

ANNUAL BUDGET

2011

DEKALB COUNTY, GEORGIA

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CHIEF EXECUTIVE OFFICER

BOARD OF COMMISSIONERS

Elaine Boyer

Jeff Rader

Larry Johnson, Presiding Officer

Sharon Barnes Sutton

Lee May

Kathie Gannon

Stan Watson

District 1

District 2

District 3

District 4

District 5

District 6

District 7

Richard Stogner
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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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
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County of De Kalb

Georgia

For the Fiscal Year Beginning

January 1, 2010

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to DeKalb County for its annual budget for the fiscal year beginning January 1, 2010. 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 2011 Budget Calendar.
- ** Fiscal Policies of DeKalb County.
- ** The Chief Executive Officer's DeKalb County 2011 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.

USERS GUIDE TO THE BUDGET DOCUMENT DEKALB COUNTY BUSINESS PROCESSES THAT IMPACT THE 2011 BUDGET BOOK

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

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

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

GOVERNMENTAL ACCOUNTING STANDARDS BOARD – GASB STATEMENT 34

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

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

IMPACTS ON THE 2011 BUDGET BOOK

The County closed 2010 books on schedule. The Budget Resolution for the Operating Budget was adopted on February 22, 2011. The adopted budget was based on the fund balance as of closing.

Prior Year Encumbrance Balances Carried Forward.

Beginning in 2005, prior year encumbrance balances were carried forward to the originating expenditure account. To fund the encumbrance balance carry forward, the FMIS created an appropriation in the same account equal to the encumbrance balance and this appropriation was offset by the Fund Balance Forward – Encumbrance account as the funding source. Beginning in 2006, the encumbrance balance carried forward was adopted by the Board of Commissioners as part of the Budget Resolution.

In 2011, prior year encumbrance balances carried forward were not automatically funded. Individual requests for funding of these balances were submitted and were either recommended and approved or denied. The encumbrance balances themselves, however, were carried forward as in previous years.

The appropriation amounts reported in the 2011 Budget Book reflect the effect of prior year encumbrance balances carried forward only where specifically approved.

Rounding Anomalies

Due to how different modules of Oracle Financials handle fractions of a dollar, footings on isolated schedules might differ from the sum of their components by one dollar.

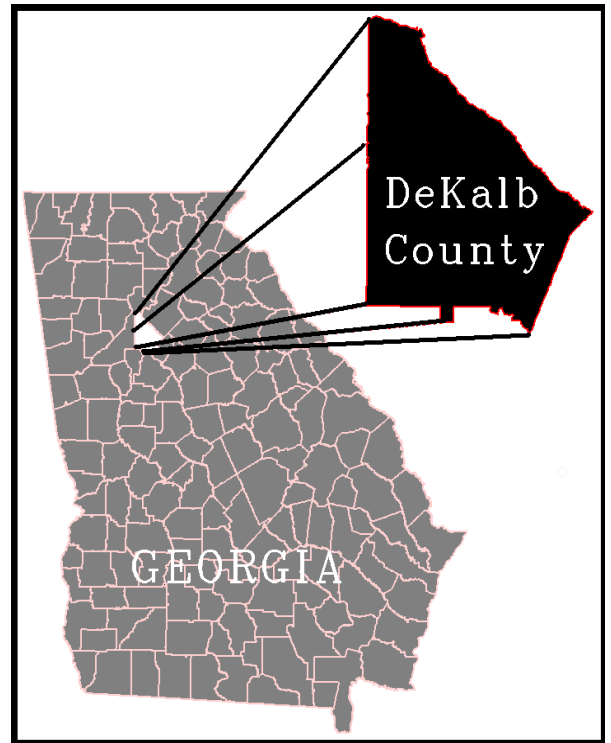
DEKALB COUNTY, GEORGIA

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 18% of the population lives in the incorporated areas, which include the City of Decatur (the county seat), nine smaller municipalities and a part of the City of Atlanta.

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



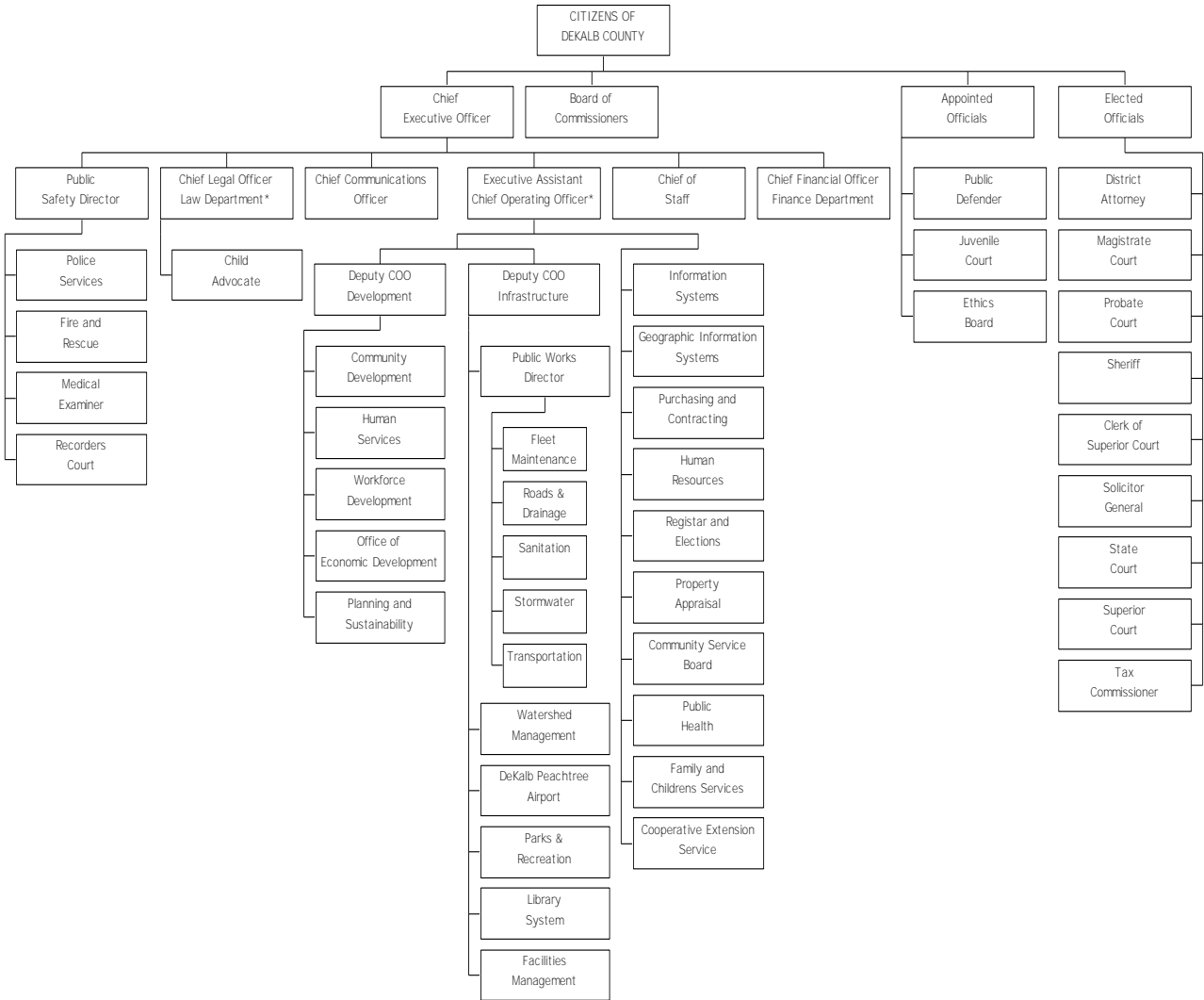
GOVERNMENTAL STRUCTURE

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

COUNTY SERVICES

DeKalb County provides to virtually all areas of the County the following services: police, fire and emergency medical protection, sewage collection and treatment, water supply and distribution, refuse collection and disposal, recreational facilities, library services, public health services, court services, highway construction and maintenance, building inspection, animal control service, and planning and land use services. In addition, the County owns and operates the DeKalb-Peachtree Airport, a 600-acre, general aviation facility that is the second busiest airport in the state. The County has 7,982 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

To Build a New Consensus for a Better DeKalb County.

OUR MISSION

To make the priorities of the citizens of DeKalb the priorities of their County government by achieving a Safer DeKalb, Building Stronger Neighborhoods, Creating a Fiscally Accountable and More Efficient County Government, and Uniting the Citizens of DeKalb.

STATEMENT OF VALUES

In working to accomplish our mission, we value:

An inclusionary approach involving the whole community.

A team approach to preventing problems.

Well-trained employees committed to excellence.

A responsive and responsible service delivery system.

Our cultural diversity.

Positive change, innovation and creativity.

Mutual trust and respect.

Primary Goals and Critical Success Factors

Crime Prevention

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

Infrastructure

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

Economic Development

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

Human Services

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

Financial Strength

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

Primary Goals and Critical Success Factors

Organizational Effectiveness

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

FISCAL POLICIES OF DEKALB COUNTY

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.

FISCAL POLICIES OF DEKALB COUNTY

4. DeKalb County will seek public and private grants, and other outside sources of revenue to fund projects included in the Capital Improvement Program.
5. The balances of appropriations within budget for capital projects at year end will be reappropriated in the following year until the project is completed.

RESERVE FUND POLICIES

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

REVENUE ADMINISTRATION POLICIES

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

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

FISCAL POLICIES OF DEKALB COUNTY

of the GFOA Certificate of Achievement in Financial Reporting Program, and will submit the CAFR annually for a certificate review.

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

DEBT POLICIES

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

INVESTMENT POLICIES

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

FISCAL POLICIES OF DEKALB COUNTY

4. The investment program will provide for a system of internal control over investments and timely financial reporting over investing activities.

OTHER POLICIES

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

PROCUREMENT POLICIES

1. DeKalb County will establish regulations and procedures to provide for an efficient and fiscally responsible system for the purchase of materials and services.
2. The CEO is responsible for the operation of the Government's purchasing system.
3. Within the limits prescribed by the County Code and State Law, the County will utilize competitive bidding procedures. Bids will be awarded on a non-discriminatory basis.

The purchase of insurance and risk-related services will be conducted on a non-discriminatory basis, through means designed to optimize long term financial security, reliability of coverages and services, and minimization of net cost. This may be accomplished through competitive bidding procedures or through competitive selection of insurance brokers and agents.

Annual Budget Plan and Process

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

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

		2010				2011	
		Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun
Review, Develop and Distribute Resources							
Evaluate and Review 2010 Processes	1/2010-6/2010	=====▶					
Develop and Test Improvements for 2011 Budget Cycle	1/2010-6/2010	=====▶					
Finance Reviews and Updates Training Materials	1/2010-6/2010	=====▶					
Finance Distributes Budget Calendars to Departments	5/7/2010		◆				
Finance Distributes Operating Budget Forms to Departments	6/1/2010		◆				
Finance Distributes Capital Budget Forms to Departments	6/1/12010		◆				
Finance Staff Conducts Detailed Budget Training Sessions	6/11-25/2010			▶			
Finance Staff Conducts Budget Clinics	6/10/2010, 6/13/2010, 6/24/2010			▶			
Finance Distributes Salary Projections to Departments	8/4/2010 - 8/6/2010				▶		
Finance Distributes Interfund Charges to Departments	8/10/2010				▶		
Budget Kickoff Meeting	7/21/2010			◆			
Finance Opens and Distributes Public Sector Budgeting Worksheets	7/11/2010			◆			
Plan and Monitor Budgets							
Monitor Current Year Operating and CIP Budgets	Ongoing	=====▶	=====▶	=====▶	=====▶	=====▶	
Departments Prepare Operating Budget Request	6/1/2010 - 8/26/2010			▶			
Departments Prepare CIP Budget Request	6/1/2010 - 8/26/2010			▶			
Plan for Following Year's Operating and CIP Budget Request	Ongoing	=====▶	=====▶	=====▶	=====▶	=====▶	
Analysis and Review							
Departments Submit Program Modifications to Finance	8/13/2010			◆			
Finance Audits, Reviews, and Analyzes Program Modifications	8/13/2010 - 10/22//2010			▶			
Departments Submit CIP Request to Finance	8/12/2010			◆			
Executive Assistant Appoints CIP Review Committee	8/19/2010			◆		▶	
CIP Committee Reviews and Analyzes CIP Budget Requests	8/13/2010 - 10/25/2010			▶			
Departments Submit Operating Budget Requests to Finance	8/26/2010			◆			
Finance Audits, Reviews, and Analyzes Operating Budget	10/20/2010			▶			
Finance Prepares Operating Budget Recommendations	8/29/2010 - 10/26/2010			▶			
Finance Submits Operating Budget Recommendations to CEO	10/20/2010 - 12/14/2010				◆		
Finance Summarizes CIP Review Committee Budget Recommendations	10/3/2010 - 10/25/2010			▶			
Discussion, Finalization, and Adoption							
CEO's Operating Recommendations Submitted to BOC	12/15/2010				◆		
CEO's CIP Budget Recommendations Submitted to BOC	12/15/2010				◆		
Public Information Meetings (CEO & BOC)	2/14/2011 - 2/22/2011					▶	
CEO and BOC Hold Public Hearings	2/14/2011 - 2/22/2011					▶	
BOC Adopts Operating Budget	2/22/2011					★	
BOC Adopts CIP Budget	5/24/2011						★

**2011 BUDGET CALENDAR
DEKALB COUNTY, GEORGIA
OPERATING BUDGET**

BUDGET PROCEDURE	ACTION BY	TIMETABLE
Evaluate and Review 2010 Processes	Finance Staff	January - June, 2010
Develop and Test Improvements for 2011 Budget Cycle	Finance Staff	January - June, 2010
Finance Reviews and Updates Training Materials	Finance Staff	January - June, 2010
Distribute Budget Calendar to Elected Officials and Department Heads	Finance Staff	May 7, 2010
Distribute Budget Forms to Elected Officials and Department Heads	Finance Staff	June 1, 2010
Detailed Training Sessions	Finance Staff	June 10, 16, 2010 June 24, 2010
Budget Clinics	Finance Staff	July 6, 7, 2010 July 8, 2010
Budget Kickoff Meeting	CEO and Finance	July 21, 2010 Maloof Auditorium 10:00a
Distribute Salary Projections, Interfund Charges, to Elected Officials, Department Heads	Finance Staff	August 10, 2010 August 10, 2010
Open and Distribute PSB Actual 2009 Budget Worksheet, Stage 1, Cost Center Requested	Finance Staff	July 22, 2010
Submit Program Modifications Requests to Finance Department	Elected Officials and Department Heads	August 13, 2010
Submit Operating Budget Requests to Finance Department	Elected Officials and Department Heads	August 27, 2010
Technology Process Improvement Recommendations Due to Finance Department	Information Systems	September 24, 2010
Human Services Coordinating Committee	HSCC	October 15, 2010

**2011 BUDGET CALENDAR
DEKALB COUNTY, GEORGIA
OPERATING BUDGET**

BUDGET PROCEDURE	ACTION BY	TIMETABLE
Recommendations for Non-Profit Organization Funding Due to Finance Department		
Review of Initial Revenue Anticipation and Overall Budget	CEO, Executive Assistant and Finance Staff	October 22, 2010
CEO's Budget Review:	CEO, Executive Assistant Finance Staff and Department Officials	October 22, 2010 December 14, 2010
Submit CEO's Budget to Board of Commissioners	CEO	December 15, 2010
Board of Commissioners Budget Review:		
A) Initial Review of Overall Budget	CEO and Board of Commissioners	December 15, 2010
B) Department Reviews	Board of Commissioners, Executive Assistant, Finance Staff	December 15, 2010 February 22, 2011
C) CIP Review	Board of Commissioners, Executive Assistant, Finance Staff	December 15, 2010 February 22, 2011
Public Hearings (Board of Commissioners Meeting)	CEO Board of Commissioners	February 8, 2011 February 22, 2011
Revise Tentative Budget based on Public Hearings and Final Revenue Anticipations	Board of Commissioners Finance Staff	February 10 - 22, 2011
Public Hearing and Operating Budget Adoption	Board of Commissioners	February 22, 2011

**2011 BUDGET CALENDAR
DEKALB COUNTY, GEORGIA
CAPITAL PROJECTS BUDGET**

BUDGET PROCEDURE	ACTION BY	TIMETABLE
Evaluate and Review 2010 Processes	Finance Staff	January - June, 2010
Develop and Test Improvements for 2011 Budget Cycle	Finance Staff	January - June, 2010
Finance Reviews and Updates Training Materials	Finance Staff	January - June, 2010
Distribute Budget Calendar to Elected Officials and Department Heads	Finance Staff	May 7, 2010
Distribute Budget Forms to Elected Officials and Department Heads	Finance Staff	June 1, 2010
Budget Kickoff Meeting	CEO and Finance	July 21, 2010 Maloof Auditorium 10:00a
Submit Capital Projects Request to Finance Department	Elected Officials and Department Heads	August 13, 2010
Submit Technology Capital Projects Request to Finance Department	Elected Officials and Department Heads	August 13, 2010
Appoint CIP Review Committee	Executive Assistant	August 20, 2010
Technology Capital Projects Recommendations Due to Finance Department	Information Systems	September 24, 2010
CIP Review Committee Recommendations to Finance Department	Capital Projects Review Committee	October 1, 2010
Review of CIP Committee Recommendations	CEO, CIP Review Committee Executive Assistant, Finance Staff	October 25, 2010
Submit CEO's Budget to Board of Commissioners	CEO	December 15, 2010

**2011 BUDGET CALENDAR
DEKALB COUNTY, GEORGIA
CAPITAL PROJECTS BUDGET**

BUDGET PROCEDURE	ACTION BY	TIMETABLE
Board of Commissioners Budget Review: CIP Review	Board of Commissioners, Executive Assistant, Finance Staff	December 15, 2010 February 27, 2011
Public Hearings (Board of Commissioners Meeting)	CEO Board of Commissioners	February 14, 2011 February 28, 2011
Revise Tentative CIP Budget based on Public Hearings and Final Revenue Anticipations	Board of Commissioners Finance Staff	February 10 - 27,2011
Public Hearing and Adoption of Capital Improvement Projects Budget	Board of Commissioners	May 24, 2011

2010 BUDGET ADOPTION: HIGHLIGHTS

Editor's Note: Actions by the BOC during 2010 had a significant impact on the planning and recommendation process for the 2011 Budget.

The Adopted Budget 2010 budget for the Tax Funds of \$564,970,285 included the following:

- no millage increase
- a \$2,000,000 loan from the Sanitation Fund
- a \$2,245,146 transfer from the Vehicle Replacement Fund
- eliminated holiday pay for 7 holidays
- restored funding for the Probate Court and the Magistrate Court
- future Reductions in Force and/ or retirements of 580 employees
- reduced funding for the District Attorney, Sheriff, and CEO
- increased funding for the State Court Marshall and the Registrar
- omitted Attachment B "2010 Budget Position Additions, Deletions & Transfers" and retained the county's positions as they currently existed.

March, 2010	The planning process for the 2011 Budget began with convening The Steering Committee for Efficiencies / Savings. 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 four organization groups of Administrative, Development, Infrastructure, and Public Safety provided the framework and structure for the Committee to conduct its reviews. The Committee looked for opportunities to re-engineer operations, downsize staff, and reduce service levels. Members included the Chief Operating Officer, the Chief Financial Officer, the Deputy Chief Operating Officer for Infrastructure, the Deputy Chief Operating Officer for Development, and the Director of Public Safety. The Committee met bi-monthly from March to September.
April, 2010	The Revenue Enhancement Committee was created, The mission of the committee was to conduct a comprehensive review of all existing county sources of revenue and fees and identify any "new" revenue sources.
June, 2010	Budget Staff conducted 2011 Budget Training sessions. A projected \$34 million decline in revenues for 2011 and the impact that this decline would have balancing the 2011 Budget were the themes of the sessions. Departments were advised to identify any cost cutting measures that would reduce the 2011 Budget and to submit a 2011 Budget request that was 5% less than the 2010 Adopted Budget.
June 22, 2010	<p>The BOC adopted the mid-year adjustments to the 2010 Budget and Revenue anticipations for the Tax Funds, a decrease of \$8.7 million and to the Non-Tax Funds, a decrease of \$400 thousand. There was no increase in the tax millage rates.</p> <p>The BOC also adopted a resolution establishing a county position reduction policy. A total of 546 positions were abolished; this action included positions that became vacant due to the Early Retirement Program.</p>

2010 BUDGET ADOPTION: HIGHLIGHTS

July, 2010	The CEO issued the "Expenditure Control for 2010 and Considerations for 2011 Budget" memorandum. This document outlined the financial uncertainties and the substantial implications that the decline in revenue would have on the 2011 budget cycle. Factors contributing to the revenue decline included an assessment freeze on residential and commercial properties, loss of revenue due to the incorporation of the City of Dunwoody, and the loss of the Homeowner Tax Relief Grant. Department Directors were directed to take aggressive steps to control 2010 spending and expend no more than 95% of the 2010 midyear level budget, and to defer the purchases of goods and services that were not absolutely necessary. Department Directors were encouraged to submit 2011 operating budget requests that were 95% less than the 2010 midyear level budgets.
August 24, 2010	The BOC approved a substitute to the 2010 Budget Revision, Attachment B, the Authorized Position Listing; it did not approve 3 additional positions for Parks.
September, 2010	The BOC adopted a 2011 Budget Priorities Resolution establishing the following: a millage rate increase be proposed only after extensive restructuring of county government, to hold steady or increase the number of public safety officers (who serve on the frontline capacity), restore pay for all 7 remaining holidays, create separate fund for police functions, present 2011 budget with five year forecasts, and review of retirement benefits and accumulated leave policies.
October - December 2010	Finance staff, BOC staff, and the COO reviewed budget requests, conducted budget reviews and discussions with the departments. This was the first time that BOC staff was directly integrated into the recommendation phase. Finance staff presented preliminary 2011 Budget recommendations to the CEO. The recommendations from the Revenue Enhancement Committee were incorporated into the preliminary recommendations.
December 15, 2010	The CEO submitted the 2011 Tax Funds Recommended Budget to the BOC, totaling \$563,323,804. It included a 2.32 mill increase, restored funding for 10 holidays, added staff for the new libraries and recreation centers, considered outsourcing of various services, continued to suspend the across-the-board increment for all employees, discontinued the automatic increase after the six-month probationary period employees after January 1, 2011, and continued the suspension of the routine vehicle replacement program.
January - February 2011	The BOC's Budget and Finance Committee held meetings to discuss the CEO's proposed budget. The BOC communicated that the 2.32 millage increase would not be supported.
February 23, 2011	The BOC adopted a substitute to the CEO's 2011 Budget Resolution for the Tax Funds, totaling \$529,683,780. This included a \$33,640,024 reduction, a 6% decrease, to the Tax Funds Budget. There was no increase in the millage rates. The BOC deferred Attachment B "2011 Budget Position Additions, Deletions & Transfers" and retained the county's positions as they currently exist.



DEKALB COUNTY

W. BURRELL ELLIS, JR. CHIEF EXECUTIVE OFFICER

TO: Department Heads
Agency Heads
Constitutional Officers

DATE: July 21, 2010

SUBJECT: Expenditure Control for 2010 and Consideration for the 2011 Budget

After reviewing the County's midyear financial reports, I believe that it is necessary to continue taking steps to accumulate the financial reserves required to provide maximum flexibility in the 2011 fiscal year. The County is continuing to face economic uncertainties that will have substantial implications during our next budget cycle.

The Georgia General Assembly passed legislation in 2009 that impacts the normal growth in the County's tax digest through 2011. This legislation essentially freezes the assessment value on owner-occupied residential and also commercial properties. It should be recognized that although the County had to increase its millage rate in 2009 as the result of the incorporation of a new City and will maintain that same total millage rate in 2010, DeKalb still has one of the lowest effective millage rates for homeowners in the metro area as a result of the HOST program. The property tax digest declined for the second year in a row.

The new city of Dunwoody came into existence on 12/1/08. The financial impact of this new City on County revenue is \$16 million in general revenue and \$2.6 million in sales tax revenue, annually. Additionally, although the State's Homeowner Tax Relief Grant (HTRG) is still authorized under State law, the funding for this program in 2011 is extremely unlikely. The State not funding this program will continue to have an annual \$17 million impact on County revenues.

To date, the County's sales tax revenue is slightly ahead of 2009's collection level. In addition, the motor vehicle fuel cost will continue to have an adverse impact in the future. The projected impact of such costs on the current operating budget will be substantial.

While I am confident that the County will be able to maintain its outstanding reputation for fiscal responsibility, I believe that it is only prudent to take steps now to preserve our future financial flexibility as we move into the 2011 Budget process. Therefore, I am directing that the following actions be implemented:

- Each department director take aggressive steps to control their 2010 expenditures and expend no more than 95% of their approved 2010 budgets. The County Finance Department will monitor department expenditures in this area and submit periodic financial summaries to my office.
- I expect every department to 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. Please review usage and determine if the Early Retirement Program has had an impact (reduced vehicle usage, internet charges, cell phone usage, etc.).
- I have instructed the Finance and Human Resources Departments and the Chief Operating Officer to continue the current practice of individually considering the filling of each and every vacant position.
- That the current emphasis on controlling overtime utilization is maintained and that I am given a monthly summary of departmental utilization from the Human Resources Department.
- Defer any request, to the extent possible, for new positions and for expenditures not currently in the 2010 Budget for consideration in the 2011 Budget process, unless such expenditures will result in direct increases in revenue and/or substantial cost avoidance.
- I am also directing that each department, in preparing their 2011 Budget Request, limit their request to 95% of their 2010 midyear budget level, and limit program modification requests to proposals that will result in direct increases in revenue, and/or produce substantial cost savings. Department and Agency Heads should consider how cost savings can be attained through resource sharing and efficiencies within their departments, as well as across departments within related departmental groupings.
- I am directing the Chief Operating Officer to convene organizational efficiency meetings arranged by departmental grouping (Administrative, Public Safety, Development, Infrastructures, Finance, and Law) in order to consider revenue enhancements and analyze efficiencies that may be attained through aggregate cost/resource sharing and possible organizational consolidations.

I believe that these measures are both prudent and necessary to address the uncertainties we continue to face and I encourage all other elected and constitutional officers to take these same measures. I believe these actions will put us in a better position to address fiscal issues in 2011 and to present to the Board of Commissioners an appropriate balanced budget that continues to address the County's fiscal needs.

Sincerely,


W. Burrell Ellis, Jr.
Chief Executive Officer

cc: Board of Commissioners
Chief Operating Officer
Chief Financial Officer

On September 14, 2010, the Board of Commissioners adopted a resolution stating its budget priorities for 2011.

REV. 10/02

DEKALB COUNTY

ITEM NO. _____

BOARD OF COMMISSIONERS

HEARING TYPE
Preliminary

BUSINESS AGENDA / MINUTES

ACTION TYPE
Resolution

MEETING DATE: September 14, 2011

SUBJECT: Commission Budget Priorities for 2011

DEPARTMENT: Board of Commissioners	PUBLIC HEARING: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
ATTACHMENT: <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	INFORMATION: Commissioners, Districts 1 thru 7
PAGES: <input type="text" value="3"/>	CONTACT:
	PHONE NUMBER: 1-2886

PURPOSE:

To state the priorities of the DeKalb County Commission concerning the 2011 Budget.

NEED/IMPACT:

The Commission desires to publically state its priorities for the 2011 Budget and communicate those priorities through an appropriate resolution.

RECOMMENDATION(S):

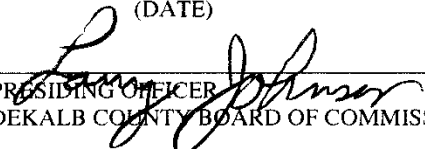
To state the priorities of the DeKalb County Commission concerning the 2011 Budget.

FOR USE BY COMMISSION OFFICE/CLERK ONLY

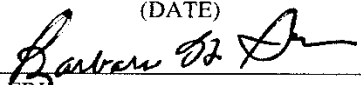
ACTION: H13

At the request of Commissioner Gannon, the priorities of the DeKalb County Commissioner concerning the 2011 Budget, will go its normal course. The meeting will be held on September 28, 2010.

ADOPTED: _____
SEP 14 2010
(DATE)

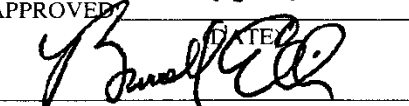

PRESIDING OFFICER
DEKALB COUNTY BOARD OF COMMISSIONERS

CERTIFIED: _____
SEP 14 2010
(DATE)


CLERK,
DEKALB COUNTY BOARD
OF COMMISSIONERS

FOR USE BY CHIEF EXECUTIVE OFFICER ONLY

APPROVED: _____
OCT 04 2010
(DATE)


CHIEF EXECUTIVE OFFICER
DEKALB COUNTY

VETOED: _____
(DATE)

CHIEF EXECUTIVE OFFICER
DEKALB COUNTY

VETO STATEMENT ATTACHED: _____

MINUTES:

	FOR	AGAINST	ABSTAIN	ABSENT
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 - CONNIE STOKES	_____	_____	_____	_____

RESOLUTION

**A RESOLUTION OF THE GOVERNING AUTHORITY
OF DEKALB COUNTY, GEORGIA, INDICATING THE
PRIORITIES OF THE 2011 BUDGET**

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

WHEREAS, the Organizational Act also conveys to the Board of Commissioners 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 becomes effective;

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

The priorities of the 2011 DeKalb County Budget shall be the following:

- A. Property Tax Increases, Decision Packages for Millage Rates... The Commission desires that any millage rate increase only be proposed only after an extensive restructuring of county government and elimination of county operations of lowest priority. The Commission desires for a budget to be submitted within the constraints of state law and the County's Organizational Act; but also desires that the base budget, meaning a level of operations with no new enhancements or expansions, for all departments within the tax funds contain a level of operations which will have no millage rate increase. All amounts above that level are desired to be presented as program modifications. All major countywide pay adjustments should also be considered as program modifications.
- B. Public Safety...The Commission desires to hold steady or increase the number of public safety officers who serve in a front-line capacity. The Commission also desires that the compensation of public safety officers be compared to the neighboring jurisdictions and the feasibility of their adjustment to the same level of their peers be reviewed. This should be accomplished through a formal salary survey possibly in conjunction with a manpower study to determine the needs of the county.
- C. Compensation... The Commission desires to restore pay for all holidays in 2011. The Commission also desires that the compensation of county

- employees be compared to the neighboring jurisdictions and the feasibility of their adjustment to the same level of their peers be reviewed. This should be accomplished through a formal salary survey.
- D. New Facilities.... The Commission understands that any new facility is expected to open on time; however, funding for new facility operations should be found by using existing resources more efficiently if possible. It is understood that new facilities funded through bond funding may have such large operating impacts that it may be feasible only through additional funding.
 - E. Staffing Levels... The Commission desires that the budget be presented in such a way as to show how DeKalb County operates compared to the neighboring jurisdictions in terms of the number of full-time employees. This information should be presented at a sub-departmental level based on comparable service operating units to indicate possible areas for staffing adjustments. Care should also be taken to ensure that the source of funding should be taken into account.
 - F. Benefits...The Commission desires for retirement benefits to be reviewed as part of the 2011 budget preparation for possible changes for future hires increasing options available to them while preserving the current pension system for current employees along with a review of contribution rates. This would also be in conjunction with a review of accumulated leave policies. Changes to the pension plan should take into account the different types of employees possibly offering different pensions for each major type.
 - G. Forecasting...The Commission desires that the budget be presented with the inclusion of five year forecasts for each of the major tax funds.
 - H. Cost Recovery...The Commission desires that each department be reviewed in the 2011 budget and presented with its projected received revenue to determine the amount of its cost covered by the users of its services. Most major functions such as public safety are expected to be covered almost exclusively by taxes, but other functions provided by the county might need to be borne budgetarily more by the direct users of those functions.
 - I. Designated Fund...The Commission desires that the budget be developed with all police functions within a fund or special class of funds whereby a special millage rate is designated toward that effort. If state law needs to be changed to do so, then the Commission desires that change. The Commission also desires a separate millage rate for all independently elected officials and other offices whose heads are appointed by them with all of them under one rate. The Commission also desires that a separate millage rate be established separately for the library system.
 - J. Position Resolution... The Commission desires that the Position Resolution be prepared to show by fund by department the entire listing

of current full-time authorized positions; the proposed changes by categories such as additions, deletions, and transfers; and final proposed number. The purpose will be to annually approve authorized positions in the same way annual appropriations are approved. The Commission understands that it might be easier to aggregate similar job codes together within a department as a way to simplify the position resolution.

- K. Committee Process.... The Commission desires that departmental budgets be presented originally at the committee of jurisdiction for that subject matter for operational review who in turn will make a recommendation to the Budget Committee which will review and then recommend a budget in full.
- L. Budget Requests.... The Commission desires that departmental budget requests submitted to the Chief Executive Officer be transmitted at the same time to the Commission along with regular presentation of revenue forecasts.

ADOPTED by the DeKalb County Board of Commissioners, this ____ day of _____, _____.

LARRY JOHNSON
Presiding Officer
Board of Commissioners
DeKalb County, Georgia

APPROVED by the Chief Executive Officer of DeKalb County, this ____ day of _____, _____.

W. BURRELL ELLIS, JR.
Chief Executive Officer
DeKalb County, Georgia

ATTEST:

APPROVED AS TO FORM:

BARBARA SANDERS, CCC
Clerk of Chief Executive Officer and
County Commission
DeKalb County, Georgia

LISA E. CHANG
County Attorney



W. BURRELL ELLIS, JR.
CHIEF EXECUTIVE OFFICER

TO: Members, Board of Commissioners
FROM: W. Burrell Ellis, Jr., Chief Executive Officer
DATE: December 15, 2010
SUBJECT: **2011 Executive Budget Recommendation**

The formulation of the 2011 Executive Budget Recommendation may well be the most difficult that the County has yet addressed. The Federal, State and local governments have all been challenged by static and limited revenue sources, the impact of inflation, the increasing cost of providing basic services and the need to either raise taxes or reduce services in a time of severe recession. DeKalb County is no exception to the general trend. Because the County is largely residential, it has been especially impacted by the collapse of the housing and commercial real estate market and the corresponding erosion of its tax digest. In addition, the County has seen further erosion of its tax base by the incorporation of a new city and the annexation of additional commercial property. As a result, DeKalb County has seen its available revenue decrease by approximately \$86 million over the last two years. In addition, in formulating the 2011 Executive Budget Recommendation, additional funding requirements had to be addressed in a number of areas including the following:

Necessary Appropriation	Cost	Millage Equivalent
New Tax Commissioner System	\$ 2,295,000	.15
Staffing for New Facilities	627,000	.04
Pension Fund Increased Contribution	17,000,000	1.14
Health Insurance Increase	4,000,000	.27
Holiday Pay	10,000,000	.67
Redeployment of Police Officers	5,100,000	.34
Total	\$39,022,000	2.61

In addition, because of the high priority of public safety, the decision was made to retain all police officers previously assigned to the area of what is now the City of Dunwoody. This decision requires the County to absorb approximately **\$5 million (millage equivalent to .34)** in ongoing costs. Also, the Board of Commissioners strongly recommended the elimination of unpaid holidays for employees and I concur with this recommendation. The cost of restoring the unpaid holidays requires additional funding in the amount of **\$10 million (millage equivalent to .67)** in 2011. In other words, these requirements added approximately **\$39 million in additional costs in 2011**. However, DeKalb County has always strived to provide efficient services at the lowest cost to its citizens. When DeKalb's homestead tax rates are adjusted for the impact of the HOST tax credit, they will remain among the lowest in metropolitan Atlanta.

These necessary appropriations are compounded by a declining property tax digest resulting in a further reduction in anticipated tax revenue of \$12.8 million for 2011.

In addressing the 2011 Budget, the Administration changed the historical approach to the budget process. This year a major effort was made to include the DeKalb County Board of Commissioners in the process by inviting Commissioners to participate in departmental budget reviews, providing copies of departmental budget submissions to the Board at the same time they were received by the budget staff and integrating Commission staff directly in all budget reviews and discussions. This change was initiated to provide the maximum amount of information to the Board and to provide an opportunity for Commissioners to provide input into the development of budget recommendations. The change was also intended to facilitate improved communications between the Administration and the Board of Commissioners. The Administration certainly appreciates the interest and cooperation of the Board of Commissioners in the process. However, I, as the Chief Executive Officer, retain the responsibility to submit the formal 2011 Executive Budget Recommendation, for consideration by the Board, which balances revenues and expenditures in compliance with State law and provides for essential services.

It remains a basic fact that the operating budget for a local government is largely shaped by expenditures for Public Safety, Courts and mandated appropriations for items such as debt service and pension payments. Since the highest priority of government is the protection of the lives and property of its citizens, these expenditure areas are among those most difficult to control or reduce. In considering the overall allocation of funding among functions, the following table reflects the importance of public safety which consumes 47% of governmental expenditures. Statutory requirements consume another 22%. In other words, almost 70% of the budget is devoted to public safety and statutory expenditures.

The following chart illustrates these points:

2011 Budget-By-Function		
FUNCTION	2011 RECOMMENDATION	% of Total
PUBLIC SAFETY		47.1%
Police	\$ 86,480,754	15.4%
Fire	55,740,794	9.9%
Sheriff	66,084,378	11.7%
Courts	57,260,139	10.2%
STATUTORY		21.7%
Debt Service	45,279,688	8.0%
Pension	39,919,158	7.1%
Insurance	36,884,594	6.5%
PUBLIC WORKS	13,565,483	2.4%
ADMINISTRATIVE		12.4%
CEO	1,369,520	0.2%
BOC	2,608,644	0.5%
Law	3,100,295	0.6%
G.I.S.	1,682,339	0.3%
Facilities	14,586,924	2.6%
Purchasing	2,444,263	0.4%
Human Resources	3,098,208	0.5%
Information Systems	17,156,912	3.0%
Finance	5,359,189	1.0%
Property Appraisal	3,270,153	0.6%
Tax Commissioner	5,120,554	0.9%
Registrar	1,430,547	0.3%
Plan & Dev (Tax Funds)	1,780,603	0.3%
Economic Dev	565,867	0.1%
Board of Health	4,864,926	0.9%
Code Enforcement	1,459,478	0.3%
OTHER	43,098,577	7.7%
QUALITY OF LIFE		8.7%
Parks & Recreation	11,873,839	2.1%
Libraries	11,268,815	2.0%
Grady	22,052,490	3.9%
Human Services	3,916,674	0.7%
TOTAL	\$563,323,804	100.0%
Other Includes: Ethics Board, Community Service Board, DFACS, Non-Departmental, Contributions to CIP, Extension Service, Rental Motor Vehicle Fund		

In addressing government costs, expenditures may be reduced in two ways: (1) retaining existing programs, while eliminating any extraneous services and ensuring that the programs operate at maximum efficiency, or (2) eliminating selected programs entirely. Both approaches are being utilized by the County through ongoing restructuring of its organizational elements and various process improvement initiatives.

In formulating the 2011 Executive Budget Recommendation, the Administration diligently attempted to address the priorities for the 2011 Executive Budget enumerated in a resolution passed in 2010 by the Board of Commissioners. Since these priorities have had significant impacts on the formulation of 2011 Budget, a brief commentary on each of the provisions is offered below:

A. The Commission desires that any millage rate be proposed only after extensive restructuring of county government and elimination of county operations of lowest priority.

The Administration has been actively analyzing and implementing a wide range of organization improvements following the completion of the 2010 early retirement program, in which 837 County employees retired (Appendix C). Although a significant number of these positions in the public safety and court area were not abolished (Sheriff 89, Police 67, Fire 88, Juvenile Court 15, Superior Court 20, District Attorney 13), a total of 456 positions have been eliminated from the County's workforce (Appendices B and D). The retirement program has required a reorganization of many functional areas. The Administration has also focused major efforts in a number of specific areas including:

1. The reorganization of the Planning & Development Department into a new department of Planning & Sustainability is almost complete. The Development staff has been reduced and staffed to balance the revenues derived from inspections and permits. The new department will be further strengthened by the transfer of the Code Enforcement function from the Police Department, which will allow a much closer integration of enforcement efforts with the County's field inspection staff. Code Enforcement staff will also be relocated to the Clark Harrison building alongside the Development staff. A Citizen's Task Force on Code Enforcement has been created to develop recommendations on improving the County's code enforcement efforts.
2. The creation of the Infrastructure Group of Departments has allowed the implementation of a cross-functional team approach to service delivery. The maintenance functions of the former departments of Facilities Management, Parks & Recreation and Public Works have been reorganized into cross-functional teams to address maintenance issues. As a result, 94 full-time positions have been eliminated in Parks and Facilities Management. A further 83 positions have been eliminated in Roads & Drainage.

3. The Recorder's Court, under new leadership, has been reorganized to provide a more efficient operation. Working in cooperation with the Police Department, the Court is in the process of implementing a new "paperless ticketing" system that will allow the entry of citations directly into the new computer system from mobile terminals in the police cars. This effort will ensure more timely availability of citation information to the Court and to the public. The implementation of the new computer system should prevent the confusion experienced over the last several years in recording and processing citations. Physical improvements to the current facilities are planned as part of the Recovery Zone Bond issue recently authorized by the Board of Commissioners. In addition, the Court is aggressively pursuing collection of outstanding assessments on a contingency basis.
4. The consultant study of Information Systems has been completed by KPMG and is currently under review. In addition, a number of cost-saving initiatives are being undertaken in this area, including an unused applications survey, an audit of technology licenses, an analysis of the savings from server consolidation and the potential from the outsourcing of certain service and support functions. The finalization of the migration off of the mainframe computer is also scheduled to take place following the implementation of the new computer system for the Tax Commissioner.
5. In the information systems area, the County is also continuing the efforts of the Criminal Justice Coordinating Committee to develop and implement higher levels of system integration across the various functional areas involved in Public Safety and Court System. The integration of data by and between the Police, the Sheriff (Jail), the Courts, the District Attorney and the Public Defender represents great potential for achieving significant cost savings and increasing efficiency. This effort will continue in 2011.
6. Funds have been included in my budget recommendation for a comprehensive review of the organization and staffing of the County's Watershed Management Department. As a result of the early retirement program and resultant reorganization, a total of 102 positions have been eliminated in that department. However, given the challenges of implementing the major Water & Sewer Capital Improvement Program and the mandates of Federal regulations, a complete review of the overall organization and staffing levels is desirable to ensure the highest levels of efficiency and effectiveness. In addition, funding to replace the current water & sewer billing system is included in the budget recommendation. Concurrent with this implementation, the responsibility for water & sewer billing will be transferred from the Finance Department to Watershed Management. The new system will provide for a better integration of the County's customer service and water billing problem resolution efforts.
7. The implementation of the "paperless ticketing" initiative in the Police Department should substantially reduce the amount of time that officers spend filling out paper forms. The funding has also been approved for the construction of a new precinct station to replace the old location in Dunwoody. The incorporation of Dunwoody and

the recent annexation of property by the City of Chamblee provide the opportunity to reconfigure the various precinct zones to achieve a better balance of resources and more efficient utilization of officers and equipment. This, too, will be addressed in 2011.

8. A number of additional actions are in process as a result of studies and reviews, including the final report of the Revenue Enhancement Commission, the "FOCUSS DeKalb Initiative for a Strategic Plan", the Market Street's "Organization Assessment: DeKalb County Office of Economic Development", the "Georgia State Staffing Study", and the CEO's Transition Report.
9. In 2011, the Administration will actively pursue various options regarding the outsourcing of certain services including facility maintenance, recreation services, road maintenance (mowing), animal control, fleet inventory, payroll process, senior services, false alarms administration and billing, meter reading, and information system support and maintenance. The Administration has also asked our pension consultants to develop recommendations on potential changes to the County's current pension plan that could reduce the overall cost. The recommendations will address options on new plans as well as changes to the existing plan.

B. The Commission desires to hold steady or increase the number of public safety officers who serve in a front-line capacity.

The Administration has held steady the number of authorized front-line public safety positions in the recommended budget. However, it should be noted that the overall budget has had to absorb the retention of approximately 73 officers that served the Dunwoody area. With the incorporation of the City of Dunwoody and the creation of the new Dunwoody Police Department, the officers previously assigned to police that geographical area were made available for reassignment. The approximate cost of that absorption is \$5 million in my Executive Budget Recommendation. In addition, the Administration is recommending a one-time bonus of \$250 for Master Police Officers who have been at top of their pay range for one year or more. The Master Police Officers constitute the cutting edge of the Police Department's effort to prevent and reduce crime and promote the safety and security for the residents and businesses in DeKalb County.

C. The Commission desires to restore pay for all holidays in 2011.

The 2011 Executive Budget Recommendation includes full funding for 10 paid holidays for County employees. The approximate cost of this action is an additional \$10 million. It should also be noted that the County's Human Resources Department has conducted an annual survey to bench-mark position pay scales for the metropolitan area.

D. The Commission understands that any new facility is expected to open on time.

The 2011 Executive Budget Recommendation includes funding for 3 full-time positions and 19 temporary workers for the opening of the new Exchange Park Recreation Center and for 4

full-time and 3 part-time employees for the opening of the new Northeast Plaza Library. Another new facility, Stonecrest Library, has already been programmed. It should be noted that staffing and funding for the Stonecrest Library was appropriated in 2010 and continues in 2011.

E. The Commission desires that the budget be presented in such a way as to show how DeKalb County operates compared to the neighboring jurisdictions in terms of full-time employees.

Appendix A addresses the comparison with neighboring jurisdictions as of November 16, 2010. However, it should be noted the comparison may often be misleading. For instance, simply comparing the number of police officers in DeKalb with a neighboring county may not convey the complete picture. In order to get a valid comparison, one should either add all of the sworn officers in the cities in the jurisdiction and then compare or compute the actual area served by the officers of that jurisdiction. It is also a known fact that the density of population also has an impact on the recommended allocation of police officers. In considering the overall allocation of personnel, Appendix D provides an analysis of the "Georgia State Study." The considerable progress that has been made in most departments in achieving reductions should be noted. However, it should also be noted that some of the recommendations in the study are somewhat controversial. For example, the recommendation to eliminate 245 positions in the Police Department includes removing 146 School Crossing Guards and the elimination of a considerable number of non-sworn personnel. This runs counter to the general approach of assigning non-sworn personnel to provide services that would otherwise have to be provided by sworn officers. The recommendations on outsourcing will be considered during 2011.

F. The Commission desires for retirement and other benefits to be reviewed.

The Administration is currently completing a comprehensive overview of its retirement benefits program. Part of that analysis will be devoted to comparison of maintaining the current defined benefit plan, or closing that plan to new employees, and implementing a new plan that would be a defined contribution plan, or some variation thereof. The analysis will also address any recommendations for changes to the existing plan, including extending the time necessary for vesting and/or changes in the factor utilized in computing the pension benefits. The analysis will be completed in the first quarter of 2011.

G. The Commission desires that the budget be presented with the inclusion of five year forecasts.

The County currently has a 5-Year Capital Improvement Plan that is submitted to the Board of Commissioner every year. The Administration is working on developing the companion operating budget forecast. However, the most challenging variable remains the forecasting of revenues. Recent legislative changes including assessment freezes and the appeal process add a substantial level of complexity to forecasting the County's tax digest. Because of the importance of property and sales taxes in forecasting County revenue, the long term state of the national and local economy remains a critical factor in such forecasting. Notwithstanding

the complexities, the Administration anticipates the completion of an operating budget forecast by December 2011.

H. The Commission desires that each department be reviewed in the 2011 Budget and presented with its projected received revenue to measure its cost recovery by users.

The Administration has recently worked with the Revenue Enhancement Commission to study the fees and charges levied by individual departments for their services. As a result, a number of fees have been adjusted. The 2011 Executive Budget Recommendation includes a recommendation for an adjustment in Business Registration fees and well as adjustments for alcohol permits. The Board of Commissioners recently adopted an ordinance to put the County's tennis centers on a revenue basis. However, there are several other operations that do not cover their operational costs. Some, such as the Lou Walker Senior Center, are in the Human Services area and provide direct services to senior citizens. Some are in the Arts area and operate at a loss, such as the Porter Sanford Performing Arts Center. However, management changes have recently been implemented with the objective of reducing the required subsidy. Currently, the County operates its golf courses at a loss, but the construction of a new clubhouse and the rebidding of contracts upon completion of that facility are recommended.

I. Commission desires that the budget be developed with all the police functions within a special fund.

The Administrative will address this issue in the County's 2011 legislative agenda. It will probably require some change in State law. The actual operation of such a fund would be similar to the current Special Services Tax District utilized for fire services.

J. The Commission desires that the Position Resolution be prepared to show by fund by department the entire listing of current authorized positions and proposed changes.

Appendix B provides a current position summary by department. Appendix C provides the summary of the impact of the 2010 Early Retirement Program. Attachment B of the 2011 Budget Resolution, presented by the Administration, will comply with this request. It should be noted that very few new positions are proposed in the 2011 Executive Budget Recommendation.

K. The Commission desires that departmental budgets be presented to Commission committees.

The Administration has certainly appreciated the involvement of the Board of Commissioners and the Commission staff in the development of the 2011 Executive Budget Recommendation. The legislative process of consideration by the Board of Commissioners is controlled by the Board. The Administration will certainly be responsive to any request for information from the Board committees.

- L. **The Commission desires that the departmental budget be submitted to the Commission at the same time as they are submitted to the Chief Executive Officer.**

The Commissioners were furnished with copies of all budget submissions as soon as they were submitted.

FY 2011 Executive Budget Summary

- Departmental requests for the FY 2011 Tax Funds Budget identified \$616,828,965 in operating costs and \$24,905,591 in Capital costs, for a total 2011 budget request of \$641,734,556. In order to balance the budget, my **recommendation for FY 2011 is \$563,323,804**, before the inclusion of year-end encumbrances. Once the Oracle FMIS is closed (about January 10th) the encumbrance carry-forward amount will be added by amendment. This represents a reduction of \$53,506,601 from departmental requests. This also represents an increase of 0.8% from October adjusted FY 2010 Tax Funds Budget of \$558,601,301, which includes encumbrances. It is presently estimated that after the inclusion of year-end encumbrances, there will be budget increase of approximately 1.02%.
- The HOST requirement mandates that no less than 80% of the funds collected in the prior year be allocated to provide Homestead Exemption tax relief for qualified residential homeowners in the County. The 2011 Executive Budget Recommendation, using the 80% of prior year HOST collections, provides for a Homestead Exemption of 46.6%. The HOST program continues to be impacted by two financial trends:
 1. The projected flat growth rate of sales tax collections, which has decreased every year since 2006. In 2011, however, we have anticipated an increase in sales tax receipts due to the impact of HB 1221, which removed the HOST exemption on food starting January 1, 2011.
 2. The decline in assessed property values.
- The 2011 Executive Budget Recommendation is based on current forecasts of tax digest values and verified year-end fund balances. Exact values will be available in July 2011 when the Board of Commissioners adopts the final millage rates for FY 2011. The voters approved the homestead value freeze referendum for County taxes only, in November 2010. The revaluation of such properties, absent the referendum freeze, would have normally provided approximately \$3.1 million for County services and debt service each year.

The following chart illustrates the change in revenues for the tax funds:

Revenues	Actual 2008	Actual 2009	Estimated 2010	Change 2010-2008
Property Taxes	251,249,909	248,321,633	244,981,051	(6,268,858)
Sales Taxes	95,277,738	87,427,699	88,749,514	(6,528,225)
Other Taxes	55,555,878	53,751,838	54,190,557	(1,365,322)
Excise Taxes (excluding Sales Taxes)	77,858,819	69,252,884	67,431,231	(10,427,587)
Recorders Court	21,930,811	18,076,198	21,098,868	(831,943)
Business License (all types)	22,527,465	19,218,434	17,466,801	(5,060,664)
Charges for Services	9,829,042	10,279,132	9,857,213	28,170
State Government	2,705,367	20,276,363	5,154,190	2,448,822
Other Revenue	77,817,953	31,841,187	19,910,969	(57,906,984)
Total	614,752,982	558,445,368	528,840,393	(85,912,589)

- Fund Balance will be determined at the close of business for 2010. **Approximately \$12 million in the Budgetary Reserve has been re-budgeted in 2011 Budget.** Over time, the Administration is targeting to return the Tax Funds fund balance to the fiscal policy target of one month's operating expenses or approximately \$45 million. The maintenance of an appropriate reserve is a critical factor in (1) retaining the County's excellent credit ratings (Aa1 by Moody's and AAA by Standard & Poor's), which saves taxpayer dollars on the County's debt service, and (2) ensuring that the County has reasonable resources for an unplanned, unanticipated event.
- Salary savings and the defunding of vacant positions in the proposed 2011 Tax Funds Budget are anticipated at the level of \$15,992,564. This level of salary savings is significantly lower than the level in 2010 due to the Board of Commissioners' action to eliminate positions that became vacant as the result of the Early Retirement Program and to eliminate positions that were vacant as of December 15, 2009. In total, 378 full-time positions were abolished as a result of these Board actions.
- The minimum pension contribution adjustment to meet State funding requirements of 17% of salary levels will impact the 2011 Tax Funds Budget by approximately \$17 million. This adjustment is primarily due to long term investment returns. An associated increase in the employees' contribution will increase the total deduction for employees from 4.5% to 8.38%. At the latest actuarial examination (4/2009), the fund was 70% funded. It is important to note that these contributions are not the result of the Early Retirement Options.
- The 2011 budget also reflects the increase in the cost of health and life insurance; this will impact the 2011 Tax Funds Budget by approximately \$4 million.

2011 Budget Major Highlights

Major issues addressed in the 2011 Budget may be summarized as follows:

- Continued emphasis will be placed on the County's efforts to improve operational effectiveness and efficiency. This includes considering outsourcing various services, entering into public and private partnerships to deliver services, and identifying and eliminating non-essential programs and services entirely.
- We have continued the suspension of the across-the-board merit increment for all employees, and will discontinue the automatic increase after the six-month probationary period for new employees after January 1, 2011. However, as a means of recognizing innovation, outstanding customer service and best practices, top performing employees in every department will be eligible for a \$600 performance incentive.
- Includes a supplement of \$500 for employees whose salaries are \$35,000 or less, to help offset the increase in pension and group insurance costs.
- A \$250 one-time bonus for Master Police Officers who have been at the top of their pay range for one year or more.
- Includes funding for 10 paid holidays (no furlough days).
- Continuing to maintain the same high level of control over the filling of vacant positions and managerial controls will be maintained to further control overtime and the use of "compensatory time" by senior officials.
- No reduction in services for Seniors.
- Continued implementation of the 2006 Bond Projects and the recommendation of 3 full-time and 19 temporary positions in Parks and Recreation and 4 full-time and 3 part-time positions in the Library to staff new and/or expanded facilities.
- Continued suspension of the routine vehicle replacement program for 2011 and utilizing a lease/purchase option to replace vehicles and ensure that the County's fleet requirements are met.
- A decrease in funding for Grady Hospital operations as detailed in the table below:

	Budget 2010	Proposed 2011	% Change
Grady Operations	\$14,364,014	\$12,929,000	(10%)
Grady DeKalb Clinic	1,269,000	1,269,000	0%
EMS Service To Pregnant Women	5,000	5,000	0%
DeKalb Grady General Support/Fac. Maint.	144,749	144,749	0%
Debt Service	7,704,741	7,704,741	0%
Total	\$23,487,504	\$22,052,490	(6.1%)

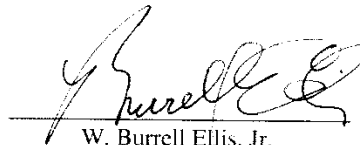
The 2011 Recommendation is consistent with the amount that Fulton County is contributing to Grady Hospital operations, as well.

- The 2011 Budget recommends \$500,000 in the Contingency Account.

SUMMARY

The 2011 Executive Budget Recommendation has been developed acknowledging the Board of Commissioners adoption of a resolution setting the priorities for the 2011 Budget. Pursuant to the Board of Commissioners' 2011 Budget Policy, the Administration is submitting a responsible, no-frills budget, with a 2.32 mill increase that continues previously imposed spending cuts and provides for the essential service needs of our citizens. Pursuant to the Board of Commissioner's 2011 Budget Policy, the Administration has held the line on salaries and benefits for county employees, recommended staffing levels comparable to the staffing levels of other jurisdictions (Cobb, Fulton, Gwinnett, and the City of Atlanta, as adjusted), implemented an extensive reorganization of county government, and included programs and processes that will increase revenues. At the same time, we have also adhered to the Board's recommendations to provide additional funding for holiday pay, to open and staff facilities and to increase our police presence, while making responsible and necessary adjustments to meeting our pension, insurance and service-delivery obligations.

The FY2011 Executive Budget Recommendation has been developed after comprehensive and careful analysis of the County's needs and resources. Such consideration has required difficult, but necessary, decisions during FY 2010. The Executive Branch, with the cooperation of the Board of Commissioners, hopes to continue to focus on the highest level of service delivery to address efficiency and effectiveness, at the lowest cost to the County's citizens and stakeholders.



W. Burrell Ellis, Jr.
Chief Executive Officer

CHIEF EXECUTIVE OFFICER W. BURRELL ELLIS'

2011 STATE OF THE COUNTY ADDRESS

JANUARY 6, 2011

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

"For The People"

To the DeKalb County Board of Commissioners, DeKalb County's Judiciary and Constitutional Officers; to the DeKalb County delegation, other assembled elected officials and dignitaries; to the Executive Cabinet and other senior executive, legislative and judicial staff; to DeKalb's department heads and to each and every one of our hard working employees; to our business, civic, religious, educational, and community stakeholders; and, most importantly, to the citizens of DeKalb County: Good morning.

You, the people of DeKalb County, have made your voices heard, and I have taken your concerns to heart. Your priorities have indeed become the priority for DeKalb County. I have listened when you said you wanted new job opportunities, a stronger commitment to public safety, better code enforcement, neighborhood empowerment, and a government that is both efficient and fiscally accountable.

With that in mind, I would like to touch on each of these priorities, as we look ahead in 2011, in the light of our current economic landscape.

First, however, we must own up to our current reality. These are tough times for all of us. The fiscal trials we are experiencing here in DeKalb are but a microcosm of what is happening in the state, across the nation and around the world. We still struggle to find our footing in the wake of a Great Recession.

Federal, state and local governments have all been challenged by static and limited revenue sources, the increasing cost of providing basic services, and the need to either raise taxes, reduce services, or both, in these difficult economic times.

Because DeKalb County is largely residential, we have been especially impacted by the collapse of the housing real estate market and the corresponding erosion of our tax digest. In addition, the county has seen further decline in its tax base by the incorporation of a new city and the annexation of additional commercial property.

{County Goal: Financial Strength}

As a result, we have seen a steady reduction in our revenue by more than \$86 million over the last two years. Meanwhile, operating costs continue to climb, and our human and public safety services and infrastructure needs must be supported.

This year, we anticipate our tax revenues will fall another \$12.8 million, and we have also faced increased costs in excess of \$39 million, in order to meet legally-mandated expenses. At the same time, we must also fund Public Safety, our court system, and other mandated expenses. That is 70 percent of the budget right there.

{County Goal: Organizational Effectiveness}

The remaining 30 percent has been cut, consolidated and reorganized. Non-essential services have been eliminated. We have reduced spending in every office under the supervision of the CEO, and made recommendations for reductions in other county offices and agencies, as well.

We lost 830 employees to a cost-saving early retirement program, and 400 of those positions have been abolished.

CHIEF EXECUTIVE OFFICER W. BURRELL ELLIS'

2011 STATE OF THE COUNTY ADDRESS

JANUARY 6, 2011

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

Many of these cuts have been quite painful, such as when we have been unable to pay county employees for a Memorial Day or 4th of July holiday, or when we have not been able to open a new, fully stocked, state of the art library because we are understaffed.

{County Goal: Financial Strength}

We must rebuild our reserve fund. It is our savings account; our primary line of protection in the event of an unexpected emergency. Good accounting principles require that the reserve equal one month's operating expenses, or \$45 million. In order to balance previous budgets without raising taxes, we have depleted our reserves down to \$9 million. For an organization of our size, that's like living "paycheck to paycheck".

We must now make difficult, but necessary, decisions about how much more of our resources we can afford to cut, without harming those services we depend upon to protect and preserve our quality of life; services like public safety, code enforcement, libraries, and senior services.

Realistically, there is no way to wrestle under control either a federal deficit in Washington or a local revenue reduction right here at home, without both cutting spending and raising revenue. We must strike the necessary balance.

{County Goals: Financial Strength and Organizational Effectiveness}

With this in mind, my 2011 Budget Recommendation includes a tax increase of 2.32 mills. It is a budget that is both lean and responsible; lean because it carries forward the deep spending cuts that we have instituted during my first two years in office, and responsible because it addresses the essential service needs that our people expect, deserve and have requested. Moreover, it is responsible because it compels us to take action now against the dangers of our hollow tree.

It is a budget of shared sacrifice. It addresses those rising costs that cannot be ignored, forces county government to be more innovative and more efficient, positions us for a robust recovery, and protects our most vulnerable citizens. It is a budget for the people.

The 2011 Budget Recommendation provides for those services you told us were your priorities: job creation, public safety, code enforcement, neighborhood empowerment, and government efficiency and accountability. This is what I have heard from you, and I will work to ensure these priorities are addressed.

In preparing the 2011 budget we have had historic collaboration with the Board of Commissioners. The Commissioners provided their priorities, and they were addressed. In addition to the budget priorities of the Commission, continued emphasis will be placed on the county's efforts to improve operational effectiveness and efficiency. This includes outsourcing of various services, entering into public-private partnerships to reduce costs, and further identifying and eliminating non-essential programs and services.

We will continue to maintain the same high level of control over the filling of vacant positions, and managerial controls will be maintained to monitor overtime and the use of "comp time" by senior officials. We will not, reduce our services to those who have contributed and sacrificed the most – our seniors. They are the heart and soul of our community. In 2011, we will begin construction of new senior community centers throughout DeKalb County. These centers will be developed using federal funds, with no local tax dollars.

{County Goals: Infrastructure and Economic Development}

CHIEF EXECUTIVE OFFICER W. BURRELL ELLIS'

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Job Creation

In order to have vibrant economic growth, we must have sound infrastructure. In DeKalb's case, a sound infrastructure is not only the foundation of a strong community, but it will create jobs. In 2010, we critically assessed our water and sewer system, which is old, crumbling and needs more than \$1.3 billion in upgrades and repairs over the next 8 years. Some of these upgrades are mandated by the federal government, but all are necessary as many of the key components of our water and sewer system are more than 50 years old.

The Board of Commissioners did the responsible thing and approved a rate increase which will fund these improvements, and I commend the Board in taking action.

I am aware that the approval of this investment in DeKalb's future was not an easy vote for our commissioners, but due to the age of our system, the potential harm that could fall upon our citizens if we fail to act now, and federal law which mandated that we take swift action, we simply had no choice.

The silver lining in all of this is the economic impact of jobs that will be created.

This is DeKalb County's Economic Stimulus Plan—a stimulus package designed to rebuild our infrastructure and promote economic prosperity through the creation of new jobs; a stimulus package with roots dating back to President Roosevelt's implementation of the New Deal.

These public works projects will create approximately 1,300 jobs locally. And because of our Local Small Business Enterprise program and other procurement initiatives, many of these jobs will be directly targeted to DeKalb County citizens and small, minority-owned contractors.

When capital investment is made anywhere, the effect is felt throughout the surrounding area. While all of this work is going on, the overall economic impact for our region is expected to be approximately \$5 billion. This is job creation and economic development for the people.

{County Goals: Crime Prevention and Organizational Effectiveness}

Public Safety

Public Safety remains our top priority in DeKalb County. We have made great strides in this area in 2010 and we will maintain our commitment to protecting our citizens in 2011. This is what our people have said is paramount.

The good news is crime is down. In 2010, violent crime fell 9 percent and property crime went down 8 percent. We opened a new precinct in South DeKalb, and we have purchased property in North DeKalb for another new precinct. My 2011 Budget Recommendation retains the officers that formerly patrolled Dunwoody and they have been permanently re-deployed to unincorporated DeKalb, thereby increasing our per capita police presence.

We have reduced expenditures in the Police Department, streamlined management by eliminating the position of Deputy Chief, and implemented an online auction for recovered or found property that remains unclaimed.

At the same time, we've maintained the number of authorized front-line officers. And we are swiftly moving to recruit and train new officers to fill those vacancies created through last year's early retirement program.

In addition, I am recommending a one-time \$250 bonus for Master Police Officers who have been at the top of their pay range for one year or more. I recognize that this is a small step, but it is a step in the right direction and signals our intention to reward those employees who safeguard our citizens and perform their jobs well. The Master Police

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Officers constitute the cutting edge of the Police Department's effort to prevent crime and promote the safety and security of our citizens.

{County Goal: Infrastructure}

In 2011, we will complete the move of the new South Precinct; design, construct and open the new North Precinct; implement changes identified by Georgia Tech in a study of our precinct boundaries; begin the new Reserve Officer Program, which utilizes the experience and expertise of former officers throughout our county; and develop online reporting where citizens can file police reports.

There is one more public safety initiative of which I am especially proud.

To further ensure the safety of our citizens, especially during the New Year's Eve and 4th of July holidays, we launched Marquel's Pledge to raise the awareness of the dangers of celebratory gunfire. Four-year-old Marquel Peters lost his life as a result of this reckless behavior just a year ago, and we have made a commitment to honor his memory with this campaign.

I am pleased to announce that on this New Year's Eve, we saw a 47 percent decrease in the number of celebratory gunfire calls. Notwithstanding our progress here in DeKalb, another fellow Georgian in Gwinnett County lost his life as a result of celebratory gunfire.

One of the best New Year's resolutions each of us can make, right here, right now, is Marquel's Pledge. You can go to the DeKalb County webpage or Facebook and sign up, right now. And you can also encourage your family members, especially young people, and friends to take the pledge. Already, about 2,000 people have taken Marquel's Pledge, and we have set a goal of 100,000 by this time next year.

I would like to thank State Senator Gloria Butler who has picked up the mantle to champion Marquel's Pledge under the Gold Dome. Last week, Senator Butler introduced a resolution to end this practice in our state and, in the near future, she plans to introduce a bill—Marquel's Law—to enact harsher penalties against those who engage in celebratory gunfire.

{County Goal: Human Services}

Neighborhood Empowerment

You may have noticed a recurring theme in my remarks today; a theme of active citizen engagement and neighborhood empowerment. This theme has played an integral role in furthering community involvement in policy decisions and government operations, and ensuring you have a voice in your county government.

Several citizens, like you, have joined us in partnership, lending their time and expertise to creating a more efficient and responsive government—a government for the people, supported by the people.

I have already mentioned the community input that went into the budget priorities and how we are making public

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safety more accessible. And our stakeholders are also involved in other capacities throughout our county government.

Only a few months ago, actively engaged citizens—volunteers—participated in the Great DeKalb Cleanup, picking up tons of garbage along Flat Shoals Parkway, Wesley Chapel Road, Covington Highway, and Buford Highway. These volunteers, along with Keep DeKalb Beautiful, Records Court, our Public Safety and Public Works departments, and Greenspace Office, cleaned up unsightly areas and restored stretches along these major thoroughfares and side streets.

Since the beginning of our Administration, we have depended upon you, the citizens of DeKalb, to share your priorities and you have devoted countless hours providing analysis and insight on how we can better serve you.

For example, we enlisted 40 citizens from diverse backgrounds to serve on our Transition Team, which took a critical look at government operations and how they could be made more efficient.

{County Goal: Organizational Effectiveness}

In 2010, we formed our FOCUSS committee, which was tasked with developing a strategic plan to move the county forward as we govern in these challenging times.

{County Goal: Financial Strength}

In light of our sluggish economy, we needed several of our best and brightest minds to concentrate on innovative ways to identify new sources of non-tax revenue. Chaired by Commissioner Kathie Gannon, our Revenue Enhancement Commission recently completed a report outlining recommendations we can use to increase our non-tax revenues and continue our high level of quality government service.

In addition to heading our Revenue Enhancement efforts, Commissioner Gannon also leads our Green Commission, which was created to help us fulfill our vision of being the Greenest County in America by incorporating sustainable practices and polices in our government operations.

As a result of their effort, DeKalb County was one of the first communities recognized by the Atlanta Regional Commission with its Green Communities award. Last year, the Green Commission hosted our first ever Green Expo, which was held in conjunction with our annual Neighborhood Summit.

A clean, safe neighborhood is more than a quality of life concern, it is a basic human necessity. To that end, it is paramount that code enforcement has a strong and effective presence across the county. But in order for it to work better, we've had to rethink the process. Thanks to the Code Enforcement Task Force and former Commissioner Connie Stokes, we are implementing an Auxiliary Citizens Corps to preserve the quality of our neighborhoods.

{County Goal: Infrastructure}

Other critical areas of citizen involvement have included the South River Task Force, which is working to keep our waterways safe and clean, and the DeKalb Creative Industries Task Force, assisting us with our arts initiatives.

Each of these committed community stakeholders, and many more, has provided invaluable services to our citizens. A government is only as strong as its people. We thank each and every one of you for your active civic engagement.

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{County Goal: Human Services}

All of this volunteerism would not have been possible were it not for our own Office of Neighborhood Empowerment, or OneDeKalb.

The goal of OneDeKalb is to preserve and enhance neighborhoods, empower individuals to make positive contributions in their communities, and bring government closer to its citizens. It aims to maintain a responsive and people-centered government, promote neighborhood organizations that lead to sustainable development, and to inform and engage citizens to enhance the quality of personal and communal life.

In 2010, after only a few months of existence, OneDeKalb won a National Association of Counties Achievement Award, which recognizes unique, innovative county programs.

Since its inception, OneDeKalb has achieved success in rallying hundreds of neighborhood groups to participate actively and effectively in local affairs. Among other milestones in 2010, it held our second annual Neighborhood Summit, hosted a series of neighborhood gatherings, coordinated most of our community events, and, this year, will celebrate the opening of the OneDeKalb Resource Centers at Northlake Mall and the Gallery at South DeKalb.

{County Goal: Economic Development and Financial Strength}

A group of Wesley Chapel and Panola Road business owners is taking responsibility for the future growth and development of that community. The Wesley Chapel Community Overlay Coalition is actively raising private funds to launch a Community Improvement District, or CID, along I-20. The money raised by the Wesley Chapel CID will go directly into projects to improve that area as directed by the members of the CID.

Also, I would like to recognize the Decatur Alumnae Chapter of Delta Sigma Theta Sorority, Inc., and the Decatur Alumni Chapter of Kappa Alpha Psi, Fraternity, Inc. The Deltas and Kappas are utilizing county property on Flat Shoals Road and have created the Community Achievement Center. We are providing the facility and they are providing the services. This is a wonderful example of an innovative, collaborative partnership between two civic organizations and the county government that works for the people.

{County Goal: Organizational Effectiveness and Financial Strength}

Government Efficiency/Fiscal Accountability

The final citizen priority that I would like to address deals with government efficiency and fiscal accountability. I have already mentioned many specifics about our progress in this area as it relates to the other priorities.

So, let me sum up my position on efficiency and accountability in the words of President Barack Obama:

This spirit of inclusion, innovation and leadership is how we will guide DeKalb County in 2011 and beyond. As we lead, we do so under the umbrella of partnership:

a partnership "of the people, by the people and for the people"—that includes you, me, the DeKalb County Board of Commissioners, our state and federal lawmakers, and our stakeholders in the private, civic and faith-based

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communities;

a partnership for the people that includes and meets the priorities of the people;

a partnership for the people that is dependent on our ability to walk together and work together if we intend to stay together and embrace the future with all of its challenges and opportunities.

Because of the walk we must take together now, the work we must begin anew today, this great county will continue to endure, as it has endured, will revive and will prosper.

This time, this day, this year is for the people of DeKalb County.

THE BOARD OF COMMISSIONERS' SUBSTITUTE OF THE CEO'S 2011 BUDGET RESOLUTION

This schedule represents the changes made by the Board of Commissioners to the CEO's 2011 Tax Funds Budget Recommendation.

Fund	Dept	Proposed	Adjustment	Adopted
GENERAL FUND	CHIEF EXECUTIVE OFFICER	1,748,171	(155,824)	1,592,347
GENERAL FUND	BOARD OF COMMISSIONERS	3,183,223	(283,738)	2,899,485
GENERAL FUND	LAW DEPARTMENT	3,609,093	(321,698)	3,287,395
GENERAL FUND	ETHICS BOARD	9,020	(805)	8,215
GENERAL FUND	G.I.S.	2,041,807	(181,998)	1,859,809
GENERAL FUND	FACILITIES MANAGEMENT	15,347,874	(1,368,038)	13,979,836
GENERAL FUND	PURCHASING	3,118,658	(277,983)	2,840,675
GENERAL FUND	HUMAN RESOURCES & MERIT SYSTEM	3,597,081	(920,628)	2,676,453
GENERAL FUND	OFFICE OF INFORMATION SYSTEMS	18,998,595	(1,693,447)	17,305,148
GENERAL FUND	FINANCE	6,053,354	(539,568)	5,513,786
GENERAL FUND	PROPERTY APPRAISAL & ASSESSMENT	4,180,985	(372,674)	3,808,311
GENERAL FUND	TAX COMMISSIONER	6,518,846	436,154	6,955,000
GENERAL FUND	REGISTRAR	1,640,674	(146,243)	1,494,431
GENERAL FUND	SHERIFF'S OFFICE	78,023,624	(3,477,332)	74,546,292
GENERAL FUND	JUVENILE COURT	9,602,771	(855,947)	8,746,824
GENERAL FUND	SUPERIOR COURT	7,663,789	(683,115)	6,980,674
GENERAL FUND	CLERK SUPERIOR COURT	5,591,523	(498,403)	5,093,120
GENERAL FUND	STATE COURT	12,653,079	(1,127,837)	11,525,242
GENERAL FUND	SOLICITOR	5,656,383	(504,184)	5,152,199
GENERAL FUND	DISTRICT ATTORNEY	12,787,181	(1,139,790)	11,647,391
GENERAL FUND	CHILD ADVOCATES OFFICE	1,805,695	(160,952)	1,644,743
GENERAL FUND	PROBATE COURT	1,614,140	(143,877)	1,470,263
GENERAL FUND	MEDICAL EXAMINER	2,154,038	(192,001)	1,962,037
GENERAL FUND	PUBLIC DEFENDER	7,183,517	(640,306)	6,543,211
GENERAL FUND	POLICE	4,670,035	(208,133)	4,461,902
GENERAL FUND	MAGISTRATE COURT	2,574,803	(229,506)	2,345,297
GENERAL FUND	FIRE & RESCUE SERVICES	16,027,377	(4,714,303)	11,313,074
GENERAL FUND	PLANNING & DEVELOPMENT	1,262,317	(112,518)	1,149,799
GENERAL FUND	PUBLIC WORKS DIRECTOR	311,800	(27,793)	284,007
GENERAL FUND	ECONOMIC DEVELOPMENT	708,354	(63,140)	645,214
GENERAL FUND	LIBRARY	13,674,420	(1,218,875)	12,455,545
GENERAL FUND	EXTENSION SERVICE	231,805	466,178	697,983
GENERAL FUND	BOARD OF HEALTH	4,864,926	(433,637)	4,431,289
GENERAL FUND	COMMUNITY SERVICE BOARD	1,960,223	(174,726)	1,785,497
GENERAL FUND	FAMILY AND CHILDREN SERVICES	1,561,000	(139,141)	1,421,859
GENERAL FUND	HUMAN SERVICES	4,171,662	(371,843)	3,799,819
GENERAL FUND	CONTRIBUTION ACCOUNTS	3,230,625	-	3,230,625
GENERAL FUND	NON-DEPARTMENTAL	26,685,162	(500,000)	26,185,162
FIRE	FIRE & RESCUE SERVICES	53,151,929	(2,368,858)	50,783,071
FIRE	NON-DEPARTMENTAL	2,546,384	-	2,546,384
SPECIAL TAX DISTRICT - DESIGNATED SERVICE	POLICE	107,004,011	(4,768,920)	102,235,091
SPECIAL TAX DISTRICT - DESIGNATED SERVICE	PUBLIC WORKS - TRANSPORTATION	3,190,610	(284,397)	2,906,213
SPECIAL TAX DISTRICT - DESIGNATED SERVICE	PUBLIC WORKS - ROADS AND DRAINAGE	12,982,302	(1,157,182)	11,825,120
SPECIAL TAX DISTRICT - DESIGNATED SERVICE	PARKS	13,907,610	500,000	14,407,610
SPECIAL TAX DISTRICT - DESIGNATED SERVICE	NON-DEPARTMENTAL	5,511,130	-	5,511,130
SPECIAL TAX DISTRICT - UNINCORPORATED	CHIEF EXECUTIVE OFFICER	379,672	(33,843)	345,829
SPECIAL TAX DISTRICT - UNINCORPORATED	FINANCE	652,326	(58,146)	594,180
SPECIAL TAX DISTRICT - UNINCORPORATED	POLICE	1,903,188	(84,821)	1,818,367
SPECIAL TAX DISTRICT - UNINCORPORATED	RECORDERS COURT	4,021,316	(358,442)	3,662,874
SPECIAL TAX DISTRICT - UNINCORPORATED	PLANNING & DEVELOPMENT	920,918	(82,087)	838,831
SPECIAL TAX DISTRICT - UNINCORPORATED	NON-DEPARTMENTAL	211,026	-	211,026
HOSPITAL	HOSPITAL	22,052,490	(1,965,657)	20,086,833
RENTAL MOTOR VEHICLE TAX	FUND COST CENTERS	891,574	-	891,574
GENERAL OBLIGATION BONDS DEBT SERVICE	DEBT SERVICE	9,596,329	-	9,596,329
2001 PARKS BONDS DEBT SERVICE	DEBT SERVICE	27,683,359	-	27,683,359
Grand Total		563,323,804	(33,640,024)	529,683,780

DEKALB COUNTY EXECUTIVE SUMMARY

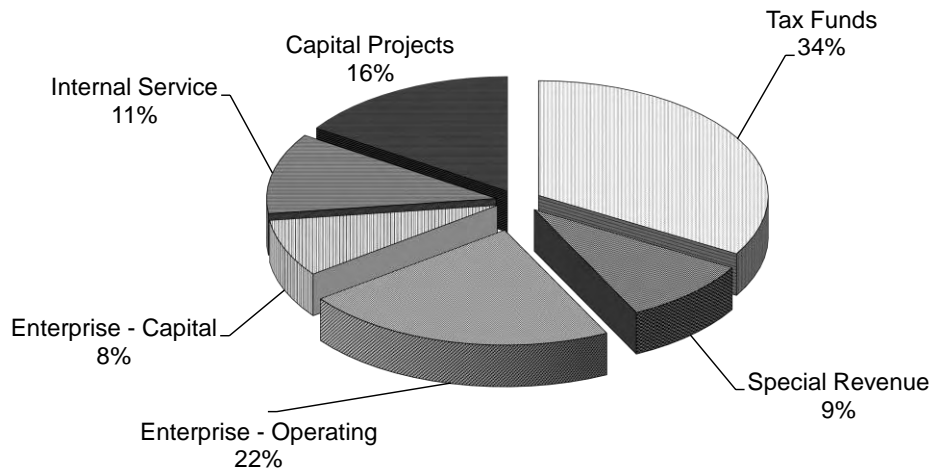
This Executive Summary provides a general overview of the entire budget.

APPROPRIATIONS ALL FUNDS (Expenditures)

The 2011 Budget for all funds totals \$1.582 billion and includes budgets for 45 separate funds, which are summarized below:

Tax Funds	\$529,683,780
Special Revenue	145,471,676
Enterprise - Operating	350,030,961
Enterprise - Capital	128,152,057
Internal Service	180,175,268
Capital Projects	248,447,149
Total	<u>\$1,581,960,891</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

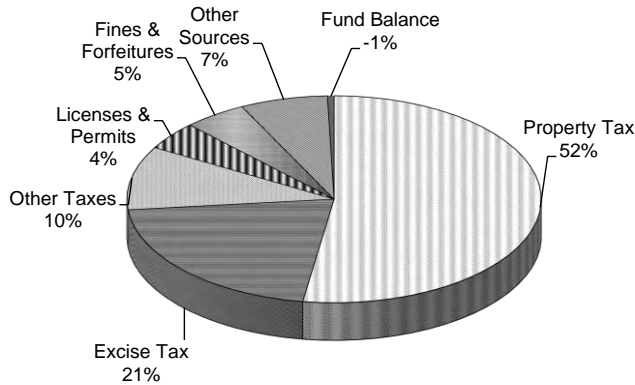
Notable items in the Tax Funds Budgets in 2011 include

- * A net decrease of 531 full-time positions from 2009.
- * A decrease of \$76.1 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 sales tax, which was approved by referendum in 1997. This tax offsets property tax revenue by using at least 80% of sales tax receipts to provide a homestead exemption on eligible residences.

TAX FUNDS REVENUE



Tax Funds Revenue

Property Taxes	\$280,571,765
Excise Taxes	112,037,894
Other Taxes	53,290,917
Licenses And Permits	23,629,800
Use of Money & Property	338,381
Intergovernmental	4,458,591
Fines And Forfeitures	26,387,500
Charges For Services	8,753,100
Miscellaneous Revenue	6,363,697
Interfunds	16,630,854
Fund Balance Brought Forward	-2,778,719
Total	\$529,683,780

DEKALB COUNTY EXECUTIVE SUMMARY

SPECIAL REVENUE FUNDS

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

Revenues

About 65.7% of the revenue is from other governments, primarily federal funds for various grant programs.

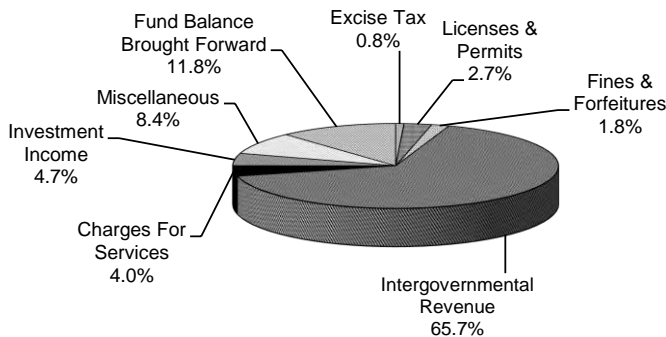
Appropriations

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

SPECIAL REVENUE FUNDS REVENUES

Special Revenue Funds Revenues

Excise Tax	\$1,200,000
Licenses & Permits	3,982,458
Fines & Forfeitures	2,553,500
Intergovernmental Revenue	95,605,423
Charges For Services	5,823,661
Investment Income	6,856,796
Miscellaneous	12,280,864
Fund Balance Brought Forward	17,168,974
	\$145,471,676



DEKALB COUNTY EXECUTIVE SUMMARY

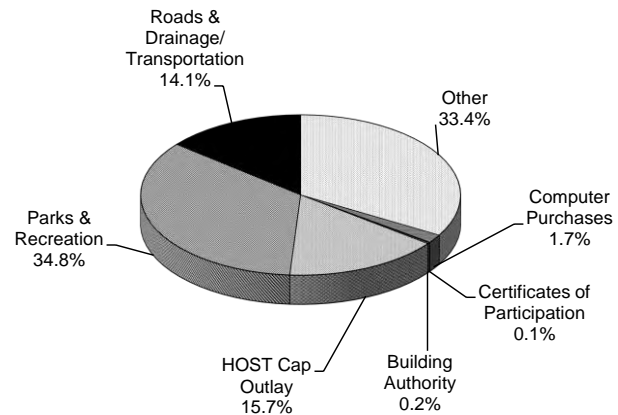
GENERAL CAPITAL PROJECTS FUNDS

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 sales tax was passed providing a windfall of 18 months revenue of approximately \$100 million to fund capital needs.
- 2) In 2001, voters approved a \$125 million bond issue to fund the acquisition of parks and greenspace.
- 3) In 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) In 2006, \$11,425,110 was appropriated for HOST Capital Outlay.
- 6) In 2007, \$20,200,000 was appropriated for HOST Capital Outlay.
- 7) For 2008, \$20,126,552 was appropriated for HOST Capital Outlay.
- 8) For 2009, \$9,527,774 was appropriated for HOST Capital Outlay.
- 9) For 2010, \$89,000 was appropriated for HOST Capital Outlay.
- 10) For 2011, \$12,225,000 was approved for HOST Capital Outlay.

CAPITAL PROJECTS FUND



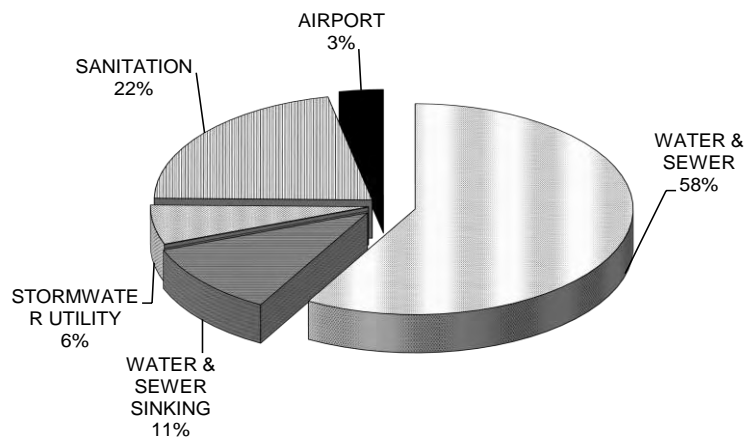
ENTERPRISE OPERATING FUNDS

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

Notable items in the Enterprise Operating Funds include:

- 1) \$2.5 million was approved for CIP projects for the Airport.
- 2) \$3.8 million was approved for Sanitation capital projects.
- 3) \$3.1 million will be transferred from the Stormwater Fund to reimburse costs related to the Stormwater program. This is lower than in previous years due to the transfer described below.
- 4) Funding for 94 positions was transferred from Roads & Drainage to the Stormwater Utility Fund. The actual transfer of the positions is pending BOC approval.

ENTERPRISE OPERATING FUNDS



DEKALB COUNTY EXECUTIVE SUMMARY

ENTERPRISE CAPITAL FUNDS

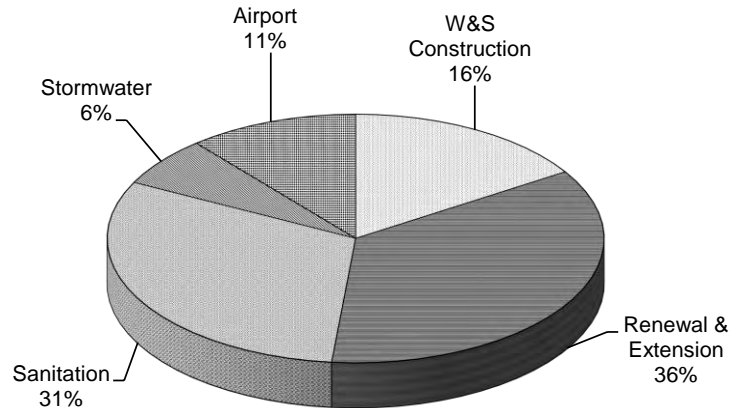
In 1998, state law required that capital projects be portrayed as project length rather than annual budgets.

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

The major items funded with Enterprise Capital Funds are:

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

ENTERPRISE CAPITAL FUNDS



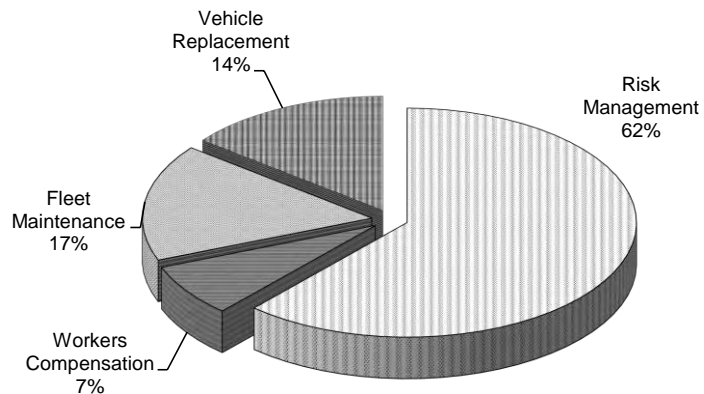
INTERNAL SERVICE FUNDS

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

Notable items in the 2011 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 2011 will be financed with lease/purchase funds, except for short-life vehicles.
- 2) The Risk Management Fund increased in 2011 by \$5.5 million or 5.2% due primarily to increases in health insurance costs.
- 3) Workers Compensation Fund budget increased in 2011 by 3.7% or \$483,000, due to increases in workers compensation costs.

INTERNAL SERVICE FUNDS



DEKALB COUNTY, GEORGIA – FUND STRUCTURE

Tax Funds	
These funds are used to account for activities of a general governmental service nature. The primary source of revenue for all of these funds is from ad valorem property taxes. The funds included are:	
General	Accounts for most of the "traditional" services and functions of a general operating nature except as noted in other funds.
Special Tax District Designated Services	Established by state law of local application to allocate proportional levels of taxation based on levels of service for specified activities to municipalities within the County and the unincorporated area of the County.
Special Tax District Unincorporated	Used to account for certain services and revenues related only to the unincorporated area of the County.
Fire	Accounts for the activities of the County Fire District.
Debt Service	Accounts for principal and interest payments on General Obligation bonded debt.
Special Tax District Debt Service	Accounts for principal and interest on General Obligation Bond issues approved by voters in unincorporated DeKalb.
Hospital	Accounts for transactions related to the County's contractual obligations to the Fulton-DeKalb Hospital Authority.
Rental Motor Vehicle Excise Tax	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 new Arts Center, and (2) for other appropriate expenditures.

Special Revenue Funds	
These funds account for activities or programs operated and funded for specific purposes as required by law or Board of Commissioners' policy. The funds included are:	
County Jail	Accounts for monies received under 1989 Georgia law which imposes a 10% penalty on fines in certain cases to be used for constructing and operating jails.
Development	Accounts for funds received from development fees.
Drug Abuse Treatment & Education	Accounts for funds received under 1990 Georgia law imposing additional fines in substance abuse cases, for use for drug abuse treatment and education programs.
Emergency Telephone System Fund	Accounts for monies collected through user telephone billings and used for certain Emergency 911 telephone system expenses.
Grants-In-Aid	Accounts for grant-funded programs separately and distinctly from county funds.
Hotel / Motel Tax	Accounts for a special two percent excise tax on hotel and motel rooms. These funds are designated by law for use in promoting conventions and tourism.
Juvenile Services	Accounts for funds received under 1990 Georgia law which allowed fees to be charged for certain probation services, to be used only for specified juvenile services

DEKALB COUNTY, GEORGIA – FUND STRUCTURE

Special Revenue Funds (cont.)	
Law Enforcement Confiscated Monies	Accounts for monies confiscated in controlled substance cases and designated by law or by court order for limited uses in criminal justice.
Public Education & Government Access	Accounts for funds received from cable franchises.
Recreation	Operated to provide recreation and cultural arts programs on a fee for service basis.
Revenue Bonds Lease Payments	Accounts for payments for the principal and interest on DeKalb Building Authority bond issues.
Speed Hump Maintenance	Accounts for funds collected for maintenance of speed humps. Revenue is collected from special assessments.
Street Light	Accounts for funds in street light districts. Revenue is from special assessments and is used to pay utilities for petitioned street lights.
Urban Redevelopment Agency Bonds Debt Services	Accounts for payments for the principal and interest on Urban Redevelopment Agency Bond issues.
Victim Assistance	Accounts for funds received under 1995 Georgia Law imposing a 5% penalty on criminal fines and designated for use in Victim Assistance Programs.
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:	
Operating	Accounts for the normal operations and maintenance activities of the DeKalb Water and Sewerage System.
Renewal and Extension	Accounts for transactions related to capital replacements, additions, extensions and improvements and future development or expansion of the system
Sinking	Accounts for principal and interest payments on Water and Sewer Revenue Bonds.
Construction	Accounts for proceeds of 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:	
Operating	Accounts for the activities of collection, transportation and disposal of solid waste generated in unincorporated DeKalb County.
Capital Projects	Accounts for funds for capital projects funded by, and related to the Sanitation Fund.
AIRPORT:	
Operating	Accounts for the activities of the operation of the airport.
Capital Projects	Accounts for funds for capital projects funded by, and related to the Airport Fund.
STORMWATER:	
Operating	Accounts for funds received from the annual stormwater utility fee for maintenance of the stormwater infrastructure.
Capital Projects	Accounts for funds for capital projects funded by, and related to the Stormwater Utility Fund.

DEKALB COUNTY, GEORGIA – FUND STRUCTURE

Internal Service Funds

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

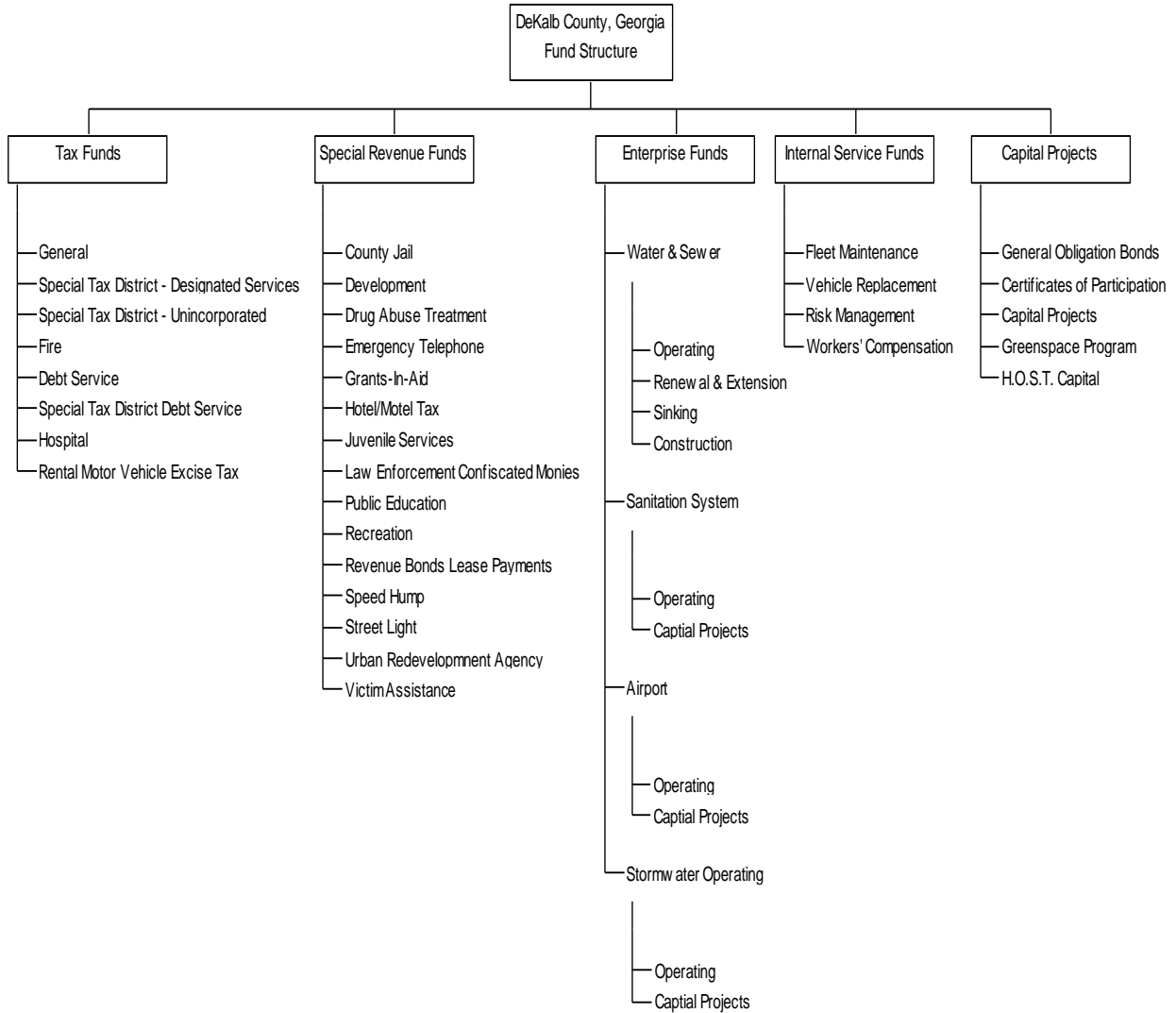
Fleet Maintenance	Accounts for activities related to the maintenance, repair and operation of County-owned vehicles.
Vehicle Replacement	Established to insure that sufficient funding is available to purchase vehicles when additions are authorized or when replacement is warranted under replacement criteria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

Capital Projects Funds

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

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

DEKALB COUNTY, GEORGIA – FUND STRUCTURE



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

	TAX FUNDS	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	TOTAL
Fund Balance, January 1, 2009	\$24,552,409	\$8,792,972	\$35,894,634	\$65,343,563	\$134,583,578
ACTUAL REVENUES					
Property Taxes	248,321,633	0	0	0	248,321,633
Excise Taxes	123,004,722	1,416,595	0	0	124,421,317
Other Taxes	53,751,838	0	0	0	53,751,838
Licenses And Permits	19,216,794	3,439,950	0	(2,444)	22,654,299
Use of Money & Property	365,583	5,579,268	250,870	205,519	6,401,240
Intergovernmental	23,640,057	24,272,214	0	128,348	48,040,619
Fines And Forfeitures	29,803,458	2,702,475	0	0	32,505,933
Charges For Services	9,655,928	6,228,881	242,795,397	41,248,461	299,928,666
Miscellaneous Revenue	11,794,968	14,163,793	4,698,943	76,897,796	107,555,500
Interfunds	22,757,982	6,126,728	38,803,358	0	67,688,068
Payroll Deductions And Matches	0	0	0	940,975	940,975
Total Revenue	542,312,961	63,929,903	286,548,568	119,418,655	1,012,210,087
TOTAL FUNDS AVAILABLE	566,865,371	72,722,875	322,443,203	184,762,217	1,146,793,666
EXPENDITURES					
Operating	550,360,802	78,916,523	240,010,988	142,809,711	1,012,098,025
Transfer to Other Funds	16,396,884	8,845,364	53,201,596	300,000	78,743,844
Total Expenditures	566,757,686	87,761,888	293,212,584	143,109,711	1,090,841,869
Fund Balance, December 31, 2009	\$107,685	(\$15,039,012)	\$29,230,618	\$41,652,506	\$55,951,797
Prior-Year Encumbrance Balances Not Funded	14,142,666	21,999,990	15,730,670	840,639	52,713,965
Fund Balance, January 1, 2010	\$14,250,351	\$6,960,977	\$44,961,289	\$42,493,144	\$108,665,761
ACTUAL REVENUES					
Property Taxes	245,153,120	0	0	0	245,153,120
Excise Taxes	122,396,462	1,500,029	0	0	123,896,491
Other Taxes	54,926,269	0	0	0	54,926,269
Licenses And Permits	17,889,812	3,715,125	0	(2,377)	21,602,560
Use of Money & Property	48,111	6,890,651	79,997	37,769	7,056,529
Intergovernmental	5,793,865	49,861,760	0	154,123	55,809,748
Fines And Forfeitures	33,411,454	2,944,985	0	0	36,356,439
Charges For Services	9,541,727	6,215,892	264,099,807	48,747,744	328,605,169
Miscellaneous Revenue	(8,222,494)	13,742,508	5,350,459	84,435,421	95,305,894
Interfunds	24,554,498	5,283,077	35,600,591	0	65,438,166
Payroll Deductions And Matches	0	0	0	445,657	445,657
Total Revenue	505,492,824	90,154,026	305,130,855	133,818,337	1,034,596,041
TOTAL FUNDS AVAILABLE	519,743,175	97,115,003	350,092,143	176,311,482	1,143,261,802
EXPENDITURES					
Operating	521,716,253	86,671,104	228,383,104	134,874,904	971,645,365
Transfer to Other Funds	9,345,225	3,573,751	88,091,052	17,778,037	118,788,065
Total Expenditures	531,061,478	90,244,855	316,474,156	152,652,941	1,090,433,430
Fund Balance, December 31, 2010	(\$11,318,303)	\$6,870,147	\$33,617,987	\$23,658,541	\$52,828,372
Prior-Year Encumbrance Balances Not Funded	7,444,249	9,345,388	22,099,552	11,237,035	50,126,224
Fund Balance Forward, January 1, 2011	(\$3,874,054)	\$16,215,535	\$55,717,539	\$34,895,576	\$102,954,596
ANTICIPATED REVENUES					
Property Taxes	280,571,765	0	0	0	280,571,765
Excise Taxes	112,037,894	1,200,000	0	0	113,237,894
Other Taxes	53,290,917	0	0	0	53,290,917
Licenses And Permits	23,629,800	3,982,458	0	0	27,612,258
Use of Money & Property	338,381	6,856,796	(53,840)	30,000	7,171,337
Intergovernmental	4,458,591	95,605,423	0	160,000	100,224,014
Fines And Forfeitures	26,387,500	2,553,500	0	0	28,941,000
Charges For Services	8,753,100	5,823,661	281,141,100	54,978,087	350,695,948
Miscellaneous Revenue	6,363,697	12,280,864	4,769,000	95,458,729	118,872,290
Interfunds	16,630,854	0	39,010,777	0	55,641,631
Total Revenue	532,462,499	128,302,702	324,867,037	150,626,816	1,136,259,054
Prospective Fund Balance Forward Corrections To Be Addressed at Mid-Year 2011 †	(1,095,335)	(953,439)	30,553,616	5,347,124	33,851,966
TOTAL FUNDS AVAILABLE	529,683,780	145,471,676	350,030,961	180,175,268	1,205,361,685
PROJECTED EXPENDITURES					
Operating	509,268,315	129,996,742	235,922,050	159,815,488	1,035,002,595
Transfer to Other Funds	6,577,209	3,148,765	92,849,158	3,500,000	106,075,132
Total Expenditures	515,845,524	133,145,507	328,771,208	163,315,488	1,141,077,727
Projected Fund Balance, December 31, 2011	\$13,838,256	\$12,326,169	\$21,259,753	\$16,859,780	\$64,283,958
† Fund Balance Carried Forward from 2010	(\$3,874,054)	\$16,215,535	\$55,717,539	\$34,895,576	\$102,954,596
Adopted Budget Fund Balance Forward - 2011	(2,778,719)	17,168,974	25,163,924	29,548,452	69,102,630
Difference to be Addressed at Mid-Year - 2011	(\$1,095,335)	(\$953,439)	\$30,553,616	\$5,347,124	\$33,851,966

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

	CHANGES IN FUND BALANCE				
	TAX FUNDS	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	TOTAL
Fund Balance, December 31, 2008	\$24,552,409	\$8,792,972	\$35,894,634	\$65,343,563	\$134,583,578
Fully Encumbered Fund Balance, December 31, 2009	\$107,685	(\$15,039,012)	\$29,230,618	\$41,652,506	\$55,951,797
Prior-Year Encumbrance Balances Not Funded	14,142,666	21,999,990	15,730,670	840,639	52,713,965
Fund Balance, December 31, 2009	\$14,250,351	\$6,960,977	\$44,961,289	\$42,493,144	\$108,665,761
Change in Fund Balance 2008 - 2009	(\$10,302,058)	(\$1,831,995)	\$9,066,654	(\$22,850,418)	(\$25,917,817)
Fully Encumbered Fund Balance, December 31, 2010	(\$11,318,303)	\$6,870,147	\$33,617,987	\$23,658,541	\$52,828,372
Prior-Year Encumbrance Balances Not Funded	7,444,249	9,345,388	22,099,552	11,237,035	50,126,224
Fund Balance, December 31, 2010	(\$3,874,054)	\$16,215,535	\$55,717,539	\$34,895,576	\$102,954,596
Change in Fund Balance 2009 - 2010	(\$18,124,405)	\$9,254,558	\$10,756,250	(\$7,597,569)	(\$5,711,165)
Projected Fund Balance, December 31, 2011	\$13,838,256	\$12,326,169	\$21,259,753	\$16,859,780	\$64,283,958
Projected Change in Fund Balance 2010 - 2011	\$17,712,310	(\$3,889,366)	(\$34,457,786)	(\$18,035,796)	(\$38,670,638)

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 are projected to increase by more than 10% due to a fund balance deficit at the end of 2010 and projected progress in building reserves to equal at least one month's expenditures.
- Special Revenue Funds are projected to decrease by more than 10% due to fund balance at the end of 2010 being higher than average.
- Enterprise Funds are projected to decrease by more than 10% due to increased pressures on revenue and projected increase in capital contributions.
- Internal Service Funds are projected to decrease by more than 10% due to planned decreases in reserves in the Vehicle Replacement Fund and the Risk Management Funds.

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
2009-2011**

FUND GROUP / SOURCE	TAX FUNDS	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	TOTAL
2011 ANTICIPATED					
PROPERTY TAXES	\$280,571,765	\$0	\$0	\$0	\$280,571,765
EXCISE TAXES	112,037,894	1,200,000	0	0	113,237,894
OTHER TAXES	53,290,917	0	0	0	53,290,917
LICENSES AND PERMITS	23,629,800	3,982,458	0	0	27,612,258
USE OF MONEY & PROPERTY	338,381	6,856,796	(53,840)	30,000	7,171,337
INTERGOVERNMENTAL	4,458,591	95,605,423	0	160,000	100,224,014
FINES AND FORFEITURES	26,387,500	2,553,500	0	0	28,941,000
CHARGES FOR SERVICES	8,753,100	5,823,661	281,141,100	54,978,087	350,695,948
MISCELLANEOUS REVENUE	6,363,697	12,280,864	4,769,000	95,458,729	118,872,290
INTERFUNDS	16,630,854	0	39,010,777	0	55,641,631
PAYROLL DEDUCTIONS AND MATCHES	0	0	0	0	0
FUND BALANCE BROUGHT FORWARD	(2,778,719)	17,168,974	25,163,924	29,548,452	69,102,631
TOTAL ANTICIPATIONS	\$529,683,780	\$145,471,676	\$350,030,961	\$180,175,268	\$1,205,361,685
2010 ACTUAL					
PROPERTY TAXES	\$245,153,120	\$0	\$0	\$0	\$245,153,120
EXCISE TAXES	122,396,462	1,500,029	0	0	123,896,491
OTHER TAXES	54,926,269	0	0	0	54,926,269
LICENSES AND PERMITS	17,889,812	3,715,125	0	(2,377)	21,602,560
USE OF MONEY & PROPERTY	\$48,111	\$6,890,651	\$79,997	\$37,769	\$7,056,529
INTERGOVERNMENTAL	5,793,865	49,861,760	0	154,123	55,809,748
FINES AND FORFEITURES	33,411,454	2,944,985	0	0	36,356,439
CHARGES FOR SERVICES	9,541,727	6,215,892	264,099,807	48,747,744	328,605,169
MISCELLANEOUS REVENUE	(8,222,494)	13,742,508	5,350,459	84,435,421	95,305,894
INTERFUNDS	24,554,498	5,283,077	35,600,591	0	65,438,166
PAYROLL DEDUCTIONS AND MATCHES	0	0	0	445,657	445,657
FUND BALANCE BROUGHT FORWARD	14,250,351	6,960,977	44,961,289	42,493,144	108,665,761
TOTAL REVENUES	\$519,743,175	\$97,115,003	\$350,092,143	\$176,311,482	\$1,143,261,802
2009 ACTUAL					
PROPERTY TAXES	\$248,321,633	\$0	\$0	\$0	\$248,321,633
EXCISE TAXES	123,004,722	1,416,595	0	0	124,421,317
OTHER TAXES	53,751,838	0	0	0	53,751,838
LICENSES AND PERMITS	19,216,794	3,439,950	0	(2,444)	22,654,299
USE OF MONEY & PROPERTY	365,583	5,579,268	250,870	205,519	6,401,240
INTERGOVERNMENTAL	23,640,057	24,272,214	0	128,348	48,040,619
FINES AND FORFEITURES	29,803,458	2,702,475	0	0	32,505,933
CHARGES FOR SERVICES	9,655,928	6,228,881	242,795,397	41,248,461	299,928,666
MISCELLANEOUS REVENUE	11,794,968	14,163,793	4,698,943	76,897,796	107,555,500
INTERFUNDS	22,757,982	6,126,728	38,803,358	0	67,688,068
PAYROLL DEDUCTIONS AND MATCHES	0	0	0	940,975	940,975
FUND BALANCE BROUGHT FORWARD	24,552,409	8,792,972	35,894,634	65,343,563	134,583,578
TOTAL REVENUES	\$566,865,371	\$72,722,875	\$322,443,203	\$184,762,217	\$1,146,793,666

**SUMMARY OF APPROPRIATIONS AND EXPENDITURES -
ALL OPERATING FUNDS
2009-2011**

FUND GROUP / SOURCE	TAX FUNDS	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	TOTAL
2011 BUDGET					
PERSONAL SERVICES AND BENEFITS	\$341,243,542	\$14,473,181	\$80,326,428	\$8,886,444	\$444,929,595
PURCHASED / CONTRACTED SERVICES	69,688,925	8,950,902	21,215,137	8,466,760	108,321,724
SUPPLIES	30,368,090	3,372,390	30,391,070	16,680,064	80,811,614
CAPITAL OUTLAYS	2,115,893	2,024,163	1,593,915	18,036,100	23,770,071
INTERFUND / INTERDEPARTMENTAL	14,805,816	664,473	45,596,957	9,796,317	70,863,563
OTHER COSTS	23,515,712	13,930,669	38,594,662	22,751,221	98,792,264
DEBT SERVICE	41,330,593	3,725,846	39,463,634	0	84,520,073
OTHER FINANCING USES	6,577,209	3,148,765	92,849,158	3,500,000	106,075,132
RETIREMENT SERVICES	38,000	0	0	0	38,000
PAYROLL LIABILITIES	0	0	0	92,058,362	92,058,362
HOLDING ACCOUNTS	0	95,181,287	0	0	95,181,287
TOTAL APPROPRIATIONS	\$529,683,780	\$145,471,676	\$350,030,961	\$180,175,268	\$1,205,361,685
2010 ACTUAL					
PERSONAL SERVICES AND BENEFITS	\$327,563,429	\$20,049,924	\$68,380,653	\$7,678,488	\$423,672,494
PURCHASED / CONTRACTED SERVICES	68,279,707	37,365,939	21,133,287	7,769,266	134,548,199
SUPPLIES	26,712,906	7,005,696	34,743,884	16,745,230	85,207,716
CAPITAL OUTLAYS	977,537	5,565,610	406,328	11,169,212	18,118,687
INTERFUND / INTERDEPARTMENTAL	8,898,110	2,810,999	45,677,762	5,408,896	62,795,768
OTHER COSTS	44,388,312	10,166,161	19,206,932	1,437,279	75,198,683
DEBT SERVICE	44,861,146	3,684,071	38,834,257	0	87,379,474
OTHER FINANCING USES	9,345,225	3,573,751	88,091,052	17,778,037	118,788,065
RETIREMENT SERVICES	26,000	0	0	0	26,000
PAYROLL LIABILITIES	0	0	0	84,666,533	84,666,533
HOLDING ACCOUNTS	9,106	22,705	0	0	31,811
TOTAL EXPENDITURES	\$531,061,478	\$90,244,855	\$316,474,156	\$152,652,941	\$1,090,433,430
2009 ACTUAL					
PERSONAL SERVICES AND BENEFITS	\$343,057,370	\$16,179,954	\$71,865,829	\$8,846,036	\$439,949,189
PURCHASED / CONTRACTED SERVICES	72,907,882	32,028,698	22,834,780	8,046,611	135,817,971
SUPPLIES	32,177,102	10,228,841	32,932,827	15,894,070	91,232,840
CAPITAL OUTLAYS	2,233,264	3,462,289	(2,755,511)	23,611,932	26,551,973
INTERFUND / INTERDEPARTMENTAL	9,773,831	2,482,212	38,426,269	7,020,618	57,702,929
OTHER COSTS	45,033,636	10,812,277	37,916,462	885,855	94,648,229
DEBT SERVICE	45,062,238	3,717,500	38,790,333	0	87,570,071
OTHER FINANCING USES	16,396,884	8,845,364	53,201,596	300,000	78,743,844
RETIREMENT SERVICES	31,986	0	0	0	31,986
PAYROLL LIABILITIES	0	0	0	78,504,589	78,504,589
HOLDING ACCOUNTS	83,493	4,753	0	0	88,246
TOTAL EXPENDITURES	\$566,757,686	\$87,761,888	\$293,212,584	\$143,109,711	\$1,090,841,869

DEPARTMENTAL OPERATING BUDGET / EXPENDITURE COMPARISON: 2009-2011

TAX FUNDS	2009		2010		2011	
	Budget	Actual Expenditures	Budget	Actual Expenditures	Recommended Budget	Approved Budget
CHIEF EXECUTIVE OFFICER	\$2,310,588	\$2,284,373	\$2,151,079	\$2,232,372	\$2,127,843	\$1,938,176
BOARD OF COMMISSIONERS	2,967,790	2,706,034	2,812,042	2,684,746	3,183,223	2,899,485
ETHICS BOARD	988	255	1,000	814	9,020	8,215
LAW DEPARTMENT	4,382,791	3,217,093	4,612,979	4,583,722	3,609,093	3,287,395
GEOGRAPHIC INFO SYSTEM	2,394,700	2,105,755	2,241,005	1,743,243	2,041,807	1,859,809
FACILITIES MANAGEMENT	18,816,280	17,957,941	15,669,965	16,377,783	15,347,874	13,979,836
PURCHASING	4,258,183	3,925,692	3,558,259	3,343,980	3,118,658	2,840,675
HUMAN RESOURCES	4,039,881	2,996,979	3,636,578	3,073,705	3,597,081	2,676,453
INFORMATION SYSTEMS	22,860,832	22,344,265	17,874,812	17,368,986	18,998,595	17,305,148
FINANCE	7,348,586	6,964,992	6,626,367	6,305,548	6,705,680	6,107,966
PROPERTY APPRAISAL	4,830,321	4,330,009	4,199,326	3,883,022	4,180,985	3,808,311
TAX COMMISSIONER	7,154,571	6,993,343	6,769,894	6,838,259	6,518,846	6,955,000
REGISTRAR & ELECTIONS	1,820,885	1,477,895	3,199,453	3,024,742	1,640,674	1,494,431
SHERIFF	74,780,796	74,071,054	74,407,131	73,208,518	78,023,624	74,546,292
JUVENILE COURT	8,492,388	8,268,673	9,982,039	9,173,835	9,602,771	8,746,824
SUPERIOR COURT	8,836,854	8,663,049	8,522,413	8,242,004	7,663,789	6,980,674
CLERK SUPERIOR COURT	5,284,967	5,136,831	5,313,862	5,226,609	5,591,523	5,093,120
STATE COURT	12,365,020	12,203,258	12,279,662	12,094,357	12,653,079	11,525,242
SOLICITOR STATE COURT	5,053,839	4,785,037	5,077,041	4,962,253	5,656,383	5,152,199
DISTRICT ATTORNEY	12,057,288	11,656,779	12,157,715	12,095,062	12,787,181	11,647,391
CHILD ADVOCATE	1,763,113	1,677,491	1,712,751	1,567,073	1,805,695	1,644,743
PROBATE COURT	1,723,183	1,681,303	1,581,955	1,609,190	1,614,140	1,470,263
MEDICAL EXAMINER	2,641,912	2,285,619	2,333,817	2,194,932	2,154,038	1,962,037
PUBLIC DEFENDER	6,774,156	6,602,198	6,689,906	6,483,056	7,183,517	6,543,211
POLICE SERVICES	114,352,558	109,783,913	103,625,256	101,973,430	113,577,234	108,515,360
RECORDERS COURT	3,956,592	3,719,816	3,890,121	3,345,463	4,021,316	3,662,874
MAGISTRATE COURT	2,505,627	2,476,281	2,454,164	2,455,833	2,574,803	2,345,297
FIRE and RESCUE	69,104,892	65,931,163	64,451,828	61,657,773	69,179,306	62,096,145
PLANNING	3,096,820	2,654,044	2,199,427	1,942,658	2,183,235	1,988,630
ECONOMIC DEVELOPMENT	1,200,125	1,099,611	994,604	927,182	708,354	645,214
PUB WORKS-DIRECTOR	511,156	483,043	308,132	393,897	311,800	284,007
PUB WORKS-TRANSPORTATION	4,696,390	3,176,082	3,641,340	3,239,163	3,190,610	2,906,213
PUB WORKS-ROADS & DRAIN	21,752,251	22,045,097	16,386,504	15,940,347	12,982,302	11,825,120
PARKS & RECREATION	20,314,657	18,578,439	16,946,746	16,182,724	13,907,610	14,407,610
LIBRARY	12,818,743	10,574,440	12,931,509	12,466,878	13,674,420	12,455,545
ARTS, CULTURE, & ENTERTAINMENT	52,239	44,586	0	82,226	0	0
COOPERATIVE EXTENSION	1,029,212	975,020	884,128	769,090	231,805	697,983
PUBLIC HEALTH	5,163,930	5,113,716	4,837,917	4,836,640	4,864,926	4,431,289
COMMUNITY SERVICE BOARD	2,256,029	2,256,029	2,046,953	2,046,953	1,960,223	1,785,497
FAMILY & CHILDREN SERVICES	1,905,000	1,905,000	1,644,000	1,644,000	1,561,000	1,421,859
CITIZENS HELP CENTER	612,889	597,110	0	(8,118)	0	0
CONTRIBUTION TO CAPITAL	9,868,515	9,868,515	3,670,012	3,667,984	3,230,625	3,230,625
NON-DEPARTMENTAL	12,962,571	20,171,128	12,528,865	19,053,279	22,721,446	53,318,616
RESERVES	17,748,894	0	15,947,291	0	12,232,256	(18,864,914)
SP. TAX DIST. DEBT SERVICE	33,813,419	27,709,493	33,466,833	27,628,475	27,683,359	27,683,359
HUMAN SERVICES	5,577,676	4,864,860	4,196,297	4,406,231	4,171,662	3,799,819
HOSPITAL FUND	23,613,931	23,570,952	23,487,504	23,470,100	22,052,490	20,086,833
DEBT SERVICE FUND	13,972,470	13,910,100	13,754,245	13,790,875	9,596,329	9,596,329
RENTAL MOTOR VEHICLE TAX FUND	855,438	709,337	896,574	712,575	891,574	891,574
MISCELLANEOUS ACTIVITY	46,816	203,994	0	118,008	0	0
TOTAL TAX FUNDS	\$606,748,751	\$566,757,686	\$558,601,301	\$531,061,478	\$563,323,804	\$529,683,780

DEPARTMENTAL OPERATING BUDGET / EXPENDITURE COMPARISON: 2009-2011

NON-TAX FUNDS	2009		2010		2011	
DEPARTMENT	Budget	Actual Expenditures	Budget	Actual Expenditures	Recommended Budget	Approved Budget
Enterprise Funds						
PUB WORKS-WATER & SEWER:						
OPERATING	\$111,147,610	\$124,059,216	\$96,609,622	\$109,301,096	\$103,163,705	\$103,163,705
FINANCE-BILLING	5,388,803	5,184,144	5,376,989	4,855,815	6,972,193	6,972,193
TRANSFERS & RESERVE	52,490,309	39,920,196	86,127,648	73,444,323	93,365,313	93,365,313
SINKING FUNDS	38,927,555	38,790,333	67,351,426	38,834,257	38,863,634	38,863,634
TOTAL WATER & SEWER	207,954,277	207,953,889	255,465,685	226,435,492	242,364,845	242,364,845
PUB WORKS-SANITATION:						
-OPERATING	69,726,380	59,853,161	76,050,335	67,701,940	74,897,995	74,897,995
-FINANCE-BILLING	243,889	243,888	245,831	245,832	246,080	246,080
TOTAL SANITATION	69,970,269	60,097,049	76,296,166	67,947,772	75,144,075	75,144,075
AIRPORT:						
-OPERATING FUND	11,979,310	4,831,928	11,151,071	3,541,485	11,419,165	11,419,165
STORMWATER UTILITY:						
-OPERATING FUND	24,788,245	20,329,718	22,847,629	18,549,407	21,102,876	21,102,876
TOTAL ENTERPRISE FUNDS	\$314,692,102	\$293,212,584	\$365,760,551	\$316,474,156	\$350,030,961	\$350,030,961
Internal Service Funds						
PUB WORKS-FLEET MAINT	\$30,135,393	\$28,804,396	\$29,213,563	\$28,291,969	\$29,760,000	\$29,760,000
PUB WORKS-VEHICLE FUND:						
-EQUIPMENT	22,711,383	23,591,411	12,727,004	11,165,261	18,016,800	18,016,800
-OPERATING EXPENSES	545,513	520,073	1,179,716	865,776	791,943	791,943
-RESERVES & TRANSFERS	18,944,818	300,000	17,759,219	11,063,003	7,215,031	7,215,031
TOTAL VEHICLE FUND	42,201,714	24,411,484	31,665,939	23,094,039	26,023,774	26,023,774
RISK MANAGEMENT FUND	95,870,187	83,657,423	105,503,424	95,712,887	110,998,494	110,998,494
WORKERS COMPENSATION FUND	13,944,694	6,236,408	12,909,688	5,554,045	13,393,000	13,393,000
TOTAL INTERNAL SERVICE FUNDS	\$182,151,988	\$143,109,711	\$179,292,614	\$152,652,941	\$180,175,268	\$180,175,268
Special Revenue Funds						
GRANTS	\$99,309,174	\$50,706,320	\$90,527,380	\$57,618,096	\$95,181,287	\$95,181,287
RECREATION FUND	573,221	654,387	725,591	886,629	839,855	839,855
CONFISCATED MONIES FD	6,596,554	2,859,350	8,353,486	1,606,123	6,560,468	6,560,468
HOTEL/MOTEL TAX FUND	2,525,232	1,531,815	1,586,012	1,357,253	1,394,254	1,394,254
COUNTY JAIL FUND	1,675,000	1,675,000	2,030,415	2,030,415	1,765,500	1,765,500
JUVENILE SERVICES FUND	299,060	17,696	322,474	11,419	343,723	343,723
EMERG TELEPHONE SYST	15,019,401	10,984,181	18,015,560	10,844,566	20,008,285	20,008,285
DRUG ABUSE/TREATMENT	274,366	66,846	130,061	60,713	74,215	74,215
STREET LIGHT FUND	4,996,355	3,750,533	5,436,051	4,411,175	4,818,272	4,818,272
VICTIM ASSISTANCE FUND	2,329,072	2,109,608	1,474,090	1,473,578	1,393,265	1,393,265
SPEED HUMP FUND	1,746,292	180,590	1,798,351	232,535	1,741,017	1,741,017
PEG FUND	1,746,850	200,488	1,657,729	233,183	1,467,684	1,467,684
CHILD SUPPORT INCENTIVE	0	0	0	8,702	0	0
DEVELOPMENT FUND	6,369,594	6,210,096	2,346,153	2,684,873	3,047,329	3,047,329
REVENUE BONDS LEASE PAYMENT FUND	3,731,721	3,717,500	3,690,071	3,690,071	3,731,846	3,731,846
PUBLIC SAFETY / JUDICIAL AUTHORITY DEBT SERVICE	3,109,476	3,097,476	3,109,599	3,095,526	3,104,676	3,104,676
TOTAL SPECIAL REVENUE FUNDS	\$150,301,368	\$87,761,888	\$141,203,023	\$90,244,855	\$145,471,676	\$145,471,676
TOTAL OPERATING FUNDS	\$1,253,894,208	\$1,090,841,869	\$1,244,857,489	\$1,090,433,430	\$1,239,001,709	\$1,205,361,685

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

DEKALB COUNTY DEPARTMENTS AND AGENCIES BY FUNCTION

7. **Public Safety**

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

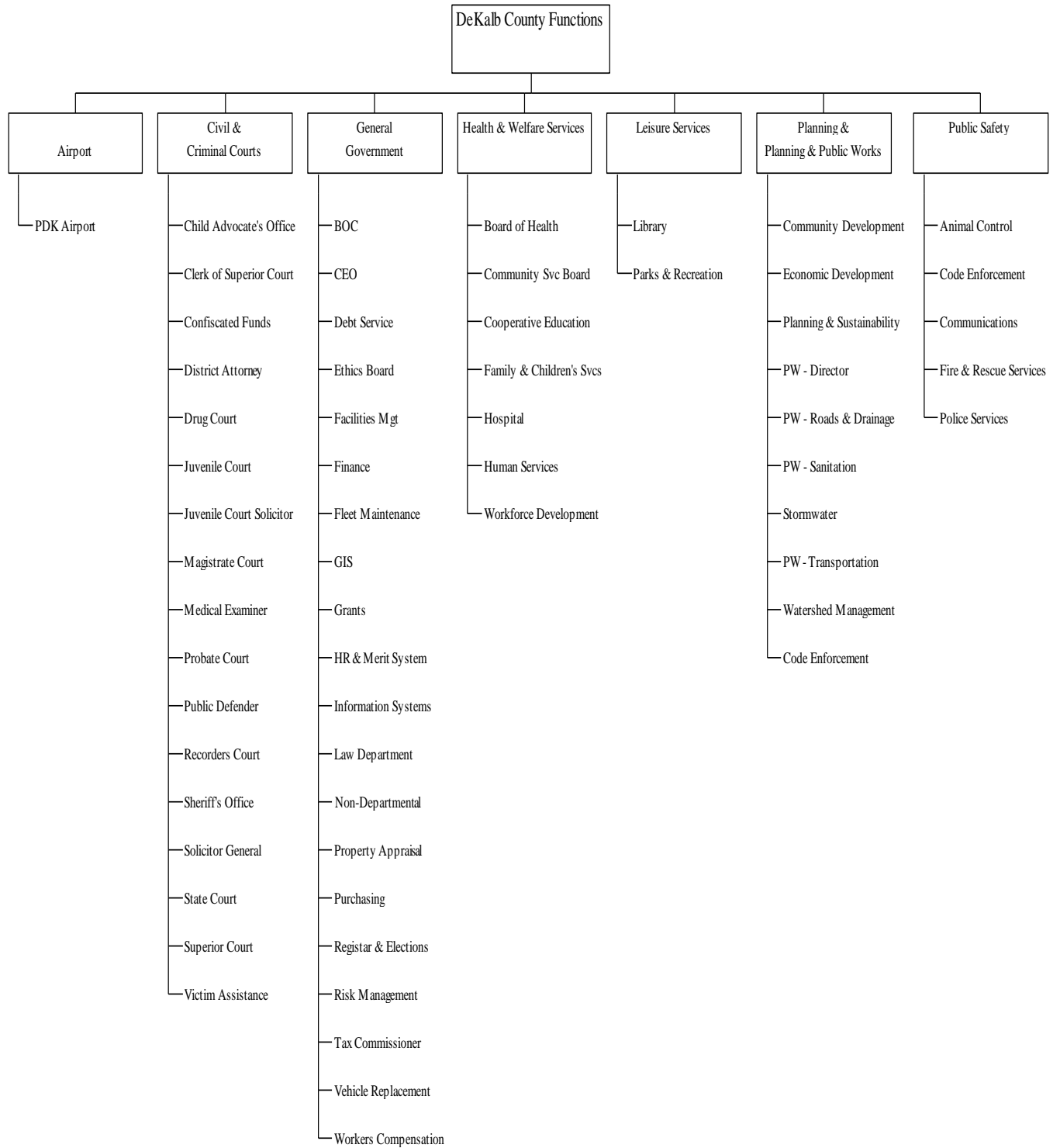
Animal Control

Communications

Police Services

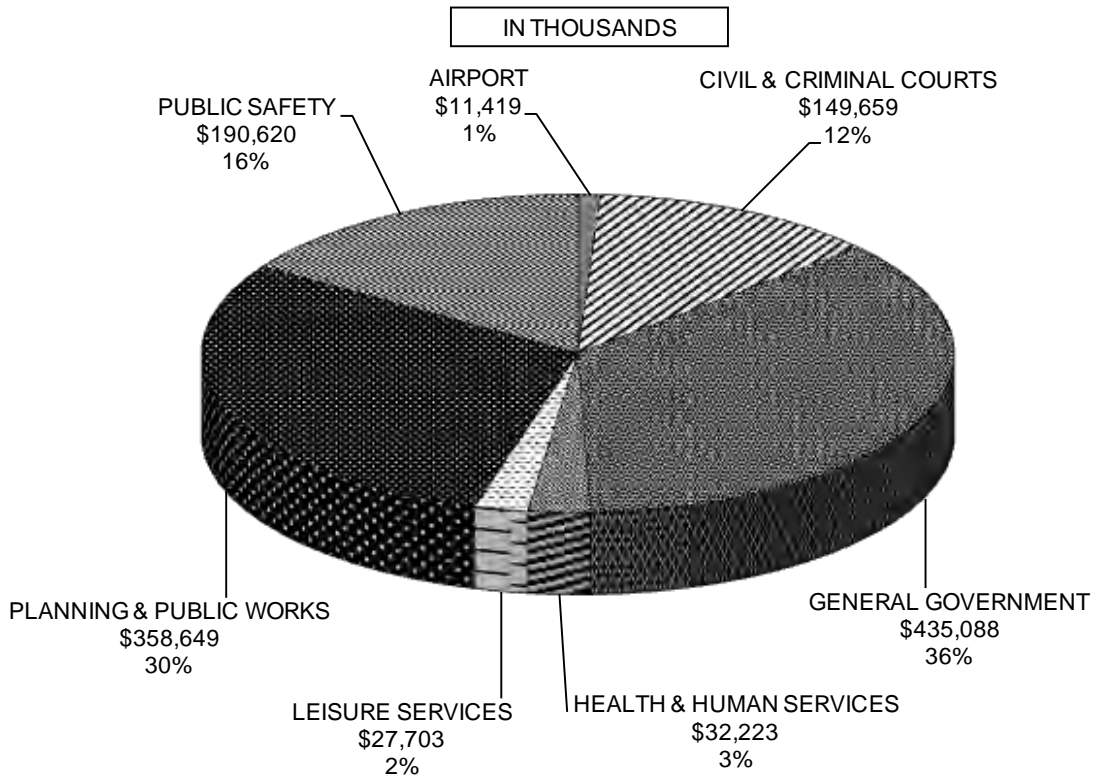
Fire & Rescue Services

DEKALB COUNTY DEPARTMENTS AND AGENCIES BY FUNCTION



2011 OPERATING BUDGET

BY MAJOR FUNCTION



	2011 Budget
AIRPORT	\$11,419,165
CIVIL & CRIMINAL COURTS	149,658,758
GENERAL GOVERNMENT	435,088,357
HEALTH & HUMAN SERVICES	32,223,280
LEISURE SERVICES	27,703,010
PLANNING & PUBLIC WORKS	358,649,325
PUBLIC SAFETY	190,619,790
TOTAL	\$1,205,361,685

EXECUTIVE GROUPS BY DEPARTMENT / FUND

In 2009, the new administration organized the reporting hierarchy for departments under the direct authority of the Chief Executive Officer into groupings of similar departments and/or functions. To that end, the Administrative, Development, Infrastructure, Public Safety, Finance, and Law executive organization groups were established. Each group is directed by the Chief Operating Officer, the Chief Financial Officer, the Chief Legal Officer, the Director of Public Safety, or a Deputy Chief Operating Officer.

8. Administrative

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

Board of Health	GIS	PEG Support Fund
Chief Executive Officer	Hospital	Property Appraisal
Community Service Board	Hotel/ Motel Tax Fund	Purchasing
Extension Service	Human Resources	Registration
Family and Children Services	Information Systems	Rental Motor Vehicle Tax

9. Development

This group includes activities related to planning, development, and human services. The Deputy Chief Operating Officer for Development is responsible for this group. Departments included in this group are:

Community Development	Economic Development	Human Services
Planning and Development	Workforce Development	Code Enforcement

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

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. Finance

This group includes activities related to the County's fiscal affairs. The Chief Financial Officer is responsible for this group. Included in this group are the following departments and functions:

Confiscated Funds	Debt Service	Non-Departmental
Contribution Accounts	Finance	Risk Management

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	2011 Budget	Authorized Positions
ADMINISTRATIVE:		
BOARD OF HEALTH	\$ 4,431,289	0
CHIEF EXECUTIVE OFFICER	1,938,176	20
COMMUNITY SERVICE BOARD	1,785,497	0
EXTENSION SERVICE	697,983	14
FAMILY AND CHILDREN SERVICES	1,421,859	0
G.I.S.	1,859,809	23
HOSPITAL	20,086,833	0
HOTEL / MOTEL TAX FUND	1,394,254	0
HUMAN RESOURCES & MERIT SYSTEM	2,676,453	29
OFFICE OF INFORMATION SYSTEMS	17,305,148	111
PEG SUPPORT FUND	1,467,684	1
PROPERTY APPRAISAL& ASSESSMENT	3,808,311	66
PURCHASING	2,840,675	56
REGISTRAR	1,494,431	75
RENTAL MOTOR VEHICLE EXCISE TAX FUND	891,574	0
TOTAL ADMINISTRATIVE	\$ 64,099,976	395
DEVELOPMENT:		
ECONOMIC DEVELOPMENT	\$ 645,214	9
HUMAN SERVICES	3,799,819	18
PLANNING & DEVELOPMENT	5,035,959	83
TOTAL DEVELOPMENT	\$ 9,480,992	110
INFRASTRUCTURE:		
DEKALB-PEACHTREE AIRPORT	\$ 11,419,165	24
DPT OF WATERSHED MANAGEMENT	235,392,652	686
FACILITIES MANAGEMENT	13,979,836	52
FLEET MANAGEMENT	29,760,000	159
LIBRARY	12,455,545	295
PARKS	14,407,610	471
PUBLIC WORKS - ROADS AND DRAINAGE	11,825,120	289
PUBLIC WORKS - TRANSPORTATION	2,906,213	35
PUBLIC WORKS DIRECTOR	284,007	11
RECREATION	839,855	0
SANITATION	74,897,995	699
SPEED HUMPS FUND	1,741,017	0
STORMWATER	21,102,876	0
STREETLIGHTS FUND	4,818,272	1
VEHICLE REPLACEMENT	26,023,774	0
TOTAL INFRASTRUCTURE	\$ 461,853,937	2,722
PUBLIC SAFETY:		
E-911	\$ 20,008,285	155
FIRE & RESCUE SERVICES	62,096,145	855
MEDICAL EXAMINER	1,962,037	21
POLICE	108,515,360	1,446
RECORDERS COURT	3,662,874	55
TOTAL PUBLIC SAFETY	\$ 196,244,701	2,532

EXECUTIVE GROUPS BY DEPARTMENT / FUND

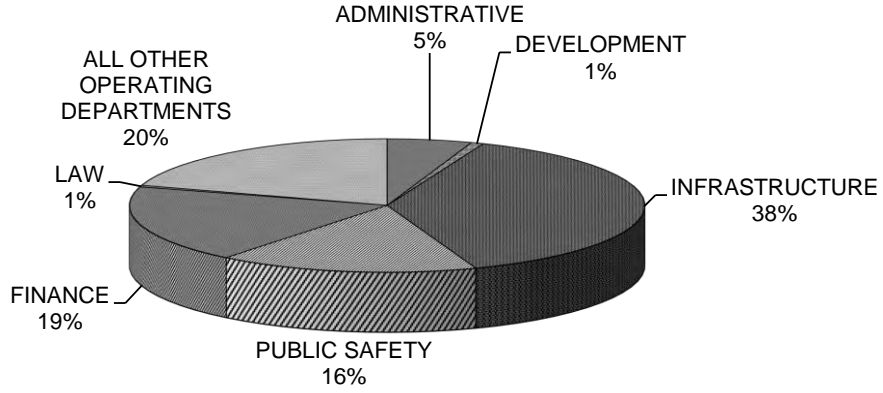
EXECUTIVE GROUP	2011 Budget	Authorized Positions
FINANCE:		
CONFISCATED FUNDS	\$ 6,560,468	0
CONTRIBUTION ACCOUNTS	6,335,301	0
DEBT SERVICE	41,011,534	0
FINANCE	13,326,239	175
NON-DEPARTMENTAL	34,453,702	1
RISK MANAGEMENT	124,391,494	0
TOTAL FINANCE	\$ 226,078,738	176
LAW:		
CHILD ADVOCATES OFFICE	\$ 1,644,743	21
LAW DEPARTMENT	3,287,395	25
TOTAL LAW	\$ 4,932,138	46
TOTAL - EXECUTIVE GROUPS	\$ 962,690,482	5,981
ALL OTHER OPERATING DEPARTMENTS *	\$ 242,671,203	1,818
TOTAL OPERATING DEPARTMENTS **	\$ 1,205,361,685	7,799

* Departments reporting to other elected officials

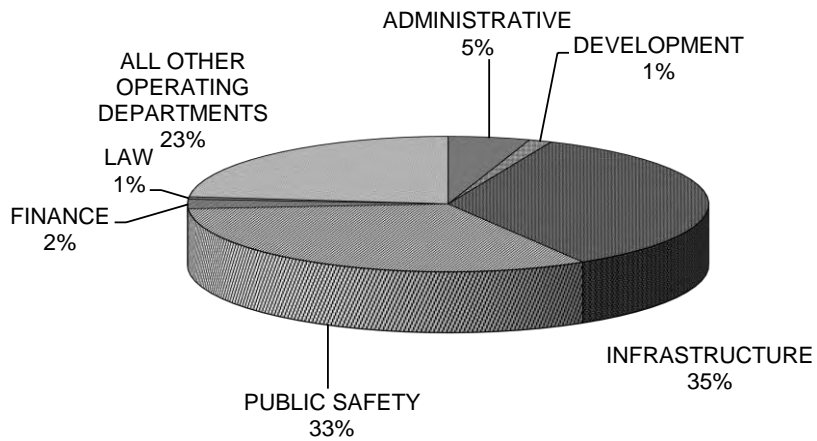
** All departments except Grants and CIP

EXECUTIVE GROUPS BY DEPARTMENT / FUND

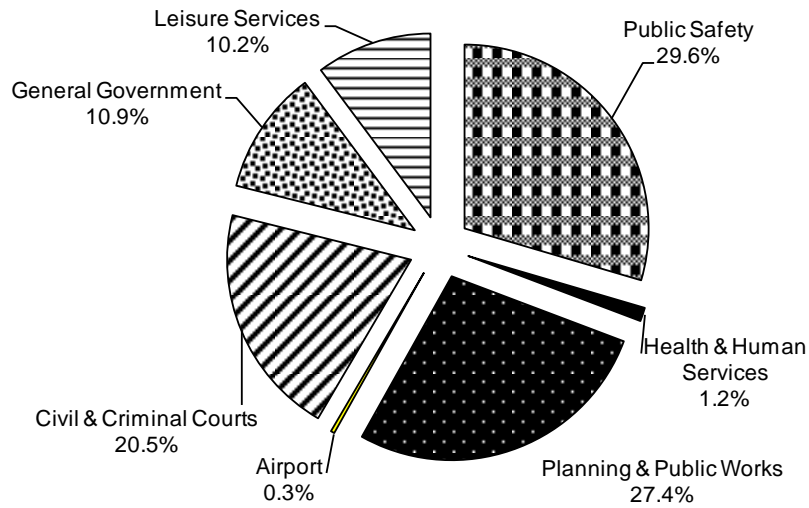
2011 OPERATING BUDGET - EXECUTIVE GROUPS



2011 AUTHORIZED POSITIONS - EXECUTIVE GROUPS

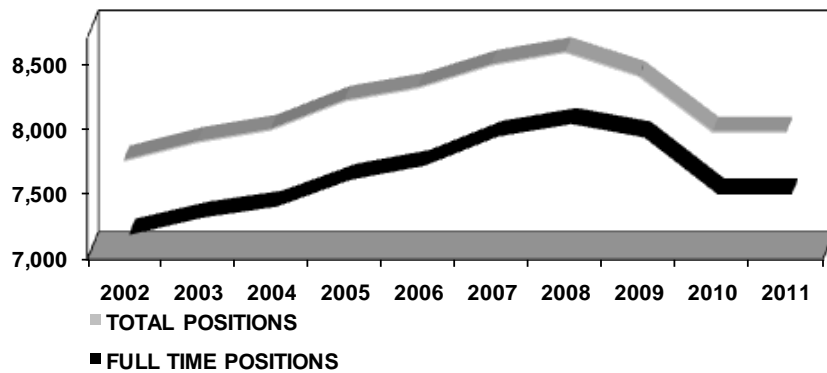


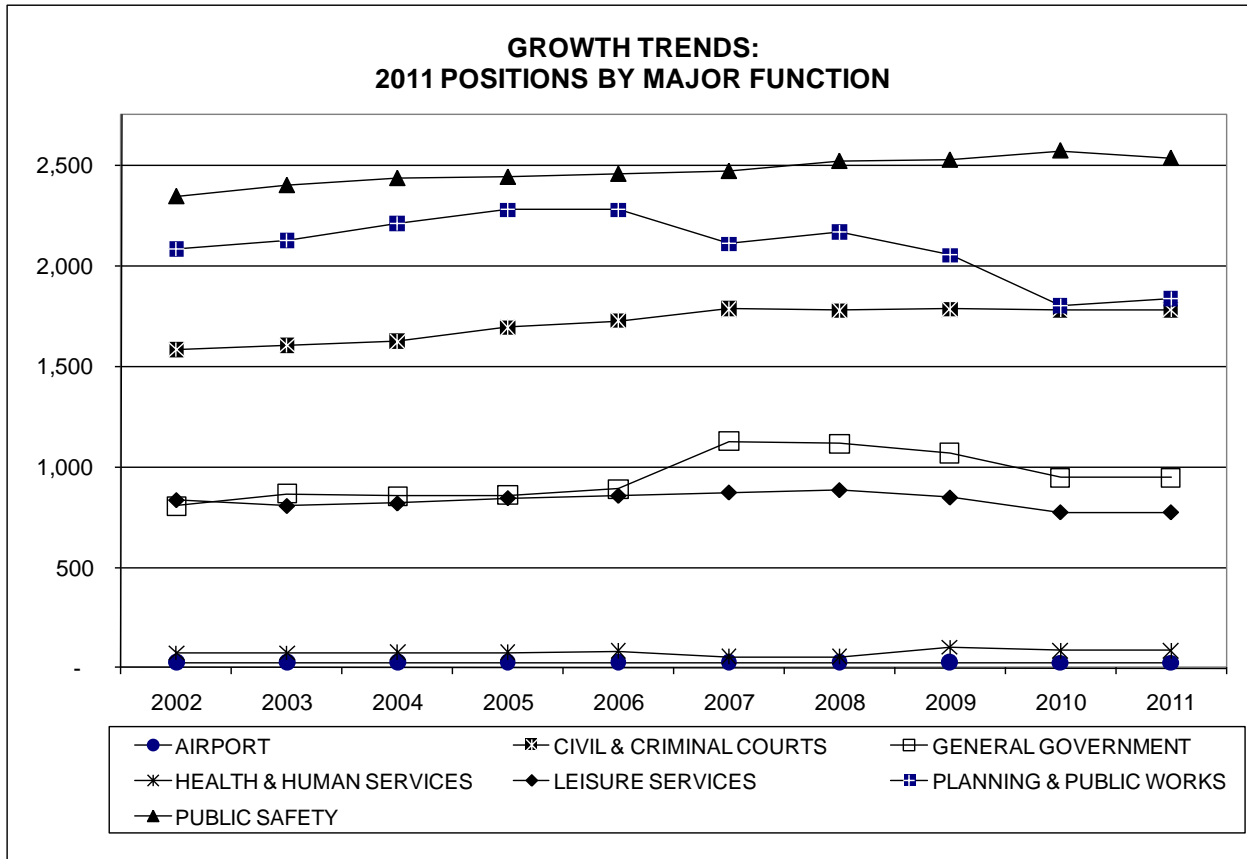
2011 TOTAL POSITIONS BY FUNCTION - ALL FUNDS



	2011
AIRPORT	24
CIVIL & CRIMINAL COURTS	1,781
GENERAL GOVERNMENT	947
HEALTH & HUMAN SERVICES	85
LEISURE SERVICES	773
PLANNING & PUBLIC WORKS	1,837
PUBLIC SAFETY	2,535
GRAND TOTAL POSITIONS	7,982

TOTAL AUTHORIZED POSITIONS - ALL FUNDS End of year and 2011 Budget





The major changes from 2002 to 2010 are noted below. During 2010, there was a net decrease of 428 positions. There were no net changes to the number of positions at 2011 Budget adoption.

Civil and Criminal Courts – the addition of two judges in 2002 and related support staff, the creation of the Child Advocate’s Office, positions added to Sheriff’s Office primarily for the jail, and positions added to address the increase in the demand for Court Services, overall. During 2010, there was a net decrease of 4 positions.

Public Safety – the additional police and fire positions related to 5-year plans, the increased demand for direct service delivery of police and fire services, the implementation of the Interactive Community Policing program, staffing for 2 new fire stations, and staff added to support an emphasis on code enforcement. At Mid-Year 2009, 157 positions were transferred to the E-911 Fund. During 2010, there was a net increase of 46 positions. In 2011, 37 code enforcement positions were transferred to Planning and Public Works.

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 – the creation of the Human Services Department and additional positions to staff a new Senior Center, additional positions for Workforce Development to address the increase in the demand for 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.

**DEKALB COUNTY
AUTHORIZED POSITIONS BY FUNCTION**

FUNCTION/DEPARTMENT	2009	2010	2011
AIRPORT	27	24	24
CIVIL & CRIMINAL COURTS			
CHILD ADVOCATE'S OFFICE	21	21	21
CLERK OF SUPERIOR COURT	86	86	86
DISTRICT ATTORNEY	157	156	156
JUVENILE COURT	88	90	90
MAGISTRATE COURT	37	37	37
MEDICAL EXAMINER	21	21	21
PROBATE COURT	25	25	25
PUBLIC DEFENDER	72	72	72
RECORDERS COURT	64	55	55
SHERIFF	863	863	863
SOLICITOR GENERAL, STATE COURT	75	76	76
STATE COURT	177	180	180
SUPERIOR COURT	99	99	99
TOTAL CIVIL & CRIMINAL COURTS	1,785	1,781	1,781
GENERAL GOVERNMENT			
BOARD OF COMMISSIONERS	34	34	34
CHIEF EXECUTIVE OFFICER	24	20	20
PEG	1	1	1
CITIZENS HELP CENTER	0	0	0
FACILITIES MANAGEMENT	84	52	52
FINANCE	194	175	175
FLEET MAINTENANCE	177	159	159
GEOGRAPHIC INFORMATION SYSTEM	27	23	23
HUMAN RESOURCES	38	29	29
INFORMATION SYSTEMS	131	111	111
LAW DEPARTMENT	27	25	25
NON-DEPARTMENTAL	0	1	1
PROPERTY APPRAISAL	76	66	66
PURCHASING	61	56	56
REGISTRAR & ELECTIONS	75	75	75
TAX COMMISSIONER	120	120	120
TOTAL GENERAL GOVERNMENT	1,069	947	947

**DEKALB COUNTY
AUTHORIZED POSITIONS BY FUNCTION**

FUNCTION/DEPARTMENT	2009	2010	2011
HEALTH & HUMAN SERVICES			
COOPERATIVE EXTENSION	20	14	14
HEALTH	2	0	0
HUMAN SERVICES	33	25	25
WORKFORCE DEVELOPMENT	48	46	46
TOTAL HEALTH & HUMAN SERVICES	103	85	85
LEISURE SERVICES			
ARTS, CULTURE, & ENTERTAINMENT	0	0	0
LIBRARIES	298	295	295
PARKS & RECREATION	550	478	478
TOTAL LEISURE SERVICES	848	773	773
PLANNING & PUBLIC WORKS			
ECONOMIC DEVELOPMENT	11	9	9
COMMUNITY DEVELOPMENT	22	24	24
PLANNING & DEVELOPMENT	74	54	83
PUBLIC WORKS-DIRECTOR	4	3	11
PUBLIC WORKS-ROADS & DRAINAGE	377	289	289
PUBLIC WORKS-SANITATION	742	699	699
PUBLIC WORKS-TRANSPORTATION	51	36	36
WATERSHED MANAGEMENT	771	686	686
TOTAL PLANNING & PUBLIC WORKS	2,052	1,800	1,837
PUBLIC SAFETY			
POLICE SERVICES	1,249	1,243	1,243
POLICE SUPPORT	225	218	218
CODE ENFORCEMENT	38	37	0
FIRE AND RESCUE SERVICES	857	919	919
E-911	157	155	155
TOTAL PUBLIC SAFETY	2,526	2,572	2,535
GRAND TOTAL ALL POSITIONS	8,410	7,982	7,982

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; Transportation; Roads and Drainage; Parks and Recreation; and Arts, Culture, and Entertainment.

SPECIAL TAX DISTRICT - UNINCORPORATED FUND

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

FIRE FUND

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

DEBT SERVICE FUND

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

SPECIAL TAX DISTRICT - DEBT SERVICE FUND

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

HOSPITAL FUND

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

The appropriation and anticipation amounts reported in this document for the "Approved Budget 2011" reflect the effect of prior year encumbrance balances carried forward only where specifically approved. These items were not automatically funded.

FUNDS GROUP: Tax

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
PERSONAL SERVICES AND BENEFITS	\$343,057,370	\$327,563,429	\$341,404,953	\$341,243,542
PURCHASED / CONTRACTED SERVICES	72,907,882	68,279,707	69,631,548	69,688,925
SUPPLIES	32,177,102	26,712,906	30,355,293	30,368,090
CAPITAL OUTLAYS	2,233,264	977,537	2,115,360	2,115,893
INTERFUND / INTERDEPARTMENTAL	9,773,831	8,898,110	14,799,042	14,805,816
OTHER COSTS	45,033,636	44,388,312	45,071,806	11,515,712
DEBT SERVICE	45,062,238	44,861,146	41,330,593	41,330,593
OTHER FINANCING USES	16,396,884	9,345,225	6,577,209	6,577,209
MISCELLANEOUS	115,479	35,106	38,000	38,000
TOTAL EXPENDITURES	\$566,757,686	\$531,061,478	\$551,323,804	\$517,683,780
RESERVES			12,000,000	12,000,000
TOTAL BUDGET			\$563,323,804	\$529,683,780

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY FUND				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
GENERAL FUND	\$286,562,185	\$270,255,932	\$284,717,630	\$261,739,959
SPECIAL TAX DISTRICT - DESIGNATED SERVICES	153,049,409	136,899,243	142,595,663	136,885,164
SPECIAL TAX DISTRICT - UNINCORPORATED	8,374,887	7,317,881	8,088,446	7,471,107
FIRE FUND	52,871,322	50,986,397	55,698,313	53,329,455
DEBT SERVICE FUND	13,910,100	13,790,875	9,596,329	9,596,329
SPECIAL TAX DISTRICT - DEBT SERVICE	27,709,493	27,628,475	27,683,359	27,683,359
HOSPITAL FUND	23,570,952	23,470,100	22,052,490	20,086,833
RENTAL MOTOR VEHICLE TAX FUND	709,337	712,575	891,574	891,574
TOTAL EXPENDITURES	\$566,757,686	\$531,061,478	\$551,323,804	\$517,683,780
RESERVES			12,000,000	12,000,000
TOTAL BUDGET			\$563,323,804	\$529,683,780

FUNDS GROUP: Tax

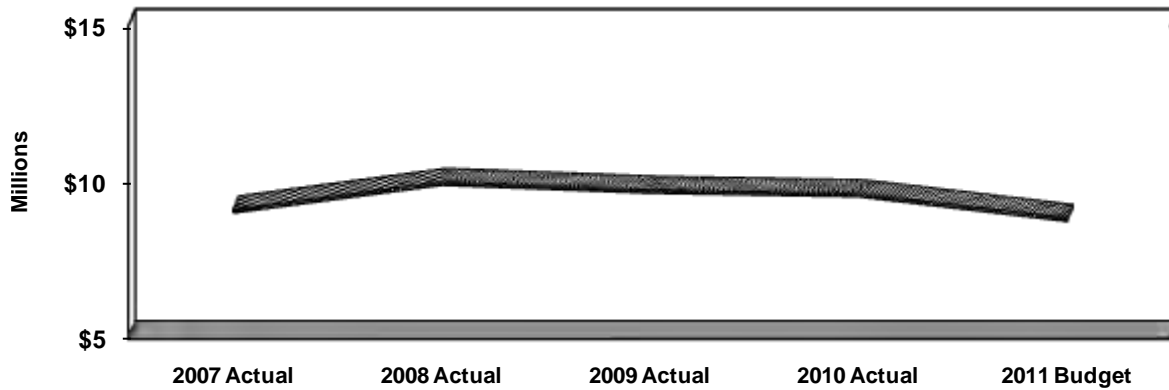
SUMMARY OF REVENUES AND ANTICIPATIONS BY MAJOR CATEGORY				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
PROPERTY TAXES	\$248,321,633	\$245,153,120	\$297,843,935	\$280,571,765
EXCISE TAXES	123,004,722	122,396,462	112,037,894	112,037,894
OTHER TAXES	53,751,838	54,926,269	53,290,917	53,290,917
LICENSES AND PERMITS	19,216,794	17,889,812	23,629,800	23,629,800
USE OF MONEY & PROPERTY	365,583	48,111	338,381	338,381
INTERGOVERNMENTAL	23,640,057	5,793,865	4,458,591	4,458,591
FINES AND FORFEITURES	29,803,458	33,411,454	26,387,500	26,387,500
CHARGES FOR SERVICES	9,655,928	9,541,727	8,753,100	8,753,100
MISCELLANEOUS REVENUE	11,794,968	(8,222,494)	6,363,697	6,363,697
INTERFUNDS	22,757,982	24,554,498	32,998,708	16,630,854
FUND BALANCE BROUGHT FORWARD	24,552,409	14,250,351	(2,778,719)	(2,778,719)
TOTAL	\$566,865,371	\$519,743,175	\$563,323,804	\$529,683,780

SUMMARY OF REVENUES AND ANTICIPATIONS BY FUND				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
GENERAL FUND	\$280,834,911	\$250,682,275	\$296,717,630	\$273,739,959
SPECIAL TAX DISTRICT - DESIGNATED SERVICES	149,138,528	128,182,464	142,595,663	136,885,164
SPECIAL TAX DISTRICT - UNINCORPORATED	8,075,197	11,507,746	8,088,446	7,471,107
FIRE FUND	52,271,775	52,555,741	55,698,313	53,329,455
DEBT SERVICE FUND	14,188,783	14,419,499	9,596,329	9,596,329
SPECIAL TAX DISTRICT - DEBT SERVICE	37,728,877	38,917,266	27,683,359	27,683,359
HOSPITAL FUND	23,715,314	22,092,462	22,052,490	20,086,833
RENTAL MOTOR VEHICLE TAX FUND	911,985	1,385,721	891,574	891,574
TOTAL BUDGET	\$566,865,371	\$519,743,175	\$563,323,804	\$529,683,780

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 1.65% of total tax funds revenue in 2011.



History:	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Budget
	\$9,021,048	\$9,911,134	\$9,655,928	\$9,541,727	\$8,753,100

Trends and History:

In 2007, revenues increased 13% by \$4.2M as compared to 2006. The revenue increase was due to continued growth in administrative charges as well as improvement in revenue collections.

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.

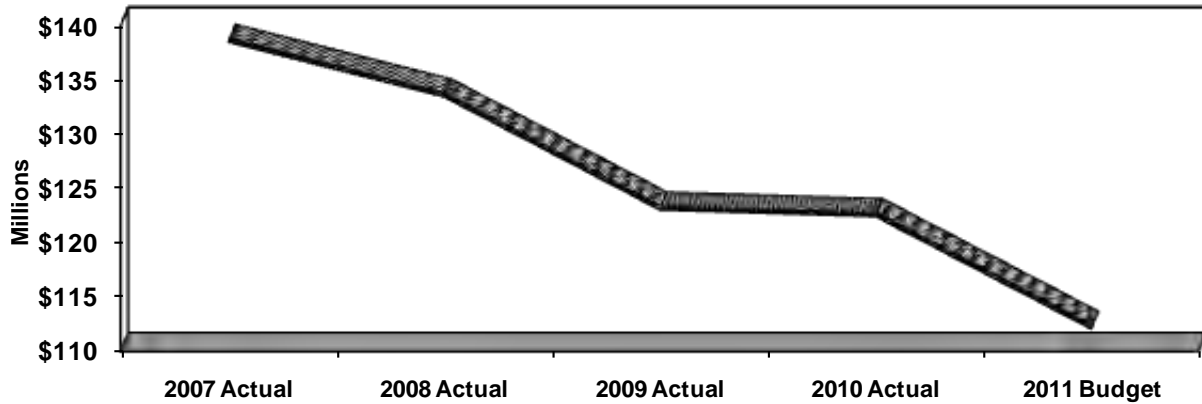
In 2010, revenues in this category were expected to increase due to the January 1, 2010 increase in ambulance fees and the increased usage of county ambulances due to a decreased reliance on third-party ambulances, but this increase failed to materialize since the use of third-party ambulances did not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

In 2011, revenues in this category are expected to decline because Emergency Medical Service Ambulance is scheduled to be outsourced.

TAX FUNDS REVENUE HISTORY

EXCISE TAXES

Defined: Includes excise taxes in the form of hotel/motel taxes, beer, wine and liquor taxes, property and casualty insurance premium taxes and HOST sales taxes. Excise taxes account for 21.15% of total tax funds revenue in 2011.



History:	2007 Actual	\$138,451,648
	2008 Actual	\$133,414,697
	2009 Actual	\$123,004,722
	2010 Actual	\$122,396,462
	2011 Budget	\$112,037,894

Trends and History:

In 2007, sales taxes decreased by \$410K as compared to 2006 collections. The insurance premium taxes increased 5% as well as increased collections of 6.2% by \$1.3M from alcoholic beverage 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. The Hotel-Motel tax collections decreased by \$2 million due to the state of the economy and the incorporation of the City of Dunwoody.

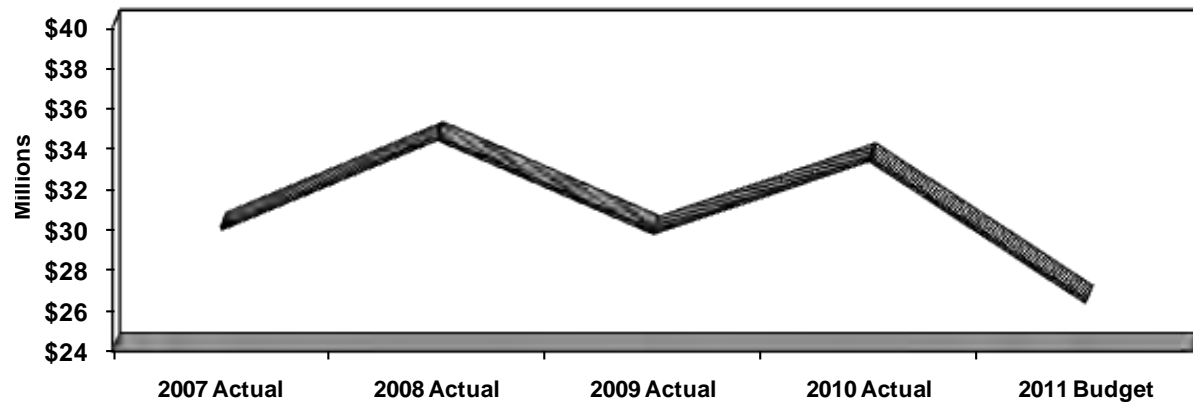
In 2010, HOST sales taxes remained at the decreased 2009 level as the economy did not recover during the year. The economy also had a negative impact on the Hotel-Motel tax collections.

For 2011, revenues in this category are expected to increase due to an additional 1% in HOST sales taxes being collected for food. This increase will be partially offset due to a decrease in Hotel-Motel collections because of the continued weak economy.

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 2011, these revenues represent 4.98% of all tax fund revenues.



History:	2007 Actual	\$30,001,682
	2008 Actual	\$34,457,416
	2009 Actual	\$29,803,458
	2010 Actual	\$33,411,454
	2011 Budget	\$26,387,500

Trends and History:

Revenues decreased 5.0% in 2007 as compared to 2006. The decrease was a result of reduced collections from Clerk of Superior Court fees. State Court and Sheriff fees increased modestly.

Revenues increased 15.1% in 2008 as compared to 2007. This increase was a result of increased collections in Recorders Court in part due to an amnesty program.

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.

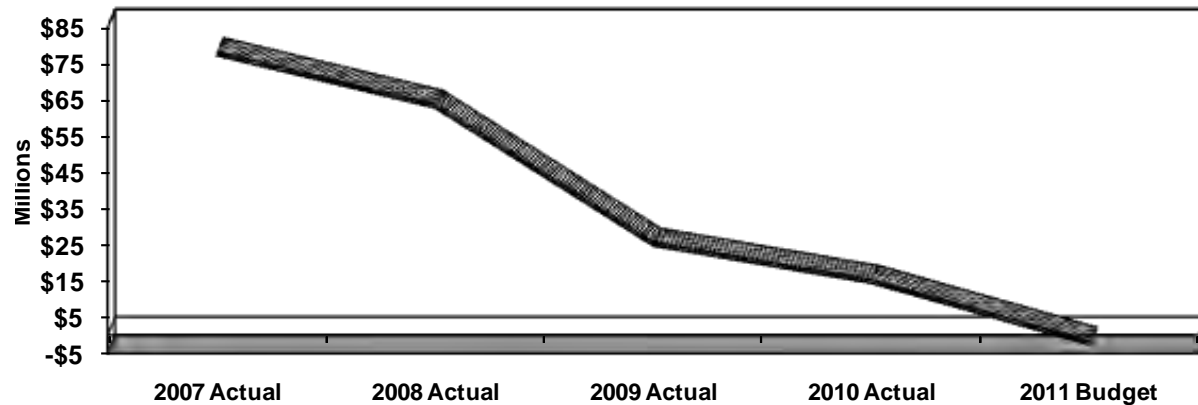
The expected 2010 increase in Recorders Court collections failed to occur due to a decrease in the number of tickets written by DeKalb Police. Also, due to a change in legislation (HB 1055) which increased the cost of court filings in State Court, filings were redirected to Magistrate Court resulting 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 are not expected to fully recover in Recorders Court even though the new head judge continues to make improvements in the operations of the court.

TAX FUNDS REVENUE HISTORY

FUND BALANCE FORWARD

Defined: The fund balance forward represents -0.52% of total tax fund revenues in 2011. Fund balance is composed of appropriated but unexpended funds and collected revenues in excess of anticipations. This funding source is available for reallocation to the current year's budget.



History:	2007 Actual	\$77,132,848
	2008 Actual	\$62,682,003
	2009 Actual	\$24,552,409
	2010 Actual	\$14,250,351
	2011 Budget	(\$2,778,719)

Trends and History:

Significant factors are highlighted for each year.

2007: The 2007 fund balance increased due to better than expected anticipated revenues in sales tax collections, charges for services, fines and miscellaneous revenue. The 2007 Tax Funds Budget increased \$20.0M due to prior year encumbrances carried forward. The fund balance also increased due to controlling overtime and salary savings from vacant positions.

2008: The 2008 fund balance decreased due to less than expected anticipated revenues in sales tax collections, fines and miscellaneous revenue. The 2008 Tax Funds Budget increased \$15.8M due to prior year encumbrances carried forward. The fund balance was reduced by \$5.0M for a one-time payment in 2007 to Grady Hospital. The Board of Commissioners approved the transfer of these funds from the fund balance reserve to make this payment.

2009: 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 Budget increased \$15.6M due to prior year encumbrances carried forward.

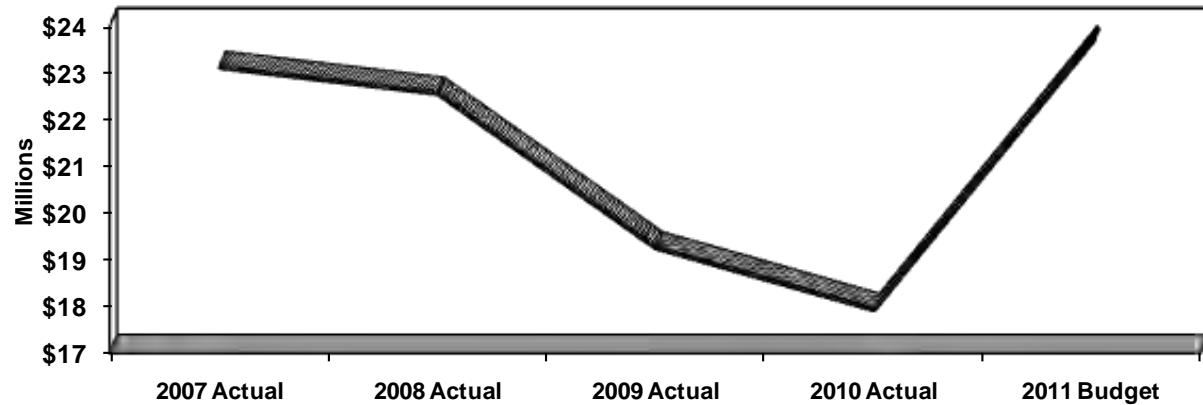
2010: The 2010 fund balance decreased due to the way year-end encumbrances were processed. Since the implementation of the Oracle system, encumbrances were matched with an accompanying revenue entry to the Fund Balance Forward – Encumbrances. This year, with limited few exceptions, encumbrances were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

2011: 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.

TAX FUNDS REVENUE HISTORY

LICENSES AND PERMITS

Defined: This category includes business and occupational taxes, and alcoholic beverage and cable franchise licenses. In 2011 these revenues represent 4.46% of all tax funds revenues.



History:	2007 Actual	\$23,084,685
	2008 Actual	\$22,526,039
	2009 Actual	\$19,216,794
	2010 Actual	\$17,889,812
	2011 Budget	\$23,629,800

Trends and History:

In 2007, the revenues collected for these taxes and fees increased 6.2% as compared to 2006. General Business Licenses and Cable Franchise Fees represented the largest revenue increases.

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 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.

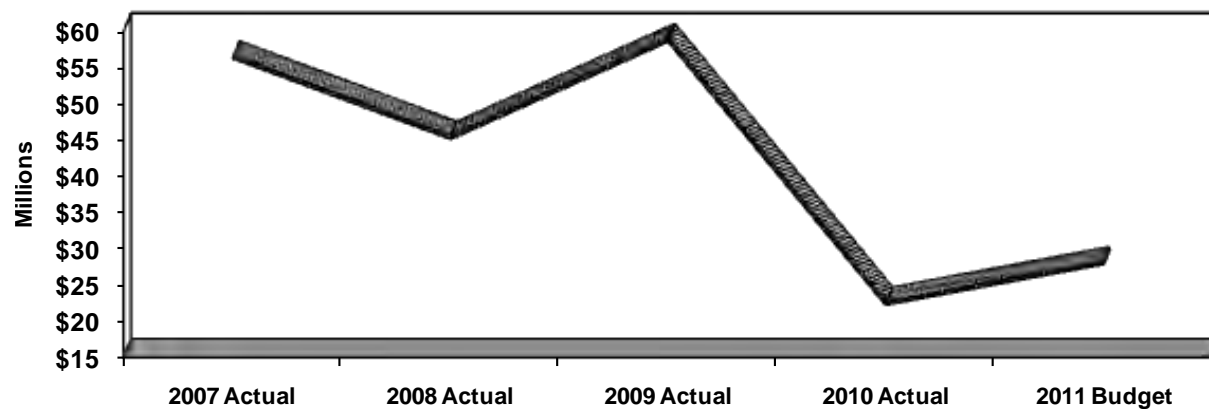
In 2010, revenues in this category declined due to an erosion in the general business license collections.

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

TAX FUNDS REVENUE HISTORY

OTHER REVENUE SOURCES

Defined: Other revenue sources include interest/investment income, intergovernmental revenue, other financing sources, contributions and donations, and miscellaneous revenue. Other Revenue Sources also includes transfers from non-tax funds to the tax funds. Such transfers may occur for a variety of reasons including: 1) excess funds following the completion of capital projects; 2) payback of capital and other contributions made by the tax funds; 3) funds no longer deemed necessary for the original function for which they were budgeted; and 4) funds established by law for specific uses. Many of these transfers are one time in nature. In addition, this classification also includes interfund charges which are charges to non-tax funds for services provided to them by the tax funds departments. These sources account for 5.25% of total tax funds revenue in 2011.



History:	2007 Actual	\$56,194,335
	2008 Actual	\$45,073,142
	2009 Actual	\$58,558,589
	2010 Actual	\$22,173,979
	2011 Budget	\$27,791,523

Trends and History:

In 2007, interest revenues decreased due to lower interest rates. Miscellaneous revenue decreased due to Jail Inmate phone revenue payments being lower than expectations, and State prisoner reimbursements decreasing. Intergovernmental revenues increased due to the full year of collections for the agreement with Fulton County to provide housing in the county jail for Fulton detainees.

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. 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.

TAX FUNDS REVENUE HISTORY

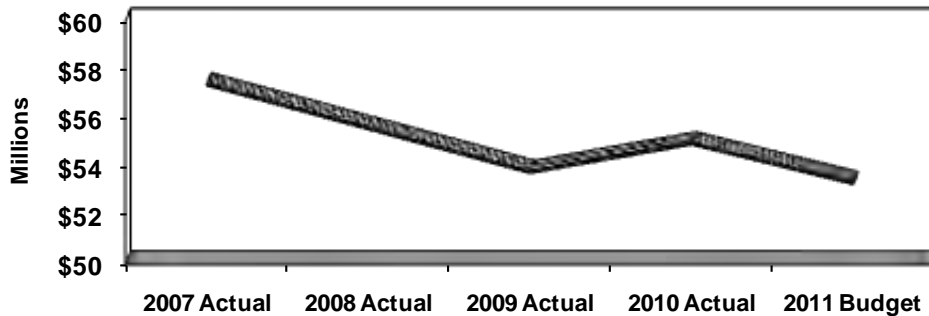
In 2010, HTRG payments were not received while interest and other miscellaneous revenues continued at the depressed levels. State Prisoner Reimbursements were \$1.7 million more in 2010 than 2009. The inclusion of the miscellaneous revenue of the clearing account resulted in (\$12 million).

In 2011, Local Prisoner Reimbursements are expected to decrease as the primary source for this revenue, Fulton County Jail, does not plan to utilize the DeKalb County Jail to the same extent as in the past. Also, the staff reimbursement for the Child Support Recovery Unit is expected to be transferred to Grants as part of the mid-year budget adjustments. Membership dues at the Lou Walker Senior Center will increase to \$120 per DeKalb resident and \$360 for out-of-county residents on July 1.

TAX FUNDS REVENUE HISTORY

OTHER TAXES

Defined: This revenue category includes prior year real and personal property taxes, motor vehicle taxes, mobile home taxes, heavy equipment taxes, intangible recording taxes, bank share taxes and all commissions, penalties and interest received on these taxes. Other taxes are expected to constitute 10.06% of tax fund revenues in 2011.



History:	Year	Revenue
	2007 Actual	\$57,364,148
	2008 Actual	\$55,555,878
	2009 Actual	\$53,751,838
	2010 Actual	\$54,926,269
	2011 Budget	\$53,290,917

Trends and History:

In 2007 intangible recording taxes decreased \$1.4M or 15.5% due to the negative housing and refinancing markets. This revenue was anticipated to stay flat in 2008.

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

Motor vehicle taxes are collected on the value of all vehicles as of January 1 of the tax year. The prior year millage rate is applied to the January 1 motor vehicle values. During 2005, motor vehicle tax collections remained flat. In 2006, motor vehicle tax collections increased by \$1.1M. In 2007 motor vehicle tax collections increased by \$1.8M or 7.4%. 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.

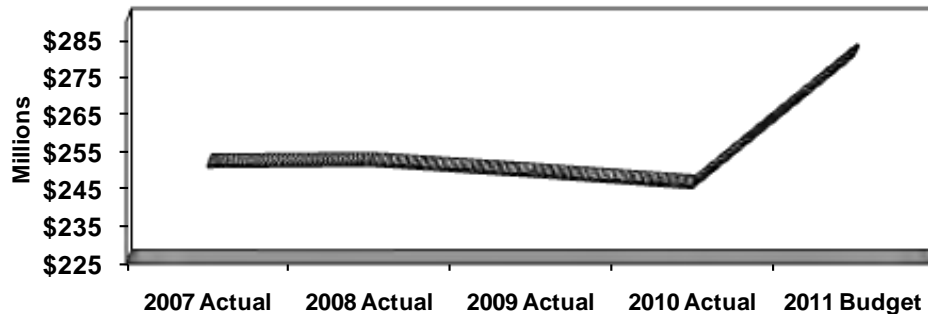
For 2010, the continued decline in the housing sales market resulted in less revenue being received in intangible recording taxes.

In 2011, as the weakness in the housing market continues, intangible recording tax revenues are expected to decline.

TAX FUNDS REVENUE HISTORY

PROPERTY TAXES

Defined: This revenue category includes current year real property taxes, current year personal property taxes and public utility taxes. Property taxes are expected to constitute 52.97% of tax fund revenues in 2011.



History:	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Budget
	\$250,826,467	\$251,249,909	\$248,321,633	\$245,153,120	\$280,571,765

Trends and History:

In 1999, the County began incorporating general sales taxes (homestead option sales tax; HOST) in the tax supported budgets. The HOST state law provides that at least 80% of the prior year sales tax collections be applied to additional homestead exemptions. In 1999, 2000, and 2001, sales tax proceeds were sufficient to provide a 100% homestead exemption for homestead eligible property. The provision of additional homestead exemptions dramatically reduced the property tax levy in 1999, 2000, and 2001. In 2001, voters approved a GO bond issue for parks and greenspace which also impacted collections. In 2003, the taxes were increased because it was decided to use 20% of sales tax receipts for capital improvements, thus allowing only an 80% homestead exemption on eligible property. The 2006 budget 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 2007, public utilities tax collections were \$15.0M. This was due to \$7.5M for 2006 taxes not being invoiced until December 15, 2006. By law the public utilities had 60 days to pay the invoices so the 2006 tax bills were actually paid in 2007 and recorded as 2007 revenue collections. This was a one time occurrence and was not repeated in 2008.

The 2007 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. In addition, 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.

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

TAX FUNDS REVENUE HISTORY

of the City of Dunwoody. Given the current economic climate of decreased property values, 8,125 property tax returns 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.

Once again, 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 are expected to be received in 2010.

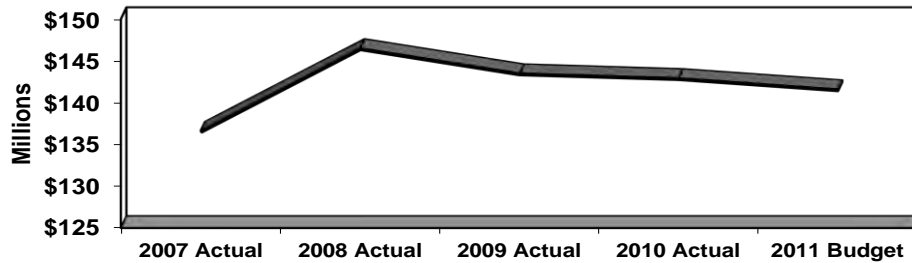
The 2010 budget was based on a 99.9% use of sales tax receipts for the homestead exemption, with the remainder of HOST proceeds to be used for capital improvements. This change was made to further lessen the impact of changes in the composition of the tax digest, that is the inclusion of foreclosures 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.

The increase for 2011 is partially due to not receiving the 2010 Public Utility Taxes in 2010 but in 2011. The 2011 budget is 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 is expected to continue its downward slide.

TAX FUNDS EXPENDITURE HISTORY

CIVIL & CRIMINAL COURTS

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



History:	2007 Actual	\$136,354,099
	2008 Actual	\$146,241,381
	2009 Actual	\$143,227,389
	2010 Actual	\$142,658,186
	2011 Budget	\$141,320,167

Trends and History:

The increasing trend is due to the increased staffing in the court system. A total of 145 net new positions were added from 2004 to 2008 to address the demand for services for the Courts providing additional staffing for the jail and the courtrooms. The significant increase in actual expenditures for 2008, when compared to previous years, was due to the method in which the encumbrance rollover is appropriated and the transfer of lease payments for the Juvenile Court Facility to Juvenile Court.

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 2009 Budget was relatively flat when compared to 2008 and reflected decreased funding due to the suspension of merit increases, the suspension of the vehicle replacement program, expected reductions in fuel costs and department specific reductions.

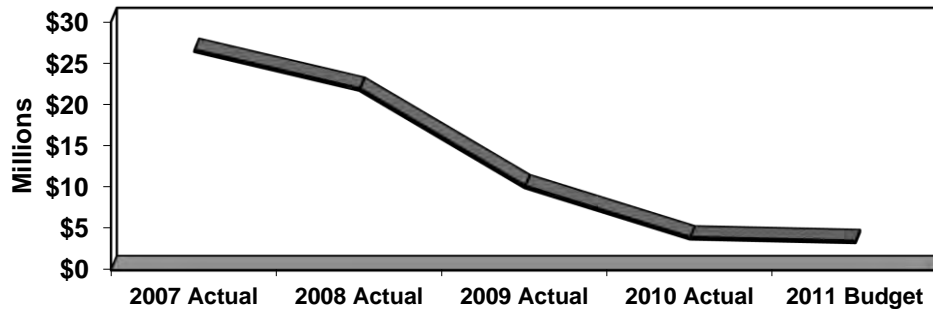
The 2010 Budget reflected BOC action to restore funding of \$1,246,750 to the Superior Court, \$645,473 to the Clerk of the Superior Court, \$1,161,501 to the State Court, \$618,931 to the Solicitor, \$436,870 to the Public Defender, \$86,676 to the Child Advocate, \$290,058 to the Juvenile Court, \$255,032 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. It also includes full year funding for four new Deputy Sheriffs, one Juvenile Court Probation Officer and one District Attorney Investigator; these positions were created in 2009.

The 2011 Budget reflects full year funding for four new Deputy Marshalls positions created in 2010 and full year funding to the Recorder's Court for four new positions approved by the BOC on August 24, 2010: an Associate Judge, 2 Records Technician Lead and 1 Records Technician. The budget also includes the additions of 2 Attorney positions assigned to the Recorders Court for the Traffic Bureau and Diversion Court.

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.



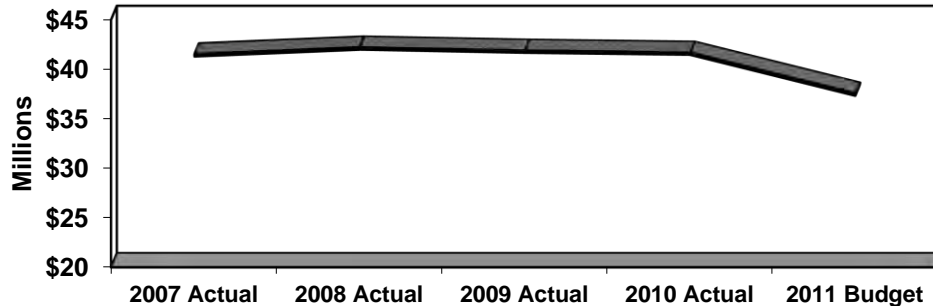
History:	2007 Actual	\$26,329,135
	2008 Actual	\$21,632,272
	2009 Actual	\$9,868,515
	2010 Actual	\$3,667,984
	2011 Budget	\$3,230,625

Trends and History: This category varies significantly due to need and funding availability from year-to-year. In 2007, the appropriation for HOST Capital Outlay was \$18,250,000. In 2008, the appropriation for HOST Capital Outlay was \$20,126,552. 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. In 2011 the appropriation for Host Capital Outlay is pending additional action; the \$3,230,625 comes from other Tax Funds sources and is appropriated for technology infrastructure upgrades.

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	Amount
	2007 Actual	\$41,251,808
	2008 Actual	\$41,940,183
	2009 Actual	\$41,619,593
	2010 Actual	\$41,419,350
	2011 Budget	\$37,279,688

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.

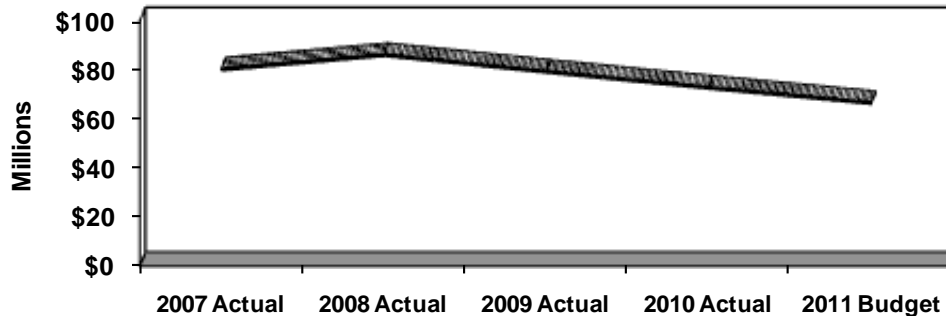
In 2010, Moody's lowered the County's rating from Aa1 to Aa3.

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

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:	2007 Actual	\$79,754,644
	2008 Actual	\$85,629,216
	2009 Actual	\$78,814,673
	2010 Actual	\$72,283,387
	2011 Budget	\$66,052,474

Trends and History:

The increasing trend in this category prior to 2007 was due primarily to significant software and development expenditures related to various departments; continued Information Systems upgrades, network expansion and Information Systems Master Plan development; increases in utility and security costs; additional staff to support the new FMIS/APS installation; and additional positions added in various departments to address increasing demand for service due to population growth.

The significant increase in 2008 was due primarily to the method in which the encumbrance rollover was appropriated; the number of elections planned for 2008; the transfer of 8 positions and associated maintenance and supplies to the Information Systems budget; and full-year funding for 24 positions added in 2007.

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.

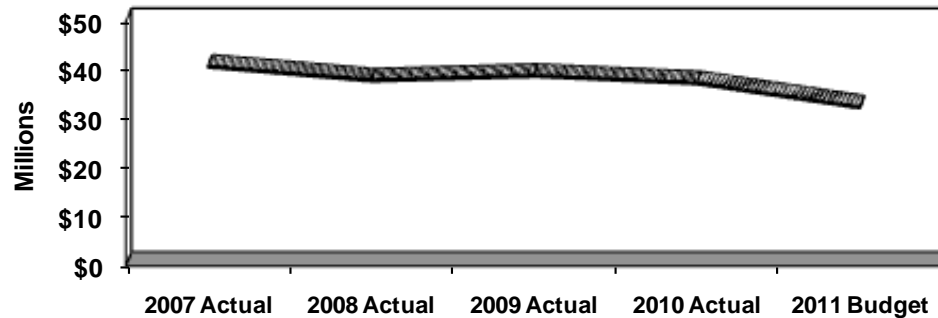
The 2010 decrease was due to the suspension of merit increases, seven unpaid holidays, the suspension of the vehicle replacement program, the suspension of take home vehicles, reductions in fuel costs, department specific reductions, and the six month impact of the Early Retirement Program.

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

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.



History:	2007 Actual	\$40,592,107
	2008 Actual	\$37,730,759
	2009 Actual	\$38,685,577
	2010 Actual	\$37,173,014
	2011 Budget	\$32,223,280

Trends and History:

The growth trend in Health and Human Services is the result of creation of the Human Services Department in 2005, and the addition of 10 positions from 2005 to 2007.

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 financial operations at Grady Hospital. This one-time payment accounts for the increase in expenditures for 2007 and the decrease in 2008.

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.

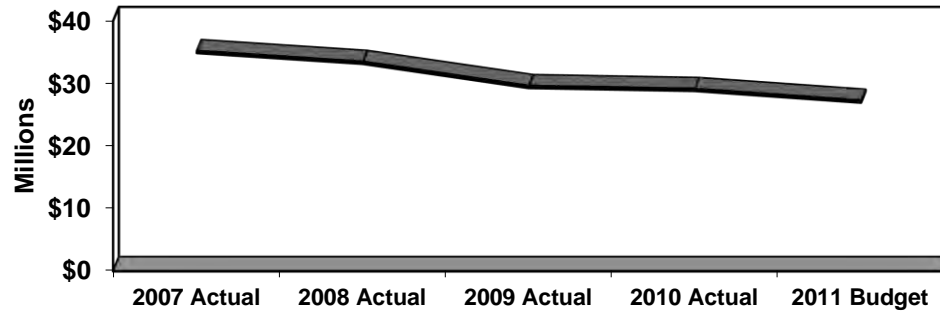
The 2010 Budget was relatively flat when compared to 2009 and reflected a decrease in funding due to the suspension of merit increases, seven unpaid holidays, and a reduction in funding to the DeKalb Hospital Authority.

Overall, the 2011 Budget is relatively flat when compared to 2010 and reflects a decrease in funding due to the suspension of merit increases, and a reduction in funding to the DeKalb Hospital Authority.

TAX FUNDS EXPENDITURE HISTORY

LEISURE SERVICES

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



History:	Year	Amount
	2007 Actual	\$34,798,361
	2008 Actual	\$33,068,782
	2009 Actual	\$29,197,466
	2010 Actual	\$28,731,828
	2011 Budget	\$26,863,155

Trends and History:

In 2007, 4 positions were added to the Library to support grant generation and to begin staffing the first two branches resulting from the 2006 Bond Issue. The County allocation for library materials was increased by \$500,000. Parks and Recreation received 13 new positions to maintain the increased acreage acquired through Greenspace initiatives and to staff a ready response team to provide emergency repairs to the department's facilities.

In 2008, the slight decrease in this function was due to a lower prior year encumbrance carried forward; otherwise the budgets for these departments remained flat.

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 new Performing Arts Center which opened in December 2008.

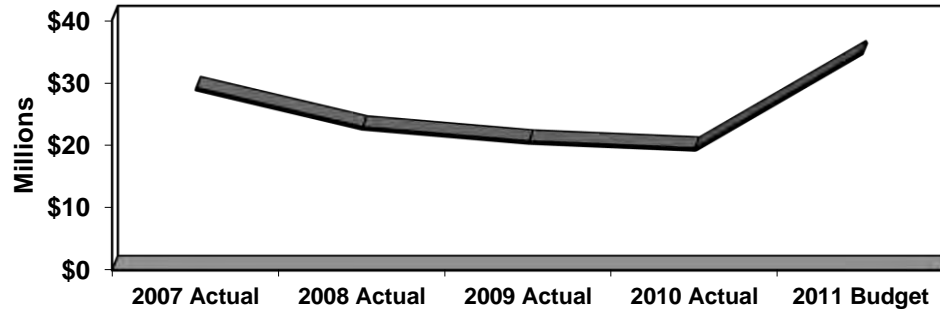
The 2010 decrease was due to the suspension of merit increases, seven unpaid holidays, the suspension of the vehicle replacement program, the suspension of take home vehicles, reductions in fuel costs, department specific reductions and the six month impact of the Early Retirement Program.

In 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.

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.



History:	2007 Actual	\$28,714,990
	2008 Actual	\$22,430,810
	2009 Actual	\$20,171,128
	2010 Actual	\$19,053,279
	2011 Budget	\$34,453,702

Trends and History:

In 2007, the budget included an \$18.5 million budgetary reserve and \$513,045 reserve for process improvements. During the fourth quarter in 2007, the Board of Commissioners approved the transfer of \$5,000,000 from the budgetary reserve to the hospital fund to stabilize the financial operations at Grady Hospital.

In 2008, the adopted budget set the budgetary reserve at \$17,721,548 and the reserve for process improvements at \$100,170. The Funds totaling, \$1,715,437, for nonprofit agency payments and responsibility for the Set Aside for Senior Services was transferred to the Human Services Department. Also funds totaling, \$3,738,771, for the Building Authority (Juvenile) Revenue Bonds Lease Purchase payments were transferred to Juvenile Court. The lease purchase payments, \$712,143, for the South DeKalb Arts Center were transferred to the Rental Motor Vehicle Excise Tax Fund.

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.

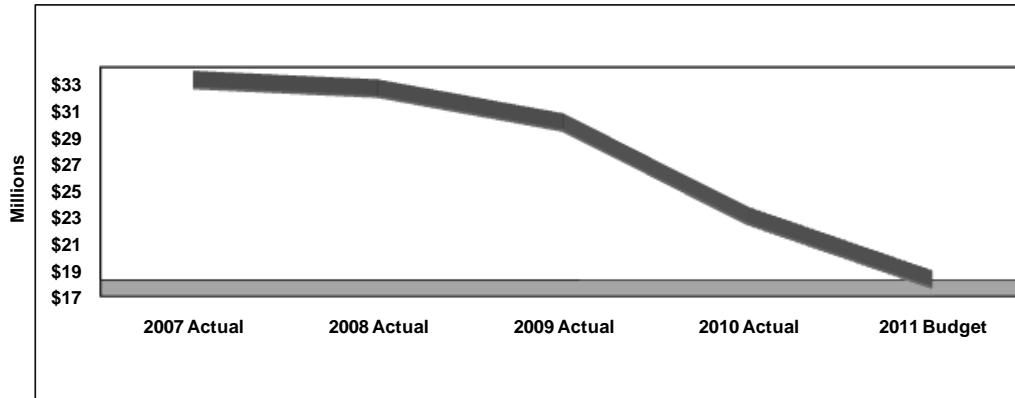
In 2010, the adopted budget set the budgetary reserve at \$11,221,548 and the reserve for contingencies at \$1,000,000. The lease purchase of equipment funds totaling, \$1,456,469, is appropriated for County Wide digital radio debt service payments.

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.

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.



History:	2007 Actual	32,651,614
	2008 Actual	32,002,670
	2009 Actual	29,458,271
	2010 Actual	22,443,246
	2011 Budget	17,649,184

Trends and History:

The 2007 budget included two vehicles for the Transportation Division which aid in the oversight and completion of HOST projects.

The 2008 General Fund component of the Planning & Development Budget included \$250,000 in funding for the Phase 1 update of the DeKalb County Zoning Code. The 2008 Stormwater Utility Fund reimbursed Public Works - Roads and Drainage a total of \$9,040,920 for costs related to the Stormwater Program; this includes the equivalent of 124 positions. The Local Assistance Road Program (LARP) appropriation of \$5,000,000 dollars 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 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.

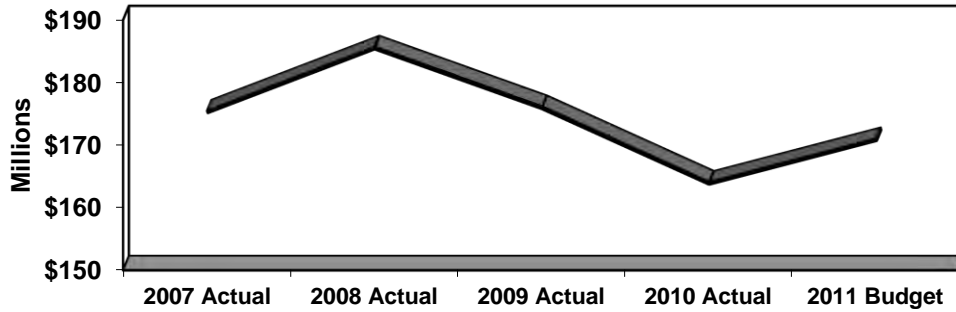
In 2010 Stormwater Utility Fund reimbursed Special Tax District - Roads and Drainage a total of \$8,928,113 for costs related to the Stormwater Program. The 2010 Budget reflected a decrease in funding due to the suspension of merit increases, seven unpaid holidays, the suspension of the vehicle replacement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

The 2011 Budget reflects 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.

In 2011 a total of 97 positions will be transferred from Roads and Drainage to the Stormwater Utility Fund, during the second half of 2011. Funding for these positions is included in the Stormwater Utility Fund. The amount of reimbursement for funds from the Stormwater Fund to the Special Tax District Roads and Drainage will be reduced significantly.

TAX FUNDS EXPENDITURE HISTORY

PUBLIC SAFETY



History:	2007 Actual	\$175,042,184
	2008 Actual	\$185,256,343
	2009 Actual	\$175,715,075
	2010 Actual	\$163,631,203
	2011 Budget	\$170,611,505

Trends and History:

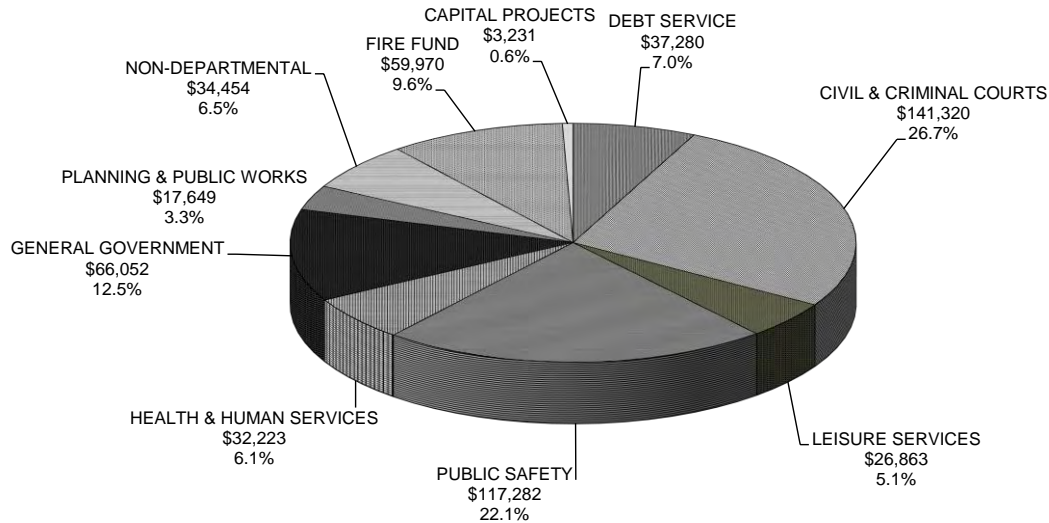
The 2007 budget included the addition of 31 Police Officers, 4 Code Enforcement Officers, 8 Investigative Aides, Sr., 1 Animal Control Manager, and the transfer of 9 positions to Information Systems and 2 positions to the Citizens Help Center. Additionally, a 2% increase in pay for sworn officers in Police and Fire was approved in 2007. The 2008 budget included the addition of 50 Police Officers, no reduction in funding for expected vacancies in Police Services, 9 information technology positions for E911, and \$740,160 for a longevity incentive for Master Police Officers.

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.

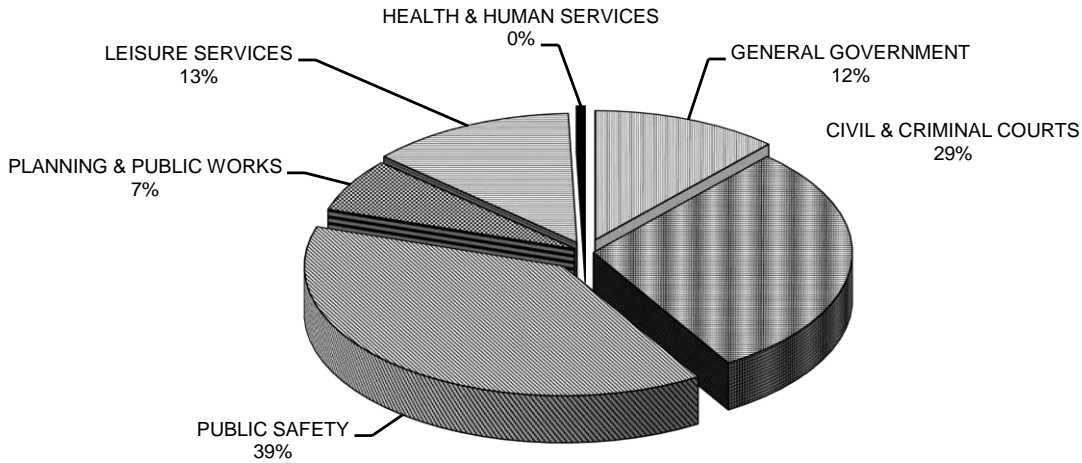
2011 TAX FUNDS BUDGET BY MAJOR FUNCTION (IN THOUSANDS)



	2002 Budget	2003 Budget	2004 Budget	2005 Budget	2006 Budget	2007 Budget	2008 Budget	2009 Budget	2010 Budget	2011 Budget	Annualized % Change 2002-2011
DEBT SERVICE	\$30,781	\$31,454	\$28,518	\$28,447	\$42,956	\$47,980	\$48,387	\$47,786	\$47,221	\$37,280	2.3%
CIVIL & CRIMINAL COURTS	\$103,214	\$108,906	\$117,311	\$124,376	\$132,176	\$138,854	\$147,307	\$146,236	\$146,403	\$141,320	4.1%
LEISURE SERVICES	\$28,825	\$28,424	\$30,094	\$31,860	\$33,380	\$36,774	\$35,166	\$33,186	\$29,878	\$26,863	-0.8%
PUBLIC SAFETY	\$88,826	\$92,968	\$101,969	\$109,097	\$116,737	\$124,661	\$128,594	\$128,337	\$115,358	\$117,282	3.6%
HEALTH & HUMAN SERVICES	\$33,194	\$33,294	\$33,252	\$33,608	\$34,897	\$40,940	\$38,484	\$39,546	\$37,097	\$32,223	-0.3%
GENERAL GOVERNMENT	\$52,260	\$55,585	\$59,106	\$60,716	\$75,593	\$83,893	\$91,531	\$84,702	\$74,249	\$66,052	2.9%
PLANNING & PUBLIC WORKS	\$33,307	\$33,410	\$32,315	\$32,373	\$35,346	\$34,140	\$34,477	\$31,257	\$23,530	\$17,649	-5.2%
NON-DEPARTMENTAL	\$27,972	\$33,530	\$32,104	\$32,014	\$39,032	\$37,034	\$30,565	\$30,711	\$28,476	\$34,454	2.6%
FIRE FUND	\$41,732	\$47,601	\$50,013	\$52,454	\$55,308	\$59,970	\$60,312	\$55,121	\$52,719	\$53,329	3.1%
CAPITAL PROJECTS	\$6,003	\$27,537	\$18,344	\$19,142	\$15,678	\$26,337	\$21,632	\$9,869	\$3,670	\$3,231	-5.1%
TOTAL	\$446,113	\$492,709	\$503,026	\$524,086	\$581,104	\$630,582	\$636,456	\$606,749	\$558,601	\$529,684	2.1%

Debt Service has been impacted by voter approval in 2001 of bonds for parks projects and by voter approval in 2005 of bonds for transportation projects, parks, and libraries. Increases in Civil and Criminal Courts are due to the increase in the jail inmate population and expansion of the court system. Increases in Public Safety are related to the implementation of 5-year plans in Fire and Police in 2001 and 2002, 31 Police Officers added in 2007, and 50 Police Officers added in 2008. 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 and in 2008. Non-departmental includes a wide variety of expenses for insurance coverages, grant matching funds, etc. and also includes funds designated for specific projects or issues. Beginning in 2003, HOST funds have been used for allowable capital projects rather than exclusively for property tax exemption. Increases in Fire Fund are due to the Ten Year Fire Station Equipment Replacement Program started in 2002, the 20 positions added to address service level requirements, and the 35 positions and related equipment added for the 2 new fire stations that opened in 2003 and 2006. Capital Projects varies depending on the need, and more importantly on the funding availability. In 2000, process improvement projects were moved to Non-Departmental and a reserve was budgeted in Non-Departmental for future infrastructure projects. A major pay and classification study implemented in 2000 and in 2005 has impacted all departmental budgets. 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; an expected reduction in health insurance costs; suspension of the vehicle replacement program; an expected reduction in fuel costs; 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).

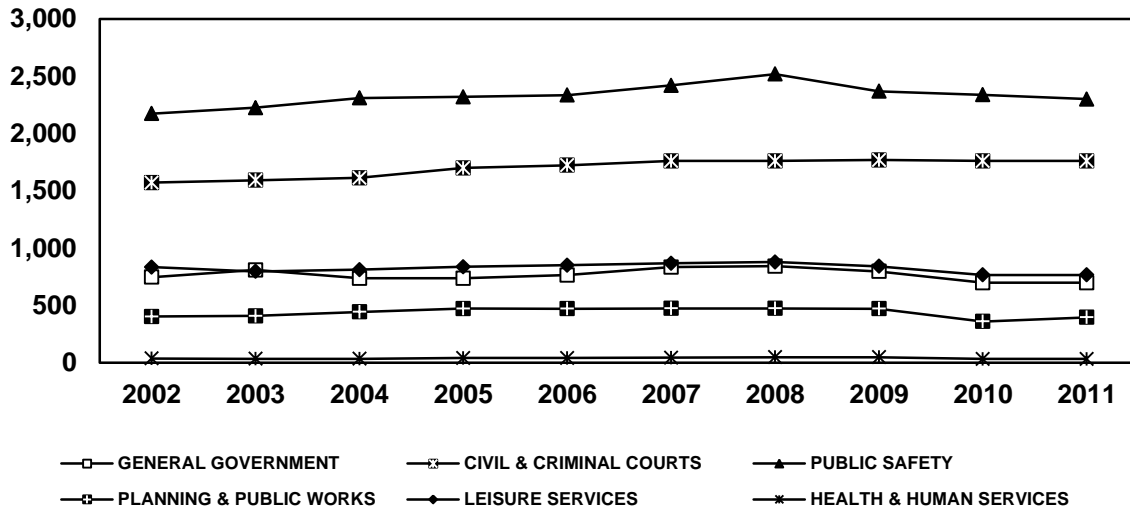
GROWTH TRENDS: 2011 TAX FUND POSITIONS BY MAJOR FUNCTION



TAX FUNDS POSITIONS BY FUNCTION: 2002 - 2011

	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
GENERAL GOVERNMENT	746	809	736	736	765	834	842	797	697	697
CIVIL & CRIMINAL COURTS	1,571	1,593	1,614	1,699	1,723	1,761	1,761	1,769	1,761	1,761
PUBLIC SAFETY	2,174	2,226	2,311	2,320	2,335	2,420	2,520	2,369	2,338	2,301
PLANNING & PUBLIC WORKS	402	408	443	472	471	473	474	471	359	396
LEISURE SERVICES	834	796	811	837	850	867	879	841	766	766
HEALTH & HUMAN SERVICES	36	33	34	40	41	44	48	48	32	32
TOTAL	5,763	5,865	5,949	6,104	6,185	6,399	6,524	6,295	5,953	5,953

GROWTH TRENDS: 2011 TAX FUND POSITIONS BY MAJOR FUNCTION



The major changes from 2002 to 2010 are noted below. During 2010, there was a net decrease of 342 positions. There were no net changes to the number of positions at 2011 Budget adoption.

Public Safety – police and fire positions added to implement the 5-year plans for Fire and Police in 2002; to address the increased demand for direct service delivery of police and fire services; to implement the Interactive Community Policing program; to staff 2 new fire stations; and to support an emphasis on code enforcement. This was a net increase of 195 positions from 2002 to 2009. 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.

Civil and Criminal Courts – the addition of two judges and related staff support in 2002; positions added to create the Child Advocate’s Office in 2003; to address the demand for service in Recorders Court; to create a Gang Prosecution Unit; to implement the staffing study recommendations for the Sheriff; to secure the new Juvenile Court facility; and to address the increase in the demand for Court Services, overall. This was a net increase of 198 positions from 2002 to 2009. During 2010, there was a net decrease of 8 positions.

General Government - additional positions for the Board of Commissioners to address the demand for service and a legislative mandate; the creation of the Citizens Help Center in 2006; additional positions to implement the automated purchasing and financial management systems; positions added in Information Systems to address the demand for support service; and the downsizing of the Citizens Help Center in 2009. This was a net increase of 51 positions from 2002 to 2009. During 2010, there was a net decrease of 100 positions.

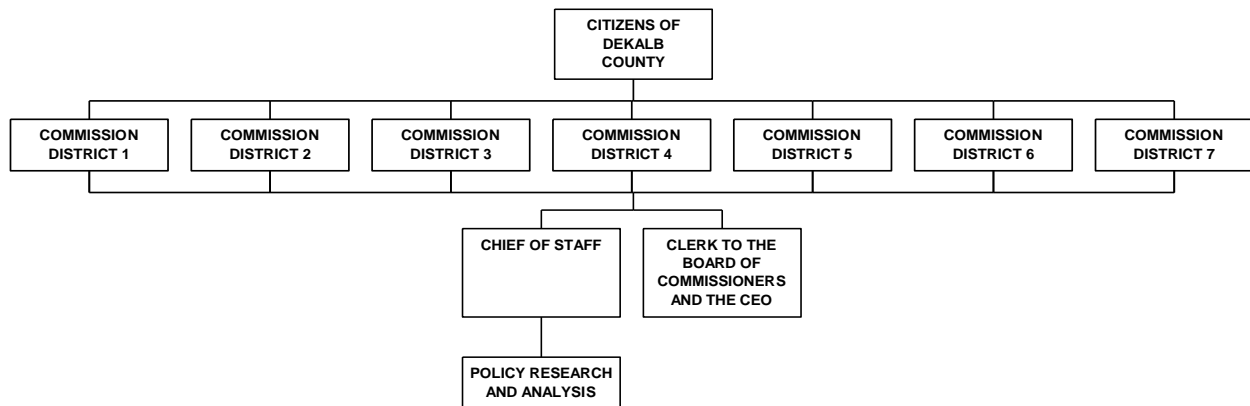
Leisure Services - positions added to Parks and Recreation to address the demand for services from 2004 to 2007; positions added to the Library to address the demand for service and to staff the new and expanded libraries; the reduction of positions in Parks due to the incorporation of the City of Dunwoody; and the consolidation of Arts, Culture & Entertainment department into Parks in 2009. This was a net increase of 7 positions from 2002 to 2009. During 2010, there was a net decrease of 75 positions.

The growth trend in Health and Human Services is the result of creation of the Human Services Department in 2005. This was a net increase of 12 positions from 2002 to 2009. During 2011, there was a net decrease of 16 positions.

The trend in Planning and Public Works is the result of the creation of the Planning and Sustainability department; the separation of the transportation function from Roads & Drainage; and creation of the Transportation department. This was a net increase of 69 positions from 2002 to 2009. During 2010, there was a net decrease of 112 positions. During 2011, 37 code enforcement positions were transferred from Public Safety.

BOARD OF COMMISSIONERS

FUNCTION: GENERAL GOVERNMENT



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.

MAJOR ACCOMPLISHMENTS IN 2010

Responded to approximately 2,160 citizen contacts, processed approximately 1186 Agenda Items and 120 Proclamations/Resolutions. Conducted approximately 172 regular meetings, special called meetings, work sessions, and executive sessions.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Human Services and Economic Development

To further enhance citizens' involvement by implementing the official website of the Clerk's Office, allowing utilization of advanced technology for researching official records.

Infrastructure and Financial Strength

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

Organizational Effectiveness

To improve independent legislative oversight responsibility through utilization of professional staff review and analysis.

MAJOR BUDGETARY IMPACTS

Previous

In 2008, \$2,527,939 was approved for the basic operating budget. This included full year funding for three full-time positions and one part-time position authorized in 2007.

MAJOR BUDGETARY IMPACTS (continued)

Previous (continued)

In 2009, \$2,935,702 was approved for the basic operating budget. This included full year funding for the position of Clerk to the Board of Commissioners and the CEO, which was authorized by the Board in response to Senate Bill 52, which provided for the creation of the Clerk position and placed it under the authority of the Board. The creation of the Clerk's Office under the Board of Commissioners also necessitated the transfer of 3 positions to the Board from the Finance Director's Office: 1 Chief Deputy Clerk and 2 Assistant Deputy Clerks. An amendment by the Board added the position of Legislative Research Analyst, to monitor economic stimuli provided by the Federal Government, and funded \$69,718 for salary, benefits, and operating expenses.

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.

2011

\$2,899,485 is appropriated for the basic operating budget, which includes a reduction of \$283,738 from the recommended budget.

Effective January 1, 2010, the base salary for each commissioner is \$38,375. The Commissioners representing Districts 1, 2, 3, 5, and 6 have met the qualifications for a "certified commissioner". The Commissioners representing Districts 1, 3, 5, and 6 have met the qualification for a longevity increase. Please see the Authorized Position List below for the specific compensation for each Commissioner.

Future

No significant budgetary impact is anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
BOC Administration	\$682,198	\$776,790	\$870,148	\$586,410
Clerk's Office	306,422	349,378	474,224	474,224
District 1	234,738	231,714	262,693	262,693
District 2	241,182	232,259	262,693	262,693
District 3	235,203	205,897	262,693	262,693
District 4	251,070	235,933	262,693	262,693
District 5	238,831	216,863	262,693	262,693
District 6	255,173	219,781	262,693	262,693
District 7	261,218	216,131	262,693	262,693
	\$2,706,034	\$2,684,746	\$3,183,223	\$2,899,485

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$1,988,763	\$2,039,006	\$2,738,813	\$2,738,813
Purchased / Contracted Services	652,204	552,924	415,685	415,685
Supplies	48,877	65,992	28,725	28,725
Capital Outlays	6,530	21,130	0	0
Interfund / Interdepartmental	0	2,983	0	0
Other Costs	9,660	2,712	0	(283,738)
	\$2,706,034	\$2,684,746	\$3,183,223	\$2,899,485

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 or TEMP (T)	NUMBER OF POSITIONS		
			2009	2010	2011
District 1					
Comm Office Aide District 1	CA1		1	1	1
Comm Office Coord District 1	C1		1	1	1
Commissioner	\$ 40,769		1	1	1
FULL TIME Subtotal			3	3	3
District 2					
Comm Office Aide District 2	CA2		1	1	1
Comm Office Coord District 2	C2		1	1	1
Commissioner	\$ 39,775		1	1	1
FULL TIME Subtotal			3	3	3
District 3					
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
District 4					
Comm Office Aide District 4	CA4		1	1	1
Comm Office Coord District 4	C4		1	1	1
Commissioner	\$ 38,375		1	1	1
FULL TIME Subtotal			3	3	3
District 5					
Comm Office Aide District 5	CA5		1	1	1
Comm Office Coord District 5	C5		1	1	1
Commissioner	\$ 40,769		1	1	1
FULL TIME Subtotal			3	3	3
District 6					
Comm Office Aide District 6	CA6		1	1	1
Comm Office Coord District 6	C6		1	1	1
Commissioner	\$ 40,769		1	1	1
FULL TIME Subtotal			3	3	3
District 7					
Comm Office Aide District 7	CA7		1	1	1
Comm Office Coord District 7	C7		1	1	1
Commissioner	\$ 38,375		1	1	1
FULL TIME Subtotal			3	3	3

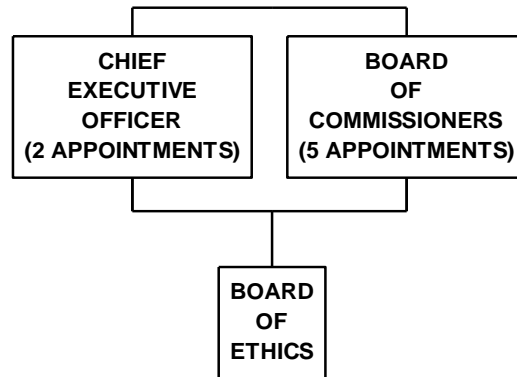
BOARD OF COMMISSIONERS

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 or TEMP (T)	NUMBER OF POSITIONS		
			2009	2010	2011
BOC Administration					
Chief of Staff BOC	CS		1	1	1
BOC Office Coordinator	CO		1	1	1
Auditor Board Of Commission	AB		1	1	1
Dir Policy Research Analysis	33		1	1	1
Legislative Analyst	27		1	1	1
Policy Analyst	27		1	1	1
Special Projects Manager BOC	27		1	1	1
Administrative Assistant I	21	1 PT	1	1	1
Receptionist	16		1	1	1
FULL TIME Subtotal			8	8	8
PART TIME Subtotal			1	1	1
Clerk's Office					
Clerk to the BOC & CEO	AB		1	1	1
Deputy Clerk BOC	23		1	1	1
Senior Deputy Clerk BOC	23		1	1	1
Office Assistant	18		1	1	1
FULL TIME Subtotal			4	4	4
FULL TIME Total			33	33	33
PART TIME Total			1	1	1
ALL POSITIONS Total			34	34	34



MISSION STATEMENT

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

PROGRAM DESCRIPTION

Effective January 1, 1991, DeKalb County was required to create and fund a Board of Ethics as approved by County voters in November 1990. The Board is composed of seven citizens of DeKalb County: two members are appointed by the Chief Executive Officer and five members are appointed by the Board of Commissioners. The members of the Board of Ethics serve without compensation and provide for their own internal organization. Even though it is considered to be a department of County government and as such is authorized to employ its own staff and clerical personnel subject to budgetary requirements and merit system regulations, the Board is completely independent, and is not controlled or supervised by the Chief Executive Officer, the Board of Commissioners, or any other officer, department, or agency of County government. Duties of the Board include the following: 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 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

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

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. Added administrative support to complement its staff.

2011

The 2011 adopted budget of \$8,215 is a decrease relative to the 2010 Budget. The Board of Commissioners reduced this budget by (\$805) as part of the amendment process.

Future

No significant budgetary impact is anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Board of Ethics	\$255	\$814	\$9,020	\$8,215
	\$255	\$814	\$9,020	\$8,215

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

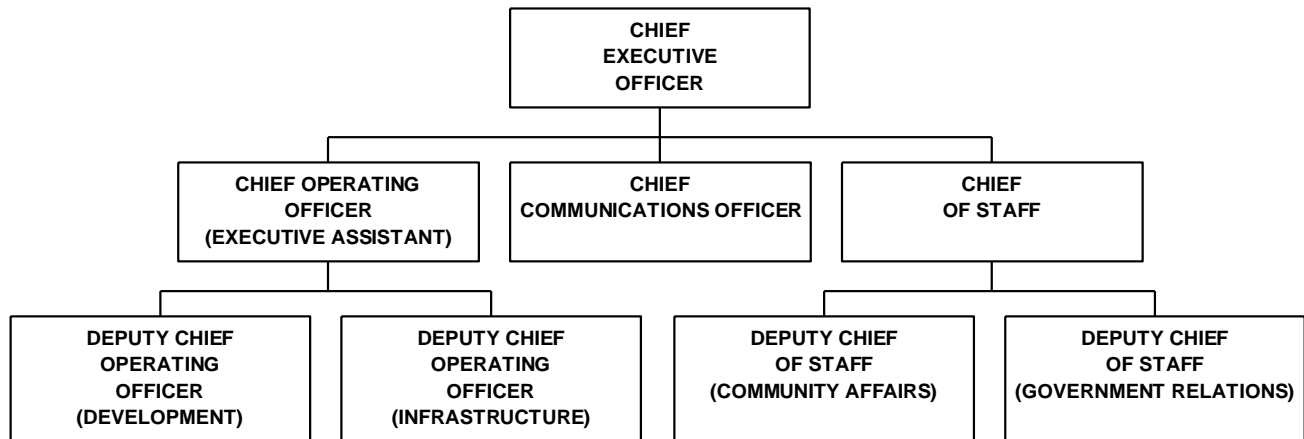
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Purchased / Contracted Services	\$255	\$804	\$9,020	\$9,020
Interfund / Interdepartmental	0	10	0	0
Other Costs	0	0	0	(805)
	\$255	\$814	\$9,020	\$8,215

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
General Fund	\$255	\$814	\$8,215
	\$255	\$814	\$8,215

CHIEF EXECUTIVE OFFICER

FUNCTION: GENERAL GOVERNMENT



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

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Agenda Items Processed*	1,189	840	600	700
Ceremonial Documents Prepared	385	243	594	650
Press Releases Prepared	N/A	320	341	375
Audiovisual Projects for County Departments	700	568	442	580
Government TV Episodes Created	640	429	204	350

* In Mid year 2009 this process was transferred to the BOC.

MAJOR ACCOMPLISHMENTS IN 2010

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 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS**Organizational Effectiveness**

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

To continue to build confidence in DeKalb County Government.

To continue to provide the same level focus on economic development.

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

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

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

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

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**

The 2008, budget included the transfer of one Cable Television Assistant position from the Parks & Recreation Department to the CEO's Public Information Office. On October 21, 2008, the Board of Commissioners (BOC) approved the transfer of \$155,000 from the General Reserve for Appropriation for expenses related to the CEO Elect transition team. The transition team made recommendations to the CEO Elect on process improvement initiatives and budget priorities for the County's 2009 Budget. In November, 2008 DeKalb received a neighborhood stabilization grant allocation from the United States Department of Housing and Urban Development in the amount of \$18.5 million to provide financial assistance to address the negative impact of foreclosures.

MAJOR BUDGETARY IMPACTS (CONTINUED)

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 CPSCO 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.

2011

In February 2011, the Board of Commissioners reduced the General Fund portion of this budget by (\$155,824) and the Special Tax District – Unincorporated Fund portion by (33,843) as part of the amendment process.

Future

No significant changes are anticipated in the near future.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Cable TV Support	\$315,472	\$393,080	\$379,672	\$345,829
Chief Executive Officer	598,929	763,830	408,015	252,191
Community Relations	6	0	0	0
Contract Compliance	73	922	0	0
Economic Development Office	69,233	0	0	0
Office Of Process Improvements	14,340	51,939	54,754	54,754
Operations	639,875	702,868	486,764	486,764
Public Information	46,025	(69,435)	361,238	361,238
Staff	600,420	389,167	437,400	437,400
	\$2,284,373	\$2,232,372	\$2,127,843	\$1,938,176

CHIEF EXECUTIVE OFFICER

FUNCTION: GENERAL GOVERNMENT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$1,992,384	\$1,983,064	\$1,868,233	\$1,868,233
Purchased / Contracted Services	257,674	217,506	238,694	238,694
Supplies	16,922	17,226	15,360	15,360
Capital Outlays	8,023	1,723	0	0
Interfund / Interdepartmental	9,369	12,853	5,556	5,556
Other Costs	0	0	0	(189,667)
	\$2,284,373	\$2,232,372	\$2,127,843	\$1,938,176

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
General Fund	\$1,968,901	\$1,839,292	\$1,592,347
Special Tax District - Unincorporated	315,472	393,080	345,829
	\$2,284,373	\$2,232,372	\$1,938,176

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2009	2010	2011
Chief Executive Officer				
Admin Project Mgr CEO	31	1	1	1
Chief Communications Officer	31	1	1	1
Communications Manager	30	1	1	1
Director Communications	29	0	1	1
Administrative Assistant II	23	1	1	1
Chief Executive Officer		1	1	1
FULL TIME Subtotal		5	6	6
Operations				
Asst County Administrator	AF	1	0	0
Deputy COO Development	AC	0	1	1
Executive Assistant	AA	1	1	1
Admin Project Mgr CEO	31	1	1	1
Special Projects Coordinator	28	1	0	0
Administrative Coordinator	25	1	1	1
Executive Secretary CEO	25	1	1	1
Administrative Assistant I	21	1	0	0
Receptionist	16	0	1	1
FULL TIME Subtotal		7	6	6

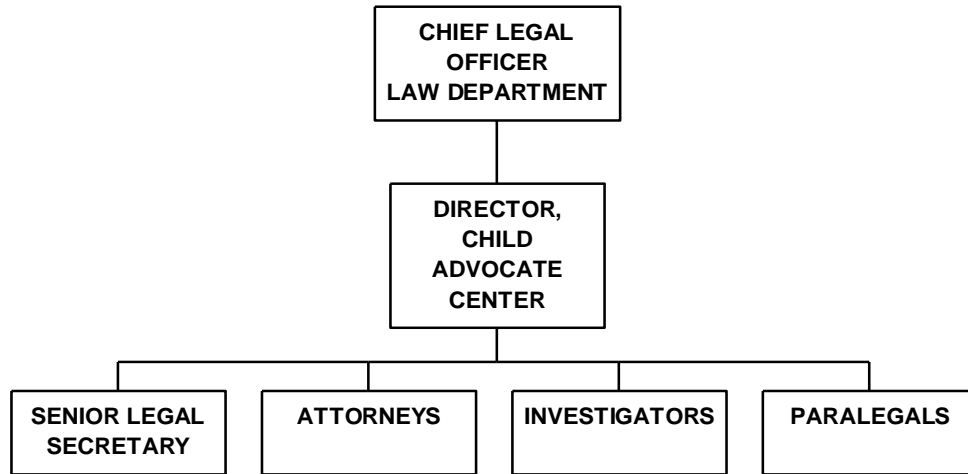
CHIEF EXECUTIVE OFFICER

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		
		2009	2010	2011
Staff				
Director Legislative Liaison	AI	1	1	1
Chief of Staff	AE	1	1	1
Deputy Chief of Staff	31	1	0	0
Special Projects Coordinator	28	1	1	1
Administrative Assistant II	23	1	1	1
Executive Office Asst CEO	21	1	0	0
Receptionist	16	1	0	0
FULL TIME Subtotal		7	4	4
Public Information				
Cable TV Operations Director	28	1	1	1
Public Information Officer	28	1	1	1
Audiovisual Production Coord.	25	1	0	0
Administrative Assistant II	23	1	1	1
Audiovisual Production Asst	21	1	1	1
FULL TIME Subtotal		5	4	4
Office Of Process Improvements				
FULL TIME Total		24	20	20
ALL POSITIONS Total		24	20	20



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

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Intern/Volunteer Hours	3,396	3,247	5,411	3,500
Professional Services Contract Hours	4,890	1,360	0	0
Staff Compensatory Hours	764	0	10	27
Conferences Participated by Staff	53	58	88	55
Mileage earned by Staff and Interns	33,954	32,825	29,574	31,000
Child-Client Interviews	3,309	3,769	3,540	3,500

MAJOR ACCOMPLISHMENTS IN 2010

Represented more than 760 child-clients and conducted 1,553 field efforts, while performing investigations and managing cases to ensure child-client's well-being while in care.

Three staff attorneys passed the National Child Welfare Legal Specialist Exam to become Certified Child Welfare Legal Specialists.

Established Interagency MOUs and Protocols with neighboring metro-counties' Boards of Education for collaboration in educational efforts on behalf of child-clients.

Sponsored first county-wide aging-out forum for youth preparing to transition out of foster care.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS**Organizational Effectiveness**

To expand concentrated specializations within practice to include comprehensive education advocacy, thereby ensuring educational needs for child-client are met.

To implement Results Based Accountability framework utilizing data to assess departmental effectiveness in meeting mandates and thereby improve departmental effectiveness and efficiency.

To identify alternative funding resources to augment litigation, case management, and client resource needs.

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. No employees accepted the Early Retirement Option Program and the BOC did not abolish the vacant positions due to the ERO Program.

2011

The 2011 adopted budget of \$1,644,743 is a decrease relative to the 2010 Budget. The Board of Commissioners reduced this budget by (\$160,952).

Future

No significant budgetary impact is anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Child Advocate's Office	\$1,677,491	\$1,567,073	\$1,805,695	\$1,644,743
	\$1,677,491	\$1,567,073	\$1,805,695	\$1,644,743

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$1,537,111	\$1,443,350	\$1,698,630	\$1,698,630
Purchased / Contracted Services	104,796	84,133	80,890	80,890
Supplies	30,125	34,738	24,975	24,975
Capital Outlays	84	451	0	0
Interfund / Interdepartmental	5,375	4,400	1,200	1,200
Other Costs	0	0	0	(160,952)
	\$1,677,491	\$1,567,073	\$1,805,695	\$1,644,743

CHILD ADVOCATE'S OFFICE

FUNCTION: CIVIL & CRIMINAL COURTS

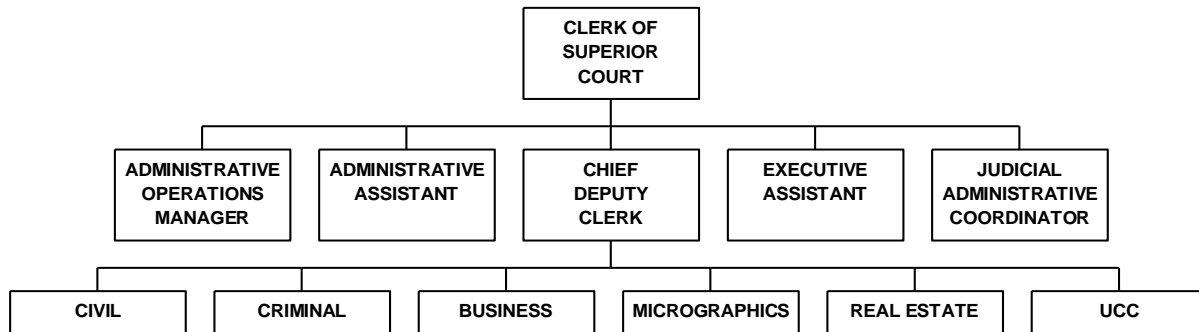
FUNDING SOURCES			
	Actual 2009	Actual 2010	Budget 2011
General Fund	\$1,677,491	\$1,567,073	\$1,644,743
	<u>\$1,677,491</u>	<u>\$1,567,073</u>	<u>\$1,644,743</u>

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2009	2010	2011
Child Advocate's Office				
Director Child Advocate Ctr	AH	1	1	1
Attorney IV	33	2	2	2
Attorney III	31	7	8	8
Attorney II	30	2	1	1
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
FULL TIME Total		<u>21</u>	<u>21</u>	<u>21</u>
ALL POSITIONS Total		<u>21</u>	<u>21</u>	<u>21</u>

CLERK OF SUPERIOR COURT

FUNCTION: CIVIL & CRIMINAL COURTS



MISSION STATEMENT

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

PROGRAM DESCRIPTION

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

ACTIVITY MEASURES

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Real Estate Instruments Recorded	245,000	235,250	209,762	209,000
Real Estate - Pages Assigned	925,000	817,450	525,230	535,930
Documents Microfilmed	1,785,086	1,876,240	1,966,821	2,206,232
Criminal Indictments Processed	4,558	5,370	5,349	4,844
Civil Cases Disposed	14,742	23,112	16,800	17,000
Estimated Pages Intake (Judicial)	515,970	610,000	525,000	509,688
Criminal Cases Disposed	5,006	5,742	5,398	5,365
Foreclosure Registrar	N/A	N/A	\$196,350	\$750,000

MAJOR ACCOMPLISHMENTS IN 2010

Completed the move of Adoptions, Appeals, Passport and Court Registry to the newly renovated courthouse.

Completed the transition, training and implementation of their new and improved land records system.

Provided on-line Notary Commission applications.

Provided the public with same day recording in the Real Estate Division.

Implemented a four day work week, while maintaining delivery of services five days a week.

Continued quality and quantity of work flow, with twenty-four hour turnaround of documents, anti-fraud process, on-going training for staff and our legal community.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS**Organizational Effectiveness**

To continue imaging and conversion of all files, including indexing and retrieval capabilities so that an emergency preparedness and recovery plan can be completed.

To take authority of Board of Equalization unit.

To fully integrate new imaging system.

To begin a revenue stream of on-line documents.

MAJOR BUDGETARY IMPACTS**Previous**

During 2007, the new deed recording system was installed and in 2008, there were no significant budget changes.

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 and the BOC did not abolish the vacant positions due to the ERO program.

2011

\$5,093,120 is approved for the basic operating budget. The passage of Senate Bill 346 mandated the transfer of 3 positions and funding from the District Attorney department to Clerk of Superior Court Department. A separate cost center was created in the Clerk's budget to comply with SB 346. The BOC adopted the transfer of funds for the 3 positions in February 2011. It is expected that the BOC will authorize the transfer of 3 positions during the Mid-year Budget Adjustment process. The BOC reduced this budget by \$498,403 as part of the amendment process.

Future

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

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Clerk of Superior Court	\$0	\$1,017	\$274,605	\$0
Clerk of Superior Court	5,136,831	5,225,471	5,316,918	4,818,515
Clerk of Superior Court - Bd. Of Equalization	0	0	0	274,605
Real Estate & UCC	0	121	0	0
	\$5,136,831	\$5,226,609	\$5,591,523	\$5,093,120

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$4,329,297	\$4,251,401	\$4,656,143	\$4,656,143
Purchased / Contracted Services	659,071	675,112	769,437	769,437
Supplies	105,855	102,188	112,919	112,919
Capital Outlays	31,583	186,884	53,024	53,024
Other Costs	11,024	11,024	0	(498,403)
	\$5,136,831	\$5,226,609	\$5,591,523	\$5,093,120

CLERK OF SUPERIOR COURT

FUNCTION: CIVIL & CRIMINAL COURTS

FUNDING SOURCES			
	Actual 2009	Actual 2010	Budget 2011
General Fund	\$5,136,831	\$5,226,609	\$5,093,120
	\$5,136,831	\$5,226,609	\$5,093,120

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2009	2010	2011
Clerk of Superior Court				
Chief Dep Clerk Superior Ct	29	2	2	2
Network Administrator	29	0	1	1
Administrative Operations Mgr	28	0	1	1
Judicial Administrative Coord	26	1	1	1
User Liaison Coordinator	26	1	1	1
Accountant	25	1	1	1
Administrative Coordinator	25	0	1	1
Court Records Supervisor	24	8	8	8
Administrative Assistant II	23	2	1	1
Court Records Tech III	21	43	35	35
Court Records Tech II	19	24	22	22
Court Records Tech I	18	3	11	11
Clerk Superior Court		1	1	1
FULL TIME Subtotal		86	86	86
FULL TIME Total		86	86	86
ALL POSITIONS Total		86	86	86



MISSION STATEMENT

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

PROGRAM DESCRIPTION

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

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

ACTIVITY MEASURES

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Total Consumers	12,371	12,891	11,712	12,175
Consumers Enrolled in:				
Jail Services and DUI Program	818	834	934	934
Mental Health Services, Adult	5,782	6,718	6,033	6,856
Mental Health Services, Child & Adolescent Services	944	819	585	600
Developmental Disabilities	530	527	555	538
Addictive Services, Adult	920	851	533	839
Addictive Services, Child & Adolescent Services	0	81		

MAJOR ACCOMPLISHMENTS IN 2010

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

COMMUNITY SERVICE BOARD

FUNCTION: HEALTH & HUMAN SERVICES

MAJOR ACCOMPLISHMENTS IN 2010 (cont)

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 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Human Services

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

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

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

To improve the health status of consumers.

To promote innovation and best practices in services.

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

MAJOR BUDGETARY IMPACTS

Previous

There were no significant changes in 2007, 2008, 2009 and 2010.

2011

The 2011 Adopted Budget of \$1,785,497 is a decrease relative to the 2010 Budget. The Board of Commissioners reduced this budget by (\$174,726) as part of the amendment process.

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 2011 and in 2012.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Community Service Board	\$2,256,029	\$2,046,953	\$1,960,223	\$1,785,497
	\$2,256,029	\$2,046,953	\$1,960,223	\$1,785,497

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Other Costs	\$2,256,029	\$2,046,953	\$1,960,223	\$1,785,497
	\$2,256,029	\$2,046,953	\$1,960,223	\$1,785,497

FUNDING SOURCES			
	Actual 2009	Actual 2010	Budget 2011
General Fund	\$2,256,029	\$2,046,953	\$1,785,497
	\$2,256,029	\$2,046,953	\$1,785,497

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 2009, there were contributions totaling \$8,368,515 from the Tax Funds Group to the Capital Projects Fund. These contributions were distributed as follows:

DEPARTMENT	PROJECT	AMOUNT
Information Systems	GE Capital Tax Assessor/Clerk Superior Court	\$1,440,741
Transportation	HOST Capital Outlay	6,927,774
TOTAL		\$8,368,515

2010

The requests from County departments totaled \$145,171,498 for 2010. The contribution to CIP projects was \$2,269,556.

DEPARTMENT	PROJECT	AMOUNT
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
TOTAL		\$2,269,556

CONTRIBUTION TO CAPITAL PROJECTS

FUNCTION: CAPITAL PROJECTS

MAJOR BUDGETARY IMPACTS (continued)

2011

The requests from County departments totaled \$422,241,441 for 2011. The contribution to CIP projects was \$3,220,685. Funding for the contribution to HOST Capital Outlays of \$12,225,000 for 2011 is pending.

DEPARTMENT	PROJECT	AMOUNT
Information Systems	Migration from OASIS - Tax Commissioner	\$2,295,625
Information Systems	Upgrade telecommunication switches and VoIP capability	735,000
Geographic Information Systems	Basemap upgrade	200,000
TOTAL		\$3,230,625

Future

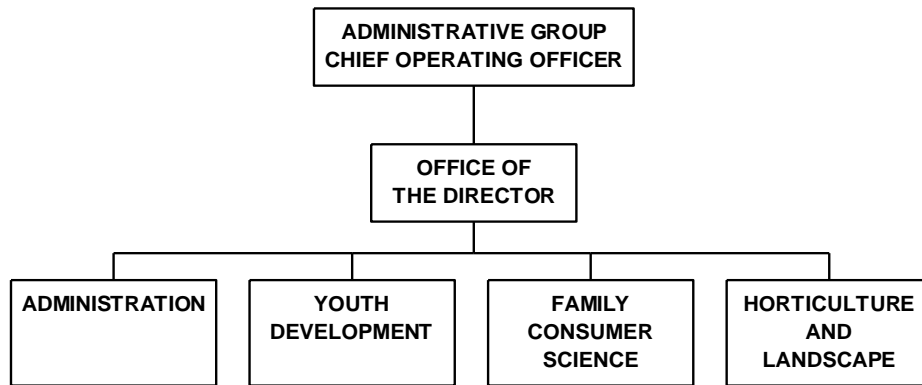
House Bill 264, adopted by the Georgia General Assembly in 2008, requires payments from HOST proceeds set aside for capital outlay to be distributed to eligible cities.

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				
	Actual 2008	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Contribution To Capital	\$9,868,515	\$3,667,984	\$3,230,625	\$3,230,625
	\$9,868,515	\$3,667,984	\$3,230,625	\$3,230,625

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2008	Actual 2009	CEO'S Recommended Budget	Approved Budget 2011
Other Financing Uses	\$9,868,515	\$3,667,984	\$3,230,625	\$3,230,625
	\$9,868,515	\$3,667,984	\$3,230,625	\$3,230,625

FUNDING SOURCES			
	Actual 2008	Actual 2009	Budget 2011
General Fund	\$9,868,515	\$3,667,984	\$3,230,625
	9,868,515	3,667,984	3,230,625



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 Administrative Group, under the direction of the Chief Operating Officer.

ACTIVITY MEASURES

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Telephone & Email Requests	45,707	93,759	71,293	70,000
Publications Distributed	66,113	45,137	53,237	50,000
Number Of Workshops	3,124	2,453	1,500	1,500
Number Of Home Visits	1,463	1,333	834	500
Number Of Volunteers	1,393	1,655	1,334	1,300
Volunteer Hrs. Contributed	17,725	20,182	18,491	18,000
Youths Reached By Programs	17,008	19,157	17,899	17,000
Participants	99,209	66,151	53,679	50,000

MAJOR ACCOMPLISHMENTS IN 2010

4-H served 661 youth through the Summer in the City Program. Participated in Customer Initiative and Training. Awarded the 2010 Family and Consumer National Communications Award for Radon, and Regional Communications Award for Radon. Received 1st place State Award for marketing the Radon Program.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

ORGANIZATIONAL EFFECTIVENESS

To provide excellent customer service, educational programs, and workshops to DeKalb citizens.
 To increase marketing of the Cooperative Extension Department.
 To seek out and apply for additional resources to assist with program development.

COOPERATIVE EXTENSION

FUNCTION: HEALTH & HUMAN SERVICES

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.

2011

The 2011 adopted budget of \$697,983 is an increase relative to the 2010 Budget. The Board of Commissioners increased this budget by \$466,178.

Future

Continue to locate alternative sources of funding for expansion. To provide environmentally sound landscape information for homeowners as well as programs for homeowners. To provide quality educational programs for youth, helping them to learn leadership skills. To provide excellent educational programs for the citizens of DeKalb. To continue renovation of the greenhouse at the Environmental Education Center in South DeKalb.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Administration	\$455,258	\$346,384	\$123,445	\$370,199
Family & Consumer Sc	200,758	116,396	18,698	52,896
Horticulture & Lands	139,811	160,872	47,461	151,607
Youth Program	179,193	145,439	42,201	123,281
	\$975,020	\$769,090	\$231,805	\$697,983

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$849,805	\$634,527	\$197,362	\$606,490
Purchased / Contracted Services	85,396	92,832	23,843	81,220
Supplies	19,403	10,475	5,550	18,347
Capital Outlays	0	0	267	800
Interfund / Interdepartmental	7,829	19,560	1,416	8,190
Other Costs	12,587	11,697	3,367	(17,064)
	\$975,020	\$769,090	\$231,805	\$697,983

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
General Fund	\$975,020	\$769,090	\$697,983
	\$975,020	\$769,090	\$697,983

COOPERATIVE EXTENSION

FUNCTION: HEALTH & HUMAN SERVICES

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2009	2010	2011
Administration				
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
Offset Equipment Operator	21	1	0	0
Office Assistant	18	1	1	1
FULL TIME Subtotal		8	7	7
Youth Program				
Extension Service Manager	OL2	1	1	1
Extension Program Assistant	EP	1	1	1
County Extension Agent	25	2	1	1
FULL TIME Subtotal		4	3	3
Family & Consumer Sc				
County Extension Agent	OL3	1	1	1
Extension Service Manager	OL2	1	1	1
County Extension Agent	25	2	0	0
Family Consumer Scienc Prg Aid	19	1	0	0
FULL TIME Subtotal		4	2	2
PART TIME Subtotal		1	0	0
Horticulture & Lands				
Extension Service Manager	OL2	1	1	1
County Extension Agent	25	1	1	1
Garden Instructor	21	1	0	0
FULL TIME Subtotal		3	2	2
FULL TIME Total		19	14	14
PART TIME Total		1	0	0
ALL POSITIONS Total		20	14	14

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 county wide property tax levy designated for debt retirement. Payments are made from the fund for principal and interest requirements, tax anticipation borrowing expense, and paying agent fees. Currently, authorized General Obligation issues include: 1998, \$2,000,000; 2003A \$53,295,000 (Refunding Bonds); and 2003B \$74,620,000 (Refunding Bonds)

The soundness of DeKalb County's financial condition is demonstrated by the ratings of its bonds as of March 2011:

	Moody's Investors Service	Standard & Poor's
General Obligation	Aa3	BBB
General Obligation Refunding	Aa3	BBB
Certificates of Participation	A1	BBB

* 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.

Current

GO debt service payments are due on 01/01 and 07/01 each year.

Future

The County has undertaken numerous actions to improve financial operations. These measures include 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.

ACTIVITY MEASURES				
	1/1/08	1/1/09	1/1/10	1/1/11
Principal Balance (000's)	\$108,780	\$99,330	\$89,595	\$159,210
Millage rate for Debt Service	0.51	0.53	0.57	0.57

DEBT SERVICE FUND

FUNCTION: GENERAL GOVERNMENT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Purchased / Contracted Services	\$0	\$0	\$10,000	\$10,000
Debt Service	13,910,100	13,790,875	9,586,329	9,586,329
	\$13,910,100	\$13,790,875	\$9,596,329	\$9,596,329

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
Debt Service	\$13,910,100	\$13,790,875	\$9,596,329
	\$13,910,100	\$13,790,875	\$9,596,329

**DIRECT AND OVERLAPPING DEBT
December 31, 2010 (000'S)**

	Gross Debt Debt Funds	% Applicable DeKalb County	DeKalb County Share of Debt
DeKalb County	\$331,305	100.00%	\$331,305
City of Atlanta (a)	\$260,490	2.60%	\$6,773
Fulton-DeKalb Hospital Authority (b)	\$200,060	27.11%	\$54,236
Total Direct & Overlapping Debt	\$791,855		\$392,314
Total Direct & Overlapping Debt Per Capita			\$567.02

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.

**COMPUTATION OF LEGAL DEBT LIMIT
December 31, 2010 (000'S)**

Assessed Value	\$25,968,000
Debt limit 10% of Assessed Value	\$2,596,800
Debt Applicable to Debt Limit	\$331,305
Unused Legal Debt Limit	\$2,265,495

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

DEBT SERVICE FUND

FUNCTION: GENERAL GOVERNMENT

2011 BUDGET OBLIGATION GENERAL OBLIGATION BONDS BY SERIES AS OF January 1, 2011
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	Principal	Interest	Total P & I
Series 1998	0	100,000	100,000
Series 2003A	1,805,000	856,354	2,661,354
Series 2003B	4,390,000	2,424,975	6,814,975
 Total	 \$6,195,000	 \$3,381,329	 \$9,576,329

TOTAL BUDGET OBLIGATION GENERAL OBLIGATION BONDS BY SERIES AS OF January 1, 2011

	Principal	Interest	Total P & I
Series 1998	2,000,000	950,000	2,950,000
Series 2003A	22,020,000	4,878,353	26,898,353
Series 2003B	55,585,000	13,486,537	69,071,537
 Total	 \$79,605,000	 \$19,314,890	 \$98,919,890

SPECIAL TAX DISTRICT - DEBT SERVICE FUND TOTAL BUDGET OBLIGATION GENERAL OBLIGATION BONDS, ALL SERIES AS OF January 1, 2011
--

	Principal	Interest	Total P & I
2011	6,195,000	3,381,329	9,576,329
2012	6,545,000	3,086,957	9,631,957
2013	6,915,000	2,771,926	9,686,926
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	 \$79,605,000	 \$19,314,890	 \$98,919,890

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. 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. As the cities did not participate in the vote they are exempted from payment for this debt service.

The soundness of DeKalb County's financial condition is demonstrated by the ratings of its bonds as of March 2011:

	Moody's Investors Service	Standard & Poor's
General Obligation	Aa3	BBB
General Obligation Refunding	Aa3	BBB
Certificates of Participation	A1	BBB

* 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.

Current

The budget for 2011 includes the principal interest payments for the 2001 and 2006 bond issues.

Future

The County has undertaken numerous actions to improve financial operations. These measures include 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.

DEBT SERVICE FUND - SPECIAL TAX DISTRICT

FUNCTION: GENERAL GOVERNMENT

ACTIVITY MEASURES				
	1/1/08	1/1/09	1/1/10	1/1/11
Principal Balance (000's)	296,435	282,050	267,150	251,700
Millage Rate for Debt Service	1.45	1.37	1.37	1.37

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Purchased / Contracted Services	\$2,000	\$269	\$10,000	\$10,000
Debt Service	27,707,493	27,628,206	27,673,359	27,673,359
	<u>\$27,709,493</u>	<u>\$27,628,475</u>	<u>\$27,683,359</u>	<u>\$27,683,359</u>

FUNDING SOURCES			
	Actual 2009	Actual 2010	Budget 2011
Special Tax District - Debt Service	\$27,709,493	\$27,628,475	\$27,683,359
	<u>\$27,709,493</u>	<u>\$27,628,475</u>	<u>\$27,683,359</u>

DIRECT AND OVERLAPPING DEBT December 31, 2010 (000'S)			
	Gross Debt less Debt Retirement Funds	% Applicable to DeKalb County	DeKalb County Share of Debt
DeKalb County	\$331,305	100.00%	\$331,305
City of Atlanta (a)	\$260,490	2.60%	\$6,773
Fulton-DeKalb Hospital Authority (b)	\$200,060	27.11%	\$54,236
Total Direct & Overlapping Debt	\$791,855		\$392,314
Total Direct & Overlapping Debt Per Capita			\$567.02

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.

COMPUTATION OF LEGAL DEBT LIMIT December 31, 2010 (000'S)	
Assessed Value	\$25,968,000
Debt limit 10% of Assessed Value	\$2,596,800
Debt Applicable to Debt Limit	\$331,305
Unused Legal Debt Limit	\$2,265,495

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

DEBT SERVICE FUND - SPECIAL TAX DISTRICT

FUNCTION: GENERAL GOVERNMENT

2011 BUDGET OBLIGATION SPECIAL TAX DISTRICT - GENERAL OBLIGATION BONDS SERIES 2001 & 2006 AS OF January 1, 2011
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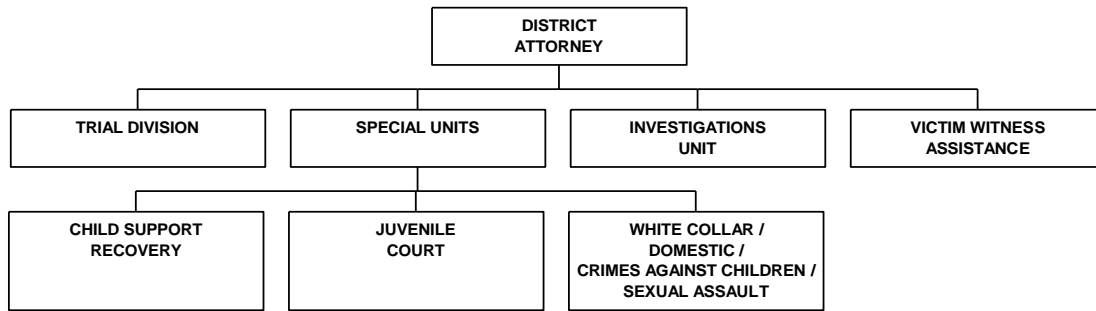
	Principal	Interest	Total P & I
Series 2001	\$9,445,000	\$2,468,500	\$11,913,500
Series 2006	\$6,580,000	\$9,169,859	\$15,749,859
Total	\$16,025,000	\$11,638,359	\$27,663,359

TOTAL BUDGET OBLIGATION SPECIAL TAX DISTRICT - GENERAL OBLIGATION BONDS SERIES 2001 & 2006 AS OF January 1, 2011

	Principal	Interest	Total P & I
Series 2001	\$51,570,000	\$7,607,500	\$59,177,500
Series 2006	\$200,130,000	\$108,505,353	\$308,635,353
Total	\$251,700,000	\$116,112,853	\$367,812,853

SPECIAL TAX DISTRICT - DEBT SERVICE FUND TOTAL BUDGET OBLIGATION GENERAL OBLIGATION BONDS, SERIES 2001 & 2006 AS OF January 1, 2011
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	Principal	Interest	Total P & I
2011	16,025,000	11,638,359	27,663,359
2012	16,765,000	10,948,969	27,713,969
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
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	\$251,700,000	\$116,112,853	\$367,812,853



MISSION STATEMENT

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

PROGRAM DESCRIPTION

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

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

The 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.

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	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Number of Cases Opened	6,683	7,453	6,128	6,500
Number of Defendants Arrested	7,151	7,559	6,509	6,850
True Bills returned by the Grand Jury and accusations filed	4,313	4,097	4,195	4,250
Defendants tried by a jury	113	101	126	130
New cases appealed	61	68	56	60
Number of trials	105	95	116	120

MAJOR ACCOMPLISHMENTS IN 2010

Maintained an 81% conviction rate with an increase of 49% more trials and 30 more trial weeks compared to 2009. Experienced a record number of murder trials. Obtained sentences totaling 180 years in 8 cases under the White Collar crime unit.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Human Services, Crime Prevention

- To focus on addressing the needs of the increasing population for special victims.
- To invest in managing increased workloads and maintaining / improving efficiency.
- To improve technology, enhance professional standards, and increase efficiency.

MAJOR BUDGETARY IMPACTS

Previous

2008

There were no significant budgetary changes in 2008.

2009

The part time Community Prosecutor was reclassified to full time and one Investigator was added.

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 is approved for the operating budget, which includes a reduction of \$1,139,390 from the recommended budget.

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. However, the approval of the transfer of positions is pending subsequent to budget adoption.

Future

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

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Board Of Equalization	\$274,584	\$261,280	\$0	\$0
Child Support Recovery	1,315,120	1,398,649	1,523,935	1,523,935
District Attorney	7,868,848	8,302,799	8,901,687	7,761,897
Solicitor Juvenile Court	1,629,703	1,533,605	1,664,111	1,664,111
Victim / Witness Assistance	568,524	598,731	697,448	697,448
	\$11,656,779	\$12,095,062	\$12,787,181	\$11,647,391

DISTRICT ATTORNEY

FUNCTION: CIVIL & CRIMINAL COURTS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$9,743,732	\$10,119,484	\$10,863,024	\$10,863,024
Purchased / Contracted Services	1,043,413	996,019	867,287	867,287
Supplies	350,323	259,515	254,815	254,815
Capital Outlays	3,600	22,236	76,970	76,970
Interfund / Interdepartmental	159,696	194,468	140,085	140,085
Other Costs	0	0	585,000	(554,790)
Other Financing Uses	356,015	503,341	0	0
	\$11,656,779	\$12,095,062	\$12,787,181	\$11,647,391

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
General Fund	\$11,656,779	\$12,095,062	\$11,647,391
	\$11,656,779	\$12,095,062	\$11,647,391

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		
			2009	2010	2011
District Attorney					
Investigator DA	OZ		1	1	1
Attorney DA	DA1		12	11	11
Chief Asst District Attorney	AH		2	2	2
Attorney IV	33		9	10	10
Attorney III	31		8	9	9
Chief Investigator DA	31		1	1	1
Attorney II	30		5	4	4
Deputy Chief Investigator DA	29		1	1	1
Administrative Operations Mgr	28		1	1	1
Departmental Microsystems Spc	28		1	1	1
Public Information Officer	28		1	1	1
Investigator DA III	27		4	4	4
User Liaison Coordinator	26		1	1	1
Administrative Coordinator	25		1	1	1
Paralegal Supervisor	25		1	1	1
Records Supv Dist Attorney	25		1	1	1
Victim Witness Program Coord	25		1	1	1
Investigator Senior DA	24	1 PT	15	16	16
Administrative Aide	23		13	13	13
Administrative Assistant II	23		1	1	1
Paralegal	23		2	2	2
Secretary Senior Legal	23		6	6	6
Victim Witness Asst Prog Coord	23		1	1	1
Investigative Intake Tech	21		3	3	3

DISTRICT ATTORNEY

FUNCTION: CIVIL & CRIMINAL COURTS

AUTHORIZED POSITION LIST BY COST CENTER

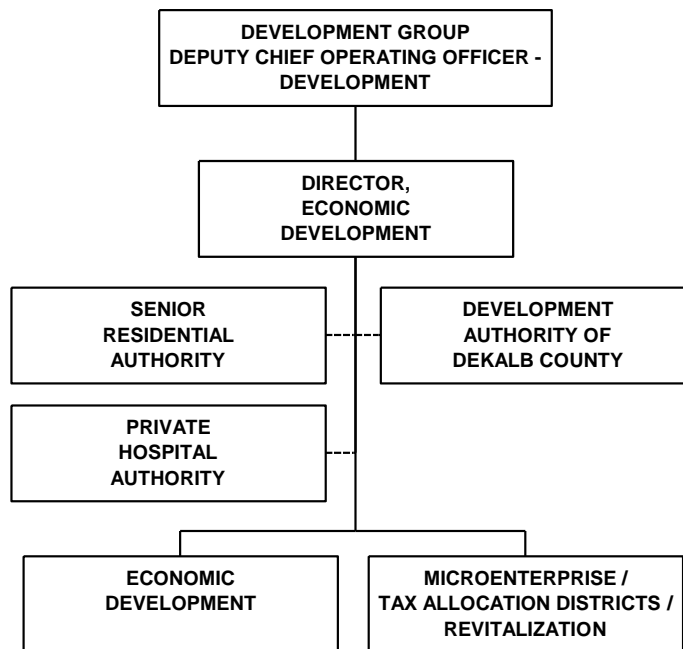
(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2009	2010	2011
District Attorney (continued)					
Investigative Aide Dist Atty	19		1	1	1
Office Assistant Senior	19		2	2	2
District Attorney			1	1	1
FULL TIME Subtotal			95	96	96
PART TIME Subtotal			1	1	1
Child Support Recovery					
Attorney IV	33		1	2	2
Attorney III	31		1	1	1
Administrative Coordinator	25		1	1	1
Administrative Aide	23		2	1	1
Paralegal	23		1	1	1
Secretary Legal	21		2	2	2
URES A Coordinator	21		8	8	8
Office Assistant Senior	19		2	2	2
Accounting Technician	18		1	1	1
Office Assistant	18		1	1	1
Receptionist	16		1	1	1
FULL TIME Subtotal			21	21	21
Board Of Equalization					
Board of Equalization Coord	23		1	1	1
Office Assistant Senior	19		2	2	2
FULL TIME Subtotal			3	3	3
Victim / Witness Assistance					
Attorney IV	33		1	1	1
Victim Witness Program Coord	25		3	3	3
Investigator Senior DA	24		3	3	3
FULL TIME Subtotal			7	7	7
Solicitor Juvenile Court					
Solicitor Juvenile Court	AH		1	1	1
Attorney IV	33		2	1	1
Attorney III	31		1	1	1
Attorney II	30		3	3	3
Asst Chief Investigator DA	28		1	1	1
Legal Office Coordinator	28		1	1	1
Paralegal Supervisor	25		1	1	1
Investigator Senior DA	24		4	3	3

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		
			2009	2010	2011
Solicitor Juvenile Court (continued)					
Paralegal	23		3	3	3
Secretary Senior Legal	23		3	3	3
FULL TIME Subtotal			20	18	18
FULL TIME Total			146	145	145
PART TIME Total			1	1	1
ALL POSITIONS Total			147	146	146



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 Authority of DeKalb County.

Effective 2009, this department is assigned to the Development Group, under the direction of the Deputy Chief Operating Officer for Development.

PERFORMANCE INDICATORS

	TARGET	2008	2009	2010
# OF NEW JOBS IN DEKALB COUNTY				
NET CHANGE TO TOTAL JOBS IN THE COUNTY	0.40%	0.35%	0.88%	0.08%
ECONOMIC IMPACT OF BUSINESS RETAINED (OF THE BUSINESSES WORKED WITH) - \$000s	\$150,000	\$9,488	\$650	\$13,009
ECONOMIC IMPACT OF NEW BUSINESS LOCATING IN THE COUNTY (OF THE BUSINESSES WORKED WITH) - \$000s	\$150,000	\$204,407	\$375,700	\$20,991

ECONOMIC DEVELOPMENT

FUNCTION: GENERAL GOVERNMENT

ACTIVITY MEASURES

	Goal	Actual 2008	% +/- Goal	Actual 2009	% +/- Goal	Actual 2010	% +/- Goal	Est. 2011
Number of jobs created	1,500	1,320	-12%	3,034	102%	269	-82%	1,500
Number of jobs retained of								
The Businesses Worked with	500	576	15%	35	-93%	523	5%	500
Amount of Investments (millions)	\$300.0	\$385.1	-31%	\$312.8	28%	\$34.0	-89%	\$250.0
Increase in Commercial Tax Base	2%	2%	100%	2%	100%	2%	100%	2%

MAJOR ACCOMPLISHMENTS IN 2010

Began facilitating Development Authority bond inducements for the \$56 million Recovery Zone Stimulus Bond financing. Held groundbreaking ceremony for Marten Transport. Completed Year 3 of 5 of the International Trade Mission (Ningbo, China). Attended BIO Conference in Chicago. Facilitated the following relocations to DeKalb County: Sembler Bell Brookhaven site construction underway, Doosan Infracore relocated to Dunwoody area, AutoTrader relocated to Perimeter Summit. Began the process of forming four Community Improvement Districts.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Economic Development

To partner and to create 1,500 new jobs, to retain 500 jobs, and to secure \$300 million in new private investments.

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

To plan and partner with regional economic development leaders in continuing the 2011 Bio / Life Science Initiative as a way to further market the metro region.

To continue development and implementation of the International Business Recruitment Initiative as a way to forge international relationships and increase foreign direct investment opportunities.

MAJOR BUDGETARY IMPACTS

Previous

In 2008, \$1,161,685 was approved for the operating budget. The 2008 Budget included an appropriation of \$93,000 for DeKalb County's dues and memberships in a number of area chambers of commerce and trade associations.

In 2009, \$1,137,106 was approved for the operating budget. An amendment by the Board added 1 Economic Development Coordinator, Senior position with funding of \$65,976 for salary, benefits, and marketing expenditures.

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.

2011

\$645,214 is approved for the operating budget, which includes a reduction of \$63,140 from the recommended budget.

Future

Recent years have brought immense challenges for the DeKalb County Office of Economic Development. A nationwide economic downturn has necessitated budgetary constraints that included eliminating positions. The greatest future challenge will be to continue to grow economic development in light of leadership and personnel losses.

ECONOMIC DEVELOPMENT

FUNCTION: GENERAL GOVERNMENT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Economic Development	\$1,099,611	\$927,182	\$708,354	\$645,214
	\$1,099,611	\$927,182	\$708,354	\$645,214

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$835,626	\$726,891	\$630,389	\$630,389
Purchased / Contracted Services	251,881	193,083	68,835	68,835
Supplies	10,729	7,208	9,130	9,130
Capital Outlays	1,376	0	0	0
Other Costs	0	0	0	(63,140)
	\$1,099,611	\$927,182	\$708,354	\$645,214

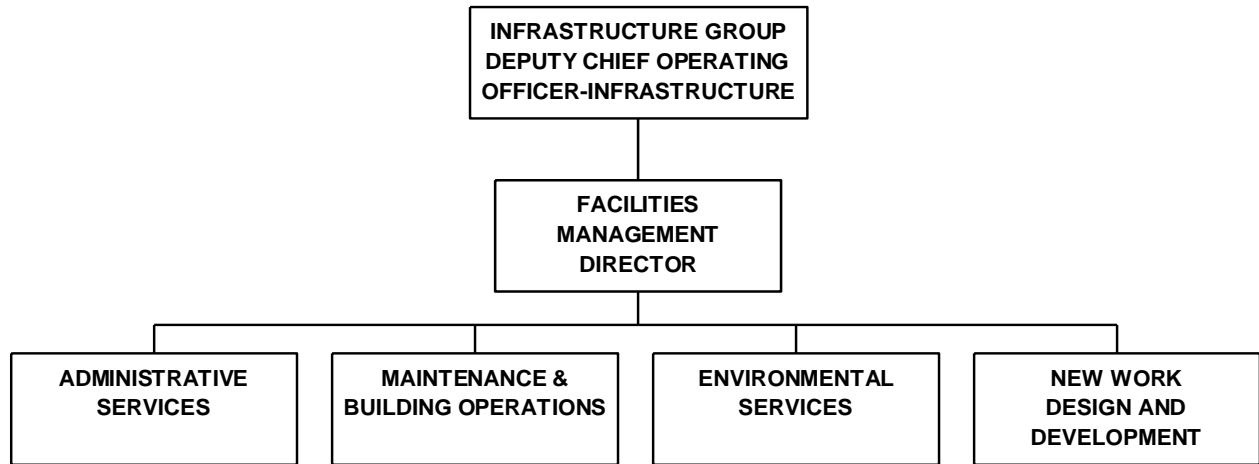
FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
General Fund	\$1,099,611	\$927,182	\$645,214
	\$1,099,611	\$927,182	\$645,214

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2009	2010	2011
Economic Development				
Dir Economic Development	A1	1	1	1
Asst Dir Econ Dev-Bus Dev	31	1	0	0
Economic Develop Coord, Sr	29	7	6	6
Administrative Assistant II	23	1	1	1
Administrative Assistant I	21	1	1	1
FULL TIME Subtotal		11	9	9
FULL TIME Total		11	9	9
ALL POSITIONS Total		11	9	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.

ACTIVITY MEASURES

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Square Footage Maintained	5,376,879	5,376,879	5,415,141	5,479,641
Maintenance Cost Per Square Foot	\$1.16	\$1.11	\$1.16	\$1.10
Number of Facilities	256	257	258	258
Construct. Renovation (Square Feet)	1,389,000	1,253,815	1,128,000	1,250,000
Custodial Sq. Footage	1,749,285	1,754,525	1,748,399	1,748,400
Security Sq. Footage	1,110,500	883,464	883,464	880,950
Work Order Requests Generated	52,784	53,420	30,688	32,223

MAJOR ACCOMPLISHMENTS IN 2010

Continued implementation of the Facilities Management Modernization Plan with collaborative efforts of other departments. Major projects implemented in 2010 were: the expansion of Juvenile Justice facility (additional courtroom), Fire Station renovations, continued renovation of the new Courthouse, continued renovation of the Maloof Building, continued structural renovations/repairs of the Maloof Parking Deck, renovation of the Clark Harrison Building, continued construction of the South DeKalb Performing Arts Center, various design and renovations of the Callanwolde Center, design and construction of Watershed/Roadhaven facility, office space and training center, design and conceptual plans for the South Precinct Police Station, design and conceptual plans for

FACILITIES MANAGEMENT

FUNCTION: GENERAL GOVERNMENT

MAJOR ACCOMPLISHMENTS (cont)

Drug Court renovations/move to Bobby Burgess Building, design and conceptual plans for Police Academy Trailers, and other renovation projects.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Infrastructure

To continue the monitoring of Performance Contract initiatives.

To continue the major renovation and construction projects.

To continue maintenance, repair or replacement of major HVAC equipment, roofs, elevators, swimming pools etc., as funds become available.

MAJOR BUDGETARY IMPACTS

Previous

In 2006, four positions, 1 Plumber, 1 Electrician, 1 Senior Crew Worker and 1 Crew Worker were transferred back to Parks and Recreation to form a Rapid Response Team.

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.

2011

The BOC adopted this budget with a (\$1,368,038) amendment.

Future

No significant budgetary impact is anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Administration	\$772,822	\$592,618	\$445,158	(\$922,880)
Architectural & Engineering	620,289	651,353	598,820	598,820
Environmental Services	3,055,740	1,913,619	1,837,062	1,837,062
General Maintenance & Construction	6,415,428	6,333,280	5,507,814	5,507,814
Security	911,162	544,350	0	0
Utilities And Insurance	6,182,499	6,342,564	6,959,020	6,959,020
	\$17,957,941	\$16,377,783	\$15,347,874	\$13,979,836

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$4,587,072	\$3,871,115	\$3,713,145	\$3,713,145
Purchased / Contracted Services	7,175,531	6,388,291	4,691,790	4,691,790
Supplies	4,135,809	3,921,838	5,166,939	5,166,939
Interfund / Interdepartmental	566,922	708,916	606,373	606,373
Other Costs	0	0	0	(1,368,038)
Debt Service	1,492,607	1,487,623	1,169,627	1,169,627
	\$17,957,941	\$16,377,783	\$15,347,874	\$13,979,836

FACILITIES MANAGEMENT

FUNCTION: GENERAL GOVERNMENT

FUNDING SOURCES			
	Actual 2009	Actual 2010	Budget 2011
General Fund	\$17,957,941	\$16,377,783	\$13,979,836
	\$17,957,941	\$16,377,783	\$13,979,836

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2009	2010	2011
Administration				
Asst Dir PW, Engineering Svcs	AF	0	1	1
Director, Facilities Management	AF	1	0	0
Admin Operations Mgr	28	1	0	0
Administrative Assistant II	23	3	1	1
Office Assistant Senior	19	1	1	1
FULL TIME Subtotal		6	3	3
General Maintenance & Construction				
DD PPM Bldg Operations & Maint	32	1	1	1
Facilities Maintenance Coord	26	2	0	0
General Foreman	25	3	2	2
HVAC Mechanic Senior	25	8	7	7
HVAC Mechanic	24	5	4	4
Electrician Senior	23	11	7	7
Plumber Senior	23	10	6	6
Carpenter Senior	21	8	5	5
Facility Engineer	21	2	1	1
Mason Senior	21	1	0	0
Plumber	21	1	0	0
Swimming Pool Maintenance Mech	21	1	1	1
Welder Senior	21	1	0	0
FULL TIME Subtotal		54	34	34
Environmental Services				
Custodial Services Manager	28	1	1	1
Facilities Maintenance Coord	26	1	1	1
Maint Svs&Material Foreman	25	1	0	0
Custodian Supervisor	21	1	1	1
Crew Worker Senior	18	5	4	4
Custodian Senior	18	4	1	1
Crew Worker	16	1	0	0
Custodian	16	2	0	0
FULL TIME Subtotal		16	8	8

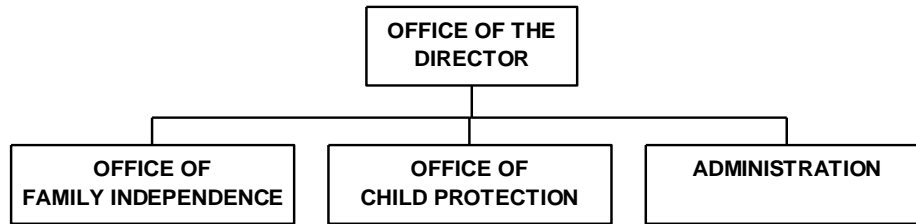
FACILITIES MANAGEMENT

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		
		2009	2010	2011
Security				
Special Projects Coordinator	28	1	0	0
FULL TIME Subtotal		1	0	0
Architectural & Engineering				
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
FULL TIME Total		84	52	52
ALL POSITIONS Total		84	52	52



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 deprived, neglected, and abused children and their families.

PROGRAM DESCRIPTION

The Office of Child Protection (OCP) includes the following functions: Child Protective Services (CPS) which handles investigations of abuse and/or neglect of children and services to prevent the removal of children from the home; Diversion, which includes services to families when an investigation is not warranted; Foster Care; Adoptions; Services to unmarried parents; Institutional care; Custody Investigations; Supervision of children in aftercare; Services to unaccompanied refugee minors; Emancipation services for children leaving Foster Care; Development of resources for children; Maintenance of independent living homes for children 16 and older.

The Office of Family Independence (OFI) represents a composite of functions, including the provision of financial assistance and social services programs to eligible DeKalb County citizens, as required by law. Social workers and technical staff work within legal mandates to give assistance to eligible families, as well as recover fraudulent payments, and counsel families in problem areas. This program area includes the following departments: Temporary Assistance for Needy Families (TANF); Daycare for the working poor; Medicaid for TANF and/or SSI recipients, foster children, medically needy and indigent pregnant women; Food Stamps; Nursing Home Payments; Child Welfare Services; Nursing Home Payments; Family Planning, Information, and Referral; Employability Services; Food Stamps; General Assistance.

ACTIVITY MEASURES

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
General Assistance Cases	2,552	2,896	7,524	7,800
Child Welfare Cases	9,820	8,786	8,373	8,500
Medicaid, TANF, Food Stamps	121,711	153,247	161,942	170,637
Child Care Cases	4,487	6,021	7,244	8,467

MAJOR ACCOMPLISHMENTS IN 2010

Office of Child Protection:

Increased the graduate rate for youth leaving DFCS custody at 18 or older to 50.

Maintained Foster Care caseload at 12 cases or fewer.

Reduced the number of children in care to fewer than 600, which is the lowest level in 15 years.

Office of Family Independence:

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

Met Standard of Promptness for Food Stamps, TANF, and Family Medicaid applications.

FAMILY AND CHILDREN SERVICES

FUNCTION: HEALTH & HUMAN SERVICES

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Human Services

To obtain permanency for all children coming into care before they reach 24 months in care.

To increase adoption finalizations to 80% of all children in care 24 months or less.

To reduce the re-entry rate to less than 3%.

Organizational Effectiveness

To improve case accuracy for Food Stamps, TANF, and Medicaid programs.

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

To improve records management and caseload validations.

To consistently document contacts with children, parents, and caregivers to achieve a level of 95% of contacts met each month and validated by Quality Assurance.

MAJOR BUDGETARY IMPACTS

Previous

In 2008, \$1,905,000 was approved for the basic operating budget.

In 2009, \$1,905,000 was approved for the basic operating budget.

In 2010, \$1,644,000 was approved for the basic operating budget.

2010

\$1,421,859 is approved for the basic operating budget, which includes a reduction of \$139,141 from the recommended budget.

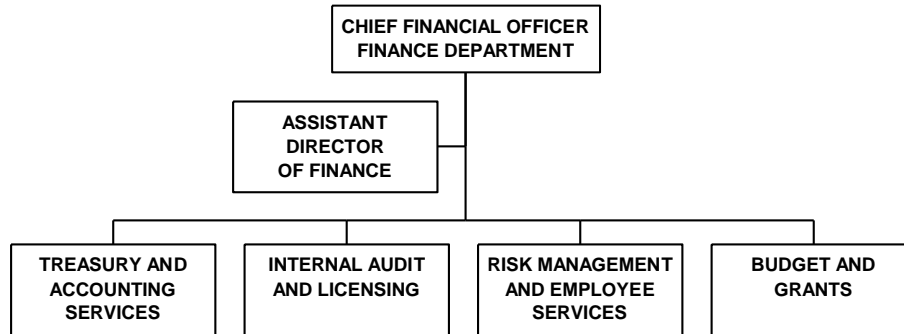
Future

No major changes are anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Administration	\$1,041,996	\$934,000	\$887,300	\$748,159
Child Welfare	528,000	406,000	385,700	385,700
General Assistance	335,004	304,000	288,000	288,000
	<u>\$1,905,000</u>	<u>\$1,644,000</u>	<u>\$1,561,000</u>	<u>\$1,421,859</u>

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Other Costs	\$1,905,000	\$1,644,000	\$1,561,000	\$1,421,859
	<u>\$1,905,000</u>	<u>\$1,644,000</u>	<u>\$1,561,000</u>	<u>\$1,421,859</u>

FUNDING SOURCES			
	Actual 2009	Actual 2010	Budget 2011
General Fund	\$1,905,000	\$1,644,000	\$1,421,859
	<u>\$1,905,000</u>	<u>\$1,644,000</u>	<u>\$1,421,859</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; provide financial and legislative information to elected officials, citizens, bondholders, customers, employees and other stakeholders; provide timely and accurate invoicing for Water & Sewer, Sanitation, Business License and Alcoholic Beverage License, and other customers, while maximizing the collection of revenues. To pay all vendors on the due dates while maximizing offered discounts; to maximize the return on the County's investments while adhering to the County's investment policies. To prepare, analyze, and administer the various County Budgets within legal restrictions and internal policies and procedures, including submission of proposed budgets to the governing authority and facilitating public review. To provide an independent appraisal of County operations to ensure compliance with laws, policies, and procedures. Minimize the adverse affects of risk exposure to the County and its employees. To administer the County's surety, liability, employee insurance, and benefits programs. To provide active and retired employees the pay and benefits to which they are entitled, in an efficient manner. To maintain effective records management, retention, and microfilming programs.

PROGRAM DESCRIPTION

The Finance Department, under the direction of the Finance Director, is responsible for the overall administration of the fiscal affairs of DeKalb County and directs the activities of the Budget and Grants Division, Treasury and Accounting Services Division, Division of Internal Audit and Licensing, 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.

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.

PROGRAM DESCRIPTION (CONTINUED)

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 Finance Group, under the direction of the Chief Financial Officer.

PERFORMANCE INDICATORS

	TARGET	2008	2009	2010
% OF MINUTES PREPARED WITHIN 2 WEEKS OF THE MEETING *	98%	100%	N/A	N/A
FUND BALANCE, AS A PERCENTAGE OF TAX FUND EXPENDITURES	8.50%	9.59%	4.26%	4.26%
COLLECTION RATE FOR WATER & SEWER BILLINGS	97%	97.75%	95.88%	95.88%
COLLECTION RATE FOR COMMERCIAL	97%	98.00%	95.03%	95.03%
BOND RATING: GENERAL OBLIGATION DEBT:				
STANDARD & POOR'S	AA+	AAA	AAA	BBB
MOODY'S	Aaa	Aaa	Aa1	Aa3
BOND RATING: WATER & SEWER DEBT	AA/Aa ²	AA/Aa ²	AA/Aa ²	AA+/Aa ²
EMPLOYEE DAYS LOST PER 100 WORKERS AS A RESULT OF WORK RELATED INJURIES	< 100 DAYS/100 WORKERS	152	145	145

*This function has moved to the BOC Clerk's Office as of 2009

ACTIVITY MEASURES

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Office of the Director:				
(Man-Years Allocated)	8	5	4	4
General Administration	2	2	1	1
Financial Analysis	3	3	3	3
Clerk to Board of Commissioners	3	0	0	0
Treasury & Accounting Services:				
Journals Processed	1,173	1,230	1,220	1,225
Investment Transactions	45	48	48	48
Voucher Checks	57,705	58,125	50,769	54,447
Amount of Voucher Checks Written	\$714,666,448	\$725,126,820	\$684,015,948	\$704,571,384
Invoices Entered	90,451	92,250	81,076	86,663
Number of Sanitation Accounts	9,424	9,680	8,331	9,006
Number of Sanitation Billings	126,598	136,125	90,777	113,451

ACTIVITY MEASURES				
	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Treasury & Accounting Svcs (cont.)				
Number of Water Customers Accounts	314,572	318,216	225,386	271,801
Number of Water Billings	1,274,467	1,576,963	1,219,927	1,398,445
Number of Other Billings	7,753	8,365	9,104	8,735
Budget & Grants:				
Budget Amendments	451	364	468	600
Personnel Requisitions	754	1,492	1995	2,000
Budget Changes Reviewed	140	150	150	75
Amount of Operating Budgets (millions)	\$1,147	\$1,177	\$1,130	\$1,150
Grant Drawdowns	72	155	89	120
Federal Financial Reports	N/A	24	24	24
Internal Audit & Licensing:				
Audits-General (Days)	2,234	2,140	1,586	1,050
Systems Administration (Days)	18	23	0	0
Administrative Research & Study (Days)	862	745	493	165
Projects-Audits (Quantity)	212	162	135	95
Business Licenses	22,496	22,430	15,237	17,000
Alcohol Licenses	1,044	1,123	1,200	1,500
Risk Management:				
Management Safety Training Days	10	10	99	100
Employees Trained	2,435	2,435	1,151	1,000
Workers Compensation Claims	859	859	757	788
New Pension Processes	214	225	2	3
Safety Audits	6	6	0	10
Vehicle Claims	637	640	777	760
Pension Refunds	572	585	415	600
Pension & Payroll Checks	66,891	72,000	64,690	64,598
Direct Deposit-Payroll & Pension	177,605	179,500	212,914	212,606
Records and Microfilming:				
Records Transferred (Cubic Feet)	2,697	2,442	3,102	3,500
File Requested/Refiles	56,480	54,167	41,000	40,000
Documents Microfilmed	615,453	874,775	500,000	250,000

MAJOR ACCOMPLISHMENTS IN 2010

Received the Distinguished Budget Presentation Award from the Government Finance Officers Association. Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA). Presented information concerning the millage rates to the public and elected officials. Renewed over 20,000 General Business Occupational Tax Certificates and over 1,000 Alcoholic Beverage Licenses were registered. Conducted the first records managing symposium countywide. The symposium objective is to educate stakeholders on established laws, procedures and regulations in order to ensure compliance. Converted 867,000 images into electronic format for the purpose of records maintenance. Arranged for the Lease Purchase of critical equipment and computer systems to meet the County's needs. Reviewed and evaluated the Purchasing and Contracting Bid and RFP process and procedures. Conducted and completed a service delivery cost fee study for the Planning and Development department. Shortened the Oracle Financial Management month end close. Provided timely and accurate billing for Sanitation customers. Scheduled and billed Water & Sewer billing group by reducing large accounts with more than 90 days past due.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS**Financial Strength**

To provide timely information and reporting to the CEO, Board of Commissioners, and public.
To maintain highly satisfactory bond ratings.

Infrastructure

To continue to refine the implementation of the Oracle FMIS and Hansen systems.
To reinstate and expand the County's Business License Inspection Program.
To finalize the conversion of the micrographics section to a fully operational imaging center.

Organizational Effectiveness

To provide timely information and reporting to the CEO, the Board of Commissioners, and the public.
To maintain the highly satisfactory bond ratings.
To maximize collection rates for all billings. To bill every water & sewer service account on time.
To identify and investigate fraudulent transactions in County operations.
To implement imaging for some of the County's departments such as State Court, Finance and the District Attorney's Office.
To improve compliance and timeliness of collections relative to renewal fees due from commercially located businesses and mixed drink excise taxes due from business with consumption-on-premise (COP) operations.
To prepare an annual budget document and submit the document to the GFOA's Distinguished Budget Presentation Award Program for review.

MAJOR BUDGETARY IMPACTS**Previous**

In 2007, the budget included \$950,000 for a Meter Reading services contract; \$240,000 for the CPAK maintenance agreement and \$47,300 for computer equipment, software, Opex Letter Opener replacement and shelving. It also reflected the conversion of a part-time Cashier position to a full-time Cashier position in the Water and Sewer Revenue Collections cost center. The budget also reflected the transfer of seven (7) Customer Service Representative Positions to the Citizens Help Center.

In 2008, the budget included transfer of 21 Meter Reader positions, as well as the management of the meter reading function, from the Finance Department's Revenue Collections cost center to the Collection Services cost center in the Watershed Management Department. 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 was 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.

MAJOR BUDGETARY IMPACTS (CONTINUED)**2011**

This budget includes funding for a program modification 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, to the Finance Department's Revenue Collections cost center authorization of the positions was deferred until after budget adoption. In 2010, 38 employees accepted the Early Retirement Option Program (18 Finance fund 100, 5 Finance fund 272 and 15 Finance fund 511) and the BOC abolished 8 vacant positions. This budget also includes the transfer of 2 positions (1 Auditor and 1 Auditor Senior) from the Business License Division to Internal Audit. The BOC reduced this budget by \$597,714 as part of the amendment process.

Future

There will be ongoing refinements and upgrades of the Oracle Financial Management System.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Accounting Services	\$928,116	\$944,943	\$1,045,471	\$942,467
Budget & Grants	1,128,841	955,363	955,835	861,663
Business License	875,538	724,627	652,326	594,180
Internal Audit	657,081	475,969	613,848	553,369
Office Of The Director	714,327	665,247	670,775	604,688
Records And Microfilming	348,738	307,306	275,555	272,840
Revenue Collections - Gen. Fund	294,204	299,127	328,820	328,820
Revenue Collections - Sanitation	243,888	245,832	246,080	246,080
Revenue Collections - W & S *	5,184,144	4,855,815	6,972,193	6,972,193
Risk Management	2,018,146	1,932,965	2,163,050	1,949,939
	\$12,393,024	\$11,407,195	\$13,923,953	\$13,326,239

*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.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$10,423,976	\$9,413,296	\$10,830,950	\$10,830,950
Purchased / Contracted Services	1,559,499	1,480,302	1,619,289	1,619,289
Supplies	207,935	222,401	261,613	261,613
Capital Outlays	27,443	60,756	179,536	179,536
Interfund / Interdepartmental	174,171	230,439	1,032,565	1,032,565
Other Costs	0	0	0	(597,714)
	\$12,393,024	\$11,407,195	\$13,923,953	\$13,326,239

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
General Fund	\$6,089,454	\$5,580,921	\$5,513,786
Special Tax District - Unincorporated	875,538	724,627	594,180
Water & Sewer Operating	5,184,144	4,855,815	6,972,193
Public Works - Sanitation Operating	243,888	245,832	246,080
	\$12,393,024	\$11,407,195	\$13,326,239

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		
		2009	2010	2011
Office Of The Director				
Oracle System Administrator	NA	0	1	1
Assistant Director Finance	AF	1	1	1
Director Finance	AC	1	1	1
Dept Information Systems Mgr	31	1	0	0
Financial Management Analyst	30	1	1	1
Administrative Assistant II	23	1	1	1
FULL TIME Subtotal		5	5	5
Accounting Services				
Accounting Services Manager	31	2	2	2
Accountant Principal	28	1	2	2
Accountant Senior	26	1	0	0
Accountant	25	1	1	1
Accounts Payable Supervisor	25	1	1	1
Administrative Assistant I	21	1	1	1
Accounting Tech Senior	19	5	7	7
Accounting Tech	18	5	2	2
FULL TIME Subtotal		17	16	16
Records And Microfilming				
Records Manager	30	1	1	1
Records Center Supervisor	23	1	0	0
Microfilm Supervisor	21	1	0	0
Records Technician	19	2	3	3
Microfilm Technician	18	1	0	0
FULL TIME Subtotal		6	4	4
Business License				
Alcohol & Business License Mgr	28	1	1	1
Auditor Principal	28	1	0	0
Auditor Senior	26	1	1	1
Auditor	25	2	2	2
License Inspector Supervisor	25	1	1	1
Accounting Tech Senior	19	1	1	1
License Inspector	19	4	3	3
Office Assistant Senior	19	3	3	3
FULL TIME Subtotal		14	12	12

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		
		2009	2010	2011
Revenue Collections - W & S				
Dep Dir Fin/Treasury Acct Svc	AI	1	1	1
Revenue Collections Manager	31	3	3	3
Admin Operations Mgr	28	1	1	1
Customer Support Administrator	28	1	1	1
Revenue Coll Supv Sr	25	6	3	3
Administrative Assistant II	23	1	1	1
Revenue Collections Supervisor	23	1	4	4
Accounting Tech Senior	19	18	12	12
Customer Service Rep Sr	19	27	20	20
Dispatcher	19	1	1	1
Field Service Representative	19	24	23	23
Office Assistant Senior	19	1	0	0
Accounting Tech	18	0	5	5
Customer Service Rep	18	6	12	12
Parking Attendant Lead	18	1	1	1
Courier	16	1	1	1
Parking Attendant	16	1	1	1
FULL TIME Subtotal		94	90	90
Internal Audit				
Dep Dir Fin Internal Audit Lic	AI	1	1	1
Internal Audit Manager	31	1	0	0
Auditor Principal	28	1	0	0
Auditor Senior	26	3	3	3
Auditor	25	3	3	3
Accounting Tech Senior	19	1	0	0
FULL TIME Subtotal		10	7	7
Budget & Grants				
Dep Dir Finance-Budget&Grants	AI	1	1	1
Budget Manager	32	2	2	2
Financial Management Analyst	30	2	1	1
Budget Management Analyst Prin	28	2	0	0
Accountant Senior	26	1	1	1
Budget & Management Analyst Sr	26	6	5	5
Budget Technician	21	1	1	1
Accounting Tech Senior	19	2	0	0
FULL TIME Subtotal		17	11	11

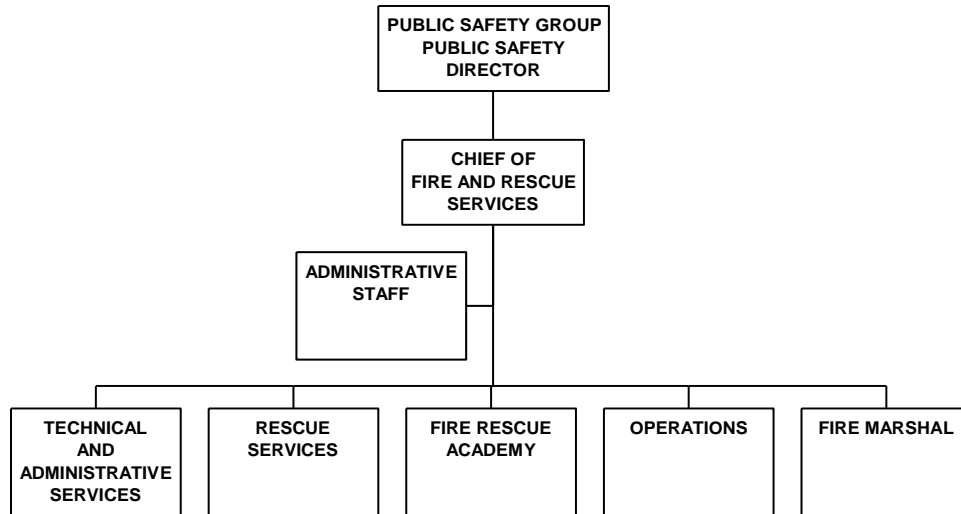
FINANCE

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		
		2009	2010	2011
Risk Management				
Dep Dir Fin Risk Mgmt&Emp Svs	AI	1	1	1
Employee Services Manager	31	1	1	1
Risk Control Manager	31	1	1	1
Pension Administrator	29	1	1	1
Employee Benefits Manager	28	1	1	1
Loss Control Manager	28	1	1	1
Payroll Services Manager	28	1	1	1
Workers Compensation Manager	28	1	1	1
Accountant Senior	26	1	1	1
Risk Control Officer Senior	26	4	4	4
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	4	4	4
Payroll Assistant Senior	21	3	2	2
Office Assistant Senior	19	1	1	1
FULL TIME Subtotal		31	30	30
FULL TIME Total		194	175	175
ALL POSITIONS Total		194	175	175



MISSION STATEMENT

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

PROGRAM DESCRIPTION

Fire and Rescue Services provides services directed toward the protection of life and property from fire and emergency medical responses within DeKalb County. Fire suppression field units operate from twenty-six (26) fire stations located in population areas throughout the County. Fire Rescue personnel provide rescue and first aid support at automobile accident sites, industrial incidents, and other emergency medical situations. Other programs provided by Fire and Rescue Services include the administration and enforcement of statutes, ordinances and regulations related to fire and explosion hazards, and public education programs in fire prevention, fire safety and injury prevention. Effective 2009, this department is assigned to the Public Safety Group, under the direction of the Public Safety Director.

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.

FIRE & RESCUE SERVICES

FUNCTION: PUBLIC SAFETY

PROGRAM DESCRIPTION (CONTINUED)

Fire Fund

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

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

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

PERFORMANCE INDICATORS

	TARGET	2008	2009	2010
FIRE SERVICES				
% OF SMALL PLANS REVIEWED WITHIN 10 DAYS	100%	100%	100%	100%
% OF MEDIUM PLANS REVIEWED WITHIN 10 DAYS	100%	100%	100%	100%
% OF LARGE PLANS REVIEWED WITHIN 10 DAYS	70%	98%	98%	98%
% OF EMERGENCY RESPONSES WITHIN 5 MINUTES	90%	37%	37%	38%
% OF EMERGENCY RESPONSES WITHIN	N/A	84%	84%	85%

ACTIVITY MEASURES

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Fire & Rescue Services:				
Responses	201,300	212,442	220,416	220,000
Average response time per call	5:16 min	5:30 min	5:30 min	5:45 min
Fire Prevention:				
Building Inspections	12,642	15,426	12,545	13,200
Educational Presentations	1,623	651	792	750
Arson Investigations	317	253	282	275
Fire Suppression:				
Fire Dispatch Calls	42,675	15,925	16,477	15,000
Rescue Medical Calls	158,526	66,453	49,723	48,000

MAJOR ACCOMPLISHMENTS IN 2010

Recertified all personnel in state firefighting and medical requirements. Responded to over 220,416 responses; this ranked DeKalb County Fire Rescue (DCFR) the 9th busiest fire service in the United States. Deployed an average of 42 Advanced Life Support Units per day, which increases survivability of all DeKalb County citizens and visitors. Inspected and tested all (SCBA) self-contained breathing apparatus and components. Cleaned and repaired all Firefighter turnout gears. Instituted training and oversight programs to reduce On The Job Injuries and overall Workers' Compensation expenses. Increased EMS collection to approximately \$7 million in annual gross revenue. Awarded the Assistance to Firefighters Grant from FEMA totaling \$158,976.00 Instituted a new hire process to reduce the number of vacancies and guarantee compliance with the SAFER Grant guidelines. Successfully managed \$4M+ in Grant funding from (GEMA/USAI) for self contained breathing apparatus (SCBA) and turnout gear for all sworn personnel.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS**Organizational Effectiveness**

To improve operational effectiveness through practical application of basic fire and medical skills.

To continue community involvement and participation through our Community Education Unit.

To increase EMS collections by 10% through educating and tracking employees on patient documentations.

To reduce on the job injuries and overall Worker's Compensation costs by 10%.

To provide fire safety initiatives for mandated inspection occupancies.

To reduce the time from recruitment to hire for new applications.

To continue with year four of five-year leasing program of Zoll E. series cardiac monitors.

Infrastructure

To complete planning, secure bids, and begin the construction of Fire Station #27 near the Stonecrest area.

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

To purchase an inventory control system that would help move us toward automation in inventory management; this system will help to get productivity gains, provide quality control, save money and have a real-time information processing system in place.

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

MAJOR BUDGETARY IMPACTS**Previous****General Fund**

The department's 2007 Budget request included the transfer of one Network Administrator position to the Information Systems Department. In 2008, there were no significant changes. In 2009, there were no significant changes. In 2010, there were no significant changes. In 2010, 15 employees accepted the Early Retirement Option Program and the BOC did not abolish the vacant positions due to by the ERO program.

Fire Fund

The 2007 budget included full-year funding for 15 positions added in 2006 to staff Fire Station 26. Three Network Administrator positions were transferred to the Information Systems Department. Also reflected in the Fire Operations cost center is funding of \$273,159 for a five year lease/purchase of 65 Zoll E Series cardiac monitor/defibrillators.

The 2008 budget included funding of \$258,055 for the 5 year lease/purchase for 65 Zoll E Series cardiac monitor/defibrillators.

FIRE & RESCUE SERVICES

FUNCTION: PUBLIC SAFETY

MAJOR BUDGETARY IMPACTS (CONTINUED)

The 2009 budget included funding of \$38,253 for the conversion of 4 temporary Fire Protection Engineers positions to one full-time Supply Specialist position and one full-time Administrative Assistant I position. The budget also reflected a grant match amount of \$272,449 for the first year of a five year Federal SAFER Grant award to hire 64 front-line Firefighter 1 positions. The positions are funded in the Grant 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 due to the ERO program. Additionally, on June 22, 2010, the Board of Commissioners abolished 2-full time positions; Fire Protection Engineer and a Fire Protection-Engineer –Lead.

2011

General Fund

The BOC reduced this budget by \$4,714,303 as part of the amendment process.

Fire Fund

This budget reflects 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 1 positions. The BOC also reduced this budget by \$2,368,858 as part of the amendment process.

Future

One new station near Klondike Road and Haden Quarry to be equipped and staffed and the renovation of two Fire Stations (#3 and #7) are still pending. Also, a comprehensive request-for-proposals for the provision of medical transportation services is currently being developed by the Fire & Rescue Department. The outsourcing of this service will result in a significant reduction in the number of positions within the Fire & Rescue Services.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Administration	\$52,966	\$37,271	(\$3,771)	(\$3,771)
Fire Marshal	33,335	33,221	(39,049)	(39,049)
Interfund Support	3,516,999	2,450,400	2,543,142	2,543,142
Operations	47,068,716	45,214,144	50,676,428	48,307,570
Rescue Services	15,242,145	13,897,716	16,027,377	11,313,074
Training	17,001	25,021	(24,821)	(24,821)
	\$65,931,163	\$61,657,773	\$69,179,306	\$62,096,145

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$53,960,957	\$50,524,616	\$56,772,490	\$56,772,490
Purchased / Contracted Services	1,044,989	1,343,411	1,557,892	1,557,892
Supplies	2,718,039	2,306,892	2,374,648	2,374,648
Capital Outlays	33,864	9,952	72,700	72,700
Interfund / Interdepartmental	7,882,524	6,846,129	6,898,040	6,898,040
Other Costs	18,340	0	0	(7,083,161)
Other Financing Uses	272,449	626,773	1,503,536	1,503,536
	\$65,931,163	\$61,657,773	\$69,179,306	\$62,096,145

FIRE & RESCUE SERVICES

FUNCTION: PUBLIC SAFETY

FUNDING SOURCES			
	Actual 2009	Actual 2010	Budget 2011
General Fund	\$15,242,145	\$13,897,716	\$11,313,074
Fire	50,689,017	47,760,057	50,783,071
	\$65,931,163	\$61,657,773	\$62,096,145

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2009	2010	2011
Operations				
Firefighter II/EMT-I (28d/cyl)	NA	0	1	1
Fire&Rescue Bat Chf(28d/cyl)	F31	13	15	15
Fire Captain (28 d/cyl)	F29	96	103	103
Fire Rescue Captain (28 d/cyl)	F29	12	5	5
Fire Medic III (28day)	F27	10	9	9
Fire Medic II (28day)	F26	4	5	5
Fire Medic I (28day)	F25	1	3	3
Firefighter III (28 d/cyl)	F25	208	157	157
Firefighter II (28 d/cyl)	F24	141	139	139
Firefighter I (28 d/cyl)	F23	58	58	58
Firefighter I/EMT-I (28d/cyl)	F23	1	1	1
FireandRescueAsstChf(28d/cyl)	AJF	3	3	3
Fire & Rescue Deputy Chief	AI	3	3	3
Dir. Fire & Rescue Services	AC	1	1	1
Assistant Fire Marshal	31	1	0	0
Fire & Rescue Battalion Chief	31	1	3	3
Fire Services Specialist	31	1	1	1
Fire Captain	29	3	3	3
Fire Inspections Supervisor	29	1	1	1
Fire Investigations Supervisor	29	1	1	1
Fire Protection Engineer-Lead	29	1	0	0
Fiscal Officer	29	1	1	1
Fire Inspector III	28	4	1	1
Fire Investigator III	28	4	4	4
Fire Protection Engineer	28	4	3	3
Fire Medic III	27	2	1	1
Fire Medic II	26	1	0	0
Fire Inspector II	25	2	1	1
Fire Investigator II	25	1	1	1
Fire Medic I	25	0	2	2
Firefighter III	25	9	13	13
Fire Inspector I	24	1	5	5
Firefighter II	24	3	3	3
Payroll Personnel Supervisor	24	1	1	1
Supply Supervisor	24	1	1	1
Administrative Assistant II	23	7	7	7
Fire Equipment Repair Tech	23	2	2	2
Firefighter I	23	27	70	70
Public Education Specialist	23	6	6	6

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		
		2009	2010	2011
Operations (cont.)				
Administrative Assistant I	21	6	6	6
Fire Rescue Maintenance Coord	21	1	1	1
Payroll Personnel Tech Sr	21	3	3	3
Supply Coordinator	21	1	1	1
Office Assistant Senior	19	2	2	2
FULL TIME Subtotal		649	647	647
Rescue Services				
Firefighter II/EMT-I (28d/cyl)	NA	10	21	21
Fire&Rescue Bat Chf(28d/cyl)	F31	2	0	0
Fire Captain (28 d/cyl)	F29	2	2	2
Rescue Captain (28 d/cyl)	F29	16	17	17
Fire Medic III (28day)	F27	29	25	25
Fire Medic II (28day)	F26	53	50	50
Fire Medic I (28day)	F25	31	34	34
Firefighter III (28 d/cyl)	F25	2	2	2
Firefighter II (28 d/cyl)	F24	1	1	1
Firefighter I/EMT-I (28d/cyl)	F23	15	4	4
FireandRescueAsstChf(28d/cyl)	AJF	0	1	1
Fire and Rescue Asst Chief	AJ	1	0	0
Fire & Rescue Deputy Chief	AI	1	1	1
Fire & Rescue Battalion Chief	31	2	1	1
Rescue Captain	29	11	10	10
Fire Medic III	27	1	1	1
Fire Medic II	26	9	6	6
Paramedic Senior	26	6	4	4
Fire Medic I	25	13	25	25
Firefighter I/EMT-I	23	2	2	2
Supply Coordinator	21	1	1	1
FULL TIME Subtotal		208	208	208
FULL TIME Total		857	855	855
ALL POSITIONS Total		857	855	855

Note: 64 Firefighter I positions funded by a Federal SAFER Grant are reflected in the Grant Fund.



MISSION STATEMENT

The mission of the DeKalb County 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. This department is assigned to the Administrative Group, under the Administrative Group, under the direction of the Executive Assistant/Chief Operating Officer.

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. Effective 2009, this department is assigned to the Administrative Group, under the direction of the Chief Operating Officer.

PERFORMANCE INDICATORS

	TARGET	2008	2009	2010
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

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Workstations with GIS/CAD software	400	400	400	450
Plotters connected to GIS	18	18	18	18
Mapping /Data Requests	159	129	171	250
Parcels Conveyed	27,468	29,092	30,889	31,000
Deeds Entered	25,946	31,123	25,708	28,000
Property Sales Revenue	\$181,000	\$0	\$0	\$100,000
Map Sales Revenue	\$5,143	\$3,253	\$2,841	\$3,500
GIS Database Features	340	340	340	352

MAJOR ACCOMPLISHMENTS IN 2010

Executed the Parcel Conversion Contract and began data compilation. A cooperative purchase agreement was signed with Atlanta Regional Commission and seven (7) other metro counties to capture 2010 Digital Orthography, LIDAR, 2' contours and hydrographic breaklines.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

- To complete the parcel conversion project.
- To re-organize the department and increase training efforts.
- To increase web-mapping throughout county.

MAJOR BUDGETARY IMPACTS

Previous

One GIS Specialist was added in 2007, to address the increase in the number of County users actively using GIS data to perform job functions. 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.

2011

The 2011 adopted budget of \$1,859,809 is a decrease relative to the 2010 Budget. The Board of Commissioners reduced this budget by (\$181,998).

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

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
G.I.S.	\$1,109,959	\$810,348	\$1,039,319	\$857,321
G.I.S. - Property Mapping	995,795	932,895	1,002,488	1,002,488
	\$2,105,755	\$1,743,243	\$2,041,807	\$1,859,809

GEOGRAPHIC INFORMATION SYSTEMS

FUNCTION: GENERAL GOVERNMENT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$1,446,326	\$1,336,864	\$1,428,879	\$1,428,879
Purchased / Contracted Services	416,262	227,050	370,900	370,900
Supplies	54,974	42,853	49,950	49,950
Capital Outlays	188,193	134,361	187,500	187,500
Interfund / Interdepartmental	0	2,114	4,578	4,578
Other Costs	0	0	0	(181,998)
	\$2,105,755	\$1,743,243	\$2,041,807	\$1,859,809

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
General Fund	\$2,105,755	\$1,743,243	\$1,859,809
	\$2,105,755	\$1,743,243	\$1,859,809

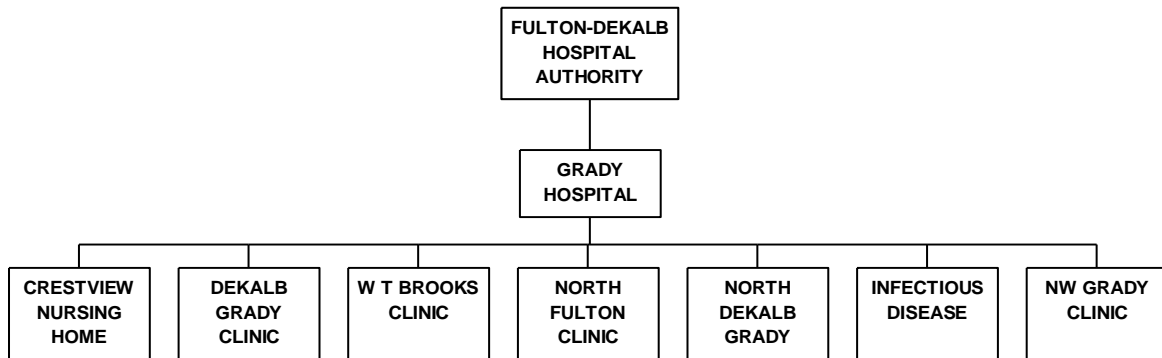
AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2009	2010	2011
G.I.S.				
Assistant Director GIS	AJ	1	1	1
Director GIS	AH	1	1	1
GIS Technical Coordinator	29	2	2	2
Project Coordinator GIS	29	1	0	0
Administrative Assistant II	23	1	1	1
GIS Specialist	23	1	1	1
FULL TIME Subtotal		7	6	6
G.I.S. - Property Mapping				
Property Mapping Manager	31	1	1	1
Property Mapping Supervisor	28	1	1	1
GIS Specialist Senior	24	1	1	1
GIS Specialist	23	5	5	5
Addressing Coordinator	22	2	2	2
Administrative Assistant I	21	1	1	1
Property Mapping Technician Sr	21	6	5	5
Property Mapping Technician	19	3	1	1
FULL TIME Subtotal		20	17	17
FULL TIME Total		27	23	23
ALL POSITIONS Total		27	23	23

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

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Millage Rate	0.84	0.96	0.96	0.88
DeKalb % Deficit Share	25.29%	25.29	25.29	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.

2011

The 2011 adopted budget of \$20,086,833 is a decrease relative to the 2010 Budget. The Board of Commissioners reduced this budget by (\$1,965,657) as part of the amendment process.

Future

The Grady Memorial Hospital Corporation will continue to implement strategies to reverse the financial crisis.

HOSPITAL FUND**FUNCTION: HEALTH & HUMAN SERVICES****SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER**

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Hospital Fund	\$23,570,952	\$23,470,100	\$22,052,490	\$20,086,833
	\$23,570,952	\$23,470,100	\$22,052,490	\$20,086,833

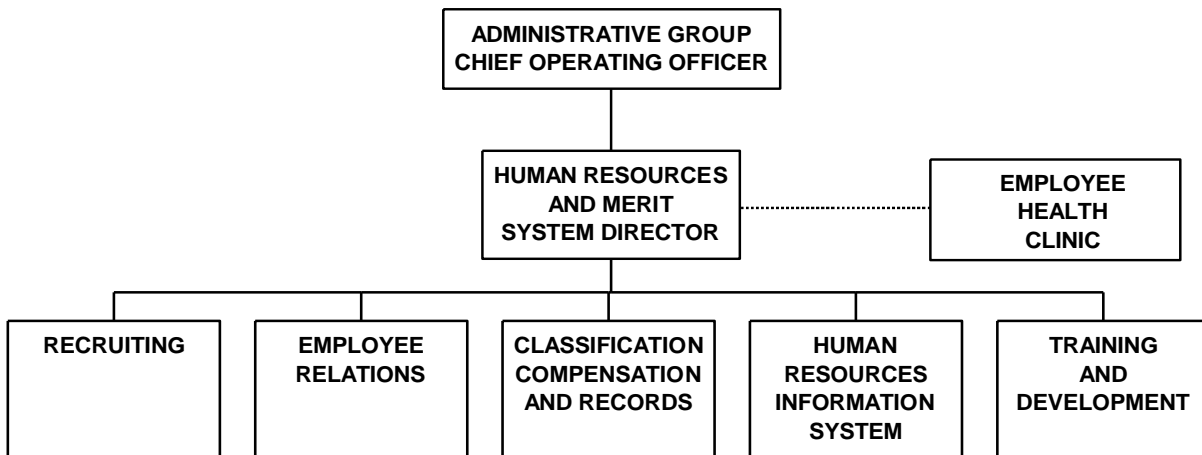
SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Purchased / Contracted Services	\$0	\$0	\$5,000	\$5,000
Interfund / Interdepartmental Charges	106,764	106,764	106,764	106,764
Other Costs	23,464,188	23,363,336	21,940,726	19,975,069
	\$23,570,952	\$23,470,100	\$22,052,490	\$20,086,833

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
Hospital	\$23,570,952	\$23,470,100	\$20,086,833
	\$23,570,952	\$23,470,100	\$20,086,833

HUMAN RESOURCES & MERIT SYSTEM



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 & Merit System Department is a staff organization responsible for developing and maintaining a comprehensive personnel program. The department's five divisions perform distinct functions with specific responsibilities.

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

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

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

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

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

This department is assigned to the Administrative Group, under the direction of the Executive Assistant/Chief Operating Officer.

HUMAN RESOURCES & MERIT SYSTEM

ACTIVITY MEASURES

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Applications Received	20,676	18,981	17,244	36,225
Applications Referred for Job Vacancies	10,655	9,047	7,182	8,115
Vacancies Filled	805	666	504	585
Employment Registers	327	302	276	289
Individuals Counseled	1,780	1,780	1,780	1,780
Employee Assistance Program Cases	1,500	1,859	1,887	1,803
Termination Appeals Processed	61	75	83	83
Termination Appeals Conducted	37	55	81	68
Classifications:				
Number Maintained	878	859	857	858
Number of Specifications Reviewed	230	250	17	131
Number Established	13	9	8	9
Number Abolished	21	64	13	39
Number of Reclassifications	4	19	6	13
Number of Title Changes	27	9	4	7
Number of Training Classes Held	233	269	179	224
Number of Employees Trained	4,062	3,179	2,926	3,053
Number of Employment Verifications				
Processed	4,062	2,886	4,150	3,518
Number of Personnel Actions				
Processed	12,301	6,581	5,314	5,948

MAJOR ACCOMPLISHMENTS IN 2010

Processed over 840 terminations and payouts for employees who took the early retirement incentive. Replaced previous Human Resources field office with new building. Trained 1,216 employees for technical and soft skills courses. Conducted the August 12, 2010 DeKalb County Job Fair.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

To conduct a workforce restructuring analysis based on staffing changes due to early retirement program and abolishment of positions.

To work with affected departments to establish streamlined organizational structures and evaluate positions based on redefined responsibilities.

To reduce the number of employee EEO Complaints/Grievances within county departments.

To implement PeopleSoft system self-service capabilities.

HUMAN RESOURCES & MERIT SYSTEM

MAJOR BUDGETARY IMPACTS

Previous

The 2007 budget included full-year funding for the three positions assigned to the Employee Occupational Health Clinic and the transfer of 1 Nurse Manager position from the Board of Health to the Employee Occupational Health Clinic. The 2008 budget included the deletion of one full-time limited Oracle Technical Training Consultant position. 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.

2011

The adopted budget of \$2,676,453 is a decrease relative to the 2010 Budget. The BOC reduced this budget by (\$920,628) as part of the amendment process.

Future

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Employee Health Clinic	\$251,794	\$262,145	\$280,057	\$280,057
Human Resources & Merit System	2,573,522	2,644,245	2,535,016	2,184,927
Training & Development	171,663	167,315	782,008	211,469
	<u>\$2,996,979</u>	<u>\$3,073,705</u>	<u>\$3,597,081</u>	<u>\$2,676,453</u>

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$2,078,568	\$1,881,229	\$2,702,226	\$2,131,687
Purchased / Contracted Services	679,097	935,000	817,745	817,745
Supplies	38,723	78,200	63,750	63,750
Capital Outlays	197,692	176,301	11,800	11,800
Interfund / Interdepartmental	2,900	2,975	1,560	1,560
Other Costs	0	0	0	(350,089)
	<u>\$2,996,979</u>	<u>\$3,073,705</u>	<u>\$3,597,081</u>	<u>\$2,676,453</u>

FUNDING SOURCES

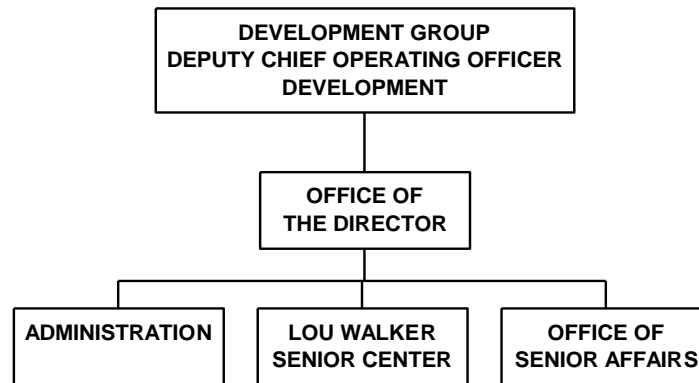
	Actual 2009	Actual 2010	Budget 2011
General Fund	\$2,996,979	\$3,073,705	\$2,676,453
	<u>\$2,996,979</u>	<u>\$3,073,705</u>	<u>\$2,676,453</u>

HUMAN RESOURCES & MERIT SYSTEM

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2009	2010	2011
Human Resources & Merit System				
Asst Dir HR & Merit System	AH	1	0	0
Dir HR & Merit System	AC	1	1	1
HRIS Manager	31	1	1	1
Human Resources Manager	31	3	2	2
Human Resources Supv. Fld.Off.	29	1	1	1
HR Information Technologist	28	1	1	1
Human Resources Generalist I	27	4	1	1
Human Resources Generalist IV	27	0	2	2
Employee Relations Coord Sr	26	1	1	1
HRIS Coordinator	26	1	0	0
Human Resources Generalist III	26	4	3	3
Human Resources Records Supv.	26	1	1	1
HRIS Specialist	25	0	1	1
Human Resources Generalist II	25	1	0	0
Administrative Assistant II	23	1	1	1
HR Operations Specialist	23	1	1	1
Human Resources Specialist	23	2	2	2
Human Resources Assistant Sr.	21	2	1	1
Human Resources Records Tech	21	2	1	1
Human Resources Assistant	19	1	1	1
Office Assistant Senior	19	2	2	2
FULL TIME Subtotal		31	24	24
Employee Health Clinic				
Nurse Practitioner	32	1	1	1
Nurse Manager	29	1	0	0
Medical Laboratory Technician	22	1	1	1
Administrative Assistant I	21	1	1	1
FULL TIME Subtotal		4	3	3
Training & Development				
County Training Officer, Sr	26	2	1	1
Human Resources Assistant	19	1	1	1
FULL TIME Subtotal		3	2	2
FULL TIME Total		38	29	29
ALL POSITIONS Total		38	29	29



MISSION STATEMENT

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

PROGRAM DESCRIPTION

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

During 2005, the Teen Pregnancy Task Force was incorporated into the Administration Division. It provides a coordinated collaborative approach to advocate issues concerning youth, to provide direction to relevant initiatives, to identify needs and gaps in services, to initiate projects and programs, and to promote collaborative efforts.

The Office of Senior Affairs, established in January 1999, exists to enhance the quality of life for older adults and their families/caregivers by promoting a coordinated and comprehensive approach to the delivery of senior services. Effective July 1, 2003, the Office became the designated County-Based Agency for DeKalb County, responsible for planning and coordinating senior services. In this role, the Office will serve as the "Gateway" and primary agency responsible for dissemination of information and referrals to increase access to available services, plan and coordinate with existing service providers and facilitate, monitor and promote community education and advocacy.

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

Effective 2009, this department is assigned to the Development Group, under the direction of the Deputy Chief Operating Officer for Development.

HUMAN SERVICES DEPARTMENT

FUNCTION: HEALTH & HUMAN SERVICES

ACTIVITY MEASURES

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Lou Walker Senior Center				
Number of Registered Members	2,600	3,300	2,959	2,679
Number of Classes Offered	154	160	160	170
Citizen visits to Human Service Ctrs	432,000	530,000	525,000	545,000
Grant applications reviewed	60	61	59	64
Monitoring visits for nonprofit organizations	10	12	20	35
Office of Senior Affairs:				
Contacts for DeKalb Senior Link Line	11,400	9,072	9,062	9,000
Unduplicated Senior Clients Served	1,080	2,079	1,998	2,030
Units Delivered to DeKalb Senior Population	222,643	192,456	165,436	173,890
Number of Meals provided to Seniors	123,900	105,830	94,961	99,044
Number of Homemaker Hours to Seniors	32,933	19,492	10,929	11,399
Number of Case Management Hours to Seniors	7,681	5,815	4,721	5,700
Number of Transportation Trips to Seniors	45,737	43,068	34,347	45,000

MAJOR ACCOMPLISHMENTS IN 2010

Launched the DeKalb County Youth Commission with 28 high school students. Published a position paper on “New Steps in Teen Pregnancy Prevention for Adolescents” by DeKalb County Teen Pregnancy Advocacy Committee. Partnered with Women Moving On and received \$350,000 continuation award from U. S. Department of Justice. (USDOJ), Conducted information briefing for 85 potential Human Services grant applications. Performed 10 monitoring visits; and increased membership of the Lou Walker Senior Center to 2,300. Established new partnership/collaborative with DeKalb Medical, Atlanta Heart Specialist and the University of Georgia. Established LWSC Club Alliance; Hosted Town Hall Meeting facilitated by President Obama and the Secretary of Health and Human Services. Received \$250,000 grant funds from U.S. Department of Health & Human Services for DeKalb Recovery. Hosted event on Shingles and the Elderly “How to live with the Pain” in collaboration with the National Pain Foundation. Established a computer lab at the Hamilton Community Center and refurbished the lobby area at the DeKalb-Atlanta Senior Center. Prepared statement of services for 45 contract Community Center providers. Obtained approval for 4 lease renewals for nonprofit organizations occupying space in the Human Services buildings. Submitted 6 grant application for federal funding.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY’S PRIMARY GOALS AND CRITICAL SUCCESS

FACTORS

Human Services

To acquire 3 to 8 senior vans for transportation to the neighborhood senior centers.

To transform the Care Transition pilot program into permanent services offered to DeKalb seniors.

To continue Adult Daycare/In-Home Respite and Transportation vouchers to caregivers of DeKalb seniors no longer able to attend neighborhood senior center but not “ready” for nursing home care.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS (CONTINUED)**Organizational Effectiveness**

To continue collaborations with universities and other community partners that will assist in determining measurable outcomes of innovative programs offered at our facilities (LWSC, Senior Connections).

To continue (My Senior Center) online registration for classes and use a new information system that will meet the needs of the facility and members.

To increase fees at the centers – such as meal charges, rental and membership fees.

To acquire 3 to 8 senior vans for transportation to the neighborhood senior centers.

MAJOR BUDGETARY IMPACTS**Previous**

In 2007, funding in the amount of \$1,321,068 was approved for the operation of the Lou Walker Senior Center, the New Multi-purpose Facility for seniors. The budget included four new positions; Director of Prevention Services, Fiscal Coordinator, Equipment Operator and a Contract Assistant. The Teenage Pregnancy Cost Center has been retitled to Multipurpose Center. One position was transferred to the Citizens Help Center. The Director formally assumed responsibility to coordinate all levels of children and family services within DeKalb County, and other activities with a focus on prevention.

In 2008, the budget reflected transfer of the monitoring of the not-for-profit agency Grant funds of \$1,715,437 from the Budget and Grants Division to Human Services. A videoconferencing system for the interactive delivery of instructional programs originating from the Lou Walker Senior Citizen Center was installed in the other neighborhood senior centers. The 2008 Adopted Budget included \$212,000 for the non-profit agencies that administer victim assistance programs. The 2008 Adopted Budget also included full-year funding for three full time positions, an Equipment Operator, a Special Project Coordinator and a Fiscal Coordinator, which were approved in 2007.

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, it was the intention of the Administration to combine the Human Services Department with the Community Development Department. In 2010, 3 Full-time employees accepted the Early Retirement option and the BOC 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.

2011

\$3,799,819 is approved for the basic operating budget. This budget also includes \$643,048 for the 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.

Future

Continue to locate additional funding sources. Plans to renovate three Neighborhood Centers within the next several years.

HUMAN SERVICES DEPARTMENT

FUNCTION: HEALTH & HUMAN SERVICES

EXPENDITURE HISTORY – COMMUNITY SERVICE AGENCIES

	2008	2009	2010	2011
	Contract	Contract	Contract	Contract
In Dollars				
Crisis Intervention Services:				
Caminar Latino, Inc.*	\$20,000	\$20,000	\$20,000	\$15,000
Center for Pan Asian Services*	15,899	16,000	5,000	5,000
Crisis Intervention Services (cont.):				
DeKalb Rape Crisis Center*	41,336	41,336	41,336	22,000
International Women's House*	38,155	38,000	43,000	23,000
Men Stopping Violence	85,000	85,000	85,000	85,000
Raksha, Inc.*	0	5,000	5,000	5,000
Metro Atlanta Task Force/Homeless	12,800	5,000	0	0
Partnership for Community Action	65,000	65,000	55,000	55,000
Safe Haven Transitional*	4,770	0	12,575	10,000
Sheltering Arms	0	0	9,000	9,500
Women Moving On, Inc.*	57,233	150,000	150,000	120,000
Child Welfare and Family Serv.:				
Africa's Children's Fund, Inc.	12,000	8,000	8,000	0
Auditory Verbal Center	0	0	5,000	4,750
Atlanta Children's Shelter	0	0	0	10,000
Big Brothers/Big Sisters, Inc.	14,000	8,000	0	0
Boys & Girls Club of Metro Atlanta	16,000	16,000	16,000	4,750
Center for the Visually Impaired	20,000	20,000	25,000	25,000
Childkind Inc.	0	0	0	10,000
Cool Girls, Inc.	20,000	20,000	25,000	19,000
Decatur Cooperative Ministry	22,200	27,500	12,000	12,000
Caring Works, Inc.	0	0	0	20,000
Easter Seals North Georgia	0	0	0	4,750
Elaine Clark Center	20,000	20,000	20,000	25,000
Family First	0	0	30,000	14,250
Georgia Center for Children, Inc.*	54,607	55,000	0	0
Georgia Radio Services	0	30,000	0	15,000
Girls Incorporated of Greater Atlanta	5,000	0	0	0
Inspring Kids Academy	0	0	4,750	0
Latin America Association, Inc.	12,000	6,000	10,000	8,000
Hosea Feed the Hungry	5,000	0	0	12,500
Meridian Educational Resource Gp	20,000	25,000	19,000	18,050
Metro Atl YMCA-Decatur/DeKalb, Inc.	0	10,000	0	0
Metro Fair Housing Services, Inc.	8,000	8,000	12,000	12,000
Nicholas House, Inc	0	0	0	0
Our House, Inc	0	10,000	14,000	9,900
Pathways Community Network	0	9,600	0	0
Quality Care for Children, Inc.	15,000	15,000	14,000	20,000
Scottsdale Child Devel & Family Resource	0	6,000	11,400	12,000
The Adaptive Learning Center, Inc.	12,000	12,000	0	11,400
The Frazer Center, Inc.	0	11,200	0	14,250
The Odyssey Family Counseling Center	8,000	0	0	0
Positive Growth Inc.	0	0	0	15,000
YMCA of Metro Atl.	8,000	20,000	0	0
YWCA of Greater Atl	8,000	8,000	0	0
Youth Media Minds of America	0	0	8,000	0
VOX Teen Communications	0	0	8,000	0

HUMAN SERVICES DEPARTMENT

FUNCTION: HEALTH & HUMAN SERVICES

EXPENDITURE HISTORY – COMMUNITY SERVICE AGENCIES				
	2008	2009	2010	2011
	Contract	Contract	Contract	Contract
Elderly Services:				
I CARE, Inc.	0	27,000	28,800	25,000
Jewish Family & Career Services, Inc.	12,000	12,000	0	0
Marcus Jewish Comm Ctr of Atl., Inc.	0	5,000	9,000	0
Senior Connections	6,000	6,000	14,000	9,500
Health/Human Services:				
Atlanta Legal Aid Society, Inc.*	28,000	28,000	28,000	20,000
African Community Food Bank	0	0	15,000	14,250
First Step Staffing Inc.	0	0	0	5,000
HIV/AIDS Empowerment Resources Ctr.	0	0	0	12,000
Clarkston Comm Center	50,000	50,000	50,000	40,000
Friends of Disabled Adults	26,000	26,000	25,000	0
Georgia Lions Lighthouse Fndn, Inc.	16,000	16,000	15,000	20,000
George West Mental Health Fndn	12,000	0	0	0
Prevent Child Abuse Georgia	0	20,000	19,000	10,608
Project Open Hand/Atlanta	24,000	24,000	23,750	23,750
Refugee Family Services, Inc.	12,000	12,000	10,000	10,000
Side by Side Brain Injury	0	0	28,500	0
Side By Side Clubhouse, Inc.	20,000	30,000	0	19,000
Human Services Program Allocation	0	0	40,000	0
Advocacy, Planning, & Educ. Serv.				
Child Advocate Network, Inc.*	8,000	10,000	0	0
Citizen Advocacy of Atla & DeKalb, Inc.	8,000	0	8,000	0
Developmental Disabilities Council	18,000	0	23,500	0
Georgia Center for Chid Advocacy*	0	0	60,000	43,000
Literacy Volunteers of America	0	7,207	7,200	6,840
Total Contract Amounts	860,000	1,043,843	1,072,811	906,048
New Life Community Ministries, Inc.	8,000	0	0	0
Set Aside for Senior Services	968,260	1,295,662	1,200,000	1,200,000
Less Victim Assistance Funds*	\$0	(\$363,336)	(\$364,911)	(\$263,000)
Tax Fund Contribution	\$1,836,260	\$1,976,169	\$1,907,900	\$1,843,048

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

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual	Actual	CEO'S	Approved
	2009	2010	Recommended	Budget
			Budget	2011
Administration	\$1,765,250	\$1,481,039	\$1,318,019	\$946,176
Lou Walker Senior Center	1,236,634	1,106,315	1,114,707	1,114,707
Senior Citizens	1,862,976	1,818,877	1,738,936	1,738,936
	\$4,864,860	\$4,406,231	\$4,171,662	\$3,799,819

HUMAN SERVICES DEPARTMENT

FUNCTION: HEALTH & HUMAN SERVICES

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$1,494,410	\$1,386,448	\$1,258,247	\$1,258,247
Purchased / Contracted Services	1,179,251	949,851	882,675	882,675
Supplies	140,002	63,449	103,400	103,400
Capital Outlays	24,768	0	7,400	7,400
Interfund / Interdepartmental	10,099	6,573	6,892	6,892
Other Costs	110	110	70,000	(301,843)
Other Financing Uses	2,016,221	1,999,800	1,843,048	1,843,048
	\$4,864,860	\$4,406,231	\$4,171,662	\$3,799,819

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
General Fund	\$4,864,860	\$4,406,231	\$3,799,819
	\$4,864,860	\$4,406,231	\$3,799,819

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		
			2009	2010	2011
Administration					
Director Human Services	AG		1	1	1
Planning Manager	31		1	0	0
Fiscal Officer	29		1	1	1
Human Services Facility Coord	28		2	0	0
Prevention Administrator	28		1	0	0
Grants Coordinator	26		1	1	1
Project Monitor	26		2	2	2
Administrative Assistant II	23		1	1	1
FULL TIME Subtotal			10	6	6
Lou Walker Senior Center					
Asst Director Human Services	AJ		1	0	0
Deputy Director Sr Facility	31		1	0	0
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			8	6	6

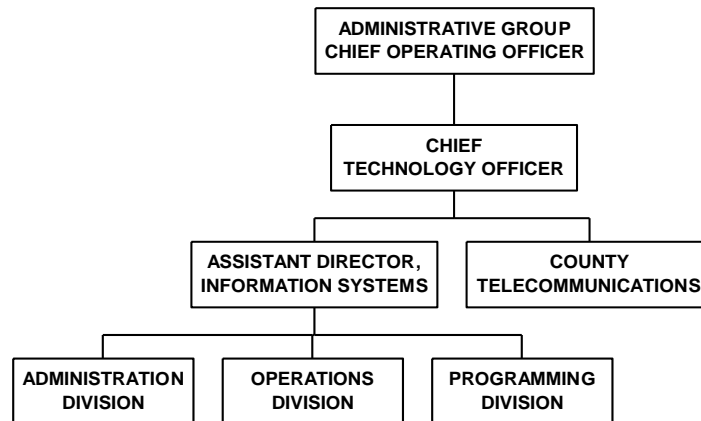
HUMAN SERVICES DEPARTMENT

FUNCTION: HEALTH & HUMAN 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		
			2009	2010	2011
Senior Citizens					
Deputy Sr Services Admin	31		1	1	1
Human Services Manager	29		1	1	1
Human Services Manager	29		1	0	0
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
Administrative Assistant I	21		1	0	0
FULL TIME Subtotal			7	5	5
PART TIME Subtotal			1	1	1
FULL TIME Total			25	17	17
PART TIME Total			1	1	1
ALL POSITIONS Total			26	18	18



MISSION STATEMENT

The mission of DeKalb County’s Information Systems Department (IS) is to provide reliable, cost effective, and innovative services to the departments and agencies of the County, thereby improving the quality and timeliness of services delivered to employees and citizens. The core values that the Information Systems Department embraces are: Accountability, Integrity, Leadership, Professionalism, and Respect.

PROGRAM DESCRIPTION

The Information Systems Department provides technology support 24 hours a day, 7 days a week, and 365 days a year to approximately 60 departments and agencies. 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 Group, under the direction of the Chief Operating Officer.

PERFORMANCE INDICATORS

	TARGET	2008	2009	2010
% OF ALL PROBLEMS (TROUBLE) REQUESTS REPORTED TO THE HELP DESK RESOLVED TO THE CUSTOMERS SATISFACTION WITHIN 2 WORKING DAYS	70%	NA	75%	53%

ACTIVITY MEASURES

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Systems & Program Requests Received	4,211	4,472	4,482	4,500
Help Desk Calls	18,941	21,787	37,276	43,612
% Help Desk Calls Resolved	75%	80%	86%	86%
311 Call Volume	500,000	200,058	217,803	234,000
311 Average Speed of Answer (secs.)	25	14	57	30
311 % Call Answered	95%	95%	95%	95%
311 E-Mails Processed	2,500	3,671	4,630	5,000
311 Service Requests	345,806	140,884	40,000	50,000

MAJOR ACCOMPLISHMENTS IN 2010

Conducted a full IT Assessment and identified cost optimization opportunities. Implemented video Web streaming to allow access of Board of Commissioner meetings online and real-time. Implemented wireless access to County Local Access Network at Maloof Building and Annex, Clark Harrison Building, Callaway Building, Peachtree-DeKalb Airport, and the Redan facility of the Parks and Recreation Department. Migrated Telog from Motorola analog network to Wi-Fi to allow an upgrade to high-speed data for Public Safety.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Infrastructure

To implement Voice over IP in DeKalb County to enhance consolidation of IVR, to allow implementation of 7-digit dial plan, and for potential consolidation of call centers and licensing.

To migrate applications from the mainframe in order to retire antiquated equipment and to reduce maintenance and power consumption costs.

To implement Server and Desktop Virtualization to reduce maintenance costs and to centralize server management.

MAJOR BUDGETARY IMPACTS

Previous

In 2008, \$21,031,587 was approved for the basic operating budget. The 2008 Budget recognized the implementation of Executive Order 7-4, which moved management responsibility for County telecommunications functions from Police Support (in the General Fund) to the Information Systems Department. This increased the base budget of IS by \$2,338,424 and moved 8 full-time positions from Police Support to IS.

In 2009, \$23,092,544 was approved for the basic operating budget. The 2009 Budget recognized the implementation of Executive Order 8-1, which transferred 1 position from the Public Works - Roads & Drainage Department (IS Field Service Specialist, Senior) and 1 position from the Sanitation Department (Departmental Microsystems Specialist) to the Information Systems Department. This increased the base budget by \$137,500.

Beginning in 2009, responsibility for the County's Citizens Help Center was placed under the Information Systems Department as part of a reorganization. This increased Information Systems' authorized position count by 9 (8 Call Center Operators and 1 Call Center Manager).

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.

2011

\$17,305,148 is approved for the basic operating budget, which includes a reduction of \$1,693,447 from the recommended budget.

Future

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

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Administration	19,888,765	15,795,473	16,999,411	15,305,964
Communications	2,455,478	1,573,513	1,999,184	1,999,184
Operations	22	0	0	0
	\$22,344,265	\$17,368,986	\$18,998,595	\$17,305,148

INFORMATION SYSTEMS

FUNCTION: GENERAL GOVERNMENT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	7,494,762	7,545,329	7,928,602	7,928,602
Purchased / Contracted Services	11,476,182	7,713,344	9,702,284	9,702,284
Supplies	286,708	166,890	150,126	150,126
Capital Outlays	1,080,551	35,392	1,198,430	1,198,430
Interfund / Interdepartmental	24,476	21,114	19,153	19,153
Other Costs	(18,413)	(113,082)	0	(1,693,447)
Other Financing Uses	2,000,000	2,000,000	0	0
	\$22,344,265	\$17,368,986	\$18,998,595	\$17,305,148

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
General Fund	22,344,265	17,368,986	17,305,148
	\$22,344,265	\$17,368,986	\$17,305,148

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2009	2010	2011
Administration				
Deputy Director AdvTecSecDaCtr	AJ	1	0	0
Deputy Director Infrastructure	AJ	1	0	0
Deputy Director IS Application	AJ	1	1	1
Assist Chief Information Offic	AG	1	1	1
Chief Information Officer	AD	1	1	1
Communications Manager	31	1	1	1
CPU Manager	31	1	1	1
Dept Information Systems Mgr	31	1	1	1
IS Applications Manager	31	6	6	6
IS Database Manager	31	1	1	1
IS Network Manager	31	1	1	1
IS Database Administrator	30	8	7	7
IS Security Administrator	30	2	1	1
IS Systems Support Manager	30	1	1	1
IS Microsystems Specialist Sr	29	3	3	3
Network Administrator	29	1	1	1
Network Engineer Lead	29	1	1	1
Program Analyst III	29	22	15	15
CPU Operator Supervisor	28	3	2	2
Departmental Microsystems Spec	28	11	11	11
IS Help Desk Supervisor	28	1	1	1
IS Microsystems Specialist	28	5	2	2
IS Program Manager Senior	28	1	1	1

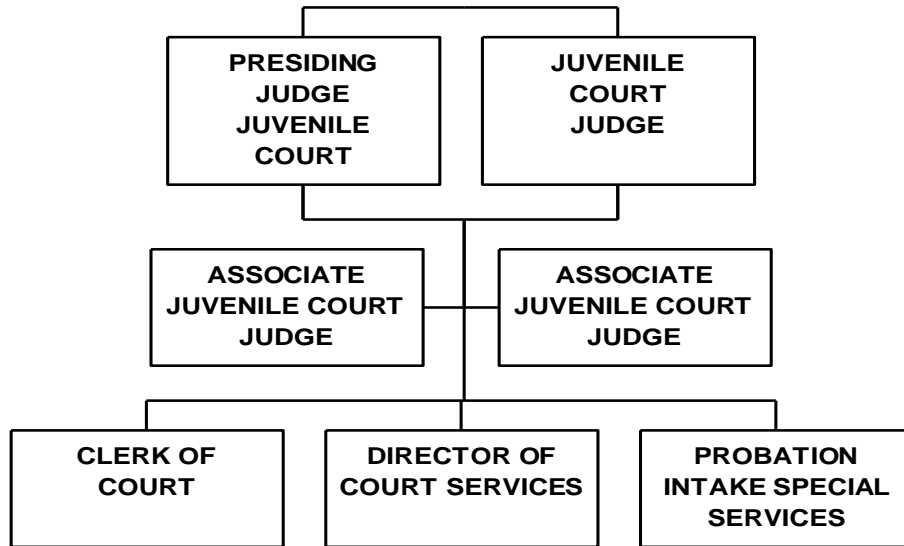
INFORMATION SYSTEMS

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		
		2009	2010	2011
Administration (continued)				
Network Engineer	28	4	2	2
Program Analyst II	28	7	8	8
IS Field Service Specialist	26	4	3	3
IS Help Desk Analyst	26	4	4	4
Administrative Coordinator	25	1	1	1
IS Production Control Supv	25	1	1	1
Program Analyst I	25	2	3	3
Administrative Assistant II	23	1	1	1
CPU Operator	23	6	5	5
Data Control Technician Sr	23	1	1	1
Administrative Assistant I	21	1	1	1
Data Control Technician	21	1	1	1
Office Assistant Senior	19	3	2	2
Accounting Tech	18	1	0	0
Office Assistant	18	0	1	1
IS Field Service Specialist Sr	14	2	2	2
FULL TIME Subtotal		114	96	96
Communications				
Call Center Manager	28	1	1	1
Telecommunications Admr	28	1	1	1
Telecommunications Specialist	26	2	2	2
Telephone Systems Tech	25	2	2	2
Cellular Communications Spec.	21	1	1	1
Call Center Operator	19	7	6	6
Constituent Services Specialis	19	1	1	1
Office Assistant Senior	19	1	1	1
Receptionist	16	1	0	0
FULL TIME Subtotal		17	15	15
FULL TIME Total		131	111	111
ALL POSITIONS Total		131	111	111



MISSION STATEMENT

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

PROGRAM DESCRIPTION

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

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

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

ACTIVITY MEASURES

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Delinquent Charges	7,998	6,851	5,965	5,982
Unruly Charges	1,553	2,902	2,040	2,158
Deprived Charges	1,916	1,563	1,082	1,152
Traffic Charges	560	590	594	580
Number of Hearings Held	21,279	19,174	0	20,207
Special Proceedings	513	306	218	229
Points II Program	437	319	432	427
Truancy Citations	1,138	1,639	655	704
Status Offenses	1,465	1,422	447	456
Warrants Issued	1,347	1,209	1,278	1,243

MAJOR ACCOMPLISHMENTS IN 2010

Continued to successfully manage approximately \$1,000,000 dollars in federal, state and local grant funds from government agencies. Utilized a portion of grant funding to hire a Mediation Coordinator and Mental Health

JUVENILE COURT

FUNCTION: CIVIL & CRIMINAL COURTS

MAJOR ACCOMPLISHMENTS IN 2010(CONTINUED)

Coordinator. Implemented a full-time mediation program and launched juvenile mental health court during fall of 2010. Continued to operate the Rebound Drug Court and Truancy Court to address the underlying substance abuse and truancy issues of youthful offenders. Received additional grant funding from the Workforce Development Department to expand the GED-based Youth Achievement Program. Implemented the T.I.M.E. (Tutoring, Intervention, Mentoring, and Employment) program, which included job training, work-site experience, and college tours. The Judges continued to serve in advisory roles for several community organizations and the Chief Judge participated in the "Crime Prevention Tour" during the Winter and Spring Of 2010. Hosted annual Volunteer Recognition Ceremony to honor community volunteers that are affiliated with several volunteer programs for the Juvenile Court.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

- To increase grant funding by 15% through effective research and submission of grant applications.
- To fully upgrade ACS Banner program application to 5.1, and implement ACS Banner Risk and Needs Assessment.
- To upgrade and utilize scanning and imaging technology in the Clerk of Court/Record Room.

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.

2011

This budget includes the annual lease payment of \$3,731,846 for the Juvenile Justice Center. Additionally, funding in the amount of \$48,720 was recommended to replace 20 personal computers, 6 laptops, and 3 imaging scanners. The BOC also reduced this budget by \$855,947 as part of the amendment process.

Future

No significant budgetary impact is anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Administration	\$5,751,368	\$6,945,083	\$7,069,835	\$6,213,888
Probation Services	2,517,305	2,228,751	2,532,936	2,532,936
	\$8,268,673	\$9,173,835	\$9,602,771	\$8,746,824

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$5,010,924	\$4,696,425	\$5,128,016	\$5,128,016
Purchased / Contracted Services	3,050,770	4,274,280	4,250,120	4,250,120
Supplies	123,266	96,541	116,609	116,609
Capital Outlays	42,706	91,965	58,943	58,943
Interfund / Interdepartmental	6,039	3,002	4,758	4,758
Other Costs	0	0	44,325	(811,622)
Other Financing Uses	34,968	11,622	0	0
	\$8,268,673	\$9,173,835	\$9,602,771	\$8,746,824

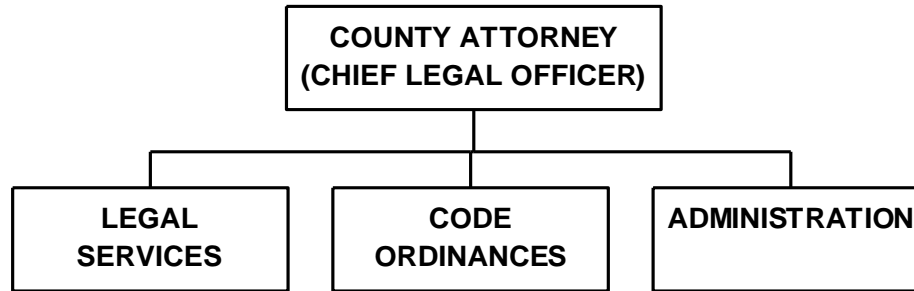
JUVENILE COURT

FUNCTION: CIVIL & CRIMINAL COURTS

FUNDING SOURCES			
	Actual 2009	Actual 2010	Budget 2011
General Fund	\$8,268,673	\$9,173,835	\$8,746,824
	\$8,268,673	\$9,173,835	\$8,746,824

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2009	2010	2011
Administration				
Judge Associate Juv Court	OK1	2	2	2
Dir Court Services Juvenile Ct	32	1	1	1
Network Administrator	29	1	1	1
Grants & Administrative Mgr	28	1	1	1
Cit Panel Rev Prg Adm Juv Ct	26	1	1	1
Clerk Juvenile Court	26	1	1	1
Juvenile Program Administrator	26	3	3	3
Juv Probation Officer Prin	25	2	1	1
Chief Deputy Clerk Juv Court	24	1	1	1
Court Records Supervisor	24	1	1	1
Juvenile Probation Officer Sr	24	1	1	1
Probation Admn Supv Juv Court	24	1	1	1
Administrative Assistant II	23	3	3	3
Calendar Clerk Senior	23	4	4	4
Juvenile Probation Officer	23	0	1	1
Secretary Senior Legal	23	3	3	3
Accounting Tech Senior	19	1	1	1
Office Assistant Senior	19	1	1	1
Records Tech Sr Juvenile Ct	19	6	6	6
Tribunal Technician Senior	19	4	4	4
Juvenile Court Judge		2	2	2
FULL TIME Subtotal		40	40	40
Probation Services				
Chief Juv Probation Officer	29	1	1	1
Juvenile Probation Supervisor	26	4	4	4
Juv Probation Officer Prin	25	8	6	6
Juvenile Probation Officer Sr	24	14	11	11
Administrative Assistant II	23	1	1	1
Juvenile Probation Officer	23	19	20	20
Office Assistant Senior	19	1	1	1
FULL TIME Subtotal		48	44	44
FULL TIME Total		88	84	84
ALL POSITIONS Total		88	84	84

**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

	TARGET	2008	2009	2010
% Of closed litigation files won or settled	96%	100%	100%	100%
% Of legal opinions responded to within 30 days	100%	96%	96%	97%
% Of standard form contracts reviewed and returned within 20 days	98%	100%	100%	100%

ACTIVITY MEASURES

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Total files Pending	1,682	1,632	1,735	1642
Total files Opened	717	983	964	920
Total files Closed	913	762	1,020	768
Legal Opinions Requested	195	208	172	176
Litigation files opened	167	192	170	240
Litigation files closed	191	155	263	208

LAW DEPARTMENT

FUNCTION: GENERAL GOVERNMENT

ACTIVITY MEASURES

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Tax appeal files opened	106	140	242	250
Tax appeal files closed	77	120	166	176
Demands (claims recvd.)	100	123	135	156
Contracts & agenda items reviewed	920	823	700	700

MAJOR ACCOMPLISHMENTS IN 2010

The Law Department surpassed all performance measurement goals. The Law Department drafted early retirement ordinance and supporting documents, and also drafted re-hire provisions. Reviewed over 100 more contracts than were reviewed in 2009. Oversaw successful two-week trial in *Bryan v. Jones* case.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

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

The 2007 budget included an increase in the Other Professional Services account for the services of external legal counsel. There were no significant budgetary changes for 2008. There were no significant budgetary changes for 2009. In 2010, there were no full-time employees eligible for the Early Retirement Option Program and the BOC abolished 2 vacant full-time positions.

2011

The 2011 adopted budget of \$3,287,395 is a decrease relative to the 2010 Budget. The Board of Commissioners reduced this budget by (\$321,698).

Future

Additional appropriation for outside counsel will be needed in the future to handle lawsuits.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Law Department	\$3,217,093	\$4,583,722	\$3,609,093	\$3,287,395
	\$3,217,093	\$4,583,722	\$3,609,093	\$3,287,395

LAW DEPARTMENT

FUNCTION: GENERAL GOVERNMENT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$2,539,236	\$2,497,368	\$2,605,198	\$2,605,198
Purchased / Contracted Services	603,581	2,026,662	949,420	949,420
Supplies	74,212	59,628	54,475	54,475
Capital Outlays	64	64	0	0
Other Costs	0	0	0	(321,698)
	\$3,217,093	\$4,583,722	\$3,609,093	\$3,287,395

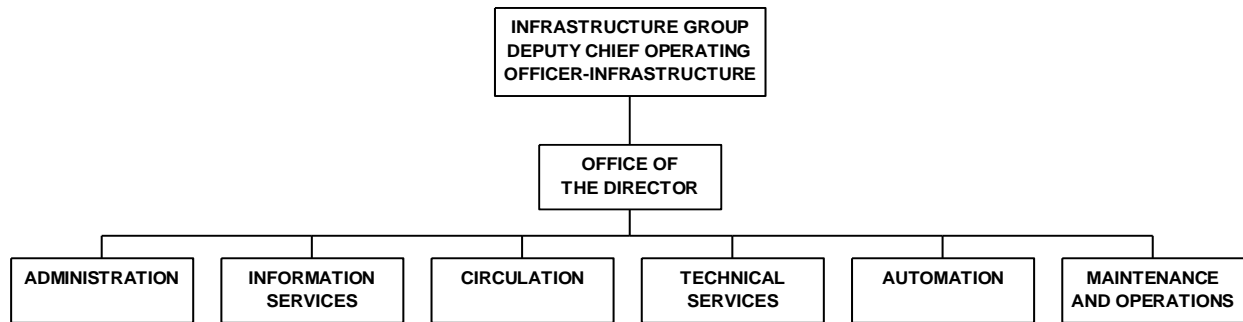
FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
General Fund	\$3,217,093	\$4,583,722	\$3,287,395
	\$3,217,093	\$4,583,722	\$3,287,395

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2009	2010	2011
Law Department				
County Attorney	CA	1	1	1
Assistant County Attorney	AJ	0	1	1
Asst County Attorney Senior	AI	14	11	11
Chief Asst County Attorney	AE	3	3	3
Secretary Senior Legal	23	4	4	4
Secretary Legal	21	4	4	4
Office Assistant Senior	19	1	1	1
FULL TIME Subtotal		27	25	25
FULL TIME Total		27	25	25
ALL POSITIONS Total		27	25	25



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 21 public library facilities supported by a Library Processing Center. 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 800 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. Public meeting spaces are available in 19 library branches.

Effective 2009, this department is assigned to the Infrastructure Group, under the direction of the Deputy Chief Operating Officer for Infrastructure.

PERFORMANCE INDICATORS

	TARGET	2008	2009	2010
Material Circulation Per Capita	5.7	5.37	5.69	5.44
Library Visits Per Capita	4.5	4.5	4.48	4.55
Reference Transactions Per Capita	1.33	1.38	1.33	1.59
Percent of Population Registered	29%	28%	28%	27%

ACTIVITY MEASURES

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
*Patron Visits	3,273,489	3,232,631	3,321,574	3,341,974
Collection				
Books Collection	811,672	826,340	808,682	830,000
Books Purchased	85,794	77,758	43,099	5,000
Audiovisuals Collection	97,358	95,875	93,245	96,000
Audiovisuals Purchased	24,572	20,915	11,227	1,000
Periodical				
Subscriptions	1,697	1,882	1,479	750
On-line/CD ROM Databases	30	27	25	10
Materials Checked Out	3,781,006	3,998,770	4,156,993	3,898,116

LIBRARY**FUNCTION: LEISURE SERVICES****ACTIVITY MEASURES**

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Books	2,394,398	2,449,539	2,490,153	2,508,324
Audiovisuals	1,386,608	1,549,539	1,536,944	1,379,724
Registered Users	194,813	200,160	198,224	198,726
New Users Registered	38,808	38,534	40,200	73,664
Materials Transactions (internal)	5,888,327	6,388,513	7,437,417	6,656,122
Library Programs	3,035	3,610	4,057	3,928
Attendance	85,025	81,622	97,822	93,828
Community Meetings in Attendance	1,916	1,590	1,827	1,570
Attendance	40,105	34,938	34,025	33,732
Remote Hits to Homepage	1,028,149	1,111,810	1,232,922	1,282,210

MAJOR ACCOMPLISHMENTS IN 2010

Library circulation increased 4% over 2009 despite the closing of several branches for construction. The library website was accessed remotely 1,232,922 times, which was an increase of 11% above 2009. Over 94,000 persons attended library sponsored programs, which was an increase of 17% above 2009. Construction was started on the Scott Candler and Central Library Annex Library Bond Projects. Five Library Bond Projects were completed and four of those were opened to the public.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS**Organizational Effectiveness**

To replace declining bond funds for library materials with county operational funding in order to maintain the library's collection at 2010 levels.

To centralize administrative, automation, and materials processing functions into the new Central Library Annex and Processing Center.

Infrastructure

To open the Stonecrest Library for service in May, 2011.

To open the Buford Highway Library serving DeKalb's Hispanic community in May, 2011.

MAJOR BUDGETARY IMPACTS**Previous**

In 2008, the County allocation for library materials, \$2,525,000, was funded using the 2006 bond issue interest as a CIP Project. \$52,962 was deducted as salary savings; this is the equivalent of 1 full-time Librarian position. The following 13 positions were added by the Board of Commissioners on September 23, 2008 which were originally requested as part of the 2009 Budget Request: 2 Librarians Principal, 1 Librarian Senior, 1 Library Specialist, 3 Library Technicians, 1 Library Accounts Payable Assistant, 2 Security Guards, 2 Department Microsystems Specialists, and 1 part-time Custodian.

In 2009, due to pressures on the 2009 County Budget, the allocation for library materials was reduced to \$500,000. To staff the 2006 Bond libraries opening in 2009, the following 52 new positions were approved: 5 Librarians Principal, 7 Librarians Senior, 6 Librarians, 3 Library Specialists, 17 Librarian Technicians, 3 part-time Librarian Technicians, 1 Library System Analyst, 1 Payroll Personnel Technician, 4 Custodians, 2 part-time Custodians, 2 Couriers, and 1 General Maintenance Worker. 3 enlarged library branches, the Toco Hill, Northlake, and Tucker branches were opened in 2009.

MAJOR BUDGETARY IMPACTS (continued)**Previous (continued)**

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.

2011

\$11,817,250 is approved for the basic operating budget, which includes a reduction of \$1,218,875 from the recommended budget. \$638,295 is approved for program modifications for opening branches (Stonecrest, Scott Candler, Buford Highway, Hairston Crossing, Salem-Panola), materials, and the Central Annex facility.

Future

As each of the referendum's 13 proposed projects is completed, the Library's Operating Budget will increase due to additional Personal Services requirements and associated operating expenses. 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

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Administration	\$2,180,200	\$3,036,624	\$3,320,476	\$2,101,601
Automation	278,108	397,376	438,276	438,276
Circulation	2,915,434	3,125,730	3,385,587	3,385,587
Information Services	3,459,781	4,211,726	4,520,899	4,520,899
Maintenance & Operations	668,120	805,531	915,993	915,993
Technical Services	1,072,797	889,890	1,093,189	1,093,189
	\$10,574,440	\$12,466,878	\$13,674,420	\$12,455,545

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$9,079,960	\$11,164,750	\$11,824,908	\$11,824,908
Purchased / Contracted Services	480	545	59,700	59,700
Supplies	500,125	100,000	300,000	300,000
Interfund / Interdepartmental	13,538	20,736	24,103	24,103
Other Costs	980,337	1,180,848	1,465,709	246,834
	\$10,574,440	\$12,466,878	\$13,674,420	\$12,455,545

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
General Fund	\$10,574,440	\$12,466,878	\$12,455,545
	\$10,574,440	\$12,466,878	\$12,455,545

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		
			2009	2010	2011
Administration					
Assistant Director, Library	AI		1	1	1
Director, Library	AE		1	1	1
Librarian Administrative	32		7	7	7
Admin Services Mgr Library	31		1	1	1
Librarian, Principal	30		2	2	2
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
Administrative Assistant I	21		1	1	1
Payroll Personnel Tech Sr	21		1	2	2
Library Accounts Payable Asst	20		2	2	2
Library Technician, Senior	19		1	1	1
Office Assistant Senior	19		3	4	4
Payroll Personnel Technician	19		1	0	0
FULL TIME Subtotal			29	30	30
Information Services					
Librarian, Principal	30		12	12	12
Librarian Senior	28	1 PT	24	24	24
Librarian	26		21	21	21
Library Branch Supervisor	25		5	5	5
Library Specialist Senior	23	4 PT	30	30	30
FULL TIME Subtotal			87	87	87
PART TIME Subtotal			5	5	5
Circulation					
Library Specialist	21		29	29	29
Library Technician, Senior	19	26 PT	55	55	55
Library Technician	17	11 PT	34	35	35
FULL TIME Subtotal			81	82	82
PART TIME Subtotal			37	37	37

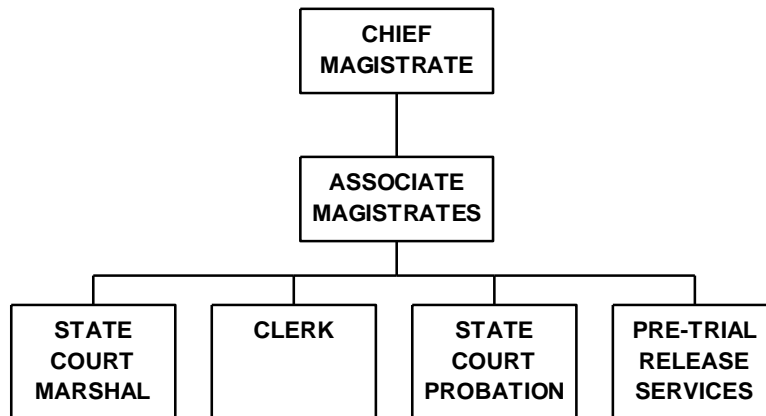
LIBRARY

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		
			2009	2010	2011
Technical Services					
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 Specialist	21		2	2	2
Library Technician, Senior	19		3	4	4
Library Technician	17	1 PT	3	1	1
FULL TIME Subtotal			14	13	13
PART TIME Subtotal			1	1	1
Automation					
Library System Analyst	29		2	2	2
Network Administrator	29		1	1	1
Departmental Microsystems Spec	28		4	4	4
Office Assistant Senior	19		1	0	0
FULL TIME Subtotal			8	7	7
Maintenance & Operations					
Custodian Senior	18	11 PT	19	19	19
General Maintenance Worker, Sr	18		0	1	1
Security Guard	18		7	6	6
Courier	16		5	4	4
Custodian	16	1 PT	4	3	3
General Maintenance Worker	16		1	0	0
FULL TIME Subtotal			24	21	21
PART TIME Subtotal			12	12	12
FULL TIME Total			243	240	240
PART TIME Total			55	55	55
ALL POSITIONS Total			298	295	295



MISSION STATEMENT

The mission of the Magistrate Court is to provide for the hearing of criminal warrant applications and the issuance of the same. To provide for the trial of civil claims in which the amount in controversy does not exceed \$15,000 and to provide for other such matters as may be committed to its jurisdiction by other general laws.

PROGRAM DESCRIPTION

The Magistrate Court, created by the Acts of the Legislature of 1983 when the new State Constitution was adopted, provides for a user friendly tribunal which is free from legal technicalities: the issuance of warrants and related proceedings as provided in Article 4 of Chapter 6 of Title of the Georgia Code, Annotated (GCA), relating to bonds for good behavior and bonds to keep the peace; the holding of courts of inquiry; the trial of charges of violations of county ordinances and penal ordinances of state authorities; the trial of civil claims including garnishment and attachment in which exclusive jurisdiction is not vested in the Superior Court and the amount demanded or the value of the property claimed does not exceed \$15,000, provided that no prejudgment attachment may be granted.

The issuance of summons, trial of issues, and issuance of writs and judgments in dispossessory proceedings and distress warrant proceedings as provided in Articles 3 and 4 of Chapter 7 of Title 44 of the GCA; the punishment of contempts by fine not exceeding \$200 or by imprisonment not exceeding ten days or both; the administration of any oath, which is not required by law to be administered by some other officer; the granting of bail in all cases where the granting of bail is not exclusively committed to some other court or officer.

The issuing of subpoenas to compel attendance of witnesses in the Magistrate Court and subpoenas for the production of documentary evidence before the Magistrate Court; such other matters as are committed to their jurisdiction by other general laws; the trial and sentencing of misdemeanor violation of Code Section 16-9-20, relating to criminal issuance of bad checks.

The execution of subscribing and the acceptance of written waivers of extradition in the same manner provided for in Code Section 17-13-46 and the trial and sentencing of misdemeanor violations of other Code sections as provided by Article 13 of this chapter.

ACTIVITY MEASURES

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Criminal Division:				
Arrest & Search Warrants and Citations Issued	24,450	24,735	22,083	20,316
Warrant Applications	5,790	5,105	4,657	5,250
Bond Hearings	6,681	6,480	6,197	6,149

MAGISTRATE COURT

FUNCTION: CIVIL & CRIMINAL COURTS

ACTIVITY MEASURES				
	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Committal Hearings	26,023	24,644	24,357	24,273
Ordinance Cases	93	48	23	29
Civil Division:				
Civil Actions	15,430	12,571	14,859	13,437
Total Activity All Divisions	78,467	73,583	72,176	69,454

MAJOR ACCOMPLISHMENTS IN 2010

Expanded The Electronic Warrant Interchange (EWI) to include operations from offsite locations during the hours that the Magistrate Court is closed. Provided means by which law enforcement can secure warrants from their precinct location without the need to travel to judges' homes after court closes at midnight. Reduced necessity of having judge and supporting staff paid for additional hours.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

To continue expanded service through Jail Diversion Program insuring legal representation for the defendant and any necessary counseling.

To continue to provide the most accessible electronic warrant interchange (EWI) 24 hours capacity to secure arrest and/or search warrants.

To secure County funding for equipment and licensing fees.

To continue to notify various agencies of availability of 24 hours capability for issuing warrants through the Electronic Warrant Interchange from remote locations.

MAJOR BUDGETARY IMPACTS

Previous

In 2007, \$2,532,607 was approved for basic operating expenses and included full-year funding for a Record Tech, Sr. position approved by the Board of Commissioner on July 25, 2006. In 2008, \$2,605,718 was approved for basic operating expenses. There were no significant budgetary changes for 2009.

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.

2011

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.

Future

No significant budgetary impact is anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Magistrate Court	\$2,476,281	\$2,455,833	\$2,574,803	\$2,345,297
	\$2,476,281	\$2,455,833	\$2,574,803	\$2,345,297

MAGISTRATE COURT

FUNCTION: CIVIL & CRIMINAL COURTS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$2,327,602	\$2,262,559	\$2,452,853	\$2,452,853
Purchased / Contracted Services	93,555	129,727	94,150	94,150
Supplies	52,098	60,187	24,800	24,800
Capital Outlays	0	83	0	0
Interfund / Interdepartmental	0	445	0	0
Other Costs	3,025	2,833	3,000	(226,506)
	\$2,476,281	\$2,455,833	\$2,574,803	\$2,345,297

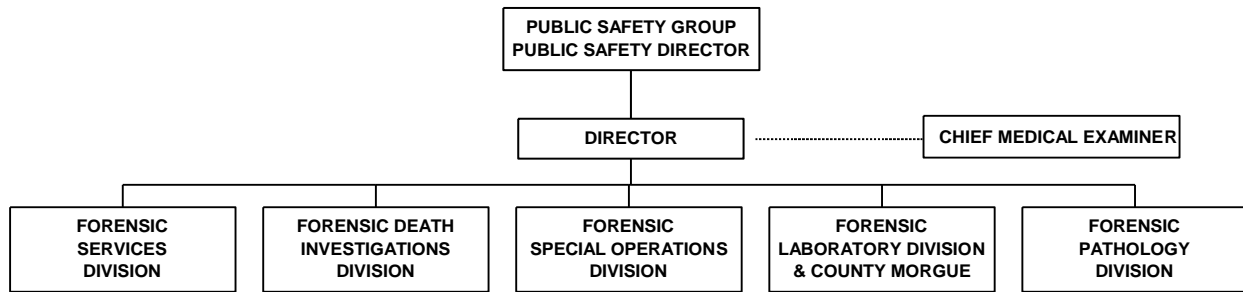
FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
General Fund	\$2,476,281	\$2,455,833	\$2,345,297
	\$2,476,281	\$2,455,833	\$2,345,297

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES or TEMP (T)	NUMBER OF POSITIONS		
			2009	2010	2011
Magistrate Court					
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 Ct	23		1	1	1
Investigator	21		2	2	2
Office Assistant Senior	19		2	2	2
Records Technician Sr St Ct	19		1	1	1
Part-time Assoc Magistrate	\$55.16/hr	22 PT	22	22	22
Sr Assoc 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	14
PART TIME Subtotal			23	23	23
FULL TIME Total			14	14	14
PART TIME Total			23	23	23
ALL POSITIONS Total			37	37	37



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

Effective 2009, this department is assigned to the Public Safety Group, under the direction of the Public Safety Director.

ACTIVITY MEASURES				
	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Deaths Investigated	1,651	1,528	1,635	1,700

MAJOR ACCOMPLISHMENTS IN 2010

The Medical Examiner's office conducted thorough and comprehensive investigation of 1,635 reported deaths, resulting in the proper determination of cause and manner of death and the dissemination of accurate information to the appropriate parties. This office also performed numerous post mortem examinations and autopsy procedures, with collection/submission of evidence and specimens, in a quality controlled laboratory, with no identifiable, significant errors. Conducted the safe and successful recovery of bodies from difficult and precarious environments without injury to team members or loss/damage of equipment. The Medical Examiner's office generated \$32,400 in revenue for the County through the use of the sterile autopsy/operating room. Converted to the new Georgia Death Certificate initiated by the Georgia Department of Community Health.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Human Services

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

Continue to train and educate employees in the area of forensic medicine so that the needs of the bereaved loved ones, outside agencies, and the general public can be served by employees who possess adequate job knowledge and decision making skills.

MAJOR BUDGETARY IMPACTS

Previous

The 2008 budget included an increase to \$660,000 for the annual medical examiner contract. The major components of the contract included salaries and medical malpractice insurance for doctors, body transport service, photo film and photo processing. This increase recognized the escalating cost of medical services.

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.

2011

\$1,962,037 is approved for the operating budget, which includes a reduction of \$192,001 from the recommended budget.

Future

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

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Medical Examiner	\$2,285,619	\$2,194,932	\$2,154,038	\$1,962,037
	\$2,285,619	\$2,194,932	\$2,154,038	\$1,962,037

MEDICAL EXAMINER

FUNCTION: CIVIL & CRIMINAL COURTS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$1,258,564	\$1,288,875	\$1,340,710	\$1,340,710
Purchased / Contracted Services	780,306	738,383	671,804	671,804
Supplies	186,784	116,602	95,690	95,690
Interfund / Interdepartmental	59,964	51,071	45,834	45,834
Other Costs	0	0	0	(192,001)
	\$2,285,619	\$2,194,932	\$2,154,038	\$1,962,037

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
General Fund	\$2,285,619	\$2,194,932	\$1,962,037
	\$2,285,619	\$2,194,932	\$1,962,037

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2009	2010	2011
Medical Examiner				
Deputy Dir Medical Examiner	AI	1	1	1
Director Medical Examiner	AH	1	1	1
Chief Investigator ME	30	1	1	1
Dep Chief Investigator, M.E.	29	1	1	1
Forensic Investigator	28	8	8	8
Forensic Laboratory Manager	28	1	1	1
Forensic Services Manager	28	1	1	1
Forensic Technician Senior	23	1	0	0
Forensic Technician	22	1	2	2
Office Assistant Senior	19	4	3	3
Custodian Senior	18	1	1	1
Office Assistant	18	0	1	1
FULL TIME Subtotal		21	21	21
FULL TIME Total		21	21	21
ALL POSITIONS Total		21	21	21

MISSION STATEMENT

To account for appropriations and expenditures which are not applicable to any specific department, but are applicable to either the General Fund, the Fire Fund, the Special Tax District - Designated Services Fund, or the Special Tax District - Unincorporated Fund.

PROGRAM DESCRIPTION

Cost categories contained in the 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, and special accounts for studies and projects that are applicable to the County as a whole.

MAJOR BUDGETARY IMPACTS**Previous**

In 2007, the Administration created a project within Nondepartmental to purchase digital radios for the following departments: District Attorney, Fire & Rescue, State Court - Marshal, Medical Examiner, Parks & Recreation, Police Services, Sheriff, and Public Works – Roads & Drainage and Public Works – Transportation. The Finance Department, Budget & Grants Division, is responsible for coordinating this project. It was financed via the G.E. Master Lease program.

The 2008 Budget included the following: a budgetary reserve of \$17,721,548 towards establishing a one-month reserve, (\$9,300,000) for additional salary savings not allocated to specific departments, and \$100,000 reserve for process improvements. The funding, \$3,738,771, for the Building Authority (Juvenile) Revenue Bonds Lease Purchase payments was transferred to Juvenile Court. Also, the funding, \$712,143, for the Lease Purchase payments for the South DeKalb Arts Center was transferred to the Rental Motor Vehicle Excise Tax Fund. The funding, \$1,715,437, for nonprofit agencies and the responsibility for the Set Aside for Senior Services was transferred to the Human Services Department.

The 2009 Budget included the following: a budgetary reserve of \$12,721,548 towards establishing a one-month reserve, (\$5,993,505) for additional salary savings not allocated to specific departments, and \$24,670 reserve for process improvements. The funds for the Office of the Chief Public Safety Officer, \$284,814, were placed in the Reserve for Appropriation account pending further action by the BOC. The 2009 contribution to the 27th payday, \$4,742,455, was placed in the Reserve for Contingency account. In order to fund normal County operations, the Attendance Incentive or sick leave payout, was suspended.

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 have been 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.

2011

The 2011 Budget includes 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.

Future

Declining revenues continue to hamper the effort to accumulate a reserve equal to one month's operating expenditures.

NON-DEPARTMENTAL

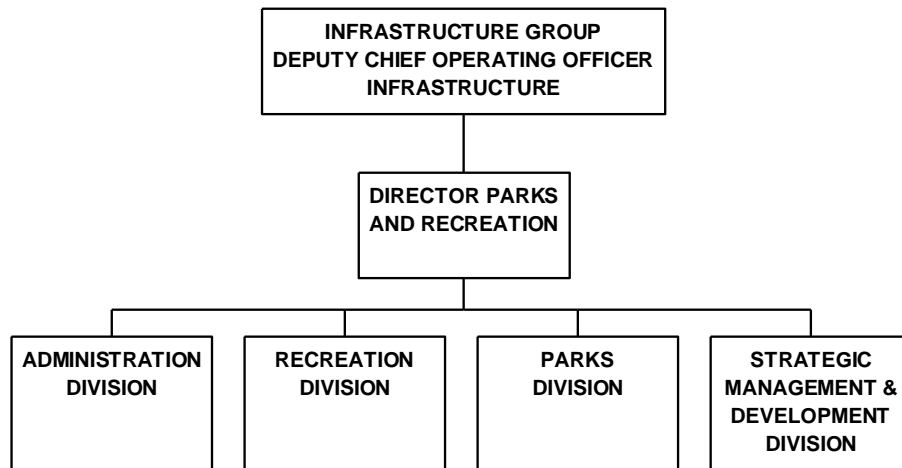
FUNCTION: GENERAL GOVERNMENT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Designated Services	\$4,576,776	\$3,476,748	\$5,511,130	\$5,511,130
Fire	2,180,634	3,225,214	2,546,384	2,546,384
General	13,260,966	12,214,006	26,685,162	26,185,162
Unincorporated	152,752	137,311	211,026	211,026
	<u>\$20,171,128</u>	<u>\$19,053,279</u>	<u>\$34,953,702</u>	<u>\$34,453,702</u>

The variation between Actual Expenditures for previous years and the current year Budget is primarily due to the fact that the latter amount includes an appropriation for the Budgetary Reserve. In 2011, this reserve is \$12,000,000.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$219,804	\$141,708	\$1,707,451	\$1,707,451
Purchased / Contracted Services	5,213,400	5,134,896	5,060,744	5,060,744
Supplies	57,692	35,920	56,000	56,000
Interfund / Interdepartmental	379,164	567,267	1,819,292	1,819,292
Other Costs	10,849,043	11,026,546	23,408,937	22,908,937
Debt Service	1,952,038	1,954,442	2,901,278	2,901,278
Other Financing Uses	1,500,000	192,500	0	0
Retirement Services	(14)	0	0	0
	<u>\$20,171,128</u>	<u>\$19,053,279</u>	<u>\$34,953,702</u>	<u>\$34,453,702</u>

FUNDING SOURCES			
	Actual 2009	Actual 2010	Budget 2011
General Fund	\$13,260,966	\$12,214,006	\$26,185,162
Fire	2,180,634	3,225,214	2,546,384
Special Tax District - Designated Services	4,576,776	3,476,748	5,511,130
Special Tax District - Unincorporated	152,752	137,311	211,026
	<u>\$20,171,128</u>	<u>\$19,053,279</u>	<u>\$34,453,702</u>



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, the golf courses, 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 three 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 operation, through contractual arrangement, of the County's golf and tennis centers and for the administration of the youth sports program.

The Recreation Division provides recreation opportunities at parks and recreation centers located throughout the County. Programs are available for all ages from pre-school through senior adults and for the disabled. Activities include instructional classes, athletics, swimming, day camps, playgrounds, and other special events and programs.

The Parks Division is responsible for the maintenance of the parks system, other department facilities, and all public grounds excluding rights-of-way.

The Park Planning and Development Division is responsible for administration of all bond funded and capital improvement projects, marketing and promotion, and private and public funding assistance.

Effective 2009, this department is assigned to the Infrastructure Group, under the direction of the Deputy Chief Operating Officer for Infrastructure.

ACTIVITY MEASURES

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Recreation Centers - (Number)	11	11	12	13
Average Operating Cost/Center	\$234,184	\$225,000	\$221,198	\$205,746
Total Number Participants Served	143,000	145,000	200,480	250,620
Swimming Pools Operated	12	13	12	10
Average Operating Cost/Pool	\$65,000	\$78,000	\$100,000	\$93,000
Average Revenue Collected/Pool	\$14,500	\$18,000	\$31,000	\$29,000
Average Attendance/Pool	5,300	5,700	13,570	11,500
Total Number Participants Served	97,000	130,000	157,000	131,000

PARKS & RECREATION

FUNCTION: LEISURE SERVICES

ACTIVITY MEASURES

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Day Camps - Number Operated	12	12	13	115
Average Daily Attendance	245	250	243	250
Average Operating Cost Per Site	\$44,500	\$45,000	\$32,948	\$22,166
Sum.Food Service Program-(Num)	41	50	55	51
Summer Food Service Program	4,870	5,087	4,663	4,583
Total Number Meals Served	219,183	228,932	200,438	188,438
Special Populations Day Camp-ADA:				
Inclusion Campers	75	75	58	70
Special Populations - Disabled Pat.	525	600	3,200	3,500
Special Populations - Senior Pat.	4,250	4,300	8,320	10,200
Sports and Athletics:				
Total Number Youth Served	62,000	98,000	121,000	130,000
Total Number Adults Served	18,500	27,000	30,075	34,210
Volunteer Coaches Certified	475	720	1,025	1,180
Park Facilities:				
Total Acreage	6,469	6,479	6,430	6,430
Acres Maintained	4,593	4,603	4,547	4,547
Maint. Costs Per Acre Annually	\$1,896	\$1,896	\$1,864	\$1,864
Non-Park Sites Maintained	82	85	265	265
Non-Park Acreage Maintained	256	267	275	275
Average Maintenance Cost/Acre	\$1,437	\$1,498	\$1,100	\$1,100
Golf Courses:	2	2	2	2
Golf Course Acreage Maintained	496	496	496	496
Total Avg.County Cost/Golf Course	\$1,055,793	\$1,152,975	\$1,018,169	\$1,001,536
Total Average County Revenue/ Golf Course	\$900,000	\$1,200,000	\$634,616	\$700,000
Total Num.of Rounds/Golf Course	41,000	43,000	57,618	60,500
Shelter Reservation Revenue	\$101,934	\$116,904	\$117,787	\$120,050
Shelter Reservations	374	324	337	350
Performing Arts Center - No of Patrons			50,527	55,600

MAJOR ACCOMPLISHMENTS IN 2010

Opened the new Redan Recreation Center and began construction on the Exchange Recreation Center. Broke ground at Flat Shoals Park for the development of a playground, trails, picnic pavilion, restrooms and fitness trails. 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. Established partnerships with several community organizations to improve DeKalb County parks. Moved Parks Services' North Service Center from Brook Run Park to Camp Circle. Participated in the 2010 Senior Olympics which started on May 10, 2010 with an opening ceremony at the Porter Sanford performing Arts Center. The event ended May 20 with a closing talent show and luncheon for participants. Joined with the CEO's office and One DeKalb to plan and implement activities and events for National County Government Month.

PARKS & RECREATION**FUNCTION: LEISURE SERVICES****MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS****Organizational Effectiveness**

To continue provide quality special events, cultural programs, classes and exhibitions for all ages where neighbors can come together and celebrate their lives through art, music and dance.

To strengthen our commitment to serving all neighborhoods with high level of maintenance, safety, and security throughout the park system.

To implement on-going Master Plan projects and integrate planning and programming staff into the facility design process.

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**

The 2007 budget included the addition of thirteen positions: three positions (2 Carpenters and 1 Senior Plumber) will be assigned to the Rapid Response Team. Ten Ground Service Technicians positions were assigned to the Parks maintenance function. In 2008, there were no significant changes. 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.

2011

This budget adds funding for 3 full time positions and nineteen part time positions for the Exchange Park Recreation Center, which will be opened in early 2011. This budget provides \$225,000 in funding for the Arts Grants.

Additionally, 6 positions will transfer to Facilities Management; however, the authorization of the positions was deferred until after budget adoption. The BOC restored \$500,000 to this budget as part of the amendment process.

Future

No significant budgetary impact is anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Administration	\$1,034,416	\$938,311	\$1,173,831	\$1,673,831
Aquatics	840,312	698,114	606,095	606,095
Blackburn Tennis Center	1	1	0	0
Brook Run	70,137	75,199	0	0
Cultural Affairs	285,242	381,351	386,715	386,715
District I Service Center	2,730,477	2,131,742	1,960,116	1,960,116
District II Service Center	2,473,528	2,206,157	2,237,944	2,237,944
District III Service Center	2,493,299	1,770,255	1,554,292	1,554,292
Division Administration	293,764	328,463	267,388	267,388
Horticulture & Forestry	127,840	63,198	16,043	16,043
Little Creek Horse Farm	220,648	251,538	240,989	240,989
Marketing And Promotions	46,904	46,237	0	0
Mystery Valley Golf Course	1,201,244	1,025,044	824,907	824,907
Natural Resource Management	999,065	665,112	605,213	605,213
Planning & Development	387,433	1,056,018	533,318	533,318

PARKS & RECREATION

FUNCTION: LEISURE SERVICES

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Recreation Centers	2,612,416	2,345,691	1,433,183	1,433,183
Recreation Division Administration	61,479	41,474	633,285	633,285
Special Populations	27,888	24,566	1,792	1,792
Sugar Creek Golf Course	1,111,061	1,108,798	403,872	403,872
Sugar Creek Maintenance	93	0	6,198	6,198
Sugar Creek Tennis	119,301	104,262	43,058	43,058
Summer Programs	657,942	286,949	594,566	594,566
Support Service	669,146	463,334	110,647	110,647
Youth Athletics	114,807	170,909	274,158	274,158
	\$18,578,439	\$16,182,724	\$13,907,610	\$14,407,610

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$10,718,682	\$10,043,932	\$8,972,468	\$8,972,468
Purchased / Contracted Services	3,789,819	3,241,126	2,237,461	2,237,461
Supplies	2,431,790	1,466,813	1,381,471	1,381,471
Capital Outlays	16,796	178	5,300	5,300
Interfund / Interdepartmental	1,141,490	1,034,845	960,410	960,410
Other Costs	460,875	395,831	350,500	850,500
Other Financing Uses	18,987	0	0	0
	\$18,578,439	\$16,182,724	\$13,907,610	\$14,407,610

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
Special Tax District - Designated Services	\$18,578,439	\$16,182,724	\$14,407,610
	\$18,578,439	\$16,182,724	\$14,407,610

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		
			2009	2010	2011
Administration					
Assistant Director, Park & Rec	AH		0	1	1
Director, Parks & Recreation	AE		1	1	1
Deputy COO Development	AC		1	0	0
Admin Operations Mgr	28		1	1	1
Special Projects Coordinator	28		1	0	0
Departmental Safety Coord	26		1	0	0
User Liaison Coordinator	26		1	1	1
Accountant	25		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		
			2009	2010	2011
Administration (continued)					
Parks Security Coordinator	25		1	1	1
Payroll Personnel Supervisor	24		1	1	1
Administrative Assistant II	23		2	1	1
Public Education Specialist	23		0	1	1
Payroll Personnel Tech Sr	21		2	1	1
Requisition Technician	21		1	0	0
Accounting Tech Senior	19		1	1	1
Office Assistant Senior	19		2	1	1
Courier	16		1	1	1
FULL TIME Subtotal			18	13	13
Special Populations					
Recreation Assistant	QD	4 T	4	4	4
Recreation Program Coord	19		1	0	0
FULL TIME Subtotal			1	0	0
TEMP Subtotal			4	4	4
Summer Programs					
Recreation Instructor	QH	2 T	2	2	2
Day Camp Director	QF	10 T	10	10	10
Day Camp Assistant Director	QE	20 T	20	20	20
Recreation Assistant	QD	26 T	26	26	26
Bus Driver	QB	17 T	17	17	17
Recreation Intern	QA	8 T	8	8	8
TEMP Subtotal			83	83	83
Recreation Division Administration					
Dep Dir, P & R-Revenue Spt Svc	AJ		1	0	0
FULL TIME Subtotal			1	0	0
Recreation Centers					
Skate Park Supervisor Interim	TD	2 T	2	2	2
Recreation Instructor	QH	1 T	1	1	1
Recreation Assistant	QD	91 T	74	91	91
Recreation Intern	QA	25 T	23	25	25
Recreation Program Manager	28		2	1	1
Recreation Center Director	23		13	12	12
General Maintenance Worker Spv	19		1	1	1
Office Assistant Senior	19		1	1	1
Recreation Center Leader	19		14	12	12
Recreation Program Coord	19		1	0	0
Custodian Senior	18		0	1	1
General Maintenance Worker, Sr	18		7	6	6

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		
			2009	2010	2011
Recreation Centers (continued)					
Office Assistant	18		1	0	0
Custodian	16		1	0	0
FULL TIME Subtotal			41	34	34
TEMP Subtotal			100	119	119
Planning & Development					
Dep Dir P&R Recreation	AJ		1	1	1
Financial Project Administrator	31		1	1	1
Greenspace Environment Manager	31		1	1	1
Comprehensive Planning Manager	29		1	1	1
P&R Project Manager	28		7	3	3
Grants Coordinator	26		1	1	1
Greenspace Planner	26		1	1	1
Parks Program Coordinator	25		1	1	1
GIS Specialist	23		1	0	0
Administrative Assistant I	21		2	1	1
Office Assistant Senior	19		1	1	1
FULL TIME Subtotal			18	12	12
Aquatics					
Aquatic District Manager	QI	5 T	5	5	5
Water Safety Instructor	QH	1 T	1	1	1
Pool Manager	QG	13 T	13	13	13
Senior Lifeguard	QE	17 T	17	17	17
Recreation Assistant	QD	3 T	3	3	3
Lifeguard	QC	36 T	36	36	36
Recreation Program Manager	28		1	1	1
Sports Program Coordinator	21		1	0	0
Office Assistant Senior	19		1	0	0
FULL TIME Subtotal			3	1	1
TEMP Subtotal			75	75	75
Division Administration					
Dep Dir Parks&Recreation-Parks	AJ		1	0	0
Parks Operations General Mgr	31		1	1	1
Administrative Assistant II	23		1	0	0
Work Order Technician	21		1	1	1
Office Assistant Senior	19		1	0	0
FULL TIME Subtotal			5	2	2

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		
			2009	2010	2011
District I Service Center					
Clerk	TC	1 T	1	1	1
Parks Maintenance Supt	28		1	1	1
Maintenance Coordinator	26		2	0	0
Parks Maint Construction Supv	24		6	4	4
Equipment Operator Principal	21		1	0	0
Supply Specialist	21		1	1	1
San Driver Crew Leader	20		1	1	1
Equipment Operator Senior	19		2	1	1
Office Assistant Senior	19		1	1	1
Crew Worker Senior	18		5	3	3
Equipment Operator	18		3	0	0
Grounds Service Technician	18	6 T	22	18	18
Crew Worker	16		4	0	0
FULL TIME Subtotal			43	24	24
TEMP Subtotal			7	7	7
District II Service Center					
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		5	3	3
Crew Supervisor	23		1	0	0
Equipment Operator Principal	21		1	1	1
Supply Specialist	21		1	0	0
Maintenance Mechanic	20		1	0	0
Equipment Operator Senior	19		3	1	1
Office Assistant Senior	19		1	1	1
San Driver Crew Leader Trainee	19		1	0	0
Crew Worker Senior	18		7	6	6
Equipment Operator	18		4	2	2
Grounds Service Technician	18	5 T	23	16	16
Crew Worker	16		1	0	0
FULL TIME Subtotal			46	28	28
TEMP Subtotal			7	6	6
District III Service Center					
Clerk	TC	1 T	1	1	1
Parks Maintenance Supt	28		1	1	1
Maintenance Coordinator	26		2	0	0
Construction Supervisor	24		1	0	0
Grounds Maintenance Chem Coord	24		1	0	0
Parks Maint Construction Supv	24		5	2	2
Equipment Operator Principal	21		1	1	1
Maintenance Mechanic	20		1	0	0
San Driver Crew Leader	20		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		
			2009	2010	2011
District III Service Center (continued)					
Equipment Operator Senior	19		2	0	0
Office Assistant Senior	19		1	1	1
Crew Worker Senior	18		7	7	7
Equipment Operator	18		2	2	2
Grounds Service Technician	18	7 T	25	16	16
Small Engine Mechanic	18		1	1	1
Crew Worker	16		3	3	3
General Maintenance Worker	16		0	1	1
FULL TIME Subtotal			48	29	29
TEMP Subtotal			7	8	8
Support Service					
Parks Maintenance Supt	28		1	0	0
Playground Equip Safety Supv	26		1	0	0
Electrician Senior	23		2	2	2
Plumber Senior	23		3	2	2
Carpenter Senior	21		2	2	2
FULL TIME Subtotal			9	6	6
Sugar Creek Tennis					
Recreation Assistant	QD	3 T	3	3	3
TEMP Subtotal			3	3	3
Natural Resource Management					
Natural Resource Manager	29		1	1	1
Landscape Management Supv	28		1	0	0
P&R Project Manager	28		1	1	1
Nature Preserve Supervisor	26		1	0	0
Park Ranger Interp Naturalist	25		1	0	0
Grounds Nursery Supervisor	23		1	1	1
Nature Center Ranger	19	2 PT	3	3	3
Office Assistant Senior	19		1	0	0
Grounds Service Technician	18		2	1	1
Grounds Nursery Technician	14	1 PT	2	1	1
FULL TIME Subtotal			11	5	5
PART TIME Subtotal			3	3	3
Marketing And Promotions					
Program Promotion Spec	23		1	1	1
FULL TIME Subtotal			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		
			2009	2010	2011
Cultural Affairs					
Arts Center Director	26		0	1	1
Arts Center Coordinator	24		0	1	1
Arts Center Production Spec	19		0	1	1
FULL TIME Subtotal			0	3	3
Youth Athletics					
Sports Program Coordinator	21		4	2	2
Office Assistant Senior	19		1	0	0
FULL TIME Subtotal			5	2	2
Little Creek Horse Farm					
Horse Farm Supervisor	23		1	1	1
Horse Farm Worker	18		3	2	2
FULL TIME Subtotal			4	3	3
FULL TIME Total			254	163	163
PART TIME Total			3	3	3
TEMPORARY Total			286	305	305
ALL POSITIONS Total			543	471	471

PROGRAM DESCRIPTION

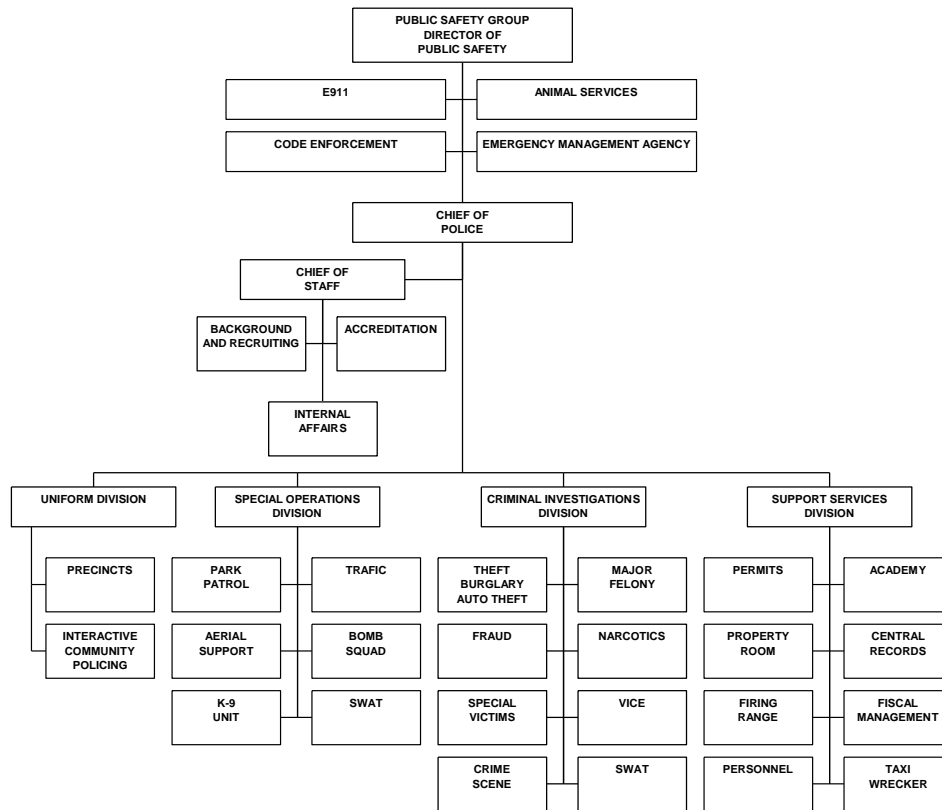
Currently the Planning and Development Department’s budget is divided among three funds: the General Fund, the Special Tax District-Unincorporated Fund, and the Development Fund.

The Planning and Development Department was established in 2006 via the merger of the Planning Department and the Development Department. The Planning and Development Department is the organizational entity charged with the responsibility of managing the Development Fund.

The Tax funded elements of The Planning and Development 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 Development Department is funded in the Development Fund. Detail information regarding the Planning and Development 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. Effective 2009, this department is assigned to the Development Group, under the direction of the Deputy Chief Operating Officer for Development. Executive Order 2010-12, in December, 2010, ordered the Planning & Development Department to be renamed the Department of Planning & Sustainability.

FUNDING SOURCES			
	Actual 2009	Actual 2010	Budget 2011
General Fund	\$1,303,830	\$1,087,929	\$1,149,799
Development	6,210,096	2,684,873	3,047,329
Special Tax District - Unincorporated	1,350,214	854,729	838,831
	\$8,864,141	\$4,627,531	\$5,035,959



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 Investigations Division, and the Support Services Division.

The Department's budget is divided among four funds as follows (the funding hierarchy does not necessarily have a direct relationship to the organizational hierarchy):

Effective 2009, this department is assigned to the Public Safety Group, under the direction of the Director of Public Safety. These divisions now report directly to the Director of Public Safety: E911 Communications, Animal Services, Emergency Management Agency (formerly Homeland Security), and Code Enforcement. (See the note in the Program Description section below for Special Tax District – Unincorporated for information regarding the transfer of Code Compliance responsibility to the Planning & Sustainability department.)

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:

The office of the Director of Public Safety.

Animal Services and Enforcement - The Animal Services and Enforcement section (reporting to the Director of Public Safety) 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. 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.

POLICE SERVICES

FUNCTION: PUBLIC SAFETY

**PROGRAM DESCRIPTION (continued)
General Fund (continued)**

The School Crossing Guard program is funded through the 2010-2011 School Year (through one half of the County's Fiscal Year 2011), after which it becomes the responsibility of the Board of Education.

Special Tax District – Designated Services Fund

The Special Tax District – Designated Services Fund provides for the Uniform Division, the Special Operations Division, the Criminal Investigations Division, and support functions of evidence collection, records, and crime prevention / citizen education.

The primary activities of Police Services include programs for the prevention, detection, and suppression of crime, identification and apprehension of offenders, and the enforcement of state criminal laws, traffic laws, and applicable County ordinances. 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, 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.

Special Tax District – Unincorporated Fund

The Code Enforcement section (reporting to the Director of Public Safety) is responsible for the law enforcement function related to the enforcement of property maintenance codes, building codes, zoning ordinances, sign ordinances, and other related ordinances.

The Code Enforcement section in 2011 will be moved to the Planning & Sustainability Department (in the Special Tax District – Unincorporated Fund) and renamed Code Compliance, as part of the Planning & Sustainability reorganization. Executive Order 2010-12, in December, 2010, ordered the transfer of all 37 Code Enforcement positions to the Planning & Sustainability department. The appropriations for Code Enforcement will be transferred to Planning & Sustainability in the 2011 Mid-Year Budget Adjustment.

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	2008	2009	2010
POLICE SERVICES				
FBI PART 1 CRIME INDEX				
% OF CASES CLEARED COMPARED TO NATIONAL AVERAGE	ABOVE 31%	43% vs 31%	42% vs 31%	67% vs 31%
SVC CALLS PER PATROL OFFICER	NOT > 315			
CASES INVESTIGATED / DETECTIVE	NOT > 105			
TOTAL CITATIONS ISSUED	NA			
VACANCY RATE OF SWORN POLICE PERSONNEL	NOT > 5%	4%	4%	6%

POLICE SERVICES

FUNCTION: PUBLIC SAFETY

ACTIVITY MEASURES

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Animal Control:				
Calls Answered	31,322	30,009	33,500	34,000
Animals Handled	8,296	8,817	8,399	8,500
Bite Cases Investigated	510	490	650	625
Animals Reclaimed	630	599	373	350
Animals Adopted	996	775	2,362	2,400
Animals Euthanized	5,285	5,462	3,929	3,700
Citations Issued	1,342	1,296	1,198	1,300
Animal Cruelty Complaints Investigated	633	555	956	1,000
Records:				
Case Reports Processed	128,210	159,832	102,873	108,017
GCIC - Data Entry	43,002	45,297	53,568	56,246
GCIC - Messages/Inquiries	59,022	61,873	50,519	53,045
Fingerprint Classification	523	605	1,470	1,544
Fingerprint Identification	22	31	6	6
Revenue, Sale of Records	\$395,742	\$325,596	\$397,663	\$417,546
Criminal Investigations:				
Crimes Against Persons:				
Number of Incidents	13,774	12,403	12,894	13,280
Number of Cases Cleared	10,606	8,082	8,594	8,851
Number of Persons Arrested	1,390	1,634	1,055	1,086
Drug Investigations:				
Number of Cases Cleared	687	480	703	724
Drug Arrests	650	483	703	724
Burglaries:				
Number of Incidents	10,322	8,822	9,160	9,434
Number of Cases Cleared	1,908	1,717	1,787	1,840
Number of Persons Arrested	948	826	777	800
General Investigations:				
Number of Incidents	37,759	33,288	21,684	22,334
Number of Cases Cleared	14,364	12,584	3,654	3,763
Number of Persons Arrested	3,535	3,546	2,891	2,977
Citations Issued	406	698	553	569
Uniform:				
General Calls	471,235	467,132	471,764	476,481
Citations Issued	184,235	201,121	174,578	183,300
Number of Persons Arrested	49,608	50,657	44,780	46,100
Special Investigations:				
Adult Entertainment Permits Issued *	NA	NA	NA	2,275
Background & Fingerprint Processing*	NA	NA	NA	6,526
Liquor Permits Issued	9,452	7,838	5,225	4,724
Other Permits Issued *	NA	NA	NA	572

POLICE SERVICES

FUNCTION: PUBLIC SAFETY

ACTIVITY MEASURES				
	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Special Investigations (continued):				
Pistol Permits Issued	4,912	4,892	3,396	0
Solicitor Permits Issued	5	2	18	23
Taxi Permits Issued	1,497	1,488	712	1,633
Wrecker Permits Issued	20	58	50	51
Evidence Collection:				
Field Responses	5,339	3,723	1,916	1,000
Homeland Security:				
Terrorist Threats:				
Incidents Reported	15	12	11	13
Incidents Cleared	13	2	6	6
Adults Arrested	10	2	5	5
Telephone Bomb Threats:				
Incidents Reported	25	11	12	15
Incidents Cleared	20	4	7	6
Adults Arrested	11	0	4	6
Bomb (True Device):				
Incidents Reported	2	2	1	2
Incidents Cleared	2	2	1	2
Adults Arrested	1	0	0	1
Gang Task Force:				
Robberies				
Incidents Reported	74	19	25	26
Incidents Cleared	67	19	23	24
Adults Arrested	45	19	20	22
Aggravated Assault:				
Incidents Reported	61	32	40	42
Incidents Cleared	55	32	40	42
Adults Arrested	45	32	37	40
Criminal Damage:				
Incidents Reported	41	6	36	40
Incidents Cleared	30	6	33	38
Adults Arrested	12	6	15	17
Criminal Trespass:				
Incidents Reported	42	3	5	7
Incidents Cleared	29	3	5	5
Adults Arrested	10	3	3	3
Training Division:				
Firearms Training - Veteran Officers (hrs.)	2,057	2,159	13,550	9,436
Firearms Training - Recruits (hrs.)	964	17,472	5,800	4,000
Number of Training Academies	4	5	7	1
Number Entering Academy	297	156	155	40

POLICE SERVICES

FUNCTION: PUBLIC SAFETY

ACTIVITY MEASURES				
	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Special Operations Division:				
<i>AERIAL SUPPORT UNIT:</i>				
Total Calls responded to	7,671	4,370	2,588	1,500
Total Arrest assists	237	164	98	45
Surveillance flights	5	3	2	2
Photo Missions	16	7	3	3
EMS Transport	0	0	0	0
Special Operations Div. (continued):				
Other	279	0	171	90
Total Value of Property Recovered	\$537,154	\$233,000	\$79,600	\$45,000
<i>BOMB SQUAD</i>				
Total Call outs	82	78	37	50
Total Call out hours	596	515	375	575
Special Details/Dignitary Events	495	498	110	120
<i>PARK PATROL:</i>				
Calls Handled	1,060	2,051	2,331	2,100
Citations Issued	3,425	5,357	8,733	5,500
Traffic Calls	21	70	54	50
Traffic Stops	2,946	3,686	7,096	6,000
Arrests	131	315	294	265
Park Checks	1,603	972	3,172	1,500
<i>TRAFFIC SPECIALISTS:</i>				
Hit & Run Accidents	6,708	6,851	6,181	6,200
Hit & Run Investigations	2,575	2,441	2,115	2,200
Traffic Deaths Investigated	61	62	50	58
Citations Issued	428	409	544	475
Arrests	140	128	156	130
<i>SWAT TEAM:</i>				
Felony Arrests	213	56	312	240
Misdemeanor Arrests	148	5	161	135
Arrest Citation (Release)	216	23	255	185
Arrest Citation (Jail)	261	14	249	175
Calls Handled	908	19	843	815
Code Enforcement Unit:				
New Requests Received	11,924	13,575	13,057	13,985
Warning Notice Issued	8,849	9,802	8,853	9,172
Court Summons	6,147	6,608	5,577	5,541
Fines Collected	\$278,306	\$267,087	\$171,683	\$132,402
Properties Brought Into Compliance	16,790	19,595	19,035	20,718
Service Requests Worked	20,439	22,774	22,132	23,475

* New measures for 2011

MAJOR ACCOMPLISHMENTS IN 2010

Issued new standard firearm, the Smith & Wesson .40 caliber duty weapon, and began training on the new firearm. Completed Propertyroom.com project to alleviate property storage and auction issues. Sold two Mobile Precinct vehicles and began process for the auction of two more. Opened new Flakes Mill Precinct. Made improvements to the outdoor firing range. Trained and graduated three Police Academy classes.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS**Crime Prevention**

To add an additional fifty sworn positions.

Organizational Effectiveness

To complete implementation of the wireless citation project.

To improve departmental technology.

MAJOR BUDGETARY IMPACTS**Previous****2008****General Fund:**

\$5,018,588 was approved for the basic operating budget. This included \$4.8 million for lease payments for the upgraded digital radio communications system and credits from interfunas to other departments of \$18.5 million for County-wide communications services and administrative services. A program modification in the amount of \$389,426 was approved adding 1 Departmental Information Systems Manager position and 8 Departmental Microsystems Specialists positions to the Communications costs center to be funded by E911 user fees. The 2008 Budget recognized the implementation of Executive Order 7-4, which moved management responsibility for County telecommunications functions from Police Support (in the General Fund) to the Information Systems Department (IS). This decreased the base budget of Police Support by \$2,338,424 and moved 8 full-time positions from Police Support to IS.

Special Tax District – Designated Services Fund:

\$106,742,256 was approved for the basic operating budget. A program modification in the amount of \$1,269,931 was approved adding 50 Police Officers in the Uniform Division, which included funding for 5 months salary and benefits plus uniforms / equipment. (No additional vehicles were approved for these positions.) A program modification in the amount of \$740,160 (salary plus benefits) was approved to fund a Longevity Incentive, to be paid to Master Police Officers upon completing 5 years of service. The incentive was funded for payout in monthly payments over 18 months, with 12 payments funded in 2008.

\$2,876,512 in Grant Match funds was approved to fund 50 Police Officer positions to meet the requirements of Universal Hiring Grant #95CCWX0087 (4648). Funding was required through August, 2008 to meet the grant requirements. \$75,000 was approved for matching funds for miscellaneous grants.

Special Tax District – Unincorporated Fund:

\$1,749,177 was approved for the basic operating budget.

2009**General Fund:**

\$5,560,869 was approved for the basic operating budget. This included \$4.8 million for the third of five lease payments for the upgraded digital radio communications system and included credits from interfunas to other departments of \$17.9 million for County-wide communications services and administrative services. A program modification was approved which added 7 Animal Control Officers to reduce dependence on overtime and temporary labor. Reductions in requested overtime and temporary labor offset the cost of adding the positions. The 2009 Budget also included authorization for two positions, Chief Public Safety Officer and Administrative Assistant II.

At Mid-Year, 157 positions, including emergency operators, managers, and technical staff, were transferred from Police Support in the General Fund to the E911 Fund in order to make the E911 Fund the origination point for all E911-related expenditures.

Special Tax District – Designated Services Fund:

\$109,771,281 was approved for the basic operating budget. This included full year funding of 50 Police Officers added in August, 2008. Also included was funding for the remaining months of the 18-month Master Police Officer Incentive began in 2008. \$108,851 was funded for matching funds for miscellaneous grants.

The City of Dunwoody was incorporated in 2008, to begin the first full year of operations in 2009. Among the DeKalb County operations affected by the incorporation was Police Services' North Precinct. The new city began providing its own police services during 2009. DeKalb Police personnel involved in patrol and investigative functions in the North Precinct were redeployed elsewhere in the County, rather than reducing Police personnel.

Special Tax District – Unincorporated Fund:

\$2,090,456 is approved for the basic operating budget. An amendment by the Board of Commissioners added 2 Code Enforcement Officer positions with funding of \$134,232 for 10 months of salary and benefits, vehicles, and equipment.

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.

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 is approved for the basic operating budget. This includes \$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 includes a reduction of \$208,133 from the recommended budget.

POLICE SERVICES

FUNCTION: PUBLIC SAFETY

Special Tax District – Designated 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.

Special Tax District – Unincorporated Fund:

\$1,818,367 is approved for the basic operating budget. The adopted budget includes a reduction of \$84,821 from the recommended budget. This appropriation will be transferred to the Planning & Sustainability department (while remaining in the same fund) in the 2011 Mid-Year Budget Adjustments, as part of the Planning & Development reorganization.

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. The transfer of Code Enforcement responsibilities is expected to be completed in the 2nd Quarter of 2011.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Administrative Services	\$2,009,917	\$1,619,350	\$2,847,529	\$2,639,396
Animal Control	2,725,582	3,023,931	3,168,375	3,168,375
Assistant Director	612,279	754,365	891,582	(3,877,338)
Code Enforcement	1,961,096	1,862,670	1,903,188	1,818,367
Communications	11,665,836	7,671,951	8,808,040	8,808,040
Crime Scene	1,161,866	689,411	779,988	779,988
Criminal Investigation Division	15,776,802	17,646,888	19,502,246	19,502,246
Crossing Guards	821,462	820,109	390,593	390,593
Directors Office	123,012	282,999	296,319	296,319
Firing Range	39,913	181,796	294,775	294,775
Homeland Security	1,890,475	896,048	913,055	913,055
Intelligence / Permits	311,924	220,337	354,476	354,476
Interfund Support - General	(14,487,314)	(11,470,069)	(11,135,596)	(11,135,596)
Interfund Support - Special	11,114,835	9,244,968	9,024,672	9,024,672
Internal Affairs	842,774	947,864	1,088,121	1,088,121
Precincts	159,487	316,405	340,453	340,453
Public Safety - Fire Marshal	1,710	0	0	0
Public Safety - Fire Services Support	0	1,125	0	0
Records	2,074,468	1,630,873	1,712,444	1,712,444
Recruiting & Background	749,647	660,113	702,813	702,813
Service Support	825,415	611,941	744,632	744,632
Special Investigations Unit	8,847,725	9,659,111	10,109,224	10,109,224
Technology Unit	1,921	0	0	0
Telecommunications	293,761	1,439	0	0
Training	1,593,838	1,359,764	1,842,448	1,842,448
Uniform Division	58,665,480	53,340,040	58,997,857	58,997,857
	\$109,783,913	\$101,973,430	\$113,577,234	\$108,515,360

POLICE SERVICES

FUNCTION: PUBLIC SAFETY

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$92,989,985	\$84,611,243	\$91,369,545	\$91,369,545
Purchased / Contracted Services	10,415,523	9,918,637	12,705,523	12,705,523
Supplies	1,905,866	1,920,850	2,875,908	2,875,908
Capital Outlays	329,952	95,144	114,158	114,158
Interfund / Interdepartmental	3,935,421	5,202,257	6,127,100	6,127,100
Other Costs	0	0	385,000	(4,676,874)
Other Financing Uses	207,166	225,300	0	0
	\$109,783,913	\$101,973,430	\$113,577,234	\$108,515,360

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
General Fund	\$3,192,170	\$2,131,507	\$4,461,902
Fire	1,710	1,125	0
Special Tax District - Designated Services	104,628,936	97,978,128	102,235,091
Special Tax District - Unincorporated	1,961,096	1,862,670	1,818,367
	\$109,783,913	\$101,973,430	\$108,515,360

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		
			2009	2010	2011
Directors Office					
Director Public Safety	AM		1	1	1
Police Lieutenant	30		0	1	1
Administrative Assistant II	23		1	1	1
FULL TIME Subtotal			2	3	3
Administrative Services					
Dep Dir ComtyMediaAdminAff	AI		1	0	0
Police Major	33		0	1	1
Fiscal Management Officer	30		1	1	1
Planning and Research Manager	30		1	1	1
Grants Coordinator	26		1	1	1
Payroll Personnel Supervisor	24		1	1	1
Supply Supervisor	24		1	1	1
Administrative Assistant II	23		1	0	0
Administrative Assistant I	21		3	1	1
Custodian Supervisor	21		1	1	1
Payroll Personnel Tech Sr	21		6	6	6
Print Shop Coordinator	21		1	1	1

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		
			2009	2010	2011
Administrative Services (continued)					
Requisition Technician	21		3	3	3
Supply Coordinator	21		2	2	2
Custodian Senior	18		2	2	2
Custodian	16		1	0	0
FULL TIME Subtotal			26	22	22
Communications					
Police Officer, Master	27		1	0	0
Administrative Assistant II	23		1	0	0
Office Assistant Senior	19		1	1	1
FULL TIME Subtotal			3	1	1
Records					
Central Records Manager	31		1	0	0
Central Records Assistant Mgr	26		2	2	2
Central Records Supervisor	25		6	3	3
Training Specialist	25		1	1	1
Administrative Assistant I	21		1	1	1
Central Records Clerk, Sr.	20		20	16	16
Central Records Clerk	19		19	18	18
FULL TIME Subtotal			50	41	41
Crossing Guards					
School Safety Officer	04	146 PT	146	146	146
PART TIME Subtotal			146	146	146
Assistant Director					
Audiovisual Production Assist	DK1		1	0	0
Deputy Police Chief	AI		1	0	0
Police Senior Staff Attorney	AI		1	1	1
Director Police Services	AC		1	1	1
Police Lieutenant	30		1	1	1
Public Information Officer	28		2	1	1
Police Officer, Master	27		1	1	1
Administrative Assistant II	23		1	1	1
FULL TIME Subtotal			9	6	6

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		
			2009	2010	2011
Internal Affairs					
Police Captain	31		2	1	1
Police Lieutenant	30		1	1	1
Police Sergeant	28		1	3	3
Police Officer, Master	27		5	5	5
Investigative Aide, Senior	21		3	3	3
FULL TIME Subtotal			12	13	13
Criminal Investigation Division					
Deputy Police Chief	AI		1	0	0
Assistant Police Chief	AE		0	1	1
Police Major	33		0	1	1
Police Captain	31		2	4	4
Police Lieutenant	30		15	13	13
Police Sergeant	28		34	33	33
Police Officer, Master	27		143	139	139
Police Officer, Senior	26		1	2	2
Pawn Detail Coordinator	25		1	1	1
Police Officer	25		5	3	3
Administrative Assistant II	23		3	2	2
Investigative Aide, Senior	21		15	17	17
Investigative Aide	19		4	0	0
Office Assistant Senior	19		7	3	3
Office Assistant	18		2	1	1
FULL TIME Subtotal			233	220	220
Special Investigations Unit					
Deputy Police Chief	AI		1	0	0
Assistant Police Chief	AE		0	1	1
Police Major	33		1	1	1
Police Captain	31		1	1	1
Police Lieutenant	30		5	6	6
Police Sergeant	28		13	17	17
Police Officer, Master	27		59	85	85
Police Officer, Senior	26		2	0	0
Police Officer	25		0	3	3
Administrative Assistant II	23		2	2	2
Administrative Assistant I	21		1	1	1
Property & Evidence Tech., Sr.	21		2	1	1
Office Assistant Senior	19		1	0	0
Office Assistant	18		1	1	1
FULL TIME Subtotal			89	119	119

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		
			2009	2010	2011
Training					
Deputy Police Chief	AI		1	0	0
Assistant Police Chief	AE		1	0	0
Police Captain	31		1	1	1
Police Sergeant	28		1	1	1
Police Officer, Master	27		9	7	7
Police Officer	25		0	2	2
Administrative Assistant II	23		2	1	1
FULL TIME Subtotal			15	12	12
Animal Control					
Dp Dir Animal Control	AJ		1	1	1
Police Major	33		1	0	0
Police Sergeant	28		1	1	1
Police Officer, Master	27		1	1	1
Animal Control Supervisor	26		3	3	3
Administrative Coordinator	25		1	0	0
Administrative Assistant II	23		1	1	1
Animal Control Officer Master	21		8	9	9
Animal Control Officer Senior	20		1	7	7
Animal Adoption/Rescue Coord	19		1	1	1
Animal Control Officer	19		22	15	15
Office Assistant Senior	19		7	4	4
Office Assistant	18		0	3	3
FULL TIME Subtotal			48	46	46
Uniform Division					
Deputy Police Chief	AI		1	0	0
Assistant Police Chief	AE		3	2	2
Police Major	33		7	6	6
Police Captain	31		9	10	10
Police Lieutenant	30		36	38	38
Police Sergeant	28		90	90	90
Police Officer, Master	27		270	289	289
Police Officer, Senior	26		251	205	205
Police Officer	25		100	107	107
Administrative Assistant II	23		9	9	9
Public Education Specialist	23		5	5	5
Cadet	21		1	4	4
Investigative Aide, Senior	21		11	9	9
Investigative Aide	19		0	1	1
FULL TIME Subtotal			793	775	775

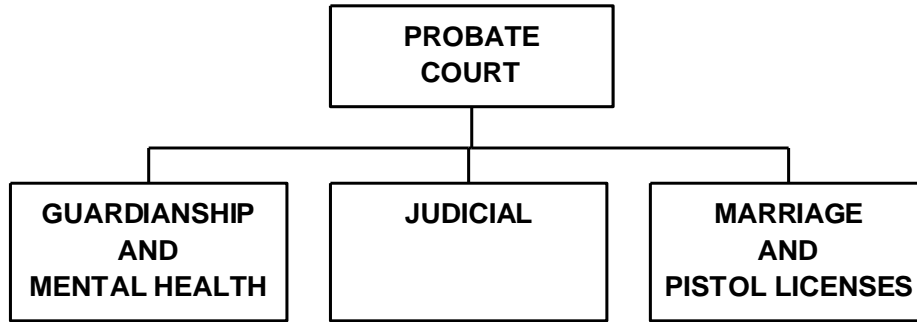
POLICE SERVICES

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		
			2009	2010	2011
Intelligence / Permits					
Police Lieutenant	30		1	1	1
Administrative Assistant II	23		1	1	1
FULL TIME Subtotal			2	2	2
Recruiting & Background					
Police Lieutenant	30		1	1	1
Police Sergeant	28		1	1	1
Police Officer, Master	27		5	6	6
Investigative Aide, Senior	21		4	2	2
Investigative Aide	19		0	1	1
FULL TIME Subtotal			11	11	11
Homeland Security					
Police Lieutenant	30		0	1	1
Police Sergeant	28		4	1	1
Police Officer, Master	27		10	5	5
Emergency Mgmt Specialist	23		1	1	1
Investigative Aide, Senior	21		2	1	1
FULL TIME Subtotal			17	9	9
Crime Scene					
Crime Scene Investigator Supv	28		1	0	0
Police Sergeant	28		1	0	0
Crime Scene Invest Shift Supv	26		3	4	4
Crime Scene Investigator Mastr	25		4	3	3
Crime Scene Investigator, Sr	24		3	1	1
Latent Fingerprint Examiner Sr	24		3	1	1
Crime Scene Investigator	23		3	9	9
Latent Fingerprint Examiner	22		0	2	2
FULL TIME Subtotal			18	20	20
Code Enforcement					
Code Enforcement Manager	31		1	1	0
Code Enforcement Supervisor	28		2	2	0
Code Enforcement Officer Sr	25		9	11	0
Administrative Assistant II	23		1	1	0
Code Enforcement Officer	23		19	17	0
Office Assistant Senior	19		6	3	0
Office Assistant	18		0	2	0
FULL TIME Subtotal			38	37	0
FULL TIME Total			1,366	1,337	1,300
PART TIME Total			146	146	146
ALL POSITIONS Total			1,512	1,483	1,446



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 of both minors and incapacitated adults, and the hearing of disputes in any of these areas. The Probate Court's jurisdiction includes the supervision of mental illness patients, hospitalizations, and holding hearings to determine if a patient should remain involuntarily hospitalized. All marriage licenses and pistol licenses are issued and recorded by this office.

ACTIVITY MEASURES

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Wills probated, petitions filed,	14,356	12,843	11,897	13,413
Emergency hospitalization orders	268	218	316	320
Retardation hearings	41	1	5	5
Marriage licenses	4,783	4,690	4,605	4,920
Marriage license certified copies	5,771	5,615	7,671	7,889
Annual returns audited	1,085	1,166	862	880
First time pistol licenses	4,082	4,375	2,840	3,250
Renewal pistol licenses	1,071	1,066	1,057	1,143
Commitment Hearings	268	218	211	216
Continued habitation	2	0	1	1

MAJOR ACCOMPLISHMENTS IN 2010

The Probate Court changed the procedure for the proceeding and index file with information System (IS) assistance. Continued encouraging the public to check our website to see what petitions have been filed and eventually minimized incoming calls. The court also encouraged the public to print petitions prior to coming in and filing them.

PROBATE COURT

FUNCTION: CIVIL & CRIMINAL COURTS

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

To correct a procedure/programming error found in estate record files RWeb (mainframe).

To upgrade majority of the computers to stay in compliance with Information System (IS) recommendations.

To continue to seek ways to utilize new technology to provide better services to the citizens of DeKalb County.

MAJOR BUDGETARY IMPACTS

Previous

In 2007, the basic operating budget was approved for \$1,692,423 and included full year funding for the Office Assistant position added in 2006. 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.

2011

\$1,470,263 is approved for the basic operating budget. The BOC reduced this budget by \$143,877 as part of the amendment process.

Future

No significant budgetary impact is anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Probate Court	\$1,681,303	\$1,609,190	\$1,614,140	\$1,470,263
	\$1,681,303	\$1,609,190	\$1,614,140	\$1,470,263

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$1,533,229	\$1,482,983	\$1,518,313	\$1,518,313
Purchased / Contracted Services	99,839	80,478	72,077	72,077
Supplies	43,183	28,957	18,750	18,750
Capital Outlays	0	9,044	0	0
Interfund / Interdepartmental	1,495	2,799	0	0
Other Costs	3,557	4,930	5,000	(138,877)
	\$1,681,303	\$1,609,190	\$1,614,140	\$1,470,263

FUNDING SOURCES			
	Actual 2009	Actual 2010	Budget 2011
General Fund	\$1,681,303	\$1,609,190	\$1,470,263
	\$1,681,303	\$1,609,190	\$1,470,263

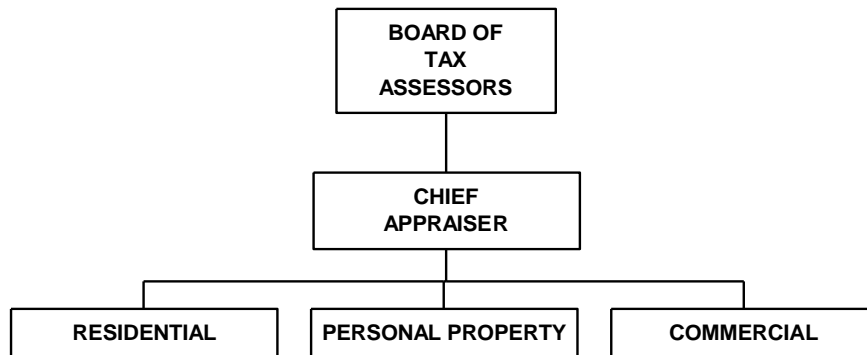
PROBATE COURT

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		
		2009	2010	2011
Probate Court				
Associate Judge	A1	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	14	12	12
Probate Technician Senior	19	1	1	1
Probate Technician	18	0	2	2
Probate Judge	\$144,469	1	1	1
FULL TIME Subtotal		25	25	25
FULL TIME Total		25	25	25
ALL POSITIONS Total		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. Annually, the department processes real estate and personal property tax returns. Changes of assessment notices are sent as appropriate, and any resulting appeals are processed. Property Appraisal and Assessment appraises all new construction in the County. As a result of sales analysis, equalization and/or reappraisal programs are carried out as necessary.

ACTIVITY MEASURES

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Taxable Real Estate Parcels	229,686	230,621	230,426	230,426
Exempt Real Estate Parcels	5,016	5,034	5,340	5,400
Public Utility Parcels	280	279	279	279
Taxable Personal Property	13,206	13,114	12,597	12,000
Taxable Personal Prop. Freeport Accts.	525	505	465	450
Exempt Personal Property Accounts	5,757	5,637	5,948	5,900
Real Estate Tax Returns Processed	1,918	8,125	15,020	2,000
Building Permits Processed	4,500	2,500	2,500	2,000
New Real Estate Parcels	4,494	953	0	0
Assessment Changes Mailed	29,856	103,927	46,077	230,426
Appeals Received	6,225	8,857	10,602	50,000
Appeals to Board of Equalization	2,603	4,425	5,910	40,000
Board of Equalization Hearings	300	600	650	5,200
Appeals to Superior Court	79	66	58	2,000
Total Real & Personal Property Digest (IN 000's)	\$25,209,822	\$24,361,660	\$23,282,615	\$20,954,354
Total Public Utility Digest (IN 000's)	\$451,119	\$467,548	\$366,203	\$366,203

PROPERTY APPRAISAL & ASSESSMENT**FUNCTION: GENERAL GOVERNMENT****MAJOR ACCOMPLISHMENTS IN 2010**

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. Completed the conversion to REALWARE® CAMA system. Processed a record number of real estate property tax returns and appeals.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS**Financial Strength**

To gain approval of the prior year tax digests from the Georgia Department of Revenue.

To perform all functions necessary to compile the 2011 tax digest by July 1st 2011.

Organizational Effectiveness

To digitize all building sketches.

To capture street-level imagery of all building improvements.

MAJOR BUDGETARY IMPACTS**Previous**

In 2008, \$32,502 was added for computer software.

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.

2011

\$3,808,311 is approved for the operating budget, which includes a \$372,674 reduction from the recommended budget.

Future

Economic, budgetary, and legislative issues will continue to be challenges for the foreseeable future.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Property Appraisal & Assessment	\$4,330,009	\$3,883,022	\$4,180,985	\$3,808,311
	\$4,330,009	\$3,883,022	\$4,180,985	\$3,808,311

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$3,977,157	\$3,592,209	\$3,731,432	\$3,731,432
Purchased / Contracted Services	243,012	254,559	397,451	397,451
Supplies	55,460	36,031	37,850	37,850
Capital Outlays	54,379	223	14,252	14,252
Other Costs	0	0	0	(372,674)
	\$4,330,009	\$3,883,022	\$4,180,985	\$3,808,311

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
General Fund	\$4,330,009	\$3,883,022	\$3,808,311
	\$4,330,009	\$3,883,022	\$3,808,311

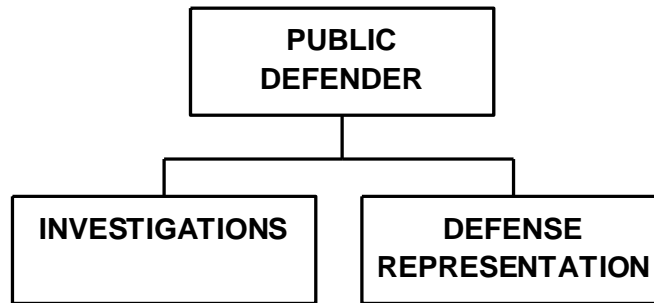
PROPERTY APPRAISAL & ASSESSMENT

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		
		2009	2010	2011
Property Appraisal & Assessment				
Assistant Chief Appraiser	AI	2	0	0
Chief Appraiser	AF	1	1	1
Deputy Chief Appraiser	30	3	3	3
Property Appraiser Supervisor	28	7	7	7
Network Coordinator	26	1	0	0
Property Appraiser IV	26	16	13	13
Property Deed Supervisor	26	1	1	1
User Liaison Coordinator	26	1	0	0
Administrative Coordinator	25	1	1	1
Property Appraiser Auditor	24	1	1	1
Administrative Assistant II	23	2	2	2
Property Appraiser III	23	12	10	10
Administrative Assistant I	21	2	2	2
Property Appraiser II	21	8	7	7
Property Deed Technician Sr	21	2	2	2
Requisition Technician	21	1	1	1
Office Assistant Senior	19	7	7	7
Property Appraiser I	19	7	8	8
Office Assistant	18	1	0	0
FULL TIME Subtotal		76	66	66
FULL TIME Total		76	66	66
ALL POSITIONS Total		76	66	66



MISSION STATEMENT

The 6th 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. We provide this service in Superior Court, Juvenile Court, State Court, Magistrate's Court, Recorder's Court, all Treatment Courts, and all Appellate Courts. On January 1, 2005 we 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

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Felonies	5,079	6,040	5,598	6,200
Juvenile Delinquency	2,614	2,040	1,801	2,100
Misdemeanors	2,945	2,218	2,639	2,400
Felony Revocations	N/A	1,876	1,970	1,900
Misdemeanor Revocations	N/A	1,426	1,222	1,475
Juvenile Revocations	N/A	208	168	220
Recorders Court	N/A	1,063	942	1,100
Appeals	N/A	54	46	70
Miscellaneous, ex motions to withdraw	N/A	241	130	125

MAJOR ACCOMPLISHMENTS IN 2010

The DeKalb County Public Defender, established in 1969, became part of the State Public Defender System, the Georgia Public Defender Standards Council, on January 1, 2005. The major accomplishment for 2010 was the continued delivery of high quality indigent defense representation to the courts and the County.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

To continue to provide quality services while meeting both Federal and State mandates and budget constraints from both State and County.

PUBLIC DEFENDER**FUNCTION: CIVIL & CRIMINAL COURTS****MAJOR BUDGETARY IMPACTS****Previous**

There were no budgetary changes in 2005. One Principal Investigator was added in 2006. In 2007, 2008 and 2009 there were no significant budgetary changes. In 2010, seven employees accepted the Early Retirement Option and the BOC did not abolish the vacant positions due to the ERO Program.

2011

The BOC restored \$436,870 to this budget as part of the amendment process.

Future

Making the transition to a State sponsored indigent defense system may require hiring additional personnel and additional changes in current procedures.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Public Defender	\$6,602,198	\$6,483,056	\$7,183,517	\$6,543,211
	\$6,602,198	\$6,483,056	\$7,183,517	\$6,543,211

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$6,350,905	\$6,225,079	\$6,906,362	\$6,906,362
Purchased / Contracted Services	123,560	120,871	134,894	134,894
Supplies	53,402	64,791	66,329	66,329
Capital Outlays	874	30,524	45,396	45,396
Interfund / Interdepartmental	73,457	41,791	30,536	30,536
Other Costs	0	0	0	(640,306)
	\$6,602,198	\$6,483,056	\$7,183,517	\$6,543,211

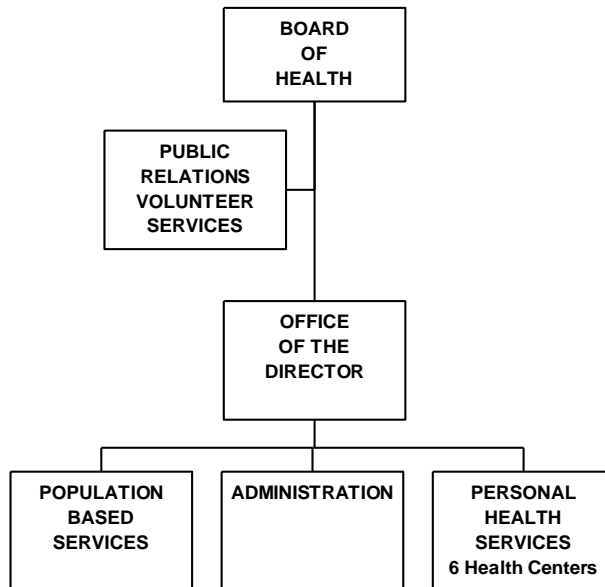
FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
General Fund	\$6,602,198	\$6,483,056	\$6,543,211
	\$6,602,198	\$6,483,056	\$6,543,211

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		
		2009	2010	2011
Public Defender				
Public Defender	DF	1	1	1
Chief Asst. Public Defender	AH	1	1	1
Attorney IV	33	6	6	6
Attorney III	31	28	26	26
Attorney II	30	9	11	11
Attorney I	29	4	4	4
Chief Investigator	29	1	1	1
Legal Office Coordinator	28	1	1	1
Investigator Principal	25	15	12	12
Administrative Aide	23	4	4	4
Investigator Senior	23	0	1	1
Investigator	21	0	2	2
Office Assistant Senior	19	1	2	2
Office Assistant	18	1	0	0
FULL TIME Subtotal		72	72	72
FULL TIME Total		72	72	72
ALL POSITIONS Total		72	72	72



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, and disability, and premature death is the primary purpose of the DeKalb County Board of Health. We unite with individuals, families, and communities to serve the people who live, work, and play in DeKalb County.

PROGRAM DESCRIPTION

The DeKalb County Board of Health provides a wide range of public health services. With the completion of a recent organizational restructuring, the Board has three major functional units: 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 team 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 and personal services costs for the county positions assigned to the Board of Health.

ACTIVITY MEASURES

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Total Patient Encounters	196,853	194,178	241,370	212,619
Clinic Dental Visits	4,294	3,168	3,645	4,569
STD/HIV Services, Patients Served	9,325	7,636	13,084	8,331
Immunizations, Patients Served	45,233	21,949	36,123	47,016
WIC Average Monthly Caseload	25,500	26,579	27,235	26,749
Family Planning, Patients Served	3,471	1,480	3,280	4,489
Food Service Program	30,848	32,158	32,610	33,000
On-site Sewage Disposal	7,670	7,700	7,570	7,500

PUBLIC HEALTH**FUNCTION: HEALTH & HUMAN SERVICES****ACTIVITY MEASURES**

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Rodent Control Baiting	5,393	5,266	5,224	5,200
Swimming Pool Activities	10,685	10,367	10,370	10,300
Body Crafting Establishments	246	264	250	240
Radon Testing	1,773	1,764	1,703	1,700
West Nile Virus, Number of Contacts	16,497	12,006	15,786	16,000

MAJOR ACCOMPLISHMENTS IN 2010

Completed the 2010 Virginia Graeme Baker Swimming Pool and Spa Safety Act requirements. Completed the new inspection protocol and state mandated restaurant inspection form. 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. Provided care for approximately 591 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. Developed, produced, and disseminated the 2010 State of Health in DeKalb Report.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS**Human Services**

To continue to improve all Environmental Health Program field operations and introduce new Tourist Accommodation regulations.

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 implement a comprehensive clean indoor ordinance for DeKalb County.

MAJOR BUDGETARY IMPACTS**Previous**

The Board of Health's 2010 Budget of \$30,683,921 includes multiple funding sources including \$1,978,623 in federal grant-in-aid funds, \$13,929,790 in state grant-in-aid funds, \$4,463,392 county funds, and \$10,312,116 in fee revenues, prior year funds, and interest. 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 will be 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.

2011

The 2011 Adopted Budget of \$4,431,289 is a decrease relative to the 2010 Budget. The Board of Commissioners reduced the budget by (\$174,726) as part of the amendment process.

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

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Board Of Health - County	\$5,113,716	\$4,836,640	\$4,864,926	\$4,431,289
	\$5,113,716	\$4,836,640	\$4,864,926	\$4,431,289

PUBLIC HEALTH

FUNCTION: HEALTH & HUMAN SERVICES

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$41,442	\$20,748	\$0	\$0
Other Costs	5,072,274	4,815,892	4,864,926	4,431,289
	<u>\$5,113,716</u>	<u>\$4,836,640</u>	<u>\$4,864,926</u>	<u>\$4,431,289</u>

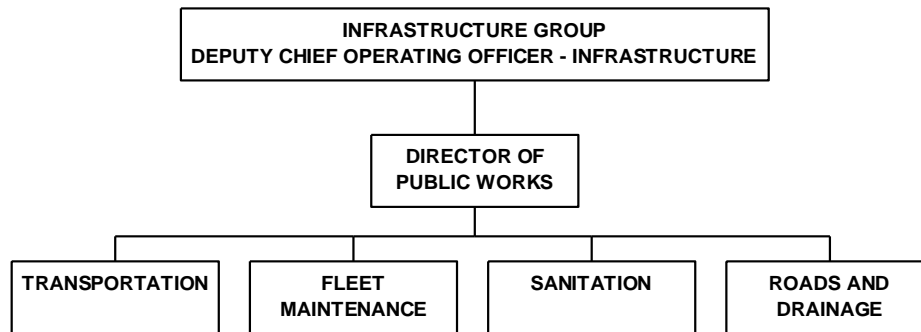
FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
General Fund	\$5,113,716	\$4,836,640	\$4,431,289
	<u>\$5,113,716</u>	<u>\$4,836,640</u>	<u>\$4,431,289</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		
		2009	2010	2011
Board Of Health - County				
Graphic Design Technician	23	1	0	0
Custodian	16	1	0	0
		<u>2</u>	<u>0</u>	<u>0</u>
FULL TIME Subtotal		2	0	0
		<u>2</u>	<u>0</u>	<u>0</u>
FULL TIME Total		2	0	0
ALL POSITIONS Total		2	0	0



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.

MAJOR ACCOMPLISHMENTS IN 2010

Continued to implement design and construction of transportation projects. Maintained fleet availability above 95%. Continued implementation of the Storm Water Utility program including repair, replacement and upgrades to aging and failing storm water infrastructure throughout the County. Completed construction of the new Central Transfer Station for Sanitation. Began construction of a new fleet shop. Continued to maximize resurfacing activities within the financial constraints of the budget and available LARP funds.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Infrastructure

To continue work on the design and construction of HOST Program and Infrastructure projects, and sanitation system improvements. Evaluate department operations and implement organizational and operational improvements.

Organizational Effectiveness

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.

MAJOR BUDGETARY IMPACTS

Previous

As part of the 2006 Budget, the Water & Sewer Division of the Public Works Department was established as an independent department. There were no significant budgetary changes for 2007, 2008 or 2009. The 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.

2011

The BOC adopted this budget with a (\$27,793) amendment.

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 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Public Works - Directors Office	\$483,043	\$393,897	\$311,800	\$284,007
	\$483,043	\$393,897	\$311,800	\$284,007

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$474,757	\$486,238	\$405,442	\$405,442
Purchased / Contracted Services	5,520	7,932	7,296	7,296
Supplies	1,075	82	380	380
Interfund / Interdepartmental	1,692	(100,356)	(101,318)	(101,318)
Other Costs	0	0	0	(27,793)
	\$483,043	\$393,897	\$311,800	\$284,007

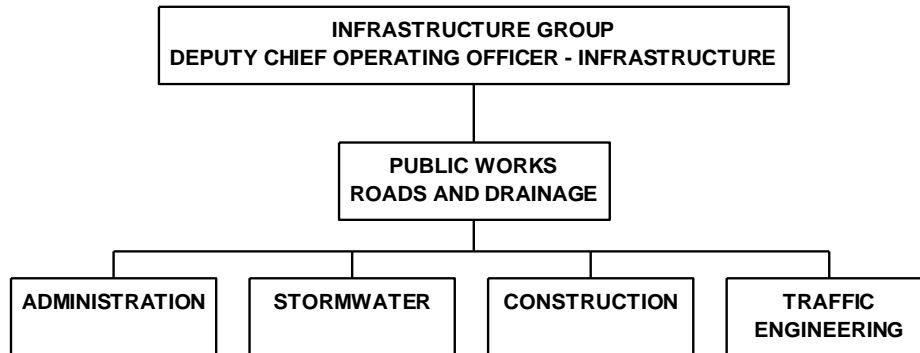
FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
General Fund	\$483,043	\$393,897	\$284,007
	\$483,043	\$393,897	\$284,007

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2009	2010	2011
Public Works - Directors Office				
Asst Director Public Works	AE	1	0	0
Asst Director Public Works	AE	1	1	1
Director Public Works	AC	1	1	1
Administrative Coordinator	25	1	1	1
FULL TIME Subtotal		4	3	3
Public Works - Land Development				
Land Development Supervisor	30	0	0	1
Engineering Review Officer III	28	0	0	1
Engineering Review Officer II	26	0	0	2
Dev Construction Inspector III	25	0	0	3
Office Assistant Senior	19	0	0	1
FULL TIME Subtotal		0	0	8
FULL TIME Total		4	3	11
ALL POSITIONS Total		4	3	11



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	2008	2009	2010
% OF STORMWATER DRAINAGE INDICATORS ACCOMPLISHED WITHIN PRESCRIBED TIME FRAME	75%	85%	85%	95%
% OF ROADS PAVED/REPAVED/ REPAIRED VS ROADS & DRAINAGE STANDARD TARGET	75%	100%	100%	75%

PUBLIC WORKS - ROADS AND DRAINAGE**FUNCTION: PLANNING & PUBLIC WORKS****ACTIVITY MEASURES**

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Citizen Drainage Projects (linear feet)	520	236	220	300
Citizen Drainage Projects (Tons)	1,621	1,525	2,537	3,000
Retention Ponds Cleaned	161	1,050	654	660
Maintenance Complaints Received	8,845	6,990	4,238	5,900
Roads Resurfaced (miles by County)	20	44	14	15
Patching (Tons) County	30,000	45,000	21,000	22,500
Drainage Structures Built/Repaired	436	203	510	550

MAJOR ACCOMPLISHMENTS IN 2010

In 2010 Roads and Drainage was able to complete the following: the paving of 42 miles of County roads, construction of 3,600 linear feet of sidewalk and completion of construction on 510 drainage structures.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS**Infrastructure**

To implement the list of road maintenance, drainage, traffic engineering and construction projects approved for 2011.

To continue implementation of the Stormwater Utility Fee in DeKalb County with special emphasis on refinement of Equivalent Residential Unit (ERU) calculations.

Organizational Effectiveness

To meet 2011 goals and targets and implement new Oracle Based EAM System for projects.

MAJOR BUDGETARY IMPACTS**Previous**

In 2007, the Stormwater Utility Fund reimbursed Public Works - Roads and Drainage a total of \$9,487,315 for costs related to the Stormwater Program; this includes 124 positions.

In 2008, the Stormwater Utility Fund reimbursed Public Works - Roads and Drainage a total of \$9,040,920 for costs related to the Stormwater Program; this includes 124 positions.

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.

2011

In 2011, the Stormwater Utility Fund is budgeted to reimburse Public Works - Roads and Drainage a total of \$4,719,998 for costs related to the Stormwater Program. This budget includes a \$1,000,000 credit from Water and Sewer 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. This budget includes the transfer of 97 positions from the Drainage Maintenance and Storm Water Management cost centers to the Stormwater Fund. The number of authorized positions for Roads and Drainage will decrease by 97 or 33%. This transfer significantly reduces the reimbursement from Stormwater to Roads and Drainage.

Future

Continued implementation of the Stormwater utility fee and drainage issues will impact department activities.

PUBLIC WORKS - ROADS AND DRAINAGE

FUNCTION: PLANNING & PUBLIC WORKS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Administration	\$456,154	\$457,642	\$387,694	(\$769,488)
Construction / Maintenance	15,562,335	10,158,447	7,585,928	7,585,928
Stormwater	(55,664)	(240,746)	(188,744)	(188,744)
Traffic	6,082,272	5,565,003	5,197,424	5,197,424
	\$22,045,097	\$15,940,347	\$12,982,302	\$11,825,120

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$18,249,749	\$15,904,615	\$10,209,621	\$10,209,621
Purchased / Contracted Services	967,800	625,552	252,624	252,624
Supplies	8,946,353	6,715,475	5,830,870	5,830,870
Capital Outlays	12,667	5,652	0	0
Interfund / Interdepartmental	(6,131,472)	(7,310,947)	(3,310,813)	(3,310,813)
Other Costs	0	0	0	(1,157,182)
	\$22,045,097	\$15,940,347	\$12,982,302	\$11,825,120

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
Special Tax District - Designated Services	\$22,045,097	\$15,940,347	\$11,825,120
	\$22,045,097	\$15,940,347	\$11,825,120

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2009	2010	2011
Administration				
Asst Director Roads & Drainage	AH	1	1	1
Assoc Dir PW Roads & Drainage	AF	1	0	0
Asst Director Public Works	AE	0	1	1
Operations Manager R&D	32	1	1	1
Flood Management Supervisor	30	1	1	1
Administrative Assistant II	23	2	2	2
Administrative Assistant I	21	1	0	0
FULL TIME Subtotal		7	6	6
Maintenance				
Administrative ServicesMgr R&D	31	1	1	1
General Foreman Public Works	26	1	1	1
Inventory Warehouse Supervisor	25	1	1	1
Crew Supervisor CDL	24	1	0	0
Heavy Equipment Truck Mechanic	23	2	1	1

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		
		2009	2010	2011
Maintenance (continued)				
Administrative Assistant I	21	1	1	1
Equipment Operator Principal	21	4	3	3
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	3	1	1
Accounting Tech Senior	19	1	0	0
Fleet Maintenance Coordinator	19	1	1	1
Office Assistant Senior	19	3	3	3
Crew Worker Senior	18	3	3	3
Equipment Operator	18	1	1	1
General Maintenance Worker, Sr	18	1	0	0
Stockworker	18	4	3	3
General Maintenance Worker	16	0	1	1
FULL TIME Subtotal		31	24	24
Road Maintenance				
Engineering Supervisor	33	1	1	1
Operations Manager R&D	32	1	1	1
Road Maintenance Supt	29	1	0	0
General Foreman Public Works	26	2	1	1
Production Control Supervisor	26	1	1	1
Construction Inspector	25	2	2	2
Construction Supervisor	24	2	1	1
Crew Supervisor CDL	24	11	8	8
GIS Specialist Senior	24	0	1	1
GIS Specialist	23	1	0	0
Equipment Operator Principal	21	6	5	5
Equipment Operator Senior	19	16	9	9
Office Assistant Senior	19	1	0	0
Crew Worker Senior	18	26	20	20
Equipment Operator	18	10	8	8
Microfilm Technician	18	1	0	0
Crew Worker	16	7	8	8
FULL TIME Subtotal		89	66	66
Support Services				
Operations Manager R&D	32	1	1	1
Engineer, Principal	30	1	1	1
Construction Supt, R&D	29	1	0	0
Engineer, Senior	29	2	1	1
General Foreman Public Works	26	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		
		2009	2010	2011
Support Services (continued)				
Construction Supervisor	24	1	1	1
Crew Supervisor CDL	24	7	4	4
Engineering Technician Senior	24	1	1	1
Administrative Assistant I	21	1	1	1
Equipment Operator Principal	21	5	5	5
Mason Senior	21	2	1	1
Equipment Operator Senior	19	9	7	7
Mason	19	2	2	2
Crew Worker Senior	18	13	8	8
Equipment Operator	18	3	3	3
Crew Worker	16	3	2	2
FULL TIME Subtotal		54	40	40
Drainage Maintenance				
Drainage Const & Maint Supt	29	1	1	1
Engineer, Senior	29	1	1	1
Fiscal Officer	29	1	1	1
Chief Construction Inspector	28	1	0	0
Engineer	28	1	1	1
Accountant Senior	26	1	1	1
General Foreman Public Works	26	2	1	1
Construction Inspector	25	11	7	7
Construction Supervisor	24	4	2	2
Crew Supervisor CDL	24	6	5	5
Engineering Technician Senior	24	1	1	1
Administrative Assistant II	23	1	0	0
GIS Specialist	23	1	1	1
Equipment Operator Principal	21	14	11	11
Mason Senior	21	4	3	3
Equipment Operator Senior	19	12	10	10
Mason	19	2	2	2
Office Assistant Senior	19	1	1	1
Crew Worker Senior	18	25	21	21
Equipment Operator	18	6	4	4
Stockworker	18	1	0	0
Crew Worker	16	1	3	3
FULL TIME Subtotal		98	77	77
Storm Water Management				
Stormwater Eng Supv	33	1	0	0
Stormwtr Pollution Contrl Supv	30	1	0	0
Engineer, Senior	29	2	2	2
Chief Construction Inspector	28	1	0	0
Stormwater Program Supervisor	28	1	1	1

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		
		2009	2010	2011
Storm Water Management (continued)				
Construction Inspector	25	2	1	1
Construction Supervisor	24	1	1	1
Crew Supervisor CDL	24	1	1	1
Engineering Technician Senior	24	1	0	0
GIS Specialist Senior	24	1	1	1
Financial Assistant	23	1	1	1
GIS Specialist	23	1	0	0
Administrative Assistant I	21	1	0	0
Equipment Operator Principal	21	2	1	1
Mason Senior	21	1	1	1
Accounting Tech Senior	19	1	1	1
Equipment Operator Senior	19	3	3	3
Mason	19	1	0	0
Office Assistant Senior	19	1	1	1
Crew Worker Senior	18	3	2	2
FULL TIME Subtotal		27	17	17
Traffic Operations				
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	2	1	1
FULL TIME Subtotal		12	11	11
Speed Humps				
Crew Supervisor CDL	24	1	1	1
Equipment Operator Senior	19	1	0	0
Crew Worker Senior	18	2	2	2
Equipment Operator	18	1	1	1
FULL TIME Subtotal		5	4	4
Signals				
Traffic Signal Operations Supt	28	1	1	1
General Foreman Public Works	26	2	2	2
Traffic Signal Installer, Sr	23	6	5	5
Traffic Signal Tech, Sr	23	4	1	1
Traffic Signal Installer	21	2	2	2
Traffic Signal Tech	21	11	10	10
Asst Traffic Signal Inst, Sr	19	2	2	2
Asst Traffic Signal Installer	18	12	10	10
FULL TIME Subtotal		40	33	33

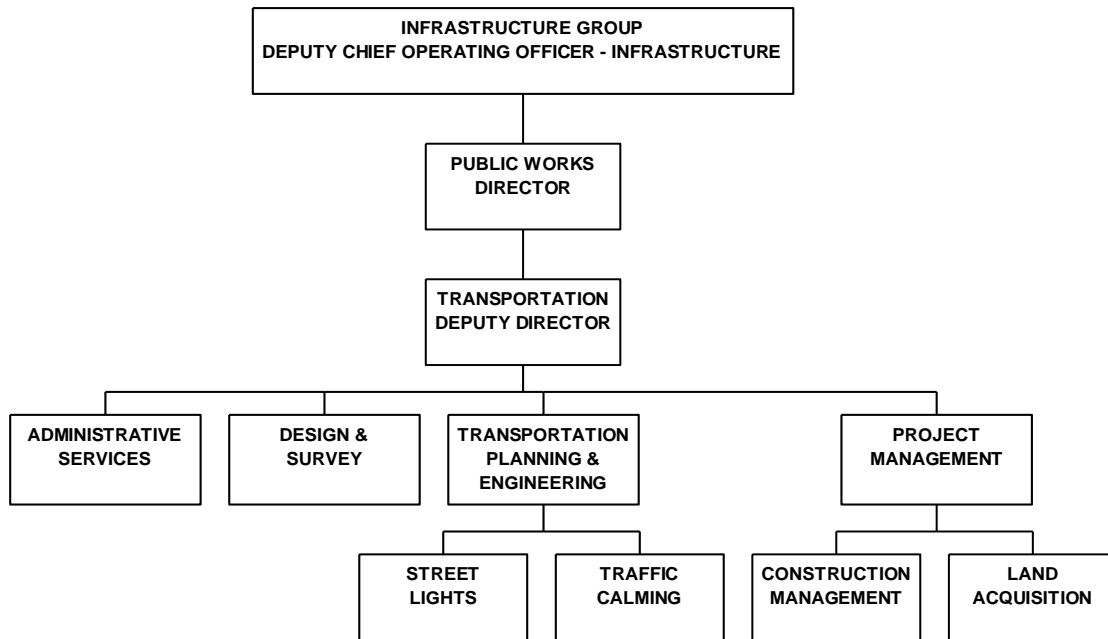
PUBLIC WORKS - ROADS AND DRAINAGE

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		
		2009	2010	2011
Signs & Paint				
Traffic Signs/Markings Supt	28	1	1	1
General Foreman Public Works	26	1	0	0
Crew Supervisor CDL	24	3	2	2
Graphic Design Technician	23	2	2	2
Traffic Signs/Markings Inst Sr	19	3	2	2
Traffic Signs/Markings Inst	18	4	4	4
FULL TIME Subtotal		14	11	11
FULL TIME Total		377	289	289
ALL POSITIONS Total		377	289	289



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

	TARGET	2008	2009	2010
% 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				
	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Road Design Projects Completed	13	37	11	6
Construction Projects Managed	112	65	18	12
Acquisitions	150	211	72	70
Land Acquisitions Condemnations	5	4	2	2
Traffic Counts	275	240	223	225
Miles of Sidewalks Constructed	23	2	6	3

MAJOR ACCOMPLISHMENTS IN 2010

Completed the bidding process for three multi-use trail projects, three streetscape projects and two signal upgrade projects. Completed the acquisition of thirty seven land parcels, and converted fifty five intersections to LED (light-emitting diode) lights.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS**Infrastructure**

To improve the safety and efficiency of existing transportation infrastructure.

To work with Georgia Department of Transportation, State, and Federal agencies to capture funding for projects.

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

To work with Georgia Department of Transportation, State and Federal agencies to capture funding for projects.

Human Services

To transmit Traffic Calming program information to as many interested DeKalb County residents as possible.

Financial Strength

To sustain funding for any increase in street lights' electrical costs.

Organizational Effectiveness

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 2010, 12 employees accepted the Early Retirement Option Program (ERO) and the BOC abolished 15 vacant positions due to the ERO program.

2011

The Speed Hump fund will reimburse Public Works – Transportation a total of \$150,000 in 2011. The Board of Commissioners reduced this budget by (\$284,397) as part of the amendment process. This budget includes the transfer of 3 positions and related costs totaling \$206,333 from the Traffic Calming cost center to the Speed Hump Fund. This will decrease the authorized position count of the Transportation Division by 3 positions or 8.3%.

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 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Administrative Services	\$706,077	\$468,201	\$349,198	\$64,801
Construction Management	567,761	536,341	471,135	471,135
Design & Survey	140,137	643,328	616,334	616,334
Engineering Operations	452,781	234,148	692,500	692,500
Land Acquisition	281,418	218,632	193,486	193,486
Non-Classified	817	779	0	0
Signals	34,977	132,626	0	0
Signs & Paint	2,947	2,693	0	0
Traffic Calming	181,150	103,889	(8,153)	(8,153)
Traffic Engineering Administration	807,957	898,465	876,110	876,110
Traffic Lights	60	60	0	0
	\$3,176,082	\$3,239,163	\$3,190,610	\$2,906,213

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$2,153,607	\$2,676,497	\$2,265,399	\$2,265,399
Purchased / Contracted Services	505,493	315,557	314,344	314,344
Supplies	418,141	324,917	557,550	557,550
Capital Outlays	1,810	0	0	0
Interfund / Interdepartmental	97,031	(77,808)	53,317	53,317
Other Costs	0	0	0	(284,397)
	\$3,176,082	\$3,239,163	\$3,190,610	\$2,906,213

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
Special Tax District - Designated Services	\$3,176,082	\$3,239,163	\$2,906,213
	\$3,176,082	\$3,239,163	\$2,906,213

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2009	2010	2011
Administrative Services				
Dep Dir Transportation Engrg	AI	1	1	1
Director Legislative Liaison	AI	0	1	1
Admin Operations Mgr	28	1	0	0
Administrative Assistant I	21	1	1	1
Payroll Personnel Tech Sr	21	1	0	0
Requisition Technician	21	2	1	1
Accounting Technician Senior	19	1	0	0
Office Assistant Senior	19	1	1	1
FULL TIME Subtotal		8	5	5

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		
		2009	2010	2011
Design & Survey				
Engineering Supervisor	33	1	1	1
Engineer, Senior	29	3	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		10	8	8
Construction Management				
Engineering Supervisor	33	1	1	1
Engineer, Principal	30	1	1	1
Engineer, Senior	29	1	1	1
Chief Construction Inspector	28	1	0	0
Engineer	28	1	0	0
Construction Inspector	25	2	2	2
Utilities Coordinator	25	1	0	0
Engineering Technician Senior	24	2	0	0
Engineering Technician	23	0	1	1
FULL TIME Subtotal		10	6	6
Land Acquisition				
Land Acquisition Supervisor	25	1	0	0
Public Works Outreach Special	23	1	1	1
Land Acquisition Specialist	21	4	2	2
FULL TIME Subtotal		6	3	3
Traffic Engineering Administration				
Engineering Supervisor	33	1	1	1
Engineer, Principal	30	2	2	2
Engineer, Senior	29	3	3	3
Engineer	28	1	0	0
Multi Use Transportation Coord	26	1	0	0
Construction Inspector	25	2	2	2
Design Spec Transportation	25	1	0	0
Engineering Technician Senior	24	2	2	2
FULL TIME Subtotal		13	10	10

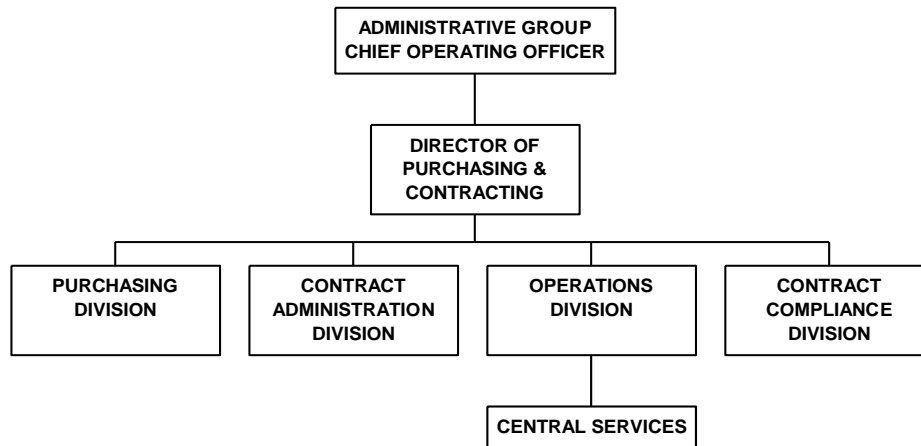
PUBLIC WORKS - TRANSPORTATION

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		
		2009	2010	2011
Traffic Calming				
Engineer, Senior	29	1	1	1
Engineer	28	1	1	1
Engineering Technician Senior	24	1	1	1
FULL TIME Subtotal		3	3	3
FULL TIME Total		51	36	36
ALL POSITIONS Total		51	36	36

**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 2009, this department is assigned to the Administrative Group, under the direction of the Chief Operating Officer.

PERFORMANCE INDICATORS

	TARGET	2008	2009	2010
% OF OPEN MARKET PURCHASE REQUISITIONS PROCESSED WITHIN 18 DAYS	75%	75%	85%	90%
% OF ITEMS ADVERTISED FOR BID WITHIN 2 WEEKS	75%	76%	100%	100%
% OF CONTRACTS PROCESSED FOR REVIEW WITHIN 4 WEEKS OF RECEIPT	70%	69%	78%	85%
% OF MAIL PROCESSED SAME DAY OF RECEIPT	85%	88%	90%	85%
% OF ANNUAL CONTRACTS PROCESSED PRIOR TO EXPIRATION	75%	70%	90%	90%
% OF CHANGE ORDERS PROCESSED WITHIN 5 DAYS	70%	70%	70%	85%
% OF 2 PARTY CONTRACTS EXECUTED WITHIN 30 DAYS AFTER AWARDED	80%	80%	80%	80%
% OF INVOICE PROBLEMS RESOLVED WITHIN 10 DAYS	75%	70%	71%	85%

PURCHASING AND CONTRACTING

FUNCTION: GENERAL GOVERNMENT

ACTIVITY MEASURES

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Purchasing				
Invitations to Bid Processed	324	333	350	367
Purchase Requisitions Processed	7,514	7,589	10,100	10,605
Purchase Orders Issued	7,526	7,601	18,506	19,431
Supply/service contracts let	1,011	1,029	0	0
Telephone calls processed per day	296	310	341	358
Mailings (Bids & RFP's)	9,650	9,746	10,233	10,745
Auction Sales Total	\$1,574,805	\$1,155,905	\$1,855,896	\$1,605,312
Contracts				
Construction Bid Packages approved	36	42	55	125
Action on change orders	167	153	50	55
Action on contracts	545	560	554	627
Action on notices of award	61	71	81	151
Plats reviewed	5	0	0	0
Request for Proposals Issued	30	33	26	33
No. Agenda items prepared	155	90	81	151
Central Services/Mail Room				
Pieces of mail handled	2,705,508	1,891,412	931,742	1,250,000
Dollar amount of postage used	\$571,831	\$440,557	\$231,642	\$250,000
Number of Copies made	1,264,000	116,382	117,718	120,000
Administration				
New Bidders Qualified	935	965	792	850
No. Blanket Contract items Entered	21,845	22,415	0	0
No. Bid openings	354	365	116	150
Enter line items in Oracle for annual	5,455	5,493	1,759	150
No. help desk tickets resolved	2,270	984	6	50
Contract Compliance				
Small business meetings and	242	288	293	315
Small disadvantage business registered	806	1,198	1,360	1,400
Number vendor contacts made	4,485	4,591	5,118	5,400

MAJOR ACCOMPLISHMENTS IN 2009

Revised Request For Information process with regard to the Automated Purchasing System (APS). Continued vendor list purging project. Participated in the "How to do Business Expositions". Presented monthly small business seminars. Presented APS training sessions for County departments. Assisted Information Systems in closing APS-related Help Desk tickets.

MAJOR GOALS FOR 2010 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS**Organizational Effectiveness**

To enhance training for Purchasing and Contracting staff on policies and procedures.

To enhance the Oracle Automated Purchasing System (APS) training program for County departments.

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.

PURCHASING AND CONTRACTING

FUNCTION: GENERAL GOVERNMENT

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.

2011

In February 2011, the Board of Commissioners reduced this budget by (\$277,983) as part of the amendment process.

Future

There are no significant changes anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Central Services	\$450,879	\$315,270	\$271,408	\$271,408
Contract Compliance	517,578	317,078	349,850	349,850
Contracts	849,058	898,135	695,585	695,585
General	1,155,973	1,005,859	976,978	698,995
Procurement	952,204	807,638	824,837	824,837
	<u>\$3,925,692</u>	<u>\$3,343,980</u>	<u>\$3,118,658</u>	<u>\$2,840,675</u>

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$3,167,403	\$2,935,526	\$2,772,442	\$2,772,442
Purchased / Contracted Services	380,731	219,984	245,565	245,565
Supplies	321,410	138,598	80,825	80,825
Capital Outlays	47,627	33,646	10,000	10,000
Interfund / Interdepartmental	8,521	16,226	9,826	9,826
Other Costs	0	0	0	(277,983)
	<u>\$3,925,692</u>	<u>\$3,343,980</u>	<u>\$3,118,658</u>	<u>\$2,840,675</u>

FUNDING SOURCES			
	Actual 2009	Actual 2010	Budget 2011
General Fund	<u>\$3,925,692</u>	<u>\$3,343,980</u>	<u>\$2,840,675</u>
	\$3,925,692	\$3,343,980	\$2,840,675

PURCHASING AND CONTRACTING

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		
		2009	2010	2011
General				
Asst Dir Purchasing & Contract	AH	1	1	1
Dir Purchasing and Contracting	AE	1	1	1
Consultant, Senior	AB	1	1	1
Deputy CPO Administrative Oper	29	1	1	1
Contract Administrator	28	0	1	1
Senior Systems/Procedure Admin	28	1	0	0
Accountant	25	1	1	1
Administrative Coordinator	25	0	1	1
Supervisor Administrative Oper	25	1	1	1
Administrative Assistant II	23	1	0	0
Secretary Executive	23	1	1	1
Purchasing Assistant	22	5	2	2
Administrative Assistant I	21	1	1	1
FULL TIME Subtotal		15	12	12
Central Services				
Mail Room Clerk-Lead	17	1	1	1
Mail Room Clerk	16	4	4	4
FULL TIME Subtotal		5	5	5
Contracts				
Deputy CPO Contract Administra	32	1	1	1
Contract Administrator	28	12	11	11
Contract Assistant	22	4	4	4
FULL TIME Subtotal		17	16	16
Contract Compliance				
DeputyCPO Contract Compliance	31	1	1	1
Contract Compliance Officer Sr	26	6	6	6
Administrative Assistant I	21	1	1	1
Contract Compliance Assistant	19	1	1	1
FULL TIME Subtotal		9	9	9
Procurement				
Deputy CPO Purchasing	32	1	1	1
Senior Buyer	28	5	5	5
Buyer	25	2	2	2
Administrative Assistant II	23	1	1	1
Buyer Assistant	23	4	4	4
Contract Assistant	22	1	1	1
Administrative Assistant I	21	1	0	0
FULL TIME Subtotal		15	14	14

PURCHASING AND CONTRACTING

FUNCTION: GENERAL GOVERNMENT

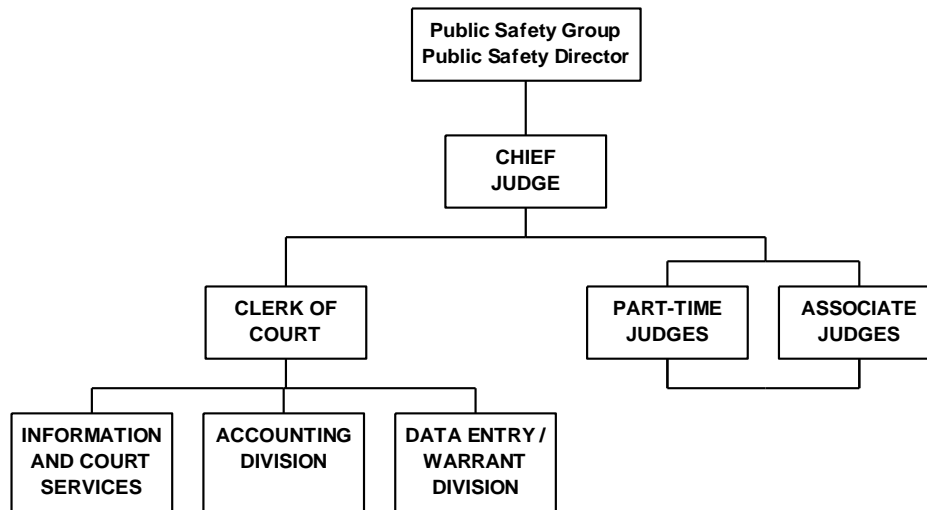
AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2009	2010	2011
FULL TIME Total		61	56	56
ALL POSITIONS Total		61	56	56

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. Recorders Court maintains court records for DeKalb County, MARTA, and Emory Police Department's traffic, parking and ordinance citations, Georgia State Patrol traffic citations, and ordinance violation citations issued by various DeKalb County departments. Effective 2009, Recorders Court is assigned to the Public Safety Group, under the direction of the Public Safety Director.

ACTIVITY MEASURES

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Citations Processed	243,396	231,591	201,261	221,388
Traffic Cases	229,480	219,018	226,160	200,000
Other Violations	13,916	12,573	13,421	14,125
Fines Collected	166,403	134,058	189,480	208,428
Revenue Generated	\$22,223,733	\$21,366,644	\$22,465,022	\$19,757,639
Court Sessions	1,474	1,126	1,552	1,924
Warrants Issued	8,544	10,579	13,421	14,763

MAJOR ACCOMPLISHMENTS IN 2010

Recorders Court implemented and drafted statute based policies and procedures for the court. Trained and tested staff at in-house seminar in January 2010 on court's policies and procedures. Continued to close out payment fines legally owed DeKalb County and the State through a FTA pilot program and Amnesty. Regained GCIC certification; and is in compliance with DDS and is also working with the current case management system to achieve SCCCA compliance.

RECORDERS COURT

FUNCTION: CIVIL & CRIMINAL COURTS

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

To integrate all Recorders Court case management systems for a seamless paperless workflow.

To achieve closure of any citation received by a citizen within 6 months of the date of issuance.

Infrastructure

To renovate the courthouse to include a new courtroom, better entrance and exit for crowd control and proper corresponding renovations for the increased volume.

MAJOR BUDGETARY IMPACTS

Previous

In 2007, additional staff was approved, 7 Records Technicians and 2 Tribunal Technicians Senior, to increase customer service by allowing for quicker input of citations into the system, thereby allowing for quicker payment of fines.

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.

2011

\$3,662,874 is 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 will be 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.

Future

Space allocation issues with the movement of people within the public areas and the renovation of the courtrooms to accommodate increased volume will be addressed in the future.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Recorders Court	\$3,719,816	\$3,345,463	\$4,021,316	\$3,662,874
	\$3,719,816	\$3,345,463	\$4,021,316	\$3,662,874

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$2,856,275	\$2,530,217	\$2,979,816	\$2,979,816
Purchased / Contracted Services	792,294	749,305	986,200	986,200
Supplies	68,857	64,575	55,300	55,300
Capital Outlays	2,390	1,367	0	0
Other Costs	0	0	0	(358,442)
	\$3,719,816	\$3,345,463	\$4,021,316	\$3,662,874

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
Special Tax District - Unincorporated	\$3,719,816	\$3,345,463	\$3,662,874
	\$3,719,816	\$3,345,463	\$3,662,874

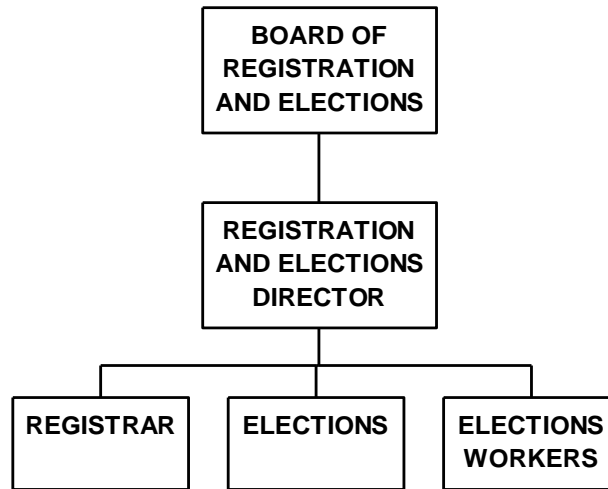
RECORDERS COURT

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		
			2009	2010	2011
Recorders Court					
Judge Part-Time	AJ	3 PT	3	3	3
Associate Judge	AI		3	4	4
Court Administrator Rec Crt	AI		1	0	0
Chief Judge	AG		1	1	1
Clerk of Crt Recorders Court	31		1	1	1
Chief Dep Clerk Recorders Ct	26		1	1	1
Deputy Clerk Recorders Court	25		3	3	3
Administrative Assistant II	23		1	1	1
Office Software Specialist	23		1	1	1
Administrative Assistant I	21		2	2	2
Records Tech Lead Recorders Ct	21		5	7	7
Tribunal Technician Principal	21		1	1	1
Records Tech Sr, Recorders Ct	19		8	8	8
Tribunal Technician Senior	19		8	8	8
Records Tech Recorders Court	18		23	14	14
Tribunal Technician	18		2	0	0
FULL TIME Subtotal			61	52	52
PART TIME Subtotal			3	3	3
FULL TIME Total			61	52	52
PART TIME Total			3	3	3
ALL POSITIONS Total			64	55	55



MISSION STATEMENT

The DeKalb County Registration and Elections Office is committed to serving the public; registering all eligible citizens to vote; assigning voters to respective precincts in accordance with state and federal law; maintaining accurate registration records; conducting with integrity all primaries, federal, state, county and municipal elections in accordance with the Georgia Election Code; serving candidates and the public by answering questions regarding elected officials and election districts, election statistics, and other registration and election-related matters; and operating all polling locations, including absentee poll for federal, state, county and municipal elections.

PROGRAM DESCRIPTION

The Registration Division is responsible for: registering of all eligible voters; recording voter changes of name/address; removal of voters for various reasons such as felonies, death, etc; digitizing each voter signature from new registration applications or change of name; securing polling locations that that are handicap accessible; consolidating, altering, and dividing precincts as outlined in the Georgia Election Code; maintaining and updating all district lines in accordance with applicable legislation; ensuring all new legislation is implemented as required for standard operating procedures; training temporary staff to assist in the day-to-day as well as election day events; and training.

The Elections Division is responsible for: qualifying Nonpartisan candidates; processing and maintaining Campaign Contribution Disclosure Reports and Financial Disclosure Statements; developing the digital ballot image for Touch Screen Voting Systems using the Global Election Management System (GEMs); calculating the requirements and ordering optical scan Absentee/Provisional/Challenged Ballots; recruiting staff and training poll officials, warehouse workers, and equipment delivery personnel; delivering supplies and equipment; exercising operational control over precincts on election day; performing ballot tabulation on election night; servicing and maintaining voting units; and applying electrical power to recharge back-up battery powered voting units on a rotational schedule. This department is assigned to the Administrative Group, under the direction of the Executive Assistant/Chief Operating Officer.

ACTIVITY MEASURES

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Registered Voters	456,096	443,445	452,398	461,445
New Registered Voters	63,403	25,368	24,937	25,435
Registration Cards Scanned	78,322	34,542	42,202	43,046
Name & Address Change	49,237	18,347	19,245	19,629
Deletions/Transfers	64,640	53,625	33,978	34,657
Total # of Precincts	193	192	189	189
Total # Poll Workers Trained	6,155	210	3,275	2,500

MAJOR ACCOMPLISHMENTS IN 2010

Processed new voter registration applications, which included the digitization of signature, name/address changes, deletion and no contact information. Processed over 28,800 voter registration applications; 13,441 new registrations; 9,344 name/address changes; 8,664 deletions; 8,267 transferred to other counties and identified 4,408 duplicate voters already registered in other counties as of July 2010. Also, mailed 25,000 NOCA (National Change of Address) confirmation notices through the U.S. Postal System. Developed procedures for scanning of absentee applications and on-line poll worker training. Completed implementation of procedures for precinct specific ballots resulting from the passage of House Bill 86, effective January 1, 2010. Revamped Election Night Check-In procedures and warehouse inventory process. Conducted four general elections and five special elections. Attended training for new election laws on absentee ballots, Votesafe and citizenship verification.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

To process new voter registration applications, which include the digitization of signatures, name/address changes, deletions and no contact confirmations.

To provide voter outreach, education and customer service.

To maintain and update original voter registration records so that accurate statistics and current information are available for the Secretary of State, United States Department of Justice, candidates and the public.

To conduct audit of registration files in preparation for 2012 election year.

To operate Absentee Poll for ten municipal elections in 2011 and implement new absentee mailing system if approved.

To recruit, staff and conduct formal training of poll officials and election workers for 2011 countywide and municipal elections.

To operate the warehouse efficiently, maintain voting equipment and perform testing on all voting equipment, as required.

MAJOR BUDGETARY IMPACTS

Previous

In 2007, the approved budget reflected that this year was not a major election year. The 2007 budget also included full-year funding for the Election Coordinator Supervisor and the Election Coordinator Senior positions created on September 26, 2006. 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 reflected that this year was not a major election year. Also in 2009, a time limited position created 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.

2011

The 2011 adopted budget of \$1,494,431 is a decrease relative to the 2010 Budget and is primarily due to multiple numbers of elections to be conducted during this year. The BOC reduced this budget by \$146,243 as part of the amendment process.

Future

Registrar responsibilities will continue to expand with growth of DeKalb County.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Election Workers	\$82,068	\$1,119,225	\$159,323	\$159,323
Elections	537,316	942,937	527,625	527,625
Registrar	858,512	962,579	953,726	807,483
	\$1,477,895	\$3,024,742	\$1,640,674	\$1,494,431

REGISTRAR AND ELECTIONS

FUNCTION: GENERAL GOVERNMENT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$978,329	\$2,357,090	\$1,116,508	\$1,116,508
Purchased / Contracted Services	426,022	502,732	423,765	423,765
Supplies	54,262	155,982	41,807	41,807
Capital Outlays	18,150	2,500	55,885	55,885
Interfund / Interdepartmental	1,133	6,438	2,709	2,709
Other Costs	0	0	0	(146,243)
	\$1,477,895	\$3,024,742	\$1,640,674	\$1,494,431

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
General Fund	\$1,477,895	\$3,024,742	\$1,494,431
	\$1,477,895	\$3,024,742	\$1,494,431

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		
			2009	2010	2011
Registrar					
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		5	5	5
FULL TIME Subtotal			16	16	16
Elections					
Temp Election Worker III	TE	13 T	16	13	13
Temp Election Worker II	TD	45 T	42	45	45
Temp Election Worker IV	T	1 T	1	1	1
TEMP Subtotal			59	59	59
FULL TIME Total			16	16	16
TEMPORARY Total			59	59	59
ALL POSITIONS Total			75	75	75

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 new 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 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS**Economic Development**

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 DeKalb 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.

2011

There are no significant budgetary changes for 2011.

Future

No significant budget impact is anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

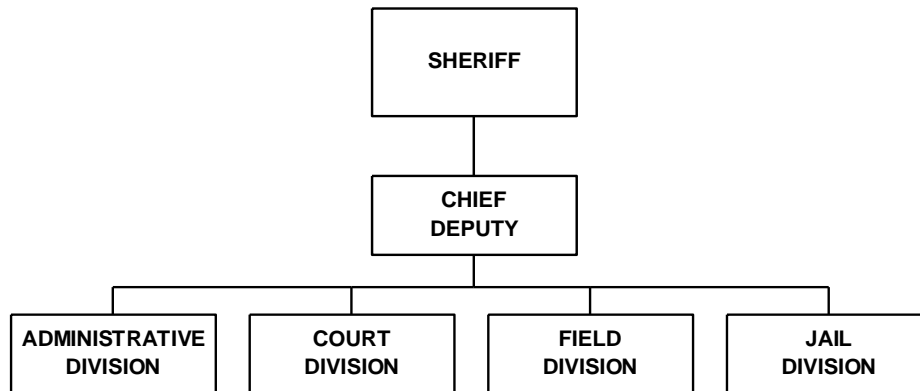
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Rental Motor Vehicle Excise Tax	\$709,337	\$712,575	\$891,574	\$891,574
	\$709,337	\$712,575	\$891,574	\$891,574

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Purchased / Contracted Services	\$709,337	\$712,575	\$707,825	\$707,825
Other Costs	0	0	183,749	183,749
	\$709,337	\$712,575	\$891,574	\$891,574

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
Rental Motor Vehicle Excise Tax Fund	\$709,337	\$712,575	\$891,574
	\$709,337	\$712,575	\$891,574



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 DKSO personnel and facilities. The Public Information Office provides accurate and timely information to the media, community and employees of the DKSO. The Office of Accreditation reviews practices to ensure accountability, 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**

ACTIVITY MEASURES				
	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Criminal				
Arrests	4,297			
Arrests-Fugitives	1,454			
Transport to Mental Facilities	1,837			
Transport to Medical Facilities	2,201			
Warrants Processed	13,555			
Citations Processed	289			
Civil				
Writs Processed	7,535	3,616	8,422	8,500
Fi Fa's Executed	50	43	34	40
Court				
Regular Court Hours	175,011	268,785	242,520	264,620
Overtime Court Hours	5,317	18,955	21,051	21,000
Jail				
Avg. Daily Population	2,849	3,071	3,294	3,300
Inmate Days in Jail	1,040,257	1,101,400	1,204,047	1,205,000
Inmates Received	44,681	42,533	43,124	43,200
Inmates Released				

MAJOR ACCOMPLISHMENTS IN 2010

Implemented the Blue Cross Blue Shield Inmate Insurance Program. Completed major facility upgrades to include painting of all inmate cells along with the installation of security panels in inmate recreation yards. Implemented a K-9 unit to enhance the tracking of suspects. Implemented the Offender Watch System to enhance the registering, tracking and overall case management of sex offenders. Created a Court Training Manual so that written procedures will ensure standardized training of all employees.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS**Organizational Effectiveness**

To pursue additional cost saving measures with inmate medications by establishing a pharmacy relationship with Grady Hospital.

To obtain accreditation from the American Correctional Association (ACA).

To complete renovation of the command center located in the Decatur Courthouse Complex.

MAJOR BUDGETARY IMPACTS**Previous**

The 2007, Budget included funding in the amount of \$343,964 for twelve additional positions which provide security for the new Juvenile Justice Center Complex. Funding in the amount of \$537,569 was budgeted for 26 additional vehicles for various divisions of the Sheriff's Department. The 2007 Budget included an additional 2% or \$780,000 for raises for all sworn positions along with \$310,778 for a starting salary adjustment for Detention Officers.

The 2008, Budget included funding in the amount of \$10,784,520 for the medical services contract and \$1,250,000 in funding for the pharmaceutical contract; the total funding for inmate medical services was \$12,409,610.

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.

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. In 2010, 89 employees accepted the Early Retirement Option Program and the BOC abolished 1 vacant position due to the ERO program.

2011

The 2011 Budget includes funding in the amount of \$11,612,500 for the medical services contract. This budget includes \$1,750,000 in funding for the pharmaceutical contract; the total funding for inmate medical services is \$13,362,500. This budget includes overtime funding in the amount of \$1,400,000. The Board of Commissioners reduced this budget by (\$3,477,332) as part of the amendment process.

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 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Administrative Division	\$1,958,274	\$1,830,897	\$2,204,795	(\$1,272,537)
Community Relations	5,438	40	0	0
Courts	10,330,844	10,197,494	10,420,300	10,420,300
Field Division	9,277,647	9,757,875	10,896,690	10,896,690
Jail	49,563,266	48,487,127	51,084,047	51,084,047
Jail Inmate Services	54,137	74,859	138,750	138,750
Sheriff's Office	2,881,447	2,860,227	3,279,042	3,279,042
	\$74,071,054	\$73,208,518	\$78,023,624	\$74,546,292

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$51,381,041	\$51,140,339	\$52,518,901	\$52,518,901
Purchased / Contracted Services	13,680,682	13,677,312	14,859,817	14,859,817
Supplies	8,106,725	7,570,280	9,725,698	9,725,698
Capital Outlays	38,241	7,458	21,000	21,000
Interfund / Interdepartmental	828,959	802,255	754,808	754,808
Other Costs	0	125	143,400	(3,333,932)
Other Financing Uses	35,406	10,748	0	0
	\$74,071,054	\$73,208,518	\$78,023,624	\$74,546,292

SHERIFF

FUNCTION: CIVIL & CRIMINAL COURTS

FUNDING SOURCES			
	Actual 2009	Actual 2010	Budget 2011
General Fund	\$74,071,054	\$73,208,518	\$74,546,292
	\$74,071,054	\$73,208,518	\$74,546,292

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		
			2009	2010	2011
Sheriff's Office					
Deputy Sheriff Major(28d/cy)	E33		1	1	1
Deputy Sheriff Lt (28 d/cyl)	E30		3	2	2
Deputy Sheriff Sgt(28 d/cyl)	E28		4	4	4
Deputy Sheriff Master(28d/)	E26		6	5	5
Field Training Officer(28 d/)	E26		2	2	2
Deputy Sheriff (28 d/cyl)	E24		0	1	1
Detention Officer III (28d/)	E24		1	0	0
Chief Deputy Sheriff	AE		1	1	1
Director, Labor Relations	33		1	1	1
Health Services Coordinator	31		1	1	1
Public Information Officer	28		1	1	1
Special Projects Coordinator	28		1	2	2
Administrative Coordinator	25		2	1	1
Audiovisual Production Spec	24		1	1	1
Sheriff Processing Unit Supv	24		1	0	0
Administrative Assistant II	23		4	4	4
Administrative Assistant I	21		1	2	2
Licensed Practical Nurse	21		1	1	1
Pharmacy Technician	21		3	3	3
Sheriff Processing Tech Sr	20		0	1	1
Sheriff			1	1	1
FULL TIME Subtotal			36	35	35
Administrative Division					
Deputy Sheriff Major(28d/cy)	E33		1	1	1
Dept Information Systems Mgr	31		1	1	1
Fiscal Management Officer	30		0	1	1
Fiscal Officer	29		1	0	0
Administrative Operations Mgr	28		1	1	1
Departmental Microsystems Spc	28		4	4	4
Finance Division Supv	25		1	1	1
Supply Supervisor	24		1	1	1
Administrative Assistant II	23		1	0	0
Payroll Personnel Tech Sr	21		3	3	3

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		
			2009	2010	2011
Administrative Division (continued)					
Sheriff Processing Tech Sr	20		3	2	2
Detention Technician	19		6	7	7
FULL TIME Subtotal			23	22	22
Field Division					
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	11	11
Deputy Sheriff Master(28d/)	E26		46	38	38
Field Training Officer(28 d/)	E26		5	7	7
Deputy Sheriff Sr (28 d/cy)	E25		13	18	18
Deputy Sheriff (28 d/cyl)	E24		16	14	14
Detention Officer III (28d/)	E24		0	4	4
Warrant ProcessingCoordinator	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		19	19	19
Communications Operator	19		6	6	6
Investigative Aide	19	1 PT	1	1	1
Sheriff Processing Technician	19		1	5	5
FULL TIME Subtotal			131	136	136
PART TIME Subtotal			1	1	1
Jail					
Deputy Sheriff Major(28d/cy)	E33		0	1	1
Deputy Sheriff Capt(28 d/cyl)	E31		4	4	4
Deputy Sheriff Lt (28 d/cyl)	E30		8	9	9
Deputy Sheriff Sgt(28 d/cyl)	E28		25	27	27
Detention Sgt (28 d/cyl)	E26		12	10	10
Field Training Officer(28 d/)	E26		3	1	1
Jail Training Officer(28d/c)	E26		16	16	16
Detention Officer III (28d/)	E24		147	130	130
Detention Officer II (28d/cy)	E23		153	154	154
Detention Officer I (28d/cy)	E21		68	79	79
Chief Jail Operations	Al		1	0	0
Chaplain	26		1	0	0
Detention Recreation Supv	24		1	1	1
Sheriff Processing Unit Supv	24		5	6	6
Administrative Assistant II	23		0	1	1
Library Specialist Senior	23		1	1	1
Administrative Assistant I	21		1	0	0
Sheriff Processing Tech Sr	20		26	24	24

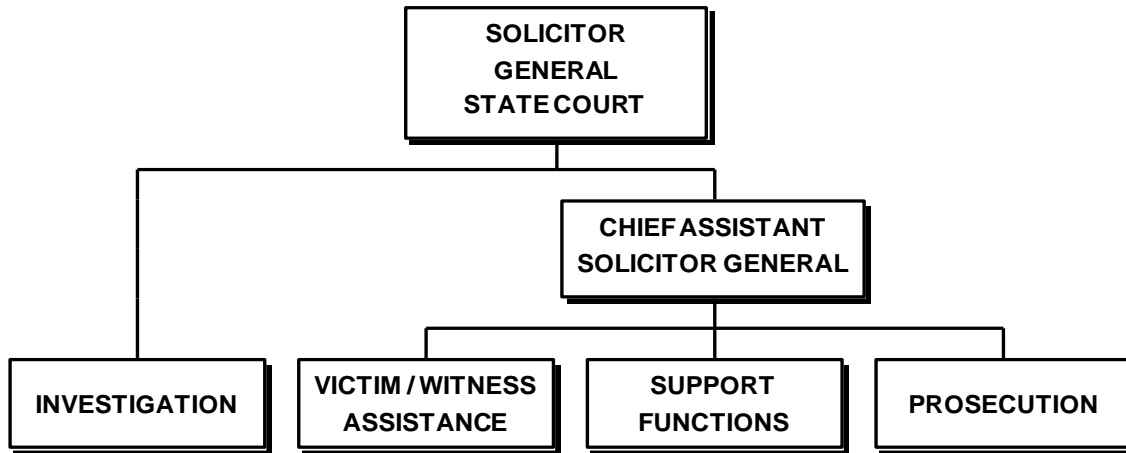
SHERIFF

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		
			2009	2010	2011
Jail (continued)					
Accounting Technician Senior	19		5	5	5
Detention Technician	19		50	48	48
Payroll Personnel Technician	19		1	1	1
Sheriff Processing Technician	19		6	5	5
FULL TIME Subtotal			534	523	523
Courts					
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		2	1	1
Deputy Sheriff Sgt(28 d/cyl)	E28		8	8	8
Deputy Sheriff Master(28d/)	E26		61	46	46
Field Training Officer(28 d/)	E26		8	8	8
Deputy Sheriff Sr (28 d/cy)	E25		11	27	27
Deputy Sheriff (28 d/cyl)	E24		4	8	8
Detention Officer III (28d/)	E24		12	14	14
Detention Officer I (28d/cy)	E21		1	2	2
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		6	4	4
Accounting Technician Senior	19		1	1	1
Detention Technician	19		20	21	21
Sheriff Processing Technician	19		0	1	1
FULL TIME Subtotal			138	146	146
FULL TIME Total			862	862	862
PART TIME Total			1	1	1
ALL POSITIONS Total			863	863	863



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 elected by popular vote for a four-year term. The Solicitor's Office is responsible for the prosecution of misdemeanor cases committed in DeKalb County. To support this mandate, this department retrieves documents from arresting agencies; secures criminal histories and driving records; contacts victims and witnesses; investigates cases; drafts and files accusations; makes sentencing recommendations; attends arraignments; negotiates pleas; participates in bench and jury trials; appears at other court actions including preliminary hearings, attends jail plea arraignments, and attends bad checks and motion hearings. All employees assist in providing training to law enforcement agencies and reaching out to the community to educate the citizens about domestic violence, driving under the influence (DUI), and other crimes that affect their lives.

ACTIVITY MEASURES

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Total cases received	16,583	17,500	12,426	13,000
Bad check cases received	278	278	58	45
Domestic Violence cases received	1,762	3,500	3,066	3,414
Accusations filed	12,203	12,000	9,803	10,214
Guilty/Nolo pleas	8,577	8,271	3,722	3,800
Cases on Jury calendar	3,365	4,215	1,261	1,400
Cases tried by Jury	380	400	90	90
Probation Revocations	2,345	2,500	1,899	1,950
Jail Cases	5,077	5,600	4,948	5,292
Dismissed for Want of Prosecution	403	336	538	600

MAJOR ACCOMPLISHMENTS IN 2010

In 2010, the Solicitor partnered with Emory Health Care to create the nation's first emergency placement for victims of elder abuse and neglect (VSAP). Created a rehabilitation diversion program (Rehab) for commercially sexually exploited women. Expanded Jobs not Jail program to include 200 offenders. Partnered with DeKalb Schools resulting in a 25% reduction in the numbers of truants over the last four years.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS**Organizational Effectiveness**

To create a mentoring program for truant youth in DeKalb County School System.

To begin prosecuting cases in Recorder Court.

To expand Jobs Not Jail, in partnership with DeKalb Tech, DeKalb Workforce, and the Metropolitan Black Chamber of Commerce, to move an estimated 500 young offenders from the court system into a work or college.

MAJOR BUDGETARY IMPACTS**Previous**

In 2007, a part-time Investigator Senior position was converted into a full-time Investigator Principal position in order to keep pace with the increased case flow and additional responsibilities associated with the Truancy Intervention Project. An additional vehicle was recommended for this position. The 2007 budget also included an Administrative Coordinator position to provide administrative support to the Solicitor and the Truancy Unit. There were no significant budgetary changes for 2008 and 2009. In 2010, \$4,947,866 was approved for basic operating expenses. In 2010, no employees accepted the Early Retirement Option Program and the BOC did not abolish the vacant positions due to the ERO program. The BOC restored \$618,931 to this budget as part of the amendment process.

2011

\$4,283,068 was approved for basic operating expenses. The BOC reduced this budget by \$504,184 as part of the amendment process.

Future

No significant budgetary impact is anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Solicitor - State Court	\$3,982,061	\$4,162,698	\$4,787,252	\$4,283,068
Solicitor - Victim Assistance	802,976	799,555	869,131	869,131
	\$4,785,037	\$4,962,253	\$5,656,383	\$5,152,199

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$4,380,238	\$4,613,023	\$5,235,761	\$5,235,761
Purchased / Contracted Services	187,584	181,134	218,488	218,488
Supplies	96,452	34,778	72,877	72,877
Capital Outlays	120	0	0	0
Interfund / Interdepartmental	53,487	66,160	54,713	54,713
Other Costs	0	0	74,544	(429,640)
Other Financing Uses	67,157	67,157	0	0
	\$4,785,037	\$4,962,253	\$5,656,383	\$5,152,199

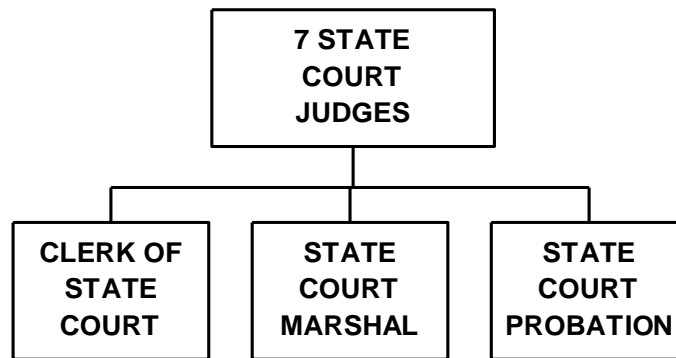
SOLICITOR GENERAL, STATE COURT

FUNCTION: CIVIL & CRIMINAL COURTS

FUNDING SOURCES			
	Actual 2009	Actual 2010	Budget 2011
General Fund	\$4,785,037	\$4,962,253	\$5,152,199
	\$4,785,037	\$4,962,253	\$5,152,199

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		
			2009	2010	2011
Solicitor - State Court					
Chief Assistant Solicitor	AI		1	1	1
Attorney IV	33		3	2	2
Attorney III	31		1	3	3
Attorney II	30	1 PT	5	6	6
Attorney I	29	1 PT	10	8	8
Chief Investigator	29		1	1	1
Legal Office Coordinator	28		1	1	1
Public Information Officer	28		1	1	1
Administrative Coordinator	25		2	2	2
Investigator Principal	25		6	6	6
Administrative Assistant II	23		1	1	1
Investigator Senior	23		2	2	2
Secretary Senior Legal	23		15	15	15
Investigator	21	1 PT	1	1	1
Secretary Legal	21		1	1	1
Office Assistant Senior	19		7	7	7
Solicitor State Court	\$152,967		1	1	1
FULL TIME Subtotal			56	56	56
PART TIME Subtotal			3	3	3
Solicitor - Victim Assistance					
Attorney III	31		1	1	1
Attorney II	30		0	1	1
Attorney I	29		2	1	1
Investigator Principal	25		3	3	3
Victim Witness Program Coord	25		1	1	1
Investigator Senior	23		1	1	1
Victim Witness Asst Prog Coord	23		3	3	3
FULL TIME Subtotal			11	11	11
FULL TIME Total			67	67	67
PART TIME Total			3	3	3
ALL POSITIONS Total			70	70	70

**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 matters and criminal matters in the rank of misdemeanor actions. To provide these services prompt, courteous and in an efficient manner. 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 Acts of the Legislature of 1951, as amended, created the State Court. The State Court became a Constitutional Court in 1983, and has jurisdiction within the territorial limits of DeKalb County. The State Court is served by seven Judges who serve a four-year term and are elected in a countywide non-partisan election. The State Court has jurisdiction within the territorial limits of DeKalb County and concurrent with the Superior Court over the following matters: the trial of criminal cases below the grade of felony; the trial of civil actions without regard to the amount in controversy, except those in which exclusive jurisdiction is vested in the Superior Court; the hearing of applications for and issuance of arrest and search warrants; the holding of courts of inquiry; the punishment of contempts citations by fine not exceeding \$500 or by imprisonment not exceeding 20 days, or both; and review of decisions of other courts as may be provided by law.

The State Court Clerk's Office is responsible for filing all actions, maintaining the records and docket books, and publishing the court calendars. This office also serves as Clerk of the Magistrate Court of DeKalb County.

The Probation Office is responsible for collecting fines from, and supervising those criminal defendants sentenced by the State Court. This office also serves as the probation office for the Magistrate Court of DeKalb County.

The State Court Marshal's Office is responsible for serving all processes filed with the court, executing all writs, levies, and conducting public sales. This office also serves as Marshal for the Magistrate Court of DeKalb County.

ACTIVITY MEASURES				
	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
<u>Clerk's Office:</u>				
Civil Actions	20,360	17,125	11,326	8,937
Personal Property Foreclosure and Abandoned Motor Vehicles	214	206	122	100
Criminal Actions	11,152	11,526	11,587	11,000
Dispossessory Warrants	39,040	33,511	11,359	169
Garnishments	8,369	8,643	5,783	3,835
Appeals Filed	234	230	136	92
Total Filings	79,369	71,241	40,313	24,133

STATE COURT

FUNCTION: CIVIL & CRIMINAL COURTS

ACTIVITY MEASURES

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
<u>Marshal's Office:</u>				
Dispossessory Warrants Served	42,461	36,855	24,804	27,059
Evictions	5,402	13,109	13,013	14,196
All Other Pleadings Served	55,484	44,998	35,089	38,279
All Other Tasks	26,189	135,531	6,151	6,710
<u>Probation Office:</u>				
Cases Assigned	7,661	7,214	7,292	7,489
Revocations	2,680	2,425	1,945	2,458
Total Collected (fines, fees, restitution,	\$3,116,180	\$2,682,865	\$2,580,828	\$2,782,589
Supervision Fees collected	\$1,562,984	\$1,291,981	\$1,194,080	\$745,778
Fines/fees forfeited due to sentence expiration	\$269,999	\$246,208	\$298,982	\$232,006

MAJOR ACCOMPLISHMENTS IN 2010

Judges Division:

Continued to implement the DUI Court Program which provides a less costly alternative to incarceration at the County jail. Continued the Project Achieve (GED) Program, which provides an opportunity for defendants charged with non-violent crimes to get a GED, in lieu of incarceration. Continued the Weighting Accountability Through Compliance Hearings (WATCH) Program which closely monitors defendants charged with domestic violence related offenses. Successfully managed a transition of approximately 3,200 dispossessory case filings per month from the State Court division of the Clerk's Office to a Magistrate Court division. This is due to a filing fee increase following the passage HB1055.

Probation Division:

Implemented the Justware Case Management system to facilitate the supervision of cases and to provide for the monthly distribution of fines, fees, supervision fees and restitution. Received Administrative Training for the New Dawn Justware Case Management System and facilitated the customization of the Case Management and Financial components of the new system. Assisted in the integration of the Jail Management System (JMS) with the Justware Case Management System to facilitate the identification of offenders arrested for probation violation or subsequent offenses, resulting in a reduction in the amount of time an offender is held in jail awaiting a hearing or disposition.

Marshal's Division:

The Marshal's Division implemented a computerized eviction scheduling calendar for the office staff. Acquired Justice Assistance Grant funds to assist with a documentation tracking system. Conducted Community Education seminars targeting apartment owners, condominium associations and homeowners as it related to eviction process.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Human Services

To maintain current service levels in all departments taking into consideration the increase in filings of all matters, civil and criminal cases.

To decrease the number of cases revoked as a result on non-compliance with conditions of probation.

Organizational Effectiveness

To complete the integration of the Police Department's Report System (RMS), the Court's Banner System and the Recorder's Court System with the Justware Case Management System to optimize functionality, efficiency and effectiveness.

To obtain broadband cards for the mobile computer terminals for sworn field personnel.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS (CONTINUED)**Organizational Effectiveness (continued)**

To increase filings of eviction writs and to maintain appropriate service level of Court ordered documents.

To obtain and implement a state-of-the-art case management and financial system to increase efficiency and productivity.

MAJOR BUDGETARY IMPACTS**Previous**

In 2007, the Operating Budget included \$50,000 for the County's participation in Project Achieve and full-year funding for the four positions added in 2006. Also, \$69,000 for the digital compatible portable Mobile radios was recommended and funded as a county-wide project.

In 2008, the Budget included \$50,000 for the County's continuing participation in Project Achieve program. Additionally, a new cost center was established for the DUI Court.

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, equipments, 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.

2011

\$11,525,242 is approved for the basic operating budget. This budget includes \$50,000 for the County's continuing participation in Project Achieve (GED) program. The BOC reduced this budget by \$1,127,837 as part of the amendment process.

Future

No significant budgetary impact is anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Judge Delcampo	\$535,710	\$545,257	\$537,974	\$537,974
Judge Gordon	513,881	501,442	522,358	522,358
Judge Lopez	448,442	461,427	517,482	517,482
Judge Mobley	477,009	467,209	415,459	415,459
Judge Panos	557,164	569,364	567,586	567,586
Judge Purdom	503,175	491,219	492,485	492,485
Judge Wong	493,836	473,112	516,204	516,204
Marshal	2,416,440	2,626,885	2,741,957	2,741,957
Probation	1,871,441	1,798,723	1,979,729	1,979,729
State & Magistrate Courts Clerk	4,101,124	3,860,367	4,097,180	2,969,343
State Court - DUI Court	285,036	299,352	264,665	264,665
	\$12,203,258	\$12,094,357	\$12,653,079	\$11,525,242

STATE COURT

FUNCTION: CIVIL & CRIMINAL COURTS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$10,777,651	\$10,610,375	\$11,289,616	\$11,289,616
Purchased / Contracted Services	889,733	884,852	838,055	838,055
Supplies	296,284	246,343	286,385	286,385
Capital Outlays	9,992	16,256	41,750	41,750
Interfund / Interdepartmental	209,599	316,531	177,273	177,273
Other Costs	0	0	20,000	(1,107,837)
Other Financing Uses	20,000	20,000	0	0
	\$12,203,258	\$12,094,357	\$12,653,079	\$11,525,242

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
General Fund	\$12,203,258	\$12,094,357	\$11,525,242
	\$12,203,258	\$12,094,357	\$11,525,242

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2009	2010	2011
Judge Wong				
Law Clerk, Senior	28	1	1	1
Court Reporter	24	1	1	1
Judicial Secretary	24	1	1	1
Calendar Clerk Senior	23	1	2	2
Calendar Clerk	21	1	0	0
State Court Judge	\$152,967	1	1	1
FULL TIME Subtotal		6	6	6
Judge Delcampo				
Law Clerk, Senior	28	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
Judge Purdom				
Law Clerk, Senior	28	1	1	1
Court Reporter	24	1	1	1
Judicial Secretary	24	1	1	1
Calendar Clerk Senior	23	2	2	2

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	NUMBER OF POSITIONS		
		2009	2010	2011
Judge Purdom (cont)				
State Court Judge	\$152,967	1	1	1
FULL TIME Subtotal		6	6	6
Judge Panos				
Law Clerk, Senior	28	1	1	1
Administrative Coordinator	25	1	0	0
Judicial Assistant	25	0	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
Judge Mobley				
Law Clerk, Senior	28	1	1	1
Judicial Assistant	25	0	1	1
Court Reporter	24	1	1	1
Judicial Secretary	24	1	0	0
Calendar Clerk Senior	23	1	1	1
Bailiff	18	1	1	1
State Court Judge	\$152,967	1	1	1
FULL TIME Subtotal		6	6	6
Judge Lopez				
Law Clerk, Senior	28	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
Judge Gordon				
Law Clerk, Senior	28	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

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	NUMBER OF POSITIONS		
		2009	2010	2011
State & Magistrate Courts Clerk				
Clerk State Court	AH	1	1	1
Chief Deputy Clerk State Ct	29	1	1	1
Departmental Microsystems Spc	28	1	1	1
Judicial Administrative Coord	26	5	5	5
User Liaison Coordinator	26	2	2	2
Administrative Coordinator	25	3	3	3
Interpreter	25	3	3	3
Administrative Assistant II	23	1	1	1
Records Tech Prin St Ct	21	17	15	15
Accounting Technician Senior	19	1	1	1
Office Assistant Senior	19	2	2	2
Records Technician Sr St Ct	19	18	18	18
Records Technician St Court	18	16	17	17
FULL TIME Subtotal		71	70	70
State Court - DUI Court				
DUI Court Coordinator	31	1	1	1
FULL TIME Subtotal		1	1	1
Probation				
Chief Adult Probation Officer	29	1	1	1
Asst Chief Adult Probatin Off	28	1	1	1
Probation Supervisor	26	2	2	2
Administrative Coordinator	25	1	1	1
Probation Officer Principal	25	2	2	2
Probation Officer Senior	24	7	7	7
Probation Officer	23	14	14	14
Accounting Technician Senior	19	2	2	2
Office Assistant Senior	19	2	2	2
Office Assistant	18	1	1	1
Records Technician St Court	18	3	3	3
FULL TIME Subtotal		36	36	36
Marshal				
Marshal	AJ	1	1	1
Chief Deputy Marshal	29	1	1	1
Deputy Marshal, Major	28	1	1	1
Deputy Marshal Lieutenant	26	3	3	3
Civil Process Unit Coord	24	1	1	1
Deputy Marshal Senior	24	15	17	17
Administrative Assistant II	23	2	2	2
Deputy Marshal	23	1	3	3

STATE COURT

FUNCTION: CIVIL & CRIMINAL COURTS

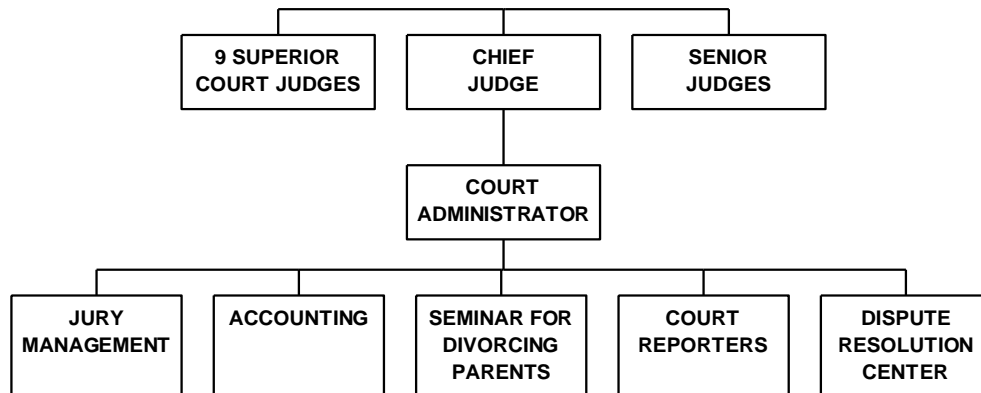
AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2009	2010	2011
Marshal (cont)				
Office Assistant Senior	19	2	2	2
FULL TIME Subtotal		27	31	31
FULL TIME Total		177	180	180
ALL POSITIONS Total		177	180	180

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 disputes and criminal matters in a manner that preserves the rule of law and protects the rights of all parties. To act expeditiously in a way that will instill public trust and confidence that the court is fairly, efficiently, and effectively operated.

PROGRAM DESCRIPTION

The Superior Court is the highest court of original jurisdiction in the State of Georgia. The Court has jurisdiction over civil and criminal matters including cases in the areas of domestic relations, titles to land, equity, and felonies. The court also administers programs 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.

ACTIVITY MEASURES

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Civil Case Filings	3,654	4,101	3,162	3,400
Domestic Case Filings	9,568	10,063	13,638	15,000
Felony Case Filings	6,761	7,332	6,500	7,000
Civil & Domestic Case Dispositions	13,396	18,427	19,784	21,000
Felony Case Dispositions	6,327	6,076	6,942	7,500
Jury Trials	92	115	125	120
Div. Parents Seminar Participants	1,430	1,515	1,664	1,800
Cases to Dispute Resolution Center	1,652	1,831	1,278	1,400
% Cases resolved by District Resolution	67%	69%	72%	71%

MAJOR ACCOMPLISHMENTS IN 2010

Installed electronic docket displays. Upgraded the jury management system and redesigned Superior Court website. Completed division guidelines to assess and enhance services to pro se parties in domestic cases. Participated in statewide revamp of case count system for Superior Court. Integrated the Justice Information Sharing (IJIS) Strategic Plan.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Human Services

To enhance and increase public access, trust and confidence in the court system.

To increase the use of technology and electronic information in the Superior Court.

To expand public outreach and education opportunities.

Organizational Effectiveness

To increase the use of technology in the Superior Court.

To develop Public Education Plan for the court.

To expand and enhance disposition alternatives for civil and criminal matters.

MAJOR BUDGETARY IMPACTS

Previous

In 2007, \$8,466,773, was approved for the basic operating budget and included a \$5.00 increase for the Grand Jurors' per Diem. Also, included full year funding for the Medical Laboratory Technician position approved in August, 2006. A Paralegal position was added to support the Family Law Information Center and to assist unrepresented parties in child support actions, mandated by the new State guidelines effective January, 2007. A Library Branch Supervisor position was created for the Superior Court Law Library. This position will be fully funded from the Law Library Trust Fund.

In 2008, adopted budget included full-year funding for the Library Branch Supervisor position approved by the BOC in February, 2007 and the Paralegal position approved in March, 2007, there were no significant budgetary changes in 2009. 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.

2011

\$6,980,678 is 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.

Future

No significant budgetary impact is anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Administration	\$1,858,502	\$1,820,790	\$1,853,285	\$1,170,170
Court Reporters	1,773,018	1,250,947	312,374	312,374
Dispute Resolution	773,609	641,744	628,837	628,837
Grand Jury	112,115	98,585	76,340	76,340
Judges	2,999,718	3,407,070	3,773,020	3,773,020
Jury Management	1,056,617	976,077	991,041	991,041
Pretrial Release Program	3	0	0	0
Seminar For Divorcing Parents	89,467	46,790	28,892	28,892
	\$8,663,049	\$8,242,004	\$7,663,789	\$6,980,674

SUPERIOR COURT

FUNCTION: CIVIL & CRIMINAL COURTS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$5,989,020	\$5,715,210	\$5,516,064	\$5,516,064
Purchased / Contracted Services	2,401,206	2,245,913	1,963,518	1,963,518
Supplies	194,413	199,844	126,707	126,707
Capital Outlays	46,409	55,036	19,500	19,500
Other Costs	0	0	0	(683,115)
Retirement Services	32,000	26,000	38,000	38,000
	<u>\$8,663,049</u>	<u>\$8,242,004</u>	<u>\$7,663,789</u>	<u>\$6,980,674</u>

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
General Fund	\$8,663,049	\$8,242,004	\$6,980,674
	<u>\$8,663,049</u>	<u>\$8,242,004</u>	<u>\$6,980,674</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		
			2009	2010	2011
Judge Adams					
Law Clerk, Senior	28		1	1	1
Judicial Assistant	25		0	1	1
Court Reporter	24		0	1	1
Judicial Secretary	24		1	0	0
Calendar Clerk Senior	23		1	1	1
Superior Court Judge	\$169,963		1	1	1
FULL TIME Subtotal			4	5	5
Judge Barrie					
Law Clerk, Senior	28		1	1	1
Court Reporter	24		0	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			4	5	5
Judge Coursey					
Law Clerk, Senior	28		1	1	1
Judicial Assistant	25		0	1	1
Court Reporter	24		0	1	1
Judicial Secretary	24		1	0	0

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		
			2009	2010	2011
Judge Coursey (cont)					
Calendar Clerk Senior	23		1	1	1
Superior Court Judge	\$169,963		1	1	1
FULL TIME Subtotal			4	5	5
Judge Johnson					
Law Clerk, Senior	28		1	1	1
Court Reporter	24		0	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			4	5	5
Judge Scott					
Law Clerk, Senior	28		1	1	1
Judicial Assistant	25		0	1	1
Court Reporter	24		0	1	1
Judicial Secretary	24		1	0	0
Calendar Clerk Senior	23		1	1	1
Superior Court Judge	\$169,963		1	1	1
FULL TIME Subtotal			4	5	5
Judge Seeliger					
Law Clerk, Senior	28		1	1	1
Judicial Assistant	25		0	1	1
Court Reporter	24		0	1	1
Judicial Secretary	24		1	0	0
Calendar Clerk Senior	23		1	1	1
Superior Court Judge	\$169,963		1	1	1
FULL TIME Subtotal			4	5	5
Judge Hunter					
Law Clerk, Senior	28		1	1	1
Judicial Assistant	25		0	1	1
Court Reporter	24		0	1	1
Judicial Secretary	24		1	0	0
Calendar Clerk Senior	23		1	1	1
Superior Court Judge	\$169,963		1	1	1
FULL TIME Subtotal			4	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		
			2009	2010	2011
Judge Becker					
Law Clerk, Senior	28		1	1	1
Judicial Assistant	25		0	1	1
Court Reporter	24		0	1	1
Judicial Secretary	24		1	0	0
Calendar Clerk	21		1	1	1
Superior Court Judge	\$169,963		1	1	1
FULL TIME Subtotal			4	5	5
Judge Hancock					
Law Clerk, Senior	28		1	1	1
Judicial Assistant	25		0	1	1
Court Reporter	24		0	1	1
Judicial Secretary	24		1	0	0
Calendar Clerk Senior	23		1	1	1
Superior Court Judge	\$169,963		1	1	1
FULL TIME Subtotal			4	5	5
Judge Flake					
Law Clerk, Senior	28		1	1	1
Judicial Assistant	25		0	1	1
Court Reporter	24		0	1	1
Judicial Secretary	24		1	0	0
Calendar Clerk Senior	23		1	1	1
Superior Court Judge	\$169,963		1	1	1
FULL TIME Subtotal			4	5	5
Senior Judge					
Senior Judge	OE	4 PT	4	4	4
Judicial Secretary	24		1	1	1
FULL TIME Subtotal			2	1	1
PART TIME Subtotal			3	4	4
Administration					
District Court Administrator	OE		1	0	0
Trial Court Director	AG		1	1	1
Drug Court Program Manager	31		1	1	1
Network Administrator	29		1	1	1
Law Clerk, Senior	28		1	1	1
Grants Coordinator	26		1	1	1

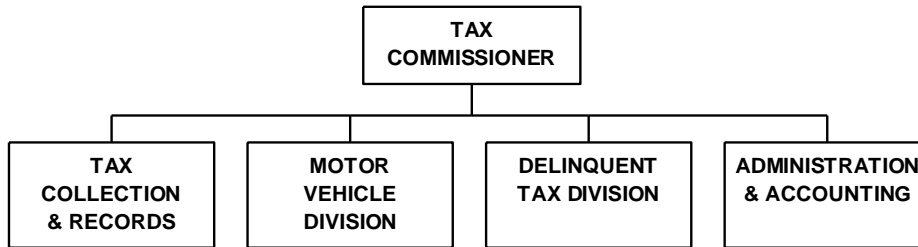
SUPERIOR COURT

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		
			2009	2010	2011
Administration (cont)					
Administrative Coordinator	25		0	1	1
Family Law Center Coordinator	25		1	1	1
Law Library Coordinator	25		1	1	1
Accounting Supervisor	24		1	1	1
Judicial Secretary	24		1	0	0
Calendar Clerk Senior	23		1	1	1
Paralegal	23		1	1	1
Medical Laboratory Technician	22		1	1	1
Court Program Coordinator	21		2	3	3
Office Assistant Senior	19		7	7	7
FULL TIME Subtotal			22	22	22
Court Reporters					
Court Reporter	24		16	6	6
FULL TIME Subtotal			16	6	6
Jury Management					
Jury Services Supervisor	24		1	1	1
Jury Svcs Clerk Principal	21		1	1	1
Jury Services Clerk Senior	19		2	2	2
Office Assistant Senior	19		1	1	1
Jury Services Clerk	18		3	3	3
FULL TIME Subtotal			8	8	8
Seminar For Divorcing Parents					
Court Program Coordinator	21		1	0	0
FULL TIME Subtotal			1	0	0
Dispute Resolution					
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
FULL TIME Total			95	93	93
PART TIME Total			3	4	4
ALL POSITIONS Total			98	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; collects fees for insurance lapses, residential sanitation, storm water utility, street lights, speed humps, and parking districts; issues motor vehicle title applications, temporary permits, license plates, and renewal decals; updates vehicle owner and payment data to state vehicle registration database; administers POS compliance for vehicle insurance and emissions; issues and record liens for delinquent taxes; levies; serves notices, advertises, and conducts sales of delinquent properties; maintains general ledger and provides detailed accounting and reporting of tag sales, adjustments, collections, refunds, and disbursements to the County governing authority, schools, cities, and the State.

ACTIVITY MEASURES

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Tax Collections and Records				
Real & Personal Receivables	\$810,141,268	\$825,234,971	\$802,712,128	\$770,603,643
Public Utilities*	\$16,861,175	\$2,332,265	\$14,922,073	\$14,922,073
Tax Accounts				
Real & Personal	253,746	254,558	254,501	254,000
Public Utility	38	34	36	36
No. Payments Processed	443,931	446,954	452,296	454,557
% of Real & Personal Taxes Collected	96%	95%	94%	94%
% of Public Utility Collected during year	97%	97.0%	97%	97%
Motor Vehicle Division				
Transactions:				
Customer Walk in	367,195	375,096	361,446	365,062
Mail	75,818	45,648	22,472	22,697
Dealers/Fleets	36,485	51,182	82,126	82,947
IVR/(Interactive Voice Response)	3,765	1,574	2,642	2,668
Internet	47,445	51,921	56,306	56,869

ACTIVITY MEASURES

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Transactions (continued):				
Total Registrations	530,708	525,421	524,994	530,244
Title Applications Processed	109,633	103,698	111,872	112,991
Total Collections	\$81,484,312	\$75,225,056	\$75,317,826	\$76,000,000
Delinquent Taxes:				
Fi Fas Issued	15,064	15,006	20,762	20,000
Parcels to Tax Sale	121	8,309	596	600
Delinquent Accounts Collected	\$38,724,030	\$39,773,157	\$39,773,157	\$35,000,000
Tax Sales Conducted	8	9	9	8

MAJOR ACCOMPLISHMENTS IN 2010

Successfully implemented a new fee structure for Delinquent Collections as required by Senate Bill 240. Maintained consistent collections for delinquent tax accounts during the economic downturn and foreclosure crisis. Executed public awareness campaign concerning the elimination of the Homeowner's Tax Relief Grant.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS**Organizational Effectiveness**

To replace/upgrade legacy mainframe tax system pending funding by Information Systems department.

To relocate Wesley Chapel Satellite office.

To replace/outdated DP500 remittance processor.

MAJOR BUDGETARY IMPACTS**Previous**

In 2007, \$7,089,343 was approved for the basic budget. Also, two Technical Support Analyst positions were funded in the Information Systems Department to support the new Oracle Tax Collection System. No significant budgetary changes occurred in 2008 and 2009.

In 2010, \$6,725,214 is approved for the basic operating budget. This budget reduces the workforce by 15 positions; where 15 full-time employees accepted the Early Retirement Options. The BOC restored \$562,654 to this budget as a part of the amendment process.

2011

\$6,955,000 is approved for the basic operating budget. The BOC restored \$436,154 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.

Future

No significant budgetary impact is anticipated.

TAX COMMISSIONER

FUNCTION: GENERAL GOVERNMENT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Delinquent Tax Administration	\$1,068,642	\$1,156,576	\$1,130,516	\$1,130,516
Motor Vehicle Security	95,000	94,079	85,500	85,500
Motor Vehicle Tax	3,314,815	3,139,860	2,620,570	2,620,570
Motor Vehicle Temporary	62,320	36,353	57,329	57,329
Tax Administration / Accounting	1,152,228	1,160,952	1,178,474	1,178,474
Tax Collections & Records	1,300,337	1,250,439	1,446,457	1,882,611
	\$6,993,343	\$6,838,259	\$6,518,846	\$6,955,000

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$5,629,617	\$5,520,947	\$5,313,068	\$5,313,068
Purchased / Contracted Services	1,238,647	1,208,576	1,093,843	1,093,843
Supplies	98,540	82,686	71,355	71,355
Capital Outlays	18,693	12,676	26,700	26,700
Interfund / Interdepartmental	7,003	10,617	11,480	11,480
Other Costs	842	2,757	2,400	438,554
	\$6,993,343	\$6,838,259	\$6,518,846	\$6,955,000

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
General Fund	\$6,993,343	\$6,838,259	\$6,955,000
	\$6,993,343	\$6,838,259	\$6,955,000

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2009	2010	2011
Tax Collections & Records					
Tag Worker	TC	5 T	5	5	5
Deputy Tax Commissioner	33		1	1	1
Tax Administrator	29		1	1	1
Branch Manager Tax Comm	27		1	1	1
Accounting Supervisor	24		1	1	1
Property Tax Supervisor	24		1	1	1
Administrative Assistant I	21		1	1	1
Tax Technician Lead	20		1	1	1
Office Assistant Senior	19		4	2	2
Tax Technician Senior	19		1	0	0
Customer Service Rep	18		1	1	1
Office Assistant	18		3	5	5
Tax Technician	18		3	4	4
FULL TIME Subtotal			19	19	19
TEMP Subtotal			5	5	5

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		
			2009	2010	2011
Motor Vehicle Tax					
Deputy Tax Commissioner	33		1	1	1
Tax Administrator	29		1	2	2
Branch Manager Tax Comm	27		3	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		13	10	10
Accounting Technician	18		1	1	1
Customer Service Rep	18		2	2	2
Office Assistant	18		1	1	1
Tax Technician	18		31	34	34
FULL TIME Subtotal			65	65	65
Motor Vehicle Temporary					
Tag Worker	TC	6 T	6	6	6
TEMP Subtotal			6	6	6
Delinquent Tax Administration					
Deputy Tax Commissioner	33		1	1	1
Tax Administrator	29		1	0	0
Branch Manager Tax Comm	27		0	1	1
Delinquent Tax Specialist	24		1	1	1
Delinquent Collection Officer	23		6	6	6
Customer Service Rep	18		1	1	1
Tax Technician	18		1	1	1
FULL TIME Subtotal			11	11	11
Tax Administration / Accounting					
Tag Worker	TC	2 T	2	2	2
Assistant Tax Commissioner	AH		1	1	1
Deputy Tax Commissioner	33		1	1	1
Dept Information Systems Mgr	31		1	1	1
Tax Administrator	29		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		2	1	1
Tax Technician	18		0	1	1

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		
			2009	2010	2011
Tax Administrative / Accounting (continued)					
Tax Commissioner	\$155,670		1	1	1
FULL TIME Subtotal			12	12	12
TEMP Subtotal			2	2	2
FULL TIME Total			107	107	107
TEMPORARY Total			13	13	13
ALL POSITIONS Total			120	120	120

FUNDS GROUP: Special Revenue

FUNDS GROUP DESCRIPTION

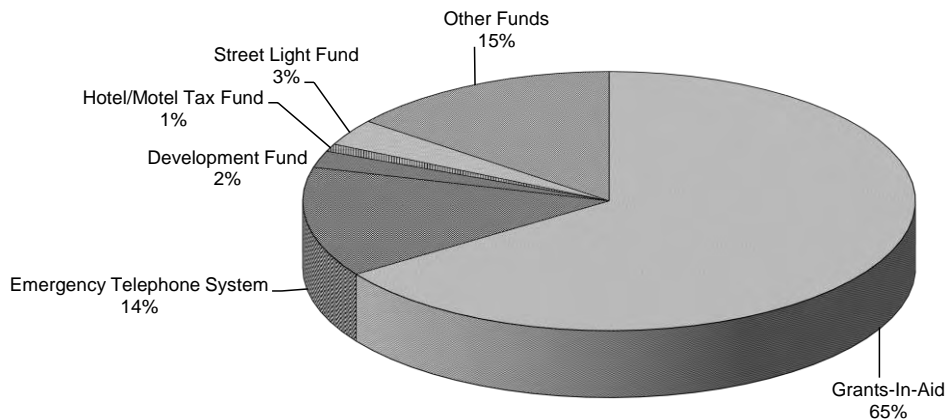
The Special Revenue Funds Group includes funds operated for specific programs or activities as required by law or Board of Commissioners' policy. Sources of revenue include funds from user fees, donations, excise taxes on hotel and motel rooms, state and federal grants with local match contributions, and penalty assessments on certain criminal and county ordinance violation cases.

The appropriation amounts reported in this document for the "Approved Budget 2011" 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 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$16,179,954	\$20,049,924	\$14,473,181	\$14,473,181
Purchased / Contracted Services	32,028,698	37,365,939	8,950,902	8,950,902
Supplies	10,228,841	7,005,696	3,372,390	3,372,390
Capital Outlays	3,462,289	5,565,610	2,024,163	2,024,163
Interfund / Interdepartmental	2,482,212	2,810,999	664,473	664,473
Other Costs	10,812,277	10,166,161	1,604,500	1,604,500
Debt Service	3,717,500	3,684,071	3,725,846	3,725,846
Other Financing Uses	8,845,364	3,573,751	3,148,765	3,148,765
* Holding Accounts	4,753	22,705	95,181,287	95,181,287
Total Expenditures	\$87,761,888	\$90,244,855	\$133,145,507	\$133,145,507
Reserves			12,326,169	12,326,169
Total Budget			\$145,471,676	\$145,471,676

* All Grant Funds' appropriations are budgeted in Holding Accounts.

SPECIAL REVENUE FUNDS OPERATING DOLLAR 2011



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 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Recreation	\$654,387	\$886,629	\$839,855	\$839,855
Law Enforcement Confiscated	2,859,350	1,606,123	6,560,468	6,560,468
Hotel/Motel Tax Fund	1,531,815	1,357,253	1,394,254	1,394,254
Grants-In-Aid	50,706,320	57,618,096	95,181,287	95,181,287
Drug Abuse Treatment and Juvenile Services Fund	66,846 17,696	60,713 11,419	74,215 343,723	74,215 343,723
Emergency Telephone System	10,984,181	10,844,566	20,008,285	20,008,285
County Jail Fund	1,675,000	2,030,415	1,765,500	1,765,500
Street Light Fund	3,750,533	4,411,175	4,818,272	4,818,272
PEG Support Fund	200,488	233,183	1,467,684	1,467,684
Victim Assistance Fund	2,109,608	1,473,578	1,393,265	1,393,265
Building Authority Lease Payments	3,717,500	3,690,071	3,731,846	3,731,846
Public Safety / Judicial Authority	3,097,476	3,095,526	3,104,676	3,104,676
Development Fund	6,210,096	2,684,873	3,047,329	3,047,329
Speed Humps Maintenance	180,590	232,535	1,741,017	1,741,017
Total Expenditures	\$87,761,888	\$90,244,855	\$145,471,676	\$145,471,676
Note: Reserves included in Total			12,326,169	12,326,169

SUMMARY OF REVENUES AND ANTICIPATIONS BY FUND				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
COUNTY JAIL FUND				
Intergovernmental	\$191,212	\$210,164	\$180,000	\$180,000
Fines And Forfeitures	1,734,903	2,035,331	1,585,500	1,585,500
Fund Balance Carried Forward	0	251,115	0	0
TOTAL	\$1,926,115	\$2,496,610	\$1,765,500	\$1,765,500
DEVELOPMENT FUND				
Licenses And Permits	\$3,453,431	\$3,724,164	\$3,982,458	\$3,982,458
Use of Money & Property	(15,526)	(3,345)	(4,000)	(4,000)
Charges For Services	32,755	25,130	20,000	20,000
Interfunds	2,500,000	0	0	0
Fund Balance Carried Forward	(709,991)	(932,663)	(951,129)	(951,129)
TOTAL	\$5,260,670	\$2,813,286	\$3,047,329	\$3,047,329
DRUG ABUSE TREATMENT & EDUCATION FUND				
Use of Money & Property	\$943	\$172	\$1,500	\$1,500
Fines And Forfeitures	20,383	49,493	18,000	18,000
Fund Balance Carried Forward	152,866	106,861	54,715	54,715
TOTAL	\$174,192	\$156,526	\$74,215	\$74,215
EMERGENCY TELEPHONE SYSTEM FUND				
Use of Money & Property	\$30,868	\$15,461	\$10,000	\$10,000
Miscellaneous Revenue	13,036,090	12,173,017	12,080,000	12,080,000
Fund Balance Carried Forward	2,869,402	6,150,560	7,918,285	7,918,285
TOTAL	\$15,936,360	\$18,339,038	\$20,008,285	\$20,008,285

FUNDS GROUP: Special Revenue

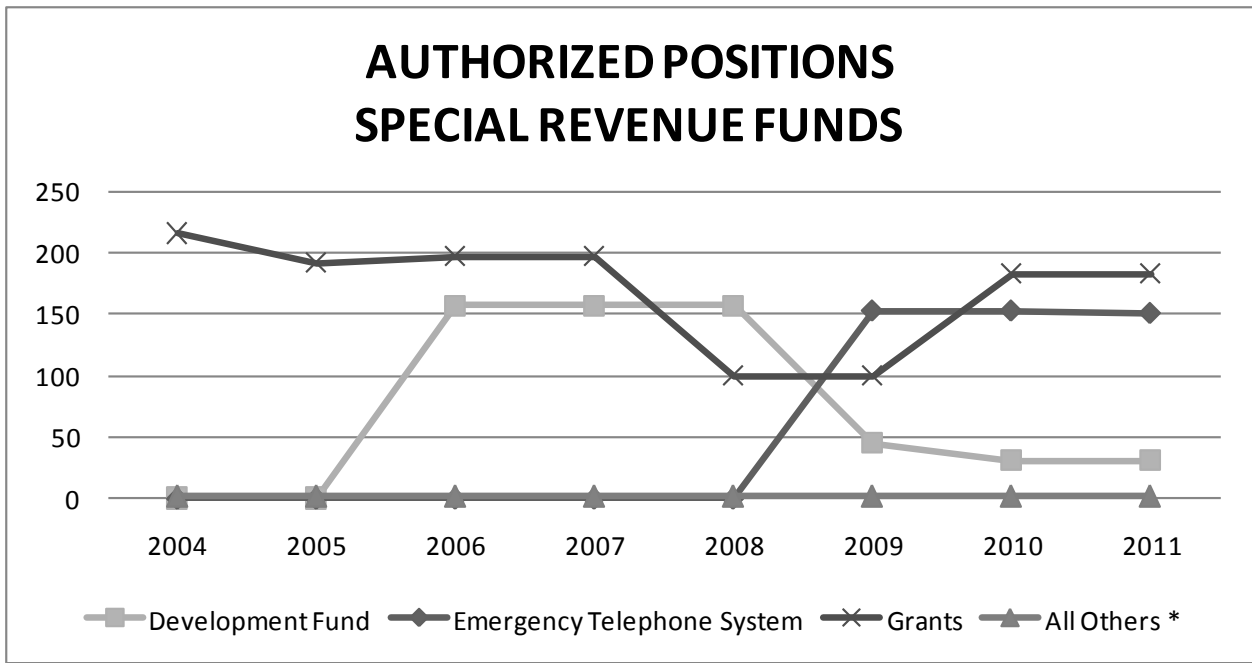
SUMMARY OF REVENUES AND ANTICIPATIONS BY FUND				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
GRANT-IN-AID FUND				
Use of Money & Property	\$7,757	\$14,017	\$0	\$0
Intergovernmental	20,548,547	46,581,723	95,125,423	95,125,423
Miscellaneous Revenue	1,020,748	1,056,083	55,864	55,864
Interfunds	3,326,728	3,928,077	0	0
Fund Balance Carried Forward	(983,716)	(6,715,399)	0	0
TOTAL	\$23,920,064	\$44,864,501	\$95,181,287	\$95,181,287
HOTEL/MOTEL TAX FUND				
Excise Taxes	\$1,416,595	\$1,501,198	\$1,200,000	\$1,200,000
Fund Balance Carried Forward	251,232	136,012	194,254	194,254
TOTAL	\$1,667,827	\$1,637,210	\$1,394,254	\$1,394,254
JUVENILE SERVICES FUND				
Use of Money & Property	\$1,632	\$596	\$500	\$500
Charges For Services	52,773	38,647	40,000	40,000
Fund Balance Carried Forward	234,059	270,768	303,223	303,223
TOTAL	\$288,465	\$310,011	\$343,723	\$343,723
LAW ENFORCEMENT CONFISCATED MONIES FUND				
Use of Money & Property	\$46,425	\$18,416	\$0	\$0
Intergovernmental	3,154,865	2,694,915	0	0
Miscellaneous Revenue	23,597	44,490	0	0
Interfunds	300,000	0	0	0
Fund Balance Carried Forward	3,754,490	5,016,571	6,560,468	6,560,468
TOTAL	\$7,279,377	\$7,774,391	\$6,560,468	\$6,560,468
PUBLIC EDUCATION & GOVERNMENT ACCESS (PEG) FUND				
Use of Money & Property	\$10,518	\$3,489	\$10,000	\$10,000
Miscellaneous Revenue	76,756	456,638	145,000	145,000
Fund Balance Carried Forward	1,590,482	1,545,393	1,312,684	1,312,684
TOTAL	\$1,677,756	\$2,005,521	\$1,467,684	\$1,467,684
RECREATION FUND				
Licenses And Permits	(\$13,482)	(\$9,039)	\$0	\$0
Use of Money & Property	(3,542)	(214)	(226)	(226)
Charges For Services	995,334	810,572	980,000	980,000
Miscellaneous Revenue	6,603	12,280	0	0
Fund Balance Carried Forward	(644,027)	(267,351)	(139,919)	(139,919)
TOTAL	\$340,886	\$546,248	\$839,855	\$839,855
REVENUE BONDS LEASE PAYMENTS FUNDS:				
BUILDING AUTHORITY LEASE PAYMENTS				
Use of Money & Property	\$2,379,018	\$3,731,075	\$3,731,846	\$3,731,846
Interfunds	0	1,355,000	0	0
Fund Balance Carried Forward	48,825	(1,289,657)	0	0
TOTAL	\$2,427,843	\$3,796,418	\$3,731,846	\$3,731,846

FUNDS GROUP: Special Revenue

SUMMARY OF REVENUES AND ANTICIPATIONS BY FUND				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
PUBLIC SAFETY / JUDICIAL AUTHORITY LEASE PAYMENTS				
Use of Money & Property	\$3,116,167	\$3,107,466	\$3,104,676	\$3,104,676
Fund Balance Carried Forward	5,245	23,935	0	0
TOTAL	\$3,121,411	\$3,131,401	\$3,104,676	\$3,104,676
STREET LIGHT FUND				
Excise Taxes	\$0	(\$1,170)	\$0	\$0
Use of Money & Property	(\$4,829)	\$376	(\$500)	(\$500)
Charges For Services	4,903,005	5,052,101	4,533,264	4,533,264
Fund Balance Carried Forward	(265,258)	902,787	285,508	285,508
TOTAL	\$4,632,918	\$5,954,094	\$4,818,272	\$4,818,272
VICTIM ASSISTANCE FUND				
Intergovernmental	\$377,590	\$374,959	\$300,000	\$300,000
Fines And Forfeitures	947,188	860,161	950,000	950,000
Fund Balance Carried Forward	1,029,072	224,090	143,265	143,265
TOTAL	\$2,353,850	\$1,459,209	\$1,393,265	\$1,393,265
SPEED HUMPS MAINTENANCE FUND				
Use of Money & Property	\$9,837	\$3,142	\$3,000	\$3,000
Charges For Services	245,013	289,442	250,397	250,397
Fund Balance Carried Forward	1,460,292	1,537,954	1,487,620	1,487,620
TOTAL	\$1,715,142	\$1,830,538	\$1,741,017	\$1,741,017
GRAND TOTAL	\$72,722,875	\$97,115,003	\$145,471,676	\$145,471,676

SUMMARY OF REVENUES AND ANTICIPATIONS BY MAJOR CATEGORY				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
EXCISE TAXES	\$1,416,595	\$1,500,029	\$1,200,000	\$1,200,000
LICENSES AND PERMITS	\$3,439,950	\$3,715,125	\$3,982,458	\$3,982,458
USE OF MONEY & PROPERTY	5,579,268	6,890,651	6,856,796	6,856,796
INTERGOVERNMENTAL	24,272,214	49,861,760	95,605,423	95,605,423
FINES AND FORFEITURES	2,702,475	2,944,985	2,553,500	2,553,500
CHARGES FOR SERVICES	6,228,881	6,215,892	5,823,661	5,823,661
MISCELLANEOUS REVENUE	14,163,793	13,742,508	12,280,864	12,280,864
INTERFUNDS	6,126,728	5,283,077	0	0
FUND BALANCE BROUGHT	8,792,972	6,960,977	17,168,974	17,168,974
TOTAL	\$72,722,875	\$97,115,003	\$145,471,676	\$145,471,676

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.

COUNTY JAIL FUND**FUNCTION: CIVIL & CRIMINAL COURTS****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.

2011

There are no significant budgetary changes for 2011.

Future

The additional revenue that will be generated from this penalty assessment will continue to allow the County to offset some of the costs of jails, correctional institutions, and detention facilities at the expense of those who violate the law rather than at the expense of the general public.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
County Jail Fund	\$1,675,000	\$2,030,415	\$1,765,500	\$1,765,500
	\$1,675,000	\$2,030,415	\$1,765,500	\$1,765,500

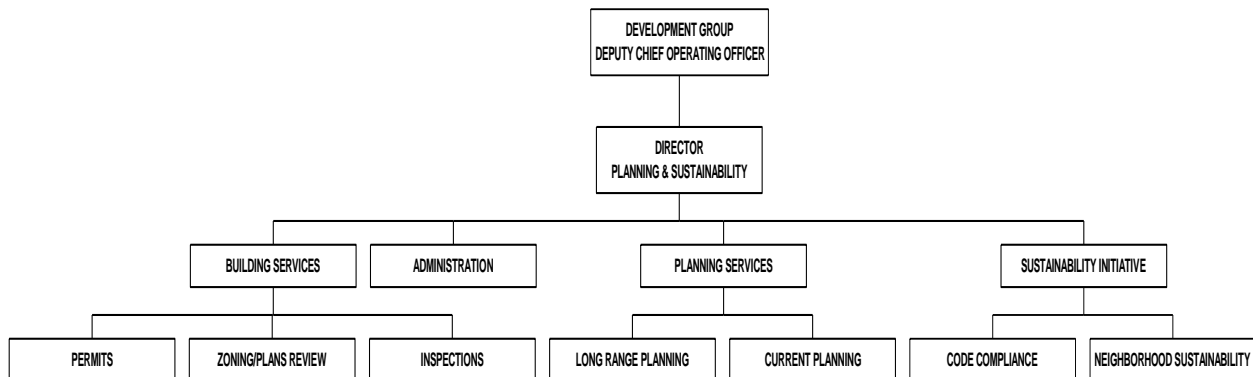
SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Other Financing Uses	\$1,675,000	\$2,030,415	\$1,765,500	\$1,765,500
	\$1,675,000	\$2,030,415	\$1,765,500	\$1,765,500

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
County Jail Fund	\$1,675,000	\$2,030,415	\$1,765,500
	\$1,675,000	\$2,030,415	\$1,765,500

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 Development 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**

ACTIVITY MEASURES				
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	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Rezoning & Land Use				
Applications Processed	131	51	46	60
Historic Preservation				
Applications Processed	158	141	170	190
Zoning Letters Issued	283	104	152	150
Lot Divisions and Plats Reviewed	181	7	6	10
Total Permits Issued				
Building	8,127	4,186	4,586	2,293
Electrical	12,598	2,988	7,008	4,951
Heating, Ventilating, and Air	5,523	2,993	2,954	2,353
Plumbing	6,749	2,999	3,596	3,679
Signs	506	381	446	276
Permit Revenue				
Building	\$6,578,139	1,865,037	\$4,444,702	\$3,494,803
Electrical	\$1,153,757	698,184	\$792,652	\$543,715
Heating, Ventilating, and Air	\$659,120	\$298,322	\$290,433	\$265,200
Plumbing	\$683,396	\$431,642	\$399,590	\$627,171
Signs	\$17,035	\$18,150	\$23,971	\$29,799
Total Permit Revenue:	\$9,091,447	\$3,311,335	\$5,951,349	\$4,960,688
Inspections Conducted				
Building	63,633	39,890	26,950	17,136
Electrical	62,668	23,847	24,719	17,832
HVAC	48,018	10,011	6,584	6,067
Plumbing	19,481	17,580	12,891	9,991
Total Inspections:	193,800	91,328	71,144	51,026

MAJOR ACCOMPLISHMENTS IN 2010

The Planning and Development Department received an LCI Award from the Atlanta Regional Commission to develop the Wesley Chapel area. The Planning and Development Department initiated the Zoning Code updated for a major rewrite. The department completed the Greater Hidden Hills Overlay District. The department completed the South Moreland LCI Study, and initiated a major rewrite of the Zoning Code Update.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

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

To enhance efficiency of strategic planning and research by implementing a pilot program with the Office of Economic Development.

To centralize and harmonize the county's demographic, census, and forecasting information within the Planning and Development Department.

DEVELOPMENT FUND - PLANNING & SUSTAINABILITY DEPARTMENT
FUNCTION: PLANNING & PUBLIC WORKS

MAJOR BUDGETARY IMPACTS

Previous

One Planner Position was added in 2007. This position addressed customer service issues and responds to rezoning, sketch plat, and zoning board of appeal variance application requests. The 2008 General Fund component of this budget included \$250,000 in funding for the Phase 1 update of the DeKalb County Zoning Code.

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 1st 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 1st 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.

In 2010, 13 employees accepted the Early Retirement Option Program and the BOC abolished 8 vacant positions due to the ERO program.

2011

The Code Enforcement section in 2011 will be moved to the Planning & Sustainability Department (in the Special Tax District – Unincorporated Fund) and renamed Code Compliance, as part of the Planning & Sustainability reorganization. Executive Order 2010-12, in December, 2010, ordered the transfer of all 37 Code Enforcement positions to the Planning & Sustainability department. The appropriations for Code Enforcement will be transferred to Planning & Sustainability in the 2011 Mid-Year Budget Adjustment. The Code Enforcement Section is responsible for the law enforcement function related to the enforcement of property maintenance codes, building codes, zoning ordinances, sign ordinances, and other related ordinances.

Future

The slow down 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				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Development Administration	\$1,330,189	\$741,281	\$870,245	\$870,245
Env Plans Review & Inspections	1,145,443	69,588	22,060	22,060
Land Development	1,121,444	638,006	706,261	706,261
Long Range Planning	539,811	522,160	549,540	549,540
Permits & Zoning	806,828	424,121	469,860	469,860
Planning Administration	763,806	568,618	712,777	600,259
Structural Inspections	1,738,691	806,799	973,930	973,930
Support	66,586	2,457	4,973	4,973
Zoning Analysis	1,351,343	854,501	920,918	838,831
	\$8,864,141	\$4,627,531	\$5,230,564	\$5,035,959

**DEVELOPMENT FUND - PLANNING & SUSTAINABILITY DEPARTMENT
FUNCTION: PLANNING & PUBLIC WORKS**

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$6,880,806	\$3,847,973	\$4,175,194	\$4,175,194
Purchased / Contracted Services	1,148,824	245,235	219,309	219,309
Supplies	53,361	38,253	35,186	35,186
Capital Outlays	12,068	12,038	11,349	11,349
Interfund / Interdepartmental	376,665	240,071	397,026	397,026
Other Costs	392,416	223,961	392,500	197,895
Other Financing Uses	0	20,000	0	0
	\$8,864,141	\$4,627,531	\$5,230,564	\$5,035,959

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
General Fund	\$1,303,830	\$1,087,929	\$1,149,799
Development	6,210,096	2,684,873	3,047,329
Special Tax District - Unincorporated	1,350,214	854,729	838,831
	\$8,864,141	\$4,627,531	\$5,035,959

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2009	2010	2011
Planning & Sust -Development Administration				
Assoc Director Development	AF	1	1	1
Permits and Zoning Supervisor	25	1	0	0
Administrative Assistant II	23	1	0	0
FULL TIME Subtotal		3	1	1
Planning & Sust - Planning Administration				
Associate Director Planning	AF	1	1	1
Director Planning	AD	1	1	1
Administrative Assistant II	23	1	2	2
Office Software Specialist	23	1	1	1
Office Assistant Senior	19	1	0	0
Office Assistant	18	1	0	0
FULL TIME Subtotal		6	5	5
Planning & Sust - Land Development				
Land Development Supervisor	30	1	1	0
Engineering Review Officer III	28	1	1	0
Engineering Review Officer II	26	3	2	0
Dev Construction Inspector III	25	3	3	0
Office Assistant Senior	19	2	1	0
FULL TIME Subtotal		10	8	0

**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		
		2009	2010	2011
Planning & Sust - Structural				
Structural Inspection Manager	30	1	1	1
Chief Electrical Inspector	28	1	1	1
Building Code Inspector III	25	2	2	2
Electrical Inspector III	25	3	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	1	2	2
HVAC Inspector II	24	0	1	1
Plumbing Inspector II	24	1	1	1
Building Codes Inspector I	23	1	0	0
HVAC Inspector I	23	1	0	0
Office Assistant Senior	19	1	1	1
FULL TIME Subtotal		15	14	14
Planning & Sust - Code Compliance				
Code Enforcement Manager	31	0	0	1
Code Enforcement Supervisor	28	0	0	2
Code Enforcement Officer Sr	25	0	0	11
Administrative Assistant II	23	0	0	1
Code Enforcement Officer	23	0	0	17
Office Assistant Senior	19	0	0	3
Office Assistant	18	0	0	2
FULL TIME Subtotal		0	0	37
Planning & Sust - Permits & Zoning				
Plans Review Coordinator	26	2	2	2
Zoning Officer	24	2	2	2
Permit Technician	19	4	4	4
FULL TIME Subtotal		8	8	8
Planning & Sust. - Env Plans Review / Inspections				
Chief Environ Land Dev Inspe	28	1	0	0
Arborist	25	1	0	0
Env Land Development Insp III	25	4	0	0
Env Land Development Insp II	24	2	0	0
Env Land Development Insp I	23	1	0	0
FULL TIME Subtotal		9	0	0

**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		
		2009	2010	2011
Planning & Sust - Long Range Planning				
Strategic Planning Administra	33	1	1	1
Housing Programs Manager	31	0	1	1
Planning Manager	31	1	0	0
Planner Senior	27	4	3	3
Planner	26	1	0	0
Planning Technician Senior	21	2	1	1
Office Assistant Senior	19	0	1	1
FULL TIME Subtotal		9	7	7
Planning & Sust - Zoning Analysis				
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		14	11	11
FULL TIME Total		74	54	83
ALL POSITIONS Total		74	54	83

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. Only funds actually in hand are included in the 2010 budget.

MAJOR BUDGETARY IMPACTS

Previous

In 2007, total funds recommended were \$88,383 to be allocated for the following projects:

- \$36,000 to the DeKalb County Drug Court for treatment services;
- \$14,514 to Parks and Recreation for the Exercise Right Choice program;
- \$19,431 to provide supplies, travel and 4-H leader supplements for the 4-H Program;
- \$3,592 for the Reserve for Appropriation.

In 2008, total funds recommended were \$135,075 to be allocated for the following projects:

- \$41,042 to the DeKalb County Drug Court for treatment services;
- \$14,514 to Parks and Recreation for the Exercise Right Choice program;
- \$21,400 to provide supplies, travel and 4-H leader supplements for the 4-H Program;
- \$58,266 for the Reserve for Appropriation.

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 the Reserve 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 the Reserve for Appropriation.

2011

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 the Reserve for Appropriation.

Future

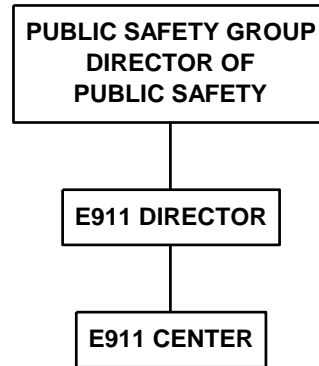
No significant budgetary impact is anticipated.

DRUG ABUSE TREATMENT & EDUCATION FUND FUNCTION: CIVIL & CRIMINAL COURTS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Coop Extension - Youth Development	\$22,384	\$19,670	\$19,135	\$19,135
Drug Abuse - Human Services	0	0	12,000	12,000
Drug Abuse Treatment & Education	44,462	41,042	33,080	33,080
Exercise Right Choice	0	0	10,000	10,000
	\$66,846	\$60,713	\$74,215	\$74,215

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Purchased / Contracted Services	\$57,059	\$51,925	\$42,650	\$42,650
Supplies	9,787	8,787	6,485	6,485
Other Costs	0	0	25,080	25,080
	\$66,846	\$60,713	\$74,215	\$74,215

FUNDING SOURCES			
	Actual 2009	Actual 2010	Budget 2011
Drug Abuse Treatment & Education	\$66,846	\$60,713	\$74,215
	\$66,846	\$60,713	\$74,215



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 2008, nine additional positions were authorized in the Police Communications cost center in the General Fund: 1 Departmental Information Systems Manager and 8 Departmental Microsystems Specialists. These positions are funded through transfers from the Emergency Telephone System Fund.

In 2009, the transfer of 157 positions from Police Support in the General Fund to the Emergency Telephone System Fund was authorized in the Mid-Year resolution and appropriations for all E911 related operating expenditures were transferred. This action was taken to streamline funding and reporting of E911 activities and to recognize recent organizational changes relating to Police Support and the telecommunications function. All E911 expenditures now originate in the Fund and transfers to the General Fund for certain E911 related expenditures have been discontinued.

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.

2011

\$18,030,810 is approved for the basic operating budget. This amount includes \$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 are collected and disbursed 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.

EMERGENCY TELEPHONE SYSTEM FUND

FUNCTION: PUBLIC SAFETY

2011 (continued)

The City of Dunwoody is scheduled to outsource its E911 services and cease using DeKalb County's E911 system for police dispatches in late 2011. The City's contractor is expanding by 10 positions in anticipation of the move. The impact on DeKalb County's E911 staffing is 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 will be re-routed to DeKalb's E911 Center.

Future

Ensuring that the E911 Center is fully staffed with qualified and highly-trained personnel will be the most significant challenge going forward.

PERFORMANCE INDICATORS

	TARGET	2008	2009	2010
% OF CALLS DELAYED	10%	19%	12%	12%
AVG. DELAY PER CALL (SEC)	8	11	6	6
AVG. TIME PER CALL (SEC)	80	110	95	99

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
E-911 Wired	\$7,067,269	\$10,185,971	\$20,008,285	\$20,008,285
E-911 Wireless	3,916,912	658,594	0	0
	<u>\$10,984,181</u>	<u>\$10,844,566</u>	<u>\$20,008,285</u>	<u>\$20,008,285</u>

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$3,760,723	\$7,624,140	\$11,113,456	\$11,113,456
Purchased / Contracted Services	1,808,518	2,396,404	4,041,213	4,041,213
Supplies	31,263	162,433	438,306	438,306
Capital Outlays	544,275	422,897	455,271	455,271
Interfund / Interdepartmental	0	238,692	255,490	255,490
Other Costs	0	0	3,704,549	3,704,549
Other Financing Uses	4,839,402	0	0	0
	<u>\$10,984,181</u>	<u>\$10,844,566</u>	<u>\$20,008,285</u>	<u>\$20,008,285</u>

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
Emergency Telephone System	\$10,984,181	\$10,844,566	\$20,008,285
	<u>\$10,984,181</u>	<u>\$10,844,566</u>	<u>\$20,008,285</u>

EMERGENCY TELEPHONE SYSTEM FUND

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		
			2009	2010	2011
E-911 Wired					
Emergency 911 Director	AG		0	1	1
Police Major	33		1	1	1
Police Captain	31		1	0	0
IS Systems Administrator Sr	29		1	1	1
IS Systems Administrator	28		3	3	3
Police Sergeant	28		1	1	1
ComputerAided Dispatch Analyst	26		2	2	2
Emer 911 Telecom Analyst	26		1	1	1
Emergency 911 Watch Commander	26		3	3	3
IS Field Service Specialist	26		3	2	2
Emergency 911 Shift Supervisor	25		12	12	12
Training Specialist	25		2	2	2
Emergency 911 Operator Senior	24	1 PT	47	41	41
Emergency 911 Operator	23	3 PT	78	84	84
IS Field Service Specialist Sr	14		2	1	1
FULL TIME Subtotal			153	151	151
PART TIME Subtotal			4	4	4
FULL TIME Total			153	151	151
PART TIME Total			4	4	4
ALL POSITIONS Total			157	155	155

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 2010. DeKalb County has received \$2,407,651 per the American Recovery & Reinvestment Act from the Department of Justice for the Justice Assistance Grant (JAG); along with \$586,892.00 in funding for the 2009 Justice Assistance Grant award also from the Department of Justice program. Per the American Recovery & Reinvestment Act, the County received over \$46,000,000.00 for various County projects, with \$3,112,845.00 recently awarded to fund and hires 15 new police officers. Parks & Recreation Department requested \$612,392 from Georgia Department of Early Education (annual distributions), and \$100,000 from the Department of Natural Resources (TBD). In addition, the County received funds in 2010 from the U.S. Department of Housing and Urban Development, the Georgia Department of Labor, and Federal funding per the proposed stimulus program. Five time limited positions have been created to assist in the implementation of the DeKalb County Foreclosure Registry Ordinance.

2011

DeKalb County was awarded \$675,000.00 from the Department of Justice to fund the Magistrate Court’s initiative of “Violence against Women” program. In addition, DeKalb County received over \$2,000,000.00 in Federal and State funding for Law Enforcement programs; along with the DA’s office receiving \$143,538.00 from CJCC to support their VOCA and VAWA domesticated programs. The County was also awarded \$725,698.00 in funding to enhance services and to continue drug treatment initiatives for the Superior Courts, while collaborating with the Public Defender’s Office. The Metro Atlanta Multi Jurisdictional DUI Task Force (H.E.A.T.) grant was increased by \$66,300; in addition, \$17,474 in grant funds was awarded for Multiple Risk Intervention projects relating to the Juvenile Courts Children and Families program.

Future

The County anticipates over \$3,000,000.00 in funding from Congressional Office of Budget for the DeKalb County Police department. 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). \$9,964,691 is anticipated for the 2011 HUD programs.

ACTIVITY MEASURES

GRANTOR / GRANT DESCRIPTION	Total Grant Appropriation	Total Grant Expenditures	2011 Appropriation
DOL/DeKalb Workforce Development	\$18,897,481	\$11,034,049	\$7,863,432
SUBTOTAL	\$18,897,481	\$11,034,049	\$7,863,432
Judicial Assistance Grant #13 (JAG)	\$222,420	\$210,987	\$11,433
SUBTOTAL	\$222,420	\$210,987	\$11,433
Judicial Assistance Grant #14 (JAG)	\$903,665	\$280,465	\$623,200
SUBTOTAL	\$903,665	\$280,465	\$623,200
Judicial Assistance Grant #15 (JAG)	\$578,950	\$0	\$578,950
SUBTOTAL	\$578,950	\$0	\$578,950

GRANTS FUNDS SUMMARY

FUNCTION: GENERAL GOVERNMENT

ACTIVITY MEASURES			
GRANTOR / GRANT DESCRIPTION	Total Grant Appropriation	Total Grant Expenditures	2011 Appropriation
HUD/Community Development	\$108,225,175	\$70,773,749	\$37,451,426
SUBTOTAL	\$108,225,175	\$70,773,749	\$37,451,426
<u>Sheriff's Department Grants</u>			
Dept. Of Justice	\$19,061	\$19,033	\$28
Dept. Of Justice	577,543	365,201	212,342
Dept. Of Justice	232,007	138,183	93,824
Dept. Of Justice	424,852	127,859	296,993
SUBTOTAL	\$1,253,463	\$650,277	\$603,186
<u>Juvenile Court Grants</u>			
GOCF MRIP 2	\$19,416	\$2,129	\$17,286
S.C. GA J4C Rebound	25,957	6,075	19,882
WDD Youth System Program	345,543	261,128	84,415
S.C. GA J4C	15,000	1,000	14,000
CJCJ-Counseling 2	7,500	402	7,098
SUBTOTAL	\$413,416	\$270,735	\$142,681
<u>Water & Sewer</u>			
GA Environment Protection Div.	\$247,938	\$0	\$247,938
SUBTOTAL	\$247,938	\$0	\$247,938
<u>Superior Court Grants</u>			
Donations	\$16,597	\$10,371	\$6,226
DHR	886,577	653,256	233,321
Donations	220,785	153,575	67,210
DBHDD '10	47,500	0	47,500
DOHH / SAMHSA	132,860	0	132,860
Judicial Council	44,499	7,600	36,899
SUBTOTAL	\$1,348,819	\$824,801	\$524,017
<u>State Court</u>			
U.S. Dept of Justice	\$8,800	\$8,757	\$43
U.S. Dept of Justice	2,737	1,907	830
U.S. Dept of Justice	1,399	1,272	127
SUBTOTAL	\$12,936	\$11,936	\$1,000
<u>Magistrate's Court</u>			
U.S. Dept of Health	\$641,830	\$192,161	\$449,669
Violence Against Women	641,250	10,793	630,457
U.S. Dept of Health	511,035	501,413	9,622
SUBTOTAL	\$1,794,115	\$704,367	\$1,089,748
<u>Solicitor - General Grants</u>			
Dept. Of Justice	\$157,019	\$27,163	\$129,856
SUBTOTAL	\$157,019	\$27,163	\$129,856

GRANTS FUNDS SUMMARY

FUNCTION: GENERAL GOVERNMENT

ACTIVITY MEASURES			
GRANTOR / GRANT DESCRIPTION	Total Grant Appropriation	Total Grant Expenditures	2011 Appropriation
<u>District Attorney's Office Grants</u>			
CJCC	\$75,000	\$66,666	\$8,334
CJCC	171,833	78,884	92,949
CJCC	394,886	0	394,886
SUBTOTAL	\$641,719	\$145,550	\$496,169
<u>Police Grants</u>			
Animal Control	\$14,531	\$13,431	\$1,100
Tucker Precinct	17,825	17,618	207
East Precinct	6,100	6,002	98
<u>Police Grants (cont.)</u>			
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 - GA CORP	20,000	16,800	3,200
Donation - Target & Blue WCP	2,000	0	2,000
Donation - Target & Blue ICCP	1,000	919	81
Motor Carrier Safety Assist.	72,000	70,920	1,080
Motor Carrier Safety Assist.	72,000	71,991	9
Motor Carrier Safety Assist.	72,000	2,271	69,729
Motor Carrier Safety Assist.	144,000	133,872	10,128
GOHS	178,218	31,198	147,019
H.I.D.T.A.	327,000	206,375	120,625
H.I.D.T.A.	327,000	0	327,000
U.S. Dept. of Justice - '07 BPVP	19,061	18,973	88
U.S. Dept. of Justice - '09 BPVP	52,077	0	52,077
GEMA - Buffer Zone Pro. #2263	198,100	186,280	11,820
GEMA - Buffer Zone Pro. #2264	195,620	118,246	77,374
GEMA - Buffer Zone Pro. #2271	181,445	178,250	3,195
GEMA - '07 UASI	822,114	75,272	746,842
GEMA - DHS	428,126	94,757	333,369
GEMA - '09 DHS	40,000	0	40,000
GEMA - HMP	79,380	55,918	23,463
GEMA - '10 DHS	730,250	0	730,250
CSI	500	0	500
CID	350	0	350
Donation - Marquel's Pledge	325	0	325
EMPG - '10 PPA	200,000	18,423	181,577
GEMA - LEOP	4,800	0	4,800
SUBTOTAL	\$4,220,671	\$1,331,953	\$2,888,719

GRANTS FUNDS SUMMARY

FUNCTION: GENERAL GOVERNMENT

ACTIVITY MEASURES			
GRANTOR / GRANT DESCRIPTION	Total Grant Appropriation	Total Grant Expenditures	2011 Appropriation
<u>Fire Department/EMS Grants</u>			
GEMA	\$25,000	\$0	\$25,000
GEMA	25,000	0	25,000
SAFER	5,454,257	4,489,688	964,569
FEMA	198,720	0	198,720
Donation	5,000	4,995	5
Donation	2,925	0	2,925
SUBTOTAL	\$5,710,902	\$4,494,683	\$1,216,219
<u>Human Services</u>			
Atl. Regional Co Seniors - Aging Prog.	\$17,961,365	\$15,999,463	\$1,961,902
SUBTOTAL	\$17,961,365	\$15,999,463	\$1,961,902
<u>DeKalb Family & Children's Services</u>			
DFACS Building/Lease Purchase	\$330,556	\$95,265	\$235,291
SUBTOTAL	\$330,556	\$95,265	\$235,291
GRAND TOTALS	\$34,092,919	\$24,556,193	\$9,536,726
NOTE: Please see individual section for specifics on Community Development and Workforce Development yearly programs.			
American Recovery Reinvestment Act:			
<u>Judicial Assistance Grant (ARRA-JAG)</u>			
SUBTOTAL	\$2,407,651	\$0	\$2,407,651
<u>Community Development</u>			
HUD / Neighborhood Stability Program (NSP)	\$18,545,013	\$0	\$18,545,013
HUD / Homeless Prevention & Rapid Housing Program	2,359,998	0	2,359,998
HUD / Community Development Block (CDBG)	1,543,400	0	1,543,400
SUBTOTAL	\$22,448,411	\$0	\$22,448,411
<u>Workforce Development</u>			
US Dept of Labor	\$2,327,610	\$1,193,480	\$1,134,130
US Dept of Labor	971,982	36,597	935,385
US Dept of Labor	1,649,755	38,634	1,611,121
SUBTOTAL	\$4,949,347	\$1,268,711	\$3,680,636

GRANTS FUNDS SUMMARY

FUNCTION: GENERAL GOVERNMENT

ACTIVITY MEASURES

GRANTOR / GRANT DESCRIPTION	Total Grant Appropriation	Total Grant Expenditures	2011 Appropriation
<u>Human Services</u>			
US Human Services	\$139,071	\$0	\$139,071
SUBTOTAL	\$139,071	\$0	\$139,071
Grand Totals	\$29,944,480	\$1,268,711	\$28,675,769

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
2002 LLEBG *	\$19,965	\$19,965	\$0	\$0
2005 Justice Assistance Grant (JAG)	626,927	806,506	59,929,209	59,929,209
Community Development	23,218,572	30,667,232	17,489,314	17,489,314
DeKalb Workforce Development	9,652,319	9,613,465	4,106,588	4,106,588
Other Grants	17,188,538	16,510,928	13,656,176	13,656,176
	\$50,706,320	\$57,618,096	\$95,181,287	\$95,181,287

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$6,650,045	\$9,322,721	\$0	\$0
Purchased / Contracted Services	25,782,225	30,786,724	0	0
Supplies	4,977,481	1,857,548	0	0
Capital Outlays	2,229,992	4,774,535	0	0
Interfund / Interdepart. Charges	2,106,951	2,237,305	0	0
Other Costs	8,954,874	8,616,558	0	0
Holding Accounts	4,753	22,705	95,181,287	95,181,287
	\$50,706,320	\$57,618,096	\$95,181,287	\$95,181,287

NOTE: The financial management system requires that grants be budgeted in a budget holding account. Actual expenditures are recognized in the account charged.

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
Grant-In-Aid	\$43,100,597	\$47,857,230	\$35,252,078
2002 Local Law Enforcement Block Grant	19,965	19,965	0
2005 Justice Assistance Grant (JAG)	626,927	806,506	59,929,209
ARRA - American Recovery and Reinvestment Act	6,958,831	8,934,396	0
	\$50,706,320	\$57,618,096	\$95,181,287

GRANTS FUNDS SUMMARY

FUNCTION: GENERAL GOVERNMENT

SUMMARY OF REVENUES AND ANTICIPATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Intergovernmental	\$20,548,547	\$46,581,723	\$95,125,423	\$95,125,423
Investment Income	7,757	14,017	0	0
Contributions and Donations	49,016	157,818	55,864	55,864
Miscellaneous	971,732	898,265	0	0
Other Financing Sources	3,326,728	3,928,077	0	0
Fund Balance Carried Forward	(983,716)	(6,715,399)	0	0
	\$23,920,064	\$44,864,501	\$95,181,287	\$95,181,287

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		
			2009	2010	2011
Juvenile Court					
Program Administration	26		0	2	2
FULL TIME Subtotal			0	2	2
Solicitor State Court					
Attorney IV	33		1	1	1
Secretary Senior Legal	23		1	1	1
Project Monitor	21		0	1	1
Victim Wines Asst Prog Coord	23		3	3	3
FULL TIME Subtotal			5	6	6
Superior Court - Drug Courts					
Drug Court Coordinator	26		1	2	2
FULL TIME Subtotal			1	2	2
District Attorney					
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
Police					
Police Officer, Master	27		0	0	0
Police Officer, Senior	26		0	0	0
Police Officer	25		0	15	15
FULL TIME Subtotal			0	15	15

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		
			2009	2010	2011
Fire & Rescue					
Officers	25		0	64	64
FULL TIME Subtotal			0	64	64
Parks and Recreation					
Summer Food Service Coord.	NA	7T	7	7	7
TEMP Subtotal			7	7	7
Human Services					
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
Workforce Development					
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
Community Development					
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	1
Housing Program Supervisor	28		1	1	1
Financial Officer Principal	27		1	1	1
Grant Fund Compliance Monitor	27		1	1	1

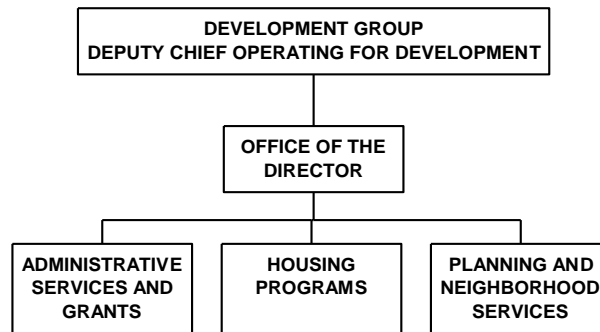
GRANTS FUNDS SUMMARY

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		
			2009	2010	2011
Community Development (continued)					
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
Housing Program Coordinator	25		0	0	0
Administrative Assistant II	23		1	1	1
Financial Assistant	23		1	1	1
Administrative Assistant I	21		2	2	2
Office Assistant Senior	19		1	1	1
Custodian Senior	18		1	1	1
FULL TIME Subtotal			22	22	22
FULL TIME Total			93	176	176
TEMPORARY Total			7	7	7
ALL POSITIONS Total			100	183	183



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 serve 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 Shelter Grants 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 2010

During Program Year Three, 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 2008-2012 Consolidated Plan.

The Department of Housing and Urban Development awarded DeKalb County a total of \$10,021,346 in entitlement funding: \$6,221,085 through the Community Development Block Grant Program, \$253,010 through the Emergency Shelter Grant and \$3,218,757 through the HOME Investment Partnership Program. Additionally, the county received stimulus funding in the amount 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.

Friends of Disabled Adults and Children Too, Inc. (FODAC)* – Facility renovation was completed in December 2010. FODAC provides home health care equipment, mobility aids and daily living devices for persons with disabilities or newly injured. The project leveraged \$328,553 of private funds with \$538,000 of CDBG and CDBG-R funds for a major phase of renovation.

DeKalb Technical College – Roof replacement project for the Starnes Building, which houses their Refugee Learning Center, was completed in November 2010. CDBG funds were used for the removal of the existing roofing material down to the main structure and replacement of the roof with new materials. The learning center served a refugee population of 1355 in 2010.

Center for Pan Asian Community Services Property Management, LLC – The subsidiary responsible for handling property purchase and acquisition of land and property for the Center for Pan Asian Community Services, Inc. (CPACS) in 2010 managed CDBG funds in the amount of \$1,200,000 to acquire land at 3510 Shallowford Road and an adjacent vacant lot for future expansion. The total project cost estimate is approximately \$5 Million. The mission of CPACS is to create and deliver culturally competent/comprehensive social and health services to counteract problems faced by immigrants, refugees and racial-ethnic minorities. Total number of unduplicated number of persons served in 2010 was 3,915.

North DeKalb Senior Community Center – The County is in the process of developing a new senior community center. CDBG funding was used for land acquisition, environmental testing and analysis, and other soft costs. CDBG funding will also be used for architectural and engineering design services. A Section 108 loan will be used to finance the construction of the facility. Construction is anticipated to begin in 2012.

South DeKalb Senior Community Center – The proposed project consists of a campus that will house the Scott Candler Library, a future Senior Housing Development, and a new Senior Center. Each entity will be financed independently but will share access and easements. CDBG funding will be used for architectural and engineering design services and other soft costs. A Section 108 loan will be used to finance the construction of the facility. Construction is anticipated to begin in 2012.

Central DeKalb Senior Center – An Architectural Consultant has been contracted to develop a building programming document for a new Senior Center to be located within Central DeKalb County. The programming phase of the project is anticipated to be completed in March, 2011. Once the building program is completed, alternate project delivery methods will be evaluated and determined. A Section 108 loan will fund the project.

Lou Walker Senior Multi-Purpose Center - Parking Expansion – Since the Center's opening in 2005, the number of facility users has far exceeded the capacity of the existing parking. Currently, the Center rents a bus to shuttle seniors from a remote parking lot of a nearby church. The expanded parking will result in cost savings for the County and will be more convenient for the seniors. The acquisition of two parcels of land, approximately 5.4 acres, at the rear of the existing Center occurred in 2010. The Architectural and Engineering Plans for 154 additional parking spaces has been completed. The project has been awarded and we anticipate construction to be completed by early 2012.

South DeKalb Police Precinct – The renovation of the old Toys 'R' Us building to convert into the new South Police Precinct demolition work was completed during the 4th quarter of 2010. The renovation work began 2nd Quarter of 2011. Construction of the facility is being completed in phases.

Fire Station No. 3 – The existing Fire Station is not capable of housing modern day fire and rescue equipment. The Architectural Plans are currently being developed.

Fire Station No. 10* – Fire Station 10 is not capable of housing modern day fire and rescue equipment or housing separate male and female dormitory style sleeping quarters. The Architectural and Engineering Plans are completed and the construction phase of project has been awarded. We are anticipating construction to be complete by 1st Quarter 2012.

South DeKalb Candler Road Library Project – The County continues to support the Candler Road Corridor including the South DeKalb Candler Road Library project. CDBG funding was committed to this project through an inter-fund transfer executed during the 2010 fiscal year to assist with soft costs associated with the new Library project. The Library project is part of an overall master planned campus that

will house the new Scott Candler Library, the new South DeKalb Senior Center, and a future Senior Housing Development. Each entity will be financed separately but will share access and easements.

City of Stone Mountain Sheppard Way Drainage* – CDBG-R funds were used by the City of Stone Mountain for services relating to the unearthing of the existing drainage pipe and construction of a replacement drainage pipe of the same size and capacity along the 800 block of Sheppard Way,

City of Doraville Central Avenue Sidewalks* - CDBG-R Funds were utilized to construct new sidewalks and handicap ramps on both sides of Central Avenue extending 1000 linear feet between the intersections of Buford Highway and New Peachtree Road near the Doraville MARTA Station.

The staff was involved in several other initiatives and plans in 2010: Scottdale Revitalization Plan, Buford Highway Corridor Improvements, City of Clarkston Streetscape Improvements and Active Living Initiative, and Memorial Drive/I-285 plans.

* Projects that contain CDBG-R Funds

II. Public Services

Africa's Children's Fund, Inc. - Serviced a total of **80** un-duplicated families, providing furniture, housing relocation and rental assistance allowing families to remain together in their homes and preventing homelessness.

Atlanta Legal Aid Society, Inc. – Legal services were provided for **458** DeKalb County households with CDBG funds during 2010. 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.

Community Achievement Center (CAC) – The CAC hosted **23** financial literacy workshops which included, teen financial literacy workshops on how credit works and how to set and manage a budget; hosted the advanced screening with a panel discussion of Soledad O'Brien's Almighty Debt in conjunction with CNN, a documentary which focused on debt in the African American Church. Additionally, CAC hosted a post homeownership workshop and several HomeFree USA/Chase Bank workshops to assist homeowners in modifying their home loans.

D&E, A Financial Educational Training Institute – This agency was funded with a Professional Service Contract during 2010 contract period. A total of **356** persons were assisted during 2010 with pre- and -post-purchase homeowner counseling, foreclosure prevention counseling and workshops on financial literacy.

Decatur Cooperative Ministry, Inc. - During 2010 *Hagar's House* assisted **54** families (221 persons) using CDBG funds. *Transitional Family Housing Program* served **11** families using CDBG funds. Services provided included the provisions of emergency shelter, transitional housing, and counseling services. All of the families served during the year were represented by a female head of household.

Healthy Belvedere Initiative (HBI) - HBI continued to promote the reduction of health disparities associated with chronic illnesses and youth obesity through their community garden initiative and educational programs to promote healthy eating and active living. In 2010 a total of 155 low to moderate income families benefited from produce grown from the farmer's market for the community.

Jerusalem House - In 2010 this agency provided permanent housing and supportive services to **23** 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 2010 totaled **836**. Of those served, more than 83% were Hispanic, and 39% were female heads of household. The Latin American Association's Urgent Needs program provides 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

Marcus Jewish Community Center, Inc. - This agency's Housemate Match Program is a unique home sharing program that matched 108 clients, primarily seniors to safe and permanent housing in 2010.

Metro Fair Housing Services, Inc. – This agency provides fair housing services. In the year 2010, this agency processed **45** fair housing inquiries, validated **5** fair housing complaints, **26** were referred to HUD and Attorneys.

Our House, Inc. - In 2010, Our House's family advocacy and childcare programs worked with families to create suitable living environments by providing daycare services to 122 DeKalb children.

Refugee Family Services - In 2010, Refugee Family Services assisted approximately 85 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. - The agency provided a center-based childcare center for approximately 121 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 - This agency in 2010 provided a center-based childcare center for approximately 251 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 635 youth participated in the 2010 summer voucher program that included 107 different program providers. The Youth Summer Programs also included several Special Initiatives through DeKalb County Parks and Recreation and DeKalb County. The DeKalb Parks and Recreation Summer Youth Programs awarded 106 Program Scholarships to youth of DeKalb County. DeKalb County Government also had two programs specifically designed for older Youth in High School. CDBG funds provided funds for 17 High School Students with the Heart of DeKalb Program and 19 High School Students with the Youth Leadership Academy.

III. Economic Development

DeKalb Enterprise Business Corporation - Economic Development Revolving Loans - During 2010, eight loans were received and reviewed by DEBCO. Also, 9.5 Full Time Equivalent (FTE) jobs were created. Additionally, DEBCO administers a Micro Loan Fund (MLF) Program funded by the Small Business Administration (SBA). During 2010, two DeKalb businesses were funded. Year to date, DEBCO has twenty (20) MLF active borrowers.

DEBCO also provides one-on-one consultation and technical assistance under both the RLF and MLF programs. During these difficult economic times, this type of assistance is essential to existing borrowers who are facing difficulty. Over 1,010 hours of assistance of this type has been provided as of 12/31/10.

Micro-enterprise Assistance Program - Two training sessions had been implemented through the Micro Enterprise Training Program. Two training sessions contained 12-week training classes. There were thirty (30) persons that participated in the training programs. DMI also has partnered with Georgia Micro Enterprise Network (GMEN) to provide training for TANF recipients. There were two (2) training sessions held by DMI, and twenty three (23) TANF recipients graduated from the training program in addition to the regular training sessions.

IV. Demolition

Demolition and Clearance - A total of two (2) units were demolished in 2010 and four (4) clearance projects were performed. Upon receipt of the owner's approval, this program demolishes vacant, dilapidated housing units or clears property overgrown by vegetation.

V. Housing

Housing Rehab - A total of 25 funded Deferred Payment Forgivable Rehab Loans were completed in 2010 using CDBG funds. In addition 61 Home-funded Deferred Forgivable Loans were closed out in 2010. Of all rehab cases completed, 76% were for elderly homeowners, and 77% were for female heads of household. Of all jobs completed for the year, 38 cases involved lead-based paint abatement. Our efforts assisted homeowners with accessibility improvements and health and safety issues in their homes.

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 2010, using HOME funds, are shown below.

- **Single –family Affordable Housing –**
 - Through the County’s Down Payment Assistance Program, 110 homebuyers received \$703,494 in down payment assistance and associated housing counseling services from HUD-approved housing counseling agencies. The Housing Authority of DeKalb County administered the Down Payment Assistance program under the Guidance of the County’s Community Development Department.
 - The County funded the Single-family Owner-Occupied Housing Rehabilitation Program and assisted 61 eligible property owners in rehabilitating their homes to the County Code standard.
 - The County committed \$457,000 of CHDO funds to DeKalb Habitat for Humanity for the acquisition, rehabilitation, and disposition of foreclosed–upon, single-family properties. The DeKalb Habitat for Humanity CHDO acquired, rehabilitated and sold 7 units during 2010.
 - Neighborhood Works, Inc. received its CHDO certification from the County. The award of CHDO funds (\$285,000) will assist with the acquisition, rehabilitation, and disposition of foreclosed or vacant single-family properties.
- **Multi-family Affordable Housing –**
 - CHDO funds totaling \$900,000 were committed to Antioch Community Development Corporation, for the construction of Antioch Villas and Gardens, a 106 unit, multi-family, senior residence. HOME funds were combined with tax credits and private investment to fund this \$14.5 million project that is scheduled for completion in late 2011. Antioch Villas and Gardens is Phase III of a larger, four- phased project, Antioch Manor Estates, which incorporates the principles of Lifelong Community design into a continuum of care for the elderly.

EMERGENCY SHELTER GRANTS PROGRAM (ESG)

The ESG Program provides grants for facilities and services for the homeless and people who are at risk of becoming homeless. In 2010, the County provided ESGP funds for operational support, service support, and prevention to 18 non-profit organizations that provide assistance to the homeless and at-risk populations. A total of 1,450 households with 2,162 individuals were assisted with these funds. Services included emergency and transitional housing, including housing for singles, families, veterans, persons in recovery and those fleeing domestic violence; addiction recovery and support; emergency financial assistance to prevent homelessness; case management; employment assistance; language assistance; housing assistance and supportive services for persons with HIV/AIDS. In addition, the ESG program provided administrative funds to support the Homeless Management Information System (HMIS) in the community.

Name of ESGP-Funded Agency	Total Persons Served in 2010	Total Households Served in 2010	Total Children Served in 2010	Total Adults Served in 2010
Action Ministries, Inc. (OC)	43	14	16	27
Breakthru House, Inc. (OC)	46	46	46	0
CHRIS Kids (OC)	41	29	31	10
Clifton Sanctuary Ministries, Inc. (OC)	194	194	194	0
Interfaith Outreach Home (OC)	53	16	24	29
Oakhurst Recovery Program (OC)	38	38	38	0
Recovery Consultants, Inc. (OC)	45	45	45	0
Safe Haven Transitional, Inc. (OC)	119	36	36	83
Shearith Israel Shelter for Homeless Women (OC)	31	31	31	0
Transition House, Inc. (OC)	177	177	177	0
TOTAL (OPERATIONAL COSTS FUNDING)	787	626	638	149
Center for Pan Asian Community Services, Inc.(ES)	137	129	131	6
Furniture Bank of Metro Atlanta, Inc. (ES)	543	238	273	270
Living Room, Inc. (ES)	451	348	407	44
TOTAL (ESSENTIAL SERVICES FUNDING)	1131	715	811	320

GRANTS - COMMUNITY DEVELOPMENT

FUNCTION: GENERAL GOVERNMENT

Name of ESGP-Funded Agency	Total Persons Served in 2010	Total Households Served in 2010	Total Children Served in 2010	Total Adults Served in 2010
Decatur Cooperative Ministry, Inc. (HP)	81	30	47	34
Decatur-Area Emergency Assistance Ministry, Inc.	44	18	20	24
Green Forest CDC Social Ministry (HP)	57	31	40	17
Salvation Army Metro Atlanta Command (HP)	25	15	17	8
Travelers Aid of Metropolitan Atlanta, Inc. (HP)	37	15	21	16
TOTAL (HOMELESS PREVENTION FUNDING)	244	109	145	99
*Pathways Community Network, Inc. (Administrative)	0	0	0	0
Total for All Program Types	2162	1450	1594	568

NEIGHBORHOOD STABILIZATION PROGRAM (NSP)

The DeKalb County Neighborhood Stabilization Program Accomplishments in 2010

- DeKalb's second Mortgage Program has closed and obligated 27 loans in 2010.
- 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 2010, twenty-six (26) properties have been 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. Additionally, 22 properties were sold in 2011.

HOMELESSNESS PREVENTION AND RAPID RE-HOUSING PROGRAM (HPRP)

DeKalb County accomplished the following Homelessness Prevention and Rapid Re-Housing Program in 2010

- 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.
- In 2010, \$1,297,455 in HPRP funds was spent on financial assistance; housing relocation and stabilization services; data collection and administration services. The HPRP program provided assistance to 1,421 persons representing 509 households to achieve housing stabilization.

DEKALB COUNTY HUD BUDGET SUMMARY

JANUARY 1, 2011– DECEMBER 31, 2011

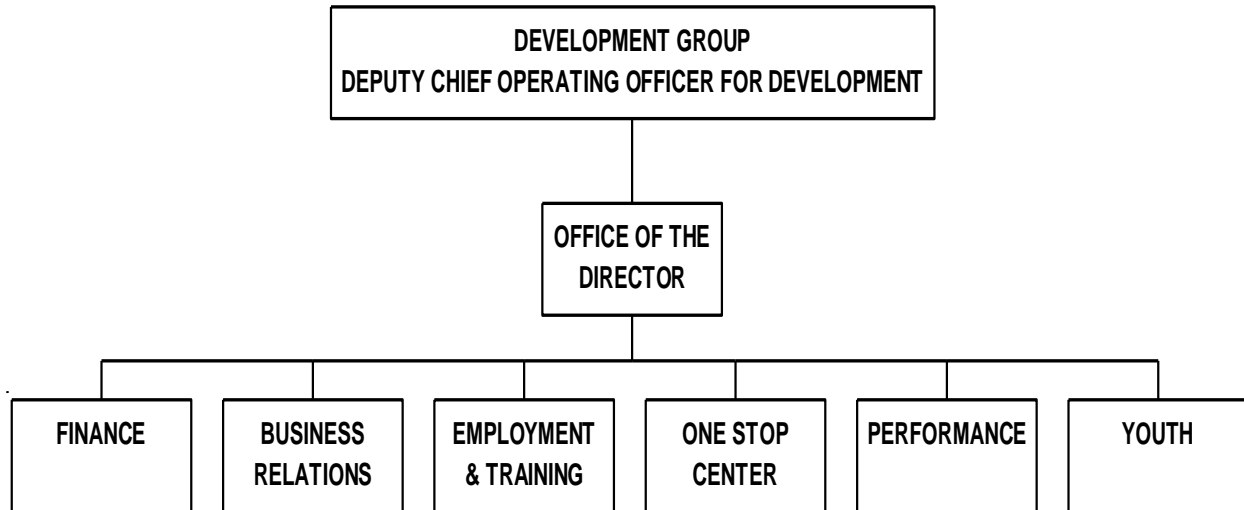
I. 2011 CDBG Allocation	\$5,192,952
Projected CDBG Program Income: (\$246,586)	
Housing Rehab Revolving Loan Fund	123,693
DEBCO Revolving Loan Fund	122,893
Total CDBG	
II. 2011 HOME Allocation	\$ 2,640,939
HOME Multi Family Loan Repayments	214,024
Habitat Home Buyers Mortgage Loan Payments	16,001
HOME Single Family Loan Repayments	5,159
Total HOME	\$2,876,123

GRANTS - COMMUNITY DEVELOPMENT

FUNCTION: GENERAL GOVERNMENT

CDBG Program Income Sources	Projected Amount	Disposition
Housing Rehab Revolving Loan Fund	\$ 123,693	See Program Policy for Income #5
DEBCO Revolving Loan Fund	122,893	See Program Policy for Income #4
Total CDBG Program Income Sources	<u>\$246,586</u>	

	<u>Projected Amount</u>	<u>Disposition</u>
<u>HOME Program Income Sources</u>		
HOME Multi Family Loan Repayment	\$214,024	HOME Investment Trust Account
Habitat Homebuyer Mortgage Repayment	\$16,001	HOME Investment Trust Account
HOME Single Family Loan Repayments	\$5,159	HOME Investment Trust Account
Total HOME Program Income Sources	<hr/> \$235,184	



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 10.3%, the State's at 10.2% and Nation's at 9.4%, 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 program/services are provided by a triage approach, utilizing the One-Stop Center delivery system...first Core Services, then Intensive Services and 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. Job-related workshops are offered daily and include resume writing, basic internet, basic computer literacy, financial aid resources and job search tips. A Veteran's Priority of Services component is in place to address the needs of veterans. A Veteran's specialist is onsite. Services are also available for seniors (Mature Workers).

Intensive services include more comprehensive assessments, development of individual employment plans, career advisement services and short term pre-vocational services.

Training services include occupational skills training through Individual Training Accounts (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 are 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 DURING PROGRAM YEAR (PY) 2010

- As of December 31, 2010, DeKalb Workforce Development (DWD) assisted 688 job seekers with successfully securing employment in the areas of management, repair technicians, retail, floor technicians, IT specialists, office administration, correctional officers, customer service representatives and more.
- DeKalb Workforce Development has successfully trained 1,786 participants in partnership with local technical schools and colleges, more than 300 DeKalb County Public Safety personnel in customer service and 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 maintaining their employment.
- Received short term grant award approximately \$2.8 million from the American Recovery and Reinvestment Act of 2009 (DHS/GDOL/Stimulus), to expand youth summer employment programs. Twelve hundred (1200) youth hired for summer employment and youth activities – May – August 2010.
- In addition, DWD expended \$933,960 for WIA Adult and Dislocated Worker Training and placement. We also expended \$878,303 for ARRA Adult and Dislocated Worker training and placement. Through competitive bid, DWD contracted with Jewish Family & Career Services to provide On-the-job training and placement services for Adult and Dislocated workers for an additional \$563,563.
- According to the Georgia Department of Labor Annual Performance Report, of 17 federally mandated performance measures, DWD “exceeded” performance in thirteen (13) measures, resulting in an “Exceed” for overall annual performance. DWD has consistently “Exceeded” its overall performance measures for the last 5 years.
- For 2010, DWD has served over 31,000 customers with workforce empowerment services onsite and/or online.
- In aligning our mission with Governor Sonny Perdue’s “Work Ready Initiative”, DWD served as lead agency assisting 13,210 customers in achieving their Work Ready Certification which is a complete solution for making quick comparisons between a person’s skill level and the job requirements, providing a portable skill credential indicating skill and knowledge levels to potential employers.
- Continued the successful “Heart of DeKalb” Initiative, hosted at Towers High School, in partnership with the CEO’s Office, Community Development and Parks and Recreation. This program introduced the STEM (science, technology, engineering and mathematics) concept to youth for exploration of “green” careers. Thirty Six (36) youth successfully participated in the program. This project’s innovativeness created the first “Green City” at the school and was documented as “best practices” with the Georgia Department of Labor.
- CEO Internship Program – 10 College Students were provided with a compensated experiential opportunity that integrated education, career development and public service at work locations throughout the county, June 1 – August 14, 2010.
- Received accolades for six (6) Federal, State, and Local audits; resulting in more than satisfactory findings; Georgia Department of Labor requested best practices from DWD to share with other workforce areas.
- DWD hosted “Empowerment Day 2010” in collaboration with Monster.com. This was a first time ever private company partnership which featured 40 employers, various partnering agencies and in continuing the spirit of entrepreneurship, 10 small local DeKalb businesses were spotlighted during the event. Over 700 job seekers attended.
- DWD drew coverage from several media outlets for major recruitment events which included Print, TV, and Radio. These events attracted a total of 5,000 job seekers and approximately 135 public and private sector employers. Implemented a successful online pre-registration process for these events.

MAJOR ACCOMPLISHMENTS DURING PROGRAM YEAR (PY) 2010 (continued)

- DWD, in collaboration with the DeKalb County CEO, Board of Commissioners and various County Departments, hosted its first ever “DeKalb Employee Empowerment Day” to express appreciation to all DeKalb employees from their dedicated work. Over 600 County employees attended and 38 businesses participated. The event was filled with a host of festivities, including local restaurants, retailers, entertainment, fortune 500 companies, small businesses and more that offered free or discounted coupons, prizes and giveaways to show their appreciation for the great work of DeKalb employees. DWD received from donors gifts and door prizes as give-always that valued over \$30,000.
- DWD partnered with DeKalb County Human Resources to host “DeKalb County Government Job Fair”. This was a first time collaboration between the two departments in an effort to fill over 130+ vacant county positions. Sixteen hundred (1600) job seekers attended with opportunities to meet representatives from various departments and complete employment applications.
- DWD hosted its first “Green Lunch & Learn” to address Georgia’s preparedness and need for its evolving “Green Economy”. Successful roundtable discussions were held between various educational, governments and Green based organizations, resulting in a list of ideas for future training services for job seekers.
- DWD collaborated in mass recruitment efforts with several major corporations and retailers to recruit for their open positions by hosting public and “invitation only” job fairs. Some of these hiring events included: Horizon Staffing Tax Season Job Fair (500 + open positions), AGL Resources new location (70+ open positions), Waffle House New Store opening hiring Event (40+ open positions) and Beck Janitorial hiring event (20+ open positions). Approximately 300 job seekers were hired as a result of these events.
- DWD, DeKalb County Purchasing & Contracting and DeKalb Community Development Departments worked together to administer and enforce the First Source/Section 3 Program. The program will assist DeKalb residents with obtaining employment through contractors doing business in DeKalb County. As of December 31, 2010, DWD staff interacted with over 157 contractors due to this initiative for this program.
- DWD partnered with the Office of Economic Development (OED) to attract fortune 1000 businesses to DeKalb County. As of 2010, DWD has assisted OED with Project Azalea, Project Hardware, Project Moon, Project Transit and Project Lion. In that, DeKalb County was successful in securing Project Azalea and Project Transit. Project Transit is anticipated to bring 150 multimedia gaming jobs and Project Azalea 150 jobs to 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 employees. Provide space for orientations and computer access for current and future employees.

MAJOR BUDGETARY IMPACTS			
Program Year	Actual 2009	Actual 2010	Estimated 2011
Adult	\$1,691,719.00	\$1,843,359.00	\$1,843,359.00
Dislocated Worker	1,608,042.00	1,639,694.00	1,639,694.00
Youth	1,810,499.00	1,969,140.00	1,969,140.00
ARRA	4,917,414.00	2,781,995.00	0
Total	\$10,027,674.00	\$8,234,188.00	\$5,452,193.00

GRANTS - WORKFORCE DEVELOPMENT

FUNCTION: GENERAL GOVERNMENT

ACTIVITY MEASURES - 1

Customer / Program	Actual 2009	Actual 2010	Estimated 2011
Core Services, visits to the One-Stop	28,392	36,947	36,947
Core/Intensive Services	400	423	423
Training Services	450	483	483
Year Round Youth Programs	550	850	850
Summer Youth Employment Opportunities	250	250	250

ACTIVITY MEASURES - 2

National Performance Measure	PROGRAM YEAR 2009 (7/09-6/10)*		Comment
	Negotiated Statewide Level	Actual Local Performance	
<u>Adult Measures</u>			
Entered Employment Rate	83.5%	88.3%	Exceeded
Employment Retention Rate	80.5%	83.7%	Exceeded
Average Earnings	\$11,398	\$13,225	Exceeded
Employment and Credential Rate	68.0%	52.5%	Not Meeting
<u>Dislocated Worker Measures</u>			
Entered Employment Rate	80.5%	83.7%	Exceeded
Employment Retention Rate	86.6%	91.2%	Exceeded
Average Earnings	\$15,180	\$16,481	Exceeded
Employment and Credential Rate	73.0%	60.3%	Not Meeting
<u>Youth Measures</u>			
Entered Employment Rate	72.0%	75.0%	Exceeded
Employment Retention Rate – Older Youth	79.0%	76.5%	Not Meeting
Employment Retention Rate – Younger Y.	71.3%	59.4%	Not Meeting
Employment and Credential Rate	61.5%	49.40%	Not Meeting
Skill Attainment Rate	88.5%	68.1%	Not Meeting
Diploma or Equivalent Rate	78.0%	68.4%	Not Meeting
Retention Rate	63.2%	73.5%	Exceeded
<u>Customer Satisfaction Measures</u>			
Participant	76.6%	80.0%	
Employer*	74.0%	83.3%	

Achieving 80% of planned goal is considered meeting performance

* Employer Customer Satisfaction is provided by the Georgia Department of Labor for the Atlanta Region.

Rolling Four Quarters for 2nd Quarter 2008 (4/08-6/08) through 1st Quarter 2009 (1/09-3/09). This is the most recent data available from reporting authority, Georgia Department of Labor.

Note: Data for 2009 Q 2 are not available at this time.

GRANTS - WORKFORCE DEVELOPMENT

FUNCTION: GENERAL GOVERNMENT

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		
		2009	2010	2011
Ga. Dept. of Labor/DeKalb Workforce Development				
Director, Workforce Development	36	1	1	1
Deputy Director	33	1	1	1
Finance Manager	29	1	1	1
Employment & Training- Supervisors	26	3	3	2
Employment & Training Analyst, Sr	25	2	2	2
Employment & Training Analyst	23	23	23	22
Administrative Assistant II	23	2	2	2
Office Assistant - Senior	19	4	4	4
Financial Assistant	23	1	1	1
Receptionist	16	4	4	4
Security Guard	18	1	1	1
Workforce Assistant	17	4	4	4
Workforce Officer	18	1	1	1
Workforce Development Manager	29	0	0	2
FULL TIME Total		48	48	48

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 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS**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 2007, the first automatic renewal of the 2006 DCVB agreement extended DCVB's contract. The BOC approved the levy to promote tourism, conventions, and trade shows for 2007.

In 2008, the second automatic renewal of the 2006 DCVB agreement extended DCVB's contract to promote tourism, conventions, and trade shows for 2008.

In 2009, the Board of Commissioners approved the continuation of the hotel-motel tax. In 2009, the third 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.

2011

Continuation of the hotel-motel tax through 2011 was approved by the Board of Commissioners at the November 16, 2010 BOC meeting. DCVB will continue to receive two percent of the appropriated hotel/motel taxes at the current total rate of five percent.

Future

Continuation of the hotel-motel tax through 2012 will probably be considered by the BOC in December 2011. The Board of Commissioners may consider increasing the levy from 5% to 8%, pursuant to the passage of HB 1168.

ACTIVITY MEASURES

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Gross Room Rentals	\$133,753,134	\$153,814,394	\$100,500,600	\$100,500,600
Total Tax Collected	\$6,487,027	\$7,459,998	\$4,266,646	\$4,500,000

HOTEL/MOTEL TAX FUND**FUNCTION: LEISURE SERVICES****SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER**

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Hotel / Motel Tax Fund	\$1,531,815	\$1,357,253	\$1,394,254	\$1,394,254
	\$1,531,815	\$1,357,253	\$1,394,254	\$1,394,254

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Other Costs	\$1,531,815	\$1,357,253	\$1,394,254	\$1,394,254
	\$1,531,815	\$1,357,253	\$1,394,254	\$1,394,254

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
Hotel/Motel Tax	\$1,531,815	\$1,357,253	\$1,394,254
	\$1,531,815	\$1,357,253	\$1,394,254

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**Previous**

None

2011

There are no significant budgetary changes for 2011.

Future

No significant budgetary impact is anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Juvenile Services	\$17,696	\$11,419	\$343,723	\$343,723
	\$17,696	\$11,419	\$343,723	\$343,723

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Purchased / Contracted Services	\$17,696	\$11,419	\$343,723	\$343,723
	\$17,696	\$11,419	\$343,723	\$343,723

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
Juvenile Services	\$17,696	\$11,419	\$343,723
	\$17,696	\$11,419	\$343,723

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.

2011

The Appropriation for this Fund represents the end of 2010 fund balances.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Confiscated Funds - State Drug	\$0	\$750	\$28,815	\$28,815
Federal Drug Funds - Police	1,337,328	1,184,606	4,423,725	4,423,725
Federal Drug Funds - Sheriff	197,274	103,772	1,368,892	1,368,892
Nondepartmental Revenues / Revenue / Expenditure Clearing	29	0	0	0
State Drug Funds - District Attorney	133,652	110,208	24,700	24,700
State Drug Funds - Police	1,178,593	205,098	713,466	713,466
State Drug Funds - Sheriff	12,473	0	0	0
Treasury - Sheriff	0	898	870	870
	<u>\$2,859,350</u>	<u>\$1,606,123</u>	<u>\$6,560,468</u>	<u>\$6,560,468</u>

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Purchased / Contracted Services	\$610,241	\$761,993	\$24,700	\$24,700
Supplies	1,448,897	604,039	29,685	29,685
Capital Outlays	632,970	230,072	1,368,892	1,368,892
Interfund / Interdepartmental	0	(53,640)	0	0
Other Costs	(46,675)	(36,342)	5,137,191	5,137,191
Other Financing Uses	213,916	100,000	0	0
	<u>\$2,859,350</u>	<u>\$1,606,123</u>	<u>\$6,560,468</u>	<u>\$6,560,468</u>

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
Law Enforcement Confiscated Monies	<u>\$2,859,350</u>	<u>\$1,606,123</u>	<u>\$6,560,468</u>
	\$2,859,350	\$1,606,123	\$6,560,468

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

There were no significant budgetary impacts in 2005 and 2006. The 2007 Budget included \$82,930 per subscriber fees from Cable Franchise, \$10,000 interest and \$1,482,770 fund balance forward. The 2008 Budget included \$77,176 per subscriber fees from the Cable Franchisee, \$10,000 interest and \$1,270,423 fund balance forward.

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.

2011

The 2011 Budget includes \$145,000 of subscriber fees from the Cable Franchisee, \$10,000 interest and \$1,312,684 fund balance forward.

Future

The PEG Fund will continue to allow for the County to upgrade and maintain its governmental television infrastructure.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
PEG Support Fund	\$200,488	\$233,183	\$1,467,684	\$1,467,684
	\$200,488	\$233,183	\$1,467,684	\$1,467,684

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$42,150	\$37,594	\$45,043	\$45,043
Purchased / Contracted Services	116,036	105,149	1,208,641	1,208,641
Supplies	766	3,855	14,000	14,000
Capital Outlays	41,537	86,584	200,000	200,000
	\$200,488	\$233,183	\$1,467,684	\$1,467,684

FUNDING SOURCES			
	Actual 2009	Actual 2010	Budget 2011
Public Education and Government Access (PEG)	\$200,488	\$233,183	\$1,467,684
	\$200,488	\$233,183	\$1,467,684

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)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2009	2010	2011
PEG Support Fund				
Cable TV Office Assistant	18	1	1	1
FULL TIME Subtotal		1	1	1
FULL TIME Total		1	1	1
ALL POSITIONS Total		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 insure that funds are accumulating at the projected rates.

The fund is governed by the law of supply and demand. If enough people are interested in participating in a program, thereby covering the operating cost of that program, the program is offered. If the program does not have enough participants registered to cover the operating cost, the program will be cancelled.

MAJOR BUDGETARY IMPACTS**Previous**

In 2007 and 2008, there were no significant budgetary changes. In 2009, the department consolidated 23 cost centers into two, Playground Day Camp and Youth Sports. There were no significant budgetary changes in 2010.

2011

There are no significant budgetary changes in 2011.

Future

No significant budgetary impact is anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Administrative Support	(\$1,684)	(\$1,684)	\$808,034	\$808,034
Adult Softball	81,719	43,479	0	0
Basketball	0	2,907	0	0
Briarwood Rec Center	2,244	400	0	0
Brook Run	0	10,191	0	0
Brownsmill Rec Center	44,269	32,700	0	0
Gresham Rec Center	1,480	2,419	0	0
Hamilton Rec Center	7,706	10,051	0	0
Lucious Sanders Rec Center	3,584	7,431	0	0
Lynwood Rec Center	271	0	0	0
Midway Rec Center	1,133	2,306	0	0
N H Scott Rec Center	1,506	(84)	0	0
Playground Day Camp	248,374	573,151	31,821	31,821
Special Services	7,094	0	0	0
Summer Swim Lessons	14,223	11,225	0	0
Therapeutic Rec Programs	601	(216)	0	0
Tobie Grant Rec Center	889	101	0	0
Tucker Rec Center	157,286	183,241	0	0
Youth Sports	83,693	9,011	0	0
	\$654,387	\$886,629	\$839,855	\$839,855

RECREATION FUND**FUNCTION: LEISURE SERVICES****SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY**

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$479,316	\$838,698	\$790,022	\$790,022
Purchased / Contracted Services	76,598	18,269	10,000	10,000
Supplies	97,553	29,632	39,833	39,833
Interfund / Interdepartmental	921	30	0	0
	\$654,387	\$886,629	\$839,855	\$839,855

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
Recreation	\$654,387	\$886,629	\$839,855
	\$654,387	\$886,629	\$839,855

Although the Recreation Fund has a total of 332 authorized temporary personnel positions, these are not specified in the Budget document since they do not represent bona fide County employees. The positions were established in order to provide administrative oversight and to insure compliance with Federal requirements for employer's share of FICA and Worker's Compensation. Otherwise, these employees receive no other benefits, nor do they acquire status under the DeKalb County Merit System.

REVENUE BONDS - BUILDING AUTHORITY LEASE PAYMENTS FUND

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 March 2011:

	Moody's Investors Service	Standard & Poor's
General Obligation	Aa3	BBB
General Obligation Refunding	Aa3	BBB
Certificates of Participation	A1	BBB

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.

Current

Funds for lease purchase payments to the Authority have been appropriated in the Juvenile Court budget.

Future

The County has undertaken numerous actions to improve financial operations. These measures include 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.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Debt Service - Revenue Bonds	\$3,717,500	\$3,690,071	\$3,731,846	\$3,731,846
	\$3,717,500	\$3,690,071	\$3,731,846	\$3,731,846

REVENUE BONDS - BUILDING AUTHORITY LEASE PAYMENTS FUND

FUNCTION: GENERAL GOVERNMENT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Purchased / Contracted Services	\$0	\$6,000	\$6,000	\$6,000
Debt Service	3,717,500	3,684,071	3,725,846	3,725,846
	<u>\$3,717,500</u>	<u>\$3,690,071</u>	<u>\$3,731,846</u>	<u>\$3,731,846</u>

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
Revenue Bonds - Building Authority Lease Payments	\$3,717,500	\$3,690,071	\$3,731,846
	<u>\$3,717,500</u>	<u>\$3,690,071</u>	<u>\$3,731,846</u>

**2011 BUDGET OBLIGATION
BUILDING AUTHORITY REVENUE BONDS
AS OF January 1, 2011**

	Principal	Interest	Total P & I
Series 2003A	\$675,000	\$406,015	\$1,081,015
Series 2005	\$1,435,000	\$1,199,831	\$2,634,831
Total	<u>\$2,110,000</u>	<u>\$1,605,846</u>	<u>\$3,715,846</u>

**TOTAL BUDGET OBLIGATION
BUILDING AUTHORITY REVENUE BONDS
AS OF January 1, 2011**

	Principal	Interest	Total P & I
Series 2003A	\$10,685,000	\$3,345,163	\$14,030,163
Series 2005	\$29,150,000	\$10,387,413	\$39,537,413
Total	<u>\$39,835,000</u>	<u>\$13,732,577</u>	<u>\$53,567,577</u>

REVENUE BONDS - BUILDING AUTHORITY LEASE PAYMENTS FUND**FUNCTION: GENERAL GOVERNMENT**

TOTAL BUDGET OBLIGATION BUILDING AUTHORITY REVENUE BONDS REVENUE BONDS SERIES 2003A & 2005 AS OF January 1, 2011

	Principal	Interest	Total P & I
2011	2,110,000	1,605,846	3,715,846
2012	2,200,000	1,516,377	3,716,377
2013	2,265,000	1,446,602	3,711,602
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	\$39,835,000	\$13,732,577	\$53,567,577

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 principal and interest on the Public Safety and Judicial Facilities Authority bond issues. Payments are made from the fund for principal and interest requirements, paying agent and other fees for costs of the acquisition, construction, developing and equipping of the new Public Safety and Judicial facilities. 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 March 2011:

	Moody's Investors Service	Standard & Poor's
General Obligation	Aa3	BBB
General Obligation Refunding	Aa3	BBB
Certificates of Participation	A1	BBB

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 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.

Future

The County has undertaken numerous actions to improve financial operations. These measures include 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.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Debt Service - PS/Jud Rev	\$3,097,476	\$3,095,526	\$3,104,676	\$3,104,676
	\$3,097,476	\$3,095,526	\$3,104,676	\$3,104,676

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Purchased / Contracted Services	\$3,097,476	\$3,095,526	\$3,104,676	\$3,104,676
	\$3,097,476	\$3,095,526	\$3,104,676	\$3,104,676

REVENUE BONDS - PUBLIC SAFETY AND JUDICIAL AUTHORITY LEASE PAYMENTS FUND

FUNCTION: GENERAL GOVERNMENT

FUNDING SOURCES			
	Actual 2009	Actual 2010	Budget 2011
Revenue Bonds - Public Safety and Judicial Authority	\$3,097,476	\$3,095,526	\$3,104,676
	\$3,097,476	\$3,095,526	\$3,104,676

0 PUBLIC SAFETY AND JUDICIAL FACILITIES AUTHORITY REVENUE BONDS AS OF January 1, 2011			
	Principal	Interest	Total P & I
Series 2004	\$1,125,000	\$1,966,676	\$3,091,676
Total	\$1,125,000	\$1,966,676	\$3,091,676

TOTAL BUDGET OBLIGATION PUBLIC SAFETY AND JUDICIAL FACILITIES AUTHORITY REVENUE BONDS AS OF January 1, 2011			
	Principal	Interest	Total P & I
Series 2004	\$43,935,000	\$30,317,412	\$74,252,412
Total	\$43,935,000	\$30,317,412	\$74,252,412

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, 2011
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	Principal	Interest	Total P & I
2011	1,125,000	1,966,676	3,091,676
2012	1,160,000	1,931,801	3,091,801
2013	1,200,000	1,894,101	3,094,101
2014	1,240,000	1,853,601	3,093,601
2015	1,285,000	1,810,201	3,095,201
2016	1,330,000	1,763,620	3,093,620
2017	1,380,000	1,713,745	3,093,745
2018	1,430,000	1,661,305	3,091,305
2019	1,490,000	1,605,535	3,095,535
2020	1,550,000	1,545,935	3,095,935
2021	1,610,000	1,483,935	3,093,935
2022	1,675,000	1,417,522	3,092,522
2023	1,745,000	1,347,175	3,092,175
2024	1,820,000	1,273,010	3,093,010
2025	1,900,000	1,194,750	3,094,750
2026	1,995,000	1,099,750	3,094,750
2027	2,095,000	1,000,000	3,095,000
2028	2,200,000	895,250	3,095,250
2029	2,310,000	785,250	3,095,250
2030	2,425,000	669,750	3,094,750
2031	2,545,000	548,500	3,093,500
2032	2,675,000	421,250	3,096,250
2033	2,805,000	287,500	3,092,500
2034	2,945,000	147,250	3,092,250
Total	\$43,935,000	\$30,317,412	\$74,252,412

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.

2011

Revenues have increased the 2010 Fund balance carried forward. The Speed Hump fund will reimburse Public Works – Transportation a total of \$150,000 for the Traffic Calming program. The reserve for appropriation is funded at \$1,277,095. Three positions (Engineer, Engineer Sr. and Engineering Technician Sr.) will be transferred into the Speed Hump Fund from the Transportation Division's Traffic Calming cost center. This will increase the authorized position count of the Speed Hump Fund by 3 positions or 100%.

Future

There are no significant budgetary changes for 2011.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

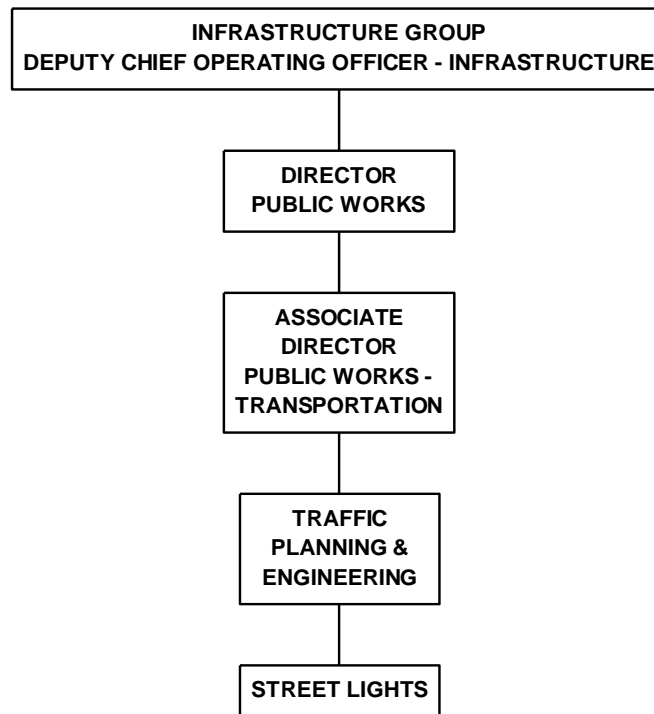
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Construction / Maintenance	\$180,590	\$232,535	\$1,741,017	\$1,741,017
	\$180,590	\$232,535	\$1,741,017	\$1,741,017

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$150,000	\$0	\$215,228	\$215,228
Purchased / Contracted Services	0	0	61,425	61,425
Supplies	17,075	43,340	171,754	171,754
Capital Outlays	13,515	39,195	0	0
Interfund / Interdepartmental	0	150,000	15,515	15,515
Other Costs	0	0	1,277,095	1,277,095
	\$180,590	\$232,535	\$1,741,017	\$1,741,017

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
Speed Humps Maintenance	\$180,590	\$232,535	\$1,741,017
	\$180,590	\$232,535	\$1,741,017



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. The City of Dunwoody implemented and managed its own residential street light program.

2011

There are no significant budgetary changes for 2011.

Future

Rate increases may be necessary, if the cost for electricity continues to rise.

ACTIVITY MEASURES

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Total Number of Street Light Districts	2,003	2,064	2,084	2,115
Total Number of Street Lights Installed	750	679	886	600

STREET LIGHT FUND

FUNCTION: PLANNING & PUBLIC WORKS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Streetlights	\$3,750,533	\$4,411,175	\$4,818,272	\$4,818,272
	\$3,750,533	\$4,411,175	\$4,818,272	\$4,818,272

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$98,005	\$100,172	\$106,996	\$106,996
Purchased / Contracted Services	25,385	27,430	49,658	49,658
Supplies	3,627,143	4,283,573	2,661,618	2,661,618
Other Costs	0	0	2,000,000	2,000,000
	\$3,750,533	\$4,411,175	\$4,818,272	\$4,818,272

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
Street Light Fund	\$3,750,533	\$4,411,175	\$4,818,272
	\$3,750,533	\$4,411,175	\$4,818,272

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2009	2010	2011
Streetlights				
Engineer, Senior	29	1	1	1
FULL TIME Subtotal		1	1	1
FULL TIME Total		1	1	1
ALL POSITIONS Total		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 the 45% of interest payments.

The soundness of DeKalb County's financial condition is demonstrated by the ratings of its bonds as of March 2011:

	Moody's Investors Service	Standard & Poor's
General Obligation	Aa3	BBB
General Obligation Refunding	Aa3	BBB
Certificates of Participation	A1	BBB

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 9th 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.

Current

The 2011 budget for this fund was adopted during the mid-year budgetary process as the sale of these bonds was completed late in the 2011 budgetary process. The first expenditures against this fund are to be made in 2011.

Future

The County has undertaken numerous actions to improve financial operations. These measures include 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.

2011 BUDGET OBLIGATION			
URBAN REDEVELOPMENT AGENCY REVENUE BONDS			
AS OF January 1, 2011			
	Principal	Interest	Total P & I
Series 2010	\$210,000	\$387,301	\$597,301
Total	\$210,000	\$387,301	\$597,301

URBAN REDEVELOPMENT AGENCY BONDS PAYMENTS FUND

FUNCTION: GENERAL GOVERNMENT

TOTAL BUDGET OBLIGATION URBAN REDEVELOPMENT AGENCY REVENUE BONDS AS OF January 1, 2011

	<u>Principal</u>	<u>Interest</u>	<u>Total P & I</u>
Series 2010	\$7,945,000	\$13,375,292	\$21,320,292
Total	\$7,945,000	\$13,375,292	\$21,320,292

TOTAL BUDGET OBLIGATION URBAN REDEVELOPMENT AGENCY REVENUE BONDS SERIES 2010 AS OF January 1, 2011

	<u>Principal</u>	<u>Interest</u>	<u>Total P & I</u>
2011	210,000.00	597,301.09	807,301.09
2012	310,000.00	774,873.50	1,084,873.50
2013	320,000.00	766,242.50	1,086,242.50
2014	330,000.00	757,010.50	1,087,010.50
2015	340,000.00	747,177.50	1,087,177.50
2016	350,000.00	736,743.50	1,086,743.50
2017	360,000.00	725,708.50	1,085,708.50
2018	370,000.00	714,072.50	1,084,072.50
2019	380,000.00	701,835.50	1,081,835.50
2020	390,000.00	688,997.50	1,078,997.50
2021	400,000.00	675,558.50	1,075,558.50
2022	415,000.00	666,518.50	1,081,518.50
2023	425,000.00	651,577.00	1,076,577.00
2024	440,000.00	641,034.50	1,081,034.50
2025	450,000.00	624,590.50	1,074,590.50
2026	465,000.00	612,545.50	1,077,545.50
2027	475,000.00	594,599.00	1,069,599.00
2028	490,000.00	581,051.50	1,071,051.50
2029	505,000.00	566,602.50	1,071,602.50
2030	520,000.00	551,252.00	1,071,252.00
Total	7,945,000.00	13,375,292.09	21,320,292.09

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**

In 2007, the Budget reflected funding for non-profit organizations in amounts recommended to the CEO by The Human Services Coordinating Committee as follows: \$90,000 for the recurring annual contract for Women Moving On; \$65,000 for the recurring annual contract for the Rape Crisis Center; \$85,871 for the recurring annual contract for the Georgia Center for Children; \$60,000 for International Women's House for crisis intervention services; \$7,500 for Safe Haven Transitional Inc; and \$25,000 for the Center for Pan Asian Community Services. In 2007, funds totaling \$1,231,406 were appropriated for the transfer to the General Fund to reimburse the costs for 18 positions, 7 in the District Attorney's Office and 11 in the Solicitor's Office.

In 2008, this fund experienced a decrease in revenues. The projected revenue for 2008 was \$1,001,999 a \$275,650 decrease below the actual 2007 revenue of \$1,277,649. The Human Services Coordinating Committee (HSCC) recommended to the CEO, funds totaling \$377,250, for the victim assistance programs administered by the following non profit agencies: Women Moving On, the Rape Crisis Center, the Georgia Center for Children, International Women's House for crisis intervention services, Safe Haven Transitional Inc, and the Center for Pan Asian Community Services.

Due to the decrease in the 2008 revenues, the CEO recommended \$0 for the victim assistance programs administered by the non-profit agencies and recommended \$847,671 for the transfer to the General Fund to reimburse the costs of 18 positions, 7 in the District Attorney's Office and 11 in the Solicitor's Office. Also, \$10,000 was recommended for Interpreter service for all non-English speaking petitioner and respondents in hearings and petitions associated with a temporary protective order.

The 2008 Adopted Budget of \$1,001,999 included the following appropriations: \$940,000 as a transfer to the General Fund for the costs of Victim Assistance Programs administered by the District Attorney and Solicitor, \$10,000 for Interpreter service for all non-English speaking petitioner and respondents in hearings and petitions associated with a temporary protective order, \$5,815 Reserve for Appropriation and \$46,184 for Encumbrance Rollover. No dollars in the Victim Assistance funds were approved for the non-profit agencies.

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.

VICTIM ASSISTANCE FUND

FUNCTION: CIVIL & CRIMINAL COURTS

MAJOR BUDGETARY IMPACTS (CONTINUED)

Previous

2010

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.

2011

The 2011 Adopted Budget includes \$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 have been 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 is 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

To continue to allocate the Victim Assistance Funds in accordance with the BOC's directive.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Victim Assistance	\$2,109,608	\$1,473,578	\$1,393,265	\$1,393,265
	\$2,109,608	\$1,473,578	\$1,393,265	\$1,393,265

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Purchased / Contracted Services	\$12,715	\$22,894	\$10,000	\$10,000
Other Costs	(20,152)	7,348	0	0
Other Financing Uses	2,117,046	1,443,336	1,383,265	1,383,265
	\$2,109,608	\$1,473,578	\$1,393,265	\$1,393,265

FUNDING SOURCES			
	Actual 2009	Actual 2010	Budget 2011
Victim Assistance	\$2,109,608	\$1,473,578	\$1,393,265
	\$2,109,608	\$1,473,578	\$1,393,265

PROGRAM DESCRIPTION

DeKalb County adopted a Fiscal Policy on August 27, 1996 which addresses the capital budget by specifying that a capital project is "any project in excess of \$25,000 with an estimated useful life of five years or greater." The policy states the types of projects that capital monies should be used for, as well as the development of a five-year Capital Improvement Program (CIP), which is currently utilized to help prioritize the project selection process. The policy stresses the importance of realizing the impact of capital projects on the operating budget.

DeKalb County has twelve (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 a few weeks earlier than they submit their operating budget requests. The Capital Projects Budget Committee reviews funding requests and makes recommendations to the Chief Executive Officer (CEO) after considering County needs and available funds. The CEO submits a proposed capital projects funding program to the Board of Commissioners (BOC) which makes the final decision. A separate account is established for each project which is approved by the BOC to insure accurate cost reporting by project. This also assists the County staff in estimating costs for similar projects in the future.

Effective July 1, 1998, state legislation changed the way in which capital project budgets are portrayed. House Bill No.1364 amended Article 1 of Chapter 81 of Title 36 of the Official Code of Georgia Annotated by stating that capital projects funds are to be portrayed as project-length budgets rather than as annual budgets. 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 2010, the BOC approved a total of \$18,717,265 in ARRA Stimulus funds that include d \$7, 830, 00 for the Sanitation CNG project, Facilities Management received \$6,511,600 for Energy Efficiency projects and \$4,375,655 was approved for transportation projects.

2011

The current Capital Projects Budget is \$932,046,414, with a current balance of \$246,807,488. The CEO recommended \$12,225,000, in HOST funds for Capital Outlay into projects. An additional \$3,230,625, of tax funds was recommended for information system improvements. The 2006 G. O. Bond projects have begun to address county needs in the areas of transportation, park acquisition and development, as well new and existing libraries.

CAPITAL PROJECTS SUMMARY**FUNCTION: GENERAL GOVERNMENT****IMPACT ON THE COUNTY – FINANCIAL / NON-FINANCIAL**

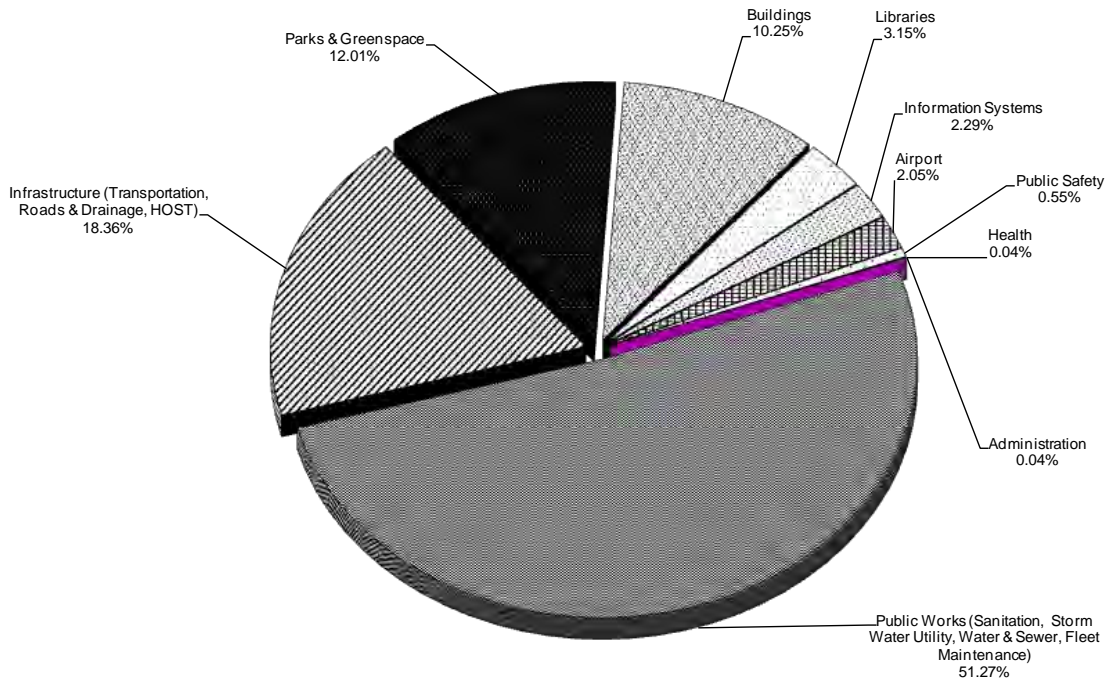
The impact on the operating budget varies for each project. The impact may be financial, non-financial or both. The impact on the operating budget is discussed in the individual project sections. Sidewalks improve the County's infrastructure, satisfy ADA Guidelines, and promote pedestrian safety. Intersection improvements and traffic signal upgrades reduce traffic congestion, improve the County's infrastructure, and promote safer driving conditions.

APPROPRIATIONS

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Building Authority-Juvenile	\$49,790,381	\$49,286,666	\$503,715
Certificates of Participation	35,044,398	34,709,604	334,794
Clerk of Superior Court	350,000	350,000	0
Community Development	1,438,480	116,690	1,321,790
Economic Development	285,000	178,160	106,840
Extension Service	71,137	64,296	6,841
Facilities Management	24,539,440	20,797,291	3,742,149
Fire & Rescue Services	3,161,868	1,973,595	1,188,273
Geographic Information	3,545,006	2,454,839	1,090,168
HOST	79,200,838	60,673,500	18,527,339
HOST Capital Outlay	120,023,219	81,038,108	38,985,111
Information Systems	41,086,849	39,073,229	2,013,621
Library	62,892,187	46,263,318	16,628,869
Parks & Recreation	239,993,229	153,576,476	86,416,753
Police Services	4,051,634	707,878	3,343,757
Public Health	775,250	654,794	120,457
Public Safety & Judicial Facilities Authority	58,660,308	57,534,803	1,125,505
Public Works-Fleet	5,880,498	5,579,870	300,628
Public Works-Roads &	167,687,223	132,572,185	35,115,038
Recorders Court	1,100,000	0	1,100,000
Sheriff's Department	2,632,067	2,505,565	126,501
Urban Redevelopment Agency	36,349,000	0	36,349,000
TOTAL	\$938,558,014	\$690,110,865	\$248,447,149

FUNDS GROUP: Capital Projects

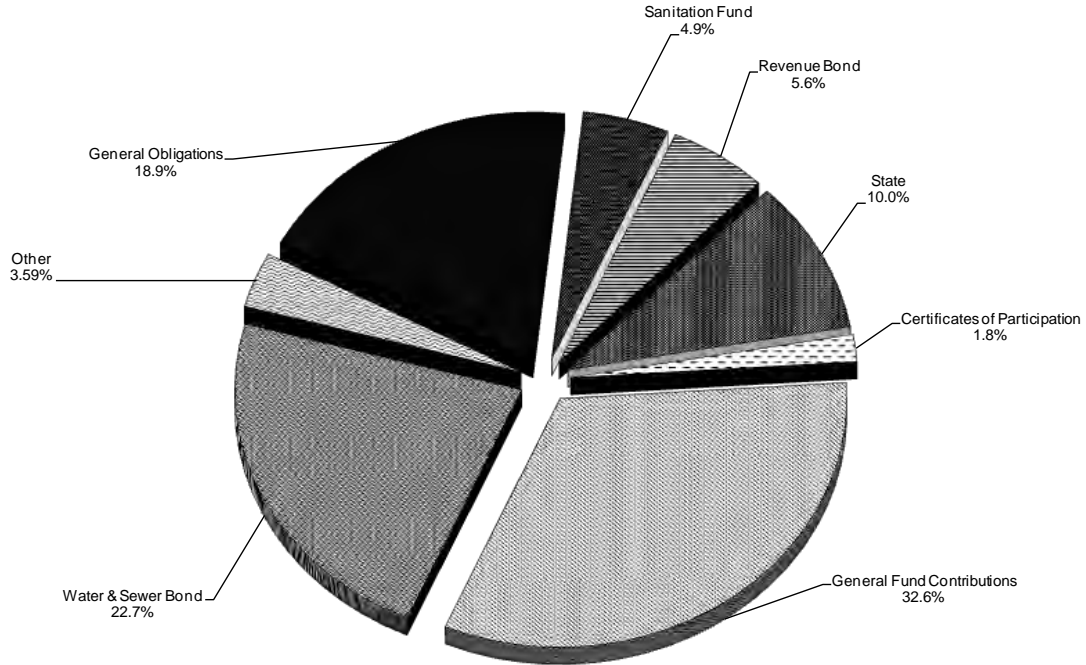
2010 CIP EXPENDITURES AS OF 12/31/2010



	Expenditures
Public Works (Sanitation, Storm Water Utility, Water & Sewer, Fleet Maintenance)	\$910,271,236
Infrastructure (Transportation, Roads & Drainage, HOST)	274,283,792
Parks & Greenspace	153,576,476
Buildings	162,328,364
Libraries	46,263,318
Information Systems	41,528,068
Airport	26,831,889
Public Safety	5,187,038
Health	654,794
Administration	709,146
Total	<u>\$1,621,634,120</u>

FUNDS GROUP: Capital Projects

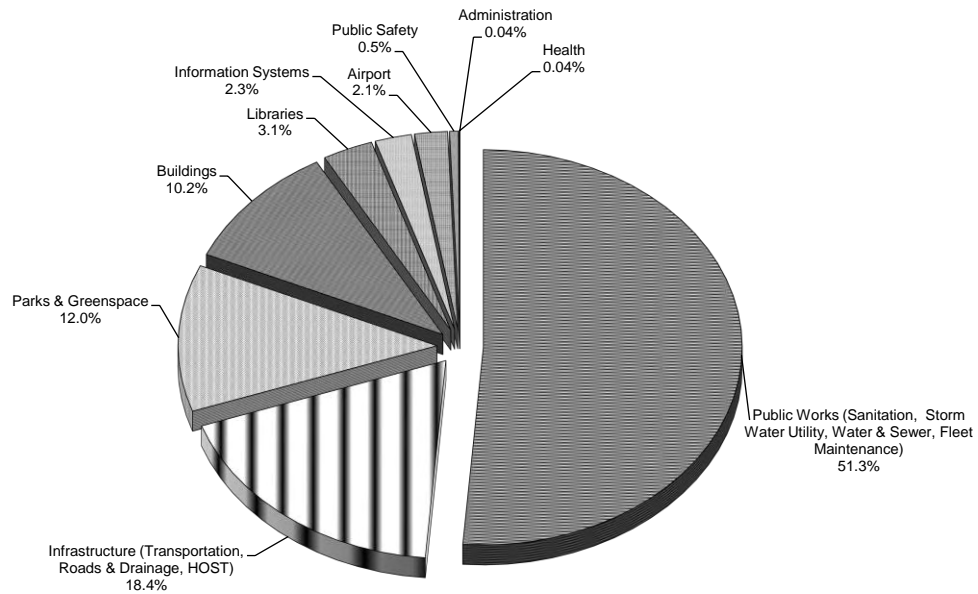
2011 CIP Project Funding Sources (Anticipations/Revenues)



Funding Source	Amount
Certificates of Participation	\$35,044,398
General Fund Contributions	650,694,024
Water & Sewer Bond	454,077,032
Other	71,783,918
General Obligations	377,722,107
Sanitation Fund	97,529,400
Revenue Bond	111,585,190
State	199,797,257
Total	\$1,998,233,325

FUNDS GROUP: Capital Projects

2011 CIP APPROPRIATIONS














Category

Administration	
Health	
Public Safety	
Airport	
Information Systems	
Libraries	
Buildings	
Parks & Greenspace	
Public Works (Sanitation, Storm Water Utility, Water & Sewer, Fleet Maintenance)	
Infrastructure (Transportation, Roads & Drainage, HOST)	
Total	

Budget

\$706,137
775,250
10,945,569
41,048,799
45,731,855
62,892,187
204,722,007
239,993,229
1,024,507,012
366,911,280
\$1,998,233,325

CIP BUDGET PLANNING AND IMPLEMENTATION PROCESS

		2010				2011	
		Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun
<i>Develop and Distribute Resources</i>							
Finance Distributes Capital Budget Forms to Departments	5/7/2010						
Budget Kickoff Meeting	7/21/2010						
<i>Plan and Monitor Budgets</i>							
Monitor Current Year and CIP Budgets	Ongoing						
Prepare CIP Budget Request	5/7 - 8/26/2010						
Plan for Following Year's CIP Budget Request	Ongoing						
<i>Analysis and Review</i>							
Departments Submit CIP Request to Finance	8/13/2010						
Executive Assistant Appoints CIP Review Committee	8/20/2010						
CIP Committee Reviews and Analyzes CIP Budget Requests	8/13 - 10/1/2010						
Finance Summarizes CIP Review Committee Budget Recommendations	10/1 - 10/25/10						
<i>Discussion, Finalization, and Adoption</i>							
CEO's CIP Budget Recommendations Submitted to BOC	12/15/2010						
BOC Adopts CIP Budget	5/24/2011						

CAPITAL PROJECTS - BUILDING AUTHORITY**FUNCTION: CIVIL & CRIMINAL COURTS****PROGRAM DESCRIPTION**

In 2003, the County established the Building Authority, which consists of a five-member board for the purpose of issuing revenue bonds for a new Juvenile Court and related facilities. The first bond issue of \$15,000,000 was for Phase I: land acquisition, architectural and engineering design, and construction of a 500 car parking deck. The second issue of \$35,000,000 financed the remainder of the project, including the costs of construction and equipping the Juvenile Court.

IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL

The Juvenile Court Facility was opened in the summer of 2007. Twelve (12) positions were added to the Sheriff's Department to assist with overall security. The source of funding for the bonds is lease purchase payments, which beginning in 2008, are budgeted in the Juvenile Court budget.

FINANCIAL IMPACT ON THE OPERATING BUDGET					
New Juvenile Court Facility					
	2010	2011	2012	2013	2014
New Positions (Full-Time)	0	0	0	0	0
Personal Services and Benefits -	\$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
	\$3,924,125	\$3,929,685	\$3,935,412	\$3,941,312	\$3,947,388

ANTICIPATED REVENUES	
	ANTICIPATIONS BEGINNING
Miscellaneous Revenue	\$49,790,381
TOTAL	\$49,790,381

APPROPRIATIONS			
	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING	BALANCE
New Juvenile Court Facility	\$49,790,381	\$49,312,187	\$478,194
TOTAL	\$49,790,381	\$49,312,187	\$478,194

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

	<u>ANTICIPATIONS BEGINNING</u>
Interest on Investments	\$1,123,215
Miscellaneous Revenue	33,921,183
TOTAL	\$35,044,398

APPROPRIATIONS

	<u>PROJECT APPROPRIATION BEGINNING 1998</u>	<u>EXPENDITURES BEGINNING</u>	<u>BALANCE</u>
COPS-COST OF ISSUANCE	\$362,750	\$362,750	\$0
COPS-DEFEASANCE	9,788,359	9,788,359	0
COPS-330 PONCE BUILDING	13,114,164	13,064,821	49,343
COPS-COURTHOUSE RENOVATION	11,779,126	11,493,674	285,452
COPS-INTEREST	0	0	0
TOTAL	\$35,044,398	\$34,709,604	\$334,794

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

	<u>ANTICIPATIONS BEGINNING</u>
Interfund Transfers	\$350,000
TOTAL	\$350,000

APPROPRIATIONS

	<u>PROJECT APPROPRIATION BEGINNING 1998</u>	<u>EXPENDITURES BEGINNING</u>	<u>BALANCE</u>
Real Estate Division New Technology	\$350,000	\$350,000	\$0
TOTAL	\$350,000	\$350,000	\$0

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 have begun.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING
Interfund Transfers	\$1,438,400
TOTAL	\$1,438,400

APPROPRIATIONS

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING	BALANCE
CD-DEKALB/ATLANTA HSC IMPR	\$38,480	\$38,480	\$0
LOU WALKER SNR CTR PKNG SP	1,400,000	78,210	1,321,790
TOTAL	\$1,438,480	\$116,690	\$1,321,790

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

	<u>ANTICIPATIONS BEGINNING</u>
State Sources	\$248,000
Interfund Transfers	37,000
TOTAL	\$285,000

APPROPRIATIONS

	<u>PROJECT APPROPRIATION BEGINNING 1998</u>	<u>EXPENDITURES BEGINNING</u>	<u>BALANCE</u>
ARC/LCI Kensington MARTA Study	\$85,000	\$78,160	\$6,840
ARC/LCI Candler Road Study	100,000	0	\$100,000
ARC/LCI-Brookhaven-Peachtree	100,000	100,000	\$0
TOTAL	\$285,000	\$178,160	\$106,840

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.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING
Interfund Transfers	\$71,137
TOTAL	\$71,137

APPROPRIATIONS

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING	BALANCE
Extension Serv. Environ. Ed. Center	\$71,137	\$64,296	\$6,841
TOTAL	\$71,137	\$64,296	\$6,841

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

In January 26, 2010, \$400,000, was approved for parking facilities repair and renovations.

ANTICIPATED REVENUES

	<u>ANTICIPATIONS BEGINNING</u>
Miscellaneous Revenue	\$650,000
CIP Contributions	17,377,840
TOTAL	\$18,027,840

APPROPRIATIONS

	<u>PROJECT APPROPRIATION BEGINNING 1998</u>	<u>EXPENDITURES BEGINNING</u>	<u>BALANCE</u>
FM-HVAC-MED.EXAM	\$19,787	\$19,787	\$0
FM-LIBRARY PROCESSING CENT	225,000	18,729	206,271
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	742,674	291,219
MALOOF RENOVATION	1,600,000	1,596,881	3,119
2006 CIP FIN. RECORDS STOR	115,000	115,000	0
ANNE FRANK EXHIBIT	214,075	211,260	2,814
SPRINKLERS-MALOOF	220,000	104,859	115,141
CRITICAL MAINTENANCE REPAI	1,086,635	947,165	139,470
FM-CALLAWAY BLD COOLING CO	150,000	125,174	24,826
COURTHOUSE REOVATIONS	2,900,000	2,167,947	732,053
PARKING FACILITIES REPAR & RENOVATIONS	400,000	21,989	378,011
TOTAL	\$18,027,840	\$15,925,352	\$2,102,488

CAPITAL PROJECTS - FACILITIES MANAGEMENT - ARRA

FUNCTION: GENERAL GOVERNMENT

CAPITAL PROJECTS - FACILITIES MANAGEMENT - ARRA

The ARRA Facilities Management capital projects program consists of energy initiatives in county buildings including installation of energy efficient roofs, new building controls systems to help monitor and manage energy usage and installation of sensors.

IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL

These projects will make the county buildings more energy efficient and thus save the county dollars on the operating cost.

RECENT CHANGES

The energy efficiency projects are over 85% completed.

ANTICIPATED REVENUES

	<u>ANTICIPATIONS BEGINNING</u>
Federal Revenue	\$6,511,600
TOTAL	\$6,511,600

APPROPRIATIONS

	<u>PROJECT APPROPRIATION BEGINNING 1998</u>	<u>EXPENDITURES BEGINNING 1998</u>	<u>BALANCE</u>
ARRA COMP LNG-TRM SUSTBLY	\$225,000	\$147,006	\$77,994
ARRA ENRGYSTAR RF RETRFITS	1,745,093	1,708,529	36,564
ARRA ENRGYSTAR RF RETOFTS-	3,242,082	1,892,561	1,349,522
ARRA W. EXCNGE BLDG CHLR R	308,553	278,520	30,033
ARRA ADM BLDG/ANX ENGY EFF	584,438	584,438	0
ARRA ENGRY EFF REV FUND	96,358	93,358	3,000
ARRA ADMINISTRATION	310,076	167,528	142,548
TOTAL	\$6,511,600	\$4,871,939	\$1,639,661

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.)

IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL

In 2005, the Miscellaneous CIP fund was used to build a new Fire Station. The addition of a new station will reduce the response time from 6 minutes to 5.12 minutes; thereby improving the probability of rescue and the survival of victims. Funds have been used for two infrastructure improvement projects; the Hydrant-marking Project and Phase II Fiber Optic Technology project, and to purchase automatic defibrillators and oximetry equipment to improve emergency medical care.

RECENT CHANGES

On January 26, 2010, the BOC approved that \$250,000 of CDBG funding to be used for the architecture design and engineering of Fire Station #3. Also, the BOC approved \$866,029 of CDBG funds for the renovation and expansions of Fire Station #10. The construction of Fire Stations #3 and #10 began in 2011.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Interfund Transfers	\$3,018,868
Miscellaneous Revenue	143,000
TOTAL	\$3,161,868

APPROPRIATIONS

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
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	113,053	136,948
FIRE STATION #10 RENO/EXPN	1,105,000	75,165	1,029,835
TOTAL	\$3,161,868	\$1,973,595	\$1,188,273

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 I. T. infrastructure.

IMPACT ON OPERATING BUDGET

None.

RECENT CHANGES

The 2011 budget included an increase in the Pictometry Imagery project of \$127,866.

ANTICIPATED REVENUES

	<u>ANTICIPATIONS BEGINNING</u>
Interfund Transfers	\$3,545,006
TOTAL	\$3,545,006

APPROPRIATIONS

	<u>PROJECT APPROPRIATION BEGINNING 1998</u>	<u>EXPENDITURES BEGINNING</u>	<u>BALANCE</u>
GIS-BASE MAPPING UPDATE	\$1,517,180	\$1,462,099	\$55,081
GIS-ZONING, LANDUSE, PROPERTY	1,630,862	723,642	907,220
PICTOMETRY IMAGERY	396,964	269,098	127,866
TOTAL	\$3,545,006	\$2,454,839	\$1,090,168

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

	ANTICIPATIONS BEGINNING
Interfund Transfers	\$44,411,228
State Government	33,239,795
Local	1,549,815
TOTAL	\$79,200,838

APPROPRIATIONS

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BAI ANCE
HOST D1 MERCER U DR @ N FR	\$99,362	\$97,498	\$1,865
HOST D4 WELLBORN /STN.MTN.	83,539	83,539	0
HOST D2 DCA BRIARWOOD ROAD	62,620	62,620	0
HOST D4 MEMORIAL DR. IMPRO	155,884	155,884	0
HOST D1 MISC. DRAIN PROJEC	102,920	102,920	0
HOST D4 N. INDIAN CRK/MEM	45,000	45,000	0
HOST D1 ASH DUNWY.JOHN.FER	30,000	24,033	5,967
HOST D4 N. INDIAN CRK/IND.	45,000	45,000	0
HOST D2 FAIR OAKS RD	215,317	217,608	(2,291)
HOST D2 LAVISTA RD	75,000	75,000	0
HOST D1 MCCURDY	484,924	484,924	0
HOST D3-MEM DR IMPR	44,547	44,547	(0)
HOST D3-GLNWD AVE SDWLKS	2,880,995	1,713,087	1,167,908
HOST D1 TCKER MN ST STRTSC	3,430,000	1,769,313	1,660,687
HOST D3-GLNWD RD @ MEADW L	21,278	21,278	0
HOST D1 WNTRS CHPL @ DNWDY	474,042	471,565	2,477
HOST D3-GLNWD RD @ S. COL	9,906	9,906	0
HOST D1 TILLY MILL RD-W	811,780	507,582	304,198

CAPITAL PROJECTS – HOST

FUNCTION: GENERAL GOVERNMENT

APPROPRIATIONS			
	PROJECT	EXPENDITURES	BALANCE
	APPROPRIATION	BEGINNING	
	BEGINNING 1998	1998	
HOST D4 CENTRAL DR/ HAMBRI	22,806	22,806	0
HOST D4 STREET LIGHTS	29,191	29,191	0
HOST D1 SDWLKS-CHMBLEE DNW	629,564	629,564	0
HOST D4 STRIPING	7,855	7,855	0
HOST D3-FELL RD @ IDLEWD R	45,000	25,531	19,469
HOST D3- ST LIGHTS	9,523	9,523	0
HOST D5 WESLEY CHAPEL RD-W	308,077	299,637	8,439
HOST D5 BOULDRCRST RD @ RV	44,659	44,659	0
HOST D5-ST LIGHTS	35,464	35,464	0
HOST D5 KELY CHPL RD @ RNB	23,299	23,299	0
HOST D5-STRIPING	58,994	37,820	21,173
HOST D5 ARABIA PARK	40,000	40,000	0
HOST D5-COCK @ BORING RD	762,572	448,428	314,144
HOST D5-PANT @ RVR RD	135,378	135,090	289
HOST-RECONSTRUCT TENNIS CO	160,000	107,042	52,958
HOST-ARABIA MTN. PROP.ACQ.	1,031,660	1,031,660	0
HOST/PARKS/REPAIR & RENOVA	28,765	0	28,765
HOST-ARTS CENTER/MATHIS DA	3,041,429	3,041,429	0
HOST-ADA IMPROVEMENTS	116,964	116,964	0
HOST-ADA IMP-CONSULTANT	58,356	58,356	0
HOST-RESER. FOR FUTURE APP	1,800,000	1,800,000	0
HOST-IS-TELEPHONE SYS.UPGR	1,637,569	1,562,555	75,013
HOST D1-STRIPING	13,403	12,728	675
HOST D1-DUNWDY CLUB DR./SD	200,000	200,000	0
HOST D1-MISC. SIDEWALKS	1,558,818	308,818	1,250,000
E.PONCE DE LEON @ HAMBRICK	991,720	978,141	13,578
LITHONIA STREETScape	2,075,958	1,325,541	750,417
PERIMETER CENTER PARKWAY	11,376,527	9,059,109	2,317,419
PROGRAM MANAGEMENT SERVICE	2,196,102	2,193,994	2,109
SNAPPINGER ROAD WIDENING	2,139,315	584,824	1,554,491
HOST D1-HENDR. RD.SDWK	162,508	161,136	1,372
HOST-SUPP. PAYMENT TO CITI	43,965	0	43,965
HOST D3-TERRY MILL RD-S	2,812	2,731	81
HOST D2-DRESDEN DRIVE N	273,780	272,941	839
HOST D3-FLAT SHOALS@DOOLIT	13,341	13,341	0
HOST D4-STEVENSON@S.DESHON	131,177	115,498	15,679
HOST D5 PANOLA WOODS DR.-W	48,328	54,328	(6,000)
HOST D5 D0GWOOD FARM RD-E	5,000	84,673	(79,673)
PERIMETER CID	28,406,250	25,767,673	2,638,577
HOST-II/ROCKBRIDGE @STEPHE	69,886	69,886	0
HOST-LYNWOOD PARK IMP./OSB	1,346,011	1,250,709	95,302
BUFORD HWY.PHASE 1	2,500,000	0	2,500,000
BUFORD HWY. PHASE II	2,500,000	0	2,500,000
KENSINGTON RD SDWKS	1,474,800	1,042,041	432,759
DOWNTOWN LITHONIA STREETCP	1,766,000	1,549,172	216,828
WESLEY CHAPEL & I 20	50,000	48,079	1,921
LOVELESS DR IMPROVEMENT	755,897	139,958	615,939
TOTAL	\$79,200,838	\$60,673,500	\$18,527,339

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 2010 and 2009, the contributions were \$87,428, and \$2,927,774 respectively. In 2011, the contribution to HOST projects is \$12,225,000.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING
Interfund Transfer	\$86,300,730
State Government	33,239,795
Local	482,694
TOTAL	\$120,023,219

APPROPRIATIONS

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
HOST-ROCKBRIDGE RD. SWALKS	\$584,489	\$555,270	\$29,218
HOST MA LOCAL INITIAT	673,202	660,686	12,516
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	3,845,587	907,290
HOST-COLUMBIA DR. SIDEWALK	199,516	199,516	0
HOST BIKE/PED TRLS(S.FRK)	2,298,023	1,501,686	796,336
HOST-TONEY ELEMENTARY	135,000	0	135,000
HOST Deshon/Rockbridge Rd	487,034	480,508	6,527
HOST-HAYDEN QU RD @ TURNER	9,155,243	1,266,697	7,888,546
HOST-BROWNS MILL RD @ KLON	1,895,410	1,860,421	34,989
HOST-MARBUT RD @ WELLB	49,739	49,739	0
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	2,700,000	2,059,988	640,012
HOST-YOUNG RD. & MEADOWBK	243,797	224,891	18,907
HOST-INDIAN CREEK ELEMENTA	100,000	100,000	0
HOST-ROADWAY STRIPING	200,000	147,094	52,906
HOST- ARTERIAL PANOLA	6,880,110	6,851,274	28,836
19 COUNTYWIDE SIDEWALKS	5,700,000	4,537,004	1,162,996

CAPITAL PROJECTS – HOST CAPITAL OUTLAY

FUNCTION: GENERAL GOVERNMENT

APPROPRIATIONS

	PROJECT	EXPENDITURES	BALANCE
	APPROPRIATION	BEGINNING	
	BEGINNING 1998	1998	
ADA/PED SAFETY UPGRADES	525,000	439,542	85,458
ALLGOOD RD AT REDAN RD	841,026	840,480	546
BOULDERCREST RD AT RIVER R	490,885	479,271	11,614
CANDLER RD STREETSAPES-PH	3,494,751	2,487,971	1,006,781
EMORY VILLAGE STREETSAPPE	5,117,000	3,415,316	1,701,684
FELLOWSHIP RD AT IDLEWOOD	2,503,589	2,468,924	34,666
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	453,949	7,882
MEMORIAL DRIVE STREETSAPPE	8,793,009	8,762,834	30,175
N DECATUR AT LULLWATER	462,448	461,796	652
N DRUID HILLS AT CLAIRMONT	1,004,115	974,611	29,505
NORTHLAKE AREA PED IMPR	400,000	400,000	0
PANOLA ROAD AT I-20	830,770	842,418	-11,648
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	558,516	506,808	51,708
R/W ACQUISITION	1,548,287	1,548,199	88
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	262,142	4,928
STEPHENSON ROAD CORRIDOR	205,319	204,248	1,071
STREET LIGHTING SAFETY	150,000	130,566	19,434
TRAFFIC & INTER CONT DESIG	1,866,567	1,861,255	5,312
TRAFFIC SIGNALIZATION	1,975,000	1,472,427	502,573
UPGRADE TRAFFIC OPS CTR	70,000	26,632	43,368
WELLBORN / S STONE MTN LIT	873,145	633,163	239,982
HOST CAP.OUT.-PAY TO CITIE	517,875	0	517,875
GDOT-ATLANTA DECATUR TRAIL	885,578	770,204	115,374
ROCKBRIDGE RD.-SCENIC CORR	2,154,000	171,854	1,982,146
KLONDIKE BIKE/PED	1,117,527	940,994	176,533
LOCAL MATCH-GDOT SYS.OPS.	803,750	525,673	278,077
ATL-TO-STONE MT.PERIM.COL.	250,000	188,817	61,183
CHAM.DNWDY HS. TO HARTS MI	289,872	289,872	0
DNWDY CLUB DR/BROOK/HAPPY	250,000	250,000	0
SPAULDING DR./FULTON/CH.DN	109,289	109,289	0
CLIFTON/N.DECATUR/CLIFTON	125,000	115,550	9,450
DRESDEN/BUFORD HWY/PLAZA	150,000	150,000	0
DRESDEN/ELEM.SCH.CROSS	33,589	33,589	0
MARKET STREET SIDEWALKS	150,000	51,294	98,707
RAYS RD.-MEMORIAL-ABINGDON	278,481	278,481	0
MAIN ST. PARK-MILLER-S. HA	50,000	50,000	0
DOGWOOD FARM SAFE.IMPROV.	25,248	25,248	0
COVINGTON HWY. SIDEWALKS	1,412,600	1,007,844	404,756
TRAFFIC STUDY-I-85 SHALLOW	30,000	0	30,000
N.AVENUE-CHURCH ST.-RAILRO	30,000	0	30,000
ROCKBRIDGE@STEWART MILL	162,918	154,110	8,808
TRAFFIC STUDY-S.STONE MT.	30,000	0	30,000

CAPITAL PROJECTS – HOST CAPITAL OUTLAY

FUNCTION: GENERAL GOVERNMENT

APPROPRIATIONS

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
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	1,075,000	814,468	260,532
GLENWOOD ROAD PHASE 2 (PE)	400,000	283,191	116,809
STONE MOUNTAIN LITHONIA TR	1,250,000	498,746	751,254
COVINGTON HWY PI# 0008288	380,000	3,203	376,797
LTIHONIA IND. BLVD. PH. 1-	7,887,286	4,155,106	3,732,180
RAYS RD & S. HARISTON SDWA	4,325,023	2,404,631	1,920,391
MISC. SIDEWALK EXT	1,000,000	899,041	100,960
RAINBOW DRIVE SIDEWALKS	2,252,269	2,083,703	168,565
VALVEDERE PEDESTRIAN BRIDG	51,978	51,978	0
2 CMAQ CORRIDORS	1,321,112	517,732	803,380
NORTHLAKE STREETSCAPES, PH	1,760,000	184,964	1,575,036
N. INDAN CREEK @ MEMORIAL	1,300,000	50,711	1,249,290
MEMORIAL DR @ MEM COLLEG D	700,000	227,522	472,478
EMERGENCY BRIDGE	800,000	231,173	568,827
WARRANTED SIGNAL LOCATIONS	500,000	230,770	269,230
MORELAND AVE. STREETSCPS	125,000	69,186	55,814
DEEPDENE	200,000	162,503	37,497
LAVISTA/OAKGROVE	2,570,200	1,348,078	1,222,122
RESERVE FOR FUTURE PROJECT	109,424	0	109,424
TOTAL	\$120,023,219	\$81,038,108	\$38,985,111

CAPITAL PROJECTS - INFORMATION SYSTEMS

PROGRAM DESCRIPTION

The capital projects budget for the Information Systems Department includes funding for the acquisition and upgrade of major systems and equipment that are critical elements of the County's information technology infrastructure.

IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL

The Property Appraisal Department's new CAMA (Computer Assisted Mass Appraisal) software will replace 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.

FINANCIAL IMPACT ON THE OPERATING BUDGET					
New CAMA System for Property Appraisal					
	2010	2011	2012	2013	2014
Maintenance for CAMA System	\$337,000	\$337,000	\$337,000	\$337,000	\$337,000
Total	\$337,000	\$337,000	\$337,000	\$337,000	\$337,000

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

The 2011 budget included \$2,295,625 for the OASIS mainframe and \$725,00 for Voice Infrastructure up-grade to phones.

ANTICIPATED REVENUES	
	ANTICIPATIONS BEGINNING
Interfund Transfers	\$41,086,849
TOTAL	\$41,086,849

APPROPRIATIONS			
	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING	BALANCE
IS- MACHINE ROOM IMPROV.	\$62,300	\$62,300	\$0
IS-2002 CTIP PURCHASES	800,000	795,190	4,810
IS-2003 CTIP PURCHASES	565,175	537,469	27,706
IS-APS/FMIS SYSTEM	13,303,419	13,301,986	1,433
IS-AUTO. PURCH. PROCEDURES	523,400	523,400	0
IS-CASE MGMT. RELEASE 4.0	160,000	160,000	0
IS-COMBINED BILLING	955,000	893,145	61,856
IS-CONSOLIDATED PURCHASE	2,388,074	2,299,711	88,363
IS-I-NET PHASE II & III	2,845,121	2,083,119	762,002
IS-KRONOS LEASE PURCHASE	598,649	598,649	0
IS-PC LIFECYCLE REPLACEMENT	2,016,598	1,970,171	46,427
IS-PROP. APPRAIS. SYSTEM	250,000	248,543	1,457
IS-NETWORK BACKUP STOR.	401,636	391,563	10,073

CAPITAL PROJECTS - INFORMATION SYSTEMS**APPROPRIATIONS**

	PROJECT		BALANCE
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING	
IS-IMAGINING-RECORDER'S CO	594,177	530,596	63,581
IS-CASE MGMT.-RECORDERS CT	442,750	439,750	3,000
AIX CONSOLIDATION HARDWARE	350,000	345,589	4,411
STATE CT CSE MGT & FIN SYS	542,500	500,849	41,651
TAX ASSESSOR SYSTEM(COLORA	500,000	465,203	34,797
INTRGRT CRIMINAL JUSTICE S	500,000	390,075	109,925
IS SAMS CONVERSION	400,000	379,460	20,540
IS DATA STORAGE	200,000	200,000	0
IS WINDOW SERVER	200,000	180,642	19,358
IS GE CAP TAX ASS/CLERK SU	4,326,837	4,322,223	4,614
IS CLERK OF SUP. TECH	665,588	664,255	1,333
IS CONSULTING SERVICES	5,200,000	5,099,342	100,658
OASIS - MAINFRAME MIGR.	2,295,625	1,690,000	605,625
TOTAL	\$41,086,849	\$39,073,229	\$2,013,621

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

	ANTICIPATIONS BEGINNING 1998
Interfund Transfers	\$296,452
TOTAL	\$296,452

APPROPRIATIONS

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING	BALANCE
PC Refresh Program	\$296,452	\$283,465	\$12,987
TOTAL	\$296,452	\$283,465	\$12,987

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 below.

CAPITAL PROJECTS - LIBRARY**FUNCTION: LEISURE SERVICES****FINANCIAL IMPACT ON THE OPERATING BUDGET**

	2010	2011	2012	2013	2014
New Libraries/Facilities Opened	1	1	2	2	1
Library Expansions	1	2	0	0	0
Positions Added	0	7	5	5	5
Personal Services Costs	\$386,325	\$1,483,684	\$2,215,257	\$2,946,830	\$3,312,616
Operating Costs	1,499,082	2,851,992	3,753,932	4,655,872	5,106,842
Total	\$1,885,409	\$4,335,686	\$5,969,196	\$7,602,709	\$8,419,464

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

	ANTICIPATIONS BEGINNING
2006 G. O. BOND	\$55,437,366
Interest	7,158,369
TOTAL	\$62,595,735

APPROPRIATIONS - G. O. BONDS

	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING	BALANCE
RESERVE & CONTINGENCY	\$674,768	\$658,357	\$16,411
NEW LIBRARIES	14,339,064	10,262,403	4,076,661
REPLACEMENT LIBRARIES	26,253,703	15,420,213	10,833,490
PROGRAM MGMT.-LIB.	1,900,000	1,891,105	8,895
LIBRARY EXPANSIONS	16,135,706	14,640,681	1,495,025
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
TOTAL	\$62,595,735	\$45,979,853	\$16,615,882

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

	ANTICIPATIONS BEGINNING
Fund Balance Carried Forward	\$176,190
Interest on Investment	40,199
TOTAL	\$216,389

APPROPRIATIONS - 1987 BOND ISSUE

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
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
TOTAL	\$216,980	\$87,498	\$129,482

Note: Between 1987 and 1998, \$40,490,474 was expended for various park and athletic field improvements as a result of this bond issue.

CAPITAL PROJECTS - PARKS AND RECREATION

FUNCTION: LEISURE SERVICES

001 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

	ANTICIPATIONS BEGINNING
Bond Issue Proceeds	\$113,717,150
Interest	7,277,181
Other Agencies	3,787,650
TOTAL	\$124,781,981

APPROPRIATIONS - 2001 BOND ISSUE

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING	BALANCE
Program Management Expense	\$1,902,601	\$1,887,446	\$15,155
District 1 Land Acquisition Projects	7,868,702	7,563,320	305,382
District 2 Land Acquisition Projects	7,602,904	1,585,113	6,017,791
District 3 Land Acquisition Projects	4,437,976	3,667,456	770,520
District 4 Land Acquisition Projects	7,625,562	4,862,018	2,763,544
District 5 Land Acquisition Projects	7,833,863	7,713,514	120,349
District 6 Land Acquisition Projects	7,868,702	6,767,907	1,100,795
District 7 Land Acquisition Projects	7,868,702	6,427,651	1,441,051
County-wide Acquisition Projects	21,029,073	17,672,642	3,356,430
County-wide Development Expense	9,738,028	9,499,068	238,960
District 1 Development Projects	4,273,018	2,854,623	1,418,395
District 2 Development Projects	4,278,018	2,992,920	1,285,098
District 3 Development Projects	4,278,018	1,843,714	2,434,304
District 4 Development Projects	4,278,018	2,964,462	1,313,556
District 5 Development Projects	4,278,018	3,402,249	875,769
District 6 Development Projects	4,278,018	2,833,064	1,444,954
District 7 Development Projects	4,278,018	3,169,242	1,108,776
Omni Com.Dev.Corp. Parks Bond	25,000	25,000	0
Dunwoody Nature Ctr.	7,560	7,560	0
2001-Parks Bond Interest	7,277,182	3,919,424	3,357,758
Arthur Blank Foundation	2,255,000	2,092,843	162,157
DeKalb Board of Education	1,500,000	1,500,000	0
	\$124,781,982	\$95,251,239	\$29,530,743

CAPITAL PROJECTS - PARKS AND RECREATION

FUNCTION: LEISURE SERVICES

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

13 positions were added in the 2007 Operating Budget. These positions are time limited thru year end 2008. In December 2010, the BOC extended the 4 time limited positions through December of 2011.

FINANCIAL IMPACT ON THE OPERATING BUDGET

2006 Bond Issue	2010	2011	2012	2013	2014
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.

ANTICIPATED REVENUES - 2006 BOND ISSUE

	ANTICIPATIONS BEGINNING
2006 G.O. Bond Referendum Program	\$103,789,622
Interest	11,204,645
TOTAL	\$114,994,267

APPROPRIATIONS - 2006 BOND ISSUE

PROJECT	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING	BALANCE
RESERVE AND CONTINGENCY	\$3,998,906	\$1,169,761	\$2,829,145
MAJ PARK DEV PRGM	45,042,467	20,869,470	24,172,997
NEIG PRK DV PRG	13,500,000	10,015,977	3,484,023
ATHL COMPLX RENV	8,100,000	7,885,724	214,276
DAM RENOVATIONS	2,000,000	553,262	1,446,738
DEKALB ARTS CTR	6,550,000	6,549,900	100
PH.IV BELTWAY PATH	4,250,000	1,912,283	2,337,717
LAND ACQUIS.PROJECTS	28,075,000	8,264,091	19,810,909
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	0	70,000
PLAYGROUND & PARK IMPROVME	1,000,000	0	1,000,000

CAPITAL PROJECTS - PARKS AND RECREATION

FUNCTION: LEISURE SERVICES

APPROPRIATIONS - 2006 BOND ISSUE

PROJECT	PROJECT		BALANCE
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING	
SPRINKLER SYSTEM REPAIR	300,000	0	300,000
ATLTHETIC FIELDS RENOVATIO	450,000	0	450,000
TOTAL	\$114,994,267	\$58,108,256	\$56,886,011

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

During the 2009 mid-year budget adjustment, the county transferred \$390,442 from the General Fund CIP to the General Fund operating budget.

ANTICIPATED REVENUES - CAPITAL PROJECTS

	ANTICIPATIONS BEGINNING 1998
State Sources	\$299,543
Miscellaneous Revenue	108,098
Interfund Transfers	297,804
TOTAL	\$705,445

APPROPRIATIONS - CAPITAL PROJECTS

PROJECT	PROJECT		BALANCE
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	
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

CAPITAL PROJECTS - PARKS AND RECREATION

FUNCTION: LEISURE SERVICES

APPROPRIATIONS - CAPITAL PROJECTS

PROJECT	PROJECT		BALANCE
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	
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
TOTAL	\$705,445	\$428,636	\$276,809

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

	ANTICIPATIONS BEGINNING
Interfund Transfers	\$4,051,634
TOTAL	\$4,051,634

APPROPRIATIONS

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING	BALANCE
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	232,852	3,252,854
RENOVATIONS@BOBBY BURGESS	147,825	146,114	1,711
MODULAR CLASSROOM	320,198	231,006	89,192
TOTAL	\$4,051,634	\$707,878	\$3,343,757

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

	ANTICIPATIONS BEGINNING
Fund Balance Carried Forward	\$751,291
Interest	23,959
TOTAL	\$775,250

APPROPRIATIONS

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING	BALANCE
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	117,136	0	117,136
TOTAL	\$775,250	\$654,794	\$120,457

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					
	2010	2011	2012	2013	2014
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
	<u>\$630,614</u>	<u>\$649,412</u>	<u>\$669,235</u>	<u>\$689,082</u>	<u>\$709,954</u>

FINANCIAL IMPACT ON THE OPERATING BUDGET - E911

E-911 Center Build-Out Costs					
	2010	2011	2012	2013	2014
Capital Outlays	\$300,000	\$1,028,500	\$0	\$0	\$0
	<u>\$300,000</u>	<u>\$1,028,500</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Grand Total	<u>\$930,614</u>	<u>\$1,677,912</u>	<u>\$669,235</u>	<u>\$689,082</u>	<u>\$709,954</u>

RECENT CHANGES

The renovation of the Courthouse began in 2007.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING
Bond Proceeds	\$56,707,901
Interest	\$1,952,407
TOTAL	\$58,660,308

CAPITAL PROJECTS - PUBLIC SAFETY AND JUDICIAL FACILITIES AUTHORITY

FUNCTION: PUBLIC SAFETY

APPROPRIATIONS

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING	BALANCE
PS-J AUTH.-POL.&FIRE HEADQ	\$35,362,128	\$35,360,689	\$1,439
PS&J AUTH.-EQUIP.& MAIN. F	6,537,579	6,492,955	44,623.31
PS&J-AUTH-COURTHSE.RENOV.	13,185,460	12,628,245	557,215.70
PS&J AUTH.-FIRE STATIONS	2,299,500	2,097,947	201,552.61
PA&J AUTH.-POLICE STATIONS	720,750	712,600	8,150.00
PS&J-AUTH.CONTINGENCY	466,541	154,018	312,523.63
PS&J-AUTH.-POL./FIRE WAREH	88,350	88,350	0.00
TOTAL	\$58,660,308	\$57,534,803	\$1,125,505

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 is being constructed on Memorial Drive.

IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL

Non-Financial Impact on the County

The new Car and Pickup Shop open in 2011. The impact of a full year operation will capture the cost savings through increased efficiency and reduced downtime will be recognized in the 2012 budget.

RECENT CHANGES

None.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING
Interfund Transfers	\$5,018,957
Fund Balance Carried Forward	861,541
TOTAL	\$5,880,498

APPROPRIATIONS

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING	BALANCE
FLEET-CAMP RD./REPAIR CRAC	\$0	\$0	\$0
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	673,417	105,768
FLEET-UNDERGROUND STOR.TAN	561,859	396,440	165,419
CAR & PICKUP GARAGE- MEMOR	4,393,492	4,393,492	0
TOTAL	\$5,880,498	\$5,579,870	\$300,628

CAPITAL PROJECTS - PUBLIC WORKS - TRANSPORTATION AND ROADS & DRAINAGE

FUNCTION: PLANNING & PUBLIC WORKS

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.

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.

FINANCIAL IMPACT ON THE OPERATING BUDGET					
Capital Project: In-House Paving					
	2010	2011	2012	2013	2014
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)

RECENT CHANGES

The BOC approved in 2010, the Federal Stimulus funds for the South River Trail Phase III, Deepdene Park , North/South Hariston in the amount of \$4,375,665. There we no changes to the 2011 budget.

ANTICIPATED REVENUES	
	ANTICIPATIONS BEGINNING
State Government	\$47,611,882
Other Agencies	15,154,425
Interfund Transfers	10,879,077
CIP Fund Revenue Cost Center Adjustment	9,167,128
TOTAL	\$82,812,512

APPROPRIATIONS			
	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
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

CAPITAL PROJECTS - PUBLIC WORKS - TRANSPORTATION AND ROADS & DRAINAGE

FUNCTION: PLANNING & PUBLIC WORKS

APPROPRIATIONS

	PROJECT APPROPRIATION	EXPENDITURES	
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 @ RCK M	115,250	115,250	0
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/TRAFFIC CONTROL CNTR	8,236	8,236	0
TS/TRAF IMPR/MARTA/REARR F	120,465	0	120,465
TS/TRAF SIGNAL UPGRD	1,749,794	1,504,717	245,078
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/NEW TRAF SIGNALS	94,921	94,921	0
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
ASHF DUNWDY @ NANCY CRE	400,000	400,000	0
BOULDERCREST RD @S RIVE	302,533	300,570	1,962
BUENA LAKE VISTA DAM	1,579,005	1,560,319	18,687
BUFORD HIGHWAY STREETScape	1,665,887	1,600,413	65,474
CANDLER STREETSCAPES - PH	1,284,892	1,268,140	16,753
CHAM DUNWOODY STREETScape	2,773,065	1,718,698	1,054,367
E.PONCE DE LEON @ MCCLENDO	1,564,837	1,477,051	87,786
INTERSECTION/SIDEWALK MATE	2,201,636	2,158,923	42,713
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
OLMSTED LINEAR PARK	800,000	800,000	0
PANOLA@FARRINGTON-SNAPFING	0	4,241	-4,241
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
TRANS.-STORMWATER SAMPLING	19,656	19,656	0
TS/CHURCH ST@CLAIRMONT OAK	26,286	26,286	0
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
CD-BUFORD HIGWAY SDWLK	46,590	46,590	0
DOT-COVINGTON-EVANS MILL	35,395	0	35,395
CD/CITIZENS DRAINAGE PROGR	316,424	316,424	0

CAPITAL PROJECTS - PUBLIC WORKS - TRANSPORTATION AND ROADS & DRAINAGE

FUNCTION: PLANNING & PUBLIC WORKS

APPROPRIATIONS

	PROJECT APPROPRIATION	EXPENDITURES	
2002-CD-LUDOVIE LANE SDWLK	98,124	98,124	0
TRANS.-ROAD IMPROV.RESERVE	35,153	0	35,153
S.RIV.GREENWAY TRL.	2,455,000	1,192,932	1,262,068
DOT-PERIMETER CID INTER/SW	1,250,000	1,250,000	0
ARC/LCI TUCKER STUDY	75,000	75,000	0
WIDNG BOLDCAST I285 T LINEC	807,701	405,910	401,790
SW KENGTN FM REDN TO MEMOR	400,000	0	400,000
SOUTH RIVER TRL III	868,219	652,736	215,483
STONE MOUNTAIN TRL VI	600,000	0	600,000
DEEPPENE PARK	1,447,031	1,084,127	362,904
COVINGTON HWY @ SCARBRGH	1,455,318	1,426,957	28,360
SAFETY ACTION PLAN	191,875	86,825	105,051
ROCKBRIDGE RD PRJ 0008401	2,000,000	482,266	1,517,734
DESMOND DR. SIDEWALK	500,000	500,000	0
COVENTRY QUITE ZONE	575,000	455,247	119,753
LEED-SOUTH ARTS CTR	500,000	500,000	0
TS/MEMORIAL DR MARTA BRT	576,593	410,997	165,596
ARC LCI NORTH DRUID HILLS	138,000	138,000	0
PARK AVE- NEW P'TR-BUFORD	350,000	0	350,000
BROOKHAVEN LCI PEDSTRN SFT	720,000	38,156	681,844
SUBTOTAL	\$47,590,380	\$31,287,657	\$16,302,723
R & D SPEED HUMPS PROGRAM	\$286,297	\$243,126	\$43,171
DORAVILLE MARTA STATION RO	12,719,672	6,987,358	5,732,313
DCA /FLOOD PRONE HOMES	6,435,532	3,944,278	2,491,254
MARTA/SAM'S CROSS BRDG	75,000	72,765	2,235
HAZARD MITIGATION-3-14-00	96,100	-796	96,896
LARP CONTRIBUTIONS	15,609,532	12,343,957	3,265,575
SUBTOTAL	\$35,222,133	\$23,590,688	\$11,631,444
TOTAL	\$82,812,512	\$54,878,345	\$27,934,167

CAPITAL PROJECTS - PUBLIC WORKS - TRANSPORTATION - G.O. BONDS

FUNCTION: PLANNING & PUBLIC WORKS

PROGRAM DESCRIPTION

The citizens of DeKalb County approved the G. O. Bond issue in the amount of \$80,299,815 for the acquisition, construction, renovation and equipping of certain transportation projects.

IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL

The implementation of the 2006 G.O. Bond program required the creation of one Project Manager position and one Accounting Technician, Senior position.

FINANCIAL IMPACT ON THE OPERATING BUDGET

Positions Added	2010	2011	2012	2013	2014
Positions Added (Full-Time)	0	0	0	0	0
Personal Services and Benefits	\$84,465	\$86,999	\$89,609	\$92,297	\$95,066
Total	\$84,465	\$86,999	\$89,609	\$92,297	\$95,066

RECENT CHANGES

The program management project was created for the administration of the bond funds.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING
G. O. BOND REVENUE	\$81,799,815
INTEREST	2,331,089
State	743,807
TOTAL	\$84,874,710

APPROPRIATIONS

	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING	BALANCE
'06 TRANSP.- RES. & CONTIN	\$479,828	\$189,585	\$290,243
STREET RESURF PROJECTS 200	20,000,000	19,995,166	4,834
MAJ ARTERIAL ROAD IMPROVEM	24,500,000	19,373,652	5,126,348
CONGESTION MGT IMPROVEMENT	3,000,000	2,461,692	538,308
INTERSECTION IMPROVEMENTS	8,966,179	8,144,909	821,270
SIDEWALKS/PEDSBICYCLE FACT	26,000,000	26,000,000	0
PROGRAM MANAGEMENT	1,928,703	1,528,835	399,867
TOTAL	\$84,874,710	\$77,693,839	\$7,180,871

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.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Interfund Transfers	\$1,100,000
TOTAL	\$1,100,000

APPROPRIATIONS

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
RECORDER CT COMPUTER SYSTE	1,100,000	\$0	\$1,100,000
TOTAL	\$1,100,000	\$0	\$1,100,000

CAPITAL PROJECTS - SHERIFF

FUNCTION: CIVIL & CRIMINAL COURTS

PROGRAM DESCRIPTION

Funding for this department's capital improvements program is accounted for in two funds: the G. O. Bonds-Jail Fund and the Capital Projects Fund. In 2004, the projects in the Capital Projects fund were closed and not converted into the new FMIS system.

G. O. BONDS-JAIL FUND

In late 1989, DeKalb voters approved a \$100,000,000 G. O. bond issue for the design and construction of a new jail. The jail facility, which has a capacity of 3,540, began receiving prisoners in May, 1995.

IMPACT 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 2011 ADP is estimated to be 3,300. The 2011 budget for Jail operations is \$50,068,205 and includes 532 authorized positions.

FINANCIAL IMPACT ON THE OPERATING BUDGET					
Jail Operations	2010	2011	2012	2013	2014
Personal Services and Benefits	\$29,068,745	\$27,899,482	\$28,736,466	\$29,598,560	\$30,486,517
Purchased / Contracted Services	12,390,558	13,052,797	14,358,077	15,793,884	17,373,273
Supplies	7,439,452	8,780,249	9,658,274	10,624,101	11,686,511
Capital Outlays	11,749	1,764	1,940	2,134	2,348
Interfund / Interdepartmental	68,222	56,172	61,789	67,968	74,765
Other Costs	412	0	0	0	0
Capital Lease Payments	0	0	0	0	0
Total	\$48,979,138	\$49,790,464	\$52,816,546	\$56,086,647	\$59,623,414

RECENT CHANGES

None.

ANTICIPATED REVENUES	
	ANTICIPATIONS BEGINNING
Fund Balance Carried Forward	\$2,473,289
Interest	158,778
TOTAL	\$2,632,067

APPROPRIATIONS			
	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
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	2,343,012	2,309,785	33,227
TOTAL	\$2,632,067	\$2,505,565	\$126,501

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

None.

ANTICIPATED REVENUES

	<u>ANTICIPATIONS BEGINNING</u>
Federal	\$36,349,000
TOTAL	\$36,349,000

APPROPRIATIONS

	<u>PROJECT APPROPRIATION BEGINNING 1998</u>	<u>EXPENDITURES BEGINNING</u>	<u>BALANCE</u>
Recorders Court Renovations	\$4,045,000	\$0	\$4,045,000
North Precinct Relocation	2,900,000	0	2,900,000
Family Protection Center	1,000,000	0	1,000,000
Stonecrest Sanitary Sewer	20,000,000	0	20,000,000
Lower Crooker Creek Lift Station	8,404,000	0	8,404,000
TOTAL	\$36,349,000	\$0	\$36,349,000

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 2011" 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 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$71,865,829	\$68,380,653	\$80,326,428	\$80,326,428
Purchased / Contracted Services	22,834,780	21,133,287	21,215,137	21,215,137
Supplies	32,932,827	34,743,884	30,391,070	30,391,070
Capital Outlays	(2,755,511)	406,328	1,593,915	1,593,915
Interfund / Interdepartmental	38,426,269	45,677,762	45,596,957	45,596,957
Other Costs	37,916,462	19,206,932	17,334,909	17,334,909
Debt Service	38,790,333	38,834,257	39,463,634	39,463,634
Other Financing Uses	53,201,596	88,091,052	92,849,158	92,849,158
Total Expenditures	\$293,212,584	\$316,474,156	\$328,771,208	\$328,771,208
Reserves			21,259,753	21,259,753
Total Budget			\$350,030,961	\$350,030,961

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY FUND

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Water & Sewer Operating	\$169,163,556	\$187,601,235	\$203,501,211	\$203,501,211
Water & Sewer Sinking	38,790,333	38,834,257	38,863,634	38,863,634
Sanitation Operating	60,097,049	67,947,772	75,144,075	75,144,075
Airport Operating	4,831,928	3,541,485	11,419,165	11,419,165
Stormwater Operating	20,329,718	18,549,407	21,102,876	21,102,876
Total Expenditures	\$293,212,584	\$316,474,156	\$350,030,961	\$350,030,961
Note: Reserves included in Total			21,259,753	21,259,753

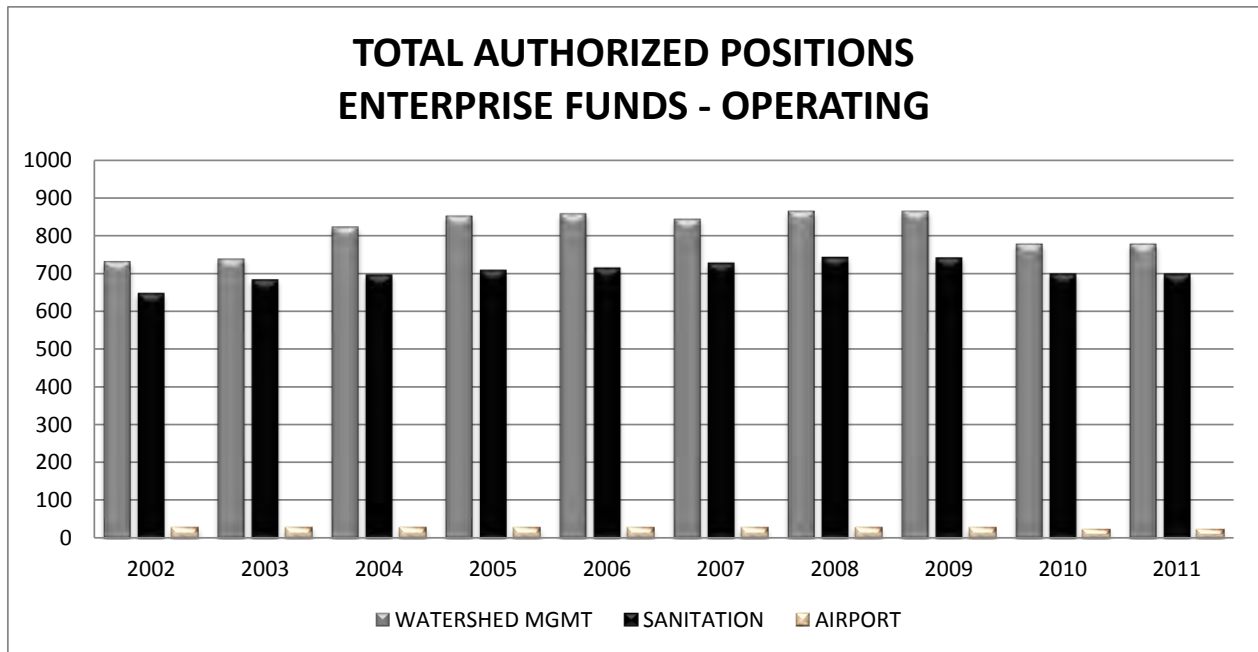
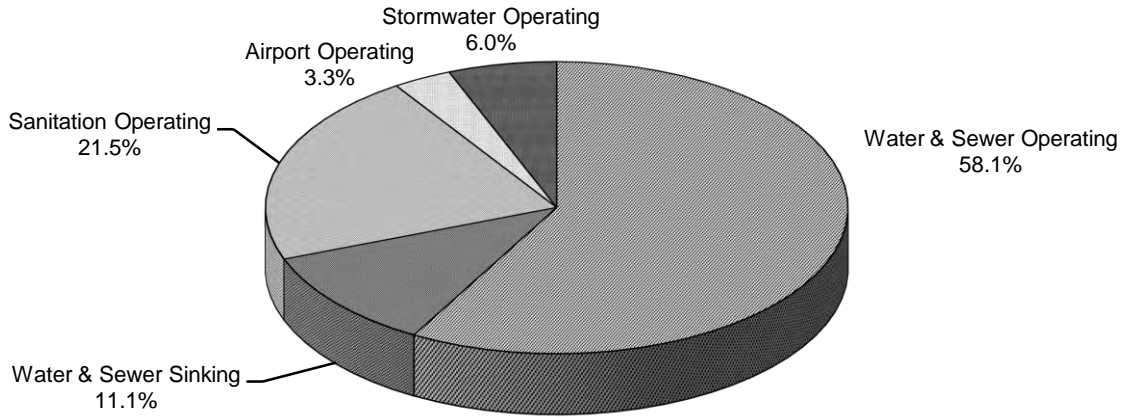
FUNDS GROUP: Enterprise

SUMMARY OF REVENUES AND ANTICIPATIONS BY FUND				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
WATER & SEWER OPERATING FUND				
Use of Money & Property	\$82,928	\$12,464	\$9,160	\$9,160
Charges For Services	158,700,938	182,105,058	197,916,100	197,916,100
Miscellaneous Revenue	4,257	636,644	20,000	20,000
Fund Balance Carried Forward	13,842,070	12,051,968	5,555,951	5,555,951
TOTAL	\$172,630,192	\$194,806,134	\$203,501,211	\$203,501,211
WATER & SEWER SINKING				
Use of Money & Property	\$7,609	\$196	\$0	\$0
Interfunds	38,803,358	35,600,591	38,863,634	38,863,634
Fund Balance Carried Forward	13,098,436	13,121,070	0	0
TOTAL	\$51,909,403	\$48,721,858	\$38,863,634	\$38,863,634
SANITATION OPERATING FUND				
Use of Money & Property	\$137,688	\$46,089	\$42,000	\$42,000
Charges For Services	67,492,061	65,336,890	65,725,000	65,725,000
Miscellaneous Revenue	124,822	92,749	155,000	155,000
Interfunds	0	0	147,143	147,143
Fund Balance Carried Forward	(1,844,723)	7,293,023	9,074,932	9,074,932
TOTAL	\$65,909,848	\$72,768,751	\$75,144,075	\$75,144,075
AIRPORT FUND				
Use of Money & Property	\$78,799	\$26,264	\$25,000	\$25,000
Miscellaneous Revenue	4,569,865	4,621,066	4,594,000	4,594,000
Fund Balance Carried Forward	6,170,311	6,047,599	6,800,165	6,800,165
TOTAL	\$10,818,975	\$10,694,929	\$11,419,165	\$11,419,165
STORMWATER UTILITY OPERATING FUND				
Use of Money & Property	(\$56,154)	(\$5,017)	(\$130,000)	(\$130,000)
Charges For Services	16,602,398	16,657,859	17,500,000	17,500,000
Fund Balance Carried Forward	4,628,541	6,447,629	3,732,876	3,732,876
TOTAL	\$21,174,785	\$23,100,471	\$21,102,876	\$21,102,876
GRAND TOTAL	\$322,443,203	\$350,092,143	\$350,030,961	\$350,030,961

SUMMARY OF REVENUES AND ANTICIPATIONS BY MAJOR CATEGORY				
	Actual 2008	Actual 2009	CEO'S Recommended Budget	Approved Budget 2010
USE OF MONEY & PROPERTY	\$250,870	\$79,997	(53,840)	(53,840)
CHARGES FOR SERVICES	242,795,397	264,099,807	281,141,100	281,141,100
MISCELLANEOUS REVENUE	4,698,943	5,350,459	4,769,000	4,769,000
INTERFUNDS	38,803,358	35,600,591	39,010,777	39,010,777
FUND BALANCE BROUGHT	35,894,634	44,961,289	25,163,924	25,163,924
TOTAL	\$322,443,203	\$350,092,143	\$350,030,961	\$350,030,961

FUNDS GROUP: Enterprise

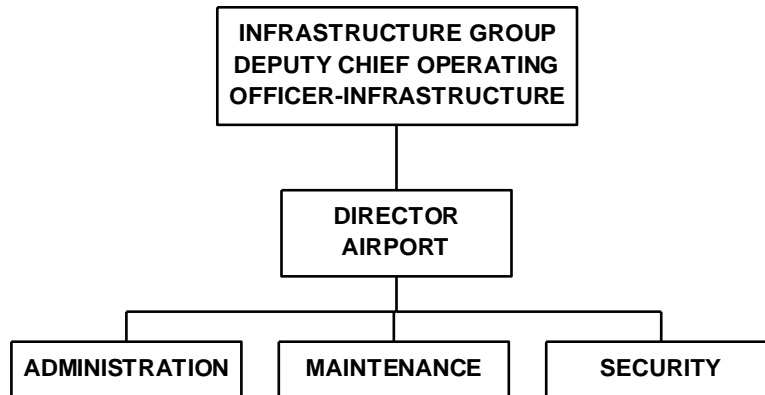
ENTERPRISE FUNDS OPERATING DOLLAR 2011



Increases in positions are related to workload and service level issues, including additional collection crews added in Sanitation in 2002, 2003, and 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.

FUNDS GROUP: Enterprise

ENTERPRISE FUNDS CAPITAL PROJECTS APPROPRIATIONS			
	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING	BALANCE
AIRPORT	\$41,048,799	\$26,831,889	\$14,216,910
SANITATION	97,529,400	57,919,223	39,610,177
STORMWATER	45,114,909	36,837,902	8,277,007
WATERSHED - CONSTRUCTION	454,077,032	433,587,799	20,489,234
WATERSHED - RENEWAL & EXTENSION	421,905,173	376,346,443	45,558,729
	\$1,059,675,312	\$931,523,255	\$128,152,057



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 Officer for Infrastructure.

PERFORMANCE INDICATORS

	TARGET	2008	2009	2010
REVENUE AS % OF BUDGET EXPECTATIONS	100.0%	117.0%	118.5%	99.0%

ACTIVITY MEASURES

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
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- Total Flight Operations
- Open House Visitors
- Airport Tenants
- Based Aircraft
- Acres Maintained

MAJOR ACCOMPLISHMENTS IN 2010

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 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Infrastructure

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

During 2007, \$14,000 in equipment was recommended to purchase a 6,000-pound weight limit trailer and a commercial lawn mower. Also, \$800,000 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.

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.

2011

This budget includes \$2,500,000 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				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Administration	\$4,098,351	\$2,790,668	\$10,596,527	\$10,596,527
Discounts Taken	(38)	0	0	0
Maintenance	733,614	750,817	822,638	822,638
	\$4,831,928	\$3,541,485	\$11,419,165	\$11,419,165

AIRPORT OPERATING FUND

FUNCTION: AIRPORT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$1,351,251	\$1,222,105	\$1,297,143	\$1,297,143
Purchased / Contracted Services	198,681	118,139	186,353	186,353
Supplies	284,941	407,550	432,690	432,690
Capital Outlays	1,767	1,160	15,715	15,715
Interfund / Interdepartmental	840,829	623,719	704,373	704,373
Other Costs	154,458	168,812	6,282,891	6,282,891
Other Financing Uses	2,000,000	1,000,000	2,500,000	2,500,000
	<u>\$4,831,928</u>	<u>\$3,541,485</u>	<u>\$11,419,165</u>	<u>\$11,419,165</u>

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
Airport Operating	\$4,831,928	\$3,541,485	\$11,419,165
	<u>\$4,831,928</u>	<u>\$3,541,485</u>	<u>\$11,419,165</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		
		2009	2010	2011
Administration				
Asst Director Airport	AJ	1	1	1
Director Airport	AG	1	1	1
Env Noise Abatement Analyst	25	1	1	1
Security Supv Airport	24	1	1	1
Administrative Assistant II	23	1	0	0
Administrative Assistant I	21	1	2	2
Airport Noise and Environ Tech	21	1	1	1
Security Guard Airport	19	6	6	6
Accounting Tech	18	1	0	0
FULL TIME Subtotal		14	13	13
Maintenance				
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	4	2	2
Custodian Senior	18	1	1	1
Grounds Service Technician	18	1	1	1
FULL TIME Subtotal		13	11	11
FULL TIME Total		<u>27</u>	<u>24</u>	<u>24</u>
ALL POSITIONS Total		<u>27</u>	<u>24</u>	<u>24</u>

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 2011 Budget provided an additional \$200,000 for Rubber Removal, \$200,000 for Maintenance and Facility Repair, \$1,400,000 for Runway/Taxiway Repairs, \$100,000 for Airport Noise Operation Monitor, \$500,000 for T-Hangars/T-Sheds and \$100,000 for Environmental Studies.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING
Local	\$24,855
Federal Government	20,890,777
State Sources	4,914,905
Interfund Transfers	15,218,262
TOTAL	\$41,048,799

APPROPRIATIONS

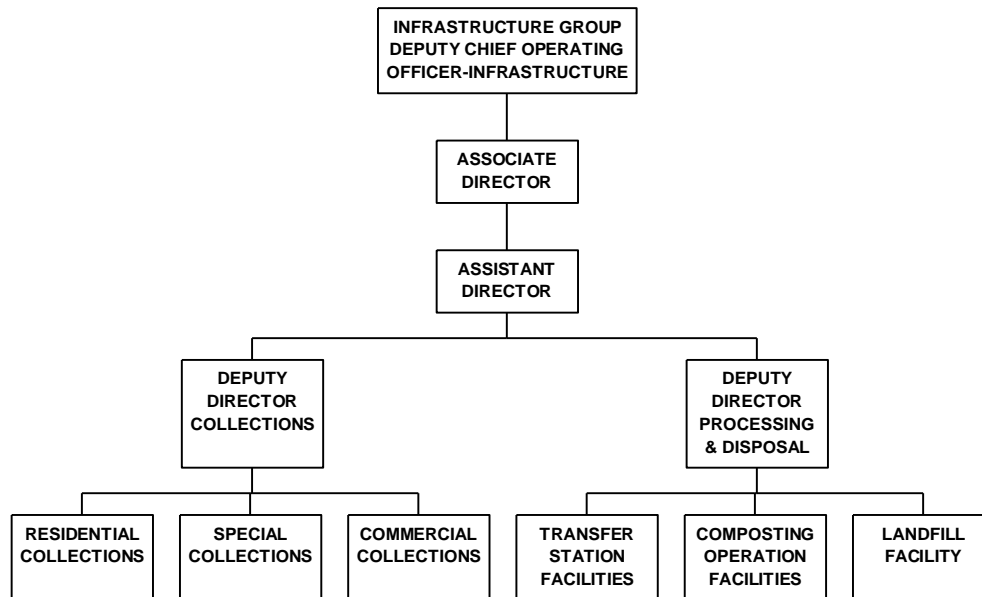
PROJECT	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
AIRPORT-01-FAA/DOT-PAVE.PR	\$2,009,018	\$1,937,679	\$71,340
AIRPORT-03-FAA/DOT/RWAY SA	705,166	607,136	98,030
AIRPORT-03-FAA/DOT/TAXI RE	1,637,054	1,539,709	97,346
AIRPORT-DOT-TAXI K REHAB	181,389	165,556	15,833
AIRPORT-DRAINAGE IMPROVEME	376,497	376,497	0
AIRPORT-ENVIRON.STUDIES	347,132	100,703	246,429
AIRPORT-FAA/LAND ACQ.(NCP8	3,703,602	1,914,868	1,788,734
AIRPORT-GROUNDS/FAC. REPAI	2,032,246	1,239,816	792,430
AIRPORT-MAINTEN. FACILITY	1,346,180	921,325	424,855
AIRPORT-MASTER PLAN	867,358	509,711	357,647
AIRPORT-NOISE MONITOR.SYS.	1,050,000	779,408	270,592
AIRPORT-OBJECT FREE ZONE	2,610,484	2,083,107	527,377
AIRPORT-RUBBER REMOVAL	1,183,090	690,965	492,125
AIRPORT-RUNWAY-TAXI REPAIR	14,710,525	11,792,240	2,918,285
AIRPORT-SOUND INSTALLATION	111,111	0	111,111
AIRPORT-T SHED HANGARS	1,808,478	233,988	1,574,490
AIRPORT-TREE OBSTRUCT. REM	450,186	117,583	332,603
AIRPORT-02-FAA/DOT PAVE.PR	1,845,261	1,821,599	23,662
AIRPORT-RESERVE FOR APPROP	3,174,674	0	3,174,674
TAXIWAY ALPHA & JULIET	899,347	0	899,347

AIRPORT - CAPITAL PROJECTS**FUNCTION: AIRPORT****APPROPRIATIONS**

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
TOTAL	\$41,048,799	\$26,831,889	\$14,216,910

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 insure 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

ACTIVITY MEASURES				
	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Collections:				
Commercial Accounts	7,228	8,130	9,621	9,909
Total Commercial Tonnage	121,362	118,165	113,731	115,948
Residences Served	168,239	158,597	159,000	159,500
Total Residential Tonnage	154,996	152,802	145,604	149,203
Appliances Collected	2,120	2,780	2,011	2,100
Dead Animals Collected	5,595	6,020	3,660	4,000
Recycling:				
Scrap Metal (Tons)	459	665	434	458
Newspaper (Tons)	1,997	2,196	6,945	7,700
Mixed Papers Tons)	2,354	2,375	1,195	1,300
Aluminum Cans (Tons)	0	256	198	217
Glass (Tons)	0	2,253	2,043	2,200
CFC (Units)	322	137	91	96
Yard Debris (Tons)	74,233	75,403	87,853	81,628
Recycling Revenue	539,115	319,066	396,371	450,000
Processing:				
Buford Plant Tonnage	166,695	121,046	128,051	134,454
Central Transfer Tonnage	0	111,697	106,843	112,185
East Transfer Tonnage	117,291	68,317	62,034	65,138
Seminole Compost Facility	100,710	75,403	60,477	63,501
Seminole Plant Tonnage	4,528	3,792	4,169	4,377
Pathological	4,595	5,764	11,546	12,700
Disposal:				
Seminole Landfill (Tons)	724,382	700,058	546,322	573,638

MAJOR ACCOMPLISHMENTS IN 2010

Increased subscription recycling to more than 30,000. Received LEED certification from the Green Building Council and Gold Award from the Solid Waste Association of North America for the Central Transfer Station and Sanitation Headquarter Buildings.

Purchased the Western Half of Ward Lake and began the Landfill Gas to Renewable Natural Gas Project, sponsored by the U.S. Department of Energy.

Implemented the County Building Recycling Program for all DeKalb County Buildings and Operations.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Infrastructure

To procure and develop the LFG to RNG Facility and the Seminole Road Landfill and 2 fueling stations.

To procure and develop phase 3 unit 3 disposal cell and the associated mining permit for the necessary dirt material.

To adjust and reorganize objectives to match the authorized service delivery of employee base and revenue.

PUBLIC WORKS – SANITATION OPERATING FUND

FUNCTION: PLANNING & PUBLIC WORKS

MAJOR BUDGETARY IMPACTS

Previous

The 2008 budget included the addition of a Columbia Low Profile Tipper for the Seminole Landfill to reduce the unloading time, the addition of 3 Light Weight Tractors with Wet Kits, 3 Walking Floor Trailers with solid bottoms for the new Central Transfer Station, 2 Senior Equipment Operators and 4 Senior Crew Workers. Also, due to the increase in population in the Southern part of the County, 7 positions were added: 2 Driver Crew Leaders, 4 Refuse Collectors, 1 Field Supervisor, 2 Residential Rear Loaders and 1 supervisor vehicle were added. A Field Supervisor was added to improve customer response time. A Principal Equipment Operator was added due to the need for a person to be HAMA Certified. The budget also included 1 Terrain Rubber Tire Backhoe, 2 Skid Steer Loaders and 1 Cargo Van.

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.

2011

This budget includes a contribution to the Sanitation CIP of \$3,800,000. Also included in this budget is a charge of \$500,000 from Roads and Drainage for wear and tear on county roads by the Sanitation vehicles.

Also included in the 2011 budget are contributions to Capital Projects for the following:

PROJECT	AMOUNT
Seminole Land Monitored	\$2,000,000
Seminole Landfill Land Acquisition	300,000
Seminole Land Engineering	1,500,000
TOTAL	\$3,800,000

MAJOR BUDGETARY IMPACTS (Con't)

Future

The rate increase approved in 2006 has enabled the Division to meet the increased service demand due to housing development in the County. The capital costs associated with the operation of the landfill remain significant, 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.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Administration	\$15,856,956	\$21,034,264	\$20,195,672	\$20,195,672
Commercial Roll-Off Services	743,722	726,156	0	0
Commercial Support	4,571,749	5,122,216	5,988,905	5,988,905
Discounts Taken	(1,702)	(390)	0	0
Disposal	5,740,091	6,057,832	8,531,201	8,531,201
Mowing	1,824,983	1,750,790	1,984,530	1,984,530
Processing and Transporting	7,912,086	8,668,247	10,426,721	10,426,721
Residential Collection	15,182,534	15,311,375	17,419,096	17,419,096
Revenue Collection	654	807	0	0
Revenue Collections - Sanitation	243,888	245,832	246,080	246,080
Special Collection	8,022,088	9,030,641	10,351,870	10,351,870
	\$60,097,049	\$67,947,772	\$75,144,075	\$75,144,075

PUBLIC WORKS – SANITATION OPERATING FUND

FUNCTION: PLANNING & PUBLIC WORKS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$28,217,203	\$26,897,320	\$30,159,419	\$30,159,419
Purchased / Contracted Services	4,334,646	3,162,016	5,761,077	5,761,077
Supplies	2,714,084	2,459,742	2,981,607	2,981,607
Capital Outlays	46,835	13,261	0	0
Interfund / Interdepartmental	15,495,507	20,868,391	24,236,345	24,236,345
Other Costs	988,774	900,312	7,605,627	7,605,627
Debt Service	0	0	600,000	600,000
Other Financing Uses	8,300,000	13,646,729	3,800,000	3,800,000
	\$60,097,049	\$67,947,772	\$75,144,075	\$75,144,075

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
Sanitation Fund	\$60,097,049	\$67,947,772	\$75,144,075
	\$60,097,049	\$67,947,772	\$75,144,075

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2009	2010	2011
Administration				
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
Public Works Outreach Special	23	1	0	0
Sanitation Inspector Senior	23	1	0	0
Sanitation Route Coordinator	23	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	3	2	2
Customer Service Rep Sr	19	10	8	8
Office Assistant Senior	19	5	5	5
FULL TIME Subtotal		34	29	29

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		
		2009	2010	2011
Keep DeKalb Beautiful				
Dir Keep DeKalb Beautiful Prg	26	1	1	1
Public Works Outreach Special	23	0	1	1
Coor Keep DeKalb Beautiful Prg	21	1	1	1
FULL TIME Subtotal		2	3	3
North Transfer Station				
Solid Waste Plant Manager	25	1	1	1
Solid Waste Plant Supv	24	2	2	2
Equipment Operator Principal	21	1	1	1
Landfill Equipment Operator	21	5	4	4
San Tractor/Trailer Operator	21	17	19	19
Welder Senior	21	1	2	2
Office Assistant Senior	19	1	1	1
San Tractor/Trailer Oper Train	19	3	2	2
Solid Waste Plant Operator	19	1	1	1
Welder	19	1	0	0
Crew Worker Senior	18	7	5	5
Equipment Operator	18	1	1	1
Scale Operator	18	2	2	2
FULL TIME Subtotal		43	41	41
Seminole Compost Facility				
Solid Waste Plant Manager	25	1	1	1
Solid Waste Plant Supv	24	1	2	2
Crew Supervisor	23	1	1	1
Landfill Equipment Operator	21	3	3	3
Roll Off Container Oper.	21	4	3	3
Solid Waste Plant Mechanic	21	3	3	3
Welder Senior	21	2	2	2
Equipment Operator Senior	19	1	1	1
Solid Waste Plant Operator	19	2	0	0
Crew Worker Senior	18	5	5	5
Crew Worker	16	2	1	1
FULL TIME Subtotal		25	22	22
Central Transfer Station				
Processing & Disposal Supt	31	1	1	1
Processing&Disposal Asst Supt	28	1	1	1
Solid Waste Plant Supv	24	1	1	1
Electrician Senior	23	1	1	1
Crew Worker Lead	21	2	2	2
San Tractor/Trailer Operator	21	6	5	5

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		
		2009	2010	2011
Seminole Compost Facility (continued)				
Transfer Station&Inciner Oper	21	1	1	1
Equipment Operator Senior	19	3	2	2
Crew Worker Senior	18	5	5	5
Scale Operator	18	2	2	2
Crew Worker	16	1	1	1
FULL TIME Subtotal		24	22	22
East Transfer Station				
Solid Waste Plant Supv	24	2	1	1
Landfill Equipment Operator	21	2	2	2
San Tractor/Trailer Operator	21	7	6	6
San Tractor/Trailer Oper Train	19	0	1	1
Crew Worker Senior	18	2	2	2
Scale Operator	18	1	1	1
FULL TIME Subtotal		14	13	13
North Residential				
Sanitation General Foreman	26	1	1	1
Sanitation Supv Field	23	3	4	4
Supply Specialist	21	1	1	1
Equipment Monitor Senior	20	1	0	0
San Driver Crew Leader	20	16	15	15
Refuse Collector Senior	19	26	21	21
San Driver Crew Leader Trainee	19	7	8	8
Refuse Collector	17	24	26	26
FULL TIME Subtotal		79	76	76
North Special Collection				
Sanitation General Foreman	26	1	1	1
Sanitation Supv Field	23	2	1	1
San Driver Special Collections	21	3	3	3
Equipment Monitor Senior	20	1	1	1
San Driver Crew Leader	20	11	8	8
Refuse Collector Senior	19	15	14	14
San Driver Crew Leader Trainee	19	2	5	5
Refuse Collector	17	7	8	8
FULL TIME Subtotal		42	41	41

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		
		2009	2010	2011
Central Residential				
Sanitation Res Collection Supt	31	1	1	1
Sanitation General Foreman	26	1	1	1
Sanitation Safety Instructor	24	1	1	1
Sanitation Supv Field	23	2	3	3
Supply Specialist	21	1	0	0
Equipment Monitor Senior	20	2	2	2
San Driver Crew Leader	20	15	15	15
Refuse Collector Senior	19	20	19	19
San Driver Crew Leader Trainee	19	5	4	4
Refuse Collector	17	19	18	18
FULL TIME Subtotal		67	64	64
Central Special Collection				
Sanitation Res Collection Supt	31	1	0	0
Sanitation General Foreman	26	1	1	1
Sanitation Supv Field	23	2	2	2
San Driver Special Collections	21	5	5	5
Equipment Monitor Senior	20	1	1	1
San Driver Crew Leader	20	10	9	9
Refuse Collector Senior	19	15	14	14
San Driver Crew Leader Trainee	19	1	2	2
Refuse Collector	17	6	7	7
FULL TIME Subtotal		42	41	41
East Residential				
Sanitation General Foreman	26	1	0	0
Sanitation Supv Field	23	3	2	2
Supply Specialist	21	1	1	1
Equipment Monitor Senior	20	1	1	1
San Driver Crew Leader	20	18	20	20
Refuse Collector Senior	19	30	26	26
San Driver Crew Leader Trainee	19	5	3	3
Refuse Collector	17	16	19	19
FULL TIME Subtotal		75	72	72
East Special Collection				
Sanitation General Foreman	26	1	1	1
Sanitation Supv Field	23	2	3	3
San Driver Special Collections	21	2	1	1
Equipment Monitor Senior	20	1	0	0
San Driver Crew Leader	20	10	8	8
Refuse Collector Senior	19	12	12	12

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		
		2009	2010	2011
East Special Collection (continued)				
San Driver Crew Leader Trainee	19	1	2	2
Refuse Collector	17	7	7	7
FULL TIME Subtotal		36	34	34
South Residential				
Sanitation General Foreman	26	1	1	1
Sanitation Supv Field	23	4	5	5
Supply Specialist	21	1	1	1
Equipment Monitor Senior	20	1	0	0
San Driver Crew Leader	20	16	15	15
Refuse Collector Senior	19	37	32	32
San Driver Crew Leader Trainee	19	8	9	9
Refuse Collector	17	14	16	16
FULL TIME Subtotal		82	79	79
South Special Collection				
Sanitation General Foreman	26	1	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	12	12	12
Refuse Collector Senior	19	15	13	13
San Driver Crew Leader Trainee	19	1	1	1
Refuse Collector	17	7	9	9
FULL TIME Subtotal		41	41	41
Mowing & Herbicide				
Sanitation General Foreman	26	2	2	2
Crew Supervisor CDL	24	1	1	1
Crew Supervisor	23	5	4	4
Sanitation Supv Field	23	3	3	3
Welder Senior	21	1	0	0
Equipment Operator Senior	19	17	14	14
Herbicide Equipment Operator	19	1	1	1
Crew Worker Senior	18	3	3	3
Crew Worker	16	1	1	1
FULL TIME Subtotal		34	29	29

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		
		2009	2010	2011
Roll-Off Services				
Roll Off Container Oper.	21	8	7	7
FULL TIME Subtotal		8	7	7
Commercial Support				
Sanitation Res Collection Supt	31	1	0	0
Sanitation General Foreman	26	1	1	1
Sanitation Safety Instructor	24	1	1	1
Welder Supervisor	23	1	1	1
Welder Senior	21	4	3	3
Equipment Operator Senior	19	2	2	2
Painter	19	1	1	1
Crew Worker Senior	18	6	3	3
FULL TIME Subtotal		17	12	12
Central Commercial				
Sanitation Supv Field	23	4	3	3
Comm Front End Loader Oper	19	35	34	34
FULL TIME Subtotal		39	37	37
Seminole Landfill				
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	14	13	13
Equipment Operator Senior	19	5	5	5
Office Assistant Senior	19	1	0	0
Crew Worker Senior	18	7	6	6
Scale Operator	18	4	4	4
Crew Worker	16	1	2	2
FULL TIME Subtotal		38	36	36
FULL TIME Total		742	699	699
ALL POSITIONS Total		742	699	699

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 2010, the following projects were approved for additional funding: \$3,500,000 for Phase III Unit III, \$5,916,900 for CNG Fueling, and \$300,000 for Seminole Landfill Land Acquisition.

IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL

In 2006, DeKalb County partnered with Georgia Power to launch one of the first publicly owned prototypes to produce Green Energy. The Landfill takes biodegradable trash, turns it into Methane Gas, and the Plant produces electricity from it and sells it to Georgia Power. The maintenance contract for this project is charged to the operating budget. The County will receive \$1,100,000 in revenue in 2011 from this facility's production.

RECENT CHANGES

In 2010, the BOC approved \$7,830,000 from the Department of Energy 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 project began implementation in 2011.

ANTICIPATED REVENUES

	<u>ANTICIPATIONS BEGINNING</u>
Interfund Transfers	\$97,529,400
Fund Balance Carried Forward	0
TOTAL	\$97,529,400

PUBLIC WORKS - SANITATION - CAPITAL PROJECTS

FUNCTION: PLANNING & PUBLIC WORKS

APPROPRIATIONS			
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING	BALANCE
ADMINISTRATION BUILDING	\$237,726	\$237,726	\$0
CENTRAL TRANSFER STATION	24,164,201	24,163,940	260
CRYMES LANDFILL	1,775,000	538,015	1,236,985
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	254,498	219,456
SANITARY SEWER UP	280,784	280,784	0
SEMINOLE LAND ACQUISTION	2,841,966	2,592,715	249,252
SOUTH LOT FACILITY	310,325	310,325	0
STORMWATER MANAGEMENT	49,963	49,963	0
VEH AND EQUIP REFUEL	549,142	549,142	0
Sanitation MIS	310,000	158,594	151,406
North Transfer Station	2,025,000	1,007,536	1,017,464
Sem Land Eng	6,000,000	3,468,471	2,531,529
Sem Land Mon	4,250,000	1,783,561	2,466,439
Crematory	753,661	753,661	0
Closure 2A Cell	16,750,000	13,063,175	3,686,825
Phase III Unit III	3,500,000	0	3,500,000
STIMULUS ADMINISTRATION	200,000	21,343	178,657
ARRA CNG	23,790,964	3,850	23,787,114
TOTAL ACTIVE PROJECTS	\$97,529,400	\$57,919,223	\$39,610,177

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 2007, \$8,952,058 was transferred from this Fund to Special Tax District - Roads and Drainage to reimburse the costs related to the Stormwater Program. In 2008, \$9,487,315 was transferred from this Fund to Special Tax District Roads and Drainage to reimburse the costs related to the Stormwater Program. In 2009, \$9,942,671 was transferred from this Fund to Special Tax District - Roads and Drainage, 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.

2011

In 2011, \$3,035,998 will be 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.

Future

A total of 97 positions will be transferred from Roads and Drainage to the Stormwater Utility Fund, during the second half of 2011. This transfer of 97 positions is a major budgetary change. The Stormwater Fund will increase the number of authorized positions by 97 or 100% and the number of authorized positions for Roads and Drainage will decrease by 97. Going forward these positions will be authorized and funded in the Stormwater Fund. The amount of reimbursement for funds from the Stormwater Fund to the Special Tax District Roads and Drainage will be reduced significantly.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
2006 G.O. Bonds - Transportation	(\$3,000,000)	\$0	\$0	\$0
Discounts Taken	(38)	(8)	0	0
Stormwater Administration	23,329,756	18,549,415	21,102,876	21,102,876
	<u>\$20,329,718</u>	<u>\$18,549,407</u>	<u>\$21,102,876</u>	<u>\$21,102,876</u>

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$0	\$0	\$5,237,119	\$5,237,119
Purchased / Contracted Services	7,863,628	7,483,810	7,236,700	7,236,700
Supplies	1,948,677	1,826,033	1,770,893	1,770,893
Capital Outlays	(3,000,000)	0	0	0
Interfund / Interdepartmental	10,536,013	9,554,564	5,152,697	5,152,697
Other Costs	0	(315,000)	1,705,467	1,705,467
Other Financing Uses	2,981,400	0	0	0
	<u>\$20,329,718</u>	<u>\$18,549,407</u>	<u>\$21,102,876</u>	<u>\$21,102,876</u>

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

In 2011 the BOC approved \$1,605,400 from GEMA for a new Hazard Mitigation Grant project. Also, there was an increase of \$438,078 in the municipalities' contributions.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING
Interfund Transfer	\$10,220,753
State	33,114,372
Local	1,779,784
TOTAL	\$45,114,909

APPROPRIATIONS

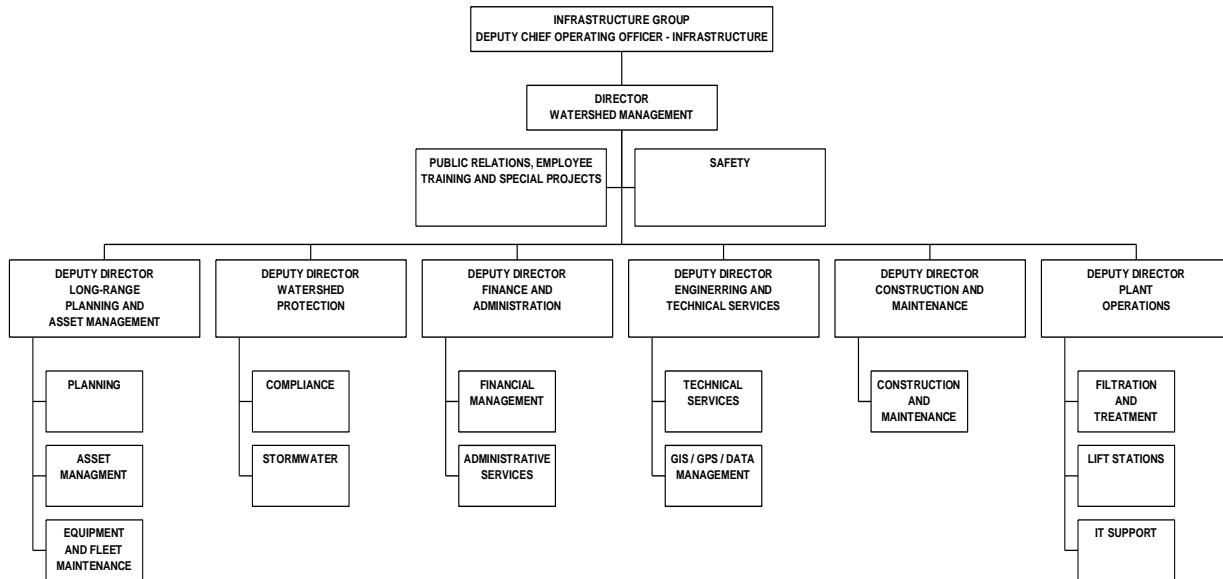
	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING	BALANCE
STORMWATER-RESERVE FOR APP	\$42,555	\$12,950	\$29,605
REHAB-STORWATER PIPES & ST	2,280,000	1,996,637	283,363
STORM DRAIN. SYSTEM CONSTR	500,000	357,885	142,115
STORM.MGMT.FAC. PHASE 1	262,609	229,152	33,457
STMWATER-FEMA FPH MATCH	1,076,977	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	4,301,000	4,295,075	5,925
CTY OF CHAMBLEE DRAINAGE P	591,105	179,095	412,010
DORAVILLE DRAINAGE PRJS	909,770	679,622	230,148
DREW VALLEY AREA STRMWTR F	2,852,474	2,774,341	78,133
FEMA PDMC-PJ-04-GA-2006-00	3,802,450	3,255,927	546,523
GANSBR FEMA- RFCPJ2006	2,518,500	2,259,792	258,708
FEMA FMAPJ04GAFY2006-005 3	1,097,350	1,062,082	35,268
SEMBLER STREAM BANK STABIZ	187,000	78,487	108,513
3 N.FRK PCHTR GEMA RFCPJ0G	1,189,300	1,137,088	52,212
4 HMSGEMA PDMC-PJ04GA-07-0	780,240	721,479	58,761
9 N.FORK PEH CRK GEMA FMAP	3,176,074	2,940,160	235,914
11-HUNTNG, SCOTT& RIDERWOO	3,641,450	2,797,663	843,787
CITY LITHONIA	116,106	15,320	100,786
TWIN BROTHERS LAKE FLOODPL	400,000	374,407	25,593
CITY OF CLARKSTON	100,000	32,696	67,304
CORPS OF ENG (ARRA) PARTIC	1,303,900	1,303,900	0
PINE LAKE WATERSED IMPROVM	140,000	1,348	138,653

STORMWATER UTILITY FUND - CAPITAL PROJECTS

FUNCTION: PLANNING & PUBLIC WORKS

APPROPRIATIONS

	PROJECT		BALANCE
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING	
INSP MUNCPL SEP STRMWTR MS	500,000	500,000	0
2009 FLOOD PROJECTS	3,570,000	1,951,180	1,618,820
STEAMBANK REPAIRS-NRCS/GEM	123,078	111,513	11,565
CTY OF CLARKSTON LAKE IMPR	315,000	286,118	28,882
HMGP-1686-0009 (HAZARD MITIGATION GRANT	1,605,400	1,050	1,604,350
TOTAL	45,114,909	36,837,902	8,277,007



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 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.

Effective 2009, this department is assigned to the Infrastructure Group, under the direction of the Deputy Chief Operating Officer for Infrastructure.

WATER & SEWER OPERATING FUND

FUNCTION: PLANNING & PUBLIC WORKS

PERFORMANCE INDICATORS

	TARGET	2008	2009	2010
Complaints/Service Calls Per 10,000 Customers	< 1,100/year	848	1,076	900
% Of Unbilled Water	< 15%	17.9%	23.1%	23.1%
Water Main Failures Per 1,000 Miles Of Water Main	< 275/year	332	363	508
% Of Days In Compliance With Water And Wastewater Permits	90%	100%	100%	100%

ACTIVITY MEASURES

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Administrative Division				
Procurement Purchase Amount	\$29,533,385	\$28,956,967	\$30,420,120	\$31,941,126
Filtration & Treatment Division				
Number of Water Customers	313,691	316,065	315,210	314,357
Number of Sewer Customers	279,407	281,781	266,270	250,759
Filtration & Treatment Division-Water				
Water Pumped (Billions of Gallons)	23.97	25.82	26.34	28.00
Plant Capacity (GA EPD Permitted) (Millions of Gallons)	128	128	128	128
Daily Average Consumption (Millions of Gallons)	65.50	59.00	72.30	76.00
Filtration & Treatment Division-Sewer				
Number of Lift Stations	66	67	67	67
Gallons of Wastewater Treated (Millions)	12,125	13,168	13,469	13,838
Average Gallons Wastewater Treated Per Day (Millions)	33.2	36.0	36.9	37.9
Laboratory Samples Tested/Analyzed	14,510	14,179	14,172	14,175
Customer Complaints	13	15	10	12
Stormwater Discharge Characterization Monitoring	19	24	24	20
All Sources	143	64	64	64

ACTIVITY MEASURES

	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Construction & Maintenance Division				
Water				
Meters Repaired/Replaced	1,361	1,567	1,028	1,500
Renewed Water Service	1,159	999	661	750
Mains Installed (Ft.)	26,000	28,600	5,619	4,843
Mains Installed (Ft) Developer	44,377	16,981	10,859	5,128
Meters Installed (New)	1,154	565	807	2,500
Sewer				
Mains Inspected/Cleaned (Ft.) Contract	146,530	211,759	57,941	61,000
Mains Installed (Ft) Developer	56,565	31,400	7,086	2,936
Support				
Landscape Projects	4,230	3,977	2,973	3,000
Valve Boxes Raised	65	453	211	225
Manholes Raised	1,305	2,660	375	500

MAJOR ACCOMPLISHMENTS IN 2010

The department met the Georgia EPD mandate requiring water providers to reduce water consumption by 10% as a result of the regional drought. Construction continued on upgrades for the Chattahoochee River water supply intake, pump station and transmission line to the reservoirs including completion of ROW acquisition and permitting. The department initiated the development and design for the expansion of the Pole Bridge and Snapfinger wastewater facilities and a conveyance tunnel to serve the county for the next 20 – 30 years. Conservation measures were implemented to include the distribution of low flow kits, rebates for low-flow toilet installation, and the implementation of regulations requiring pre-1993 built homes to be retrofitted with low-flow fixtures as a condition of sale. Major programs for identification and reduction of infiltration and inflow to the County’s collection system, and for comprehensive inventory of collection system for preventive maintenance were continued.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY’S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Infrastructure

To produce the highest quality drinking water in sufficient quantities to provide for all the needs of DeKalb County; and treatment of wastewaters in accordance with all federal and state mandates to provide a clean and supportive environment for our citizens and neighbors.

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

To provide efficient and accountable service to all inhabitants of DeKalb while maintaining the lowest possible cost to our customers.

Organizational Effectiveness

To develop and support additional safety and training programs which enhance job knowledge and synergy with other Department goals.

MAJOR BUDGETARY IMPACTS**Previous**

In 2007, the Scott Candler Water Treatment Plant came online. The preliminary design contracts for the Waste Water Treatment Plant Expansions and the Interplant Storage and Conveyance System were signed.

The name of the department was changed from the Water and Sewer Department to the Department of Watershed Management to reflect the department's new emphasis to include "all things water". A Level 4 drought was declared by the Georgia Director of Environmental Protection Division. In late 2007, the Governor instituted a 10% reduction in water consumption. Six positions including four Departmental Microsystems Specialists, one Network Administrator, and one Administrative Assistant II were transferred to Information Systems (IS) reflecting the consolidation of computer-related activities to IS. A Crew Worker Senior position was transferred to the Citizens Call Center to support Watershed Management's impact on the 311 capabilities.

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. 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.

2011

The transfer to the Renewal and Extension Fund (513) is \$47,715,524. This budget includes 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 is anticipated be issued for an estimated amount of \$535,590,000.

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

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Administration	\$11,790,571	\$11,124,117	\$14,557,731	\$14,557,731
Capitalization	(2,322,091)	(1,081,005)	(2,823,671)	(2,823,671)
Construction and Maintenance	38,146,313	40,500,778	35,440,118	35,440,118
Data Management	2,763,098	2,378,018	2,778,478	2,778,478
Director's Office	7,307,629	5,893,023	4,374,351	4,374,351
Discounts Taken	(5,711)	(2,080)	0	0
Filtration and Treatment	66,330,190	50,440,892	48,789,345	48,789,345
Revenue Collections - W & S *	5,184,144	4,855,815	6,972,193	6,972,193
Transfers and Reserves	39,969,413	73,491,676	93,412,666	93,412,666
	\$169,163,556	\$187,601,235	\$203,501,211	\$203,501,211

* 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

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$42,297,375	\$40,261,228	\$43,632,747	\$43,632,747
Purchased / Contracted Services	10,437,825	10,369,321	8,031,007	8,031,007
Supplies	27,985,124	30,050,560	25,205,880	25,205,880
Capital Outlays	195,887	391,907	1,578,200	1,578,200
Interfund / Interdepartmental	11,553,919	14,631,088	15,503,542	15,503,542
Other Costs	36,773,230	18,452,808	23,000,677	23,000,677
Other Financing Uses	39,920,196	73,444,323	86,549,158	86,549,158
	\$169,163,556	\$187,601,235	\$203,501,211	\$203,501,211

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
Water & Sewer Operating Fund	\$169,163,556	\$187,601,235	\$203,501,211
	\$169,163,556	\$187,601,235	\$203,501,211

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2009	2010	2011
Director's Office				
Dep Dir WM - Finance & Admin	AI	1	1	1
Dep Dir WM Eng & Tech Svcs	AI	1	1	1
Dep Dir WM Planning Asset Mgt	AH	1	1	1
Dep Dir WM Wtrshed Protection	AF	1	1	1
Director Watershed Management	AC	1	1	1
Stormwater Eng Supv	33	0	1	1
CMOM Coordinator	30	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		
		2009	2010	2011
Director's Office (continued)				
Project Funds Mgr WM	30	1	1	1
Director Communications	29	1	1	1
Engineer, Senior	29	0	1	1
Chief Environ Land Dev Inspe	28	0	1	1
Public Information Officer	28	1	0	0
Special Projects Coordinator	28	1	1	1
Special Projects Coordinator	28	1	1	1
Accountant Senior	26	1	1	1
Departmental Safety Coord	26	1	1	1
Administrative Coordinator	25	1	1	1
Arborist	25	0	1	1
Certification Instructor WM	25	1	1	1
Document Cntrl Coordinator WM	25	1	1	1
Env Land Development Insp III	25	0	3	3
Project Analyst Watershd Mgt	25	2	1	1
Asst Departmental Safety Coord	24	1	1	1
Engineering Technician Senior	24	0	1	1
Env Land Development Insp II	24	0	2	2
GIS Specialist Senior	24	0	1	1
Env Land Development Insp I	23	0	1	1
Graphic Design Technician	23	1	1	1
Public Education Specialist	23	2	2	2
Administrative Assistant I	21	2	2	2
Accounting Tech Senior	19	1	0	0
Office Assistant Senior	19	1	1	1
FULL TIME Subtotal		25	35	35
Admin & Fiscal Control				
Admin Operations Mgr	28	1	1	1
General Foreman Watershed Mgt	26	1	1	1
Crew Supervisor CDL	24	3	3	3
Administrative Assistant II	23	1	1	1
Heavy Equipment Truck Mechanic	23	1	1	1
Requisition Supervisor	23	1	1	1
Specification Coordinator	23	1	1	1
WQC Electrical Specialist	23	1	1	1
Administrative Assistant I	21	1	1	1
Carpenter Senior	21	1	1	1
Painter, Senior	21	1	1	1
Payroll Personnel Tech Sr	21	3	3	3
Requisition Technician	21	4	3	3
Equipment Operator Senior	19	1	1	1
Crew Worker Senior	18	13	9	9
Crew Worker	16	2	0	0
FULL TIME Subtotal		36	29	29

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		
		2009	2010	2011
Warehouse				
Inventory Warehouse Supervisor	25	1	1	1
Supply Specialist Senior	24	2	1	1
Crew Supervisor	23	1	0	0
Supply Specialist	21	1	1	1
Office Assistant Senior	19	1	0	0
Meter Mechanic	18	2	2	2
Stockworker	18	5	5	5
FULL TIME Subtotal		13	10	10
Collection Services				
Revenue Collections Supervisor	23	1	1	1
Accounting Tech Senior	19	1	1	1
Field Service Representative	19	1	1	1
Meter Reader	18	18	18	18
FULL TIME Subtotal		21	21	21
GPS/GIS/Data Management				
Engineering Supervisor	33	1	1	1
Engineer, Senior	29	2	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	20	16	16
GIS Specialist Senior	24	2	1	1
Crew Supervisor	23	9	8	8
Engineering Technician	23	0	1	1
Administrative Assistant I	21	1	1	1
Office Assistant Senior	19	1	1	1
Crew Worker Senior	18	1	0	0
Crew Worker	16	0	1	1
FULL TIME Subtotal		40	34	34
F&T Admin & Supervision				
WQC Manager	33	1	1	1
Administrative Assistant II	23	1	1	1
FULL TIME Subtotal		2	2	2
P&M Admin & Supervision				
Wtr Prod Poll Contrl Brch Supt	31	1	0	0
Wt Prod Poll Contrl Brn Ast Sp	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		
		2009	2010	2011
P&M Admin & Supervision (continued)				
Engineer, Senior	29	1	1	1
Administrative Assistant I	21	1	1	1
FULL TIME Subtotal		4	3	3
Water Production Operations				
WQC Plant Supervisor	26	2	2	2
WQC Foreman	24	5	5	5
WQC Operator, Principal	24	4	4	4
WQC Operator Senior	23	8	9	9
WQC Operator	19	8	7	7
General Maintenance Worker, Sr	18	2	2	2
General Maintenance Worker	16	1	1	1
FULL TIME Subtotal		30	30	30
Water Maintenance				
Instrmentation & 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	1	1	1
Water Maintenance Mech Sr	23	3	3	3
WQC Electrical Specialist	23	3	3	3
WQC Maintenance Coord	23	1	1	1
Contractural Service Inspector	21	1	1	1
Electronic Tech	21	1	1	1
Equipment Operator Principal	21	1	0	0
Water Maintenance Mechanic	21	9	7	7
Crew Worker Senior	18	2	1	1
General Maintenance Worker, Sr	18	1	1	1
General Maintenance Worker	16	2	1	1
FULL TIME Subtotal		29	24	24
Water Laboratory				
Chemist, Senior	26	1	0	0
Chemist	25	1	2	2
Microbiologist	25	1	1	1
Water Wastewater Lab Tech, Sr	23	6	6	6
Water Wastewater Lab Tech	21	1	1	1
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		
		2009	2010	2011
Sewer Lab Admin & Supervision				
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
Sewer Laboratory				
Biologist	25	1	1	1
Chemist	25	2	2	2
Water Wastewater Lab Tech, Sr	23	3	5	5
Water Wastewater Lab Tech	21	6	2	2
FULL TIME Subtotal		12	10	10
Sewer Monitoring				
Environmentalist, Senior	25	1	1	1
Environmentalist	24	1	1	1
Environmental Tech, Sr	23	6	5	5
Environmental Technician	21	0	1	1
FULL TIME Subtotal		8	8	8
WPC Snapfinger Plants				
Wtr Prod Poll Contrl Brch Supt	31	1	1	1
Wt Prod Poll Contrl Brn Ast Sp	30	1	1	1
Engineer	28	1	1	1
WQC Plant Supervisor	26	2	1	1
Crew Supervisor CDL	24	1	1	1
WQC Foreman	24	6	5	5
WQC Operator, Principal	24	2	2	2
Water Wastewater Lab Tech, Sr	23	1	1	1
WQC Operator Senior	23	7	7	7
Administrative Assistant I	21	1	1	1
Equipment Operator Principal	21	3	3	3
WQC Operator	19	3	2	2
Crew Worker Senior	18	4	3	3
Crew Worker	16	1	1	1
FULL TIME Subtotal		34	30	30
WPC Pole Bridge Creek Plant				
Wtr Prod Poll Contrl Brch Supt	31	1	1	1
WQC Plant Supervisor	26	2	2	2
WQC Foreman	24	4	4	4
WQC Operator Senior	23	4	4	4
Administrative Assistant I	21	1	1	1
FULL TIME Subtotal		12	12	12

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		
		2009	2010	2011
WPC Pole Bridge Maintenance				
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
Crew Worker	16	1	0	0
FULL TIME Subtotal		9	8	8
WPC Facilities Maintenance				
Instrumentation & Controls Spec	28	1	1	1
WQC Maintenance Supv	26	1	1	1
Electronic Technician Senior	23	1	0	0
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	1	2	2
Water Maintenance Mechanic	21	9	9	9
Office Assistant Senior	19	1	0	0
FULL TIME Subtotal		20	19	19
C & M Div Management & Admin				
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
Crew Supervisor	23	1	0	0
Customer Support Assistant	21	1	1	1
Equipment Operator	18	1	1	1
FULL TIME Subtotal		8	7	7
Technical Services				
Engineering Supervisor	33	1	1	1
Engineer, Senior	29	4	5	5
Chief Construction Inspector	28	1	0	0
Engineer	28	1	0	0
Production Control Manager	28	1	1	1
Production Control Supervisor	26	1	1	1
Construction Inspector	25	10	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

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		
		2009	2010	2011
Technical Services (continued)				
Crew Supervisor	23	4	4	4
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
Crew Worker Senior	18	3	2	2
FULL TIME Subtotal		41	37	37
District 1 - Maintenance				
Construction Maintenance Supt	30	1	1	1
General Foreman Watershed Mgt	26	4	4	4
Construction Inspector	25	1	1	1
Crew Supervisor CDL	24	15	14	14
Equipment Operator Principal	21	6	3	3
Service Request Technician	20	1	1	1
Equipment Operator Senior	19	3	2	2
Crew Worker Senior	18	35	28	28
Crew Worker	16	8	7	7
FULL TIME Subtotal		74	61	61
Construction				
Construction Maintenance Supt	30	1	1	1
General Foreman Watershed Mgt	26	6	6	6
Construction Inspector	25	2	2	2
Construction Supervisor	24	6	4	4
Crew Supervisor CDL	24	20	17	17
Crew Supervisor	23	1	0	0
Equipment Operator Principal	21	6	5	5
Service Request Technician	20	1	1	1
Equipment Operator Senior	19	4	2	2
Field Service Representative	19	2	2	2
Crew Worker Senior	18	42	40	40
Meter Mechanic	18	2	2	2
Crew Worker	16	15	11	11
FULL TIME Subtotal		108	93	93
District 2 - Maintenance				
Construction Maintenance Supt	30	1	1	1
General Foreman Watershed Mgt	26	6	6	6
Construction Inspector	25	2	1	1
Crew Supervisor CDL	24	19	17	17
Public Works Dispatch, Supv	23	1	1	1
Equipment Operator Principal	21	8	8	8

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		
		2009	2010	2011
District 2 – Maintenance (continued)				
Service Request Technician	20	1	1	1
Dispatcher	19	9	9	9
Equipment Operator Senior	19	2	1	1
Crew Worker Senior	18	41	37	37
Crew Worker	16	12	10	10
FULL TIME Subtotal		102	92	92
District 3 - Maintenance				
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	14	11	11
Crew Supervisor	23	1	1	1
Heavy Equipment Truck Mechanic	23	3	2	2
Equipment Operator Principal	21	8	6	6
Welder Senior	21	1	1	1
Service Request Technician	20	1	1	1
Equipment Operator Senior	19	4	3	3
Welder	19	1	0	0
Crew Worker Senior	18	21	18	18
Office Assistant	18	1	0	0
Crew Worker	16	17	10	10
FULL TIME Subtotal		79	60	60
Compliance				
Dep Dir WM Cmplnce Trtmnt Ops	AI	1	1	1
Asst Dir PW, Finance & Admin	AE	1	1	1
FOG Control Program Manager	31	1	1	1
Engineer, Principal	30	1	0	0
Compliance Supervisor	28	2	2	2
Engineer	28	2	2	2
Compliance Division Supv WM	26	2	1	1
Compliance Inspector, Senior	26	5	5	5
Construction Inspector	25	4	4	4
Project Analyst Watershd Mgt	25	0	1	1
Compliance Inspector	24	9	9	9
Engineering Technician Senior	24	1	1	1
GIS Specialist Senior	24	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		
		2009	2010	2011
Compliance (continued)				
Administrative Assistant II	23	1	1	1
Crew Supervisor	23	4	4	4
Administrative Assistant I	21	1	1	1
Crew Worker Senior	18	14	12	12
Crew Worker	16	1	1	1
FULL TIME Subtotal		51	48	48
FULL TIME Total		771	686	686
ALL POSITIONS Total		771	686	686

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.

WATER AND SEWER CONSTRUCTION FUND**FUNCTION: PLANNING & PUBIC WORKS****PROGRAM DESCRIPTION**

The Water and Sewerage Construction Fund was created in 1990 to account for expenditures made from the proceeds of the 1990 and 1993 Revenue Bond issues, and local government contributions associated with the construction projects. As part of the 1996 budget, the remaining 1990 projects were transferred to the Renewal and Extension Fund. Payments from the Construction Fund are made in accordance with the bond resolution and local government agreements. State law requires that capital project funds be portrayed as project-length rather than annual budgets. Consequently, the budget for this fund is no longer adopted as part of the County's annual budget process.

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..

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. In 2010 the BOC approved a grant from the Georgia Environmental Facilities Authority in the amount of \$1,000,000, for the Ecological Restoration of Decatur Water Works property at Mason Mill Park. There were no changes in the budget for 2011.

FUNDING SOURCES

	ANTICIPATIONS BEGINNING 1998
State	\$1,000,000
Construction Fund	356,398,659
2006 Water & Sewer Bonds	96,678,373
Total	\$454,077,032

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
COST OF ISSUANCE	\$1,193,518	\$1,193,518	\$0
FILTER PLANT EXPANSION	169,662,878	169,224,499	438,379
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 SE	5,740,531	5,740,531	0
NANCY CREEK TUNNEL	53,948,799	53,948,799	0
POLE BRIDGE AEROBIC DIGEST	10,628,199	10,628,199	0

WATER AND SEWER CONSTRUCTION FUND

FUNCTION: PLANNING & PUBIC WORKS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	PROJECT		BALANCE
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	
RAW WATER PUMP STATION & L	57,050,000	52,688,184	4,361,816
ROADHAVEN ANNEX BUILDING	2,758,551	2,495,913	262,638
S FORK PEACHTREE RELIEF SE	10,973,053	10,973,053	0
SEWER REN - INTERGOVERNMTL	4,500,000	4,360,340	139,660
SEWER REN - SNAPFINGER	10,167,851	8,330,902	1,836,949
SNAPFINGER EQUALIZATION TA	7,036,182	7,036,182	0
SURETY BONDS	1,871,314	1,871,314	0
UNDERWRITERS DISCOUNT	1,751,751	1,751,751	0
VETERANS HOSP RELIEF SEWER	5,231,438	5,231,438	0
SOUTHEAST LIFT STATIONS	10,000,000	3,884,099	6,115,901
WASTEWATER TREATMENT FAC	33,000,000	31,240,680	1,759,320
RESERVE - APPROPRIATION	5,000	0	5,000
Snapfinger Rotary Press	4,500,000	3,388,076	1,111,924
Snapfinger Safety Repairs	940,000	771,474	168,526
SERV. LATERAL MAINS & REHA	500,000	500,000	0
COMPREHENSIVE SSES PROG	2,332,969	319,569	2,013,400
GDOT IMPROV	2,500,000	2,355,601	144,399
SYSTEM ASS & REHAB	1,494,180	292,307	1,201,873
ECO REST-MASON MILL PK	1,000,000	112,832	887,168
Total	\$454,077,032	\$433,587,799	\$20,489,234

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 2000, \$1,188,739 was budgeted for additional equipment. In 2001, all equipment for Water and Sewer except desktop computers was funded from the Renewal and Extension Fund. In 2001, \$13,323,486 was budgeted for this purpose. The funding transfer from the Operating Fund was budgeted at \$16,146,178 for 2001. In 2002, \$228,050 was budgeted for computers and \$27,123,194 was transferred from the Operating Fund. In 2003, \$1,570,767 was budgeted for computers, and \$11,508,764 was transferred from the Operating Fund. In 2004, \$2,173,439 was budgeted for equipment with the exception of desktop computers. In 2005, \$2,173,439 was budgeted for all equipment except desktop computers. The funding transfer from the Operating Fund was budgeted at \$23,246,516 for 2005. All equipment including desktop computers for Water and Sewer was funded from the Renewal and Extension Fund. In 2006, \$1,676,400 has been budgeted for by-pass pumps and \$652,475 for computer equipment and major software. The funding transfer from the Operating Fund was budgeted at \$14,474,663 for 2006. 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. The funding transfer from the Operating Fund is budgeted at \$21,700,461. For Water Miscellaneous Projects, an additional \$1,800,000 is budgeted for Water Meter Installation and \$2,050,000 for Water Meter Replacements. For Sewer Miscellaneous Projects, an additional \$1,425,000 is budgeted for Sewer Rehabilitation at Pole Bridge and \$4,700,000 for Snapfinger.

2011

The funding transfer from Operating Fund is budgeted at \$23,047,475. No new projects are being added for 2011.

FUNDING SOURCES

ANTICIPATIONS BEGINNING

Renewal and Extension Fund	\$421,905,173
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	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING	BALANCE
Equipment	\$60,733,609	\$42,269,146	\$18,464,463
Capital Projects	361,171,563	334,077,297	27,094,267
TOTAL	\$421,905,173	\$376,346,443	\$45,558,729

WATER AND SEWER RENEWAL AND EXTENSION FUND

FUNCTION: PLANNING & PUBLIC WORKS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR PROJECT CATEGORY

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING	BALANCE
Water Policy Projects			
Firelines	\$5,703,155	\$5,352,612	\$350,543
Miscellaneous Water Inspections	256,785	162,414	94,371
Subdivisions and Water Main Extensions	11,096,636	10,878,170	218,465
Total	\$17,056,576	\$16,393,197	\$663,380
Sewer Policy Projects			
County Sewer Main Extension	\$489,268	\$139,267	\$350,000
Miscellaneous Sewer Inspections	4,036,822	3,702,617	334,205
Scott Blvd Sewer Main	500,000	0	500,000
Sewer System Modeling	1,512,000	351,636	1,160,364
Total	\$6,538,090	\$4,193,521	\$2,344,570
Water Miscellaneous Projects			
Annual Engineering Contract	\$14,706,618	\$11,291,686	\$3,414,932
Annual Water Construction Contract	19,816,642	17,637,179	2,179,463
County Main Renewals	26,904,586	25,470,755	1,433,831
Filter Plant Renovations	297,796	297,796	0
GDOT Improvements	11,535,049	9,689,659	1,845,390
HOST Projects Design	128,816	104,940	23,876
Raw Water Pump Station & Line	1,213,230	1,209,199	4,031
Roberts Road Tank	400,000	89,375	310,625
Water Meter Installations	39,069,869	36,806,353	2,263,516
Water Meter Replacements	55,760,622	53,165,065	2,595,557
Water Service Line Renewal	23,367,132	22,549,584	817,548
Water Tank Painting	4,701,104	4,665,458	35,646
Total	\$197,901,464	\$182,977,050	\$14,924,414
Sewer Miscellaneous Projects			
Annual Water Construction Contract	\$4,257,369	\$2,757,369	\$1,500,000
Briarwood Road Petition Sewer	2,000	2,000	0
Clarks Creek / Corn Creek Sewers	2,619,489	2,447,281	172,208
Lift Station Expansions	914,500	525,127	389,373
Manhole Raising Contract	17,034,276	15,096,918	1,937,358
Sediment Removal Program	410,687	410,687	0
Sewer Rehabilitation - Intergovernmental	24,365,641	24,322,595	43,046
Sewer Rehabilitation - Pole Bridge	10,456,260	10,396,171	60,089
Sewer Rehabilitation - Snapfinger	56,653,402	56,220,801	432,601
Sewer Service Lines	16,326,498	15,804,905	521,593
Shadowbrook Petition Sewer	715,729	715,729	0
System Assess & Reh	5,901,881	1,796,247	4,105,634
Vista Dale Ct Petition Sewer	17,700	17,700	0
Total	\$139,675,433	\$130,513,530	\$9,161,903
Non-Project Expenditures			
Computer Equipment - Additional	1,234,286	1,117,390	116,896

WATER AND SEWER RENEWAL AND EXTENSION FUND

FUNCTION: PLANNING & PUBLIC WORKS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR PROJECT CATEGORY

	PROJECT		BALANCE
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING	
Computer Equipment - Replacement	259,409	259,409	0
Esement Clearing & Maintenance	3,500,000	714,212	2,785,788
ISIS Equipment / Contracts	10,200,000	9,432,387	767,613
Major Components - Sewer	4,502,128	4,001,799	500,329
Major Components - Water	2,088,628	2,031,499	57,129
Operating Equipment - Additional	4,217,614	4,217,614	0
Operating Equipment - Replacement	10,388,237	9,941,313	446,924
Reserve For Appropriation	7,948,274	0	7,948,274
Roadhaven Renovations	1,663,584	1,619,525	44,059
Sewer Plant Renovations	1,721,450	1,382,993	338,457
Gwinnett Cty - JAC CK / YEL	2,000,000	0	2,000,000
City of Atl - Renw & Ext	1,010,000	0	1,010,000
Sewer System Survey	10,000,000	7,551,006	2,448,994
Total	\$60,733,609	\$42,269,146	\$18,464,463
TOTAL	\$421,905,173	\$376,346,443	\$45,558,729

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	Aa1	AA-

ACTIVITY MEASURES				
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	1/1/08	1/1/09	1/1/10	1/1/11
Principal Balance (000's)	\$560,875,000	\$550,235,000	\$538,990,000	\$527,285,000

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.

Future

The County has undertaken numerous actions to improve financial operations. These measures include 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.

The County is planning to issue additional bonds in 2011 for various Water & Sewer projects.

WATER & SEWER SINKING FUND

FUNCTION: PLANNING & PUBLIC WORKS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Debt Service	\$38,790,333	\$38,834,257	\$38,863,634	\$38,863,634
	\$38,790,333	\$38,834,257	\$38,863,634	\$38,863,634

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
Water & Sewer Sinking	\$38,790,333	\$38,834,257	\$38,863,634
	\$38,790,333	\$38,834,257	\$38,863,634

**2011 BUDGET OBLIGATION
WATER & SEWERAGE REVENUE BONDS BY SERIES
AS OF January 1, 2011**

	Principal	Interest	Total P&I
Series 1999	\$1,285,000	\$59,431	\$1,344,431
Series 2000	3,660,000	192,150	3,852,150
Series 2003 A & B	5,300,000	8,068,400	13,368,400
Series 2006 A & B	1,945,000	18,323,653	20,268,653
Series 2010	0	1,253,134	1,253,134
Total	\$12,190,000	\$27,896,768	\$40,086,768

**TOTAL BUDGET OBLIGATION
WATER & SEWERAGE REVENUE BONDS BY SERIES
AS OF January 1, 2011**

	Principal	Interest	Total P&I
Series 1999	\$1,285,000	59,431	\$1,344,431
Series 2000	3,660,000	192,150	3,852,150
Series 2003 A & B	162,520,000	112,617,850	275,137,850
Series 2006 A & B	359,820,000	287,807,073	647,627,073
Series 2010	28,400,000	12,955,934	41,355,934
Total	\$555,685,000	\$413,632,438	\$969,317,438

WATER & SEWER SINKING FUND**FUNCTION: PLANNING & PUBLIC WORKS**

WATER & SEWERAGE SINKING FUND TOTAL BUDGET OBLIGATION WATER & SEWERAGE REVENUE BONDS, ALL SERIES AS OF January 1, 2011

	<u>Principal</u>	<u>Interest</u>	<u>Total P&I</u>
2011	13,505,000	27,896,768	41,401,768
2012	14,205,000	27,546,227	41,751,227
2013	14,845,000	26,865,443	41,710,443
2014	15,525,000	26,136,961	41,661,961
2015	16,190,000	25,434,468	41,624,468
2016	16,935,000	24,640,018	41,575,018
2017	17,715,000	23,809,020	41,524,020
2018	18,570,000	22,901,015	41,471,015
2019	19,480,000	21,947,739	41,427,739
2020	20,425,000	20,949,069	41,374,069
2021	21,415,000	19,900,972	41,315,972
2022	22,455,000	18,804,108	41,259,108
2023	23,555,000	17,651,490	41,206,490
2024	24,925,000	16,442,520	41,367,520
2025	26,165,000	15,138,348	41,303,348
2026	25,120,000	13,769,400	38,889,400
2027	26,425,000	12,460,125	38,885,125
2028	27,800,000	11,082,813	38,882,813
2029	23,325,000	9,633,813	32,958,813
2030	24,515,000	8,441,600	32,956,600
2031	25,765,000	7,188,513	32,953,513
2032	27,080,000	5,871,513	32,951,513
2033	28,465,000	4,487,250	32,952,250
2034	29,895,000	3,064,000	32,959,000
2035	31,385,000	1,569,250	32,954,250
Total	\$555,685,000	\$413,632,438	\$969,317,438

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.

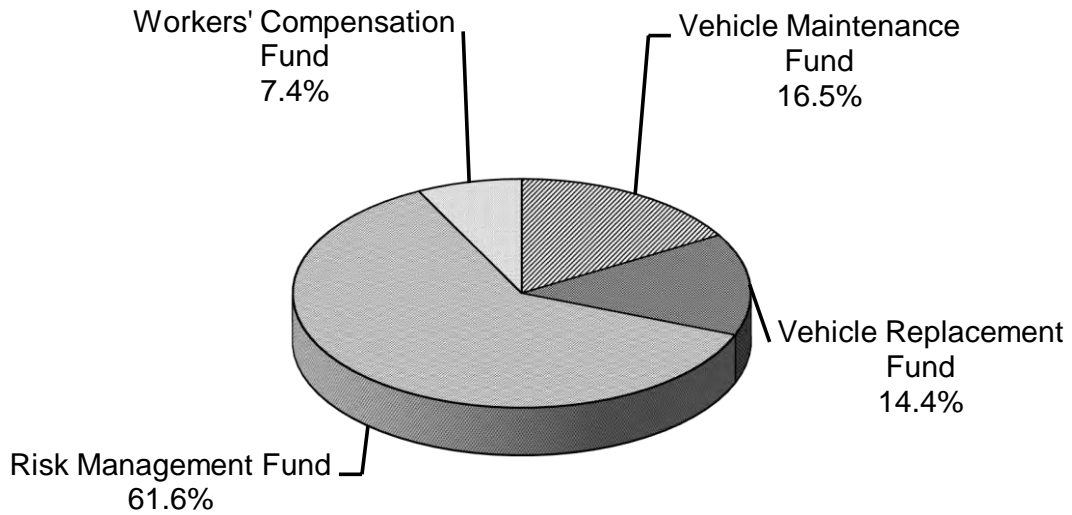
The appropriation and anticipation amounts reported in this document for the "Approved Budget 2011" reflect the effect of prior year encumbrance balances carried forward only where specifically approved. These items were not automatically funded.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$8,846,036	\$7,678,488	\$8,636,444	\$8,886,444
Purchased / Contracted Services	8,046,611	7,769,266	4,299,318	8,466,760
Supplies	15,894,070	16,745,230	16,680,064	16,680,064
Capital Outlays	23,611,932	11,169,212	18,036,100	18,036,100
Interfund / Interdepartmental	7,020,618	5,408,896	7,796,317	9,796,317
Other Costs	885,855	1,437,279	513,500	5,891,441
Other Financing Uses	300,000	17,778,037	3,500,000	3,500,000
Payroll Liabilities	78,504,589	84,666,533	110,695,110	92,058,362
Total Expenditures	\$143,109,711	\$152,652,941	\$170,156,853	\$163,315,488
Reserves			10,018,415	16,859,780
Total Budget			\$180,175,268	\$180,175,268

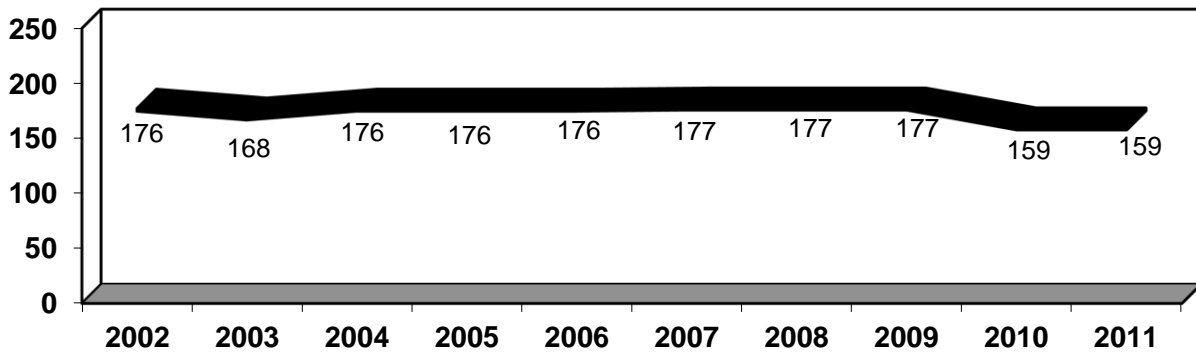
SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY FUND				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Vehicle Maintenance Fund	\$28,804,396	\$28,291,969	\$29,760,000	\$29,760,000
Vehicle Replacement Fund	24,411,484	23,094,039	26,023,774	26,023,774
Risk Management Fund	83,657,423	95,712,887	110,998,494	110,998,494
Workers' Compensation Fund	6,236,408	5,554,045	13,393,000	13,393,000
Total Expenditures	\$143,109,711	\$152,652,941	\$180,175,268	\$180,175,268
Note: Reserves included in Total			10,018,415	16,859,780

FUNDS GROUP: Internal Service

INTERNAL SERVICE FUNDS OPERATING DOLLAR 2011



AUTHORIZED POSITIONS INTERNAL SERVICE FUNDS

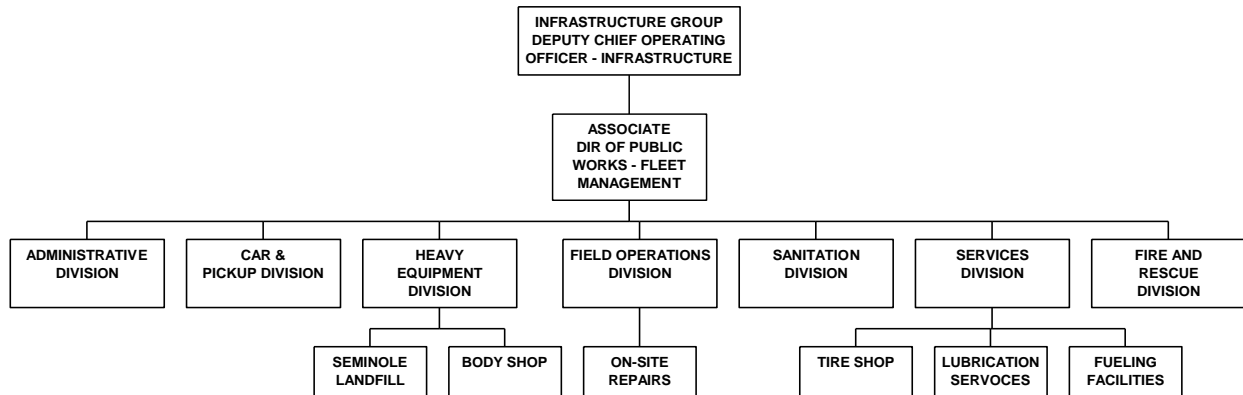


The only positions in the Internal Service Funds are in Fleet Maintenance. Increases are for increased workload and an additional facility funded in 1999. In 2003, as part of the Purchasing reorganization, the Fleet Maintenance - Purchasing unit was reorganized and 8 positions were abolished. In 2004, 3 positions were added. 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 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
VEHICLE MAINTENANCE FUND				
Licenses And Permits	(\$2,444)	(\$2,377)	\$0	\$0
Intergovernmental	128,348	154,123	160,000	160,000
Charges For Services	28,161,921	27,872,874	29,500,000	29,500,000
Miscellaneous Revenue	105,288	386,318	100,000	100,000
Fund Balance Carried Forward	410,884	448,563	0	0
TOTAL	\$28,803,996	\$28,859,501	\$29,760,000	\$29,760,000
VEHICLE REPLACEMENT FUND				
Use of Money & Property	\$205,519	\$37,769	\$30,000	\$30,000
Charges For Services	3,212,280	11,707,440	14,179,328	14,179,328
Miscellaneous Revenue	419,697	4,403,524	300,000	300,000
Fund Balance Carried Forward	38,254,400	17,787,107	11,514,446	11,514,446
TOTAL	\$42,091,897	\$33,935,840	\$26,023,774	\$26,023,774
RISK MANAGEMENT FUND				
Charges For Services	\$4,418,652	\$4,204,998	\$250,125	\$4,513,823
Miscellaneous Revenue	76,287,293	79,069,689	76,200,395	95,058,729
Payroll Deductions And Matches	940,975	445,657	399,812	0
Fund Balance Carried Forward	18,188,890	16,307,260	34,148,162	11,425,942
TOTAL	\$99,835,809	\$100,027,605	\$110,998,494	\$110,998,494
WORKERS' COMPENSATION FUND				
Charges For Services	\$5,455,608	\$4,962,432	\$6,784,936	\$6,784,936
Miscellaneous Revenue	85,518	575,890	0	0
Fund Balance Carried Forward	8,489,389	7,950,213	6,608,064	6,608,064
TOTAL	\$14,030,515	\$13,488,536	\$13,393,000	\$13,393,000
GRAND TOTAL	\$184,762,217	\$176,311,482	\$180,175,268	\$180,175,268

SUMMARY OF REVENUES AND ANTICIPATIONS BY MAJOR CATEGORY				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
LICENSES AND PERMITS	(\$2,444)	(\$2,377)	\$0	\$0
USE OF MONEY & PROPERTY	205,519	37,769	30,000	30,000
CHARGES FOR SERVICES	\$41,248,461	\$48,747,744	\$50,714,389	\$54,978,087
FUND BALANCE BROUGHT	65,343,563	42,493,144	52,270,672	29,548,452
TOTAL	\$184,762,217	\$176,311,482	\$180,175,268	\$180,175,268



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 Division provides support in determining vehicle specifications and recommending types of vehicles to best support operational requirements to meet the needs of DeKalb County citizens.

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 Car & Pickup 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 Field Operations Division – responsible for maintaining all trucks with gross vehicle weights over 13,000 pounds (other than Sanitation) 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	2008	2009	2010
PREVENTIVE MAINTENANCE JOBS SCHEDULED/ BROUGHT IN BY DEPT	90%	96.00%	90.00%	96.00%
FUEL PURCHASED UNDER CONTRACT PRICE (PER GALLON) VS RETAIL / DIFFERENCE	Contract price lower than	\$ 0.80	\$ 0.71	\$ 0.64
TOTAL UNITS PER MECHANIC RATIO	30 Units	39	39	34
FLEET MAINTENANCE LABOR RATE vs. METRO ATLANTA REPAIR SHOP LABOR RATE	Rate lower retail	\$ 42.97	\$ 49.03	\$ 48.00

PUBLIC WORKS - VEHICLE MAINTENANCE FUND**FUNCTION: GENERAL GOVERNMENT**

ACTIVITY MEASURES				
	2008	2009	2010	2011
Body Shop				
Number of Repair Orders	526	468	435	435
Hours	9,014	8,916	6,853	6,853
Car and Pick-up Shop				
Number of Repair Orders	6,694	6,677	6,003	6,000
Hours	37,649	26,183	21,116	21,116
Heavy Equipment Shop				
Number of Repair Orders	2,410	1,610	1,903	1,712
Hours	25,000	13,714	10,092	10,597
Seminole Landfill Shop				
Number of Repair Orders	687	685	803	899
Hours	12,822	9,968	8,306	9,302
Field Operations Shop				
Number of Repair Orders	5,055	4,244	3,867	3,867
Hours	49,891	20,266	21,649	21,649
Sanitation Division Shop				
Number of Repair Orders	4,178	5,773	4,189	4,189
Hours	55,025	47,242	31,833	31,833
Fire Equipment Shop				
Number of Repair Orders	2,601	2,677	3,003	2,800
Hours	24,022	20,355	19,389	19,500
Tire Shop				
Number of Repair Orders	6,537	6,717	6,893	7,376
Hours	23,223	19,272	10,665	11,412

MAJOR ACCOMPLISHMENTS IN 2010

Maintained 95% in service rate of the. Completed the renovation and relocation of Fleet Management's Automotive Shop. Completed roof repairs for three maintenance shops. Completed the annual auction of surplus vehicles with proceeds of \$1.5 million.

MAJOR GOALS FOR 2011 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS**Organizational Effectiveness:**

To maintain and exceed 95% in service rate and preventative maintenance completion rate.

To improve the Parts Room operations.

Financial Strength:

To implement a preventive maintenance process based on consumption and hours,

PUBLIC WORKS - VEHICLE MAINTENANCE FUND

FUNCTION: GENERAL GOVERNMENT

MAJOR BUDGETARY IMPACTS

Previous

In 2008, \$32,035,845 was approved for basic operations. At Mid-Year, additional funding was approved for fuel purchases in the amount of \$2,250,000 for total funding of \$34,285,845.

In 2009, \$30,135,393 was approved for basic operations. Funding for gasoline and diesel fuel was reduced from 2008 levels by \$3.6 million. Funding and a contract for a new Car & Pickup Facility was approved during 2009; funding for this facility is being provided from a loan from the Vehicle Replacement Fund and will be paid back by increases in vehicle replacement charges to major using departments over three years.

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.

2011

\$29,760,000 is approved for basic operations.

Future

The Fleet Management Division will continue to be challenged by increasing / volatile fuel costs. The Fiscal Year 2012 Budget will likely be impacted by the 2009 suspension, and the partial suspension in 2010 and 2011, of the vehicle replacement program. 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.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Discounts Taken	(\$964)	(\$1,032)	\$0	\$0
Fleet Maintenance	28,805,360	28,292,873	29,760,000	29,760,000
Revenue / Expenditure Clearing	0	128	0	0
	<u>\$28,804,396</u>	<u>\$28,291,969</u>	<u>\$29,760,000</u>	<u>\$29,760,000</u>

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$8,818,566	\$7,612,917	\$8,636,444	\$8,636,444
Purchased / Contracted Services	3,443,362	3,293,390	3,474,318	3,474,318
Supplies	15,894,070	16,744,986	16,680,064	16,680,064
Capital Outlays	20,522	3,951	19,300	19,300
Interfund / Interdepartmental	121,532	73,958	436,374	436,374
Other Costs	506,344	562,767	513,500	513,500
	<u>\$28,804,396</u>	<u>\$28,291,969</u>	<u>\$29,760,000</u>	<u>\$29,760,000</u>

FUNDING SOURCES			
	Actual 2009	Actual 2010	Budget 2011
Public Works - Fleet Maintenance	<u>\$28,804,396</u>	<u>\$28,291,969</u>	<u>\$29,760,000</u>
	\$28,804,396	\$28,291,969	\$29,760,000

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		
		2009	2010	2011
Fleet Maintenance				
Assoc Dir PW Fleet Maint	AG	1	1	1
Fleet Specification Specialist	29	1	1	1
Admin Operations Mgr	28	1	1	1
Fleet Service Superintendent	28	6	5	5
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	17	17	17
Administrative Assistant II	23	1	1	1
Auto Body Repair WorkerSenior	23	2	1	1
Fleet Service Technician IV	23	67	63	63
Automotive Body Repair Worker	21	3	4	4
Fleet Parts Expediter	21	3	3	3
Fleet Service Technician III	21	24	21	21
Fleet Towing and Recovery Oper	21	2	2	2
Payroll Personnel Tech Sr	21	0	1	1
Accounting Tech Senior	19	5	5	5
Fleet Parts Technician	19	11	10	10
Office Assistant Senior	19	5	3	3
Payroll Personnel Technician	19	1	0	0
Fleet Parts Transport Clerk	18	2	2	2
Fleet Service Technician II	18	9	5	5
Office Assistant	18	1	1	1
Fleet Service Technician I	16	11	8	8
FULL TIME Subtotal		177	159	159
FULL TIME Total		177	159	159
ALL POSITIONS Total		177	159	159

VEHICLE REPLACEMENT FUND**FUNCTION: GENERAL GOVERNMENT****PROGRAM DESCRIPTION**

The Vehicle 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 Fund.

Vehicle replacement charges are based upon the cost and useful life of each unit in the County's fleet. These charges are assessed each year and are held in reserve until the replacement purchase is made. Any temporarily idle funds are invested to provide additional income as a hedge against inflation and unexpected or unusual price increases. Vehicle replacement decisions are based upon mileage (or hours of operation) and age and/or repair costs. The Associate Director of Public Works-Fleet Maintenance is responsible for requisitioning vehicle replacements as required.

Additions to the fleet must be specifically approved by the Board of Commissioners. Funding for additional fleet units is initially appropriated in the applicable department and transferred to the Vehicle Fund.

ACTIVITY MEASURES				
	Actual 2008	Actual 2009	Actual 2010	Estimated 2011
Vehicle Replacement				
Units Scheduled	451	217	162	450
Units Replaced	460	217	143	358
Vehicle Addition				
Units Added - Purchase	112	20	14	30
Vehicles in Fleet	3,187	3,306	3,243	3,273

MAJOR BUDGETARY IMPACTS**Previous**

In 2008, \$24,628,500 was appropriated for the replacement of 422 vehicles, including 59 under the terms of the Master Lease. The replacement amount includes \$7 million for 46 Sanitation vehicles with an average unit cost exceeding \$150,000 and \$5 million for 81 Watershed Management vehicles with an average unit cost exceeding \$61,000. \$2,149,150 was appropriated for the addition of 46 vehicles. The appropriation included reserves for future replacement of \$16,313,702.

\$2,500,000 was appropriated for a loan to finance build-out costs of a new Car & Pickup Maintenance Facility. The loan will be paid back to the Vehicle Replacement Fund over 3 years at a simple interest rate of 5% and will be made in the form of higher vehicle replacement charges for departments that are primary users of cars and pickups. The 2008 installment will amount to \$659,952.

Also in 2008, The Board of Commissioners approved an additional loan of up to \$1,000,000 for the Car & Pickup Facility to cover additional costs not in the initial estimates. This loan will also be paid back to the Vehicle Replacement Fund over 3 years (beginning in 2009) at a simple interest rate of 5% and will be made in the form of higher vehicle replacement charges for departments that are primary users of cars and pickups.

In 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 2nd year of payments for the initial Car & Pickup loan (see above) in the amount of \$982,524, the 1st year of payments from the 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.

VEHICLE REPLACEMENT FUND

FUNCTION: GENERAL GOVERNMENT

MAJOR BUDGETARY IMPACTS (continued)

Previous (continued)

In 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 3rd (and final) year of payments for the initial Car & Pickup loan (see above) in the amount of \$982,524, the 2nd 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.

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 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 Fund) and recovery charges for those vehicles were deferred.

Also in 2011, the 3rd 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.

Future

The full reinstatement and nature of the vehicle replacement program in Fiscal Year 2012 and following will be determined by general economic conditions and possible reallocation of fleet assets due to organizational changes.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Vehicle Additions To Fleet	\$199,205	\$41,875	\$198,000	\$198,000
Vehicle Replacement	24,212,278	23,052,164	25,825,774	25,825,774
	\$24,411,484	\$23,094,039	\$26,023,774	\$26,023,774

VEHICLE REPLACEMENT FUND**FUNCTION: GENERAL GOVERNMENT****SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY**

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Purchased / Contracted Services	\$24,272	\$446,185	\$0	\$0
Capital Outlays	23,591,411	11,165,261	18,016,800	18,016,800
Interfund / Interdepartmental	495,801	419,591	791,943	791,943
Other Costs	0	0	3,715,031	3,715,031
Other Financing Uses	300,000	11,063,003	3,500,000	3,500,000
	\$24,411,484	\$23,094,039	\$26,023,774	\$26,023,774

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
Vehicle Replacement	\$24,411,484	\$23,094,039	\$26,023,774
	\$24,411,484	\$23,094,039	\$26,023,774

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**

The Fund's 2006 Budget of \$79,139,964 represented an increase of 20.62% as compared to the 2005 appropriation of \$65,612,196. The largest category, Group Life and Health, increased by \$13,739,069 to \$74,660,677 primarily due to projected rate increases.

The 2007 Budget of \$81,576,898 reflected a 2.29% increase over the 2006 (\$79,748,399) appropriation. Payroll Liabilities for Group Life and Health Insurance increased by 8.7%. Purchased/Contracted Services which include Other Professional Services and non-group life and health insurance increased collectively by 9.4% for this same period. A Request for Proposal (RFP) was developed for Employee Benefits – Actuarial Consultant and Brokerage Services.

The 2008 Budget of \$94,485,070 reflected a 15.82% increase over the 2007 (\$81,576,898) appropriation. Payroll Liabilities for Group Life and Health Insurance increased by 19.2%. Purchased/Contracted Services included Other Professional Services and non-group life and health insurance decreased collectively by 13.7% for this same period.

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.

2011

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. Kaiser remained as the fully-insured provider. There is no change to the dental insurance provider United Concordia. There is no change to the prescription component of Caremark. This budget includes \$250,000 due to the introduction of the Wellness Program that reimbursed employees for their health club memberships.

RISK MANAGEMENT FUND

FUNCTION: GENERAL GOVERNMENT

MAJOR BUDGETARY IMPACTS (CONTINUED)

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.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Major Functions:				
Group Health & Life	\$78,677,377	\$84,881,036	\$110,695,110	\$97,736,303
Other	0	6,715,278	0	6,841,365
Unemployment Compensation	379,511	874,512	303,384	303,384
Building and Contents	830,443	317,138	0	1,020,000
Boiler and Machinery	50,659	530	0	50,000
Non-Immunity Expenses	941,034	386,413	0	2,000,000
Vehicle Insurance	2,512,022	2,367,446	0	2,544,674
Airport Liability	12,062	0	0	0
Police Helicopter	83,340	95,493	0	102,750
Monies, Security & Blanket Bond	72,030	(51,030)	0	50,018
Loss Control	98,945	126,071	0	350,000
	<u>\$83,657,423</u>	<u>\$95,712,887</u>	<u>\$110,998,494</u>	<u>\$110,998,494</u>

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Personal Services and Benefits	\$27,470	\$65,570	\$0	\$250,000
Purchased / Contracted Services	3,804,819	3,004,581	0	4,167,442
Supplies	0	244	0	0
Interfund / Interdepartmental	941,034	386,413	0	2,000,000
Other Costs	379,511	874,512	303,384	12,522,690
Other Financing Uses	0	6,715,034	0	0
Payroll Liabilities	78,504,589	84,666,533	110,695,110	92,058,362
	<u>\$83,657,423</u>	<u>\$95,712,887</u>	<u>\$110,998,494</u>	<u>\$110,998,494</u>

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
Risk Management	\$83,657,423	\$95,712,887	\$110,998,494
	<u>\$83,657,423</u>	<u>\$95,712,887</u>	<u>\$110,998,494</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**

In 2006, due to increased rates and compensation claims Workers Compensation increased by 14%.

In 2007, the Fund's 2007 appropriation (including reserve) of \$11,986,498 was a 7.39% increase above the 2006 budget appropriation (including reserve) of \$11,161,817.

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 above the 2009 budget appropriation (including reserve) of \$13,944,694.

2011

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.

Future

No significant budget impacts are anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Major Functions:				
Workers Comp - Medical	2,668,473	2,500,322	2,900,000	2,900,000
Workers Comp - Expenses	44,705	54,185	75,000	75,000
Workers Comp - Indemnity	2,056,949	1,700,087	2,860,000	2,860,000
Workers Comp - Legal	240,932	171,167	200,000	200,000
Workers Comp - Other	3,692	904	3,000	3,000
Actuarial Services	0	0	7,000	7,000
Other Professional Services	360,334	290,570	318,000	318,000
Miscellaneous	369,310	447,767	530,000	530,000
Insurance - Workers Comp	413,556	734,368	500,000	500,000
Workers Comp - Reserve		0	6,000,000	6,000,000
	\$6,157,951	\$5,899,370	\$13,393,000	\$13,393,000

WORKERS COMPENSATION FUND**FUNCTION: GENERAL GOVERNMENT****SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY**

	Actual 2009	Actual 2010	CEO'S Recommended Budget	Approved Budget 2011
Purchased / Contracted Services	\$774,158	\$1,025,111	\$825,000	\$825,000
Interfund / Interdepartmental	5,462,250	4,528,934	6,568,000	6,568,000
Other Costs	0	0	6,000,000	6,000,000
	\$6,236,408	\$5,554,045	\$13,393,000	\$13,393,000

FUNDING SOURCES

	Actual 2009	Actual 2010	Budget 2011
Workers Compensation	\$6,236,408	\$5,554,045	\$13,393,000
	\$6,236,408	\$5,554,045	\$13,393,000



The County

- Est. 1822 from parts of Henry, Gwinnett and Fayette counties
- Situated immediately east of the City of Atlanta
 - Today, small portion of corporate limits of Atlanta falls within DeKalb County
 - Other municipalities

Avondale Estates
Doraville
Dunwoody
Chamblee
Lithonia
Clarkston
Pine Lake
Decatur (County Seat)
Stone Mountain



- Land area of approximately 269 square miles
- County Services
 - Police, fire, EMS protection, sewage collection and treatment, water supply and distribution, refuse collection and disposal, recreational facilities, library services, public health, court services, highway construction and maintenance, building inspection, animal control, planning and land use





The County *(continued)*

- Transportation

- Airport

- County owns and operates DeKalb-Peachtree Airport (600 acre general aviation facility)
 - Second busiest airport in Georgia



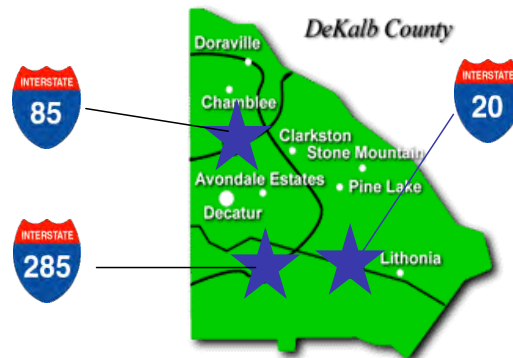
- Mass Transit--MARTA

- Bus/rail service throughout DeKalb and Fulton Counties
 - 10 rail stations in DeKalb County



- Highways/Freeways

- DeKalb is one of the few major counties with three major interstates (I-285, I-85 and I-20)
 - **Fact:** DeKalb County enjoys more miles of interstate than any other County in the State





The County *(continued)*

- Transportation *(continued)*
 - Other transportation modes within DeKalb County
 - Buslines
 - Railroads
- Education
 - Primary and Secondary
 - County boasts one of the largest public school systems in the State
 - 102,000+ students K-12
 - 84 elementary schools, 20 middle schools, 21 high schools
 - Higher Education
 - Atlanta MSA hosts some 36 colleges and universities offering approx. 350 programs of study to 100,000 students (e.g., law, medicine, pharmacy, fine arts)
 - **Colleges/Universities in DeKalb County:** Emory University, Oglethorpe University, Agnes Scott College, Columbia Theological Seminary, Perimeter College, and the Atlanta campus of Mercer University
 - **Technical Schools in DeKalb County:** DeVry Institute, DeKalb Technical Institute (largest technical school in State)



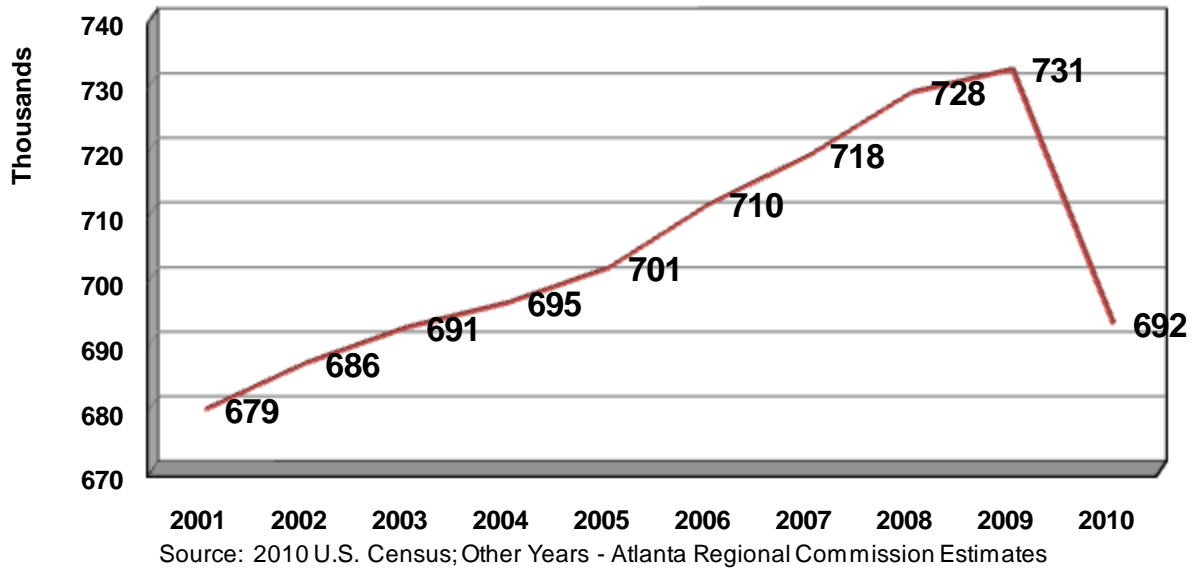


The County *(continued)*

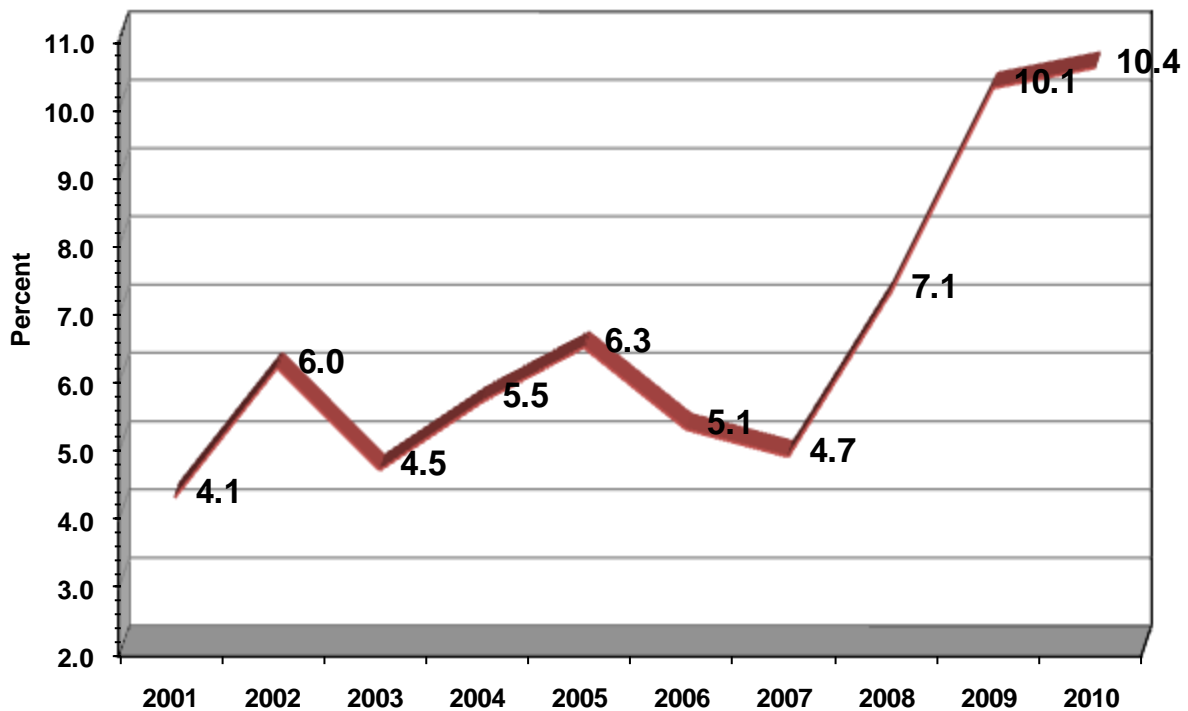
- Medical Facilities and Public Healthcare Interests
 - Extensive hospital, research and educational facilities in addition to qualified healthcare professionals have enabled DeKalb County to become one of the southeast's major medical centers
 - DeKalb County Healthcare Interests
 - Woodruff Health Science Center (Emory University)
 - » School of Medicine
 - » Nell Hodgson Woodruff School of Nursing
 - » School of Public Health
 - **National Headquarters:**
 - U.S. Centers for Disease Control and Prevention
 - American Cancer Society



DEKALB COUNTY POPULATION 2001 - 2010



DEKALB COUNTY UNEMPLOYMENT RATE 2001 - 2010



TAX RATES ON REAL AND PERSONAL PROPERTY

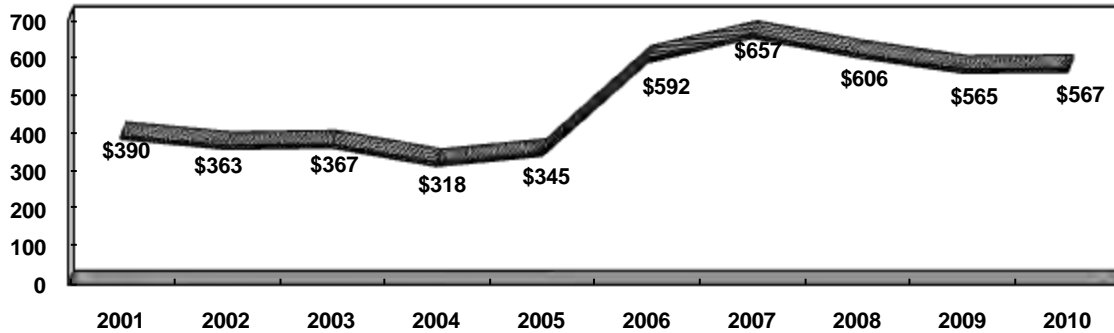
TAX IMPOSED FOR:	2001	2002	2003	2004	2005	2006	2007	2008	2009
COUNTY GOVERNMENT									
General Purpose	\$5.65	\$8.03	\$8.73	\$8.31	\$8.21	\$9.12	\$7.54	\$7.99	\$8.00
Special Tax District- Designated Services: *									
Atlanta	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Avondale	4.29	3.49	2.76	2.89	2.05	1.84	2.14	2.10	2.12
Chamblee	1.74	1.42	1.12	1.17	0.83	0.74	0.87	0.85	0.86
Clarkston	3.62	2.94	2.33	2.44	1.73	1.55	1.80	1.77	1.79
Decatur	2.28	1.85	1.47	1.53	1.09	0.97	1.14	1.12	1.13
Doraville	2.41	1.96	1.56	1.62	1.15	1.03	1.20	1.18	1.20
Dunwoody	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Lithonia	3.75	3.05	2.42	2.53	1.79	1.60	1.87	1.84	1.86
Pine Lake	4.29	3.49	2.76	2.89	2.05	1.84	2.14	2.10	2.12
Stone Mountain	3.21	2.62	2.07	2.17	1.54	1.38	1.60	1.58	1.59
Unincorporated	4.20	2.94	2.76	2.69	2.55	2.04	2.87	2.74	3.50
Hospital Fund	1.30	1.05	0.92	0.88	0.98	0.83	0.89	0.84	0.96
Fire Protection	2.43	2.31	1.99	2.30	2.43	2.08	2.61	2.54	2.46
Sp Rev Tax Dist Dbt Svc	0.60	0.53	0.55	0.69	0.67	1.44	1.63	1.45	1.37
Debt Service	<u>0.85</u>	<u>0.72</u>	<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>
TOTAL COUNTY TAX	\$15.03	\$15.58	\$15.58	\$15.48	\$15.48	\$16.07	\$16.07	\$16.07	\$16.86
BOARD OF EDUCATION									
Operating	21.98	21.98	22.98	22.98	22.98	22.98	22.98	22.98	22.98
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>
TOTAL SCHOOL TAX	\$21.98	\$21.98	\$22.98	\$22.98	\$22.98	\$22.98	\$22.98	\$22.98	\$22.98
STATE GOVERNMENT									
	<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>
TOTAL UNINCORPORATED COUNTY TAX									
	\$37.26	\$37.81	\$38.81	\$38.71	\$38.71	\$39.30	\$39.30	\$39.30	\$40.09

* 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.

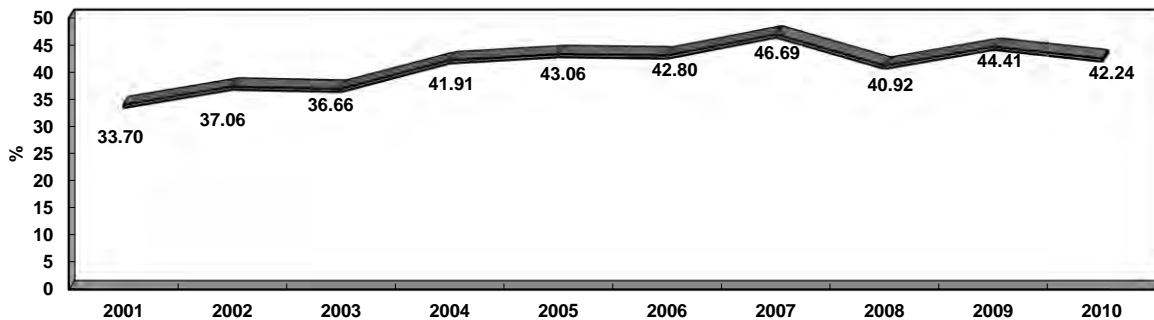
Note: The City of Dunwoody was incorporated on 12/1/2008. Beginning with 2009, Dunwoody's millage is listed in the above table with a Special Tax District - Designated Services rate of 0.00 per the city's incorporating legislation.

NET BONDED DEBT PER CAPITA 2001 - 2010



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.

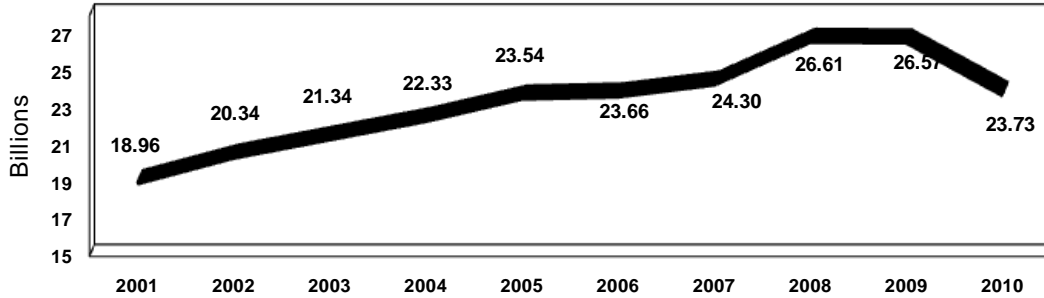
PROPERTY TAX AS PERCENT OF TOTAL REVENUE 2001 - 2010



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 2001 was due to the issuance of a GO Bond issue for parks. The increase in 2002 was due to a decrease in the exemption to 86.5%; the increase in 2003 was due to a decrease in the exemption to 60.58%. The increase in 2004 was due to a decrease in the exemption to 59.07%. The increase in 2005 was due to a decrease in the exemption to 54.64%. 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, property taxes were affected by the decline in the overall tax digest.

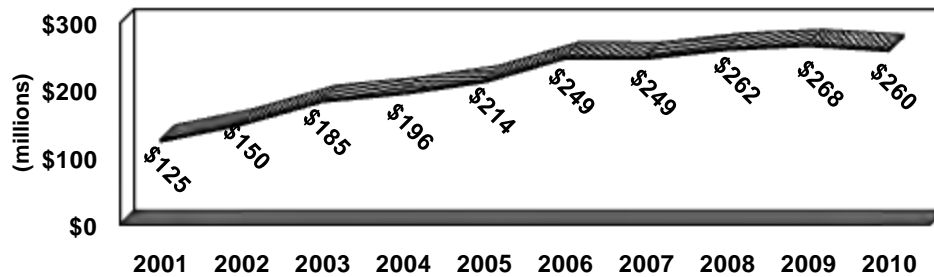
ASSESSED VALUE OF TAXABLE PROPERTY



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 revaluations 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:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
(in thousands)										
GENERAL PURPOSE	\$44,444	\$74,393	\$102,320	\$103,863	\$112,450	\$138,183	\$114,173	\$128,271	\$130,460	\$126,647
SPECIAL TAX DISTRICT	30,288	25,130	29,291	30,762	31,373	27,821	38,768	39,427	43,217	42,023
HOSPITAL SERVICE	10,226	9,728	10,730	10,999	13,423	12,576	13,477	13,485	15,655	15,198
FIRE PROTECTION	17,961	19,963	21,469	26,556	30,704	28,972	36,379	37,605	36,872	35,773
DEBT SERVICE	22,508	21,035	20,806	24,041	25,775	41,498	45,760	43,140	41,546	40,621
TOTAL	\$125,427	\$150,249	\$184,616	\$196,221	\$213,725	\$249,050	\$248,557	\$261,928	\$267,751	\$260,261

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 2010

	<u>Type of Business</u>	<u>Assessed Valuation (thousands)</u>	<u>Tax Paid (thousands)</u>
Georgia Power Company	Utility	\$151,024	\$5,683
Bellsouth Telecom/AT&T	Utility	\$116,590	\$4,418
Perimeter Mall LLC	Retail	\$72,962	\$2,909
Stone Mountain Industrial Park	Industrial	\$49,154	\$1,977
Atlanta Gas Light	Utility	\$47,165	\$1,876
RB Terraces LLC	Developer	\$71,673	\$1,833
Highwoods Forsyth Limited Part	Developer	\$50,679	\$1,832
Koger Ravinia LLC	Developer	\$40,244	\$1,745
Wells REIT II Parkside Atlanta	Developer	\$40,279	\$1,375
Perimeter Summit LLC	Developer	\$28,425	\$1,255

MAJOR EMPLOYERS FOR 2010

	<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
DeKalb Medical Center	3,766
Georgia Perimeter College	2,563



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: D1

HEARING TYPE
Public Hearing

BOARD OF COMMISSIONERS
BUSINESS AGENDA / MINUTES
MEETING DATE: February 22, 2011

ACTION TYPE
Resolution

SUBSTITUTE

SUBJECT: 2011 Budget

DEPARTMENT: Board of Commissioners

PUBLIC HEARING: YES NO

ATTACHMENT: YES No

INFORMATION CONTACT: Commissioners Lee May, Elaine Boyer and Sharon Barnes Sutton

PAGES: 14

PHONE NUMBER: 1-2886

PURPOSE:

To adopt the 2011 budget.

NEED/IMPACT:

The DeKalb County Organizational Act requires the Commission adopt the annual budget before March 1 of each year.

RECOMMENDATION(S):

To adopt the 2011 budget.

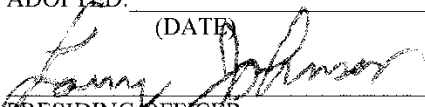
FOR USE BY COMMISSION OFFICE/CLERK ONLY

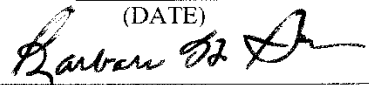
ACTION: D1

MOTION was made by Commissioner May, seconded by Commissioner Barnes Sutton and passed 6-1-0-0, to table this item to the end of the meeting. Commissioner Gannon opposed.

At the end of the meeting, MOTION was made by Commissioner May, seconded by Commissioner Watson, and passed 7-0-0-0, to take the item off the table.

MOTION was made by Commissioner May, seconded by Commissioner Boyer and passed 5-2-0-0 to approve the Substitute 2011 Budget. Commissioners Rader and Gannon opposed.

ADOPTED: FEB 22 2011
 (DATE)

 PRESIDING OFFICER
 DEKALB COUNTY BOARD OF COMMISSIONERS

CERTIFIED: FEB 22 2011
 (DATE)

 CLERK,
 DEKALB COUNTY BOARD
 OF COMMISSIONERS

FOR USE BY CHIEF EXECUTIVE OFFICER ONLY

APPROVED: _____ VETOED: _____
 (DATE) (DATE)

CHIEF EXECUTIVE OFFICER
 DEKALB COUNTY

CHIEF EXECUTIVE OFFICER
 DEKALB COUNTY

VETO STATEMENT ATTACHED: _____

MINUTES:

SPEAKERS: Chief Judge Mark Anthony Scott, Sheriff Tom Brown, District Attorney Robert James, Viola Davis, Ruby Bozeman Davis, Joe Arrington, Denise Porter, Christina Truitt, Michael Brooks, Nathan Leota, Jeff Wiggs, Bret Langston, Tremayne McMurray, William Voorhies, Cherie Caines, Lynn Herron, Patricia Pickard, Carmen Deedy, Ruby Lewis, Arlene Parker Goldson, John Kelley, Norma Campbell, William Z. Miller, Annazetta Taylor, Sr. Code Compliance Officer Byron Zellers, Sue Loeffler, Anthony Ford, Judge Nelly Withers, Chief Bill O'Brien, Fire Chief Edward O'Brien, Jonathan Weintraub, Dale Phillips, Michael Yarbrough, Nancy Funny Lawrence, and Kim Marrow.

	FOR	AGAINST	ABSTAIN	ABSENT
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	_____	_____	_____	_____

VOTING RECORD, MOTION TO TABLE

	FOR	AGAINST	ABSTAIN	ABSENT
DISTRICT 1 - ELAINE BOYER	<u> X </u>	<u> </u>	<u> </u>	<u> </u>
DISTRICT 2 - JEFF RADER	<u> X </u>	<u> </u>	<u> </u>	<u> </u>
DISTRICT 3 - LARRY JOHNSON	<u> X </u>	<u> </u>	<u> </u>	<u> </u>
DISTRICT 4 - SHARON BARNES SUTTON	<u> X </u>	<u> </u>	<u> </u>	<u> </u>
DISTRICT 5 - LEE MAY	<u> X </u>	<u> </u>	<u> </u>	<u> </u>
DISTRICT 6 - KATHIE GANNON	<u> </u>	<u> X </u>	<u> </u>	<u> </u>
DISTRICT 7 - STAN WATSON	<u> X </u>	<u> </u>	<u> </u>	<u> </u>

VOTING RECORD, MOTION TO TAKE OFF THE TABLE

	FOR	AGAINST	ABSTAIN	ABSENT
DISTRICT 1 - ELAINE BOYER	<u> X </u>	<u> </u>	<u> </u>	<u> </u>
DISTRICT 2 - JEFF RADER	<u> X </u>	<u> </u>	<u> </u>	<u> </u>
DISTRICT 3 - LARRY JOHNSON	<u> X </u>	<u> </u>	<u> </u>	<u> </u>
DISTRICT 4 - SHARON BARNES SUTTON	<u> X </u>	<u> </u>	<u> </u>	<u> </u>
DISTRICT 5 - LEE MAY	<u> X </u>	<u> </u>	<u> </u>	<u> </u>
DISTRICT 6 - KATHIE GANNON	<u> X </u>	<u> </u>	<u> </u>	<u> </u>
DISTRICT 7 - STAN WATSON	<u> X </u>	<u> </u>	<u> </u>	<u> </u>

VOTING RECORD, MOTION TO APPROVE SUBSTITUTE

	FOR	AGAINST	ABSTAIN	ABSENT
DISTRICT 1 - ELAINE BOYER	<u> X </u>	<u> </u>	<u> </u>	<u> </u>
DISTRICT 2 - JEFF RADER	<u> </u>	<u> X </u>	<u> </u>	<u> </u>
DISTRICT 3 - LARRY JOHNSON	<u> X </u>	<u> </u>	<u> </u>	<u> </u>
DISTRICT 4 - SHARON BARNES SUTTON	<u> X </u>	<u> </u>	<u> </u>	<u> </u>
DISTRICT 5 - LEE MAY	<u> X </u>	<u> </u>	<u> </u>	<u> </u>
DISTRICT 6 - KATHIE GANNON	<u> </u>	<u> X </u>	<u> </u>	<u> </u>
DISTRICT 7 - STAN WATSON	<u> X </u>	<u> </u>	<u> </u>	<u> </u>

RESOLUTION

A RESOLUTION OF THE GOVERNING AUTHORITY
OF DEKALB COUNTY, GEORGIA, ADOPTING A 2011
BUDGET

WHEREAS, the Organizational Act that created the government of DeKalb County instills in the Board of Commissioners certain enumerated powers including the power to appropriate funding and levy taxes; and

WHEREAS, the Organizational Act also instills in the Board of Commissioners 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 enforcement all ordinances, policies, rules, and regulations of the Commission when such resolution or ordinance become effective; and

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

1. The Commission adopts Schedule A (attached) as the County's annual operating budget for Fiscal Year 2011 which amends the proposed budget of the Chief Executive Officer by substitute.
2. The intent of this budget is not to authorize any new personnel, services, equipment or other items which could be interpreted as a providing additional level of services not previously authorized, as stated in the County's Organizational Act, Section 17. Nor is the intent of this budget to authorize the movement of any position from one department to another or one fund to another or any other combination.
3. The intent of this budget is not to authorize funding for any position or positions which are intermediaries between the positions of Police Chief and Fire Chief and the positions of Chief Executive Officer and/or the Executive Assistant.
4. The intent of this budget is not to authorize funding for the Office of Neighborhood Empowerment or ONE DeKalb, nor for any successor organization.

5. The intent of this budget is to only fund the positions of deputy executive assistant within the Office of the Chief Executive Officer and not within any other departmental structure.
6. The intent of this budget reduces the Fire Department's appropriation in the General Fund with intent that the Fire Department will privatize most all emergency medical transport effective July 1, 2011.
7. The intent of this budget is to not authorize funding for an employee incentive program.
8. The intent of this budget is to not authorize the General Fund contingency.
9. The intent of this budget is to not authorize funding for a director of economic development until subsequent approval by the Commission after an economic development strategy has been adopted by the County.
10. The intent of this budget is to have the County's external auditor report compliance of this Budget Resolution when so ordered by the Chair of the Finance, Audit & Budget Committee.

ADOPTED by the DeKalb County Board of Commissioners, this ____ day of _____, ____.

LARRY JOHNSON
Presiding Officer
Board of Commissioners
DeKalb County, Georgia

APPROVED by the Chief Executive Officer of DeKalb County, this ____ day of _____, ____.

W. BURRELL ELLIS, JR.
Chief Executive Officer
DeKalb County, Georgia

ATTEST:

APPROVED AS TO FORM:

BARBARA SANDERS, CCC
Clerk of Chief Executive Officer and
County Commission
DeKalb County, Georgia

LISA E. CHANG
County Attorney

BUDGET RESOLUTION - SCHEDULE A
2011 BUDGET

2011 Budget

GENERAL FUND

ANTICIPATED REVENUES:

Property Taxes	144,930,028
Excise Taxes	57,864,000
Other Taxes	34,314,815
Use of Money & Property	395,087
Intergovernmental Revenue	4,458,591
Fines & Forfeitures	10,387,500
Charges for Services	6,075,800
Miscellaneous Revenue	6,220,397
Interfunds	16,630,854
Fund Balance Carried Forward	(7,537,113)
TOTAL - GENERAL FUND	273,739,959

PROPOSED EXPENDITURES:

Chief Executive Officer	1,592,347
Board of Commissioners	2,899,485
Law Department	3,287,395
Ethics Board	8,215
Geographic Info Systems	1,859,809
Facilities Management	13,979,836
Purchasing	2,840,675
Human Resources & Merit System	2,676,453
Information Systems	17,305,148
Finance	5,513,786
Property Appraisal	3,808,311
Tax Commissioner	6,955,000
Registrar	1,494,431
Sheriff	74,546,292
Juvenile Court	8,746,824
Superior Court	6,980,674
Clerk of Superior Court	5,093,120
State Court	11,525,242
Solicitor - General	5,152,199
District Attorney	11,647,391
Child Advocate's Office	1,644,743
Probate Court	1,470,263
Medical Examiner	1,962,037
Public Defender	6,543,211
Police	4,461,902
Magistrate Court	2,345,297
Fire & Rescue Services	11,313,074
Planning & Development	1,149,799
Public Works - Director	284,007

Resolution 1 of 10 - Substitute as Passed by BoC - 2/22/2011

BUDGET RESOLUTION - SCHEDULE A
2011 BUDGET

2011 Budget

Economic Development	645,214
Library	12,455,545
Cooperative Extension	697,983
Public Health	4,431,289
Community Service Board	1,785,497
D F A C S	1,421,859
Human Services	3,799,819
Contributions to Capital Projects	3,230,625
Non - Departmental	26,185,162
TOTAL - GENERAL FUND	<u>273,739,959</u>

FIRE FUND

ANTICIPATED REVENUES:

Property Taxes	31,404,535
Excise Taxes	14,767,500
Other Taxes	5,336,785
Use of Money & Property	(60,674)
Miscellaneous Revenue	15,000
Fund Balance Carried Forward	1,866,309
TOTAL - FIRE FUND	<u>53,329,455</u>

PROPOSED EXPENDITURES:

Fire & Rescue Services	50,783,071
Non - Departmental	2,546,384
TOTAL - FIRE FUND	<u>53,329,455</u>

SPECIAL TAX DISTRICT - DESIGNATED SERVICES FUND

ANTICIPATED REVENUES:

Property Taxes	68,105,185
Excise Taxes	1,928,800
Other Taxes	6,587,323
Licenses & Permits	1,014,800
Use of Money & Property	(944)
Charges for Services	2,594,300
Miscellaneous Revenue	126,800
Interfunds	78,348,730
Fund Balance Carried Forward	(21,819,830)
TOTAL - S T D - DESIGNATED SERVICES	<u>136,885,164</u>

PROPOSED EXPENDITURES:

Police	102,235,091
Public Works - Transportation	2,906,213
Public Works - Roads & Drainage	11,825,120
Parks & Recreation	14,407,610

Resolution 2 of 10 - Substitute as Passed by BoC - 2/22/2011

BUDGET RESOLUTION - SCHEDULE A
2011 BUDGET

2011 Budget

Non - Departmental	5,511,130
TOTAL - S T D - DESIGNATED SERVICES	<u>136,885,164</u>

SPECIAL TAX DISTRICT - UNINCORPORATED FUND

ANTICIPATED REVENUES:

Excise Taxes	31,194,693
Other Taxes	450,000
Licenses & Permits	22,615,000
Use of Money & Property	11,862
Fines & Forfeitures	16,000,000
Charges for Services	83,000
Miscellaneous Revenue	1,500
Interfunds	(78,348,730)
Fund Balance Carried Forward	15,463,782
TOTAL - S T D - UNINCORPORATED FUND	<u>7,471,107</u>

PROPOSED EXPENDITURES:

C E O Office - Cable TV Support	345,829
Finance - Business License	594,180
Police - Code Enforcement	1,818,367
Recorder's Court	3,662,874
Planning & Development- Zoning Analysis	838,831
Non - Departmental	211,026
TOTAL - S T D - UNINCORPORATED FUND	<u>7,471,107</u>

HOSPITAL FUND

ANTICIPATED REVENUES:

Property Taxes	13,534,511
Excise Taxes	5,786,400
Other Taxes	2,249,548
Use of Money & Property	(41,770)
Fund Balance Carried Forward	(1,441,856)
TOTAL - HOSPITAL FUND	<u>20,086,833</u>

Hospital Fund	<u>20,086,833</u>
PROPOSED EXPENDITURES:	<u>20,086,833</u>

RENTAL MOTOR VEHICLE EXCISE TAX FUND

ANTICIPATED REVENUES:

Excise Taxes	496,501
Use of Money & Property	3,151
Miscellaneous Revenue	-
Fund Balance Carried Forward	391,922
TOTAL - RENTAL MOT VEH EXCISE TAX	<u>891,574</u>

Resolution 3 of 10 - Substitute as Passed by BoC - 2/22/2011

BUDGET RESOLUTION - SCHEDULE A
2011 BUDGET

2011 Budget

PROPOSED EXPENDITURES: 891,574

DEBT SERVICE FUND

ANTICIPATED REVENUES:

Property Taxes	7,943,811
Other Taxes	1,432,108
Use of Money & Property	(58,273)
Fund Balance Carried Forward	278,683
TOTAL - DEBT SERVICE FUND	<u>9,596,329</u>

PROPOSED EXPENDITURES: 9,596,329

SPECIAL TAX DISTRICT - DEBT SERVICE FUND

ANTICIPATED REVENUES:

Property Taxes	14,653,695
Other Taxes	2,920,338
Use of Money & Property	89,942
Fund Balance Carried Forward	10,019,384
TOTAL - STD - DEBT SERVICE FUND	<u>27,683,359</u>

PROPOSED EXPENDITURES: 27,683,359

DEVELOPMENT FUND

ANTICIPATED REVENUES:

Licenses & Permits	3,982,458
Use of Money & Property	(4,000)
Charges for Services	20,000
Fund Balance Carried Forward	(951,129)
TOTAL - DEVELOPMENT FUND	<u>3,047,329</u>

PROPOSED EXPENDITURES:

Planning & Development	3,047,329
TOTAL - DEVELOPMENT FUND	<u>3,047,329</u>

PUBLIC EDUCATION & GOVERNMENT ACCESS FUND

ANTICIPATED REVENUES:

Use of Money & Property	10,000
Miscellaneous Revenue	145,000
Fund Balance Carried Forward	1,312,684
TOTAL - P E G FUND	<u>1,467,684</u>

PROPOSED EXPENDITURES: 1,467,684

BUDGET RESOLUTION - SCHEDULE A
2011 BUDGET

2011 Budget

COUNTY JAIL FUND	
ANTICIPATED REVENUES:	
Intergovernmental Revenue	180,000
Fines & Forfeitures	1,585,500
TOTAL - COUNTY JAIL FUND	<u>1,765,500</u>
PROPOSED EXPENDITURES:	<u>1,765,500</u>
HOTEL / MOTEL TAX FUND	
ANTICIPATED REVENUES:	
Excise Taxes	1,200,000
Fund Balance Carried Forward	194,254
TOTAL - HOTEL / MOTEL TAX FUND	<u>1,394,254</u>
PROPOSED EXPENDITURES:	<u>1,394,254</u>
VICTIM ASSISTANCE FUND	
ANTICIPATED REVENUES:	
Intergovernmental Revenue	300,000
Fines & Forfeitures	950,000
Fund Balance Carried Forward	143,265
TOTAL - VICTIM ASSISTANCE FUND	<u>1,393,265</u>
PROPOSED EXPENDITURES:	<u>1,393,265</u>
RECREATION FUND	
ANTICIPATED REVENUES:	
Use of Money & Property	(226)
Charges for Services	980,000
Fund Balance Carried Forward	(139,919)
TOTAL - RECREATION FUND	<u>839,855</u>
PROPOSED EXPENDITURES:	<u>839,855</u>
LAW ENFORCEMENT CONFISCATED MONIES FUND	
ANTICIPATED REVENUES:	
Fund Balance Carried Forward	6,560,468
TOTAL - L.E.C.M. FUND	<u>6,560,468</u>
PROPOSED EXPENDITURES:	
Sheriff	1,369,762
District Attorney	24,700
State Court Marshal	28,815
Public Safety - Police	5,137,191

Resolution 5 of 10 - Substitute as Passed by BoC - 2/22/2011

BUDGET RESOLUTION - SCHEDULE A
2011 BUDGET

2011 Budget

TOTAL - L.E.C.M. FUND	<u>6,560,468</u>
JUVENILE SERVICES FUND	
ANTICIPATED REVENUES:	
Use of Money & Property	500
Charges for Services	40,000
Fund Balance Carried Forward	<u>303,223</u>
TOTAL - JUVENILE SERVICES FUND	<u>343,723</u>
PROPOSED EXPENDITURES:	<u>343,723</u>
DRUG ABUSE TREATMENT & EDuCATION FUND	
ANTICIPATED REVENUES:	
Use of Money & Property	1,500
Fines & Forfeitures	18,000
Fund Balance Carried Forward	<u>54,715</u>
TOTAL - D.A.T.E. FUND	<u>74,215</u>
PROPOSED EXPENDITURES:	<u>74,215</u>
STREET LIGHT FUND	
ANTICIPATED REVENUES:	
Use of Money & Property	(500)
Charges for Services	4,533,264
Fund Balance Carried Forward	<u>285,508</u>
TOTAL - STREET LIGHT FUND	<u>4,818,272</u>
PROPOSED EXPENDITURES:	<u>4,818,272</u>
EMERGENCY TELEPHONE SYSTEM FUND	
ANTICIPATED REVENUES:	
Use of Money & Property	10,000
Miscellaneous Revenue	12,080,000
Fund Balance Carried Forward	<u>7,918,285</u>
TOTAL - EMERGENCY TELEPHONE SYSTEM FUND	<u>20,008,285</u>
PROPOSED EXPENDITURES:	<u>20,008,285</u>
SPEED HUMPS MAINTENANCE FUND	
ANTICIPATED REVENUES:	
Use of Money & Property	3,000
Charges for Services	250,397
Fund Balance Carried Forward	<u>1,487,620</u>
TOTAL - SPEED HUMPS MAINT FUND	<u>1,741,017</u>

Resolution 6 of 10 - Substitute as Passed by BoC - 2/22/2011

BUDGET RESOLUTION - SCHEDULE A
2011 BUDGET

2011 Budget

PROPOSED EXPENDITURES: 1,741,017

GRANT - IN - AID FUND

ANTICIPATED REVENUES:

Federal Government	87,084,296
State Sources	8,041,127
Contributions	55,864
Fund Balance Carried Forward	-
TOTAL - GRANT - IN - AID FUND	<u>95,181,287</u>

PROPOSED EXPENDITURES:

Community Development	17,489,314
Workforce Development	4,106,588
Sheriff	320,233
Juvenile Court	169,388
Superior Court	38,480
State Court	873
Solicitor-State Court	14,984
District Attorney	163,698
Police	4,701,936
Fire	3,650,964
Family & Children Services	1,213,910
Human Services	2,815,354
Water & Sewer	247,938
Justice Assistance Grants	59,929,209
Magistrate Court	318,418
TOTAL - GRANT - IN - AID FUND	<u>95,181,287</u>

WATER & SEWERAGE OPERATING FUND

ANTICIPATED REVENUES:

Use of Money & Property	9,160
Charges for Services	197,916,100
Miscellaneous Revenue	20,000
Fund Balance Carried Forward	5,555,951
TOTAL - WATER & SEWER OPERATING	<u>203,501,211</u>

PROPOSED EXPENDITURES:

Public Works - Water & Sewer	196,529,018
Finance - Revenue Collections	6,972,193
TOTAL - WATER & SEWER OPERATING	<u>203,501,211</u>

WATER & SEWERAGE SINKING FUND

ANTICIPATED REVENUES:

Resolution 7 of 10 - Substitute as Passed by BoC - 2/22/2011

BUDGET RESOLUTION - SCHEDULE A
2011 BUDGET

2011 Budget

Interfunds	38,863,634
Fund Balance Carried Forward	-
TOTAL - WATER & SEWER SINKING FUND	<u>38,863,634</u>

PROPOSED EXPENDITURES:	<u>38,863,634</u>
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SANITATION FUND

ANTICIPATED REVENUES:

Use of Money & Property	42,000
Charges for Services	65,725,000
Miscellaneous Revenue	155,000
Interfunds	147,143
Fund Balance Carried Forward	9,074,932
TOTAL - SANITATION FUND	<u>75,144,075</u>

PROPOSED EXPENDITURES:

Public Works - Sanitation	74,897,995
Finance - Revenue Collections	246,080
TOTAL - SANITATION FUND	<u>75,144,075</u>

DEKALB - PEACHTREE AIRPORT FUND

ANTICIPATED REVENUES:

Use of Money & Property	25,000
Miscellaneous Revenue	4,594,000
Fund Balance Carried Forward	6,800,165
TOTAL - DEKALB - PEACHTREE AIRPORT	<u>11,419,165</u>

PROPOSED EXPENDITURES:

Airport Operations	8,919,165
Transfer to Capital Projects	2,500,000
TOTAL - DEKALB - PEACHTREE AIRPORT	<u>11,419,165</u>

STORMWATER UTILITY OPERATING FUND

ANTICIPATED REVENUES:

Use of Money & Property	(130,000)
Charges for Services	17,500,000
Fund Balance Carried Forward	3,732,876
TOTAL - STORMWATER UTILITY FUND	<u>21,102,876</u>

PROPOSED EXPENDITURES:

Stormwater Operations	19,397,409
Reserve for Appropriations	1,705,467
TOTAL - STORMWATER UTILITY FUND	<u>21,102,876</u>

FLEET MAINTENANCE FUND

ANTICIPATED REVENUES:

Resolution 8 of 10 - Substitute as Passed by BoC - 2/22/2011

BUDGET RESOLUTION - SCHEDULE A
2011 BUDGET

2011 Budget

Intergovernmental Revenue	160,000
Charges for Services	29,500,000
Miscellaneous Revenue	100,000
Fund Balance Carried Forward	-
TOTAL - FLEET MAINTENANCE	<u>29,760,000</u>

PROPOSED EXPENDITURES:	
Public Works - Fleet Maintenance	29,760,000
Purchasing - Fleet Maintenance	-
TOTAL - FLEET MAINTENANCE	<u>29,760,000</u>

VEHICLE FUND

ANTICIPATED REVENUES:	
Use of Money & Property	30,000
Charges for Services	14,179,328
Miscellaneous Revenue	300,000
Fund Balance Carried Forward	11,514,446
TOTAL - VEHICLE FUND	<u>26,023,774</u>

PROPOSED EXPENDITURES:	
Vehicle Acquisitions	18,016,800
Interdepartmental Services	791,943
Reserves and Other Miscellaneous	7,215,031
TOTAL - VEHICLE FUND	<u>26,023,774</u>

RISK MANAGEMENT FUND

ANTICIPATED REVENUES:	
Charges for Services	250,125
Miscellaneous Revenue	76,200,395
Payroll Deductions	399,812
Fund Balance Carried Forward	34,148,162
TOTAL - RISK MANAGEMENT	<u>110,998,494</u>

PROPOSED EXPENDITURES:	
Unemployment Compensation	303,384
Group Health & Life	110,695,110
TOTAL - RISK MANAGEMENT	<u>110,998,494</u>

WORKERS' COMPENSATION FUND

ANTICIPATED REVENUES:	
Charges for Services	6,784,936
Fund Balance Carried Forward	6,608,064
TOTAL - WORKERS' COMPENSATION	<u>13,393,000</u>

Resolution 9 of 10 - Substitute as Passed by BoC - 2/22/2011

BUDGET RESOLUTION - SCHEDULE A
2011 BUDGET

2011 Budget

PROPOSED EXPENDITURES:	<u>13,393,000</u>
BUILDING AUTHORITY LEASE PAYMENTS FUND	
ANTICIPATED REVENUES:	
Use of Money & Property	3,731,846
Fund Balance Carried Forward	-
TOTAL - BUILDING AUTHORITY	<u>3,731,846</u>
PROPOSED EXPENDITURES:	<u>3,731,846</u>
PUB SAFE AND JUDICIAL FACILITIES AUTHORITY	
ANTICIPATED REVENUES:	
Use of Money & Property	3,104,676
Fund Balance Carried Forward	-
TOTAL - PS&J FACILITIES AUTHORITY	<u>3,104,676</u>
PROPOSED EXPENDITURES:	<u>3,104,676</u>
TOTAL ANTICIPATED REVENUES	1,205,361,685
TOTAL PROJECTED EXPENDITURES	1,205,361,685

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

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

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.
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.
FREEMPORT EXEMPTION	Exemption from ad valorem taxation for inventories consisting of materials, goods in the process of manufacture, finished goods manufactured in the ordinary course of business and held by the manufacturer and finished goods destined for shipment to a final destination outside the state of Georgia.
FUND	An independent fiscal and accounting entity with a self-balancing set of accounts. These accounts record cash and other assets together with all related liabilities, obligations, reserves and equities. Funds are segregated so that revenues will be used only for the purpose of carrying out specific activities in accordance with special regulations, restrictions or limitations.
FUND BALANCE CARRIED FORWARD	Funds on hand at year end resulting from collections of revenue in excess of anticipation's and/or unexpended appropriations which are included as a revenue source in the budget of the ensuing year.
GENERAL OBLIGATION BONDS	Those bonds issued to the benefit of the County as a whole, and thereby an obligation of a general nature applicable to countywide resources. Approval by referendum vote is required for general obligation bonds to be issued.

GLOSSARY

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.
MILLAGE RATE	The ad valorem tax rate expressed in the amount levied per thousand dollars of the taxable assessed value of property. One mill is equal to one dollar per thousand.
MODIFIED ACCRUAL BASIS	The governmental fund financial statements are reported using the current financial measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due. General capital asset acquisitions are reported as expenditures in the governmental funds.
MODIFIED CASH BASIS	For budgetary purposes a modified cash basis of accounting is reflected relative to the financial statements. Cash revenues, along with cash expenditures plus encumbrances treated as expenditures, are utilized for reporting and budgeting purposes.
MOTOR VEHICLE TAX	Taxes on vehicles designed primarily for use upon public roads at the assessment level and millage rate levied by the taxing authority on tangible property for the previous calendar year.
OPERATING BUDGET	Costs associated with the non-capitalized materials and services required in the daily operation of service delivery such as personal services, office supplies, maintenance supplies, professional services, and rental fees.
PERSONAL PROPERTY	Tangible property other than land and buildings and motor vehicles, including mainly business equipment, machinery, fixtures, leasehold improvements, boats and airplanes.
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.

GLOSSARY

REAL PROPERTY	Land and buildings.
REALWARE®	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 four funds in which revenues are derived from special tax districts: Hospital Fund, Fire Fund, Special Tax District – Designated Services, and Special Tax District – Unincorporated.
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

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 Assisted Drawing
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	Computer 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

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

ACRONYMS

EEO	Equal Employment Opportunity
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
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
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

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 Transportation 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

ACRONYMS

P&R	Parks & Recreation
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

ACRONYMS

TSI	Traffic Signal Intersection
UCC	Uniform Commercial Code
UIFSA	Uniform Interstate Family Support Act
UPS	Uninterruptible Power Supply
URA	Urban Redevelopment Agency
URES	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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