and approved as to form.

RECOMMENDATION(S):

- (1) Adopt the 2013 Budget as amended, and
- (2) Approve the authorized County position listing and adjustments to the same.

**FOR USE BY COMMISSION OFFICE/CLERK ONLY**

**ACTION:** 2013-02-26 Item D1

MOTION was made by Sharon Barnes Sutton, seconded by Elaine Boyer and passed 7-0-0-0 to approve substitute (1) Received input from citizens on the Chief Executive Officer 2013 Recommended Budget; and, (2) Defer action to the Public Hearing at the February 26, 2013 Board Meeting. (The voting machine failed therefore the Commissioners raised their hands in favor.)

ADOPTED: FEB 26 2013  
(DATE)

*Lee N. May II*  
PRESIDING OFFICER  
DEKALB COUNTY BOARD OF  
COMMISSIONERS

CERTIFIED: FEB 26 2013  
(DATE)

*Sharon Barnes Sutton*  
CLERK,  
DEKALB COUNTY BOARD  
OF COMMISSIONERS

**FOR USE BY CHIEF EXECUTIVE OFFICER ONLY**

APPROVED: FEB 26 2013  
(DATE)  
*Ernest E. Boyd*  
CHIEF EXECUTIVE OFFICER  
DEKALB COUNTY

VETOED: \_\_\_\_\_  
(DATE)  
\_\_\_\_\_  
CHIEF EXECUTIVE OFFICER  
DEKALB COUNTY

**VETO STATEMENT ATTACHED:** \_\_\_\_\_

**MINUTES:** Joe Arrington, 466 S. Rays Road, Stone Mountain, GA. 30083, spoke in favor.

Mark Augustyn, 1113 Creekdale, Clarkston, Ga. 30021, Anthony Lewis, 3147 Flat Shoals Road, Decatur, Ga. 30034, John Steinichen, 1863 Merrimac Court, Atlanta, Ga. 30329, and Mary Louise Park Freeman, spoke in opposition.

**FOR :** Stan Watson, Kathie Gannon, Lee May, Sharon Barnes Sutton, Larry Johnson, Jeff Rader, Elaine Boyer

**AGAINST :** None

**ABSTAIN :** None

**ABSENT :** None



**BUDGET RESOLUTION**

**A RESOLUTION ADOPTING A BUDGET FOR THE FISCAL YEAR 2013 FOR EACH FUND OF DEKALB COUNTY, APPROPRIATING THE AMOUNTS SHOWN IN EACH FUND AS EXPENDITURES, ADOPTING THE SEVERAL ITEMS OF REVENUE ANTICIPATION, AND PROHIBITING EXPENDITURES TO EXCEED APPROPRIATIONS AND FUNDING.**

**WHEREAS**, the Chief Executive Officer of DeKalb County has presented a proposed 2013 budget to the Board of Commissioners of DeKalb County on each of the various funds of the County; and

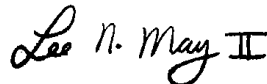
**WHEREAS**, the budget lists proposed expenditures for the fiscal year 2013, proposes certain levies and charges to finance these expenditures for the fiscal year 2013, and lists the anticipated revenues to be derived therefrom; and

**WHEREAS**, the budget is a balanced budget, such that the sum of estimated revenues and appropriated fund balances is equal to appropriations.

**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.

**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.

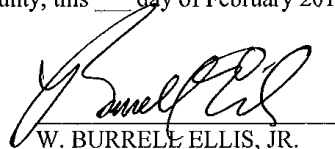
Adopted by the DeKalb County Board of Commissioners, this 26 day of February 2013.



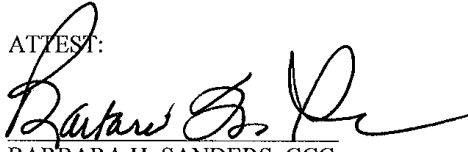
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LEE MAY  
Presiding Officer  
Board of Commissioners  
DeKalb County, Georgia

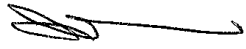
Approved by the Chief Executive Officer of DeKalb County, this \_\_\_\_ day of February 2013.

  
\_\_\_\_\_  
W. BURRELL ELLIS, JR.  
Chief Executive Officer  
DeKalb County, Georgia

ATTEST:

  
\_\_\_\_\_  
BARBARA H. SANDERS, CCC  
Clerk to the Board of Commissioners and  
Chief Executive Officer  
DeKalb County, Georgia

APPROVED AS TO FORM:

  
\_\_\_\_\_  
*Asst.* County Attorney  
DeKalb County, Georgia

BUDGET RESOLUTION

	<u>2013 CEO</u> <u>Recommended</u> <u>Budget As</u> <u>Amended</u>	<u>2013 FAB</u> <u>Committee</u> <u>Recommended</u> <u>Budget As</u> <u>Amended</u>
<b><u>TAX FUNDS</u></b>		
<b><u>GENERAL FUND</u></b>		
ANTICIPATED REVENUES:		
Taxes	\$228,091,887	\$223,579,812
Licenses and Permits	120,000	120,000
Intergovernmental	3,372,969	3,372,969
Charges for Services	38,631,649	38,631,649
Fines and Forfeitures	10,669,691	10,669,691
Miscellaneous	5,902,303	5,902,303
Other Financing Sources	7,269,453	7,269,453
Fund Balance Carried Forward	5,598,393	5,598,393
<b>TOTAL - GENERAL FUND</b>	<b><u>\$299,656,345</u></b>	<b><u>\$295,144,270</u></b>
PROPOSED EXPENDITURES:		
Chief Executive Officer	\$1,869,545	\$1,869,545
Board of Commissioners	3,146,049	3,146,049
Ethics Board	4,500	4,500
Law Department	3,139,711	3,139,711
Geographic Info Systems	1,909,662	1,909,662
Facilities Management	17,319,915	16,461,079
Purchasing	2,926,928	2,926,928
Human Resources & Merit System	3,122,415	3,122,415
Information Technology	18,608,568	18,608,568
Finance	5,650,199	5,613,037
Property Appraisal	4,427,264	4,427,264
Tax Commissioner	6,879,597	6,878,612
Registrar	1,897,479	1,897,479
Sheriff	78,371,702	77,575,791
Juvenile Court	9,444,635	9,444,635
Superior Court	8,426,869	8,426,869
Clerk of Superior Court	6,196,920	6,196,920
State Court	13,230,468	13,230,468
Solicitor - General	5,951,607	5,951,607
District Attorney	11,981,243	11,981,243
Child Advocate's Office	1,820,139	1,820,139
Probate Court	1,577,720	1,577,720
Medical Examiner	2,278,903	2,271,504
Public Defender	7,283,038	7,283,038
Police	5,207,042	4,940,547
Magistrate Court	2,706,229	2,705,774
Fire & Rescue Services	9,120,920	9,120,920
Planning & Development	973,957	973,957
Public Works - Director	267,196	267,196

**BUDGET RESOLUTION**

	<u>2013 CEO</u> <u>Recommended</u> <u>Budget As</u> <u>Amended</u>	<u>2013 FAB</u> <u>Committee</u> <u>Recommended</u> <u>Budget As</u> <u>Amended</u>
<b><u>GENERAL FUND (continued)</u></b>		
Economic Development	1,186,797	1,186,797
Library	12,376,767	12,476,767
Cooperative Extension	207,617	207,071
Public Health	3,955,634	3,955,634
Community Service Board	1,576,060	1,576,060
D F A C S	1,241,284	1,241,284
Human Services	3,491,733	3,523,733
Contributions to Capital Projects	6,000,000	6,000,000
Non - Departmental	33,880,033	31,203,747
<b>TOTAL - GENERAL FUND</b>	<b><u>\$299,656,345</u></b>	<b><u>\$295,144,270</u></b>
<b><u>FIRE FUND</u></b>		
ANTICIPATED REVENUES:		
Property Taxes	\$49,433,374	\$47,542,978
Charges for Services	723,488	1,723,488
Fund Balance Carried Forward	3,639,050	3,639,050
<b>TOTAL - FIRE FUND</b>	<b><u>\$53,795,912</u></b>	<b><u>\$52,905,516</u></b>
PROPOSED EXPENDITURES:		
Fire & Rescue Services	\$45,595,141	\$44,761,539
Non - Departmental	8,200,771	8,143,977
<b>TOTAL - FIRE FUND</b>	<b><u>\$53,795,912</u></b>	<b><u>\$52,905,516</u></b>
<b><u>SPECIAL TAX DISTRICT - DESIGNATED SERVICES</u></b>		
ANTICIPATED REVENUES:		
Taxes	\$7,273,586	\$7,122,130
Charges for Services	756,529	756,529
Miscellaneous	260,394	260,394
Other Financing Sources	20,013,019	20,013,019
Fund Balance Carried Forward	472,634	472,634
<b>TOTAL - S T D - DESIGNATED SERVICES FUND</b>	<b><u>\$28,776,162</u></b>	<b><u>\$28,624,706</u></b>
PROPOSED EXPENDITURES:		
Public Works - Transportation	\$2,032,451	\$2,032,451
Public Works - Roads & Drainage	8,543,051	8,530,447
Parks & Recreation	8,761,770	8,738,501
Non - Departmental	9,438,890	9,323,307
<b>TOTAL - STD - DESIGNATED SERVICES FUND</b>	<b><u>\$28,776,162</u></b>	<b><u>\$28,624,706</u></b>

**BUDGET RESOLUTION**

	<u>2013 CEO</u> <u>Recommended</u> <u>Budget As</u> <u>Amended</u>	<u>2013 FAB</u> <u>Committee</u> <u>Recommended</u> <u>Budget As</u> <u>Amended</u>
<b><u>SPECIAL TAX DISTRICT - UNINCORPORATED</u></b>		
ANTICIPATED REVENUES:		
Taxes	\$26,042,179	\$26,042,179
Licenses and Permits	24,048,234	24,328,599
Fines and Forfeitures	24,039,726	24,039,726
Miscellaneous	(43,640)	(43,640)
Other Financing Sources	(64,185,506)	(64,185,506)
Fund Balance Carried Forward	1,371,117	1,371,117
<b>TOTAL - S T D - UNINCORPORATED FUND</b>	<b><u>\$11,272,110</u></b>	<b><u>\$11,552,475</u></b>
PROPOSED EXPENDITURES:		
C E O Office - Cable TV Support	\$379,745	\$379,745
Finance - Business License	721,343	721,343
Recorder's Court	3,966,446	4,266,446
Planning & Development- Zoning Analysis	3,071,661	3,071,661
Non - Departmental	3,132,915	3,113,280
<b>TOTAL - S T D - UNINCORPORATED FUND</b>	<b><u>\$11,272,110</u></b>	<b><u>\$11,552,475</u></b>
<b><u>HOSPITAL FUND</u></b>		
ANTICIPATED REVENUES:		
Taxes	\$14,507,913	\$15,007,913
Fund Balance Carried Forward	(3,125,821)	(3,125,821)
<b>TOTAL - HOSPITAL FUND</b>	<b><u>\$11,382,092</u></b>	<b><u>\$11,882,092</u></b>
PROPOSED EXPENDITURES:		
	<b><u>\$11,382,092</u></b>	<b><u>\$11,882,092</u></b>
<b><u>POLICE SERVICES FUND</u></b>		
ANTICIPATED REVENUES:		
Taxes	\$48,173,640	\$46,992,470
Licenses and Permits	850,000	850,000
Charges for Services	215,000	215,000
Miscellaneous	2,598,000	2,598,000
Other Financing Sources	46,697,043	46,697,043
Fund Balance Carried Forward	18,312,067	18,312,067
<b>TOTAL - POLICE SERVICES FUND</b>	<b><u>\$116,845,750</u></b>	<b><u>\$115,664,580</u></b>
PROPOSED EXPENDITURES:		
Police Services	\$95,264,174	\$94,237,159
Non-Departmental	21,581,576	21,427,421
<b>TOTAL - POLICE SERVICES FUND</b>	<b><u>\$116,845,750</u></b>	<b><u>\$115,664,580</u></b>

**BUDGET RESOLUTION**

	<u>2013 CEO</u> <u>Recommended</u> <u>Budget As</u> <u>Amended</u>	<u>2013 FAB</u> <u>Committee</u> <u>Recommended</u> <u>Budget As</u> <u>Amended</u>
<b><u>DEBT SERVICE FUND</u></b>		
ANTICIPATED REVENUES:		
Taxes	\$1,591,250	\$1,433,144
Fund Balance Carried Forward	14,088,352	14,088,352
TOTAL - DEBT SERVICE FUND	<u>\$15,679,602</u>	<u>\$15,521,496</u>
PROPOSED EXPENDITURES:		
	<u>\$15,679,602</u>	<u>\$15,521,496</u>
<b><u>SPECIAL TAX DISTRICT - DEBT SERVICE FUND</u></b>		
ANTICIPATED REVENUES:		
Taxes	\$26,470,313	\$26,470,313
Fund Balance Carried Forward	1,120,406	1,120,406
TOTAL - STD - DEBT SERVICE FUND	<u>\$27,590,719</u>	<u>\$27,590,719</u>
PROPOSED EXPENDITURES:		
	<u>\$27,590,719</u>	<u>\$27,590,719</u>
<b>TOTAL RECOMMENDED 2013 TAX FUNDS BUDGET</b>	<b><u>\$564,998,692</u></b>	<b><u>\$558,885,854</u></b>
<b><u>SPECIAL REVENUE FUNDS</u></b>		
<b><u>DEVELOPMENT FUND</u></b>		
ANTICIPATED REVENUES:		
Licenses and Permits	\$5,757,300	\$5,757,300
Charges for Services	27,000	27,000
Investment Income	2,000	2,000
Miscellaneous	(20,000)	(20,000)
Fund Balance Carried Forward	(54,116)	(54,116)
TOTAL - DEVELOPMENT FUND	<u>\$5,712,184</u>	<u>\$5,712,184</u>
PROPOSED EXPENDITURES:		
Planning & Sustainability	\$5,020,045	\$5,020,045
Land Development	692,139	692,139
TOTAL - DEVELOPMENT FUND	<u>\$5,712,184</u>	<u>\$5,712,184</u>
<b><u>PUBLIC EDUCATION &amp; GOVERNMENT ACCESS FUND</u></b>		
ANTICIPATED REVENUES:		
Investment Income	\$10,000	\$10,000
Miscellaneous	145,000	145,000
Fund Balance Carried Forward	2,100,650	2,100,650
TOTAL - P E G FUND	<u>\$2,255,650</u>	<u>\$2,255,650</u>
PROPOSED EXPENDITURES:		
	<u>\$2,255,650</u>	<u>\$2,255,650</u>

**BUDGET RESOLUTION**

	<u>2013 CEO</u> <u>Recommended</u> <u>Budget As</u> <u>Amended</u>	<u>2013 FAB</u> <u>Committee</u> <u>Recommended</u> <u>Budget As</u> <u>Amended</u>
<b><u>COUNTY JAIL FUND</u></b>		
ANTICIPATED REVENUES:		
Intergovernmental	\$210,000	\$210,000
Fines and Forfeitures	2,022,000	2,022,000
Fund Balance Carried Forward	200,210	200,210
TOTAL - COUNTY JAIL FUND	<u>\$2,432,210</u>	<u>\$2,432,210</u>
PROPOSED EXPENDITURES:	<u>\$2,432,210</u>	<u>\$2,432,210</u>
<b><u>FORECLOSURE REGISTRY FUND</u></b>		
ANTICIPATED REVENUES:		
Charges for Services	\$240,000	\$240,000
Fund Balance Carried Forward	1,007,540	1,007,540
TOTAL - FORECLOSURE REGISTRY FUND	<u>\$1,247,540</u>	<u>\$1,247,540</u>
PROPOSED EXPENDITURES:	<u>\$1,247,540</u>	<u>\$1,247,540</u>
<b><u>HOTEL / MOTEL TAX FUND</u></b>		
ANTICIPATED REVENUES:		
Taxes	\$4,000,000	\$4,000,000
Fund Balance Carried Forward	1,074,462	1,074,462
TOTAL - HOTEL / MOTEL TAX FUND	<u>\$5,074,462</u>	<u>\$5,074,462</u>
PROPOSED EXPENDITURES:	<u>\$5,074,462</u>	<u>\$5,074,462</u>
<b><u>RENTAL MOTOR VEHICLE EXCISE TAX FUND</u></b>		
ANTICIPATED REVENUES:		
Taxes	\$552,492	\$552,492
Fund Balance Carried Forward	833,401	833,401
TOTAL - RENTAL MOTOR VEHICLE EXCISE TAX	<u>\$1,385,893</u>	<u>\$1,385,893</u>
PROPOSED EXPENDITURES:	<u>\$1,385,893</u>	<u>\$1,385,893</u>
<b><u>VICTIM ASSISTANCE FUND</u></b>		
ANTICIPATED REVENUES:		
Intergovernmental	\$345,000	\$345,000
Fines and Forfeitures	1,000,000	1,000,000
Fund Balance Carried Forward	272,968	272,968
TOTAL - VICTIM ASSISTANCE FUND	<u>\$1,617,968</u>	<u>\$1,617,968</u>
PROPOSED EXPENDITURES:	<u>\$1,617,968</u>	<u>\$1,617,968</u>

**BUDGET RESOLUTION**

	<u>2013 CEO</u> <u>Recommended</u> <u>Budget As</u> <u>Amended</u>	<u>2013 FAB</u> <u>Committee</u> <u>Recommended</u> <u>Budget As</u> <u>Amended</u>
<b><u>RECREATION FUND</u></b>		
ANTICIPATED REVENUES:		
Charges for Services	\$885,814	\$885,814
Investment Income	(5,924)	(5,924)
Fund Balance Carried Forward	(348,612)	(348,612)
TOTAL - RECREATION FUND	<u>\$531,278</u>	<u>\$531,278</u>
PROPOSED EXPENDITURES:		
	<u>\$531,278</u>	<u>\$531,278</u>
<b><u>LAW ENFORCEMENT CONFISCATED MONIES FUND</u></b>		
ANTICIPATED REVENUES:		
Fund Balance Carried Forward	\$6,184,535	\$6,184,535
TOTAL - L.E.C.M. FUND	<u>\$6,184,535</u>	<u>\$6,184,535</u>
PROPOSED EXPENDITURES:		
Sheriff	\$1,108,307	\$1,108,307
District Attorney	93,665	93,665
State Court Marshal	26,470	26,470
Public Safety - Police	4,956,093	4,956,093
TOTAL - L.E.C.M. FUND	<u>\$6,184,535</u>	<u>\$6,184,535</u>
<b><u>JUVENILE SERVICES FUND</u></b>		
ANTICIPATED REVENUES:		
Charges for Services	\$25,000	\$25,000
Investment Income	400	400
Fund Balance Carried Forward	268,041	268,041
TOTAL - JUVENILE SERVICES FUND	<u>\$293,441</u>	<u>\$293,441</u>
PROPOSED EXPENDITURES:		
	<u>\$293,441</u>	<u>\$293,441</u>
<b><u>DRUG ABUSE TREATMENT &amp; EDUCATION FUND</u></b>		
ANTICIPATED REVENUES:		
Fines and Forfeitures	\$60,000	\$60,000
Investment Income	125	125
Fund Balance Carried Forward	121,434	121,434
TOTAL - D.A.T.E. FUND	<u>\$181,559</u>	<u>\$181,559</u>
PROPOSED EXPENDITURES:		
	<u>\$181,559</u>	<u>\$181,559</u>



**BUDGET RESOLUTION**

	<u>2013 CEO</u> <u>Recommended</u> <u>Budget As</u> <u>Amended</u>	<u>2013 FAB</u> <u>Committee</u> <u>Recommended</u> <u>Budget As</u> <u>Amended</u>
<b><u>STREET LIGHT FUND</u></b>		
ANTICIPATED REVENUES:		
Charges for Services	\$4,500,000	\$4,500,000
Investment Income	300	300
Fund Balance Carried Forward	2,122,584	2,122,584
<b>TOTAL - STREET LIGHT FUND</b>	<b><u>6,622,884</u></b>	<b><u>6,622,884</u></b>
 PROPOSED EXPENDITURES:	 <u>6,622,884</u>	 <u>6,622,884</u>
<b><u>EMERGENCY TELEPHONE SYSTEM FUND</u></b>		
ANTICIPATED REVENUES:		
Investment Income	\$9,000	\$9,000
Miscellaneous	9,750,000	9,750,000
Fund Balance Carried Forward	6,811,979	6,811,979
<b>TOTAL - EMERGENCY TELEPHONE SYSTEM FUND</b>	<b><u>16,570,979</u></b>	<b><u>16,570,979</u></b>
 PROPOSED EXPENDITURES:	 <u>16,570,979</u>	 <u>16,570,979</u>
<b><u>SPEED HUMPS MAINTENANCE FUND</u></b>		
ANTICIPATED REVENUES:		
Charges for Services	\$312,000	\$312,000
Investment Income	3,000	3,000
Fund Balance Carried Forward	1,897,157	1,897,157
<b>TOTAL- SPEED HUMPS MAINTENANCE FUND</b>	<b><u>2,212,157</u></b>	<b><u>2,212,157</u></b>
 PROPOSED EXPENDITURES:	 <u>2,212,157</u>	 <u>2,212,157</u>
<b><u>GRANT - IN - AID FUND</u></b>		
ANTICIPATED REVENUES:		
Miscellaneous Revenue	\$66,058,188	\$66,058,188
<b>TOTAL - GRANT - IN - AID FUND</b>	<b><u>66,058,188</u></b>	<b><u>66,058,188</u></b>
 PROPOSED EXPENDITURES:		
Community Development	\$3,526,993	\$3,526,993
Workforce Development	6,145,913	6,145,913
Other	55,326,970	55,326,970
Justice Assistance Grants	1,058,312	1,058,312
<b>TOTAL - GRANT - IN - AID FUND</b>	<b><u>66,058,188</u></b>	<b><u>66,058,188</u></b>

**BUDGET RESOLUTION**

	<u>2013 CEO</u> <u>Recommended</u> <u>Budget As</u> <u>Amended</u>	<u>2013 FAB</u> <u>Committee</u> <u>Recommended</u> <u>Budget As</u> <u>Amended</u>
<b><u>ENTERPRISE FUNDS</u></b>		
<b><u>WATER &amp; SEWERAGE OPERATING FUND</u></b>		
ANTICIPATED REVENUES:		
Charges for Services	\$236,915,600	\$236,915,600
Investment Income	30,000	30,000
Fund Balance Carried Forward	28,157,510	28,157,510
<b>TOTAL - WATER &amp; SEWERAGE OPERATING FUND</b>	<b><u>\$265,103,110</u></b>	<b><u>\$265,103,110</u></b>
PROPOSED EXPENDITURES:		
Public Works - Water & Sewer	\$258,957,979	\$258,957,979
Finance - Revenue Collections	6,145,131	6,145,131
<b>TOTAL - WATER &amp; SEWERAGE OPERATING FUND</b>	<b><u>\$265,103,110</u></b>	<b><u>\$265,103,110</u></b>
<b><u>WATER &amp; SEWERAGE SINKING FUND</u></b>		
ANTICIPATED REVENUES:		
Miscellaneous	\$623,628	\$623,628
Other Financing Sources	44,788,577	44,788,577
Fund Balance Carried Forward	20,836,303	20,836,303
<b>TOTAL - WATER &amp; SEWERAGE SINKING FUND</b>	<b><u>\$66,248,508</u></b>	<b><u>\$66,248,508</u></b>
PROPOSED EXPENDITURES:		
	<u>\$66,248,508</u>	<u>\$66,248,508</u>
<b><u>SANITATION FUND</u></b>		
ANTICIPATED REVENUES:		
Charges for Services	\$65,860,000	\$65,860,000
Investment Income	42,000	42,000
Miscellaneous	155,000	155,000
Other Financing Sources	147,143	147,143
Fund Balance Carried Forward	8,131,570	8,131,570
<b>TOTAL - SANITATION FUND</b>	<b><u>\$74,335,713</u></b>	<b><u>\$74,335,713</u></b>
PROPOSED EXPENDITURES:		
Public Works - Sanitation	\$74,113,192	\$74,113,192
Finance - Revenue Collections	222,521	222,521
<b>TOTAL - SANITATION FUND</b>	<b><u>\$74,335,713</u></b>	<b><u>\$74,335,713</u></b>

**BUDGET RESOLUTION**

	<u>2013 CEO</u> <u>Recommended</u> <u>Budget As</u> <u>Amended</u>	<u>2013 FAB</u> <u>Committee</u> <u>Recommended</u> <u>Budget As</u> <u>Amended</u>
<b><u>DEKALB - PEACHTREE AIRPORT</u></b>		
ANTICIPATED REVENUES:		
Investment Income	\$20,000	\$20,000
Miscellaneous	4,900,500	4,900,500
Fund Balance Carried Forward	6,431,550	6,431,550
<b>TOTAL - DEKALB - PEACHTREE AIRPORT</b>	<b><u>\$11,352,050</u></b>	<b><u>\$11,352,050</u></b>
PROPOSED EXPENDITURES:		
Airport Operations	\$10,052,050	\$10,052,050
Transfer to Capital Projects	1,300,000	1,300,000
<b>TOTAL - DEKALB - PEACHTREE AIRPORT</b>	<b><u>\$11,352,050</u></b>	<b><u>\$11,352,050</u></b>
<b><u>STORMWATER UTILITY OPERATING FUND</u></b>		
ANTICIPATED REVENUES:		
Charges for Services	\$14,815,936	\$14,815,936
Investment Income	10,000	10,000
Fund Balance Carried Forward	12,804,035	12,804,035
<b>TOTAL - STORMWATER UTILITY FUND</b>	<b><u>\$27,629,971</u></b>	<b><u>\$27,629,971</u></b>
PROPOSED EXPENDITURES:		
Stormwater Operations	\$27,629,971	\$27,629,971
<b>TOTAL - STORMWATER UTILITY FUND</b>	<b><u>\$27,629,971</u></b>	<b><u>\$27,629,971</u></b>
<b><u>INTERNAL SERVICE FUNDS</u></b>		
<b><u>FLEET MAINTENANCE</u></b>		
ANTICIPATED REVENUES:		
Intergovernmental	\$200,000	\$200,000
Charges for Services	34,250,000	34,250,000
Miscellaneous	200,000	200,000
Fund Balance Carried Forward	1	1
<b>TOTAL - FLEET MAINTENANCE</b>	<b><u>\$34,650,001</u></b>	<b><u>\$34,650,001</u></b>
PROPOSED EXPENDITURES:		
Public Works - Fleet Maintenance	\$34,650,001	\$34,650,001
<b>TOTAL - FLEET MAINTENANCE</b>	<b><u>\$34,650,001</u></b>	<b><u>\$34,650,001</u></b>

**BUDGET RESOLUTION**

	<u>2013 CEO</u> <u>Recommended</u> <u>Budget As</u> <u>Amended</u>	<u>2013 FAB</u> <u>Committee</u> <u>Recommended</u> <u>Budget As</u> <u>Amended</u>
<b><u>VEHICLE FUND</u></b>		
ANTICIPATED REVENUES:		
Charges for Services	\$12,476,208	\$12,476,208
Investment Income	25,000	25,000
Other Financing Sources	500,000	500,000
Fund Balance Carried Forward	21,857,701	21,857,701
<b>TOTAL - VEHICLE FUND</b>	<b><u>\$34,858,909</u></b>	<b><u>\$34,858,909</u></b>
PROPOSED EXPENDITURES:		
Vehicle Acquisitions	\$26,715,699	\$26,715,699
Interdepartmental Services	227,400	227,400
Reserves and Other Miscellaneous	7,915,810	7,915,810
<b>TOTAL - VEHICLE FUND</b>	<b><u>\$34,858,909</u></b>	<b><u>\$34,858,909</u></b>
<b><u>RISK MANAGEMENT</u></b>		
ANTICIPATED REVENUES:		
Charges for Services	\$6,978,648	\$9,328,062
Payroll Deductions and Matches	94,290,060	91,940,646
Fund Balance Carried Forward	10,495,052	10,495,052
<b>TOTAL - RISK MANAGEMENT</b>	<b><u>\$111,763,760</u></b>	<b><u>\$111,763,760</u></b>
PROPOSED EXPENDITURES:		
	<b><u>\$111,763,760</u></b>	<b><u>\$111,763,760</u></b>
<b><u>WORKERS' COMPENSATION</u></b>		
ANTICIPATED REVENUES:		
Charges for Services	\$1,031,784	\$1,031,784
Miscellaneous	244,784	244,784
Fund Balance Carried Forward	5,005,998	5,005,998
<b>TOTAL - WORKERS' COMPENSATION FUND</b>	<b><u>\$6,282,566</u></b>	<b><u>\$6,282,566</u></b>
PROPOSED EXPENDITURES:		
	<b><u>\$6,282,566</u></b>	<b><u>\$6,282,566</u></b>
<b><u>REVENUE BONDS LEASE PAYMENT FUNDS</u></b>		
<b><u>BUILDING AUTHORITY LEASE PAYMENTS</u></b>		
ANTICIPATED REVENUES:		
Miscellaneous	\$3,712,325	\$3,712,325
Fund Balance Carried Forward	140,031	140,031
<b>TOTAL - BUILDING AUTHORITY</b>	<b><u>\$3,852,356</u></b>	<b><u>\$3,852,356</u></b>
PROPOSED EXPENDITURES:		
	<b><u>\$3,852,356</u></b>	<b><u>\$3,852,356</u></b>

**BUDGET RESOLUTION**

	<u>2013 CEO</u> <u>Recommended</u> <u>Budget As</u> <u>Amended</u>	<u>2013 FAB</u> <u>Committee</u> <u>Recommended</u> <u>Budget As</u> <u>Amended</u>
<b><u>PUBLIC SAFETY AND JUDICIAL FACILITIES AUTHORITY LEASE PAYMENTS</u></b>		
ANTICIPATED REVENUES:		
Miscellaneous	\$3,073,753	\$3,073,753
Fund Balance Carried Forward	33,349	33,349
TOTAL - PS&J FACILITIES AUTHORITY	<u>\$3,107,102</u>	<u>\$3,107,102</u>
PROPOSED EXPENDITURES:	<u>\$3,107,102</u>	<u>\$3,107,102</u>
<b><u>URBAN REDEVELOPMENT AGENCY BONDS DEBT SERVICE</u></b>		
ANTICIPATED REVENUES:		
Miscellaneous	\$766,122	\$766,122
Fund Balance Carried Forward	209,986	209,986
TOTAL - URA DEBT SERVICE FUND	<u>\$976,108</u>	<u>\$976,108</u>
PROPOSED EXPENDITURES:	<u>\$976,108</u>	<u>\$976,108</u>

**2013 BUDGET  
POSITION TRANSFERS**

<b>Department</b>	<b>Job Classification</b>	<b>Number of Positions</b>	
		<b>Added</b>	<b>Deleted</b>
Finance	Risk Control Officer Sr.		2
	Oracle System Administrator		1
Information Technology	Oracle System Administrator	1	
Watershed Management	Risk Control Officer Sr.	2	
Chief Executive Officer	Deputy COO - Development		1
Economic Development	Deputy COO - Development	1	
Public Works - Roads & Drainage	General Foreman		1
	Construction Supervisor		1
	Crew Supervisor, CDL		2
	Equipment Operator Principal		1
	Equipment Operator		2
	Crew Worker, Sr		2
Stormwater Management	General Foreman	1	
	Construction Supervisor	1	
	Crew Supervisor, CDL	2	
	Equipment Operator Principal	1	
	Equipment Operator	2	
	Crew Worker, Sr	2	
<b>Total Transfers</b>		<b>13</b>	<b>13</b>

2013 BUDGET  
POSITION ADDS/DELETES

Department	Job Classification	Number of Positions	
		Added	Deleted
State Court	Records Technician, Sr	2	
District Attorney	Attorney IV	2	
	Administrative Assistant I	1	
Magistrate Court	Clinical Evaluator	1	
	Court Program Coordinator	1	
<b>Total Additions</b>		<b>7</b>	<b>0</b>
<b><u>Abolishments</u></b>			
Police - General Fund	Director of Public Safety		1
Law Department	Secretary Senior Legal		1
Planning & Sustainability	Code Compliance Officer		2
Information Technology	Administrative Positions TBD		3
Finance - General Fund	Records Technician		1
Fire Dept - Fire fund	Firefighter I		3
Police Fund	Police Officer		1
<b>Total Abolishments</b>		<b>0</b>	<b>12</b>

2013 BUDGET  
AUTHORIZED POSITION LIST

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FundClass	Fund	Dept	Code-Title	2012				2013 Recommended				Chg	
				Full	Part	Temp	Grand Total	Full	Part	Temp	Grand Total		
TAX FUNDS	100 - GENERAL FUND	00100 - CHIEF EXECUTIVE OFFICER	6400 - Receptionist	1			1	1				1	-
			6435 - Executive Secretary CEO	1			1	1				1	-
			6460 - Administrative Assistant II	3			3	3				3	-
			6490 - Office Assistant	1			1	1				1	-
			6625 - Audiovisual Production Asst	1			1	1				1	-
			6630 - Cable TV Operations Director	1			1	1				1	-
			6637 - Public Information Officer	1			1	1				1	-
			6650 - Chief Communications Officer	1			1	1				1	-
			6652 - Communications Manager CEO	1			1	1				1	-
			6670 - Admin Project Mgr CEO	2			2	2				2	-
			6725 - Director Legislative Liaison	1			1	1				1	-
			6733 - Chief of Staff	1			1	1				1	-
			6740 - Deputy COO - Development	1			1						(1)
			6750 - Executive Assistant	1			1	1				1	-
			7210 - Special Projects Coordinator	1			1	1				1	-
			8545 - Chief Executive Officer	1			1	1				1	-
			8990 - Administrative Coordinator	1			1	1				1	-
			<b>00100 - CHIEF EXECUTIVE OFFICER Total</b>	<b>20</b>			<b>20</b>	<b>19</b>				<b>19</b>	<b>(1)</b>
		00200 - BOARD OF COMMISSIONERS	6400 - Receptionist	1			1	1				1	-
			6465 - Administrative Assistant I		1		1	1	1			1	-
			6490 - Office Assistant	1			1	1				1	-
			6635 - Senior Office Coordinator BOC	1			1	1				1	-
			6641 - Comm Office Coord District 1	1			1	1				1	-
			6642 - Comm Office Coord District 2	1			1	1				1	-
			6643 - Comm Office Coord District 3	1			1	1				1	-
			6644 - Comm Office Coord District 4	1			1	1				1	-
			6645 - Comm Office Coord District 5	1			1	1				1	-
			6646 - Comm Office Coord District 6	1			1	1				1	-
			6647 - Comm Office Coord District 7	1			1	1				1	-
			6657 - Comm Office Aide District 1	1			1	1				1	-
			6658 - Comm Office Aide District 2	1			1	1				1	-
			6659 - Comm Office Aide District 3	1			1	1				1	-
			6660 - Comm Office Aide District 4	1			1	1				1	-
			6661 - Comm Office Aide District 5	1			1	1				1	-
			6662 - Comm Office Aide District 6	1			1	1				1	-
			6663 - Comm Office Aide District 7	1			1	1				1	-
			6675 - Internal Auditor BOC	1			1	1				1	-
			8550 - Commissioner	7			7	7				7	-
			9875 - Policy Analyst	1			1	1				1	-
			9890 - Dir Policy Research Analysis	1			1	1				1	-
			9895 - Special Projects Manager	1			1	1				1	-
			9900 - Chief of Staff BOC	1			1	1				1	-
			9905 - County Clerk	1			1	1				1	-
			9907 - Deputy Clerk BOC	2			2	2				2	-



2013 BUDGET  
AUTHORIZED POSITION LIST

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FundClass	Fund	Dept	Code-Title	2012				2013 Recommended				Chg	
				Full	Part	Temp	Grand Total	Full	Part	Temp	Grand Total		
			TBD - Legislative Analyst	1			1	1				1	-
		00200 - BOARD OF COMMISSIONERS Total		33	1		34	33	1			34	-
		00300 - LAW DEPARTMENT	6440 - Secretary Legal	2			2	2				2	-
			6445 - Secretary Senior Legal	4			4	3				3	(1)
			6500 - Office Assistant Senior	1			1	1				1	-
			6760 - County Attorney	1			1	1				1	-
			6765 - Chief Asst County Attorney	3			3	3				3	-
			6775 - Asst County Attorney Senior	12			12	12				12	-
		00300 - LAW DEPARTMENT Total		23			23	22				22	(1)
		00800 - G.I.S.	0170 - Administrative Assistant I	1			1	1				1	-
			0175 - Administrative Assistant II	1			1	1				1	-
			2105 - Property Mapping Technician	1			1	1				1	-
			2106 - Property Mapping Technician Sr	5			5	5				5	-
			2115 - Addressing Coordinator	2			2	2				2	-
			2123 - GIS Specialist I	3			3	3				3	-
			2125 - GIS Specialist II	2			2	2				2	-
			2127 - GIS Specialist III	2			2	2				2	-
			2130 - GIS Mapping Supervisor	1			1	1				1	-
			2135 - Property Mapping Manager	1			1	1				1	-
			6605 - Assistant Director GIS	1			1	1				1	-
			6610 - GIS Technical Coordinator	2			2	2				2	-
			6615 - Director GIS	1			1	1				1	-
		00800 - G.I.S. Total		23			23	23				23	-
		01100 - FACILITIES MANAGEMENT	0060 - Office Assistant Senior	1			1	1				1	-
			0175 - Administrative Assistant II	2			2	2				2	-
			4500 - Swimming Pool Maintenance Mech	1			1	1				1	-
			4555 - Facilities Maintenance Coord	2			2	2				2	-
			4790 - Crew Worker Senior	4			4	4				4	-
			4830 - General Foreman	1			1	1				1	-
			5080 - Custodian Senior	1			1	1				1	-
			5090 - Custodian Supervisor	1			1	1				1	-
			5180 - Electrician Senior	9			9	9				9	-
			5220 - Plumber Senior	8			8	8				8	-
			5290 - HVAC Mechanic	5			5	5				5	-
			5300 - HVAC Mechanic Senior	5			5	5				5	-
			5325 - Project Manager I	2			2	2				2	-
			5326 - Project Manager II	5			5	5				5	-
			5330 - Facility Engineer	1			1	1				1	-
			5345 - Custodial Services Manager	1			1	1				1	-
			5375 - Deputy Dir Architectural/Eng	1			1	1				1	-
			5380 - DD PPM Bldg Operations & Maint	1			1	1				1	-
			5440 - Carpenter Senior	7			7	7				7	-
			9370 - Asst Dir PW, Engineering Svcs	1			1	1				1	-
		01100 - FACILITIES MANAGEMENT Total		59			59	59				59	-

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AUTHORIZED POSITION LIST

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FundClass	Fund	Dept	Code-Title	2012				2013 Recommended				Chg	
				Full	Part	Temp	Grand Total	Full	Part	Temp	Grand Total		
		01400 - PURCHASING	0170 - Administrative Assistant I	1			1	1				1	-
			0540 - Administrative Coordinator	1			1	1				1	-
			0824 - Buyer	2			2	2				2	-
			0825 - Senior Buyer	5			5	5				5	-
			0845 - Contract Administrator	13			13	13				13	-
			0849 - Supervisor Administrative Oper	1			1	1				1	-
			0860 - Contract Compliance Officer Sr	5			5	5				5	-
			0865 - Contract Compliance Assistant	1			1	1				1	-
			0913 - Purchasing Assistant	2			2	2				2	-
			0915 - Buyer Assistant	4			4	4				4	-
			0916 - Contract Assistant	5			5	5				5	-
			0935 - Deputy CPO Administrative Oper	1			1	1				1	-
			0938 - Deputy CPO Purchasing	1			1	1				1	-
			0945 - Deputy CPO Contract Administra	1			1	1				1	-
			0955 - Mail Room Clerk-Lead	1			1	1				1	-
			0960 - Mail Room Clerk	4			4	4				4	-
			1410 - Accountant	1			1	1				1	-
			6455 - Administrative Assistant I	1			1	1				1	-
			6895 - DeputyCPO Contract Compliance	1			1	1				1	-
			9325 - Asst Dir Purchasing & Contract	1			1	1				1	-
			9330 - Dir Purchasing and Contracting	1			1	1				1	-
			9400 - Consultant, Senior	1			1	1				1	-
		01400 - PURCHASING Total		54			54	54				54	-
		01500 - HUMAN RESOURCES & MERIT	0060 - Office Assistant Senior	1			1	1				1	-
			0170 - Administrative Assistant I	1			1	1				1	-
			0176 - Administrative Assistant II FE	1			1	1				1	-
			1010 - Human Resources Specialist	4			4	4				4	-
			1025 - Human Resources Supv. Fid.Off.	1			1	1				1	-
			1033 - Human Resources Generalist IV	4			4	4				4	-
			1034 - Human Resource Generalist Lead	1			1	1				1	-
			1035 - Human Resources Generalist I	1			1	1				1	-
			1130 - Asst Dir HR & Merit System	1			1	1				1	-
			1140 - Dir HR & Merit System	1			1	1				1	-
			1150 - Human Resources Manager	3			3	3				3	-
			1160 - Human Resources Assistant	1			1	1				1	-
			1165 - Human Resources Assistant Sr.	1			1	1				1	-
			1168 - Human Resources Records Tech	1			1	1				1	-
			1170 - Human Resources Records Lead	1			1	1				1	-
			1175 - HRIS Specialist	1			1	1				1	-
			1180 - HRIS Manager	1			1	1				1	-
			1195 - Employee Relations Coord Sr	1			1	1				1	-
			1197 - HR Operations Administrator	1			1	1				1	-
			2690 - Nurse Practitioner	1			1	1				1	-
		01500 - HUMAN RESOURCES & MERIT SYSTEM Total		28			28	28				28	-

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AUTHORIZED POSITION LIST

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FundClass	Fund	Dept	Code-Title	2012				2013 Recommended				Chg	
				Full	Part	Temp	Grand Total	Full	Part	Temp	Grand Total		
		01600 - INFORMATION TECHNOLOGY	0040 - Office Assistant	1			1						(1)
			0060 - Office Assistant Senior	3			3	3				3	-
			0175 - Administrative Assistant II	2			2	2				2	-
			0250 - Telephone Systems Tech	1			1	1				1	-
			0480 - Data Control Technician	1			1	1				1	-
			0495 - Data Control Technician Sr	1			1	1				1	-
			0500 - IS Help Desk Analyst	4			4	4				4	-
			0502 - IS Field Service Specialist	3			3	3				3	-
			0503 - IS Field Service Specialist Sr	2			2	2				2	-
			0505 - IS Help Desk Supervisor	1			1	1				1	-
			0510 - CPU Operator	5			5	5				5	-
			0520 - CPU Operator Supervisor	2			2	2				2	-
			0540 - Administrative Coordinator	1			1	1				1	-
			0550 - IS Production Control Supv	1			1	1				1	-
			0556 - IS Database Administrator	7			7	7				7	-
			0560 - CPU Manager	1			1	1				1	-
			0570 - IS Applications Manager	5			5	5				5	-
			0573 - Program Analyst I	2			2	2				2	-
			0575 - Program Analyst II	7			7	7				7	-
			0577 - Program Analyst III	16			16	16				16	-
			0580 - Deputy Director IS Application	1			1	1				1	-
			0600 - Departmental Microsystems Spec	10			10	10				10	-
			0610 - Network Administrator	1			1	1				1	-
			0670 - IS Database Manager	1			1	1				1	-
			0683 - Network Engineer Lead	1			1	1				1	-
			0685 - Network Engineer	2			2	2				2	-
			0690 - IS Security Manager	1			1	1				1	-
			0695 - IS Systems Administrator	3			3	3				3	-
			0700 - IS Systems Administrator Sr	2			2	2				2	-
			0703 - IS Systems Support Manager	2			2	2				2	-
			0705 - IS Security Administrator	1			1	1				1	-
			0710 - IS Program Manager Senior	1			1	1				1	-
			0720 - Asst Director Info Technology	1			1	1				1	-
			0725 - Chief Info Officer & Dir IT	1			1	1				1	-
			1760 - Oracle System Administrator					1				1	1
			3490 - Cellular Communications Spec.	1			1	1				1	-
			3860 - Call Center Operator	6			6	4				4	(2)
			3890 - Call Center Supervisor	1			1	1				1	-
			4965 - Dept Information Systems Mgr	1			1	1				1	-
			5350 - Telecommunications Specialist	2			2	2				2	-
			5352 - Telecommunications Admr	1			1	1				1	-
			5353 - IS Communications Manager	1			1	1				1	-
			8670 - Admin Project Mgr CEO	1			1	1				1	-
		01600 - INFORMATION TECHNOLOGY Total		108			108	106				106	(2)

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FundClass	Fund	Dept	Code-Title	2012				2013 Recommended				Chg	
				Full	Part	Temp	Grand Total	Full	Part	Temp	Grand Total		
		02100 - FINANCE	0060 - Office Assistant Senior	1			1	1				1	-
			0170 - Administrative Assistant I	2			2	2				2	-
			0175 - Administrative Assistant II	2			2	2				2	-
			0195 - Payroll Services Manager	2			2	2				2	-
			0201 - Payroll Assistant Senior	2			2	2				2	-
			0210 - Accounting Tech	2			2	2				2	-
			0220 - Accounting Tech Senior	7			7	7				7	-
			0225 - Records Technician	3			3	2				2	(1)
			0370 - Budget Technician	1			1	1				1	-
			1390 - Auditor	4			4	4				4	-
			1400 - Auditor Senior	2			2	2				2	-
			1405 - Auditor Principal	2			2	2				2	-
			1410 - Accountant	1			1	1				1	-
			1420 - Accountant Senior	2			2	2				2	-
			1430 - Accountant Principal	2			2	2				2	-
			1450 - Accounting Services Manager	2			2	2				2	-
			1455 - Records Manager	2			2	2				2	-
			1480 - Dep Dir Fin Internal Audit Lic	1			1	1				1	-
			1510 - Budget & Management Analyst Sr	1			1	1				1	-
			1515 - Budget Management Analyst Prin	4			4	4				4	-
			1520 - Financial Management Analyst	2			2	2				2	-
			1530 - Budget Manager	2			2	2				2	-
			1580 - Dep Dir Finance-Budget&Grants	1			1	1				1	-
			1580 - Benefits Specialist	4			4	4				4	-
			1590 - Benefits Specialist Senior	3			3	3				3	-
			1600 - Workers Compensation Manager	1			1	1				1	-
			1605 - Workers' Compensation Adjuster	2			2	2				2	-
			1610 - Employee Benefits Manager	1			1	1				1	-
			1615 - Pension Administrator	1			1	1				1	-
			1630 - Dep Dir Fin Risk Mgmt&Emp Svcs	1			1	1				1	-
			1646 - Employee Services Manager	1			1	1				1	-
			1650 - Risk Control Analyst	1			1	1				1	-
			1670 - Risk Control Officer Senior	4			4	2				2	(2)
			1690 - Risk Control Manager	1			1	1				1	-
			1705 - Accounts Payable Coordinator	1			1	1				1	-
			1720 - Payroll Analyst	2			2	2				2	-
			1740 - Assistant Director Finance	1			1	1				1	-
			1750 - Director Finance	1			1	1				1	-
			1760 - Oracle System Administrator	1			1						(1)
			3071 - Grants Coordinator	1			1	1				1	-
		02100 - FINANCE Total					77	73				73	(4)
		02700 - PROPERTY APPRAISAL& ASSES	0060 - Office Assistant Senior	7			7	7				7	-
			0170 - Administrative Assistant I	3			3	3				3	-
			0175 - Administrative Assistant II	2			2	2				2	-

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FundClass	Fund	Dept	Code-Title	2012				2013 Recommended				Chg	
				Full	Part	Temp	Grand Total	Full	Part	Temp	Grand Total		
			0540 - Administrative Coordinator	1			1	1				1	-
			1222 - Property Quality Control Coord	1			1	1				1	-
			1223 - Property Quality Control Supv	1			1	1				1	-
			1228 - Property Technician Sr	2			2	2				2	-
			1230 - Property Appraiser I	9			9	9				9	-
			1231 - Property Appraiser II	5			5	5				5	-
			1232 - Property Appraiser III	9			9	9				9	-
			1233 - Property Appraiser IV	14			14	14				14	-
			1235 - Property Appraiser Supervisor	7			7	7				7	-
			1245 - Deputy Chief Appraiser	3			3	3				3	-
			1253 - Property Appraiser Auditor	1			1	1				1	-
			7041 - Chief Appraiser	1			1	1				1	-
			<b>02700 - PROPERTY APPRAISAL&amp; ASSESSMENT Total</b>	<b>66</b>			<b>66</b>	<b>66</b>				<b>66</b>	<b>-</b>
			<b>02800 - TAX COMMISSIONER</b>										
			6455 - Administrative Assistant I	2			2	2				2	-
			6460 - Administrative Assistant II	1			1	1				1	-
			6490 - Office Assistant	6			6	6				6	-
			6500 - Office Assistant Senior	2			2	2				2	-
			6535 - Accounting Technician	1			1	1				1	-
			6540 - Accounting Technician Senior	2			2	2				2	-
			6550 - Accounting Supervisor	1			1	1				1	-
			6560 - Accountant Senior	1			1	1				1	-
			6785 - Property Tax Supervisor	1			1	1				1	-
			6800 - Customer Service Rep	4			4	4				4	-
			6810 - Delinquent Collection Officer	6			6	6				6	-
			6830 - Delinquent Tax Specialist	1			1	1				1	-
			6840 - Tax Technician	42			42	42				42	-
			6850 - Tax Technician Senior	9			9	9				9	-
			6860 - Tax Technician Lead	7			7	7				7	-
			6870 - Tax Technician Supervisor	5			5	5				5	-
			6880 - Tag Worker			13	13			13		13	-
			6905 - Branch Manager Tax Comm	4			4	4				4	-
			6910 - Tax Administrator	5			5	5				5	-
			6920 - Deputy Tax Commissioner	4			4	4				4	-
			6925 - Dept Information Systems Mgr	1			1	1				1	-
			6930 - Assistant Tax Commissioner	1			1	1				1	-
			8600 - Tax Commissioner	1			1	1				1	-
			<b>02800 - TAX COMMISSIONER Total</b>	<b>107</b>		<b>13</b>	<b>120</b>	<b>107</b>		<b>13</b>		<b>120</b>	<b>-</b>
			<b>02900 - REGISTRAR</b>										
			0165 - Office Software Specialist	1			1	1				1	-
			0175 - Administrative Assistant II	1			1	1				1	-
			0900 - Supply Specialist	1			1	1				1	-
			1350 - Voter Registration Technician	3			3	3				3	-
			1365 - Election Coordinator	6			6	6				6	-
			1375 - Election Supervisor	1			1	1				1	-
			1380 - Asst. Dir., Regist & Elections	1			1	1				1	-

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FundClass	Fund	Dept	Code-Title	2012				2013 Recommended				Chg	
				Full	Part	Temp	Grand Total	Full	Part	Temp	Grand Total		
			7061 - Temp Election Worker II			49	49			49	49	-	
			7062 - Temp Election Worker III			11	11			11	11	-	
			7070 - Director Elections	1			1	1				1	
			<b>02900 - REGISTRAR Total</b>	<b>15</b>	<b>60</b>	<b>75</b>	<b>15</b>	<b>60</b>	<b>75</b>			<b>75</b>	<b>-</b>
			<b>03200 - SHERIFF'S OFFICE</b>										
			4191 - Library Specialist Senior	1			1	1				1	-
			6390 - Communications Operator	6			6	6				6	-
			6450 - Administrative Operations Mgr	1			1	1				1	-
			6455 - Administrative Assistant I	2			2	2				2	-
			6460 - Administrative Assistant II	8			8	8				8	-
			6535 - Accounting Technician	1			1	1				1	-
			6540 - Accounting Technician Senior	5			5	5				5	-
			6925 - Dept Information Systems Mgr	1			1	1				1	-
			7095 - Field Training Officer(28 d/)	17			17	17				17	-
			7100 - Jail Training Officer(28d/c)	16			16	16				16	-
			7101 - Deputy Sheriff (28 d/cyl)	14			14	14				14	-
			7111 - Deputy Sheriff Sr (28 d/cyl)	48			48	48				48	-
			7121 - Deputy Sheriff Master(28d/)	96			96	96				96	-
			7131 - Deputy Sheriff Sgt(28 d/cyl)	54			54	54				54	-
			7141 - Deputy Sheriff Lt (28 d/cyl)	16			16	16				16	-
			7151 - Deputy Sheriff Capt(28 d/cyl)	10			10	10				10	-
			7161 - Deputy Sheriff Major(28d/cy)	4			4	4				4	-
			7171 - Chief Deputy Sheriff	1			1	1				1	-
			7183 - Levy and Cash Bond Manager	1			1	1				1	-
			7195 - Warrant Processing Coordinator	1			1	1				1	-
			7204 - Dir Admin and Legal Affairs	1			1	1				1	-
			7210 - Special Projects Coordinator	2			2	2				2	-
			7215 - Supply Supervisor	1			1	1				1	-
			7217 - Fiscal Management Officer	1			1	1				1	-
			7221 - Detention Officer I (28d/cyl)	78			78	78				78	-
			7231 - Detention Officer II (28d/cyl)	190			190	190				190	-
			7241 - Detention Officer III (28d/)	109			109	109				109	-
			7251 - Detention Sgt (28 d/cyl)	9			9	9				9	-
			7265 - Sheriff Processing Technician	12	2		14	12	2			14	-
			7270 - Sheriff Processing Tech Sr	50			50	50				50	-
			7275 - Sheriff Processing Unit Supv	9			9	9				9	-
			7277 - Pharmacy Technician	3			3	3				3	-
			7300 - Licensed Practical Nurse	1			1	1				1	-
			7305 - Health Services Coordinator	1			1	1				1	-
			7310 - Detention Technician	75			75	75				75	-
			7355 - Payroll Personnel Technician	2			2	2				2	-
			7360 - Payroll Personnel Tech Sr	4			4	4				4	-
			7542 - Departmental Microsystems Spc	4			4	4				4	-
			8610 - Sheriff	1			1	1				1	-
			8990 - Administrative Coordinator	1			1	1				1	-

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FundClass	Fund	Dept	Code-Title	2012				2013 Recommended				Chg	
				Full	Part	Temp	Grand Total	Full	Part	Temp	Grand Total		
			9440 - Investigative Aide		1		1			1		-	
			9450 - Investigative Aide Senior	1			1	1		1		-	
			<b>03200 - SHERIFF'S OFFICE Total</b>	<b>858</b>	<b>3</b>		<b>861</b>	<b>858</b>	<b>3</b>			<b>861</b>	<b>-</b>
			<b>03400 - JUVENILE COURT</b>										
			0060 - Office Assistant Senior	2			2	2		2		-	
			0127 - Secretary Senior Legal	3			3	3		3		-	
			0162 - Calendar Clerk Senior	4			4	4		4		-	
			0175 - Administrative Assistant II	4			4	4		4		-	
			0179 - Grants & Administrative Mgr	1			1	1		1		-	
			0220 - Accounting Tech Senior	1			1	1		1		-	
			0610 - Network Administrator	1			1	1		1		-	
			4025 - Tribunal Technician Senior	4			4	4		4		-	
			7480 - Clerk Juvenile Court	1			1	1		1		-	
			7520 - Dir Court Services Juvenile Ct	1			1	1		1		-	
			7535 - Cit Panel Rev Prg Adm Juv Ct	1			1	1		1		-	
			7635 - Juvenile Program Administrator	3			3	3		3		-	
			7645 - Court Records Supervisor	1			1	1		1		-	
			7647 - Records Tech Sr Juvenile Ct	6			6	6		6		-	
			7653 - Judge Associate Juv Court	2			2	2		2		-	
			7655 - Chief Deputy Clerk Juv Court	1			1	1		1		-	
			7667 - Probation Admn Supv Juv Court	1			1	1		1		-	
			7670 - Juvenile Probation Officer	23			23	23		23		-	
			7675 - Juvenile Probation Officer Sr	8			8	8		8		-	
			7680 - Juv Probation Officer Prin	13			13	13		13		-	
			7690 - Juvenile Probation Supervisor	4			4	4		4		-	
			7700 - Chief Juv Probation Officer	1			1	1		1		-	
			8640 - Juvenile Court Judge	2			2	2		2		-	
			<b>03400 - JUVENILE COURT Total</b>	<b>88</b>			<b>88</b>	<b>88</b>				<b>88</b>	<b>-</b>
			<b>03500 - SUPERIOR COURT</b>										
			6455 - Administrative Assistant I	1			1	1		1		-	
			6460 - Administrative Assistant II	2			2	2		2		-	
			6500 - Office Assistant Senior	9			9	9		9		-	
			6925 - Dept Information Systems Mgr	1			1	1		1		-	
			7207 - Grants Coordinator	1			1	1		1		-	
			7470 - Court Reporter	16			16	16		16		-	
			7477 - Calendar Clerk Senior	11			11	11		11		-	
			7485 - Law Library Coordinator	1			1	1		1		-	
			7500 - Law Clerk Senior	11			11	11		11		-	
			7580 - Paralegal	1			1	1		1		-	
			7760 - Jury Services Clerk	2			2	2		2		-	
			7770 - Jury Services Clerk Senior	3			3	3		3		-	
			7780 - Jury Svcs Clerk Principal	1			1	1		1		-	
			7785 - Jury Services Manager	1			1	1		1		-	
			7900 - Court Program Manager	1			1	1		1		-	
			7905 - Medical Laboratory Technician	1			1	1		1		-	
			7917 - Court Program Coordinator	3			3	3		3		-	

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FundClass	Fund	Dept	Code-Title	2012				2013 Recommended				Chg	
				Full	Part	Temp	Grand Total	Full	Part	Temp	Grand Total		
			7920 - Court Program Supervisor	1			1	1				1	-
			8155 - Dispute Res Dom Case Coord	1			1	1				1	-
			8440 - Judicial Secretary	2			2	2				2	-
			8445 - Judicial Assistant	9			9	9				9	-
			8630 - Superior Court Judge	10			10	10				10	-
			8655 - Trial Court Director	1			1	1				1	-
			8665 - Dispute Resolution Centr Mgr	1			1	1				1	-
			8730 - Senior Judge		4		4		4			4	-
			8990 - Administrative Coordinator	2			2	2				2	-
			<b>03500 - SUPERIOR COURT Total</b>	<b>93</b>	<b>4</b>		<b>97</b>	<b>93</b>	<b>4</b>			<b>97</b>	<b>-</b>
			<b>03600 - CLERK SUPERIOR COURT</b>										
			0175 - Administrative Assistant II	2			2	2				2	-
			0540 - Administrative Coordinator	1			1	1				1	-
			1225 - Board of Equalization Coord	1			1	1				1	-
			6450 - Administrative Operations Mgr	2			2	2				2	-
			6460 - Administrative Assistant II	2			2	2				2	-
			6500 - Office Assistant Senior	2			2	2				2	-
			6590 - Accountant Senior	1			1	1				1	-
			6637 - Public Information Officer	1			1	1				1	-
			6625 - Dept Information Systems Mgr	1			1	1				1	-
			7200 - Fiscal Officer	1			1	1				1	-
			7795 - Chief Dep Clerk Superior Ct	1			1	1				1	-
			7860 - Court Records Tech I	9			9	9				9	-
			7870 - Court Records Tech III	38			38	38				38	-
			7880 - Court Records Tech II	17			17	17				17	-
			7885 - Court Records Supervisor	7			7	7				7	-
			7895 - Judicial Administrative Coord	3			3	3				3	-
			8580 - Clerk Superior Court	1			1	1				1	-
			<b>03600 - CLERK SUPERIOR COURT Total</b>	<b>90</b>			<b>90</b>	<b>90</b>				<b>90</b>	<b>-</b>
			<b>03700 - STATE COURT</b>										
			6460 - Administrative Assistant II	5			5	5				5	-
			6490 - Office Assistant	1			1	1				1	-
			6500 - Office Assistant Senior	4			4	4				4	-
			6540 - Accounting Technician Senior	3			3	3				3	-
			7180 - Civil Process Unit Coord	1			1	1				1	-
			7340 - User Liaison Coordinator	2			2	2				2	-
			7470 - Court Reporter	7			7	7				7	-
			7477 - Calendar Clerk Senior	13			13	13				13	-
			7500 - Law Clerk Senior	7			7	7				7	-
			7542 - Departmental Microsystems Spc	1			1	1				1	-
			7890 - Bailiff	1			1	1				1	-
			7895 - Judicial Administrative Coord	5			5	5				5	-
			7910 - DUI Court Coordinator	1			1	1				1	-
			8040 - Deputy Marshal	2			2	2				2	-
			8045 - Deputy Marshal Senior	18			18	18				18	-
			8055 - Deputy Marshal Lieutenant	3			3	3				3	-



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FundClass	Fund	Dept	Code-Title	2012				2013 Recommended				Chg	
				Full	Part	Temp	Grand Total	Full	Part	Temp	Grand Total		
			8060 - Deputy Marshal, Major	1			1	1				1	-
			8063 - Chief Deputy Marshal	1			1	1				1	-
			8064 - Marshal	1			1	1				1	-
			8065 - Clerk State Court	1			1	1				1	-
			8300 - Probation Supervisor	2			2	2				2	-
			8305 - Probation Officer	14			14	14				14	-
			8310 - Probation Officer Senior	7			7	7				7	-
			8312 - Probation Officer Principal	2			2	2				2	-
			8315 - Chief Adult Probation Officer	1			1	1				1	-
			8320 - Asst Chief Adult Probation Off	1			1	1				1	-
			8325 - Chief Deputy Clerk State Ct	1			1	1				1	-
			8350 - Interpreter	3			3	3				3	-
			8400 - Records Technician St Court	21			21	21				21	-
			8420 - Records Technician Sr St Ct	18			18	20				20	2
			8422 - Records Tech Prin St Ct	15			15	15				15	-
			8440 - Judicial Secretary	1			1	1				1	-
			8445 - Judicial Assistant	6			6	6				6	-
			8850 - State Court Judge	7			7	7				7	-
			8990 - Administrative Coordinator	4			4	4				4	-
			<b>03700 - STATE COURT Total</b>	<b>181</b>			<b>181</b>	<b>183</b>				<b>183</b>	<b>2</b>
			<b>03800 - SOLICITOR</b>										
			6445 - Secretary Senior Legal	16			16	16				16	-
			6460 - Administrative Assistant II	4			4	4				4	-
			6500 - Office Assistant Senior	6			6	6				6	-
			6637 - Public Information Officer	1			1	1				1	-
			7415 - Investigator Principal	12	1		13	12	1			13	-
			7420 - Chief Investigator	1			1	1				1	-
			7600 - Attorney I	3			3	3				3	-
			7601 - Attorney II	9			9	9				9	-
			7602 - Attorney III	5			5	5				5	-
			7603 - Attorney IV	6	1		7	6	1			7	-
			8146 - Victim Witness Program Coord	1			1	1				1	-
			8147 - Victim Witness Asst Prog Coord	3			3	3				3	-
			8170 - Chief Assistant Solicitor	1			1	1				1	-
			8185 - Legal Office Coordinator	1			1	1				1	-
			8700 - Solicitor State Court	1			1	1				1	-
			8990 - Administrative Coordinator	2			2	2				2	-
			8995 - Special Projects Manager		1		1		1			1	-
			<b>03800 - SOLICITOR Total</b>	<b>72</b>	<b>3</b>		<b>75</b>	<b>72</b>	<b>3</b>			<b>75</b>	<b>-</b>
			<b>03900 - DISTRICT ATTORNEY</b>										
			6445 - Secretary Senior Legal	8			8	8				8	-
			6450 - Administrative Operations Mgr	1			1	1				1	-
			6455 - Administrative Assistant I					1				1	1
			6460 - Administrative Assistant II	2			2	2				2	-
			6500 - Office Assistant Senior	2			2	2				2	-
			6637 - Public Information Officer	1			1	1				1	-

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FundClass	Fund	Dept	Code-Title	2012				2013 Recommended				Chg	
				Full	Part	Temp	Grand Total	Full	Part	Temp	Grand Total		
			7340 - User Liaison Coordinator	1			1	1				1	-
			7422 - Deputy Chief Investigator DA	1			1	1				1	-
			7430 - Chief Investigator DA	1			1	1				1	-
			7435 - Asst Chief Investigator DA	1			1	1				1	-
			7445 - Investigator DA II	22	1		23	22	1			23	-
			7455 - Investigator DA III	6			6	6				6	-
			7548 - Administrative Aide	12			12	12				12	-
			7560 - Investigative Intake Tech	3			3	3				3	-
			7575 - Records Supv Dist Attorney	1			1	1				1	-
			7580 - Paralegal	5			5	5				5	-
			7582 - Paralegal Supervisor	1			1	1				1	-
			7600 - Attorney I	2			2	2				2	-
			7601 - Attorney II	7			7	7				7	-
			7602 - Attorney III	9			9	9				9	-
			7603 - Attorney IV	15			15	17				17	2
			7616 - Solicitor Juvenile Court	1			1	1				1	-
			7900 - Court Program Manager	1			1	1				1	-
			8130 - Chief Asst District Attorney	2			2	2				2	-
			8135 - Attorney DA	11			11	11				11	-
			8146 - Victim Witness Program Coord	4			4	4				4	-
			8147 - Victim Witness Asst Prog Coord	1			1	1				1	-
			8185 - Legal Office Coordinator	1			1	1				1	-
			8690 - District Attorney	1			1	1				1	-
			8695 - Investigator DA	1			1	1				1	-
			8990 - Administrative Coordinator	1			1	1				1	-
			9450 - Investigative Aide Senior	1			1	1				1	-
			<b>03900 - DISTRICT ATTORNEY Total</b>	<b>126</b>	<b>1</b>		<b>127</b>	<b>129</b>	<b>1</b>			<b>130</b>	<b>3</b>
			<b>04000 - CHILD ADVOCATES OFFICE</b>										
			7415 - Investigator Principal	3			3	3				3	-
			7425 - Chief Investigator Child Advo	1			1	1				1	-
			7580 - Paralegal	4			4	4				4	-
			7600 - Attorney I		2		2	2	2			2	-
			7601 - Attorney II	1			1	1				1	-
			7602 - Attorney III	8			8	8				8	-
			7603 - Attorney IV	2			2	2				2	-
			7604 - Director Child Advocate Ctr	1			1	1				1	-
			8990 - Administrative Coordinator	2			2	2				2	-
			<b>04000 - CHILD ADVOCATES OFFICE Total</b>	<b>22</b>	<b>2</b>		<b>24</b>	<b>22</b>	<b>2</b>			<b>24</b>	<b>-</b>
			<b>04100 - PROBATE COURT</b>										
			6450 - Administrative Operations Mgr	1			1	1				1	-
			6460 - Administrative Assistant II	1			1	1				1	-
			7340 - User Liaison Coordinator	1			1	1				1	-
			7603 - Attorney IV	1			1	1				1	-
			8230 - Associate Judge	1			1	1				1	-
			8475 - Probate Technician	2			2	2				2	-
			8480 - Probate Technician Senior	1			1	1				1	-

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FundClass	Fund	Dept	Code-Title	2012				2013 Recommended				Chg	
				Full	Part	Temp	Grand Total	Full	Part	Temp	Grand Total		
			8490 - Probate Technician Principal	12			12	12				12	-
			8590 - Probate Judge	1			1	1				1	-
			8990 - Administrative Coordinator	4			4	4				4	-
			<b>04100 - PROBATE COURT Total</b>	<b>25</b>			<b>25</b>	<b>25</b>				<b>25</b>	<b>-</b>
			<b>04300 - MEDICAL EXAMINER</b>										
			0040 - Office Assistant	1			1	1				1	-
			0060 - Office Assistant Senior	3			3	3				3	-
			3457 - Forensic Investigator	7			7	7				7	-
			3458 - Dep Chief Investigator, M.E.	1			1	1				1	-
			3459 - Chief Investigator ME	1			1	1				1	-
			3480 - Forensic Services Manager	1			1	1				1	-
			3483 - Forensic Technician	2			2	2				2	-
			3485 - Forensic Laboratory Manager	1			1	1				1	-
			3486 - Director Medical Examiner	1			1	1				1	-
			3488 - Deputy Dir Medical Examiner	1			1	1				1	-
			5080 - Custodian Senior	1			1	1				1	-
			<b>04300 - MEDICAL EXAMINER Total</b>	<b>20</b>			<b>20</b>	<b>20</b>				<b>20</b>	<b>-</b>
			<b>04500 - PUBLIC DEFENDER</b>										
			6500 - Office Assistant Senior	2			2	2				2	-
			7400 - Investigator	2			2	2				2	-
			7410 - Investigator Senior	3			3	3				3	-
			7415 - Investigator Principal	10			10	10				10	-
			7420 - Chief Investigator	1			1	1				1	-
			7548 - Administrative Aide	4			4	4				4	-
			7580 - Paralegal	1			1	1				1	-
			7600 - Attorney I	6			6	6				6	-
			7601 - Attorney II	9			9	9				9	-
			7602 - Attorney III	26			26	26				26	-
			7603 - Attorney IV	7			7	7				7	-
			8120 - Chief Asst. Public Defender	1			1	1				1	-
			8185 - Legal Office Coordinator	1			1	1				1	-
			8350 - Interpreter	1			1	1				1	-
			8710 - Public Defender	1			1	1				1	-
			<b>04500 - PUBLIC DEFENDER Total</b>	<b>75</b>			<b>75</b>	<b>75</b>				<b>75</b>	<b>-</b>
			<b>04600 - POLICE</b>										
			0060 - Office Assistant Senior	7			7	7				7	-
			0175 - Administrative Assistant II	2			2	2				2	-
			0920 - Requisition Technician	3			3	3				3	-
			3068 - Planning and Research Manager	1			1	1				1	-
			3071 - Grants Coordinator	1			1	1				1	-
			3100 - Police Officer, Master	3			3	3				3	-
			3110 - Police Sergeant	3			3	3				3	-
			3130 - Police Lieutenant	2			2	2				2	-
			3260 - Supply Coordinator	2			2	2				2	-
			3270 - Supply Supervisor	1			1	1				1	-
			3275 - Print Shop Coordinator	1			1	1				1	-
			3280 - Fiscal Management Officer	1			1	1				1	-

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FundClass	Fund	Dept	Code-Title	2012				2013 Recommended				Chg	
				Full	Part	Temp	Grand Total	Full	Part	Temp	Grand Total		
			3560 - Payroll Personnel Technician	1			1	1				1	-
			3565 - Payroll Personnel Tech Sr	5			5	5				5	-
			3580 - Payroll Personnel Supervisor	1			1	1				1	-
			3820 - Animal Control Director	1			1	1				1	-
			3825 - Animal Adoption/Rescue Coord	2			2	2				2	-
			3835 - Animal Control Officer	10			10	10				10	-
			3840 - Animal Control Officer Senior	8			8	8				8	-
			3845 - Animal Control Officer Master	10			10	10				10	-
			3850 - Animal Control Supervisor	3			3	3				3	-
			5080 - Custodian Senior	2			2	2				2	-
			5090 - Custodian Supervisor	1			1	1				1	-
			8750 - School Safety Officer		3		3		3			3	-
			9150 - Director Public Safety	1			1					1	(1)
			<b>04600 - POLICE Total</b>	<b>72</b>	<b>3</b>		<b>75</b>	<b>71</b>	<b>3</b>			<b>74</b>	<b>(1)</b>
			<b>04800 - MAGISTRATE COURT</b>										
			8480 - Administrative Assistant II	1			1	1				1	-
			8500 - Office Assistant Senior	1			1	1				1	-
			7400 - Investigator	2			2	2				2	-
			7410 - Investigator Senior	1			1	1				1	-
			7477 - Calendar Clerk Senior	2			2	2				2	-
			7710 - Pre-Trial Release Coordinator	1			1	1				1	-
			7917 - Court Program Coordinator	1			1	2				2	1
			8250 - Secretary Exec Magistrate Ct	1			1	1				1	-
			8260 - Chief Magistrate	1			1	1				1	-
			8270 - Associate Magistrate	2			2	2				2	-
			8280 - Part-time Assoc Magistrate		22		22		22			22	-
			8290 - Sr Assoc Magistrate		1		1		1			1	-
			8298 - Clinical Evaluator					1				1	1
			8420 - Records Technician Sr St Ct	1			1	1				1	-
			<b>04800 - MAGISTRATE COURT Total</b>	<b>14</b>	<b>23</b>		<b>37</b>	<b>16</b>	<b>23</b>			<b>39</b>	<b>2</b>
			<b>04900 - FIRE &amp; RESCUE SERVICES</b>										
			3260 - Supply Coordinator	1			1	1				1	-
			3611 - Fire Apparatus Oper (28 d/cyl)	2			2	2				2	-
			3641 - Fire Captain (28 d/cyl)	2			2	2				2	-
			3692 - Fire Medic II	4			4	4				4	-
			3693 - Firemedic Apparatus Operator	2			2	2				2	-
			3701 - Fire Medic I (28day)	17			17	17				17	-
			3702 - Fire Medic II (28day)	41			41	41				41	-
			3703 - Firemedic Apparatus Op (28day)	31			31	31				31	-
			3711 - Firefighter II/EMT-I (28d/cyl)	3			3	3				3	-
			3712 - Firefighter II/EMT-I	1			1	1				1	-
			3714 - Firefighter II/EMT-I (28d/cyl)	14			14	14				14	-
			3735 - Paramedic Senior	4			4	4				4	-
			3750 - Rescue Captain	7			7	7				7	-
			3751 - Rescue Captain (28 d/cyl)	9			9	9				9	-
			9680 - Fire & Rescue Battalion Chief	1			1	1				1	-

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FundClass	Fund	Dept	Code-Title	2012				2013 Recommended				Chg	
				Full	Part	Temp	Grand Total	Full	Part	Temp	Grand Total		
			9676 - FireandRescueAsstChf(28d/cyl)	1			1	1				1	-
			<b>04900 - FIRE &amp; RESCUE SERVICES Total</b>	<b>140</b>			<b>140</b>	<b>140</b>				<b>140</b>	<b>-</b>
			<b>05100 - PLANNING &amp; SUSTAINABILITY</b>										
			0040 - Office Assistant	1			1	1				1	-
			0165 - Office Software Specialist	1			1	1				1	-
			0175 - Administrative Assistant II	1			1	1				1	-
			0540 - Administrative Coordinator	1			1	1				1	-
			1950 - Planner	1			1	1				1	-
			1960 - Planner Senior	3			3	3				3	-
			2033 - Strategic Planning Administra	1			1	1				1	-
			2040 - Associate Director Planning	1			1	1				1	-
			2060 - Director Planning	1			1	1				1	-
			2090 - Planning Technician Senior	1			1	1				1	-
			3000 - Housing Programs Manager	1			1	1				1	-
			<b>05100 - PLANNING &amp; SUSTAINABILITY Total</b>	<b>13</b>			<b>13</b>	<b>13</b>				<b>13</b>	<b>-</b>
			<b>05500 - PUBLIC WORKS DIRECTOR</b>										
			0540 - Administrative Coordinator	1			1	1				1	-
			8385 - Deputy COO Infrastructure	1			1	1				1	-
			8385 - Asst Director Public Works	1			1	1				1	-
			<b>05500 - PUBLIC WORKS DIRECTOR Total</b>	<b>3</b>			<b>3</b>	<b>3</b>				<b>3</b>	<b>-</b>
			<b>05600 - ECONOMIC DEVELOPMENT</b>										
			6455 - Administrative Assistant I	1			1	1				1	-
			6460 - Administrative Assistant II	1			1	1				1	-
			6688 - Economic Develop Coord, Sr	5			5	5				5	-
			6690 - Dir Economic Development	1			1	1				1	-
			6740 - Deputy COO - Development					1				1	-
			<b>05600 - ECONOMIC DEVELOPMENT Total</b>	<b>8</b>			<b>8</b>	<b>9</b>				<b>9</b>	<b>-</b>
			<b>06800 - LIBRARY</b>										
			0060 - Office Assistant Senior	4			4	4				4	-
			0175 - Administrative Assistant II	1			1	1				1	-
			0420 - Graphic Design Technician	1			1	1				1	-
			0600 - Departmental Microsystems Spec	3			3	3				3	-
			0610 - Network Administrator	1			1	1				1	-
			0620 - Library System Analyst	1			1	1				1	-
			0625 - Library Web Designer	1			1	1				1	-
			0870 - Courier	4			4	4				4	-
			1410 - Accountant	1			1	1				1	-
			3565 - Payroll Personnel Tech Sr	2			2	2				2	-
			4181 - Library Specialist	28			28	28				28	-
			4191 - Library Specialist Senior	30	4		34	30	4			34	-
			4195 - Library Branch Supervisor	5			5	5				5	-
			4200 - Librarian	19			19	19				19	-
			4210 - Librarian Senior	23	1		24	23	1			24	-
			4220 - Librarian, Principal	16			16	16				16	-
			4230 - Librarian Administrative	8			8	8				8	-
			4235 - Marketing/Programming Coord	1			1	1				1	-
			4250 - Assistant Director, Library	1			1	1				1	-
			4255 - Admin Services Mgr Library	1			1	1				1	-

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FundClass	Fund	Dept	Code-Title	2012				2013 Recommended				Chg	
				Full	Part	Temp	Grand Total	Full	Part	Temp	Grand Total		
			4260 - Director, Library	1			1	1				1	-
			4265 - Library Accounts Payable Asst	2			2	2				2	-
			4270 - Development Coord Library	1			1	1				1	-
			4305 - Facilities Admin Coord Library	1			1	1				1	-
			4310 - Library Technician	8	7		15	8	7			15	-
			4320 - Library Technician, Senior	46	33		79	46	33			79	-
			4385 - Program Promotion Spec Sr	1			1	1				1	-
			4760 - General Maintenance Worker	1			1	1				1	-
			5070 - Custodian		2		2		2			2	-
			5080 - Custodian Senior	9	11		20	9	11			20	-
			5140 - Security Guard	7			7	7				7	-
			<b>06800 - LIBRARY Total</b>	<b>228</b>	<b>58</b>		<b>286</b>	<b>228</b>	<b>58</b>			<b>286</b>	<b>-</b>
			<b>06900 - EXTENSION SERVICE</b>										
			0040 - Office Assistant	1			1	1				1	-
			0170 - Administrative Assistant I	3			3	3				3	-
			0600 - Departmental Microsystems Spec	1			1	1				1	-
			8866 - Extension Program Assistant	1			1	1				1	-
			8870 - Dir County Extension Service	1			1	1				1	-
			8875 - County Extension Agent	2			2	2				2	-
			8880 - County Extension Agent	1			1	1				1	-
			8883 - Extension Service Manager	3			3	3				3	-
			8990 - Administrative Coordinator	1			1	1				1	-
			<b>06900 - EXTENSION SERVICE Total</b>	<b>14</b>			<b>14</b>	<b>14</b>				<b>14</b>	<b>-</b>
			<b>07500 - HUMAN SERVICES</b>										
			0175 - Administrative Assistant II	1			1	1				1	-
			2020 - Human Services Facility Coord	1			1	1				1	-
			2900 - Director Human Services	1			1	1				1	-
			2910 - Project Monitor	4			4	4				4	-
			2915 - Human Services Manager	1			1	1				1	-
			2960 - Information & Referral Spec	1			1	1				1	-
			2965 - Information&Referral Spec Lead	1			1	1				1	-
			3015 - Deputy Sr Services Admin	2			2	2				2	-
			3050 - Program Coord Sr Facility	1			1	1				1	-
			3052 - Bus Operator	1			1	1				1	-
			3058 - Senior Center Event Coordntr	1			1	1				1	-
			3060 - Fiscal Officer	1			1	1				1	-
			3071 - Grants Coordinator	1			1	1				1	-
			6405 - Office Software Specialist	1			1	1				1	-
			6455 - Administrative Assistant I	1			1	1				1	-
			<b>07500 - HUMAN SERVICES Total</b>	<b>19</b>			<b>19</b>	<b>19</b>				<b>19</b>	<b>-</b>
			<b>09100 - NON-DEPARTMENTAL</b>										
			6460 - Administrative Assistant II	1			1	1				1	-
			<b>09100 - NON-DEPARTMENTAL Total</b>	<b>1</b>			<b>1</b>	<b>1</b>				<b>1</b>	<b>-</b>
			<b>100 - GENERAL FUND Total</b>	<b>2,775</b>	<b>98</b>	<b>73</b>	<b>2,946</b>	<b>2,774</b>	<b>98</b>	<b>73</b>	<b>2,945</b>	<b>(1)</b>	
			<b>270 - FIRE</b>										
			<b>04900 - FIRE &amp; RESCUE SERVICES</b>										
			0060 - Office Assistant Senior	2			2	2				2	-
			0170 - Administrative Assistant I	6			6	6				6	-
			0175 - Administrative Assistant II	3			3	3				3	-

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FundClass	Fund	Dept	Code-Title	2012				2013 Recommended				Chg	
				Full	Part	Temp	Grand Total	Full	Part	Temp	Grand Total		
			2700 - Public Education Specialist	6			6	6				6	-
			3060 - Fiscal Officer	1			1	1				1	-
			3260 - Supply Coordinator	1			1	1				1	-
			3270 - Supply Supervisor	1			1	1				1	-
			3565 - Payroll Personnel Tech Sr	3			3	3				3	-
			3580 - Payroll Personnel Supervisor	1			1	1				1	-
			3590 - Firefighter I	22			22	22				22	-
			3591 - Firefighter I (28 d/cyl)	51			51	48				48	(3)
			3600 - Firefighter II	1			1	1				1	-
			3601 - Firefighter II (28 d/cyl)	191			191	191				191	-
			3610 - Fire Apparatus Operator	6			6	6				6	-
			3611 - Fire Apparatus Oper (28 d/cyl)	179			179	179				179	-
			3636 - Fire Investigator II	2			2	2				2	-
			3637 - Fire Investigator III	2			2	2				2	-
			3639 - Fire Investigations Supervisor	1			1	1				1	-
			3640 - Fire Captain	2			2	2				2	-
			3641 - Fire Captain (28 d/cyl)	89			89	89				89	-
			3645 - Fire Inspector I	3			3	3				3	-
			3646 - Fire Inspector II	2			2	2				2	-
			3647 - Fire Inspector III	2			2	2				2	-
			3655 - Fire Inspections Supervisor	1			1	1				1	-
			3685 - Fire Rescue Captain (28 d/cyl)	15			15	15				15	-
			3701 - Fire Medic I (28day)	1			1	1				1	-
			3702 - Fire Medic II (28day)	11			11	11				11	-
			3703 - Firemedic Apparatus Op (28day)	10			10	10				10	-
			3705 - Fire Equipment Repair Tech	2			2	2				2	-
			3711 - Firefighter I/EMT-I (28d/cyl)	1			1	1				1	-
			3714 - Firefighter II/EMT-I (28d/cyl)	1			1	1				1	-
			3775 - Fire Rescue Maintenance Coord	1			1	1				1	-
			3800 - Fire & Rescue Chief	1			1	1				1	-
			3950 - Fire Protection Engineer	2			2	2				2	-
			3951 - Fire Protection Engineer-Lead	1			1	1				1	-
			9660 - Fire & Rescue Battalion Chief	3			3	3				3	-
			9661 - Fire&Rescue Bat Chf(28d/cyl)	14			14	14				14	-
			9676 - FireandRescueAsstChf(28d/cyl)	3			3	3				3	-
			9680 - Fire & Rescue Deputy Chief	2			2	2				2	-
		04900 - FIRE & RESCUE SERVICES Total		646			646	643				643	(3)
	270 - FIRE Total			646			646	643				643	(3)
	271 - SPECIAL TAX DISTRICT - D	05400 - PUBLIC WORKS - TRANSPORTA	0170 - Administrative Assistant I	2			2	2				2	-
			0920 - Requisition Technician	1			1	1				1	-
			2300 - Chief Construction Inspector	1			1	1				1	-
			2310 - Construction Inspector	5			5	5				5	-
			2715 - Design Spec Transportation	1			1	1				1	-
			2780 - Engineering Technician Senior	4			4	4				4	-

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FundClass	Fund	Dept	Code-Title	2012				2013 Recommended				Chg	
				Full	Part	Temp	Grand Total	Full	Part	Temp	Grand Total		
			2830 - Engineer, Senior	5			5	5				5	-
			2835 - Engineer, Principal	3			3	3				3	-
			2840 - Engineering Supervisor	3			3	3				3	-
			3905 - Public Works Outreach Special	1			1	1				1	-
			4870 - Land Acquisition Specialist	2			2	2				2	-
			5000 - Dep Dir Transportation Engrg	1			1	1				1	-
			<b>05400 - PUBLIC WORKS - TRANSPORTATION Total</b>	<b>29</b>			<b>29</b>	<b>29</b>				<b>29</b>	<b>-</b>
			<b>05700 - PUBLIC WORKS - ROADS AND</b>										
			0060 - Office Assistant Senior	3			3	3				3	-
			0170 - Administrative Assistant I	3			3	3				3	-
			0175 - Administrative Assistant II	3			3	3				3	-
			0420 - Graphic Design Technician	2			2	2				2	-
			0880 - Stockworker	1			1	1				1	-
			0920 - Requisition Technician	1			1	1				1	-
			0925 - Inventory Warehouse Supervisor	1			1	1				1	-
			2123 - GIS Specialist I	1			1	1				1	-
			2310 - Construction Inspector	2			2	2				2	-
			2495 - Flood Management Supervisor	1			1	1				1	-
			2780 - Engineering Technician Senior	6			6	6				6	-
			2830 - Engineer, Senior	3			3	3				3	-
			2835 - Engineer, Principal	2			2	2				2	-
			2840 - Engineering Supervisor	1			1	1				1	-
			3565 - Payroll Personnel Tech Sr	1			1	1				1	-
			4780 - Crew Worker	9			9	9				9	-
			4790 - Crew Worker Senior	28			28	28				28	(2)
			4815 - Crew Supervisor CDL	14			14	12				12	(2)
			4825 - Construction Supervisor	3			3	2				2	(1)
			4837 - General Foreman Public Works	6			6	5				5	(1)
			4847 - Production Control Supervisor	1			1	1				1	-
			4859 - Roads & Drainage Supt	2			2	2				2	-
			4910 - Equipment Operator	13			13	11				11	(2)
			4920 - Equipment Operator Senior	11			11	11				11	-
			4930 - Equipment Operator Principal	10			10	9				9	(1)
			4950 - Services&Materials Coord R&D	1			1	1				1	-
			4960 - Administrative Services Mgr	1			1	1				1	-
			4970 - Dep Dir Traffic Engineering	1			1	1				1	-
			4995 - Operations Manager R&D	3			3	3				3	-
			5005 - Asst Director Roads & Drainage	1			1	1				1	-
			5011 - Asst Traffic Signal Installer	9			9	9				9	-
			5012 - Asst Traffic Signal Inst, Sr	3			3	3				3	-
			5013 - Traffic Signal Installer	2			2	2				2	-
			5014 - Traffic Signal Installer, Sr	5			5	5				5	-
			5015 - Traffic Signal Tech	10			10	10				10	-
			5016 - Traffic Signal Tech, Sr	1			1	1				1	-
			5022 - Traffic Signal Operations Supt	1			1	1				1	-



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FundClass	Fund	Dept	Code-Title	2012				2013 Recommended				Chg	
				Full	Part	Temp	Grand Total	Full	Part	Temp	Grand Total		
			5023 - Traffic Signs/Markings Inst	4			4	4				4	-
			5024 - Traffic Signs/Markings Inst Sr	2			2	2				2	-
			5025 - Traffic Signs/Markings Supt	1			1	1				1	-
			5028 - Traffic Engineering Manager	1			1	1				1	-
			5420 - Mason	2			2	2				2	-
			5425 - Mason Senior	1			1	1				1	-
			6250 - Heavy Equipment Truck Mechanic	1			1	1				1	-
			9365 - Asst Director Public Works	1			1	1				1	-
			<b>05700 - PUBLIC WORKS - ROADS AND DRAINAGE Total</b>	<b>179</b>			<b>179</b>	<b>170</b>				<b>170</b>	<b>(9)</b>
			<b>06100 - PARKS</b>										
			0060 - Office Assistant Senior	6			6	6				6	-
			0170 - Administrative Assistant I	1			1	1				1	-
			0175 - Administrative Assistant II	1			1	1				1	-
			0177 - Admin Operations Mgr	1			1	1				1	-
			0220 - Accounting Tech Senior	1			1	1				1	-
			0540 - Administrative Coordinator	1			1	1				1	-
			0737 - User Liaison Coordinator	1			1	1				1	-
			0870 - Courier	1			1	1				1	-
			0900 - Supply Specialist	1			1	1				1	-
			1420 - Accountant Senior	1			1	1				1	-
			1945 - Greenspace Planner	1			1	1				1	-
			2700 - Public Education Specialist	1			1	1				1	-
			3071 - Grants Coordinator	1			1	1				1	-
			3565 - Payroll Personnel Tech Sr	1			1	1				1	-
			4335 - Arts Center Director	1			1	1				1	-
			4340 - Arts Center Coordinator	1			1	1				1	-
			4345 - Arts Center Production Spec	1			1	1				1	-
			4350 - Recreation Center Leader	12			12	12				12	-
			4380 - Program Promotion Spec	1			1	1				1	-
			4460 - Recreation Program Manager	2			2	2				2	-
			4480 - Recreation Center Director	13			13	13				13	-
			4540 - Maintenance Coordinator	2			2	2				2	-
			4570 - Horse Farm Supervisor	1			1	1				1	-
			4575 - Horse Farm Worker	2			2	2				2	-
			4597 - P&R Project Manager	4			4	4				4	-
			4598 - Comprehensive Planning Manager	1			1	1				1	-
			4603 - Grounds Nursery Supervisor	1			1	1				1	-
			4607 - Grounds Nursery Technician		1		1	1		1		1	-
			4610 - Natural Resource Manager	1			1	1				1	-
			4615 - Nature Center Ranger	1	2		3	1	2			3	-
			4630 - Parks Security Coordinator	1			1	1				1	-
			4640 - Grounds Service Technician	32		18	50	32		18		50	-
			4660 - Parks Operations General Mgr	1			1	1				1	-
			4675 - Parks Maintenance Supt	3			3	3				3	-
			4690 - Parks Maint Construction Supv	9			9	9				9	-

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FundClass	Fund	Dept	Code-Title	2012				2013 Recommended				Chg	
				Full	Part	Temp	Grand Total	Full	Part	Temp	Grand Total		
			4703 - Parks Program Coordinator	1			1	1				1	-
			4705 - Sports Program Coordinator	2			2	2				2	-
			4715 - Greenspace Environment Manager	1			1	1				1	-
			4730 - Dep Dir P&R Recreation	1			1	1				1	-
			4737 - Assistant Director, Park & Rec	1			1	1				1	-
			4740 - Director, Parks & Recreation	1			1	1				1	-
			4743 - Financial Project Administrat	1			1	1				1	-
			4755 - Work Order Technician	1			1	1				1	-
			4760 - General Maintenance Worker		1		1		1			1	-
			4770 - General Maintenance Worker, Sr	5			5	5				5	-
			4775 - General Maintenance Worker Spv	1			1	1				1	-
			4780 - Crew Worker	2	2		4	2	2			4	-
			4790 - Crew Worker Senior	13			13	13				13	-
			4910 - Equipment Operator	2			2	2				2	-
			4920 - Equipment Operator Senior	2			2	2				2	-
			4930 - Equipment Operator Principal	2			2	2				2	-
			5070 - Custodian	1			1	1				1	-
			5020 - San Driver Crew Leader	2			2	2				2	-
			8783 - Clerk			3	3			3		3	-
			8785 - Day Camp Assistant Director			20	20			20		20	-
			8790 - Day Camp Director			11	11			11		11	-
			8810 - Lifeguard			36	36			36		36	-
			8820 - Senior Lifeguard			17	17			17		17	-
			8830 - Pool Manager			21	21			21		21	-
			8835 - Aquatic District Manager			5	5			5		5	-
			8863 - Skate Park Supervisor Interim			2	2			2		2	-
			8903 - Water Safety Instructor			1	1			1		1	-
			8905 - Recreation Intern			37	37			37		37	-
			8913 - Bus Driver			18	18			18		18	-
			8919 - Recreation Instructor			3	3			3		3	-
			8935 - Recreation Assistant			123	123			123		123	-
			06100 - PARKS Total	148	6	315	469	148	6	315	469	-	
			271 - SPECIAL TAX DISTRICT - DESIGNATED SERVICE Total	356	6	315	677	347	6	315	668	(9)	
			272 - SPECIAL TAX DISTRICT - U										
			02100 - FINANCE										
			0060 - Office Assistant Senior	2			2	2				2	-
			0210 - Accounting Tech	1			1	1				1	-
			0220 - Accounting Tech Senior	1			1	1				1	-
			1390 - Auditor	1			1	1				1	-
			1820 - License Inspector	3			3	3				3	-
			1840 - License Inspector Supervisor	1			1	1				1	-
			1890 - Alcohol & Business License Mgr	1			1	1				1	-
			02100 - FINANCE Total	10			10	10				10	-
			04700 - RECORDERS COURT										
			0165 - Office Software Specialist	1			1	1				1	-
			0170 - Administrative Assistant I	1			1	1				1	-
			0175 - Administrative Assistant II	1			1	1				1	-

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FundClass	Fund	Dept	Code-Title	2012				2013 Recommended				Chg	
				Full	Part	Temp	Grand Total	Full	Part	Temp	Grand Total		
			0223 - Accounting Supervisor	1			1	1				1	-
			4005 - Records Tech Lead Recorders Ct	7			7	7				7	-
			4010 - Records Tech Recorders Court	15			15	15				15	-
			4015 - Records Tech Sr, Recorders Ct	7			7	7				7	-
			4025 - Tribunal Technician Senior	8			8	8				8	-
			4030 - Tribunal Technician Principal	1			1	1				1	-
			8200 - Clerk of Ct Recorders Court	1			1	1				1	-
			8205 - Deputy Clerk Recorders Court	4			4	4				4	-
			8210 - Court Administrator Rec Ct	1			1	1				1	-
			8220 - Judge Part-Time		3		3		3			3	-
			8230 - Associate Judge	4			4	4				4	-
			8240 - Chief Judge	1			1	1				1	-
			<b>04700 - RECORDERS COURT Total</b>	<b>53</b>	<b>3</b>		<b>56</b>	<b>53</b>	<b>3</b>			<b>56</b>	<b>-</b>
			<b>05100 - PLANNING &amp; SUSTAINABILITY</b>										
			0040 - Office Assistant	2			2	2				2	-
			0090 - Office Assistant Senior	3			3	3				3	-
			0175 - Administrative Assistant II	1			1	1				1	-
			1990 - Planner Senior	5			5	5				5	-
			1995 - Planning Manager	1			1	1				1	-
			1970 - Zoning Administrator	1			1	1				1	-
			2090 - Planning Technician Senior	2			2	2				2	-
			2140 - Planning Commission Asst	3			3	3				3	-
			2360 - Code Compliance Supervisor	2			2	2				2	-
			2370 - Code Compliance Officer Sr	11			11	11				11	-
			2375 - Code Compliance Officer	17			17	15				15	(2)
			2380 - Code Compliance Administrator	1			1	1				1	-
			<b>05100 - PLANNING &amp; SUSTAINABILITY Total</b>	<b>49</b>			<b>49</b>	<b>47</b>				<b>47</b>	<b>(2)</b>
			<b>272 - SPECIAL TAX DISTRICT - UNINCORPORATED Total</b>	<b>112</b>	<b>3</b>		<b>115</b>	<b>110</b>	<b>3</b>			<b>113</b>	<b>(2)</b>
			<b>274 - POLICE SERVICES</b>										
			<b>04600 - POLICE</b>										
			0040 - Office Assistant	1			1	1				1	-
			0060 - Office Assistant Senior	3			3	3				3	-
			0170 - Administrative Assistant I	2			2	2				2	-
			0175 - Administrative Assistant II	16			16	16				16	-
			2700 - Public Education Specialist	5			5	5				5	-
			3075 - Cadet	7			7	7				7	-
			3080 - Police Officer	162			162	161				161	(1)
			3090 - Police Officer, Senior	70			70	70				70	-
			3100 - Police Officer, Master	625			625	625				625	-
			3110 - Police Sergeant	145			145	145				145	-
			3130 - Police Lieutenant	61			61	61				61	-
			3140 - Police Captain	17			17	17				17	-
			3185 - Police Chief	1			1	1				1	-
			3285 - Pawn Detail Coordinator	1			1	1				1	-
			3300 - Central Records Assistant Mgr	2			2	2				2	-
			3310 - Central Records Clerk	17			17	17				17	-
			3320 - Central Records Clerk, Sr.	16			16	16				16	-

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FundClass	Fund	Dept	Code-Title	2012			2013 Recommended			Chg		
				Full	Part	Temp	Grand Total	Full	Part		Temp	Grand Total
			3330 - Central Records Supervisor	3			3	3		3	-	
			3385 - Property & Evidence Tech Sr	1			1	1		1	-	
			3390 - Latent Fingerprint Examiner	2			2	2		2	-	
			3400 - Latent Fingerprint Examiner Sr	1			1	1		1	-	
			3425 - Crime Scene Investigator	11			11	11		11	-	
			3427 - Crime Scene Investigator, Sr	1			1	1		1	-	
			3430 - Crime Scene Investigator Mastr	1			1	1		1	-	
			3433 - Crime Scene Invest Shift Supv	4			4	4		4	-	
			3440 - Investigative Aide	2			2	2		2	-	
			3450 - Investigative Aide, Senior	32			32	32		32	-	
			3470 - Public Information Officer	1			1	1		1	-	
			3542 - Training Specialist	1			1	1		1	-	
			3545 - Emergency Mgmt Specialist	1			1	1		1	-	
			9180 - Police Major	10			10	10		10	-	
			9180 - Assistant Police Chief	4			4	4		4	-	
		04600 - POLICE Total		1,228			1,228	1,225		1,225	(1)	
	274 - POLICE SERVICES Total			1,228			1,228	1,225		1,225	(1)	
TAX FUNDS Total				5,115	107	388	5,610	5,099	107	388	5,594	(16)
SPECIAL REVENUE FUN	201 - DEVELOPMENT	05100 - PLANNING & SUSTAINABILITY	0060 - Office Assistant Senior	1			1	1		1	-	
			2190 - Bldg Developmt Admn	1			1	1		1	-	
			2202 - Building Codes Inspector II	2			2	2		2	-	
			2203 - Building Code Inspector III	2			2	2		2	-	
			2212 - Electrical Inspector II	2			2	2		2	-	
			2213 - Electrical Inspector III	2			2	2		2	-	
			2222 - HVAC Inspector II	1			1	1		1	-	
			2223 - HVAC Inspector III	1			1	1		1	-	
			2232 - Plumbing Inspector II	2			2	2		2	-	
			2233 - Plumbing Inspector III	1			1	1		1	-	
			2235 - Plans Review Coordinator	3			3	3		3	-	
			2280 - Electrical Inspection Supvr	1			1	1		1	-	
			2450 - Zoning Officer	2			2	2		2	-	
			2455 - Permit Technician	4			4	4		4	-	
			2490 - Structural Inspection Supv	1			1	1		1	-	
		05100 - PLANNING & SUSTAINABILITY Total		26			26	26		26	-	
		05500 - PUBLIC WORKS DIRECTOR	0040 - Office Assistant	1			1	1		1	-	
			0060 - Office Assistant Senior	1			1	1		1	-	
			2333 - Dev Construction Inspector III	3			3	3		3	-	
			2479 - Engineering Review Officer II	2			2	2		2	-	
			2480 - Engineering Review Officer III	1			1	1		1	-	
			2485 - Land Development Supervisor	1			1	1		1	-	
		05500 - PUBLIC WORKS DIRECTOR Total		9			9	9		9	-	
	201 - DEVELOPMENT Total			35			35	35		35	-	
	203 - PEG SUPPORT	10000 - FUND COST CENTERS	6633 - Cable TV Office Assistant	1			1	1		1	-	
		10000 - FUND COST CENTERS Total		1			1	1		1	-	

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FundClass	Fund	Dept	Code-Title	2012				2013 Recommended				Chg	
				Full	Part	Temp	Grand Total	Full	Part	Temp	Grand Total		
	203 - PEG SUPPORT Total			1			1	1				1	-
	205 - FORECLOSURE REGISTRY	05100 - PLANNING & SUSTAINABILITY	2375 - Code Compliance Officer	2			2	2				2	-
			5854 - Special Projects Coordinator	2			2	2				2	-
			7870 - Court Records Tech III	2			2	2				2	-
			05100 - PLANNING & SUSTAINABILITY Total	6			6	6				6	-
	205 - FORECLOSURE REGISTRY FUND Total			6			6	6				6	-
	207 - RECREATION	06200 - RECREATION	8913 - Bus Driver			1	1				1	1	-
			8935 - Recreation Assistant			14	14				14	14	-
			06200 - RECREATION Total			15	15				15	15	-
	207 - RECREATION Total					15	15				15	15	-
	211 - STREET LIGHTS	05400 - PUBLIC WORKS - TRANSPORTATION	2830 - Engineer, Senior	1			1	1				1	-
			05400 - PUBLIC WORKS - TRANSPORTATION Total	1			1	1				1	-
	211 - STREET LIGHTS Total			1			1	1				1	-
	212 - SPEED HUMPS MAINTENANCE	05700 - PUBLIC WORKS - ROADS AND DRAINAGE	2780 - Engineering Technician Senior	1			1	1				1	-
			2820 - Engineer	1			1	1				1	-
			2830 - Engineer, Senior	1			1	1				1	-
			05700 - PUBLIC WORKS - ROADS AND DRAINAGE Total	3			3	3				3	-
	212 - SPEED HUMPS MAINTENANCE Total			3			3	3				3	-
	215 - EMERGENCY TELEPHONE	02600 - E-911	0175 - Administrative Assistant II	1			1	1				1	-
			0502 - IS Field Service Specialist	2			2	2				2	-
			0503 - IS Field Service Specialist Sr	1			1	1				1	-
			0540 - Administrative Coordinator	1			1	1				1	-
			0695 - IS Systems Administrator	2			2	2				2	-
			0703 - IS Systems Support Manager	2			2	2				2	-
			3500 - Emergency 911 Operator	134	3		137	134	3			137	-
			3510 - Emergency 911 Operator Senior	26	1		27	26	1			27	-
			3520 - Emergency 911 Shift Supervisor	24			24	24				24	-
			3525 - ComputerAided Dispatch Analyst	4			4	4				4	-
			3540 - Emergency 911 Watch Commander	4			4	4				4	-
			3542 - Training Specialist	2			2	2				2	-
			3550 - Emergency 911 Director	1			1	1				1	-
			3980 - Emer 911 Telecom Analyst	3			3	3				3	-
			02600 - E-911 Total	207	4		211	207	4			211	-
	215 - EMERGENCY TELEPHONE SYSTEM Total			207	4		211	207	4			211	-
	250 - GRANT-IN-AID	60000 - GRANTS	0050 - Receptionist	1			1	1				1	-
			0060 - Office Assistant Senior	1			1	1				1	-
			0170 - Administrative Assistant I	2			2	2				2	-
			0179 - Grants & Administrative Mgr	1			1	1				1	-
			0247 - Financial Officer Principal	2			2	2				2	-
			0540 - Administrative Coordinator	1			1	1				1	-
			1950 - Planner	1			1	1				1	-
			1960 - Planner Senior	1			1	1				1	-
			2910 - Project Monitor	4			4	4				4	-
			2920 - Housing & Financial Specialist	4			4	4				4	-

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FundClass	Fund	Dept	Code-Title	2012				2013 Recommended				Chg	
				Full	Part	Temp	Grand Total	Full	Part	Temp	Grand Total		
			2930 - Housing&Community Dev Coord	1			1	1				1	-
			2960 - Information & Referral Spec	1			1	1				1	-
			3000 - Housing Programs Manager	1			1	1				1	-
			3005 - Project Coordinator Comm Dev	1			1	1				1	-
			3030 - Asst Dir Community Dev	1			1	1				1	-
			3040 - Director Community Development	1			1	1				1	-
			3055 - Planning&Neighbrhd Svcs Mgr CD	2			2	2				2	-
			6400 - Receptionist	1			1	1				1	-
			6440 - Secretary Legal	2			2	2				2	-
			6490 - Office Assistant	1			1	1				1	-
			6500 - Office Assistant Senior	2			2	2				2	-
			6535 - Accounting Technician	1			1	1				1	-
			7445 - Investigator DA II	2			2	2				2	-
			7480 - URESA Coordinator	8			8	8				8	-
			7548 - Administrative Aide	1			1	1				1	-
			7580 - Paralegal	1			1	1				1	-
			7601 - Attorney II	2			2	2				2	-
			7602 - Attorney III	2			2	2				2	-
			7603 - Attorney IV	2			2	2				2	-
			7917 - Court Program Coordinator	1			1	1				1	-
			7920 - Court Program Supervisor	2			2	2				2	-
			8146 - Victim Witness Program Coord	6			6	6				6	-
			8147 - Victim Witness Asst Prog Coord	3			3	3				3	-
			8298 - Clinical Evaluator	1			1	1				1	-
			8400 - Records Technician St Court		1		1		1			1	-
			8975 - Summer Food Service Monitor			7	7			7		7	-
			8990 - Administrative Coordinator	1			1	1				1	-
			<b>60000 - GRANTS Total</b>	<b>66</b>	<b>1</b>	<b>7</b>	<b>73</b>	<b>65</b>	<b>1</b>	<b>7</b>	<b>73</b>	<b>-</b>	
			<b>70000 - GRANTS - WORKFORCE DEVELOPMENT CLEARING Total</b>	<b>48</b>	<b></b>	<b></b>	<b>48</b>	<b>48</b>	<b></b>	<b></b>	<b>48</b>	<b>-</b>	
			0050 - Receptionist	3			3	3				3	-
			0060 - Office Assistant Senior	3			3	3				3	-
			0175 - Administrative Assistant II	1			1	1				1	-
			0235 - Financial Assistant	1			1	1				1	-
			0540 - Administrative Coordinator	1			1	1				1	-
			1055 - Financial Manager	1			1	1				1	-
			1080 - Employment Training Analyst	20			20	20				20	-
			1085 - Employment Training Supervisor	3			3	3				3	-
			1090 - Employment Training Analyst Sr	5			5	5				5	-
			1095 - Workforce Officer	1			1	1				1	-
			1096 - Workforce Assistant	4			4	4				4	-
			1100 - Workforce Development Manager	2			2	2				2	-
			1110 - Deputy Director Workforce Dev	1			1	1				1	-
			1120 - Director WorkforceDevelopment	1			1	1				1	-
			5140 - Security Guard	1			1	1				1	-

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FundClass	Fund	Dept	Code-Title	2012				2013 Recommended				Chg
				Full	Part	Temp	Grand Total	Full	Part	Temp	Grand Total	
	250 - GRANT-IN-AID Total			113	1	7	121	113	1	7	121	-
	260 - ARRA - AMERICAN RECOV	60000 - GRANTS	0565 - IJIS Project Coordinator	1			1	1			1	-
			2910 - Project Monitor	1			1	1			1	-
			3080 - Police Officer	3			3	3			3	-
			3090 - Police Officer, Senior	12			12	12			12	-
			7603 - Attorney IV	1			1	1			1	-
			7635 - Juvenile Program Administrator	2			2	2			2	-
			7917 - Court Program Coordinator	1			1	1			1	-
		60000 - GRANTS Total		21			21	21			21	-
	260 - ARRA - AMERICAN RECOVERY AND REINVESTME			21			21	21			21	-
	SPECIAL REVENUE FUNDS Total			387	5	22	414	387	5	22	414	-
INTERNAL SERVICE FUNDS	611 - VEHICLE MAINTENANCE	01200 - FLEET MANAGEMENT	0060 - Office Assistant Senior	4			4	4			4	-
			0175 - Administrative Assistant II	1			1	1			1	-
			0177 - Admin Operations Mgr	1			1	1			1	-
			0220 - Accounting Tech Senior	5			5	5			5	-
			0223 - Accounting Supervisor	1			1	1			1	-
			0824 - Buyer	1			1	1			1	-
			0865 - Fleet Parts Transport Clerk	1			1	1			1	-
			0890 - Fleet Parts Technician	10			10	10			10	-
			0893 - Fleet Parts Expediter	3			3	3			3	-
			0940 - Fleet Parts Supervisor	2			2	2			2	-
			3565 - Payroll Personnel Tech Sr	1			1	1			1	-
			5365 - Security Services Manager	1			1	1			1	-
			6170 - Fleet Service Technician I	7			7	7			7	-
			6175 - Fleet Service Technician II	7			7	7			7	-
			6220 - Automotive Body Repair Worker	3			3	3			3	-
			6225 - Auto Body Repair WorkerSenior	2			2	2			2	-
			6240 - Fleet Service Technician III	21			21	21			21	-
			6245 - Fleet Service Technician IV	63			63	63			63	-
			6247 - Fleet Towing and Recovery Oper	2			2	2			2	-
			6260 - Fleet Service Supervisor	16			16	16			16	-
			6265 - Automotive Body Repair Spvsnr	1			1	1			1	-
			6270 - Fleet Service Superintendent	5			5	5			5	-
			6310 - Fleet Specification Specialist	1			1	1			1	-
			6340 - Assoc Dir PW Fleet Maint	1			1	1			1	-
		01200 - FLEET MANAGEMENT Total		160			160	160			160	-
	611 - VEHICLE MAINTENANCE Total			160			160	160			160	-
	INTERNAL SERVICE FUNDS Total			160			160	160			160	-
ENTERPRISE FUNDS	511 - DPT OF WATERSHED MGM	02100 - FINANCE	0175 - Administrative Assistant II	1			1	1			1	-
			0177 - Admin Operations Mgr	1			1	1			1	-
			0210 - Accounting Tech	3			3	3			3	-
			0220 - Accounting Tech Senior	14			14	14			14	-
			0870 - Courier	1			1	1			1	-
			1410 - Accountant	1			1	1			1	-

2013 BUDGET  
AUTHORIZED POSITION LIST

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FundClass	Fund	Dept	Code-Title	2012				2013 Recommended				Chg	
				Full	Part	Temp	Grand Total	Full	Part	Temp	Grand Total		
			1470 - Dep Dir Fin/Treasury Acct Svc	1			1	1				1	-
			1870 - Revenue Collections Supervisor	5			5	5				5	-
			1880 - Revenue Coll Supv Sr	3			3	3				3	-
			1900 - Revenue Collections Manager	3			3	3				3	-
			3907 - Dispatcher	1			1	1				1	-
			5120 - Parking Attendant Lead	1			1	1				1	-
			5130 - Parking Attendant	1			1	1				1	-
			5490 - Field Service Representative	29			29	29				29	-
			5510 - Customer Service Rep	18			18	18				18	-
			5520 - Customer Service Rep Sr	14			14	14				14	-
			5540 - Customer Support Administrator	1			1	1				1	-
			<b>02100 - FINANCE Total</b>	<b>98</b>			<b>98</b>	<b>98</b>				<b>98</b>	<b>-</b>
			<b>08000 - DPT OF WATERSHED MANAGE</b>										
			0080 - Office Assistant Senior	3			3	3				3	-
			0170 - Administrative Assistant I	12			12	12				12	-
			0175 - Administrative Assistant II	5			5	5				5	-
			0220 - Accounting Tech Senior	1			1	1				1	-
			0540 - Administrative Coordinator	1			1	1				1	-
			0833 - Specification Coordinator	1			1	1				1	-
			0880 - Stockworker	7			7	7				7	-
			0895 - Supply Specialist Senior	1			1	1				1	-
			0900 - Supply Specialist	1			1	1				1	-
			0920 - Requisition Technician	3			3	3				3	-
			0925 - Inventory Warehouse Supervisor	1			1	1				1	-
			0930 - Requisition Supervisor	1			1	1				1	-
			1420 - Accountant Senior	1			1	1				1	-
			1655 - Departmental Safety Coord	1			1	1				1	-
			1657 - Asst Departmental Safety Coord	1			1	1				1	-
			1670 - Risk Control Officer Senior						2			2	2
			1870 - Revenue Collections Supervisor	1			1	1				1	-
			2123 - GIS Specialist I	5			5	5				5	-
			2125 - GIS Specialist II	4			4	4				4	-
			2310 - Construction Inspector	17			17	17				17	-
			2515 - Arborist	1			1	1				1	-
			2520 - Environmental Project Coord	1			1	1				1	-
			2530 - Env Land Development Insp I	1			1	1				1	-
			2532 - Env Land Development Insp II	2			2	2				2	-
			2533 - Env Land Development Insp III	3			3	3				3	-
			2534 - Environmental Inspection Supv	1			1	1				1	-
			2540 - Water Wastewater Lab Tech	5			5	5				5	-
			2550 - Water Wastewater Lab Tech, Sr	10			10	10				10	-
			2580 - Cross Connection Control Spec	1			1	1				1	-
			2585 - Cross Connect Control Spc Asst	2			2	2				2	-
			2590 - Chemist	3			3	3				3	-
			2600 - Chemist, Senior	1			1	1				1	-



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FundClass	Fund	Dept	Code-Title	2012				2013 Recommended				Chg	
				Full	Part	Temp	Grand Total	Full	Part	Temp	Grand Total		
			2610 - Biologist	1			1	1				1	-
			2620 - Environmental Technician	2			2	2				2	-
			2630 - Environmental Tech, Sr	4			4	4				4	-
			2640 - Environmentalist	1			1	1				1	-
			2650 - Environmentalist, Senior	1			1	1				1	-
			2655 - Lab Monitor Asst Supv	1			1	1				1	-
			2665 - Lab Monitor Supervisor	1			1	1				1	-
			2700 - Public Education Specialist	2			2	2				2	-
			2770 - Engineering Technician	1			1	1				1	-
			2780 - Engineering Technician Senior	17			17	17				17	-
			2820 - Engineer	3			3	3				3	-
			2830 - Engineer, Senior	8			8	8				8	-
			2835 - Engineer, Principal	4			4	4				4	-
			2840 - Engineering Supervisor	3			3	3				3	-
			2860 - Electronic Tech	4			4	4				4	-
			2870 - Electronic Technician Senior	1			1	1				1	-
			2890 - WQC Electrical Specialist	5			5	5				5	-
			3560 - Payroll Personnel Technician	1			1	1				1	-
			3565 - Payroll Personnel Tech Sr	3			3	3				3	-
			3607 - Dispatcher	9			9	9				9	-
			3810 - Public Works Dispatch, Supv	1			1	1				1	-
			4635 - Contractual Service Inspector	1			1	1				1	-
			4760 - General Maintenance Worker	1			1	1				1	-
			4770 - General Maintenance Worker, Sr	4			4	4				4	-
			4780 - Crew Worker	37			37	37				37	-
			4790 - Crew Worker Senior	140			140	140				140	-
			4810 - Crew Supervisor	13			13	13				13	-
			4815 - Crew Supervisor CDL	64			64	64				64	-
			4825 - Construction Supervisor	4			4	4				4	-
			4835 - Service Request Technician	4			4	4				4	-
			4838 - General Foreman Watershed Mgt	23			23	23				23	-
			4840 - Construction Maintenance Supt	6			6	6				6	-
			4845 - Production Control Manager	1			1	1				1	-
			4847 - Production Control Supervisor	1			1	1				1	-
			4910 - Equipment Operator	14			14	14				14	-
			4920 - Equipment Operator Senior	9			9	9				9	-
			4930 - Equipment Operator Principal	26			26	26				26	-
			4960 - Administrative Services Mgr	1			1	1				1	-
			5200 - Painter, Senior	1			1	1				1	-
			5230 - Welder	1			1	1				1	-
			5326 - Project Manager II	1			1	1				1	-
			5440 - Carpenter Senior	1			1	1				1	-
			5480 - Meter Reader	28			28	28				28	-
			5490 - Field Service Representative	3			3	3				3	-

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FundClass	Fund	Dept	Code-Title	2012				2013 Recommended				Chg	
				Full	Part	Temp	Grand Total	Full	Part	Temp	Grand Total		
			5500 - Meter Mechanic	2			2	2				2	-
			5540 - Customer Support Administrator	1			1	1				1	-
			5545 - Customer Support Assistant	1			1	1				1	-
			5550 - WQC Operator	9			9	9				9	-
			5560 - WQC Operator Senior	19			19	19				19	-
			5570 - WQC Operator, Principal	7			7	7				7	-
			5590 - WQC Maintenance Coord	2			2	2				2	-
			5640 - Water Maintenance Mechanic	19			19	19				19	-
			5650 - Water Maintenance Mech Sr	7			7	7				7	-
			5660 - WQC Maintenance Asst Supv	3			3	3				3	-
			5665 - WQC Foreman	14			14	14				14	-
			5670 - WQC Maintenance Supv	3			3	3				3	-
			5710 - WQC Plant Supervisor	5			5	5				5	-
			5715 - Instrumentation & Controls Spec	2			2	2				2	-
			5720 - Wt Prod Poll Contrl Bm Ast Sp	2			2	2				2	-
			5730 - Wtr Prod Poll Contrl Brch Supt	3			3	3				3	-
			5750 - WQC Manager	1			1	1				1	-
			5755 - Financial Mgr Watershed Mgt	1			1	1				1	-
			5760 - Asst Dir WM-Eng and Asset Mgt	1			1	1				1	-
			5765 - Asst Dir WM-Operations	1			1	1				1	-
			5770 - Asst Dir WM-Wtrshd Prtct&Cmpln	1			1	1				1	-
			5785 - Public Relations Manager	1			1	1				1	-
			5795 - CMOM Coordinator	1			1	1				1	-
			5825 - Dep Dir WM Const & Maint	1			1	1				1	-
			5835 - Stormwater Eng Supv	1			1	1				1	-
			5845 - Project Funds Mgr WM	1			1	1				1	-
			5851 - Compliance Inspector	9			9	9				9	-
			5858 - Compliance Division Supv WM	1			1	1				1	-
			5862 - Document Contrl Coordinator WM	1			1	1				1	-
			5865 - Certification Instructor WM	1			1	1				1	-
			6250 - Heavy Equipment Truck Mechanic	3			3	3				3	-
			6367 - Director Watershed Management	1			1	1				1	-
			6380 - Asst Dir PW, Finance & Admin	1			1	1				1	-
			6653 - Communications Writer	1			1	1				1	-
			7210 - Special Projects Coordinator	1			1	1				1	-
			9400 - Consultant, Senior	1			1	1				1	-
			08000 - DPT OF WATERSHED MANAGEMENT Total	684			684	686				686	2
			511 - DPT OF WATERSHED MGMT OPERATING Total	782			782	784				784	2
			541 - SANITATION OPERATING										
			08100 - SANITATION										
			0060 - Office Assistant Senior	4			4	4				4	-
			0170 - Administrative Assistant I	1			1	1				1	-
			0175 - Administrative Assistant II	2			2	2				2	-
			0177 - Admin Operations Mgr	1			1	1				1	-
			0900 - Supply Specialist	3			3	3				3	-
			0920 - Requisition Technician	1			1	1				1	-

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FundClass	Fund	Dept	Code-Title	2012				2013 Recommended				Chg	
				Full	Part	Temp	Grand Total	Full	Part	Temp	Grand Total		
			3565 - Payroll Personnel Tech Sr	2			2	2				2	-
			3580 - Payroll Personnel Supervisor	1			1	1				1	-
			3905 - Public Works Outreach Special	1			1	1				1	-
			4780 - Crew Worker	5			5	5				5	-
			4790 - Crew Worker Senior	29			29	29				29	-
			4800 - Crew Worker Lead	3			3	3				3	-
			4810 - Crew Supervisor	1			1	1				1	-
			4815 - Crew Supervisor CDL	5			5	5				5	-
			4900 - Herbicide Equipment Operator	1			1	1				1	-
			4910 - Equipment Operator	1			1	1				1	-
			4920 - Equipment Operator Senior	24			24	24				24	-
			4930 - Equipment Operator Principal	2			2	2				2	-
			4933 - Landfill Equipment Operator	22			22	22				22	-
			4935 - San Tractor/Trailer Oper Train	2			2	2				2	-
			4940 - San Tractor/Trailer Operator	31			31	31				31	-
			5190 - Painter	1			1	1				1	-
			5240 - Welder Senior	6			6	6				6	-
			5245 - Welder Supervisor	1			1	1				1	-
			5520 - Customer Service Rep Sr	11			11	11				11	-
			5545 - Customer Support Assistant	1			1	1				1	-
			5875 - Equipment Monitor Senior	4			4	4				4	-
			5880 - Sanitation Inspector	2			2	2				2	-
			5895 - Sanitation Route Coordinator	1			1	1				1	-
			5910 - Refuse Collector	100			100	100				100	-
			5915 - Refuse Collector Senior	159			159	159				159	-
			5917 - San Driver Crew Leader Trainee	22			22	22				22	-
			5920 - San Driver Crew Leader	114			114	114				114	-
			5935 - San Driver Special Collections	11			11	11				11	-
			5938 - Roll Off Container Oper.	10			10	10				10	-
			5940 - Sanitation Supv Field	27			27	27				27	-
			5950 - Sanitation General Foreman	11			11	11				11	-
			5960 - Sanitation Res Collection Supt	1			1	1				1	-
			5980 - Scale Operator	9			9	9				9	-
			5990 - Transfer Station&Inciner Oper	1			1	1				1	-
			6000 - Solid Waste Plant Operator	1			1	1				1	-
			6010 - Solid Waste Plant Mechanic	3			3	3				3	-
			6020 - Solid Waste Plant Supv	7			7	7				7	-
			6035 - Landfill Operations Asst Supt	4			4	4				4	-
			6040 - Landfill Management Supt	1			1	1				1	-
			6050 - Comm Front End Loader Oper	34			34	34				34	-
			6055 - Sanitation Safety Instructor	2			2	2				2	-
			6060 - Solid Waste Plant Manager	2			2	2				2	-
			6065 - Customer Account Supervisor	1			1	1				1	-
			6070 - Recycling Coordinator	1			1	1				1	-

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FundClass	Fund	Dept	Code-Title	2012				2013 Recommended				Chg	
				Full	Part	Temp	Grand Total	Full	Part	Temp	Grand Total		
			6080 - Processing&Disposal Asst Supt	1			1	1				1	-
			6085 - Solid Waste Proc Imprvmt Coord	1			1	1				1	-
			6090 - Processing & Disposal Supt	1			1	1				1	-
			6100 - Asst Director Sanitation	1			1	1				1	-
			6115 - Dep Dir San-Disposal Divisions	1			1	1				1	-
			6120 - DepDirSan-Collection Divisions	1			1	1				1	-
			6132 - Dir Keep DeKalb Beautiful Prg	1			1	1				1	-
			6135 - Coor Keep DeKalb Beautfl Prg	1			1	1				1	-
			6373 - Natural Resources Admin	1			1	1				1	-
			<b>08100 - SANITATION Total</b>	<b>699</b>			<b>699</b>	<b>699</b>				<b>699</b>	<b>-</b>
	541 - SANITATION OPERATING		<b>Total</b>	<b>699</b>			<b>699</b>	<b>699</b>				<b>699</b>	<b>-</b>
	551 - AIRPORT OPERATING	08200 - DEKALB-PEACHTREE AIRPORT	0170 - Administrative Assistant I	2			2	2				2	-
			1260 - Env Noise Abatement Analyst	1			1	1				1	-
			1265 - Airport Noise and Environ Tech	1			1	1				1	-
			1270 - Asst Director Airport	1			1	1				1	-
			1280 - Director Airport	1			1	1				1	-
			4540 - Maintenance Coordinator	1			1	1				1	-
			4840 - Grounds Service Technician	1			1	1				1	-
			4790 - Crew Worker Senior	2			2	2				2	-
			4800 - Crew Worker Lead	2			2	2				2	-
			4825 - Construction Supervisor	2			2	2				2	-
			5080 - Custodian Senior	1			1	1				1	-
			5156 - Security Guard Airport	6			6	6				6	-
			5158 - Security Supv Airport	1			1	1				1	-
			5180 - Electrician Senior	1			1	1				1	-
			5280 - Maintenance Mechanic	1			1	1				1	-
			<b>08200 - DEKALB-PEACHTREE AIRPORT Total</b>	<b>24</b>			<b>24</b>	<b>24</b>				<b>24</b>	<b>-</b>
	551 - AIRPORT OPERATING		<b>Total</b>	<b>24</b>			<b>24</b>	<b>24</b>				<b>24</b>	<b>-</b>
	581 - STORMWATER MANAGEM	06700 - STORMWATER	0060 - Office Assistant Senior	2			2	2				2	-
			0220 - Accounting Tech Senior	1			1	1				1	-
			0235 - Financial Assistant	1			1	1				1	-
			1420 - Accountant Senior	1			1	1				1	-
			2123 - GIS Specialist I	1			1	1				1	-
			2125 - GIS Specialist II	1			1	1				1	-
			2310 - Construction Inspector	8			8	8				8	-
			2780 - Engineering Technician Senior	1			1	1				1	-
			2820 - Engineer	1			1	1				1	-
			2830 - Engineer, Senior	3			3	3				3	-
			3060 - Fiscal Officer	1			1	1				1	-
			4780 - Crew Worker	2			2	2				2	-
			4790 - Crew Worker Senior	23			23	25				25	2
			4815 - Crew Supervisor CDL	8			8	10				10	2
			4825 - Construction Supervisor	1			1	2				2	1
			4837 - General Foreman Public Works	3			3	4				4	1

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FundClass	Fund	Dept	Code-Title	2012				2013 Recommended				Chg	
				Full	Part	Temp	Grand Total	Full	Part	Temp	Grand Total		
			4859 - Roads & Drainage Supt	1			1	1				1	-
			4910 - Equipment Operator	5			5	7				7	2
			4920 - Equipment Operator Senior	12			12	12				12	-
			4930 - Equipment Operator Principal	11			11	12				12	1
			5420 - Mason	1			1	1				1	-
			5425 - Mason Senior	5			5	5				5	-
			5831 - Stormwater Program Supervisor	1			1	1				1	-
			06700 - STORMWATER Total	94			94	103				103	9
			581 - STORMWATER MANAGEMENT OPERATING Total	94			94	103				103	9
ENTERPRISE FUNDS Total				1,599			1,599	1,610				1,610	11
Grand Total				7,261	112	410	7,783	7,256	112	410		7,778	(5)

# SALARY SCHEDULE

SALARY		ANNUAL SALARY		SALARY		ANNUAL SALARY	
RANGE	Minimum	Maximum	RANGE	Minimum	Maximum		
14	\$18,132	\$29,472	29	\$43,464	\$70,632		
15	\$19,224	\$31,248	30	\$46,068	\$74,868		
16	\$20,376	\$33,120	31	\$48,828	\$79,356		
17	\$21,600	\$35,100	32	\$52,248	\$84,912		
18	\$22,896	\$37,212	33/AJ/ AJF	\$55,908	\$90,852		
19	\$24,264	\$39,444	AI	\$59,820	\$97,212		
20	\$25,728	\$41,808	AH	\$64,008	\$104,028		
21	\$27,264	\$44,316	AG	\$68,484	\$111,300		
22	\$28,908	\$46,980	AF	\$73,284	\$119,100		
23	\$30,636	\$49,788	AE	\$78,408	\$127,428		
24	\$32,472	\$52,776	AD	\$83,904	\$136,358		
25	\$34,428	\$55,944	AC	\$89,772	\$145,896		
26	\$36,492	\$59,304	AB	\$1	\$108,276		
27	\$38,676	\$62,856	AA		\$218,000		
28	\$41,004	\$66,636					

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

## **GLOSSARY**

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ACCRUAL BASIS	The countywide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the proprietary fund and fiduciary fund financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows.
ADOPTED BUDGET	The funds appropriated by the Board of Commissioners at the beginning of the year. This may or may not be the same as the Requested Budget and/or the CEO's Recommended budget. The stages of the budget are: (1) the departments' requests for the upcoming year, (2) the CEO's recommendation to the Board of Commissioners and (3) the approval or adoption of the budget by the Board.
AD VALOREM TAX	A tax based on the value of property.
APPRAISED VALUE	The estimated value of the amount a knowledgeable buyer would pay for the property and a willing seller would accept for a property at an arm's length, bona fide sale.
APPROPRIATION	An authorization made by the Board of Commissioners which permits officials and department heads to incur obligations against and to make expenditures of governmental resources.
ASSESSED VALUATION	The value placed on property for purposes of taxation. DeKalb County assesses real and personal property at 40% of fair market value.
APPROVED BUDGET	See "ADOPTED BUDGET"
BANK SHARES TAX	Business license tax on depository financial institutions at the rate of 0.25 percent of gross receipts attributable to offices located within the jurisdiction.
BASIC BUDGET	The budget level required to maintain programs, service levels and activities at the same level as in the prior year.
BOND	A written promise to pay a specified sum of money (called principal or face value) at a specified future date along with periodic interest paid at a specified percentage of the principal. Bonds are typically used for long-term debt.
BALANCED BUDGET	Budgeted appropriations/expenditures must be equal to budgeted anticipations/revenues.
BUDGET	The financial plan for the operation of a department, program or project for the current year or for the duration of the project.
BUDGET AMENDMENT	The transfer of funds from one appropriation account to another, requiring approval of either the Board of Commissioners, the C.E.O. or the Budget Officer depending on the nature of the transfer.
CAPITAL PROJECTS	Projects which result in the acquisition or construction of fixed assets of a local government. In DeKalb County, capital projects include any project in excess of \$25,000 with a useful estimated life of 5 years or greater. Assets included are buildings and related improvements, streets and highways, bridges, sewers and parks.
CARRYOVER	See "FUND BALANCE CARRIED FORWARD".

## GLOSSARY

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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".
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.
DEPRECIATION EXPENSE	Depreciation of capital assets within the various enterprise funds.
DIGEST	See "TAX DIGEST".
ENCUMBRANCE	A commitment of funds against appropriations in which the expenditure has not actually been made at the time of recording. It may be in the form of a purchase order, purchase requisition, or a contract for goods and services.
ENCUMBRANCE BALANCES CARRIED FORWARD	Beginning in 2005, prior year encumbrance balances are carried forward to the originating expenditure account. To fund the encumbrance balance carry forward, the FMIS creates an appropriation in the same account equal to the encumbrance balance and this appropriation is offset by the Fund Balance Forward – Encumbrance account as the funding source.
ENTERPRISE FUND	A fund in which the activities are supported wholly or primarily by charges and fees paid by the users of the services.
EXCISE TAX	A tax levied on the production, sale or consumption of products or services such as alcohol, hotel rooms, rental cars 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 FUND	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.



## GLOSSARY

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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.
GOVERNMENTAL FUND	See "TAX FUNDS".
HOST	Homestead Option Sales Tax, a 1% sales tax with the revenue to be used, beginning in 1999, to offset residential property taxes by providing a current year homestead exemption equal to at least 80% of the proceeds from last year. Up to 20% of the amount of last year's revenue may also be used for capital outlay in the current year. The tax was levied beginning in July 1997. During the first eighteen months, these revenues could be used for any purpose. The Board of Commissioners made the decision to use these funds for capital outlay.
INTANGIBLE RECORDING TAX	Tax on a long-term note secured by real estate measured by the amount of the debt as evidenced in the security instrument at the rate of \$1.50 for each \$500 or fraction thereof of the face amount of the note secured by the security instrument.
INTANGIBLE TAX	Tax on money, collateral security loans, stocks, bond and debentures of 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.
LIQUIDITY (of Investments)	Ability to convert investments to cash promptly without penalty.
MAJOR FUND	Any fund whose revenue or expenditures, excluding other financing sources and uses, constitute more than 10% of the revenue or expenditures of the appropriated budget should be considered a major fund for this purpose.
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.
NON-MAJOR FUND	Any fund whose revenue or expenditures, excluding other financing sources and uses, constitute less than 10% of the revenue or expenditures of the appropriated budget should be considered a non-major fund for this purpose.

## GLOSSARY

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OPERATING BUDGET	Costs associated with the non-capitalized materials and services required in the daily operation of service delivery such as personal services, office supplies, maintenance supplies, professional services, and rental fees.
PERSONAL PROPERTY	Tangible property other than land and buildings and motor vehicles, including mainly business equipment, machinery, fixtures, leasehold improvements, boats and airplanes.
PROGRAM MODIFICATION	A budgetary tool used to create a new, expanded, reduced, or other change to a department's level of service. It includes detailed information about a new program that is not authorized and funded in the current year budget or a program that is authorized and funded in the current year budget, but will be carried on at a higher or lower level of activity in the next year. The addition of staff or vehicles requires the submittal of a Program Modification.
PROPRIETARY FUND	See "ENTERPRISE FUND".
REAL PROPERTY REALWARE®	Land and buildings. Industry-leading Computer Assisted Mass Appraisal (CAMA) system utilized by the Property Appraisal Department.
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 five funds in which revenues are derived from special tax districts: Hospital Fund, Fire Fund, Special Tax District – Designated Services, Police Services, and Special Tax District –Unincorporated.
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".

# ACRONYMS

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311	Citizens Help Center
911	Emergency Call
4-H	4-H Club: Head, Heart, Hands, and Health
A	Standard & Poor's Credit Rating
AA	Standard & Poor's Credit Rating
Aa1	Moody's Credit Rating
AAA	Standard & Poor's Credit Rating
Aaa	Moody's Credit Rating
AARP	American Association of Retired Persons
ACA	American Correctional Association
ACCG	Association of County Commissioners of Georgia
ACE	Arts, Culture, and Entertainment
ACQ	Acquisition
ADA	Americans with Disability Act
ADDI	American Dream Down payment Initiative
ADP	Average Daily Population
AIDS	Acquired Immunodeficiency Disease Syndrome
AIX	Advanced Interactive executive
ANOM	Airport Noise Operations Monitor
APS	Automated Purchasing System
ARC	Atlanta Regional Commission
ARRA	American Recovery and Reinvestment Act
BBB	Standard and Poor's Credit Rating
BOC	Board of Commissioners
CAD	Computer Aided Design
CAD	Computer Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CALEA	Commission on Accreditation of Law Enforcement Agencies
CAMA	Computer Assisted Mass Appraisal
CASA	Court Appointed Special Advocates
CCO	Chief Communication Officer
CD	Community Development
CD ROM	Compact Disk Read-Only Memory
CDBG	Community Development Block Grant
CDC	Centers for Disease Control
CDL	Commercial Driver's License
CE	Center
CEO	Chief Executive Officer
CERT	Community Emergency Response Team
CFC	Chlorofluorocarbon
CFO	Chief Financial Officer
CHC	Citizens Help Center
CHDO	Community Housing Development Organization
CID	Community Improvement District

# ACRONYMS

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CIP	Capital Improvement Project
CIPA	Children's Internet Protection Act
CJCJ	Council of Juvenile Court Judges
CJIS	Criminal Justice Information System
CLO	Chief Legal Officer
CMMS	Computerized Maintenance Management Software
COMPSTAT	COMParative STATistics
CNG	Compressed Natural Gas
COO	Chief Operating Officer
COP	Consumption on Premise
COPS	Certificates of Participation
COPS	Community Oriented Policing Services
COPS MORE	COPS Making Officer Redeployment Effective Grant
COS	Chief Of Staff
CPO	Chief Purchasing Officer
CPSO	Chief Public Safety Director
CPS	Child Protective Services
CPU	Computer Processing Unit
CTIP	Computer Technology Improvement Program
DEMA	DeKalb Emergency Management Agency
DA	District Attorney
DATE	Drug Abuse Treatment and Education
DCA	Department of Community Affairs
DCFR	DeKalb
DCPL	DeKalb County Public Library
DCLF	DeKalb County Library Foundation
DCVB	DeKalb Convention & Visitors Bureau
DD	Deputy Director
DEBCO	DeKalb Enterprise Business Corporation
DFACS	Department of Family and Children Services
DHR	Department of Human Resources
DKPD	DeKalb County Police Department
DKSO	DeKalb Sheriff's Office
DNR	Department of Natural Resources
DOJ	Department of Justice
DOL	Department of Labor
DOR	Department of Revenue
DOT	Department of Transportation
DRC	Dispute Resolution Center
DRE	Direct Recording Electronic
DUI	Driving Under the Influence
DWDD	Department of Workforce Development
E911	Enhanced 911 Emergency Call
EEO	Equal Employment Opportunity

# ACRONYMS

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EMA	Emergency Management Agency
EMS	Emergency Medical Service
EMT	Emergency Medical Technician
EPA	Environmental Protection Agency
EPD	Environmental Protection Department
ERO	Early Retirement Option
ESG	Emergency Shelter Grant
ESGP	Emergency Shelter Grant Program
EWI	Electronic Warrant Interchange
FAA	Federal Aviation Agency
FAR	Federal Aviation Regulation
FCC	Federal Communications Commission
FEMA	Federal Emergency Management Agency
FF	Firefighter
FHWA	Federal Highway Administration
Fi Fas	Latin Derivative for Property Lien Filed In Clerk of Superior Ct.
FMIS	Financial Management Information System
FOCUS	Faith Organization & County Uplifting Seniors
FOG	Fats, Oils, Grease
FPH	Flood Prone Homes
FTE	Full Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GAL	Guardian ad litem
GASB	Government Accounting Standards Board
GCCS	Gas Collection and Control System
GCIC	Georgia Crime Information Center
GDOT	Georgia Department of Transportation
GE	General Electric
GED	General Educational Development
GEMA	Georgia Emergency Management Agency
GEMS	Global Election Management System
GFOA	Government Finance Officers Association
GILEE	Georgia International Law Enforcement Exchange
GIS	Geographic Information Systems
GO	Government Obligation
GRETA	Georgia Regional Transportation Agency
GRTA	Georgia Regional Transportation Agency
GVW	Gross Vehicle Weight
HAMA	Hazardous Materials Certification (CDL License)
HEAT	Highway Enforcement Aggressive Traffic
HIDTA	High Intensity Drug Trafficking Area
HIV	Human Immunodeficiency Virus
HOME	HOME Investment Partnerships Act

# ACRONYMS

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HOST	Homestead Option Sales Tax
HR	Human Resources
HRIS	Human Resources Information Systems
HS	Human Services
HTRG	Homeowners Tax Relief Grant
HUD	Housing and Urban Development
HVAC	Heating Ventilation Air Conditioning
I & R	Information and Referral
I.T.	Information Technology
IDA	Individual Development Account
INET	Internet
i-Net	Internet Fiber Optic Network
INS	Immigration and Naturalization Service
IS	Information Systems
IVR	Interactive Voice Response
JAG	Justice Assistance Grant
LCI	Livable Centers Initiative
LECM	Law Enforcement Confiscated Monies
LEOP	Local Emergency Operations Plan
LIMS	Laboratory Information Management System
LLC	Limited Liability Company
LLEBG	Local Law Enforcement Block Grant
LP	Limited Partnership
LPN	Licensed Practical Nurse
LTD	Limited
MARTA	Metropolitan Atlanta Rapid Transit Authority
ME	Medical Examiner
MGD	Million Gallons Per Day
MSA	Metropolitan Statistical Area
NACO	National Association of Counties
NATS	No Ambulance to Send
NCCHC	National Commission On Correctional Healthcare
NCOA	National Change of Address
NCP8	Noise Compatibility Project 8
NEG	National Emergency Grants
NOGE2	No Contact Through 2 Elections
NPDES	National Pollutant Discharge Elimination System
OPEB	Other Postemployment Benefits
O.C.G.A.	Official Code of Georgia Annotated
OCP	Office of Child Protection
OED	Office of Economic Development
OFI	Office of Family Independence
P&I	Principal & Interest
P&R	Parks & Recreation

# ACRONYMS

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PAL	Police Athletic League
PBS&J	Post, Buckley, Schuh & Jernigan, Inc
PC	Personal Computer
PEG	Public Education and Government Access
POS	Point of Service
PO's	Purchase Orders
PPM	Physical Plant Maintenance
PR's	Purchase Requisitions
PS	Public Safety
PS&J	Public Safety and Judicial
PT	Part time
PW	Public Works
PY	Program Year
R&B	Rhythm and Blues
R&D	Roads and Drainage
R&E	Renewal & Extension
R/W	Right of Way
RFID	Radio Frequency Identification
RFP	Request for Proposal
ROW	Right of Way
RR	Railroad
RSA	Runway Safety Area
RSVP	Retired and Senior Volunteer Program
RTM	Relief Texture Mapping
RZEDB	Recovery Zone Economic Development Bond
S	South
SAFER	Staffing for Adequate Fire & Emergency
SAMS	Street Address Maintenance System
SBA	Small Business Administration
SCBA	Self Containing Breathing Apparatus
SEED	Southeast Economic & Entrepreneurial Development Corp.
STD	Special Tax District
SWANW	Solid Waste Association of North America
SYETP	Summer Youth Employment and Training Program
TAMS	Teenage Mothers nutrition education program
TANF	Temporary Assistance for Needy Families
TANS	Tax Anticipation Notes
TAPP	Teenage Pregnancy and Parenting Program
TBD	To Be Determined
TBRT	Technical Body Recovery Team
TS	Touch Screen
TS	Traffic Signal
TSI	Traffic Signal Intersection
UCC	Uniform Commercial Code

## ACRONYMS

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UIFSA	Uniform Interstate Family Support Act
UPS	Uninterruptible Power Supply
URA	Urban Redevelopment Agency
URESAs	Uniform Reciprocal Enforcement of Support Act
US	United States
USDA	US Department of Agriculture
VALARI	Vulnerable Adult Living at Risk
VINES	Victim Information Notification Everyday System
W	West
W & S	Water and Sewer
WIA	Workforce Investment Act
WMD	Weapons of Mass Destruction
Y2K	2000
YMCA	Young Men's Christian Association
YWCA	Young Women's Christian Association



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