

ANNUAL BUDGET

2012

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

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For the Fiscal Year Beginning

January 1, 2011

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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 2012 Budget Calendar.
- ** Fiscal Policies of DeKalb County.
- ** The Chief Executive Officer's DeKalb County 2012 Operating Budget Directive.
- ** The Chief Executive Officer's Budget Recommendations and the Chief Executive Officer's Amendment to the Recommended Budget.
- ** A listing of the Budget adjustments made by the Board of Commissioners. The full Budget Resolution is in the Appendices section.

SUMMARIES

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

FUND GROUP SECTIONS

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

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

APPENDICES

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

USERS GUIDE TO THE BUDGET DOCUMENT DEKALB COUNTY BUSINESS PROCESSES THAT IMPACT THE 2012 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 2012 BUDGET BOOK

The County closed 2011 books on schedule. The Budget Resolution for the Operating Budget was adopted on February 28, 2012. 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 2012, 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 2012 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.

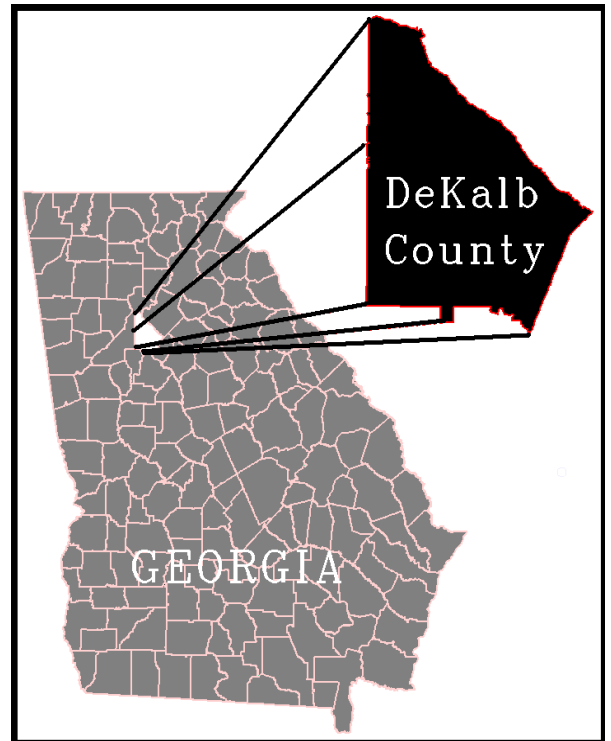
DEKALB COUNTY, GEORGIA

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, Georgia Piedmont Technical College and Georgia Perimeter.



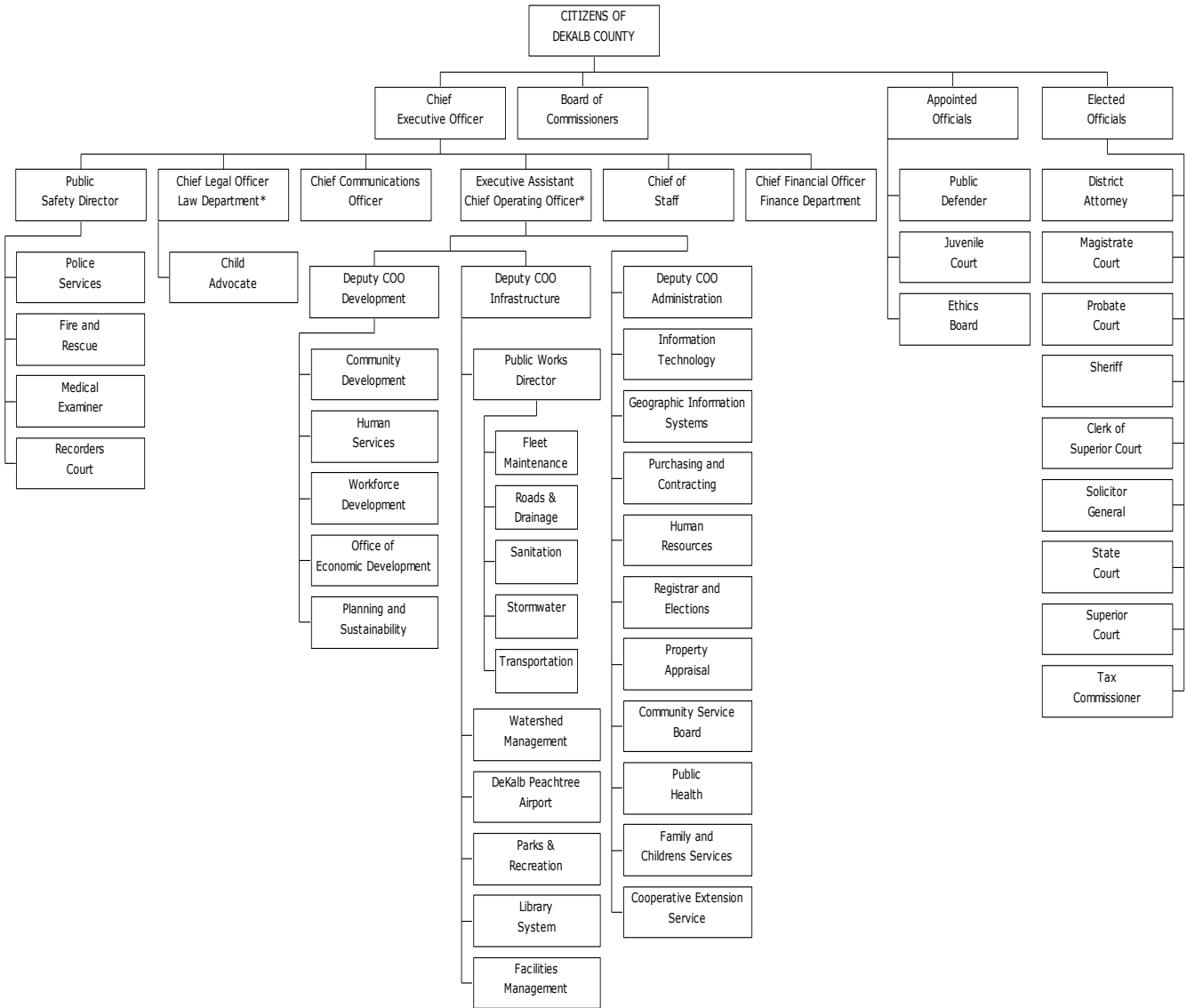
GOVERNMENTAL STRUCTURE

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

COUNTY SERVICES

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

DEKALB COUNTY ORGANIZATIONAL CHART



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

STATEMENT OF VISION

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.

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.

**2012 BUDGET CALENDAR
DEKALB COUNTY, GEORGIA
OPERATING BUDGET**

BUDGET PROCEDURE	ACTION BY	TIMETABLE
Evaluate and Review 2011 Processes	Finance Staff	January - June, 2011
Develop and Test Improvements for 2012 Budget Cycle	Finance Staff	January - June, 2011
Finance Reviews and Updates Training Materials	Finance Staff	January - June, 2011
Distribute Budget Calendar to Elected Officials and Department Heads	Finance Staff	May 6, 2011
Distribute Budget Forms to Elected Officials and Department Heads	Finance Staff	June 16, 2011
Detailed Training Sessions	Finance Staff	June 9, 15, 2011 June 23, 2011
Budget Clinics	Finance Staff	July 14, 15, 2011 July 18, 2011
Budget Kickoff Meeting	CEO and Finance	July 15, 2011 Maloof Auditorium 9:00 AM
Distribute Salary Projections, Interfund Charges, to Elected Officials, Department Heads	Finance Staff	August 10, 2011 August 10, 2011
Open and Distribute PSB Actual 2012 Budget Worksheet, Stage 1, Cost Center Requested	Finance Staff	August 1, 2011
Submit Program Modifications Requests to Finance Department	Elected Officials and Department Heads	August 12, 2011
Submit Operating Budget Requests to Finance Department	Elected Officials and Department Heads	August 26, 2011

**2012 BUDGET CALENDAR
DEKALB COUNTY, GEORGIA
OPERATING BUDGET**

BUDGET PROCEDURE	ACTION BY	TIMETABLE
Technology Process Improvement Recommendations Due to Finance Department	Information Systems	September 23, 2011
Human Services Coordinating Committee Recommendations for Non-Profit Organization Funding Due to Finance Department	HSCC	October 14, 2011
Review of Initial Revenue Anticipation and Overall Budget	CEO, Executive Assistant and Finance Staff	October 20, 2011
CEO's Budget Review:	CEO, Executive Assistant Finance Staff and Department Officials	October 20, 2011 December 14, 2011
Submit CEO's Budget to Board of Commissioners	CEO	December 15, 2011
Board of Commissioners Budget Review:		
A) Initial Review of Overall Budget	CEO and Board of Commissioners	December 15, 2011
B) Department Reviews	Board of Commissioners, Executive Assistant, Finance Staff	December 15, 2011 February 22, 2012
C) CIP Review	Board of Commissioners, Executive Assistant, Finance Staff	December 15, 2011 February 22, 2011
Public Hearings (Board of Commissioners Meeting)	CEO Board of	February 14, 2012 February 28, 2012

**2012 BUDGET CALENDAR
DEKALB COUNTY, GEORGIA
OPERATING BUDGET**

BUDGET PROCEDURE	ACTION BY	TIMETABLE
	Commissioners	
Revise Tentative Budget based on Public Hearings and Final Revenue Anticipations	Board of Commissioners Finance Staff	February 10 - 27, 2012
Public Hearing and Operating Budget Adoption and Capital Improvement Projects Budget Adoption	Board of Commissioners	February 28, 2012

**2012 BUDGET CALENDAR
DEKALB COUNTY, GEORGIA
CAPITAL PROJECTS BUDGET**

BUDGET PROCEDURE	ACTION BY	TIMETABLE
Evaluate and Review 2011 Processes	Finance Staff	January - June, 2011
Develop and Test Improvements for 2012 Budget Cycle Cycle	Finance Staff	January - June, 2011
Finance Reviews and Updates Training Materials	Finance Staff	January - June, 2011
Distribute Budget Calendar to Elected Officials and Department Heads	Finance Staff	May 6, 2011
Distribute Budget Forms to Elected Officials and Department Heads	Finance Staff	June 16, 2011
Budget Kickoff Meeting	CEO and Finance	July 16, 2011 Maloof Auditorium 9:00AM
Submit Capital Projects Request to Finance Department	Elected Officials and Department Heads	August 12, 2011
Submit Technology Capital Projects Request to Finance Department	Elected Officials and Department Heads	August 12, 2011
Appoint CIP Review Committee	Executive Assistant	August 19, 2011
Technology Capital Projects Recommendations Due to Finance Department	Information Systems	September 23, 2011
CIP Review Committee Recommendations to Finance Department	Capital Projects Review Committee	October 3, 2011
Review of CIP Committee Recommendations	CEO, CIP Review Committee Executive Assistant, Finance Staff	October 25, 2011

**2012 BUDGET CALENDAR
DEKALB COUNTY, GEORGIA
CAPITAL PROJECTS BUDGET**

BUDGET PROCEDURE	ACTION BY	TIMETABLE
Submit CEO's Budget to Board of Commissioners	CEO	December 15, 2011
Board of Commissioners Budget Review:	Board of Commissioners,	December 15, 2011
CIP Review	Executive Assistant, Finance Staff	February 22, 2012
Public Hearings (Board of Commissioners Meeting)	CEO Board of Commissioners	February 14, 2012 February 28, 2012
Revise Tentative CIP Budget based on Public Hearings and Final Revenue Anticipations	Board of Commissioners Finance Staff	February 10 - 27, 2012
Public Hearing and Adoption of Capital Improvement Projects Budget	Board of Commissioners	April 12, 2012

2012 BUDGET ADOPTION: HIGHLIGHTS

Editor's Note: Many events and policy decisions during 2011 had a significant impact on the planning, recommendation, and adoption process for the 2012 Budget. This is a summary of the major items that impacted the adoption of the Tax Funds Budget.

The Adopted Budget 2011 for the Tax Funds of \$529.6 million included the following:

- no millage increase
- a \$33.6 million reduction, a 6% decrease to the Tax Funds Budget
- deferred Attachment B "2011 Budget Additions, Deletions, and Transfers"
- discontinued the automatic salary increase awarded to employees upon completion of the six-month probationary period
- continued the suspension of the routine vehicle replacement program
- continued the suspension of the across-the-board salary increment for all employees.

March, 2011	The planning process for the 2012 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 Jobs and Economic Growth, and the Director of Public Safety. The Committee met bi-monthly from March to September.
June, 2011	Budget Staff conducted 2012 Budget Training sessions. A projected decline in revenues for 2012 and the impact that this decline would have balancing the 2012 Budget were the themes of the sessions. Departments were advised to identify any cost cutting measures that would reduce the 2012 Budget, identify revenue enhancements and efficiencies that may be attained through cost/resource sharing, organizational consolidations and outsourcing opportunities.
July 7, 2011	The CEO submitted the 2011 Mid-Year Budget Adjustment Recommendation to the BOC. The Tax Funds Budget, totaling \$540.4 million, included a 4.35 millage increase, the restoration of funding levels to various departments to cover anticipated deficits, increases in certain revenue anticipations, an increase in the Budgetary Reserve, 3 unpaid holidays for employees and an additional \$23 million in spending cuts. The creation of a separate special tax district for Police Services and the establishment of a separate property tax levy to support such a district was recommended.
July 12, 2011	The BOC adopted the CEO's 2011 Mid-Year Budget Adjustment for the Tax Funds, including a 4.35 millage increase.
August 8, 2011	Moody's Investors Services notified DeKalb County that the Aa3 credit rating for general obligation debt has been reaffirmed. Also, Moody's assigned a MG 1 rating to the DeKalb's short term debt.

2012 BUDGET ADOPTION: HIGHLIGHTS

August 26, 2011	Department directors and senior level managers participated in strategic planning retreat to identify areas of critical importance and refine strategic plans for each one. Managers focused on goals and outcomes in five key areas: enhancing public safety, facilitating economic development; increasing neighborhood empowerment, ensuring efficient operations, and ensuring fiscal integrity.
October - December 2011	Finance staff, BOC staff, and the COO reviewed budget requests, conducted budget reviews and discussions with the departments. Finance staff presented preliminary 2012 Budget recommendations to the CEO.
November, 2011	The BOC adopted a 2012 Budget Priorities Resolution encouraging that the CEO's Recommendation include the following: no tax rate increase for 2012, present a budget with five year forecasting for each major tax fund, a redesign of the health benefits plans for 2013, a proposal which creates a defined contribution program for new employees, identify the fund balances for the each major tax fund separately and that each major tax fund should have at the end of the fiscal year, one month of reserves.
December 15, 2011	The CEO submitted the 2012 Tax Funds Recommended Budget to the BOC, totaling \$547.3 million. It provides funding for 10 holidays, no furloughs for county employees, a lower cost healthcare option for county employees, no millage rate increase, considered outsourcing of various services, and continued the suspension of the routine vehicle replacement program.
January - February 2012	The BOC's Finance, Audit and Budget Committee held meetings to discuss the CEO's proposed budget.
February 28, 2012	The BOC adopted a substitute to the CEO's 2012 Budget Resolution for the Tax Funds, totaling \$559.7 million. This included a \$12 million fund balance forward, a decrease of \$1.2 million due to the reclassification of the Rental Motor Vehicle Tax Fund to a Special Revenue Fund and a transfer of \$533 thousand to the Special Tax District - Designated Services Fund.



Chief Executive Officer

W. Burrell Ellis, Jr.

Chief Executive Officer

W. Burrell Ellis, Jr.

Board of Commissioners

District 1
Elaine Boyer

District 2
Jeff Rader

District 3
Larry Johnson

District 4
Sharon Barnes Sutton

District 5
Lee May

District 6
Kathie Gannon

District 7
Stan Watson

TO: Department Heads
Agency Heads
Constitutional Officers

DATE: July 15, 2011

SUBJECT: Expenditure Control for 2011 and Consideration for the 2012 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 2012 fiscal year. The County is continuing to face economic uncertainties that will have substantial implications during our next budget cycle. The property tax digest declined for the third year in a row and may continue to decline. DeKalb still has one of the lowest effective millage rates for homeowners in the metro area as a result of the HOST program.

The County's estimated revenues declined from \$636 million in 2008 to \$529 million in 2011. To address the further decline of revenues and provide for essential services, I recommended a millage increase of 4.35 mills in the 2011 Mid-year Adjustments. The Board of Commissioners adopted this increase on July 12, 2011.

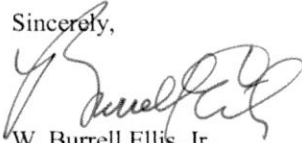
While I am confident that the County will be able to regain its outstanding reputation for fiscal responsibility, I believe that it is only prudent to take steps now to preserve our future financial flexibility as we move into the 2012 Budget process. To that end, I am directing the Chief Operating Officer to meet with each department head to define what constitutes an essential service, to identify services that can be classified as non-essential services, and to identify outsourcing opportunities. I am encouraging the elected and appointed officials to do the same. Further, I am directing that the following actions be implemented:

- Each department director take aggressive steps to control their 2011 expenditures and make significant cuts in the 2012 Budget Request. The County Finance Department will continue to monitor departmental 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.
- Continue the current emphasis on controlling overtime utilization and direct the Human Resources Department to continue to provide monthly summary of departmental utilization to my office.
- Defer any request for new positions and for expenditures not currently in the 2011 Budget for consideration in the 2012 Budget process, unless such expenditures will result in direct increases in revenue and/or substantial cost avoidance.

- 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, possible organizational consolidations, and outsourcing opportunities.

I believe that these measures are both prudent and necessary to address the uncertainties we continue to face and I am encouraging 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 2012 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 of Staff, BOC
Chief Operating Officer
Chief Financial Officer



Chief Executive Officer
W. Burrell Ellis, Jr.

Board of Commissioners

District 1
Elaine Boyer

District 2
Jeff Rader

District 3
Larry Johnson

District 4
Sharon Barnes Sutton

District 5
Lee May

District 6
Kathie Gannon

District 7
Stan Watson

MEMORANDUM

TO: DeKalb County Board of Commissioners

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

DATE: December 15, 2011

SUBJECT: 2012 Executive Budget Recommendation

I. Introduction

The 2012 Executive Budget Recommendation reflects the Administration's ongoing efforts to restructure government, reduce spending and bring about innovation, in light of the lingering recession. The Administration has, by necessity, taken into consideration the continued impact of the recession on the real estate market and the resulting decline in property tax assessments and collection rates. Accordingly, our guiding principles in developing the 2012 Executive Budget Recommendation are to: (1) be responsive to the priority needs of our citizens, as set forth in the County's Strategic Plan; (2) live within our financial constraints, or "means"; and (3) continue our efforts to rebuild our budgetary reserve to an appropriate level. Therefore, this Executive Budget Recommendation represents this **fiscally responsible approach**.

The Administration also understands the hardship the recession has placed on the County's working families and public employees who have been called upon to shoulder a significant burden due to rising costs and budget cuts. County employees, in particular, have seen their healthcare costs and pension contributions increase, and their salaries reduced due to the defunding of County holidays and/or furloughs, while receiving no cost-of-living adjustments. These actions have taken a toll on employee morale and will, over time, impede the County's ability to continue to reasonably deliver quality services. In order to minimize this hardship, the 2012 Executive Budget Recommendation provides for the following:

- (1) funding for *all* County holidays;
- (2) no furloughs;
- (3) a lower-cost healthcare option for County employees;

(4) no millage rate increase; and

(5) implementation of *ONE DeKalb Works* jobs stimulus program and *ONE DeKalb Lives* housing initiatives.

In order to enhance quality customer service and further improve service delivery, the Administration recognizes that we must do even more. It is our desire, as the economy improves, to move away from the merit-increment program of the past and toward a pay-for-performance system in the future in order to boost morale, reward those employees who perform best and to incentivize innovation. In the meantime, the Administration is (1) developing a non-monetary incentive program, (2) creating a compensation and evaluations philosophy that will guide pay practices, incentives and employee development, and (3) facilitating flexible work schedules and telecommuting, where feasible.

In order to accomplish these objectives, the Tax Funds departments will be called upon to provide services at the same general funding levels as in 2011, except in certain areas where new funding is mandated. Obviously, this will necessitate an intense level of managerial control and monitoring and a commitment to ongoing financial oversight by the Finance Department. In addition, considerable flexibility in adjusting to changing circumstances and conditions, as well as the utmost control of expenditures in filling vacant positions within Tax Funds departments, will be required.

II. 2012 Budget Overview

A. Progress To Date

In response to financial challenges resulting from the impact of the recession, the County has taken definitive actions thus far to balance expenses against anticipated revenues. These actions have included the reduction of spending in the Tax Funds Budget by over \$130 million over the last three years, and the reduction of the total County work force by over 900 positions. This has been accomplished by consolidating services, combining operations and placing an emphasis on innovation, outsourcing and utilizing advanced technology. These efforts to improve the County's accounting and financial reporting systems have resulted in the receipt of a clean Annual Audit Report for 2010 and, recently, the very successful sale of over \$381 million in Water & Sewerage Revenue Bonds to finance a major upgrade in the County's water treatment and sewerage collection systems. The Administration will continue to focus on implementing the County's Strategic Plan, improving the operational efficiency and effectiveness of operations by developing appropriate benchmarks to measure progress in operating departments, applying advanced technology, and continuing to stress customer service.

The tremendous pressure on the County's Tax Funds budget is reflected in the following table that illustrates the continuing decline in the County's main Tax Funds revenue sources:

<i>Year</i>	<i>Tax Funds Revenue Anticipations (in thousands)</i>
2008	\$636,456
2009	\$606,749
2010	\$558,601
2011	\$540,864

From 2008 through 2011, the County has seen a drop of almost \$100 million in its revenue anticipations. Although there have been accompanying increases in the millage rate, those increases have not provided any significant increase in operating revenue primarily due to a corresponding decline in the property tax digest.

B. Budgetary Impacts

In addressing the 2011 Budget, the Administration changed the historical approach to the budget process. The Administration has continued that effort in 2012. The Board of Commissioners and its staff were invited to participate in departmental budget reviews. The Commissioners and their staff were provided copies of departmental budget submissions at the same time they were received by the budget staff. Furthermore, the Administration solicited input from the Board of Commissioners regarding 2012 Budget priorities and the 2012 Executive Budget Recommendation reflects a diligent attempt to address these priorities. (See Appendix A). The Chief Executive Officer retains the responsibility to submit the formal 2012 Executive Budget Recommendation for consideration by the Commissioners in compliance with State law.

In formulating the 2012 Executive Budget Recommendation, rising cost requirements have to be addressed, including the following:

<u>Anticipated Appropriation</u>	<u>Additional Cost</u>
Presidential Election Year	\$3,300,000
Increased Employee Health Insurance	490,411
Tax Assessor Software System	1,000,000
Tax Anticipation Note Interest	750,000
Pension Fund Repayment Adjustment	350,000
Restore Funding for Holiday Pay	<u>1,751,550</u>
Total	\$7,641,961

It remains a basic fact that the operating budget for a local government is largely shaped by expenditures for Public Safety, Judicial Services and statutorily 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 the most difficult to reduce. In considering the overall allocation of funding among functions, public safety and the judicial system consumes approximately 47% of governmental expenditures. Statutory requirements consume another 22%. In other words, almost 70% of the County's operating budget is devoted to public safety, judicial and statutory expenditures. The County's commitment to the public safety and judicial area is clearly demonstrated by the table on the following page that reflects the allocation of authorized positions.

In summary, **74%** of the County's authorized positions in the Tax Funds are in the Public Safety/Judicial area, **3%** are in the Revenue Group, **14%** are in the Direct Services area, **8%** are in the Staff Support area, and **1%** is in the Executive and Legislative area.

[CONTINUED ON NEXT PAGE]

<i>Department/Group</i>	<i>Authorized Positions</i>	<i>Group Total</i>	<i>Group Percentage</i>
Executive & Legislative			
Chief Executive Officer	20		
Board of Commissioners	33	53	1.03%
Public Safety & Courts			
Sheriff's Office	857		
Juvenile Court	88		
Superior Court	93		
Clerk of Superior Court	89		
State Court	180		
Solicitor	71		
District Attorney	123		
Child Advocates Office	21		
Probate Court	25		
Public Defender	76		
Police (General Fund)	68		
Medical Examiner	19		
Magistrate Court	14		
Fire & Rescue Services (General Fund)	140		
Fire & Rescue Services	582		
Police Services	1,231		
Recorders Court	53	3,730	74.1%
Revenue Group			
Property Appraisal	66		
Tax Commissioner	107	173	3.43%
Staff Support Services			
Law Department	22		
GIS	23		
Facilities Management	58		
Purchasing	54		
Human Resources	28		
Information Systems	108		
Finance	74		
Planning	13		
Public Works Director	3		
Non-Departmental	1		
Finance	10	394	7.74%
Direct Services			
Registrar	14		
Economic Development	8		
Library	227		
Extension Service	14		
Transportation	29		
Roads & Drainage	178		
Human Services	17		
Parks	148		
Planning (Code)	49	684	13.58%
Total for all groups		5,034	100.00%

C. Restructuring, Innovation and Operational Efficiency

In addressing rising costs, expenditures may be reduced in two ways: (1) elimination of extraneous services, or (2) restructuring of existing programs to operate at maximum efficiency with lower operational costs. Both approaches are being utilized by the County through on-going restructuring of its organizational elements and various process improvement initiatives.

In terms of improving operational efficiency, the Administration is currently engaged in two major efforts. The first effort involves the preparation for a major system upgrade in the County's Financial Management Information System (FMIS). This project will consist of an upgrade from the current Oracle 11.5.10 to Oracle R12. In Phase I of the project, an analysis is being conducted of each functional area as part of an on-going process improvement assessment to identify immediate improvements in the existing system, as well as to document how the installation of the new version of Oracle can work most effectively to eliminate duplicate information entry and provide the maximum operational support to all other functional areas. The result, when implemented, will provide a major improvement in the transfer of information and operational efficiency.

The second on-going effort involves the progress of the County's Integrated Justice Information Sharing project (IJIS) that enables the sharing of data among existing applications and access to that data in a unified system through a single point of entry. The Request for Proposals for Phase I is currently being prepared for release. Phase I will establish the integration environment, define interfaces between a main hub and link four key justice systems. The systems include Banner-Adult (Sheriff) (Courts), RMS (Police Records Management System) and EWI (Electronic Warrants). Phase II will expand the system to include Probation CMS, GIS and J-CATS and Tracker. Further phases will gradually expand the system to include all the elements of the County's Public Safety and Courts' applications.

Another major process improvement is represented by the Board's recent approval of the purchase and installation of the Tyler Tax Assessor Information System. The Tyler system will integrate with the current Tyler Tax Commissioner Information System and substantially improve the overall efficiency of the County's property tax administration. It will also allow the County to effectively reduce the number of technology systems currently involved in tax administration from three to one.

An additional system improvement in 2011 has been the activation of the NEOGOV Human Resources System that allows on-line employment applications and computerization of the application process. It also streamlines the current approval process for controlling the filling of vacancies that requires the submission of justifications by the various departments, the consideration by Human Resources and Budget staff and the final approval by the Chief Operating Officer and/or CEO. The result has been a substantial reduction in paperwork and the availability of real time status reports on filling vacant positions.

The on-going efforts of the Information Systems Department in the area of telecommunications resulted in the savings of approximately \$460,000 in 2011. The savings were realized in telephone costs for various departments and a reduction in the bill for dial-tone service access from \$118,000 to \$95,000 per month.

D. Budget Summary

Departmental requests for the FY 2012 Tax Funds Budget identified \$646.6 million in operating costs and \$20 million in Capital costs for a total 2012 budget request of \$666.6 million. In order to balance the budget, the recommendation for FY 2012 is \$547.3 million, including \$3.5 million 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 \$119.3 million from departmental requests. This also represents an increase of 1.2% from the adjusted FY 2011 Tax Funds Budget of \$540.9 million, which did not include any encumbrances.

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 2012 Executive Budget Recommendation utilizes 80% of prior year HOST collections. The HOST program continues to be impacted by three financial trends:

- (1) the projected flat growth rate of sales tax collections, which decreased every year from 2006 through 2009; the sales tax slightly increased in 2010, and then was significantly impacted positively by HB1221 which removed the HOST exemption on food starting January 1, 2011;
- (2) the decline in assessed property values; and
- (3) allocated distributions of sales tax proceeds to the cities by the state based on the previous year's collections.

The 2012 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 2012 when the Board of Commissioners adopts the final millage rates for FY 2012. 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 Fund Balance will be determined at the close of business for 2011 and is projected to be approximately \$18 million. **The Budgetary Reserve has been budgeted at \$22.5 million in the 2012 Budget.** The County is targeting the end of FY 2013 to return the Tax Funds fund balance to the fiscal policy target of one month.

Salary savings and defunding vacant positions in the proposed 2012 Tax Funds Budget are anticipated at the level of \$21.9 million. This level of salary savings is an increase over the amount for 2011. This amount represents 429 positions in the Tax Funds departments.

The minimum pension contribution adjustment to meet State funding requirements will be approximately \$7 million lower than 2011, due to the reduction in funded positions and the latest actuarial calculation of required contributions.

The 2012 Executive Budget Recommendation also reflects the increase in the cost of health and life insurance. This will impact the 2012 Tax Funds Budget by approximately \$490,411.

In developing the 2012 Executive Budget Recommendation, a number of assumptions have been made that must be clearly understood because, if those assumptions do not materialize, adjustments will have to be made to balance revenue and expenditure levels. Among these assumptions are:

- (1) The Local Legislative Delegation of the Georgia General Assembly will approve the implementation of an increase in the current Hotel/Motel Tax to 8%. The intent is that the County's portion of the increase will be used to support the Porter Sanford Performing Arts Center and for other eligible purposes. The increase would provide approximately \$1 million in 2012.
- (2) The Local Legislative Delegation of the Georgia General Assembly will approve the requested increase in the fees that the County may charge in the County's Recorder's Court. The increase is projected to provide an additional \$2 million in 2012.
- (3) Based on current projections, the collection rate for property taxes will be lower for 2011 than normal. The budget projections assume that the overall collection rate will fall to 93%.
- (4) The previously approved pension charges will be amended to reflect the latest recommendations from the actuarial consultants.
- (5) The Board of Commissioners will approve pension plan changes for new employees that will reduce the County's contributions.
- (6) The Board of Commissioners will approve a number of revenue items that will be submitted separately for consideration, including utility cuts fees and fire inspection fees.
- (7) The subsidy previously provided to the operators of the County's golf and tennis operations will be eliminated.

- (8) The implementation of the business license enforcement contract that will recover lost revenues and increase future revenues.
- (9) The Vehicle Replacement Fund will be adjusted to reflect the lease-purchase of vehicles authorized for purchase in 2012 over time.
- (10) The Request for Proposals for outsourcing Medical Transport Services will provide for at least a partial reimbursement of the cost of dispatching services provided by the County.

III. Closing

The 2012 Executive Budget Recommendation has been developed after comprehensive and careful analysis of the County's needs and resources. Such consideration has required difficult decisions. The Executive Branch, with the anticipated cooperation of the Board of Commissioners, will 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.

Major issues addressed in the 2012 Budget are summarized as follows:

- Continued emphasis will be placed on restructuring, innovation and operational efficiency. This includes considering outsourcing of various services, entering into public-private partnerships to deliver certain services, and technological improvements.
- Funding for *all* County holidays and no furloughs.
- The 2012 Budget will require extraordinary control of the filling of vacant positions and overtime.
- Targeted revenue enhancements to minimize impact to service delivery.
- Maintain and increase budgetary reserves for financial stability in future years.
- Planned use of tax anticipation notes to better manage cash flows.
- Continued suspension of the routine vehicle replacement program for 2012 and utilizing a lease/purchase option to replace vehicles and ensure that the County's fleet requirements are met.
- Focused exploration of outsourcing opportunities to reduce costs and improve efficiency.

2012 Executive Budget Recommendation
December 15, 2011
Page 10

Appendix A: Administration Responses to Commission Resolution
Appendix B: Outsourced Services – 2011
Appendix C: Proposed Outsourcing Options - 2012

cc: Richard Stogner, Chief Operating Officer/Executive Assistant
Joel Gottlieb, Chief Financial Officer
Jabari Simama, Chief of Staff, CEO's Office
Lisa Chang, County Attorney
Morris Williams, Chief of Staff, Board of Commissioners

APPENDIX A

Administration Responses to Board of Commissioners' Resolution

In formulating the 2012 Budget Recommendation, the Administration has diligently attempted to address the priorities for the 2012 Budget enumerated in a resolution passed in 2011 by the Board of Commissioners. Since these priorities have had significant impacts on formulating the 2012 Budget, the following observations are offered:

1. The Administration has recommended a balanced budget for 2012 without proposing a millage rate increase. However, the budget recommendation contains a number of assumptions as set forth herein.
2. As part of the departmental budget submissions, information was requested for a multi-year projection of expenses. This information is available to the Board of Commissioners and staff. However, property assessments have been declining for several years, with a significant decline in 2011 (unincorporated tax digest declined 17.8%). Finance staff currently estimates that the digest will continue to decline in 2012 (currently estimated to be approximately 5%) and will not show improvement until 2013 and then only slightly for the following three years.
3. For 2012, several innovative programs will be implemented, as further explained herein. These include a consumer driven health plan with a health savings account and another HMO. These plans provide choices while distributing the costs appropriately. Our Health Benefits program is self-funded based on experience data. The Administration will develop options as quickly as possible and present them to employees.
4. The Administration has proposed a hybrid plan (1.25% defined benefit and 3% defined contribution plan) for new employees starting in 2012. The proposal is comparable to other local government employee plans and provides a base level of replacement income, especially for premature disability or death. The Administration urges the Commission to take action on the plan by the first quarter of 2012.
5. The Administration has estimated positive Fund Balances for the Tax Funds in 2011 based on the actions taken by the Board of Commissioners in July 2011. However, since departmental budgets have been reduced significantly and property tax revenues receipts have also declined, the Fund Balances may be affected. The actual balances will be available in mid-January 2012.

6. The majority of vacant positions are currently in the public safety area (police, fire, courts and Sheriff) (69%) and in the Direct Services area (17%). Requests to fill vacant positions will continue to require a justification, budgetary and Human Resources review and final approval by the Chief Operating Officer and/or CEO.
7. The Administration has moved forward with the outsourcing of a number of services in 2011 and identified a number of outsourcing opportunities that will be pursued in 2012, as identified in Appendices B and C.
8. The Chief Financial Officer provides a quarterly statement of revenues and expenditures as well as a balance sheet of the County's financial position. In addition, the Board of Commissioners receives a monthly summary of departmental budgets and expenditures.
9. The Administration acknowledges and values the contributions employees have made during these challenging times. It is committed to creating a workplace culture that fosters productive employees, demonstrates excellent performance, and embraces quality customer service and innovation. Steps have been being taken to stabilize pension costs for current employees, and to avoid layoffs, unfunded holidays and furloughs, as reflected in the 2012 Executive Budget Recommendation.

**Appendix B
Outsourced Services – 2011**

Outsourced Services	Department	Status
Manage, Operate, and Maintain DeKalb County Tennis Centers at DeKalb Tennis Center and Blackburn Tennis Center.	Infrastructure Parks and Recreations	Request for Proposal No. 10-500145
Turnkey Design, construction, Startup, Operation and Maintenance Services for Seminole Road Landfill Gas to Renewable Natural Gas Conversion System (LFG to RNG):	Infrastructure Sanitation	ITB 10-100188 Awarded 2/25/11 Energy Systems Group, LLC
Phone Interpreter Services	911	Request for Proposal No. 10-500152
Operation and Maintenance of Pole Bridge Creek Sludge Land Application System:	Infrastructure Watershed Management	Request for Proposal No. 3000385
Food Service Operations at the Lou Walker Senior Center	Community Development Senior Services	Request for Proposal No. 10-500153
Lifeguard Services for Brown's Mill Aquatic Center (Annual Contract)	Infrastructure Parks and Recreation	Invitation No. 3001696
Consultation and Administrative Services for Collection Assistance in the Recovery of Delinquent Accounts	Finance Treasury & Accounting	Request for Proposal 10-500165 Awarded to American Recovery Solutions Services
False Alarms	Public Safety Police	Law Department review for consultant RFP
Pre-Employment Physicals and Drug and Alcohol Testing Services	Human Resources	ITB 11-500176
Tire Replacements	Infrastructure Fleet Maintenance	Awarded
On-Call Electrical Contractor Services	Infrastructure Facilities Management	Awarded 7/22/11 CG&E Systems
On-call Heating, Ventilation, and Air Conditioning (HVAC)	Infrastructure Facilities Management	ITB No. 10-100206 Awarded 7/1/11: Galgon HVAC and Mechanical Services,

Outsourced Services	Department	Status
		Inc. and Legacy Mechanical Services
On- Call Roofer Contractor Services	Infrastructure Facilities Management	ITB 10-100195 Awarded 12/8/10 National Building Contractors, Inc. Galaxy Contracting Company, Inc.
Business Registration Enforcement/ Business License Enforcement	Finance	RFP 11-500181 Awarded 11/15/2011 e2 Assure
On Call Plumber Contractor Services	Infrastructure Facilities Management	BOC Agenda 12/13/2011
On Call Electrical Contractor Services	Infrastructure Facilities Management	BOC Agenda 12/13/2011
Tennis Program Management	Parks and Recreation	BOC Agenda 12/13/2011
Manage Sugar Creek Golf Course	Parks and Recreation	BOC Agenda 12/13/2011
Manager Mystery Valley Golf Course	Parks and Recreation	BOC Agenda 12/13/2011
Agreement for professional towing and wrecker services	Police Services	
Compressed Natural Gas Alternative Fueling Station Seminole Fueling Station	Infrastructure Sanitation	Invitation No. 11-100210

**Appendix C
Proposed Outsourcing Options – 2012**

Outsourced Services	Department	Status
Animal Services – Entire Operation	Public Safety Animal Services	RFP in development
Animal Services – Veterinary Services	Public Safety Animal Services	RFP in Contracts
Medical Transportation	Public Safety Fire Department	RFP for consultant to create final RFP
Mailroom	Purchasing and Contracting	RFP in progress
Call Center Operations (water/sewer billing)	Finance Treasury and Accounting	RFP in development
Parts Inventory Management	Fleet Management	2012
Web Development	Information Systems	
Business License Administration	Finance Business License	BOC approved RFP for consultants
Mainframe Hosting	Administration Information Systems	RFP review in progress
Mowing Services	Parks and Recreation	Develop RFP
Decatur Building Maintenance	Infrastructure Facilities Management	Develop RFP
Meter Reading	Infrastructure Watershed Management	Pending RFP for software
Recreation Private/Public Partnership with YMCA	Infrastructure Parks and Recreation	Evaluate Proposal

The Director of Purchasing and Contracting has been directed to form a special task group to focus on processing requests for proposals (RFP) and bids in this area. The Administration will also be considering various service level options for providing sanitation services, including revisions to the frequency of service plan and the current Recycling Program. Since Sanitation Services are separately funded, the ultimate impact on the tax fund of any changes will be indirect.

CHIEF EXECUTIVE OFFICER W. BURRELL ELLIS'

2012 STATE OF THE COUNTY ADDRESS

JANUARY 5, 2012

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

"The House Stands Strong: The Power of ONE DeKalb"

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.

Last year, as I stood before you, I shared the story of "the Old Farmer's tree." You remember that story, don't you? The tree, which was hollow and decaying, presented the farmer with an unpleasant dilemma: Should he cut it down knowing that it would surely damage his farmhouse, or allow it to remain, leaving his family in constant danger? The farmer, sadly, was plagued by inaction.

The purpose of the story was that DeKalb County, like the Old Farmer, was facing its own budgetary "hollow tree" and that only swift action on our part would prevent the tree from falling on our house.

Well, the tree did fall. And the damage to our credit rating was felt throughout the land.

Fortunately, however, that's not the whole story. Through hard work, decisive action, and collaborative effort, we were able to hoist the tree, repair the damage, restore our credit, and save the house. And today, the house stands strong.

My friends, I am humbled, honored and overjoyed to share this progress with you and report to you that today the house stands strong and the State of DeKalb County is good.

{County Goals: Human Services and Organizational Effectiveness}

More than anything else, listening to you, the citizens of DeKalb County, has been the hallmark of this Administration. Since taking office, I have held more than 40 town hall meetings. We've scheduled 11 additional meetings through March of this year with more to come, so that I can continue listening to your concerns and hearing your priorities.

And more than anything else, you have requested quality services that add value to your quality of life. And I am happy to report to you that we have delivered just that.

When this Administration took office the national and local metrics were solidly against us:

- The capital markets were frozen.
- Residential real estate values were in a free fall.
- Consumer confidence was at an all-time low.

{County Goals: Financial Strength and Organizational Effectiveness}

In spite of all this, we inherited a county government that was spending more money than it was bringing in and depleting its reserves. As a result, our debt rating was downgraded and, subsequently, withdrawn.

We had to act fast. We were headed to the market to undertake the first in a series of major borrowings in order to

CHIEF EXECUTIVE OFFICER W. BURRELL ELLIS'

2012 STATE OF THE COUNTY ADDRESS

JANUARY 5, 2012

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

upgrade our aging water and sewer system but, without a solid rating, were unlikely to be able to sell our bonds.

Today, I am proud to stand with several people in this room and say, as a result of a concerted effort, the financial position for DeKalb County is stable and our fiscal outlook is good.

From those members of the Board of Commissioners who took the bold and courageous action to raise the county's millage rate because it was necessary in order to maintain revenues due to the severe decline in the housing market, to the members of the DeKalb Chamber who devoted countless hours in facilitating budget discussions, to the Commission's Presiding Officer, Larry Johnson, who joined me and others in a trip to Wall Street for face-to-face meetings at the rating agencies, to our own finance department staff and team of advisors, let me say "thank you" for getting the job done.

These concerted actions showed the Region, the State, and the Nation that DeKalb County is serious when it comes to taking requisite action that lays the foundation for future growth.

And there's more good news...

After getting our ratings restored, and receiving high marks for our "solid operations" from both Standard & Poor's and Moody's, we sold our bonds in record time. In fact, they were over-subscribed within 2 hours. That's great news for our taxpaying citizens, but that's not the whole story.

{County Goal: Organizational Effectiveness}

ONE DeKalb

It is in this spirit of unity and inclusiveness that we are reaching our full potential.

Our unity is a reflection of our values. We value partnership – partnership between the private and public sectors; and partnerships with the faith-based community, community-based organizations, and between governments. It is through partnership – people working together – that DeKalb County has achieved its victories in the midst of the reality of these economic times. And it is in unity – ONE DeKalb – that we are reaching the full potential that is available to us through our diverse population, prime location and rich resources.

This is why I say to us all today, ONE DeKalb is not merely a slogan. ONE DeKalb is a statement, a resource, and a best practice for building partnerships and tapping into the best talent to help solve serious problems that threaten our quality of life.

It is our way of doing business.

{County Goals: Economic Development, Organizational Effectiveness, and Infrastructure}

As ONE DeKalb, we are working with the federal and state governments to bring streetscape improvements to our major corridors throughout the county, including Memorial Drive, Candler Road and Buford Highway. These upgrades are the foundation for economic growth that will improve property values, create jobs, and promote "hubs of opportunity" for surrounding areas. All told, our Administration was awarded more than \$60 million in federal and state transportation funding. That means DeKalb County taxpayers are getting their fair share of resources and that's great news, but that's not the whole story.

CHIEF EXECUTIVE OFFICER W. BURRELL ELLIS'

2012 STATE OF THE COUNTY ADDRESS

JANUARY 5, 2012

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

{County Goals: Organizational Effectiveness, Financial Strength, and Infrastructure}

As ONE Green DeKalb, we are working with both the federal government and the private sector to be more sustainable – to be the Greenest Urban County in America. In October, we broke ground on our latest green initiative, a renewable energy facility that will convert landfill gas into fuel for vehicles. This is the result of an \$8 million federal grant and partnership between DeKalb County and ESG, a private-sector firm which is building the facility which is scheduled to open this spring.

Initially, we will utilize this fuel for more than 306 sanitation vehicles and eventually, we will sell it to external customers. As a result, DeKalb County is forecasting fuel savings of \$3 million during the next 8 years. We are converting “trash to gas,” and “gas to cash.” That’s more great news, but again, not the whole story.

We continue to set the standard regionally and nationally for green programs. When this project is completed, DeKalb County will have the capacity to process more landfill gas than any other county in Georgia and be home to the first and only facility of its kind in the Southeast.

Our use of clean, green and safe technology will generate revenue and enhance our quality of life for decades to come.

{County Goals: Organizational Effectiveness and Human Services}

ONE DeKalb Lives

Our county is largely residential. The impact of the great recession and financial crisis of 2008 hit us like a truck traveling at 100 miles per hour. We know all too well the effect the economic downturn has had on our communities, leaving in its wake thousands of vacant homes across our county. Throughout the nation, local governments have seen tax revenues plunge, but few have been impacted to the level that our county has suffered. We've lost 21 percent of our tax digest in the past 36 months, and estimate another 5 percent loss during the next year.

To respond to this titanic shift, we developed ONE DeKalb Lives: a housing initiative to stabilize communities hardest hit by the foreclosure crisis. ONE DeKalb Lives allows our community heroes to access the most important asset that most Americans will ever own: a home. I’m speaking of those who risk their lives for us: our firefighters and police officers. Those who model the future for us: our teachers. Those who make our communities better: citizens who do extraordinary things without hope or promise of great reward other than the satisfaction of a job well done.

This goes back to why ONE DeKalb is so very important. Through ONE DeKalb Lives, we are making foreclosed homes in quality neighborhoods available for purchase by these first responders and teachers at a 50% discount.

{County Goals: Organizational Effectiveness, Human Services, Economic Development}

ONE DeKalb Works

To complement ONE DeKalb Lives, we’ve also rolled out ONE DeKalb Works.

ONE DeKalb Works is our jobs stimulus program. As we complete \$1.35 billion in water and sewer upgrades during the next 8 years, we'll create thousands of jobs for DeKalb County citizens and work for local small businesses.

CHIEF EXECUTIVE OFFICER W. BURRELL ELLIS'

2012 STATE OF THE COUNTY ADDRESS

JANUARY 5, 2012

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

A University of Georgia study notes that ONE DeKalb Works, will create almost 4,700 jobs by 2015, and will create an average of 3,341 jobs annually during a five-year period starting in 2013.

Our local partners in this innovative program are The Urban League of Greater Atlanta, Georgia Piedmont Technical College, Goodwill Industries of North Georgia, and one of our key labor partners, the North Georgia Building and Construction Trades Council.

Our national partner in ONE DeKalb Works, the National Urban League, is a leading advocate for economic empowerment in underserved communities and will be providing auditing services to ensure that DeKalb County citizens are being trained and hired for these private-sector jobs, and that local small businesses are being utilized to perform the work. And that's even greater news ... but that's not the whole story.

To assist in getting people in the employment pipeline, we recently cut the ribbon on our first mobile career resource center. This "jobs bus" provides job search technology and will travel throughout the county bringing resources directly to our citizens. And that's good news.

{County Goals: Organizational Effectiveness and Human Services}

ONE DeKalb Volunteers

DeKalb County is home to more than 300 neighborhoods and civic organizations. These communities and organizations represent the county's diversity. Civic engagement empowers residents to do for themselves and not rely solely on government. Through our civic engagement initiative, ONE DeKalb Volunteers, volunteerism has risen to an all-time high. Let me share with you why that's important.

ONE DeKalb Volunteers add to our bottom line. Since 2009, citizens from every corner of the county have contributed more than 500,000 hours of volunteer service, equaling a savings of \$11 million.

{County Goals: Organizational Effectiveness and Infrastructure}

ONE DeKalb Votes

Next summer, as you know, we will vote on a Regional Transportation Referendum to improve the quality of life and economic vitality of the metropolitan area over the next decade. This is both necessary and historic. Through partnership – regional give, take and sacrifice – 21 elected officials unanimously came up with a regional list of transportation projects. Friends, that's 21 elected officials, from 10 diverse counties, working collaboratively.

We have much to gain, mostly in transit improvements, as a county. In fact, approximately \$1.3 billion in transportation projects will benefit DeKalb County, while only \$800 million in sales taxes will be raised here. This is a great return on our investment. It is appropriate, as well, given DeKalb County's 40-year support of the MARTA tax, along with our neighbors in Atlanta and Fulton County.

But we also know that our citizens don't live in isolation – they live in a metropolitan region and are dependent on transportation improvements throughout that region in order to get to and from work and the places they have to go.

CHIEF EXECUTIVE OFFICER W. BURRELL ELLIS'

2012 STATE OF THE COUNTY ADDRESS

JANUARY 5, 2012

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

And we know that as these transportation projects are built, more jobs will be created. In rebuilding our infrastructure, we are jumpstarting our economy. This is a regional stimulus plan, and that's why it is so important that we pass this Transportation Referendum. That's why it is so important to both our present and our future.

{County Goals: Infrastructure and Organizational Effectiveness}

Summary

And there's so much more good news to share. Since 2009, we have improved 8 parks and recreation facilities, built 2 new recreation centers, opened 7 new libraries with one more on the way, and, in an innovative public-private partnership, we are building a new YMCA at Wade-Walker Park. This year, we will begin construction of 2 new centers for seniors, 2 new police precincts and a Soap Box Derby track for our youth. We are inter-generational, innovative and building a foundation for future generations of DeKalb Countians.

{County Goals: Organizational Effectiveness and Financial Strength}

As I speak to you this morning about living together and working from common aspirations, there are some who would exploit our rich diversity in an effort to divide our county. Let me be clear on where I stand regarding these so-called "cityhood" efforts.

Today, I am asking the DeKalb County legislative delegation to work with me, the Board of Commissioners and the Association County Commissioners of Georgia to develop new and fairer laws regarding the creation of cities. We need laws that prevent the cherry-picking of the choicest residential and commercial areas, while disenfranchising residents in the remainder of the county. We need laws which respect the costs of services to our citizens in both cities and counties, and which take into consideration the unique roles of each.

It was President Abraham Lincoln who said: "a house divided against itself cannot stand," but he then expressed optimism that the house, our nation, would stand. With that same optimism, resolve and unity in spirit, let us commit to keep our house, DeKalb County, standing strong by making sound investments to create jobs, improve our quality of life and lay the foundation for future growth. Let us commit to keep our house, DeKalb County, standing strong through innovative efficiencies and smart government practices. And let us not be distracted by schemes of divisiveness and narrow-mindedness that fuel personal agendas, but destroy the very foundation upon which the house stands.

As we listen to the people and make their priorities the priority of their government, we are passing the moral test.

Ladies and Gentlemen, despite adversities, hardships and challenges, we, the people of DeKalb County, are overcomers. We are listening, responding to the needs of our citizens and answering the highest calling of government: the moral test.

And that is why, more than anything else, the House Stands Strong and the State of DeKalb County is Good.



Chief Executive Officer

W. Burrell Ellis, Jr.

Board of Commissioners

District 1
Elaine Boyer

District 2
Jeff Rader

District 3
Larry Johnson

District 4
Sharon Barnes Sutton

District 5
Lee May

District 6
Kathie Gannon

District 7
Stan Watson

MEMORANDUM

TO: DeKalb County Board of Commissioners

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

DATE: February 22, 2012

SUBJECT: Supplemental Amendment to 2012 Executive Budget Recommendation

I am amending further my 2012 Executive Budget Recommendation by increasing the appropriation for senior services by \$363,856 for contracted services. Senior services programming remains an important priority of mine. With the resulting fund balance after year end, I consider it an appropriate addition.

With respect to his original budget request, the District Attorney requested \$280,000 for two grand juries relating to public integrity. I support the District Attorney's efforts and I am further amending my recommendation for same.

cc: Richard Stogner, Chief Operating Officer / Executive Assistant
Joel Gottlieb, Chief Financial Officer
Jabari Simama, Chief Staff CEO's Office
Morris Williams, Chief of Staff, Board of Commissioners

Adjustments to Tax Funds Recommended Budget 2012

Attachment A-1

REVENUES

Type	Amount	Change	
Fund Balance Forward	\$12,881,066		\$12,881,066
Reclassify Rental Motor Vehicle Tax Fund *	(1,246,220)		(1,246,220)
Transfer to STD DS Fund (Motor Rent. Tax)	533,995		533,995
	\$12,168,841	TOTAL TAX FUNDS ANTICIPATION CHANGES	\$12,168,841
		RECOMMENDED BUDGET 12/15/2011	\$547,329,279
		RECOMMENDED TAX FUNDS BUDGET (AMENDED)	\$559,498,120

APPROPRIATIONS

Fund	Department	Amount	Description	Fund Total
General	Medical Examiner	\$76,922	Sal. Adjust for New Director	
General	Medical Examiner	140,000	Adjust for New Contract	
General	Medical Examiner	19,200	Vehicle	
General	Tax Commissioner	500,000	Satellites & HE Research	
General	DA	598,954	Grant Match	
General	DA	373,676	Sal. Suppl.	
General	DA	280,000	Fund Special Grand Juries	
General	Non-Dept.	(450,000)	Transfer Pre-Emp. Exams	
General	HR	242,000	Pre-Emp. Exams	
General	Human Services	363,856	Additional FUNDING - Senior Services	
General	Non-Dept.	129,538	Increase TAD Reserve	
General	State Court	464,050	9 Positions	
General	IS	200,000	Increase Oracle Upgrade	
General	IS	1,404,801	Enc. Funding	
General	Police	617,343	Enc. Funding	
General	Fire	50,000	Enc. Funding	
General	BOC	53,785	Enc. Funding	
General	Sheriff	2,038,655	Enc. Funding	
General	Non-Dept.	(4,000,000)	Enc. Funding	
General	Police	(250,000)	Reduce Security Services	
General	Non-Dept.	(2,071,548)	Move W. Exchange to Police	
General	Facilities	(142,981)	Correct Interfund to Parks	
General	Various	5,327,706	Inc. Group Insurance	
General	Various	(330,426)	Reduce Natural Gas	
General	Non-Dept.	(1,680,000)	Pen. Insur. Rebate	
General	Various	(2,208,726)	Dec. Workers Comp.	
General	Police	188,800	6 Animal Control pos.	\$1,935,605
Fire	Fire	395,403	Enc. Funding	
Fire	Fire	(28,199)	Reduce Natural Gas	
Fire	Fire	1,417,395	Inc. Group Insurance	
Fire	Fire	(717,307)	Dec. Workers Comp.	\$1,067,292
STD	Various	(12,897)	Reduce Natural Gas	
STD	Various	590,453	Inc. Group Ins.	
STD	Various	(227,967)	Reduce Workers Comp.	
STD	R&D	(512,000)	Reduce Materials	
STD	Parks	142,981	Interfund w/ FM	(\$19,430)
STD-U	Various	192,914	Inc. Group Insurance	
STD-U	Various	(17,747)	Dec. Workers Comp.	\$175,167

* Reclassify Fund 280 - Rental Motor Vehicle Tax as Special Revenue Fund per Georgia Uniform Chart of Accounts

Adjustments to Tax Funds Recommended Budget 2012

Attachment A-1

Fund	Department	Amount	Description	Fund Total
Police	Police	(3,158)	Reduce Natural Gas	
Police	Police	2,536,671	Inc. Group Insurance	
Police	Police	(1,294,100)	Reduce Workers Comp.	
Police	Police	2,071,548	W. Exchange Lease	\$3,310,961
Debt	Debt	20,000	Fees	\$20,000
Rental Car		(712,225)	Reclassify To Spec. Rev. *	(\$712,225)
			Subtotal	\$5,777,370
General	Non-Dept.	3,109,611	Special Budgetary Reserve	
Fire	Fire	898,500	Special Budgetary Reserve	
STD	Non-Dept.	425,881	Special Budgetary Reserve	
STD-U	Non-Dept.	123,989	Special Budgetary Reserve	
Police	Police	1,833,490	Special Budgetary Reserve	\$6,391,471
\$12,168,841 TOTAL TAX FUND APPROPRIATION CHANGES				\$12,168,841
RECOMMENDED BUDGET 12/15/2011				\$547,329,279
RECOMMENDED TAX FUNDS BUDGET (AMENDED)				\$559,498,120

* Reclassify Fund 280 - Rental Motor Vehicle Tax as Special Revenue Fund per Georgia Uniform Chart of Accounts

SUMMARY - ADJUSTMENTS TO THE 2012 ADOPTED NON-TAX FUNDS BUDGET

Attachment A-2

FUND	Anticipations			Appropriations						
	Recommended Anticipation	Encumbrance Rollover	Fund Balance	Other Anticipation	Amended Anticipation	Recommended Appropriation	Encumbrance Rollover	Reserve for Appropriation	Other Appropriation	Amended Appropriation
DEVELOPMENT	\$6,406,269	\$0	\$633,345	\$0	\$7,039,614	\$6,406,269	\$0	\$576,620	56,725	\$7,039,614
P.E.G. FUND	1,885,099	0	133,898	0	2,018,997	1,885,099	0	132,590	1,308	2,018,997
COUNTY JAIL FUND	2,232,000	0	566,359	0	2,798,359	2,232,000	0	0	566,359	2,798,359
HOTEL/MOTEL	2,103,542	0	235,277	2,316,000	4,654,819	2,103,542	0	(48,723)	2,600,000	4,654,819
VICTIM ASSISTANCE	1,301,172	0	108,980	0	1,410,152	1,301,172	7,348	101,632	0	1,410,152
RECREATION FUND	753,847	0	(118,245)	102,535	738,137	753,847	0	0	(15,710)	738,137
L.E.C.M. FUND	6,177,329	0	357,134	0	6,534,463	6,177,329	835,913	(478,779)	0	6,534,463
JUVENILE SERVICES	339,559	0	(4,433)	0	335,126	339,559	0	0	(4,433)	335,126
D.A.T.E. FUND	147,459	0	2,550	0	150,009	147,459	700	1,850	0	150,009
STREET LIGHT FUND	5,952,641	0	438,718	0	6,391,359	5,952,641	0	434,323	4,395	6,391,359
E-911 FUND	17,251,630	0	1,201,155	0	18,452,785	17,251,630	586,683	274,711	339,761	18,452,785
SPEED HUMPS MAINT.	1,788,000	0	338,517	0	2,126,517	1,788,000	27,050	303,821	7,646	2,126,517
GRANT-IN-AID	47,662,925	0	0	0	47,662,925	47,662,925	0	0	0	47,662,925
W & S OPERATING	237,928,728	0	9,911,892	0	247,840,620	237,928,728	0	0	9,911,892	247,840,620
W & S SINKING	62,104,173	0	11,767,528	0	73,871,701	62,104,173	0	11,767,528	0	73,871,701
SANITATION	76,037,001	0	(1,316,194)	0	74,720,807	76,037,001	0	(358,557)	(957,637)	74,720,807
AIRPORT	11,751,905	0	303,747	0	12,055,652	11,751,905	27,595	233,250	42,902	12,055,652
STORMWATER UTIL.	21,477,058	0	5,926,885	0	27,403,943	21,477,058	4,367,629	1,453,573	105,683	27,403,943
FLEET MAINTENANCE	33,312,404	0	(840)	0	33,311,564	33,312,404	67,282	0	(68,122)	33,311,564
VEHICLE	21,176,484	0	16,647,039	0	37,823,523	21,176,484	10,557,205	6,089,834	0	37,823,523
RISK MANAGEMENT	114,866,447	0	(13,595,884)	13,639,126	114,909,689	114,866,447	43,242	0	0	114,909,689
WORKERS COMP.	14,060,699	0	3,096,123	(6,853,822)	10,303,000	14,060,699	0	(3,757,699)	0	10,303,000
BUILDING AUTHORITY	3,732,378	0	106,388	0	3,838,766	3,732,378	0	106,388	0	3,838,766
P.S.J.F. AUTHORITY	3,104,802	0	(13,013)	13,013	3,104,802	3,104,802	0	0	0	3,104,802
URA DEBT SERVICE	775,874	0	1	0	775,875	775,874	0	1	0	775,875
FORECLOSURE REG.	716,100	0	805,275	0	1,521,375	716,100	0	793,772	11,503	1,521,375
RENTAL MOTOR VEH	712,225	0	533,995	0	1,246,220	712,225	0	0	533,995	1,246,220
	\$695,757,750	\$0	\$38,066,197	\$9,216,852	\$743,040,799	\$695,757,750	\$16,520,647	\$17,626,135	\$13,136,267	\$743,040,799

THE BOARD OF COMMISSIONERS' SUBSTITUTE OF THE CEO'S 2012 BUDGET RESOLUTION

This schedule represents the changes made by the Board of Commissioners to the CEO's 2012 Tax Funds Budget Recommendation.

1	Fund	Department	CEO Proposed	Note	FAB Discussion
2	General	DA	598,954	Grant Match	598,954
3	General	DA	373,676	Sal. Suppl.	373,676
4	General	IS	200,000	Increase Oracle Upgrade	200,000
5	General	Medical Examiner	76,922	Sal. Adjust for New Director	76,922
6	General	Medical Examiner	140,000	Adjust for New Contract	140,000
7	General	Medical Examiner	19,200	Vehicle	-
8	General	Police	188,800	6 Animal Control pos. (Fund existing)	-
9	General	Non-Dept	-	Reserve funding for animal control	188,800
10	General	State Court	464,050	9 Positions (Fund existing)	464,050
11	General	Tax Commissioner	500,000	2,561,602. Satellites Office Open	500,000
12					2,542,402
13	Designated	Roads & Drainage	(512,000)	Reduce Materials	(512,000)
14	Various	Various	-	Decreased in Vehicle Replacement Charge (TBD)	(270,000)
15	General	Police	-	Transfer of cost to E911 Fund	(270,000)
16	General	Police	(250,000)	Reduce Security Services	(250,000)
17					(1,032,000)
18	General	Facilities	(142,981)	Correct Interfund to Parks	(142,981)
19	Designated	Parks	142,981	Interfund w/ FM	142,981
20					-
21	General	Non-Dept	(450,000)	Transfer Pre-Emp. Exams	(450,000)
22	General	HR	242,000	(208,000) Pre-Emp. Exams	242,000
23					(208,000)
24	General	Non-Dept	(2,071,548)	Move W. Exchange to Police and Designated	(1,637,626)
25	Police	Police	2,071,548	W. Exchange Lease	1,847,210
26	General	Non-Dept	-	W. Exchange Lease (Move to E911)	(433,922)
27	Fire	Fire	-	W. Exchange Lease (Adjust net zero)	(300,265)
28	Designated	Transportation	-	W. Exchange Lease	90,681
29					(433,922)
30	General	IS	1,404,801	Enc. Funding	1,404,801
31	General	Police	617,343	Enc. Funding	617,343
32	General	Fire	50,000	Enc. Funding	50,000
33	General	BOC	53,785	Enc. Funding	53,785
34	General	Sheriff	2,038,655	Enc. Funding	2,038,655
35	General	Non-Dept	(4,000,000)	Enc. Funding	(4,000,000)
36	Fire	Fire	395,403	559,987 Enc. Funding	395,403
37					559,987
38	General	Various	(2,208,726)	Dec. Workers Comp.	(2,208,726)
39	Fire	Fire	(717,307)	Dec. Workers Comp.	(717,307)
40	Unincorporat	Various	(17,747)	Dec. Workers Comp.	(17,747)
41	Designated	Various	(227,967)	Dec. Workers Comp.	(227,967)
42	Police	Police	(1,294,100)	Dec. Workers Comp.	(1,294,100)
43					(4,465,847)
44	General	Various	5,327,706	Inc. Group Insurance	5,327,706
45	Fire	Fire	1,417,395	Inc. Group Insurance	1,417,395
46	Designated	Various	590,453	Inc. Group Insurance	590,453
47	Unincorporat	Various	192,914	Inc. Group Insurance	192,914
48	Police	Police	2,536,671	10,065,139 Inc. Group Insurance	2,536,671
49					10,065,139
50	General	Various	(330,426)	Reduce Natural Gas	(330,426)
51	Fire	Fire	(28,199)	Reduce Natural Gas	(28,199)
52	Designated	Various	(12,897)	Reduce Natural Gas	(12,897)
53	Police	Police	(3,158)	(374,680) Reduce Natural Gas	(3,158)
54					(374,680)

THE BOARD OF COMMISSIONERS' SUBSTITUTE OF THE CEO'S 2012 BUDGET RESOLUTION

I	Fund	Department	CEO Proposed	Note	FAB Discussion
55	General	Non-Dept	129,538	Increase TAD Reserve	129,538
56	General	Non-Dept	(1,680,000)	Pen. Insur. Rebate	(1,680,000)
57	Debt		20,000	Fees	20,000
58	Rental Car	NA	(712,225)	(2,242,687) Reclassify To Spec. Rev.	(712,225) (2,242,687)
59					
60	General	Non-Dept	3,109,611	Special Budgetary Reserve.	3,753,467
61	Fire	Fire	898,500	Special Budgetary Reserve	898,500
62	Designated	Non-Dept	425,881	Special Budgetary Reserve	425,881
63	Unincorporate	Non-Dept	123,989	Special Budgetary Reserve	123,989
64	Police	Police	1,833,490	Special Budgetary Reserve	1,833,490
65			11,524,985		11,445,719
66					
67					
68	General	Non-Dept	-	Adjust reserves across major tax funds - each at 4.9%.	(8,872,128)
69	Fire	Non-Dept	-	Adjust reserves across major tax funds - each at 4.9%.	2,387,085
70	Unincorporate	Non-Dept	-	Adjust reserves across major tax funds - each at 4.9%.	379,056
71	Designated	Non-Dept	-	Adjust reserves across major tax funds - each at 4.9%.	1,204,282
72	Police	Non-Dept	-	Adjust reserves across major tax funds - each at 4.9%.	4,921,705
73					
74	Fire	Non-Dept	No.	Use \$2M of reserve in Fire for air pack purchase. See above.	Yes.
75					
76	Watershed	Watershed	-	Deny five new positions due to high vacancy rate.	(166,277)
77	Watershed	Watershed	-	Increase contributions to capital efforts.	166,277
78					
79	General	Human Resources	-	Move funding for promotional testing to Police and Fire Funds.	(410,520)
80	Fire	Fire	-	Move funding for promotional testing to Police and Fire Funds.	205,260
81	Police	Police	-	Move funding for promotional testing to Police and Fire Funds.	205,260
82					
83	General	Finance	-	Move three auditor positions and operations starting April 1.	(197,759)
84	General	BOC	-	Move three auditor positions and operations starting April 1.	197,759
85					
86	Police	Police	-	Move staff attorney position April 1 from Police to Law.	(92,571)
87	General	Law	-	Move staff attorney position April 1 from Police to Law.	92,571
88					
89	Police	Police	-	Move 4 position and helicopter operations, retro to Jan 1.	(937,118)
90	General	Police	-	Move 4 position and helicopter operations, retro to Jan 1.	937,118
91					
92	General	Human Services	363,856	Increase senior services purchased/ contract services to 2011 level.	363,856
93	General	District Attorney	280,000	Grand Jury for Watershed Investigation.	180,000
94	General	District Attorney	-	Three additional positions for Rec Ct Programs (Rev inc \$247,000)	247,000
95	General	Clerk of Sup Ct	-	Fully funds all 13 Equalization Board	150,011
96	General	State Court	-	Fill three existing Deputy Marshalls 3/31 and \$20K of overtime.	152,475
97	General	Magistrate Court	-	Fill one existing Administrative Assistant II 3/31.	26,027
98	General	Police	-	Eliminate Public Safety Director's funding and position April 1.	(149,247) 970,122
			643,856		970,122 970,122
			12,168,841	New Revenue of \$247,000 Inculded	12,415,841
				E911 Increase	270,000
				E911 Increase	433,922

DEKALB COUNTY EXECUTIVE SUMMARY

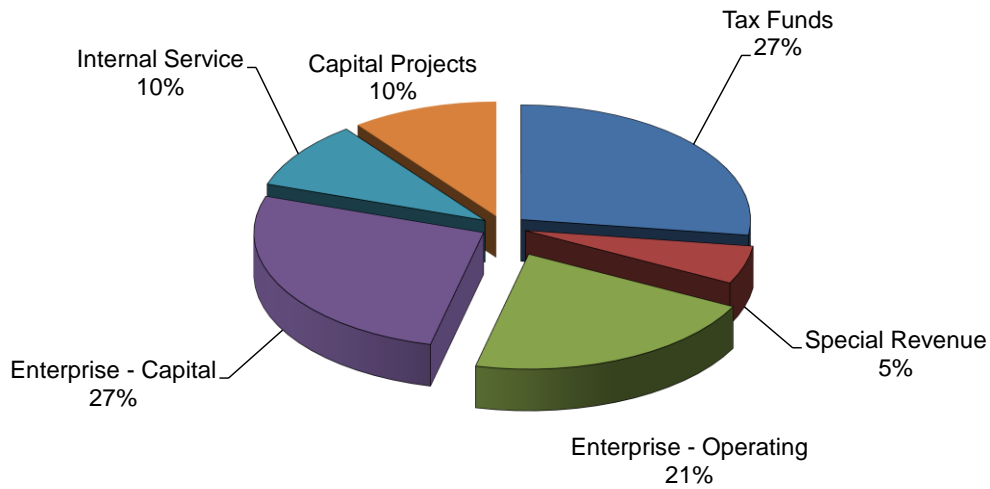
This Executive Summary provides a general overview of the entire budget.

APPROPRIATIONS ALL FUNDS (Expenditures)

The 2012 Budget for all funds totals \$2.060 billion and includes budgets for 64 separate funds, which are summarized below:

Tax Funds	\$559,745,120
Special Revenue	110,800,300
Enterprise - Operating	435,892,723
Enterprise - Capital	544,367,720
Internal Service	196,347,776
Capital Projects	212,821,674
Total	<u>\$2,059,975,312</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

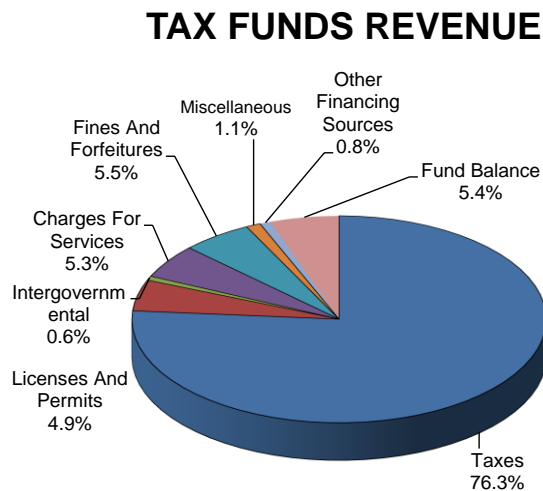
Appropriations

Notable items in the Tax Funds Budgets in 2012 include

- * A net decrease of 663 full-time positions from 2009.
- * A decrease of \$47.0 million in appropriations from 2009.

Revenues

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



Tax Funds Revenue

Taxes	\$427,004,416
Licenses And Permits	\$27,290,477
Intergovernmental	\$3,627,500
Charges For Services	\$29,641,495
Fines And Forfeitures	\$30,883,220
Miscellaneous	\$6,337,675
Other Financing Sources	\$4,744,448
Fund Balance Brought Forward	\$30,215,889
Total	\$559,745,120

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 43% of the total of this fund group. In 2001, the General Fund elements of the Development Department were transferred to the Development Fund, which is supported by development related fees, permits, and licenses. In 2004, the Revenue Bonds Lease Payment Fund was established. In 2005, the Revenue Bond Public Safety & Judicial Facilities Authority Lease Payment Fund was established. In 2011, the Foreclosure Registry Fund and the URA Bond Debt Service Fund were created. Other funds are detailed in the Special Revenue Funds section of this book.

Revenues

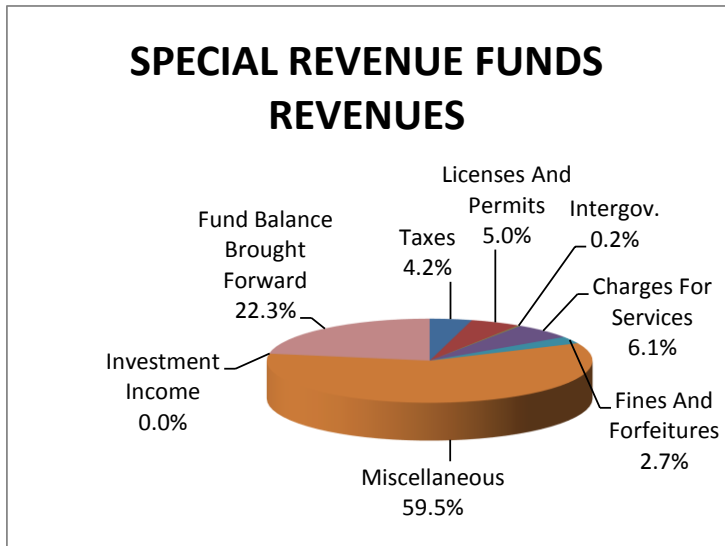
About 48% of the revenue is from other governments, primarily federal funds for various grant programs (although most is in Miscellaneous Revenue).

Appropriations

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

Special Revenue Funds Revenues

Taxes	\$4,647,856
Licenses And Permits	\$5,552,883
Intergov.	\$210,000
Charges For Services	\$6,725,208
Fines And Forfeitures	\$3,022,000
Miscellaneous	\$65,909,549
Investment Income	22,844
Fund Balance Brought Forward	24,709,960
	\$110,800,300



DEKALB COUNTY EXECUTIVE SUMMARY

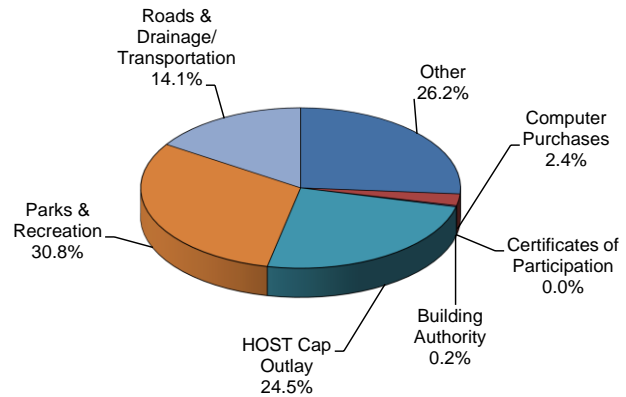
GENERAL CAPITAL PROJECTS FUNDS

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

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

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

CAPITAL PROJECTS FUND



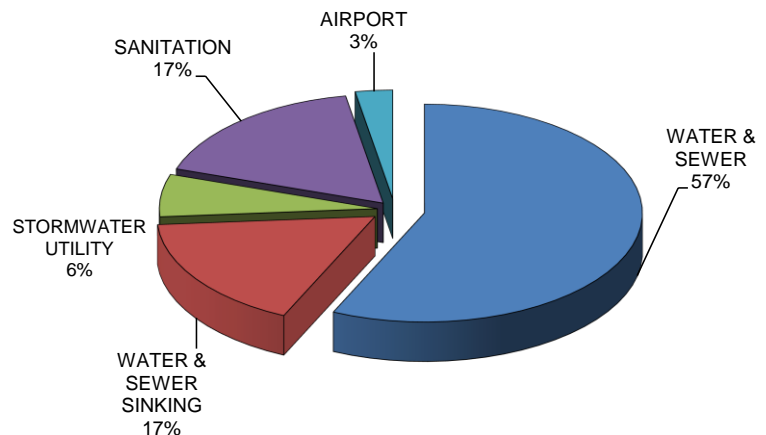
ENTERPRISE OPERATING FUNDS

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

Notable items in the Enterprise Operating Funds include:

- 1) \$3.1 million was approved for CIP projects for the Airport.
- 2) \$0.3 million was approved for Sanitation capital projects.
- 3) \$55.6 million was approved for transfer to the Water & Sewer Renewal & Extension Fund, and \$62.0 million was approved for transfer to the Water & Sewer Bond Sinking Fund.

ENTERPRISE OPERATING FUNDS



DEKALB COUNTY EXECUTIVE SUMMARY

ENTERPRISE CAPITAL FUNDS

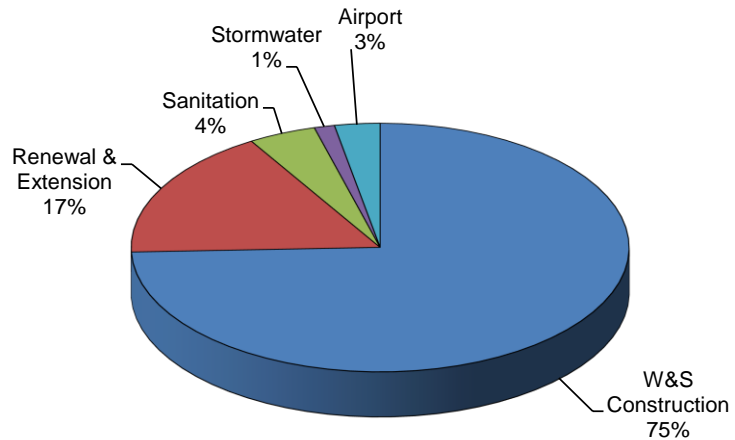
In 1998, state law required that capital projects be portrayed as project length rather than annual budgets.

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

The major items funded with Enterprise Capital Funds are:

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

ENTERPRISE CAPITAL FUNDS



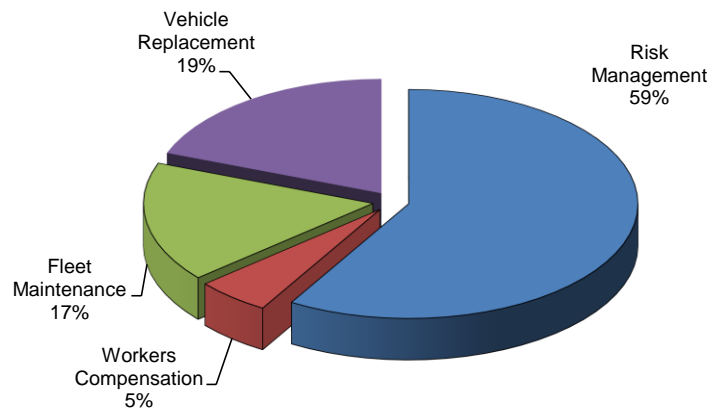
INTERNAL SERVICE FUNDS

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

Notable items in the 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 2012 will be financed with lease/purchase funds, except for short-life vehicles.
- 2) The Risk Management Fund budget increased in 2012 by \$10.8 million or 10.4% due primarily to increases in health insurance costs.
- 3) Workers Compensation Fund budget decreased in 2012 by -30.4% or \$4.5 million, due to an adjustment of reserves.

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" countywide services and countywide 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.
Police Services	Accounts for the activities of the County Police District.

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.
Foreclosure Registry	Accounts for funds received from the foreclosure registration fees which funds activities associated with monitoring foreclosed properties.
Grants-In-Aid	Accounts for grant-funded programs separately and distinctly from county funds.
Hotel / Motel Tax	Accounts for a special two percent excise tax on hotel and motel rooms. These funds are designated by law for use in promoting conventions and tourism.
Juvenile Services	Accounts for funds received under 1990 Georgia law which allowed fees to be charged for certain probation services, to be used only for specified juvenile services
Law Enforcement Confiscated Monies	Accounts for monies confiscated in controlled substance cases and designated by law or by court order for limited uses in criminal justice.

DEKALB COUNTY, GEORGIA – FUND STRUCTURE

Special Revenue Funds (cont.)

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.
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 arts center, and (2) for other appropriate expenditures.
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:

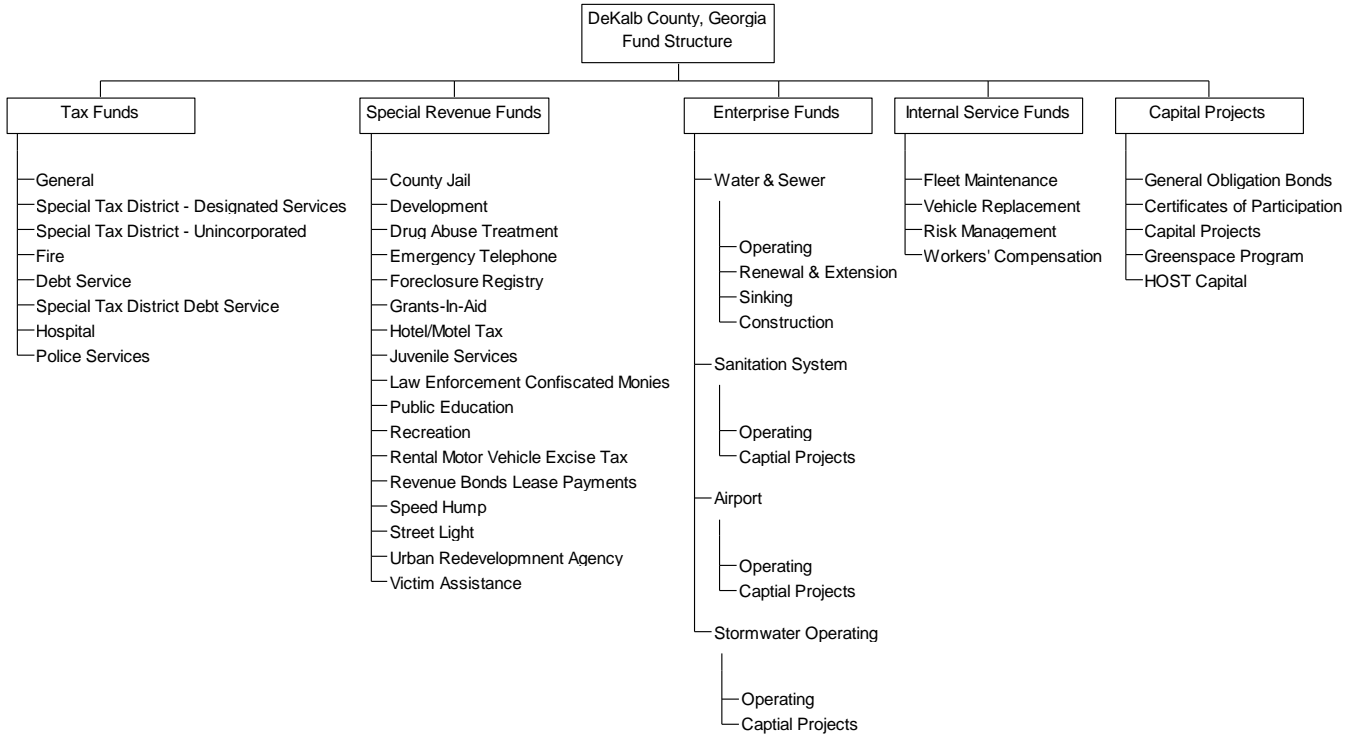
Fleet Maintenance	Accounts for activities related to the maintenance, repair and operation of County-owned vehicles.
Vehicle Replacement	Established to insure that sufficient funding is available to purchase vehicles when additions are authorized or when replacement is warranted under replacement criteria 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.
HOST Capital Projects	Established to account for projects funded by special Homestead Option Sales Tax revenues, up to 20% of HOST receipts.

DEKALB COUNTY, GEORGIA – FUND STRUCTURE



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

	TAX FUNDS	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	TOTAL
Fund Balance, January 1, 2010	\$14,250,351	\$6,960,977	\$44,961,289	\$42,493,144	\$108,665,761
<u>ACTUAL REVENUES</u>					
Taxes	413,012,834	1,500,029	0	0	414,512,863
Licenses And Permits	18,134,372	3,738,983	0	0	21,873,355
Intergovernmental	5,724,967	49,861,760	0	154,123	55,740,850
Charges For Services	28,039,175	6,210,692	264,099,807	48,747,744	347,097,418
Fines And Forfeitures	33,411,454	2,944,985	0	0	36,356,439
Investment Income	(78,253)	53,051	79,997	37,769	92,564
Contributions And Donations	0	157,818	0	0	157,818
Miscellaneous	(8,219,266)	20,403,632	5,350,459	3,796,248	21,331,072
Other Financing Sources	15,467,540	5,283,077	35,600,591	1,567,174	57,918,383
Payroll Deductions And Matches	0	0	0	79,515,280	79,515,280
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
<u>EXPENDITURES</u>					
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, January 1, 2011	(\$3,874,053)	\$16,116,872	\$55,717,539	\$34,895,576	\$102,855,933
<u>ACTUAL REVENUES</u>					
Taxes	448,723,277	4,342,142	0	0	453,065,419
Licenses And Permits	23,883,758	4,664,042	0	0	28,547,800
Intergovernmental	3,984,342	38,931,312	0	206,768	43,122,421
Charges For Services	26,552,250	7,062,632	293,580,876	55,560,120	382,755,878
Fines And Forfeitures	31,785,440	3,147,672	0	0	34,933,112
Investment Income	(54,750)	35,895	94,022	26,163	101,330
Contributions And Donations	0	120,067	0	0	120,067
Miscellaneous	5,546,242	20,435,064	6,906,759	380,109	33,268,174
Other Financing Sources	10,124,051	4,567,082	43,154,548	831,442	58,677,122
Payroll Deductions And Matches	0	0	0	84,685,915	84,685,915
Total Revenue	550,544,611	83,305,907	343,736,203	141,690,518	1,119,277,239
TOTAL FUNDS AVAILABLE	546,670,557	99,422,779	399,453,742	176,586,093	1,222,133,172
<u>EXPENDITURES</u>					
Operating	511,164,473	81,943,108	242,575,961	157,614,692	993,298,235
Transfer to Other Funds	15,891,719	6,602,186	108,664,135	4,066,214	135,224,254
Total Expenditures	527,056,192	88,545,294	351,240,096	161,680,906	1,128,522,489
Fund Balance, December 31, 2011	\$19,614,365	\$10,877,485	\$48,213,646	\$14,905,187	\$93,610,684
Prior-Year Encumbrance Balances Not Funded	11,529,513	10,344,217	16,225,285	13,275,719	51,374,734
Fund Balance Forward, January 1, 2012	\$30,215,889	\$24,709,959	\$64,438,931	\$28,180,906	\$147,545,686
<u>ANTICIPATED REVENUES</u>					
Taxes	427,004,416	4,647,856	0	0	431,652,272
Licenses And Permits	27,290,477	5,552,883	0	0	32,843,360
Intergovernmental	3,627,500	210,000	0	200,000	4,037,500
Charges For Services	29,641,495	6,725,208	304,497,100	55,181,236	396,045,039
Fines And Forfeitures	30,883,220	3,022,000	0	0	33,905,220
Investment Income	0	22,844	(49,200)	0	(26,356)
Miscellaneous	6,337,675	65,909,549	5,559,040	13,739,126	91,545,390
Other Financing Sources	4,744,448	0	61,446,852	300,000	66,491,300
Payroll Deductions And Matches	0	0	0	98,746,508	98,746,508
Total Revenue	529,529,231	86,090,340	371,453,792	168,166,870	1,155,240,233
TOTAL FUNDS AVAILABLE	559,745,120	110,800,299	435,892,723	196,347,776	1,302,785,919
<u>PROJECTED EXPENDITURES</u>					
Operating	514,978,407	90,066,073	296,794,356	179,844,699	1,081,683,535
Transfer to Other Funds	13,553,048	6,183,539	105,621,725	0	125,358,312
Total Expenditures	528,531,455	96,249,612	402,416,081	179,844,699	1,207,041,847
Projected Fund Balance, December 31, 2012	\$31,213,665	\$14,550,688	\$33,476,642	\$16,503,077	\$95,744,072

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

	CHANGES IN FUND BALANCE				
	TAX FUNDS	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	TOTAL
Fund Balance, December 31, 2009	\$14,250,351	\$6,960,977	\$44,961,289	\$42,493,144	\$108,665,761
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	(\$3,874,053)	\$16,116,872	\$55,717,539	\$34,895,576	\$102,855,933
Change in Fund Balance 2009 - 2010	(\$18,124,405)	\$9,155,895	\$10,756,250	(\$7,597,569)	(\$5,809,828)
Fully Encumbered Fund Balance, December 31, 2011	\$19,614,365	\$10,877,485	\$48,213,646	\$14,905,187	\$93,610,684
Prior-Year Encumbrance Balances Not Funded	11,529,513	10,344,217	16,225,285	13,275,719	51,374,734
Fund Balance, December 31, 2011	\$30,215,889	\$24,709,959	\$64,438,931	\$28,180,906	\$147,545,686
Change in Fund Balance 2010 - 2011	\$34,089,943	\$8,593,087	\$8,721,392	(\$6,714,669)	\$44,689,753
Projected Fund Balance, December 31, 2012	\$31,213,665	\$14,550,688	\$33,476,642	\$16,503,077	\$95,744,072
Projected Change in Fund Balance 2011 - 2012	\$997,776	(\$10,159,271)	(\$30,962,289)	(\$11,677,829)	(\$51,801,614)

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:

- Special Revenue Funds – Projected Fund Balance is essentially a function of reserve calculations, and therefore tend to be conservative. Uncertain economic conditions are currently driving conservative reserve estimates.
- Enterprise Funds – The projected decrease in Fund Balance is mainly due to higher budgeted transfers from the Water & Sewer Fund to Debt Service and Construction.
- Internal Service Funds – Fund Balance Forward in the Vehicle Replacement Fund for Fiscal Year 2012 is high due to capital outlays deferred to 2012 and the projected reserves for Fiscal Year 2012 are lower for the same reason.

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
2012 ANTICIPATED					
TAXES	427,004,416	4,647,856	0	0	431,652,272
LICENSES AND PERMITS	27,290,477	5,552,883	0	0	32,843,360
INTERGOVERNMENTAL	3,627,500	210,000	0	200,000	4,037,500
CHARGES FOR SERVICES	29,641,495	6,725,208	304,497,100	55,181,236	396,045,039
FINES AND FORFEITURES	30,883,220	3,022,000	0	0	33,905,220
INVESTMENT INCOME	0	22,844	(49,200)	0	(26,356)
MISCELLANEOUS REVENUE	6,337,675	65,909,549	5,559,040	13,739,126	91,545,390
OTHER FINANCING SOURCES	4,744,448	0	61,446,852	300,000	66,491,300
PAYROLL DEDUCTIONS AND MATCHES	0	0	0	98,746,508	98,746,508
FUND BALANCE BROUGHT FORWARD	30,215,889	24,709,959	64,438,931	28,180,906	147,545,685
TOTAL ANTICIPATIONS	\$559,745,120	\$110,800,299	\$435,892,723	\$196,347,776	\$1,302,785,919
2011 ACTUAL					
TAXES	448,723,277	4,342,142	0	0	453,065,419
LICENSES AND PERMITS	23,883,758	4,664,042	0	0	28,547,800
INTERGOVERNMENTAL	\$3,984,342	\$38,931,312	\$0	\$206,768	\$43,122,421
CHARGES FOR SERVICES	26,552,250	7,062,632	293,580,876	55,560,120	382,755,878
FINES AND FORFEITURES	31,785,440	3,147,672	0	0	34,933,112
INVESTMENT INCOME	(54,750)	35,895	94,022	26,163	101,330
CONTRIBUTIONS AND DONATIONS	0	120,067	0	0	120,067
MISCELLANEOUS REVENUE	5,546,242	20,435,064	6,906,759	380,109	33,268,174
OTHER FINANCING SOURCES	10,124,051	4,567,082	43,154,548	831,442	58,677,122
PAYROLL DEDUCTIONS AND MATCHES	0	0	0	84,685,915	84,685,915
FUND BALANCE BROUGHT FORWARD	(3,874,053)	16,116,872	55,717,539	34,895,576	102,855,933
TOTAL REVENUES	\$546,670,557	\$99,422,779	\$399,453,742	\$176,586,093	\$1,222,133,172
2010 ACTUAL					
TAXES	413,012,834	1,500,029	0	0	414,512,863
LICENSES AND PERMITS	18,134,372	3,738,983	0	0	21,873,355
INTERGOVERNMENTAL	5,724,967	49,861,760	0	154,123	55,740,850
CHARGES FOR SERVICES	28,039,175	6,210,692	264,099,807	48,747,744	347,097,418
FINES AND FORFEITURES	33,411,454	2,944,985	0	0	36,356,439
INVESTMENT INCOME	(78,253)	53,051	79,997	37,769	92,564
CONTRIBUTIONS AND DONATIONS	0	157,818	0	0	157,818
MISCELLANEOUS REVENUE	(8,219,266)	20,403,632	5,350,459	3,796,248	21,331,072
OTHER FINANCING SOURCES	15,467,540	5,283,077	35,600,591	1,567,174	57,918,383
PAYROLL DEDUCTIONS AND MATCHES	0	0	0	79,515,280	79,515,280
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

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

FUND GROUP / SOURCE	TAX FUNDS	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	TOTAL
2012 BUDGET					
PERSONAL SERVICES AND BENEFITS	\$317,598,752	\$14,291,451	\$82,798,497	\$9,025,785	\$423,714,485
PURCHASED / CONTRACTED SERVICES	70,316,728	10,847,869	27,875,873	12,633,957	121,674,427
SUPPLIES	29,076,678	4,728,090	34,399,183	19,583,331	87,787,282
CAPITAL OUTLAYS	2,456,811	1,933,800	610,977	24,413,977	29,415,565
INTERFUND / INTERDEPARTMENTAL	11,334,757	2,767,047	45,513,616	8,649,609	68,265,029
OTHER COSTS	72,784,867	17,858,704	58,366,183	17,443,077	166,452,831
DEBT SERVICE	41,752,713	4,502,253	80,513,249	0	126,768,215
OTHER FINANCING USES	13,553,048	6,183,539	105,621,725	0	125,358,312
RETIREMENT SERVICES	870,766	24,622	193,420	31,595	1,120,403
PAYROLL LIABILITIES	0	0	0	104,566,445	104,566,445
HOLDING ACCOUNTS	0	47,662,925	0	0	47,662,925
TOTAL APPROPRIATIONS	\$559,745,120	\$110,800,299	\$435,892,723	\$196,347,776	\$1,302,785,919
2011 ACTUAL					
PERSONAL SERVICES AND BENEFITS	\$315,839,195	\$19,005,508	\$73,587,952	\$7,843,656	\$416,276,312
PURCHASED / CONTRACTED SERVICES	68,685,550	31,622,316	24,003,536	9,404,267	133,715,669
SUPPLIES	27,808,784	8,160,100	33,121,121	18,390,425	87,480,430
CAPITAL OUTLAYS	2,198,866	4,746,355	258,158	20,452,133	27,655,512
INTERFUND / INTERDEPARTMENTAL	12,693,931	2,684,173	52,805,552	7,403,136	75,586,792
DEPRECIATION AND AMORTIZATION	0	0	240	0	240
OTHER COSTS	43,343,122	11,261,262	17,390,408	1,428,021	73,422,814
DEBT SERVICE	40,560,919	4,314,801	41,408,994	0	86,284,715
OTHER FINANCING USES	15,891,719	6,602,186	108,664,135	4,066,214	135,224,254
RETIREMENT SERVICES	25,000	0	0	0	25,000
PAYROLL LIABILITIES	0	0	0	92,693,054	92,693,054
HOLDING ACCOUNTS	9,106	148,592	0	0	157,698
TOTAL EXPENDITURES	\$527,056,192	\$88,545,294	\$351,240,096	\$161,680,906	\$1,128,522,489
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

DEPARTMENTAL OPERATING BUDGET / EXPENDITURE COMPARISON: 2010-2012

TAX FUNDS	2010		2011		2012	
	Budget	Actual Expenditures	Budget	Actual Expenditures	Recommended Budget	Approved Budget
CHIEF EXECUTIVE OFFICER	\$2,151,079	\$2,232,372	\$1,917,254	\$2,126,306	\$2,095,646	\$2,095,646
BOARD OF COMMISSIONERS	2,812,042	2,684,746	2,866,717	2,747,372	3,154,647	3,352,406
ETHICS BOARD	1,000	814	8,215	433	5,000	5,000
LAW DEPARTMENT	4,612,979	4,583,722	3,252,453	3,024,278	3,240,721	3,333,292
GEOGRAPHIC INFO SYSTEM	2,241,005	1,743,243	1,838,256	1,649,369	1,773,627	1,773,627
FACILITIES MANAGEMENT	15,669,965	16,377,783	13,927,609	14,527,242	16,919,992	16,919,992
PURCHASING	3,558,259	3,343,980	2,787,903	3,089,172	3,131,451	3,131,451
HUMAN RESOURCES	3,636,578	3,073,705	2,641,635	2,484,732	3,492,088	3,081,568
INFORMATION SYSTEMS	17,874,812	17,368,986	17,879,685	17,523,538	20,195,595	20,195,595
FINANCE	6,626,367	6,305,548	6,016,868	5,827,436	6,415,099	6,217,340
PROPERTY APPRAISAL	4,199,326	3,883,022	4,039,665	4,006,126	4,430,438	4,430,438
TAX COMMISSIONER	6,769,894	6,838,259	6,856,580	6,763,510	7,020,079	7,020,079
REGISTRAR & ELECTIONS	3,199,453	3,024,742	1,827,895	1,750,150	4,825,859	4,825,859
SHERIFF	74,407,131	73,208,518	75,849,809	75,524,546	75,727,592	75,727,592
JUVENILE COURT	9,982,039	9,173,835	9,307,836	9,424,593	9,418,611	9,418,611
SUPERIOR COURT	8,522,413	8,242,004	7,709,453	7,944,352	8,074,741	8,074,741
CLERK SUPERIOR COURT	5,313,862	5,226,609	5,360,462	5,530,820	5,679,533	5,829,544
STATE COURT	12,279,662	12,094,357	12,143,933	12,242,046	12,871,703	13,024,178
SOLICITOR STATE COURT	5,077,041	4,962,253	5,286,525	5,075,251	5,603,883	5,603,883
DISTRICT ATTORNEY	12,157,715	12,095,062	10,563,941	11,187,917	11,613,987	11,760,987
CHILD ADVOCATE	1,712,751	1,567,073	1,619,133	1,741,532	1,882,006	1,882,006
PROBATE COURT	1,581,955	1,609,190	1,589,764	1,550,515	1,593,064	1,593,064
MEDICAL EXAMINER	2,333,817	2,194,932	2,051,347	2,075,871	2,287,799	2,268,599
PUBLIC DEFENDER	6,689,906	6,483,056	6,838,242	6,772,410	7,247,868	7,247,868
POLICE SERVICES	103,625,256	101,973,430	107,304,813	108,387,518	111,150,054	115,110,063
RECORDERS COURT	3,890,121	3,345,463	3,617,875	3,592,359	4,158,921	4,158,921
MAGISTRATE COURT	2,454,164	2,455,833	2,414,073	2,417,600	2,613,116	2,639,143
FIRE and RESCUE	64,451,828	61,657,773	62,484,744	62,013,755	57,595,375	57,800,635
PLANNING	2,199,427	1,942,658	4,345,167	3,615,892	3,811,193	3,811,193
ECONOMIC DEVELOPMENT	994,604	927,182	637,461	547,249	708,416	708,416
PUB WORKS-DIRECTOR	308,132	393,897	278,104	253,941	288,885	288,885
PUB WORKS-TRANSPORTATION	3,641,340	3,239,163	2,868,272	3,132,039	2,228,439	2,319,120
PUB WORKS-ROADS & DRAIN	16,386,504	15,940,347	12,127,142	18,265,866	9,405,667	9,917,667
PARKS & RECREATION	16,946,746	16,182,724	14,282,857	14,327,347	10,499,170	10,499,170
LIBRARY	12,931,509	12,466,878	12,265,673	12,071,475	12,390,351	12,390,351
ARTS, CULTURE, & ENTERTAINMENT	0	82,226	0	17,473	0	0
COOPERATIVE EXTENSION	884,128	769,090	689,132	655,986	307,827	307,827
PUBLIC HEALTH	4,837,917	4,836,640	4,481,289	4,481,292	4,077,973	4,077,973
COMMUNITY SERVICE BOARD	2,046,953	2,046,953	1,785,497	1,785,494	1,624,803	1,624,803
FAMILY & CHILDREN SERVICES	1,644,000	1,644,000	1,421,859	1,421,858	1,279,674	1,279,674
CITIZENS HELP CENTER	0	(8,118)	0	0	0	0
CONTRIBUTION TO CAPITAL	3,670,012	3,667,984	3,230,625	3,230,625	12,000,000	12,000,000
NON-DEPARTMENTAL	12,712,614	19,053,279	22,944,735	20,048,457	17,254,095	12,032,125
RESERVES	15,763,542	0	17,464,757	0	28,891,471	29,454,127
SP. TAX DIST. DEBT SERVICE	33,466,833	27,628,475	27,683,359	27,669,190	27,733,969	27,733,969
HUMAN SERVICES	4,196,297	4,406,231	3,780,259	4,060,736	4,022,830	4,022,830
HOSPITAL FUND	23,487,504	23,470,100	20,086,833	20,044,852	19,102,904	19,102,904
DEBT SERVICE FUND	13,754,245	13,790,875	9,596,329	9,578,368	9,651,958	9,651,958
RENTAL MOTOR VEHICLE TAX FUND*	896,574	712,575	891,574	704,825	0	0
MISCELLANEOUS ACTIVITY	0	118,008	0	142,262	0	0
TOTAL TAX FUNDS	\$558,601,301	\$531,061,478	\$540,863,609	\$527,055,976	\$559,498,120	\$559,745,120

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

DEPARTMENTAL OPERATING BUDGET / EXPENDITURE COMPARISON: 2010-2012

NON-TAX FUNDS	2010		2011		2012	
DEPARTMENT	Budget	Actual Expenditures	Budget	Actual Expenditures	Recommended Budget	Approved Budget
Enterprise Funds						
PUB WORKS-WATER & SEWER:						
OPERATING	\$96,609,622	\$109,301,096	\$102,587,403	\$109,707,417	\$132,092,949	\$131,926,672
FINANCE-BILLING	5,376,989	4,855,815	6,975,171	5,557,460	6,795,960	6,795,960
TRANSFERS & RESERVE	86,127,648	73,444,323	110,712,940	101,647,785	108,951,711	109,117,988
SINKING FUNDS	67,351,426	38,834,257	49,287,145	41,409,238	73,871,701	73,871,701
TOTAL WATER & SEWER	255,465,685	226,435,492	269,562,659	258,321,900	321,712,321	321,712,321
PUB WORKS-SANITATION:						
-OPERATING	76,050,335	67,701,940	71,763,724	65,831,088	74,525,753	74,525,753
-FINANCE-BILLING	245,831	245,832	246,080	246,083	195,054	195,054
TOTAL SANITATION	76,296,166	67,947,772	72,009,804	66,077,171	74,720,807	74,720,807
AIRPORT:						
-OPERATING FUND	11,151,071	3,541,485	11,817,763	5,216,014	12,055,652	12,055,652
STORMWATER UTILITY:						
-OPERATING FUND	22,847,629	18,549,407	27,520,777	21,625,011	27,403,943	27,403,943
TOTAL ENTERPRISE FUNDS	\$365,760,551	\$316,474,156	\$380,911,003	\$351,240,096	\$435,892,723	\$435,892,723
Internal Service Funds						
PUB WORKS-FLEET MAINT	\$29,213,563	\$28,291,969	\$30,665,150	\$31,667,374	\$33,311,564	\$33,311,564
PUB WORKS-VEHICLE FUND:						
-EQUIPMENT	12,727,004	11,165,261	27,747,507	20,462,297	24,405,677	24,405,677
-OPERATING EXPENSES	1,179,716	865,776	1,232,592	491,495	3,418,153	3,418,153
-RESERVES & TRANSFERS	17,759,219	11,063,003	6,987,922	3,500,000	9,999,693	9,999,693
TOTAL VEHICLE FUND	31,665,939	23,094,039	35,968,021	24,453,792	37,823,523	37,823,523
RISK MANAGEMENT FUND	105,503,424	95,712,887	104,082,698	99,549,039	114,909,689	114,909,689
WORKERS COMPENSATION FUND	12,909,688	5,554,045	14,805,983	6,010,701	10,303,000	10,303,000
TOTAL INTERNAL SERVICE FUNDS	\$179,292,614	\$152,652,941	\$185,521,852	\$161,680,906	\$196,347,776	\$196,347,776
Special Revenue Funds						
GRANTS	\$90,527,380	\$57,618,096	\$75,441,581	\$49,295,691	\$47,662,925	\$47,662,925
RECREATION FUND	725,591	886,629	683,555	1,003,455	738,137	738,137
CONFISCATED MONIES FD	8,353,486	1,606,123	8,218,295	2,616,076	6,534,463	6,534,463
HOTEL/MOTEL TAX FUND	1,586,012	1,357,253	1,479,957	4,283,280	4,654,819	4,654,819
COUNTY JAIL FUND	2,030,415	2,030,415	2,231,695	2,230,154	2,798,359	2,798,359
JUVENILE SERVICES FUND	322,474	11,419	339,738	28,640	335,126	335,126
EMERG TELEPHONE SYST	18,015,560	10,844,566	19,804,849	11,753,479	18,452,785	18,452,785
DRUG ABUSE/TREATMENT	130,061	60,713	116,196	56,639	150,009	150,009
STREET LIGHT FUND	5,436,051	4,411,175	6,082,029	4,642,845	6,391,359	6,391,359
VICTIM ASSISTANCE FUND	1,474,090	1,473,578	1,242,979	1,236,527	1,410,152	1,410,152
SPEED HUMP FUND	1,798,351	232,535	1,877,352	450,532	2,126,517	2,126,517
PEG FUND	1,657,729	233,183	1,998,814	170,862	2,018,997	2,018,997
CHILD SUPPORT INCENTIVE	0	8,702	0	0	0	0
RENTAL MOTOR VEHICLE TAX FUND*	0	0	0	0	1,246,220	1,246,220
DEVELOPMENT FUND	2,346,153	2,684,873	4,138,955	3,315,428	7,039,614	7,039,614
FORCLOSURE REGISTRY FUND	0	0	0	54,210	1,521,375	1,521,375
REVENUE BONDS LEASE PMT FUND	3,690,071	3,690,071	3,838,193	3,717,500	3,838,766	3,838,766
PUBLIC SAFETY / JUDICIAL						
AUTHORITY DEBT SERVICE	3,109,599	3,095,526	3,140,551	3,092,675	3,104,802	3,104,802
URA BOND DEBT SERVICE	0	0	598,301	597,301	775,875	775,875
TOTAL SPECIAL REVENUE FUNDS	\$141,203,023	\$90,244,855	\$131,233,040	\$88,545,294	\$110,800,299	\$110,800,299
TOTAL OPERATING FUNDS	\$1,244,857,489	\$1,090,433,430	\$1,238,529,504	\$1,128,522,273	\$1,302,538,918	\$1,302,785,918

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

DEKALB COUNTY DEPARTMENTS AND AGENCIES BY FUNCTION

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

1. **Airport**

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

DeKalb Peachtree Airport

2. **Civil and Criminal Courts**

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

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

3. **General Government**

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

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

4. **Health and Welfare Services**

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

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

5. **Leisure Services**

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

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

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

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

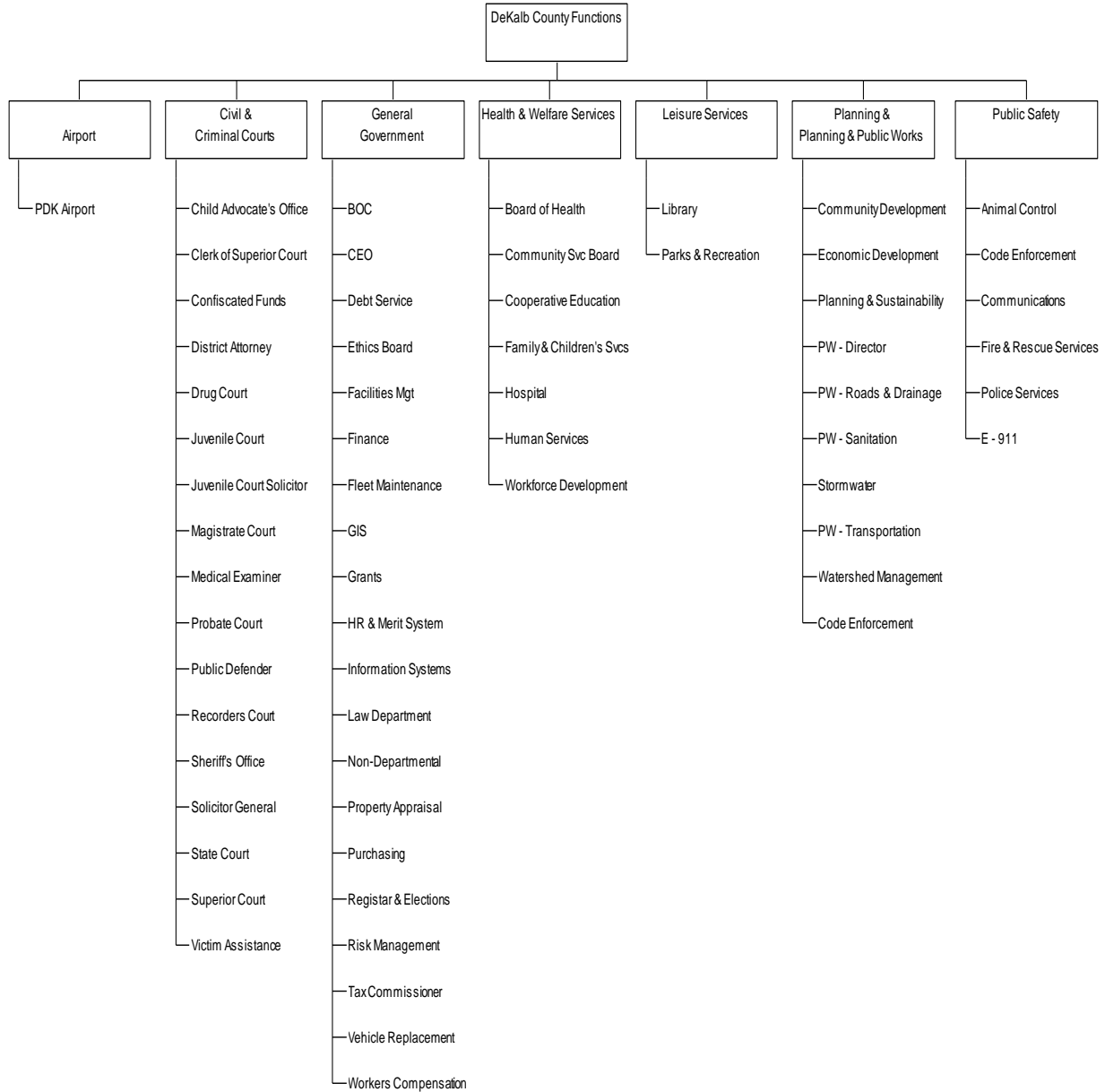
DEKALB COUNTY DEPARTMENTS AND AGENCIES BY FUNCTION

7. **Public Safety**

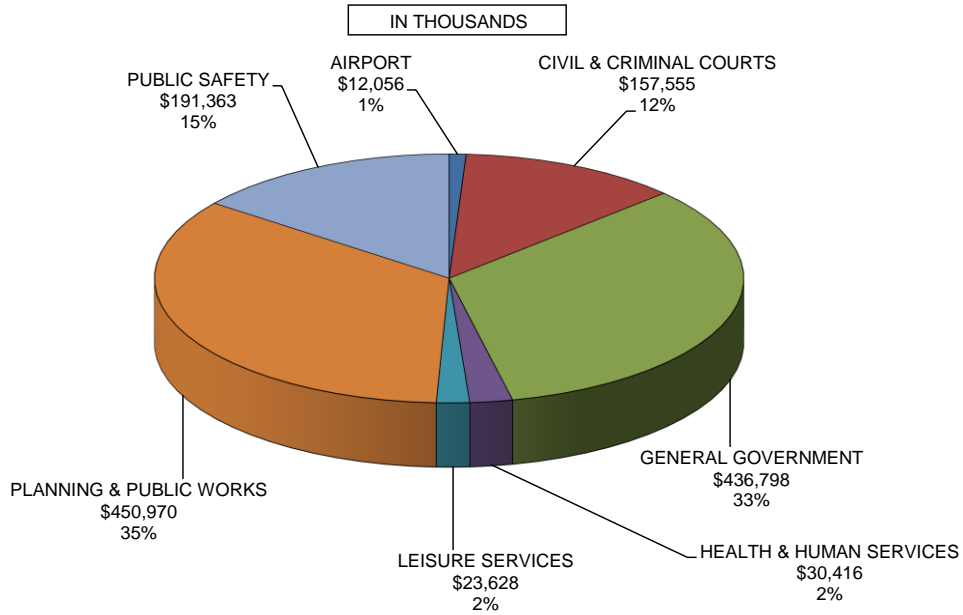
This function of government is responsible for the protection of persons and property. The agencies and departments included are:

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

DEKALB COUNTY DEPARTMENTS AND AGENCIES BY FUNCTION



2012 OPERATING BUDGET BY MAJOR FUNCTION



	2012 Budget
AIRPORT	\$12,055,652
CIVIL & CRIMINAL COURTS	157,554,713
GENERAL GOVERNMENT	436,798,199
HEALTH & HUMAN SERVICES	30,416,011
LEISURE SERVICES	23,627,658
PLANNING & PUBLIC WORKS	450,970,203
PUBLIC SAFETY	191,363,483
TOTAL	\$1,302,785,919

EXECUTIVE GROUPS BY DEPARTMENT / FUND

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

8. Administrative Services

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

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

9. Jobs & Economic Growth

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

Economic Development	Planning and Sustainability	Workforce Development
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10. Infrastructure

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

The departments and functions assigned to this group are:

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

11. Public Safety

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

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

12. Human & Community Development

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

Human Services	Community Development
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13. Law

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

Law	Child Advocates Office
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EXECUTIVE GROUPS BY DEPARTMENT / FUND

EXECUTIVE GROUP	2012 Budget	Authorized Positions
ADMINISTRATIVE SERVICES:		
BOARD OF HEALTH	\$ 4,077,973	0
CHIEF EXECUTIVE OFFICER	2,095,646	20
COMMUNITY SERVICE BOARD	1,624,803	0
CONFISCATED FUNDS	\$ 6,534,463	0
CONTRIBUTION ACCOUNTS	12,000,000	0
DEBT SERVICE	45,105,370	0
FAMILY AND CHILDREN SERVICES	1,279,674	0
FINANCE	13,208,354	182
HOSPITAL	19,102,904	0
HOTEL / MOTEL TAX FUND	4,654,819	0
HUMAN RESOURCES & MERIT SYSTEM	3,081,568	28
NON-DEPARTMENTAL	41,486,252	1
INFORMATION TECHNOLOGY	20,195,595	108
PEG SUPPORT FUND	2,018,997	0
PROPERTY APPRAISAL& ASSESSMENT	4,430,438	66
PURCHASING	3,131,451	54
REGISTRAR	4,825,859	74
RENTAL MOTOR VEHICLE EXCISE TAX FUND	1,246,220	0
RISK MANAGEMENT	125,212,689	0
TOTAL ADMINISTRATIVE SERVICES	\$ 315,313,075	533
JOB & ECONOMIC GROWTH:		
ECONOMIC DEVELOPMENT	\$ 708,416	8
PLANNING & DEVELOPMENT	11,627,299	91
TOTAL JOBS & ECONOMIC GROWTH	\$ 12,335,715	99
INFRASTRUCTURE:		
DEKALB-PEACHTREE AIRPORT	\$ 12,055,652	24
DPT OF WATERSHED MANAGEMENT	314,916,361	682
EXTENSION SERVICE	307,827	14
FACILITIES MANAGEMENT	16,919,992	58
FLEET MANAGEMENT	33,311,564	160
G.I.S.	1,773,627	23
LIBRARY	12,390,351	285
PARKS	10,499,170	480
PUBLIC WORKS - ROADS AND DRAINAGE	9,917,667	178
PUBLIC WORKS - TRANSPORTATION	2,319,120	29
PUBLIC WORKS DIRECTOR	1,033,768	12
RECREATION	738,137	0
SANITATION	74,525,753	699
SPEED HUMPS FUND	2,126,517	3
STORMWATER	27,403,943	94
STREETLIGHTS FUND	6,391,359	1
VEHICLE REPLACEMENT	37,823,523	0
TOTAL INFRASTRUCTURE	\$ 564,454,331	2,742
PUBLIC SAFETY:		
E-911	\$ 18,452,785	212

EXECUTIVE GROUPS BY DEPARTMENT / FUND

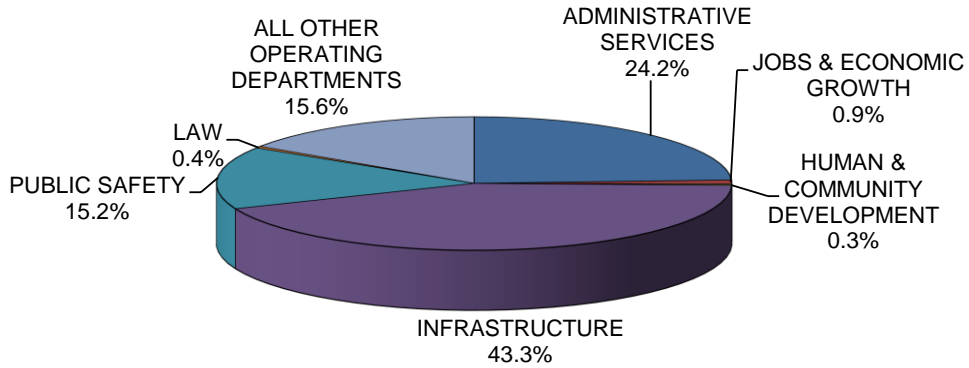
EXECUTIVE GROUP	2012 Budget	Authorized Positions
FIRE & RESCUE SERVICES	57,800,635	786
MEDICAL EXAMINER	2,268,599	20
POLICE	115,110,063	1,301
RECORDERS COURT	4,158,921	56
TOTAL PUBLIC SAFETY	\$ 197,791,003	2,375
 LAW:		
CHILD ADVOCATES OFFICE	\$ 1,882,006	23
LAW DEPARTMENT	3,333,292	23
TOTAL LAW	\$ 5,215,298	46
 HUMAN & COMMUNITY DEVELOPMENT:		
HUMAN SERVICES	4,022,830	18
TOTAL HUMAN & COMMUNITY DEVELOPMENT	\$ 4,022,830	18
 TOTAL - EXECUTIVE GROUPS	\$ 1,099,132,252	5,813
 ALL OTHER OPERATING DEPARTMENTS *	\$ 203,653,667	1,807
 TOTAL OPERATING DEPARTMENTS **	\$ 1,302,785,919	7,620

* Departments reporting to other elected officials

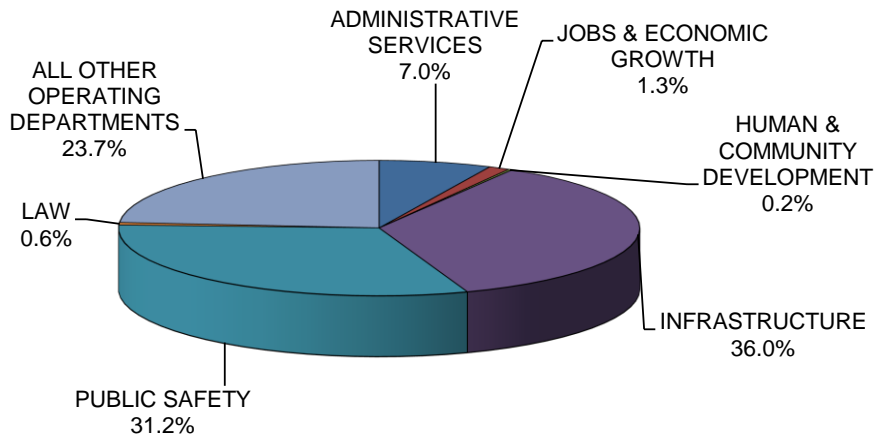
** All departments except Grants and CIP

EXECUTIVE GROUPS BY DEPARTMENT / FUND

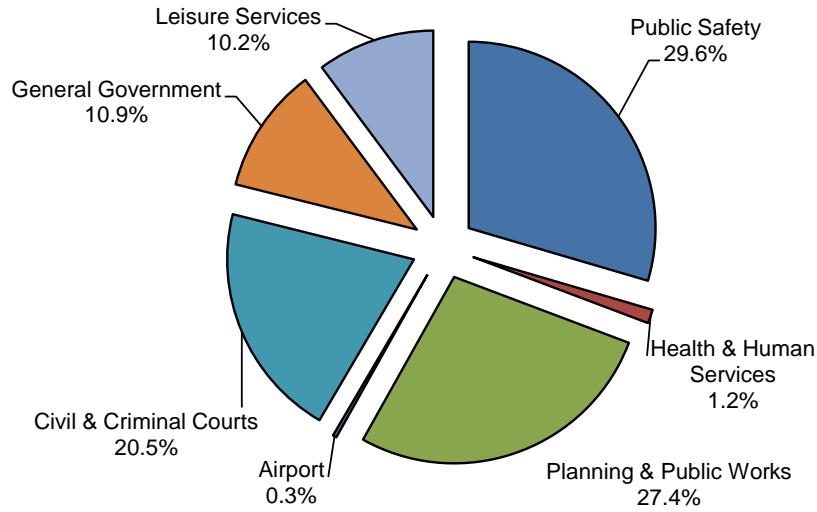
2012 OPERATING BUDGET - EXECUTIVE GROUPS



2012 AUTHORIZED POSITIONS - EXECUTIVE GROUPS

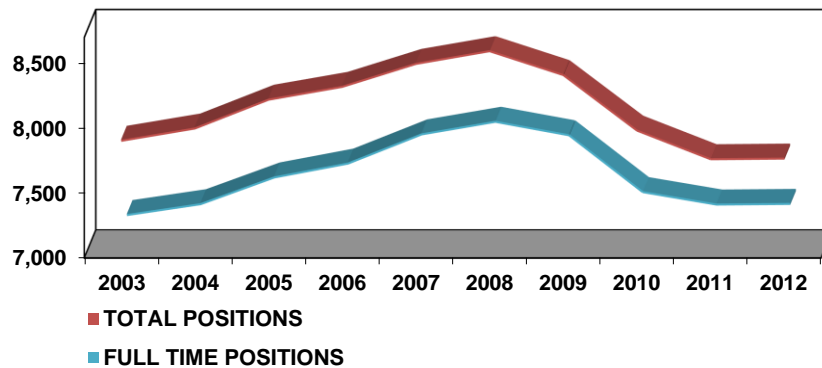


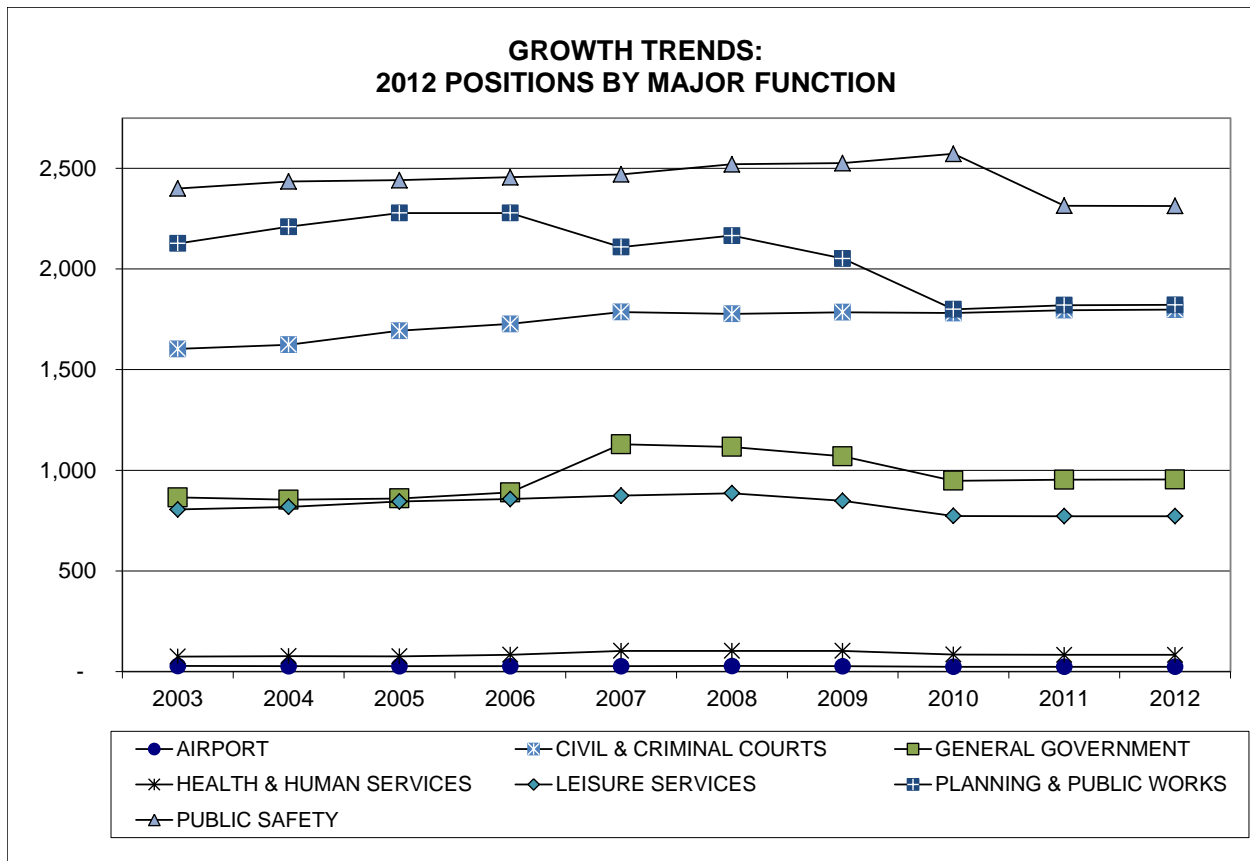
2012 TOTAL POSITIONS BY FUNCTION - ALL FUNDS



	2012
AIRPORT	24
CIVIL & CRIMINAL COURTS	1,798
GENERAL GOVERNMENT	954
HEALTH & HUMAN SERVICES	83
LEISURE SERVICES	772
PLANNING & PUBLIC WORKS	1,822
PUBLIC SAFETY	2,313
GRAND TOTAL POSITIONS	7,766

TOTAL AUTHORIZED POSITIONS - ALL FUNDS End of Year and 2012 Budget





The major changes from 2003 to 2012 are noted below. During 2010, there was a net decrease of 428 positions. During 2011, 197 vacant positions were abolished.

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. In 2011, there was a net increase of 14 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, 59 new positions were added in E911, and 146 School Crossing Guards became the responsibility of the DeKalb Board of Education. Of the vacant positions abolished in 2011, 134 were from the Fire Department, in anticipation of outsourcing emergency medical transport.

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

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

Health & Human Services – 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. In 2011, 10 vacant Library positions were abolished and 9 positions were added or transferred to Parks.

**DEKALB COUNTY
AUTHORIZED POSITIONS BY FUNCTION**

FUNCTION/DEPARTMENT	2010	2011	2012
AIRPORT	24	24	24
CIVIL & CRIMINAL COURTS			
CHILD ADVOCATE'S OFFICE	21	23	23
CLERK OF SUPERIOR COURT	86	89	89
DISTRICT ATTORNEY	156	156	159
JUVENILE COURT	90	90	90
MAGISTRATE COURT	37	41	41
MEDICAL EXAMINER	21	20	20
PROBATE COURT	25	25	25
PUBLIC DEFENDER	72	76	76
RECORDERS COURT	55	56	56
SHERIFF	863	863	863
SOLICITOR GENERAL, STATE COURT	76	78	78
STATE COURT	180	180	180
SUPERIOR COURT	99	98	98
TOTAL CIVIL & CRIMINAL COURTS	1,781	1,795	1,798
GENERAL GOVERNMENT			
BOARD OF COMMISSIONERS	34	35	35
CHIEF EXECUTIVE OFFICER	22	22	22
CITIZENS HELP CENTER	0	0	0
FACILITIES MANAGEMENT	52	58	58
FINANCE	175	182	182
FLEET MAINTENANCE	159	160	160
GEOGRAPHIC INFORMATION SYSTEM	23	23	23
HUMAN RESOURCES	29	28	28
INFORMATION SYSTEMS	111	108	108
LAW DEPARTMENT	25	22	23
NON-DEPARTMENTAL	1	1	1
PROPERTY APPRAISAL	66	66	66
PURCHASING	56	54	54
REGISTRAR & ELECTIONS	75	74	74
TAX COMMISSIONER	120	120	120
TOTAL GENERAL GOVERNMENT	948	953	954
HEALTH & HUMAN SERVICES			
COOPERATIVE EXTENSION	14	14	14
HEALTH	0	0	0
HUMAN SERVICES	25	21	21

**DEKALB COUNTY
AUTHORIZED POSITIONS BY FUNCTION**

FUNCTION/DEPARTMENT	2010	2011	2012
WORKFORCE DEVELOPMENT	46	48	48
TOTAL HEALTH & HUMAN SERVICES	85	83	83
LEISURE SERVICES			
ARTS, CULTURE, & ENTERTAINMENT	0	0	0
LIBRARIES	295	285	285
PARKS & RECREATION	478	487	487
TOTAL LEISURE SERVICES	773	772	772
PLANNING & PUBLIC WORKS			
ECONOMIC DEVELOPMENT	9	8	8
COMMUNITY DEVELOPMENT	24	24	24
PLANNING & DEVELOPMENT	54	90	92
PUBLIC WORKS-DIRECTOR	3	12	12
PUBLIC WORKS-ROADS & DRAINAGE	289	181	181
PUBLIC WORKS-SANITATION	699	699	699
PUBLIC WORKS-STORMWATER MANAGEMENT	0	94	94
PUBLIC WORKS-TRANSPORTATION	36	30	30
WATERSHED MANAGEMENT	686	682	682
TOTAL PLANNING & PUBLIC WORKS	1,800	1,820	1,822
PUBLIC SAFETY			
POLICE SERVICES	1,243	1,243	1,240
POLICE SUPPORT	218	71	75
CODE ENFORCEMENT	37	0	0
FIRE AND RESCUE SERVICES	919	786	786
E-911	155	214	212
TOTAL PUBLIC SAFETY	2,572	2,314	2,313
GRAND TOTAL ALL POSITIONS	7,983	7,761	7,766

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

FUNDS GROUP: Tax

FUNDS GROUP DESCRIPTION

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

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

GENERAL FUND

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

SPECIAL TAX DISTRICT - DESIGNATED SERVICES FUND

This fund deals with certain services not delivered uniformly throughout the county. This Fund was established in 1983 by state law to allocate proportional levels of taxation, based on service levels, to the municipalities within the county and the unincorporated area of the county. The services or activities included in this fund are: Police Services (through FY 2010); Transportation; Roads and Drainage; and Parks and Recreation. **Beginning with Fiscal Year 2011, Police Services are funded in the Police Services Fund.**

POLICE SERVICES FUND

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

SPECIAL TAX DISTRICT - UNINCORPORATED FUND

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

FIRE FUND

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

DEBT SERVICE FUND

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

SPECIAL TAX DISTRICT - DEBT SERVICE FUND

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

HOSPITAL FUND

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

RENTAL MOTOR VEHICLE EXCISE TAX FUND

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

The appropriation and anticipation amounts reported in this document for the "Approved Budget 2012" 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 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
PERSONAL SERVICES AND BENEFITS	\$327,563,429	\$315,839,195	\$317,522,097	\$317,598,752
PURCHASED / CONTRACTED SERVICES	68,279,707	68,685,550	70,700,639	70,316,728
SUPPLIES	26,712,906	27,808,784	28,559,878	29,076,678
CAPITAL OUTLAYS	977,537	2,198,866	2,450,811	2,456,811
INTERFUND / INTERDEPARTMENTAL	8,898,110	12,693,931	11,865,957	11,334,757
OTHER COSTS	44,388,312	43,343,122	43,330,740	43,330,740
DEBT SERVICE	44,861,146	40,560,919	41,752,713	41,752,713
OTHER FINANCING USES	9,345,225	15,891,719	13,553,048	13,553,048
MISCELLANEOUS	35,106	34,106	870,766	870,766
TOTAL EXPENDITURES	\$531,061,478	\$527,056,192	\$530,606,649	\$530,290,993
RESERVES			28,891,471	29,454,127
TOTAL BUDGET			\$559,498,120	\$559,745,120

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY FUND				
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
GENERAL FUND	\$270,255,932	\$265,704,316	\$285,182,288	\$285,919,723
SPECIAL TAX DISTRICT - DESIGNATED SERVICES	136,899,243	38,304,136	25,010,806	25,613,487
SPECIAL TAX DISTRICT - UNINCORPORATED	7,317,881	7,683,780	8,053,607	8,053,607
POLICE SERVICES FUND ¹	0	105,017,939	105,605,473	104,044,706
FIRE FUND	50,986,397	52,348,785	50,265,644	50,170,639
DEBT SERVICE FUND	13,790,875	9,578,368	9,651,958	9,651,958
SPECIAL TAX DISTRICT - DEBT SERVICE	27,628,475	27,669,190	27,733,969	27,733,969
HOSPITAL FUND	23,470,100	20,044,852	19,102,904	19,102,904
RENTAL MOTOR VEHICLE TAX FUND ²	712,575	704,825	0	0
TOTAL EXPENDITURES	\$531,061,478	\$527,056,192	\$530,606,649	\$530,290,993
RESERVES			28,891,471	29,454,127
TOTAL BUDGET			\$559,498,120	\$559,745,120

¹Beginning in FY 2011, Police Operations are funded by the Police Services Fund

²Beginning in FY 2012, the Rental Motor Vehicle Tax Fund is in the Fund Class "Special Revenue Funds"

FUNDS GROUP: Tax

SUMMARY OF REVENUES AND ANTICIPATIONS BY MAJOR CATEGORY				
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
TAXES	\$413,012,834	\$448,723,277	\$427,466,254	\$427,004,416
LICENSES AND PERMITS	\$18,134,372	\$23,883,758	\$26,911,421	\$27,290,477
INTERGOVERNMENTAL	\$5,724,967	\$3,984,342	\$3,627,500	\$3,627,500
CHARGES FOR SERVICES	\$28,039,175	\$26,552,250	\$29,641,495	\$29,641,495
FINES AND FORFEITURES	\$33,411,454	\$31,785,440	\$30,636,220	\$30,883,220
INVESTMENT INCOME	(\$78,253)	(\$54,750)	\$0	\$0
MISCELLANEOUS REVENUE	(\$8,219,266)	\$5,546,242	\$6,337,675	\$6,337,675
OTHER FINANCING SOURCES	\$15,467,540	\$10,124,051	\$4,744,448	\$4,744,448
FUND BALANCE BROUGHT FORWARD	\$14,250,351	(\$3,874,053)	\$30,133,107	\$30,215,889
TOTAL	\$519,743,175	\$546,670,557	\$559,498,120	\$559,745,120

SUMMARY OF REVENUES AND ANTICIPATIONS BY FUND				
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
GENERAL FUND	\$250,682,275	\$257,208,167	\$310,791,899	\$303,219,862
SPECIAL TAX DISTRICT - DESIGNATED SERVICES	128,182,464	38,329,005	25,436,687	27,243,650
POLICE SERVICES FUND ¹	0	119,660,883	107,438,963	110,799,901
SPECIAL TAX DISTRICT - UNINCORPORATED	11,507,746	7,725,505	8,177,596	8,556,652
FIRE FUND	52,555,741	54,584,468	51,164,144	53,436,224
DEBT SERVICE FUND	14,419,499	19,107,182	9,651,958	9,651,958
SPECIAL TAX DISTRICT - DEBT SERVICE	38,917,266	29,732,190	27,733,969	27,733,969
HOSPITAL FUND	22,092,462	18,703,969	19,102,904	19,102,904
RENTAL MOTOR VEHICLE TAX FUND ²	1,385,721	1,619,189	0	0
TOTAL BUDGET	\$519,743,175	\$546,670,557	\$559,498,120	\$559,745,120

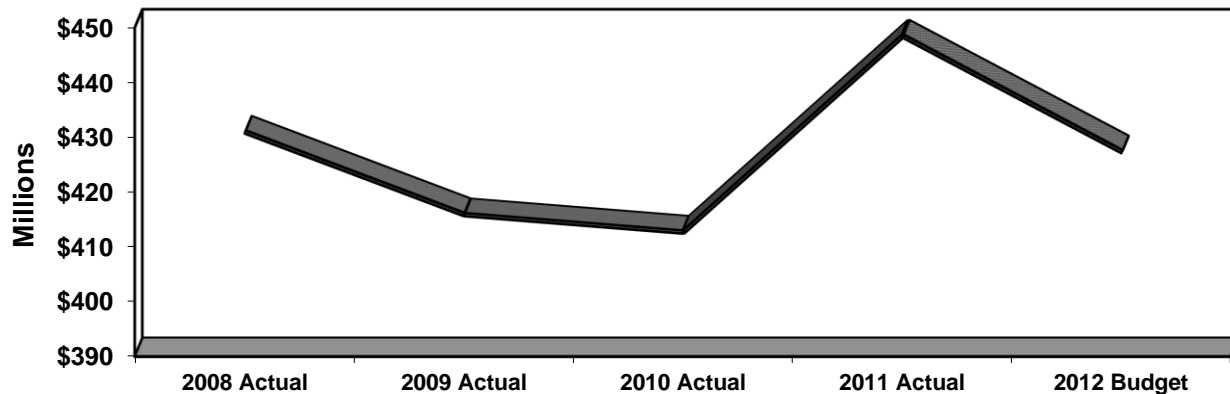
¹Beginning in FY 2011, Police Operations are funded by the Police Services Fund

²Beginning in FY 2012, the Rental Motor Vehicle Tax Fund is in the Fund Class "Special Revenue Funds"

TAX FUNDS REVENUE HISTORY

TAXES

Defined: Taxes include all current year and prior year Property Taxes including Real Property and Personal Property as well as Public Utility, Motor Vehicle, HOST Sales Taxes, and Intangible Recording Taxes. Taxes account for 82.22% of total budgeted tax funds revenue in 2012. In previous years, these revenues were reported as part of the Property Taxes, Other Taxes, and Excise Taxes sections. Beginning with 2012, these revenues are reported as Taxes to coincide with the State of Georgia Chart of Accounts categories.



History:	Year	Revenue
	2008 Actual	\$430,601,604
	2009 Actual	\$415,514,306
	2010 Actual	\$412,331,012
	2011 Actual	\$448,128,375
	2012 Budget	\$427,004,416

Trends and History:

Property Taxes:

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

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

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

TAX FUNDS REVENUE HISTORY

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

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

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

Other Taxes:

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

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

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

Excise Taxes:

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

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

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

2011:

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

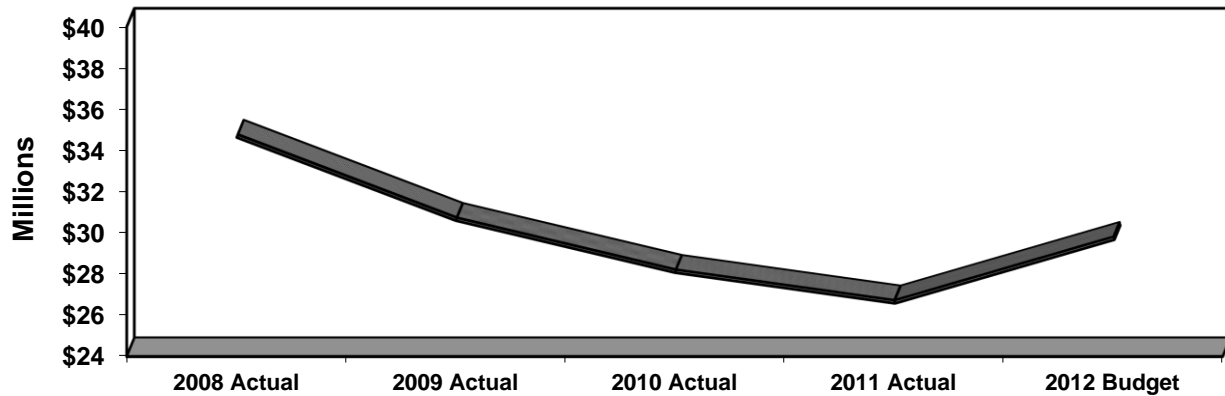
2012:

As in previous years, there will be continued pressure on the tax digest due to a continued decrease in property values, annexations by Chamblee, Decatur, and Avondale Estates of unincorporated properties, and the possible creation of the City of Brookhaven. HOST receipts collections will continue to be restricted due to the continuation of a cautious public's buying behavior.

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 4.87% of total budgeted tax funds revenue in 2012.



History:	Year	Revenue
	2008 Actual	\$34,601,680
	2009 Actual	\$30,563,472
	2010 Actual	\$28,039,175
	2011 Actual	\$26,552,250
	2012 Budget	\$29,641,495

Trends and History:

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

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

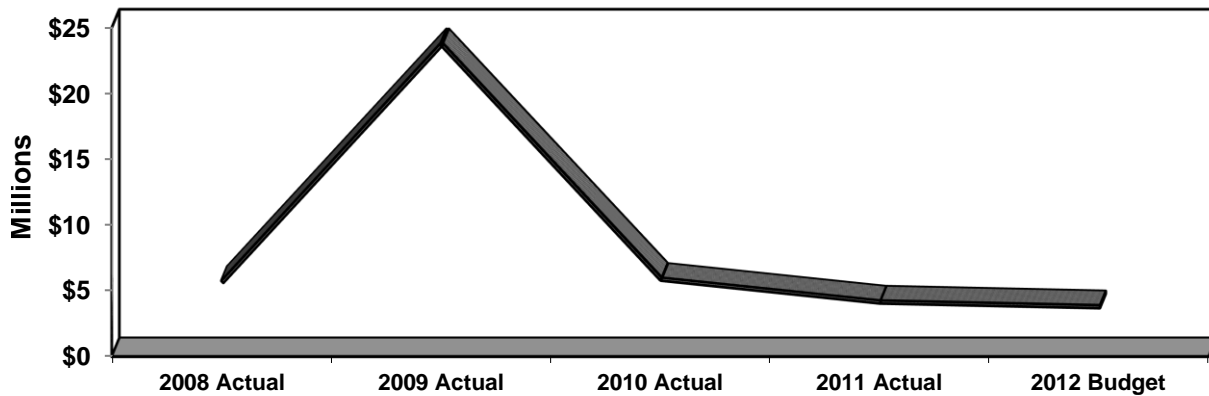
In 2011, revenues in this category decreased due to a decline in Tax Commissioner prior-year commissions, the increased outsourcing of county ambulance transport service to a private ambulance service, and a decrease in probation fees.

In 2012, revenues in this category are expected to decline because county ambulance transport service is scheduled to be outsourced as well as outsourcing of golf courses and tennis operations.

TAX FUNDS REVENUE HISTORY

INTERGOVERNMENTAL

Defined: Includes emission fees, court staff reimbursements by the State of Georgia, and prisoner reimbursements from other local jurisdictions and the state, Intergovernmental revenues accounted for 0.73% of total budgeted tax funds revenue in 2012. In previous years, these revenues were reported as part of the Other Revenue Sources section. Beginning with 2011, these revenues are reported as Intergovernmental to coincide with the State of Georgia Chart of Accounts categories.



History:	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Budget
	\$5,510,492	\$23,589,305	\$5,724,967	\$3,984,342	\$3,627,500

Trends and History: State prisoner reimbursements have decreased. Intergovernmental revenues were increasing due to the full year of collections for the agreement with Fulton County to provide housing in the county jail for Fulton detainees. During 2011, Fulton County did not need DeKalb County to house as many prisoners as previous years.

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

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

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

TAX FUNDS REVENUE HISTORY

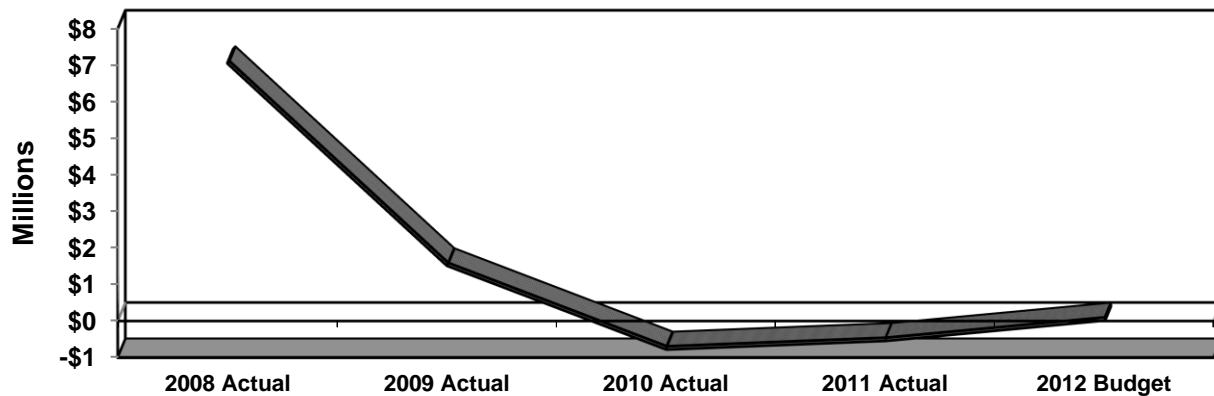
In 2011, Local Prisoner Reimbursements decreased as the primary source for this revenue. Because the Fulton County Jail did not utilize the DeKalb County Jail to the same extent as in the past. Also, the staff reimbursement for the Child Support Recovery Unit was transferred to the Grant Fund as part of the mid-year budget adjustments. Membership dues at the Lou Walker Senior Center increased to \$120 per DeKalb resident and \$360 for out-of-county residents on July 1.

In 2012, Local Prisoner Reimbursements will continue to be restricted as the DeKalb County Jail expects that there will be a minimal number of Fulton County's prisoners housed in this facility. The Fulton County Jail is increasingly utilizing diversion programs to comply with a federal judge's directives to reduce their jail's population. The other major component of this category, Staff Reimbursements, should continue at levels previously seen.

TAX FUNDS REVENUE HISTORY

INVESTMENT INCOME

Defined: Investment Income is the interest earned by the County on excess balances above those needed to meet day-to-day needs. This category was included as Other Revenue Sources in previous years. Beginning with 2011, these revenues are reported as Intergovernmental to coincide with the State of Georgia Chart of Accounts categories. For 2012, this category accounted for (0.01%) of the total budgeted tax funds revenue.



History:	2008 Actual	\$702,767
	2009 Actual	\$149,592
	2010 Actual	(\$79,503)
	2011 Actual	(\$55,890)
	2012 Budget	\$0

Trends and History

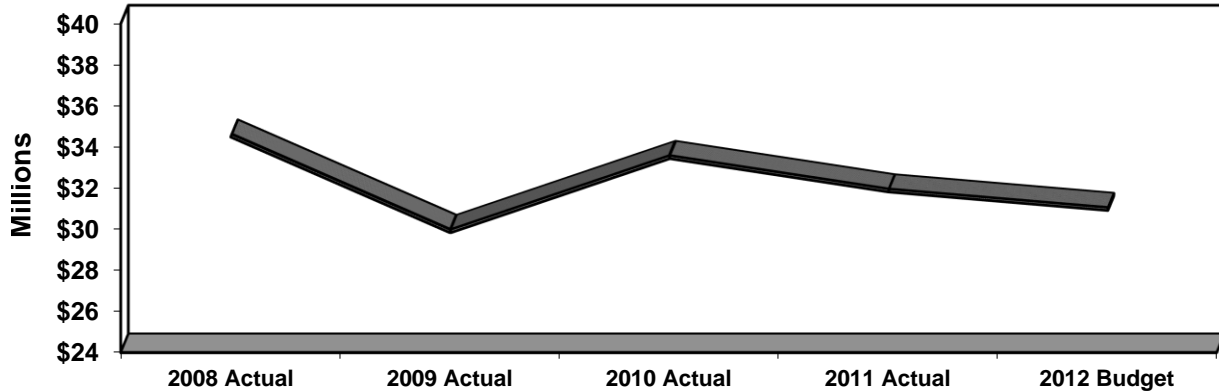
With the advent of the housing crisis and the accompanying decrease in investment opportunities, the period from 2008 until 2011 has realized poor returns for the County in the investment market.

In 2012, the economy is slowly recovering from the "Great Recession", but investment income is forecast to be minimal.

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 2012, these revenues represent 5.52% of all budgeted tax fund revenues.



History:	2008 Actual	\$34,457,416
	2009 Actual	\$29,803,458
	2010 Actual	\$33,411,454
	2011 Actual	\$31,785,440
	2012 Budget	\$30,883,220

Trends and History:

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

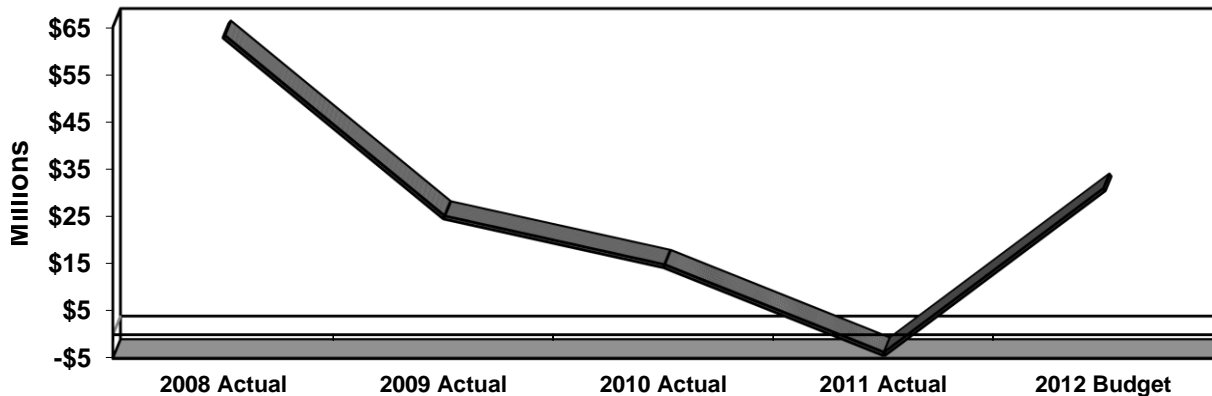
In 2011, revenues did not fully recover in Recorders Court even though the new head judge continues to make improvements in the operations of the court. Revenues were slightly below the 2010 level.

For 2012, revenues are expected to continue at previous levels. Plans are underway to implement automated ticketing where police officers input ticket information in their patrol cars as part of the traffic stop. This will reduce the labor requirements in the Police Records section as well as Recorders Court because this data will not need to be input multiple times. The Chief Judge continues to implement process improvements which should streamline court operations. The 2012 State of Georgia Legislature session produced legislation, awaiting the Governor’s signature, to increase the use of diversion programs to increase court revenues as well as reduce jail populations throughout the court system.

TAX FUNDS REVENUE HISTORY

FUND BALANCE FORWARD

Defined: Fund Balance Forward is the funds on hand at year end resulting from collections of revenues in excess of anticipations and/or unexpended appropriations which are included as a revenue source in the budget of the ensuing year. In 2012, these budgeted revenues present 5.4% of all budgeted tax fund revenues.



History:	2008 Actual	\$62,548,809
	2009 Actual	\$24,346,971
	2010 Actual	\$14,047,703
	2011 Actual	(\$4,547,200)
	2012 Budget	\$30,215,889

Trends and History:

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.

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

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

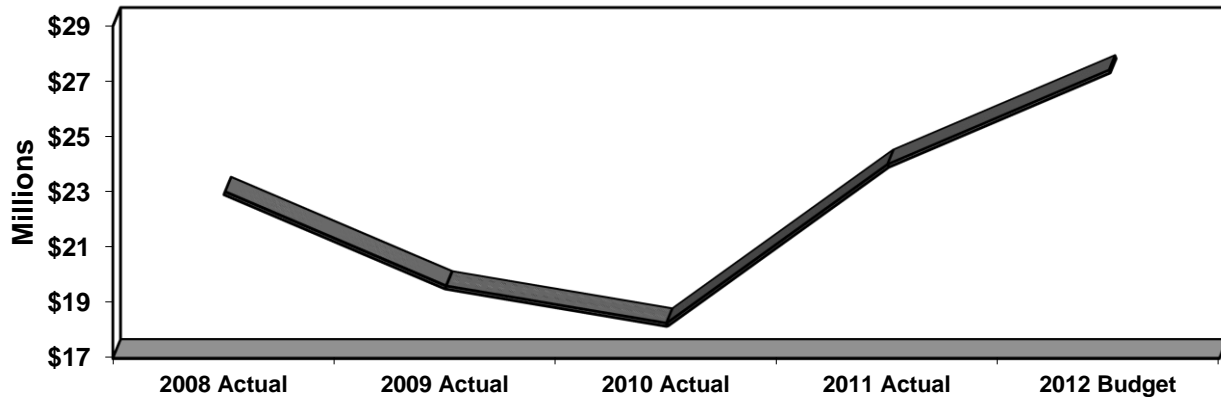
The pressures on the 2010 budget due to the continued deterioration of the tax digest, lack of a millage increase and other decreased revenues resulted in a negative fund balance forward entering 2011. The savings of the Early Retirement Program implemented in mid-2010 did not materialize to the extent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

The fund balance entering 2012 dramatically increased to \$33.9M due to a tax increase to 21.21 mils for the unincorporated areas of DeKalb County and cost cutting measures enacted by the Administration and the Board of Commissioners. It is anticipated that these actions will continue increasing fund balance in the future.

TAX FUNDS REVENUE HISTORY

LICENSES AND PERMITS

Defined: This category includes business and occupational taxes, and alcoholic beverage and cable franchise licenses. In 2012 these revenues represent 4.38% of all budgeted tax funds revenues.



History:	2008 Actual	\$22,892,805
	2009 Actual	\$19,484,223
	2010 Actual	\$18,134,372
	2011 Actual	\$23,883,758
	2012 Budget	\$27,290,477

Trends and History:

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

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

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

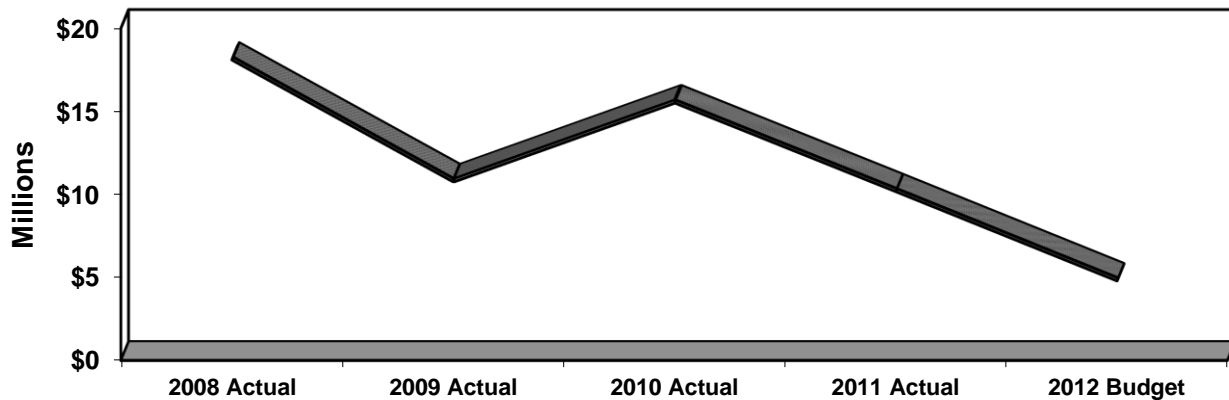
For 2011, revenues rebounded especially in business license taxes due to actions within the Business License section to audit the amounts owed by businesses within the County.

For 2012, continued focus on compliance by Finance's Business License section is expected to increase the level of revenue that the County receives.

TAX FUNDS REVENUE HISTORY

OTHER FINANCING SOURCES

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



History:	2008 Actual	\$18,053,685
	2009 Actual	\$10,713,426
	2010 Actual	\$15,467,540
	2011 Actual	\$10,124,051
	2012 Budget	\$4,744,448

Trends and History:

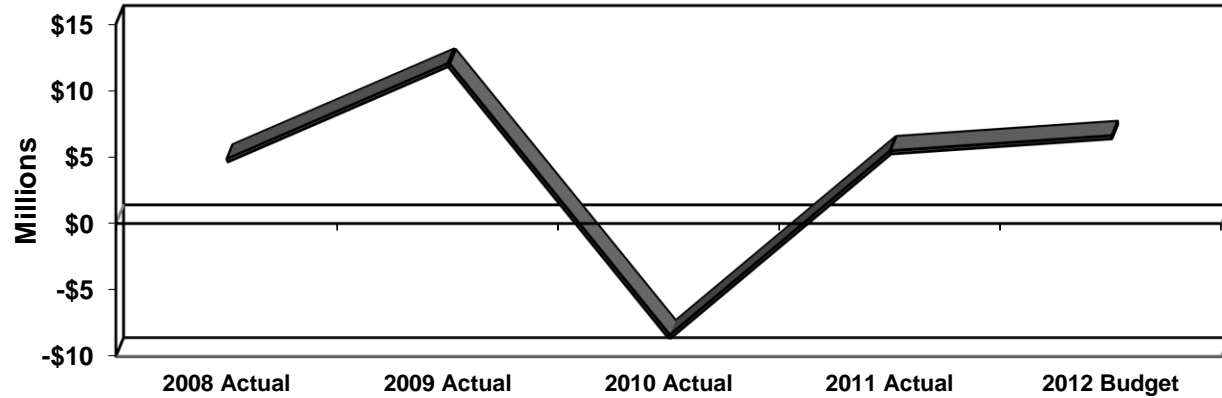
In 2011, policy changes were adopted that addressed interfund borrowings, cash flows and self-sufficiency of the Tax Funds. As a result, interfund borrowing from the Non Tax Funds dramatically decreased.

For 2012, the trend initiated in 2011 for the Tax Funds to be self-supporting continues. Also the use of Tax Anticipation Notes (TANs) to even out the cash flows of the County will further decrease the need for temporary resource transfers from other funds.

TAX FUNDS REVENUE HISTORY

MISCELLANEOUS

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



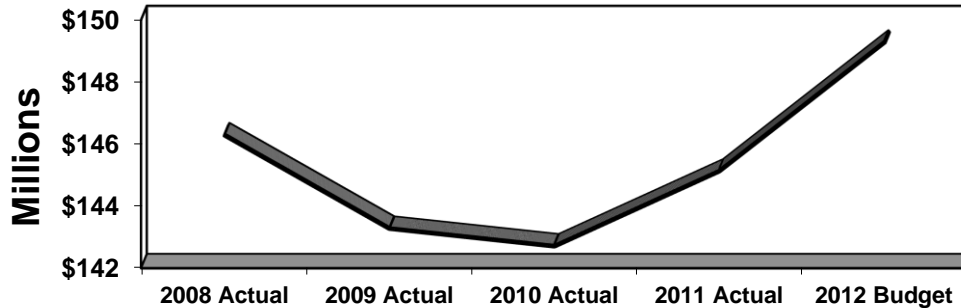
History:	2008 Actual	\$4,589,298
	2009 Actual	\$11,788,633
	2010 Actual	(\$8,719,266)
	2011 Actual	\$5,196,242
	2012 Budget	\$6,337,675

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

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:	2008 Actual	\$146,241,381
	2009 Actual	\$143,227,389
	2010 Actual	\$142,658,186
	2011 Actual	\$145,079,812
	2012 Budget	\$149,229,137

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

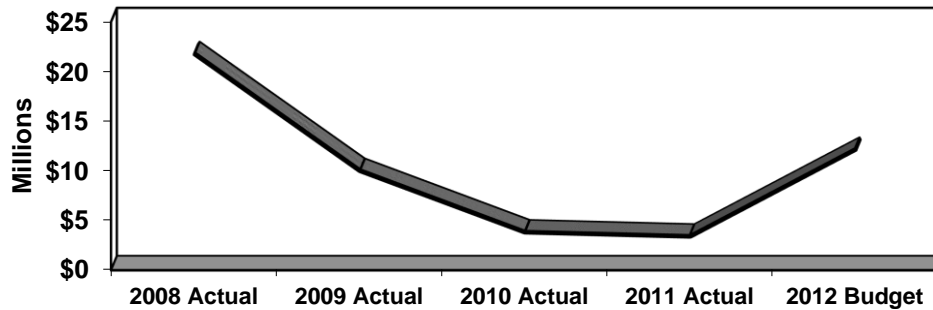
The 2011 Budget included the addition of 2 Attorney positions assigned to the Recorders Court for the Traffic Bureau and Diversion Court.

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

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:	2008 Actual	\$21,632,092
	2009 Actual	\$9,868,515
	2010 Actual	\$3,667,984
	2011 Actual	\$3,247,949
	2012 Budget	\$12,000,000

Trends and History:

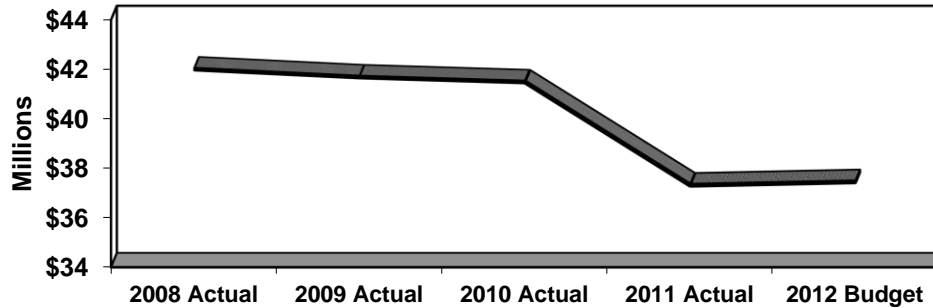
This category varies significantly due to need and funding availability from year-to-year. In 2007, the appropriation for HOST Capital Outlay was \$18,250,000. In 2008, the appropriation for HOST Capital Outlay was \$20,126,552. In 2009, the appropriation for Host Capital Outlay was \$9,527,774. In 2010, the appropriation for Host Capital Outlay was \$89,000, with \$2,180,566 coming from other Tax Funds sources. Due to fund and cash balancing issues, the 2011 HOST Capital Contribution (\$8 million) was made from the Roads & Drainage department and did not impact the Contributions department.

For 2012, \$8 million was appropriated for the HOST Capital Contribution and \$4 million was appropriated for contributions to general capital projects.

TAX FUNDS EXPENDITURE HISTORY

DEBT SERVICE

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



History:	Year	Amount
	2008 Actual	\$41,940,363
	2009 Actual	\$41,619,593
	2010 Actual	\$41,419,350
	2011 Actual	\$37,247,558
	2012 Budget	\$37,385,927

Trends and History:

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

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

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

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

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

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

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

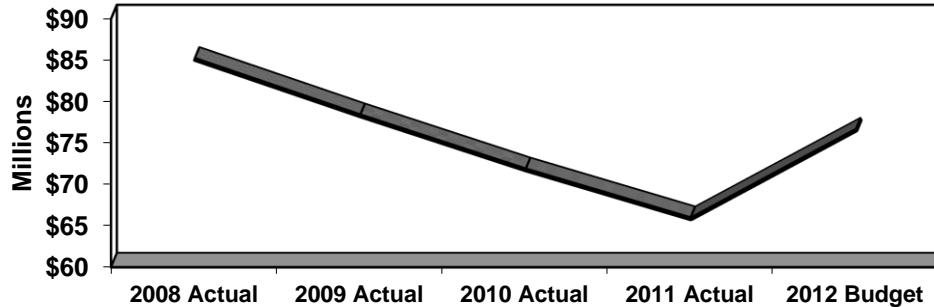
In March 2012, the County issued Tax Anticipation Notes (TANs) in the amount of \$157,000,000 with a Moody's Rating of MIG-1 due December 28, 2012. The purpose of this note is to improve the cash position of County funds in anticipation of the receipt of property tax revenue later in the year. The note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

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:	2008 Actual	\$84,922,991
	2009 Actual	\$78,105,336
	2010 Actual	\$71,570,812
	2011 Actual	\$65,644,818
	2012 Budget	\$76,382,293

Trends and History:

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

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

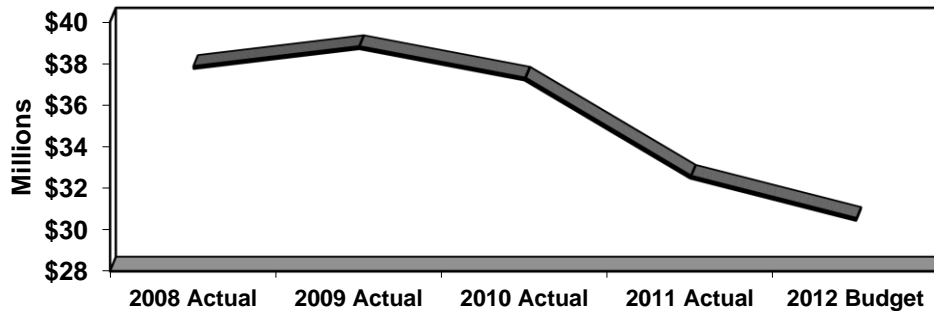
The 2011 decrease was due to the suspension of merit increase, the suspension of the vehicle replacement program, the suspension of take home vehicles, reductions in fuel costs and department specific reductions, the full year impact of the Early Retirement Program, and three unpaid holidays.

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

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:	2008 Actual	\$37,730,759
	2009 Actual	\$38,685,577
	2010 Actual	\$37,173,014
	2011 Actual	\$32,450,218
	2012 Budget	\$30,416,011

Trends and History:

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

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

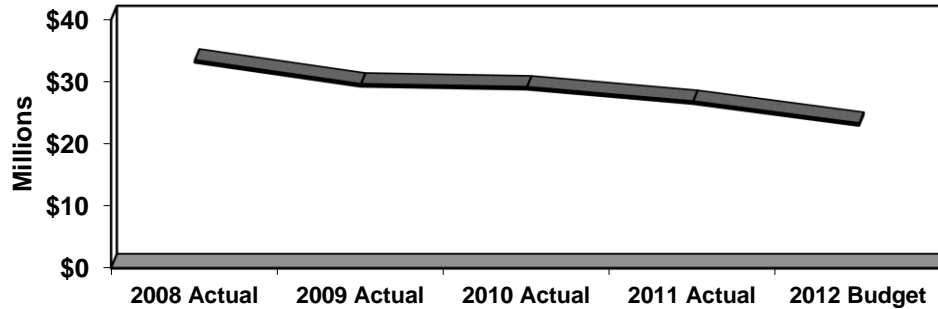
In 2011 Budget reflected a decrease in funding due to the suspension of merit increases, a reduction in funding to the DeKalb Hospital Authority, and 3 unpaid holidays.

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

TAX FUNDS EXPENDITURE HISTORY

LEISURE SERVICES

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



History:	2008 Actual	\$33,068,782
	2009 Actual	\$29,197,466
	2010 Actual	\$28,731,828
	2011 Actual	\$26,416,295
	2012 Budget	\$22,889,521

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.

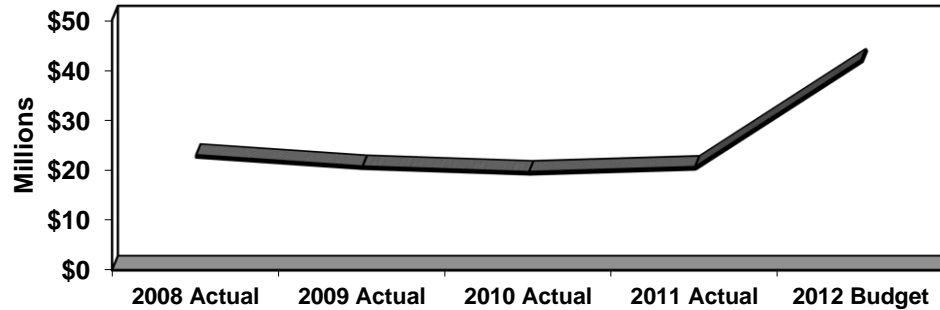
In 2011, Budget reflects a decrease in funding due to the suspension of merit increases, the suspension of the vehicle replacement program, the suspension of take home vehicles, expected reductions in fuel costs and the department specific reductions, and the full year impact of the Early Retirement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

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

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:	2008 Actual	\$22,430,810
	2009 Actual	\$20,171,128
	2010 Actual	\$19,053,279
	2011 Actual	\$20,048,457
	2012 Budget	\$41,486,252

Trends and History:

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.

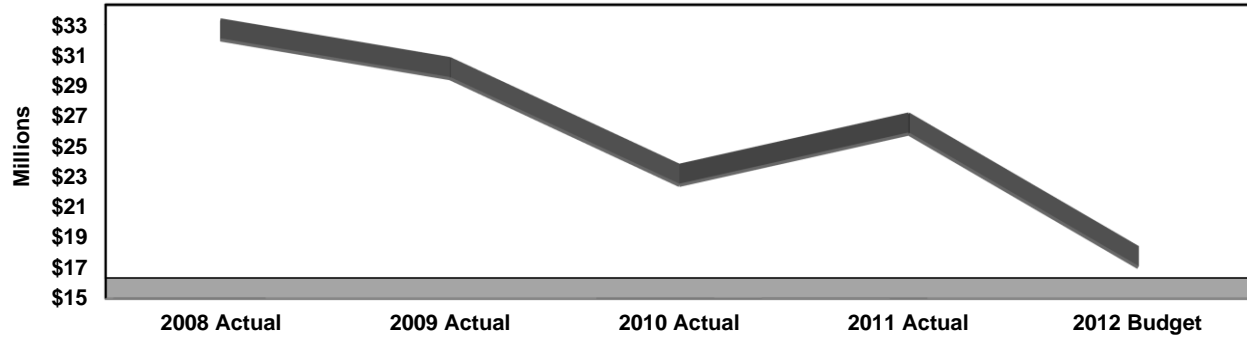
In 2011, budgetary reserves were adopted at \$12,000,000 and reserves for Tax Allocation Districts at \$1,606,000. The appropriation for Pensioners' Insurance is \$8,222,500. Debt service and lease/purchase items total \$7,449,422. Unemployment Compensation and other risk management items total \$3,474,189.

The 2012 Budget reflects an increase of \$16.9 million in an effort to bring budgetary reserves back to prudent levels. Also reflected is an increase in Pensioners' Insurance costs.

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:	2008 Actual	32,002,670
	2009 Actual	29,458,271
	2010 Actual	22,443,246
	2011 Actual	25,814,988
	2012 Budget	17,045,281

Trends and History:

The 2008 General Fund component of the Planning & Sustainability 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.

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

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

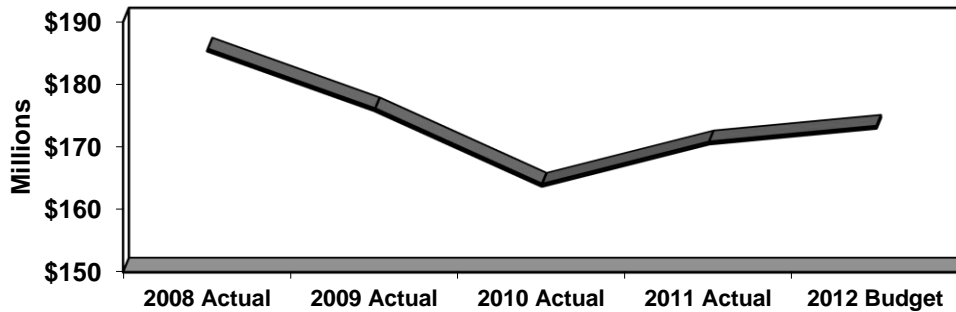
In 2011, a total of 97 positions was transferred from Roads and Drainage to the Stormwater Utility Fund. Funding for these positions was included in the Stormwater Utility Fund. The amount of reimbursement from the Stormwater Fund to the Special Tax District Roads and Drainage was reduced significantly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

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

TAX FUNDS EXPENDITURE HISTORY

PUBLIC SAFETY

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



History:	2008 Actual	\$185,256,343
	2009 Actual	\$175,715,075
	2010 Actual	\$163,631,203
	2011 Actual	\$170,401,272
	2012 Budget	\$172,910,698

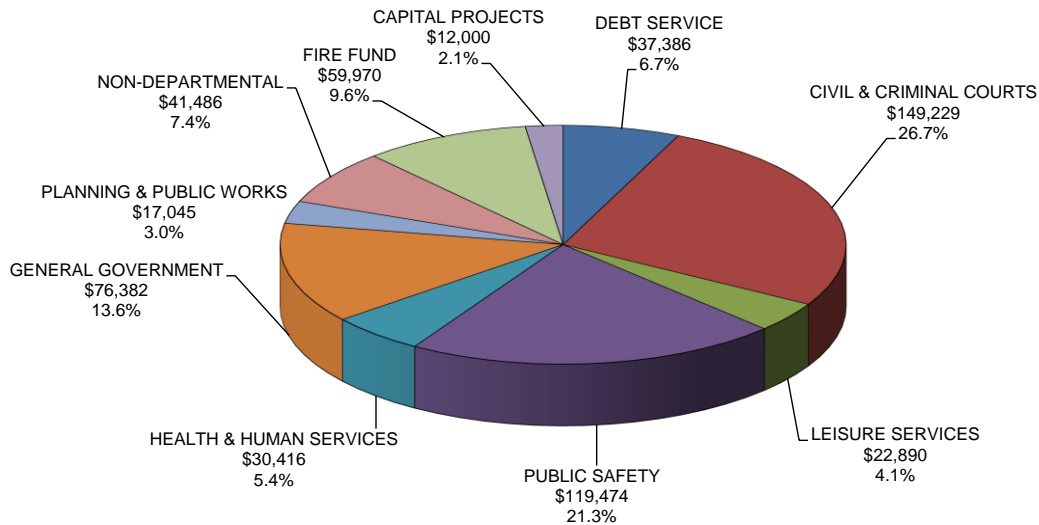
Trends and History: The 2009 Budget was essentially flat compared to previous budgets, but included the addition of 2 Code Enforcement Officers. Also, this Budget reflected a decrease in funding due to the suspension of merit increases, the suspension of the vehicle replacement program, expected reductions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

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

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

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

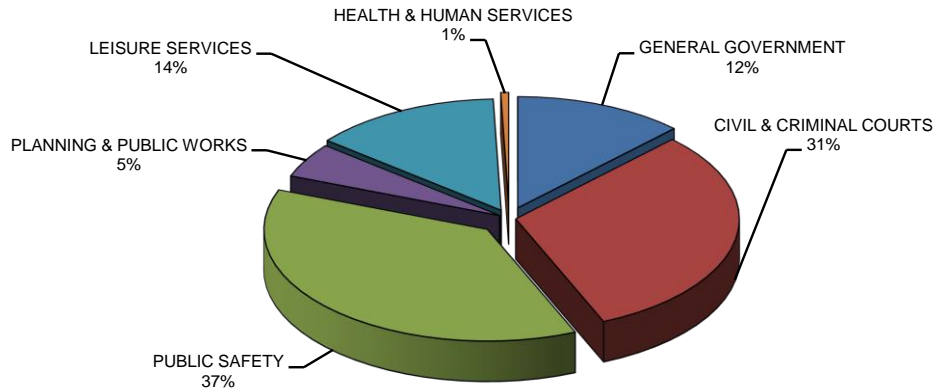
2012 TAX FUNDS BUDGET BY MAJOR FUNCTION (IN THOUSANDS)



	2003 Budget	2004 Budget	2005 Budget	2006 Budget	2007 Budget	2008 Budget	2009 Budget	2010 Budget	2011 Budget	2012 Budget	Annualized % Change 2003-2012
DEBT SERVICE	\$31,454	\$28,518	\$28,447	\$42,956	\$47,980	\$48,387	\$47,786	\$47,221	\$37,280	\$37,386	2.1%
CIVIL & CRIMINAL COURTS	\$108,906	\$117,311	\$124,376	\$132,176	\$138,854	\$147,307	\$146,236	\$146,403	\$144,352	\$149,229	4.1%
LEISURE SERVICES	\$28,424	\$30,094	\$31,860	\$33,380	\$36,774	\$35,166	\$33,186	\$29,878	\$26,549	\$22,890	-2.2%
PUBLIC SAFETY	\$92,968	\$101,969	\$109,097	\$116,737	\$124,661	\$128,594	\$128,337	\$115,358	\$116,868	\$119,474	3.2%
HEALTH & HUMAN SERVICES	\$33,294	\$33,252	\$33,608	\$34,897	\$40,940	\$38,484	\$39,546	\$37,097	\$32,245	\$30,416	-1.0%
GENERAL GOVERNMENT	\$55,585	\$59,106	\$60,716	\$75,593	\$83,143	\$90,819	\$83,846	\$73,353	\$65,861	\$76,382	4.2%
PLANNING & PUBLIC WORKS	\$33,410	\$32,315	\$32,373	\$35,346	\$34,140	\$34,477	\$31,257	\$23,530	\$20,256	\$17,045	-5.4%
NON-DEPARTMENTAL	\$33,530	\$32,104	\$32,014	\$39,032	\$37,034	\$30,565	\$30,711	\$28,476	\$40,409	\$41,486	2.6%
FIRE FUND	\$47,601	\$50,013	\$52,454	\$55,308	\$59,970	\$60,312	\$55,121	\$52,719	\$52,921	\$53,436	1.4%
CAPITAL PROJECTS	\$27,537	\$18,344	\$19,142	\$15,678	\$26,337	\$21,632	\$9,869	\$3,670	\$3,231	\$12,000	-6.3%
TOTAL	\$492,709	\$503,026	\$524,086	\$581,104	\$629,832	\$635,743	\$605,893	\$557,705	\$539,972	\$559,745	1.5%

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. A 1% Cost of Living Allowance for all eligible employees was implemented in 2006. A 2% pay increase was appropriated in 2007 for all sworn officers in Public Safety and Civil & Criminal Courts. An overall decrease in funding for 2009 resulted from: suspension of merit increases and the sick-leave incentive program; suspension of the vehicle replacement program; department-specific service reductions; and a \$6 million across-the-board funding reduction. All functions, with the exception of Debt Service and Civil & Criminal Courts, are reduced sharply in 2010. This is due to positions abolished after the Early Retirement Option program (372), general reductions in operating appropriations, and the discontinuation of automatic funding of encumbrances carried forward from prior years. The 2011 Adopted Budget reflected a reduction from the Recommended Budget of 8.91% for most departments (\$33.6 million). The increase of the 2012 Adopted Budget over 2011 is largely attributable to the accumulation of prudent budgetary reserves.

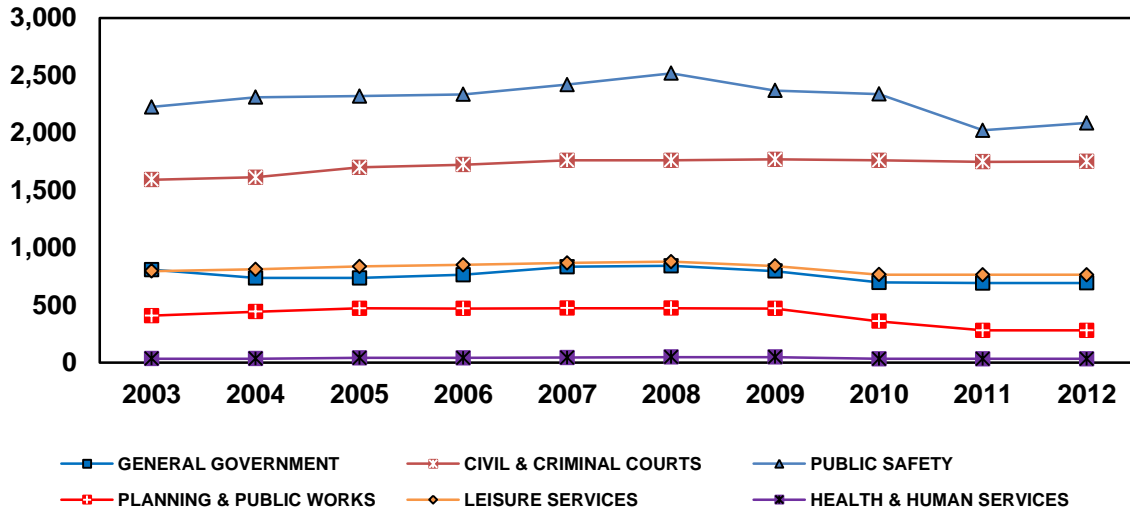
GROWTH TRENDS: 2012 TAX FUND POSITIONS BY MAJOR FUNCTION



TAX FUNDS POSITIONS BY FUNCTION: 2003 - 2012

	<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>	<u>2012</u>
GENERAL GOVERNMENT	809	736	736	765	834	842	797	697	692	693
CIVIL & CRIMINAL COURTS	1,593	1,614	1,699	1,723	1,761	1,761	1,769	1,761	1,748	1,751
PUBLIC SAFETY	2,226	2,311	2,320	2,335	2,420	2,520	2,369	2,338	2,022	2,087
PLANNING & PUBLIC WORKS	408	443	472	471	473	474	471	359	280	280
LEISURE SERVICES	796	811	837	850	867	879	841	766	765	765
HEALTH & HUMAN SERVICES	33	34	40	41	44	48	48	32	32	32
TOTAL	5,865	5,949	6,104	6,185	6,399	6,524	6,295	5,953	5,539	5,608

GROWTH TRENDS: 2012 TAX FUND POSITIONS BY MAJOR FUNCTION



The major changes from 2003 to 2012 are noted below. During 2010, there was a net decrease of 342 positions. In 2011, a total of 197 positions were abolished and 243 positions were transferred out of the Tax Funds. The 2012 Adopted Budget transferred 64 positions from the Grants Fund to the Tax Funds.

Public Safety – There was a net increase of 285 Police positions from 2003 to 2008. At Mid-Year 2009, 157 positions were transferred to the E-911 Fund. During 2010, there was a net decrease of 31 positions. In 2011, 37 code enforcement positions were transferred to Planning and Public Works and 146 School Crossing Guards became the responsibility of the DeKalb County Board of Education. Also in 2011, 134 vacant Fire positions were abolished in anticipation of outsourcing the emergency medical transport function. The 2012 Adopted Budget transferred 64 firefighter positions from the Grants Fund to the Fire Fund.

Civil and Criminal Courts – In 2003, 8 positions were added to create the Child Advocate’s Office. Positions were also added: 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. There was a net increase of 176 positions from 2003 to 2009. During 2010, there was a net decrease of 8 positions.

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

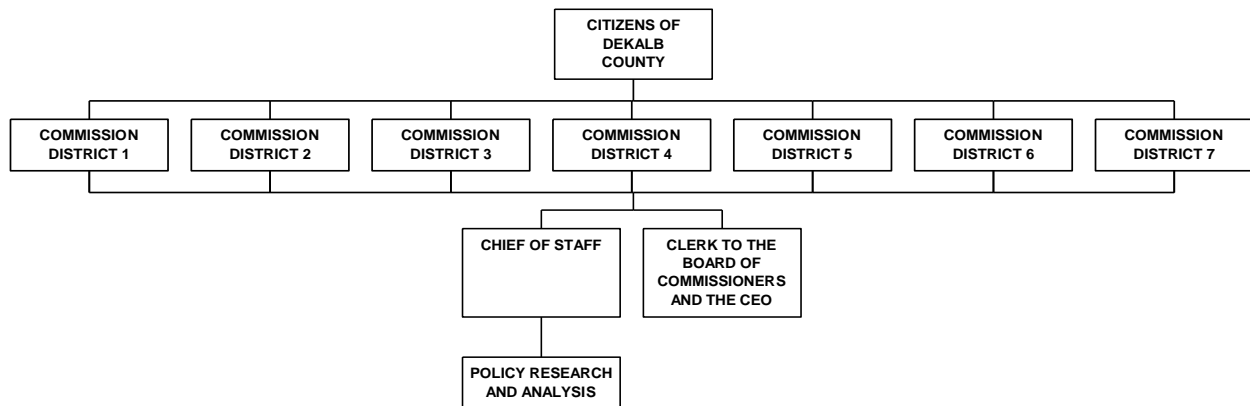
Leisure Services - Positions were added: to Parks and Recreation to address the demand for services from 2004 to 2007; to the Library to address the demand for service and to staff the new and expanded libraries. Positions were reduced in Parks due to the incorporation of the City of Dunwoody and Arts, Culture & Entertainment department was consolidated into Parks in 2009. There was a net increase of 45 positions from 2003 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. There was a net increase of 15 positions from 2003 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 63 positions from 2003 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 2011

Lobbied successfully for a separate police millage rate, Set a long-term capital improvement plan and accompanying water rate structure. Migrated from a paper agenda process for internal handling of agenda items to online assembling and distribution to Commissioners.

MAJOR GOALS FOR 2012 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.

Financial Strength

To encourage the use of multi-year forecasting during the regular budget process.

Organizational Effectiveness

To continue efforts in developing a seamless agenda process where all aspects are handled electronically.

MAJOR BUDGETARY IMPACTS

Previous

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.

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

2012

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

Effective January 1, 2012, 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 supplement. 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 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
BOC Administration	\$776,790	\$721,663	\$779,601	\$977,360
Clerk's Office	349,378	444,492	496,007	496,007
District 1	231,714	260,504	268,338	268,338
District 2	232,259	246,957	278,800	278,800
District 3	205,897	212,915	260,812	260,812
District 4	235,933	241,263	280,089	280,089
District 5	216,863	229,141	270,851	270,851
District 6	219,781	208,722	260,450	260,450
District 7	216,131	181,716	259,699	259,699
	\$2,684,746	\$2,747,372	\$3,154,647	\$3,352,406

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$2,039,006	\$2,095,106	\$2,570,876	\$2,768,635
Purchased / Contracted Services	552,924	556,553	538,800	538,800
Supplies	65,992	83,909	43,773	43,773
Capital Outlays	21,130	11,704	1,198	1,198
Interfund / Interdepartmental	2,983	0	0	0
Other Costs	2,712	100	0	0

BOARD OF COMMISSIONERS

FUNCTION: GENERAL GOVERNMENT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
	\$2,684,746	\$2,747,372	\$3,154,647	\$3,352,406

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
General Fund	\$2,684,746	\$2,747,372	\$3,352,406
	\$2,684,746	\$2,747,372	\$3,352,406

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		
			2010	2011	2012
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

BOARD OF COMMISSIONERS

FUNCTION: GENERAL GOVERNMENT

AUTHORIZED POSITION LIST BY COST CENTER

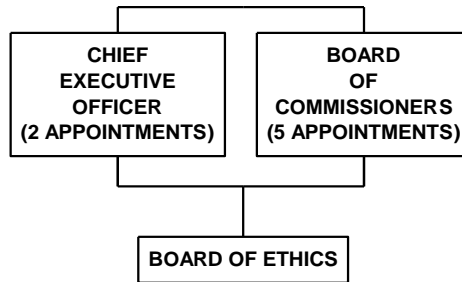
(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2010	2011	2012
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
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

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		
			2010	2011	2012
Clerk's Office					
Clerk to the BOC & CEO	AB		1	1	1
Deputy Clerk BOC	23		1	2	2
Senior Deputy Clerk BOC	23		1	0	0
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

The mission of the Board of Ethics is to increase citizen confidence in government by providing a mechanism to investigate questions involving the integrity of actions taken by public officials.

PROGRAM DESCRIPTION

Effective January 1, 1991, DeKalb County was required to create and fund a Board of Ethics as approved by County voters in November 1990. The Board is composed of seven citizens of DeKalb County: two members are appointed by the Chief Executive Officer and five members are appointed by the Board of Commissioners. The members of the Board of Ethics serve without compensation and provide for their own internal organization. Even though it is considered to be a department of County government and as such is authorized to employ its own staff and clerical personnel subject to budgetary requirements and merit system regulations, the Board is completely independent, and is not controlled or supervised by the Chief Executive Officer, the Board of Commissioners, or any other officer, department, or agency of County government. Duties of the Board include the following: 1) the establishment of procedures governing its organization; 2) the rendering of opinions with respect to the interpretation of the Ethics Code to all persons seeking advice as to whether or not a particular action constitutes a violation of it; 3) the prescribing of forms for disclosures required by the Ethics Code and making the information disclosed available to the public; 4) the hearing of complaints of Ethics Code violations; and 5) the conducting of investigations as necessary to determine whether or not violations have occurred.

MAJOR GOALS FOR 2012 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. The 2011 adopted budget of \$8,215 was a decrease relative to the 2010 Budget. The Board of Commissioners reduced this budget by (\$805) as part of the amendment process.

2012

In 2012, \$5,000 was approved for basic operating expenses.

Future

No significant budgetary impact is anticipated.

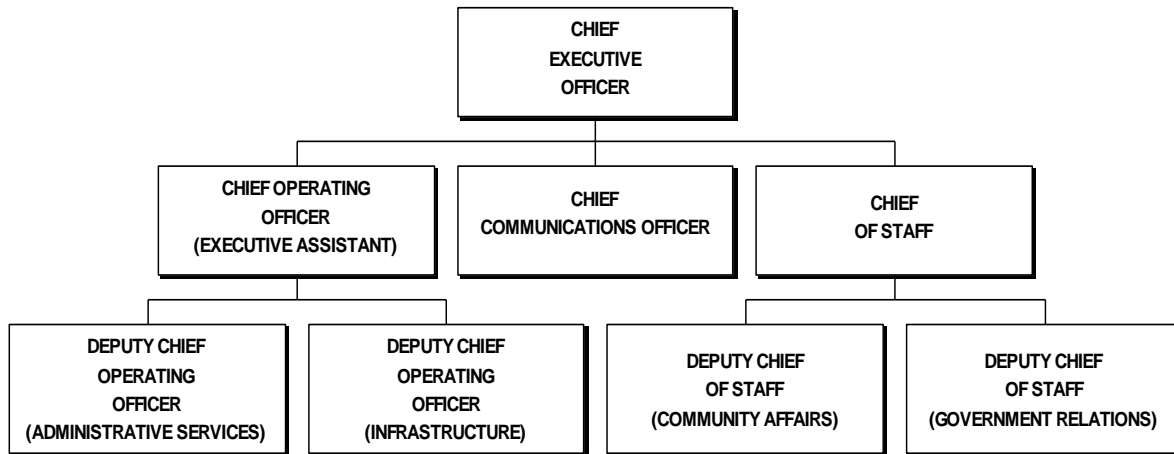
SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Board of Ethics	\$814	\$433	\$5,000	\$5,000
	\$814	\$433	\$5,000	\$5,000

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

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Purchased / Contracted Services	\$804	\$433	\$5,000	\$5,000
Interfund / Interdepartmental	10	0	0	0
	\$814	\$433	\$5,000	\$5,000

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
General Fund	\$814	\$433	\$5,000
	\$814	\$433	\$5,000



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 2009	Actual 2010	Actual 2011	Estimated 2012
Agenda Items Processed	840	600	680	600
Ceremonial Documents Prepared	243	594	650	615
Press Releases Prepared	N/A	341	375	375
Audiovisual Projects for County Departments	568	442	580	500
Government TV Episodes Created	204	350	350	380

MAJOR ACCOMPLISHMENTS IN 2011

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 2012 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**

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. In 2011, the following organizational changes were implemented to address the increasing financial challenges facing the County and to ensure the most operational efficiency and effectiveness.

MAJOR BUDGETARY IMPACTS (CONTINUED)

Previous

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

A new Jobs and Economic Growth Group was established. The Director of Economic Growth Group was established. The Director of Economic Development is responsible for the coordination of this Group. The Department of Economic Development and Workforce Development are assigned to this group.

Also, the following reporting relationships have changed. Geographical Information Services and Cooperative Extension Services departments have been assigned to the Infrastructure Group. The Human Services Department has been assigned to the Department of Human and Community Development Group.

2012

In February 2012, \$2,095,646 was approved for the basic operating budget.

Future

No significant changes are anticipated in the near future.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Cable TV Support	\$393,080	\$379,795	\$379,672	\$379,672
Chief Executive Officer	763,830	717,690	449,173	449,173
Contract Compliance	922	73	0	0
Office Of Process Improvements	51,939	55,460	54,754	54,754
Operations	702,868	622,461	620,927	620,927
Public Information	(69,435)	(86,708)	194,824	194,824
Staff	389,167	437,535	396,296	396,296
	\$2,232,372	\$2,126,306	\$2,095,646	\$2,095,646

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$1,983,064	\$1,887,237	\$1,840,209	\$1,840,209
Purchased / Contracted Services	217,506	221,759	236,744	236,744
Supplies	17,226	10,728	13,335	13,335
Capital Outlays	1,723	861	0	0
Interfund / Interdepartmental	12,853	5,721	5,358	5,358
	\$2,232,372	\$2,126,306	\$2,095,646	\$2,095,646

CHIEF EXECUTIVE OFFICER

FUNCTION: GENERAL GOVERNMENT

FUNDING SOURCES			
	Actual 2010	Actual 2011	Budget 2012
General Fund	\$1,839,292	\$1,746,511	\$1,715,974
Special Tax District - Unincorporated	393,080	379,795	379,672
	\$2,232,372	\$2,126,306	\$2,095,646

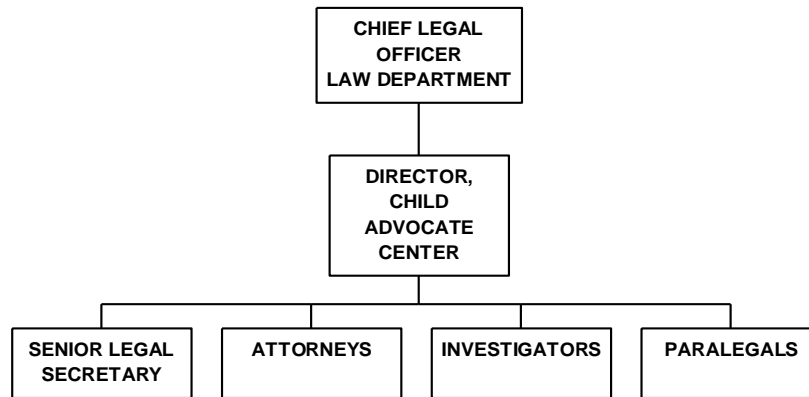
AUTHORIZED POSITION LIST BY COST CENTER
(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2010	2011	2012
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	1	0	0
Administrative Assistant II	23	1	1	1
Chief Executive Officer	\$153,498	1	1	1
FULL TIME Subtotal		6	5	5
Operations				
Asst County Administrator	AF	0	1	1
Deputy COO Development	AC	1	0	0
Executive Assistant	AA	1	1	1
Admin Project Mgr CEO	31	1	1	1
Administrative Coordinator	25	1	1	1
Executive Secretary CEO	25	1	1	1
Administrative Assistant II	23	0	1	1
Receptionist	16	1	1	1
FULL TIME Subtotal		6	7	7
Staff				
Director Legislative Liaison	AI	1	1	1
Chief of Staff	AE	1	1	1
Special Projects Coordinator	28	1	1	1
Administrative Assistant II	23	1	1	1
FULL TIME Subtotal		4	4	4

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2010	2011	2012
Public Information				
Cable TV Operations Director	28	1	1	1
Public Information Officer	28	1	1	1
Administrative Assistant II	23	1	1	1
Audiovisual Production Asst	21	1	1	1
FULL TIME Subtotal		4	4	4
FULL TIME Total		20	20	20
ALL POSITIONS Total		20	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 2009	Actual 2010	Actual 2011	Estimated 2012
Intern/Volunteer Hours	3,247	5,411	6,041	5,393
Hearings Conducted	NA	1,510	2,082	2,356
Cases Handled	1,173	982	1,033	1,100
Conferences Participated by Staff	58	88	64	70
Mileage earned by Staff and Interns	32,825	29,574	29,065	29,068
Appeals	NA	NA	8	10
Stakeholder Meetings	NA	372	521	528
Child-Client Interviews	3,769	3,540	3,692	4,044

MAJOR ACCOMPLISHMENTS IN 2011

Represented more than 803 child-clients and conducted 2,103 field efforts, while performing investigations and managing cases to ensure child-client's well-being while in care.

Expanded specialized practice to respond to specific issues of youth transitioning out of foster care, children with identified disabilities, and matters related to the unique educational needs of foster youth.

Hired a seasoned appellate to develop an appellate practice.

MAJOR GOALS FOR 2012 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. In 2011, \$1,644,743 was approved for basic operating expenses. The Board of Commissioners reduced this budget by \$160,952 as part of the amendment process.

2012

In 2012, \$1,882,006 is approved for basic operating expenses.

Future

No significant budgetary impact is anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Child Advocate's Office	\$1,567,073	\$1,741,532	\$1,882,006	\$1,882,006
	\$1,567,073	\$1,741,532	\$1,882,006	\$1,882,006

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$1,443,350	\$1,614,085	\$1,771,954	\$1,771,954
Purchased / Contracted Services	84,133	80,755	78,440	78,440
Supplies	34,738	45,936	25,475	25,475
Capital Outlays	451	0	4,487	4,487
Interfund / Interdepartmental	4,400	757	1,650	1,650
	\$1,567,073	\$1,741,532	\$1,882,006	\$1,882,006

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012

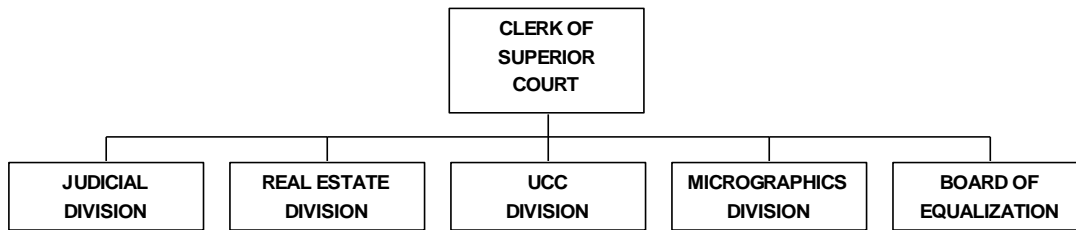
CHILD ADVOCATE'S OFFICE

FUNCTION: CIVIL & CRIMINAL COURTS

FUNDING SOURCES			
	Actual 2010	Actual 2011	Budget 2012
General Fund	\$1,567,073	\$1,741,532	\$1,882,006
	\$1,567,073	\$1,741,532	\$1,882,006

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		
			2010	2011	2012
Child Advocate's Office					
Director Child Advocate Ctr	AH		1	1	1
Attorney IV	33		2	2	2
Attorney III	31		8	8	8
Attorney II	30		1	1	1
Attorney I	29	2 PT	0	2	2
Chief Investigator Child Advo	27		1	1	1
Administrative Coordinator	25		1	1	1
Investigator Principal	25		3	3	3
Paralegal	23		4	4	4
FULL TIME Subtotal			21	21	21
PART TIME Subtotal			0	2	2
FULL TIME Total			21	21	21
PART TIME Total			0	2	2
ALL POSITIONS Total			21	23	23



MISSION STATEMENT

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

PROGRAM DESCRIPTION

The Clerk of Superior Court is a constitutionally elected office charged with the responsibility of recording and maintaining for public inspection all records pertaining to civil and criminal cases as well as all real and personal property located in DeKalb County in accordance with the laws of the State of Georgia. The 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, Fi Fas, trade name documents and limited partnerships. The 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. The Micrographics Division is responsible for copying and microfilming of records.

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

ACTIVITY MEASURES

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Superior Clerk's Office:				
Real Estate Instruments Recorded	235,250	209,762	209,218	210,000
Real Estate - Pages Assigned	817,450	525,230	537,402	540,000
Documents Microfilmed	1,876,240	1,966,821	1,425,330	1,500,000
Criminal Indictments Processed	5,370	5,349	5,685	5,800
Criminal Cases Disposed	5,742	5,398	5,685	5,800
Criminal Defendants	NA	5,337	7,996	8,200
Criminal Counts	NA	12,667	12,782	12,900
Probation Revocations	NA	NA	5,136	5,200
Unified Appeal (Death Penalty)	NA	NA	5	6
Civil Cases Disposed	23,112	16,800	16,821	17,000
Estimated Pages Intake (Judicial)	610,000	525,000	900,000	950,000
Foreclosure Registry	N/A	\$196,350	\$838,950	\$840,000
Board of Equalization:				

ACTIVITY MEASURES				
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	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Number of Hearings	NA	NA	23,160	31,600
Number of Decisions	NA	NA	3,389	4,500
Number of Notices Mailed	NA	NA	16,615	22,100

MAJOR ACCOMPLISHMENTS IN 2011

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

Successfully completed the transition, training, and implementation of a new and improved land records system.

Successfully implemented a four-day work week, while maintaining delivery of services five days a week.

Provided on-line Notary Commission applications.

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

MAJOR GOALS FOR 2012 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS**Organizational Effectiveness**

To secure funding for the number of Board Equalization hearings.

To secure additional office space to accommodate the surge in the number of property hearings.

To schedule and prepare all 2012 hearings within the allotted time provided by the Georgia Code 48-5-311.

To begin a revenue stream for on-line documents.

MAJOR BUDGETARY IMPACTS**Previous**

In 2008 and 2009 there were no significant budget changes.

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

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

2012

In February 2012, \$5,829,544 was approved for the basic operating budget, including \$442,592 to fund the Board of Equalization cost center.

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.

CLERK OF SUPERIOR COURT

FUNCTION: CIVIL & CRIMINAL COURTS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Clerk of Superior Court	\$5,226,487	\$5,279,490	\$5,386,952	\$5,386,952
Clerk of Superior Court - Bd. Of Equalization	0	251,329	292,581	442,592
Real Estate & UCC	121	0	0	0
	<u>\$5,226,609</u>	<u>\$5,530,820</u>	<u>\$5,679,533</u>	<u>\$5,829,544</u>

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$4,251,401	\$4,561,671	\$4,729,421	\$4,729,421
Purchased / Contracted Services	675,112	793,138	787,546	937,557
Supplies	102,188	126,929	109,542	109,542
Capital Outlays	186,884	34,569	42,000	42,000
Interfund / Interdepartmental	0	3,488	0	0
Other Costs	11,024	11,024	11,024	11,024
	<u>\$5,226,609</u>	<u>\$5,530,820</u>	<u>\$5,679,533</u>	<u>\$5,829,544</u>

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
General Fund	\$5,226,609	\$5,530,820	\$5,829,544
	<u>\$5,226,609</u>	<u>\$5,530,820</u>	<u>\$5,829,544</u>

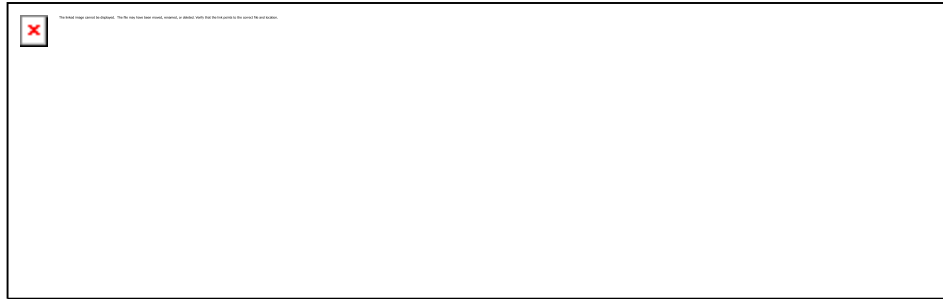
CLERK OF SUPERIOR COURT

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	NUMBER OF POSITIONS		
		2010	2011	2012
Clerk of Superior Court				
Chief Dep Clerk Superior Ct	AH	2	1	1
Fiscal Officer	29	0	1	1
Network Administrator	29	1	1	1
Administrative Operations Mgr	28	1	1	1
Judicial Administrative Coord	26	1	1	1
User Liaison Coordinator	26	1	1	1
Accountant	25	1	1	1
Administrative Coordinator	25	1	1	1
Court Records Supervisor	24	8	8	8
Administrative Assistant II	23	0	1	1
Administrative Assistant II	23	1	3	3
Court Records Tech III	21	35	38	38
Court Records Tech II	19	22	17	17
Court Records Tech I	18	11	10	10
Clerk Superior Court	\$127,472	1	1	1
FULL TIME Subtotal		86	86	86
Clerk of Superior Court - Bd. Of Equalization				
Board of Equalization Coord	23	0	1	1
Office Assistant Senior	19	0	2	2
FULL TIME Subtotal		0	3	3
FULL TIME Total		86	89	89
ALL POSITIONS Total		86	89	89



MISSION STATEMENT

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

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

ACTIVITY MEASURES

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Total Clients	12,891	11,712	11,372	11,536
Clients Served by:				
Jail Services and DUI Program	834	934	934	875
Mental Health Services, Adult	6,718	6,033	5,716	6,200
Mental Health Services, Child & Adolescent Services	819	585	148	247
Developmental Disabilities	527	555	432	380
Psychosocial Rehab	197	206	206	214
Veterans Services	93	92	521	615
Residential	169	215	225	231
DeKalb County Drug Court	79	120	129	129
Mobile Response Team	2,743	2,260	2,214	2,135
Crisis Services	1,544	1,663	1,778	1,756
Addictive Services, Adult	851	533	557	570
Addictive Services, Child & Adolescent Services	819	585	0	0

MAJOR ACCOMPLISHMENTS IN 2011

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

MAJOR GOALS FOR 2012 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Human Services

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

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

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

To improve the health status of clients.

To promote innovation and best practices in services.

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

MAJOR BUDGETARY IMPACTS

Previous

There were no significant changes in 2007, 2008, 2009 and 2010. The 2011 Adopted Budget of \$1,785,497 was a decrease relative to the 2010 Budget. The Board of Commissioners reduced this budget by (\$174,726) as part of the amendment process.

2012

In 2012, the Adopted Budget of \$1,624,803 is a decrease relative to the 2011 Budget.

Future

The Community Service Board has been negatively affected by the reduction in State grant-in-aid funds, Medicaid reimbursements, and the accelerated recoupment of Medicaid Advances. The Community Service Board has developed a plan to reduce spending in 2012 and in 2013.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Community Service Board	\$2,046,953	\$1,785,494	\$1,624,803	\$1,624,803
	\$2,046,953	\$1,785,494	\$1,624,803	\$1,624,803

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Other Costs	\$2,046,953	\$1,785,494	\$1,624,803	\$1,624,803
	\$2,046,953	\$1,785,494	\$1,624,803	\$1,624,803

COMMUNITY SERVICE BOARD**FUNCTION: HEALTH & HUMAN SERVICES**

FUNDING SOURCES			
	Actual 2010	Actual 2011	Budget 2012
General Fund	\$2,046,953	\$1,785,494	\$1,624,803
	\$2,046,953	\$1,785,494	\$1,624,803

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

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

MAJOR BUDGETARY IMPACTS**Previous**

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

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

2011

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

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

CONTRIBUTION TO CAPITAL PROJECTS

FUNCTION: CAPITAL PROJECTS

MAJOR BUDGETARY IMPACTS (continued)

2012

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

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

Future

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

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

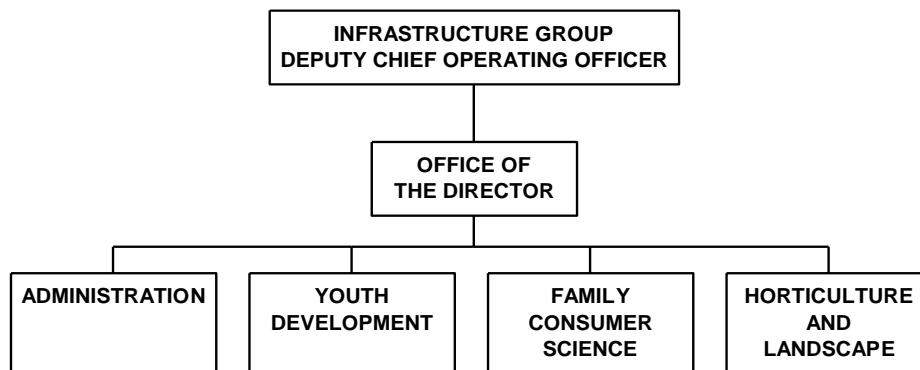
SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Contribution To Capital	\$2,269,556	\$3,230,625	\$4,000,000	\$4,000,000
	<u>\$2,269,556</u>	<u>\$3,230,625</u>	<u>\$4,000,000</u>	<u>\$4,000,000</u>

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Other Financing Uses	\$2,269,556	\$3,230,625	\$12,000,000	\$4,000
	<u>\$2,269,556</u>	<u>\$3,230,625</u>	<u>\$12,000,000</u>	<u>\$4,000</u>

CONTRIBUTION TO CAPITAL PROJECTS**FUNCTION: CAPITAL PROJECTS**

FUNDING SOURCES			
	Actual 2010	Actual 2011	Budget 2012
General Fund	\$2,269,556	\$3,230,625	\$4,000,000
	2,269,556	3,230,625	4,000,000

*Includes LARP funding: \$4,000,000 in 2009



MISSION STATEMENT

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

PROGRAM DESCRIPTION

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

PERFORMANCE INDICATORS

	TARGET	2009	2010	2011
Locate additional sources of funding to expand and/or enhance educational programs.	17% \$173,101	18% \$188,819	10% \$105,319	20% \$291,945
Value Received from Master Gardener volunteers as a % of the cost of training and volunteer administration return.	800%	800%	800%	800%
% of participants in the Teenage Mother Nutrition Education Program delivering a baby 5.5 pounds or greater.	100%	96%	94%	Not reporting
% of participants in the bilingual outreach achieving a test score increase of 25% or greater.	95%	96%	96%	Not reporting

ACTIVITY MEASURES

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Telephone & Email Requests	93,759	71,293	152,678	100,000
Publications Distributed	45,137	53,237	12,972	30,000
Number Of Workshops	2,453	1,500	2,070	2,000
Number Of Home Visits	1,333	834	2,789	1,500
Number Of Volunteers	1,655	1,334	3,153	2,000
Volunteer Hrs. Contributed	20,182	18,491	25,184	10,000
Youths Reached By Programs	19,157	17,899	20,687	18,000
Participants	66,151	53,679	104,703	70,000

MAJOR ACCOMPLISHMENTS IN 2011

4-H served 2,374 youth enrolled in the various programs. 248 Master Gardener volunteers contributed 14,872 volunteer hours to the County for an estimated value of \$291,945. Received 1st place in the Environmental Education Award for Radon Education. Received 3rd place in the Communication/Written News Award for “Greening your Holidays”.

MAJOR GOALS FOR 2012 AND LINKS TO THE COUNTY’S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

To expand public outreach and educational opportunities for DeKalb citizens.

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

To seek out and apply for additional resources to assist with program development.

MAJOR BUDGETARY IMPACTS

Previous

There were no significant budgetary changes in 2008 and 2009. In 2010, 6 full-time employees accepted the Early Retirement Option Program and the BOC abolished 6 vacant positions due to the ERO Program. The 2011 adopted budget of \$697,983 was an increase relative to the 2010 Budget. The Board of Commissioners increased this budget by \$466,178.

2012

In 2012 Extension staff will expand their environmental classes related to water conservation, natural landscaping, fats/oils/grease disposal prevention and anti-liter. Staff time will be funded by the Water & Sewer, Stormwater, and Sanitation funds for these efforts.

Future

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.

COOPERATIVE EXTENSION

FUNCTION: HEALTH & HUMAN SERVICES

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Administration	\$346,384	\$362,493	\$18,201	\$18,201
Family & Consumer Sc	116,396	34,573	29,362	29,362
Horticulture & Lands	160,872	142,560	145,524	145,524
Youth Program	145,439	116,359	114,740	114,740
	\$769,090	\$655,986	\$307,827	\$307,827

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$634,527	\$563,667	\$567,563	\$567,563
Purchased / Contracted Services	92,832	58,571	58,632	58,632
Supplies	10,475	13,208	13,091	13,091
Interfund / Interdepartmental	19,560	10,826	(340,959)	(340,959)
Other Costs	11,697	9,714	9,500	9,500
	\$769,090	\$655,986	\$307,827	\$307,827

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
General Fund	\$769,090	\$655,986	\$307,827
	\$769,090	\$655,986	\$307,827

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2010	2011	2012
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
Office Assistant	18	1	1	1
FULL TIME Subtotal		7	7	7
Youth Program				
Extension Service Manager	OL2	1	1	1
Extension Program Assistant	EP	1	1	1
County Extension Agent	25	1	1	1
FULL TIME Subtotal		3	3	3

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		
		2010	2011	2012
Family & Consumer Sc				
County Extension Agent	OL3	1	1	1
Extension Service Manager	OL2	1	1	1
FULL TIME Subtotal		2	2	2
Horticulture & Lands				
Extension Service Manager	OL2	1	1	1
County Extension Agent	25	1	1	1
FULL TIME Subtotal		2	2	2
FULL TIME Total		14	14	14
ALL POSITIONS Total		14	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 December 2011:

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

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

MAJOR BUDGETARY IMPACTS**Previous**

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

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

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

Current

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

Future

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

ACTIVITY MEASURES

	1/1/09	1/1/10	1/1/11	1/1/12
Principal Balance (000's)	\$99,330	\$89,595	\$79,605	\$73,410
Millage rate for Debt Service	0.57	0.57	0.57	0.87

DEBT SERVICE FUND

FUNCTION: GENERAL GOVERNMENT

ACTIVITY MEASURES

1/1/09 1/1/10 1/1/11 1/1/12

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Purchased / Contracted Services	\$0	\$0	\$10,000	\$10,000
Debt Service	13,790,875	9,578,368	9,641,958	9,641,958
	\$13,790,875	\$9,578,368	\$9,651,958	\$9,651,958

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
Debt Service	\$13,790,875	\$9,578,368	\$9,651,958
	\$13,790,875	\$9,578,368	\$9,651,958

**DIRECT AND OVERLAPPING DEBT
December 31, 2011 (000'S)**

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

Debt overlaps only that property outside of Atlanta and Decatur.

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

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

DEBT SERVICE FUND

FUNCTION: GENERAL GOVERNMENT

**COMPUTATION OF LEGAL DEBT LIMIT
December 31, 2011 (000'S)**

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

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

**2012 BUDGET OBLIGATION
GENERAL OBLIGATION BONDS BY SERIES
AS OF January 1, 2012**

	Principal	Interest	Total P & I
Series 1998	0	100,000	100,000
Series 2003A	1,875,000	788,483	2,663,483
Series 2003B	4,670,000	2,198,475	6,868,475
Total	\$6,545,000	\$3,086,958	\$9,631,958

**TOTAL BUDGET OBLIGATION
GENERAL OBLIGATION BONDS BY SERIES
AS OF January 1, 2012**

	Principal	Interest	Total P & I
Series 1998	2,000,000	850,000	2,850,000
Series 2003A	20,215,000	4,021,999	24,236,999
Series 2003B	51,195,000	11,061,563	62,256,563
Total	\$73,410,000	\$15,933,562	\$89,343,562

**SPECIAL TAX DISTRICT - DEBT SERVICE FUND
TOTAL BUDGET OBLIGATION
GENERAL OBLIGATION BONDS, ALL SERIES
AS OF January 1, 2012**

	Principal	Interest	Total P & I
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

DEBT SERVICE FUND**FUNCTION: GENERAL GOVERNMENT**

SPECIAL TAX DISTRICT - DEBT SERVICE FUND TOTAL BUDGET OBLIGATION GENERAL OBLIGATION BONDS, ALL SERIES AS OF January 1, 2012
--

	Principal	Interest	Total P & I
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	\$73,410,000	\$15,933,561	\$89,343,561

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 December 2011:

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

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

MAJOR BUDGETARY IMPACTS

Previous

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

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

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

Current

The budget for 2012 includes the principal interest payments for the 2001 and 2006 bond issues.

Future

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

DEBT SERVICE FUND - SPECIAL TAX DISTRICT

FUNCTION: GENERAL GOVERNMENT

ACTIVITY MEASURES

	1/1/09	1/1/10	1/1/11	1/1/12
Principal Balance (000's)	\$282,050	\$267,150	\$251,700	\$235,675
Millage Rate for Debt Service	1.37	1.37	1.37	0.94

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
Special Tax District - Debt Service	\$27,628,475	\$27,669,190	\$27,733,969
	\$27,628,475	\$27,669,190	\$27,733,969

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Purchased / Contracted Services	\$269	\$5,000	\$10,000	\$10,000
Debt Service	27,628,206	27,664,190	27,723,969	27,723,969
	\$27,628,475	\$27,669,190	\$27,733,969	\$27,733,969

**DIRECT AND OVERLAPPING DEBT
December 31, 2011 (000'S)**

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

Debt overlaps only that property outside of Atlanta and Decatur.

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

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

DEBT SERVICE FUND - SPECIAL TAX DISTRICT

FUNCTION: GENERAL GOVERNMENT

**COMPUTATION OF LEGAL DEBT LIMIT
December 31, 2011 (000'S)**

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

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

**2012 BUDGET OBLIGATION
SPECIAL TAX DISTRICT - GENERAL OBLIGATION BONDS SERIES 2001 & 2006
AS OF January 1, 2012**

	Principal	Interest	Total P & I
Series 2001	\$9,850,000	\$1,996,250	\$11,846,250
Series 2006	\$6,915,000	\$8,952,719	\$15,867,719
Total	\$16,765,000	\$10,948,969	\$27,713,969

**TOTAL BUDGET OBLIGATION
SPECIAL TAX DISTRICT - GENERAL OBLIGATION BONDS SERIES 2001 & 2006
AS OF January 1, 2012**

	Principal	Interest	Total P & I
Series 2001	\$42,125,000	\$5,139,000	\$47,264,000
Series 2006	\$193,550,000	\$99,335,494	\$292,885,494
Total	\$235,675,000	\$104,474,494	\$340,149,494

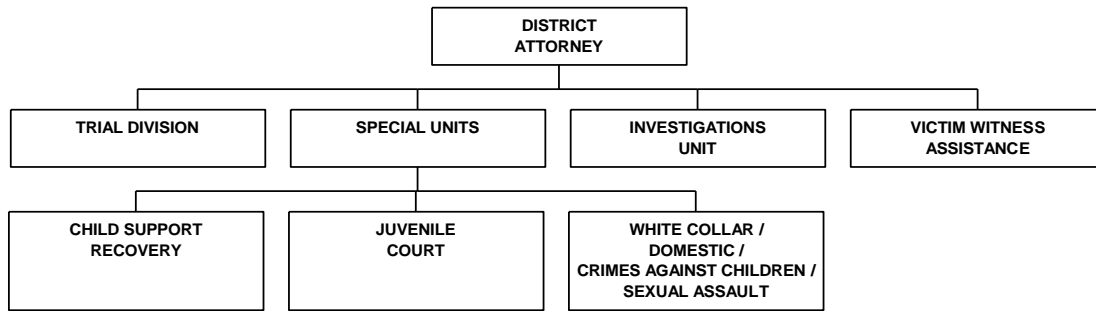
**SPECIAL TAX DISTRICT - DEBT SERVICE FUND
TOTAL BUDGET OBLIGATION
GENERAL OBLIGATION BONDS, SERIES 2001 & 2006
AS OF January 1, 2012**

	Principal	Interest	Total P & I
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

DEBT SERVICE FUND - SPECIAL TAX DISTRICT**FUNCTION: GENERAL GOVERNMENT**

SPECIAL TAX DISTRICT - DEBT SERVICE FUND TOTAL BUDGET OBLIGATION GENERAL OBLIGATION BONDS, SERIES 2001 & 2006 AS OF January 1, 2012
--

	Principal	Interest	Total P & I
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	\$235,675,000	\$104,474,494	\$340,149,494



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. Appropriations and expenditures for this unit are now carried out through the Grants Fund.

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

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

ACTIVITY MEASURES

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Number of Cases Opened	7,453	6,128	6,955	7,100
Number of Defendants Arrested	7,559	6,509	8,312	8,450
True Bills returned by the Grand Jury and accusations filed	4,097	4,195	5,390	5,390
Defendants tried by a jury	101	126	102	105
New cases appealed	68	56	107	110
Number of trials	95	116	93	95

MAJOR ACCOMPLISHMENTS IN 2011

Initiated the Case Age Reduction Program (CARP), with the objectives of reducing jail cases with durations greater than 180 days, and disposing of unindicted cases older than 600 days. Obtained guilty verdicts on several high profile trials.

MAJOR GOALS FOR 2012 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Human Services, Crime Prevention

To reduce all unindicted cases to those fewer than 325 days from the date of arrest to disposition.

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

Organizational Effectiveness

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

MAJOR BUDGETARY IMPACTS

Previous

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

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

2012

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

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 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Board Of Equalization	\$261,280	\$7,018	\$0	\$0
Child Support Recovery	1,398,649	(237,796)	0	0
District Attorney	8,302,799	9,299,484	9,542,162	9,689,162
Solicitor Juvenile Court	1,533,605	1,343,289	1,340,791	1,340,791
Victim / Witness Assistance	598,731	775,922	731,034	731,034
	\$12,095,062	\$11,187,917	\$11,613,987	\$11,760,987

DISTRICT ATTORNEY

FUNCTION: CIVIL & CRIMINAL COURTS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$10,119,484	\$9,306,679	\$9,512,406	\$9,748,606
Purchased / Contracted Services	996,019	725,356	1,026,770	926,770
Supplies	259,515	206,327	204,750	209,550
Capital Outlays	22,236	77,013	27,632	33,632
Interfund / Interdepartmental	194,468	172,793	180,242	180,242
Other Costs	0	0	662,187	662,187
Other Financing Uses	503,341	699,749	0	0
	\$12,095,062	\$11,187,917	\$11,613,987	\$11,760,987

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
General Fund	\$12,095,062	\$11,187,917	\$11,760,987
	\$12,095,062	\$11,187,917	\$11,760,987

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		
			2010	2011	2012
District Attorney					
Investigator DA	OZ		1	1	1
Attorney DA	DA1		11	11	11
Chief Asst District Attorney	AH		2	2	2
Attorney IV	33		10	13	13
Attorney III	31		9	8	8
Chief Investigator DA	31		1	1	1
Drug Court Program Manager	31		0	1	1
Attorney II	30		4	5	5
Attorney I	29		0	1	3
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	16	17	17
Administrative Aide	23		13	12	12

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		
			2010	2011	2012
District Attorney (continued)					
Administrative Assistant II	23		1	2	2
Paralegal	23		2	2	2
Secretary Senior Legal	23		6	5	5
Victim Witness Asst Prog Coord	23		1	1	1
Investigative Aide Senior	21		0	0	1
Investigative Intake Tech	21		3	3	3
Investigative Aide Dist Atty	19		1	0	0
Office Assistant Senior	19		2	2	2
District Attorney	\$158,916		1	1	1
FULL TIME Subtotal			96	100	103
PART TIME Subtotal			1	1	1
Child Support Recovery					
Attorney IV	33		2	0	0
Attorney III	31		1	0	0
Administrative Coordinator	25		1	0	0
Administrative Aide	23		1	0	0
Paralegal	23		1	0	0
Secretary Legal	21		2	0	0
URES A Coordinator	21		8	0	0
Office Assistant Senior	19		2	0	0
Accounting Technician	18		1	0	0
Office Assistant	18		1	0	0
Receptionist	16		1	0	0
FULL TIME Subtotal			21	0	0
Board Of Equalization					
Board of Equalization Coord	23		1	0	0
Office Assistant Senior	19		2	0	0
FULL TIME Subtotal			3	0	0
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

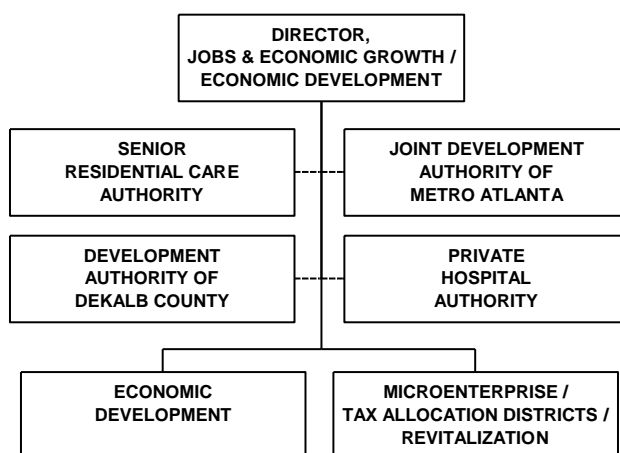
DISTRICT ATTORNEY

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		
			2010	2011	2012
Solicitor Juvenile Court					
Solicitor Juvenile Court	AH		1	1	1
Attorney IV	33		1	0	0
Attorney III	31		1	1	1
Attorney II	30		3	2	2
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		3	3	3
Paralegal	23		3	3	3
Secretary Senior Legal	23		3	3	3
FULL TIME Subtotal			18	16	16
FULL TIME Total			145	123	126
PART TIME Total			1	1	1
ALL POSITIONS Total			146	124	127



MISSION STATEMENT

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

PROGRAM DESCRIPTION

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

Effective 2011, this department is assigned to the Jobs & Economic Growth Group, under the direction of the Director of Economic Development.

PERFORMANCE INDICATORS

	TARGET	2009	2010	2011
Number of New Direct Jobs Created in DeKalb County from Economic Development Projects **	1,500	3,034	269	542
Total DeKalb Area Annual Labor Force Activity *	500,000	377,961	360,578	364,638
Total Number Direct, Indirect, and Induced Jobs Created from Economic Development Projects	1,000	7,137	1,794	1,768
Total Personal Income Created from Direct, Indirect, and Induced Jobs Created from Economic Development Projects	\$500,000,000	\$457,934,981	\$109,890,490	\$93,609,598

* Source: GA Dept Labor Statistics Annual County Profile, www.dol.state.ga.us

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

ECONOMIC DEVELOPMENT

FUNCTION: GENERAL GOVERNMENT

ACTIVITY MEASURES

	Goal	Actual 2009	% +/- Goal	Actual 2010	% +/- Goal	Actual 2011	% +/- Goal	Est. 2012
Total Number of New Direct Jobs Created from Economic Development Projects	1,000	3,034	303%	269	27%	542	54%	1,000
Total Number of Retained Jobs from Economic Development Projects	500	1,232	246%	523	105%	0	0%	500
Amount of New Private Investment from Economic Development Projects (millions)	\$500.0	\$297.9	60%	\$34.0	7%	\$19.9	4%	\$500.0

MAJOR ACCOMPLISHMENTS IN 2011

Managed projects retaining or creating 1,224 jobs and attracting \$28 million in private investment. Implemented a program to bring television and film productions to DeKalb by obtaining Camera Ready Community designation from the Georgia Department of Economic Development and spurring the creation of the DeKalb Film Commission. Hosted DeKalb's first Small business Summit. Continued to implement the County's five-year China business development plan.

MAJOR GOALS FOR 2012 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Economic Development

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

To adopt and implement a Comprehensive Economic Development Strategy.

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

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

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

MAJOR BUDGETARY IMPACTS

Previous

In 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. Also, in late 2010, the department's office was relocated to a County-owned facility, which lowered Purchased/Contracted Services by \$168,000, on an annual basis.

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

2012

\$708,416 is approved for the operating 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 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Economic Development	\$927,182	\$547,249	\$708,416	\$708,416
	\$927,182	\$547,249	\$708,416	\$708,416

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$726,891	\$500,062	\$642,621	\$642,621
Purchased / Contracted Services	193,083	35,317	57,620	57,620
Supplies	7,208	11,870	8,175	8,175
	\$927,182	\$547,249	\$708,416	\$708,416

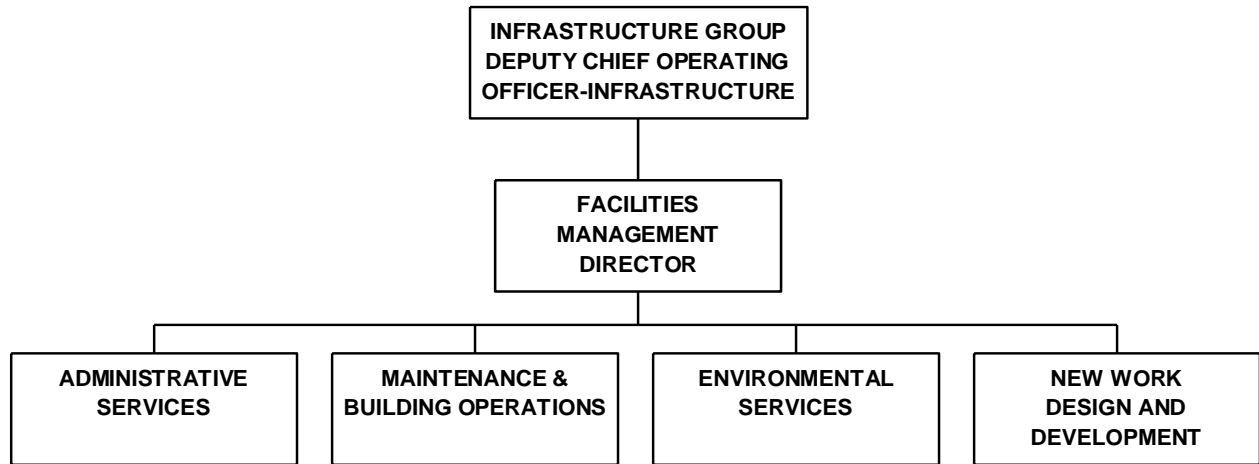
FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
General Fund	\$927,182	\$547,249	\$708,416
	\$927,182	\$547,249	\$708,416

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2010	2011	2012
Economic Development				
Dir Economic Development	AI	1	1	1
Economic Develop Coord, Sr	29	6	5	5
Administrative Assistant II	23	1	1	1
Administrative Assistant I	21	1	1	1
FULL TIME Subtotal		9	8	8
FULL TIME Total		9	8	8
ALL POSITIONS Total		9	8	8



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 2009	Actual 2010	Actual 2011	Estimated 2012
Square Footage Maintained	5,376,879	5,376,879	5,615,461	5,714,461
Maintenance Cost Per Square Foot	\$1.16	\$1.11	\$1.10	\$1.36
Number of Facilities	256	257	300	304
Construct. Renovation (Square Feet)	1,389,000	1,253,815	1,262,000	1,329,000
Custodial Sq. Footage	1,749,285	1,754,525	1,638,896	1,762,125
Security Sq. Footage	1,110,500	883,464	0	0
Work Order Requests Generated	52,784	53,420	27,360	27,097

MAJOR ACCOMPLISHMENTS IN 2011

Continued implementation of the Facilities Management Modernization Plan with collaborative efforts of other departments. Major projects implemented in 2011 were: the expansion of Juvenile Justice facility (additional courtroom), Fire Station renovations, continued renovation of the new Courthouse, continued renovation of the Maloof Building, renovation of the Clark Harrison Building, continued design and renovations of the Callanwolde Center, continued design and conceptual plans for the South Precinct Police Station, Police Academy trailers, major elevator upgrades, major HVAC repairs and other renovation projects and repairs.

FACILITIES MANAGEMENT

FUNCTION: GENERAL GOVERNMENT

MAJOR GOALS FOR 2012 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.

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

2012

\$16,919,992 is approved for the basic operating budget, which includes a reduction of \$143,759 in salary savings; this is the equivalent of 3 full-time positions.

Future

No significant budgetary impact is anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Administration	\$592,618	\$492,310	\$808,755	\$808,755
Architectural & Engineering	651,353	606,119	578,994	578,994
Environmental Services	1,913,619	2,019,629	1,385,615	1,385,615
General Maintenance & Construction	6,333,280	5,434,601	5,397,065	5,397,065
Security	544,350	3,635	0	0
Utilities And Insurance	6,342,564	5,970,947	8,749,563	8,749,563
	\$16,377,783	\$14,527,242	\$16,919,992	\$16,919,992

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$3,871,115	\$3,544,618	\$3,525,130	\$3,525,130
Purchased / Contracted Services	6,388,291	5,095,190	5,470,769	5,470,769
Supplies	3,921,838	4,568,485	6,905,776	6,905,776
Interfund / Interdepartmental	708,916	439,454	(151,310)	(151,310)
Debt Service	1,487,623	879,495	1,169,627	1,169,627
	\$16,377,783	\$14,527,242	\$16,919,992	\$16,919,992

FACILITIES MANAGEMENT

FUNCTION: GENERAL GOVERNMENT

FUNDING SOURCES			
	Actual 2010	Actual 2011	Budget 2012
General Fund	\$16,377,783	\$14,527,242	\$16,919,992
	\$16,377,783	\$14,527,242	\$16,919,992

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

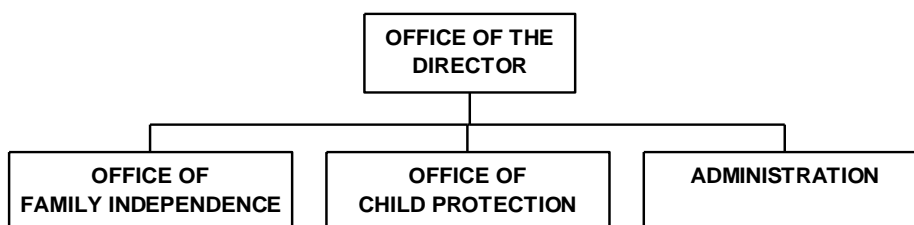
COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2010	2011	2012
Administration				
Asst Dir PW, Engineering Svcs	AF	1	1	1
Administrative Assistant II	23	1	1	1
Office Assistant Senior	19	1	1	1
FULL TIME Subtotal		3	3	3
General Maintenance & Construction				
DD PPM Bldg Operations & Maint	32	1	1	1
General Foreman	25	2	2	2
HVAC Mechanic Senior	25	7	5	5
HVAC Mechanic	24	4	5	5
Administrative Assistant II	23	0	1	1
Electrician Senior	23	7	9	9
Plumber Senior	23	6	8	8
Carpenter Senior	21	5	7	7
Facility Engineer	21	1	1	1
Swimming Pool Maintenance Mech	21	1	1	1
FULL TIME Subtotal		34	40	40
Environmental Services				
Custodial Services Manager	28	1	1	1
Facilities Maintenance Coord	26	1	1	1
Custodian Supervisor	21	1	1	1
Crew Worker Senior	18	4	4	4
Custodian Senior	18	1	1	1
FULL TIME Subtotal		8	8	8

Architectural & Engineering

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		
		2010	2011	2012
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		52	58	58
ALL POSITIONS Total		52	58	58



MISSION STATEMENT

It is the mission of the DeKalb County Department of Family and Children Services to promote the social and economic wellbeing of the vulnerable adults and families of DeKalb County by providing exceptional services by highly trained and qualified staff. The agency is committed to providing service in a professional manner, and being accountable to the DeKalb County residents we serve. The target group consists of 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); Child care for the working poor and TANF customers; Medicaid for TANF and/or SSI recipients, the elderly and disabled, foster children, and medically needy and indigent pregnant women; Food Stamps; Employability Services; and General Assistance.

ACTIVITY MEASURES

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
General Assistance Cases	2,896	7,524	8,131	8,334
Child Welfare Cases	8,786	8,373	8,436	8,449
Medicaid, TANF, Food Stamps	153,247	161,942	114,676	129,584
Child Care Cases	6,021	7,244	3,023	3,114

MAJOR ACCOMPLISHMENTS IN 2011

Office of Child Protection:

Increased overall contact with fathers by 30%.

Maintained Foster Care caseload at 12 cases or fewer.

Office of Family Independence:

Selected as the pilot for the Georgia Re-engineering our Work (GROW) process.

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

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

FAMILY AND CHILDREN SERVICES

FUNCTION: HEALTH & HUMAN SERVICES

MAJOR GOALS FOR 2012 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Human Services

To maintain 90% monthly contact standards with parents.

To prevent the invalid denial of Food Stamps applications.

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

Organizational Effectiveness

To implement the GROW process in the ABD and TANF sections.

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

To improve records management and caseload validations.

MAJOR BUDGETARY IMPACTS

Previous

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

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

In 2011, \$1,421,859 was approved for the basic operating budget.

2012

\$1,279,674 is approved for the basic operating budget.

Future

No major changes are anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Administration	\$934,000	\$808,154	\$727,417	\$727,417
Child Welfare	406,000	351,294	316,201	316,201
General Assistance	304,000	262,410	236,056	236,056
	<u>\$1,644,000</u>	<u>\$1,421,858</u>	<u>\$1,279,674</u>	<u>\$1,279,674</u>

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Other Costs	\$1,644,000	\$1,421,858	\$1,279,674	\$1,279,674
	<u>\$1,644,000</u>	<u>\$1,421,858</u>	<u>\$1,279,674</u>	<u>\$1,279,674</u>

FUNDING SOURCES			
	Actual 2010	Actual 2011	Budget 2012
General Fund	\$1,644,000	\$1,421,858	\$1,279,674
	<u>\$1,644,000</u>	<u>\$1,421,858</u>	<u>\$1,279,674</u>



MISSION STATEMENT

The Finance Department is committed to direct the financial affairs of DeKalb County by: providing advice to the CEO and Board of Commissioners on fiscal affairs; providing financial and legislative information to elected officials, citizens, bondholders, customers, employees and other stakeholders; providing timely and accurate invoicing for Water & Sewer, Sanitation, Business License and Alcoholic Beverage License, and other customers, while maximizing the collection of revenues; paying all vendors on the due dates while maximizing offered discounts; maximizing the return on the County's investments while adhering to the County's investment policies; preparing, analyzing, and administering the various County Budgets within legal restrictions and internal policies and procedures, including submission of proposed budgets to the governing authority and facilitating public review; providing an independent appraisal of County operations to ensure compliance with laws, policies, and procedures; minimizing the adverse effects of risk exposure to the County and its employees; administering the County's surety, liability, employee insurance, and benefits programs; providing active and retired employees the pay and benefits to which they are entitled, in an efficient manner; and maintaining effective records management, retention, and microfilming programs.

PROGRAM DESCRIPTION

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

The Office of the Director is responsible to the Chief Executive Officer regarding the fiscal status of County-controlled funds, and serves in an administrative and advisory capacity on related matters. The Director serves as the Chief Financial Officer to the CEO and the Board of Commissioners.

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

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

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

PERFORMANCE INDICATORS

	TARGET	2009	2010	2011
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 SANITATION BILLINGS (INCLUDES PRIOR BILLINGS)	97%	98.00%	95.03%	95.03%
BOND RATING: GENERAL OBLIGATION DEBT:				
STANDARD & POOR'S	AA+	AAA	AAA	No Rating
MOODY'S	Aaa	Aaa	Aa1	Aa3
BOND RATING: WATER & SEWER DEBT	AA/Aa ²	AA/Aa ²	AA/Aa ²	Aa3/AA-
EMPLOYEE DAYS LOST PER 100 WORKERS AS A RESULT OF WORK RELATED INJURIES	< 100 DAYS/100	152	145	145

ACTIVITY MEASURES

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Office of the Director:				
(Man-Years Allocated)	5	4	4	4
General Administration	2	1	1	1
Financial Analysis	3	3	3	3
Treasury & Accounting Services:				
Journals Processed	1,173	1,230	1,220	1,225
Investment Transactions	45	48	48	48
Voucher Checks	58,125	50,769	48,175	46,000

FINANCE

FUNCTION: GENERAL GOVERNMENT

ACTIVITY MEASURES

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Amount of Voucher Checks Written	\$725,126,820	\$684,015,948	\$644,263,232	\$660,000,000
Invoices Entered	92,250	81,076	77,549	78,000
Number of Sanitation Accounts (Commercial only)	9,424	9,680	8,331	9,006
Number of Sanitation Billings (Commercial only)	126,598	136,125	90,777	113,451
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	364	468	400	420
Personnel Requisitions	1,492	1995	39	44
Purchasing Requisitions	0	0	5541	6,129
Budget Changes Reviewed	150	150	40	20
Amount of Operating Budgets (millions)	\$1,177	\$1,130	\$1,129	\$1,303
Grant Drawdowns	155	89	84	88
Federal Financial Reports	24	24	44	48
Internal Audit & Licensing:				
Audits-General (Days)	2,140	1,586	1,511	1,600
Systems Administration (Days)	23	0	0	0
Administrative Research & Study (Days)	745	493	234	200
Projects-Audits (Quantity)	162	135	135	148
Business Licenses	15,237	15,237	17,235	19,000
Alcohol Licenses	1,200	1,200	1,364	1,500
Risk Management:				
Management Safety Training Days	10	99	6	6
Employees Trained	2,435	1,151	1,095	1,100
Workers Compensation Claims	859	757	761	850
New Pension Processes	225	2	117	90
Safety Audits	6	0	6	9
Vehicle Claims	640	777	811	800
Pension Refunds	585	415	394	419
Pension & Payroll Checks	72,000	64,690	46,432	46,450
Direct Deposit-Payroll & Pension	179,500	212,914	183,495	183,500
Records and Microfilming:				
Records Transferred (Cubic Feet)	2,442	3,102	3,087	2,877
File Requested/Refiles	54,167	41,000	56,680	51,000
Documents Microfilmed	874,775	500,000	0	0

MAJOR ACCOMPLISHMENTS IN 2011

Received the Distinguished Budget Presentation Award and 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. Automated the record inventory system which allows departments to have constant access to their inventory on their desktop. Arranged for 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 2012 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 the 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 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 businesses 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 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. In 2011, the budget included funding in the amount of \$469,588 for the addition of 1 Accountant position, 6 Field Service Representative positions, as well as 1 Revenue Collection Supervisor to ensure continuity in residential customers billing function. The 2011 budget also included the transfer of 2 positions (1 Auditor and 1 Auditor Senior) from the Business License Division to Internal Audit.

MAJOR BUDGETARY IMPACTS (CONTINUED)**2012**

This budget also includes the transfer of 1 position (1 Auditor) from the Business License Division to Internal Audit.

Future

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

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Accounting Services	\$944,943	\$907,719	\$937,404	\$937,404
Budget & Grants	955,363	848,680	1,027,503	1,027,503
Business License	724,627	622,394	511,037	511,037
Internal Audit	475,969	428,523	617,349	419,590
Office Of The Director	665,247	576,859	734,997	734,997
Records And Microfilming	307,306	218,565	204,447	204,447
Revenue Collections - Gen. Fund	299,127	329,572	311,662	311,662
Revenue Collections - Sanitation	245,832	246,083	195,054	195,054
Revenue Collections - W & S *	4,855,815	5,557,460	6,795,960	6,795,960
Risk Management	1,932,965	1,895,125	2,070,700	2,070,700
	\$11,407,195	\$11,630,979	\$13,406,113	\$13,208,354

*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 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$9,413,296	\$9,234,290	\$10,634,933	\$10,437,174
Purchased / Contracted Services	1,480,302	1,582,479	1,731,892	1,731,892
Supplies	222,401	197,029	280,441	280,441
Capital Outlays	60,756	111,096	195,215	195,215
Interfund / Interdepartmental	230,439	506,086	563,632	563,632
	\$11,407,195	\$11,630,979	\$13,406,113	\$13,208,354

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
General Fund	\$5,580,921	\$5,205,042	\$5,706,303
Special Tax District - Unincorporated	724,627	622,394	511,037
Water & Sewer Operating	4,855,815	5,557,460	6,795,960
Public Works - Sanitation Operating	245,832	246,083	195,054
	\$11,407,195	\$11,630,979	\$13,208,354

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		
		2010	2011	2012
Office Of The Director				
Oracle System Administrator	NA	1	1	1
Assistant Director Finance	AF	1	1	1
Director Finance	AC	1	1	1
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	2	2	2
Accountant	25	1	1	1
Accounts Payable Coordinator	25	0	1	1
Accounts Payable Supervisor	25	1	0	0
Administrative Assistant I	21	1	1	1
Accounting Tech Senior	19	7	7	7
Accounting Tech	18	2	2	2
FULL TIME Subtotal		16	16	16
Records And Microfilming				
Records Manager	30	1	1	1
Records Technician	19	3	3	3
FULL TIME Subtotal		4	4	4
Business License				
Alcohol & Business License Mgr	28	1	1	1
Auditor Senior	26	1	0	0
Auditor	25	2	1	1
License Inspector Supervisor	25	1	1	1
Accounting Tech Senior	19	1	1	1
License Inspector	19	3	3	3
Office Assistant Senior	19	3	2	2
Accounting Tech	18	0	1	1
FULL TIME Subtotal		12	10	10

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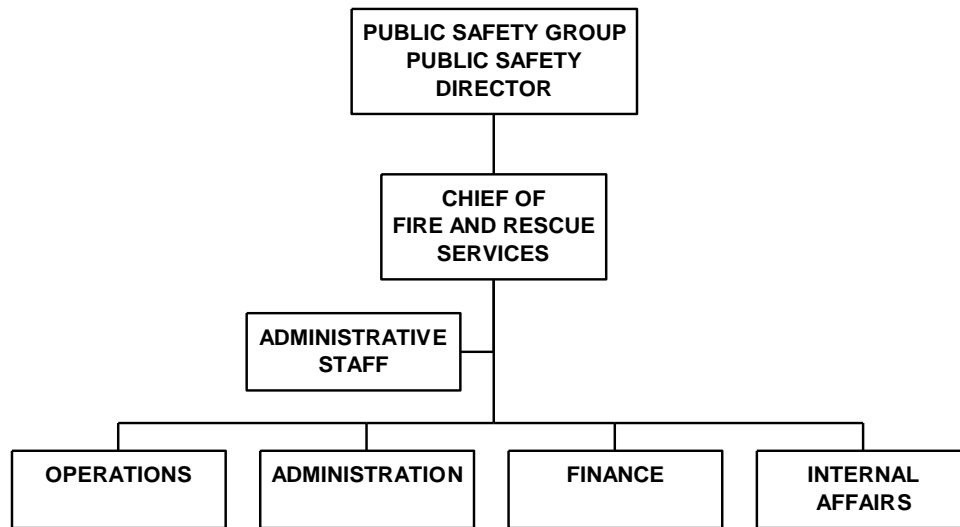
(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2010	2011	2012
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
Accountant	25	0	1	1
Revenue Coll Supv Sr	25	3	2	2
Administrative Assistant II	23	1	1	1
Revenue Collections Supervisor	23	4	6	6
Accounting Tech Senior	19	12	15	15
Customer Service Rep Sr	19	20	16	16
Dispatcher	19	1	1	1
Field Service Representative	19	23	29	29
Accounting Tech	18	5	2	2
Customer Service Rep	18	12	16	16
Parking Attendant Lead	18	1	1	1
Courier	16	1	1	1
Parking Attendant	16	1	1	1
FULL TIME Subtotal		90	98	98
Internal Audit				
Dep Dir Fin Internal Audit Lic	AI	1	1	1
Auditor Principal	28	0	2	2
Auditor Senior	26	3	2	2
Auditor	25	3	4	4
FULL TIME Subtotal		7	9	9
Budget & Grants				
Dep Dir Finance-Budget&Grants	AI	1	1	1
Budget Manager	32	2	2	2
Financial Management Analyst	30	1	1	1
Accountant Senior	26	1	1	1
Budget & Management Analyst Sr	26	5	5	5
Grants Coordinator	26	0	1	1
Budget Technician	21	1	1	1
FULL TIME Subtotal		11	12	12

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		
		2010	2011	2012
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	0	0
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	2	2	2
Office Assistant Senior	19	1	1	1
FULL TIME Subtotal		30	29	29
FULL TIME Total		175	183	183
ALL POSITIONS Total		175	183	183



MISSION STATEMENT

The mission of the DeKalb County Fire & Rescue Services is to save lives and protect property through fire suppression, emergency medical response, public education, investigation, training, and inspections.

PROGRAM DESCRIPTION

The Fire & Rescue Department provides emergency response to medical emergencies, fire emergencies, hazardous materials incidents, technical rescues, and aircraft, tactical, and SWAT medic operations. These functions are supported by twenty-six fire stations and 64 emergency response units operated by the County and 15 privately operated units. 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.

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

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

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

FIRE & RESCUE SERVICES

FUNCTION: PUBLIC SAFETY

PERFORMANCE INDICATORS

	TARGET	2009	2010	2011
FIRE SERVICES				
% OF SMALL PLANS REVIEWED WITHIN 10 DAYS	100%	100%	100%	99%
% OF MEDIUM PLANS REVIEWED WITHIN 10 DAYS	100%	100%	100%	100%
% OF LARGE PLANS REVIEWED WITHIN 10 DAYS	70%	98%	98%	99%
% OF EMERGENCY RESPONSES WITHIN 4 MINUTES	90%	37%	38%	51%
% OF EMERGENCY RESPONSES WITHIN 8 MINUTES	N/A	84%	85%	87%

ACTIVITY MEASURES

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Fire & Rescue Services:				
Responses	212,442	220,416	227,348	235,305
Average response time per call	5:12 min	5:26 min	4:58 min	NA
Fire Prevention:				
Building Inspections	15,426	12,545	14,140	11,740
Educational Presentations	651	792	914	960
Arson Investigations	253	282	277	271
Fire Suppression:				
Fire Dispatch Calls	19,534	20,309	19,853	20,547
Rescue Medical Calls	69,348	71,879	72,841	75,390

MAJOR ACCOMPLISHMENTS IN 2011

Began reconstruction of fire Station 10. Reduced average response time for Priority One and Two calls to 6 minutes, 37 seconds. Installed high-rise equipment on three apparatuses. Increased plans reviewed by 31%. Doubled training hours for over 700 personnel. Trained over 100 recruits.

MAJOR GOALS FOR 2012 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Financial Strength

To complete outsourcing of medical transport and develop and implement quality assurance and oversight of new program.

Infrastructure

To prepare and execute our first Insurance Service Office (ISO) evaluation in 20 years..

Organizational Effectiveness

To implement mission-specific training objectives for each division to ensure maximum performance and efficiency.

MAJOR BUDGETARY IMPACTS

Previous

General Fund

In 2009, there were no significant changes. In 2010, 15 employees accepted the Early Retirement Option Program and the BOC did not abolish the positions left vacant by the ERO program. In 2011, The BOC reduced the recommended budget by \$4,714,303 as part of the amendment process.

Also in 2011, 62 vacant positions were administratively abolished in anticipation of restructuring the department upon the outsourcing of the medical transport function.

Fire Fund

The 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 left vacant by the ERO program. Additionally, on June 22, 2010, the Board of Commissioners abolished 2-full time positions; 1 Fire Protection Engineer and 1 Fire Protection-Engineer-Lead.

The 2011 budget provided a grant match amount of \$1,503,536 for the third year of a five year Federal SAFER Grant award to hire 64 front-line Firefighter I positions. The BOC also reduced this budget by \$2,368,858 as part of the amendment process.

Also in 2011, 119 vacant positions were administratively abolished in anticipation of restructuring the Department upon the outsourcing of the medical transport function.

2012

General Fund

\$10,147,289 is approved for the operating budget.

Fire Fund

\$47,652,806 is approved for the operating budget. The County filed for, and was granted, an exit from the Federal SAFER Grant, with no financial penalty. The 64 positions in the grant program are transferred to the Fire Fund in the 2012 Budget.

Future

A comprehensive request-for-proposal 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	Actual	CEO'S	Approved
	2010	2011	Recommended	Budget
			Budget	2012
Administration	\$37,271	\$44,368	\$0	\$0
Fire Marshal	33,221	18,670	0	0
Interfund Support	2,450,400	2,495,918	1,056,720	1,056,720
Operations	45,214,144	47,368,075	46,390,826	46,596,086
Rescue Services	13,897,716	12,091,163	10,147,829	10,147,829

FIRE & RESCUE SERVICES

FUNCTION: PUBLIC SAFETY

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Training	25,021	(4,440)	0	0
	\$61,657,773	\$62,013,755	\$57,595,375	\$57,800,635

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$50,524,616	\$49,379,179	\$47,631,916	\$47,631,916
Purchased / Contracted Services	1,343,411	1,209,301	1,588,017	1,793,277
Supplies	2,306,892	2,034,154	2,061,873	2,061,873
Capital Outlays	9,952	26,311	237,100	237,100
Interfund / Interdepartmental	6,846,129	7,861,275	6,026,469	6,026,469
Other Costs	0	0	50,000	50,000
Other Financing Uses	626,773	1,503,536	0	0
	\$61,657,773	\$62,013,755	\$57,595,375	\$57,800,635

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
General Fund	\$13,897,716	\$12,091,163	\$10,147,829
Fire	47,760,057	49,922,592	47,652,806
	\$61,657,773	\$62,013,755	\$57,800,635

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2010	2011	2012
Operations				
Fire&Rescue Bat Chf(28d/cyl)	F31	15	14	14
Fire Captain (28 d/cyl)	F29	103	91	91
Fire Rescue Captain (28 d/cyl)	F29	5	14	14
Fire Medic III (28day)	F27	9	7	7
Fire Medic II (28day)	F26	5	10	10
Fire Medic I (28day)	F25	3	2	2
Firefighter III (28 d/cyl)	F25	157	164	164
Firefighter II (28 d/cyl)	F24	139	175	205
Firefighter I (28 d/cyl)	F23	58	42	42
Firefighter I/EMT-I (28d/cyl)	F23	1	1	1
FireandRescueAsstChf(28d/cyl)	AJF	3	3	3
Fire & Rescue Deputy Chief	AI	3	2	2

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		
		2010	2011	2012
Operations (continued)				
Dir. Fire & Rescue Services	AC	1	1	1
Fire & Rescue Battalion Chief	31	3	3	3
Fire Services Specialist	31	1	0	0
Fire Captain	29	3	2	2
Fire Inspections Supervisor	29	1	0	0
Fire Investigations Supervisor	29	1	1	1
Fiscal Officer	29	1	1	1
Fire Inspector III	28	1	2	2
Fire Investigator III	28	4	2	2
Fire Protection Engineer	28	3	2	2
Fire Medic III	27	1	0	0
Fire Medic II	26	0	1	1
Fire Inspector II	25	1	2	2
Fire Investigator II	25	1	1	1
Fire Medic I	25	2	0	0
Firefighter III	25	13	6	6
Fire Inspector I	24	5	3	3
Fire Investigator I	24	0	1	1
Firefighter II	24	3	1	1
Firefighter II/EMT-I (28d/cyl)	24	1	1	1
Payroll Personnel Supervisor	24	1	1	1
Supply Supervisor	24	1	1	1
Administrative Assistant II	23	7	3	3
Fire Equipment Repair Tech	23	2	2	2
Firefighter I	23	70	1	35
Public Education Specialist	23	6	6	6
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		647	582	646
Rescue Services				
Fire Captain (28 d/cyl)	F29	2	2	2
Rescue Captain (28 d/cyl)	F29	17	9	9
Fire Medic III (28day)	F27	25	30	30
Fire Medic II (28day)	F26	50	40	40
Fire Medic I (28day)	F25	34	20	20
Firefighter III (28 d/cyl)	F25	2	2	2
Firefighter II (28 d/cyl)	F24	1	0	0

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		
		2010	2011	2012
Rescue Services (continued)				
Firefighter I/EMT-I (28d/cyl)	F23	4	3	3
FireandRescueAsstChf(28d/cyl)	AJF	1	1	1
Fire & Rescue Deputy Chief	AI	1	0	0
Fire & Rescue Battalion Chief	31	1	1	1
Rescue Captain	29	10	7	7
Fire Medic III	27	1	1	1
Fire Medic II	26	6	4	4
Paramedic Senior	26	4	4	4
Fire Medic I	25	25	0	0
Firefighter II/EMT-I (28d/cyl)	24	21	15	15
Firefighter I/EMT-I	23	2	0	0
Supply Coordinator	21	1	1	1
FULL TIME Subtotal		208	140	140
FULL TIME Total		855	722	786
ALL POSITIONS Total		855	722	786



MISSION STATEMENT

The mission of the DeKalb County Geographic Information Systems (GIS) Department is to develop an enterprise GIS, extending geospatial capabilities throughout the entire county through desktop, web-based and mobile applications. Our goal is to incorporate a large number of users, allowing broad access to our geographic data by integrating with numerous business processes/work flows and IT systems that the county uses. 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 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	2009	2010	2011
SYSTEM TIME AVAILABILITY EXCLUDING PLANNED DOWNTIME	100%	100%	100%	100%
% OF USERS RECEIVING PRODUCTION ON TIME	100%	100%	100%	100%
% OF COUNTY OWNED SURPLUS PROPERTY (NOT REQUIRED FOR COUNTY USE PROCESSED FOR DISPOSAL WITHIN 60 DAYS	100%	96%	100%	100%

GEOGRAPHIC INFORMATION SYSTEMS

FUNCTION: GENERAL GOVERNMENT

ACTIVITY MEASURES

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Workstations with GIS/CAD software	400	400	393	450
Plotters connected to GIS	18	18	18	18
Mapping /Data Requests	129	171	195	220
Parcels Conveyed	29,092	30,889	26,802	27,500
Deeds Entered	31,123	25,708	22,796	24,000
Property Sales Revenue	\$0	\$0	\$7,470	\$26,000
Map Sales Revenue	\$3,253	\$2,841	\$4,738	\$5,000
GIS Database Features	340	340	345	350

MAJOR ACCOMPLISHMENTS IN 2011

Completed 10 of the 15 phases of Quality Assurance/Quality Control on the Parcel Conversion Contract. Acquired Pictometry On-line with self-hosting for county-wide access. Completed Intergovernmental Data Sharing Agreement with MARTA.

MAJOR GOALS FOR 2012 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

To begin integration of new database design with new parcel fabric.

To acquire an Enterprise License Agreement site license for the entire county.

To increase web-mapping throughout county.

MAJOR BUDGETARY IMPACTS

Previous

There were no significant budgetary changes in 2008 and in 2009. In 2010, 4 employees accepted the Early Retirement Option Program and the BOC abolished 4 vacant positions due to ERO Program. The 2011 adopted budget of \$1,859,809 was a decrease relative to the 2010 Budget. The Board of Commissioners reduced this budget by (\$181,998).

2012

In 2012, \$1,773,627 is approved for the operating budget.

Future

Internal quality control will be a priority. Training of departmental staff in maintenance procedures will be critical to the continued update of the county's database and its efficient utilization.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
G.I.S.	\$810,348	\$815,386	\$1,279,000	\$1,279,000
G.I.S. - Property Mapping	932,895	833,982	494,627	494,627
	\$1,743,243	\$1,649,369	\$1,773,627	\$1,773,627

GEOGRAPHIC INFORMATION SYSTEMS

FUNCTION: GENERAL GOVERNMENT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$1,336,864	\$1,247,331	\$1,198,377	\$1,198,377
Purchased / Contracted Services	227,050	122,867	330,900	330,900
Supplies	42,853	18,669	49,951	49,951
Capital Outlays	134,361	128,806	189,500	189,500
Interfund / Interdepartmental	2,114	3,829	4,899	4,899
Other Financing Uses	0	127,866	0	0
	\$1,743,243	\$1,649,369	\$1,773,627	\$1,773,627

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
General Fund	\$1,743,243	\$1,649,369	\$1,773,627
	\$1,743,243	\$1,649,369	\$1,773,627

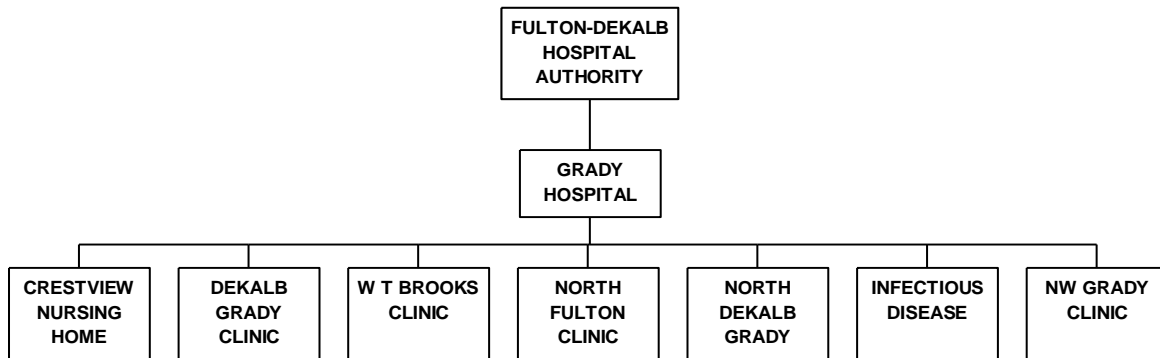
AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2010	2011	2012
G.I.S.				
Assistant Director GIS	AJ	1	1	1
Director GIS	AH	1	1	1
GIS Technical Coordinator	29	2	2	2
Administrative Assistant II	23	1	1	1
GIS Specialist	23	1	1	1
FULL TIME Subtotal		6	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	3	3
GIS Specialist III	23	0	2	2
Addressing Coordinator	22	2	2	2
Administrative Assistant I	21	1	1	1
Property Mapping Technician Sr	21	5	3	3
Property Mapping Technician	19	1	3	3
FULL TIME Subtotal		17	17	17
FULL TIME Total		23	23	23
ALL POSITIONS Total		23	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 2009	Actual 2010	Actual 2011	Estimated 2012
Millage Rate	0.84	0.96	0.88	0.94
DeKalb % Deficit Share	25.29%	25.29%	27.11%	27.11%

MAJOR BUDGETARY IMPACTS

Previous

During the fourth quarter 2007, the Board of Commissioners approved a one-time \$5,000,000 payment to the Fulton-DeKalb Hospital Authority to stabilize the operations at Grady Hospital. To execute this action, the Board of Commissioners authorized the finance director to decrease the Budgetary Reserve in the General Fund by \$5,000,000 and to transfer the same amount to the Hospital Fund. In November 2007, the Fulton-DeKalb Hospital Authority approved the transfer of control of Grady Hospital to a private nonprofit Grady Memorial Hospital Corporation to address the ten year financial crisis at Grady Hospital. The 2008 adopted budget included a one-time \$5,000,000 transfer from the Hospital Fund to reimburse the Budgetary Reserve in the General Fund for the payment to the Fulton-DeKalb Hospital Authority made in 2007. In March 2008, the Board of Commissioners approved the transfer of control of Grady Hospital to the nonprofit corporation. There were no significant budgetary changes in 2010. The 2011 adopted budget of \$20,086,833 was a decrease relative to the 2010 Budget. The Board of Commissioners reduced this budget by (\$1,965,657) as part of the amendment process.

2012

The 2012 adopted budget of \$19,102,904 includes \$11,257,092 for operations, \$125,000 for Children's Healthcare at Hughes Spalding and \$7,720,812 for Debt Service.

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 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Hospital Fund	\$23,470,100	\$20,044,852	\$19,102,904	\$19,102,904
	\$23,470,100	\$20,044,852	\$19,102,904	\$19,102,904

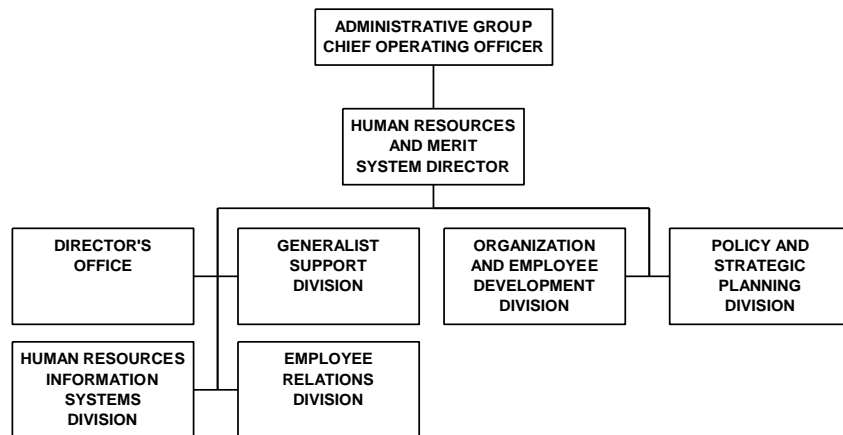
SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Purchased / Contracted Services	\$0	\$0	\$5,000	\$5,000
Interfund / Interdepartmental Charges	106,764	106,764	106,764	106,764
Other Costs	23,363,336	19,938,088	18,991,140	18,991,140
	\$23,470,100	\$20,044,852	\$19,102,904	\$19,102,904

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
Hospital	\$23,470,100	\$20,044,852	\$19,102,904
	\$23,470,100	\$20,044,852	\$19,102,904

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 and Merit System Department (HR) is one of the major support agencies for the County. HR is responsible for working with County departments and agencies to facilitate achievement of the County's overall strategic goals and business strategies by providing a diverse, professional and motivated workforce through continuous training and development, implementing best practice solutions, and consistent and fair. HR's functional areas are:

The Director's Office provides leadership and strategic focus and ensures that HR staff has the necessary skill-sets and resources to serve as a business partner to County departments.

The Generalists Support Division, developed in 2011, transitioned staff from a specialist to a generalist/consultant model, serving as a "one-stop shop" for staffing, onboarding, classification and compensation, employee retention, succession planning, etc.

The Human Resources Information Systems Division is responsible for maintaining and managing HR databases i.e., PeopleSoft, Kronos, OHM, and NEOGOV. This includes planning, designing, delivering and coordinating all changes impacting employee data, generating HR reports, entering, analyzing, and validating personnel data; administering leave plans, i.e., FMLA, donation of leave, annual leave, etc.; and maintains the official personnel records of County employees.

The Organization and Employee Development Division is responsible for comprehensive employee development to be manifested in capable and productive employees delivering quality services to internal and external customers. The division is responsible for performance management, employee development, computer and soft skills training, leadership, management and supervisory development, team building, customer service enhancements, New Employee Orientation, and E-Learning.

The Policy and Strategic Planning Division is responsible for reviewing existing policies for their effectiveness; developing and recommending best practice solutions and modifications due to legal changes; coordinating HR Policy Council which provides feedback on the effectiveness of HR policies and services; and ensures fair and consistent application of policies, procedures, and practices.

The Employee Relations Division is responsible for promoting a more harmonious work environment by providing training for both management and employees on the proper administration of progressive discipline; ensuring discipline is fairly and equitably administered; implementing training initiatives that promote understanding of County policies to reduce grievances and disciplinary actions; overseeing the hearing officer and Merit System Council processes; and interfacing with EEOC and the Department of Labor as necessary.

This department is assigned to the Administrative Services Group, under direction of the Deputy Chief Operating Officer for Administrative Services.

HUMAN RESOURCES & MERIT SYSTEM

ACTIVITY MEASURES

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Employee Development:				
% employees attaining minimum 6-8 hours of OneDeKalb Serves Excellence in Customer Service training per year (Executive Branch)	NA	NA	NA	50%
% supervisors acknowledging employee improved performance post Phase I Customer Service Training	NA	NA	NA	100%
% employees evaluated (Executive Branch)	-	-	-	50%
% HR professionals nationally certified	NA	NA	NA	70%
Recruitment and Retention:				
Average days to refer candidates for employment form receipt of fill request	NA	NA	NA	21
Employee turnover rate vs. national average	NA	NA	NA	13%
% exit interviews conducted annually	NA	NA	NA	20%
Work-Life balance initiatives planned and implemented	NA	NA	NA	2
Morale-building initiatives and events	NA	NA	NA	16
Employee Relations:				
Disciplinary actions upheld upon appeal	NA	NA	NA	80%
% managers/supervisors attending employee relations training (Executive Branch)	NA	NA	NA	50%
Communications:				
Number of HR Policy Council meetings	NA	NA	NA	6
Number HR onsite visits to worksites	NA	NA	NA	120

HR updated its Activity and Performance Measures in 2012.

MAJOR ACCOMPLISHMENTS IN 2011

Modified the County's annual and sick leave policies to reduce future liability for leave balances and payouts. Developed a strategic plan that guides and engages HR employees in understanding their role in the department and how it contributes to the County's overall mission and goals. Implemented NEOGOV Insight Enterprise to automate and streamline the recruitment process.

HUMAN RESOURCES & MERIT SYSTEM

MAJOR GOALS FOR 2012 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

To establish DeKalb County Government as a competitive employer of a diversified workforce by offering competitive salaries/benefits, and comprehensive employee development, manifested in capable/productive employees delivering quality services.

To ensure consistent, fair, and equitable implementation of policies and facilitate the ability of County departments to achieve operational goals.

To increase effectiveness of HR processes through technology.

MAJOR BUDGETARY IMPACTS

Previous

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. The 2011 adopted budget of \$2,676,453 was a decrease relative to the 2010 Budget. The BOC reduced this budget by (\$920,628) as part of the amendment process.

2012

In 2012, the Pre-Employment Physicals and Drug and Alcohol Testing program was outsourced. In prior years, this program was administered by Human Resources and funded in the Board of Health's budget.

Future

No significant budgetary impact is anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Employee Health Clinic	\$262,145	\$215,212	\$398,031	\$398,031
Human Resources & Merit System	2,644,245	2,129,013	2,873,335	2,462,815
Training & Development	167,315	140,507	220,722	220,722
	<u>\$3,073,705</u>	<u>\$2,484,732</u>	<u>\$3,492,088</u>	<u>\$3,081,568</u>

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$1,881,229	\$1,893,180	\$2,065,510	\$2,065,510
Purchased / Contracted Services	935,000	544,492	1,359,904	949,384
Supplies	78,200	45,378	65,060	65,060
Capital Outlays	176,301	170	0	0
Interfund / Interdepartmental	2,975	1,512	1,614	1,614
	<u>\$3,073,705</u>	<u>\$2,484,732</u>	<u>\$3,492,088</u>	<u>\$3,081,568</u>

FUNDING SOURCES

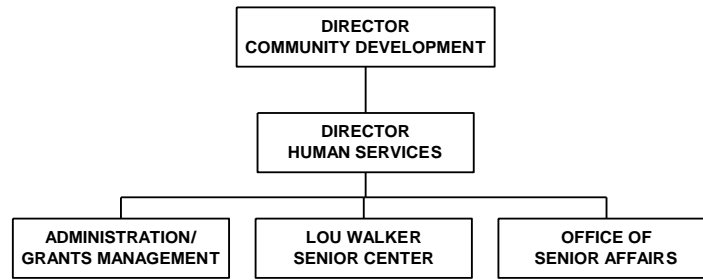
	Actual 2010	Actual 2011	Budget 2012
General Fund	\$3,073,705	\$2,484,732	\$3,081,568
	<u>\$3,073,705</u>	<u>\$2,484,732</u>	<u>\$3,081,568</u>

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		
		2010	2011	2012
Human Resources & Merit System				
Asst Dir HR & Merit System	AH	0	1	1
Dir HR & Merit System	AC	1	1	1
HRIS Manager	31	1	1	1
Human Resources Manager	31	2	2	2
Human Resources Supv. Fld.Off.	29	1	1	1
HR Information Technologist	28	1	0	0
HR Operations Administrator	27	1	1	1
Human Resources Generalist I	27	1	1	1
Human Resources Generalist IV	27	2	5	5
Employee Relations Coord Sr	26	1	1	1
Human Resources Generalist III	26	3	0	0
Human Resources Records Supv.	26	1	1	1
HRIS Specialist	25	1	1	1
Administrative Assistant II	23	1	0	0
Administrative Assistant II FE	23	0	1	1
Human Resources Specialist	23	2	2	2
Human Resources Assistant Sr.	21	1	1	1
Human Resources Records Tech	21	1	1	1
Human Resources Assistant	19	1	1	1
Office Assistant Senior	19	2	2	2
FULL TIME Subtotal		24	24	24
Employee Health Clinic				
Nurse Practitioner	32	1	1	1
Medical Laboratory Technician	22	1	0	0
Administrative Assistant I	21	1	1	1
FULL TIME Subtotal		3	2	2
Training & Development				
Human Resources Manager	31	0	1	1
County Training Officer, Sr	26	1	0	0
Human Resources Assistant	19	1	1	1
FULL TIME Subtotal		2	2	2
FULL TIME Total		29	28	28
ALL POSITIONS Total		29	28	28



MISSION STATEMENT

The mission of the Human Services Department is to ensure the provisions of integrated, programmatically sound and fiscally responsible services addressing the needs of families, individuals, youth, and DeKalb County senior residents. We will work to develop programs and deliver systems that promote the physical and emotional well-being of individuals and families and continue to encourage economic self-sufficiency that is accessible and client oriented.

PROGRAM DESCRIPTION

The Department coordinates the County’s Human Services grant process, reviews various grant proposals from nonprofit and community organizations requiring County approval; provides general information to the public and provides technical assistance to nonprofit agencies. The Office of Senior Affairs (OSA) serves as the County-based aging/nutrition services provider and is responsible for providing case management, information and referral, congregate and home-delivered meals, in-home service, transportation, volunteer services, and neighborhood senior center programming. OSA also manages five (5) voucher programs, five (5) health and wellness programs, one (1) volunteer program and monitors contract and compliance for all services, contracts, and grants. The program at the Lou Walker Senior Center is facilitated by Corridors of Life, such as: Lifelong Learning; Technology; Aquatics and Fitness. The program is structured to provide opportunities for active older adults age 55 and older to live independently and with healthy lifestyles through a wide variety of educational, health, and wellness classes.

Effective 2011, this department reports to the Director of Community Development.

ACTIVITY MEASURES

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Lou Walker Senior Center				
Number of Registered Members	3,300	2,959	4,000	4,000
Number of Classes Offered	160	160	152	155
Citizen visits to Human Service Ctrs	530,000	525,000	531,000	535,000
Human Services				
Grant applications reviewed	61	59	65	75
Monitoring visits for nonprofit organizations	12	20	25	40
Office of Senior Affairs:				
Contacts for DeKalb Senior Link Line	9,072	9,062	8,931	9,100
Unduplicated Senior Clients Served				

HUMAN SERVICES DEPARTMENT

FUNCTION: HEALTH & HUMAN SERVICES

ACTIVITY MEASURES

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
	2,079	1,998	1,997	2,050
Units Delivered to DeKalb Senior Population	192,456	165,436	183,447	188,000
Number of Meals provided to Seniors	105,830	94,961	99,320	105,000
Number of Homemaker Hours to Seniors	19,492	10,929	13,403	15,000
Number of Case Management Hours to Seniors	5,815	4,721	4,975	5,200
Number of Transportation Trips to Seniors	43,068	34,347	40,578	41,000

MAJOR ACCOMPLISHMENTS IN 2011

OSA, in conjunction with the DeKalb County Board of Health, published "Aging Services Delivery System: DeKalb County Senior Public Policy Health Project" report, and provided that information to the Administration on Aging, The Georgia Department of Human Services, the County Administration, and the Board of Commissioners. The Department provided 85 seniors with assistance in transitioning from a hospital stay to a home setting through the care transition program. The Department provided over 1,600 residents with information ranging from disaster preparedness to issues related to consumer fraud with the help of 12 volunteers from the Retired Senior Volunteer Program.

MAJOR GOALS FOR 2012 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Human Services

To support the Lou Walker Senior Center outreach to faith-based and community senior programs.

To double the number of seniors assisted through the Care Transitions Program.

To implement the New Freedom Transportation Program.

MAJOR BUDGETARY IMPACTS

Previous

In 2009, the budget reflected full-year funding for three full time positions, a Deputy Senior Service Administrator, Office Software Specialist, Administrative Assistant 1 and one part-time Informal Referral Specialist position transferred from the Grant fund to the General Fund in June 2008.

The 2009, budget also included \$195,662 to restore State/Federal funding cuts for congregate meals and similar programs, with County funding, \$45,781 for Lou Walker Center operations, \$140,000 for home delivered meals, congregate meals, transportation and in-home services, \$40,000 to establish a crime prevention program to teach youth about green energy, \$35,000 to restore transportation voucher funding, and \$31,000 dedicated to the development and implementation of a Youth Commission program.

In 2010, 3 Full-time employees accepted the Early Retirement option and the Board of Commissioners abolished 8 vacant positions due to the ERO program. The BOC reduced this budget by \$371,843 as part of the amendment process. The BOC increased the contract for Men Stopping Violence by \$41,350 as part of the amendment process.

In 2011, \$3,799,819 was approved for the basic operating budget. This budget also included \$643,048 for Non-Profit agencies and funding in the amount of \$1,200,000 for services to DeKalb County seniors such as In-Home services, Congregate Meals, Home Delivered Meals, and Transportation. The BOC reduced this budget by \$371,843 as part of the amendment process.

HUMAN SERVICES DEPARTMENT

FUNCTION: HEALTH & HUMAN SERVICES

MAJOR BUDGETARY IMPACTS (continued)

2012

\$4,022,830 is approved for the basic operating budget. This budget also includes \$593,229 for the Non-Profit agencies and funding in the amount of \$1,490,469 for services to DeKalb County seniors such as In-Home services, Congregate Meals, Home Delivered Meals and Transportation.

Future

The Department will be challenged to continue to locate additional funding sources.

EXPENDITURE HISTORY – COMMUNITY SERVICE AGENCIES

	2009	2010	2011	2012
	Contract	Contract	Contract	Contract
In Dollars				
Crisis Intervention Services:				
Caminar Latino, Inc.*	\$20,000	\$20,000	\$15,000	\$35,000
Center for Pan Asian Services*	16,000	5,000	5,000	20,000
DeKalb Rape Crisis Center*	41,336	41,336	22,000	37,400
International Women's House*	38,000	43,000	23,000	33,000
Men Stopping Violence	85,000	85,000	85,000	85,000
Raksha, Inc.*	5,000	5,000	5,000	6,000
Metro Atlanta Task Force/Homeless	5,000	0	0	0
Partnership for Community Action	65,000	55,000	55,000	49,000
Safe Haven Transitional*	0	12,575	10,000	0
Sheltering Arms	0	9,000	9,500	8,550
Women Moving On, Inc.*	150,000	150,000	120,000	125,000
Child Welfare and Family Serv.:				
Africa's Children's Fund, Inc.	8,000	8,000	0	5,000
Auditory Verbal Center	0	5,000	4,750	0
Atlanta Children's Shelter	0	0	10,000	0
Big Brothers/Big Sisters, Inc.	8,000	0	0	0
Boys & Girls Club of Metro Atlanta	16,000	16,000	4,750	10,000
Center for the Visually Impaired	20,000	25,000	25,000	15,000
Childkind Inc.	0	0	10,000	9,000
Chris Kids	0	0	0	15,000
Cool Girls, Inc.	20,000	25,000	19,000	17,100
Decatur Cooperative Ministry	27,500	12,000	12,000	35,800
Caring Works, Inc.	0	0	20,000	12,000
Easter Seals North Georgia	0	0	4,750	0
Elaine Clark Center	20,000	20,000	25,000	22,500
Family First	0	30,000	14,250	0
Georgia Center for Children, Inc.*	55,000	0	0	50,000
Georgia Radio Services	30,000	0	15,000	13,500
Inspiring Kids Academy	0	4,750	0	0
Latin America Association, Inc.	6,000	10,000	8,000	7,200
Hosea Feed the Hungry	0	0	12,500	11,250
Meridian Educational Resource Gp	25,000	19,000	18,050	15,000
Metro Atl YMCA-Decatur/DeKalb, Inc.	10,000	0	0	0
Metro Fair Housing Services, Inc.	8,000	12,000	12,000	0
Our House, Inc	10,000	14,000	9,900	8,910
Pathways Community Network	9,600	0	0	0

HUMAN SERVICES DEPARTMENT

FUNCTION: HEALTH & HUMAN SERVICES

EXPENDITURE HISTORY – COMMUNITY SERVICE AGENCIES				
	2009	2010	2011	2012
	Contract	Contract	Contract	Contract
Quality Care for Children, Inc.	15,000	14,000	20,000	10,000
Scottsdale Child Devel & Family Resource	6,000	11,400	12,000	10,800
The Adaptive Learning Center, Inc.	12,000	0	11,400	10,260
The Frazer Center, Inc.	11,200	0	14,250	15,000
Positive Growth Inc.	0	0	15,000	13,500
YMCA of Metro Atl.	20,000	0	0	0
YWCA of Greater Atl	8,000	0	0	0
Youth Media Minds of America	0	8,000	0	0
VOX Teen Communications	0	8,000	0	0
Elderly Services:				
I CARE, Inc.	27,000	28,800	25,000	30,000
Jewish Family & Career Services, Inc.	12,000	0	0	15,000
Marcus Jewish Comm Ctr of Atl., Inc.	5,000	9,000	0	8,000
Senior Connections	6,000	14,000	9,500	8,500
Health/Human Services:				
Atlanta Legal Aid Society, Inc.*	28,000	28,000	20,000	21,500
African Community Food Bank	0	15,000	14,250	15,000
First Step Staffing Inc.	0	0	5,000	0
HIV/AIDS Empowerment Resources Ctr.	0	0	12,000	0
Clarkston Comm Center	50,000	50,000	40,000	36,000
Friends of Disabled Adults	26,000	25,000	0	25,000
Georgia Lions Lighthouse Fndn, Inc.	16,000	15,000	20,000	18,000
Prevent Child Abuse Georgia	20,000	19,000	10,608	0
Project Open Hand/Atlanta	24,000	23,750	23,750	21,375
Refugee Family Services, Inc.	12,000	10,000	10,000	9,000
Side by Side Brain Injury	0	28,500	0	17,100
Side By Side Clubhouse, Inc.	30,000	0	19,000	0
Human Services Program Allocation	0	40,000	0	0
Advocacy, Planning, & Educ. Serv.				
Child Advocate Network, Inc.*	10,000	0	0	0
Citizen Advocacy of Atl & DeKalb, Inc.	0	8,000	0	8,000
Developmental Disabilities Council	0	23,500	0	0
Georgia Center for Child Advocacy*	0	60,000	43,000	0
Literacy Volunteers of America	7,207	7,200	6,840	6,156
Total Contract Amounts	1,043,843	1,072,811	906,048	944,401
Set Aside for Senior Services	1,295,662	1,200,000	1,200,000	1,490,469
Less Victim Assistance Funds*	(\$363,336)	(\$364,911)	(\$263,000)	(\$351,172)
Tax Fund Contribution	\$1,976,169	\$1,907,900	\$1,843,048	\$2,083,698

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

HUMAN SERVICES DEPARTMENT

FUNCTION: HEALTH & HUMAN SERVICES

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Administration	\$1,481,039	\$1,221,978	\$1,271,141	\$1,271,141
Lou Walker Senior Center	1,106,315	1,230,791	1,232,222	1,232,222
Senior Citizens	1,818,877	1,607,968	1,519,467	1,519,467
	\$4,406,231	\$4,060,736	\$4,022,830	\$4,022,830

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$1,386,448	\$1,224,533	\$1,314,243	\$1,314,243
Purchased / Contracted Services	949,851	1,038,115	1,027,942	1,027,942
Supplies	63,449	85,563	77,750	77,750
Capital Outlays	0	16	0	0
Interfund / Interdepartmental	6,573	12,529	9,847	9,847
Other Costs	110	10,000	40,000	40,000
Other Financing Uses	1,999,800	1,689,979	1,553,048	1,553,048
	\$4,406,231	\$4,060,736	\$4,022,830	\$4,022,830

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
General Fund	\$4,406,231	\$4,060,736	\$4,022,830
	\$4,406,231	\$4,060,736	\$4,022,830

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		
			2010	2011	2012
Administration					
Director Human Services	AG		1	1	1
Fiscal Officer	29		1	1	1
Grants Coordinator	26		1	1	1
Project Monitor	26		2	2	2
Administrative Assistant II	23		1	1	1
FULL TIME Subtotal			6	6	6

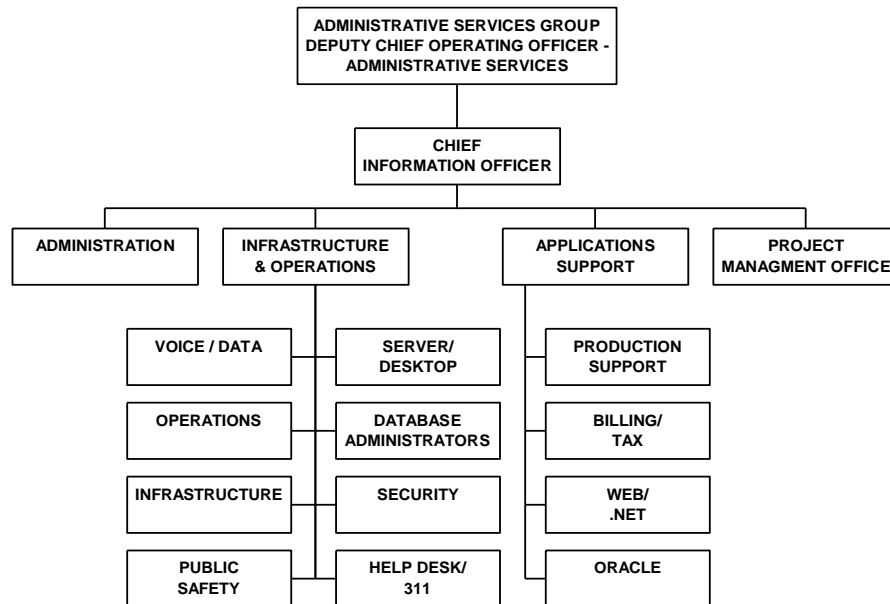
HUMAN SERVICES DEPARTMENT

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		
			2010	2011	2012
Lou Walker Senior Center					
Human Services Facility Coord	28		1	1	1
Project Monitor	26		1	1	1
Program Coord Sr Facility	25		1	1	1
Administrative Assistant I	21		1	1	1
Senior Center Event Coordntr	21		1	1	1
Bus Operator	18		1	1	1
FULL TIME Subtotal			6	6	6
Deputy Sr Services Admin	31		1	1	1
Human Services Manager	29		1	1	1
Project Monitor	26		1	1	1
Information & Referral Spec Lead	24		1	1	1
Senior Citizens (continued)					
Information & Referral Spec	23	1 PT	1	1	1
Office Software Specialist	23		1	1	1
FULL TIME Subtotal			5	5	5
PART TIME Subtotal			1	1	1
FULL TIME Total			17	17	17
PART TIME Total			1	1	1
ALL POSITIONS Total			18	18	18



MISSION STATEMENT

The mission of DeKalb County's Department of Information Technology is to enable the delivery of County services to its customers through the application of advanced information technologies, to protect the privacy and security of the County's information and records, and to support business productivity and ensure the best value through the effective use of people, process, and technology.

PROGRAM DESCRIPTION

The Department of Information Technology provides technology support 24 hours a day, 7 days a week, and 365 days a year to approximately 60 departments and agencies. The Department has a robust and secure technology infrastructure. A comprehensive suite of software applications are maintained and supported including: PeopleSoft, Hansen, and Oracle E-Business Suite. Information technology support and services are provided to the critical facets of County services, including: Police, Judicial, Fire & Rescue, and Watershed Management. The Department also manages the County's telecommunications network which includes over 200 sites and all telecommunication needs for DeKalb County.

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

PERFORMANCE INDICATORS

	TARGET	2009	2010	2011
% OF ALL PROBLEMS (TROUBLE) REQUESTS REPORTED TO THE HELP DESK RESOLVED TO THE CUSTOMERS SATISFACTION WITHIN 2 WORKING DAYS	70%	75%	53%	66%

INFORMATION TECHNOLOGY**FUNCTION: GENERAL GOVERNMENT**

ACTIVITY MEASURES				
	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Systems & Program Requests Received	4,472	4,482	5,092	5,000
Help Desk Calls	21,787	37,276	23,857	26,200
% Help Desk Calls Resolved	80%	86%	88%	88%
311 Call Volume	200,058	217,803	68,728	69,000
311 Average Speed of Answer (secs.)	14	57	22	25
311 % Call Answered	95%	95%	94%	95%
311 E-Mails Processed	3,671	4,630	NA*	10,000
311 Service Requests	140,884	40,000	67,718	68,000

*Technical issues prevented accurate measurement.

MAJOR ACCOMPLISHMENTS IN 2011

Completed the AIX Refresh program. Implemented the NeoGov system for the Human Resources Department. Began the Voice Over Internet Protocol (VOIP) project. Implemented a case management system for the Probate Court. Installed the network connections for the Police North Precinct Relocation project. Implemented the Palo Alto Firewall.

MAJOR GOALS FOR 2012 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS**Infrastructure**

To upgrade the tax billing system (OASIS).

To implement the Records Court case management system.

To complete the Voice Over Internet Protocol project.

MAJOR BUDGETARY IMPACTS**Previous**

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.

In 2011, \$17,305,148 was approved for the basic operating budget, which included a reduction of \$1,693,447 from the recommended budget. At Mid-Year, 3 vacant positions were abolished.

2012

\$20,195,595 is approved for the basic operating budget, which includes \$1,404,801 in funding for encumbrances carried-forward from prior years, and \$1,000,000 for costs associated with upgrading the Oracle FMIS and the PeopleSoft HR system.

Future

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

INFORMATION TECHNOLOGY

FUNCTION: GENERAL GOVERNMENT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Administration	15,795,473	15,730,962	16,758,906	16,758,906
Communications	1,573,513	1,792,405	3,436,689	3,436,689
Operations	0	171	0	0
	<u>\$17,368,986</u>	<u>\$17,523,538</u>	<u>\$20,195,595</u>	<u>\$20,195,595</u>

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	7,545,329	6,966,294	6,730,034	6,730,034
Purchased / Contracted Services	7,713,344	9,667,938	11,860,033	11,860,033
Supplies	166,890	159,766	206,223	206,223
Capital Outlays	35,392	823,794	1,360,000	1,360,000
Interfund / Interdepartmental	21,114	26,946	39,305	39,305
Other Costs	(113,082)	(121,200)	0	0
Other Financing Uses	2,000,000	0	0	0
	<u>\$17,368,986</u>	<u>\$17,523,538</u>	<u>\$20,195,595</u>	<u>\$20,195,595</u>

FUNDING SOURCES			
	Actual 2010	Actual 2011	Budget 2012
General Fund	17,368,986	17,523,538	20,195,595
	<u>\$17,368,986</u>	<u>\$17,523,538</u>	<u>\$20,195,595</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		
		2010	2011	2012
Administration				
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

INFORMATION TECHNOLOGY

FUNCTION: GENERAL GOVERNMENT

AUTHORIZED POSITION LIST BY COST CENTER

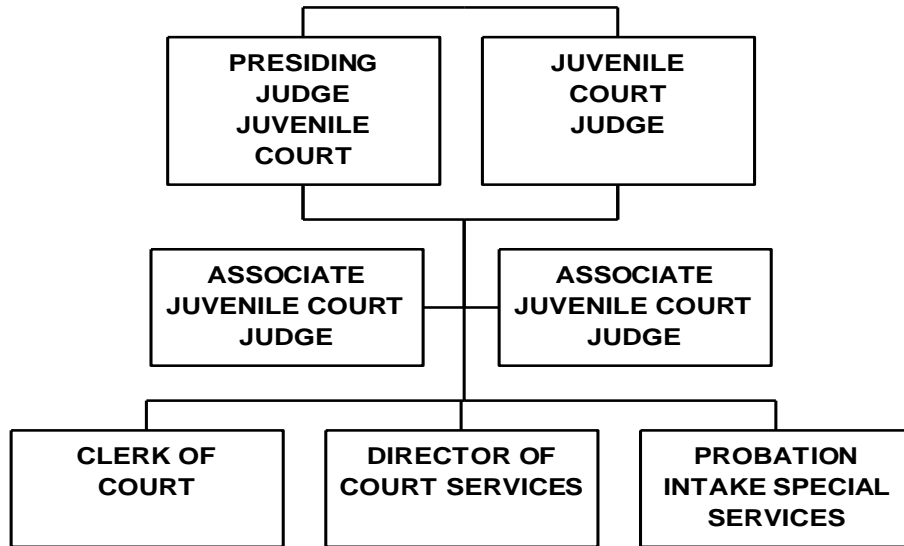
(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2010	2011	2012
Administration (continued)				
IS Network Manager	31	1	1	1
IS Database Administrator	30	7	7	7
IS Security Administrator	30	1	1	1
IS Systems Support Manager	30	1	2	2
IS Microsystems Specialist Sr	29	3	2	2
Network Administrator	29	1	1	1
Network Engineer Lead	29	1	1	1
Program Analyst III	29	15	16	16
CPU Operator Supervisor	28	2	2	2
Departmental Microsystems Spec	28	11	10	10
IS Help Desk Supervisor	28	1	1	1
IS Microsystems Specialist	28	2	3	3
IS Program Manager Senior	28	1	1	1
Network Engineer	28	2	2	2
Program Analyst II	28	8	7	7
IS Field Service Specialist	26	3	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	3	2	2
Administrative Assistant II	23	1	1	1
CPU Operator	23	5	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	2	2	2
Office Assistant	18	1	1	1
IS Field Service Specialist Sr	14	2	2	2
FULL TIME Subtotal		96	95	95
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	1	1
Cellular Communications Spec.	21	1	1	1

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2010	2011	2012
Communications (continued)				
Call Center Operator	19	6	6	6
Constituent Services Specialist	19	1	0	0
Office Assistant Senior	19	1	1	1
FULL TIME Subtotal		15	13	13
FULL TIME Total		111	108	108
ALL POSITIONS Total		111	108	108



MISSION STATEMENT

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

PROGRAM DESCRIPTION

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 2009	Actual 2010	Actual 2011	Estimated 2012
Delinquent Charges	6,851	5,957	6,210	6,534
Unruly Charges	2,902	2,120	2,128	2,333
Deprived Charges	1,563	1,077	1,326	1,538
Traffic Charges	590	432	344	377
Special Proceedings	306	231	324	269
Points II Program	319	363	209	176
Truancy Citations	1,639	535	708	743
Status Offenses	1,422	447	1,299	1,359
Warrants Issued	1,209	973	902	1,004

MAJOR ACCOMPLISHMENTS IN 2011

Hosted the Second Annual Resource Fair at Stonecrest Mall to increase awareness of various community agencies, services, and treatment providers. Hosted the Annual Volunteer Reorganization to honor community volunteers. Continued support of the Truancy Intervention Court and Rebound Drug Court for youthful offenders,

JUVENILE COURT

FUNCTION: CIVIL & CRIMINAL COURTS

MAJOR GOALS FOR 2012 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Financial Strength

To increase grant funding by 15% through effective research and submission of grant applications.

Organizational Effectiveness

To fully upgrade ACS Banner program application to 5.1, and implement ACS Banner Risk and Needs Assessment.

MAJOR BUDGETARY IMPACTS

Previous

In 2008, funding for the Building Authority (Juvenile) Revenue Bonds Lease Purchase payments of \$3,730,071 was transferred from the General Fund, Non-Departmental Budget to the Juvenile Court Budget. In 2009, one Probation Officer was added to assist with the heavy caseload. In 2010, 15 employees accepted the Early Retirement Options Program and the BOC abolished 4 vacant positions due to the ERO program. The BOC restored \$290,058 to this budget as part of the amendment process. The 2011 Budget included the annual lease payment of \$3,731,846 for the Juvenile Justice Center. The BOC also reduced the 2011 Budget by \$855,947 as part of the amendment process.

2012

This budget includes the annual lease payment of \$3,731,846 for the Juvenile Justice Center.

Future

Like all other departments and agencies of the County, funding for the Juvenile Court will be impacted by the continuing economic slowdown and countywide revenue challenges.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Administration	\$6,945,083	\$7,112,903	\$6,982,249	\$6,982,249
Probation Services	2,228,751	2,311,690	2,436,362	2,436,362
	\$9,173,835	\$9,424,593	\$9,418,611	\$9,418,611

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$4,696,425	\$4,780,865	\$5,042,969	\$5,042,969
Purchased / Contracted Services	4,274,280	4,454,354	4,251,396	4,251,396
Supplies	96,541	88,692	116,609	116,609
Capital Outlays	91,965	92,388	3,520	3,520
Interfund / Interdepartmental	3,002	6,262	4,117	4,117
Other Financing Uses	11,622	2,032	0	0
	\$9,173,835	\$9,424,593	\$9,418,611	\$9,418,611

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
General Fund	\$9,173,835	\$9,424,593	\$9,418,611
	\$9,173,835	\$9,424,593	\$9,418,611

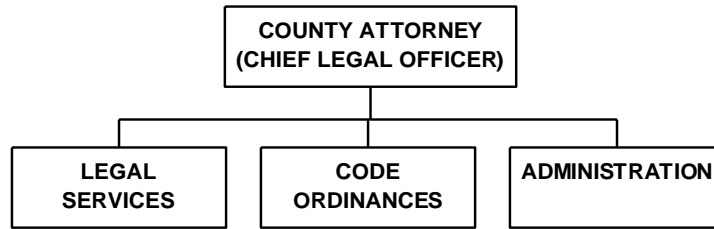
JUVENILE COURT

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		
		2010	2011	2012
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	1	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	1	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
	\$152,967			
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	7	7	7
Juvenile Probation Officer Sr	24	11	9	9
Administrative Assistant II	23	1	1	1
Juvenile Probation Officer	23	23	25	25
Office Assistant Senior	19	1	1	1
FULL TIME Subtotal		48	48	48
FULL TIME Total		88	88	88
ALL POSITIONS Total		88	88	88



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	2009	2010	2011
% Of closed litigation files won or settled	96%	100%	100%	100%
% Of legal opinions responded to within 30 days	100%	96%	97%	97%
% Of standard form contracts reviewed and returned within 20 days	98%	100%	100%	100%

LAW DEPARTMENT

FUNCTION: GENERAL GOVERNMENT

ACTIVITY MEASURES

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Total files Pending	1,632	1,735	1,640	1,526
Total files Opened	983	964	1,050	1,044
Total files Closed	762	1,020	1,292	712
Legal Opinions Requested	208	172	206	288
Litigation files opened	192	170	252	300
Litigation files closed	155	263	281	148
Tax appeal files opened	140	242	170	170
Tax appeal files closed	120	166	240	150
Demands (claims recvd.)	123	135	161	152
Contracts & agenda items reviewed	823	700	566	392

MAJOR ACCOMPLISHMENTS IN 2011

The Law Department surpassed all performance measurement goals. The Law Department drafted, reviewed, and/or significantly revised every ordinance considered by the Governing Authority. The Law Department worked closely with outside counsel to utilize federal recovery zone economic development bonds.

MAJOR GOALS FOR 2012 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

There were no significant budgetary changes for 2008 and in 2011, there were no full-time employees eligible for the Early Retirement Option Program and the BOC abolished 2 vacant full-time positions. The 2011 adopted budget of \$3,287,395 was a decrease relative to the 2010 Budget. The Board of Commissioners reduced this budget by (\$321,698).

2012

In 2012, \$3,333,292 was approved for the operating budget. One Assistant County Attorney Senior position was transferred from Police Services to the Law Department.

Future

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

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Law Department	\$4,583,722	\$3,024,278	\$3,240,721	\$3,333,292
	\$4,583,722	\$3,024,278	\$3,240,721	\$3,333,292

LAW DEPARTMENT

FUNCTION: GENERAL GOVERNMENT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$2,497,368	\$2,438,412	\$2,384,003	\$2,476,574
Purchased / Contracted Services	2,026,662	527,766	797,718	797,718
Supplies	59,628	58,036	59,000	59,000
Capital Outlays	64	64	0	0
	\$4,583,722	\$3,024,278	\$3,240,721	\$3,333,292

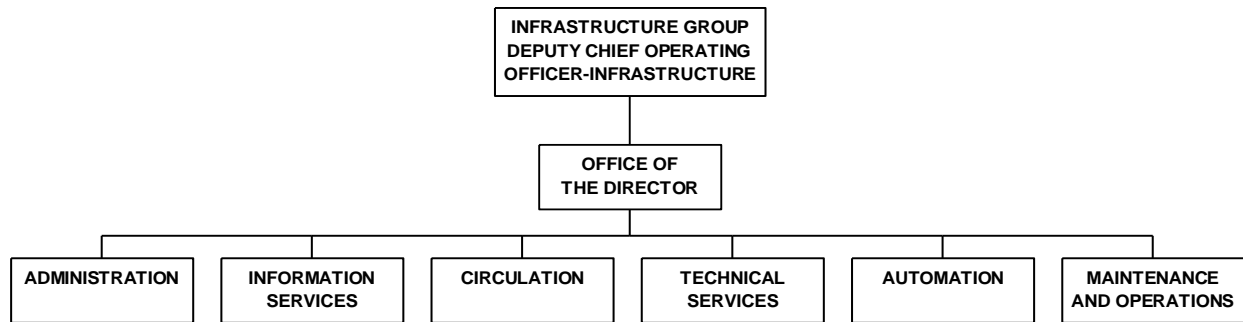
FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
General Fund	\$4,583,722	\$3,024,278	\$3,333,292
	\$4,583,722	\$3,024,278	\$3,333,292

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2010	2011	2012
Law Department				
County Attorney	CA	1	1	1
Assistant County Attorney	AJ	1	0	0
Asst County Attorney Senior	AI	11	11	12
Chief Asst County Attorney	AE	3	3	3
Secretary Senior Legal	23	4	3	3
Secretary Legal	21	4	3	3
Office Assistant Senior	19	1	1	1
FULL TIME Subtotal		25	22	23
FULL TIME Total		25	22	23
ALL POSITIONS Total		25	22	23



MISSION STATEMENT

The DeKalb County Public Library is a place to grow. The Library enlightens and enriches the people of DeKalb County by providing responsive, dynamic services that meet the changing informational needs of a diverse population. Through a trained service-oriented staff, partnerships and ready access to both print and electronic resources, the library is committed to superior service that promotes a strong, literate DeKalb community and enhances the quality of life.

PROGRAM DESCRIPTION

The DeKalb County Public Library provides public information, educational resources, recreational reading, literacy services, and literary programs to DeKalb County residents through 22 public library facilities supported by a Library Processing Center, and the virtual online eBranch. The library offers a collection of nearly 1 million books, magazines, compact discs, DVDs, video tapes, and audio tapes. The library's trained staff locates materials, answers requests in person or via telephone, searches electronic resources for unique sources of information, and implements programs to meet the specialized needs of users. The library system supports a network of over 900 personal computer workstations and offers extensive electronic resources to the public, many of which are accessible from home or the office via the library's website. Additionally, the Library offers numerous public meeting spaces, including multi-purpose rooms, conference rooms, small study spaces and two theater style auditoriums.

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

PERFORMANCE INDICATORS

	TARGET	2009	2010	2011
Material Circulation Per Capita	5.70	5.69	5.44	5.10
Library Visits Per Capita	4.50	4.48	4.55	4.45
Reference Transactions Per Capita	1.33	1.33	1.59	1.59
Percent of Population Registered	29%	28%	27%	27%

ACTIVITY MEASURES

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Patron Visits	3,232,631	3,321,574	3,240,490	3,225,095
Collection				
Books Collection	826,340	808,682	831,236	842,000
Books Purchased	77,758	43,099	38,584	27,000
Audiovisuals Collection	95,875	93,245	89,547	87,000

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

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Audiovisuals Purchased	20,915	11,227	6,578	5,000
Periodical Subscriptions	1,882	1,479	1,417	1,496
On-line/CD ROM Databases	27	25	23	25
Materials Checked Out	3,998,770	4,156,993	3,728,089	3,700,000
Books	2,449,539	2,490,153	2,394,722	2,500,000
Audiovisuals	1,549,539	1,536,944	1,317,914	1,200,000
Registered Users	200,160	198,224	193,824	190,000
New Users Registered	38,534	40,200	69,305	54,000
Materials Transactions (internal)	6,388,513	7,437,417	6,148,349	6,000,000
Library Programs	3,610	4,057	4,279	4,400
Attendance	81,622	97,822	99,696	90,000
Community Meetings in Library	1,590	1,827	1,627	1,400
Attendance	34,938	34,025	32,805	28,000
Remote Hits to Homepage	1,111,810	1,232,922	1,272,830	1,452,972

MAJOR ACCOMPLISHMENTS IN 2011

The Hairston Crossing, Salem-Panola, and Stonecrest Libraries opened to the public. Construction began on the new Scott Candler Library. The Library's Processing Center moved to a temporary location to prepare for construction of the new Processing Center/Central Library Annex. The Alliance of the Friends of DeKalb County Library was established as legal umbrella group for individual branch Friends groups.

MAJOR GOALS FOR 2012 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS**Organizational Effectiveness**

To restore County operational funding for library materials.

To complete construction of the new Processing Center/Central Library Annex facility.

To begin the process of selling-off surplus library properties.

Infrastructure

To open the new Scott Candler Library

To begin construction of the Ellenwood Library.

MAJOR BUDGETARY IMPACTS**Previous**

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.

LIBRARY

FUNCTION: LEISURE SERVICES

MAJOR BUDGETARY IMPACTS

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.

In 2011, \$11,817,250 was approved for the basic operating budget, which included a reduction of \$1,218,875 from the recommended budget. \$638,295 was approved for program modifications for opening branches (Stonecrest, Scott Candler, Buford Highway, Hairston Crossing, Salem-Panola), materials, and the Central Annex facility. Materials funding was \$300,000; however, \$175,600 of that amount was unexpended in order to meet across-the-board budget reductions.

MAJOR BUDGETARY IMPACTS (CONTINUED)

2012

\$12,390,351 is approved for the basic operating budget, including \$100,000 for materials.

Future

The Library's Operating Budget needs will continue to increase due to additional Personal Services requirements and associated operating expenses related to new bond-funded libraries. Also, there is a continuing need to increase the library's collection and for staff training. The DeKalb County Public Library has one of the smallest books per capita levels in the State of Georgia.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Administration	\$3,036,624	\$3,114,601	\$3,205,660	\$3,205,660
Automation	397,376	287,789	289,965	289,965
Circulation	3,125,730	2,971,562	3,040,233	3,040,233
Information Services	4,211,726	4,153,789	4,323,152	4,323,152
Maintenance & Operations	805,531	725,621	697,860	697,860
Technical Services	889,890	818,114	833,481	833,481
	\$12,466,878	\$12,071,475	\$12,390,351	\$12,390,351

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$11,164,750	\$10,430,604	\$10,750,372	\$10,750,372
Purchased / Contracted Services	545	30,892	61,143	61,143
Supplies	100,000	124,400	100,000	100,000
Interfund / Interdepartmental	20,736	29,624	(186,873)	(186,873)
Other Costs	1,180,848	1,455,955	1,665,709	1,665,709
	\$12,466,878	\$12,071,475	\$12,390,351	\$12,390,351

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
General Fund	\$12,466,878	\$12,071,475	\$12,390,351
	\$12,466,878	\$12,071,475	\$12,390,351

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		
			2010	2011	2012
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	1	1
Marketing/Programming Coord	30		1	1	1
Development Coord Library	29		1	1	1
Library Web Designer	28		1	1	1
Accountant	25		1	1	1
Facilities Admin Coord Library	25		1	1	1
Program Promotion Spec Sr	25		1	1	1
Administrative Assistant II	23		1	1	1
Graphic Design Technician	23		1	1	1
Administrative Assistant I	21		1	0	0
Payroll Personnel Tech Sr	21		2	2	2
Library Accounts Payable Asst	20		2	2	2
Library Technician, Senior	19		1	1	1
Office Assistant Senior	19		4	4	4
FULL TIME Subtotal			30	28	28
Information Services					
Librarian, Principal	30		12	13	13
Librarian Senior	28	1 PT	24	22	22
Librarian	26		21	19	19
Library Branch Supervisor	25		5	5	5
Library Specialist Senior	23	4 PT	30	31	31
FULL TIME Subtotal			87	85	85
PART TIME Subtotal			5	5	5
Circulation					
Library Specialist	21		29	26	26
Library Technician, Senior	19	26 PT	55	63	63
Library Technician	17	13 PT	35	25	25
FULL TIME Subtotal			82	75	75
PART TIME Subtotal			37	39	39

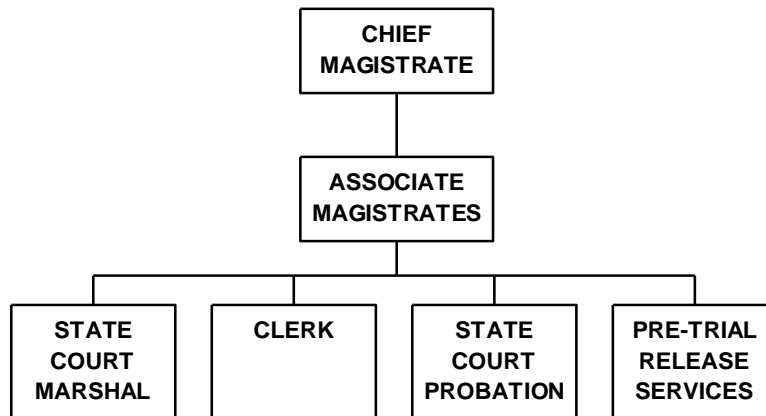
LIBRARY

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		
			2010	2011	2012
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	1 PT	4	5	5
Library Technician	17		1	0	0
FULL TIME Subtotal			13	13	13
PART TIME Subtotal			1	1	1
Automation					
Library System Analyst	29		2	1	1
Network Administrator	29		1	1	1
Departmental Microsystems Spec	28		4	3	3
FULL TIME Subtotal			7	5	5
Maintenance & Operations					
Custodian Senior	18	11 PT	19	19	19
General Maintenance Worker, Sr	18		1	0	0
Security Guard	18		6	7	7
Courier	16		4	4	4
Custodian	16	2 PT	3	3	3
General Maintenance Worker	16		0	1	1
FULL TIME Subtotal			21	21	21
PART TIME Subtotal			12	13	13
FULL TIME Total			240	227	227
PART TIME Total			55	58	58
ALL POSITIONS Total			295	285	285



MISSION STATEMENT

The mission of the Magistrate Court is to discharge all of its functions in a timely, efficient, and equitable manner, consistent with the federal and state constitutions and the laws of Georgia and all applicable federal law.

PROGRAM DESCRIPTION

The Magistrate Court has jurisdiction to: (1) Hear applications and issue arrest and search warrants; (2) Issue bonds for good behavior ; (3) Hold courts of inquiry; (4) Try violators of County ordinances; (5) Try civil actions within the \$15,000 jurisdictional limit; (6) Issue summons, writs, and judgments in dispossessory and distress proceedings; (7) Punish contempt as provided by law; (8) Grant bail in all cases where the granting of bail is not exclusively committed to some other court or officer; (9) Issue subpoenas as they pertain to the Magistrate Court; (10) Hear misdemeanor bad check cases; (11) Try and sentence misdemeanor violations of other code sections as provided by law.

ACTIVITY MEASURES

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Criminal Division:				
Arrest & Search Warrants and Citations Issued	24,735	22,083	23,722	22,242
Warrant Applications	5,105	4,657	4,422	4,728
Bond Hearings	6,480	6,197	6,360	6,345
Committal Hearings	24,644	24,357	25,231	24,744
Ordinance Cases	48	23	5	0
Civil Division:				
Civil Actions	12,571	14,859	57,704	57,054
Total Activity All Divisions	73,583	72,176	117,444	115,113

MAJOR ACCOMPLISHMENTS IN 2011

Expanded the Jail Diversion Program. Continued to handle family violence and stalking protection order cases for the Superior Court. Improved the timeliness of the disposition of cases by adding an additional calendar for landlord-tenant matters.

MAGISTRATE COURT**FUNCTION: CIVIL & CRIMINAL COURTS****MAJOR GOALS FOR 2012 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS****Organizational Effectiveness**

To expand the electronic warrant interchange system to allow for remote access from the home of the judge on call during the hours between midnight and 8:30 AM while the Magistrate Court's office is closed.

Human Services

To establish a self-help center for *pro se* litigants in collaboration with the State Court of DeKalb County.

Crime Prevention

To improve handling of applications for family violence and stalking protective orders cases.

MAJOR BUDGETARY IMPACTS**Previous**

In 2010, \$2,475,164 was approved for basic operating expenses. The BOC restored \$363,318 to this budget as part of the amendment process. In 2010, 7 employees accepted the Early Retirement Option Program and the BOC did not abolish the vacant positions due to the ERO program.

In 2011, \$2,345,297 was approved for basic operating expenses. The BOC reduced this budget by \$229,506 as part of the amendment process. The 2011 Mid-Year budget adjustment increased the Court's budget by \$55,515.

2012

In 2012, \$2,641,771 is approved for basic operating expenses.

Future

The mix of activities between the Magistrate Court and the State Court will continue to be sensitive to changes in State legislation.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Magistrate Court	\$2,455,833	\$2,417,600	\$2,613,116	\$2,641,771
	\$2,455,833	\$2,417,600	\$2,613,116	\$2,641,771

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$2,262,559	\$2,280,830	\$2,471,166	\$2,497,193
Purchased / Contracted Services	129,727	87,641	112,450	114,879
Supplies	60,187	42,987	26,500	26,699
Capital Outlays	83	736	0	0
Interfund / Interdepartmental	445	3,005	0	0
Other Costs	2,833	2,400	3,000	3,000
	\$2,455,833	\$2,417,600	\$2,613,116	\$2,641,771

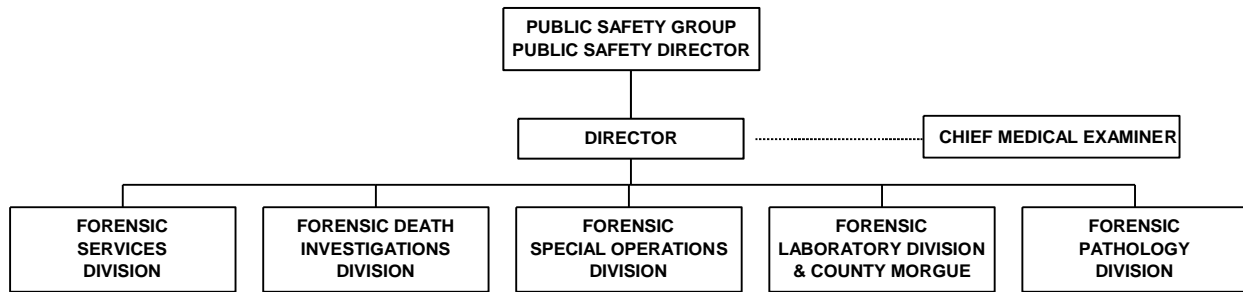
MAGISTRATE COURT

FUNCTION: CIVIL & CRIMINAL COURTS

FUNDING SOURCES			
	Actual 2010	Actual 2011	Budget 2012
General Fund	\$2,455,833	\$2,417,600	\$2,641,771
	<u>\$2,455,833</u>	<u>\$2,417,600</u>	<u>\$2,641,771</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		
			2010	2011	2012
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 2009	Actual 2010	Actual 2011	Estimated 2012
Deaths Investigated	1,528	1,635	1,621	1,700

MAJOR ACCOMPLISHMENTS IN 2011

The Medical Examiner's office conducted thorough and comprehensive investigation of 1,621 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 \$30,150 in revenue for the County through the use of the sterile autopsy/operating room.

MAJOR GOALS FOR 2012 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

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

MAJOR BUDGETARY IMPACTS

Previous

In 2010, 3 employees accepted the Early Retirement Option (ERO) program and the BOC did not abolish any positions made vacant in the ERO program.

In 2011, \$1,962,037 was approved for the operating budget, which included a reduction of \$192,001 from the recommended budget. The department's budget was increased by \$89,310 in the Mid-Year budget adjustment.

2012

\$2,268,599 is approved for the operating budget, which includes an increase of \$140,000 in anticipation of a revised contract with the Medical Examiner.

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				
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	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Medical Examiner	\$2,194,932	\$2,075,871	\$2,287,799	\$2,268,599
	\$2,194,932	\$2,075,871	\$2,287,799	\$2,268,599

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
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	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$1,288,875	\$1,177,187	\$1,256,126	\$1,256,126
Purchased / Contracted Services	738,383	737,570	876,936	876,936
Supplies	116,602	95,586	91,652	91,652

MEDICAL EXAMINER

FUNCTION: CIVIL & CRIMINAL COURTS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Interfund / Interdepartmental	51,071	65,529	63,085	43,885
	<u>\$2,194,932</u>	<u>\$2,075,871</u>	<u>\$2,287,799</u>	<u>\$2,268,599</u>

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
General Fund	\$2,194,932	\$2,075,871	\$2,268,599
	<u>\$2,194,932</u>	<u>\$2,075,871</u>	<u>\$2,268,599</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		
		2010	2011	2012
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	7	7
Forensic Laboratory Manager	28	1	1	1
Forensic Services Manager	28	1	1	1
Forensic Technician	22	2	2	2
Office Assistant Senior	19	3	3	3
Custodian Senior	18	1	1	1
Office Assistant	18	1	1	1
FULL TIME Subtotal		21	20	20
FULL TIME Total		21	20	20
ALL POSITIONS Total		21	20	20

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**

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 were deducted from specific departments. Appropriation adjustments made by the Board of Commissioners during the course of the year reduced the budgetary reserve to \$9,944,363.

The 2011 Budget included a budgetary reserve of \$12,000,000, an appropriation of \$400,000 for interest on Tax Anticipation Notes, and \$550,000 for principal and interest payments on the 2010 Recovery Zone Bonds.

The 2011 Mid-Year adjustment changed the Non-Departmental budgets by the following amounts: General Fund \$5,011,889 increase; Fire Fund \$119,112 decrease; Special Tax District – Designated Services \$867,518 increase; Special Tax District – Unincorporated \$195,485 increase. The major components of these adjustments were: an increase in Budgetary Reserves of \$5,416,250; an appropriation of \$450,000 for interest on Tax Anticipation Notes; an increase in appropriation for Pensioners' Insurance of \$2,900,000; a decrease of -\$2,775,348 in appropriations for transfers to the Risk Management Fund.

2012

The 2012 Budget includes a budgetary reserve of \$22,500,000, an appropriation of \$700,000 for interest on Tax Anticipation Notes, and \$565,681 for principal and interest payments on the 2010 Recovery Zone Bonds.

Future

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

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual	Actual	CEO'S	Approved
	2010	2011	Recommended	Budget
			Budget	2012
Designated Services	\$3,476,748	\$2,372,336	\$3,303,411	\$4,507,693
Fire	3,225,214	2,426,194	3,716,598	5,783,418
General	12,214,006	14,843,400	38,704,243	30,394,771
Parks Bonds Administration	0	17	0	0
Unincorporated	137,311	406,511	421,314	800,370
	<u>\$19,053,279</u>	<u>\$20,048,457</u>	<u>\$46,145,566</u>	<u>\$41,486,252</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 2012, this reserve is \$22,500,000.

NON-DEPARTMENTAL

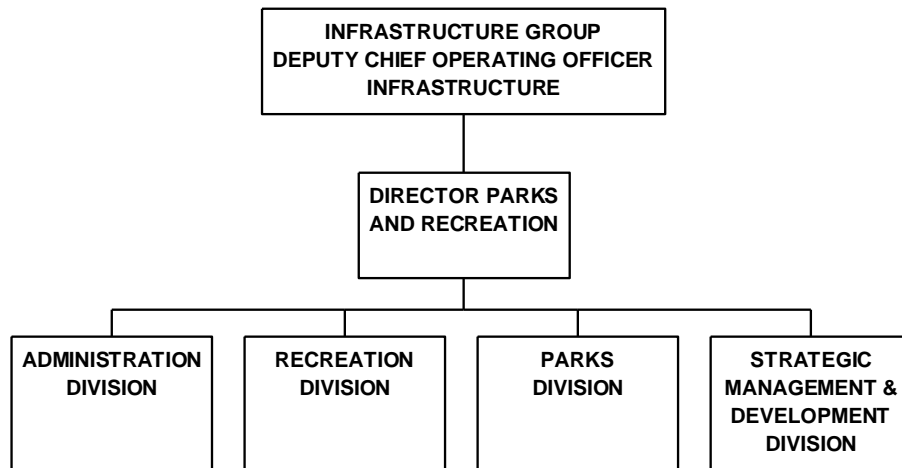
FUNCTION: GENERAL GOVERNMENT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$141,708	\$146,569	\$502,476	\$502,476
Purchased / Contracted Services	5,134,896	4,468,705	2,171,603	1,871,338
Supplies	35,920	1,725,248	56,000	56,000
Interfund / Interdepartmental	567,267	523,491	1,526,995	1,526,995
Other Costs	11,026,546	10,745,590	37,826,567	33,467,518
Debt Service	1,954,442	2,438,855	3,217,159	3,217,159
Other Financing Uses	192,500	0	0	0
Retirement Services	0	0	844,766	844,766
	\$19,053,279	\$20,048,457	\$46,145,566	\$41,486,252

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
General Fund	\$12,214,006	\$14,843,416	\$30,394,771
Fire	3,225,214	2,426,194	5,783,418
Special Tax District - Designated Services	3,476,748	2,372,336	4,507,693
Special Tax District - Unincorporated	137,311	406,511	800,370
	\$19,053,279	\$20,048,457	\$41,486,252



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 four operating divisions.

The Administration Division provides general management and administrative support, promotions, marketing, volunteers' coordination, private and public funding assistance, management information and special projects for the entire department. This division is responsible for the 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 2009	Actual 2010	Actual 2011	Estimated 2012
Recreation Centers - (Number)	11	12	13	13
Average Operating Cost/Center	\$225,000	\$221,198	\$193,000	\$190,000
Total Number Participants Served	145,000	200,480	252,717	270,000
Swimming Pools Operated	13	12	11	11
Average Operating Cost/Pool	\$78,000	\$100,000	\$97,000	\$97,000
Average Revenue Collected/Pool	\$18,000	\$31,000	\$46,700	\$51,000
Average Attendance/Pool	5,700	13,570	14,200	15,100

PARKS & RECREATION

FUNCTION: LEISURE SERVICES

ACTIVITY MEASURES

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Total Number Participants Served	130,000	157,000	161,000	166,000
Day Camps - Number Operated	12	13	15	15
Average Daily Attendance	250	243	1,200	1,300
Average Operating Cost Per Site	\$45,000	\$32,948	\$22,010	\$23,000
Sum.Food Service Program-(Num)	50	55	57	57
Summer Food Service Program	5,087	4,663	4,588	4,625
Total Number Meals Served	228,932	200,438	188,438	194,438
Special Populations Day Camp-ADA:	N/A	N/A	N/A	N/A
Inclusion Campers	75	58	25	30
Special Populations - Disabled Pat.	600	3,200	3,116	5,000
Special Populations - Senior Pat.	4,300	8,320	10,396	12,000
Sports and Athletics:				
Total Number Youth Served	98,000	121,000	112,630	117,800
Total Number Adults Served	27,000	30,075	28,526	29,200
Volunteer Coaches Certified	720	1,025	4,725	5,140
Park Facilities:				
Total Acreage	6,479	6,430	6,862	7,200
Acres Maintained	4,603	4,547	6,862	7,200
Maint. Costs Per Acre Annually	\$1,896	\$1,864	\$1,530	\$1,450
Non-Park Sites Maintained	85	265	91	91
Non-Park Acreage Maintained	267	275	265	265
Average Maintenance Cost/Acre	\$1,498	\$1,100	\$1,530	\$1,530
Golf Courses:	2	2	2	2
Golf Course Acreage Maintained	496	496	496	496
Total Avg.County Cost/Golf Course	\$1,152,975	\$1,018,169	\$1,917,433	\$132,624
Total Average County Revenue/ Golf Course	\$1,200,000	\$634,616	\$578,204	\$46,325
Total Num.of Rounds/Golf Course	43,000	57,618	56,450	57,034
Shelter Reservation Revenue	\$116,904	\$117,787	\$129,763	\$123,775
Shelter Reservations	324	337	355	345
Performing Arts Center - No of Patrons		50,527	58,000	60,000

MAJOR ACCOMPLISHMENTS IN 2011

Opened the Exchange Park Recreation Center an intergenerational facility located on Columbia Drive. Completed Phase I renovation of Mason Mill Park which included a dog park, parking spaces, walking trails, open-air pavilion and a playground. Completed renovations at Shoals Creek Park Phase II, which included the resurfacing of basketball courts. Held grand opening of Mary Scott Preserve. Initiated Summer Day Care program for mentally challenged adults which enabled them to participate in the Special Olympics, in sports such as volleyball, basketball, and track and field. Established partnerships with several community organizations to improve DeKalb County parks.

MAJOR GOALS FOR 2012 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS**Organizational Effectiveness**

To continue to 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 a 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. In 2011, 3 full time positions and nineteen part time positions were added for the Exchange Park Recreation Center, which will be opened in early 2011. \$225,000 in funding was provided for the Arts Grants. Additionally, 6 positions were transferred to Facilities Management; however, the authorization of the positions was deferred until after budget adoption.

2012

This budget includes full year 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 Award to fund Callanwolde, Art Station and Spruill Center each to receive \$75,000 in 2012.

Future

No significant budgetary impact is anticipated.

PARKS & RECREATION

FUNCTION: LEISURE SERVICES

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Administration	\$938,311	\$903,415	\$1,107,359	\$1,107,359
Aquatics	698,114	721,573	523,837	523,837
Blackburn Tennis Center	1	1	0	0
Brook Run	75,199	23,957	0	0
Cultural Affairs	381,351	440,073	581,840	581,840
Departmental Planning	0	64	0	0
District I Service Center	2,131,742	1,695,914	1,350,658	1,350,658
District II Service Center	2,206,157	1,761,575	1,505,416	1,505,416
District III Service Center	1,770,255	1,770,559	1,464,082	1,464,082
Division Administration	328,463	228,052	272,822	272,822
Horticulture & Forestry	63,198	52,679	7,854	7,854
Little Creek Horse Farm	251,538	289,301	234,902	234,902
Marketing And Promotions	46,237	48,885	0	0
Mystery Valley Golf Course	1,025,044	610,305	148,659	148,659
Natural Resource Management	665,112	597,403	526,076	526,076
Planning & Development	1,056,018	876,268	368,000	368,000
Recreation Centers	2,345,691	2,241,488	852,234	852,234
Recreation Division Administration	41,474	38,951	498,595	498,595
Special Populations	24,566	19,493	2,297	2,297
Sugar Creek Golf Course	1,108,798	1,264,328	119,175	119,175
Sugar Creek Maintenance	0	6,203	0	0
Sugar Creek Tennis	104,262	93,802	5,000	5,000
Summer Programs	286,949	188,118	654,264	654,264
Support Service	463,334	131,399	48,273	48,273
Youth Athletics	170,909	323,542	227,827	227,827
	\$16,182,724	\$14,327,347	\$10,499,170	\$10,499,170

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$10,043,932	\$8,399,051	\$8,022,777	\$8,022,777
Purchased / Contracted Services	3,241,126	2,883,359	2,251,457	2,251,457
Supplies	1,466,813	1,666,404	822,748	822,748
Capital Outlays	178	1,889	18,420	18,420
Interfund / Interdepartmental	1,034,845	1,007,161	(841,232)	(841,232)
Other Costs	395,831	369,484	225,000	225,000
	\$16,182,724	\$14,327,347	\$10,499,170	\$10,499,170

PARKS & RECREATION

FUNCTION: LEISURE SERVICES

FUNDING SOURCES			
	Actual 2010	Actual 2011	Budget 2012
Special Tax District - Designated Services	\$16,182,724	\$14,327,347	\$10,499,170
	\$16,182,724	\$14,327,347	\$10,499,170

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		
			2010	2011	2012
Administration					
Assistant Director, Park & Rec	AH		1	1	1
Director, Parks & Recreation	AE		1	1	1
Admin Operations Mgr	28		1	1	1
User Liaison Coordinator	26		1	1	1
Accountant	25		1	1	1
Administrative Coordinator	25		0	1	1
Parks Security Coordinator	25		1	1	1
Payroll Personnel Supervisor	24		1	0	0
Administrative Assistant II	23		1	1	1
Public Education Specialist	23		1	1	1
Payroll Personnel Tech Sr	21		1	1	1
Accounting Tech Senior	19		1	1	1
Office Assistant Senior	19		1	2	2
Courier	16		1	1	1
FULL TIME Subtotal			13	14	14
Special Populations					
Recreation Assistant	QD	4 T	4	4	4
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	27 T	26	27	27
Bus Driver	QB	18 T	17	18	18
Recreation Intern	QA	8 T	8	8	8
TEMP Subtotal			83	85	85

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		
			2010	2011	2012
Recreation Centers					
Skate Park Supervisor Interim	TD	2 T	2	2	2
Recreation Instructor	QH	1 T	1	1	1
Recreation Assistant	QD	96 T	91	96	96
Recreation Intern	QA	29 T	25	29	29
Recreation Program Manager	28		1	1	1
Recreation Center Director	23		12	13	13
General Maintenance Worker Spv	19		1	1	1
Office Assistant Senior	19		1	0	0
Recreation Center Leader	19		12	12	12
Custodian Senior	18		1	0	0
General Maintenance Worker, Sr	18		6	5	5
Custodian	16		0	1	1
FULL TIME Subtotal			34	33	33
TEMP Subtotal			119	128	128
Planning & Development					
Dep Dir P&R Recreation	AJ		1	1	1
Finanical Project Administrat	31		1	1	1
Greenspace Environment Manager	31		1	1	1
Comprehensive Planning Manager	29		1	1	1
P&R Project Manager	28		3	3	3
Grants Coordinator	26		1	1	1
Greenspace Planner	26		1	1	1
Parks Program Coordinator	25		1	1	1
Administrative Assistant I	21		1	1	1
Office Assistant Senior	19		1	1	1
FULL TIME Subtotal			12	12	12
Aquatics					
Aquatic District Manager	QI	5 T	5	5	5
Water Safety Instructor	QH	1 T	1	1	1
Pool Manager	QG	21 T	13	21	21
Senior Lifeguard	QE	17 T	17	17	17
Recreation Assistant	QD	5 T	3	5	5
Lifeguard	QC	36 T	36	36	36
Recreation Program Manager	28		1	1	1
FULL TIME Subtotal			1	1	1
TEMP Subtotal			75	85	85

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		
			2010	2011	2012
Division Administration					
Parks Operations General Mgr	31		1	1	1
Work Order Technician	21		1	1	1
FULL TIME Subtotal			2	2	2
District I Service Center					
Clerk	TC	1 T	1	1	1
Parks Maintenance Supt	28		1	1	1
Parks Maint Construction Supv	24		4	2	2
Grounds Nursery Supervisor	23		0	1	1
Supply Specialist	21		1	1	1
San Driver Crew Leader	20		1	1	1
Equipment Operator Senior	19		1	1	1
Office Assistant Senior	19		1	1	1
Crew Worker Senior	18		3	4	4
Grounds Service Technician	18	6 T	18	16	16
Crew Worker	16		0	1	1
FULL TIME Subtotal			24	23	23
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		3	2	2
District II Service Center (continued)					
Equipment Operator Principal	21		1	0	0
Equipment Operator Senior	19		1	1	1
Office Assistant Senior	19		1	1	1
Crew Worker Senior	18		6	6	6
Equipment Operator	18		2	2	2
Grounds Service Technician	18	5 T	16	11	11
FULL TIME Subtotal			28	21	21
TEMP Subtotal			6	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		
			2010	2011	2012
District III Service Center					
Clerk	TC	1 T	1	1	1
Parks Maintenance Supt	28		1	1	1
Parks Maint Construction Supv	24		2	5	5
Equipment Operator Principal	21		1	2	2
San Driver Crew Leader	20		1	1	1
Office Assistant Senior	19		1	1	1
Crew Worker Senior	18		7	4	4
Equipment Operator	18		2	0	0
Grounds Service Technician	18	7 T	16	23	23
Small Engine Mechanic	18		1	0	0
Crew Worker	16	2 PT	3	2	2
General Maintenance Worker	16	1 PT	1	1	1
FULL TIME Subtotal			29	30	30
PART TIME Subtotal			0	3	3
TEMP Subtotal			8	8	8
Support Service					
Electrician Senior	23		2	0	0
Plumber Senior	23		2	0	0
Carpenter Senior	21		2	0	0
FULL TIME Subtotal			6	0	0
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
P&R Project Manager	28		1	1	1
Grounds Nursery Supervisor	23		1	0	0
Nature Center Ranger	19	2 PT	3	3	3
Grounds Service Technician	18		1	0	0
Grounds Nursery Technician	14	1 PT	1	1	1
FULL TIME Subtotal			5	3	3
PART TIME Subtotal			3	3	3

PARKS & RECREATION

FUNCTION: LEISURE SERVICES

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2010	2011	2012
Marketing And Promotions					
Program Promotion Spec	23		1	1	1
FULL TIME Subtotal			1	1	1
Cultural Affairs					
Arts Center Director	26		1	1	1
Arts Center Coordinator	24		1	1	1
Arts Center Production Spec	19		1	1	1
FULL TIME Subtotal			3	3	3
Youth Athletics					
Sports Program Coordinator	21		2	2	2
FULL TIME Subtotal			2	2	2
Little Creek Horse Farm					
Horse Farm Supervisor	23		1	1	1
Horse Farm Worker	18		2	2	2
FULL TIME Subtotal			3	3	3
FULL TIME Total			163	148	148
PART TIME Total			3	6	6
TEMPORARY Total			305	326	326
ALL POSITIONS Total			471	480	480

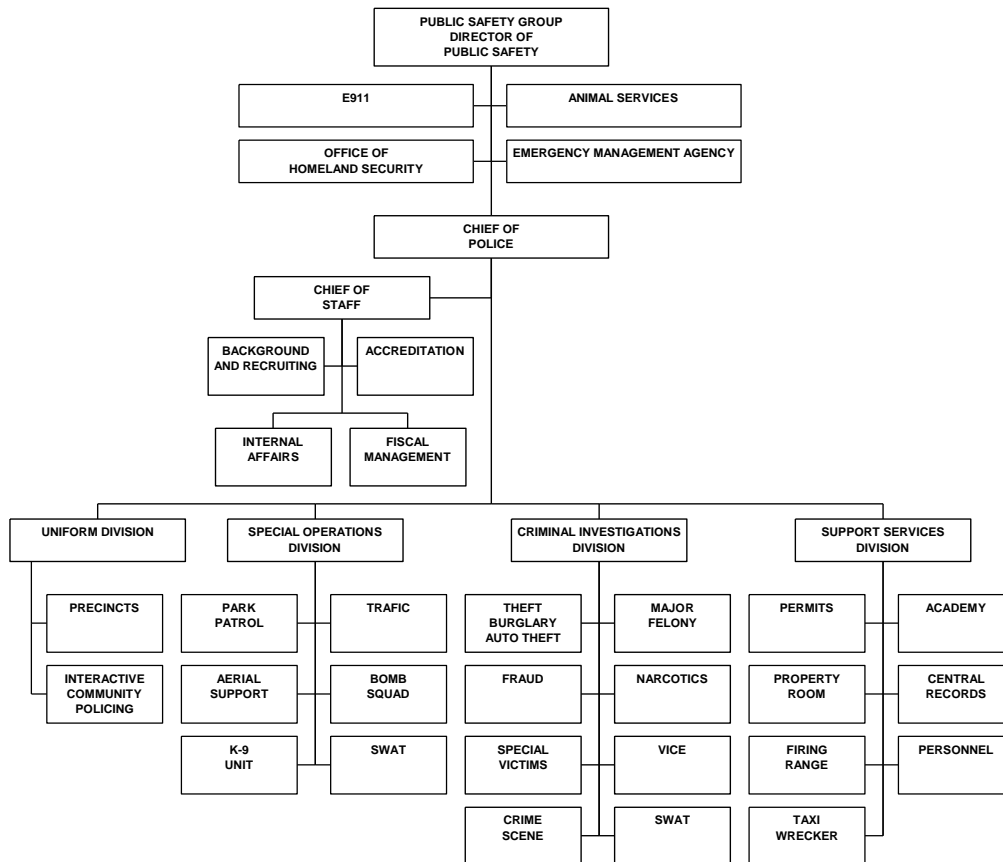
PROGRAM DESCRIPTION

Currently the Planning and Sustainability Department's budget is divided among four funds: the General Fund, the Special Tax District-Unincorporated Fund, the Development Fund, and the Foreclosure Registry Fund.

The Planning and Sustainability Department was established in 2006 via the merger of the Planning Department and the Development Department and was renamed to its current designation in 2010. The Planning and Sustainability Department is the organizational entity charged with the responsibility of managing the Development Fund and the Foreclosure Registry Fund. The tax funded elements of The Planning and Sustainability Department are comprised of three main divisions: Administration, Planning Services and Current Planning. The Administrative Division supports overall department programs and services, and advises the CEO, Board of Commissioners, and other departments in response to inquiries, and special project assignments. The Planning Services Division is comprised of two sections: Strategic Planning and Current Planning. The Strategic Planning Section is responsible for policy recommendations and programs to guide the County's growth. The Current Planning Section has four areas of responsibility: Zoning, Subdivisions, Historic Preservation, and Overlay Districts and Design Standards.

The majority of the Planning and Sustainability Department is funded in the Development Fund. Detail information regarding the Planning and Sustainability Department, including authorized positions can be found in the Special Revenue section of the Budget. The following summary is presented here to show the tax funded portion of the Planning and Development Department. Executive Order 2010-12, in December, 2010, ordered the Planning & Development Department to be renamed the Department of Planning & Sustainability. Effective 2011, this department is assigned to the Jobs & Economic Growth Group, under the direction of the Director of Economic Development.

FUNDING SOURCES			
	Actual 2010	Actual 2011	Budget 2012
General Fund	\$1,087,929	\$945,067	\$1,104,541
Development	2,684,873	2,639,377	6,294,731
Foreclosure Registry Fund	0	54,210	1,521,375
Special Tax District - Unincorporated	854,729	2,670,826	2,706,652
	<u>\$4,627,531</u>	<u>\$6,309,480</u>	<u>\$11,627,299</u>



MISSION STATEMENT

The Mission of the DeKalb County Police Department is to provide crime prevention and the best services possible to protect citizens and their quality of life.

PROGRAM DESCRIPTION

The Police Department consists of the Office of the Chief of Police, which is comprised of the Chief of Staff, the Uniform Division, the Special Operations Division, the Criminal 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, and the Emergency Management Agency/Homeland Security. (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.

PROGRAM DESCRIPTION (continued)**General Fund (continued)**

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.

Effective for the 2011-2012 School Year, the School Crossing Guard program is funded by, and is under the direction of, the Board of Education.

Police Services Fund

The Police Services Fund provides for the 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.

Effective with Fiscal Year 2011, the Special Tax District – Police Services Fund was established, and the Police Services is no longer funded in the Special Tax District – Designated Services Fund.

Special Tax District – Unincorporated Fund

Effective Fiscal Year 2011, the Code Enforcement section was moved to the Planning & Sustainability Department (in the Special Tax District – Unincorporated Fund) and renamed Code Compliance, as part of the Planning & Sustainability reorganization. Executive Order 2010-12, in December, 2010, ordered the transfer of all 37 Code Enforcement positions to the Planning & Sustainability department.

Emergency Telephone Fund (E911)

The activities and funding of E911 can be found in "Emergency Telephone System Fund" in the "Special Revenue Funds" section.

POLICE SERVICES

FUNCTION: PUBLIC SAFETY

PERFORMANCE INDICATORS

	TARGET	2009	2010	2011
POLICE SERVICES				
SVC CALLS PER PATROL OFFICER	NOT > 315	1,056	1,123	2,024
CASES INVESTIGATED / DETECTIVE	NOT > 105	381	395	332
TOTAL CITATIONS ISSUED	NA	260,924	226,986	225,587
VACANCY RATE OF SWORN POLICE PERSONNEL	NOT > 5%	4%	6%	9%

ACTIVITY MEASURES

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Part I Crimes				
Homicide	67	85	68	60
Aggravated Assault	1,680	1,632	650	600
Robbery - Pedestrian	1,603	1,495	1,346	1,300
Robbery - Business	324	281	242	200
Robbery - Residential	230	192	237	200
Rape or Attempt	183	178	186	160
Burglary - Residential	7,650	7,884	9,075	8,500
Burglary - Business	1,172	1,276	1,346	1,200
Burglary - Other	7	3	4	2
Auto Theft	5,005	4,915	4,344	4,000
Entering Autos	6,347	5,124	4,205	4,000
Animal Control:				
Calls Answered	30,009	33,500	21,774	23,000
Total Cases	24,656	23,327	19,948	19,000
Citations Issued	1,296	1,198	778	800
Animals Handled	8,817	8,399	7,777	8,000
Animals Adopted/Rescued	1,374	2,735	2,353	2,000
Animals Euthanized	5,462	3,929	3,871	4,000
Animals Quarantined	734	509	378	300
Background & Recruitment:				
Applicants Referred	932	1,129	789	800
Interviews Conducted	463	402	437	400
Computer Voice Stress Analysis	269	210	175	180

POLICE SERVICES

FUNCTION: PUBLIC SAFETY

PERFORMANCE INDICATORS

	TARGET	2009	2010	2011
Criminal Investigations				
Division:				
Cases Cleared	22,863	14,738	36,687	36,000
Arrests	6,489	5,426	5,327	5,300
U.S. Currency Seized	\$1,026,818	\$1,958,868	\$1,234,414	\$1,200,000
Drug Seizure Street Value	\$26,629,351	\$34,676,619	\$35,367,615	\$35,000,000
Citations Issued	698	553	527	500
Evidence Collection:				
Field Responses	3,723	1,916	1,364	2,500
Homeland Security:				
Bomb/ Chemical Threats	21	19	23	59
Suspicious Activity/Persons	27	15	19	45
Extracting Data (Electronic Devices)	NA	48	80	100
Infrastructure Assessment	4	6	23	40
Internal Affairs:				
Cases Handled	160	177	149	160
Total Outcomes	251	235	287	270
Permits/Taxi & Wrecker				
Citations Issued	358	408	213	220
Taxicab/Wrecker Inspections	2,334	1,644	1,592	1,502
Business Investigations	597	1,386	1,172	1,200
Permits Issued	14,278	9,402	8,855	8,800
Misc Fingerprint Cards	2,819	2,628	2,164	2,000
Pistol Applications Processed	4,892	3,378	3,921	3,900
Revenue Received	\$1,007,225	\$1,011,219	\$1,038,665	\$1,049,042
Records:				
Incident Reports Processed	121,660	121,631	133,232	116,000
Georgia Crime Information Center (GCIC) Messages Processed	107,170	104,087	117,620	115,000
Mail and Finance Documents	23,817	24,343	19,576	25,000
Revenue, Sale of Records	\$325,596	\$397,663	\$311,327	\$358,026

POLICE SERVICES

FUNCTION: PUBLIC SAFETY

PERFORMANCE INDICATORS

	TARGET	2009	2010	2011
Special Operations Division:				
Arrests	3,907	3,358	6,175	6,422
Citations Issued	57,784	52,038	54,409	56,585
K9 Unit - Currency Seizures	\$262,846	\$3,372,325	\$1,615,420	\$1,600,000
K9 Unit - Drug Seizures (Street Value)	\$1,660,647	\$8,521,683	\$21,687,890	\$22,000,000
Aerial Support - Calls	4,370	2,588	1,905	1,981
Aerial Support - Flight Hours	478	280	213	221
Bomb Unit - Call Outs/Special Details	78	37	63	66
Bomb Unit - Device Found	14	260	21	22
Accidents	31,214	29,320	20,925	21,762
Fatal Accidents	62	50	50	52
Training Division:				
Firearms Training - Hours	19,631	19,350	12,645	12,800
Peace Officer Standards & Training (P.O.S.T.) Hours Provided	58,674	47,386	49,928	49,000
Students	9,366	11,103	8,575	9,000
Number of Training Academies	5	7	2	2
Number Entering Academy	156	155	83	80
Academy Graduates	142	44	63	65
Abbreviated Academy - P.O.S.T. Cert.	1	2	3	2
Uniform:				
Total Calls Handled	995,462	962,333	959,690	950,000
Citations Issued	201,121	174,578	199,660	190,000
Arrests	50,657	44,780	48,660	48,000

MAJOR ACCOMPLISHMENTS IN 2011

Resolution against celebratory gunfire in honor of Marquel Peters passed in Senate. Completed issuance of, and training for, new Smith & Wesson .40 caliber pistols. Received reaccreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA). Designed and issue new uniforms to all sworn personnel. Specifications and plans issued for enhanced video surveillance along specified corridors throughout DeKalb County.

MAJOR GOALS FOR 2012 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Crime Prevention

To reduce instances of celebratory gunfire.

Infrastructure

To design, purchase, and implement enhanced video surveillance cameras throughout the County.

Organizational Effectiveness

To complete full implementation of the wireless citation project.

Human Services

To build stronger relationships with the community through improved technology.

MAJOR BUDGETARY IMPACTS**Previous****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 interfunas 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.

MAJOR BUDGETARY IMPACTS**Previous (continued)****Special Tax District – Unincorporated Fund:**

\$1,871,350 was approved for the basic operating budget.

Also in 2010, 5 employees accepted the Early Retirement Option (ERO) program and the BOC abolished 1 vacant position due to the ERO program.

2011**General Fund:**

\$4,461,902 was approved for the basic operating budget. This included \$4.8 million for the fifth and final lease/purchase payment for the upgraded digital radio communications system and included credits from interfunas to other departments of \$11.1 million for County-wide communications services and administrative services. The adopted budget included a reduction of \$208,133 from the recommended budget.

Special Tax District – Designated Services Fund/Police Services Fund:

\$102,235,091 is approved for the basic operating budget. \$385,000 is funded for matching funds for miscellaneous grants. The partial resumption of the vehicle replacement program funds the replacement of 135 patrol cars. The adopted budget includes a reduction of \$4,768,920 from the recommended budget.

A new fund, the Police Services Fund, was established at Mid-Year 2011. All Police Services funding from the Special Tax District – Designated Services Fund was moved to the Police Services Fund. All funding, personnel, and vehicles involved in Police Services were transferred to the new fund by September, 2011 general ledger close.

Special Tax District – Unincorporated Fund:

\$1,818,367 was approved for the basic operating budget. The adopted budget included a reduction of \$84,821 from the recommended budget. This appropriation was transferred to the Planning & Sustainability department (while remaining in the same fund) in the 2011 Mid-Year Budget Adjustments, as part of the Planning & Sustainability reorganization.

2012**General Fund:**

\$4,310,162 is approved for the basic operating budget. This includes credits from interfunas to other departments of \$6.5 million for County-wide communications services and administrative services.

Police Services Fund:

\$110,799,901 is approved for the basic operating budget. This amount includes non-operational funding of \$10,065,244 consisting chiefly of Reserves (\$6.7 million) and Pensioners' Insurance (\$3.2 million). \$356,800 is funded for matching funds for miscellaneous grants. The partial resumption of the vehicle replacement program funds the replacement of 83 patrol cars.

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.

POLICE SERVICES

FUNCTION: PUBLIC SAFETY

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Administrative Services	\$1,619,350	\$1,662,055	\$2,140,693	\$3,077,811
Animal Control	3,023,931	2,687,969	2,961,376	2,772,577
Assistant Director	754,365	706,889	721,184	833,873
Code Enforcement	1,862,670	11,896	0	0
Communications	7,671,951	9,061,256	4,517,414	4,517,414
Crime Scene	689,411	476,727	621,454	621,454
Criminal Investigation Division	17,646,888	17,437,698	17,940,308	17,940,308
Crossing Guards	820,109	376,036	0	0
Directors Office	282,999	372,633	433,218	283,970
Firing Range	181,796	142,750	210,639	210,639
Homeland Security	896,048	863,633	1,102,062	1,102,062
Intelligence / Permits	220,337	269,462	1,053,542	1,053,542
Interfund Support - General	(11,470,069)	(11,135,499)	(6,552,249)	(6,552,249)
Interfund Support - Police Services	9,244,968	12,998,050	14,539,646	19,237,013
Internal Affairs	947,864	893,481	922,573	922,573
Precincts	316,405	311,635	462,981	462,981
Public Safety - Fire Services Support	1,125	0	0	0
Records	1,630,873	1,374,389	1,293,886	1,293,886
Recruiting & Background	660,113	739,497	784,146	784,146
Service Support	611,941	1,323,110	826,530	826,530
Special Operations Division	9,659,111	9,895,385	10,707,133	9,770,015
Telecommunications	1,439	1,354	0	0
Training	1,359,764	1,344,081	2,036,240	2,036,240
Uniform Division	53,340,040	56,573,034	54,427,278	53,915,278
	\$101,973,430	\$108,387,518	\$111,150,054	\$115,110,063

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$84,611,243	\$83,377,066	\$83,339,665	\$82,909,047
Purchased / Contracted Services	9,918,637	11,956,799	10,385,515	10,366,437
Supplies	1,920,850	1,894,656	2,675,782	2,675,782
Capital Outlays	95,144	713,528	86,665	86,665
Interfund / Interdepartmental	5,202,257	6,975,538	9,162,088	8,650,088
Other Costs	0	3,195,354	5,500,339	10,422,044
Other Financing Uses	225,300	274,576	0	0
	\$101,973,430	\$108,387,518	\$111,150,054	\$115,110,063

POLICE SERVICES

FUNCTION: PUBLIC SAFETY

FUNDING SOURCES			
	Actual 2010	Actual 2011	Budget 2012
General Fund	\$2,132,632	\$3,168,553	\$4,310,162
Special Tax District - Designated Services	97,978,128	189,130	0
Special Tax District - Unincorporated	1,862,670	11,896	0
Police Services	0	105,017,939	110,799,901
	\$101,973,430	\$108,387,518	\$115,110,063

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		
			2010	2011	2012
Directors Office					
Director Public Safety	AM		1	1	1
Police Lieutenant	30		1	1	2
Administrative Assistant II	23		1	1	1
FULL TIME Subtotal			3	3	4
Administrative Services					
Police Major	33		1	0	0
Fiscal Management Officer	30		1	1	1
Planning and Research Manager	30		1	1	1
Police Sergeant	28		0	0	2
Police Officer, Master	27		0	0	2
Grants Coordinator	26		1	1	1
Payroll Personnel Supervisor	24		1	1	1
Supply Supervisor	24		1	1	1
Administrative Assistant I	21		1	0	0
Custodian Supervisor	21		1	1	1
Payroll Personnel Tech Sr	21		6	6	6
Print Shop Coordinator	21		1	1	1
Requisition Technician	21		3	3	3
Supply Coordinator	21		2	2	2
Custodian Senior	18		2	2	2
FULL TIME Subtotal			22	20	24
Communications					
Office Assistant Senior	19		1	1	0
FULL TIME Subtotal			1	1	0

POLICE SERVICES

FUNCTION: PUBLIC SAFETY

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2010	2011	2012
Crossing Guards					
School Safety Officer	04	3 PT	146	3	3
PART TIME Subtotal			146	3	3
Animal Control					
Dp Dir Animal Control	AJ		1	1	1
Police Sergeant	28		1	1	1
Police Officer, Master	27		1	1	1
Animal Control Supervisor	26		3	3	3
Administrative Assistant II	23		1	1	1
Animal Control Officer Master	21		9	11	11
Animal Control Officer Senior	20		7	8	8
Animal Adoption/Rescue Coord	19		1	1	1
Animal Control Officer	19		15	10	10
Office Assistant Senior	19		4	7	7
Office Assistant	18		3	0	0
FULL TIME Subtotal			46	44	44
Code Enforcement					
Code Enforcement Manager	31		1	0	0
Code Enforcement Supervisor	28		2	0	0
Code Enforcement Officer Sr	25		11	0	0
Administrative Assistant II	23		1	0	0
Code Enforcement Officer	23		17	0	0
Office Assistant Senior	19		3	0	0
Office Assistant	18		2	0	0
FULL TIME Subtotal			37	0	0
Records					
Police Lieutenant	30		0	2	2
Central Records Assistant Mgr	26		2	2	2
Central Records Supervisor	25		3	3	3
Training Specialist	25		1	1	1
Administrative Assistant I	21		1	1	1
Central Records Clerk, Sr.	20		16	14	14
Central Records Clerk	19		18	19	19
FULL TIME Subtotal			41	42	42

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		
			2010	2011	2012
Assistant Director					
Police Senior Staff Attorney	AI		1	1	0
Director Police Services	AC		1	1	1
Police Major	33		0	0	1
Police Lieutenant	30		1	2	2
Public Information Officer	28		1	1	1
Administrative Assistant II	23		1	2	2
FULL TIME Subtotal			5	7	7
Internal Affairs					
Police Captain	31		1	1	1
Police Lieutenant	30		1	1	1
Police Sergeant	28		3	2	2
Police Officer, Master	27		5	7	7
Investigative Aide, Senior	21		3	4	4
FULL TIME Subtotal			13	15	15
Criminal Investigation Division					
Assistant Police Chief	AE		1	1	1
Police Captain	31		4	3	3
Police Lieutenant	30		13	12	12
Police Sergeant	28		33	32	32
Police Officer, Master	27		139	137	137
Police Officer, Senior	26		2	1	1
Pawn Detail Coordinator	25		1	1	1
Police Officer	25		3	7	7
Administrative Assistant II	23		2	2	2
Investigative Aide, Senior	21		17	17	17
Office Assistant Senior	19		3	1	1
Office Assistant	18		1	0	0
FULL TIME Subtotal			219	214	214
Special Operations Unit					
Assistant Police Chief	AE		1	1	1
Police Major	33		1	1	1
Police Captain	31		1	1	1
Police Lieutenant	30		6	4	4
Police Sergeant	28		17	15	13
Police Officer, Master	27		85	81	79

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		
			2010	2011	2012
Special Operations Unit (continued)					
Police Officer	25		3	1	1
Administrative Assistant II	23		2	2	2
Administrative Assistant I	21		1	1	1
Property & Evidence Tech., Sr.	21		1	1	1
Office Assistant	18		1	0	0
FULL TIME Subtotal			119	108	104
Training					
Police Captain	31		1	2	2
Police Lieutenant	30		0	1	1
Police Sergeant	28		1	3	3
Training (continued)					
Police Officer, Master	27		7	9	9
Administrative Assistant II	23		1	2	2
FULL TIME Subtotal			10	17	17
Uniform Division					
Assistant Police Chief	AE		2	2	2
Police Major	33		6	8	8
Police Captain	31		10	10	10
Police Lieutenant	30		38	36	35
Police Sergeant	28		90	90	90
Police Officer, Master	27		289	360	360
Police Officer, Senior	26		205	103	103
Police Officer	25		111	131	131
Administrative Assistant II	23		9	8	8
Public Education Specialist	23		5	5	5
Cadet	21		4	10	10
Investigative Aide, Senior	21		9	8	8
Investigative Aide	19		1	1	1
Office Assistant Senior	19		0	0	1
FULL TIME Subtotal			779	772	772

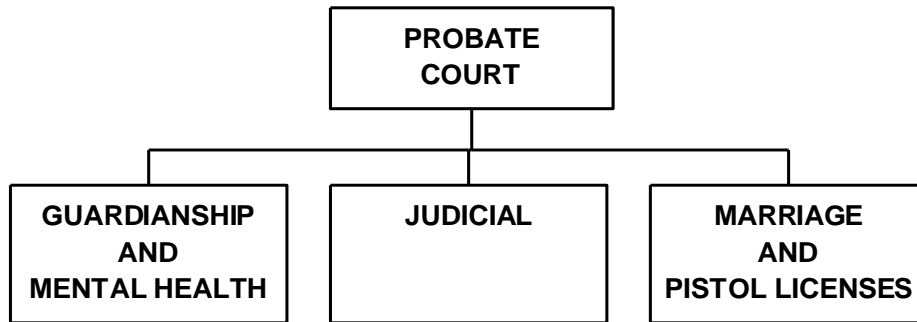
POLICE SERVICES

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		
			2010	2011	2012
Intelligence / Permits					
Police Lieutenant	30		1	1	1
Police Sergeant	28		0	1	2
Police Officer, Master	27		0	5	5
Administrative Assistant II	23		1	0	0
Office Assistant Senior	19		0	2	2
FULL TIME Subtotal			2	9	10
Recruiting & Background					
Police Lieutenant	30		1	1	1
Police Sergeant	28		1	1	1
Police Officer, Master	27		6	7	7
Police Officer, Senior	26		0	1	1
Investigative Aide, Senior	21		2	2	2
Investigative Aide	19		1	1	1
FULL TIME Subtotal			11	13	13
Homeland Security					
Police Lieutenant	30		1	1	1
Police Sergeant	28		1	2	2
Police Officer, Master	27		5	6	6
Emergency Mgmt Specialist	23		1	1	1
Investigative Aide, Senior	21		1	1	1
FULL TIME Subtotal			9	11	11
Crime Scene					
Police Lieutenant	30		0	1	1
Crime Scene Invest Shift Supv	26		4	4	4
Crime Scene Investigator Mastr	25		3	3	3
Crime Scene Investigator, Sr	24		1	1	1
Latent Fingerprint Examiner Sr	24		1	1	1
Crime Scene Investigator	23		9	9	9
Latent Fingerprint Examiner	22		2	2	2
FULL TIME Subtotal			20	21	21
FULL TIME Total			1,337	1,297	1,298
PART TIME Total			146	3	3
ALL POSITIONS Total			1,483	1,300	1,301



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 2009	Actual 2010	Actual 2011	Estimated 2012
Wills probated, petitions filed, administrations & guardianships	12,843	11,897	11,860	11,394
Emergency hospitalization orders	218	316	342	360
Retardation hearings	1	5	0	0
Marriage licenses	4,690	4,605	4,874	5,048
Marriage license certified copies	5,615	7,671	9,120	9,905
Annual returns audited	1,166	862	861	788
First time pistol licenses	4,375	2,840	2,821	2,732
Renewal pistol licenses	1,066	1,057	919	1,008
Commitment Hearings	218	211	213	173
Continued habitation	0	1	0	1

MAJOR ACCOMPLISHMENTS IN 2011

Reestablished the Probate Information Clinic in partnership with the DeKalb Volunteer Lawyers Foundation. Continued encouraging the public to check our website to see what petitions have been filed and eventually minimized incoming calls. Encouraged the public to print petitions prior to coming in and filing them. Completed the upgrade of the department's computers to comply with Information Technology's guidelines.

PROBATE COURT**FUNCTION: CIVIL & CRIMINAL COURTS****MAJOR GOALS FOR 2012 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 the current Mainframe system into Justware or Agile.

To continue to seek ways to utilize new technology to provide better services to the citizens of DeKalb County.

To implement the provisions of Senate Bill 308 related to licenses to carry a pistol or revolver.

MAJOR BUDGETARY IMPACTS**Previous**

There were no significant budgetary changes in 2008 and 2009. In 2010, \$1,685,154 was approved for the basic operating budget. The BOC restored \$255,032 to this budget as part of the amendment process. In 2010, 4 Full-time employees accepted the Early Retirement Option Program and the BOC did not abolish the vacant positions due to the ERO program. In 2011, \$1,470,263 was approved for the basic operating budget. As part of the 2011 mid-year budget adjustments, the BOC increased this budget by \$144,000.

2012

In 2012, \$1,593,064 is approved for basic operating expenses.

Future

No significant budgetary impact is anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Probate Court	\$1,609,190	\$1,550,515	\$1,593,064	\$1,593,064
	\$1,609,190	\$1,550,515	\$1,593,064	\$1,593,064

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$1,482,983	\$1,454,942	\$1,495,332	\$1,495,332
Purchased / Contracted Services	80,478	68,597	71,982	71,982
Supplies	28,957	22,047	20,750	20,750
Capital Outlays	9,044	0	0	0
Interfund / Interdepartmental	2,799	0	0	0
Other Costs	4,930	4,930	5,000	5,000
	\$1,609,190	\$1,550,515	\$1,593,064	\$1,593,064

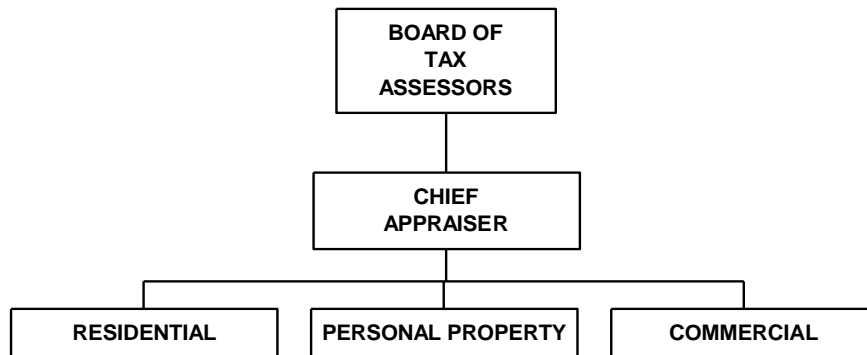
PROBATE COURT

FUNCTION: CIVIL & CRIMINAL COURTS

FUNDING SOURCES			
	Actual 2010	Actual 2011	Budget 2012
General Fund	\$1,609,190	\$1,550,515	\$1,593,064
	\$1,609,190	\$1,550,515	\$1,593,064

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2010	2011	2012
Probate Court				
Associate Judge	AI	1	1	1
Attorney IV	33	1	1	1
Administrative Operations Mgr	28	1	1	1
User Liaison Coordinator	26	1	1	1
Administrative Coordinator	25	4	4	4
Administrative Assistant II	23	1	1	1
Probate Technician Principal	21	12	12	12
Probate Technician Senior	19	1	1	1
Probate Technician	18	2	2	2
Probate Judge	\$144,469	1	1	1
FULL TIME Subtotal		25	25	25
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. The department processes real estate and personal property tax returns annually. Changes of assessment notices are sent as appropriate, and any resulting appeals are processed. Property Appraisal and Assessment appraises all new construction in the County. As a result of sales analysis, equalization and/or reappraisal programs are carried out as necessary.

The Board of Assessors is a five-member, part-time body appointed by the Board of Commissioners. The Chief Appraiser is appointed by the Board of Assessors and oversees the daily operations of the department.

ACTIVITY MEASURES

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Taxable Real Estate Parcels	230,621	230,426	230,551	230,500
Exempt Real Estate Parcels	5,034	5,340	5,348	5,348
Public Utility Parcels	279	279	279	279
Taxable Personal Property	13,114	12,597	11,994	11,400
Taxable Personal Prop. Freeport Accts.	505	465	475	475
Exempt Personal Property Accounts	5,637	5,948	6,448	6,400
Real Estate Tax Returns Processed	8,125	15,020	4,290	500
Building Permits Processed	2,500	2,500	2,500	2,500
New Real Estate Parcels	953	0	125	125
Assessment Changes Mailed	103,927	46,077	230,551	230,500
Appeals Received	8,857	10,602	20,614	20,000
Appeals to Board of Equalization	4,425	5,910	14,000	14,000
Appeals to Superior Court	66	58	45	45
Total Real & Personal Property Digest (IN 000's)	\$24,361,660	\$23,282,615	\$20,657,625	\$19,624,743
Total Public Utility Digest (IN 000's)	\$467,548	\$366,203	\$377,203	\$377,203

MAJOR ACCOMPLISHMENTS IN 2011

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. The Assessment Notice was redesigned to incorporate a tax estimate reflecting the impact of exemptions. Addressed a high volume of 2010 appeals (greater than 10,000).

MAJOR GOALS FOR 2012 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Financial Strength

To perform all functions necessary to compile the 2012 tax digest on or before August 1st 2012.

Organizational Effectiveness

To begin the process to digitize all building sketches.

To assist in the development of a floor plan for the relocation of offices from West Trinity Place to Memorial Drive.

MAJOR BUDGETARY IMPACTS

Previous

The 2010 Budget transferred 2 positions (1 Network Coordinator; 1 User Liaison Coordinator) from Property Appraisal & Assessment to Information Systems. Also in 2010, 16 employees accepted the Early Retirement Option (ERO) program and the BOC abolished 10 vacant positions due to the ERO program.

In 2011, \$3,808,311 was approved for the operating budget. A Mid-Year amendment to the 2011 Budget resulted in a revised budget of \$4,039,665.

2012

\$4,430,438 is approved for the operating 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 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Property Appraisal & Assessment	3,883,022	4,006,126	4,430,438	4,430,438
	\$3,883,022	\$4,006,126	\$4,430,438	\$4,430,438

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$3,592,209	\$3,591,161	\$3,926,553	\$3,926,553
Purchased / Contracted Services	254,559	374,431	464,985	464,985
Supplies	36,031	28,458	37,500	37,500
Capital Outlays	223	12,075	1,400	1,400
	\$3,883,022	\$4,006,126	\$4,430,438	\$4,430,438

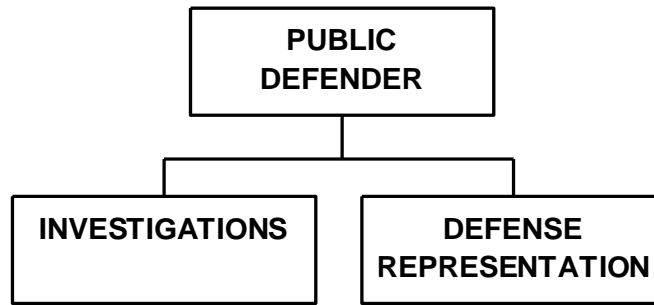
PROPERTY APPRAISAL & ASSESSMENT

FUNCTION: GENERAL GOVERNMENT

FUNDING SOURCES			
	Actual 2010	Actual 2011	Budget 2012
General Fund	\$3,883,022	\$4,006,126	\$4,430,438
	\$3,883,022	\$4,006,126	\$4,430,438

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2010	2011	2012
Property Appraisal & Assessment				
Chief Appraiser	AF	1	1	1
Deputy Chief Appraiser	30	3	3	3
Property Appraiser Supervisor	28	7	7	7
Property Appraiser IV	26	13	14	14
Property Deed Supervisor	26	1	1	1
Administrative Coordinator	25	1	1	1
Property Appraiser Auditor	24	1	1	1
Administrative Assistant II	23	2	2	2
Property Appraiser III	23	10	8	8
Administrative Assistant I	21	2	3	3
Property Appraiser II	21	7	5	5
Property Deed Technician Sr	21	2	2	2
Property Quality Control Coord	21	0	1	1
Requisition Technician	21	1	0	0
Office Assistant Senior	19	7	6	6
Property Appraiser I	19	8	10	10
Office Assistant	18	0	1	1
FULL TIME Subtotal		66	66	66
FULL TIME Total		66	66	66
ALL POSITIONS Total		66	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. This service is provided in Superior Court, Juvenile Court, State Court, Magistrate Court, Recorders Court, all Treatment Courts, and all Appellate Courts. On January 1, 2005, the Public Defender's Office became the Circuit Defender Office for the Stone Mountain Judicial Circuit and came under the authority of the Georgia Public Defender Standards Council.

ACTIVITY MEASURES

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Felonies	6,040	5,598	5,602	5,800
Juvenile Delinquency	2,040	1,801	1,656	1,800
Misdemeanors	2,218	2,639	3,371	3,500
Felony Revocations	1,876	1,970	1,922	2,000
Misdemeanor Revocations	1,426	1,222	1,308	1,400
Juvenile Revocations	208	168	155	175
Records Court	1,063	942	1,081	1,100
Appeals	54	46	25	30
Miscellaneous, ex motions to withdraw pleas	241	130	153	175

MAJOR ACCOMPLISHMENTS IN 2011

Continued delivery of high quality indigent defense representation to the courts and the County. Applied for a fellowship to establish the first Immigration Specialist Attorney for the state of Georgia.

MAJOR GOALS FOR 2012 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.

To participate in the development of programs that reduce recidivism rate and reduce crime.

To improve technology and work toward a better efficiency in managing workloads.

PUBLIC DEFENDER**FUNCTION: CIVIL & CRIMINAL COURTS****MAJOR BUDGETARY IMPACTS****Previous**

In 2007, 2008 and 2009 there were no significant budgetary changes. In 2010, seven employees accepted the Early Retirement Option and the BOC did not abolish the vacant positions due to the ERO Program. In 2011, the BOC restored \$436,870 to this budget as part of the amendment process. As part of the mid-year adjustment process, the BOC increased this budget by \$400,000. Also 2 positions, one Attorney and one Paralegal, were added to staff the third courtroom for Records Court.

2012

In 2012, \$7,247,868 was approved for basic operating expenses.

Future

Making the transition to a State sponsored indigent defense system may require hiring additional personnel and additional changes in current procedures.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Public Defender	\$6,483,056	\$6,772,410	\$7,247,868	\$7,247,868
	\$6,483,056	\$6,772,410	\$7,247,868	\$7,247,868

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$6,225,079	\$6,525,699	\$6,978,565	\$6,978,565
Purchased / Contracted Services	120,871	117,445	164,518	164,518
Supplies	64,791	73,470	69,000	69,000
Capital Outlays	30,524	29,092	13,200	13,200
Interfund / Interdepartmental	41,791	26,705	22,585	22,585
	\$6,483,056	\$6,772,410	\$7,247,868	\$7,247,868

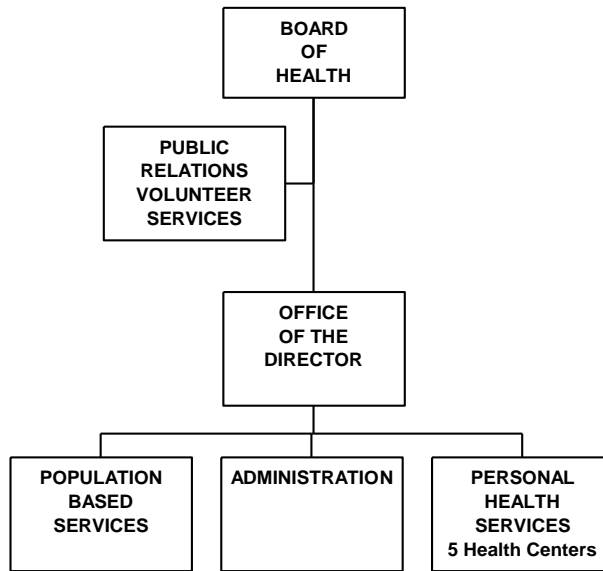
FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
General Fund	\$6,483,056	\$6,772,410	\$7,247,868
	\$6,483,056	\$6,772,410	\$7,247,868

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		
		2010	2011	2012
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	26	27	27
Attorney II	30	11	11	11
Attorney I	29	4	4	4
Chief Investigator	29	1	1	1
Legal Office Coordinator	28	1	1	1
Interpreter	25	0	1	1
Investigator Principal	25	12	11	11
Administrative Aide	23	4	4	4
Investigator Senior	23	1	1	1
Paralegal	23	0	1	1
Investigator	21	2	3	3
Office Assistant Senior	19	2	2	2
FULL TIME Subtotal		72	75	75
FULL TIME Total		72	75	75
ALL POSITIONS Total		72	75	75



MISSION STATEMENT

The mission of the Board of Health is to promote and protect health and provide quality preventative care. The prevention of disease, injury, 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.

ACTIVITY MEASURES

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Total Patient Encounters	194,178	241,370	232,671	223,000
Clinic Dental Visits	3,168	3,645	4,833	4,000
STD/HIV Services, Patients Served	7,636	13,084	8,047	10,000
Immunizations, Patients Served	21,949	36,123	36,763	32,000
WIC Average Monthly Caseload	26,579	27,235	26,886	27,000
Family Planning, Patients Served	1,480	3,280	5,608	3,456
Food Service Program	32,158	32,610	32,922	33,200
On-site Sewage Disposal	7,700	7,570	7,546	7,500
Rodent Control Baiting	5,266	5,224	5,035	4,800

PUBLIC HEALTH

FUNCTION: HEALTH & HUMAN SERVICES

ACTIVITY MEASURES

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Swimming Pool Activities	10,367	10,370	9,996	9,600
Body Crafting Establishments Inspected	264	250	244	250
Radon Testing	1,764	1,703	1,697	1,700
West Nile Virus, Number of Contacts	12,006	15,786	20,059	20,000

MAJOR ACCOMPLISHMENTS IN 2011

The Board of Health WIC Program served more than 27,643 participants per month. Improved the surveillance and auditing of immunization status of students in DeKalb school systems. Remained proactive in the area of health education for food safety, West Nile virus, swimming pool water quality and safety, indoor air quality, and on-site septic systems. Administered the Behavioral Risk Factor Surveillance Survey and Youth Risk Behavior Survey. Provided care for approximately 697 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. Provided over 46,000 vaccines to citizens in DeKalb County.

MAJOR GOALS FOR 2012 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Human Services

To maintain WIC program participation and increase physical activity and improve nutrition among DeKalb County residents.

To sustain and enhance prevention and healthcare services to decrease morbidity and mortality from infectious diseases and contribute to the wellness of those who live, work, and play in DeKalb County.

MAJOR BUDGETARY IMPACTS

Previous

In 2010, one employee accepted the Early Retirement Option program and the BOC abolished one vacant position due to the ERO Program. Based on the agreement between the Board of Health and the County, this position was abolished and the funding for this position, in the amount of \$44,631, has been transferred to the County's Contribution to the Board of Health. The 2011 Adopted Budget of \$4,431,289 was a decrease relative to the 2010 Budget. The Board of Commissioners reduced the budget by (\$174,726) as part of the amendment process.

2012

The 2012 Adopted Budget of \$4,077,973 is a decrease relative to the 2011 Budget. Effective 2012, the Drug Testing Program will be outsourced; this program will no longer be funded in the Board of Health's budget.

Future

Because of the current health care environment, the Board of Health will continue to formulate partnerships with primary care providers and managed care organizations.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Board Of Health - County Contribution	\$4,836,640	\$4,481,292	\$4,077,973	\$4,077,973

PUBLIC HEALTH

FUNCTION: HEALTH & HUMAN SERVICES

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
	\$4,836,640	\$4,481,292	\$4,077,973	\$4,077,973

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$20,748	\$0	\$0	\$0
Other Costs	4,815,892	4,481,292	4,077,973	4,077,973
	\$4,836,640	\$4,481,292	\$4,077,973	\$4,077,973

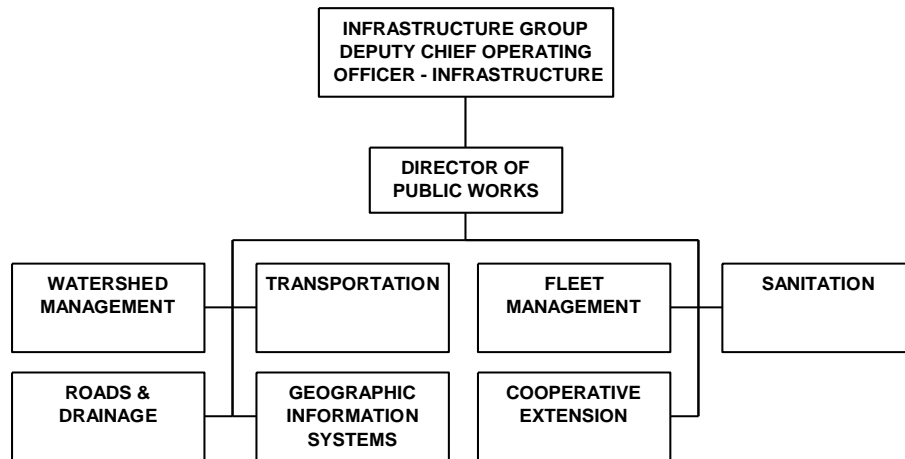
FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
General Fund	\$4,836,640	\$4,481,292	\$4,077,973
	\$4,836,640	\$4,481,292	\$4,077,973

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2010	2011	2012
Board Of Health - County Contribution				
Graphic Design Technician	23	1	0	0
Custodian	16	1	0	0
FULL TIME Subtotal		2	0	0
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. In 2011, the Geographic information Systems Department and Cooperative Extension were assigned to this group.

MAJOR ACCOMPLISHMENTS IN 2011

Continued to implement design and construction of transportation improvement 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. Completed construction of a new fleet shop and quick lube facility. Expanded the landfill gas collection system at Seminole Road Landfill.

MAJOR GOALS FOR 2012 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. To continue to develop technical and managerial skills and leadership abilities within the staff.

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

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. In 2011, the Land Development function was transferred to Public Works.

2012

\$1,033,768 is appropriated for the basic operating budget.

Future

No changes of significant budgetary impact are anticipated.

PUBLIC WORKS DIRECTOR

FUNCTION: PLANNING & PUBLIC WORKS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Public Works - Directors Office	\$393,897	\$253,941	\$288,885	\$288,885
Public Works - Land Development	0	676,051	744,883	744,883
	\$393,897	\$929,992	\$1,033,768	\$1,033,768

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$486,238	\$945,408	\$1,042,499	\$1,042,499
Purchased / Contracted Services	7,932	18,003	21,282	21,282
Supplies	82	1,900	2,180	2,180
Interfund / Interdepartmental	(100,356)	(35,319)	(32,193)	(32,193)
	\$393,897	\$929,992	\$1,033,768	\$1,033,768

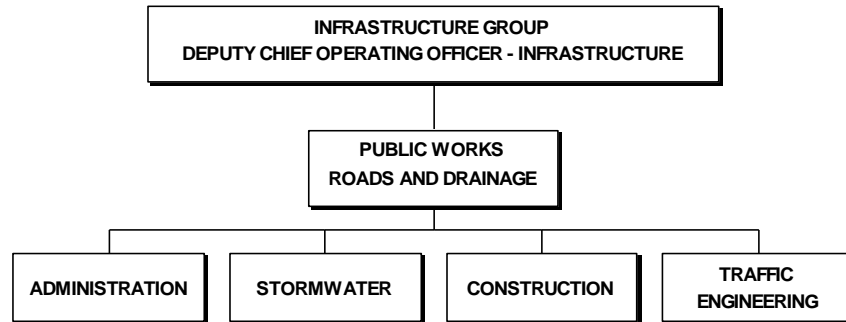
FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
General Fund	\$393,897	\$253,941	\$288,885
Development	0	676,051	744,883
	\$393,897	\$929,992	\$1,033,768

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2010	2011	2012
Public Works - Directors Office				
Asst Director Public Works	AE	1	1	1
Director Public Works	AC	1	1	1
Administrative Coordinator	25	1	1	1
FULL TIME Subtotal		3	3	3
Public Works - Land Development				
Land Development Supervisor	30	0	1	1
Engineering Review Officer III	28	0	1	1
Engineering Review Officer II	26	0	2	2
Dev Construction Inspector III	25	0	3	3
Office Assistant Senior	19	0	1	1
Office Assistant	18	0	1	1
FULL TIME Subtotal		0	9	9
FULL TIME Total		3	12	12
ALL POSITIONS Total		3	12	12



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	2009	2010	2011
% OF STORMWATER DRAINAGE INDICATORS ACCOMPLISHED WITHIN PRESCRIBED TIME FRAME	75%	85%	95%	90%
% OF ROADS PAVED/REPAVED/ REPAIRED VS ROADS & DRAINAGE STANDARD TARGET	75%	100%	75%	89%

PUBLIC WORKS - ROADS AND DRAINAGE**FUNCTION: PLANNING & PUBLIC WORKS****ACTIVITY MEASURES**

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Citizen Drainage Projects (linear feet)	236	220	0	200
Citizen Drainage Projects (Tons)	1,525	2,537	1,939	2,133
Retention Ponds Cleaned	1,050	654	687	500
Maintenance Complaints Received	6,990	4,238	4,142	5,100
Roads Resurfaced (miles by County)	44	14	18	20
Patching (Tons) County	45,000	21,000	33,627	36,000
Drainage Structures Built/Repaired	203	510	495	545

MAJOR ACCOMPLISHMENTS IN 2011

In 2011 Roads and Drainage was able to complete the following: the paving of 37 miles of County roads, installed 12,000 linear feet of pipe and completion of construction on 950 drainage structures.

MAJOR GOALS FOR 2012 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.

Organizational Effectiveness

To meet 2012 goals and targets and implement new Oracle Based EAM System for projects.

MAJOR BUDGETARY IMPACTS**Previous**

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.

The 2011 budget included the transfer of 97 positions and the associated personnel costs from the Drainage Maintenance and Stormwater management cost centers to the Stormwater Utility Operating Fund. This transfer significantly reduced the reimbursement from the Stormwater Utility Operating Fund in 2011 to Roads and Drainage and will decrease the budget for Roads and Drainage in future years. In 2011, the Stormwater Utility Fund reimbursed Public Works - Roads and Drainage a total of \$3,974,692 for costs related to the Stormwater Program. This budget included a \$1,000,000 credit from the Water and Sewer Fund and a \$500,000 credit from Sanitation for imputed costs of utility cut damages to roadways and heavy truck wear and tear on roadways requiring resurfacing, with charge back to the Roads and Drainage Asphalt Maintenance cost center.

2012

\$9,917,667 is appropriated for the basic operating budget. The 2012 budget reflects the full year impact of the reduction in the reimbursement from the Stormwater Utility Operating Fund to Roads and Drainage. In 2012, the reimbursement from Stormwater Utility to Roads and Drainage is \$4,000,000. This budget includes a \$1,250,000 credit from Water and Sewer and a \$750,000 credit from Sanitation for imputed costs of utility cut damages to roadways and heavy truck wear and tear on roadways requiring resurfacing, with charge back to the Roads and Drainage Asphalt Maintenance cost center.

Future

No significant changes are anticipated.

PUBLIC WORKS - ROADS AND DRAINAGE

FUNCTION: PLANNING & PUBLIC WORKS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Administration	\$457,642	\$321,472	\$471,989	\$471,989
Construction / Maintenance	10,158,447	13,551,124	4,802,616	5,314,616
Stormwater	(240,746)	(453,245)	0	0
Traffic	5,565,003	4,846,515	4,131,062	4,131,062
	\$15,940,347	\$18,265,866	\$9,405,667	\$9,917,667

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$15,904,615	\$10,410,363	\$9,185,378	\$9,185,378
Purchased / Contracted Services	625,552	353,613	342,343	342,343
Supplies	6,715,475	5,782,070	4,826,366	5,338,366
Capital Outlays	5,652	60	0	0
Interfund / Interdepartmental	(7,310,947)	(6,511,084)	(4,948,420)	(4,948,420)
Other Financing Uses	0	8,230,845	0	0
	\$15,940,347	\$18,265,866	\$9,405,667	\$9,917,667

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
Special Tax District - Designated Services	\$15,940,347	\$18,265,866	\$9,917,667
	\$15,940,347	\$18,265,866	\$9,917,667

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2010	2011	2012
Administration				
Asst Director Roads & Drainage	AH	1	1	1
Asst Director Public Works	AE	1	1	1
Operations Manager R&D	32	1	1	1
Flood Management Supervisor	30	1	1	1
Administrative Assistant II	23	2	2	2
FULL TIME Subtotal		6	6	6

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		
		2010	2011	2012
Maintenance				
Administrative ServicesMgr R&D	31	1	1	1
General Foreman Public Works	26	1	0	0
Inventory Warehouse Supervisor	25	1	1	1
Heavy Equipment Truck Mechanic	23	1	1	1
Administrative Assistant I	21	1	1	1
Maintenance (continued)				
Equipment Operator Principal	21	3	2	2
Payroll Personnel Tech Sr	21	1	1	1
Requisition Technician	21	1	1	1
Services&Materials Coord R&D	21	1	1	1
Maintenance Mechanic	20	1	1	1
Fleet Maintenance Coordinator	19	1	0	0
Office Assistant Senior	19	3	3	3
Crew Worker Senior	18	3	3	3
Equipment Operator	18	1	1	1
Stockworker	18	3	2	2
General Maintenance Worker	16	1	0	0
FULL TIME Subtotal		24	19	19
Road Maintenance				
Engineering Supervisor	33	1	1	1
Operations Manager R&D	32	1	1	1
General Foreman Public Works	26	1	1	1
Production Control Supervisor	26	1	1	1
Construction Inspector	25	2	2	2
Construction Supervisor	24	1	1	1
Crew Supervisor CDL	24	8	7	7
GIS Specialist Senior	24	1	0	0
GIS Specialist	23	0	1	1
Equipment Operator Principal	21	5	3	3
Equipment Operator Senior	19	9	8	8
Crew Worker Senior	18	20	19	19
Equipment Operator	18	8	6	6
Crew Worker	16	8	8	8
FULL TIME Subtotal		66	59	59

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		
		2010	2011	2012
Support Services				
Operations Manager R&D	32	1	1	1
Engineer, Principal	30	1	1	1
Engineer, Senior	29	1	0	0
General Foreman Public Works	26	2	1	1
Construction Supervisor	24	1	1	1
Crew Supervisor CDL	24	4	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	1	1	1
Equipment Operator Senior	19	7	5	5
Mason	19	2	2	2
Crew Worker Senior	18	8	11	11
Equipment Operator	18	3	2	2
Crew Worker	16	2	0	0
FULL TIME Subtotal		40	36	36
Drainage Maintenance				
Drainage Const & Maint Supt	29	1	0	0
Engineer, Senior	29	1	0	0
Fiscal Officer	29	1	0	0
Engineer	28	1	0	0
Accountant Senior	26	1	0	0
General Foreman Public Works	26	1	0	0
Construction Inspector	25	7	0	0
Construction Supervisor	24	2	0	0
Crew Supervisor CDL	24	5	0	0
Engineering Technician Senior	24	1	0	0
GIS Specialist	23	1	0	0
Equipment Operator Principal	21	11	0	0
Mason Senior	21	3	0	0
Equipment Operator Senior	19	10	0	0
Mason	19	2	0	0
Office Assistant Senior	19	1	0	0
Crew Worker Senior	18	21	0	0
Equipment Operator	18	4	0	0
Crew Worker	16	3	0	0
FULL TIME Subtotal		77	0	0

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		
		2010	2011	2012
Storm Water Management				
Engineer, Senior	29	2	0	0
Stormwater Program Supervisor	28	1	0	0
Construction Inspector	25	1	0	0
Construction Supervisor	24	1	0	0
Crew Supervisor CDL	24	1	0	0
GIS Specialist Senior	24	1	0	0
Financial Assistant	23	1	0	0
Equipment Operator Principal	21	1	0	0
Mason Senior	21	1	0	0
Accounting Tech Senior	19	1	0	0
Equipment Operator Senior	19	3	0	0
Office Assistant Senior	19	1	0	0
Crew Worker Senior	18	2	0	0
FULL TIME Subtotal		17	0	0
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	1	1	1
FULL TIME Subtotal		11	11	11
Speed Humps				
Crew Supervisor CDL	24	1	1	1
Crew Worker Senior	18	2	2	2
Equipment Operator	18	1	0	0
FULL TIME Subtotal		4	3	3
Signals				
Traffic Signal Operations Supt	28	1	1	1
General Foreman Public Works	26	2	2	2
Traffic Signal Installer, Sr	23	5	5	5
Traffic Signal Tech, Sr	23	1	1	1
Traffic Signal Installer	21	2	2	2
Traffic Signal Tech	21	10	10	10

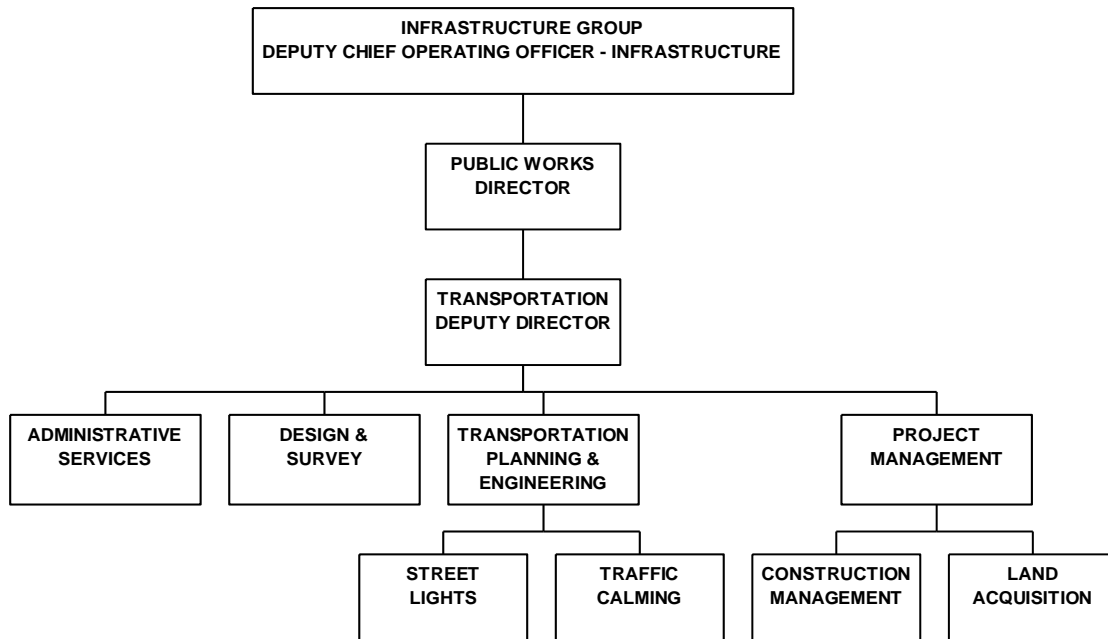
PUBLIC WORKS - ROADS AND DRAINAGE

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		
		2010	2011	2012
Signals (continued)				
Asst Traffic Signal Inst, Sr	19	2	2	2
Asst Traffic Signal Installer	18	10	10	10
FULL TIME Subtotal		33	33	33
Signs & Paint				
Traffic Signs/Markings Supt	28	1	1	1
Crew Supervisor CDL	24	2	2	2
Graphic Design Technician	23	2	2	2
Traffic Signs/Markings Inst Sr	19	2	2	2
Traffic Signs/Markings Inst	18	4	4	4
FULL TIME Subtotal		11	11	11
Speed Humps				
Engineer, Senior	29	0	1	1
Engineer	28	0	1	1
Engineering Technician Senior	24	0	1	1
FULL TIME Subtotal		0	3	3
FULL TIME Total		289	181	181
ALL POSITIONS Total		289	181	181



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	2009	2010	2011
% 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 2009	Actual 2010	Actual 2011	Estimated 2012
Road Design Projects Completed	37	11	34	50
Construction Projects Managed	65	18	8	5
Acquisitions	211	72	80	77
Land Acquisitions Condemnations	4	2	5	8
Traffic Counts	240	223	215	210
Miles of Sidewalks Constructed	2	6	2	4

MAJOR ACCOMPLISHMENTS IN 2011

Completed three multi-use trail projects, three streetscape projects and three sidewalk projects. Completed the acquisition of one hundred land parcels, and converted fifty five intersections to LED (light-emitting diode) lights.

MAJOR GOALS FOR 2012 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 2011, the transfer of 3 positions and related costs totaling \$206,333 was made from the Traffic Calming cost center to the Speed Hump Fund.

2012

The funding for electricity in the amount of \$540,000 has been moved to Facilities Management.

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 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Administrative Services	\$468,201	\$261,332	\$342,559	\$433,240
Construction Management	536,341	425,972	424,413	424,413
Design & Survey	643,328	582,110	191,696	191,696
Engineering Operations	234,148	504,836	223,000	223,000
Land Acquisition	218,632	188,393	192,668	192,668
Non-Classified	779	801	0	0
Signals	132,626	105,004	0	0
Signs & Paint	2,693	2,778	0	0
Traffic Calming	103,889	197,058	0	0
Traffic Engineering Administration	898,465	863,670	854,103	854,103
Traffic Lights	60	86	0	0
	\$3,239,163	\$3,132,039	\$2,228,439	\$2,319,120

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$2,676,497	\$2,317,256	\$2,198,979	\$2,198,979
Purchased / Contracted Services	315,557	278,070	365,494	456,175
Supplies	324,917	468,090	16,250	16,250
Capital Outlays	0	0	0	0
Interfund / Interdepartmental	(77,808)	68,623	(352,284)	(352,284)
	\$3,239,163	\$3,132,039	\$2,228,439	\$2,319,120

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
Special Tax District - Designated Services	\$3,239,163	\$3,132,039	\$2,319,120
	\$3,239,163	\$3,132,039	\$2,319,120

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2010	2011	2012
Administrative Services				
Dep Dir Transportation Engrg	AI	1	1	1
Director Legislative Liaison	AI	1	0	0
Administrative Assistant I	21	1	2	2
Requisition Technician	21	1	1	1
Office Assistant Senior	19	1	0	0
FULL TIME Subtotal		5	4	4

PUBLIC WORKS - TRANSPORTATION

FUNCTION: PLANNING & PUBLIC WORKS

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2010	2011	2012
Design & Survey				
Engineering Supervisor	33	1	1	1
Engineer, Senior	29	1	1	1
Chief Construction Inspector	28	1	1	1
Construction Inspector	25	2	2	2
Design Spec Transportation	25	1	1	1
Engineering Technician Senior	24	2	2	2
FULL TIME Subtotal		8	8	8
Construction Management				
Engineering Supervisor	33	1	1	1
Engineer, Principal	30	1	1	1
Engineer, Senior	29	1	1	1
Construction Inspector	25	2	1	1
Engineering Technician	23	1	0	0
FULL TIME Subtotal		6	4	4
Land Acquisition				
Public Works Outreach Special	23	1	1	1
Land Acquisition Specialist	21	2	2	2
FULL TIME Subtotal		3	3	3
Traffic Engineering Administration				
Engineering Supervisor	33	1	1	1
Engineer, Principal	30	2	2	2
Engineer, Senior	29	3	3	3
Construction Inspector	25	2	2	2
Engineering Technician Senior	24	2	2	2
FULL TIME Subtotal		10	10	10

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		
		2010	2011	2012
Traffic Calming				
Engineer, Senior	29	1	0	0
Engineer	28	1	0	0
Engineering Technician Senior	24	1	0	0
FULL TIME Subtotal		3	0	0
FULL TIME Total		35	29	29
ALL POSITIONS Total		35	29	29

**MISSION STATEMENT**

The mission of the Purchasing and Contracting Department is to obtain the best value products and services for each tax dollar and to provide the necessary service required to assist other County departments in their day to day operations and services to the citizens of DeKalb County.

PROGRAM DESCRIPTION

The Purchasing and Contracting Department's functions include the provision of: centralized product search; procurement services; contract services; contract compliance services; mail services, vendor search, analysis, and performance services; purchasing card administration; Oracle APS assistance (including training) for all County government agencies; LSBE (Local Small Business Enterprise) certifications; and small business assistance.

Effective 2011, this department is assigned to the Administrative Services Group, under the direction of the Deputy Chief Operating Officer.

PERFORMANCE INDICATORS

	TARGET	2009	2010	2011
% OF OPEN MARKET PURCHASE REQUISITIONS PROCESSED WITHIN 18 DAYS	75%	85%	90%	100%
% OF ITEMS ADVERTISED FOR BID WITHIN 2 WEEKS	75%	100%	100%	100%
% OF CONTRACTS PROCESSED FOR REVIEW WITHIN 4 WEEKS OF RECEIPT	70%	78%	85%	75%
% OF MAIL PROCESSED SAME DAY OF RECEIPT	85%	90%	85%	90%
% OF ANNUAL CONTRACTS PROCESSED PRIOR TO EXPIRATION	75%	90%	90%	95%
% OF CHANGE ORDERS PROCESSED				

PURCHASING AND CONTRACTING

FUNCTION: GENERAL GOVERNMENT

PERFORMANCE INDICATORS

	TARGET	2009	2010	2011
WITHIN 5 DAYS	70%	70%	85%	95%
% OF 2 PARTY CONTRACTS EXECUTED WITHIN 30 DAYS AFTER AWARDED	80%	80%	80%	85%
% OF INVOICE PROBLEMS RESOLVED WITHIN 10 DAYS	75%	71%	85%	80%

ACTIVITY MEASURES

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Purchasing				
Invitations to Bid Processed	324	333	295	325
Purchase Requisitions Processed	7,514	7,589	12,200	13,420
Purchase Orders Issued	7,526	7,601	16,800	18,480
Supply/service contracts let	1,011	1,029	0	0
Telephone calls processed per day	296	310	558	614
Mailings (Bids & RFP's)	9,650	9,746	10,745	11,820
Auction Sales Total	\$1,574,805	\$1,155,905	\$1,084,008	1,409,210
Contracts				
Construction Bid Packages approved	36	42	125	138
Action on change orders	167	153	95	105
Action on contracts	545	560	880	968
Action on notices of award	61	71	151	166
Plats reviewed	5	0	0	0
Request for Proposals Issued	30	33	33	36
No. Agenda items prepared	155	90	95	105
Central Services/Mail Room				
Pieces of mail handled	2,705,508	1,891,412	990,000	1,089,000
Dollar amount of postage used	\$571,831	\$440,557	\$350,000	\$385,000
Number of Copies made	1,264,000	116,382	120,000	132,000
Administration				
New Bidders Qualified	935	965	850	935
No. Blanket Contract items Entered	21,845	22,415	0	0
No. Bid openings	354	365	95	105
Enter line items in Oracle for annual contracts	5,455	5,493	0	0
No. help desk tickets resolved	2,270	984	250	275
Contract Compliance				

PURCHASING AND CONTRACTING

FUNCTION: GENERAL GOVERNMENT

ACTIVITY MEASURES

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Small business meetings and conferences	242	288	150	165
Small disadvantage business registered	806	1,198	1,400	1,540
Number vendor contacts made	4,485	4,591	5,400	5,940

MAJOR ACCOMPLISHMENTS IN 2011

Received "Achievement In Excellence in Procurement" award for the sixth consecutive year. Revised the DeKalb County Purchasing manual. Implemented Pre-Solicitation Meetings with user departments.

MAJOR GOALS FOR 2012 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

To promote on-line request for quotations and increase functionality of the Purchasing and Contracting web site.

To provide internal training and development of departmental staff and revision of objective performance measures.

To improve the contract execution process through procurement planning and the use of alternative procurement methods.

To process Requisitions, Purchase Orders, Invitations to Bid, and Requests for Proposal in an expeditious manner and in accordance with the Code and meeting other legal requirements.

MAJOR BUDGETARY IMPACTS

Previous

In 2006, 4 time-limited positions were created to provide overall coordination and control over the 2006 G. O. Bonds Program (2 Contract Administrators; 2 Contract Assistants). These positions were set to expire at the end of 2008. These positions were to be funded by bonds proceeds.

In 2009, the 4 time-limited, bond-funded positions for administering the 2006 G. O. Bonds Program were continued three times: twice for six month extensions through FY 2009, and once through FY 2010. Also in 2009, 6 time-limited positions were created to support various departments in administering Federal Stimulus Projects (3 Contract Administrators, 3 Senior Contract Compliance Officers). These positions were to be funded by stimulus grant funds and time-limited through FY 2011. In 2010, 14 employees accepted the Early Retirement Option (ERO) Program and the BOC abolished 5 vacant positions due to the ERO program. In February 2011, the Board of Commissioners reduced this budget by (\$277,983) as part of the amendment process.

2012

\$3,131,451 is appropriated for the basic operating budget.

Future

There are no significant changes anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Central Services	\$315,270	\$144,366	\$235,967	\$235,967
Contract Compliance	317,078	226,993	369,929	369,929
Contracts	898,135	1,002,357	795,611	795,611
General	1,005,859	915,872	856,913	856,913
Procurement	807,638	799,584	873,031	873,031
	\$3,343,980	\$3,089,172	\$3,131,451	\$3,131,451

PURCHASING AND CONTRACTING

FUNCTION: GENERAL GOVERNMENT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$2,935,526	\$2,927,723	\$2,848,127	\$2,848,127
Purchased / Contracted Services	219,984	84,798	203,040	203,040
Supplies	138,598	64,862	72,950	72,950
Capital Outlays	33,646	2,472	0	0
Interfund / Interdepartmental	16,226	9,318	7,334	7,334
	\$3,343,980	\$3,089,172	\$3,131,451	\$3,131,451

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
General Fund	\$3,343,980	\$3,089,172	\$3,131,451
	\$3,343,980	\$3,089,172	\$3,131,451

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2010	2011	2012
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	1	1	1
Accountant	25	1	1	1
Administrative Coordinator	25	1	1	1
Supervisor Administrative Oper	25	1	1	1
Secretary Executive	23	1	0	0
Purchasing Assistant	22	2	2	2
Administrative Assistant I	21	1	1	1
FULL TIME Subtotal		12	11	11
Central Services				
Mail Room Clerk-Lead	17	1	1	1
Mail Room Clerk	16	4	4	4
FULL TIME Subtotal		5	5	5

PURCHASING AND CONTRACTING

FUNCTION: GENERAL GOVERNMENT

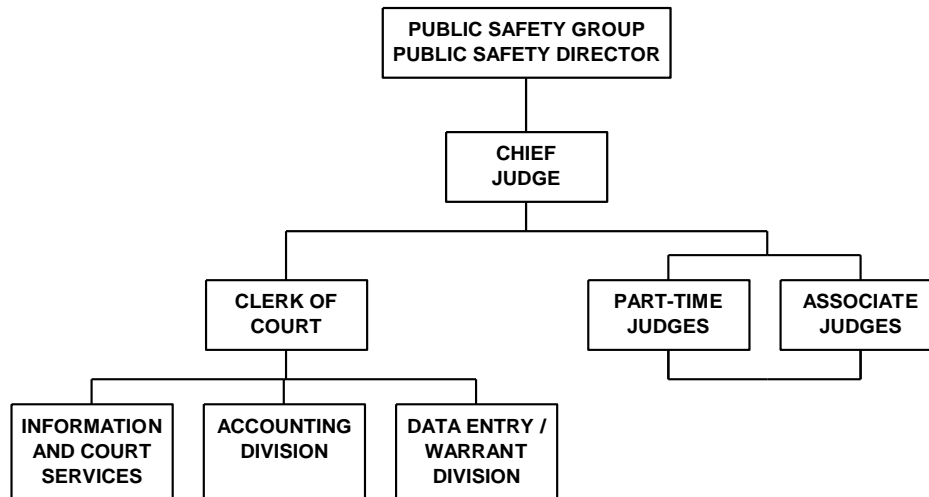
AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2010	2011	2012
Contracts				
Deputy CPO Contract Administrator	32	1	1	1
Contract Administrator	28	11	12	12
Contract Assistant	22	4	5	5
FULL TIME Subtotal		16	18	18
Contract Compliance				
DeputyCPO Contract Compliance	31	1	1	1
Contract Compliance Officer Sr	26	6	3	3
Contract Compliance Officer	25	0	2	2
Administrative Assistant I	21	1	1	1
Contract Compliance Assistant	19	1	1	1
FULL TIME Subtotal		9	8	8
Procurement				
Deputy CPO Purchasing	32	1	1	1
Senior Buyer	28	5	5	5
Buyer	25	2	2	2
Administrative Assistant II	23	1	0	0
Buyer Assistant	23	4	4	4
Contract Assistant	22	1	0	0
FULL TIME Subtotal		14	12	12
FULL TIME Total		56	54	54
ALL POSITIONS Total		56	54	54

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 2009	Actual 2010	Actual 2011	Estimated 2012
Citations Processed	231,591	182,811	201,586	182,460
Traffic Cases	219,018	172,061	193,665	175,824
Other Violations	12,573	10,750	7,921	6,536
Fines Collected	134,058	167,634	168,502	168,920
Revenue Generated	\$21,366,644	\$22,465,022	\$30,138,840	\$26,949,286
Court Sessions	1,126	1,585	1,440	2,028
Warrants Issued	10,579	16,006	22,685	21,084

MAJOR ACCOMPLISHMENTS IN 2011

Implemented and drafted statute based policies and procedures for the Court. The District Attorney assigned staff attorneys to represent the State in all matters at the Court, including the Diversion Programs. Completed an RFP for a new case management system and a substantial complete migration and data cleansing of old court databases. Completed the second phase of the Governor's Office Highway and Safety grant project. Built a temporary courtroom to address the trial backlog.

RECORDERS COURT**FUNCTION: CIVIL & CRIMINAL COURTS****MAJOR GOALS FOR 2012 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS****Organizational Effectiveness**

To install a comprehensive fully automated integrated case management system for seamless paperless workflow.

To reduce the trial backlog significantly and reorganize staff to maximize efficiency and implement the new case management system.

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 2008, a review by an outside consultant of the procedures and workflows of Recorders Court was conducted which highlighted a number of areas for further analysis. In 2009, there were no significant budgetary changes. In 2010, 4 full-time employees accepted the Early Retirement Option; 13 full-time positions were abolished.

In 2011, \$3,662,874 was approved for the basic operating budget. This included full year funding for four new positions approved by The Board of Commissioners (BOC) on August 24, 2010; an Associate Judge, 2 Records Technician Lead and 1 Records Technician. Also, a Senior Consultant position was added to this budget; 4 Full-time employees accepted the Early Retirement Option. The BOC reduced this budget by \$358,442 as part of the amendment process.

2012

\$4,158,921 is approved for the operating budget.

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 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Recorders Court	\$3,345,463	\$3,592,359	\$4,158,921	\$4,158,921
	\$3,345,463	\$3,592,359	\$4,158,921	\$4,158,921

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$2,530,217	\$2,545,107	\$2,972,421	\$2,972,421
Purchased / Contracted Services	749,305	983,128	1,130,500	1,130,500
Supplies	64,575	63,962	56,000	56,000
Capital Outlays	1,367	163	0	0
	\$3,345,463	\$3,592,359	\$4,158,921	\$4,158,921

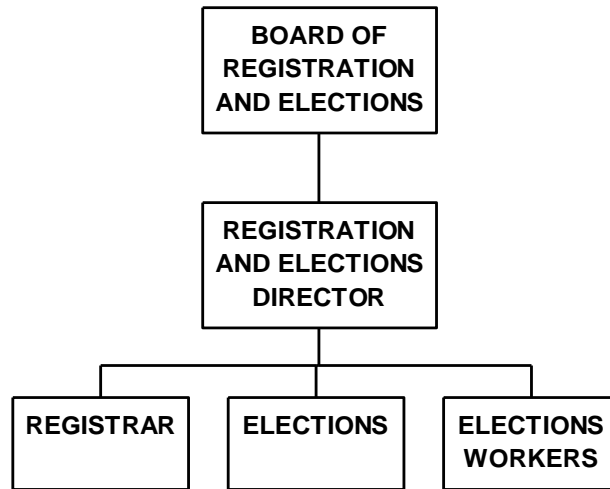
RECORDERS COURT

FUNCTION: CIVIL & CRIMINAL COURTS

FUNDING SOURCES			
	Actual 2010	Actual 2011	Budget 2012
Special Tax District - Unincorporated	\$3,345,463	\$3,592,359	\$4,158,921
	\$3,345,463	\$3,592,359	\$4,158,921

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		
			2010	2011	2012
Recorders Court					
Judge Part-Time	AJ	3 PT	3	3	3
Associate Judge	AI		4	4	4
Court Administrator Rec Crt	AI		0	1	1
Chief Judge	AG		1	1	1
Clerk of Crt Recorders Court	31		1	1	1
Chief Dep Clerk Recorders Ct	26		1	0	0
Deputy Clerk Recorders Court	25		3	4	4
Accounting Supervisor	24		0	1	1
Administrative Assistant II	23		1	1	1
Office Software Specialist	23		1	1	1
Administrative Assistant I	21		2	1	1
Records Tech Lead Recorders Ct	21		7	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		14	14	14
FULL TIME Subtotal			52	53	53
PART TIME Subtotal			3	3	3
FULL TIME Total			52	53	53
PART TIME Total			3	3	3
ALL POSITIONS Total			55	56	56



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 2009	Actual 2010	Actual 2011	Estimated 2012
Registered Voters	443,445	452,398	446,742	457,000
New Registered Voters	25,368	24,937	28,465	32,000
Registration Cards Scanned	34,542	42,202	34,570	60,000
Name & Address Change	18,347	19,245	18,724	20,000
Deletions/Transfers	53,625	33,978	36,951	42,620
Total # of Precincts	192	189	189	185
Total # Poll Workers Trained	210	3,275	1,065	3,500

MAJOR ACCOMPLISHMENTS IN 2011

Processed new voter registration applications, which included the digitization of signature, name/address changes, deletion and no contact information. Processed over 32,000 voter registration applications; 17,938 new registrations; 11,171 name/address changes; 12,473 deletions; 9,508 transferred to other counties and identified 9,854 duplicate voters already registered in other counties as of July 2011. Also, mailed 19,000 NCOA (National Change of Address) confirmation notices through the U.S. Postal System. Restructured warehouse storage to mechanize inventory process. Conducted 9 general municipal elections, one special election, and one countywide special election. Completed redistricting for the cities of Dunwoody and Decatur. Attended training on redistricting, new ethics in government procedures, and citizenship verification.

MAJOR GOALS FOR 2012 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 five major elections in 2012 and implement Easy Vote absentee to include scanning of drivers licenses.

To recruit, staff and conduct formal training of poll officials and election workers to adequately staff 185 polling places.

To operate the warehouse efficiently, maintain voting equipment and perform testing on all voting equipment, as required.

MAJOR BUDGETARY IMPACTS

Previous

The 2008 budget reflected the Presidential election year and multiple elections were conducted during the year. On January 8, 2008, the Board of Commissioners approved a Voter Registration Technician (time limited) position to assist in the preparation and execution of the 2008 election cycle. Additionally, a time limited Voter Registration position created in 2008 expired in 2009. In 2009, the budget of \$1,823,326 was a reflection of fewer elections. A time limited position created in 2009 expired in 2010.

In 2010, the adopted budget of \$3,229,818 was an increase relative to the 2009 Budget and was primarily due to multiple numbers of elections conducted during the year. The BOC restored \$245,146 as part of the amendment process. In 2010, 1 employee accepted the Early Retirement Option Program and the BOC did not abolish the vacant position due to the ERO program. The 2011 adopted budget of \$1,494,431 was a decrease relative to the 2010 Budget and was primarily due to multiple numbers of elections conducted in 2011. The BOC reduced this budget by \$146,243 as part of the amendment process.

2012

The 2012 adopted budget of \$4,825,859 reflects that this period is a presidential election year and that multiple elections will be conducted during the year. There are significant increases in the appropriations for postage, temporary salaries, overtime, operating supplies, and computer software.

Future

Registrar responsibilities will continue to expand with growth of DeKalb County.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Election Workers	\$1,119,225	\$263,666	\$1,767,958	\$1,767,958
Elections	942,937	560,107	1,814,887	1,814,887
Registrar	962,579	926,377	1,243,014	1,243,014
	\$3,024,742	\$1,750,150	\$4,825,859	\$4,825,859

REGISTRAR AND ELECTIONS

FUNCTION: GENERAL GOVERNMENT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$2,357,090	\$1,192,579	\$3,488,595	\$3,488,595
Purchased / Contracted Services	502,732	443,261	860,090	860,090
Supplies	155,982	55,911	333,550	333,550
Capital Outlays	2,500	54,509	139,624	139,624
Interfund / Interdepartmental	6,438	3,890	4,000	4,000
	\$3,024,742	\$1,750,150	\$4,825,859	\$4,825,859

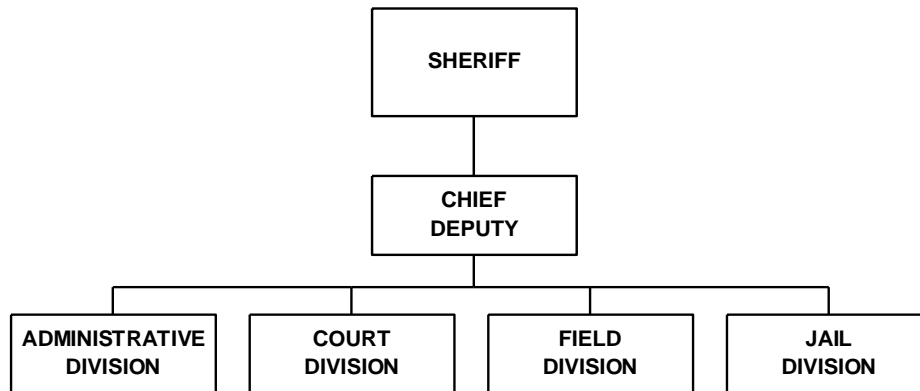
FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
General Fund	\$3,024,742	\$1,750,150	\$4,825,859
	\$3,024,742	\$1,750,150	\$4,825,859

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		
			2010	2011	2012
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	3	3
FULL TIME Subtotal			16	14	14
Elections					
Temp Election Worker III	TE	14 T	13	14	14
Temp Election Worker II	TD	45 T	45	45	45
Temp Election Worker IV	T	1 T	1	1	1
TEMP Subtotal			59	60	60
FULL TIME Total			16	14	14
TEMPORARY Total			59	60	60
ALL POSITIONS Total			75	74	74



MISSION STATEMENT

The DeKalb County Sheriff's Office (DKSO) is committed to managing the jail facility, court services, field division (processing warrants), and providing quality services in an efficient and effective manner. We espouse ethics, honesty, openness, and fairness in our professional and personal lives. We are dedicated to providing equal enforcement and protection of the law without prejudice or favor. We seek to establish goals in partnership with the community and to prioritize problems based on community concerns. We value respect, honoring the rights and dignity of each person we are called upon to serve. We hold ourselves and others accountable to maintain the highest degree of integrity, to present a professional demeanor, to obey all laws and ordinances, and to serve as role models in our community. Motto: "Treat people as you would want to be treated".

PROGRAM DESCRIPTION

The Sheriff's Office is the executive arm of the overall agency and is responsible for planning, organizing, directing and controlling the activities of the DeKalb County Sheriff's Headquarters and Jail. The Office of Professional Standards (OPS) conducts investigations and inspections of personnel and facilities. The Public Information Office provides accurate and timely information to the media, community, and employees. The Office of Accreditation reviews practices to ensure accountability, and formalizes essential management procedures. The Office of Labor Relations and Legal Affairs establishes standards and procedures whereby employees may resolve disputes or complaints and also reviews policies of various divisions to diminish legal liability inherent to law enforcement. The Office of Special Projects serves as the Sheriff's point of contact for complaints and time sensitive projects. The Office of Training is responsible for conducting state required training for all sworn personnel and ensures all personnel are adequately trained to perform their job duties.

The Administrative Division provides the traditional administrative services for all divisions in the department, including design and maintenance of computer systems.

The Field Division serves all writs, processes, or other orders of the courts. Executes criminal arrest warrants. Transports all prisoners for medical treatment or custodial detention, and mental patients under court order. Evicts respondents in domestic violence cases.

The Jail Division receives all persons who are arrested in DeKalb County on State, County, or local charges by any law enforcement agency, and houses prisoners until they are either released on bond, or until they are sentenced or set free by the Courts.

The Court Division provides security for the judges, counselors, prisoners, and the public assembled in court, maintains order in the courts, and sequesters jurors and witnesses during trials.

ACTIVITY MEASURES

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Criminal				
Arrests	3,959	3,899	3,879	3,912
Arrests-Fugitives	1,127	1,214	935	1,092
Transport to Mental Facilities	989	976	950	971
Transport to Medical Facilities	2,768	2,977	4,033	4,113
Warrants Processed	10,127	13,666	14,236	14,520
Citations Processed	442	380	260	360
Civil				
Writs Processed	3,616	8,422	10,390	10,649
Fi Fa's Executed	43	34	43	45
Court				
Regular Court Hours	268,785	242,520	254,516	267,242
Overtime Court Hours	18,955	21,051	27,747	26,360
Jail				
Avg. Daily Population	3,071	3,294	3,310	3,476
Inmate Days in Jail	1,101,400	1,204,047	1,208,344	1,268,761
Inmates Received	42,533	43,124	42,510	44,636

MAJOR ACCOMPLISHMENTS IN 2011

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 2012 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 reaccreditation from the American Correctional Association (ACA).

To complete renovation of the command center located in the Decatur Courthouse Complex.

MAJOR BUDGETARY IMPACTS**Previous**

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.

MAJOR BUDGETARY IMPACTS**(continued)**

This budget also included \$1,750,000 in funding for the pharmaceutical contract; the total funding for inmate medical services in 2010 was \$12,667,262. This budget also included overtime funding in the amount of \$1,825,026. The 2011 Budget included funding in the amount of \$11,612,500 for the medical services contract. This budget included \$1,750,000 in funding for the pharmaceutical contract; the total funding for inmate medical services was \$13,362,500. This budget included overtime funding in the amount of \$1,400,000.

2012

The 2012 Budget includes funding in the amount of \$11,542,698 for the medical services contract. This budget includes \$1,584,262 in funding for the pharmaceutical contract; the total funding for inmate medical services is \$13,126,960. This budget includes overtime funding in the amount of \$1,400,000.

Future

There will continue to be on-going challenges, such as employee turnover and the overall growth of the criminal justice system in DeKalb County. These concerns will continue to have an impact on the responsibilities of the Sheriff's Office.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Administrative Division	\$1,830,897	\$1,567,522	\$1,896,664	\$1,896,664
Community Relations	40	172	0	0
Courts	10,197,494	10,551,136	10,202,284	10,202,284
Field Division	9,757,875	10,739,236	10,443,503	10,443,503
Jail	48,487,127	49,555,574	50,446,411	50,446,411
Jail Inmate Services	74,859	84,388	112,300	112,300
Sheriff's Office	2,860,227	3,026,518	2,626,430	2,626,430
	\$73,208,518	\$75,524,546	\$75,727,592	\$75,727,592

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$51,140,339	\$51,873,990	\$49,053,434	\$49,053,434
Purchased / Contracted Services	13,677,312	15,157,045	16,812,592	16,812,592
Supplies	7,570,280	7,379,696	8,776,184	8,776,184
Capital Outlays	7,458	(3,227)	0	0
Interfund / Interdepartmental	802,255	1,058,054	943,624	943,624
Other Costs	125	1,020	141,758	141,758
Other Financing Uses	10,748	57,968	0	0
	\$73,208,518	\$75,524,546	\$75,727,592	\$75,727,592

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
General Fund	\$73,208,518	\$75,524,546	\$75,727,592
	\$73,208,518	\$75,524,546	\$75,727,592

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		
			2010	2011	2012
Sheriff's Office					
Deputy Sheriff Major(28d/cy)	E33		1	1	1
Deputy Sheriff Lt (28 d/cyl)	E30		2	3	3
Deputy Sheriff Sgt(28 d/cyl)	E28		4	5	5
Deputy Sheriff Master(28d/)	E26		5	6	6
Field Training Officer(28 d/)	E26		2	2	2
Deputy Sheriff Sr (28 d/cy)	E25		0	1	1
Deputy Sheriff (28 d/cyl)	E24		1	0	0
Detention Officer III (28d/)	E24		0	1	1
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	0	0
Special Projects Coordinator	28		2	2	2
Administrative Coordinator	25		1	1	1
Audiovisual Production Spec	24		1	0	0
Sheriff Processing Unit Supv	24		0	1	1
Administrative Assistant II	23		4	4	4
Administrative Assistant I	21		2	2	2
Licensed Practical Nurse	21		1	1	1
Pharmacy Technician	21		3	3	3
Sheriff Processing Tech Sr	20		1	1	1
Sheriff	\$140,525		1	1	1
FULL TIME Subtotal			35	38	38
Administrative Division					
Deputy Sheriff Major(28d/cy)	E33		1	1	1
Dept Information Systems Mgr	31		1	1	1
Fiscal Management Officer	30		1	1	1
Administrative Operations Mgr	28		1	1	1
Departmental Microsystems Spc	28		4	4	4
Finance Division Supv	25		1	0	0
Supply Supervisor	24		1	1	1
Payroll Personnel Tech Sr	21		3	3	3
Sheriff Processing Tech Sr	20		2	2	2
Detention Technician	19		7	5	5
Payroll Personnel Technician	19		0	1	1
FULL TIME Subtotal			22	20	20

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		
			2010	2011	2012
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		38	43	43
Field Training Officer(28 d/)	E26		7	8	8
Deputy Sheriff Sr (28 d/cy)	E25		18	19	19
Deputy Sheriff (28 d/cyl)	E24		14	8	8
Detention Officer III (28d/)	E24		4	1	1
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	23	23
Communications Operator	19		6	6	6
Investigative Aide	19	1 PT	1	1	1
Sheriff Processing Technician	19	1 PT	5	2	2
FULL TIME Subtotal			136	134	134
PART TIME Subtotal			1	2	2
Jail					
Deputy Sheriff Major(28d/cy)	E33		1	1	1
Deputy Sheriff Capt(28 d/cyl)	E31		4	4	4
Deputy Sheriff Lt (28 d/cyl)	E30		9	9	9
Deputy Sheriff Sgt(28 d/cyl)	E28		27	26	26
Detention Sgt (28 d/cyl)	E26		10	11	11
Field Training Officer(28 d/)	E26		1	0	0
Jail Training Officer(28d/c)	E26		16	16	16
Detention Officer III (28d/)	E24		130	103	103
Detention Officer II (28d/cy)	E23		154	165	165
Detention Officer I (28d/cy)	E21		79	92	92
Detention Recreation Supv	24		1	0	0
Sheriff Processing Unit Supv	24		6	5	5
Administrative Assistant II	23		1	1	1
Library Specialist Senior	23		1	1	1
Sheriff Processing Tech Sr	20		24	24	24
Accounting Technician Senior	19		5	5	5

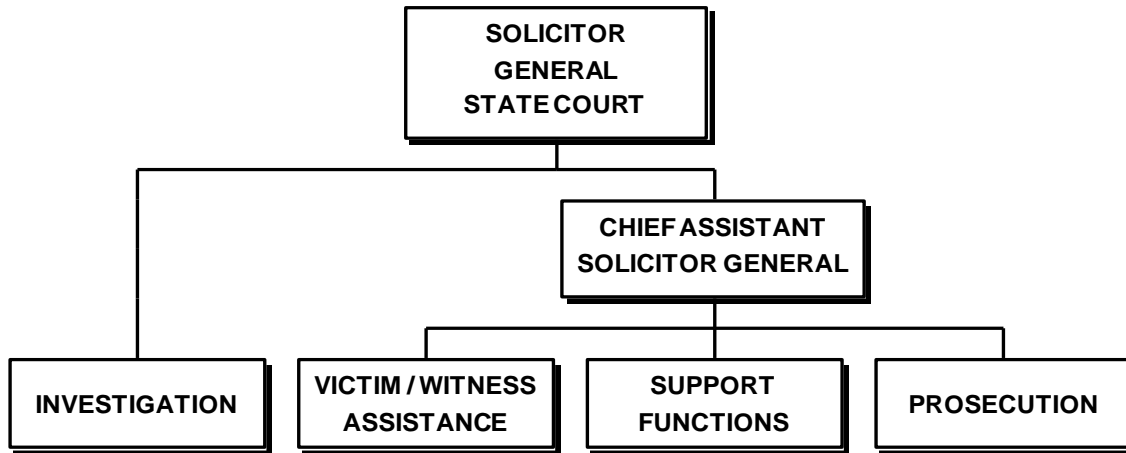
SHERIFF

FUNCTION: CIVIL & CRIMINAL COURTS

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2010	2011	2012
Jail (Continued)					
Detention Technician	19		48	49	49
Payroll Personnel Technician	19		1	1	1
Sheriff Processing Technician	19	1 PT	5	8	8
FULL TIME Subtotal			523	520	520
PART TIME Subtotal			0	1	1
Courts					
Deputy Sheriff Major(28d/cy)	E33		1	1	1
Deputy Sheriff Capt(28 d/cyl)	E31		1	1	1
Deputy Sheriff Lt (28 d/cyl)	E30		1	1	1
Deputy Sheriff Sgt(28 d/cyl)	E28		8	9	9
Deputy Sheriff Master(28d/)	E26		46	53	53
Field Training Officer(28 d/)	E26		8	8	8
Deputy Sheriff Sr (28 d/cy)	E25		27	18	18
Deputy Sheriff (28 d/cyl)	E24		8	10	10
Detention Officer III (28d/)	E24		14	15	15
Detention Officer I (28d/cy)	E21		2	0	0
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		4	3	3
Accounting Technician Senior	19		1	1	1
Detention Technician	19		21	21	21
Sheriff Processing Technician	19		1	1	1
FULL TIME Subtotal			146	145	145
FULL TIME Total			862	857	857
PART TIME Total			1	3	3
ALL POSITIONS Total			863	860	860



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 2009	Actual 2010	Actual 2011	Estimated 2012
Cases Received	17,500	12,426	12,566	15,000
Accusations Filed	12,000	9,803	10,419	12,000
No Accusations Drawn	NA	NA	1,456	1,500
Special Victims Unit Cases	NA	NA	2,960	4,100
Educational Neglect Cases	NA	NA	1,041	1,100
Jury Trials	400	90	81	100
Pleas	NA	NA	4,180	4,200
DUI Cases	NA	NA	4,763	5,000
Diversion Cases	NA	NA	750	800

MAJOR ACCOMPLISHMENTS IN 2011

Created a Diversion and Community Alternative Program Unit, comprised of one full-time attorney, one part-time attorney, one investigator, a project coordinator and one administrative assistant, focusing on the creation and management of diversion programs in the State Court, mental health court cases and educational neglect cases. Created a Special Victims Unit comprises of 3 attorneys, three investigators, one administrative assistant and six victim advocates.

MAJOR GOALS FOR 2012 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS**Organizational Effectiveness**

To implement a more effective and centralized Pre-Trial Diversion Program for low-level misdemeanor offenses in State Court.

To improve office efficiency and effectiveness in processing and prosecuting of misdemeanor cases.

To expand efforts and to minimize the impact of misdemeanor crime and improve the quality of life for the community.

Previous

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. The BOC restored \$618,931 to this budget as part of the amendment process. In 2011, \$4,283,068 was approved for basic operating expenses. The BOC reduced this budget by \$504,184 as part of the amendment process. The 2011 Mid-Year budget adjustment increased this budget by a net of \$31,262. In August 2011, funds totaling \$103,064 and four positions, 2 attorneys and 2 administrative assistants, were added to staff the Pre-Trial Diversion Program. This program provides offenders with little or no prior criminal history, who have committed specified categories of misdemeanors, an opportunity to participate in a centralized, cost-effective diversion program.

2012

\$5,603,883 is approved for the operating budget. This includes full-year funding for the positions assigned to the Pre-Trial Diversion Program.

Future

No significant budgetary impact is anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Solicitor - General Pre-Trial Diversion	\$0	\$0	\$295,060	\$295,060
Solicitor - State Court	4,162,698	4,263,572	4,487,861	4,487,861
Solicitor - Victim Assistance	799,555	811,678	820,962	820,962
	\$4,962,253	\$5,075,251	\$5,603,883	\$5,603,883

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$4,613,023	\$4,680,792	\$5,250,378	\$5,250,378
Purchased / Contracted Services	181,134	160,826	171,556	171,556
Supplies	34,778	87,052	36,190	36,190
Capital Outlays	0	685	7,000	7,000
Interfund / Interdepartmental	66,160	71,351	52,622	52,622
Other Costs	0	0	86,137	86,137

SOLICITOR GENERAL, STATE COURT

FUNCTION: CIVIL & CRIMINAL COURTS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Other Financing Uses	67,157	74,544	0	0
	\$4,962,253	\$5,075,251	\$5,603,883	\$5,603,883

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
General Fund	\$4,962,253	\$5,075,251	\$5,603,883
	\$4,962,253	\$5,075,251	\$5,603,883

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		
			2010	2011	2012
Solicitor - State Court					
Chief Assistant Solicitor	AI		1	1	1
Attorney IV	33	1 PT	2	5	5
Attorney III	31		3	2	2
Attorney II	30		6	5	5
Attorney I	29		8	6	6
Chief Investigator	29		1	1	1
Legal Office Coordinator	28		1	1	1
Public Information Officer	28		1	1	1
Special Projects Manager BOC	27	1 PT	0	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			1	1	1
	\$152,967				
FULL TIME Subtotal			56	56	56
PART TIME Subtotal			3	3	3

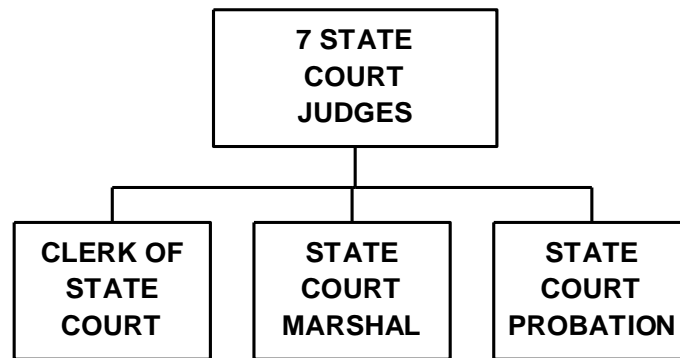
SOLICITOR GENERAL, STATE COURT

FUNCTION: CIVIL & CRIMINAL COURTS

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2010	2011	2012
Solicitor - Victim Assistance					
Attorney III	31		1	0	0
Attorney II	30		1	3	3
Attorney I	29		1	0	0
Investigator Principal	25		3	3	3
Victim Witness Program Coord	25		1	1	1
Investigator Senior	23		1	1	1
Victim Witnes Asst Prog Coord	23		3	3	3
FULL TIME Subtotal			11	11	11
Solicitor - General Pre-Trial Diversion					
Attorney II	30		0	2	2
Administrative Assistant II	23		0	2	2
FULL TIME Subtotal			0	4	4
FULL TIME Total			67	71	71
PART TIME Total			3	3	3
ALL POSITIONS Total			70	74	74

**MISSION STATEMENT**

The mission of the State Court is to provide a fair and impartial tribunal for the citizens of DeKalb County and the State of Georgia, for the settlement of claims and issues regarding civil cases in which jurisdiction is not exclusive to Superior Court, and misdemeanors; to provide these services in a prompt, courteous, and efficient manner; and to work with various independent and governmental agencies and to assist those persons in need of various treatments, i.e., alcohol/drug rehabilitation, domestic violence and jail diversion programs.

PROGRAM DESCRIPTION

The 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 the 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, publishing the court calendars, paying witnesses, and disbursing fines and fees to the County. 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 2009	Actual 2010	Actual 2011	Estimated 2012
<u>Clerk's Office:</u>				
Civil Actions	17,125	11,326	6,286	5,094
Personal Property Foreclosure and Abandoned Motor Vehicles	206	122	0	0
Criminal Actions	11,526	11,587	11,528	12,144
Dispossessory Warrants	33,511	11,359	241	210
Garnishments	8,643	5,783	3,587	2,682

STATE COURT

FUNCTION: CIVIL & CRIMINAL COURTS

ACTIVITY MEASURES

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Appeals Filed	230	136	91	113
Total Filings	71,241	40,313	21,733	20,243

Marshal's Office:

Dispossessory Warrants Served	36,855	24,804	12,231	10,910
Evictions	13,109	13,013	12,683	13,616
All Other Pleadings Served	44,998	35,089	13,817	15,438
All Other Tasks	135,531	6,151	6,051	7,219

Probation Office:

Cases Assigned	7,214	7,292	6,394	6,500
Revocations	2,425	1,945	2,185	2,400
Total Collected (fines, fees, restitution, child support)	\$2,682,865	\$2,580,828	\$2,257,816	\$2,483,597
Supervision Fees collected	\$1,291,981	\$1,194,080	\$714,753	\$786,229
Fines/fees forfeited due to sentence expiration	\$246,208	\$298,982	\$373,363	\$225,781

MAJOR ACCOMPLISHMENTS IN 2011

The Clerk's Office implemented an accounting component of the case management system that automates the receipt and management of fees. Established Language Line accounts for front counter activity with non-English or limited-English speaking customers. The Marshal's Office implemented broadband cards for all sworn personnel and upgraded all radio communications equipment to an interoperable broadband digital radio system. The Marshal's Office collaborated with a number of County and City of Atlanta departments and agencies to update and record undocumented/misreported addresses and properties.

MAJOR GOALS FOR 2012 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Human Services

To establish a self-help center for *pro se* litigants.

Organizational Effectiveness

To implement radio frequency identification technology to keep track of files moving between judicial facilities.

To implement a Court Process Tracking System in the Marshal's Office.

STATE COURT

FUNCTION: CIVIL & CRIMINAL COURTS

MAJOR BUDGETARY IMPACTS

Previous

In 2009, the Budget included \$50,000 for the County's continuing participation in Project Achieve (GED) program.

In 2010, the BOC restored \$1,481,855 as part of the amendment process of which \$320,354 was allocated to the Marshal's Office for 4 Deputy Marshal Positions, equipment, vehicles and supplies. In 2010, 4 employees accepted the early Retirement Option Program and the BOC abolished 1 vacant position due to the ERO program. The 2010 Budget also included \$50,000 for the County's continuing participation in Project Achieve (GED) program.

In 2011, \$11,525,242 was approved for the basic operating budget, including \$50,000 for the County's continuing participation in Project Achieve (GED) program, and a reduction of \$1,127,837 from the Recommended Budget as part of the amendment/adoption process. The 2011 Mid-Year action added \$631,952 to the State Court's budget.

2012

\$13,024,178 is approved for the basic operating budget. This budget includes \$50,000 for the County's continuing participation in Project Achieve (GED) program.

Future

No significant budgetary impact is anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Judge Gordon	\$501,442	\$543,088	\$567,720	\$567,720
Judge Hydrick	545,257	531,187	585,324	585,324
Judge Lopez	461,427	542,069	574,051	574,051
Judge Panos	569,364	583,206	611,998	611,998
Judge Purdom	491,219	491,647	463,050	463,050
Judge Ross	467,209	498,163	590,564	590,564
Judge Wong	473,112	481,128	545,813	545,813
Marshal	2,626,885	2,602,539	2,572,996	2,725,471
Probation	1,798,723	1,754,418	1,977,273	1,977,273
State & Magistrate Courts Clerk	3,860,367	3,882,619	4,042,229	4,042,229
State Court - DUI Court	299,352	331,982	340,685	340,685
	\$12,094,357	\$12,242,046	\$12,871,703	\$13,024,178

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$10,610,375	\$10,745,216	\$11,416,538	\$11,569,013
Purchased / Contracted Services	884,852	911,204	964,242	964,242
Supplies	246,343	315,863	259,475	259,475
Capital Outlays	16,256	55,585	11,500	11,500
Interfund / Interdepartmental	316,531	214,178	199,948	199,948
Other Costs	0	0	20,000	20,000
Other Financing Uses	20,000	0	0	0
	\$12,094,357	\$12,242,046	\$12,871,703	\$13,024,178

STATE COURT**FUNCTION: CIVIL & CRIMINAL COURTS**

FUNDING SOURCES			
	Actual 2010	Actual 2011	Budget 2012
General Fund	\$12,094,357	\$12,242,046	\$13,024,178
	\$12,094,357	\$12,242,046	\$13,024,178

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		
		2010	2011	2012
Judge Wong				
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	2	2	2
State Court Judge	\$152,967	1	1	1
FULL TIME Subtotal		6	6	6
Judge Hydrick				
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	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 Judge	\$152,967	1	1	1
FULL TIME Subtotal		6	6	6
Judge Panos				
Law Clerk, Senior	28	1	1	1
Judicial Assistant	25	1	1	1
Court Reporter	24	1	1	1
Calendar Clerk Senior	23	2	2	2
State Court Judge	\$152,967	1	1	1
FULL TIME Subtotal		6	6	6
Judge Ross				
Law Clerk, Senior	28	1	1	1
Judicial Assistant	25	1	1	1
Court Reporter	24	1	1	1

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		
		2010	2011	2012
Judge Ross (continued)				
Calendar Clerk Senior	23	1	2	2
Bailiff	18	1	0	0
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
Judicial Assistant	25	0	1	1
Court Reporter	24	1	1	1
Judicial Secretary	24	1	0	0
Calendar Clerk Senior	23	2	2	2
State Court Judge	\$152,967	1	1	1
FULL TIME Subtotal		6	6	6
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	15	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	17	17	17
FULL TIME Subtotal		70	70	70

STATE COURT

FUNCTION: CIVIL & CRIMINAL COURTS

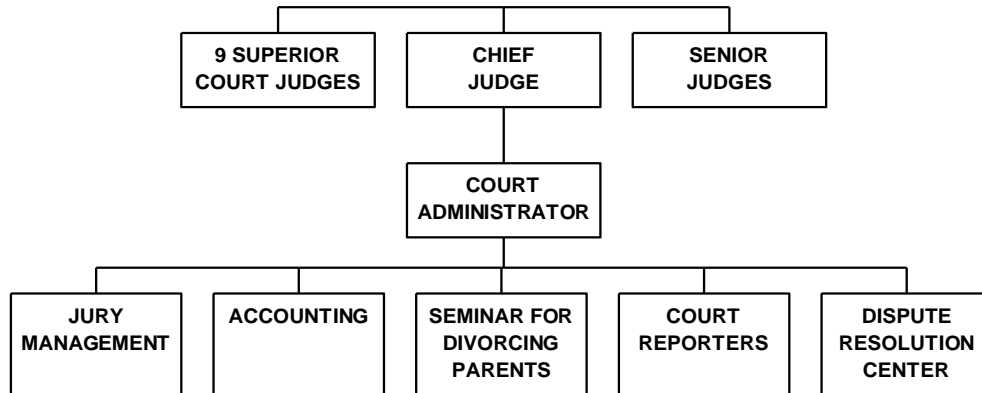
AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2010	2011	2012
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 Probation Off	28	1	1	1
Probation Supervisor	26	2	2	2
Administrative Coordinator	25	1	1	1
Probation Officer Principal	25	2	2	2
Probation Officer Senior	24	7	7	7
Administrative Assistant II	23	0	2	2
Probation Officer	23	14	14	14
Accounting Technician Senior	19	2	2	2
Office Assistant Senior	19	2	0	0
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	17	17	17
Administrative Assistant II	23	2	2	2
Deputy Marshal	23	3	3	3
Office Assistant Senior	19	2	2	2
FULL TIME Subtotal		31	31	31
FULL TIME Total		180	180	180
ALL POSITIONS Total		180	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 criminal felonies. The court also administers programs that enhance and ensure that the Court's purpose and rulings are carried out in a manner that meets the needs of the citizens of the County.

ACTIVITY MEASURES

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Civil Case Filings	4,101	3,162	3,783	4,000
Domestic Case Filings	10,063	13,638	12,644	13,500
Felony Case Filings	7,332	6,500	9,173	9,600
Civil & Domestic Case Dispositions	18,427	19,784	19,069	21,000
Felony Case Dispositions	6,076	6,942	7,238	8,000
Jury Trials	115	125	109	120
Div. Parents Seminar Participants	1,515	1,664	1,592	1,725
Cases to Dispute Resolution Center	1,831	1,278	1,832	2,000
% Cases resolved by District Resolution Ctr.	69%	72%	75%	72%

MAJOR ACCOMPLISHMENTS IN 2011

Reduced expenditures for printed materials by in-house printing, copying, folding, etc., utilizing community service workers. Initiated audio-visual equipment upgrades for courtrooms. Increased Drug Court participants and reduced jail costs. Increased number of case dispositions.

SUPERIOR COURT**FUNCTION: CIVIL & CRIMINAL COURTS****MAJOR GOALS FOR 2012 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 expand public outreach and education opportunities.

Organizational Effectiveness

To increase the use of technology and electronic information in the Superior Court.

MAJOR BUDGETARY IMPACTS**Previous**

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.

In 2011, \$6,980,678 was approved for the basic operating budget. On July 27, 2010, the Board of Commissioners abolished the District Court Administrator position. The BOC reduced this budget by \$683,115 as a part of the amendment process. The 2011 Mid-Year action added \$728,779 to the Superior Court's budget.

2012

\$8,074,741 is approved for the basic operating budget.

Future

No significant budgetary impact is anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Administration	\$1,820,790	\$1,756,116	\$1,779,116	\$1,779,116
Court Reporters	1,250,947	701,852	624,504	624,504
Dispute Resolution	641,744	590,400	616,541	616,541
Grand Jury	98,585	61,545	101,500	101,500
Judges	3,407,070	3,872,039	3,890,162	3,890,162
Jury Management	976,077	928,871	1,034,206	1,034,206
Seminar For Divorcing Parents	46,790	33,529	28,712	28,712
	\$8,242,004	\$7,944,352	\$8,074,741	\$8,074,741

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$5,715,210	\$5,677,996	\$5,898,024	\$5,898,024
Purchased / Contracted Services	2,245,913	2,076,352	2,017,370	2,017,370
Supplies	199,844	146,988	122,797	122,797
Capital Outlays	55,036	18,015	10,550	10,550
Retirement Services	26,000	25,000	26,000	26,000
	\$8,242,004	\$7,944,352	\$8,074,741	\$8,074,741

SUPERIOR COURT

FUNCTION: CIVIL & CRIMINAL COURTS

FUNDING SOURCES			
	Actual 2010	Actual 2011	Budget 2012
General Fund	\$8,242,004	\$7,944,352	\$8,074,741
	\$8,242,004	\$7,944,352	\$8,074,741

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		
			2010	2011	2012
Judge Adams					
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
Superior Court Judge	\$169,963		1	1	1
FULL TIME Subtotal			5	5	5
Judge Barrie					
Law Clerk, Senior	28		1	1	1
Court Reporter	24		1	1	1
Judicial Secretary	24		1	1	1
Calendar Clerk Senior	23		1	1	1
Superior Court Judge	\$169,963		1	1	1
FULL TIME Subtotal			5	5	5
Judge Coursey					
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
Superior Court Judge	\$169,963		1	1	1
FULL TIME Subtotal			5	5	5
Judge Johnson					
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
Superior Court Judge	\$169,963		1	1	1
FULL TIME Subtotal			5	5	5

SUPERIOR COURT

FUNCTION: CIVIL & CRIMINAL COURTS

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2010	2011	2012
Judge Scott					
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
Superior Court Judge	\$169,963		1	1	1
FULL TIME Subtotal			5	5	5
Judge Seeliger					
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
Superior Court Judge	\$169,963		1	1	1
FULL TIME Subtotal			5	5	5
Judge Hunter					
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
Superior Court Judge	\$169,963		1	1	1
FULL TIME Subtotal			5	5	5
Judge Becker					
Law Clerk, Senior	28		1	1	1
Judicial Assistant	25		1	1	1
Court Reporter	24		1	1	1
Calendar Clerk Senior	23		0	1	1
Calendar Clerk	21		1	0	0
Superior Court Judge	\$169,963		1	1	1
FULL TIME Subtotal			5	5	5

SUPERIOR COURT

FUNCTION: CIVIL & CRIMINAL COURTS

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2010	2011	2012
Judge Jackson					
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
Superior Court Judge	\$169,963		1	1	1
FULL TIME Subtotal			5	5	5
Judge Flake					
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
Superior Court Judge	\$169,963		1	1	1
FULL TIME Subtotal			5	5	5
Senior Judge					
Senior Judge	OE	4 PT	4	4	4
Judicial Secretary	24		1	1	1
FULL TIME Subtotal			1	1	1
PART TIME Subtotal			4	4	4
Administration					
Trial Court Director	AG		1	1	1
Dept Information Systems Mgr	31		0	1	1
Drug Court Program Manager	31		1	1	1
Network Administrator	29		1	0	0
Law Clerk, Senior	28		1	1	1
Grants Coordinator	26		1	1	1
Administrative Coordinator	25		1	2	2
Family Law Center Coordinator	25		1	1	1
Law Library Coordinator	25		1	1	1
Accounting Supervisor	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		3	3	3
Office Assistant Senior	19		7	7	7
FULL TIME Subtotal			22	22	22

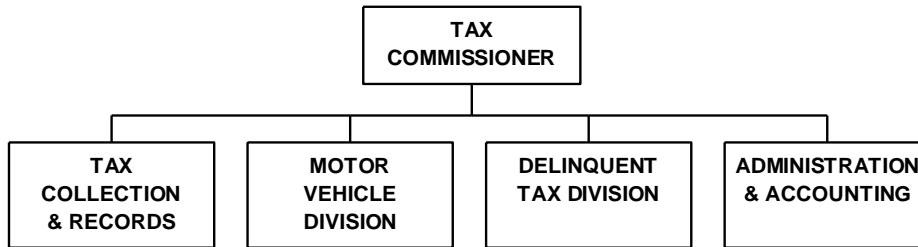
SUPERIOR COURT

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		
			2010	2011	2012
Court Reporters					
Court Reporter	24		6	6	6
FULL TIME Subtotal			6	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	3	3
Jury Management (continued)					
Office Assistant Senior	19		1	1	1
Jury Services Clerk	18		3	2	2
FULL TIME Subtotal			8	8	8
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			93	93	93
PART TIME Total			4	4	4
ALL POSITIONS Total			97	97	97



MISSION STATEMENT

The Office of Tax Commissioner exists under the State Constitution and is committed to serving property taxpayers and taxing authorities. The Tax Commissioner will faithfully fulfill the duties and responsibilities required under general laws to receive homestead exemption applications, to prepare an annual ad valorem tax digest, to issue annual property tax statements, to serve as the county tag agent in the registration and titling of motor vehicles, to collect property taxes and fees, to issue and levy executions for delinquent taxes, to fully account for and pay over all taxes and fees to the various levying authorities, to inform and assist the public in understanding taxpayer obligations, and to administer fair and uniform collection practices while providing the highest possible level of quality services to the citizens and businesses of DeKalb County.

PROGRAM DESCRIPTION

The Office of Tax Commissioner processes homestead and special exemptions; updates property, taxpayer, and payment data to billing and records systems; compiles an annual tax digest for approval by the State Department Of Revenue; calculates and issues annual property tax statements; collects real, personal, public utility, motor vehicle, mobile home, timber, and heavy duty equipment taxes along with fees for car tags and titles; 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 2009	Actual 2010	Actual 2011	Estimated 2012
Tax Collections and Records				
Real & Personal Receivables	\$825,234,971	\$802,712,128	\$730,860,939	\$738,169,548
Public Utilities	\$2,332,265	\$14,922,073	\$14,922,073	\$14,922,073
Tax Accounts				
No. Payments Processed	446,954	452,296	454,557	460,309
% of Real & Personal Taxes Collected during year	95%	94%	95%	95%
Motor Vehicle Division				
Transactions:				
Total Registrations	525,421	524,994	532,416	534,000
Title Applications Processed	103,698	111,872	112,005	113,000
Total Collections	\$75,225,056	\$75,317,826	\$78,627,874	\$79,000,000
Delinquent Taxes:				
Fi Fas Issued	15,006	20,762	18,400	19,000
Parcels to Tax Sale	8,309	596	369	370

ACTIVITY MEASURES

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Delinquent Accounts Collected	\$39,773,157	\$39,773,157	\$38,000,000	\$43,000,000
Tax Sales Conducted	9	9	6	6

MAJOR ACCOMPLISHMENTS IN 2011

Successfully relocated the south satellite office from Wesley Chapel Road to the Gallery at South DeKalb Mall. Received digest approval from the Georgia Department of Revenue by meeting all new legislative guidelines created by Senate Bill 346, including an initiative with the Property Appraisal department to ensure that assessment notices contained estimated tax bill data for all real estate parcels the County. Completed project startup and gap analysis for the tax system upgrade project.

MAJOR GOALS FOR 2012 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

To implement the new property billing/collecting/accounting system in the second quarter 2012.

To maintain collection rate and service level with reduced budget and staff.

To replace/outdated DP500 remittance processor.

MAJOR BUDGETARY IMPACTS

Previous

No significant budgetary changes occurred in 2008 and 2009. In 2010, \$6,725,214 was approved for the basic operating budget. The BOC restored \$562,654 to this budget as a part of the amendment process. In 2010, 15 employees accepted the Early Retirement Option Program and the BOC did not abolish the vacant positions due to the ERO program. In 2011, \$6,955,000 was approved for the basic operating budget. The BOC restored \$436,154 to this budget as a part of the amendment process.

2012

\$7,020,079 is approved for the operating budget, which includes \$150,000 to replace a remittance processor.

Future

No significant budgetary impact is anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Delinquent Tax Administration	\$1,156,576	\$984,724	\$1,049,749	\$1,049,749
Motor Vehicle Security	94,079	86,051	85,000	85,000
Motor Vehicle Tax	3,139,860	3,160,180	3,169,489	3,169,489
Motor Vehicle Temporary	36,353	52,242	56,908	56,908
Tax Administration / Accounting	1,160,952	1,120,073	1,241,857	1,241,857
Tax Collections & Records	1,250,439	1,360,240	1,417,076	1,417,076
	\$6,838,259	\$6,763,510	\$7,020,079	\$7,020,079

TAX COMMISSIONER

FUNCTION: GENERAL GOVERNMENT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$5,520,947	\$5,545,634	\$5,617,404	\$5,617,404
Purchased / Contracted Services	1,208,576	1,091,969	1,125,338	1,125,338
Supplies	82,686	83,761	84,457	84,457
Capital Outlays	12,676	28,086	174,300	174,300
Interfund / Interdepartmental	10,617	12,011	16,180	16,180
Other Costs	2,757	2,049	2,400	2,400
	\$6,838,259	\$6,763,510	\$7,020,079	\$7,020,079

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
General Fund	\$6,838,259	\$6,763,510	\$7,020,079
	\$6,838,259	\$6,763,510	\$7,020,079

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		
			2010	2011	2012
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		2	2	2
Customer Service Rep	18		1	1	1
Office Assistant	18		5	5	5
Tax Technician	18		4	4	4
FULL TIME Subtotal			19	19	19
TEMP Subtotal			5	5	5
Motor Vehicle Tax					
Deputy Tax Commissioner	33		1	1	1
Tax Administrator	29		2	2	2
Branch Manager Tax Comm	27		2	2	2
Tax Technician Supervisor	24		4	4	4
Administrative Assistant I	21		1	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		
			2010	2011	2012
Motor Vehicle Tax (continued)					
Tax Technician Lead	20		6	6	6
Accounting Technician Senior	19		1	1	1
Tax Technician Senior	19		10	8	8
Accounting Technician	18		1	1	1
Customer Service Rep	18		2	2	2
Office Assistant	18		1	1	1
Tax Technician	18		34	36	36
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
Branch Manager Tax Comm	27		1	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		1	1	1
Tax Technician	18		1	1	1
Tax Commissioner	\$155,670		1	1	1
FULL TIME Subtotal			12	12	12
TEMP Subtotal			2	2	2

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		
			2010	2011	2012
FULL TIME Total			107	107	107
TEMPORARY Total			13	13	13
ALL POSITIONS Total			120	120	120

FUNDS GROUP: Special Revenue

FUNDS GROUP DESCRIPTION

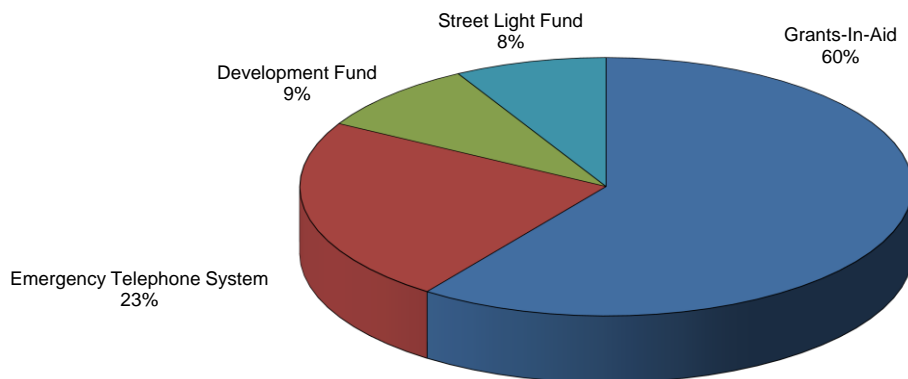
The Special Revenue Funds Group includes funds operated for specific programs or activities as required by law or Board of Commissioners' policy. Sources of revenue include funds from user fees, donations, excise taxes on hotel and motel rooms, state and federal grants with local match contributions, and penalty assessments on certain criminal and county ordinance violation cases.

The appropriation amounts reported in this document for the "Approved Budget 2012" 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 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$20,049,924	\$19,005,508	\$14,291,451	\$14,291,451
Purchased / Contracted Services	37,365,939	31,622,316	10,413,947	10,847,869
Supplies	7,005,696	8,160,100	4,728,090	4,728,090
Capital Outlays	5,565,610	4,746,355	1,933,800	1,933,800
Interfund / Interdepartmental	2,810,999	2,684,173	2,767,047	2,767,047
Other Costs	10,166,161	11,261,262	3,449,348	3,449,348
Debt Service	3,684,071	4,314,801	4,502,253	4,502,253
Other Financing Uses	3,573,751	6,602,186	6,183,539	6,183,539
Retirement Services	0	0	24,622	24,622
* Holding Accounts	22,705	148,592	47,662,925	47,662,925
Total Expenditures	\$90,244,855	\$88,545,294	\$95,957,022	\$96,390,944
Reserves			14,843,278	14,409,356
Total Budget			\$110,800,300	\$110,800,300

* All Grant Funds' appropriations are budgeted in Holding Accounts.

SPECIAL REVENUE FUNDS OPERATING DOLLAR 2012
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Other funds include Drug Abuse Treatment and Education, Juvenile Services, Public Education & Government Access (PEG), Victim Assistance, Law Enforcement Confiscated Monies, Recreation, Speed Humps Maintenance, Street Light, Building Authority Lease Payments, and Public Safety / Judicial Authority Lease Payments.

FUNDS GROUP: Special Revenue

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY FUND				
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Recreation	\$886,629	\$1,003,455	\$738,137	\$738,137
Foreclosure Register	0	54,210	1,521,375	1,521,375
Law Enforcement Confiscated Monies	1,606,123	2,616,076	6,534,463	6,534,463
Hotel/Motel Tax Fund ¹	1,357,253	4,283,280	4,654,819	4,654,819
Rental Motor Vehicle Excise Tax	0	0	1,246,220	1,246,220
Grants-In-Aid	57,618,096	49,295,691	47,662,925	47,662,925
Drug Abuse Treatment and Education Fund	60,713	56,639	150,009	150,009
Juvenile Services Fund	11,419	28,640	335,126	335,126
Emergency Telephone System	10,844,566	11,753,479	18,452,785	18,452,785
County Jail Fund	2,030,415	2,230,154	2,798,359	2,798,359
Street Light Fund	4,411,175	4,642,845	6,391,359	6,391,359
PEG Support Fund	233,183	170,862	2,018,997	2,018,997
Victim Assistance Fund	1,473,578	1,236,527	1,410,152	1,410,152
Building Authority Lease Payments Fund	3,690,071	3,717,500	3,838,766	3,838,766
Public Safety / Judicial Authority Lease Payments	3,095,526	3,092,675	3,104,802	3,104,802
URA Bond Debt Service	0	597,301	775,875	775,875
Development Fund	2,684,873	3,315,428	7,039,614	7,039,614
Speed Humps Maintenance	232,535	450,532	2,126,517	2,126,517
Total Expenditures	\$90,244,855	\$88,545,294	\$110,800,300	\$110,800,300

Note: Reserves included in Total

14,843,278

14,409,356

¹Rental Motor Vehicle Excise Tax Fund was included in Tax Funds through FY 2011

SUMMARY OF REVENUES AND ANTICIPATIONS BY FUND				
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
COUNTY JAIL FUND				
Intergovernmental	\$210,164	\$206,060	\$210,000	\$210,000
Fines And Forfeitures	2,035,331	2,124,258	2,022,000	2,022,000
Fund Balance Brought Forward	251,115	466,195	566,359	566,359
TOTAL	\$2,496,610	\$2,796,514	\$2,798,359	\$2,798,359
FORECLOSURE REGISTRY FUND				
Charges For Services	\$0	\$854,000	\$716,100	\$716,100
Fund Balance Brought Forward	0	0	805,275	805,275
TOTAL	\$0	\$854,000	\$1,521,375	\$1,521,375

FUNDS GROUP: Special Revenue

SUMMARY OF REVENUES AND ANTICIPATIONS BY FUND				
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
DEVELOPMENT FUND				
Licenses And Permits	\$3,738,983	\$4,664,042	\$5,552,883	\$5,552,883
Charges For Services	\$19,930	\$18,708	\$21,000	\$21,000
Investment Income	(\$3,345)	(\$345)	(\$800)	(\$800)
Miscellaneous Revenue	(9,619)	(45,861)	(20,000)	(20,000)
Other Financing Sources	0	1,698	0	0
Fund Balance Brought Forward	(932,663)	147,501	1,486,531	1,486,531
TOTAL	\$2,813,286	\$4,785,743	\$7,039,614	\$7,039,614
 DRUG ABUSE TREATMENT & EDUCATION FUND				
Fines And Forfeitures	\$49,493	\$59,600	\$50,000	\$50,000
Investment Income	172	125	125	125
Fund Balance Brought Forward	106,861	96,696	99,884	99,884
TOTAL	\$156,526	\$156,420	\$150,009	\$150,009
 EMERGENCY TELEPHONE SYSTEM FUND				
Charges For Services	\$0	\$3,638	\$0	\$0
Investment Income	15,461	11,131	10,000	10,000
Miscellaneous Revenue	12,173,017	10,167,440	10,560,000	10,560,000
Fund Balance Brought Forward	6,150,560	8,370,849	7,882,785	7,882,785
TOTAL	\$18,339,038	\$18,553,058	\$18,452,785	\$18,452,785
 GRANT-IN-AID FUND				
Intergovernmental	\$46,581,723	\$36,835,524	\$0	\$0
Investment Income	14,017	5,060	0	0
Contributions And Donations	157,818	120,067	0	0
Miscellaneous Revenue	898,265	2,797,677	47,662,925	47,662,925
Other Financing Sources	3,928,077	4,565,384	0	0
Fund Balance Brought Forward	(6,715,399)	(5,135,125)	0	0
TOTAL	\$44,864,501	\$39,188,586	\$47,662,925	\$47,662,925
 HOTEL/MOTEL TAX FUND				
Taxes	\$1,501,198	\$4,342,142	\$4,316,000	\$4,316,000
Fund Balance Brought Forward	136,012	279,958	338,819	338,819
TOTAL	\$1,637,210	\$4,622,099	\$4,654,819	\$4,654,819
 RENTAL MOTOR VEHICLE EXCISE TAX				
Taxes	\$0	\$0	\$331,856	\$331,856
Fund Balance Brought Forward	0	0	914,364	914,364
TOTAL	\$0	\$0	\$1,246,220	\$1,246,220

FUNDS GROUP: Special Revenue

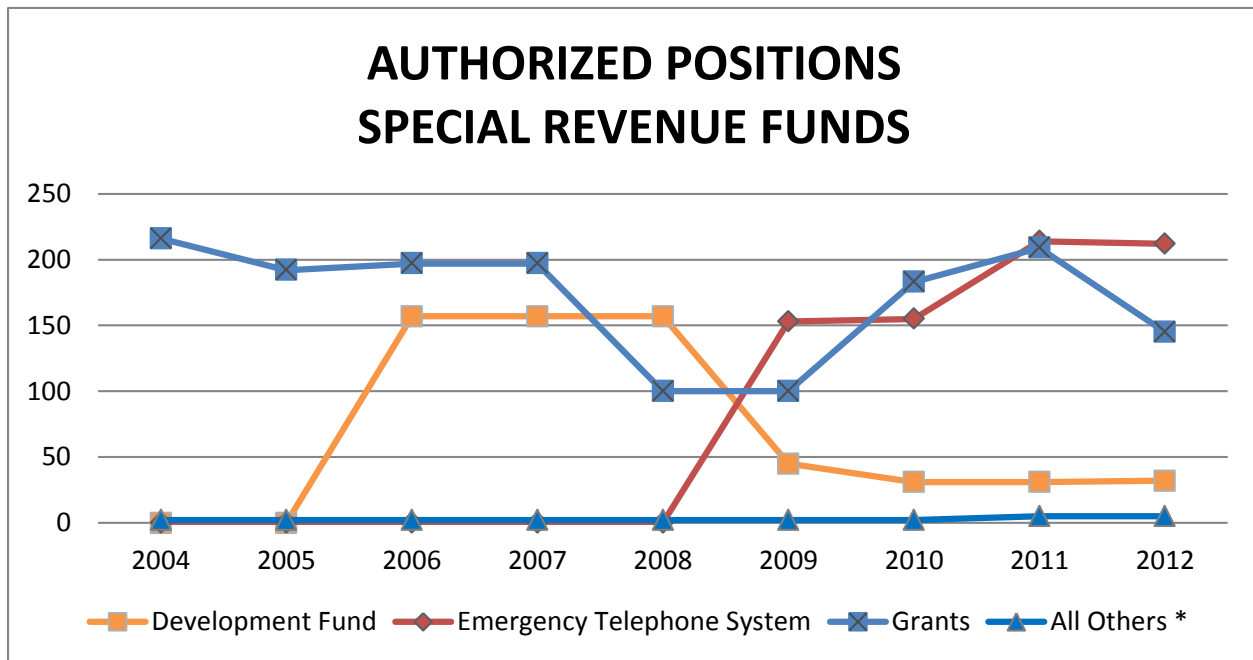
SUMMARY OF REVENUES AND ANTICIPATIONS BY FUND				
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
JUVENILE SERVICES FUND				
Charges For Services	\$38,647	\$32,984	\$30,000	\$30,000
Investment Income	596	397	500	500
Fund Balance Brought Forward	270,768	299,238	304,626	304,626
TOTAL	\$310,011	\$332,619	\$335,126	\$335,126
LAW ENFORCEMENT CONFISCATED MONIES FUND				
Intergovernmental	\$2,694,915	\$1,508,362	\$0	\$0
Investment Income	18,416	12,246	0	0
Miscellaneous Revenue	44,490	19,010	0	0
Fund Balance Brought Forward	5,016,571	6,755,770	6,534,463	6,534,463
TOTAL	\$7,774,391	\$8,295,387	\$6,534,463	\$6,534,463
PUBLIC EDUCATION & GOVERNMENT ACCESS (PEG) FUND				
Investment Income	\$3,489	\$2,470	\$10,000	\$10,000
Miscellaneous Revenue	456,638	83,713	145,000	145,000
Fund Balance Brought Forward	1,545,393	1,843,814	1,863,997	1,863,997
TOTAL	\$2,005,521	\$1,929,997	\$2,018,997	\$2,018,997
RECREATION FUND				
Charges For Services	\$810,572	\$872,240	\$1,173,108	\$1,173,108
Investment Income	(214)	(373)	(281)	(281)
Miscellaneous Revenue	3,241	(7,710)	0	0
Fund Balance Brought Forward	(267,351)	(316,445)	(434,690)	(434,690)
TOTAL	\$546,248	\$547,713	\$738,137	\$738,137
REVENUE BONDS LEASE PAYMENTS FUNDS:				
BUILDING AUTHORITY LEASE PAYMENTS				
Investment Income	\$1,007	\$3,843	\$0	\$0
Miscellaneous Revenue	3,730,068	3,731,843	3,714,234	3,714,234
Other Financing Sources	1,355,000	0	0	0
Fund Balance Brought Forward	(1,289,657)	106,347	124,532	124,532
TOTAL	\$3,796,418	\$3,842,033	\$3,838,766	\$3,838,766
PUBLIC SAFETY / JUDICIAL AUTHORITY LEASE PAYMENTS				
Investment Income	(\$66)	(\$1,594)	\$0	\$0
Miscellaneous Revenue	3,107,532	3,091,680	3,071,516	3,071,516
Fund Balance Brought Forward	23,935	35,875	33,286	33,286
TOTAL	\$3,131,401	\$3,125,961	\$3,104,802	\$3,104,802

FUNDS GROUP: Special Revenue

SUMMARY OF REVENUES AND ANTICIPATIONS BY FUND				
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
URA BOND DEBT SERVICE				
Investment Income	\$0	\$31	\$0	\$0
Miscellaneous Revenue	0	597,271	775,874	775,874
Fund Balance Brought Forward	0	0	1	1
TOTAL	\$0	\$597,302	\$775,875	\$775,875
STREET LIGHT FUND				
Taxes	(\$1,170)	\$0	\$0	\$0
Charges For Services	5,052,101	4,977,519	4,500,000	4,500,000
Investment Income	376	775	300	300
Fund Balance Brought Forward	902,787	1,549,265	1,891,059	1,891,059
TOTAL	\$5,954,094	\$6,527,558	\$6,391,359	\$6,391,359
VICTIM ASSISTANCE FUND				
Intergovernmental	\$374,959	\$381,366	\$0	\$0
Fines And Forfeitures	860,161	963,814	950,000	950,000
Fund Balance Brought Forward	224,090	(7,021)	460,152	460,152
TOTAL	\$1,459,209	\$1,338,159	\$1,410,152	\$1,410,152
SPEED HUMPS MAINTENANCE FUND				
Charges For Services	\$289,442	\$303,543	\$285,000	\$285,000
Investment Income	3,142	2,132	3,000	3,000
Fund Balance Brought Forward	1,537,954	1,623,954	1,838,517	1,838,517
TOTAL	\$1,830,538	\$1,929,629	\$2,126,517	\$2,126,517
GRAND TOTAL	\$97,115,003	\$99,422,779	\$110,800,300	\$110,800,300

FUNDS GROUP: Special Revenue

SUMMARY OF REVENUES AND ANTICIPATIONS BY MAJOR CATEGORY				
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
TAXES	1,500,029	4,342,142	4,647,856	4,647,856
LICENSES AND PERMITS	3,738,983	4,664,042	5,552,883	5,552,883
INTERGOVERNMENTAL	49,861,760	38,931,312	210,000	210,000
CHARGES FOR SERVICES	6,210,692	7,062,632	6,725,208	6,725,208
FINES AND FORFEITURES	2,944,985	3,147,672	3,022,000	3,022,000
INVESTMENT INCOME	53,051	35,895	22,844	22,844
CONTRIBUTIONS AND DONATIONS	157,818	120,067	0	0
MISCELLANEOUS REVENUE	20,403,632	20,435,064	65,909,549	65,909,549
OTHER FINANCING SOURCES	5,283,077	4,567,082	0	0
FUND BALANCE BROUGHT FORWARD	6,960,977	16,116,872	24,709,960	24,709,960
TOTAL	\$97,115,003	\$99,422,779	\$110,800,300	\$110,800,300



* All Others: PEG Fund, Streetlight Fund

At Mid-Year 2009, the Development Fund was restructured and 107 positions were eliminated. Also at Mid-Year 2009, 153 positions were transferred from Police Support in the General Fund to the Emergency Telephone System Fund as part of a restructuring of the funding mechanism for those positions. The Early Retirement Option program in 2010 did not have a material effect on the position counts in these funds. 59 new positions were added to E911 in the 2011 Budget. 64 Firefighter positions were transferred from the Grants Fund to the Fire Fund in the 2012 Budget.

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.

2012

There are no significant budgetary changes for 2012.

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 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
County Jail Fund	\$2,030,415	\$2,230,154	\$2,798,359	\$2,798,359
	\$2,030,415	\$2,230,154	\$2,798,359	\$2,798,359

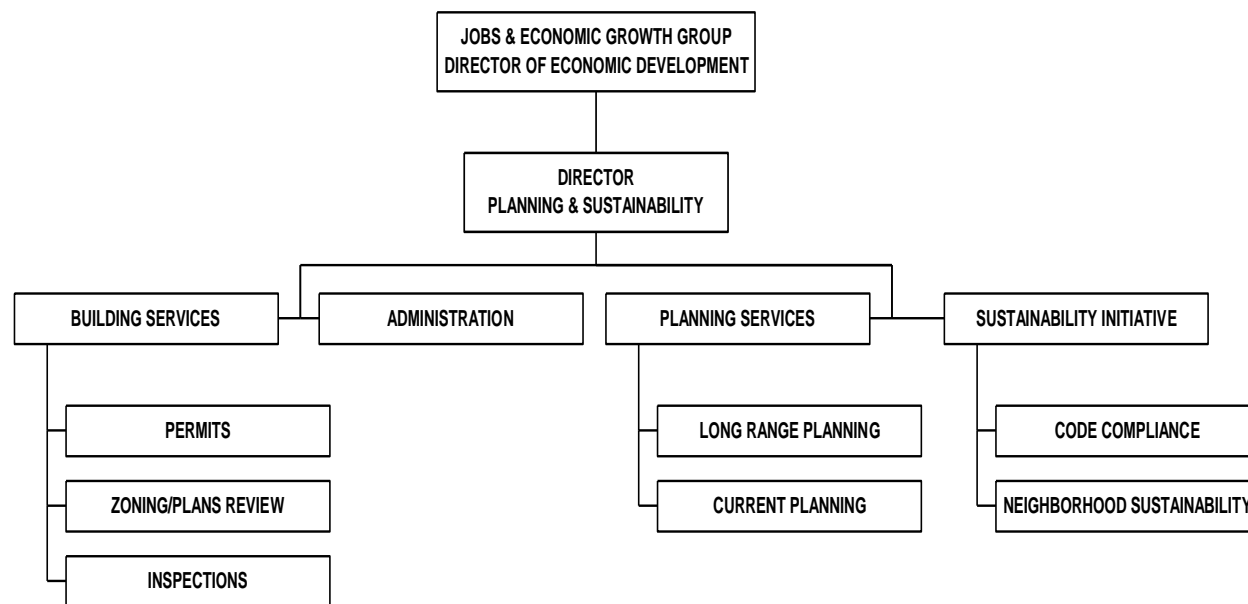
SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Other Financing Uses	\$2,030,415	\$2,230,154	\$2,798,359	\$2,798,359
	\$2,030,415	\$2,230,154	\$2,798,359	\$2,798,359

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
County Jail Fund	\$2,030,415	\$2,230,154	\$2,798,359
	\$2,030,415	\$2,230,154	\$2,798,359

DEVELOPMENT FUND - PLANNING & SUSTAINABILITY DEPARTMENT
FUNCTION: PLANNING & PUBLIC WORKS



MISSION STATEMENT

The mission of the Planning and Sustainability Department is to develop and revise the County's plans for long-term land use, transportation systems and public facilities development, to assist in economic (industrial and commercial) development projects, to provide county departments, citizens and other stakeholders with demographic information, tax maps and the zoning ordinance, and to administer the county's zoning ordinance and related matters (rezoning applications, hearings, land use plan, zoning amendments) and maintain the official zoning maps.

PROGRAM DESCRIPTION

Currently the Planning and Sustainability Department's budget is divided among three funds: the General Fund, the Special Tax District-Unincorporated Fund, and the Development Fund. The Planning and Sustainability Department was established in 2006 via the merger of the Planning Department and the Development Department. Effective December, 2010, the Department of Planning and Development was reorganized and renamed to the Department of Planning and Sustainability. The Code Enforcement Section was assigned from Police Services to the Department of Planning & Sustainability and the name was changed to Code Compliance. Planning and Sustainability is assigned to the Jobs & Economic Growth Group, under the direction of the Director of Economic Development.

The Planning and Sustainability Department has four divisions: Administration, Planning Services, Building Development Services and Code Compliance. The Administrative Division supports overall department programs and services, and advises the CEO, Board of Commissioners, and other departments in response to inquiries, and special project assignments. The Planning Services Division is comprised of two sections: Long Range Planning and Current Planning. The Long Range Planning Section is responsible for policy recommendations and programs to guide the County's growth, including preparation of the County's Comprehensive Plan and coordination with various state, federal, regional and local agencies. In addition the division articulates the transportation needs of the County. The Current Planning Section has four areas of responsibility: Zoning, Subdivisions, Historic Preservation, and Overlay Districts and Design Standards. This section also makes recommendations for special land use permits, rezoning, text amendments, variances, plat reviews, historic preservation designations through public hearings to the Board of Commissioners, Planning Commission, Zoning Board of Appeals and Historic Preservation Commission.

The Building Development Services Division is comprised of Plans Review, Permitting, and Inspections (structural, Electrical, HVAC, and Plumbing). These sections are responsible for reviewing all development (construction plans) and follow-up inspections; issuance of building, plumbing, mechanical, electrical, sign, sewer tap, and home occupation permits, issuance of certificates of occupancy or completeness and zoning approval of business license applications.

The Code Compliance Division, formerly Code Enforcement with Police Services, is responsible for ensuring that DeKalb County citizens comply with property maintenance codes, zoning ordinances, sign ordinances, and other related ordinances.

**DEVELOPMENT FUND - PLANNING & SUSTAINABILITY DEPARTMENT
FUNCTION: PLANNING & PUBLIC WORKS**

PERFORMANCE INDICATORS				
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	TARGET	2009	2010	2011
% OF ZONING APPLICATIONS ANALYZED AND RECOMMENDATIONS WITHIN 60 DAYS	100%	100%	100%	100%
% HISTORIC PRESERVATION APPLICATIONS PREPARED WITHIN 45 DAYS	100%	100%	100%	100%
% OF ZONING LETTERS ISSUED WITHIN 7 DAYS	100%	100%	100%	100%

ACTIVITY MEASURES				
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	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Rezoning & Land Use				
Applications Processed	51	46	50	60
Historic Preservation				
Applications Processed	141	170	170	170
Zoning Letters Issued	104	152	160	162
Lot Divisions and Plats Reviewed	7	6	2	6
Total Permits Issued				
Building	4,186	4,586	5,761	6,049
Electrical	2,988	7,008	18,166	18,347
Heating, Ventilating, and Air Conditioning (HVAC)	2,993	2,954	6,837	7,178
Plumbing	2,999	3,596	13,457	13,591
Signs	381	446	674	707
Permit Revenue				
Building	\$1,865,037	\$5,951,349	\$6,986,614	\$7,056,210
Electrical	\$698,184	\$792,652	\$695,742	\$702,429
Heating, Ventilating, and Air Conditioning (HVAC)	\$298,322	\$290,433	\$331,935	\$335,254
Plumbing	\$431,642	\$399,590	\$580,128	\$585,929
Signs	\$18,150	\$23,971	\$37,912	\$38,291
Total Permit Revenue:	\$3,311,335	\$7,457,995	\$8,632,331	\$8,718,113

DEVELOPMENT FUND - PLANNING & SUSTAINABILITY DEPARTMENT
FUNCTION: PLANNING & PUBLIC WORKS

Inspections Conducted

Building	39,890	26,950	28,365	29,215
Electrical	23,847	24,719	17,478	18,827
HVAC	10,011	6,584	5,916	6,034
Plumbing	17,580	12,891	11,268	12,225
Total Inspections:	91,328	71,144	63,027	66,301

MAJOR ACCOMPLISHMENTS IN 2011

The Planning and Sustainability Department received an Livable Centers Initiative (LCI) Award from the Atlanta Regional Commission to develop the Wesley Chapel area. The Planning and Sustainability Department initiated the Zoning Code updated for a major rewrite. The department completed the Greater Hidden Hills Overlay District.

MAJOR GOALS FOR 2012 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 Sustainability Department.

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. Executive Order 2010-12, in December, 2010, ordered the transfer of all 37 Code Enforcement positions to the Planning & Sustainability Department.

In 2011, the Code Enforcement section was moved to the Planning & Sustainability Department (in the Special Tax District – Unincorporated Fund) and renamed Code Compliance, as part of the Planning & Sustainability reorganization. The appropriations for Code Enforcement were transferred to Planning & Sustainability in the 2011 Mid-Year Budget Adjustment. 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.

DEVELOPMENT FUND - PLANNING & SUSTAINABILITY DEPARTMENT
FUNCTION: PLANNING & PUBLIC WORKS

2011 (Continued)

MAJOR BUDGETARY IMPACTS

In 2011, the BOC authorized the creation of the Foreclosure Registry Program. The initial budget request of \$557,373 was requested a part of the Planning & Sustainability budget request.

2012

This budget includes the annual repayment of \$441,000 for servicing of the \$1,500,000 loan from the General Fund.

Future

The slowdown in the economy and in the building industry will continue to have a negative impact on the amount of revenues generated by the Development Fund. This will impact the ability of the department to continue operating at the same level of staffing and service.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Code Compliance	\$0	\$1,862,410	\$1,844,490	\$1,844,490
Development Administration	741,281	1,177,554	4,548,668	4,548,668
Env Plans Review & Inspections	69,588	30,239	20,475	20,475
Land Development	638,006	6,568	0	0
Long Range Planning	522,160	529,712	511,088	511,088
Permits & Zoning	424,121	416,624	556,933	556,933
Plan & Sust - Foreclosure Registry Program	0	55,974	1,521,375	1,521,375
Planning Administration	568,618	422,342	593,453	593,453
Structural Inspections	806,799	994,603	1,168,266	1,168,266
Support	2,457	9,403	389	389
Zoning Analysis	854,501	804,052	862,162	862,162
	\$4,627,531	\$6,309,480	\$11,627,299	\$11,627,299

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$3,847,973	\$4,463,729	\$5,391,493	\$5,391,493
Purchased / Contracted Services	245,235	220,401	342,952	342,952
Supplies	38,253	62,516	60,483	60,483
Capital Outlays	12,038	23,263	2,700	2,700
Interfund / Interdepartmental	240,071	623,833	2,469,292	2,469,292
Other Costs	223,961	474,738	2,908,495	2,908,495
Other Financing Uses	20,000	441,000	441,000	441,000
Retirement Services	0	0	10,884	10,884
	\$4,627,531	\$6,309,480	\$11,627,299	\$11,627,299

**DEVELOPMENT FUND - PLANNING & SUSTAINABILITY DEPARTMENT
FUNCTION: PLANNING & PUBLIC WORKS**

FUNDING SOURCES			
	Actual 2010	Actual 2011	Budget 2012
General Fund	\$1,087,929	\$945,067	\$1,104,541
Development	2,684,873	2,639,377	6,294,731
Foreclosure Registry Fund	0	54,210	1,521,375
Special Tax District - Unincorporated	854,729	2,670,826	2,706,652
	\$4,627,531	\$6,309,480	\$11,627,299

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2010	2011	2012
Planning & Sust -Development Administration				
Assoc Director Development	AF	1	0	0
Bldg Developmnt Admn	AF	0	1	1
FULL TIME Subtotal		1	1	1
Planning & Sust - Planning Administration				
Associate Director Planning	AF	1	1	1
Director Planning	AD	1	1	1
Administrative Coordinator	25	0	1	1
Administrative Assistant II	23	2	1	1
Office Software Specialist	23	1	1	1
FULL TIME Subtotal		5	5	5
Planning & Sust - Land Development				
Land Development Supervisor	30	1	0	0
Engineering Review Officer III	28	1	0	0
Engineering Review Officer II	26	2	0	0
Dev Construction Inspector III	25	3	0	0
Office Assistant Senior	19	1	0	0
FULL TIME Subtotal		8	0	0
Planning & Sust - Structural Inspections				
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	2	2	2
HVAC Inspector III	25	1	1	1
Plumbing Inspector III	25	1	1	1

**DEVELOPMENT FUND - PLANNING & SUSTAINABILITY DEPARTMENT
FUNCTION: PLANNING & PUBLIC WORKS**

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2010	2011	2012
Planning & Sust - Structural Inspections (continued)				
Building Codes Inspector II	24	1	1	1
Electrical Inspector II	24	2	2	2
HVAC Inspector II	24	1	1	1
Plumbing Inspector II	24	1	1	1
Office Assistant Senior	19	1	1	1
FULL TIME Subtotal		14	14	14
Planning & Sust - Code Compliance				
Code Enforcement Manager	31	0	1	1
Code Enforcement Supervisor	28	0	2	2
Code Enforcement Officer Sr	25	0	11	11
Administrative Assistant II	23	0	1	1
Code Enforcement Officer	23	0	17	17
Office Assistant Senior	19	0	3	3
Office Assistant	18	0	2	2
FULL TIME Subtotal		0	37	37
Plan & Sust - Foreclosure Registry Program				
Special Projects Coordinator	28	0	1	1
Code Enforcement Officer	23	0	2	2
Court Records Tech III	21	0	2	2
FULL TIME Subtotal		0	5	5
Planning & Sust - Permits & Zoning				
Plans Review Coordinator	26	2	2	3
Plumbing Inspector II	24	0	0	1
Zoning Officer	24	2	2	2
Permit Technician	19	4	4	4
FULL TIME Subtotal		8	8	10

**DEVELOPMENT FUND - PLANNING & SUSTAINABILITY DEPARTMENT
FUNCTION: PLANNING & PUBLIC WORKS**

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		
		2010	2011	2012
Planning & Sust - Long Range Planning				
Strategic Planning Administra	33	1	1	1
Housing Programs Manager	31	1	1	1
Planner Senior	27	3	3	3
Planner	26	0	1	1
Planning Technician Senior	21	1	1	1
Office Assistant Senior	19	1	1	1
FULL TIME Subtotal		7	8	8
Planning & Sust - Zoning Analysis				
Zoning Administrator	33	1	1	1
Planning Manager	31	1	1	1
Planner Senior	27	5	5	5
Planner	26	(1)	0	0
Planning Commission Asst	21	3	3	3
Planning Technician Senior	21	2	2	2
FULL TIME Subtotal		11	12	12
FULL TIME Total		54	90	92
ALL POSITIONS Total		54	90	92

DRUG ABUSE TREATMENT & EDUCATION FUND FUNCTION: CIVIL & CRIMINAL COURTS

PROGRAM DESCRIPTION

This fund was established in 1990 by Georgia Law, which provides for additional penalties in certain controlled substance cases amounting to 50 percent of the original fine. The law further provides that these funds be held in a special fund and used only for drug abuse treatment and education programs.

MAJOR BUDGETARY IMPACTS

Previous

In 2009, total funds recommended were \$274,366 to be allocated for the following projects:

\$43,094 to the DeKalb County Drug Court for treatment services;
\$14,514 to Parks and Recreation for the Exercise Right Choice program;
\$20,815 to provide supplies, travel and 4-H leader supplements for the 4-H Program;
\$24,000 for the SMART Moves program for disadvantaged DeKalb County youth;
\$171,943 for Reserves for Appropriation.

In 2010, total funds recommended were \$130,061 to be allocated for the following projects:

\$30,000 to the DeKalb County Drug Court for treatment services;
\$10,575 to Parks and Recreation for the Exercise Right Choice program;
\$20,725 to provide supplies, travel and 4-H leader supplements for the 4-H Program;
\$24,000 for the SMART Moves program for disadvantaged DeKalb County youth;
\$44,761 for Reserves for Appropriation.

In 2011, total funds recommended were \$74,215 to be allocated for the following projects:

\$20,000 to the DeKalb County Drug Court for treatment services;
\$10,000 to Parks and Recreation for the Exercise Right Choice program;
\$19,135 to provide supplies, travel and 4-H leader supplements for the 4-H Program;
\$12,000 for the SMART Moves program for disadvantaged DeKalb County youth;
\$13,080 for Reserves for Appropriation.

2012

Total funds appropriated are \$150,009 to be allocated for the following projects:

\$22,000 to the DeKalb County Drug Court for treatment services;
\$12,000 to Parks and Recreation for the Exercise Right Choice program;
\$21,135 to provide supplies, travel and 4-H leader supplements for the 4-H Program;
\$12,000 for the SMART Moves program for disadvantaged DeKalb County youth;
\$82,874 for Reserves for Appropriation.

Future

No significant budgetary impact is anticipated.

DRUG ABUSE TREATMENT & EDUCATION FUND FUNCTION: CIVIL & CRIMINAL COURTS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

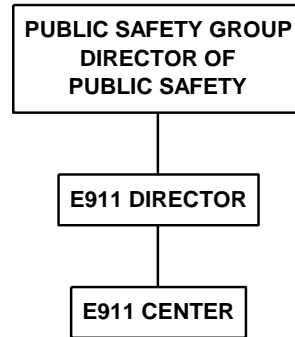
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Coop Extension - Youth Development	\$19,670	\$18,734	\$21,835	\$21,835
Drug Abuse - Human Services	0	0	12,000	12,000
Drug Abuse Treatment & Education Fund	41,042	27,708	104,174	104,174
Exercise Right Choice	0	10,197	12,000	12,000
	<u>\$60,713</u>	<u>\$56,639</u>	<u>\$150,009</u>	<u>\$150,009</u>

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Purchased / Contracted Services	\$51,925	\$46,074	\$49,350	\$49,350
Supplies	8,787	10,565	6,485	6,485
Other Costs	0	0	94,174	94,174
	<u>\$60,713</u>	<u>\$56,639</u>	<u>\$150,009</u>	<u>\$150,009</u>

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
Drug Abuse Treatment & Education	\$60,713	\$56,639	\$150,009
	<u>\$60,713</u>	<u>\$56,639</u>	<u>\$150,009</u>



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 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.

In 2011, \$18,030,810 was approved for the basic operating budget. This amount included \$1,560,000 for the first year of the lease/purchase of a Computer Aided Dispatch system and a backup Line Recorder. Additionally funding for a program modification in the amount of \$1,977,475 was approved for the addition of 59 positions (45 Operators, 12 Shift Supervisors, 1 Administrative Assistant, and 1 Deputy Director); however, the authorization of the positions was deferred until after budget adoption.

Effective July 1, 2011, the Board of Commissioners increased the Emergency Telephone fees for wired and wireless lines from \$1.35 per line per month to \$1.50. This was done to enable the full and safe staffing of the Center and to allow for a prudent level of reserves.

State legislative actions in 2011 include: HB 256, which changed the method used to collect and disburse E911 fees for prepaid wireless service to local governments; the related SB 156, which changed reporting requirements for E911 Funds; HB 280, which made cross-reference changes and clarified issues relating to how E911 fees are to be expended. All actions are effective January 1, 2012.

Effective late 2011, the City of Dunwoody outsourced its E911 services and no longer uses DeKalb County's E911 system for police dispatches. The City's contractor expanded by 10 positions in anticipation of the move. The ultimate impact on DeKalb County's E911 staffing remains uncertain, as staffing levels have yet to reach equilibrium with regard to filling vacancies and overtime usage. The impact is unlikely to be 10 fewer positions, as Dunwoody's Fire and EMS calls are re-routed to DeKalb's E911 Center.

2012

\$18,452,785 is approved for the operating budget. This includes full-year funding for the 59 positions added in 2011.

EMERGENCY TELEPHONE SYSTEM FUND

FUNCTION: PUBLIC SAFETY

MAJOR BUDGETARY IMPACTS (continued)

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	2009	2010	2011
% OF CALLS DELAYED	10%	12%	12%	18%
AVG. DELAY PER CALL (SEC)	8	6	6	8
AVG. TIME PER CALL (SEC)	80	95	99	105

ACTIVITY MEASURES

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
911 Calls Received	1,195,196	1,419,431	1,140,355	1,210,000
Emergency Calls Dispatched - Police	802,899	851,128	* 566,613	900,000
Emergency Calls Dispatched - Fire	81,619	86,450	92,772	97,100
Alarms	76,597	77,445	* 67,528	79,000
% False Alarms	91%	86%	98%	98%

* Some 2011 data incomplete due to system errors

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
E-911 Wired	\$10,185,971	\$11,537,568	\$18,452,785	\$18,452,785
E-911 Wireless	658,594	215,910	0	0
	\$10,844,566	\$11,753,479	\$18,452,785	\$18,452,785

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$7,624,140	\$7,886,936	\$10,589,797	\$10,589,797
Purchased / Contracted Services	2,396,404	2,686,431	4,267,635	4,701,557
Supplies	162,433	214,825	479,160	479,160
Capital Outlays	422,897	743,888	478,933	478,933
Interfund / Interdepartmental Charges	238,692	221,398	266,899	266,899
Other Costs	0	0	2,356,623	1,922,701
Retirement Services	0	0	13,738	13,738
	\$10,844,566	\$11,753,479	\$18,452,785	\$18,452,785

EMERGENCY TELEPHONE SYSTEM FUND

FUNCTION: PUBLIC SAFETY

FUNDING SOURCES			
	Actual 2010	Actual 2011	Budget 2012
Emergency Telephone System	\$10,844,566	\$11,753,479	\$18,452,785
	\$10,844,566	\$11,753,479	\$18,452,785

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		
			2010	2011	2012
E-911 Wired					
Emergency 911 Director	AG		1	1	1
Police Major	33		1	1	0
Police Major	33		1	1	0
Emergency 911 Deputy Director	32		0	1	1
IS Systems Administrator Sr	29		1	1	1
IS Systems Administrator	28		3	3	3
Police Sergeant	28		1	1	0
ComputerAided Dispatch Analyst	26		2	2	2
Emer 911 Telecom Analyst	26		1	1	1
Emergency 911 Watch Commander	26		3	4	4
IS Field Service Specialist	26		2	2	2
Emergency 911 Shift Supervisor	25		12	24	24
Training Specialist	25		2	2	2
Emergency 911 Operator Senior	24	1 PT	41	28	28
Administrative Assistant II	23		0	1	1
Emergency 911 Operator	23	3 PT	84	141	141
IS Field Service Specialist Sr	14		1	1	1
FULL TIME Subtotal			151	210	208
PART TIME Subtotal			4	4	4
FULL TIME Total			151	210	208
PART TIME Total			4	4	4
ALL POSITIONS Total			155	214	212

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 2011. DeKalb County was awarded \$735,000 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 in Federal and State funding for Law Enforcement programs; along with the DA’s office receiving \$143,538 from CJCC to support their VOCA and VAWA domesticated programs. The County was also awarded \$725,698 in funding to enhance services and to continue drug treatment initiatives for the Superior Courts, while collaborating with the Public Defender’s Office. The Highway Enforcement of Aggressive Traffic. (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.

2012

DeKalb County was awarded \$436,113 from the Department of Justice to fund various projects through the EDWARD BYRNE MEMORIAL Program initiative for law enforcement. DeKalb County has also been awarded \$1,805,325 for Homeland Security Initiatives. The District Attorney’s office continues to receive \$143,538.00 from CJCC to support their VOCA and VAWA domesticated programs. The County has also been awarded \$1,369,115.00 to fund the Child Support program. The Human Development Department accepted \$300,000 from the State of Georgia-Governor’s Office for Children and Families for the DC Maternal, Infant, and Early Childhood Home Visiting (MIECHV) Program.

Future

The County anticipates over \$3,000,000 in funding from Congressional Office of Budget for the DeKalb County Police department. Many of the grant awards to the County for specialized programs 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 2012 HUD programs.

ACTIVITY MEASURES

GRANTOR / GRANT DESCRIPTION	Total Grant Appropriation	Total Grant Expenditures	2012 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 #14 (JAG)	\$744,667	\$405,837	\$338,830
SUBTOTAL	\$744,667	\$405,837	\$338,830
Judicial Assistance Grant #15 (JAG)	\$620,078	\$189,676	\$430,402
SUBTOTAL	\$620,078	\$189,676	\$430,402
Judicial Assistance Grant #16 (JAG)	\$436,923	\$7,584	\$429,339
SUBTOTAL	\$436,923	\$7,584	\$429,339

GRANTS FUNDS SUMMARY

FUNCTION: GENERAL GOVERNMENT

ACTIVITY MEASURES

GRANTOR / GRANT DESCRIPTION	Total Grant Appropriation	Total Grant Expenditures	2012 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	\$192,634	\$23,847	\$168,787
Dept. Of Justice	1,072,312	501,912	570,400
Dept. Of Justice	249,552	149,544	100,008
SUBTOTAL	\$1,514,498	\$675,303	\$839,195
<u>Juvenile Court Grants</u>			
GOCF MRIP 2	\$19,416	\$18,038	\$1,378
WDD Youth System Program	691,086	576,330	114,756
S.C. GA J4C	15,000	14,935	65
Judicial Council of GA	12,402	7,641	4,761
CJCJ-Counseling 2	7,500	402	7,098
SUBTOTAL	\$745,404	\$617,346	\$128,058
<u>Superior Court Grants</u>			
Donations	\$25,505	\$10,663	\$14,842
Donations	372,458	208,378	164,080
DBHDD '10	286,634	127,396	159,238
DBHDD '11	197,500	111,442	86,058
Judicial Council	50,175	41,945	8,230
SUBTOTAL	\$932,272	\$499,824	\$432,448
<u>State Court</u>			
U.S. Dept of Justice	9,512	0	9,512
U.S. Dept of Justice	2,737	1,907	830
U.S. Dept of Justice	1,399	1,272	127
SUBTOTAL	\$13,648	\$3,179	\$10,469
<u>Magistrate's Court</u>			
U.S. Dept of Health	\$641,830	\$412,818	\$229,012
Violence Against Women	641,250	347,398	293,852
U.S. Dept of Health	511,035	501,413	9,622
Judicial Council	37,500	0	37,500
SUBTOTAL	\$1,794,115	\$1,261,629	\$532,486
<u>Solicitor - General Grants</u>			
CJCC	\$126,655	\$108,563	\$18,092
CJCC	\$157,019	\$67,924	\$89,095
SUBTOTAL	\$157,019	\$67,924	\$89,095
<u>District Attorney's Office Grants</u>			

GRANTS FUNDS SUMMARY

FUNCTION: GENERAL GOVERNMENT

ACTIVITY MEASURES

GRANTOR / GRANT DESCRIPTION	Total Grant Appropriation	Total Grant Expenditures	2012 Appropriation
CJCC	\$362,493	\$136,415	\$226,077
CJCC	414,850	128,416	286,433
DHS	1,547,098	1,217,826	329,272
U.S. Dept of Justice	4,756	0	4,756
SUBTOTAL	\$2,329,196	\$1,482,657	\$846,539
<u>Public Defender Grants</u>			
DOJ	\$285,290	\$126,864	\$158,426
SUBTOTAL	\$285,290	\$126,864	\$158,426
<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
North Precinct	6,750	6,731	19
Center Precinct	100	85	15
Donation – DEMA	3,000	2,700	300
South Precinct	5,000	4,921	79
Donation - Target & Blue WCP	2,000	1,920	80
Donation - Target & Blue ICCP	1,000	919	81
<u>Police Grants (continued)</u>			
Donation - Motor's Unit	1,500	0	1,500
Motor Carrier Safety Assist.	72,000	55,118	16,882
Motor Carrier Safety Assist.	72,000	0	72,000
Motor Carrier Safety Assist.	144,000	133,872	10,128
'12 GOHS / H.E.A.T.	165,800	45,332	120,468
H.I.D.T.A.	277,000	161,753	115,247
U.S. Dept. of Justice - Child Sexual Predator Prgm	496,793	0	496,793
U.S. Dept. of Justice - '10 BPVP	120,016	500	119,516
U.S. Dept. of Justice - '11 BPVP	19,024	0	19,024
GEMA - Buffer Zone Pro. #2263	198,100	197,919	181
GEMA - Buffer Zone Pro. #2237	428,126	421,378	6,748
GEMA - Buffer Zone Pro. #2264	195,620	177,652	17,968
GEMA - Buffer Zone Pro. #2271	181,445	181,427	18
GEMA - '11 DHS	255,500	11,418	244,082
GEMA - '09 DHS	40,000	19,562	20,438
GEMA - '10 DHS	730,250	661,400	68,850
CSI	500	0	500
CID	350	0	350
Donation - Marquel's Pledge	325	277	48
EMPG - '11 PPA	200,000	63,157	136,843
GEMA – LEOP	4,800	0	4,800

GRANTS FUNDS SUMMARY

FUNCTION: GENERAL GOVERNMENT

ACTIVITY MEASURES

GRANTOR / GRANT DESCRIPTION	Total Grant Appropriation	Total Grant Expenditures	2012 Appropriation
SUBTOTAL	\$3,659,454	\$2,185,093	\$1,474,361
<u>Fire Department/EMS Grants</u>			
GEMA - '10 GSAR TYP EQ	\$20,000	\$19,535	\$465
EMS - TRAUMA CARE NETWORK COMMISSION	45,641	0	45,641
Donation	5,000	4,995	5
Donation	2,925	0	2,925
SUBTOTAL	\$73,566	\$24,530	\$49,036
<u>Parks Grants</u>			
FIVE Star Restoration	\$25,260	\$25,069	\$191
Donations	3,253	1,670	1,583
Summer Food	889,000	0	889,000
SUBTOTAL	\$917,513	\$26,739	\$890,774
<u>Human Services</u>			
Atl. Regional Co. Seniors - Aging Prog.	\$17,961,365	\$15,999,463	\$1,961,902
DFACS Maintenance	\$458,531	\$95,265	\$363,266
DFACS Lease Pymts.	\$16,417,923	\$14,266,917	\$2,151,006
DOJ VAW SAFE HAVEN	\$410,000	\$261,654	\$148,346
G.O.CH&FAM SOC CARING COMM	\$282,759	\$22,834	\$259,925
NON-PROFIT AGENCIES 2012	\$942,673	\$0.00	\$942,673
UNITED WAY OPPRTUNITY ZONE	\$100,000	\$47,308	\$52,692
DEKALB MIECHV PROGRAM	\$300,000	\$13,848	\$286,152
NON PROFIT AGENCIES	\$832,196	\$794,307	\$37,889
ARC/COMM BASED AGING 11/1	\$1,659,072	\$1,544,661	\$114,411
ARC/COMM BASED AGING	\$20,980,469	\$20,603,738	\$376,731
MARTA FREEDOM PROGRAM	\$151,159	\$56,265	\$94,894
CD CLEARING	\$0.00	\$168,200	-\$168,200
SUBTOTAL	\$60,496,147	\$53,874,460	\$6,621,687
<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	\$196,999,050	\$140,491,313	\$58,821,293

NOTE: Please see individual section for specifics on Community Development and Workforce Development yearly programs.

American Recovery Reinvestment Act:

GRANTS FUNDS SUMMARY

FUNCTION: GENERAL GOVERNMENT

ACTIVITY MEASURES

GRANTOR / GRANT DESCRIPTION	Total Grant Appropriation	Total Grant Expenditures	2012 Appropriation
Judicial Assistance Grant (ARRA-JAG)	\$2,721,070	\$1,725,570	\$995,500
SUBTOTAL	\$2,721,070	\$1,725,570	\$995,500
<u>Police</u>			
09 DOJ - C.O.P.S. More	\$3,112,845	\$1,333,078	\$1,779,767
SUBTOTAL	\$3,112,845	\$1,333,078	\$1,779,767
<u>Community Development</u>			
HUD / Neighborhood Stability Program (NSP)	\$18,545,013	\$0	\$18,545,013
HUD / Homeless Prevention & Rapid Housing Program (HPRP)	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
<u>Human Services</u>			
US Human Services	\$139,071	\$0	\$139,071
SUBTOTAL	\$139,071	\$0	\$139,071
 Grand Totals	 \$33,370,744	 \$4,327,360	 \$29,043,384

GRANTS FUNDS SUMMARY

FUNCTION: GENERAL GOVERNMENT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
2002 LLEBG *	\$19,965	\$19,965	\$0	\$0
2005 Justice Assistance Grant (JAG)	806,506	514,520	2,014,520	2,014,520
Community Development	30,667,232	20,577,212	27,148,379	27,148,379
DeKalb Workforce Development	9,613,465	8,248,740	5,736,726	5,736,726
Other Grants	16,510,928	19,935,254	12,763,300	12,763,300
	\$57,618,096	\$49,295,691	\$47,662,925	\$47,662,925

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$9,322,721	\$8,173,540	\$0	\$0
Purchased / Contracted Services	30,786,724	24,104,148	0	0
Supplies	1,857,548	2,157,489	0	0
Capital Outlays	4,774,535	3,196,444	0	0
Interfund / Interdepart. Charges	2,237,305	2,006,373	0	0
Other Costs	8,616,558	9,509,105	0	0
Holding Accounts	22,705	148,592	47,662,925	47,662,925
	\$57,618,096	\$49,295,691	\$47,662,925	\$47,662,925

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 2010	Actual 2011	Budget 2012
Grant-In-Aid	\$47,857,230	\$45,867,819	\$45,648,405
2002 Local Law Enforcement Block Grant	19,965	19,965	0
2005 Justice Assistance Grant (JAG)	806,506	514,520	2,014,520
ARRA - American Recovery and Reinvestment Act	8,934,396	2,893,387	0
	57,618,096	49,295,691	47,662,925

SUMMARY OF REVENUES AND ANTICIPATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Intergovernmental	\$46,581,723	\$36,835,524	\$0	\$0
Investment Income	14,017	5,060	0	0
Contributions and Donations	157,818	120,067	0	0
Miscellaneous	898,265	2,797,677	47,662,925	47,662,925
Other Financing Sources	3,928,077	4,565,384	0	0
Fund Balance Carried Forward	(6,715,399)	(5,135,125)	0	0

GRANTS FUNDS SUMMARY

FUNCTION: GENERAL GOVERNMENT

SUMMARY OF REVENUES AND ANTICIPATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
	\$44,864,501	\$39,188,586	\$47,662,925	\$47,662,925

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		
			2010	2011	2012
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 Witness Asst Prog Coord	23		3	3	3
FULL TIME Subtotal			5	6	6
Magistrate Courts					
Court Program Supervisor	21		0	2	2
Clinical Evaluator	28		0	1	1
FULL TIME Subtotal			0	3	3
Records Technician St Court	18		0	1	1
PART-TIME Subtotal			0	1	1
Superior Court - Drug Courts					
Drug Court Coordinator			1	2	2
FULL TIME Subtotal			1	2	2
District Attorney - UIFSA Division					
Receptionist	16		0	1	1
Secretary Legal	21		0	2	2
Office Assistant	18		0	1	1
Office Assistant Sr.	19		0	2	2
Accounting Technician	18		0	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		
			2010	2011	2012
URESА Coordinator	21		0	8	8
Administrative Aide	23		0	1	1
Paralegal	23		0	1	1
Attorney III	31		0	1	1
Attorney IV	33		0	2	2
Administrative Coordinator	25		0	1	1
FULL TIME Subtotal			0	21	21
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
Fire & Rescue					
Officers			0	64	0
FULL TIME Subtotal			0	64	0
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

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		
			2010	2011	2012
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
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

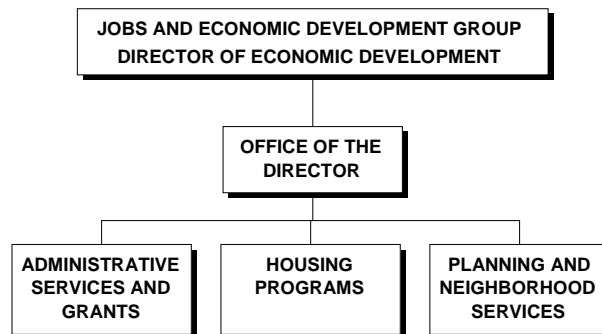
GRANTS FUNDS SUMMARY

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		
			2010	2011	2012
FULL TIME Total			93	200	136
PART TIME Total			0	1	1
TEMPORARY Total			7	7	7
ALL POSITIONS Total			100	208	144



MISSION STATEMENT

The mission of the Community Development Department is to develop viable urban communities principally benefiting low- to moderate-income persons. We work collaboratively with nonprofit agencies, governmental entities at all levels, the business community, the faith community, residents and schools to achieve the following goals:

To provide decent, affordable housing for low- to moderate income persons residing in DeKalb County;

To provide a suitable living environment, public facilities, infrastructure and community services, principally benefiting low- to moderate-income persons;

To expand economic opportunities, increase and retain new and existing jobs;

To revitalize economically depressed areas that principally serves low- to moderate-income areas.

PROGRAM DESCRIPTION

The primary funding resource for the Community Development Department is the Community Development Block Grant (CDBG) Program, an entitlement grant provided by the U.S. Department of Housing and Urban Development (HUD) through Title I of the Housing and Community Development Act of 1974 as amended. The County also receives other grants from HUD that are administered by the Community Development Department, including the McKinney Emergency 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 2011

During Program Year Four, 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 \$8,539,950 in entitlement funding: \$5,192,952 through the Community Development Block Grant Program, \$252,043 through the Emergency Shelter Grant and \$2,640,939 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.

North DeKalb Senior Community Center - The County selected and executed a contract with an Architectural and Engineering Consultant to prepare construction documents for the new Senior Community Center. Multiple public meetings were held with the community and the local stakeholders during the programming phase of the project to allow for community involvement and input into the design of the proposed center. Design Development Documents and Cost Estimates were prepared and presented to the County. Construction documents are currently being finalized, and the plans and specifications are being reviewed for permit approval and a public Invitation for Bid. The selected Architectural and Engineering fee of \$224,500 is being funded by CDBG and has been approved by the Board of Commissioners. 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 County selected and executed a contract with an Architectural and Engineering Consultant to prepare construction documents for the new Senior Community Center. Multiple public meetings were held with the community and the local stakeholders during the programming phase of the project to allow for community involvement and input into the design of the proposed center. Design Development Documents and Cost Estimates were prepared and presented to the County. Construction documents are currently being finalized, and the plans and specifications are being reviewed for permit approval and a public Invitation for Bid. The selected Architectural and Engineering fee of \$344,090 has been approved by the Board of Commissioners. 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 - The County selected and executed a contract with an Architectural and Engineering Consultant to prepare a detailed Building Program Document for a new Senior Center to be located within central DeKalb County. This document was designed for inclusion in a Request for Proposal (RFP) for the design and construction of the new senior center. Multiple public meetings were held with the community and the local stakeholders during the programming phase of the project to allow for community involvement and input into the design of the proposed center. The consultant completed the detailed building program document. The document provides a detailed space list with prescriptive descriptions of the site development, exterior requirements, structural systems, room sizes, interior finishes, lighting requirements, A/V and kitchen equipments schedules, acoustical and MEP requirements. An RFP for Developer/Design/Build Services for the Central DeKalb Senior Center was publically advertised in December 2011. This project is funded by a Section 108 loan. Construction is anticipated to begin in 2012.

Lou Walker Senior Multi-Purpose Center -Parking Improvement - The center opening was in 2005 and the number of facility users has far exceeded the capacity of the existing parking. 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 2011. The architectural and engineering plan for approximately 150 additional parking spaces was completed in 2011. Construction bid was advertised in March of 2011 and the Board of Commissioners approved multiplex for the construction contract. The project was approximately 70% complete by the end of 2011. It is anticipated that substantial completion will occur in the last quarter of 2012.

South DeKalb Police Precinct - The Community Development Department has been working with DeKalb County Facilities Management, the Police Department and Purchasing and Contracting to began renovation of the old Toy's 'R' Us building to convert into the new South Police Precinct. Demolition (phase I of the renovation) was completed during the 4th quarter of 2011. The additions phase of construction began the 2nd quarter of 2011, including a small expansion. The roof

replacement Phase construction kick off meeting was held in December 2011. The Interior renovation construction is expected go out to bid and be completed by the end of 2012.

Fire Station No. 3 - After assessing the existing condition of Fire Station No.3, located at 24 N. Clarendon Avenue in Avondale Estates, it was determined that the current facility is not a suitable or safe working environment for Fire and Rescue personnel.

It was decided that it would be better to construct a new facility rather than to renovate. Studies have been performed on two nearby sites and the adjacent lot was determined to be the most suitable for the new facility. The architectural plans were completed the 1st Quarter 2011. The existing Fire station will need to be demolished to make adequate space for the new station. The County is currently in the process of going through the State Historical Preservation Office (SHPO) and DeKalb County Historical Preservation Commission for approval to demolish the existing structure to make way for the new facility. The plans for the new Fire Station No.3 were altered to address the SHPO comments and the revised plans were submitted to the County in December 2011. The memorandum of agreement between DeKalb County and the SHPO is expected to be complete by the end of 1st Quarter 2012. The new fire station, once constructed will provide additional space for more modern Fire and Rescue equipment to better serve the residents of DeKalb.

Fire Station No. 10* - The Community Development Department collaborated with DeKalb County Facilities Management, Fire and Rescue Department and Architects in the development of Architectural and Engineering plans for the renovation of Fire Station No. 10. The existing Fire Station was not capable of housing modern day fire and rescue equipment or housing separate male and female dormitory style sleeping quarters. The renovation provided separate male and female dormitory style restrooms, shower facilities, partitioned sleeping quarters, larger dining, food preparation, dayroom/office facilities, fitness area, an administrative office area, more storage, and increased engine bays to allow access for larger and modern equipment to better serve the surrounding communities. The architectural and engineering plans were completed and bids were received in January 2011. Construction began 2nd quarter of 2011. Both CDBG and CDBG-R funds in the amount of \$1,121,973 were used for this renovation and expansion. Fire Station No.10 grand opening was held on February 22, 2012.

1905 Candler Road Project - The County continues to support the Candler Road Corridor including the South DeKalb Candler Road Library project and the South DeKalb Senior Community Center. CDBG funding was used to purchase 0.81 acres of commercial property with an existing vacant structure at 1905 Candler Road. The property is located directly adjacent to the new Library. Acquisition of this property allows the County to resolve easement and vehicular access issues related to both the library and proposed senior community center. The Public Works Department will assist with the demolition of the existing structure. The site 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. In addition to easement and access improvements, the property will provide temporary and overflow parking to serve the entire master planned development. Each entity of the development is financed separately but will share access and easements.

Tobie Grant Recreation Center - The Community Development Department, local community leaders and the County's Parks and Recreation Department have identified previously committed funding sources available for a proposed facility. Other potential private funding sources are also being considered and evaluated. Multiple public meetings were held with the community to clarify the actual funding commitments. The housing authority is currently exploring potential opportunities to collaborate with DeKalb County and the community to determine if a new master plan, including a new Community/Recreation Center, not limited to public housing, is feasible. The master plan may include proposed land swaps between the housing authority and DeKalb County, and would be worked out with input from the local citizens to benefit the entire community. CDBG funds and a potential Section 108 loan have been committed to assist with this potential project.

Shoal Creek Park Improvements - The Community Development department and DeKalb County Parks and Recreation are working with the PATH Foundation of Greater Atlanta to make improvements to Shoal Creek Park. The improvements would incorporate a multi-use trail that would connect Shoal Creek Park I, Shoal Creek Park II and the surrounding communities. This plan is part of

the Shoal Creek PATH in the Parks and Recreations Greenway Master Plan. The section of the PATH will spur interest and support to eventually connect the Belvedere Park and White Oak Hills Communities to Avondale Estates, Downtown Decatur, Stone Mountain and Freedom Parkway through a Multi-Use Trail System. Planning and Engineering is expected to begin the 2nd quarter of 2012.

Existing Briarwood Recreation Center - Architectural and engineering plans to renovate the existing Briarwood Recreation Center was completed 12/20/2011 to update the existing facility. Several public meetings with the community have occurred and phased renovation is anticipated to take place in 2012. The proposed Briarwood Recreation Center potential funding sources are being considered and evaluated (CDBG, Section 108, etc.) for the construction of the new Briarwood Recreation Center. The Planning Department will utilize the Board of Health Obesity Grant to plan for the Buford Highway area and recreational needs. A Request for Proposal (RFP) will be issued to select a consultant to evaluate the feasibility, size, and best location of the new facility. Community Development is currently working with the Planning Department and the Parks and Recreation Department to coordinate efforts between agencies and meet the objectives of all stakeholders.

City of Clarkston: Streetscape Improvements and Active Living Initiative - The City of Clarkston has been designated an LCI and has been diligently working on implementing their Streetscape Plans that will improve pedestrian and circulation throughout the City of Clarkston. The LCI is also in collaboration with the Clarkston Active Living Plan to improve the health of the community by improving pedestrian access, walkability and bikeability in the Clarkston and surrounding areas promoting positive environmental change to improve the high number of health disparities that occur in the area. A walkability assessment and report was completed by a team of Georgia State Masters of Public Health students under the direction of professor John Steward. GIS Data, as well as pedestrian and bicycle counts were collected by the students which will be used to assist the city and county with prioritizing the need for additional infrastructure such as sidewalks to improve safety, promote accessibility and better overall health in the Clarkston area. The State of Georgia plans to continue their work in the Clarkston area in 2012.

City of Doraville: New Peachtree Road Sidewalks* - CDBG Funds were utilized to construct new sidewalks and handicap ramps on the northern side of a large section of New Peachtree Road in the City of Doraville near the Doraville MARTA Station. Some upgrades were also made to improve handicap accessibility on the south side of New Peachtree Road. The project was completed in June 2012.

City of Clarkston: Milan Park Swimming Pool - A Request for Proposal for Design Build Services was released by the City the 4th quarter of 2010 to build a new swimming pool in Milan Park. The City used \$500,000 of CDBG funds along with the \$448,884.70 of city funds to have the Millam Park Pool and Pool House designed and built in 2011. There was a soft opening with a ribbon cutting in October of 2011. The pool will be in full operation for the 2012 swim season.

City of Lithonia – The City of Lithonia has secured a project manager to assist the city with multiple capital improvement projects. CDBG funds have been allocated to the City of Lithonia to assist in the renovation of the Stewart Amphitheater. The renovation will allow the city to re-open the Amphitheater, which is capable of generating revenue for the city. These projects support the long-term objective of collaborating with Cities within DeKalb County to assist in the implementation of community development initiatives that benefit low-to-moderate-income neighborhoods. The city is working closely with the county to evaluate the structural integrity of the amphitheater to see what it will take to complete the project and reopen the venue.

City of Pine Lake – The City of Pine Lake is developing a plan to for a neighborhood park. Multiple meetings were held in 2011 to support the city with development of a plan that meets eligibility requirements for CDBG funding. The County supports the efforts currently underway and has made a commitment to provide CDBG funding to the city. The city will make decisions regarding the project scope of work and coordinate efforts with the County during 2012.

The staff was involved in several other initiatives and plans in 2011: Scottdale Revitalization Plan, BELT Initiative, Buford Highway Corridor Improvements, City of Clarkston Streetscape Improvements and Active Living Initiative, and Memorial Drive/I-285 plans.

II. Public Services

Africa's Children's Fund, Inc. - Serviced a total of **61** 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 **331** 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.

Atlanta Urban League, Inc. - The Atlanta Urban League provided homebuyer workshops, foreclosure counseling. The Atlanta Urban League served **200** clients during 2011.

Community Achievement Center (CAC) - The CAC hosted **6** comprehensive youth financial literacy workshops to educate County youth on the importance of economic s and financial literacy. The CAC also hosted a post homeownership workshop to assist homeowners in home buying. A total of **141** individuals were provided service.

Center for Pan Asian Community Services, Inc. - The Center for Pan Asian delivered culturally and linguistically competent, comprehensive health, financial literacy and social services to counteract problems faced by immigrants, refugees, and racial-ethnic minorities. *From August –December 2011, the agency provided First-Time Homebuyer Workshops and Foreclosure Prevention Counseling.* Center for pan Asian served a total of **15** families.

Decatur Cooperative Ministry, Inc. - During 2011 *Hagar's House* assisted **54** families (213 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.

Jerusalem House, Inc. - In 2011 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 2011 totaled **3,910**. 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 **43** clients to safe and permanent housing in 2011.

Metro Fair Housing Services, Inc. - This agency provided fair housing services for **6** individuals in 2011. In addition, **45** fair housing inquires were processed, **5** fair housing complaints were validated.

Our House, Inc. - This agency's family advocacy and childcare programs worked with families to create suitable living environments by providing daycare services to **58** DeKalb children this year.

Refugee Family Services - Agency assisted approximately **87** refugee and immigrant women in DeKalb County with overcoming learning, language and cultural barriers, along with providing comprehensive literacy services for low-to-moderate income refugee women moving into the county. These tasks were accomplished through multiple workshops, educational services and counseling sessions.

Scottdale Child Development & Family Resource Center, Inc. - Agency provided a center-based childcare center for approximately **187** children from age zero to five years of age who are low-to-moderate income. Additionally, they provided free and nutritious meals throughout the day, while providing programs that helped children achieve developmental capabilities within their cognitive, social, emotional and physical development.

The Sheltering Arms - Agency provided a center-based childcare center for approximately **198** 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 **377** youth participated in the 2011 summer voucher program that included 76 different program providers. The Youth Summer Programs also included several special initiatives through DeKalb County Parks and Recreation and DeKalb County.

III. **Economic Development**

DeKalb Enterprise Business Corporation (DEBCO) – Economic Development Revolving Loans – During 2011, three DeKalb businesses received revolving loan funding totaling \$130,000. Year to date, DEBCO has 24 active RLF borrowers with a principal balance of \$714,739. The SBA-backed Micro loan fund has 18 active loans with an outstanding balance of \$231,543.

From a summary perspective, from May 2000 through December 2011. DEBCO has made 66 RLF loans in the amount of \$2,966,504 using CDBG and Program Income funds, which leveraged approximately \$21,861,955 in private funds; thus creating over 200 jobs during that period.

Micro-enterprise Assistance Program – Two training sessions had been implemented through the Micro Enterprise Training Program. Two training sessions contained 12-week training classes. There were forty-eight (48) persons that participated in the training programs.

IV. **Demolition**

Demolition and Clearance – Assisted in the demolition of 9 dilapidated structures to mitigate blighted conditions in low to moderate –income areas. 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 86 funded Deferred Payment Forgivable Rehab Loans were completed in 2011 using CDBG funds. In addition, 86 home-funded Deferred Forgivable Loans were closed out in 2011. Of all jobs completed for the year, 10 cases involved lead-based paint abatement. Our efforts assisted homeowners with accessibility improvements and health and safety issues in their homes.

* Projects that contain CDBG-R Funds

HOME PROGRAM

The purpose of the HOME Investment Partnership Program (HOME) is to expand the supply of decent, safe sanitary, affordable housing units. Accomplishments during 2010, using HOME funds, are shown below.

- **Single –family Affordable Housing –**
 - Funded the DeKalb First-time Homebuyers Program and down payment assistance to 80 homebuyers.
 - Funded the single-family owner-occupied housing rehabilitation program to assist eligible property owners in maintaining homes that satisfy County code.
 - Committed CHDO funds to DeKalb Habitat for Humanity and Neighborhood Works, Inc. for the acquisition, rehabilitation, and disposition of foreclosed-upon, single-family properties.
- **Multi-family Affordable Housing –**
 - Committed \$200,000 to support the construction of 54 new units of senior housing at Lane Manor.

EMERGENCY SHELTER GRANTS PROGRAM (ESG)

GRANTS - COMMUNITY DEVELOPMENT

FUNCTION: GENERAL GOVERNMENT

The ESG Program provides grants for facilities and services for the homeless and people who are at risk of becoming homeless. In 2011, the County provided ESGP funds for operational support, service support, and prevention to 17 non-profit organizations that provide assistance to the homeless and at-risk populations. A total of 1,382 households with 1,996 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.

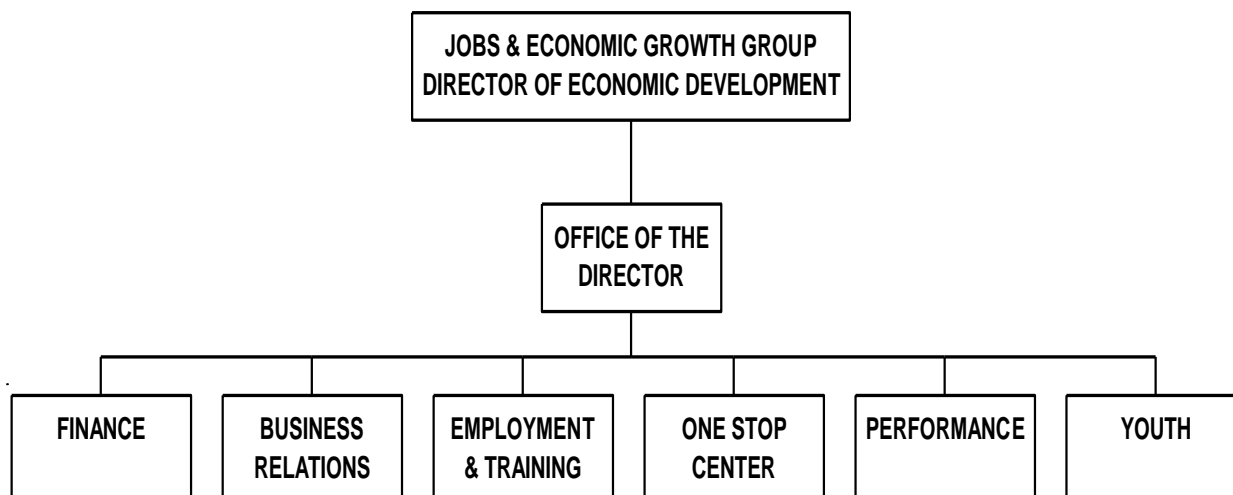
Name of ESGP-Funded Agency	Total Persons Served in 2011	Total Households Served in 2011	Total Children Served in 2011	Total Adults Served in 2011
Action Ministries, Inc. (OC)	18	6	12	6
Breakthru House, Inc. (OC)	28	28	0	28
CHRIS Kids (OC)	44	29	12	32
Clifton Sanctuary Ministries, Inc. (OC)	220	220	0	220
Interfaith Outreach Home (OC)	41	11	24	17
Oakhurst Recovery Program (OC)	29	29	0	29
Safe Haven Transitional, Inc. (OC)	55	25	30	25
Shearith Israel Shelter for Homeless Women (OC)	17	17	0	17
Transition House, Inc. (OC)	82	82	0	82
TOTAL (OPERATIONAL COSTS FUNDING)	534	447	78	456
Center for Pan Asian Community Services, Inc.(ES)	158	158	0	158
Furniture Bank of Metro Atlanta, Inc. (ES)	371	134	204	167
Living Room, Inc. (ES)	664	508	79	585
TOTAL (ESSENTIAL SERVICES FUNDING)	1193	800	283	910
Decatur Cooperative Ministry, Inc. (HP)	82	33	39	43
Decatur-Area Emergency Assistance Ministry, Inc. (DEAM) (HP)	76	31	43	33
Green Forest CDC Social Ministry (HP)	44	20	23	21
Salvation Army Metro Atlanta Command (HP)	33	32	12	21
Travelers Aid of Metropolitan Atlanta, Inc. (HP)	34	19	14	20
TOTAL (HOMELESS PREVENTION FUNDING)	269	135	131	138
*Pathways Community Network, Inc. (Administrative Costs for HMIS services)	0	0	0	0
Total for All Program Types	1996	1382	492	1504

NEIGHBORHOOD STABILIZATION PROGRAM (NSP)**The DeKalb County Neighborhood Stabilization Program Accomplishments in 2011**

- 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 2011, 29 properties were sold to eligible homeowners.
- Leveraged \$4.9 million in NSP funds with private investment to rehabilitate a 186 unit apartment complex. Upon completion, this project will result in 86 units that are affordable to households at or below the 50% AMI. The project was completed in August 2011.

HOMELESSNESS PREVENTION AND RAPID RE-HOUSING PROGRAM (HPRP)**DeKalb County accomplished the following Homelessness Prevention and Rapid Re-Housing Program in 2011**

- The Homelessness Prevention and Rapid Re-Housing Program (HPRP) was authorized under the American Recovery and Reinvestment Act of 2009. The program allocated \$2,359,998 to DeKalb County to provide financial assistance and services to either prevent individuals and families from becoming homeless or help those experiencing homelessness to be quickly re-housed and stabilized.
- Contracted with 14 agencies to administer the HPRP program, these agencies provided case management services, rent and utilities to more than 931 persons and 537 households in 2011.



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 9.5%, the state's at 9.9% and national's at 8.6%, 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 Core Services, 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 veterans 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 - 2011

- **Mobile Career Center:** The Mobile Career Center is a state-of-the-art, fully accessible, computer lab. The center provides the latest in workforce and job skills development services. An outreach approach, the center will serve to assist DeKalb County citizens in finding employment by providing streamlined work readiness services. The major features are: 13 computer stations, employer interview area, high speed satellite internet connection, fully accessible ADA workstation with movable table and auxiliary equipment, etc. The Mobile Career Center hit the road in early February 2012.
- **Corporate Social Responsibility:** The DeKalb Workforce Investment Board has embraced an initiative to nurture and give back to the community by providing work readiness assistance to those in need via a hands-on approach. The board consists of 28 active business members from the public and private sector. The initiative is an avenue to give back to the local community through leadership development and occupational/social enrichment. Since the adoption of the program, the Board has conducted three major community events in 2011, first quarter – Wonderland Garden Initiative for youth, second quarter – Job Club for unemployed and underemployed and third quarter CSR activities engaged DeKalb Workforce Development's youth in a day of "History, Heritage, and Lineage" (H2L). The day was designed to give each youth rich insight and valued appreciation for the life and legacy of those that have paved the way for today's justice, equality and freedom.
- **Broadband Technician Training:** DeKalb Workforce Development collaborated with the Urban League of Greater Atlanta and Comcast to implement an innovative training program for broadband technicians. The collaboration is a true reflection of the value of joint efforts between the public and private sectors. This 10 week 60 hour course was developed to introduce the broadband/ telecommunications industry and develop the entry-level skills and knowledge involved in the competent performance of the tasks relating to broadband installation and troubleshooting activities. Eighteen students successfully graduated from the program on November 10, 2011. Interviews are being conducted with Comcast. As of December 2011, 4 participants were hired with Comcast and 3 with other telecommunication employers.
- **Recruitment Efforts:** As of December 2011, DeKalb Workforce Development (DWD) assisted approximately 1,305 job seekers with successfully securing employment in the areas of management, repair technicians, retail, custodial, information systems, law enforcement, office administration, correctional officers, customer service representatives and more. DWD has served over 30,000 plus customers with workforce empowerment services onsite and/or online.
- **Occupational Skills Training:** Since January 2011, DeKalb Workforce Development has successfully trained over 500 participants in partnership with local technical schools and colleges. To date, DWD has provided training services to more than 600 DeKalb Medical incumbents and new hires in electronic medical records (EMR) and patient care technician duties that have resulted in these workers securing and/or retaining their employment.
- **Funding Allocations:** In addition, DWD expended \$933,960 for WIA Adult and Dislocated Worker Training and placement. We also expended of \$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 (OJT) and placement services for adults and dislocated workers resulting in over 200 full-time placements / hirings.
- **Performance Outcome:** DWD has received accolades for 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. Also, announced in September 2011, DWD "exceeded" annual performance for the 8 consecutive year (see page 6).
- **Mass Recruitment Events:**
 - **DWD Annual March 2011 Event:** DWD in collaboration with the United Way in DeKalb County hosted the "2011 Employment Readiness Fair" on March 31, 2011. The event offered innovative *workshops* and *employer forums* designed to provide job seekers with valuable skills and techniques to be competitive in the job search market. Workshop themes included: Resume Wizardry, Interviewing Tips & Tricks, Dress 4 Success, Computer Madness, Energize Your Voice and How to Survive the Online Job Search Jungle. Guest panelists included HR Professionals from Manpower, Emory University, Coca Cola Company, Hormel Foods, Church's Chicken and Career Source. There were approximately 125 job seekers in attendance at event.

MAJOR ACCOMPLISHMENTS – 2011 (continued)

- **DWD Annual September 2011 Event:** DWD and the Georgia Department of Labor, collaborated in commemoration of celebrating September as “**Workforce Development Month**”, held its 6th Annual “**Workforce Development Week – 5 Steps to Success**” from Monday, September 12 through Friday, September 16, 2011. The weeklong event included several work readiness workshops and ended with a large career fair on Friday, September 16th. The career fair included 46 businesses, schools and community partners and over 508 jobseekers. The workshops were held at DeKalb Workforce Development and the Department of Labor, while the career fair was held at the Maloof Auditorium.
- **First Source:** DWD, DeKalb County Purchasing & Contracting and DeKalb Community Development Departments worked together to administer and enforce the First Source/Section 3 Program. The program provides assistance to DeKalb residents in obtaining employment through contractors doing business in DeKalb County. Since the amendment of the Ordinance in August 2011, DWD has assisted 12 contractors/sub-contractors with recruitment services. As a result 8 candidates were able to secure employment. DWD is aggressively assisting contractors in prescreening for 10 additional positions.
- **Other Business Relations Recruitment Projects:**
 - **DWD Work Experience Program:** On March 7, 2011 DWD introduced its first Work Experience Program for WIA trained adults and dislocated workers. The program was a short term, planned, structured learning experience that offered work experience for a limited period of time, generally not to exceed 300 hours. It promoted the development of good work habits and basic work skills. Of the 16 participants initially designated for the program, 14 attained employment after completion of the program.
 - **MARTA Project:** DWD in collaboration with Georgia Dept. of Labor and MARTA partnered to recruit to fill 200 MARTA Bus Driver positions. Candidates needed to be DeKalb County residents, score 8th grade level on TABE test and have a clean criminal background, drug test and MVR. The project began in July and as of December 2011; five (5) candidates have been hired with MARTA.
 - **DeKalb Fire Rescue Project:** DWD in collaboration with DeKalb County Fire Rescue Department partnered to assist approximately 70 displaced firefighters from DeKalb County. Displaced firefighters were offered employment and training assistance. The project began in April and as of December 2011 twenty-two (22) candidates have been hired with various employers and forty-eight (48) are currently receiving training services.
 - **Horizon Staffing:** DWD in collaboration with GA Dept. of Labor and Horizon Staffing partnered to recruit for approximately 200 seasonal tax preparer positions. Approximately 86 job seekers were hired through this collaboration.
 - **Voter’s Registration Project:** DWD in collaboration with DeKalb County Registrations and Elections Department partnered to recruit 25 – 30 temporary data entry/customer service positions for the 2012 elections year. Positions will last 6-10 months beginning in January 2012. Data entry tests and interview sessions were conducted at DWD. Approximately 56 jobseekers attended the interview sessions and twenty-nine (29) were hired. Positions will start in mid January 2012.
 - **Shell Oil Project:** DWD partnered with Shell Oil Co to recruit 5-10 terminal operator positions for the company’s Doraville facility. Approximately 60 jobseekers were tested over a 3 day period and will begin interviewing for the positions in January.
 - **Wal-Mart Project:** DWD partnered with Wal-Mart to recruit 50 temporary-to-permanent store associate positions. Over 200 jobseekers applied for the positions during a 3 day hiring session at DWD.
- **Departmental Collaboration:** DWD partners with the Office of Economic Development (OED) to attract Fortune 500 businesses to DeKalb County. As of late 2010, DWD has assisted OED with Project Azalea, Project Hardware, Project Moon, Project Transit, Project Lion, Project Constellation, Project Leviathan and many more. DeKalb County was successful in landing Project Azalea and Project Transit. Overall, these projects will generate approximately 300 jobs in DeKalb County.

Summary of Services

Pre-screen applicants to ensure that the most qualified candidates will be interviewed. Advertise and administer job fairs, market positions available, and become the first line of contact with prospective employees. Provide space for orientations and computer access for current and future employees.

GRANTS – WORKFORCE DEVELOPMENT

FUNCTION: GENERAL GOVERNMENT

MAJOR BUDGETARY IMPACTS

Program Year	Actual 2010	Actual 2011	Estimate 2012
Adults	\$1,843,359.00	\$1,628,171.00	\$1,648,208.00
Dislocated Worker	\$1,639,694.00	\$1,899,642.00	\$1,851,994.00
Youth	\$1,969,140.00	\$1,759,265.00	\$1,781,975.00
ARRA*	\$2,781,995.00	\$0.00	\$0.00
Total	\$8,234,188.00	\$5,287,078.00	\$5,282,177.00

Grant funds are awarded annually in April, July and October.

*The American Recovery and Reinvestment Act of 2009 – Funds Expired June 30, 2011.

DeKalb Workforce Development supports the Administration’s and the Board of Commissioners’ efforts to bring government spending into compliance with current expenditure controls and recognizes the decline in the County’s economy. However, when local Workforce Investment Act areas do not spend based on need and within the timeframe of the grant, this results in a rescission of funds by the granting agent (GDOL). Also, DeKalb Workforce Development’s budget and expenditures do not impact the County’s operating budget. Therefore, DeKalb Workforce Development will comply with the grant criteria to increase spending in accordance with WIA guidelines with providing increased education, employment and outreach services to the unemployed and under-employed DeKalb County community.

ACTIVITY MEASURES - 1

Adult/Dislocated/Youth Statistic	Actual 2010	Actual 2011	Estimated 2012
# Adults/Dislocated Trained	1,536(includes ARRA)	529	652
# Adults/Dislocated Employed	1,726	688	750
# Outreach Activities	76	95	100
Annual Salary Range	\$15,080-\$91,520	\$15,080-\$91,520204	\$15,080-\$91,520
Customer Visits-One-Stop	40,947	31,010	35,000
Customers Registered Online	22,396	11,375	20,000
# GA Work Ready Certified	14,202	13,210	16,000
First Source	94 Kickoff Meetings, Assisted 155 Businesses	59 Kickoff Meetings, Assisted 155 Businesses	90 Kickoff Meetings
# Youth Served	1,779	1,267	1,394
# Youth Attained GED/High School Diploma	74	31	34
# Youth Employed	1,200 (includes ARRA)	232	255

WIA ANNUAL PERFORMANCE FOR PROGRAM YEAR 2010 – PROVIDED BY GEORGIA DEPARTMENT OF LABOR.

	Total Participants Served
Adults	956
Dislocated Workers	1715
Youth	800

GRANTS – WORKFORCE DEVELOPMENT

FUNCTION: GENERAL GOVERNMENT

ACTIVITY MEASURES - 2

PROGRAM YEAR 2010(7/10-6/11)*

National Performance Measure	Negotiated Statewide Level	Actual Local Performance	Comment
<u>Adult Measures</u>			
Entered Employment Rate	83.6%	84.5%	Exceeded
Employment Retention Rate	80.5%	83.7%	Exceeded
Average Earnings	\$11,398	\$14,175	Exceeded
Employment and Credential Rate	62.0%	65.2%	Exceeded
<u>Dislocated Worker Measures</u>			
Entered Employment Rate	80.0%	76.9%	Not Meeting
Employment Retention Rate	86.6%	90.7%	Exceeded
Average Earnings	\$15,180	\$14,565	Not Meeting
Employment and Credential Rate	68.0%	70.0%	Exceeded
<u>Youth Measures</u>			
Employment Retention Rate (Older Youth)	72.0%	100.0%	Exceeded
Employment Retention Rate (Younger Youth)	71.3%	75.0%	Exceeded
Earnings change	\$3,400	\$7,717	Exceeded
Employment and Credential Rate (Older Youth)	45.0%	100.0%	Exceeded
Employment and Credential Rate (Younger Youth)	78.0%	82.4%	Exceeded
Placement in Employment of Education (Youth Age 14-21)	N/A	78.1%	
Attainment of Degree or Certificate (Youth Age 14-21)	N/A	78.9%	
Literacy or Numeracy Gains (Youth Age 14-21)	N/A	18.2%	
<u>Customer Satisfaction Measures</u>			
Participant	76.6%	73.0%	Not Meeting
Employer*	74.0%	79.9%	Exceeded
<u>Overall Status of Local Performance</u>	Not Met	Met	Exceeded

Performance Must be Within 10% of Negotiated Statewide Level to Meet.

X

Customer Satisfaction is provided by the Georgia Department of Labor for the Atlanta Region based on result of customer surveys.

Common Measures (new performance metrics) will be effective July 1, 2011.

2012 FUTURE INITIATIVES

- **DeKalb Capital Improvement Project (CIP):** DeKalb Workforce Development has continued to strengthen its partnership and collaboration with the Office of Economic Development and other County departments to attract businesses to DeKalb County. DWD will work with the County to implement the DeKalb County Watershed Management CIP, which will stimulate the economy of DeKalb County through job creation and promotion and growth of local small business enterprises. DeKalb's \$1.35 billion Watershed Management Capital Improvement Project, known as ONE DeKalb Works, is expected to create over 4,000 jobs by 2015. The first set of projects is expected to get underway early 2012.
- **Electronic Registration:** This cutting edge technology is an eco-friendly focus to receive and retain customer information while reaching our "green" goal of going paperless. In addition, it will allow DWD to provide more efficient and resourceful customer services to its customers.
- **Green Meetings:** DeKalb Workforce Development will continue to do its part in keeping DeKalb the "greenest county in America". In 2012, DWD commits to move in the direction of conducting "Green Meetings". Green meetings are an excellent way for organizations to demonstrate good corporate responsibility by continuing to make sustainable lifestyle choices. DWD has committed to conducting "paperless" board and committee meetings by using a web based technology that will dramatically reduce the use of paper. This concept will serve to share the stewardship message that an action as simple as a green meeting can contribute to the preservation of our natural resources.
- **Certified Georgia Work Ready Community:** During 2012, DeKalb Workforce Development's commitment is to make DeKalb County a "Certified Work Ready Community". Earning Certified Work Ready Community status will ensure DeKalb County citizens have the talent necessary to staff existing jobs and to master the innovative technologies new jobs will require in the future. By taking part in this effort, Georgia counties are transforming their economies and giving themselves a competitive advantage in attracting new businesses and jobs to the region. Less than 250 private sector Work Ready certifications are needed for DeKalb to earn this designation.

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		
		2010	2011	2012
Ga. Dept. of Labor/DeKalb Workforce Development				
Director	36	1	1	1
Acting Director	36	1	0	0
Deputy Director	33	0	0	0
Finance Manager	29	1	1	1
Workforce Development Manager	29	0	2	2
Employment & Training Supervisors	26	3	2	2
Employment & Training Analyst, Sr	25	2	2	2
Employment & Training Analyst	23	23	22	22
Administrative Assistant - II	23	2	2	2
Office Assistant-Senior	19	3	4	4
Financial Assistant	23	1	1	1
Receptionist	16	3	2	2
Security Guard	18	1	1	1
Workforce Assistant	17	3	4	4
Workforce Officer	18	1	1	1
FULL TIME Total		45	45	45

PROGRAM DESCRIPTION

The purpose of this fund is to provide an accounting entity for recording the transactions involving DeKalb County's appropriation for the additional 2% levy of the hotel-motel tax, which was initially approved by the Board of Commissioners (BOC) in December 1987. The law now permits the County to levy a hotel-motel tax at a rate of 5%, rather than the 3% previously permitted. The additional 2% is to be used for promoting tourism, conventions, and trade shows; this revenue can be expended only through a contract or contracts with the state, a department of state government, a state authority, or a private sector nonprofit organization. The additional 2% levy of the hotel-motel tax became effective February 1, 1988; its renewal must be formally voted on by the BOC each year. Since 1988, the BOC has annually approved the renewal of the 5% hotel-motel tax.

From 1988 to 1994, the County contracted with the DeKalb Chamber of Commerce, Inc. to operate the DeKalb County Convention and Visitor's Bureau (DCVB). In June 1994, the DCVB became an independent 501(c)6 organization, separate from the DeKalb Chamber of Commerce. The BOC continued to contract solely with DCVB for promoting tourism, conventions, trade shows, until 2000. From 2001 to 2004, the County also contracted with the DeKalb Council for the Arts to promote cultural tourism. Beginning in 2005, the BOC began contracting solely with DCVB again.

MAJOR GOALS FOR 2012 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS**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 2008, the third 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 fourth automatic renewal of the 2006 DCVB agreement extended DCVB's contract to promote, conventions, and trade shows for 2009.

In 2010, the Board of Commissioners approved the continuation of the hotel-motel tax at the December 15, 2009 BOC meeting. In October 2010, the Board of Commissioners renewed the contract with DCVB for another five years.

Continuation of the hotel-motel tax through 2011 was approved by the Board of Commissioners at the November 9, 2010 BOC meeting. DCVB will continue to receive two percent of the appropriated hotel/motel taxes at the current total rate of five percent or until a higher rate is approved by the Georgia General Assembly.

2012

The 2012 CEO's Proposed Budget included increasing the levy from 5% to 8%, effective only after the Georgia General Assembly adopted a local Act authorizing the increase. The Georgia General Assembly did not authorize the increase. Therefore, the hotel/motel tax levy will continue at five percent and DCVB will continue to receive two percent of the appropriated hotel/motel taxes. Effective 2012, there will be a change in the accounting of funds to comply with State of Georgia Chart of Accounts. All revenues collected from the levy will be deposited in the fund and then transferred out to the other funds.

Future

Continuation of the hotel-motel tax through 2013 will probably be considered by the BOC in December 2012.

ACTIVITY MEASURES

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Gross Room Rentals	\$153,814,394	\$100,500,600	\$103,000,000	\$104,000,000

HOTEL/MOTEL TAX FUND**FUNCTION: LEISURE SERVICES****ACTIVITY MEASURES**

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Total Tax Collected	\$7,459,998	\$4,266,646	\$4,100,000	\$4,800,000

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Hotel / Motel Tax Fund	\$1,357,253	\$4,283,280	\$4,654,819	\$4,654,819
	\$1,357,253	\$4,283,280	\$4,654,819	\$4,654,819

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Other Costs	\$1,357,253	\$1,565,248	\$2,054,819	\$2,054,819
Other Financing Uses	0	2,718,031	2,600,000	2,600,000
	\$1,357,253	\$4,283,280	\$4,654,819	\$4,654,819

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
Hotel/Motel Tax	\$1,357,253	\$4,283,280	\$4,654,819
	\$1,357,253	\$4,283,280	\$4,654,819

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 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Juvenile Services	\$11,419	\$28,640	\$335,126	\$335,126
	\$11,419	\$28,640	\$335,126	\$335,126

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Purchased / Contracted Services	\$11,419	\$28,640	\$335,126	\$335,126
	\$11,419	\$28,640	\$335,126	\$335,126

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
Juvenile Services	\$11,419	\$28,640	\$335,126
	\$11,419	\$28,640	\$335,126

LAW ENFORCEMENT CONFISCATED MONIES FUND

FUNCTION: CIVIL & CRIMINAL COURTS

FUND DESCRIPTION

This fund was established by the Board of Commissioners in 1984 to account for monies confiscated locally in controlled substance cases. These appropriations are limited by state law to uses in the criminal justice area and may not be used for salaries or informants' fees. Beginning July 1, 1991 in accordance with Georgia law, the Board of Commissioners authorized the District Attorney to receive 10% of all locally confiscated funds with the balance of the funds going to a local police agency. Local funds are appropriated to the departments when the funds are received. This fund is also used to account for federally confiscated funds which are given to the County for use in police activities and the use of these funds comes under Federal Statutes. Federal funds are appropriated to the department designated as recipient in the court order.

MAJOR BUDGETARY IMPACTS

Previous

In 2007, \$585,312 was transferred in April and \$900,000 in August to purchase 5 mobile precincts as part of Community-Oriented Policing. In 2008, an additional \$300,000 was authorized and transferred to purchase a sixth mobile precinct, but was not purchased. During 2009 it was decided not to purchase a sixth mobile precinct and funding for this purchase was returned from the Vehicle Replacement Fund to the LECM Fund. In 2010, two of the mobile precincts were auctioned and the proceeds were returned to the LECM Fund.

In 2011, another two mobile precincts were auctioned and the proceeds of \$235,913 were returned to the LECM Fund. Also in 2011, the Department of Justice completed an audit of the police department's confiscated funds. The recommended items from this audit that DeKalb County agreed with included the inclusion of LECM in the A-133 audit requirements and quicker recognition of deposited funds in the General Ledger. The County disagreed with the recommendation to limit confidential informant funds to only the purchase of evidence and information. The County believes that petty cash expenditures up to the \$45 limit, such as parking and club entrance fees, are legitimate.

2012

The Appropriation for this Fund represents the end of 2011 fund balances.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Confiscated Funds - State Drug Funds - Marshal's O	\$750	\$1,379	\$27,988	\$27,988
Federal Drug Funds - Police	1,184,606	1,864,679	4,113,367	4,113,367
Federal Drug Funds - Sheriff	103,772	230,277	1,232,898	1,232,898
Revenue / Expenditure Clearing	791	0	0	0
State Drug Funds - District Attorney	110,208	42,385	78,359	78,359
State Drug Funds - Police	205,098	477,355	1,080,980	1,080,980
Treasury - Sheriff	898	0	871	871
	\$1,606,123	\$2,616,076	\$6,534,463	\$6,534,463

LAW ENFORCEMENT CONFISCATED MONIES FUND

FUNCTION: CIVIL & CRIMINAL COURTS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Purchased / Contracted Services	\$761,993	\$1,330,391	\$577,636	\$577,636
Supplies	604,039	806,120	112,757	112,757
Capital Outlays	230,072	758,094	1,454,867	1,454,867
Interfund / Interdepartmental Charges	(53,640)	0	0	0
Other Costs	(36,342)	(278,530)	4,386,195	4,386,195
Other Financing Uses	100,000	0	3,008	3,008
	\$1,606,123	\$2,616,076	\$6,534,463	\$6,534,463

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
Law Enforcement Confiscated Monies	\$1,606,123	\$2,616,076	\$6,534,463
	\$1,606,123	\$2,616,076	\$6,534,463

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 in per-subscriber fees from the Cable Franchisee, \$10,000 interest and \$1,482,770 fund balance forward. The 2008 Budget included \$77,176 in 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. Funding sources for the 2011 Budget included \$145,000 of subscriber fees from the Cable Franchisee, \$10,000 interest and \$1,312,684 fund balance forward.

2012

The 2012 Budget includes \$145,000 of subscriber fees from the Cable Franchisee, \$10,000 interest and \$1,863,997 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 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
PEG Support Fund	\$233,183	\$170,862	\$2,018,997	\$2,018,997
	\$233,183	\$170,862	\$2,018,997	\$2,018,997

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$37,594	\$0	\$36,491	\$36,491
Purchased / Contracted Services	105,149	158,462	1,181,641	1,181,641
Supplies	3,855	7,337	14,000	14,000
Capital Outlays	86,584	5,063	0	0
Other Costs	0	0	786,865	786,865
	\$233,183	\$170,862	\$2,018,997	\$2,018,997

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
Public Education and Government Access (PEG)	\$233,183	\$170,862	\$2,018,997
	\$233,183	\$170,862	\$2,018,997

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		
		2010	2011	2012
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 ensure that funds are accumulating at the projected rates.

The fund is governed by the law of supply and demand. If enough people are interested in participating in a program, thereby covering the operating cost of that program, the program is offered. If the program does not have enough participants registered to cover the operating cost, the program will be cancelled.

MAJOR BUDGETARY IMPACTS**Previous**

In 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. In 2010 and 2011, there were no significant budgetary changes.

2012

There are no significant budgetary changes in 2012.

Future

No significant budgetary impact is anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Administrative Support	(\$1,684)	(\$1,684)	\$685,271	\$685,271
Adult Softball	43,479	33,972	21,500	21,500
Basketball	2,907	0	0	0
Briarwood Rec Center	400	340	0	0
Brook Run	10,191	(103)	0	0
Brownsmill Rec Center	32,700	14,529	1,285	1,285
DeKalb Swim League	0	9,000	14,500	14,500
Gresham Rec Center	2,419	1,604	0	0
Hamilton Rec Center	10,051	2,562	0	0
Lucious Sanders Rec Center	7,431	4,958	0	0
Midway Rec Center	2,306	165	0	0
N H Scott Rec Center	(84)	(104)	0	0
Playground Day Camp	573,151	774,262	1,275	1,275
Senior Citizen Programs	0	0	2,503	2,503
Summer Swim Lessons	11,225	15,871	9,300	9,300
Therapeutic Rec Programs	(216)	(223)	2,503	2,503
Tobie Grant Rec Center	101	121	0	0
Tucker Rec Center	183,241	140,292	0	0
Youth Sports	9,011	7,893	0	0
	\$886,629	\$1,003,455	\$738,137	\$738,137

RECREATION FUND**FUNCTION: LEISURE SERVICES****SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY**

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$838,698	\$965,124	\$687,831	\$687,831
Purchased / Contracted Services	18,269	23,469	39,500	39,500
Supplies	29,632	14,863	5,800	5,800
Interfund / Interdepartmental	30	0	5,006	5,006
	\$886,629	\$1,003,455	\$738,137	\$738,137

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
Recreation	\$886,629	\$1,003,455	\$738,137
	\$886,629	\$1,003,455	\$738,137

Although the Recreation Fund has a total of 332 authorized temporary personnel positions, these are not specified in the Budget document since they do not represent bona fide County employees. The positions were established in order to provide administrative oversight and to ensure compliance with Federal requirements for employer's share of FICA and Worker's Compensation. Otherwise, these employees receive no other benefits, nor do they acquire status under the DeKalb County Merit System.

RENTAL MOTOR VEHICLE EXCISE TAX FUND**FUNCTION: LEISURE SERVICES****PROGRAM DESCRIPTION**

This fund provides an accounting entity for recording transactions involving DeKalb County's 3% tax levy on the rental of motor vehicles in DeKalb County. The purpose of this levy is to promote industry, trade, commerce and tourism within DeKalb County. The revenues of this tax will be dedicated to making the lease payments to the Development Authority of DeKalb County to amortize the indebtedness for the Porter Sanford Performing Arts Center and for other appropriate expenditures. The 3% levy became effective January 1, 2007. This levy does not have to be renewed annually.

MAJOR GOALS FOR 2012 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 Porter Sanford Performing Arts and Community Center outlining the terms and conditions relating to financing, construction, equipment, interim ownership, and leasing of the center. The Development Authority of DeKalb County issued 10-year bonds with the County's lease payments servicing the bond indebtedness in December 2006.

2012

Effective FY 2012, this fund will be reported in the Special Revenue Funds group.

Future

No significant budget impact is anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Rental Motor Vehicle Excise Tax Fund	\$712,575	\$704,825	\$1,246,220	\$1,246,220
	\$712,575	\$704,825	\$1,246,220	\$1,246,220

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Purchased / Contracted Services	\$712,575	\$704,825	\$712,225	\$712,225
Other Costs	0	0	533,995	533,995
	\$712,575	\$704,825	\$1,246,220	\$1,246,220

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
Rental Motor Vehicle Excise Tax Fund	\$712,575	\$704,825	\$1,246,220
	\$712,575	\$704,825	\$1,246,220

REVENUE BONDS - BUILDING AUTHORITY LEASE PAYMENTS FUND

FUNCTION: GENERAL GOVERNMENT

PROGRAM DESCRIPTION

The Building Authority Revenue Bonds Lease Payments Fund is a separate fund specifically designated to pay principal and interest on DeKalb County Building Authority bond issues. Payments are made from the fund for principal and interest requirements, paying agent and other fees for a new Juvenile Justice Center. Revenue is derived from lease purchase payments appropriated in the Juvenile Court budget.

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

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

MAJOR BUDGETARY IMPACTS

Previous

The Board of Commissioners authorized the sale of the bonds on June 17, 2003 and the bonds were sold in 2003 at a premium. The first expenditures against this fund were made in 2003. On June 21, 2005 the BOC authorized the sale of bonds for the construction, installation and equipping of the Juvenile Justice Facility. The bonds were sold in 2005 at a premium and the first expenditures were made in 2005. The first and second interest payments due on (12/1/2005 - \$545,138 and 6/1/2006 - \$716,240) were funded by Capitalized Interest.

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

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

2012

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

Future

The County will continue the 2011 budgetary initiatives to improve the financial health of the County.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Debt Service - Revenue Bonds	\$3,690,071	\$3,717,500	\$3,838,766	\$3,838,766
	\$3,690,071	\$3,717,500	\$3,838,766	\$3,838,766

REVENUE BONDS - BUILDING AUTHORITY LEASE PAYMENTS FUND

FUNCTION: GENERAL GOVERNMENT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Purchased / Contracted Services	\$6,000	\$0	\$6,000	\$6,000
Other Costs	0	0	106,388	106,388
Debt Service	3,684,071	3,717,500	3,726,378	3,726,378
	<u>\$3,690,071</u>	<u>\$3,717,500</u>	<u>\$3,838,766</u>	<u>\$3,838,766</u>

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
Revenue Bonds - Building Authority Lease Payments	\$3,690,071	\$3,717,500	\$3,838,766
	<u>\$3,690,071</u>	<u>\$3,717,500</u>	<u>\$3,838,766</u>

**2012 BUDGET OBLIGATION
BUILDING AUTHORITY REVENUE BONDS
AS OF January 1, 2012**

	Principal	Interest	Total P & I
Series 2003A	\$690,000	\$388,296	\$1,078,296
Series 2005	\$1,510,000	\$1,128,081	\$2,638,081
Total	\$2,200,000	\$1,516,378	\$3,716,378

**TOTAL BUDGET OBLIGATION
BUILDING AUTHORITY REVENUE BONDS
AS OF January 1, 2012**

	Principal	Interest	Total P & I
Series 2003A	\$10,010,000	\$2,939,146	\$12,949,146
Series 2005	\$27,715,000	\$9,187,582	\$36,902,582
Total	\$37,725,000	\$12,126,728	\$49,851,728

REVENUE BONDS - BUILDING AUTHORITY LEASE PAYMENTS FUND

FUNCTION: GENERAL GOVERNMENT

<p>TOTAL BUDGET OBLIGATION BUILDING AUTHORITY REVENUE BONDS REVENUE BONDS SERIES 2003A & 2005 AS OF January 1, 2012</p>
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	<u>Principal</u>	<u>Interest</u>	<u>Total P & I</u>
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	\$37,725,000	\$12,126,728	\$49,851,728

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 December 2011:

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

MAJOR BUDGETARY IMPACTS

Previous

The Board of Commissioners authorized the sale of the bonds on December 14, 2004 and the bonds were sold in 2004 at a premium. The first expenditures against this fund were made in 2004. In 2006, the budget was amended to include an increase in lease payments to cover an additional \$6,000,000 in funding for the new E-911 Center.

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

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

2012

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

Future

The County will continue the 2011 budgetary initiatives to improve the financial health of the County.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Debt Service - PS/Jud Rev	\$3,095,526	\$3,092,675	\$3,104,802	\$3,104,802
	\$3,095,526	\$3,092,675	\$3,104,802	\$3,104,802

FUNDING SOURCES

Actual 2010	Actual 2011	Budget 2012
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REVENUE BONDS - PUBLIC SAFETY AND JUDICIAL AUTHORITY LEASE PAYMENTS FUND

FUNCTION: GENERAL GOVERNMENT

FUNDING SOURCES			
	Actual 2010	Actual 2011	Budget 2012
Revenue Bonds - Public Safety and Judicial Authority Lease Payments	\$3,095,526	\$3,092,675	\$3,104,802
	\$3,095,526	\$3,092,675	\$3,104,802

2012 BUDGET OBLIGATION PUBLIC SAFETY AND JUDICIAL FACILITIES AUTHORITY REVENUE BONDS AS OF January 1, 2012			
	Principal	Interest	Total P & I
Series 2004	\$1,160,000	\$1,931,801	\$3,091,801
Total	\$1,160,000	\$1,931,801	\$3,091,801

TOTAL BUDGET OBLIGATION PUBLIC SAFETY AND JUDICIAL FACILITIES AUTHORITY REVENUE BONDS AS OF January 1, 2012			
	Principal	Interest	Total P & I
Series 2004	\$42,810,000	\$28,350,735	\$71,160,735
Total	\$42,810,000	\$28,350,735	\$71,160,735

PUBLIC SAFETY AND JUDICIAL FACILITIES AUTHORITY REVENUE BONDS TOTAL BUDGET OBLIGATION REVENUE BONDS SERIES 2004 AS OF January 1, 2012			
	Principal	Interest	Total P & I
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

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, 2012**

	Principal	Interest	Total P & I
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	\$42,810,000	\$28,350,735	\$71,160,735

SPEED HUMPS MAINTENANCE FUND

FUNCTION: PLANNING & PUBLIC WORKS

PROGRAM DESCRIPTION

The Speed Humps Maintenance Fund was established in the 2002 Budget to account for all revenues and expenses associated with the County's Speed Hump Maintenance Program. This includes the County's appropriation for the \$25 annual maintenance fee charged within the Speed Hump Districts. These funds are to be used to provide required maintenance for the Speed Hump Maintenance Program. This function was previously budgeted in the Roads and Drainage Department. Creation of this fund provides a separate location for monies set aside for speed humps.

MAJOR BUDGETARY IMPACTS

Previous

There were no significant budgetary changes for 2007 and 2008. During 2009, the City of Dunwoody implemented and managed its own speed hump program. During 2010 the Speed Hump fund reimbursed Public Works – Transportation a total of \$150,000 for the Traffic Calming Program. Revenues have increased the 2010 Fund balance carried forward. During 2011 three positions (Engineer, Engineer Sr. and Engineering Technician Sr.) were transferred into the Speed Hump Fund from the Transportation Division's Traffic Calming cost center. This increased the authorized position count of the Speed Hump Fund by 3 positions.

2012

Revenues have increased the 2011 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 \$1,753,968.

Future

No significant budgetary changes are anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Construction / Maintenance	\$232,535	\$450,532	\$2,126,517	\$2,126,517
	\$232,535	\$450,532	\$2,126,517	\$2,126,517

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$0	\$15,742	\$226,349	\$226,349
Purchased / Contracted Services	0	4,563	46,400	46,400
Supplies	43,340	397,863	57,590	57,590
Capital Outlays	39,195	39,195	0	0
Interfund / Interdepartmental Charges	150,000	9,815	42,210	42,210
Other Costs	0	(16,646)	1,753,968	1,753,968
	\$232,535	\$450,532	\$2,126,517	\$2,126,517

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
Speed Humps Maintenance	\$232,535	\$450,532	\$2,126,517
	\$232,535	\$450,532	\$2,126,517

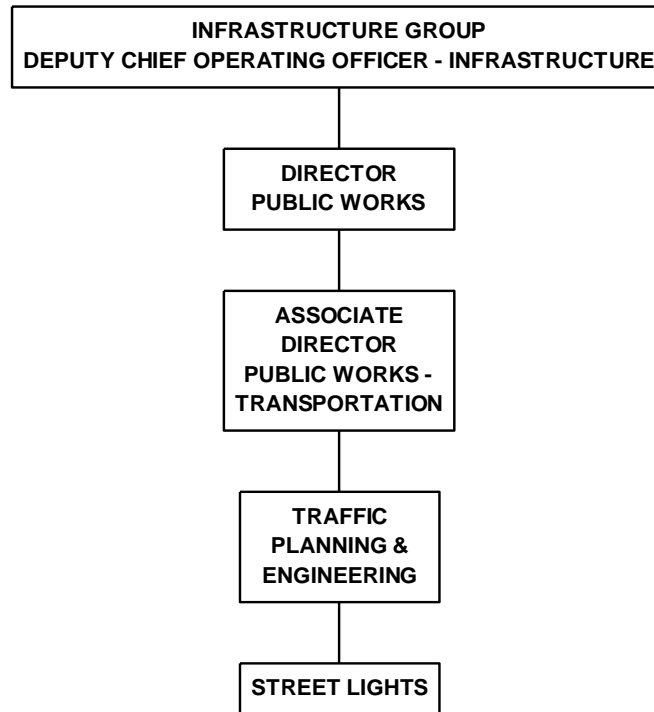
SPEED HUMPS MAINTENANCE FUND

FUNCTION: PLANNING & PUBLIC WORKS

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2010	2011	2012
Speed Humps				
Engineer, Senior	29	0	1	1
Engineer	28	0	1	1
Engineering Technician Senior	24	0	1	1
FULL TIME Subtotal		0	3	3
FULL TIME Total		0	3	3
ALL POSITIONS Total		0	3	3



PROGRAM DESCRIPTION

The Street Light Fund was established in the 1995 Budget to account for all revenues and expenses associated with existing and new street light districts within the County. The fund is also responsible for petitions from citizens requesting street lights within subdivisions, verification of property, identification of locations, design and location of proposed lighting fixtures (based on street lighting standards). Street lights are installed by utility companies to ensure compliance with code. Street Light assessment fees are based upon the annual cost of the County to operate the streetlights, divided by the total footage in the streetlight district. Effective 2009 this department is assigned to the Infrastructure Group, under the direction of the Deputy Chief Operating Officer for Infrastructure.

MAJOR BUDGETARY IMPACTS

Previous

In 2007, the Board of Commissioners approved a rate increase of \$.06 per foot to address the increase in the cost of electricity. In 2008 the City of Dunwoody became incorporated and made a decision to implement and manage the street light districts within its boundaries. In 2008, this fund realized an increase in expenditures due to higher than anticipated cost for electricity. In 2009, this budget included a rate increase of \$.10 per foot which aided in eliminating the negative fund balance forward and provided a reserve for appropriation, equivalent to the electricity payments for 2 months. In 2011, there were no significant budgetary changes.

2012

There are no significant budgetary changes for 2012.

Future

Rate increases may be necessary, if the cost for electricity continues to rise.

ACTIVITY MEASURES

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Total Number of Street Light Districts	2,064	2,084	2,115	2,115
Total Number of Street Lights Installed	679	886	600	600

STREET LIGHT FUND

FUNCTION: PLANNING & PUBLIC WORKS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Streetlights	\$4,411,175	\$4,642,845	\$6,391,359	\$6,391,359
	\$4,411,175	\$4,642,845	\$6,391,359	\$6,391,359

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$100,172	\$104,722	\$112,577	\$112,577
Purchased / Contracted Services	27,430	6,346	0	0
Supplies	4,283,573	4,531,777	4,026,658	4,026,658
Other Costs	0	0	2,252,124	2,252,124
	\$4,411,175	\$4,642,845	\$6,391,359	\$6,391,359

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
Street Light Fund	\$4,411,175	\$4,642,845	\$6,391,359
	\$4,411,175	\$4,642,845	\$6,391,359

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2010	2011	2012
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 45% of the

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

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

MAJOR BUDGETARY IMPACTS

Previous

On September 28, 2010, pursuant to the Urban Redevelopment Law, O.C.G.A. §36-6-1 *et seq.*, the County activated the Urban Redevelopment Agency to issue its revenue bonds to finance specified urban redevelopment projects in the County. The Board of Commissioners authorized the sale of these bonds on December 7, 2010, and the bonds were sold on December 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. The first expenditures against this fund were made in 2011. At midyear, the County undertook numerous actions to improve financial operations. These measures included the CEO's recommendations to the Board of Commissioners for midyear expenditure reductions, an increase in millage rates, increasing reserves over the next several years, additional procedures to prohibit the use of restricted funds for non-restricted uses, and engaging the County's financial advisors to assist in the attainment of these actions.

2012

Form 8038-CP, Return for Credit payments to Issuers of Qualified Bonds, is filed with the IRS twice a year for the 45% annual interest tax credit.

Future

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

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Debt Service - Water & Sewer Bonds	\$0	\$597,301	\$775,875	\$775,875
	\$0	\$597,301	\$775,875	\$775,875

URBAN REDEVELOPMENT AGENCY BONDS PAYMENTS FUND

FUNCTION: GENERAL GOVERNMENT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Debt Service	\$0	\$597,301	\$775,875	\$775,875
	\$0	\$597,301	\$775,875	\$775,875

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
Urban Redevelopment Agency Bond Debt Svc	\$0	\$597,301	\$775,875
	\$0	\$597,301	\$775,875

**2012 BUDGET OBLIGATION
URBAN REDEVELOPMENT AGENCY REVENUE BONDS
AS OF January 1, 2012**

	Principal	Interest	Total P & I
Series 2010	\$310,000	\$464,874	\$774,874
Total	\$310,000	\$464,874	\$774,874

**TOTAL BUDGET OBLIGATION
URBAN REDEVELOPMENT AGENCY REVENUE BONDS
SERIES 2010
AS OF January 1, 2012**

	Principal	Interest	Total P & I
2012	\$310,000	\$464,874	\$774,874
2013	320,000	446,243	766,243
2014	330,000	427,011	757,011
2015	340,000	407,178	747,178
2016	350,000	386,744	736,744
2017	360,000	365,709	725,709
2018	370,000	344,073	714,073
2019	380,000	321,836	701,836
2020	390,000	298,998	688,998
2021	400,000	275,559	675,559
2022	415,000	251,519	666,519
2023	425,000	226,577	651,577
2024	440,000	201,035	641,035
2025	450,000	174,591	624,591
2026	465,000	147,546	612,546
2027	475,000	119,599	594,599
2028	490,000	91,052	581,052

URBAN REDEVELOPMENT AGENCY BONDS PAYMENTS FUND

FUNCTION: GENERAL GOVERNMENT

TOTAL BUDGET OBLIGATION			
URBAN REDEVELOPMENT AGENCY REVENUE BONDS			
SERIES 2010			
AS OF January 1, 2012			

2029	505,000	61,603	566,603
2030	520,000	31,252	551,252
Total	\$7,735,000	\$5,042,991	\$12,777,991

PROGRAM DESCRIPTION

The Victim Assistance Fund was established in 1995. The purpose of this fund is to provide an accounting entity for recording the transactions involving DeKalb County's appropriation of an additional 5% penalty assessment imposed upon criminal offense fines for the purpose of funding victim assistance programs. When this fund was created, the Superior Court and State Court were required to assess an additional 5% penalty to every fine and forfeiture for victim assistance programs. Effective July 1, 1997, the Recorder's Court was added to the courts already collecting this assessment for victim assistance programs. This addition has significantly increased the revenues for this fund.

These funds shall be distributed at the local level for crime victim assistance projects approved by the Criminal Justice Coordinating Council of Georgia.

The Board of Commissioners issued a directive that costs associated with the District Attorney's and Solicitor's victim assistance programs should be funded first, and any remaining dollars will be used to fund the victim assistance programs administered by the eligible non-profit organizations.

MAJOR BUDGETARY IMPACTS**Previous**

The 2009 Budget included \$1,494,635 to reimburse the costs of 18 positions, 7 positions in the District Attorney's Office and 11 positions in the Solicitor's Office from the Victim Assistance Fund. Funds totaling \$363,336 were recommended to fund the Victim Assistance programs administered by the non-profit agencies as follows: \$20,000 for Caminar Latino Inc.; \$10,000 for Child Advocate Network dba DeKalb County Casa, Inc.; \$16,000 for the Center For Pan Asian Community Services for violence intervention; \$41,336 for the recurring annual contract for the DeKalb Rape Crisis Center; \$55,000 for the recurring annual contract for Georgia Center for Children; \$38,000 for International Women's House for crisis intervention services; \$5,000 for Raksha, Inc; \$150,000 for the recurring annual contract for Women Moving On; and \$28,000 for Atlanta Legal Aid. Additionally, \$10,000 was appropriated for the Interpreter service for all non-English speaking petitioner and respondents in hearings and petitions associated with a temporary protective order, and \$27,184 was appropriated for the Reserve for Appropriation.

The 2009 budget included a one-time \$454,069 transfer to the General Fund that was due in 2008. This amount fully reimbursed the 2008 costs of the Victim Assistance Programs administered by the District Attorney and Solicitor.

The 2010 Budget included \$1,099,179 to reimburse the costs of 16 positions, 7 positions in the District Attorney's Office and 9 positions in the Solicitor's Office from the Victim Assistance Fund. Funds totaling \$364,911 were appropriated to fund the Victim Assistance programs administered by the non-profit agencies as follows: \$20,000 for Caminar Latino Inc.; \$60,000 for Georgia Center for Child Advocacy; \$5,000 for the Center for Pan Asian Community Services for violence intervention; \$41,336 for the recurring annual contract for the DeKalb Rape Crisis Center; \$43,000 for International Women's House for crisis intervention services; \$12,575 to Safe Haven Transitional for services to displaced battered women and children; \$5,000 for Raksha, Inc; \$150,000 for the recurring annual contract for Women Moving On; and \$28,000 for Atlanta Legal Aid. Also, \$10,000 was appropriated for interpreter services for all non English speaking petitioners and respondents in hearings and petitions for a temporary protective order (TPO's) as mandated by the legislation that established the fund.

The 2011 Adopted Budget included \$1,120,265 to reimburse the costs of 13 positions, 5 positions in the District Attorney's Office and 8 positions in the Solicitor's Office from the Victim Assistance Fund. Funds totaling \$263,000 were appropriated to fund the Victim Assistance programs administered by the non-profit agencies as follows: \$20,000 for Atlanta Legal Aid Society Inc. \$15,000 for Caminar Latino Inc.; \$5,000 for Center for Pan Asian Community Services Inc.; \$22,000 for the recurring annual contract for DeKalb Rape Crisis; \$43,000 for Georgia Center for Child Advocacy; \$23,000 for International Women's House for crisis intervention services; \$10,000 to Safe Haven Transitional for services to displaced battered women and children; \$5,000 for Raksha, Inc.; \$120,000 for the recurring annual contract for Women Moving On; also, \$10,000 was appropriated for interpreter services for all non-English speaking petitioners and respondents in hearings and petitions for a temporary protective order (TPO's) as mandated by the legislation that established the fund.

VICTIM ASSISTANCE FUND

FUNCTION: CIVIL & CRIMINAL COURTS

MAJOR BUDGETARY IMPACTS (continued)

2012

The Adopted Budget includes \$957,348 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 \$351,172 have been appropriated to fund the Victim Assistance programs administered by the non-profit agencies as follows: \$21,500 for Atlanta Legal Aid Society Inc. \$34,672 for Caminar Latino Inc.; \$20,000 for Center for Pan Asian Community Services Inc.; \$37,000 for the recurring annual contract for DeKalb Rape Crisis; \$50,000 for Georgia Center for Child Advocacy; \$33,000 for International Women's House for crisis intervention services; \$5,000 for Raksha, Inc; \$125,000 for the recurring annual contract for Women Moving On; \$15,000 for Jewish Family & Career Services also, \$10,000 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

Victim Assistance Fund proceeds will continue to be allocated in accordance with the BOC's directive.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Victim Assistance	\$1,473,578	\$1,236,527	\$1,410,152	\$1,410,152
	\$1,473,578	\$1,236,527	\$1,410,152	\$1,410,152

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Purchased / Contracted Services	\$22,894	\$16,179	\$10,000	\$10,000
Other Costs	7,348	7,348	1,058,980	1,058,980
Other Financing Uses	1,443,336	1,213,000	341,172	341,172
	\$1,473,578	\$1,236,527	\$1,410,152	\$1,410,152

FUNDING SOURCES			
	Actual 2010	Actual 2011	Budget 2012
Victim Assistance	\$1,473,578	\$1,236,527	\$1,410,152
	\$1,473,578	\$1,236,527	\$1,410,152

PROGRAM DESCRIPTION

DeKalb County adopted a Fiscal Policy on August 27, 1996 which addresses the capital budget by specifying that a capital project is "any project in excess of \$25,000 with an estimated useful life of five years or greater." The policy states the types of projects that capital monies should be used for, as well as the development of a five-year Capital Improvement Program (CIP), which is currently utilized to help prioritize the project selection process. The policy stresses the importance of realizing the impact of capital projects on the operating budget.

DeKalb County has fourteen (14) general capital project funds which are included in this section. They are as follows: 2001 Bond Issue for Parks, 1987 Bond Issue for Parks, 1990, 1991 and 1998 Bond Issue for the Jail, 1993 Bond Issue for Health Facilities, Certificates of Participation, Capital Projects for Morgue/Forensic Science Center, Capital Projects, (which includes all projects funded from other revenue sources), the Homestead Option Sales Tax (HOST) Capital Projects Fund, the Building Authority-Juvenile Court, Public Safety and Judicial Facilities Authority, the Greenspace Program Fund and the 2006 G.O. Bonds Fund. The function of these capital projects funds is to provide a mechanism whereby appropriations and expenditures for multi-year capital projects can be accounted for separately and distinctly from other County funds. There are also capital projects funds for Water and Sewer, Sanitation, the DeKalb-Peachtree Airport and Stormwater Utility. They also can be found in the Enterprise Funds section.

County departments submit requests for capital projects funding two weeks earlier than they submit their operating budget requests. The Capital Projects Budget Committee reviews funding requests and makes recommendations to the Chief Executive Officer (CEO) after considering County needs and available funds. The CEO submits a proposed capital projects funding program to the Board of Commissioners (BOC) which makes the final decision. A separate account is established for each project which is approved by the BOC to ensure accurate cost reporting by project. This also assists the County staff in estimating costs for similar projects in the future.

Effective July 1, 1998, state legislation changed the way in which capital project budgets are portrayed. House Bill No.1364 amended Article 1 of Chapter 81 of Title 36 of the Official Code of Georgia Annotated by stating that capital projects funds are to be portrayed as project-length budgets rather than as annual budgets. Instead, the County treats the current balance (available balance + commitments) as the annual project budget for reporting and planning purposes.

MAJOR BUDGETARY IMPACTS**Previous**

The DeKalb County voters approved a sales tax referendum on March 18, 1997. The Homestead Option Sales Tax (HOST) increased the sales tax by one penny effective July 1, 1997. The additional revenue provides up to 100% homestead exemption for single-family residences and up to 20% of the sales tax revenue can be used for capital outlay beginning in 1999. The revenue collected in the initial 18 months of the tax could be used for any purpose, and the Board of Commissioners decided to use this initial revenue for capital expenditures. In March 2001, the DeKalb County voters approved the issue of \$125,000,000 in Parks Bonds for parkland acquisition and development.

In 2004, the County established a new fund, the Public Safety and Judicial Facilities Authority. The funds generated from the issuance of revenue bonds are being used for new public safety facilities including a new headquarters for Police and Fire Rescue as well as new fire stations and police precincts and related facilities. Funding will also be used for renovation of the Courthouse.

In November 2005, the voters approved a bond referendum for approximately \$230,000,000 to be used for transportation, parks and greenspace, and libraries. Also in 2005, the renovation of the 330 Ponce Building was completed as well as the parking deck for the new Juvenile Court Facility.

In 2011, the BOC approved \$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.

2012

The current Capital Projects Budget is \$948,593,107, with a current balance of \$212,821,674. The CEO recommended \$8,000,000 in HOST funds for Capital Outlay into projects. An additional \$4,000,000, of tax funds was recommended for information system improvements.

CAPITAL PROJECTS SUMMARY**FUNCTION: GENERAL GOVERNMENT****IMPACT ON THE COUNTY – FINANCIAL / NON-FINANCIAL**

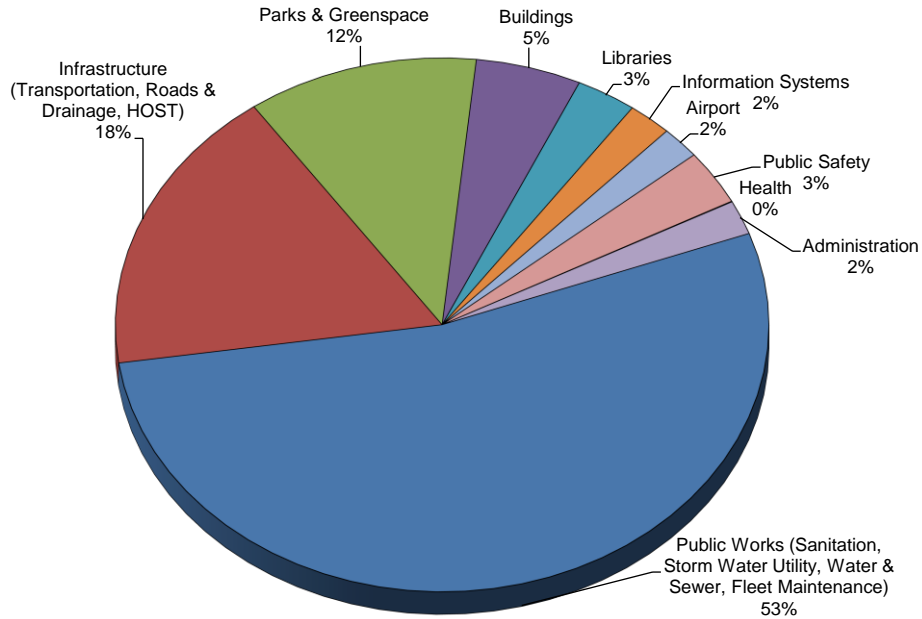
The impact on the operating budget varies for each project. The impact may be financial, non-financial or both. The impact on the operating budget is discussed in the individual project sections. Sidewalks improve the County's infrastructure, satisfy ADA Guidelines, and promote pedestrian safety. Intersection 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 Court	\$49,790,381	\$49,312,187	\$478,194
Certificates of Participation	35,044,398	34,993,763	50,635
Clerk of Superior Court	350,000	350,000	0
Community Development	1,438,480	1,101,391	337,089
Economic Development	285,000	178,160	106,840
Extension Service	71,137	64,296	6,841
Facilities Management	25,171,511	22,219,547	2,951,965
Fire & Rescue Services	3,178,841	2,939,095	239,746
Geographic Information Systems	3,872,872	2,891,055	981,817
HOST	80,436,707	63,203,735	17,232,972
HOST Capital Outlay	114,350,501	79,384,762	34,965,738
Information Systems	45,803,052	41,768,090	4,034,963
Library	62,956,296	50,652,266	12,304,030
Parks & Recreation	241,019,177	175,464,603	65,554,575
Planning & Sustainability	1,440,000	199,725	1,240,275
Police Services	4,051,634	1,597,731	2,453,903
Public Health	775,680	654,794	120,886
Public Safety & Judicial Facilities Authority	58,660,308	57,921,896	738,412
Public Works-Fleet Maintenance	5,880,498	5,726,231	154,267
Public Works-Roads & Drainage/Transportation	173,934,740	140,178,171	33,756,569
Recorders Court	1,100,000	0	1,100,000
Sheriff's Department	2,632,893	2,505,565	127,327
Urban Redevelopment Agency	36,349,000	2,464,369	33,884,631
TOTAL	\$948,593,107	\$735,771,433	\$212,821,674

FUNDS GROUP: Capital Projects

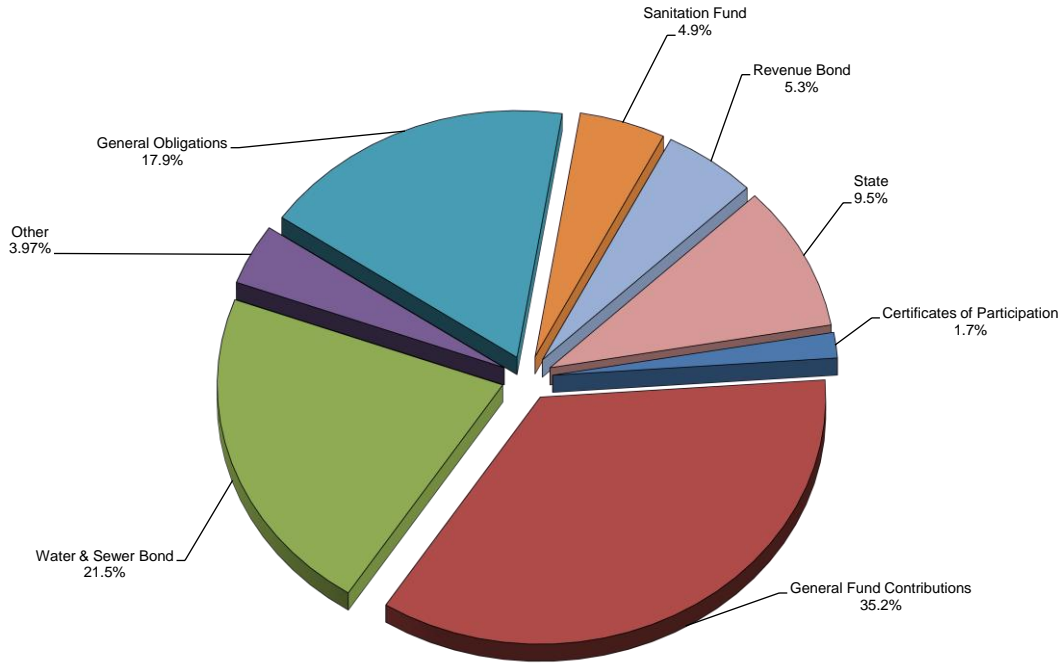
2011 CIP EXPENDITURES AS OF 12/31/2011



	Expenditures
Public Works (Sanitation, Storm Water Utility, Water & Sewer, Fleet Maintenance)	\$985,773,492
Infrastructure (Transportation, Roads & Drainage, HOST)	282,766,669
Parks & Greenspace	175,464,603
Buildings	106,525,497
Libraries	50,652,266
Information Systems	41,768,090
Airport	26,831,889
Public Safety	65,314,287
Health	654,794
Administration	6,898,996
Total	<u>\$1,742,650,582</u>

FUNDS GROUP: Capital Projects

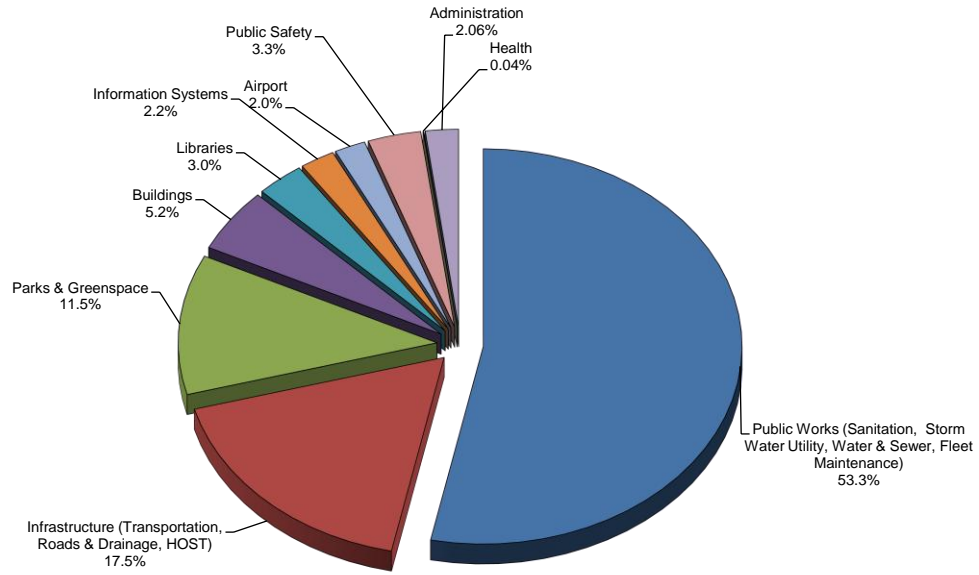
2012 CIP Project Funding Sources (Anticipations/Revenues)



Funding Source	Amount
Certificates of Participation	\$35,044,398
General Fund Contributions	741,040,159
Water & Sewer Bond	453,077,033
Other	83,666,084
General Obligations	377,722,107
Sanitation Fund	102,995,681
Revenue Bond	111,585,190
State	199,797,257
Total	\$2,104,927,908

FUNDS GROUP: Capital Projects

2012 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

\$43,456,489
775,680
69,973,676
41,048,799
45,803,052
62,956,296
110,006,290
241,019,177
1,121,166,501
368,721,948
\$2,104,927,908

FUNDS GROUP: Capital Projects

		2011				2012	
		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	6/6/2011						
Budget Kickoff Meeting	7/15/2011						
<i>Plan and Monitor Budgets</i>							
Monitor Current Year and CIP Budgets	Ongoing						
Prepare CIP Budget Request	6/6 - 8/26/2011						
Plan for Following Year's CIP Budget Request	Ongoing						
<i>Analysis and Review</i>							
Departments Submit CIP Request to Finance	8/12/2011						
Executive Assistant Appoints CIP Review Committee	8/19/2011						
CIP Committee Reviews and Analyzes CIP Budget Requests	8/19 - 10/25/2011						
Finance Summarizes CIP Review Committee Budget Recommendations	10/3 - 10/25/11						
<i>Discussion, Finalization, and Adoption</i>							
CEO's CIP Budget Recommendations Submitted to BOC	12/15/2011						
BOC Adopts CIP Budget	4/12/2012						

CAPITAL PROJECTS - BUILDING AUTHORITY

FUNCTION: CIVIL & CRIMINAL COURTS

PROGRAM DESCRIPTION

In 2003, the County established the DeKalb County Building Authority, which consists of a five-member board for the purpose of issuing revenue bonds for a new Juvenile Court and related facilities. The first bond issue of \$15,000,000 was for Phase I: land acquisition, architectural and engineering design, and construction of a 500 car parking deck. The second issue of \$35,000,000 financed the remainder of the project, including the costs of construction and equipping the Juvenile Court. The bond projects are now completed.

IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL

None.

FINANCIAL IMPACT ON THE OPERATING BUDGET

New Juvenile Court Facility	2011	2012	2013	2014	2015
New Positions (Full-Time)	0	0	0	0	0
Personal Services and Benefits - Sheriff Department	\$185,354	\$190,914	\$196,641	\$202,541	\$208,617
Lease Purchase-Real Estate	3,738,771	3,738,771	3,738,771	3,738,771	3,738,771
	<u>\$3,924,125</u>	<u>\$3,929,685</u>	<u>\$3,935,412</u>	<u>\$3,941,312</u>	<u>\$3,947,388</u>

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Miscellaneous Revenue	\$49,790,381
TOTAL	\$49,790,381

APPROPRIATIONS

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	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

In 2012, the BOC approved the transfer of \$48,270, from the 330 Ponce de Leon building project to the courthouse renovation project.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Interest on Investments	\$1,123,232
Miscellaneous Revenue	33,921,183
TOTAL	\$35,044,415

APPROPRIATIONS

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
COPS-COST OF ISSUANCE	\$362,750	\$362,750	\$0
COPS-DEFEASANCE	9,788,359	9,788,359	0
COPS-330 PONCE BUILDING	13,065,893	13,065,113	781
COPS-COURTHOUSE RENOVATION	11,827,396	11,777,542	49,854
COPS-INTEREST	18	0	18
TOTAL	\$35,044,415	\$34,993,763	\$50,652

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

	ANTICIPATIONS BEGINNING 1998
Interfund Transfers	\$350,000
TOTAL	\$350,000

APPROPRIATIONS

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
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 are 80% completed.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Interfund Transfers	\$1,438,400
TOTAL	\$1,438,400

APPROPRIATIONS

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
CD-DEKALB/ATLANTA HSC IMPR	\$38,480	\$38,480	\$0
LOU WALKER SNR CTR PKNG SP	1,400,000	1,062,911	337,089
TOTAL	\$1,438,480	\$1,101,391	\$337,089

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

	ANTICIPATIONS BEGINNING 1998
State Sources	\$248,000
Interfund Transfers	37,000
TOTAL	\$285,000

APPROPRIATIONS

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
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 1998
Interfund Transfers	\$71,137
TOTAL	\$71,137

APPROPRIATIONS

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	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

The BOC approved the appropriation of \$270,469, collected in 2011 into the Facilities and Repair project.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Miscellaneous Revenue	\$1,282,071
CIP Contributions	17,377,840
TOTAL	\$18,659,911

APPROPRIATIONS

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
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	943,012	90,880
MALOOF RENOVATION	1,600,000	1,597,261	2,739

CAPITAL PROJECTS - FACILITIES MANAGEMENT FUNCTION: GENERAL GOVERNMENT

APPROPRIATIONS

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
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	2,900,000	0
PARKING FACILITIES REPAR & RENOVATIONS	1,032,071	16,827	1,015,244
TOTAL	\$18,659,911	\$16,852,963	\$1,806,949

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

Fire Station #3 is 50% completed and Fire Station #10 is 90% completed.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Interfund Transfers	\$3,035,841
Miscellaneous Revenue	143,000
TOTAL	\$3,178,841

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	124,013	125,988
FIRE STATION #10 RENO/EXPN	1,121,973	1,029,705	92,268
TOTAL	\$3,178,841	\$2,939,095	\$239,746

CAPITAL PROJECTS - GEOGRAPHIC INFORMATION SYSTEMS (GIS)

FUNCTION: GENERAL GOVERNMENT

PROGRAM DESCRIPTION

The Geographic Information System (GIS) Department is responsible for the development of an integrated GIS, which will link computer maps to information about the sites and facilities that the maps depict. The Department is responsible for managing multi-departmental GIS projects such as Imagery libraries, Base Map, Standardized Street Name and Situs Address databases and Property Ownership database and Boundaries. The Department is responsible for definition of mapping and database standards and ensuring compliance with standards and schedules. The Department provides technical guidance to departments developing spatial data in the definition of GIS project scopes, preparation of Requests for Proposals (RFPs) GIS specifications and quality assurance on data. Assistance is provided to departments with writing mapping specifications, purchasing hardware and software, training staff, customizing software, and production of special projects. In 2004, the department received approval of two projects in the Capital Improvement Projects fund (CIP) that are critical to the development of the County's Information Technology infrastructure.

IMPACT ON OPERATING BUDGET

None.

RECENT CHANGES

The 2012 budget included an increase in the Pictometry Imagery project of \$127,866.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Interfund Transfers	\$3,872,872
TOTAL	\$3,872,872

APPROPRIATIONS

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
GIS-BASE MAPPING UPDATE	\$1,717,180	\$1,462,099	\$255,081
GIS-ZONING, LANDUSE, PROPERTY MAP	1,630,862	\$1,031,993	598,870
PICTOMETRY IMAGERY	524,829	396,964	127,866
TOTAL	\$3,872,872	\$2,891,055	\$981,817

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

In 2011 BOC approved \$400,000 for the Tucker Main Street Streetscape project and \$500,000 for the Glenwood Avenue sidewalks.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Interfund Transfers	\$44,747,097
State Government	34,139,795
Local	1,549,815
TOTAL	\$80,436,707

APPROPRIATIONS

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
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 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	3,380,995	1,840,389	1,540,606

CAPITAL PROJECTS - HOST

FUNCTION: GENERAL GOVERNMENT

APPROPRIATIONS

	PROJECT	EXPENDITURES	
	APPROPRIATION	BEGINNING	BALANCE
	BEGINNING 1998	1998	
HOST D1 TCKER MN ST STRTSC	3,830,000	2,601,828	1,228,172
HOST D3-GLNWD RD @ MEADW L	21,278	21,278	0
HOST D3-GLNWD RD @ S. COL	9,906	9,906	0
HOST D1 TILLY MILL RD-W	811,780	507,582	304,198
HOST D3-BLDRCRT RD @ KEY R	28,488	28,488	0
HOST D3-BLDRCRT RD & CLT C	26,084	26,084	0
HOST D4 PHILLIPS RD SOUTH	100,000	100,000	0
HOST D4 NORTHERN AVE SW	204,363	204,363	0
HOST D3-BRKT RD @ COOL RD	30,299	30,299	0
HOST D1 SDWLK/BUF.HWY DRVL	499,395	499,395	0
HOST D4 STREET LIGHTS	29,191	29,191	0
HOST D3-N DECATR @ E. PONC	52,447	52,447	0
HOST D1 SDWLKS-CHMBLEE DNW	629,564	629,564	0
HOST D3-BLDRCRT RD @ CONST	22,310	22,310	0
HOST D4 STRIPING	7,855	7,855	0
HOST D3-MCAF RD @ SEC AVE	14,020	14,020	0
HOST D3-FELL RD @ IDLEWD R	45,000	36,202	8,798
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-STRIPING	58,994	37,820	21,173
HOST D5-COCK @ BORING RD	762,572	721,947	40,625
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	1,803,500	1,800,000	3,500
HOST-FLOWERS RD-N. P'TREE	184,654	184,654	0
HOST-IS-TELEPHONE SYS.UPGR	1,637,569	1,562,555	75,013
HOST D1-MISC. SIDEWALKS	1,558,818	308,818	1,250,000
E.PONCE DE LEON @ HAMBRICK	991,720	978,509	13,211
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
SNAPFINGER ROAD WIDENING	2,139,315	590,444	1,548,871
HOST D1 WNTRS CHPL-PEEL	72,087	72,087	0
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

CAPITAL PROJECTS - HOST

FUNCTION: GENERAL GOVERNMENT

APPROPRIATIONS

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
HOST D2-DRESDEN DRIVE N	273,780	272,941	839
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 DOGWOOD FARM RD-E	5,000	84,673	(79,673)
PERIMETER CID	28,406,250	26,678,594	1,727,656
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	1,043,407	431,393
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	172,392	583,505
TOTAL	\$80,436,707	\$63,203,735	\$17,232,972

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 2011 and 2010, the contributions were \$12,225,000 and 87,428 respectively. In 2012, the contribution to HOST projects is \$8,000,000.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Interfund Transfer	\$80,628,012
State Government	33,239,795
Local	482,694
TOTAL	\$114,350,501

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	669,466	3,735
HOST-FLAKES MILL SWALKS	514,281	499,172	15,110
HOST-GDOT/LAV RD IMPR	4,752,877	3,857,547	895,329
HOST BIKE/PED TRLS(S.FRK)	2,298,023	1,862,591	435,431
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-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	2,207,312	492,688
HOST-YOUNG RD. & MEADOWBK	243,797	224,891	18,907

CAPITAL PROJECTS - HOST CAPITAL OUTLAY

FUNCTION: GENERAL GOVERNMENT

APPROPRIATIONS

	PROJECT	EXPENDITURES	
	APPROPRIATION	BEGINNING	BALANCE
	BEGINNING 1998	1998	
HOST- ARTERIAL PANOLA	6,880,110	6,853,567	26,543
19 COUNTYWIDE SIDEWALKS	5,600,000	4,561,428	1,038,573
ADA/PED SAFETY UPGRADES	525,000	444,918	80,082
BOULDERCREST RD AT RIVER R	490,885	490,885	0
CANDLER RD STREETSCAPES-PH	3,494,751	2,712,845	781,906
EMORY VILLAGE STREETSCAPE	5,223,000	4,606,906	616,094
FELLOWSHIP RD AT IDLEWOOD	2,503,589	2,497,348	6,242
FLAKES MILL RD AT RIVER RD	549,578	549,282	296
GUARD RAIL INSTALLATION	241,449	225,408	16,042
HILLANDALE RD AT FAIRINGTO	461,832	458,810	3,021
MEMORIAL DRIVE STREETSCAPE	8,793,009	8,763,834	29,175
N DRUID HILLS AT CLAIRMONT	1,004,115	991,861	12,255
NORTHLAKE AREA PED IMPR	500,000	400,000	100,000
PANOLA ROAD AT I-20	905,770	842,418	63,352
PANTHERSVILLE AT BOULDERCR	1,514,696	1,509,897	4,799
PANTHERSVILLE AT OAKVALE	200,226	192,084	8,142
PHILLIPS RD AT MARBUT RD	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
SCHOOL SIGNAGE SAFETY	150,000	143,147	6,853
SCHOOL WARNING LIGHTS	267,070	267,070	0
STEPHENSON ROAD CORRIDOR	205,319	204,248	1,071
STREET LIGHTING SAFETY	150,000	140,736	9,264
TRAFFIC & INTER CONT DESIG	1,866,567	1,861,460	5,107
TRAFFIC SIGNALIZATION	2,275,000	1,510,968	764,032
UPGRADE TRAFFIC OPS CTR	70,000	30,080	39,920
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	191,914	1,962,086
KLONDIKE BIKE/PED	1,117,527	967,193	150,334
LOCAL MATCH-GDOT SYS.OPS.	803,750	565,649	238,101
ATL-TO-STONE MT.PERIM.COL.	250,000	237,178	12,822
CLIFTON/N.DECATUR/CLIFTON	125,000	115,550	9,450
MARKET STREET SIDEWALKS	150,000	51,294	98,707
COVINGTON HWY. SIDEWALKS	1,412,600	1,214,536	198,064
TRAFFIC STUDY-I-85 SHALLOW	30,000	0	30,000
N.AVENUE-CHURCH ST.-RAILRO	30,000	0	30,000
TRAFFIC STUDY-S.STONE MT.	30,000	0	30,000
GLENWOOD PHASE 1	1,400,000	1,145,383	254,617
FLAKES MILL @ SOUTH RIVER	625,000	623,878	1,122
TURNER HILL PKY TO MCDANI	1,125,000	844,299	280,701
GLENWOOD ROAD PHASE 2 (PE)	400,000	294,117	105,883

CAPITAL PROJECTS - HOST CAPITAL OUTLAY

FUNCTION: GENERAL GOVERNMENT

APPROPRIATIONS

	PROJECT	EXPENDITURES	
	APPROPRIATION	BEGINNING	BALANCE
	BEGINNING 1998	1998	
STONE MOUNTAIN LITHONIA TR	1,315,000	567,207	747,793
COVINGTON HWY PI# 0008288	380,000	88,766	291,234
LTIHONIA IND. BLVD. PH. 1-	8,197,286	4,355,589	3,841,697
RAYS RD & S. HARISTON SDWA	4,325,023	2,970,126	1,354,897
MISC. SIDEWALK EXT	1,000,000	996,430	3,570
RAINBOW DRIVE SIDEWALKS	2,252,269	2,094,515	157,753
VALVEDERE PEDESTRIAN BRIDG	51,978	51,978	0
2 CMAQ CORRIDORS	1,321,112	1,061,263	259,849
NORTHLAKE STREETSCAPES, PH	1,375,000	232,949	1,142,052
N. INDAN CREEK @ MEMORIAL	1,300,000	148,948	1,151,052
MEMORIAL DR @ MEM COLLEG D	700,000	433,136	266,864
EMERGENCY BRIDGE	1,100,000	287,549	812,451
WARRANTED SIGNAL LOCATIONS	500,000	291,407	208,593
MORELAND AVE. STREETSCPS	125,000	81,649	43,351
DEEPDENE	200,000	181,610	18,390
LAVISTA/OAKGROVE	2,470,200	1,443,766	1,026,434
RESERVE FOR FUTURE PROJECT	109,424	0	109,424
TOTAL	\$114,350,501	\$79,384,762	\$34,965,738

CAPITAL PROJECTS - INFORMATION TECHNOLOGY FUNCTION: GENERAL GOVERNMENT

PROGRAM DESCRIPTION

The capital projects budget for the Information Technology Department includes funding for the acquisition and upgrade of major systems and equipment that are critical elements of the County's information technology infrastructure.

IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL

The Property Appraisal Department's new CAMA (Computer Assisted Mass Appraisal) software has replaced the existing OASIS system. Finance issued a directive advising the utilization of the Oracle Projects and Grants module to maximize the ability to monitor and track expenditures for professional services contracts.

FINANCIAL IMPACT ON THE OPERATING BUDGET

Systems for Tax Appraisal & Collection					
	2011	2012	2013	2014	2015
Maint. iasWorld Assessment Sys.	0	150,000	150,000	150,000	150,000
Maintenance for CAMA System	\$190,000	\$190,000	\$190,000	\$190,000	\$190,000
Total	\$190,000	\$340,000	\$340,000	\$340,000	\$340,000

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 2012 budget included \$2,000,000 for the Tyler / CAMA / ias World / mainframe migration and \$2,000,000 for data center relocation and switches.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Interfund Transfers	\$45,803,052
TOTAL	\$45,803,052

APPROPRIATIONS

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
AIRPORT CIP-IS-CONSOL.PURCH.	\$52,857	\$48,670	\$4,187
CONFISCATED FUNDS-KRONOS	86,978	86,978	0
FIRE FUND-IS-CONSOL.PURCH.	3,100	2,854	246
FLEET -IS-CONSOL.PURCH.	7,500	6,906	594
GENERAL FUND-IS-2002 CTIP	800,000	797,366	2,634
GENERAL FUND-IS-2003 CTIP	565,175	544,539	20,636
GENERAL FUND-IS-APS-FMIS	8,528,652	8,527,219	1,433

CAPITAL PROJECTS - INFORMATION TECHNOLOGY FUNCTION: GENERAL GOVERNMENT

APPROPRIATIONS

PROJECT	APPROPRIATION	EXPENDITURES	BALANCE
	BEGINNING 1998	BEGINNING 1998	
GENERAL FUND-IS-CASE MGMT.	160,000	160,000	0
GENERAL FUND-IS-CONSOL.PURCH.	1,635,249	1,585,401	49,848
GENERAL FUND-IS-I-NET II & III	990,121	987,141	2,980
GENERAL FUND-IS-MACH.RM IMPR.	62,300	62,300	0
GENERAL FUND-IS-PC LIFECYCLE	2,016,598	1,991,757	24,841
GENERAL FUND-IS-PROP.APPRAIS.	250,000	248,543	1,457
GENERAL FUND-JAIL MGMT.SYS.	716,203	716,203	0
GENERAL FUND-KRONOS	398,417	398,417	0
PEG FUND-IS-I-NET II & III	500,000	483,378	16,622
REC. FUND-IS-CONSOL.PURCH.	40,000	36,931	3,069
SAN CIP-IS-COMBINED BILLING	477,500	449,835	27,665
SAN CIP-IS-CONSOL.PURCH.	91,426	90,070	1,356
SAN CIP-KRONOS	42,012	42,012	0
STD-DS FUND-IS-CONSOL.PURCH.	25,551	23,527	2,024
STD-UNINC. -IS-CONSOL.PURCH.	22,360	20,589	1,771
W & S R&E-AUTO.PURCH.PROC.	2,000,000	2,000,000	0
W & S R&E-IS-CONSOL.PURCH.	510,031	492,494	17,537
W & S R&E-KRONOS	71,242	71,242	0
W&S R&E-IS-COMBINED BILLING	477,500	443,310	34,190
IS-GEN.FUND.NETWORK BACKUP	401,636	391,563	10,073
IS-GEN.FUND.IMAGINING REC. CT	594,177	591,436	2,741
IS-DEK.COUNTY SCH.DISTRICT	620,000	613,101	6,899
GE CAPITAL	2,864,354	2,864,354	0
2006 GENERAL FUND CONTRI.	1,392,500	1,328,838	63,662
ORACLE CONTRIBUTIONS	433,813	433,813	0
CIP CONTRIBUTIONS	5,626,837	5,512,123	114,714
IS- CLERK SUP	665,588	664,255	1,333
IS CONSULTING SERVICES	5,200,000	5,166,542	33,458
VOICE INFRASTRUTURE	735,000	0	735,000
OASIS - MAIN. MIG.	3,195,625	2,722,552	473,073
'12 TYLER CAMA	1,100,000	722,080	377,920
'12 DATACENTER / SWITCHES	2,000,000	0	2,000,000
TOTAL	\$45,803,052	\$41,768,090	\$4,034,963

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 1998	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 on the next page..

CAPITAL PROJECTS - LIBRARY

FUNCTION: LEISURE SERVICES

FINANCIAL IMPACT ON THE OPERATING BUDGET

	2011	2012	2013	2014
New Libraries/Facilities Opened	1	1	2	2
Library Expansions	1	2	0	0
Positions Added	0	7	5	5
Personal Services Costs	\$1,483,684	\$2,104,494	\$2,652,147	\$2,981,355
Operating Costs	2,851,992	3,566,235	4,190,285	5,106,841
Total	\$4,335,678	\$5,670,740	\$6,842,439	\$8,088,203

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 1998
2006 G. O. BOND	\$55,437,366
Interest	7,222,478
TOTAL	\$62,659,844

APPROPRIATIONS - G. O. BONDS

	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
RESERVE & CONTINGENCY	\$738,877	\$658,357	\$80,520
NEW LIBRARIES	14,339,064	10,627,256	3,711,808
REPLACEMENT LIBRARIES	26,253,703	18,752,816	7,500,887
PROGRAM MGMT.-LIB.	1,900,000	1,891,105	8,895
LIBRARY EXPANSIONS	16,135,706	15,332,175	803,531
LIB FACILITY UPGRADE	125,000	0	125,000
SYSTEM WIDE BOOKS	2,599,994	2,599,994	0
INET FIBER NETWORK SYS WID	567,500	507,100	60,400
TOTAL	\$62,659,844	\$50,368,801	\$12,291,043

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 1998
Fund Balance Carried Forward	\$176,190
Interest on Investment	40,199
TOTAL	\$216,980

CAPITAL PROJECTS - PARKS AND RECREATION

FUNCTION: LEISURE SERVICES

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.

2001 BOND ISSUE

PROGRAM DESCRIPTION

In March 2001, the citizens of DeKalb County approved a Special Recreation Tax District General Obligation Bond issue in the amount of \$125,000,000.00 to provide for the acquisition of land for additional parks and natural areas, the preservation of green space, the protection of clean water, the improvement of existing parks and development of new facilities to be located in the unincorporated portion of DeKalb County. Three (3) bond funded positions were added to assist with the administration of the bond funds.

IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL

The land acquired under this program will require maintenance. The level of effort has yet to be specifically quantified, but funds have been budgeted in Parks & Recreation to begin this effort.

RECENT CHANGES

None.

ANTICIPATED REVENUES - 2001 BOND ISSUE

	ANTICIPATIONS BEGINNING 1998
Bond Issue Proceeds	\$113,717,150
Interest	7,390,058
Other Agencies	3,787,650
TOTAL	\$124,894,858

APPROPRIATIONS - 2001 BOND ISSUE

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
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CAPITAL PROJECTS - PARKS AND RECREATION

FUNCTION: LEISURE SERVICES

APPROPRIATIONS - 2001 BOND ISSUE

	PROJECT		BALANCE
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	
Program Management Expense	\$1,902,601	\$1,895,523	\$7,079
District 1 Land Acquisition Projects	7,868,702	7,570,506	298,196
District 2 Land Acquisition Projects	7,602,904	2,490,398	5,112,506
District 3 Land Acquisition Projects	4,437,976	3,817,128	620,848
District 4 Land Acquisition Projects	7,625,562	4,862,018	2,763,544
District 5 Land Acquisition Projects	7,833,863	7,713,514	120,349
District 6 Land Acquisition Projects	7,868,702	6,803,654	1,065,048
District 7 Land Acquisition Projects	7,868,702	6,815,719	1,052,983
County-wide Acquisition Projects	21,029,073	18,151,246	2,877,826
County-wide Development Expense	9,738,028	9,769,369	(31,341)
District 1 Development Projects	4,273,018	3,368,000	905,018
District 2 Development Projects	4,278,018	3,046,240	1,231,778
District 3 Development Projects	4,278,018	2,299,049	1,978,969
District 4 Development Projects	4,278,018	3,941,861	336,157
District 5 Development Projects	4,278,018	3,627,486	650,532
District 6 Development Projects	4,278,018	2,777,962	1,500,056
District 7 Development Projects	4,278,018	3,467,506	810,512
Omni Com.Dev.Corp. Parks Bond	25,000	25,000	0
Dunwoody Nature Ctr.	7,560	7,560	0
2001-Parks Bond Interest	7,390,059	3,981,366	3,408,693
Arthur Blank Foundation	2,255,000	2,091,401	163,599
DeKalb Board of Education	1,500,000	1,500,000	0
TOTAL	\$124,894,859	\$100,022,508	\$24,872,351
TOTAL			

2006 BOND ISSUE

PROGRAM DESCRIPTION

In November 2005, DeKalb County residents approved a \$230 million bond referendum with approximately \$98 million dedicated to parks for land acquisitions and development at existing county parks.

IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL

The BOC approved on January 24, 2012, the appropriation of \$1,885,000 in facilities upgrade projects.

FINANCIAL IMPACT ON THE OPERATING BUDGET

2006 Bond Issue	2011	2012	2013	2014	2015
New Positions (Full-Time)	0	0	0	0	0
Personal Services and Benefits	\$589,289	\$606,966	\$0	\$0	\$0
Increased Custodial Costs	0	10,800	11,016	11,236	11,236

CAPITAL PROJECTS - PARKS AND RECREATION**FUNCTION: LEISURE SERVICES**

FINANCIAL IMPACT ON THE OPERATING BUDGET					
Vehicles	0	12,720	12,720	12,720	12,720
Insurance and Maintenance	0	1,236	1,273	1,311	1,311
Supplies	0	0	0	0	0

RECENT CHANGES

None.

CAPITAL PROJECTS - PARKS AND RECREATION

FUNCTION: LEISURE SERVICES

ANTICIPATED REVENUES - 2006 BOND ISSUE

	ANTICIPATIONS BEGINNING 1998
2006 G.O. Bond Referendum Program	\$103,789,622
Interest	11,412,271
TOTAL	\$115,201,893

APPROPRIATIONS - 2006 BOND ISSUE

	PROJECT		BALANCE
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	
RESERVE AND CONTINGENCY	\$2,321,532	\$1,169,761	\$1,151,771
MAJ PARK DEV PRGM	45,042,467	31,187,123	13,855,344
NEIG PRK DV PRG	13,500,000	10,244,520	3,255,480
ATHL COMPLX RENV	8,100,000	7,920,169	179,831
DAM RENOVATIONS	2,000,000	714,792	1,285,208
DEKALB ARTS CTR	6,550,000	6,451,200	98,800
PH.IV BELTWY PATH	4,250,000	1,937,363	2,312,637
LAND ACQUIS.PROJECTS	28,075,000	13,416,411	14,658,589
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	8,000	62,000
PLAYGROUND & PARK IMPROVME	1,000,000	256,113	743,887
SPRINKLER SYSTEM REPAIR	300,000	284,502	15,498
ATLTHETIC FIELDS RENOVATIO	450,000	400,557	49,443
ADA UPGRADES	160,000	0	160,000
WADING POOLS	800,000	47,662	752,338
WADE WALKER TENNIS COURT	300,000	0	300,000
DEKALB MEMORIAL TENNIS COU	325,000	0	325,000
RESTROOM UPGRADES	300,000	0	300,000
TOTAL	\$115,201,893	\$74,925,960	\$40,275,933
	TOTAL		

CAPITAL PROJECTS - PARKS AND RECREATION

FUNCTION: LEISURE SERVICES

CAPITAL PROJECTS FUND

PROGRAM DESCRIPTION

The Parks & Recreation capital projects program is responsible for the improvement of existing parks and athletic fields, the acquisition and development of new park lands, the repairing, renovation and construction of recreation centers, youth sports association facilities, and swimming pools. Most of the park development, facility renovation, and swimming pool construction is contracted out to private companies, while much of the design and minor construction is accomplished in-house.

IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL

Most of the capital projects funded in recent years have been for contractual purchase and installation items, or small design and construction jobs, with little, if any, impact on the departmental operating budget. These projects have enhanced the County's Human Services primary goal.

RECENT CHANGES

None.

ANTICIPATED REVENUES - CAPITAL PROJECTS

	ANTICIPATIONS BEGINNING 1998
State Sources	\$299,543
Miscellaneous Revenue	108,098
Interfund Transfers	297,804
TOTAL	\$705,445

APPROPRIATIONS - CAPITAL PROJECTS

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
PARKS-ARABIA INTERPRET. CT	\$48,492	\$48,492	\$0
PARKS-DAVID-ARABIA MT.	9,399	9,399	0
PARKS-DEARBORN PARK	75,000	60,000	15,000
PARKS-DNR/ARABIA MT. DAVID	10,000	9,761	239
PARKS-DNR/HIDDEN ACRES PAR	165,000	102,619	62,381
PARKS-EPD-NON-POINT SOURCE	139,543	3,306	136,237
PARKS-LAURELWOOD SITE	13,400	13,400	0
PARKS-REDAN RESTROOM	74,273	74,273	0
PARKS-REPAIRS & RENOVATION	2,000	2,000	0
PARKS-DAVID-ARABIA MT. PRS	5,241	5,241	0
PARKS-REDAN CONCESSION STA	18,750	0	18,750
PARKS-GRESHAM PICNIC PAVIL	11,348	0	11,348
PARKS-LYNWOOD B-BALL CTS.	20,000	0	20,000
PARKS-BROOK RUN IMPROV.	38,000	38,000	0

CAPITAL PROJECTS - PARKS AND RECREATION**FUNCTION: LEISURE SERVICES****APPROPRIATIONS - CAPITAL PROJECTS**

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
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 1998
Interfund Transfers	\$4,051,634
TOTAL	\$4,051,634

APPROPRIATIONS

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	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	1,075,193	2,410,512
RENOVATIONS@BOBBY BURGESS	147,825	146,114	1,711
MODULAR CLASSROOM	320,198	278,518	41,680
TOTAL	\$4,051,634	\$1,597,731	\$2,453,903

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 1998
Fund Balance Carried Forward	\$751,291
Interest	24,389
TOTAL	\$775,680

APPROPRIATIONS

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	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	117,565	0	117,565
TOTAL	\$775,680	\$654,794	\$120,886

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

	2011	2012	2013	2014	2015
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
	\$630,614	\$649,412	\$669,235	\$689,082	\$709,954

FINANCIAL IMPACT ON THE OPERATING BUDGET - E911

E-911 Center Build-Out Costs

	2011	2012	2013	2014	2015
Capital Outlays	\$300,000	\$1,028,500	\$0	\$0	\$0
	\$300,000	\$1,028,500	\$0	\$0	\$0
Grand Total	\$930,614	\$1,677,912	\$669,235	\$689,082	\$709,954

RECENT CHANGES

The renovation of the Courthouse is 90% completed.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
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		BALANCE
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	
PS-J AUTH.-POL.&FIRE HEADQ	\$35,362,128	35,360,689	\$1,439
PS&J AUTH.-EQUIP.& MAIN. F	6,537,579	6,494,543	43,036.00
PS&J-AUTH-COURTHSE.RENOV.	13,185,460	12,967,756	217,704.39
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	200,012	266,529.53
PS&J-AUTH.-POL./FIRE WAREH	88,350	88,350	0.00
TOTAL	\$58,660,308	\$57,921,896	\$738,412

CAPITAL PROJECTS - PUBLIC WORKS - FLEET MAINTENANCE

FUNCTION: GENERAL GOVERNMENT

PROGRAM DESCRIPTION

The Underground Fuel Tanks and Petroleum Fuel Tanks projects are needed to meet Federal and State requirements for environmental protection. In 2004, \$70,000 was included in the budget for a new vehicle lift system. This new system will improve mechanic efficiency & quality considerably. A new maintenance headquarters facility has been constructed on Memorial Drive.

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 has been recognized in the 2012 budget.

RECENT CHANGES

None.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Interfund Transfers	\$5,018,957
Fund Balance Carried Forward	861,541
TOTAL	\$5,880,498

APPROPRIATIONS

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
FLEET-LIFT SYSTEM	\$70,000	\$70,000	\$0
FLEET-NORTH LOT SHOP	10,962	10,962	0
FLEET-PETROLEUM FUEL TANKS	65,000	35,558	29,442
FLEET-UNDERGROUND FUEL TAN	779,185	819,779	-40,594
FLEET-UNDERGROUND STOR. TAN	561,859	396,440	165,419
CAR & PICKUP GARAGE- MEMOR	4,393,492	4,393,492	0
TOTAL	\$5,880,498	\$5,726,231	\$154,267

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					
	2011	2012	2013	2014	2015
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)
Total	\$21,300,458	\$22,694,842	\$24,206,595	\$25,846,792	\$27,627,594

RECENT CHANGES

In 2012, the BOC approved \$3,750,000 into the LARP project.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
State Government	\$50,053,421
Other Agencies	15,154,425
Interfund Transfers	10,879,077
CIP Fund Revenue Cost Center Adjustment	12,917,128
TOTAL	\$89,004,051

CAPITAL PROJECTS - PUBLIC WORKS - TRANSPORTATION AND ROADS & DRAINAGE

FUNCTION: PLANNING & PUBLIC WORKS

APPROPRIATIONS

	PROJECT		BALANCE
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	
TS/DOT/WINTERS CHAPEL-OAKC	\$83,011	\$79,206	\$3,805
TS/NO. DECATUR RD & LAWR	30,903	15,598	15,305
TS/CHAM TCKR RD & CUM	15,268	10,591	4,677
TS/E. PONCE DE LEON @ RAYS	16,539	9,917	6,622
TS/ROCKBRIDGE RD	85,298	10,700	74,598
TS/E PONCE DE LEON / SCOTT	263,971	44,400	219,572
TS/P'TREE IND P'TREE RD	284,412	208,900	75,512
TS/SR124/RK CHAPEL RD @ PL	17,024	0	17,024
TS/SR124/RK CHAPEL RD @ MA	41,223	0	41,223
TS/E PONCE DE LEON @ RCK M	115,250	0	115,250
TS/E PONCE DE LEON AVE @ I	10,084	0	10,084
TS/D'TWN DECATUR SIG SYS	40,438	0	40,438
TS/E PONCE DE LEON AVE @	29,024	0	29,024
TS/TRAF IMPR/MARTA/REARR F	120,465	0	120,465
TS/TRAF SIGNAL UPGRD	1,782,468	1,575,817	206,651
TS/CANDL RD SIGNAL SYS	145,622	62,156	83,466
TS/PANOLA RD / I-20 SIG SY	91,193	49,207	41,986
TS/N DRUID HILLS RD SIGN	110,053	0	110,053
TS/WES CHAPEL RD & I-20 SI	103,938	47,145	56,793
TS/CHAM DUNWDY SIGNAL SYS	51,115	17,296	33,819
TS/EQUIPMENT-TRAFFIC SIGNA	1,420,185	1,117,282	302,903
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	18,686
BUFORD HIGHWAY STREETSCAPE	1,665,887	1,602,422	63,465
CANDLER STREETSCAPES - PH	1,284,892	1,268,140	16,753
CHAM DUNWOODY STREETSCAPE	2,573,065	1,718,698	854,367
E.PONCE DE LEON @ MCCLENDO	1,564,837	1,564,641	196
INTERSECTION/SIDEWALK MATE	2,201,636	2,158,923	42,713
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	800,000	611,487	188,513
STONE MTN / ATLANTA TRAIL	110,261	0	110,261
INTERSEC.COV. HWY@PHILLIPS	962,118	962,121	-3
GDOT-STONE MT INDUSTRIAL	116,320	67,116	49,204

CAPITAL PROJECTS - PUBLIC WORKS - TRANSPORTATION AND ROADS & DRAINAGE

FUNCTION: PLANNING & PUBLIC WORKS

APPROPRIATIONS

	PROJECT APPROPRIATION	EXPENDITURES	
TS/LAVISTA RD. SIGN.SYST.	16,384	0	16,384
TS/CHAM.TUCKER/I-285	129,091	126,623	2,468
TSI/LAVISTA ROAD	236,648	217,029	19,620
CLIFTON RD. BRIDGE CSX	1,600,000	0	1,600,000
DOT-COVINGTON-EVANS MILL	35,395	0	35,395
TRANS-ROAD IMPROV. RESERVE	35,153	0	35,153
S.RIV.GREENWAY TRL.	2,455,000	1,395,684	1,059,316
DOT-PERIMETER CID INTER/SW	1,250,000	1,250,000	0
WIDNG BOLDCST I285 T LINEC	807,701	405,910	401,791
SW KENGTN FM REDN TO MEMOR	400,000	0	400,000
SOUTH RIVER TRL III	1,368,219	652,736	715,483
STONE MOUNTAIN TRL VI	600,000	0	600,000
DEEPDENE PARK	1,447,031	1,426,957	20,074
COVINGTON HWY @ SCARBRGH	1,455,318	1,426,957	28,361
SAFETY ACTION PLAN	191,875	86,825	105,050
ROCKBRIDGE RD PRJ 0008401	2,000,000	562,507	1,437,493
COVENTRY QUITE ZONE	575,000	481,693	93,307
TS/MEMORIAL DR MARTA BRT	576,593	413,997	162,596
PARK AVE- NEW P'TR-BUFORD	350,000	0	350,000
BROOKHAVEN LCI PEDSTRN SFT	720,000	500,000	220,000
TRAFFIC SIGNLS FOR SR8 & S	870,000	47,453	822,547
TRAFFIC SIGNLS FOR SR8 & SR141	190,000	0	190,000
GDOT ROW BUFORD HWY	9,950	0	9,950
SHOAL CREEK TRL PH1	300,000	0	300,000
TWN BRTHRS LK TO ATL STN M	100,000	0	100,000
LAKE HEARN/PERIMTR SUMMIT	3,102,771	0	3,102,771
SUBTOTAL	\$50,031,919	\$30,308,144	\$19,723,775
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	19,359,532	18,168,611	1,190,921
SUBTOTAL	\$38,972,133	\$29,415,342	\$9,556,791
TOTAL	\$89,004,051	\$59,723,486	\$29,280,565

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 office's capital improvements program is accounted for in two funds: the G. O. Bonds-Jail Fund and the Capital Projects Fund. In 2004, the projects in the Capital Projects fund were closed and not converted into the new FMIS system.

G. O. BONDS-JAIL FUND

In late 1989, DeKalb voters approved a \$100,000,000 G. O. bond issue for the design and construction of a new jail. The jail facility, which has a capacity of 3,540, began receiving prisoners in May, 1995.

IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL

The new jail began operating in 1995 and almost immediately upon opening began experiencing higher than anticipated prisoner populations. The 1995 budget provided funding to support the operation of the new jail with an average daily population (ADP) of 1,800. The latest 2012 ADP is estimated to be 3,282. The 2012 budget for Jail operations is \$50,446,411 and includes 521 authorized positions.

FINANCIAL IMPACT ON THE OPERATING BUDGET

Jail Operations	2011	2012	2013	2014	2015
Personal Services and Benefits	\$29,068,745	\$26,218,400	\$28,736,466	\$29,598,560	\$30,486,517
Purchased / Contracted Services	12,390,558	15,875,861	14,358,077	15,793,884	17,373,273
Supplies	7,439,452	8,281,734	9,658,274	10,624,101	11,686,511
Capital Outlays	11,749	0	1,940	2,134	2,348
Interfund / Interdepartmental	68,222	70,416	61,789	67,968	74,765
Depreciation and Amortization	1,650	1,815	1,997	0	0
Other Costs	412	0	0	0	0
Total	\$48,980,788	\$50,448,226	\$52,818,543	\$56,086,647	\$59,623,414

RECENT CHANGES

None.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Fund Balance Carried Forward	\$2,473,289
Interest	159,604
TOTAL	\$2,632,893

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	2,343,838	2,309,785	34,053
TOTAL	\$2,632,893	\$2,505,565	\$127,327

CAPITAL PROJECTS – URBAN REDEVELOPMENT – COMMUNITY DEVELOPMENT

FUNCTION: GENERAL GOVERNMENT

PROGRAM DESCRIPTION

The American Recovery and Reinvestment Act of 2009 authorize the issuance of Recovery Zone Economic Development Bonds (RZEDB) by counties to finance certain types of projects within designated recovery zones. In 2010 the BOC approved RZEDB in the amount of \$36,349,000 for the following projects: Recorders Court Renovation, \$4,045,000, North Precinct Relocation, \$2,900,000, Family Protection Center, \$1,000,000 and \$28,404,000 for Stonecrest Sanitary Sewer Improvements and Lower Crooker Creek Lift Station.

IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL

None.

RECENT CHANGES

The Recovery Zone projects have begun.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Federal	\$36,349,000
TOTAL	\$36,349,000

APPROPRIATIONS

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Recorders Court Renovations	\$4,045,000	\$334,337	\$3,710,663
North Precinct Relocation	2,900,000	147,590	2,752,410
Family Protection Center	1,000,000	143,879	856,121
Stonecrest Sanitary Sewer	20,000,000	471,666	19,528,334
Lower Crooker Creek Lift Station	8,404,000	1,366,896	7,037,104
TOTAL	\$36,349,000	\$2,464,369	\$33,884,631

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 2012” 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 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$68,380,653	\$73,587,952	\$82,945,499	\$82,798,497
Purchased / Contracted Services	21,133,287	24,003,536	27,875,873	27,875,873
Supplies	34,743,884	33,121,121	34,412,183	34,399,183
Capital Outlays	406,328	258,158	616,002	610,977
Interfund / Interdepartmental	45,677,762	52,805,552	45,514,866	45,513,616
Depreciation and Amortization	0	240	0	0
Other Costs	19,206,932	17,390,408	24,889,541	24,889,541
Debt Service	38,834,257	41,408,994	80,513,249	80,513,249
Other Financing Uses	88,091,052	108,664,135	105,621,725	105,621,725
Retirement Services	0	0	193,420	193,420
Total Expenditures	\$316,474,156	\$351,240,096	\$402,582,358	\$402,416,081
Reserves			33,310,365	33,476,642
Total Budget			\$435,892,723	\$435,892,723

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY FUND

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Water & Sewer Operating	\$187,601,235	\$216,912,662	\$247,840,620	\$247,840,620
Water & Sewer Sinking	38,834,257	41,409,238	73,871,701	73,871,701
Sanitation Operating	67,947,772	66,077,171	74,720,807	74,720,807
Airport Operating	3,541,485	5,216,014	12,055,652	12,055,652
Stormwater Operating	18,549,407	21,625,011	27,403,943	27,403,943
Total Expenditures	\$316,474,156	\$351,240,096	\$435,892,723	\$435,892,723
Note: Reserves included in Total			33,310,365	33,476,642

FUNDS GROUP: Enterprise

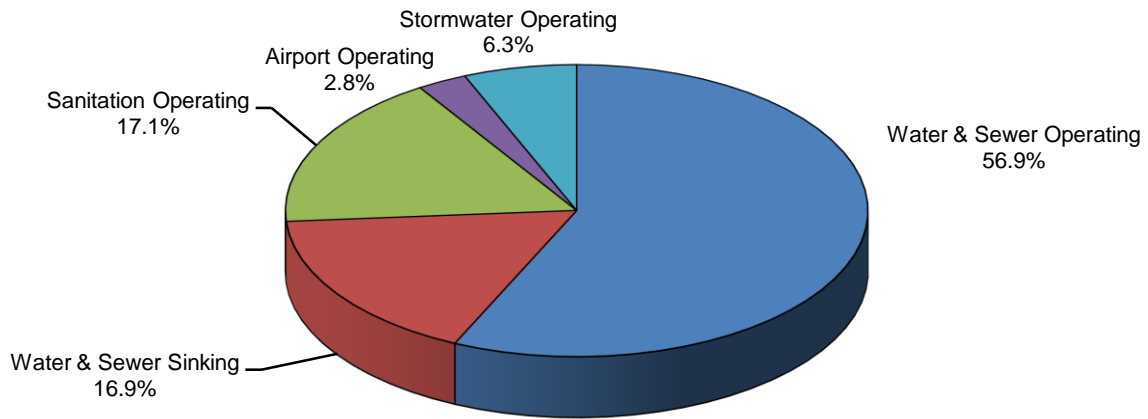
SUMMARY OF REVENUES AND ANTICIPATIONS BY FUND				
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
WATER & SEWER OPERATING FUND				
Use of Money & Property	\$12,464	\$40,786	\$25,800	\$25,800
Charges For Services	182,105,058	211,911,117	219,630,100	219,630,100
Miscellaneous Revenue	636,644	1,132,972	20,000	20,000
Interfunds	0	64,675	0	0
Fund Balance Carried Forward	12,051,968	22,265,579	28,164,720	28,164,720
TOTAL	\$194,806,134	\$235,415,129	\$247,840,620	\$247,840,620
WATER & SEWER SINKING FUND				
Use of Money & Property	\$196	\$608	\$0	\$0
Miscellaneous Revenue	0	563,910	663,040	663,040
Interfunds	35,600,591	42,862,032	61,299,709	61,299,709
Fund Balance Carried Forward	13,121,070	9,889,601	11,908,952	11,908,952
TOTAL	\$48,721,858	\$53,316,151	\$73,871,701	\$73,871,701
SANITATION OPERATING FUND				
Use of Money & Property	\$46,089	\$27,561	\$30,000	\$30,000
Charges For Services	65,336,890	65,428,907	67,867,000	67,867,000
Miscellaneous Revenue	92,749	59,861	54,000	54,000
Interfunds	0	226,567	147,143	147,143
Fund Balance Carried Forward	7,293,023	5,714,093	6,622,664	6,622,664
TOTAL	\$72,768,751	\$71,456,989	\$74,720,807	\$74,720,807
AIRPORT FUND				
Use of Money & Property	\$26,264	\$20,325	\$25,000	\$25,000
Miscellaneous Revenue	4,621,066	5,150,015	4,822,000	4,822,000
Interfunds	0	1,274	0	0
Fund Balance Carried Forward	6,047,599	7,197,489	7,208,652	7,208,652
TOTAL	\$10,694,929	\$12,369,103	\$12,055,652	\$12,055,652
STORMWATER UTILITY OPERATING FUND				
Use of Money & Property	(\$5,017)	\$4,742	(\$130,000)	(\$130,000)
Charges For Services	16,657,859	16,240,851	17,000,000	17,000,000
Fund Balance Carried Forward	6,447,629	10,650,777	10,533,943	10,533,943
TOTAL	\$23,100,471	\$26,896,371	\$27,403,943	\$27,403,943
GRAND TOTAL	\$350,092,143	\$399,453,742	\$435,892,723	\$435,892,723

FUNDS GROUP: Enterprise

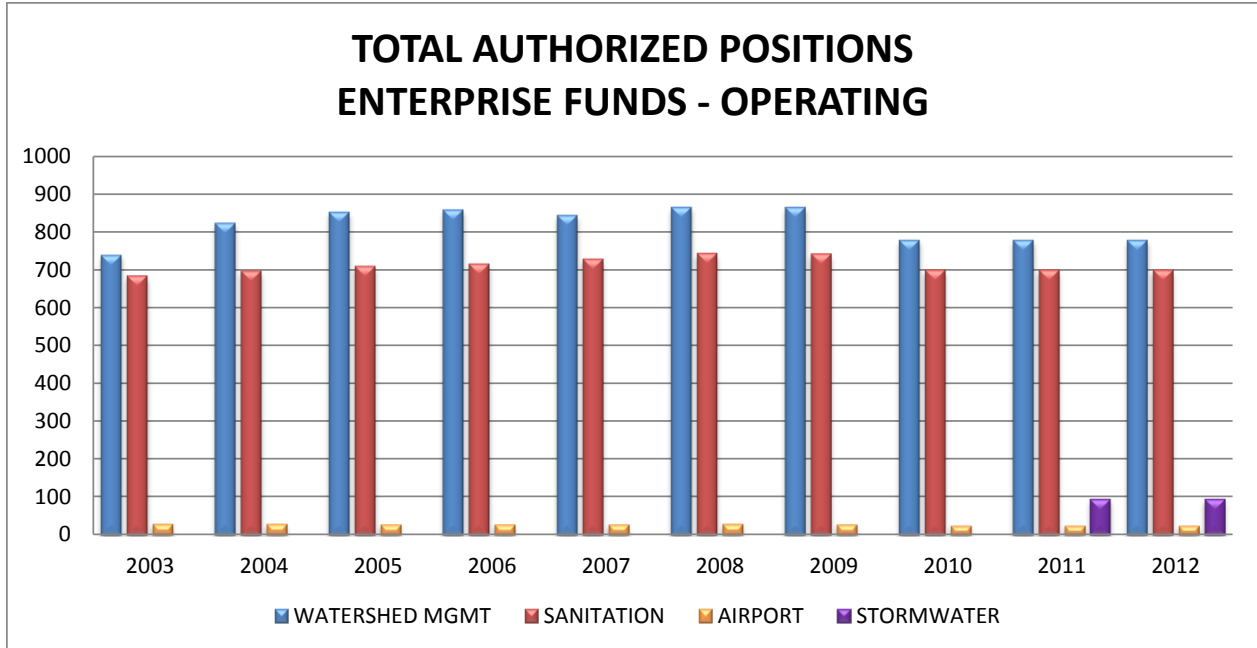
SUMMARY OF REVENUES AND ANTICIPATIONS BY MAJOR CATEGORY				
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	Actual 2008	Actual 2009	CEO'S Recommended Budget	Approved Budget 2010
USE OF MONEY & PROPERTY	\$79,997	\$94,022	(49,200)	(49,200)
CHARGES FOR SERVICES	264,099,807	293,580,876	304,497,100	304,497,100
MISCELLANEOUS REVENUE	5,350,459	6,906,759	5,559,040	5,559,040
INTERFUNDS	35,600,591	43,154,548	61,446,852	61,446,852
FUND BALANCE BROUGHT FORWARD	44,961,289	55,717,539	64,438,931	64,438,931
TOTAL	\$350,092,143	\$399,453,742	\$435,892,723	\$435,892,723

ENTERPRISE FUNDS OPERATING DOLLAR 2012
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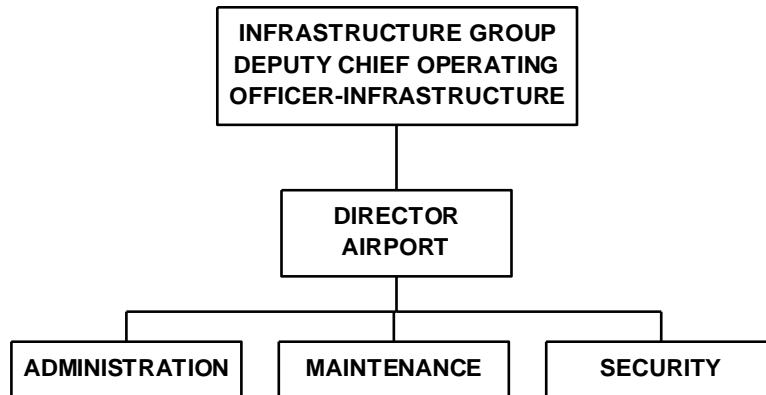
FUNDS GROUP: Enterprise



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. In 2011, 94 positions were transferred to the Stormwater Fund from Public Works – Roads & Drainage.

ENTERPRISE FUNDS CAPITAL PROJECTS APPROPRIATIONS

	PROJECT		
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
AIRPORT	\$44,278,190	\$28,228,819	\$16,049,370
SANITATION	102,995,681	79,068,713	23,926,968
STORMWATER	45,114,909	37,942,082	7,172,827
WATERSHED - CONSTRUCTION	847,558,738	442,547,167	405,011,572
WATERSHED - RENEWAL & EXTENSION	514,098,380	421,891,398	92,206,982
	\$1,554,045,898	\$1,009,678,178	\$544,367,720



MISSION STATEMENT

The mission of the Airport Department is to operate a business-oriented airport in a safe, efficient, and fiscally responsible manner, and to preserve the quality of life, recognizing a partnership between residential and general aviation interests.

PROGRAM DESCRIPTION

The Airport Department operates and maintains the DeKalb Peachtree Airport; acts as liaison with the Federal Aviation Administration (FAA), Georgia Department of Transportation (DOT), Atlanta Regional Commission (A.R.C.), Federal Communications Commission (F.C.C.), and numerous other government agencies; prepares the Airport Master Plan, Airport Layout Plan and assists in preparation of land use plans for those areas surrounding the Airport; performs security at the Airport; presents requests for federal and state assistance, and administers grants under the FAA Airport Improvement Program; participates on aviation boards and committees under the authority and direction of the County Board of Commissioners, leases airport land and facilities; provides noise abatement policies and procedures; provides airport/aviation staff assistance to the Airport Advisory Board and acts as general aviation information center for the public. Effective 2009, this department is assigned to the Infrastructure Group, under the direction of the Deputy Chief Operating Officer for Infrastructure.

PERFORMANCE INDICATORS

	TARGET	2009	2010	2011
REVENUE AS % OF BUDGET EXPECTATIONS	100.0%	117.0%	118.5%	99.0%

ACTIVITY MEASURES

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Total Flight Operations	151,714	160,948	155,189	155,000
Open House Visitors	8,000	8,000	12,000	15,000
Airport Tenants	315	315	310	310
Based Aircraft	608	608	585	585
Acres Maintained	650	650	650	650
Buildings Maintained	14	14	14	14
Corporate Employees on Airport Property	1,100	1,100	1,100	1,100

MAJOR ACCOMPLISHMENTS IN 2011

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 2012 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-hangars/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-Hangars/T-Sheds, and environmental studies. The Reserve for Appropriation increased by \$2,167,500 over the 2007 level to \$5,006,544.

In 2009, the Airport's staff decreased by one position by eliminating a Crew Worker Senior. Two John Deere riding mowers, Z850A 31 hp Pro 72" Mid-Z, were recommended as equipment. \$1,000,000 was included in the budget to fund Airport CIP projects. In 2010, \$1,000,000 was included in the budget to fund Airport CIP Projects. In 2010, 4 employees accepted the Early Retirement Option Program and the BOC abolished 3 vacant positions due to the ERO program. In 2011, \$2,500,000 was included in the budget to fund Airport CIP projects.

2012

This budget includes \$8,955,652 for operating expensed and \$3,100,000 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	Actual	CEO'S	Approved
	2010	2011	Recommended	Budget
			Budget	2012
Administration	\$2,790,668	\$4,446,157	\$11,168,564	\$11,168,564
Maintenance	750,817	769,858	887,088	887,088
	<u>\$3,541,485</u>	<u>\$5,216,014</u>	<u>\$12,055,652</u>	<u>\$12,055,652</u>

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual	Actual	CEO'S	Approved
			Recommended	Budget

AIRPORT OPERATING FUND

FUNCTION: AIRPORT

	2010	2011	Budget	2012
Personal Services and Benefits	\$1,222,105	\$1,208,236	\$1,409,880	\$1,409,880
Purchased / Contracted Services	118,139	166,761	192,702	192,702
Supplies	407,550	444,650	524,038	524,038
Capital Outlays	1,160	1,160	32,024	32,024
Interfund / Interdepartmental Charges	623,719	704,259	628,819	628,819
Other Costs	168,812	190,948	6,168,189	6,168,189
Other Financing Uses	1,000,000	2,500,000	3,100,000	3,100,000
	\$3,541,485	\$5,216,014	\$12,055,652	\$12,055,652

FUNDING SOURCES			
	Actual 2010	Actual 2011	Budget 2012
Airport Operating	\$3,541,485	\$5,216,014	\$12,055,652
	\$3,541,485	\$5,216,014	\$12,055,652

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2010	2011	2012
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 I	21	2	2	2
Airport Noise and Environ Tech	21	1	1	1
Security Guard Airport	19	6	6	6
FULL TIME Subtotal		13	13	13
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	2	2	2
Custodian Senior	18	1	0	0
Grounds Service Technician	18	1	1	1
Custodian	16	0	1	1
FULL TIME Subtotal		11	11	11

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2010	2011	2012
FULL TIME Total		24	24	24
ALL POSITIONS Total		24	24	24

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 2012 Budget provided \$100,000 for Maintenance and Facility Repair, \$1,000,000 for Runway/Taxiway Repairs, \$1,950,000 for T-Hangars/T-Sheds and \$50,000 for Environmental Studies.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Local	\$24,855
Federal Government	20,890,777
State Sources	4,914,905
Interfund Transfers	18,447,653
TOTAL	\$44,278,190

APPROPRIATIONS

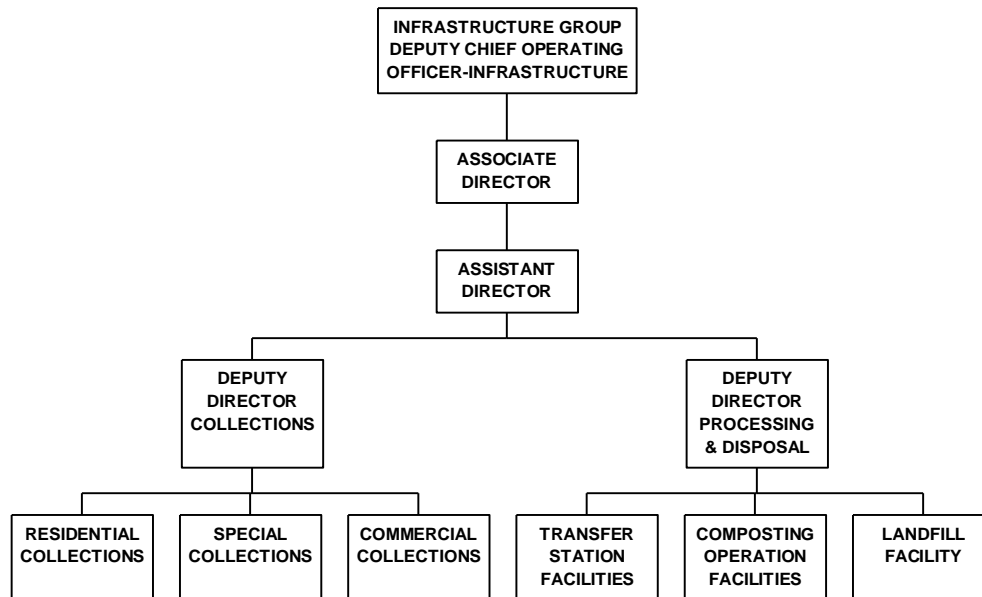
	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
AIRPORT-01-FAA/DOT-PAVE.PR	\$2,009,018	\$1,937,679	\$71,340
AIRPORT-03-FAA/DOT/RWAY SA	705,166	607,136	98,030
AIRPORT-03-FAA/DOT/TAXI RE	1,637,054	1,539,709	97,346
AIRPORT-DOT-TAXI K REHAB	181,389	165,556	15,833
AIRPORT-DRAINAGE IMPROVEME	376,497	376,497	0
AIRPORT-ENVIRON.STUDIES	397,132	139,633	257,499
AIRPORT-FAA/LAND ACQ.(NCP8	3,703,602	1,914,868	1,788,734
AIRPORT-GROUNDS/FAC. REPAI	1,532,246	1,343,316	188,930
AIRPORT-MAINTEN. FACILITY	1,046,180	921,325	124,855
AIRPORT-MASTER PLAN	867,358	509,711	357,647
AIRPORT-NOISE MONITOR.SYS.	1,050,000	831,122	218,878
AIRPORT-OBJECT FREE ZONE	2,610,484	2,083,107	527,377
AIRPORT-RUBBER REMOVAL	883,090	712,799	170,291
AIRPORT-RUNWAY-TAXI REPAIR	14,709,863	12,677,735	2,032,128
AIRPORT-T SHED HANGARS	7,269,589	529,445	6,740,144
AIRPORT-TREE OBSTRUCT. REM	150,186	117,583	32,603
AIRPORT-02-FAA/DOT PAVE.PR	1,845,261	1,821,599	23,662
AIRPORT-RESERVE FOR APPROP	3,304,074	0	3,304,074

AIRPORT - CAPITAL PROJECTS**FUNCTION: AIRPORT****APPROPRIATIONS**

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
TOTAL	\$44,278,190	\$28,228,819	\$16,049,370

PUBLIC WORKS - SANITATION OPERATING FUND

FUNCTION: PLANNING & PUBLIC WORKS



MISSION STATEMENT

The mission of the Sanitation Department is to collect, transport and dispose of all solid waste generated in the unincorporated areas of DeKalb County for both commercial and residential customers, to manage the County's landfills and composting operations, to mow the rights of way in unincorporated DeKalb County and all County owned vacant lots, to respond to citizen's/customer's calls for service for all sanitation related matters, to implement policies that are in compliance with all state and federal regulations, and to maintain present recycling levels and to increase these percentages in order to reach state goals through implementing new, innovative and the best management procedures economically practical.

PROGRAM DESCRIPTION

The Sanitation Department is comprised of four divisions:

The Residential Collections Division provides twice-a-week curbside and back door collection of solid waste. It also provides once-a-week curbside recycling, once-a-week yard debris collection, MARTA stop and litter collection services. It includes a Special Collections Section, which provides periodic pickup and proper management of appliances, bulky items, and passenger tires and deceased animals for residents, and also provides for the collection and proper management of trash illegally discarded on all rights of way in unincorporated DeKalb.

The Commercial Collections Division provides six days per week collection of front load compactor container, and roll-off container services. It also provides mixed paper and recycling drop-off location collection services. This division provides for mowing, trimming of tree branches and herbicide control requirements along all unincorporated DeKalb County rights of way and municipalities assigned. It is also responsible for mowing all County owned vacant lots.

The Processing and Disposal Division provides for the accumulation and processing of solid waste generated by County and municipal collection vehicles at four transfer facilities, and transport of the waste to an approved disposal site. It also provides for the accumulation and removing of yard debris generated by County and municipal collection vehicles at two transfer stations, and its transport to the Seminole Composting Facility. It operates a Municipal Solid Waste Landfill, a Construction and Demolition Landfill, tire storage and a groundwater leachate and methane monitoring control systems. It also manages a mining permit and a solid waste-handling permit to ensure compliance with local, state and federal regulations. The new disposal cell is the second largest in the Southeast.

The Administration Division is responsible for overseeing all the administrative functions related to the efficient operations of a very large organization. It includes recruiting and hiring all personnel, purchasing all the equipment and supplies needed in the organization and keeping up to date with all the EPA and EPD permits that are needed to manage a large Landfill. Effective 2009, this department is assigned to the Infrastructure Group, under the direction of the Deputy Chief Operating Officer for Infrastructure.

PUBLIC WORKS - SANITATION OPERATING FUND

FUNCTION: PLANNING & PUBLIC WORKS

PERFORMANCE INDICATORS

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
COST OF RESIDENTIAL REFUSE COLLECTION*	\$111.36	\$106.00	\$116.00	\$111.00
COST OF RESIDENTIAL. SPECIAL COLLECTION*	\$107.07	\$123.00	\$156.00	\$139.00
COST OF COMMERCIAL REFUSE COLLECTION*	\$31.00	\$45.00	\$68.00	\$57.00
COST OF REFUSE PROCESSED*	\$15.28	\$40.79	\$13.02	\$25.00
COST OF YARD DEBRIS COMPOSTED*	\$18.34	\$80.50	\$39.94	\$45.00
COST OF REFUSE DISPOSED*	\$10.82	\$27.23	\$13.08	\$20.00
% OF RECYCLED MATERIALS PER TON OF REFUSE COLLECTED	48%	27%	29%	30%

*Per ton

ACTIVITY MEASURES

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Collections:				
Commercial Accounts	7,228	8,130	9,654	12,546
Total Commercial Tonnage	121,362	118,165	90,601	102,365
Residences Served	168,239	158,597	159,250	159,500
Total Residential Tonnage	154,996	152,802	146,729	146,166
Appliances Collected	2,120	2,780	2,830	2,890
Dead Animals Collected	5,595	6,020	7,911	9,400
Recycling:				
Scrap Metal (Tons)	459	665	434	458
Newspaper (Tons)	1,997	2,196	7,179	7,700
Mixed Papers Tons)	2,354	2,375	1,236	1,300
Aluminum Cans (Tons)	0	256	204	217
Glass (Tons)	0	2,253	2,112	2,200
CFC (Units)	322	137	164	200
Yard Debris (Tons)	74,233	75,403	77,095	82,476

PUBLIC WORKS - SANITATION OPERATING FUND

FUNCTION: PLANNING & PUBLIC WORKS

ACTIVITY MEASURES

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Recycling Revenue	539,115	319,066	714,060	800,000
Processing:				
Buford Plant Tonnage	166,695	121,046	105,886	109,168
Central Transfer Tonnage	0	111,697	126,181	130,097
East Transfer Tonnage	117,291	68,317	67,470	69,561
Seminole Compost Facility	100,710	75,403	69,095	69,095
Seminole Plant Tonnage	4,528	3,792	4,301	4,377
Pathological	4,595	5,764	11,183	11,519
Disposal:				
Seminole Landfill (Tons)	724,382	700,058	565,214	582,170

MAJOR ACCOMPLISHMENTS IN 2011

Received BOC award and purchasing notice to proceed for a landfill gas and renewable natural gas and Seminole compressed natural gas fueling facilities.

Utilized \$3 million of available existing Sanitation CIP funds, along with cost participation by Watershed Management up to \$6 million in available Watershed operating reserve funds for financing of the Landfill phase 3, unit 3 construction project.

Implemented the County Building Recycling Program for all DeKalb County Buildings and Operations.

MAJOR GOALS FOR 2012 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Infrastructure

To begin construction of Phase 3 Unit 3 disposal cell, Phase 3 Unit 1 gas collection and control system and non-potable water discharge system.

To begin construction of the LFG to RNG and CNG fuel station.

To develop a 24 hour 7 day per week dispatch center for Watershed, Roads & Drainage and Sanitation emergency services unit.

MAJOR BUDGETARY IMPACTS

Previous

The 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.

PUBLIC WORKS - SANITATION OPERATING FUND

FUNCTION: PLANNING & PUBLIC WORKS

MAJOR BUDGETARY IMPACTS

Previous (continued)

In 2010 the Sanitation Fund loaned the General Fund \$2,000,000 to be paid back over seven years.

In 2010, 74 employees accepted the Early Retirement Option Program and the BOC abolished 43 vacant positions due to the ERO program.

In 2011, this budget included a contribution to the Sanitation CIP of \$3,800,000. This budget included a charge of \$500,000 from Roads and Drainage for wear and tear on county roads by the Sanitation vehicles.

2012

This budget includes \$2,930,000 for bond issuance expenses. Also included in this budget is a charge of \$750,000 from Roads and Drainage for wear and tear on county roads by the Sanitation vehicles.

This budget includes up to \$6 million in cost participation by Watershed Management from available Watershed operating reserve funds for financing of the Landfill phase 3, unit 3 construction project. \$3 million of available existing Sanitation CIP funds will also be utilized for this project. Watershed Management currently pays about \$2 million per year in tipping fees to the landfill for Sanapfinger sludge disposal; in return for the capital participation on the construction project. The Watershed Enterprise fund will be credited for tipping fees each month until the capital participation is recovered.

The capital cost associated with the operation of the water & sewer system will be impacted by the consent decree issued by the U.S. Attorney General and the EPA. This consent decree and settlement agreement mandates that DeKalb improve its sewer system and clean up the South River, Snapfinger Creek and the South Fork Creek.

Future

The 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 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Administration	\$21,034,264	\$12,344,015	\$18,367,167	\$18,367,167
Commercial Roll-Off Services	726,156	224,965	342,186	342,186
Commercial Support	5,122,216	6,191,677	6,278,335	6,278,335
Discounts Taken	(390)	(2,732)	0	0
Disposal	6,057,832	7,614,307	8,840,602	8,840,602
Mowing	1,750,790	1,971,506	1,910,356	1,910,356
Processing and Transporting	8,668,247	10,394,556	10,621,221	10,621,221
Residential Collection	15,311,375	17,014,225	17,455,046	17,455,046
Revenue Collection	807	799	0	0
Revenue Collections - Sanitation	245,832	246,083	195,054	195,054
Special Collection	9,030,641	10,077,771	10,710,840	10,710,840
	\$67,947,772	\$66,077,171	\$74,720,807	\$74,720,807

PUBLIC WORKS - SANITATION OPERATING FUND

FUNCTION: PLANNING & PUBLIC WORKS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$26,897,320	\$27,535,244	\$30,636,484	\$30,636,484
Purchased / Contracted Services	3,162,016	4,222,222	6,312,170	6,312,170
Supplies	2,459,742	2,346,950	5,243,745	5,243,745
Capital Outlays	13,261	24,033	13,970	13,970
Interfund / Interdepartmental Charges	20,868,391	26,806,918	25,792,978	25,792,978
Other Costs	900,312	1,341,805	3,414,697	3,414,697
Debt Service	0	0	2,930,000	2,930,000
Other Financing Uses	13,646,729	3,800,000	300,000	300,000
Retirement Services	0	0	76,763	76,763
	\$67,947,772	\$66,077,171	\$74,720,807	\$74,720,807

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
Sanitation Fund	\$67,947,772	\$66,077,171	\$74,720,807
	\$67,947,772	\$66,077,171	\$74,720,807

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2010	2011	2012
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
Sanitation Route Coordinator	23	1	0	0
Customer Support Assistant	21	0	1	1
Payroll Personnel Tech Sr	21	2	2	2
Recycling Coordinator	21	1	1	1
Requisition Technician	21	1	1	1
Sanitation Inspector	21	2	2	2
Customer Service Rep Sr	19	8	10	10
Office Assistant Senior	19	5	3	3

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		
		2010	2011	2012
Administration (continued)				
Customer Service Rep	18	0	1	1
FULL TIME Subtotal		29	30	30
Keep DeKalb Beautiful				
Dir Keep DeKalb Beautiful Prg	26	1	1	1
Public Works Outreach Special	23	1	1	1
Coor Keep DeKalb Beautfl Prg	21	1	1	1
FULL TIME Subtotal		3	3	3
North Transfer Station				
Solid Waste Plant Manager	25	1	0	0
Solid Waste Plant Supv	24	2	0	0
Equipment Operator Principal	21	1	0	0
Landfill Equipment Operator	21	4	0	0
San Tractor/Trailer Operator	21	19	0	0
Welder Senior	21	2	0	0
Office Assistant Senior	19	1	0	0
San Tractor/Trailer Oper Train	19	2	0	0
Solid Waste Plant Operator	19	1	0	0
North Transfer Station (continued)				
Crew Worker Senior	18	5	0	0
Equipment Operator	18	1	0	0
Scale Operator	18	2	0	0
FULL TIME Subtotal		41	0	0
Seminole Compost Facility				
Solid Waste Plant Manager	25	1	1	1
Solid Waste Plant Supv	24	2	1	1
Crew Supervisor	23	1	1	1
Landfill Equipment Operator	21	3	3	3
Roll Off Container Oper.	21	3	10	10
Solid Waste Plant Mechanic	21	3	3	3
Welder Senior	21	2	2	2
Equipment Operator Senior	19	1	1	1

PUBLIC WORKS - SANITATION OPERATING FUND

FUNCTION: PLANNING & PUBLIC WORKS

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2010	2011	2012
Seminole Compost Facility (continued)				
Crew Worker Senior	18	5	4	4
Crew Worker	16	1	1	1
FULL TIME Subtotal		22	27	27
Central Transfer Station				
Processing & Disposal Supt	31	1	1	1
Processing&Disposal Asst Supt	28	1	1	1
Solid Waste Plant Manager	25	0	1	1
Solid Waste Plant Supv	24	1	6	6
Electrician Senior	23	1	0	0
Crew Worker Lead	21	2	2	2
Equipment Operator Principal	21	0	1	1
Landfill Equipment Operator	21	0	6	6
San Tractor/Trailer Operator	21	5	30	30
Transfer Station&Inciner Oper	21	1	1	1
Welder Senior	21	0	2	2
Equipment Operator Senior	19	2	2	2
Office Assistant Senior	19	0	1	1
San Tractor/Trailer Oper Train	19	0	3	3
Solid Waste Plant Operator	19	0	1	1
Crew Worker Senior	18	5	12	12
Equipment Operator	18	0	1	1
Scale Operator	18	2	5	5
Crew Worker	16	1	2	2
FULL TIME Subtotal		22	78	78
East Transfer Station				
Solid Waste Plant Supv	24	1	0	0
Landfill Equipment Operator	21	2	0	0
San Tractor/Trailer Operator	21	6	0	0
San Tractor/Trailer Oper Train	19	1	0	0
Crew Worker Senior	18	2	0	0
Scale Operator	18	1	0	0
FULL TIME Subtotal		13	0	0

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		
		2010	2011	2012
North Residential				
Sanitation General Foreman	26	1	1	1
Sanitation Supv Field	23	4	3	3
Supply Specialist	21	1	1	1
San Driver Crew Leader	20	15	19	19
Refuse Collector Senior	19	21	27	27
San Driver Crew Leader Trainee	19	8	4	4
Refuse Collector	17	26	20	20
FULL TIME Subtotal		76	75	75
North Special Collection				
Sanitation General Foreman	26	1	1	1
Sanitation Supv Field	23	1	2	2
San Driver Special Collections	21	3	3	3
Equipment Monitor Senior	20	1	1	1
San Driver Crew Leader	20	8	10	10
Refuse Collector Senior	19	14	15	15
San Driver Crew Leader Trainee	19	5	3	3
Refuse Collector	17	8	6	6
FULL TIME Subtotal		41	41	41
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 Route Coordinator	23	0	1	1
Sanitation Supv Field	23	3	3	3
Equipment Monitor Senior	20	2	2	2
San Driver Crew Leader	20	15	14	14
Refuse Collector Senior	19	19	20	20
San Driver Crew Leader Trainee	19	4	5	5
Refuse Collector	17	18	17	17
FULL TIME Subtotal		64	65	65

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		
		2010	2011	2012
Central Special Collection				
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	9	7	7
Refuse Collector Senior	19	14	12	12
San Driver Crew Leader Trainee	19	2	4	4
Refuse Collector	17	7	9	9
FULL TIME Subtotal		41	41	41
East Residential				
Sanitation General Foreman	26	0	1	1
Sanitation Supv Field	23	2	3	3
Supply Specialist	21	1	1	1
Equipment Monitor Senior	20	1	1	1
San Driver Crew Leader	20	20	18	18
Refuse Collector Senior	19	26	26	26
San Driver Crew Leader Trainee	19	3	5	5
Refuse Collector	17	19	18	18
FULL TIME Subtotal		72	73	73
East Special Collection				
Sanitation General Foreman	26	1	1	1
Sanitation Supv Field	23	3	2	2
San Driver Special Collections	21	1	1	1
San Driver Crew Leader	20	8	9	9
Refuse Collector Senior	19	12	12	12
San Driver Crew Leader Trainee	19	2	1	1
Refuse Collector	17	7	7	7
FULL TIME Subtotal		34	33	33

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		
		2010	2011	2012
South Residential				
Sanitation General Foreman	26	1	1	1
Sanitation Supv Field	23	5	3	3
Supply Specialist	21	1	1	1
San Driver Crew Leader	20	15	19	19
Refuse Collector Senior	19	32	27	27
San Driver Crew Leader Trainee	19	9	4	4
Refuse Collector	17	16	21	21
FULL TIME Subtotal		79	76	76
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	11	11
Refuse Collector Senior	19	13	15	15
San Driver Crew Leader Trainee	19	1	3	3
Refuse Collector	17	9	7	7
FULL TIME Subtotal		41	42	42
Mowing & Herbicide				
Sanitation General Foreman	26	2	2	2
Crew Supervisor CDL	24	1	1	1
Crew Supervisor	23	4	4	4
Sanitation Supv Field	23	3	3	3
Equipment Operator Senior	19	14	14	14
Herbicide Equipment Operator	19	1	1	1
Crew Worker Senior	18	3	4	4
Crew Worker	16	1	0	0
FULL TIME Subtotal		29	29	29
Roll-Off Services				
Roll Off Container Oper.	21	7	0	0
FULL TIME Subtotal		7	0	0

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		
		2010	2011	2012
Commercial Support				
Sanitation General Foreman	26	1	0	0
Sanitation Safety Instructor	24	1	0	0
Welder Supervisor	23	1	0	0
Welder Senior	21	3	0	0
Equipment Operator Senior	19	2	0	0
Painter	19	1	0	0
Crew Worker Senior	18	3	0	0
FULL TIME Subtotal		12	0	0
Central Commercial				
Sanitation General Foreman	26	0	1	1
Sanitation Safety Instructor	24	0	1	1
Sanitation Supv Field	23	3	4	4
Welder Supervisor	23	0	1	1
Welder Senior	21	0	2	2
Comm Front End Loader Oper	19	34	34	34
Equipment Operator Senior	19	0	2	2
Painter	19	0	1	1
Welder	19	0	1	1
Crew Worker Senior	18	0	3	3
FULL TIME Subtotal		37	50	50
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	13	13	13
Equipment Operator Senior	19	5	5	5
Crew Worker Senior	18	6	5	5
Scale Operator	18	4	4	4
Crew Worker	16	2	3	3
FULL TIME Subtotal		36	36	36
FULL TIME Total		699	699	699
ALL POSITIONS Total		699	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 2012, the Phase III, Unit III was approved for \$6,000,0000 in additional funding.

IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL

None.

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 CNG project is over 60% completed.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Interfund Transfers	\$102,995,681
Fund Balance Carried Forward	0
TOTAL	\$102,995,681

APPROPRIATIONS

	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
ADMINISTRATION BUILDING	\$237,726	\$237,726	\$0
CENTRAL TRANSFER STATION	24,164,201	24,163,940	260
CRYMES LANDFILL	1,775,000	995,678	779,322
LAND ACQUISITION	1,043,780	743,780	300,000
LINECREST ROAD EXTENSION	801,952	801,808	144
MAJOR MODS PHASE 3 AND 4	5,695,939	5,411,293	284,646
MULTI-USE TRAIL	1,725,042	1,725,042	0
ROGERS LAKE PROPERTY	473,955	304,473	169,482
SANITARY SEWER UP	280,784	280,784	0
SEMINOLE LAND ACQUISITION	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	209,609	100,391
North Transfer Station	2,025,000	1,751,695	273,305
Sem Land Eng	4,500,000	4,068,155	431,845
Sem Land Mon	4,250,000	2,153,766	2,096,234
Creamatory	753,661	753,661	0
Closure 2A Cell	16,750,000	13,360,667	3,389,333
Phase III Unit III	11,000,000	4,187,291	6,812,709

PUBLIC WORKS - SANITATION - CAPITAL PROJECTS

FUNCTION: PLANNING & PUBLIC WORKS

APPROPRIATIONS

	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
ADMINISTRATION BUILDING	\$237,726	\$237,726	\$0
STIMULUS ADMINISTRATION	200,000	45,977	154,023
ARRA CNG	23,257,245	14,371,223	8,886,022
TOTAL ACTIVE PROJECTS	\$102,995,681	\$79,068,713	\$23,926,968

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 Roads and Drainage in the Special Tax District – Designated Services Fund to reimburse the costs related to the Stormwater Program. In 2009, \$9,942,671 was transferred from this Fund to Roads and Drainage in the Special Tax District – Designated Services Fund, and \$500,000 was transferred from this Fund to the Development Fund to reimburse the costs related to the Stormwater Program. In 2010, \$9,554,564 was transferred from this Fund to Special Tax District - Roads and Drainage and Water and Sewer Operating Fund – Watershed Management to reimburse the costs related to the Stormwater Program. During the second half of 2011, 94 positions were transferred from Roads and Drainage to the Stormwater Utility Fund. This transfer of 94 positions was a major budgetary change. The Stormwater Fund increased the number of authorized positions by 94 and the number of authorized positions for Roads and Drainage decreased by 94. The amount of reimbursement for funds from the Stormwater Fund to Roads and Drainage in the Special Tax District – Designated Services Fund was reduced significantly.

2012

In 2012, \$4,000,000 will be transferred from this Fund to Roads and Drainage in the Special Tax District – Designated Services Fund and Water and Sewer Operating Fund – Watershed Management to reimburse the costs related to the Stormwater Program.

Future

Rate increases may be necessary to ensure that funding is available to maintain the stormwater infrastructure and meet Federal requirements in the area of water initiatives.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Discounts Taken	(\$8)	\$0	\$0	\$0
Stormwater Administration	18,549,415	21,625,011	27,403,943	27,403,943
	\$18,549,407	\$21,625,011	\$27,403,943	\$27,403,943

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$0	\$3,513,926	\$5,224,494	\$5,224,494
Purchased / Contracted Services	7,483,810	6,308,875	10,223,209	10,223,209
Supplies	1,826,033	1,903,194	3,260,387	3,260,387
Capital Outlays	0	0	10,000	10,000
Interfund / Interdepartmental Charges	9,554,564	8,867,666	1,891,001	1,891,001
Other Costs	(315,000)	315,000	6,794,852	6,794,852

STORMWATER UTILITY OPERATING FUND

FUNCTION: PLANNING & PUBLIC WORKS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Other Financing Uses	0	716,350	0	0
	\$18,549,407	\$21,625,011	\$27,403,943	\$27,403,943

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
Stormwater Utility Operating Fund	\$18,549,407	\$21,625,011	\$27,403,943
	\$18,549,407	\$21,625,011	\$27,403,943

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2010	2011	2012
Stormwater Administration				
Drainage Const & Maint Supt	29	0	1	1
Engineer, Senior	29	0	3	3
Fiscal Officer	29	0	1	1
Engineer	28	0	1	1
Stormwater Program Supervisor	28	0	1	1
Accountant Senior	26	0	1	1
General Foreman Public Works	26	0	1	1
Construction Inspector	25	0	8	8
Construction Supervisor	24	0	2	2
Crew Supervisor CDL	24	0	7	7
Engineering Technician Senior	24	0	1	1
GIS Specialist II	24	0	1	1
Financial Assistant	23	0	1	1
GIS Specialist I	23	0	1	1
Equipment Operator Principal	21	0	12	12
Mason Senior	21	0	4	4
Accounting Tech Senior	19	0	1	1
Equipment Operator Senior	19	0	13	13
Mason	19	0	2	2
Office Assistant Senior	19	0	2	2
Crew Worker Senior	18	0	24	24
Equipment Operator	18	0	4	4
Crew Worker	16	0	2	2
FULL TIME Subtotal		0	94	94
FULL TIME Total		0	94	94

STORMWATER UTILITY 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		
		2010	2011	2012
ALL POSITIONS Total		0	94	94

STORMWATER UTILITY FUND - CAPITAL PROJECTS

FUNCTION: PLANNING & PUBLIC WORKS

PROGRAM DESCRIPTION

Because the Stormwater Utility CIP Fund is a self supporting enterprise, any county funds required to meet its capital needs come from the stormwater assessment fee. In 2005, the Fund was created and \$10,000,000 was transferred from the Stormwater Utility Fund.

IMPACT ON OPERATING BUDGET

There will be no direct impact on the operating budget. Any appropriations used by this fund will be transferred from the Stormwater Utility fund.

RECENT CHANGES

None.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Interfund Transfer	\$10,220,753
State	33,114,372
Local	1,779,784
TOTAL	\$45,114,909

APPROPRIATIONS

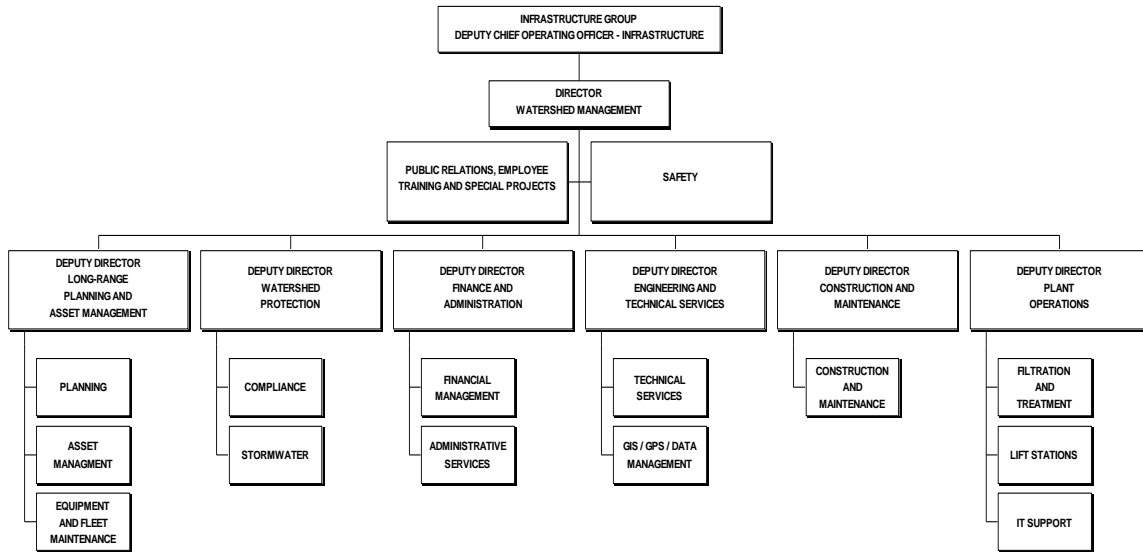
	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
STORMWATER-RESERVE FOR APP	\$42,555	\$14,444	\$28,111
REHAB-STORWATER PIPES & ST	2,280,000	1,996,637	283,363
STORM DRAIN. SYSTEM CONSTR	500,000	357,885	142,115
STORM.MGMT.FAC. PHASE 1	262,609	229,152	33,457
STMWATER-FEMA FPH MATCH	1,076,977	257,530	819,447
JACKSON SQ FEMA PDMC10/25/ MATCH/ENGINEERS STDY	6,426,072	6,059,706	366,366
GEMA PDMC-PJ-04-GA-2005-00	4,301,000	4,295,075	5,925
CTY OF CHAMBLEE DRAINAGE P	591,105	179,558	411,546
DORAVILLE DRAINAGE PRJS	909,770	679,622	230,148
DREW VALLEY AREA STRMWTR F	2,852,474	2,775,841	76,633
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	1,082,923	106,377
4 HMSGEMA PDMC-PJ04GA-07-0	780,240	776,352	3,888
9 N.FORK PEH CRK GEMA FMAP	3,176,074	2,939,452	236,622
11-HUNTNG, SCOTT& RIDERWOO	3,641,450	2,797,663	843,787

STORMWATER UTILITY FUND - CAPITAL PROJECTS

FUNCTION: PLANNING & PUBLIC WORKS

APPROPRIATIONS

	PROJECT		BALANCE
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	
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
INSP MUNCPL SEP STRMWTR MS	500,000	500,000	0
2009 FLOOD PROJECTS	3,570,000	2,461,380	1,108,620
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 PROGRAM)	1,605,400	483,048	1,122,352
TOTAL	45,114,909	37,942,082	7,172,827



MISSION STATEMENT

It is the mission of the Department of Watershed Management, formerly the DeKalb County Water and Sewer Department, to provide safe drinking water in adequate supplies, to collect and adequately treat wastewater, and to protect DeKalb County’s watersheds responsibly while focusing on excellent customer service.

PROGRAM DESCRIPTION

The DeKalb County Water and Sewerage System is comprised of the following funds: Water and Sewerage Operating Fund; Water and Sewerage Construction Fund; Water and Sewerage Renewal and Extension Fund; and the Water and Sewerage Sinking Fund.

The Water and Sewerage Operating Fund reflects the daily operations of the County's water and sewerage system. It includes those expenses and charges which are made for the purpose of operating, maintaining, and repairing the system. The Department of Watershed Management is the organizational entity charged with the responsibility of operating and maintaining the system, and its financial requirements are reflected in this fund. The fund also includes the costs of the Revenue Collections Cost Center which is managed by the Finance Department's Division of Treasury and Accounting Services, and is responsible for billing and collection of water and sewer charges.

The Finance Division of Watershed Management is responsible for the administration and policy direction of the Department, and for coordination of the operating budget. This division is responsible for payroll, personnel, purchasing, and document control.

The Technical Service Division is responsible for Watershed Management's engineering, computerized mapping, compliance, acquisition, data base management, and coordination with the County's Geographic Information System.

The Plant Operations Division manages and maintains the system's water production and sewerage treatment facilities. It is responsible for the production and distribution of potable water and the collection, treatment and disposal of wastewater in accordance with applicable state and federal quality standards and regulations. Information technology services are attached to this division.

The Construction and Maintenance Division is primarily responsible for the maintenance of and improvements to, the system's water distribution and sewage collection systems. The maintenance function entails both emergency repair and preventive maintenance.

The Long-Range Planning and Asset Management Division is responsible for master, business, and capital projects planning, rate studies, systems security, and asset management. The maintenance function of Watershed Management’s equipment and fleet is located in this division.

The Watershed Protection Division manages stormwater, permitting, restoration projects, the Fats, Oils, and Grease (FOG) program, spill tracking and reporting, the septic tanks elimination program, and compliance.

WATER & SEWER OPERATING FUND

FUNCTION: PLANNING & PUBLIC WORKS

PROGRAM DESCRIPTION (continued)

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

PERFORMANCE INDICATORS				
	TARGET	2009	2010	2011
Complaints/Service Calls Per 10,000 Customers	< 200/year	175	141	148
% Of Unbilled Water ¹	< 15%	17.1%	22.4%	22.7%
Water Main Failures Per 1,000 Miles Of Water Main	< 50/year	30.2	32.5	24.3
% Of Days In Compliance With Water And Wastewater Permits	90%	100%	100%	100%

¹ The increase from 2005 to 2006 is possibly due to fire hydrant flushing, inaccurate meters or meters not read, or leakage.

ACTIVITY MEASURES				
	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Administrative Division				
Procurement Purchase Amount	\$28,956,967	\$30,420,120	\$31,775,050	\$33,363,803
Filtration & Treatment Division				
Number of Water Customers	190,029	189,627	188,266	189,000
Number of Sewer Customers	166,757	166,757	161,496	162,000
Filtration & Treatment Division-Water				
Water Pumped (Billions of Gallons)	25.82	26.34	25.38	26.00
Plant Capacity (GA EPD Permitted) (Millions of Gallons)	128	128	128	128
Daily Average Consumption (Millions of Gallons)	59.00	72.30	69.53	70.00
Filtration & Treatment Division-Sewer				
Number of Lift Stations	67	67	66	66
Gallons of Wastewater Treated (Millions)	13,168	13,469	12,664	12,775
Average Gallons Wastewater Treated Per Day (Millions)	36.0	36.9	34.6	35.0

WATER & SEWER OPERATING FUND

FUNCTION: PLANNING & PUBLIC WORKS

ACTIVITY MEASURES

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Laboratory Samples Tested/Analyzed	43,679	44,672	45,175	45,700
Customer Complaints	215	210	212	215
Stormwater Discharge Characterization				
Construction & Maintenance Division				
Water				
Meters Repaired/Replaced	1,567	1,028	2,333	5,000
Renewed Water Service	999	661	489	800
Mains Installed (Ft.)	28,600	5,619	5,500	2,000
Mains Installed (Ft) Developer	16,981	10,859	0	0
Meters Installed (New)	565	807	1,157	1,200
Sewer				
Mains Inspected/Cleaned (Ft.) Contract	211,759	57,941	10,000	250,000
Mains Installed (Ft) Developer	31,400	7,086	0	0
Support				
Landscape Projects	3,977	2,973	2,269	2,300
Valve Boxes Raised	453	211	160	200
Manholes Raised	2,660	375	170	300

MAJOR ACCOMPLISHMENTS IN 2011

The department met the Georgia EPD mandate requiring water providers to reduce water consumption by 10% as a result of the regional drought. Completed construction on the Chattahoochee River water supply intake, and pump station; completion of the transmission line is expected in 2011. 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 2012 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.

To ensure treatment of wastewaters in accordance with all federal and state mandates to provide a clean and supportive environment for our citizens and neighbors.

To operate modernized infrastructure supporting distribution and collection systems throughout the County, including replacement of aging systems to protect and serve our existing neighborhoods as well as the installation of new systems to encourage growth and development.

Human Services

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 mandated 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. The transfer to the Renewal and Extension Fund was \$47,715,524. This budget included a \$1,000,000 credit to Roads and Drainage for imputed costs of utility cut damages to roadways and heavy truck wear and tear on roadways requiring resurfacing. In 2011 a bond issue for capital improvement projects was issued for \$394,481,705.

2012

This budget includes \$15,479,076 for the debt service payments. This budget included a \$1,250,000 credit to Roads and Drainage for imputed costs of utility cut damages to roadways and heavy truck wear and tear on roadways requiring resurfacing.

This budget includes up to \$6 million in cost participation by Watershed Management from available Watershed operating reserve funds for financing of the Landfill phase 3, unit 3 construction project. \$3 million of available existing Sanitation CIP funds will also be utilized for this project. Watershed Management currently pays about \$2 million per year in tipping fees to the landfill for Sanapfinger sludge disposal; in return for the capital participation on the construction project. The Watershed Enterprise fund will be credited for tipping fees each month until the capital participation is recovered.

The capital cost associated with the operation of the water & sewer system will be impacted by the consent decree issued by the U.S. Attorney General and the EPA. This consent decree and settlement agreement mandates that DeKalb improve its sewer system and clean up the South River, Snapfinger Creek and the South Fork Creek.

Future

The possibility of drought and resulting water conservation measures will continue to have an impact upon the department's revenues. The operating costs of the future wastewater interplant tunnel and wastewater plant expansion will impact the yearly operating budget.

WATER & SEWER OPERATING FUND

FUNCTION: PLANNING & PUBLIC WORKS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Administration	\$11,124,117	\$12,742,963	\$13,998,610	\$13,998,610
Assistant Director	0	15	0	0
Capitalization	(1,081,005)	(1,655,349)	(2,823,671)	(2,823,671)
Construction and Maintenance	40,500,778	42,778,038	39,678,390	39,611,799
Data Management	2,378,018	2,545,180	3,532,494	3,532,494
Director's Office	5,893,023	6,568,482	5,300,661	5,300,661
Discounts Taken	(2,080)	(1,430)	0	0
Filtration and Treatment	50,440,892	46,681,614	56,880,036	56,780,350
Nondepartmental Revenues / Expenditures	0	315	0	0
Revenue Collections - W & S *	4,855,815	5,557,460	6,795,960	6,795,960
Transfers and Reserves	73,491,676	101,695,374	124,478,140	124,644,417
	\$187,601,235	\$216,912,662	\$247,840,620	\$247,840,620

* 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 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$40,261,228	\$41,330,547	\$45,674,641	\$45,527,639
Purchased / Contracted Services	10,369,321	13,305,431	11,147,792	11,147,792
Supplies	30,050,560	28,426,327	25,384,013	25,371,013
Capital Outlays	391,907	232,965	560,008	554,983
Interfund / Interdepartmental Charges	14,631,088	16,426,709	17,202,068	17,200,818
Depreciation and Amortization	0	240	0	0
Other Costs	18,452,808	15,542,658	30,054,640	30,220,917
Debt Service	0	0	15,479,076	15,479,076
Other Financing Uses	73,444,323	101,647,785	102,221,725	102,221,725
Retirement Services	0	0	116,657	116,657
	\$187,601,235	\$216,912,662	\$247,840,620	\$247,840,620

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
Water & Sewer Operating Fund	\$187,601,235	\$216,912,662	\$247,840,620
	\$187,601,235	\$216,912,662	\$247,840,620

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		
		2010	2011	2012
Director's Office				
Dep Dir WM - Finance & Admin	AI	1	0	0
Dep Dir WM Eng & Tech Svcs	AI	1	0	0
Dep Dir WM Planning Asset Mgt	AH	1	0	0
Asst Dir WM-Eng and Asset Mgt	AG	0	1	1
Asst Dir WM-Wtrshd Prtct&Cmpln	AG	0	1	1
Asst Dir WM-Operations	AF	0	1	1
Dep Dir WM Wtrshed Protection	AF	1	0	0
Director Watershed Management	AC	1	1	1
Stormwater Eng Supv	33	1	1	1
Financial Mgr Watershed Mgt	32	0	1	1
CMOM Coordinator	30	1	1	1
Project Funds Mgr WM	30	1	1	1
Director Communications	29	1	1	1
Engineer, Senior	29	1	1	1
Chief Environ Land Dev Inspe	28	1	1	1
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	1	1	1
Certification Instructor WM	25	1	1	1
Document Cntrl Coordinator WM	25	1	1	1
Env Land Development Insp III	25	3	3	3
Project Analyst Watershd Mgt	25	1	0	0
Asst Departmental Safety Coord	24	1	1	1
Engineering Technician Senior	24	1	1	1
Env Land Development Insp II	24	2	1	1
GIS Specialist Senior	24	1	1	1
Administrative Assistant II	23	0	1	1
Env Land Development Insp I	23	1	2	2
Graphic Design Technician	23	1	0	0
Public Education Specialist	23	2	2	2
Administrative Assistant I	21	2	2	2
Office Assistant Senior	19	1	1	1
FULL TIME Subtotal		35	34	34
Admin & Fiscal Control				
Administrative ServicesMgr R&D	31	0	1	1
Admin Operations Mgr	28	1	0	0

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		
		2010	2011	2012
Admin & Fiscal Control (continued)				
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	3	3	3
Equipment Operator Senior	19	1	1	1
Crew Worker Senior	18	9	8	8
Crew Worker	16	0	1	1
FULL TIME Subtotal		29	29	29
Warehouse				
Inventory Warehouse Supervisor	25	1	1	1
Supply Specialist Senior	24	1	1	1
Supply Specialist	21	1	1	1
Meter Mechanic	18	2	0	0
Stockworker	18	5	7	7
FULL TIME Subtotal		10	10	10
Collection Services				
Revenue Collections Supervisor	23	1	1	1
Administrative Assistant I	21	0	1	1
Accounting Tech Senior	19	1	1	1
Field Service Representative	19	1	2	2
Meter Reader	18	18	28	28
FULL TIME Subtotal		21	33	33
GPS/GIS/Data Management				
Engineering Supervisor	33	1	1	1
Engineer, Senior	29	1	1	1
Engineer	28	1	1	1
General Foreman Watershed Mgt	26	1	1	1

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		
		2010	2011	2012
GPS/GIS/Data Management (continued)				
Crew Supervisor CDL	24	1	1	1
Engineering Technician Senior	24	16	15	15
GIS Specialist Senior	24	1	1	1
Crew Supervisor	23	8	8	8
Engineering Technician	23	1	0	0
Administrative Assistant I	21	1	1	1
Office Assistant Senior	19	1	1	1
Crew Worker	16	1	1	1
FULL TIME Subtotal		34	32	32
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				
Wt Prod Poll Contrl Brn Ast Sp	30	1	1	1
Engineer, Senior	29	1	0	0
Engineer	28	0	1	1
Administrative Assistant I	21	1	1	1
FULL TIME Subtotal		3	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	9	7	7
WQC Operator	19	7	9	9
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

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		
		2010	2011	2012
Water Maintenance (continued)				
Electronic Technician Senior	23	1	0	0
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	2	2
Water Maintenance Mechanic	21	7	7	7
Crew Worker Senior	18	1	1	1
General Maintenance Worker, Sr	18	1	2	2
General Maintenance Worker	16	1	0	0
FULL TIME Subtotal		24	24	24
Water Laboratory				
Chemist, Senior	26	0	1	1
Chemist	25	2	1	1
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
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	5	5	5
Water Wastewater Lab Tech	21	2	2	2
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		
		2010	2011	2012
Sewer Monitoring				
Environmental, Senior	25	1	1	1
Environmental	24	1	1	1
Environmental Tech, Sr	23	5	4	4
Environmental Technician	21	1	2	2
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	1	1	1
Crew Supervisor CDL	24	1	1	1
WQC Foreman	24	5	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	2	2	2
Crew Worker Senior	18	3	3	3
Equipment Operator	18	0	1	1
Crew Worker	16	1	0	0
FULL TIME Subtotal		30	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	3	3
Administrative Assistant I	21	1	1	1
WQC Operator	19	0	1	1
FULL TIME Subtotal		12	12	12
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 & 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		
		2010	2011	2012
WPC Pole Bridge Maintenance (continued)				
Water Maintenance Mechanic	21	3	3	3
Crew Worker Senior	18	1	1	1
FULL TIME Subtotal		8	8	8
WPC Facilities Maintenance				
Instrmentation & Controls Spec	28	1	1	1
WQC Maintenance Supv	26	1	1	1
Water Maintenance Mech Sr	23	4	4	4
WQC Electrical Specialist	23	1	1	1
WQC Maintenance Coord	23	1	1	1
Electronic Tech	21	2	2	2
Water Maintenance Mechanic	21	9	9	9
FULL TIME Subtotal		19	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
Customer Support Assistant	21	1	1	1
Equipment Operator	18	1	1	1
FULL TIME Subtotal		7	7	7
Technical Services				
Engineering Supervisor	33	1	1	1
Engineer, Principal	30	0	1	1
Engineer, Senior	29	5	5	5
Production Control Manager	28	1	1	1
Production Control Supervisor	26	1	1	1
Construction Inspector	25	8	8	8
Cross Connection Control Spec	24	1	1	1
Engineering Technician Senior	24	1	1	1
GIS Specialist Senior	24	1	1	1
Administrative Assistant II	23	1	1	1
Crew Supervisor	23	4	1	1
Cross Connect Control Spc Asst	23	2	2	2

WATER & SEWER OPERATING FUND

FUNCTION: PLANNING & PUBLIC WORKS

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2010	2011	2012
Technical Services (continued)				
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	2	0	0
FULL TIME Subtotal		37	33	33
District 1 - Maintenance				
Construction Maintenance Supt	30	1	1	1
Engineer, Principal	30	0	1	1
General Foreman Watershed Mgt	26	4	5	5
Construction Inspector	25	1	1	1
Crew Supervisor CDL	24	14	14	14
Equipment Operator Principal	21	3	4	4
Service Request Technician	20	1	1	1
Equipment Operator Senior	19	2	2	2
Crew Worker Senior	18	28	25	25
Equipment Operator	18	0	2	2
Crew Worker	16	7	8	8
FULL TIME Subtotal		61	64	64
Construction				
Construction Maintenance Supt	30	1	1	1
General Foreman Watershed Mgt	26	6	5	5
Construction Inspector	25	2	2	2
Construction Supervisor	24	4	4	4
Crew Supervisor CDL	24	17	17	17
Equipment Operator Principal	21	5	5	5
Service Request Technician	20	1	1	1
Equipment Operator Senior	19	2	2	2
Field Service Representative	19	2	2	2
Crew Worker Senior	18	40	42	42
Equipment Operator	18	0	1	1
Meter Mechanic	18	2	2	2
Crew Worker	16	11	8	8
FULL TIME Subtotal		93	92	92

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		
		2010	2011	2012
District 2 - Maintenance				
Construction Maintenance Supt	30	1	1	1
General Foreman Watershed Mgt	26	6	6	6
Construction Inspector	25	1	1	1
Crew Supervisor CDL	24	17	17	17
Public Works Dispatch, Supv	23	1	1	1
Equipment Operator Principal	21	8	7	7
Service Request Technician	20	1	1	1
Dispatcher	19	9	9	9
Equipment Operator Senior	19	1	1	1
Crew Worker Senior	18	37	33	33
Equipment Operator	18	0	2	2
Crew Worker	16	10	12	12
FULL TIME Subtotal		92	91	91
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	11	11	11
Crew Supervisor	23	1	1	1
Heavy Equipment Truck Mechanic	23	2	2	2
Equipment Operator Principal	21	6	6	6
Welder Senior	21	1	1	1
Service Request Technician	20	1	1	1
Equipment Operator Senior	19	3	3	3
Crew Worker Senior	18	18	23	23
Equipment Operator	18	0	1	1
Crew Worker	16	10	4	4
FULL TIME Subtotal		60	60	60
Compliance				
Dep Dir WM Cmplnce Trtmnt Ops	AI	1	0	0
Asst Dir PW, Finance & Admin	AE	1	1	1
FOG Control Program Manager	31	1	0	0
Engineer, Senior	29	0	1	1
Compliance Supervisor	28	2	0	0
Engineer	28	2	1	1
Compliance Division Supv WM	26	1	1	1
Compliance Inspector, Senior	26	5	0	0

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		
		2010	2011	2012
Compliance (continued)				
Construction Inspector	25	4	4	4
Project Analyst Watershd Mgt	25	1	1	1
Compliance Inspector	24	9	9	9
Engineering Technician Senior	24	1	0	0
GIS Specialist Senior	24	1	1	1
Administrative Assistant II	23	1	0	0
Crew Supervisor	23	4	4	4
Engineering Technician	23	0	1	1
Administrative Assistant I	21	1	1	1
Crew Worker Senior	18	12	12	12
Crew Worker	16	1	1	1
FULL TIME Subtotal		48	38	38
FULL TIME Total		686	682	682
ALL POSITIONS Total		686	682	682

See Finance Department Section of this Budget Book for the total authorized positions for the Revenue Collections and Treasury Cost Centers. The Water and Sewer Revenue Fund fully funds those Treasury and Accounting Services division positions that are assigned to water/sewer work. There are 90 full-time positions assigned to Water and Sewer activities.

PROGRAM DESCRIPTION

The Water and Sewerage Construction Fund was created in 1990 to account for expenditures made from the proceeds of the 1990, 1993 and 2011 Revenue Bond issues, and local government contributions associated with the construction projects. Payments from the Construction Fund are made in accordance with the bond resolution and local government agreements. State law requires that capital project funds be portrayed as project-length rather than annual budgets. Consequently, the budget for this fund is no longer adopted as part of the County's annual budget process.

IMPACT OF CIP PROJECTS ON THE COUNTY – FINANCIAL / NON-FINANCIAL

As each project is completed, the operating costs will be reflected in the operating budget.

RECENT CHANGES

The County issued bonds in 1993 in order to fund its pro-rata participation in the City of Atlanta's Phosphorous Reduction Program. Subsequent to issuing the bonds, the City abandoned the initial design and revised the treatment plan to include an expansion of the existing Clayton Plant facilities at a significantly higher cost. In 1997, the County paid its share of the prior project cost to Atlanta. In 1999 a rate increase was adopted which enabled a bond issue to raise funds to cover the added cost of the County's portion of the R. M. Clayton Plant upgrade, and to construct an additional raw water reservoir. In 2000, the County completed the Series 2000 Bond Issue which yielded \$214,525,000. These funds allowed an expansion of the Scott Candler Filter Plant. In 2002, the contract was signed and the construction was begun on the Scott Candler Water Filter Plant. In 2003, design and regulatory permit applications continued for the new Chattahoochee River water supply intake, 200 MGD water supply intake, 200 MGD pump station and 96" transmission line to reservoirs.

During 2006, there was a \$98.6 million bond sale: \$52 million for a raw water pumping station and transmission line, \$35 million for wastewater plant expansion and engineering, \$10 million for the east side sewer capacity expansion, and \$1.6 million for the cost of issuance of the bonds and for surety bonds..

The County has recently adopted the 2011 Master Bond Resolution. This bond (Series 2011A/B) will finance the acquisition, construction and equipping of certain improvements to the County's water and sewerage system.

The capital cost associated with the operation of the water & sewer system will be impacted by the consent decree issued by the U.S. Attorney General and the EPA. This consent decree and settlement agreement mandates that DeKalb improve its sewer system and clean up the South River, Snapfinger Creek and the South Fork Creek.

FUNDING SOURCES

	ANTICIPATIONS BEGINNING 1998
Construction Fund	356,398,659
2006 Water & Sewer Bonds	96,678,374
2011 Water & Sewer Bonds	394,481,705
Total	\$847,558,738

WATER AND SEWER CONSTRUCTION FUND

FUNCTION: PLANNING & PUBIC WORKS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
ABESTOS CEMENT (A/C) LINE REPL	\$26,000,000	\$0	\$26,000,000
ABESTOS CEMENT LINE REPL - 1 P	9,000,000	0	9,000,000
ADD'L CLEAR WELLS & PUMPING ST	2,000,000	1,225,311	774,689
ANNUAL ENGINEERING CONTRACT	12,000,000	0	12,000,000
CANDLER RD. WATER MAIN REPL	3,000,000	0	3,000,000
CLOSED-CIRCUIT TV INSP	5,000,000	0	5,000,000
COMPREHENSIVE SSES PROG	2,332,969	455,152	1,877,817
COST OF ISSUANCE	427,906	427,906	0
COST OF ISSUANCE	765,612	765,612	0
FILTER PLANT EXPANSION	169,662,878	169,441,035	221,843
FILTER PLANT RESERVOIRS	49,424,697	49,382,416	42,280
GDOT IMPROV	2,500,000	2,355,601	144,399
HYPOCHLORITE GEN. (CONSTR.)	3,000,000	0	3,000,000
INDIAN CREEK RELIEF SEWER	5,866,122	5,866,122	0
MANHOLE REH (2012-13)	2,000,000	0	2,000,000
N FORK PEACHTREE RELIEF SEWER	5,740,531	5,740,531	0
N. SHALLOWFORD RD BP ST	2,000,000	0	2,000,000
NANCY CREEK TUNNEL	53,948,799	53,948,799	0
ORACLE BILLING SYS	4,000,000	0	4,000,000
PIPE BURSTING (2012-13)	2,000,000	0	2,000,000
POLE BRIDGE AEROBIC DIGESTER	10,628,199	10,628,199	0
POLE BRIDGE WWTP EXP - CONSTR	20,000,000	69,919	19,930,081
RAW WATER PUMP STATION & LINE	3,500,000	0	3,500,000
RAW WATER PUMP STATION & LINE	49,500,000	49,277,530	222,470
RAW WATER PUMP STATION & LINE	7,550,000	7,503,464	46,536
RELINING	5,000,000	0	5,000,000
RESERVE - APPROPRIATION	5,000	0	5,000
ROADHAVEN ANNEX BUILDING	2,758,551	2,543,943	214,608
ROADHAVEN BLDG FUND	1,000,000	0	1,000,000
RZEDB-STNCRST SNTARY SWR IMPRV	6,500,000	0	6,500,000
S FORK PEACHTREE RELIEF SEWER	10,973,053	10,973,053	0
SCOTT BLVD WATER REPL PH 1	6,000,000	0	6,000,000
SERV. LATERAL MAINS & REHAB	500,001	500,000	1
SEW MAP & MANHOLE INSP STUDY	15,000,000	0	15,000,000
SEWER REN - INTERGOVERNMTL	4,500,000	4,390,804	109,196
SEWER REN - SNAPPFINGER	10,167,851	8,330,902	1,836,949
SNAPPFINGER EQUALIZATION TANK	7,036,182	7,036,182	0
Snapfinger Rotary Press	4,500,000	3,525,471	974,529
Snapfinger Safety Repairs	940,000	771,474	168,526
SNAPPFINGER WWTP EXP - PH 1	11,000,000	0	11,000,000
SNAPPFINGER WWTP EXP - PH 2	225,481,705	6,700	225,475,005
SNAPPFINGER WWTP EXP CONST MGM	14,000,000	0	14,000,000

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	
SOUTHEAST LIFT STATIONS	10,000,000	5,172,524	4,827,476
SURETY BONDS	1,250,468	1,250,468	0
SURETY BONDS	620,846	620,846	0
SYSTEM ASS & REHAB	1,494,180	497,254	996,926
TANK REPAIR & PAINTING	1,000,000	0	1,000,000
TILLY MILL BOOSTER PUMPING	2,000,000	0	2,000,000
UNDERWRITERS DISCOUNT	1,751,751	1,751,751	0
VETERANS HOSP RELIEF SEWER	5,231,438	5,231,438	0
WASTEWATER TREATMENT FAC	33,000,000	32,856,759	143,241
WATER HYDR MODELING	6,000,000	0	6,000,000
WATER REUSE PROJECTS PLN.	2,000,000	0	2,000,000
WATERSHED IMPROVEMENT PROJECTS	2,000,000	0	2,000,000
WATERWASTE HYDR MODELING	4,000,000	0	4,000,000
TOTAL	\$847,558,738	\$442,547,167	\$405,011,572

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.

2012

The funding transfer from Operating Fund is budgeted at \$52,250,083. No new projects are being added for 2012. 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. All work was completed per the 2010 grant from the Georgia Environmental Facilities Authority in the amount of \$500,000, for the Ecological Restoration of Decatur Water Works property at Mason Mill Park.

FUNDING SOURCES

	ANTICIPATIONS BEGINNING 1998
Renewal and Extension Fund	\$514,098,380
State	<u>500,000</u>
	\$514,098,380

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Equipment	\$102,919,363	\$43,629,870	\$59,289,493

WATER AND SEWER RENEWAL AND EXTENSION FUND

FUNCTION: PLANNING & PUBLIC WORKS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Capital Projects	411,179,017	378,261,528	32,917,490
TOTAL	\$514,098,380	\$421,891,398	\$92,206,982

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR PROJECT CATEGORY

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Water Policy Projects			
Firelines	\$5,903,155	\$5,732,638	\$170,517
Miscellaneous Water Inspections	356,785	189,347	167,439
Subdivisions and Water Main Extensions	11,346,636	10,962,441	384,195
Total	\$17,606,576	\$16,884,426	\$722,150
Sewer Policy Projects			
Contingency Projects	120,637	0	120,637
County Sewer Main Extension	\$739,268	\$180,962	\$558,305
Miscellaneous Sewer Inspections	4,536,822	4,002,103	534,719
Scott Blvd Sewer Main	500,000	0	500,000
Kelley Chapel Pet Sewer	330,000	330,000	0
Lawrenceville Hwy. Pet Sewer	1,000	1,000	0
Harts Mill Petition Sewer	66,910	66,910	0
Sewer System Modeling	1,512,000	1,475,957	36,043
Total	\$7,806,637	\$6,056,933	\$1,749,705
Water Miscellaneous Projects			
Annual Engineering Contract	\$16,706,618	\$13,816,696	\$2,889,922
Annual Water Construction Contract	21,316,642	18,299,230	3,017,412
Industrials	897,825	897,825	0
County Main Renewals	29,154,586	26,322,598	2,831,988
E Ponce De Leon Widening	313,699	313,699	0
GDOT Improvements	12,035,049	10,521,423	1,513,626
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
Rockbridge Rd Widening	133	133	0
S DeKalb Warer Main Repl-A,B,C	1,576,237	1,576,237	0

WATER AND SEWER RENEWAL AND EXTENSION FUND

FUNCTION: PLANNING & PUBLIC WORKS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Tank Repair & Painting	650,000	0	650,000
Tucker Area Water Main Repl	1,247,176	1,247,176	0
Fire Hyd Repair & Replacement	500,000	255,723	244,277
GEFA	500,000	0	500,000
Filter Plant Renovations	297,796	297,796	0
DeKalb Ind. Water Relining	353,652	353,652	0
Columbia Dr Pump Stn Buffer	204,083	204,083	0
Treasury Relocation	12,371	12,371	0
Various Intersection Improv	782,336	782,336	0
Various Interstate Improv	371,860	371,860	0
Wesley Chapel Rd Improv	984,876	984,876	0
Water Main Replace - Bridges	497,654	497,654	0
Water Meter Installations	39,369,869	37,038,066	2,331,803
Water Meter Replacements	57,510,622	53,938,166	3,572,456
Water Pump Station Generators	188,637	188,637	0
Watershed Improvement Projects	810,000	810,000	0
Water Service Line Renewal	23,867,132	23,053,906	813,226
Water Tank Painting	4,701,104	4,665,458	35,646
Total	\$216,592,002	\$197,853,114	\$18,738,888
Sewer Miscellaneous Projects			
Annual Sewer Construction Contract	\$4,257,369	\$2,757,369	\$1,500,000
Briarwood Rd. Petition Sewer	2,000.00	\$2,000	0
Clayton Plant - Capital	15,840,010	15,840,010	0
Clarks Creek / Corn Creek Sewers	2,619,489	2,447,281	172,208
Covington-Panola Sewer	427,857	427,857	0
Dogwood Hills Petition Sewer	543,112	543,112	0
Elam Rd Area Sewers	912,821	912,821	0
Emory Area Water Mains	102,089	102,089	0
Emory Transmission Main	305,905	305,905	0
Lift Station Expansions	1,414,500	619,516	794,984
Lift Station Generators	1,449,905	1,449,905	0
Lithonia Ind Blvd W&S Reloc	2,542,504	2,542,504	0
Manhole Raising Contract	17,634,276	15,702,930	1,931,347
Memorial Dr. Petition Sewer	41,675	41,675	0
Nancy CK Pump Sta / Force Main	331,360	331,360	0
Pleasant Hill Rd. Water Mains	261	261	0
Pleasant Ridge Dr. Sewers	487,492	487,492	0
Pole Bridge Land Purchase	937,126	937,126	0
Redan Rd Sewer	14,376	14,376	0
Saddlewood Area Sewers	44,603	44,603	0

WATER AND SEWER RENEWAL AND EXTENSION FUND

FUNCTION: PLANNING & PUBLIC WORKS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Sediment Removal Program	410,687	410,687	0
Sewer Rehabilitation - Intergovernmental	25,115,641	24,340,255	775,386
Sewer Rehabilitation - Pole Bridge	10,456,260	10,396,171	60,089
Sewer Rehabilitation - Snapfinger	56,653,402	56,245,361	408,041
Sewer Service Lines	16,826,498	16,120,455	706,043
Shadowbrook Petition Sewer	715,729	715,729	0
System Assess & Reh	8,901,881	3,543,231	5,358,650
Allgood at Redan	140,727	140,727	0
Whites Mill Rd Petition Sewer	26,546	26,546	0
Vista Dale Ct Petition Sewer	17,700	17,700	0
Total	\$169,173,802	\$157,467,055	\$11,706,747
Non-Project Expenditures			
Computer Equipment - Additional	1,234,286	1,117,390	116,896
Computer Equipment - Replacement	259,409	259,409	0
Esement Clearing & Maintenance	4,100,000	1,032,157	3,067,843
ISIS Equipment / Contracts	11,700,000	9,459,448	2,240,552
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	10,538,237	10,001,313	536,924
Reserve For Appropriation	44,884,028	0	44,884,028
Roadhaven Renovations	1,663,584	1,641,675	21,909
Sewer Plant Renovations	1,721,450	1,382,993	338,457
Gwinnett Cty - JAC CK / YEL	2,750,000	0	2,750,000
City of Atl - Renw & Ext	1,760,000	0	1,760,000
Sewer System Survey	11,500,000	8,484,573	3,015,427
Total	\$102,919,363	\$43,629,870	\$59,289,493
TOTAL	\$514,098,380	\$421,891,398	\$92,206,982

WATER & SEWER SINKING FUND

FUNCTION: PLANNING & PUBLIC WORKS

PROGRAM DESCRIPTION

The Water & Sewerage Sinking Fund is a separate fund specifically designated to pay principal and interest payments on Revenue Bond issues and to maintain required reserves. Revenue is derived from a transfer of funds from the Water & Sewerage System Revenue Fund and from earnings on Sinking Fund investments. The Water & Sewerage System's financial condition is sound as demonstrated by the ratings of its bonds as of year end:

	Moody's Investors Service	Standard & Poor's
Water & Sewerage System Revenue	Aa3	AA-

ACTIVITY MEASURES

	1/1/09	1/1/10	1/1/11	1/1/12
Principal Balance (000's)	\$550,235,000	\$538,990,000	\$555,685,000	\$923,680,000

MAJOR BUDGETARY IMPACTS

Previous

The County issued revenue bonds in the amounts of \$145,665,000 and \$34,200,000 during 2003. The proceeds of these bonds were utilized to make water plant improvements and fund renovation and reconstruction of trunk sewers. As well, part of these funds was used to refund the Series 1993 Revenue Bonds maturing 2005 through 2023.

The County issued revenue bonds in the amounts of \$94,990,000 and \$271,895,000 during 2006. The proceeds of these bonds were utilized for constructing, installing, and equipping certain additions, extensions and improvements to the County Water and Sewerage System. In addition, part of these funds was used to refund the Series 1999 and Series 2000 Revenue Bonds maturing 2028 through 2035.

The American Recovery and Reinvestment Act (ARRA) authorized the issuance of Recovery Zone Economic Development Bonds and Recovery Zone Facility Bonds by counties to finance certain types of projects within designated recovery zones. In 2010, the County issued \$28,400,000 in Recovery Zone Economic Development Bonds. The proceeds of these bonds were used to make improvements to the Stonecrest sanitary sewer system and upgrades to the Lower Crooked Creek lift station and force main.

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

In early 2011, Standard and Poor's lowered its long-term on general obligation debt and appropriation-backed debt, and water and sewer revenue bonds and then withdrew its ratings. This action was precipitated by the county's deteriorating finances as evidenced by the multiple years of deficit operations due to weakened liquidity and negative fund balance in the county's major operating tax funds. In December, \$381,500,000 in second resolution water and sewer revenue bonds were issued to acquire, design, construct, and install improvements to the system as part of the Fiscal Year 2010 – 2014 Capital Improvement Plan.

Future

The County continues to undertake numerous actions to improve financial operations. These measures include increased monitoring of revenues and expenditures in the system, increasing reserves over the next several years, additional procedures to prohibit the use of restricted funds for non-restricted uses, and engaging the County's financial advisors to assist in the attainment of these actions.

WATER & SEWER SINKING FUND

FUNCTION: PLANNING & PUBLIC WORKS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Purchased / Contracted Services	\$0	\$247	\$0	\$0
Other Costs	0	(3)	11,767,528	11,767,528
Debt Service	38,834,257	41,408,994	62,104,173	62,104,173
	<u>\$38,834,257</u>	<u>\$41,409,238</u>	<u>\$73,871,701</u>	<u>\$73,871,701</u>

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
Water & Sewer Sinking	\$38,834,257	\$41,409,238	\$73,871,701
	<u>\$38,834,257</u>	<u>\$41,409,238</u>	<u>\$73,871,701</u>

**2012 BUDGET OBLIGATION
WATER & SEWERAGE REVENUE BONDS BY SERIES
AS OF January 1, 2012**

	Principal	Interest	Total P&I
Series 2003 A & B	5,545,000	7,826,950	13,371,950
Series 2006 A & B	7,050,000	18,245,853	25,295,853
Series 2010	1,610,000	1,385,840	2,995,840
Series 2011	0	15,479,076	15,479,076
Total	\$14,205,000	\$42,937,718	\$57,142,718

**TOTAL BUDGET OBLIGATION
WATER & SEWERAGE REVENUE BONDS BY SERIES
AS OF January 1, 2012**

	Principal	Interest	Total P&I
Series 2003 A & B	157,220,000	104,549,450	261,769,450
Series 2006 A & B	357,875,000	269,483,420	627,358,420
Series 2010	27,085,000	10,354,224	37,439,224
Series 2011	381,500,000	385,170,951	766,670,951
Total	\$923,680,000	\$769,558,045	\$1,693,238,045

WATER & SEWER SINKING FUND**FUNCTION: PLANNING & PUBLIC WORKS**

WATER & SEWERAGE SINKING FUND TOTAL BUDGET OBLIGATION WATER & SEWERAGE REVENUE BONDS, ALL SERIES AS OF January 1, 2012

	Principal	Interest	Total P&I
2012	14,205,000	42,937,718	57,142,718
2013	14,845,000	46,191,673	61,036,673
2014	22,245,000	45,460,743	67,705,743
2015	23,140,000	44,526,731	67,666,731
2016	24,135,000	43,476,833	67,611,833
2017	25,255,000	42,306,115	67,561,115
2018	26,435,000	41,068,389	67,503,389
2019	27,725,000	39,729,872	67,454,872
2020	29,060,000	38,339,960	67,399,960
2021	30,450,000	36,887,121	67,337,121
2022	31,925,000	35,355,915	67,280,915
2023	33,465,000	33,755,932	67,220,932
2024	35,355,000	32,023,423	67,378,423
2025	37,145,000	30,293,261	67,438,261
2026	36,675,000	28,347,863	65,022,863
2027	38,590,000	26,431,950	65,021,950
2028	40,600,000	24,415,975	65,015,975
2029	36,800,000	22,294,975	59,094,975
2030	38,695,000	20,395,325	59,090,325
2031	40,690,000	18,397,788	59,087,788
2032	42,790,000	16,297,225	59,087,225
2033	44,955,000	14,132,025	59,087,025
2034	47,250,000	11,843,050	59,093,050
2035	49,650,000	9,437,163	59,087,163
2036	19,225,000	6,909,000	26,134,000
2037	20,235,000	5,899,688	26,134,688
2038	21,300,000	4,837,350	26,137,350
2039	22,415,000	3,719,100	26,134,100
2040	23,595,000	2,542,313	26,137,313
2041	24,830,000	1,303,575	26,133,575
Total	\$923,680,000	\$769,558,045	\$1,693,238,045

FUNDS GROUP: Internal Service

FUNDS GROUP DESCRIPTION

The purpose of the Internal Service Funds is to finance and account for services provided by designated departments to other County departments and various insurance services. Those departments so designated are Vehicle Maintenance, the Vehicle Replacement Fund, the Risk Management Fund, and Workers' Compensation Fund.

Revenue to support the Vehicle Maintenance Fund is obtained via interdepartmental and interfund transfers ("user charges") from those departments receiving these services. The financial objective of the fund is to recover the complete costs of operations resulting in a "break-even" status for the fund.

The Vehicle Replacement Fund is maintained as a separate group of accounts to ensure sufficient funding for the replacement of each vehicle in the County's fleet when its useful life has expired. Due to the variations in replacement cycles, significant fluctuations may occur in the reserve for appropriation from year-to-year.

The Risk Management Fund is also maintained as a separate group of accounts to ensure that there will be sufficient funds to meet claims, premiums and reserves for the various insurance coverages of the County. Revenues are generated by interfund charges to the various departmental budgets.

The Workers' Compensation Fund accounts for all financial transactions related to the County's Workers' Compensation activity. Prior to 2004, this activity was reported as part of the Risk Management Fund.

The appropriation and anticipation amounts reported in this document for the "Approved Budget 2012" 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

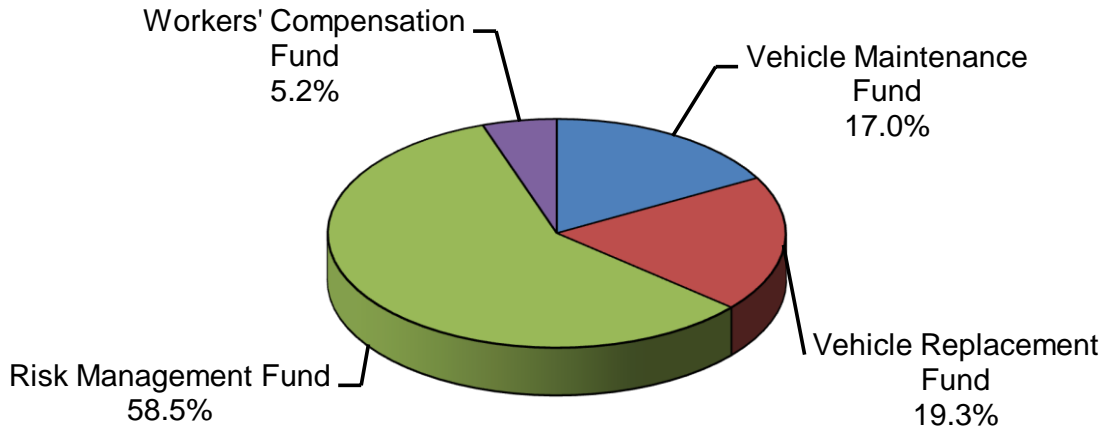
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$7,678,488	\$7,843,656	\$9,025,785	\$9,025,785
Purchased / Contracted Services	7,769,266	9,404,267	12,633,957	12,633,957
Supplies	16,745,230	18,390,425	19,583,331	19,583,331
Capital Outlays	11,169,212	20,452,133	24,413,977	24,413,977
Interfund / Interdepartmental	5,408,896	7,403,136	8,649,609	8,649,609
Other Costs	1,437,279	1,428,021	940,000	940,000
Other Financing Uses	17,778,037	4,066,214	0	0
Retirement Services	0	0	0	31,595
Payroll Liabilities	84,666,533	92,693,054	104,566,445	104,566,445
Total Expenditures	\$152,652,941	\$161,680,906	\$179,813,104	\$179,844,699
Reserves			16,503,077	16,503,077
Total Budget			\$196,316,181	\$196,347,776

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY FUND

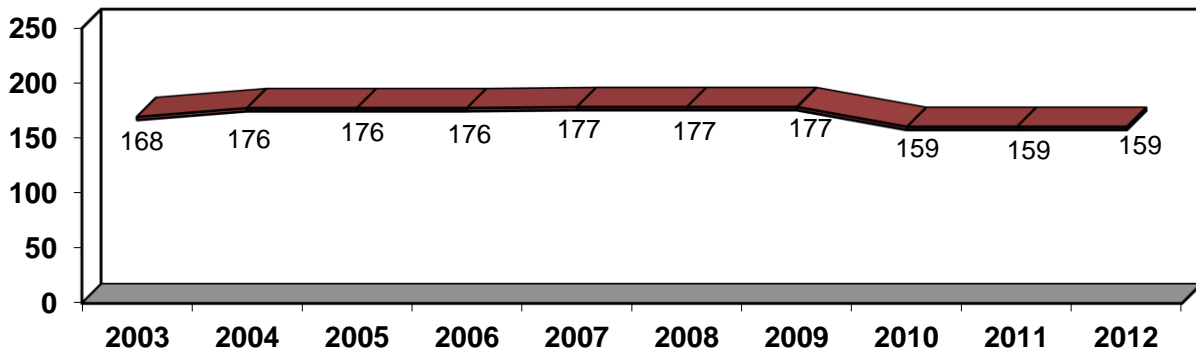
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Vehicle Maintenance Fund	\$28,291,969	\$31,667,374	\$33,311,564	\$33,311,564
Vehicle Replacement Fund	23,094,039	24,453,792	37,823,523	37,823,523
Risk Management Fund	95,712,887	99,549,039	114,909,689	114,909,689
Workers' Compensation Fund	5,554,045	6,010,701	10,303,000	10,303,000
Total Expenditures	\$152,652,941	\$161,680,906	\$196,347,776	\$196,347,776
Note: Reserves included in Total			16,503,077	16,503,077

FUNDS GROUP: Internal Service

INTERNAL SERVICE FUNDS OPERATING DOLLAR 2012



AUTHORIZED POSITIONS INTERNAL SERVICE FUNDS
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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

FUNDS GROUP: Internal Service

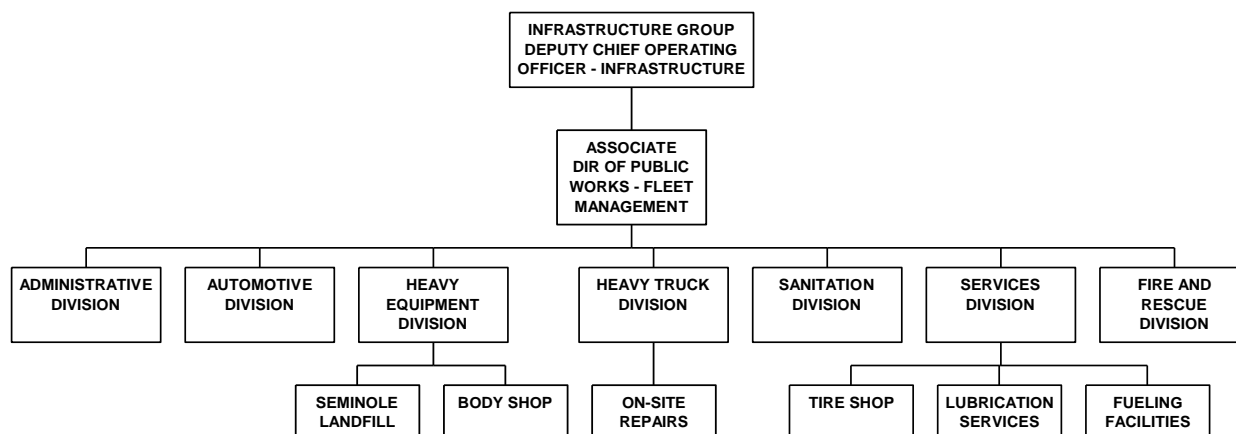
positions were added to support the new Fire & Rescue vehicle facility and 1 position was transferred to Information Systems, for a net gain of 1 position. In 2008 and 2009, there were no changes in the number of authorized positions. In 2010, 18 vacant positions were abolished as part of the Early Retirement Option program.

SUMMARY OF REVENUES AND ANTICIPATIONS BY FUND				
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
VEHICLE MAINTENANCE FUND				
Licenses And Permits	(\$2,377)	(\$2,613)	\$0	\$0
Intergovernmental	154,123	206,768	200,000	200,000
Charges For Services	27,872,874	29,763,012	33,012,404	33,012,404
Miscellaneous Revenue	386,318	179,083	100,000	100,000
Fund Balance Carried Forward	448,563	905,150	(840)	(840)
TOTAL	\$28,859,501	\$31,051,400	\$33,311,564	\$33,311,564
VEHICLE REPLACEMENT FUND				
Use of Money & Property	\$37,769	\$26,163	\$0	\$0
Charges For Services	11,707,440	14,491,558	14,295,345	14,295,345
Miscellaneous Revenue	4,403,524	831,542	300,000	300,000
Fund Balance Carried Forward	17,787,107	21,458,693	23,228,178	23,228,178
TOTAL	\$33,935,840	\$36,807,957	\$37,823,523	\$37,823,523
RISK MANAGEMENT FUND				
Charges For Services	\$4,204,998	\$4,480,778	\$6,765,075	\$6,765,075
Miscellaneous Revenue	79,069,689	84,034,728	108,806,679	108,806,679
Payroll Deductions And Matches	445,657	675,248	3,578,955	3,578,955
Fund Balance Carried Forward	16,307,260	4,510,685	(4,241,020)	(4,241,020)
TOTAL	\$100,027,605	\$93,701,438	\$114,909,689	\$114,909,689
WORKERS' COMPENSATION FUND				
Charges For Services	\$4,962,432	\$6,824,772	\$1,108,412	\$1,108,412
Miscellaneous Revenue	575,890	179,479	0	0
Fund Balance Carried Forward	7,950,213	8,021,047	9,194,588	9,194,588
TOTAL	\$13,488,536	\$15,025,299	\$10,303,000	\$10,303,000
GRAND TOTAL	\$176,311,482	\$176,586,093	\$196,347,776	\$196,347,776

SUMMARY OF REVENUES AND ANTICIPATIONS BY MAJOR CATEGORY				
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
LICENSES AND PERMITS	(\$2,377)	(\$2,613)	\$0	\$0
USE OF MONEY & PROPERTY	37,769	26,163	0	0

FUNDS GROUP: Internal Service

SUMMARY OF REVENUES AND ANTICIPATIONS BY MAJOR CATEGORY				
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
CHARGES FOR SERVICES	\$48,747,744	\$55,560,120	\$55,181,236	\$55,181,236
FUND BALANCE BROUGHT FORWARD	42,493,144	34,895,576	28,180,906	28,180,906
TOTAL	\$176,311,482	\$176,586,093	\$196,347,776	\$196,347,776



MISSION STATEMENT

The mission of the Fleet Management Division is to provide preventive maintenance and repair services to maintain a highly functional, efficient, and economical fleet operation to support DeKalb County departments. The Fleet Management leadership team is committed to excellence in fleet management and administration, vehicle requisition and disposal, assignments and utilization, repair and replacement, commodity and service bids, and fueling of the County fleet.

PROGRAM DESCRIPTION

The Fleet Management Division is comprised of seven organizational divisions: the Administrative Division – responsible for personnel and accounting functions for the Division; the Automotive Division – responsible for maintaining all cars and pickup trucks with gross vehicle weights up to 13,000 pounds; the Heavy Equipment Division – responsible for all off-road equipment, all vehicles located at the Seminole Landfill, and the Body Shop, which provides repairs and estimates for accident related damage to vehicles; the Sanitation Division; the Heavy Truck Division – responsible for maintaining all trucks with gross vehicle weights over 13,000 pounds (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	2009	2010	2011
PREVENTIVE MAINTENANCE JOBS SCHEDULED/ BROUGHT IN BY DEPT.	90%	90.00%	96.00%	97.00%
FUEL PURCHASED UNDER CONTRACT PRICE (PER GALLON) VS. RETAIL / DIFFERENCE	Contract price lower than retail	\$ 0.71	\$ 0.64	\$ 1.72
TOTAL UNITS PER MECHANIC RATIO	30 Units	39	34	38
FLEET MAINTENANCE LABOR RATE vs. METRO ATLANTA REPAIR SHOP LABOR RATE	Rate lower than retail	\$ 49.03	\$ 48.00	\$ 30.00

PUBLIC WORKS - VEHICLE MAINTENANCE FUND

FUNCTION: GENERAL GOVERNMENT

ACTIVITY MEASURES				
	2009	2010	2011	2012
Body Shop				
Number of Repair Orders	468	435	470	470
Hours	8,916	6,853	6,788	6,788
Car and Pick-up Shop				
Number of Repair Orders	6,677	6,003	8,353	8,211
Hours	26,183	21,116	25,282	24,817
Heavy Equipment Shop				
Number of Repair Orders	1,610	1,903	1,853	1,853
Hours	13,714	10,092	11,521	11,521
Seminole Landfill Shop				
Number of Repair Orders	685	803	804	884
Hours	9,968	8,306	8,740	9,614
Field Operations Shop				
Number of Repair Orders	4,244	3,867	1,396	1,437
Hours	20,266	21,649	14,799	15,242
Sanitation Division Shop				
Number of Repair Orders	5,773	4,189	3,908	4,025
Hours	47,242	31,833	29,762	30,654
Fire Equipment Shop				
Number of Repair Orders	2,677	3,003	3,130	3,130
Hours	20,355	19,389	18,709	18,709
Tire Shop				
Number of Repair Orders	6,717	6,893	7,052	7,405
Hours	19,272	10,665	7,380	7,749

MAJOR ACCOMPLISHMENTS IN 2011

Maintained 96% in service rate preventive maintenance completion. Implemented a preventive maintenance process based on consumption and operating hours to continue efficiency at a reduced cost. Improved past due lube rate by 45%. Upgraded fuel sites. Completed relocation of automotive garage and lubrication shop to Memorial Drive.

MAJOR GOALS FOR 2012 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 increase training and technical certifications to improve efficiencies and reduce equipment down time.

To improve parts room operations.

PUBLIC WORKS - VEHICLE MAINTENANCE FUND**FUNCTION: GENERAL GOVERNMENT****MAJOR BUDGETARY IMPACTS****Previous**

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.

In 2011, \$29,760,000 was approved for basic operations.

2012

\$33,311,564 is approved for basic operations.

Future

The Fleet Management Division will continue to be challenged by increasing / volatile fuel costs. The Fiscal Year 2013 Budget is likely to continue to be impacted by suspensions in the vehicle replacement program in recent years. The economic environment will also necessitate greater emphasis on managing / allocating the existing fleet and keeping existing vehicles operable and safe for longer periods of time and for more miles.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Discounts Taken	(\$1,032)	(\$369)	\$0	\$0
Fleet Maintenance	28,292,873	31,667,743	33,311,564	33,311,564
Revenue / Expenditure Clearing	128	0	0	0
	<u>\$28,291,969</u>	<u>\$31,667,374</u>	<u>\$33,311,564</u>	<u>\$33,311,564</u>

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$7,612,917	\$7,771,248	\$8,774,924	\$8,774,924
Purchased / Contracted Services	3,293,390	3,920,598	3,862,046	3,862,046
Supplies	16,744,986	18,390,425	19,583,331	19,583,331
Capital Outlays	3,951	(10,164)	8,300	8,300
Interfund / Interdepartmental	73,958	399,028	411,368	411,368
Other Costs	562,767	630,026	640,000	640,000
Other Financing Uses	0	566,214	0	0
Retirement Services	0	0	31,595	31,595
	<u>\$28,291,969</u>	<u>\$31,667,374</u>	<u>\$33,311,564</u>	<u>\$33,311,564</u>

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
Public Works - Fleet Maintenance	\$28,291,969	\$31,667,374	\$33,311,564
	<u>\$28,291,969</u>	<u>\$31,667,374</u>	<u>\$33,311,564</u>

PUBLIC WORKS - VEHICLE MAINTENANCE FUND FUNCTION: GENERAL GOVERNMENT

AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2010	2011	2012
Fleet Management				
Assoc Dir PW Fleet Maint	AG	1	1	1
Fleet Specification Specialist	29	1	1	1
Admin Operations Mgr	28	1	1	1
Fleet Service Superintendent	28	5	6	6
Buyer	25	0	1	1
Accounting Supervisor	24	1	1	1
Automotive Body Repair Spvsr	24	1	1	1
Fleet Parts Supervisor	24	2	2	2
Fleet Service Supervisor	24	17	16	16
Administrative Assistant II	23	1	1	1
Auto Body Repair WorkerSenior	23	1	1	1
Fleet Service Technician IV	23	63	63	63
Automotive Body Repair Worker	21	4	4	4
Fleet Parts Expediter	21	3	3	3
Fleet Service Technician III	21	21	21	21
Fleet Towing and Recovery Oper	21	2	2	2
Payroll Personnel Tech Sr	21	1	1	1
Accounting Tech Senior	19	5	5	5
Fleet Parts Technician	19	10	10	10
Office Assistant Senior	19	3	3	3
Fleet Parts Transport Clerk	18	2	1	1
Fleet Service Technician II	18	5	7	7
Office Assistant	18	1	1	1
Fleet Service Technician I	16	8	7	7
FULL TIME Subtotal		159	160	160
FULL TIME Total		159	160	160
ALL POSITIONS Total		159	160	160

VEHICLE REPLACEMENT FUND**FUNCTION: GENERAL GOVERNMENT****PROGRAM DESCRIPTION**

The Vehicle Replacement Fund is maintained as a separate group of accounts within the Internal Services Funds classification. It was established to ensure that sufficient capital exists to replace each unit in the County fleet when replacement criteria indicate replacement is warranted. Revenues to the fund are vehicle replacement charges and contributions for additions to the fleet that are provided by other funds. All expenditures for purchase of County fleet units are made from the Vehicle Replacement Fund.

Vehicle replacement charges are based upon the cost and useful life of each unit in the County's fleet. These charges are assessed each year and are held in reserve until the replacement purchase is made. Any temporarily idle funds are invested to provide additional income as a hedge against inflation and unexpected or unusual price increases. Vehicle replacement decisions are based upon mileage (or hours of operation) and age and/or repair costs. The Associate Director of Public Works-Fleet Maintenance is responsible for requisitioning vehicle replacements as required.

Additions to the fleet must be specifically approved by the Board of Commissioners. Funding for additional fleet units is initially appropriated in the applicable department and transferred to the Vehicle Replacement Fund.

ACTIVITY MEASURES

	Actual 2009	Actual 2010	Actual 2011	Estimated 2012
Vehicle Replacement				
Units Scheduled	217	162	365	267
Units Replaced	217	143	236	267
Vehicle Addition				
Units Added - Purchase	20	14	11	0
Vehicles in Fleet	3,306	3,243	3,229	3,200

MAJOR BUDGETARY IMPACTS**Previous
2009**

The vehicle replacement program was suspended; no vehicles were scheduled for replacement and departments were not charged by the fund for future replacements during the year. The only charges to the departments were the 2nd year of payments for the initial Car & Pickup loan (made in 2008) in the amount of \$982,524, the 1st year of payments from an additional loan in the amount of \$350,000, and back-billing of \$642,121 for vehicles purchased in 2006 and 2007 that were originally scheduled for financing through the Master Lease Program, but were eventually financed by the Fund.

2010

The vehicle replacement program was partially resumed for Enterprise Funds and certain Public Safety vehicles. This involved the full resumption of replacements and replacement charges for the Enterprise Funds. In Public Safety, ambulance and fire vehicle replacements resumed and a limited number of patrol vehicles were scheduled for replacement, but the only actual vehicle replacement charges were for an ambulance upgrade cost differential. Otherwise in the Tax Funds departments, no vehicles were scheduled for replacement and departments were not charged by the fund for future replacements during the year. The only charges to the departments were the 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.

VEHICLE REPLACEMENT FUND

FUNCTION: GENERAL GOVERNMENT

**MAJOR BUDGETARY IMPACTS (continued)
2011**

Replacement vehicles for the Enterprise Funds were approved and vehicle recovery charges were appropriated in those departments. In the Tax Funds the requested vehicle replacement list was prioritized into High Priority and Low Priority vehicles. Replacements for the Low Priority list were deferred. The vehicles in the High Priority list having a useful life of 2 years (mainly police patrol cars) were approved for purchase from the Vehicle Replacement Fund and recovery charges for those vehicles resumed. The remainder of vehicles in the High Priority list was approved for purchase using lease/purchase financing (with principal and interest paid from the Vehicle Replacement Fund) and recovery charges for those vehicles were deferred.

Also in 2011, the 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.

2012

Replacement vehicles for the Enterprise Funds were approved and vehicle recovery charges were appropriated in those departments. In the Tax Funds the requested vehicle replacement list was prioritized into High Priority, Medium Priority, and Low Priority vehicles. Replacements for the Low and Medium Priority lists were deferred. The vehicles in the High Priority list having a useful life of 2 years (mainly police patrol cars) were approved for purchase from the Vehicle Replacement Fund and recovery charges for those vehicles continued. The remainder of vehicles in the High Priority list was approved for purchase using lease/purchase financing (with principal and interest paid from the Vehicle Replacement Fund) and recovery charges for those vehicles were deferred.

Also in 2012, back-billing of \$188,716 was charged to departments for vehicles purchased in 2006 and 2007 that were originally scheduled for financing through the Master Lease Program, but were eventually financed by the Fund.

\$11,615,500 is appropriated for the replacement of 158 units from the Vehicle Replacement Fund. Of that amount, \$2,400,000 is for the replacement of 83 police package patrol cars. \$2,700,000 is appropriated for first- and second-year payments of the 2012 and 2011 replacement vehicles financed through lease/purchase.

\$2,388,884 remains in the Vehicle Replacement Fund's Capital Outlay budget for the replacement of the helicopter lost in the 2010 accident (see above). Also, approximately \$440,000 remains in the Maintenance budget, earmarked for helicopter overhaul.

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 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Vehicle Additions To Fleet	\$41,875	\$6,685	\$10,401,293	\$10,401,293
Vehicle Replacement	23,052,164	24,447,107	27,422,230	27,422,230
	\$23,094,039	\$24,453,792	\$37,823,523	\$37,823,523

VEHICLE REPLACEMENT FUND

FUNCTION: GENERAL GOVERNMENT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Purchased / Contracted Services	\$446,185	\$479,104	\$3,157,912	\$3,157,912
Capital Outlays	11,165,261	20,462,297	24,405,677	24,405,677
Interfund / Interdepartmental Charges	419,591	12,391	260,241	260,241
Other Costs	0	0	9,999,693	9,999,693
Other Financing Uses	11,063,003	3,500,000	0	0
	\$23,094,039	\$24,453,792	\$37,823,523	\$37,823,523

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
Vehicle Replacement	\$23,094,039	\$24,453,792	\$37,823,523
	\$23,094,039	\$24,453,792	\$37,823,523

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. In 2010, the County changed the administration and processing of self-insured health insurance for CIGNA to only PPO high and PPO low coverage effective January 2011.

In 2011, Kaiser remained as the fully-insured provider. There is no change to the dental insurance provider United Concordia. There is no change to the prescription component of Caremark. This budget included \$250,000 due to the introduction of the Wellness Program that reimbursed employees for their health club memberships.

2012

The Fund's 2012 appropriation (including reserve) of \$114,909,689 is a 3.5% increase above the 2011 budget appropriation (including reserve) of \$110,998,494.

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 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Major Functions:				
Group Health & Life	\$84,881,036	\$93,021,103	\$105,226,826	\$105,226,826
Other	6,715,278	307,834	2,600,000	2,600,000
Unemployment Compensation	874,512	797,995	303,384	303,384
Building and Contents	317,138	412,130	1,095,000	1,095,000
Boiler and Machinery	530	530	50,000	50,000
Non-Immunity Expenses	386,413	1,440,027	2,000,000	2,000,000
Vehicle Insurance	2,367,446	3,424,577	3,107,500	3,107,500
Airport Liability	0	0	6,100	6,100
Police Helicopter	95,493	0	120,000	120,000
Monies, Security & Blanket Bond	(51,030)	0	50,018	50,018
Loss Control	126,071	144,350	350,861	350,861
Miscellaneous	0	493	0	0
	\$95,712,887	\$99,549,039	\$114,909,689	\$114,909,689

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Personal Services and Benefits	\$65,570	\$72,408	\$250,861	\$250,861
Purchased / Contracted Services	3,004,581	4,545,554	5,288,999	5,288,999
Supplies	244	0	0	0
Interfund / Interdepartmental	386,413	1,440,027	2,000,000	2,000,000
Other Costs	874,512	797,995	2,803,384	2,803,384
Other Financing Uses	6,715,034	0	0	0
Payroll Liabilities	84,666,533	92,693,054	104,566,445	104,566,445
	\$95,712,887	\$99,549,039	\$114,909,689	\$114,909,689

FUNDING SOURCES			
	Actual 2010	Actual 2011	Budget 2012
Risk Management	\$95,712,887	\$99,549,039	\$114,909,689
	\$95,712,887	\$99,549,039	\$114,909,689

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 below the 2009 budget appropriation (including reserve) of \$13,944,694.

The Fund's 2011 appropriation (including reserve) of \$13,393,000 is a 4% increase above the 2010 budget appropriation (including reserve) of \$12,909,688 this is due to increase compensation claims.

2012

The Fund's 2012 appropriation (including reserve) of \$10,133,000 is a 7.6% decrease below the 2011 budget appropriation (including reserve) of \$13,393,000.

Future

No significant budget impacts are anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Major Functions:				
Workers Comp - Medical	2,500,322	2,920,186	3,000,000	3,000,000
Workers Comp - Expenses	54,185	32,594	75,000	75,000
Workers Comp - Indemnity	1,700,087	2,024,552	2,000,000	2,000,000
Workers Comp - Legal	171,167	187,920	200,000	200,000
Workers Comp - Other	904	734	3,000	3,000
Workers Comp - State Assigned	102,270	385,705	300,000	300,000
Actuarial Services	0	0	7,000	7,000
Other Professional Services	290,570	436,595	318,000	318,000
Miscellaneous	173	344	530,000	530,000
Insurance - Workers Comp	734,368	22,073	0	0
Workers Comp - Reserve	0	0	4,000,000	4,000,000
	\$5,554,045	\$6,010,701	\$10,433,000	\$10,433,000

WORKERS COMPENSATION FUND**FUNCTION: GENERAL GOVERNMENT****SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY**

	Actual 2010	Actual 2011	CEO'S Recommended Budget	Approved Budget 2012
Purchased / Contracted Services	\$1,025,111	\$459,012	\$325,000	\$325,000
Interfund / Interdepartmental	4,528,934	5,551,690	5,978,000	5,978,000
Other Costs	0	0	4,000,000	4,000,000
	\$5,554,045	\$6,010,701	\$10,303,000	\$10,303,000

FUNDING SOURCES

	Actual 2010	Actual 2011	Budget 2012
Workers Compensation	\$5,554,045	\$6,010,701	\$10,303,000
	\$5,554,045	\$6,010,701	\$10,303,000





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
 - 99,000 + students K-12
 - 83 elementary schools, 25 middle schools, 24 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, Georgia Piedmont Technical College (largest technical school in State)





The County *(continued)*

- Medical Facilities and Public Healthcare Interests

- Extensive hospital, research and educational facilities in addition to qualified healthcare professionals have enabled DeKalb County to become one of the southeast's major medical centers



- DeKalb County Healthcare Interests

- Woodruff Health Science Center (Emory University)

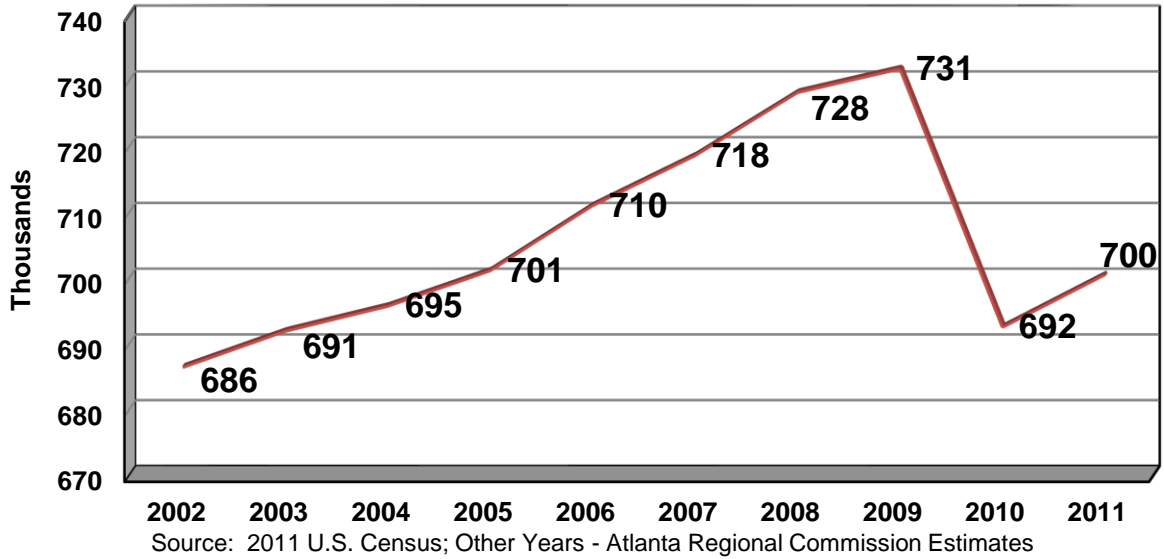
- » School of Medicine
- » Nell Hodgson Woodruff School of Nursing
- » School of Public Health

- **National Headquarters:**

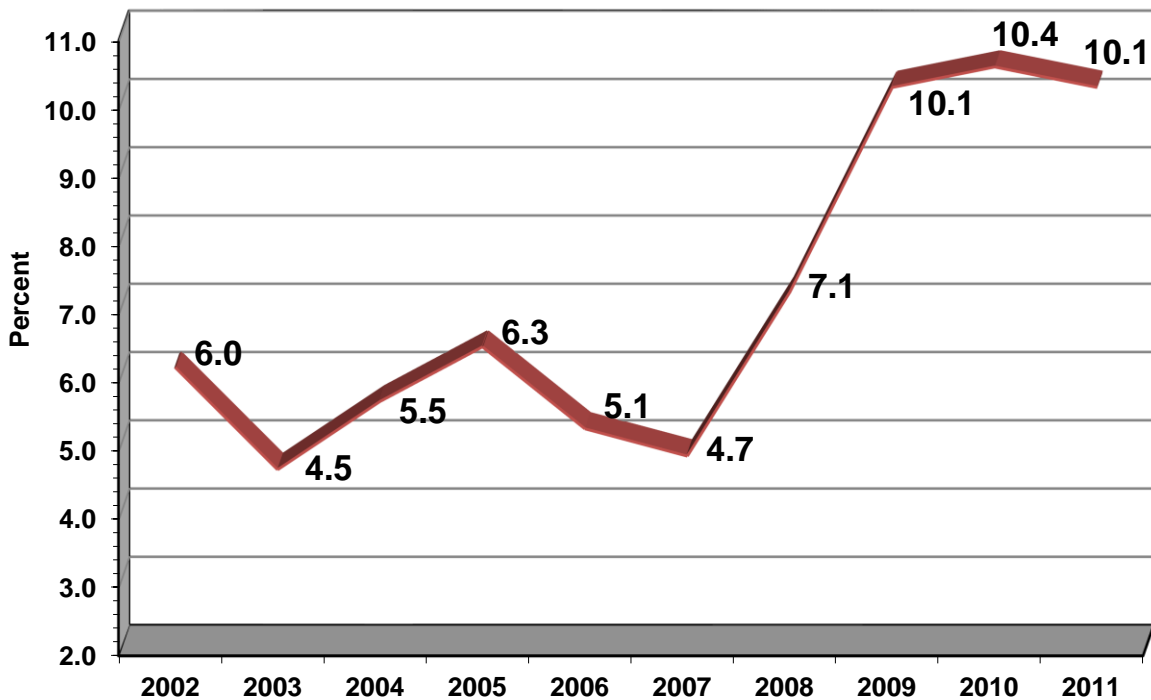
- U.S. Centers for Disease Control and Prevention
- American Cancer Society



DEKALB COUNTY POPULATION 2002 - 2011



DEKALB COUNTY UNEMPLOYMENT RATE 2002- 2011



TAX RATES ON REAL AND PERSONAL PROPERTY

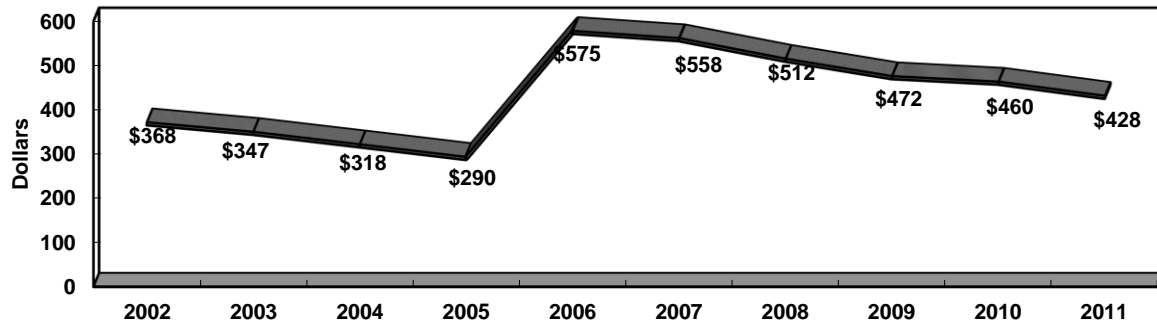
TAX IMPOSED FOR:	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
COUNTY GOVERNMENT										
General Purpose	\$8.03	\$8.73	\$8.31	\$8.21	\$9.12	\$7.54	\$7.99	\$8.00	\$8.00	\$9.43
Special Tax District- Designated Services: *										
Atlanta	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Avondale	3.49	2.76	2.89	2.05	1.84	2.14	2.10	2.12	2.12	2.06
Chamblee	1.42	1.12	1.17	0.83	0.74	0.87	0.85	0.86	0.86	0.36
Clarkston	2.94	2.33	2.44	1.73	1.55	1.80	1.77	1.79	1.79	1.71
Decatur	1.85	1.47	1.53	1.09	0.97	1.14	1.12	1.13	1.13	0.43
Doraville	1.96	1.56	1.62	1.15	1.03	1.20	1.18	1.20	1.20	0.25
Dunwoody	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Lithonia	3.05	2.42	2.53	1.79	1.60	1.87	1.84	1.86	1.86	1.98
Pine Lake	3.49	2.76	2.89	2.05	1.84	2.14	2.10	2.12	2.12	2.26
Stone Mountain	2.62	2.07	2.17	1.54	1.38	1.60	1.58	1.59	1.59	0.55
Unincorporated	2.94	2.76	2.69	2.55	2.04	2.87	2.74	3.50	3.50	6.39
Hospital Fund	1.05	0.92	0.88	0.98	0.83	0.89	0.84	0.96	0.96	0.88
Fire Protection	2.31	1.99	2.30	2.43	2.08	2.61	2.54	2.46	2.46	2.70
Sp Rev Tax Dist Dbt Svc Debt Service	0.53 <u>0.72</u>	0.55 <u>0.63</u>	0.69 <u>0.61</u>	0.67 <u>0.64</u>	1.44 <u>0.56</u>	1.63 <u>0.53</u>	1.45 <u>0.51</u>	1.37 <u>0.57</u>	1.37 <u>0.57</u>	0.94 <u>0.87</u>
TOTAL COUNTY TAX	\$15.58	\$15.58	\$15.48	\$15.48	\$16.07	\$16.07	\$16.07	\$16.86	\$16.86	\$21.21
BOARD OF EDUCATION										
Operating	21.98	22.98	22.98	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>	<u>0.00</u>
TOTAL SCHOOL TAX	\$21.98	\$22.98	\$22.98	\$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>	<u>0.25</u>
TOTAL UNINCORPORATED COUNTY TAX	\$37.81	\$38.81	\$38.71	\$38.71	\$39.30	\$39.30	\$39.30	\$40.09	\$40.09	\$44.44

* State law requires a different county millage rate for each municipality for certain designated services based on each municipality's use of that service. The total county millage rate shown above is for the unincorporated portion of the County which comprises over 86% of the total county digest.

*** In 1998 the School Board began collecting a 1% sales tax for capital purposes. Some of the proceeds of this tax are used to pay debt service.

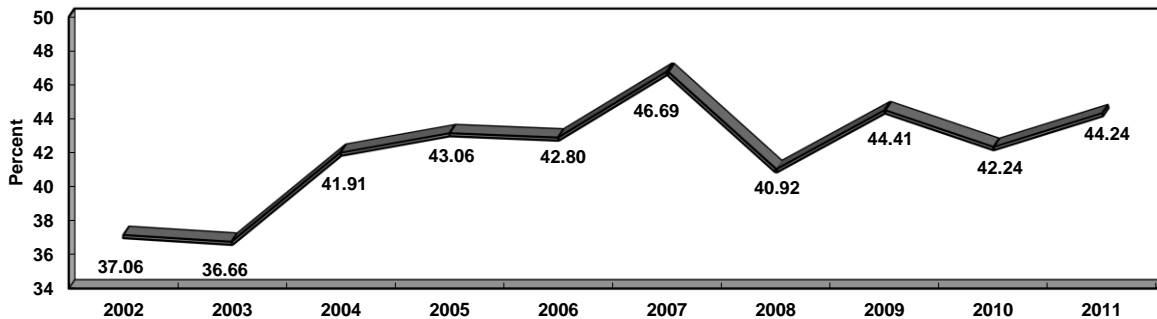
Note: The City of Dunwoody was incorporated on 12/1/2008. Beginning with 2009, Dunwoody's millage is listed in the above table with a Special Tax District - Designated Services rate of 0.00 per the city's incorporating legislation.

NET GENERAL BONDED DEBT PER CAPITA 2002 - 2012



There were four general obligation bond issues between 1986 and 1993. In 2001, voters approved a GO Bond issue to acquire land for parks and greenspace. In 2005, voters approved a GO Bond issue for transportation projects, parks, and libraries. In 2010, Recovery Zone Bonds were issued.

PROPERTY TAX AS PERCENT OF TOTAL REVENUE 2002 - 2011

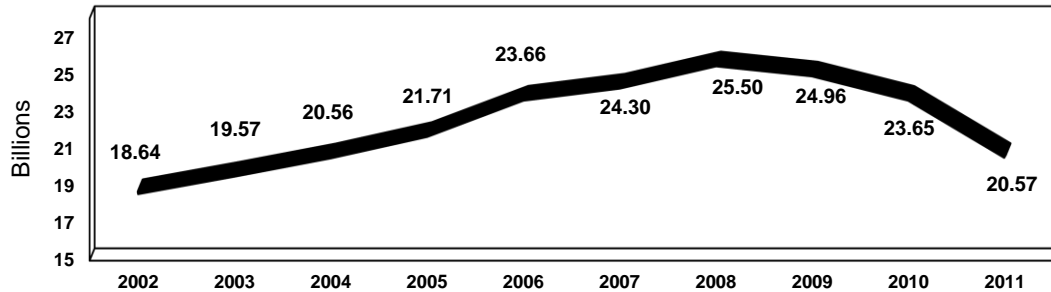


Includes current year real and personal and public utility taxes as a percent of current year revenue excluding fund balance brought forward.

The increase in 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.

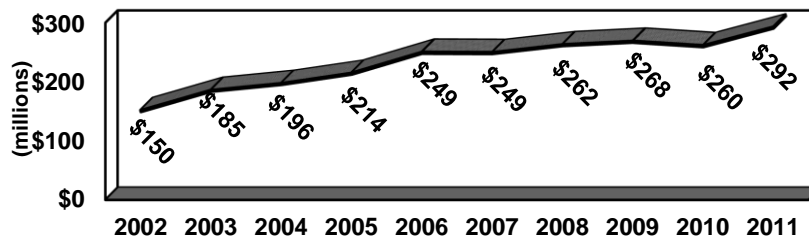
NET ASSESSED VALUE OF TAXABLE PROPERTY



Taxable Property includes Real and Personal Property, Motor Vehicles, Motor Homes and privately owned Public Utility values. Property is assessed in DeKalb County at 40% of estimated market value.

There have been significant reevaluations of property in the past few years due to significant decreases in the real estate market for both residential and commercial property due to the inclusion of foreclosed properties and bank sales properties in the valuation of property values per state law.

TAXES LEVIED - REAL AND PERSONAL PROPERTY



TAX IMPOSED FOR:	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
(in thousands)										
GENERAL PURPOSE	\$74,393	\$102,320	\$103,863	\$112,450	\$138,183	\$114,173	\$128,271	\$130,460	\$126,647	\$140,795
SPECIAL TAX DISTRICT	25,130	29,291	30,762	31,373	27,821	38,768	39,427	43,217	42,023	5,136
POLICE SERVICE										62,111
HOSPITAL SERVICE	9,728	10,730	10,999	13,423	12,576	13,477	13,485	15,655	15,198	13,139
FIRE PROTECTION	19,963	21,469	26,556	30,704	28,972	36,379	37,605	36,872	35,773	36,706
DEBT SERVICE	21,035	20,806	24,041	25,775	41,498	45,760	43,140	41,546	40,621	33,966
TOTAL	\$150,249	\$184,616	\$196,221	\$213,725	\$249,050	\$248,557	\$261,928	\$267,751	\$260,261	\$291,853

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 2011

	<u>Type of Business</u>	<u>Assessed Valuation (thousands)</u>	<u>Tax Paid (thousands)</u>
Georgia Power Company	Utility	\$180,637	\$7,462
Bellsouth Telecom/AT&T	Utility	\$71,567	\$3,005
Perimeter Mall LLC	Retail	\$70,202	\$3,172
Stone Mountain Industrial Park	Industrial	\$45,707	\$2,265
Atlanta Gas Light	Utility	\$55,523	\$1,976
RB Terraces LLC	Developer	\$43,198	\$1,652
Highwoods Forsyth Limited Part	Developer	\$48,856	\$2,092
Koger Ravinia LLC	Developer	\$40,243	\$1,803
Wells REIT II Parkside Atlanta	Developer	\$33,406	\$1,390
Perimeter Summit LLC	Developer	\$28,410	\$1,377

MAJOR EMPLOYERS FOR 2011

	<u>Number of Employees</u>
DeKalb School System	13,285
Emory University	12,265
Emory Health Care	11,143
DeKalb County Government	8,077
Children's Healthcare of Atlanta	6,700
U.S. Centers for Disease Control & Prevention	6,500
Cox Communication	5,606
AT&T	5,200



BOARD OF COMMISSIONERS OF DEKALB COUNTY THE LEGISLATIVE BRANCH

MISSION STATEMENT

To improve the quality of life for the stakeholders of DeKalb County through governance, representation and accountability.

Vision Statement

With respect for the roles of the other two branches of government, the Board of Commissioners of DeKalb County, the legislative branch, is committed to excellence in public service as a way for the people to participate in a responsive government. Excellence is defined by fulfillment of our mission through:

- Embracing and valuing the diversity of the community;
- Creating sound public policy;
- Providing independent oversight;
- Prioritizing and allocating resources;
- Collaborative problem solving.

STATEMENT OF VALUES

- Commitment:** We strive to give our very best.
- Honesty:** We will be honest with each other and our stakeholders by communicating openly and professionally.
- Fairness:** We strive to ensure all sides have equal consideration.
- Integrity:** We adhere to ethical and professional values and behaviors, which include common courtesy, respect and trust.
- Stewardship:** We believe that accountability and fiscal responsibility are essential for public confidence in government.

REV. 10/02

DEKALB COUNTY

ITEM NO.

BOARD OF COMMISSIONERS

HEARING TYPE
Public Hearing

BUSINESS AGENDA / MINUTES
MEETING DATE: February 28, 2012

ACTION TYPE
Resolution

SUBSTITUTE

SUBJECT: 2012 Finance, Audit, & Budget Committee Substitute

DEPARTMENT: Board of Commissioners

PUBLIC HEARING: YES NO

ATTACHMENT: X YES ___ NO

PAGES:

INFORMATION CONTACT: Finance, Audit, & Budget Committee Members

PHONE NUMBER: (404) 371-2886

PURPOSE:

- (1) To consider adoption of the 2012 budget as amended by the finance, audit, and budget committee
- (2) To consider approval of the authorized county position listing and adjustments to the same.

NEED/IMPACT:

A public hearing on the 2012 recommended budget must be held to comply with state law. A public hearing was previously held on February 14, 2012. The CEO has amended the 2012 recommended budget previously submitted for consideration. The county attorney has reviewed the document and approved as to form.

The finance, audit, and budget committee offers the following substitute in its entirety.

RECOMMENDATION(S):

- (1) To consider adoption of the 2012 budget as amended by the finance, audit, and budget committee
- (2) To consider approval of the authorized county position listing and adjustments to the same.

BUDGET RESOLUTION

A RESOLUTION ADOPTING A BUDGET FOR THE FISCAL YEAR 2012 FOR EACH FUND OF DEKALB COUNTY, APPROPRIATING THE AMOUNTS SHOWN IN EACH FUND AS EXPENDITURES, ADOPTING THE SEVERAL ITEMS OF REVENUE ANTICIPATION, PROHIBITING EXPENDITURES TO EXCEED APPROPRIATIONS.

WHEREAS, the Chief Executive Officer of DeKalb County has presented a proposed 2012 budget to the Board of Commissioners of DeKalb County on each of the various funds of the County, and,

WHEREAS, the budget lists proposed expenditures for the fiscal year 2012, proposes certain levies and charges to finance these expenditures for the fiscal year 2012 and lists the anticipated revenues to be derived there from, and,

WHEREAS, the budget is a balanced budget, so that anticipated revenues for each fund equal proposed expenditures.

NOW, THEREFORE, BE IT RESOLVED that this budget, be and it is hereby approved and the several items of revenues shown in the budget for each fund in the amounts anticipated are adopted and that the several amounts shown in the budget for each fund as proposed expenditures are hereby appropriated to the departments named in each fund.

BE IT FURTHER RESOLVED that the expenditures shall not exceed the appropriations authorized by this budget or amendments thereto provided; however, that expenditures for the fiscal year shall not exceed actual funding available.

Adopted by the DeKalb County Board of Commissioners, this ____ day of February 2012.

LARRY JOHNSON, MPH
Presiding Officer
Board of Commissioners
DeKalb County, Georgia

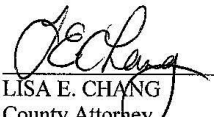
Approved by the Chief Executive Officer of DeKalb County, this ____ day of February 2012.

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

ATTEST:

BARBARA H. SANDERS, CCC
Clerk to the Board of Commissioners and
Chief Executive Officer
DeKalb County, Georgia

APPROVED AS TO FORM:



LISA E. CHANG
County Attorney
DeKalb County, Georgia

BUDGET RESOLUTION

<u>TAX FUNDS</u>	<u>2012 CEO Recommended as of 12/15/2011</u>	<u>CEO Amended</u>	<u>BOC: FAB Committee Amended</u>
<u>GENERAL FUND</u>			
ANTICIPATED REVENUES:			
Taxes	\$258,498,615	\$260,233,705	\$252,661,669
Licenses and Permits	130,000	130,000	130,000
Intergovernmental	3,627,500	3,627,500	3,627,500
Charges for Services	25,259,595	25,259,595	25,259,595
Fines and Forfeitures	9,636,220	9,636,220	9,636,220
Miscellaneous	5,884,300	5,884,300	5,884,299
Other Financing Sources	4,210,453	4,210,453	4,210,453
Fund Balance Carried Forward	(1,500,000)	1,810,126	1,810,126
TOTAL - GENERAL FUND	\$305,746,683	\$310,791,899	\$303,219,862
PROPOSED EXPENDITURES:			
Chief Executive Officer	\$1,673,178	\$1,715,974	\$1,715,974
Board of Commissioners	3,031,903	3,154,647	3,352,406
Ethics Board	5,000	5,000	5,000
Law Department	3,198,186	3,240,721	3,333,292
Geographic Info Systems	1,732,476	1,773,627	1,773,627
Facilities Management	17,111,026	16,919,992	16,919,992
Purchasing	3,066,317	3,131,451	3,131,451
Human Resources & Merit System	3,212,569	3,492,088	3,081,568
Information Systems	18,452,339	20,195,595	20,195,595
Finance	5,758,118	5,904,062	5,706,303
Property Appraisal	4,295,644	4,430,438	4,430,438
Tax Commissioner	6,330,975	7,020,079	7,020,079
Registrar	4,795,026	4,825,859	4,825,859
Sheriff	73,283,563	75,727,592	75,727,592
Juvenile Court	9,258,788	9,418,611	9,418,611
Superior Court	7,902,744	8,074,741	8,074,741
Clerk of Superior Court	5,529,743	5,679,533	5,829,544
State Court	12,071,748	12,871,703	13,024,178
Solicitor - General	5,430,254	5,603,883	5,603,883
District Attorney	10,119,427	11,613,987	11,760,987
Child Advocate's Office	1,836,439	1,882,006	1,882,006
Probate Court	1,543,299	1,593,064	1,593,064
Medical Examiner	2,025,927	2,287,799	2,268,599
Public Defender	7,685,283	7,247,868	7,247,868
Police	3,108,035	3,711,091	4,310,162
Magistrate Court	2,531,991	2,613,116	2,639,143
Fire & Rescue Services	10,049,938	10,147,829	10,147,829
Planning & Sustainability	1,085,591	1,104,541	1,104,541
Public Works - Director	284,891	288,885	288,885
Economic Development	697,194	708,416	708,416
Library	12,065,256	12,390,351	12,390,351

BUDGET RESOLUTION

	<u>2012 CEO Recommended</u> <u>as of 12/15/2011</u>	<u>CEO Amended</u>	<u>BOC: FAB</u> <u>Committee</u> <u>Amended</u>
<u>GENERAL FUND (continued)</u>			
Cooperative Extension	\$299,796	\$307,827	\$307,827
Public Health	4,077,973	4,077,973	4,077,973
Community Service Board	1,624,803	1,624,803	1,624,803
D F A C S	1,279,674	1,279,674	1,279,674
Human Services	3,624,927	4,022,830	4,022,830
Contributions to Capital Projects	12,000,000	12,000,000	12,000,000
Non - Departmental	43,666,642	38,704,243	30,394,771
TOTAL - GENERAL FUND	\$305,746,683	\$310,791,899	\$303,219,862
<u>FIRE FUND</u>			
ANTICIPATED REVENUES:			
Property Taxes	\$45,733,474	\$46,971,757	\$49,243,837
Licenses & Permits	1,000,000	1,000,000	1,000,000
Charges for Services	20,000	20,000	20,000
Fund Balance Carried Forward	2,444,878	3,172,387	3,172,387
TOTAL - FIRE FUND	\$49,198,352	\$51,164,144	\$53,436,224
PROPOSED EXPENDITURES:			
Fire & Rescue Services	\$46,380,254	\$47,447,546	\$47,652,806
Non - Departmental	2,818,098	3,716,598	5,783,418
TOTAL - FIRE FUND	\$49,198,352	\$51,164,144	\$53,436,224
<u>SPECIAL TAX DISTRICT - DESIGNATED SERVICES</u>			
ANTICIPATED REVENUES:			
Taxes	\$15,444,568	\$17,185,236	\$18,984,789
Charges for Services	3,163,900	3,163,900	3,163,900
Miscellaneous	401,200	401,200	401,200
Other Financing Sources	3,505,987	2,621,522	2,628,932
Fund Balance Carried Forward	2,514,581	2,064,829	2,064,829
TOTAL - S T D - DESIGNATED SERVICES FUND	\$25,030,236	\$25,436,687	\$27,243,650
PROPOSED EXPENDITURES:			
Public Works - Transportation	\$2,169,337	\$2,228,439	\$2,319,120
Public Works - Roads & Drainage	9,791,209	9,405,667	9,917,667
Parks & Recreation	10,192,160	10,499,170	10,499,170
Non - Departmental	2,877,530	3,303,411	4,507,693
TOTAL - S T D - DESIGNATED SERVICES FUND	\$25,030,236	\$25,436,687	\$27,243,650

BUDGET RESOLUTION

	<u>2012 CEO Recommended as of 12/15/2011</u>	<u>CEO Amended</u>	<u>BOC: FAB Committee Amended</u>
<u>SPECIAL TAX DISTRICT - UNINCORPORATED</u>			
ANTICIPATED REVENUES:			
Taxes	\$29,640,001	\$29,640,001	\$29,640,001
Licenses and Permits	25,452,265	25,751,421	26,130,477
Fines and Forfeitures	21,000,000	21,000,000	21,247,000
Miscellaneous	(73,825)	(73,825)	(73,825)
Other Financing Sources	(70,119,749)	(69,584,227)	(69,831,227)
Fund Balance Carried Forward	1,979,748	1,444,226	1,444,226
TOTAL - S T D - UNINCORPORATED FUND	<u>\$7,878,440</u>	<u>\$8,177,596</u>	<u>\$8,556,652</u>
PROPOSED EXPENDITURES:			
C E O Office - Cable TV Support	\$379,672	\$379,672	\$379,672
Finance - Business License	504,233	511,037	511,037
Recorder's Court	4,044,383	4,158,921	4,158,921
Planning & Sustainability	2,652,827	2,706,652	2,706,652
Non - Departmental	297,325	421,314	800,370
TOTAL - S T D - UNINCORPORATED FUND	<u>\$7,878,440</u>	<u>\$8,177,596</u>	<u>\$8,556,652</u>
<u>HOSPITAL FUND</u>			
ANTICIPATED REVENUES:			
Taxes	\$20,457,414	\$20,443,787	\$20,443,787
Fund Balance Carried Forward	(1,354,510)	(1,340,883)	(1,340,883)
TOTAL - HOSPITAL FUND	<u>\$19,102,904</u>	<u>\$19,102,904</u>	<u>\$19,102,904</u>
PROPOSED EXPENDITURES:			
	<u>\$19,102,904</u>	<u>\$19,102,904</u>	<u>\$19,102,904</u>
<u>POLICE SERVICES FUND</u>			
ANTICIPATED REVENUES:			
Taxes	\$28,679,303	\$23,789,651	\$26,910,999
Licenses and Permits	1,030,000	1,030,000	1,030,000
Charges for Services	218,000	218,000	218,000
Miscellaneous	106,000	106,000	106,000
Other Financing Sources	66,613,762	67,496,700	67,736,290
Fund Balance Carried Forward	5,647,447	14,798,612	14,798,612
TOTAL - POLICE SERVICES FUND	<u>\$102,294,512</u>	<u>\$107,438,963</u>	<u>\$110,799,901</u>
PROPOSED EXPENDITURES:			
	<u>\$102,294,512</u>	<u>\$107,438,963</u>	<u>\$110,799,901</u>
<u>RENTAL MOTOR VEHICLE EXCISE TAX FUND</u>			
ANTICIPATED REVENUES:			
Taxes	\$358,990	(\$887,230)	(\$887,230)
Fund Balance Carried Forward	353,235	887,230	887,230
TOTAL - RENTAL MOTOR VEHICLE EXCISE TAX FUND	<u>\$712,225</u>	<u>\$0</u>	<u>\$0</u>
PROPOSED EXPENDITURES:			
	<u>\$712,225</u>	<u>\$0</u>	<u>\$0</u>

BUDGET RESOLUTION

	<u>2012 CEO Recommended as of 12/15/2011</u>	<u>CEO Amended</u>	<u>BOC: FAB Committee Amended</u>
<u>DEBT SERVICE FUND</u>			
ANTICIPATED REVENUES:			
Taxes	\$3,434,741	\$3,434,740	\$3,434,740
Fund Balance Carried Forward	6,197,217	6,217,218	6,217,218
TOTAL - DEBT SERVICE FUND	<u>\$9,631,958</u>	<u>\$9,651,958</u>	<u>\$9,651,958</u>
PROPOSED EXPENDITURES:	<u>\$9,631,958</u>	<u>\$9,651,958</u>	<u>\$9,651,958</u>
<u>SPECIAL TAX DISTRICT - DEBT SERVICE FUND</u>			
ANTICIPATED REVENUES:			
Taxes	\$25,753,751	\$25,670,969	\$25,670,969
Fund Balance Carried Forward	1,980,218	2,063,000	2,063,000
TOTAL - STD - DEBT SERVICE FUND	<u>\$27,733,969</u>	<u>\$27,733,969</u>	<u>\$27,733,969</u>
PROPOSED EXPENDITURES:	<u>\$27,733,969</u>	<u>\$27,733,969</u>	<u>\$27,733,969</u>
TOTAL RECOMMENDED 2012 TAX FUNDS BUDGET	<u>\$547,329,279</u>	<u>\$559,498,120</u>	<u>\$559,745,120</u>
<u>SPECIAL REVENUE FUNDS</u>			
<u>DEVELOPMENT FUND</u>			
ANTICIPATED REVENUES:			
Licenses and Permits	\$5,552,883	\$5,552,883	\$5,552,883
Charges for Services	21,000	\$21,000	21,000
Investment Income	(800)	(800)	(800)
Miscellaneous	(20,000)	(20,000)	(20,000)
Fund Balance Carried Forward	853,186	1,486,531	1,486,531
TOTAL - DEVELOPMENT FUND	<u>\$6,406,269</u>	<u>\$7,039,614</u>	<u>\$7,039,614</u>
PROPOSED EXPENDITURES:			
Planning & Sustainability	\$5,661,386	\$6,294,731	\$6,294,731
Land Development	744,883	\$744,883	744,883
TOTAL - DEVELOPMENT FUND	<u>\$6,406,269</u>	<u>\$7,039,614</u>	<u>\$7,039,614</u>
<u>PUBLIC EDUCATION & GOVERNMENT ACCESS FUND</u>			
ANTICIPATED REVENUES:			
Investment Income	\$10,000	\$10,000	\$10,000
Miscellaneous	145,000	145,000	145,000
Fund Balance Carried Forward	1,730,099	1,863,997	1,863,997
TOTAL - P E G FUND	<u>\$1,885,099</u>	<u>\$2,018,997</u>	<u>\$2,018,997</u>
PROPOSED EXPENDITURES:	<u>\$1,885,099</u>	<u>\$2,018,997</u>	<u>\$2,018,997</u>

BUDGET RESOLUTION

	<u>2012 CEO Recommended</u> <u>as of 12/15/2011</u>	<u>CEO Amended</u>	<u>BOC: FAB</u> <u>Committee</u> <u>Amended</u>
<u>COUNTY JAIL FUND</u>			
ANTICIPATED REVENUES:			
Intergovernmental	\$210,000	\$210,000	\$210,000
Fines and Forfeitures	2,022,000	2,588,359	2,588,359
TOTAL - COUNTY JAIL FUND	<u>\$2,232,000</u>	<u>\$2,798,359</u>	<u>\$2,798,359</u>
PROPOSED EXPENDITURES:	<u>\$2,232,000</u>	<u>\$2,798,359</u>	<u>\$2,798,359</u>
<u>FORECLOSURE REGISTRY FUND</u>			
ANTICIPATED REVENUES:			
Charges for Services	\$716,100	\$1,521,375	\$1,521,375
TOTAL - FORECLOSURE REGISTRY FUND	<u>\$716,100</u>	<u>\$1,521,375</u>	<u>\$1,521,375</u>
PROPOSED EXPENDITURES:	<u>\$716,100</u>	<u>\$1,521,375</u>	<u>\$1,521,375</u>
<u>HOTEL / MOTEL TAX FUND</u>			
ANTICIPATED REVENUES:			
Taxes	\$2,000,000	\$4,316,000	\$4,316,000
Fund Balance Carried Forward	103,542	338,819	338,819
TOTAL - HOTEL / MOTEL TAX FUND	<u>\$2,103,542</u>	<u>\$4,654,819</u>	<u>\$4,654,819</u>
PROPOSED EXPENDITURES:	<u>\$2,103,542</u>	<u>\$4,654,819</u>	<u>\$4,654,819</u>
<u>RENTAL MOTOR VEHICLE EXCISE TAX FUND</u>			
ANTICIPATED REVENUES:			
Taxes	\$0	\$358,990	\$358,990
Fund Balance Carried Forward	0	887,230	887,230
TOTAL - RENTAL MOTOR VEHICLE EXCISE TAX FUND	<u>\$0</u>	<u>\$1,246,220</u>	<u>\$1,246,220</u>
PROPOSED EXPENDITURES:	<u>\$0</u>	<u>\$1,246,220</u>	<u>\$1,246,220</u>
<u>VICTIM ASSISTANCE FUND</u>			
ANTICIPATED REVENUES:			
Fines and Forfeitures	\$950,000	\$950,000	\$950,000
Fund Balance Carried Forward	351,172	460,152	460,152
TOTAL - VICTIM ASSISTANCE FUND	<u>\$1,301,172</u>	<u>\$1,410,152</u>	<u>\$1,410,152</u>
PROPOSED EXPENDITURES:	<u>\$1,301,172</u>	<u>\$1,410,152</u>	<u>\$1,410,152</u>
<u>RECREATION FUND</u>			
ANTICIPATED REVENUES:			
Charges for Services	\$1,070,573	\$1,173,108	\$1,173,108
Investment Income	(281)	(281)	(281)
Fund Balance Carried Forward	(316,445)	(434,690)	(434,690)
TOTAL - RECREATION FUND	<u>\$753,847</u>	<u>\$738,137</u>	<u>\$738,137</u>
PROPOSED EXPENDITURES:	<u>\$753,847</u>	<u>\$738,137</u>	<u>\$738,137</u>

BUDGET RESOLUTION

	<u>2012 CEO Recommended as of 12/15/2011</u>	<u>CEO Amended</u>	<u>BOC: FAB Committee Amended</u>
<u>LAW ENFORCEMENT CONFISCATED MONIES FUND</u>			
ANTICIPATED REVENUES:			
Fund Balance Carried Forward	\$6,177,329	\$6,534,463	\$6,534,463
TOTAL - L.E.C.M. FUND	<u>\$6,177,329</u>	<u>\$6,534,463</u>	<u>\$6,534,463</u>
PROPOSED EXPENDITURES:			
Sheriff	\$1,209,456	\$1,233,769	\$1,233,769
District Attorney	74,911	75,351	75,351
State Court Marshal	27,988	27,988	27,988
Public Safety - Police	4,864,974	5,197,355	5,197,355
TOTAL - L.E.C.M. FUND	<u>\$6,177,329</u>	<u>\$6,534,463</u>	<u>\$6,534,463</u>
<u>JUVENILE SERVICES FUND</u>			
ANTICIPATED REVENUES:			
Charges for Services	\$30,000	\$25,567	\$25,567
Investment Income	500	500	500
Fund Balance Carried Forward	309,059	309,059	309,059
TOTAL - JUVENILE SERVICES FUND	<u>\$339,559</u>	<u>\$335,126</u>	<u>\$335,126</u>
PROPOSED EXPENDITURES:			
	<u>\$339,559</u>	<u>\$335,126</u>	<u>\$335,126</u>
<u>DRUG ABUSE TREATMENT & EDUCATION FUND</u>			
ANTICIPATED REVENUES:			
Fines and Forfeitures	\$50,000	\$50,000	\$50,000
Investment Income	125	125	125
Fund Balance Carried Forward	97,334	99,884	99,884
TOTAL - D.A.T.E. FUND	<u>\$147,459</u>	<u>\$150,009</u>	<u>\$150,009</u>
PROPOSED EXPENDITURES:			
	<u>\$147,459</u>	<u>\$150,009</u>	<u>\$150,009</u>
<u>STREET LIGHT FUND</u>			
ANTICIPATED REVENUES:			
Charges for Services	\$4,500,000	\$4,500,000	\$4,500,000
Investment Income	300	300	300
Fund Balance Carried Forward	1,452,341	1,891,059	1,891,059
TOTAL - STREET LIGHT FUND	<u>\$5,952,641</u>	<u>\$6,391,359</u>	<u>\$6,391,359</u>
PROPOSED EXPENDITURES:			
	<u>\$5,952,641</u>	<u>\$6,391,359</u>	<u>\$6,391,359</u>
<u>EMERGENCY TELEPHONE SYSTEM FUND</u>			
ANTICIPATED REVENUES:			
Investment Income	\$10,000	\$10,000	\$10,000
Miscellaneous	10,560,000	10,560,000	10,560,000
Fund Balance Carried Forward	6,681,630	7,882,785	7,882,785
TOTAL - EMERGENCY TELEPHONE SYSTEM FUND	<u>\$17,251,630</u>	<u>\$18,452,785</u>	<u>\$18,452,785</u>
PROPOSED EXPENDITURES:			
	<u>\$17,251,630</u>	<u>\$18,452,785</u>	<u>\$18,452,785</u>

BUDGET RESOLUTION

	<u>2012 CEO Recommended as of 12/15/2011</u>	<u>CEO Amended</u>	<u>BOC: FAB Committee Amended</u>
<u>SPEED HUMPS MAINTENANCE FUND</u>			
ANTICIPATED REVENUES:			
Charges for Services	\$285,000	\$285,000	\$285,000
Investment Income	3,000	3,000	3,000
Fund Balance Carried Forward	1,500,000	1,838,517	1,838,517
TOTAL - SPEED HUMPS MAINTENANCE FUND	\$1,788,000	\$2,126,517	\$2,126,517
PROPOSED EXPENDITURES:			
	\$1,788,000	\$2,126,517	\$2,126,517
<u>GRANT - IN - AID FUND</u>			
ANTICIPATED REVENUES:			
Miscellaneous Revenue	\$47,662,925	\$47,662,925	\$47,662,925
TOTAL - GRANT - IN - AID FUND	\$47,662,925	\$47,662,925	\$47,662,925
<u>GRANT - IN - AID FUND (continued)</u>			
PROPOSED EXPENDITURES:			
Community Development	\$27,148,379	\$27,148,379	\$27,148,379
Workforce Development	5,736,726	5,736,726	5,736,726
Sheriff	839,195	839,195	839,195
Juvenile Court	146,724	146,724	146,724
Superior Court	545,318	545,318	545,318
Solicitor-State Court	148,431	148,431	148,431
District Attorney	1,150,456	1,150,456	1,150,456
Police	2,766,965	2,766,965	2,766,965
Public Defender	195,255	195,255	195,255
Fire	2,709,149	2,709,149	2,709,149
Public Works	332,146	332,146	332,146
Parks	249,135	249,135	249,135
Planning & Sustainability	43,213	43,213	43,213
Family & Children Services	1,097,941	1,097,941	1,097,941
Human Services	2,375,053	2,375,053	2,375,053
Other	164,319	164,319	164,319
Justice Assistance Grants	2,014,520	2,014,520	2,014,520
TOTAL - GRANT - IN - AID FUND	\$47,662,925	\$47,662,925	\$47,662,925

BUDGET RESOLUTION

	<u>2012 CEO Recommended as of 12/15/2011</u>	<u>CEO Amended</u>	<u>BOC: FAB Committee Amended</u>
<u>ENTERPRISE FUNDS</u>			
<u>WATER & SEWERAGE OPERATING FUND</u>			
ANTICIPATED REVENUES:			
Charges for Services	\$219,630,100	\$219,630,100	\$219,630,100
Investment Income	25,800	25,800	25,800
Miscellaneous	20,000	20,000	20,000
Fund Balance Carried Forward	18,252,828	28,164,720	28,164,720
TOTAL - WATER & SEWERAGE OPERATING FUND	<u>\$237,928,728</u>	<u>\$247,840,620</u>	<u>\$247,840,620</u>
PROPOSED EXPENDITURES:			
Public Works - Water & Sewer	\$231,284,303	\$241,044,660	\$241,044,660
Finance - Revenue Collections	6,644,425	6,795,960	6,795,960
TOTAL - WATER & SEWERAGE OPERATING FUND	<u>\$237,928,728</u>	<u>\$247,840,620</u>	<u>\$247,840,620</u>
<u>WATER & SEWERAGE SINKING FUND</u>			
ANTICIPATED REVENUES:			
Miscellaneous	\$663,040	\$663,040	\$663,040
Other Financing Sources	61,299,709	61,299,709	61,299,709
Fund Balance Carried Forward	141,424	11,908,952	11,908,952
TOTAL - WATER & SEWERAGE SINKING FUND	<u>\$62,104,173</u>	<u>\$73,871,701</u>	<u>\$73,871,701</u>
PROPOSED EXPENDITURES:			
	<u>\$62,104,173</u>	<u>\$73,871,701</u>	<u>\$73,871,701</u>
<u>SANITATION FUND</u>			
ANTICIPATED REVENUES:			
Charges for Services	\$67,867,000	\$67,867,000	\$67,867,000
Investment Income	30,000	30,000	30,000
Miscellaneous	54,000	54,000	54,000
Other Financing Sources	147,143	147,143	147,143
Fund Balance Carried Forward	7,938,858	6,622,664	6,622,664
TOTAL - SANITATION FUND	<u>\$76,037,001</u>	<u>\$74,720,807</u>	<u>\$74,720,807</u>
PROPOSED EXPENDITURES:			
Public Works - Sanitation	\$75,841,947	\$74,525,753	\$74,525,753
Finance - Revenue Collections	195,054	195,054	195,054
TOTAL - SANITATION FUND	<u>\$76,037,001</u>	<u>\$74,720,807</u>	<u>\$74,720,807</u>

BUDGET RESOLUTION

	<u>2012 CEO Recommended as of 12/15/2011</u>	<u>CEO Amended</u>	<u>BOC: FAB Committee Amended</u>
<u>DEKALB - PEACHTREE AIRPORT</u>			
ANTICIPATED REVENUES:			
Investment Income	\$25,000	\$25,000	\$25,000
Miscellaneous	4,822,000	4,822,000	4,822,000
Fund Balance Carried Forward	6,904,905	7,208,652	7,208,652
TOTAL - DEKALB - PEACHTREE AIRPORT	\$11,751,905	\$12,055,652	\$12,055,652
PROPOSED EXPENDITURES:			
Airport Operations	\$8,651,905	\$8,955,652	\$8,955,652
Transfer to Capital Projects	3,100,000	3,100,000	3,100,000
TOTAL - DEKALB - PEACHTREE AIRPORT	\$11,751,905	\$12,055,652	\$12,055,652
<u>STORMWATER UTILITY OPERATING FUND</u>			
ANTICIPATED REVENUES:			
Charges for Services	\$17,000,000	\$17,000,000	\$17,000,000
Investment Income	(130,000)	(130,000)	(130,000)
Fund Balance Carried Forward	4,607,058	10,533,943	10,533,943
TOTAL - STORMWATER UTILITY FUND	\$21,477,058	\$27,403,943	\$27,403,943
PROPOSED EXPENDITURES:			
Stormwater Operations	\$16,135,779	\$16,135,779	\$16,135,779
Reserve for Appropriations	5,341,279	11,268,164	11,268,164
TOTAL - STORMWATER UTILITY FUND	\$21,477,058	\$27,403,943	\$27,403,943
<u>INTERNAL SERVICE FUNDS</u>			
<u>FLEET MAINTENANCE</u>			
ANTICIPATED REVENUES:			
Intergovernmental	\$200,000	\$200,000	\$200,000
Charges for Services	33,012,404	33,012,404	33,012,404
Miscellaneous	100,000	99,160	99,160
TOTAL - FLEET MAINTENANCE	\$33,312,404	\$33,311,564	\$33,311,564
PROPOSED EXPENDITURES:			
Public Works - Fleet Maintenance	\$33,312,404	\$33,311,564	\$33,311,564
TOTAL - FLEET MAINTENANCE	\$33,312,404	\$33,311,564	\$33,311,564

BUDGET RESOLUTION

	<u>2012 CEO Recommended</u> <u>as of 12/15/2011</u>	<u>CEO Amended</u>	<u>BOC: FAB</u> <u>Committee</u> <u>Amended</u>
<u>VEHICLE FUND</u>			
ANTICIPATED REVENUES:			
Charges for Services	\$14,295,345	\$14,295,345	\$14,295,345
Other Financing Sources	300,000	300,000	300,000
Fund Balance Carried Forward	6,581,139	23,228,178	23,228,178
TOTAL - VEHICLE FUND	<u>\$21,176,484</u>	<u>\$37,823,523</u>	<u>\$37,823,523</u>
PROPOSED EXPENDITURES:			
Vehicle Acquisitions	\$17,006,384	\$27,563,589	\$27,563,589
Interdepartmental Services	260,241	\$260,241	260,241
Reserves and Other Miscellaneous	3,909,859	9,999,693	9,999,693
TOTAL - VEHICLE FUND	<u>\$21,176,484</u>	<u>\$37,823,523</u>	<u>\$37,823,523</u>
<u>RISK MANAGEMENT</u>			
ANTICIPATED REVENUES:			
Charges for Services	\$6,765,075	\$6,765,075	\$6,765,075
Payroll Deductions and Matches	98,746,508	112,385,634	112,385,634
Fund Balance Carried Forward	9,354,864	(4,241,020)	(4,241,020)
TOTAL - RISK MANAGEMENT	<u>\$114,866,447</u>	<u>\$114,909,689</u>	<u>\$114,909,689</u>
PROPOSED EXPENDITURES:			
Unemployment Compensation	\$303,384	\$303,384	\$303,384
Group Health & Life	105,184,445	105,184,445	105,184,445
Buildings & Contents	1,095,000	1,095,000	1,095,000
Boiler & Machinery	50,000	50,000	50,000
Non-Immunity Expenses	2,000,000	2,000,000	2,000,000
Vehicle	3,107,500	3,107,500	3,107,500
Airport Liability	6,100	6,100	6,100
Helicopter	120,000	120,000	120,000
Money & Securities	50,018	50,018	50,018
Loss Control	350,000	350,000	350,000
Other	2,600,000	2,643,242	2,643,242
TOTAL - RISK MANAGEMENT	<u>\$114,866,447</u>	<u>\$114,909,689</u>	<u>\$114,909,689</u>
<u>WORKERS' COMPENSATION</u>			
ANTICIPATED REVENUES:			
Charges for Services	\$7,962,234	\$1,108,412	\$1,108,412
Fund Balance Carried Forward	6,098,465	9,194,588	9,194,588
TOTAL - WORKERS' COMPENSATION FUND	<u>\$14,060,699</u>	<u>\$10,303,000</u>	<u>\$10,303,000</u>
PROPOSED EXPENDITURES:			
	<u>\$14,060,699</u>	<u>\$10,303,000</u>	<u>\$10,303,000</u>

BUDGET RESOLUTION

	<u>2012 CEO Recommended as of 12/15/2011</u>	<u>CEO Amended</u>	<u>BOC: FAB Committee Amended</u>
<u>REVENUE BONDS LEASE PAYMENT FUNDS</u>			
<u>BUILDING AUTHORITY LEASE PAYMENTS</u>			
ANTICIPATED REVENUES:			
Miscellaneous	\$3,714,234	\$3,714,234	\$3,714,234
Fund Balance Carried Forward	18,144	124,532	124,532
TOTAL - BUILDING AUTHORITY	<u>\$3,732,378</u>	<u>\$3,838,766</u>	<u>\$3,838,766</u>
PROPOSED EXPENDITURES:	<u>\$3,732,378</u>	<u>\$3,838,766</u>	<u>\$3,838,766</u>
<u>PUBLIC SAFETY AND JUDICIAL FACILITIES AUTHORITY LEASE PAYMENTS</u>			
ANTICIPATED REVENUES:			
Miscellaneous	\$3,058,503	\$3,071,516	\$3,071,516
Fund Balance Carried Forward	46,299	33,286	33,286
TOTAL - PS&J FACILITIES AUTHORITY	<u>\$3,104,802</u>	<u>\$3,104,802</u>	<u>\$3,104,802</u>
PROPOSED EXPENDITURES:	<u>\$3,104,802</u>	<u>\$3,104,802</u>	<u>\$3,104,802</u>
<u>URBAN REDEVELOPMENT AGENCY BONDS DEBT SERVICE</u>			
ANTICIPATED REVENUES:			
Miscellaneous	\$775,874	775,875	\$775,875
TOTAL - URA DEBT SERVICE FUND	<u>\$775,874</u>	<u>\$775,875</u>	<u>\$775,875</u>
PROPOSED EXPENDITURES:	<u>\$775,874</u>	<u>\$775,875</u>	<u>\$775,875</u>

2012 BUDGET
POSITION TRANSFERS

Department	Job Classification	Number of Positions	
		Added	Deleted
Police - General Fund	Office Asst Sr		1
Police - Police Services Fund	Office Asst Sr	1	
Police - Police Services Fund	Police Lieutenant		1
Police - General Fund	Police Lieutenant	1	
E-911	Police Major		1
Police - Police Services Fund	Police Major	1	
E-911	Police Sergeant		1
Police - Police Services Fund	Police Sergeant	1	
Grants Fund	Firefighter I		20
	Firefighter II		14
	Firefighter III		30
Fire Fund	Firefighter I	20	
	Firefighter II	14	
	Firefighter III	30	
Finance - General Fund	Auditor		3
Board of Commissioners	Auditor	3	
Police - Police Services Fund	Senior Staff Attorney		1
Law	Senior Staff Attorney	1	
Police - Police Services Fund	Police Sergeant		2
	Police Officer, Master		2
Police - General Fund	Police Sergeant	2	
	Police Officer, Master	2	
Total Transfers		76	76

**2012 BUDGET
POSITION ADDS/DELETES**

Department	Job Classification	Number of Positions	
		Added	Deleted
District Attorney	Attorney I	2	
District Attorney	Investigative Aide Senior	1	
Planning & Sustainability - Dev. Fund	Plumbing Inspector II	1	
Planning & Sustainability - Dev. Fund	Plans Review Coordinator	1	
Police - General Fund	Director of Public Safety		1
Total Additions		5	1

2012 BUDGET
AUTHORIZED POSITION LIST

Fund Class - Fund - Dept	F/P/T	Title	Nov-2011	Rec. 2012	Change
TAX FUNDS					
100 - GENERAL FUND					
00100 - CHIEF EXECUTIVE OFFICE	Full-Time		20	20	
	6400	Receptionist	1	1	
	6435	Executive Secretary CEO	1	1	
	6460	Administrative Assistant II	4	4	
	6625	Audiovisual Production Asst	1	1	
	6630	Cable TV Operations Director	1	1	
	6733	Chief of Staff	1	1	
	6735	Asst County Administrator	1	1	
	6750	Executive Assistant	1	1	
	7210	Special Projects Coordinator	1	1	
	8545	Chief Executive Officer	1	1	
	8990	Administrative Coordinator	1	1	
00100 - CHIEF EXECUTIVE OFFICER Total			20	20	
00200 - BOARD OF COMMISSIONERS	Full-Time		33	36	3
	1390	Auditor		3	3
	6400	Receptionist	1	1	
	6490	Office Assistant	1	1	
	6635	Senior Office Coordinator BOC	1	1	
	6641	Comm Office Coord District 1	1	1	
	6642	Comm Office Coord District 2	1	1	
	6643	Comm Office Coord District 3	1	1	
	6644	Comm Office Coord District 4	1	1	
	6645	Comm Office Coord District 5	1	1	
	6646	Comm Office Coord District 6	1	1	
	6647	Comm Office Coord District 7	1	1	
	6657	Comm Office Aide District 1	1	1	
	6658	Comm Office Aide District 2	1	1	
	6659	Comm Office Aide District 3	1	1	
	6660	Comm Office Aide District 4	1	1	
	6661	Comm Office Aide District 5	1	1	
	6662	Comm Office Aide District 6	1	1	
	6663	Comm Office Aide District 7	1	1	
	6675	Internal Auditor BOC	1	1	
	8550	Commissioner	7	7	
	9875	Policy Analyst	1	1	
	9890	Dir Policy Research Analysis	1	1	
	9895	Special Projects Manager	1	1	
	9900	Chief of Staff BOC	1	1	
	9905	County Clerk	1	1	
	9907	Deputy Clerk BOC	2	2	
	TBD	Legislative Analyst	1	1	
	Part-Time		1	1	
	6455	Administrative Assistant I	1	1	
00200 - BOARD OF COMMISSIONERS Total			34	37	3
00300 - LAW DEPARTMENT	Full-Time		22	23	1
	6440	Secretary Legal	3	3	
	6445	Secretary Senior Legal	3	3	
	6500	Office Assistant Senior	1	1	

**2012 BUDGET
AUTHORIZED POSITION LIST**

Fund Class - Fund - Dept	F/P/T	Title	Nov-2011	Rec. 2012	Change
	6760	County Attorney	1	1	
	6765	Chief Asst County Attorney	3	3	
	6775	Asst County Attorney Senior	11	11	
	9187	Police Senior Staff Attorney		1	1
00300 - LAW DEPARTMENT Total			22	23	1
00800 - G.I.S.	Full-Time		23	23	
	0170	Administrative Assistant I	1	1	
	0175	Administrative Assistant II	1	1	
	2105	Property Mapping Technician	3	3	
	2106	Property Mapping Technician Sr	3	3	
	2115	Addressing Coordinator	2	2	
	2123	GIS Specialist I	5	5	
	2127	GIS Specialist III	2	2	
	2130	GIS Mapping Supervisor	1	1	
	2135	Property Mapping Manager	1	1	
	6605	Assistant Director GIS	1	1	
	6610	GIS Technical Coordinator	2	2	
	6615	Director GIS	1	1	
00800 - G.I.S. Total			23	23	
01100 - FACILITIES MANAGEMENT	Full-Time		58	58	
	0060	Office Assistant Senior	1	1	
	0175	Administrative Assistant II	2	2	
	4500	Swimming Pool Maintenance Mech	1	1	
	4555	Facilities Maintenance Coord	1	1	
	4790	Crew Worker Senior	4	4	
	4830	General Foreman	2	2	
	5080	Custodian Senior	1	1	
	5090	Custodian Supervisor	1	1	
	5180	Electrician Senior	9	9	
	5220	Plumber Senior	8	8	
	5290	HVAC Mechanic	4	4	
	5300	HVAC Mechanic Senior	6	6	
	5325	Project Manager I	2	2	
	5326	Project Manager II	4	4	
	5330	Facility Engineer	1	1	
	5345	Custodial Services Manager	1	1	
	5375	Deputy Dir Architectural/Eng	1	1	
	5380	DD PPM Bldg Operations & Maint	1	1	
	5440	Carpenter Senior	7	7	
	9370	Asst Dir PW, Engineering Svcs	1	1	
01100 - FACILITIES MANAGEMENT Total			58	58	
01400 - PURCHASING	Full-Time		54	54	
	0170	Administrative Assistant I	1	1	
	0540	Administrative Coordinator	1	1	
	0824	Buyer	2	2	
	0825	Senior Buyer	5	5	
	0845	Contract Administrator	13	13	
	0849	Supervisor Administrative Oper	1	1	
	0855	Contract Compliance Officer	1	1	
	0860	Contract Compliance Officer Sr	4	4	

2012 BUDGET
AUTHORIZED POSITION LIST

Fund Class - Fund - Dept	F/P/T	Title	Nov-2011	Rec. 2012	Change
	0865	Contract Compliance Assistant	1	1	
	0913	Purchasing Assistant	2	2	
	0915	Buyer Assistant	4	4	
	0916	Contract Assistant	5	5	
	0935	Deputy CPO Administrative Oper	1	1	
	0938	Deputy CPO Purchasing	1	1	
	0945	Deputy CPO Contract Administra	1	1	
	0955	Mail Room Clerk-Lead	1	1	
	0960	Mail Room Clerk	4	4	
	1410	Accountant	1	1	
	6455	Administrative Assistant I	1	1	
	6695	DeputyCPO Contract Compliance	1	1	
	9325	Asst Dir Purchasing & Contract	1	1	
	9330	Dir Purchasing and Contracting	1	1	
	9400	Consultant, Senior	1	1	
01400 - PURCHASING Total			54	54	
01500 - HUMAN RESOURCES & MERIT	Full-Time		28	28	
	0060	Office Assistant Senior	2	2	
	0170	Administrative Assistant I	1	1	
	0176	Administrative Assistant II FE	1	1	
	1010	Human Resources Specialist	2	2	
	1025	Human Resources Supv. Fid.Off.	1	1	
	1033	Human Resources Generalist IV	5	5	
	1035	Human Resources Generalist I	1	1	
	1130	Asst Dir HR & Merit System	1	1	
	1140	Dir HR & Merit System	1	1	
	1150	Human Resources Manager	3	3	
	1160	Human Resources Assistant	2	2	
	1165	Human Resources Assistant Sr.	1	1	
	1168	Human Resources Records Tech	1	1	
	1170	Human Resources Records Supv.	1	1	
	1175	HRIS Specialist	1	1	
	1180	HRIS Manager	1	1	
	1195	Employee Relations Coord Sr	1	1	
	1197	HR Operations Administrator	1	1	
	2690	Nurse Practitioner	1	1	
01500 - HUMAN RESOURCES & MERIT SYSTEM Total			28	28	
01600 - OFFICE OF INFORMATION SY	Full-Time		108	108	
	0040	Office Assistant	1	1	
	0060	Office Assistant Senior	3	3	
	0170	Administrative Assistant I	1	1	
	0175	Administrative Assistant II	1	1	
	0250	Telephone Systems Tech	1	1	
	0480	Data Control Technician	1	1	
	0495	Data Control Technician Sr	1	1	
	0500	IS Help Desk Analyst	4	4	
	0502	IS Field Service Specialist	3	3	
	0503	IS Field Service Specialist Sr	2	2	
	0505	IS Help Desk Supervisor	1	1	
	0510	CPU Operator	5	5	

**2012 BUDGET
AUTHORIZED POSITION LIST**

Fund Class - Fund - Dept	F/P/T	Title	Nov-2011	Rec. 2012	Change
	0520	CPU Operator Supervisor	2	2	
	0540	Administrative Coordinator	1	1	
	0550	IS Production Control Supv	1	1	
	0556	IS Database Administrator	7	7	
	0560	CPU Manager	1	1	
	0570	IS Applications Manager	6	6	
	0573	Program Analyst I	2	2	
	0575	Program Analyst II	7	7	
	0577	Program Analyst III	16	16	
	0580	Deputy Director IS Application	1	1	
	0600	Departmental Microsystems Spec	10	10	
	0610	Network Administrator	1	1	
	0670	IS Database Manager	1	1	
	0683	Network Engineer Lead	1	1	
	0685	Network Engineer	2	2	
	0690	IS Security Manager	1	1	
	0695	IS Systems Administrator	3	3	
	0700	IS Systems Administrator Sr	2	2	
	0703	IS Systems Support Manager	2	2	
	0705	IS Security Administrator	1	1	
	0710	IS Program Manager Senior	1	1	
	0720	Assist Chief Information Offic	1	1	
	0725	Chief Information Officer	1	1	
	3490	Cellular Communications Spec.	1	1	
	3860	Call Center Operator	6	6	
	3890	Call Center Supervisor	1	1	
	4965	Dept Information Systems Mgr	1	1	
	5350	Telecommunications Specialist	2	2	
	5352	Telecommunications Admr	1	1	
	5353	IS Communications Manager	1	1	
01600 - OFFICE OF INFORMATION SYSTEMS Total			108	108	
02100 - FINANCE	Full-Time		74	71	-3
	0060	Office Assistant Senior	1	1	
	0170	Administrative Assistant I	2	2	
	0175	Administrative Assistant II	2	2	
	0195	Payroll Services Manager	1	1	
	0201	Payroll Assistant Senior	2	2	
	0210	Accounting Tech	2	2	
	0220	Accounting Tech Senior	7	7	
	0225	Records Technician	3	3	
	0370	Budget Technician	1	1	
	1390	Auditor	4	1	-3
	1400	Auditor Senior	2	2	
	1405	Auditor Principal	2	2	
	1410	Accountant	1	1	
	1420	Accountant Senior	2	2	
	1430	Accountant Principal	2	2	
	1450	Accounting Services Manager	2	2	
	1455	Records Manager	1	1	
	1480	Dep Dir Fin Internal Audit Lic	1	1	

**2012 BUDGET
AUTHORIZED POSITION LIST**

Fund Class - Fund - Dept	F/P/T	Title	Nov-2011	Rec. 2012	Change
	1510	Budget & Management Analyst Sr	5	5	
	1520	Financial Management Analyst	2	2	
	1530	Budget Manager	2	2	
	1560	Dep Dir Finance-Budget&Grants	1	1	
	1580	Benefits Specialist	3	3	
	1590	Benefits Specialist Senior	3	3	
	1600	Workers Compensation Manager	1	1	
	1605	Workers' Compensation Adjuster	2	2	
	1610	Employee Benefits Manager	1	1	
	1615	Pension Administrator	1	1	
	1630	Dep Dir Fin Risk Mgmt&Emp Svs	1	1	
	1646	Employee Services Manager	1	1	
	1650	Risk Control Analyst	1	1	
	1670	Risk Control Officer Senior	4	4	
	1690	Risk Control Manager	1	1	
	1705	Accounts Payable Coordinator	1	1	
	1720	Payroll Analyst	2	2	
	1740	Assistant Director Finance	1	1	
	1750	Director Finance	1	1	
	1760	Oracle System Administrator	1	1	
	3071	Grants Coordinator	1	1	
02100 - FINANCE Total			74	71	-3
02700 - PROPERTY APPRAISAL& ASSESSMENT	Full-Time		66	66	
	0040	Office Assistant	1	1	
	0060	Office Assistant Senior	6	6	
	0170	Administrative Assistant I	3	3	
	0175	Administrative Assistant II	2	2	
	0540	Administrative Coordinator	1	1	
	1222	Property Quality Control Coord	1	1	
	1223	Property Quality Control Supv	1	1	
	1228	Property Technician Sr	2	2	
	1230	Property Appraiser I	9	9	
	1231	Property Appraiser II	5	5	
	1232	Property Appraiser III	9	9	
	1233	Property Appraiser IV	14	14	
	1235	Property Appraiser Supervisor	7	7	
	1245	Deputy Chief Appraiser	3	3	
	1253	Property Appraiser Auditor	1	1	
	7041	Chief Appraiser	1	1	
02700 - PROPERTY APPRAISAL& ASSESSMENT Total			66	66	
02800 - TAX COMMISSIONER	Full-Time		107	107	
	6455	Administrative Assistant I	2	2	
	6460	Administrative Assistant II	1	1	
	6490	Office Assistant	6	6	
	6500	Office Assistant Senior	2	2	
	6535	Accounting Technician	1	1	
	6540	Accounting Technician Senior	2	2	
	6550	Accounting Supervisor	1	1	
	6560	Accountant Senior	1	1	
	6785	Property Tax Supervisor	1	1	

2012 BUDGET
AUTHORIZED POSITION LIST

Fund Class - Fund - Dept	F/P/T	Title	Nov-2011	Rec. 2012	Change
	6800	Customer Service Rep	4	4	
	6810	Deliquent Collection Officer	6	6	
	6830	Deliquent Tax Specialist	1	1	
	6840	Tax Technician	42	42	
	6850	Tax Technician Senior	9	9	
	6860	Tax Technician Lead	7	7	
	6870	Tax Technician Supervisor	5	5	
	6905	Branch Manager Tax Comm	4	4	
	6910	Tax Administrator	5	5	
	6920	Deputy Tax Commissioner	4	4	
	6925	Dept Information Systems Mgr	1	1	
	6930	Assistant Tax Commissioner	1	1	
	8600	Tax Commissioner	1	1	
	Temp		13	13	
	6880	Tag Worker	13	13	
02800 - TAX COMMISSIONER Total			120	120	
02900 - REGISTRAR	Full-Time		14	14	
	0165	Office Software Specialist	1	1	
	0175	Administrative Assistant II	1	1	
	0900	Supply Specialist	1	1	
	1350	Voter Registration Technician	3	3	
	1365	Election Coordinator	5	5	
	1375	Election Supervisor	1	1	
	1380	Asst. Dir., Regist. & Elections	1	1	
	7070	Director Elections	1	1	
	Temp		60	60	
	7061	Temp Election Worker II	45	45	
	7062	Temp Election Worker III	14	14	
	7063	Temp Election Worker IV	1	1	
02900 - REGISTRAR Total			74	74	
03200 - SHERIFF'S OFFICE	Full-Time		857	857	
	4191	Library Specialist Senior	1	1	
	6390	Communications Operator	6	6	
	6450	Administrative Operations Mgr	1	1	
	6455	Administrative Assistant I	2	2	
	6460	Administrative Assistant II	8	8	
	6540	Accounting Technician Senior	6	6	
	6627	Audiovisual Production Spec	1	1	
	6925	Dept Information Systems Mgr	1	1	
	7095	Field Training Officer(28 d/)	18	18	
	7100	Jail Training Officer(28d/c)	16	16	
	7101	Deputy Sheriff (28 d/cyl)	17	17	
	7111	Deputy Sheriff Sr (28 d/cy)	38	38	
	7121	Deputy Sheriff Master(28d/)	102	102	
	7131	Deputy Sheriff Sgt(28 d/cyl)	51	51	
	7141	Deputy Sheriff Lt (28 d/cyl)	18	18	
	7151	Deputy Sheriff Capt(28 d/cyl)	7	7	
	7161	Deputy Sheriff Major(28d/cy)	4	4	
	7171	Chief Deputy Sheriff	1	1	
	7183	Levy and Cash Bond Manager	1	1	

2012 BUDGET
AUTHORIZED POSITION LIST

Fund Class - Fund - Dept	F/P/T	Title	Nov-2011	Rec. 2012	Change
	7195	Warrant ProcessingCoordinator	1	1	
	7204	Dir Admin and Legal Affairs	1	1	
	7210	Special Projects Coordinator	2	2	
	7215	Supply Supervisor	1	1	
	7217	Fiscal Management Officer	1	1	
	7221	Detention Officer I (28d/cy)	106	106	
	7231	Detention Officer II (28d/cy)	151	151	
	7241	Detention Officer III (28d/)	120	120	
	7251	Detention Sgt (28 d/cyl)	11	11	
	7265	Sheriff Processing Technician	8	8	
	7270	Sheriff Processing Tech Sr	54	54	
	7275	Sheriff Processing Unit Supv	9	9	
	7277	Pharmacy Technician	3	3	
	7300	Licensed Practical Nurse	1	1	
	7305	Health Services Coordinator	1	1	
	7310	Detention Technician	75	75	
	7355	Payroll Personnel Technician	2	2	
	7360	Payroll Personnel Tech Sr	4	4	
	7542	Departmental Microsystems Spc	4	4	
	8610	Sheriff	1	1	
	8990	Administrative Coordinator	1	1	
	9450	Investigative Aide Senior	1	1	
		Part-Time	3	3	
	7265	Sheriff Processing Technician	2	2	
	9440	Investigative Aide	1	1	
03200 - SHERIFF'S OFFICE Total			860	860	
03400 - JUVENILE COURT		Full-Time	88	88	
	0060	Office Assistant Senior	2	2	
	0127	Secretary Senior Legal	3	3	
	0162	Calendar Clerk Senior	4	4	
	0175	Administrative Assistant II	4	4	
	0179	Grants & Administrative Mgr	1	1	
	0220	Accounting Tech Senior	1	1	
	0610	Network Administrator	1	1	
	4025	Tribunal Technician Senior	4	4	
	7480	Clerk Juvenile Court	1	1	
	7520	Dir Court Services Juvenile Ct	1	1	
	7535	Cit Panel Rev Prg Adm Juv Ct	1	1	
	7635	Juvenile Program Administrator	3	3	
	7645	Court Records Supervisor	1	1	
	7647	Records Tech Sr Juvenile Ct	6	6	
	7653	Judge Associate Juv Court	2	2	
	7655	Chief Deputy Clerk Juv Court	1	1	
	7667	Probation Admn Supv Juv Court	1	1	
	7670	Juvenile Probation Officer	26	26	
	7675	Juvenile Probation Officer Sr	10	10	
	7680	Juv Probation Officer Prin	8	8	
	7690	Juvenile Probation Supervisor	4	4	
	7700	Chief Juv Probation Officer	1	1	
	8640	Juvenile Court Judge	2	2	

2012 BUDGET
AUTHORIZED POSITION LIST

Fund Class - Fund - Dept	F/P/T	Title	Nov-2011	Rec. 2012	Change
03400 - JUVENILE COURT Total			88	88	
03500 - SUPERIOR COURT	Full-Time		93	93	
	6455	Administrative Assistant I	1	1	
	6460	Administrative Assistant II	1	1	
	6500	Office Assistant Senior	10	10	
	6925	Dept Information Systems Mgr	1	1	
	7207	Grants Coordinator	1	1	
	7470	Court Reporter	16	16	
	7477	Calendar Clerk Senior	11	11	
	7485	Law Library Coordinator	1	1	
	7500	Law Clerk Senior	11	11	
	7580	Paralegal	1	1	
	7760	Jury Services Clerk	2	2	
	7770	Jury Services Clerk Senior	3	3	
	7780	Jury Svcs Clerk Principal	1	1	
	7785	Jury Services Manager	1	1	
	7900	Court Program Manager	1	1	
	7905	Medical Laboratory Technician	1	1	
	7917	Court Program Coordinator	3	3	
	7920	Court Program Supervisor	1	1	
	8155	Dispute Res Dom Case Coord	1	1	
	8440	Judicial Secretary	2	2	
	8445	Judicial Assistant	9	9	
	8630	Superior Court Judge	10	10	
	8655	Trial Court Director	1	1	
	8665	Dispute Resolution Centr Mgr	1	1	
	8990	Administrative Coordinator	2	2	
	Part-Time		4	4	
	8730	Senior Judge	4	4	
03500 - SUPERIOR COURT Total			97	97	
03600 - CLERK SUPERIOR COURT	Full-Time		89	89	
	0175	Administrative Assistant II	1	1	
	0540	Administrative Coordinator	1	1	
	1225	Board of Equalization Coord	1	1	
	6450	Administrative Operations Mgr	1	1	
	6460	Administrative Assistant II	2	2	
	6500	Office Assistant Senior	2	2	
	6555	Accountant	1	1	
	7340	User Liaison Coordinator	1	1	
	7541	Network Administrator	1	1	
	7795	Chief Dep Clerk Superior Ct	2	2	
	7860	Court Records Tech I	10	10	
	7870	Court Records Tech III	39	39	
	7880	Court Records Tech II	17	17	
	7885	Court Records Supervisor	8	8	
	7895	Judicial Administrative Coord	1	1	
	8580	Clerk Superior Court	1	1	
03600 - CLERK SUPERIOR COURT Total			89	89	
03700 - STATE COURT	Full-Time		180	180	
	6460	Administrative Assistant II	5	5	

**2012 BUDGET
AUTHORIZED POSITION LIST**

Fund Class - Fund - Dept	F/P/T	Title	Nov-2011	Rec. 2012	Change
	6490	Office Assistant	2	2	
	6500	Office Assistant Senior	3	3	
	6540	Accounting Technician Senior	3	3	
	7180	Civil Process Unit Coord	1	1	
	7340	User Liaison Coordinator	2	2	
	7470	Court Reporter	7	7	
	7477	Calendar Clerk Senior	12	12	
	7500	Law Clerk Senior	7	7	
	7542	Departmental Microsystems Spc	1	1	
	7890	Bailiff	2	2	
	7895	Judicial Administrative Coord	5	5	
	7910	DUI Court Coordinator	1	1	
	8040	Deputy Marshal	3	3	
	8045	Deputy Marshal Senior	17	17	
	8055	Deputy Marshal Lieutenant	3	3	
	8060	Deputy Marshal, Major	1	1	
	8063	Chief Deputy Marshal	1	1	
	8064	Marshal	1	1	
	8065	Clerk State Court	1	1	
	8300	Probation Supervisor	2	2	
	8305	Probation Officer	14	14	
	8310	Probation Officer Senior	7	7	
	8312	Probation Officer Principal	2	2	
	8315	Chief Adult Probation Officer	1	1	
	8320	Asst Chief Adult Probatin Off	1	1	
	8325	Chief Deputy Clerk State Ct	1	1	
	8350	Interpreter	3	3	
	8400	Records Technician St Court	20	20	
	8420	Records Technician Sr St Ct	18	18	
	8422	Records Tech Prin St Ct	15	15	
	8440	Judicial Secretary	1	1	
	8445	Judicial Assistant	6	6	
	8650	State Court Judge	7	7	
	8990	Administrative Coordinator	4	4	
03700 - STATE COURT Total			180	180	
03800 - SOLICITOR	Full-Time		71	71	
	6440	Secretary Legal	1	1	
	6445	Secretary Senior Legal	15	15	
	6460	Administrative Assistant II	3	3	
	6500	Office Assistant Senior	7	7	
	6637	Public Information Officer	1	1	
	7410	Investigator Senior	3	3	
	7415	Investigator Principal	9	9	
	7420	Chief Investigator	1	1	
	7600	Attorney I	6	6	
	7601	Attorney II	10	10	
	7602	Attorney III	2	2	
	7603	Attorney IV	4	4	
	8146	Victim Witness Program Coord	1	1	
	8147	Victim Witnes Asst Prog Coord	3	3	

2012 BUDGET
AUTHORIZED POSITION LIST

Fund Class - Fund - Dept	F/P/T	Title	Nov-2011	Rec. 2012	Change
	8170	Chief Assistant Solicitor	1	1	
	8185	Legal Office Coordinator	1	1	
	8700	Solicitor State Court	1	1	
	8990	Administrative Coordinator	2	2	
		Part-Time	3	3	
	7400	Investigator	1	1	
	7603	Attorney IV	1	1	
	9895	Special Projects Manager	1	1	
03800 - SOLICITOR Total			74	74	
03900 - DISTRICT ATTORNEY		Full-Time	123	126	3
	6445	Secretary Senior Legal	8	8	
	6450	Administrative Operations Mgr	1	1	
	6460	Administrative Assistant II	2	2	
	6500	Office Assistant Senior	2	2	
	6637	Public Information Officer	1	1	
	7340	User Liaison Coordinator	1	1	
	7422	Deputy Chief Investigator DA	1	1	
	7430	Chief Investigator DA	1	1	
	7435	Asst Chief Investigator DA	1	1	
	7445	Investigator DA II	22	22	
	7455	Investigator DA III	4	4	
	7542	Departmental Microsystems Spc	1	1	
	7548	Administrative Aide	12	12	
	7560	Investigative Intake Tech	3	3	
	7575	Records Supv Dist Attorney	1	1	
	7580	Paralegal	5	5	
	7582	Paralegal Supervisor	2	2	
	7600	Attorney I	1	3	2
	7601	Attorney II	7	7	
	7602	Attorney III	9	9	
	7603	Attorney IV	14	14	
	7616	Solicitor Juvenile Court	1	1	
	7900	Court Program Manager	1	1	
	8130	Chief Asst District Attorney	2	2	
	8135	Attorney DA	11	11	
	8146	Victim Witness Program Coord	4	4	
	8147	Victim WItnes Asst Prog Coord	1	1	
	8185	Legal Office Coordinator	1	1	
	8690	District Attorney	1	1	
	8695	Investigator DA	1	1	
	8990	Administrative Coordinator	1	1	
	9450	Investigative Aide Senior		1	1
		Part-Time	1	1	
	7445	Investigator DA II	1	1	
03900 - DISTRICT ATTORNEY Total			124	127	3
04000 - CHILD ADVOCATES OFFICE		Full-Time	21	21	
	7415	Investigator Principal	3	3	
	7425	Chief Investigator Child Advo	1	1	
	7580	Paralegal	4	4	
	7600	Attorney I	1	1	

2012 BUDGET
AUTHORIZED POSITION LIST

Fund Class - Fund - Dept	F/P/T	Title	Nov-2011	Rec. 2012	Change
	7601	Attorney II	1	1	
	7602	Attorney III	7	7	
	7603	Attorney IV	2	2	
	7604	Director Child Advocate Ctr	1	1	
	8990	Administrative Coordinator	1	1	
	Part-Time		2	2	
	TBD	Attorney I	2	2	
04000 - CHILD ADVOCATES OFFICE Total			23	23	
04100 - PROBATE COURT	Full-Time		25	25	
	6450	Administrative Operations Mgr	1	1	
	6460	Administrative Assistant II	1	1	
	7340	User Liaison Coordinator	1	1	
	7603	Attorney IV	1	1	
	8230	Associate Judge	1	1	
	8475	Probate Technician	2	2	
	8480	Probate Technician Senior	1	1	
	8490	Probate Technician Principal	12	12	
	8590	Probate Judge	1	1	
	8990	Administrative Coordinator	4	4	
04100 - PROBATE COURT Total			25	25	
04300 - MEDICAL EXAMINER	Full-Time		20	20	
	0040	Office Assistant	1	1	
	0060	Office Assistant Senior	3	3	
	3457	Forensic Investigator	7	7	
	3458	Dep Chief Investigator, M.E.	1	1	
	3459	Chief Investigator ME	1	1	
	3460	Forensic Services Manager	1	1	
	3463	Forensic Technician	2	2	
	3465	Forensic Laboratory Manager	1	1	
	3466	Director Medical Examiner	1	1	
	3468	Deputy Dir Medical Examiner	1	1	
	5080	Custodian Senior	1	1	
04300 - MEDICAL EXAMINER Total			20	20	
04500 - PUBLIC DEFENDER	Full-Time		76	76	
	6500	Office Assistant Senior	2	2	
	7400	Investigator	2	2	
	7410	Investigator Senior	1	1	
	7415	Investigator Principal	12	12	
	7420	Chief Investigator	1	1	
	7548	Administrative Aide	4	4	
	7580	Paralegal	1	1	
	7600	Attorney I	5	5	
	7601	Attorney II	10	10	
	7602	Attorney III	27	27	
	7603	Attorney IV	6	6	
	8120	Chief Asst. Public Defender	1	1	
	8185	Legal Office Coordinator	1	1	
	8350	Interpreter	1	1	
	8710	Public Defender	1	1	
	TBD	Spanish Interpreter	1	1	

2012 BUDGET
AUTHORIZED POSITION LIST

Fund Class - Fund - Dept	F/P/T	Title	Nov-2011	Rec. 2012	Change
04500 - PUBLIC DEFENDER Total			76	76	
04600 - POLICE	Full-Time		68	71	3
	0060	Office Assistant Senior	8	7	-1
	0175	Administrative Assistant II	2	2	
	0920	Requisition Technician	3	3	
	3068	Planning and Research Manager	1	1	
	3071	Grants Coordinator	1	1	
	3100	Police Officer, Master	1	3	2
	3110	Police Sergeant	1	3	2
	3130	Police Lieutenant	1	2	1
	3260	Supply Coordinator	2	2	
	3270	Supply Supervisor	1	1	
	3275	Print Shop Coordinator	1	1	
	3280	Fiscal Management Officer	1	1	
	3565	Payroll Personnel Tech Sr	6	6	
	3580	Payroll Personnel Supervisor	1	1	
	3820	Dp Dir Animal Control	1	1	
	3825	Animal Adoption/Rescue Coord	1	1	
	3835	Animal Control Officer	10	10	
	3840	Animal Control Officer Senior	8	8	
	3845	Animal Control Officer Master	11	11	
	3850	Animal Control Supervisor	3	3	
	5080	Custodian Senior	2	2	
	5090	Custodian Supervisor	1	1	
	9150	Director Public Safety	1		-1
	Part-Time		3	3	
	8750	School Safety Officer	3	3	
04600 - POLICE Total			71	74	3
04800 - MAGISTRATE COURT	Full-Time		14	14	
	6460	Administrative Assistant II	1	1	
	6500	Office Assistant Senior	2	2	
	7400	Investigator	2	2	
	7410	Investigator Senior	1	1	
	7477	Calendar Clerk Senior	2	2	
	7710	Pre-Trial Release Coordinator	1	1	
	8250	Secretary Exec Magistrate Ct	1	1	
	8260	Chief Magistrate	1	1	
	8270	Associate Magistrate	2	2	
	8420	Records Technician Sr St Ct	1	1	
	Part-Time		23	23	
	8280	Part-time Assoc Magistrate	22	22	
	8290	Sr Assoc Magistrate	1	1	
04800 - MAGISTRATE COURT Total			37	37	
04900 - FIRE & RESCUE SERVICES	Full-Time		140	140	
	3260	Supply Coordinator	1	1	
	3611	Fire Apparatus Oper (28 d/cyl)	2	2	
	3641	Fire Captain (28 d/cyl)	2	2	
	3692	Fire Medic II	4	4	
	3693	Firemedic Apparatus Operator	1	1	
	3701	Fire Medic I (28day)	20	20	

2012 BUDGET
AUTHORIZED POSITION LIST

Fund Class - Fund - Dept	F/P/T	Title	Nov-2011	Rec. 2012	Change
	3702	Fire Medic II (28day)	40	40	
	3703	Firemedic Apparatus Op (28day)	29	29	
	3711	Firefighter I/EMT-I (28d/cyl)	4	4	
	3714	Firefighter II/EMT-I (28d/cyl)	15	15	
	3735	Paramedic Senior	4	4	
	3750	Rescue Captain	7	7	
	3751	Rescue Captain (28 d/cyl)	9	9	
	9660	Fire & Rescue Battalion Chief	1	1	
	9676	FireandRescueAsstChf(28d/cyl)	1	1	
04900 - FIRE & RESCUE SERVICES	Total		140	140	
05100 - PLANNING & SUSTAINABILITY	Full-Time		13	13	
	0060	Office Assistant Senior	1	1	
	0165	Office Software Specialist	1	1	
	0175	Administrative Assistant II	1	1	
	0540	Administrative Coordinator	1	1	
	1950	Planner	1	1	
	1960	Planner Senior	3	3	
	2033	Strategic Planning Administra	1	1	
	2040	Associate Director Planning	1	1	
	2060	Director Planning	1	1	
	2090	Planning Technician Senior	1	1	
	3000	Housing Programs Manager	1	1	
05100 - PLANNING & SUSTAINABILITY	Total		13	13	
05500 - PUBLIC WORKS DIRECTOR	Full-Time		3	3	
	0540	Administrative Coordinator	1	1	
	6370	Director Public Works	1	1	
	9365	Asst Director Public Works	1	1	
05500 - PUBLIC WORKS DIRECTOR	Total		3	3	
05600 - ECONOMIC DEVELOPMENT	Full-Time		8	8	
	6455	Administrative Assistant I	1	1	
	6460	Administrative Assistant II	1	1	
	6688	Economic Develop Coord, Sr	5	5	
	6690	Dir Economic Development	1	1	
05600 - ECONOMIC DEVELOPMENT	Total		8	8	
06800 - LIBRARY	Full-Time		227	227	
	0060	Office Assistant Senior	4	4	
	0175	Administrative Assistant II	1	1	
	0420	Graphic Design Technician	1	1	
	0600	Departmental Microsystems Spec	3	3	
	0610	Network Administrator	1	1	
	0620	Library System Analyst	1	1	
	0625	Library Web Designer	1	1	
	0870	Courier	4	4	
	1410	Accountant	1	1	
	3565	Payroll Personnel Tech Sr	2	2	
	4181	Library Specialist	28	28	
	4191	Library Specialist Senior	29	29	
	4195	Library Branch Supervisor	5	5	
	4200	Librarian	20	20	
	4210	Librarian Senior	22	22	

**2012 BUDGET
AUTHORIZED POSITION LIST**

Fund Class - Fund - Dept	F/P/T	Title	Nov-2011	Rec. 2012	Change
	4220	Librarian, Principal	16	16	
	4230	Librarian Administrative	8	8	
	4235	Marketing/Programming Coord	1	1	
	4250	Assistant Director, Library	1	1	
	4255	Admin Services Mgr Library	1	1	
	4260	Director, Library	1	1	
	4265	Library Accounts Payable Asst	2	2	
	4270	Development Coord Library	1	1	
	4305	Facilities Admin Coord Library	1	1	
	4310	Library Technician	12	12	
	4320	Library Technician, Senior	42	42	
	4385	Program Promotion Spec Sr	1	1	
	4760	General Maintenance Worker	1	1	
	5070	Custodian	1	1	
	5080	Custodian Senior	8	8	
	5140	Security Guard	7	7	
		Part-Time	58	58	
	4191	Library Specialist Senior	4	4	
	4210	Librarian Senior	1	1	
	4310	Library Technician	13	13	
	4320	Library Technician, Senior	27	27	
	5070	Custodian	2	2	
	5080	Custodian Senior	11	11	
06800 - LIBRARY Total			285	285	
06900 - EXTENSION SERVICE		Full-Time	14	14	
	0040	Office Assistant	1	1	
	0170	Administrative Assistant I	3	3	
	0600	Departmental Microsystems Spec	1	1	
	8866	Extension Program Assistant	1	1	
	8870	Dir County Extension Service	1	1	
	8875	County Extension Agent	2	2	
	8880	County Extension Agent	1	1	
	8883	Extension Service Manager	3	3	
	8990	Administrative Coordinator	1	1	
06900 - EXTENSION SERVICE Total			14	14	
07500 - HUMAN SERVICES		Full-Time	17	17	
	0175	Administrative Assistant II	1	1	
	2020	Human Services Facility Coord	1	1	
	2900	Director Human Services	1	1	
	2910	Project Monitor	4	4	
	2915	Human Services Manager	1	1	
	2965	Information&Referral Spec Lead	1	1	
	3015	Deputy Sr Services Admin	1	1	
	3050	Program Coord Sr Facility	1	1	
	3052	Bus Operator	1	1	
	3058	Senior Center Event Coordntr	1	1	
	3060	Fiscal Officer	1	1	
	3071	Grants Coordinator	1	1	
	6405	Office Software Specialist	1	1	
	6455	Administrative Assistant I	1	1	

2012 BUDGET
AUTHORIZED POSITION LIST

Fund Class - Fund - Dept	F/P/T	Title	Nov-2011	Rec. 2012	Change
	Part-Time		1	1	
	2960	Information & Referral Spec	1	1	
07500 - HUMAN SERVICES Total			18	18	
09100 - NON-DEPARTMENTAL	Full-Time		1	1	
	6460	Administrative Assistant II	1	1	
09100 - NON-DEPARTMENTAL Total			1	1	
100 - GENERAL FUND Total			2,927	2,934	7
270 - FIRE					
04900 - FIRE & RESCUE SERVICES	Full-Time		582	646	64
	0060	Office Assistant Senior	2	2	
	0170	Administrative Assistant I	6	6	
	0175	Administrative Assistant II	3	3	
	2700	Public Education Specialist	6	6	
	3060	Fiscal Officer	1	1	
	3260	Supply Coordinator	1	1	
	3270	Supply Supervisor	1	1	
	3565	Payroll Personnel Tech Sr	3	3	
	3580	Payroll Personnel Supervisor	1	1	
	3590	Firefighter I	1	21	20
	3591	Firefighter I (28 d/cyl)	45	58	13
	3601	Firefighter II (28 d/cyl)	173	204	31
	3610	Fire Apparatus Operator	6	6	
	3611	Fire Apparatus Oper (28 d/cyl)	164	164	
	3635	Fire Investigator I	1	1	
	3636	Fire Investigator II	1	1	
	3637	Fire Investigator III	2	2	
	3639	Fire Investigations Supervisor	1	1	
	3640	Fire Captain	2	2	
	3641	Fire Captain (28 d/cyl)	92	92	
	3645	Fire Inspector I	5	5	
	3646	Fire Inspector II	1	1	
	3647	Fire Inspector III	1	1	
	3685	Fire Rescue Captain (28 d/cyl)	13	13	
	3701	Fire Medic I (28day)	4	4	
	3702	Fire Medic II (28day)	9	9	
	3703	Firemedic Apparatus Op (28day)	7	7	
	3705	Fire Equipment Repair Tech	2	2	
	3711	Firefighter I/EMT-I (28d/cyl)	1	1	
	3714	Firefighter II/EMT-I (28d/cyl)	1	1	
	3775	Fire Rescue Maintenance Coord	1	1	
	3800	Dir. Fire & Rescue Services	1	1	
	3950	Fire Protection Engineer	2	2	
	9660	Fire & Rescue Battalion Chief	3	3	
	9661	Fire&Rescue Bat Chf(28d/cyl)	14	14	
	9676	FireandRescueAsstChf(28d/cyl)	3	3	
	9680	Fire & Rescue Deputy Chief	2	2	
04900 - FIRE & RESCUE SERVICES Total			582	646	64
270 - FIRE Total			582	646	64
271 - SPECIAL TAX DISTRICT - DESIGNATED SERVICE					
05400 - PUBLIC WORKS - TRANSPOR	Full-Time		29	29	

2012 BUDGET
AUTHORIZED POSITION LIST

Fund Class - Fund - Dept	F/P/T	Title	Nov-2011	Rec. 2012	Change
	0170	Administrative Assistant I	2	2	
	0920	Requisition Technician	1	1	
	2300	Chief Construction Inspector	1	1	
	2310	Construction Inspector	5	5	
	2715	Design Spec Transportation	1	1	
	2780	Engineering Technician Senior	4	4	
	2830	Engineer, Senior	5	5	
	2835	Engineer, Principal	3	3	
	2840	Engineering Supervisor	3	3	
	3905	Public Works Outreach Special	1	1	
	4870	Land Acquisition Specialist	2	2	
	5000	Dep Dir Transportation Engrg	1	1	
05400 - PUBLIC WORKS - TRANSPORTATION	Total		29	29	
05700 - PUBLIC WORKS - ROADS AND	Full-Time		178	178	
	0060	Office Assistant Senior	3	3	
	0170	Administrative Assistant I	3	3	
	0175	Administrative Assistant II	2	2	
	0420	Graphic Design Technician	2	2	
	0880	Stockworker	2	2	
	0920	Requisition Technician	1	1	
	0925	Inventory Warehouse Supervisor	1	1	
	2123	GIS Specialist I	1	1	
	2310	Construction Inspector	2	2	
	2495	Flood Management Supervisor	1	1	
	2780	Engineering Technician Senior	6	6	
	2830	Engineer, Senior	2	2	
	2835	Engineer, Principal	2	2	
	2840	Engineering Supervisor	1	1	
	3565	Payroll Personnel Tech Sr	1	1	
	4780	Crew Worker	7	7	
	4790	Crew Worker Senior	36	36	
	4815	Crew Supervisor CDL	14	14	
	4825	Construction Supervisor	2	2	
	4837	General Foreman Public Works	4	4	
	4847	Production Control Supervisor	1	1	
	4910	Equipment Operator	9	9	
	4920	Equipment Operator Senior	13	13	
	4930	Equipment Operator Principal	10	10	
	4950	Services&Materials Coord R&D	1	1	
	4960	Administrative Services Mgr	1	1	
	4970	Dep Dir Traffic Engineering	1	1	
	4995	Operations Manager R&D	3	3	
	5005	Asst Director Roads & Drainage	1	1	
	5011	Asst Traffic Signal Installer	10	10	
	5012	Asst Traffic Signal Inst, Sr	2	2	
	5013	Traffic Signal Installer	2	2	
	5014	Traffic Signal Installer, Sr	5	5	
	5015	Traffic Signal Tech	10	10	
	5016	Traffic Signal Tech, Sr	1	1	
	5022	Traffic Signal Operations Supt	1	1	

2012 BUDGET
AUTHORIZED POSITION LIST

Fund Class - Fund - Dept	F/P/T	Title	Nov-2011	Rec. 2012	Change
	5023	Traffic Signs/Markings Inst	4	4	
	5024	Traffic Signs/Markings Inst Sr	2	2	
	5025	Traffic Signs/Markings Supt	1	1	
	5028	Traffic Engineering Manager	1	1	
	5280	Maintenance Mechanic	1	1	
	5420	Mason	2	2	
	5425	Mason Senior	1	1	
	6250	Heavy Equipment Truck Mechanic	1	1	
	9365	Asst Director Public Works	1	1	
05700 - PUBLIC WORKS - ROADS AND DRAINAGE		DRAINAGE Total	178	178	
06100 - PARKS		Full-Time	148	148	
	0060	Office Assistant Senior	6	6	
	0170	Administrative Assistant I	1	1	
	0175	Administrative Assistant II	1	1	
	0177	Admin Operations Mgr	1	1	
	0220	Accounting Tech Senior	1	1	
	0540	Administrative Coordinator	1	1	
	0737	User Liaison Coordinator	1	1	
	0870	Courier	1	1	
	0900	Supply Specialist	1	1	
	1410	Accountant	1	1	
	1945	Greenspace Planner	1	1	
	2700	Public Education Specialist	1	1	
	3071	Grants Coordinator	1	1	
	3565	Payroll Personnel Tech Sr	1	1	
	4335	Arts Center Director	1	1	
	4340	Arts Center Coordinator	1	1	
	4345	Arts Center Production Spec	1	1	
	4350	Recreation Center Leader	12	12	
	4380	Program Promotion Spec	1	1	
	4460	Recreation Program Manager	2	2	
	4480	Recreation Center Director	13	13	
	4540	Maintenance Coordinator	2	2	
	4570	Horse Farm Supervisor	1	1	
	4575	Horse Farm Worker	2	2	
	4597	P&R Project Manager	4	4	
	4598	Comprehensive Planning Manager	1	1	
	4603	Grounds Nursery Supervisor	1	1	
	4610	Natural Resource Manager	1	1	
	4615	Nature Center Ranger	1	1	
	4630	Parks Security Coordinator	1	1	
	4640	Grounds Service Technician	32	32	
	4660	Parks Operations General Mgr	1	1	
	4675	Parks Maintenance Supt	3	3	
	4690	Parks Maint Construction Supv	9	9	
	4703	Parks Program Coordinator	1	1	
	4705	Sports Program Coordinator	2	2	
	4715	Greenspace Environment Manager	1	1	
	4730	Dep Dir P&R Recreation	1	1	
	4737	Assistant Director, Park & Rec	1	1	

2012 BUDGET
AUTHORIZED POSITION LIST

Fund Class - Fund - Dept	F/P/T	Title	Nov-2011	Rec. 2012	Change
	4740	Director, Parks & Recreation	1	1	
	4743	Finanical Project Administrat	1	1	
	4755	Work Order Technician	1	1	
	4770	General Maintenance Worker, Sr	5	5	
	4775	General Maintenance Worker Spv	1	1	
	4780	Crew Worker	1	1	
	4790	Crew Worker Senior	14	14	
	4910	Equipment Operator	2	2	
	4920	Equipment Operator Senior	2	2	
	4930	Equipment Operator Principal	2	2	
	5070	Custodian	1	1	
	5920	San Driver Crew Leader	2	2	
		Part-Time	6	6	
	4607	Grounds Nursery Technician	1	1	
	4615	Nature Center Ranger	2	2	
	4760	General Maintenance Worker	1	1	
	4780	Crew Worker	2	2	
		Temp	326	326	
	4640	Grounds Service Technician	18	18	
	8783	Clerk	3	3	
	8785	Day Camp Assistant Director	20	20	
	8790	Day Camp Director	10	10	
	8810	Lifeguard	36	36	
	8820	Senior Lifeguard	17	17	
	8830	Pool Manager	21	21	
	8835	Aquatic District Manager	5	5	
	8863	Skate Park Supervisor Interim	2	2	
	8903	Water Safety Instructor	1	1	
	8905	Recreation Intern	37	37	
	8913	Bus Driver	18	18	
	8919	Recreation Instructor	3	3	
	8935	Recreation Assistant	135	135	
		06100 - PARKS Total	480	480	
		271 - SPECIAL TAX DISTRICT - DESIGNATED SERVICE Total	687	687	
		272 - SPECIAL TAX DISTRICT - UNINCORPORATED			
		02100 - FINANCE			
		Full-Time	10	10	
	0060	Office Assistant Senior	2	2	
	0210	Accounting Tech	1	1	
	0220	Accounting Tech Senior	1	1	
	1390	Auditor	1	1	
	1820	License Inspector	3	3	
	1840	License Inspector Supervisor	1	1	
	1890	Alcohol & Business License Mgr	1	1	
		02100 - FINANCE Total	10	10	
		04700 - RECORDERS COURT			
		Full-Time	53	53	
	0165	Office Software Specialist	1	1	
	0170	Administrative Assistant I	1	1	
	0175	Administrative Assistant II	1	1	
	0223	Accounting Supervisor	1	1	

2012 BUDGET
AUTHORIZED POSITION LIST

Fund Class - Fund - Dept	F/P/T	Title	Nov-2011	Rec. 2012	Change
	4005	Records Tech Lead Recorders Ct	7	7	
	4010	Records Tech Recorders Court	14	14	
	4015	Records Tech Sr, Recorders Ct	8	8	
	4025	Tribunal Technician Senior	8	8	
	4030	Tribunal Technician Principal	1	1	
	8200	Clerk of Crt Recorders Court	1	1	
	8205	Deputy Clerk Recorders Court	4	4	
	8210	Court Administrator Rec Crt	1	1	
	8230	Associate Judge	4	4	
	8240	Chief Judge	1	1	
		Part-Time	3	3	
	8220	Judge Part-Time	3	3	
04700 - RECORDERS COURT Total			56	56	
05100 - PLANNING & SUSTAINABILITY		Full-Time	49	49	
	0040	Office Assistant	2	2	
	0060	Office Assistant Senior	3	3	
	0175	Administrative Assistant II	1	1	
	1960	Planner Senior	5	5	
	1965	Planning Manager	1	1	
	1970	Zoning Administrator	1	1	
	2090	Planning Technician Senior	2	2	
	2140	Planning Commission Asst	3	3	
	2360	Code Compliance Supervisor	2	2	
	2370	Code Compliance Officer Sr	11	11	
	2375	Code Compliance Officer	17	17	
	2380	Code Compliance Administrator	1	1	
05100 - PLANNING & SUSTAINABILITY Total			49	49	
272 - SPECIAL TAX DISTRICT - UNINCORPORATED Total			115	115	
274 - POLICE SERVICES					
04600 - POLICE		Full-Time	1,229	1,226	-3
	0060	Office Assistant Senior	3	4	1
	0170	Administrative Assistant I	2	2	
	0175	Administrative Assistant II	16	16	
	2700	Public Education Specialist	5	5	
	3075	Cadet	22	22	
	3080	Police Officer	111	111	
	3090	Police Officer, Senior	108	108	
	3100	Police Officer, Master	625	623	-2
	3110	Police Sergeant	146	145	-1
	3130	Police Lieutenant	62	61	-1
	3140	Police Captain	17	17	
	3185	Director Police Services	1	1	
	3285	Pawn Detail Coordinator	1	1	
	3300	Central Records Assistant Mgr	2	2	
	3310	Central Records Clerk	19	19	
	3320	Central Records Clerk, Sr.	14	14	
	3330	Central Records Supervisor	3	3	
	3385	Property & Evidence Tech Sr	1	1	
	3390	Latent Fingerprint Examiner	2	2	
	3400	Latent Fingerprint Examiner Sr	1	1	

2012 BUDGET
AUTHORIZED POSITION LIST

Fund Class - Fund - Dept	F/P/T	Title	Nov-2011	Rec. 2012	Change
	3425	Crime Scene Investigator	9	9	
	3427	Crime Scene Investigator, Sr	1	1	
	3430	Crime Scene Investigator Mastr	3	3	
	3433	Crime Scene Invest Shift Supv	4	4	
	3440	Investigative Aide	2	2	
	3450	Investigative Aide, Senior	32	32	
	3470	Public Information Officer	1	1	
	3542	Training Specialist	1	1	
	3545	Emergency Mgmt Specialist	1	1	
	9160	Police Major	9	10	1
	9180	Assistant Police Chief	4	4	
	9187	Police Senior Staff Attorney	1		-1
04600 - POLICE Total			1,229	1,226	-3
274 - POLICE SERVICES Total			1,229	1,226	-3
TAX FUNDS Total			5,540	5,608	68
SPECIAL REVENUE FUNDS					
201 - DEVELOPMENT					
05100 - PLANNING & SUSTAINABILITY	Full-Time		23	25	2
	0060	Office Assistant Senior	1	1	
	2190	Bldg Developmnt Admn	1	1	
	2202	Building Codes Inspector II	1	1	
	2203	Building Code Inspector III	2	2	
	2212	Electrical Inspector II	2	2	
	2213	Electrical Inspector III	2	2	
	2222	HVAC Inspector II	1	1	
	2223	HVAC Inspector III	1	1	
	2232	Plumbing Inspector II	1	1	
	2233	Plumbing Inspector III	1	2	1
	2235	Plans Review Coordinator	2	3	1
	2280	Electrical Inspection Supvr	1	1	
	2450	Zoning Officer	2	2	
	2455	Permit Technician	4	4	
	2490	Structural Inspection Supv	1	1	
05100 - PLANNING & SUSTAINABILITY	Total		23	25	2
05500 - PUBLIC WORKS DIRECTOR	Full-Time		9	9	
	0040	Office Assistant	1	1	
	0060	Office Assistant Senior	1	1	
	2333	Dev Construction Inspector III	3	3	
	2479	Engineering Review Officer II	2	2	
	2480	Engineering Review Officer III	1	1	
	2485	Land Development Supervisor	1	1	
05500 - PUBLIC WORKS DIRECTOR	Total		9	9	
201 - DEVELOPMENT Total			32	34	2
203 - PEG SUPPORT					
10000 - FUND COST CENTERS	Full-Time		1	1	
	6633	Cable TV Office Assistant	1	1	
10000 - FUND COST CENTERS Total			1	1	
203 - PEG SUPPORT Total			1	1	
205 - FORECLOSURE REGISSTRY FUND					
05100 - PLANNING & SUSTAINABILITY	Full-Time		4	4	

2012 BUDGET
AUTHORIZED POSITION LIST

Fund Class - Fund - Dept	F/P/T	Title	Nov-2011	Rec. 2012	Change
	2375	Code Compliance Officer	2	2	
	7870	Court Records Tech III	2	2	
05100 - PLANNING & SUSTAINABILITY Total			4	4	
205 - FORECLOSURE REGISTRY FUND Total			4	4	
211 - STREET LIGHTS					
05400 - PUBLIC WORKS - TRANSP	Full-Time		1	1	
	2830	Engineer, Senior	1	1	
05400 - PUBLIC WORKS - TRANSPORTATION Total			1	1	
211 - STREET LIGHTS Total			1	1	
212- SPEED HUMPS MAINTENANCE					
05700 - SPEED HUMPS MAINTENANCE	Full-Time		3	3	
	2780	Engineering Technician Senior	1	1	
	2820	Engineer	1	1	
	2830	Engineer, Senior	1	1	
05700 - SPEED HUMPS MAINTENANCE Total			3	3	
212- SPEED HUMPS MAINTENANCE Total			3	3	
215 - EMERGENCY TELEPHONE SYSTEM					
02600 - E-911	Full-Time		210	208	-2
	0175	Administrative Assistant II	1	1	
	0502	IS Field Service Specialist	2	2	
	0503	IS Field Service Specialist Sr	1	1	
	0695	IS Systems Administrator	3	3	
	0700	IS Systems Administrator Sr	1	1	
	3110	Police Sergeant	1		-1
	3500	Emergency 911 Operator	138	138	

2012 BUDGET
AUTHORIZED POSITION LIST

Fund Class - Fund - Dept	F/P/T	Title	Nov-2011	Rec. 2012	Change
	3510	Emergency 911 Operator Senior	27	27	
	3520	Emergency 911 Shift Supervisor	24	24	
	3525	ComputerAided Dispatch Analyst	2	2	
	3540	Emergency 911 Watch Commander	4	4	
	3542	Training Specialist	2	2	
	3550	Emergency 911 Director	1	1	
	3980	Emer 911 Telecom Analyst	1	1	
	9160	Police Major	1		-1
	TBD	E911 Deputy Director	1	1	
		Part-Time	4	4	
	3500	Emergency 911 Operator	3	3	
	3510	Emergency 911 Operator Senior	1	1	
02600 - E-911 Total			214	212	-2
215 - EMERGENCY TELEPHONE SYSTEM Total			214	212	-2
250 - GRANT-IN-AID					
60000 - GRANTS		Full-Time	135	71	-64
	0050	Receptionist	1	1	
	0060	Office Assistant Senior	1	1	
	0170	Administrative Assistant I	3	3	
	0179	Grants & Administrative Mgr	1	1	
	0247	Financial Officer Principal	1	1	
	0540	Administrative Coordinator	1	1	
	1950	Planner	1	1	
	1960	Planner Senior	1	1	
	2910	Project Monitor	4	4	
	2920	Housing & Financial Specialist	2	2	
	2930	Housing&Community Dev Coord	1	1	
	2950	Housing Program Coord Sr.	2	2	
	2960	Information & Referral Spec	1	1	
	2970	Grant Fund Fiscal Specialist	1	1	
	3000	Housing Programs Manager	1	1	
	3005	Project Coordinator Comm Dev	1	1	
	3015	Deputy Sr Services Admin	1	1	
	3030	Asst Dir Community Dev	1	1	
	3040	Director Community Development	1	1	
	3055	Planning&Neighbrhd Svcs Mgr CD	1	1	
	3590	Firefighter I	20		-20
	3591	Firefighter I (28 d/cyl)	13		-13
	3601	Firefighter II (28 d/cyl)	31		-31
	5080	Custodian Senior	1	1	
	6400	Receptionist	1	1	
	6405	Office Software Specialist	2	2	
	6440	Secretary Legal	2	2	
	6445	Secretary Senior Legal *	1	1	
	6490	Office Assistant	1	1	
	6500	Office Assistant Senior	2	2	
	6535	Accounting Technician	1	1	
	7445	Investigator DA II	2	2	
	7460	URES A Coordinator	8	8	
	7548	Administrative Aide	1	1	

2012 BUDGET
AUTHORIZED POSITION LIST

Fund Class - Fund - Dept	F/P/T	Title	Nov-2011	Rec. 2012	Change
	7580	Paralegal	1	1	
	7601	Attorney II	2	2	
	7602	Attorney III	2	2	
	7603	Attorney IV	2	2	
		Attorney IV *	1	1	
	7917	Court Program Coordinator	2	2	
	7920	Court Program Supervisor	2	2	
	8146	Victim Witness Program Coord	5	5	
	8147	Victim Wtnes Asst Prog Coord	3	3	
	8298	Clinical Evaluator	1	1	
	8990	Administrative Coordinator	1	1	
		Part-Time	2	2	
	0060	Office Assistant Senior	1	1	
	8400	Records Technician St Court	1	1	
		Temp	7	7	
	8975	Summer Food Service Monitor	7	7	
60000 - GRANTS Total			144	80	-64
70000 - GRANTS - WORKFORCE DEV		Full-Time	48	48	
	0050	Receptionist	3	3	
	0060	Office Assistant Senior	3	3	
	0175	Administrative Assistant II	1	1	
	0235	Financial Assistant	1	1	
	0540	Administrative Coordinator	1	1	
	1055	Financial Manager	1	1	
	1080	Employment Training Analyst	20	20	
	1085	Employment Training Supervisor	3	3	
	1090	Employment Training Analyst Sr	5	5	
	1095	Workforce Officer	1	1	
	1096	Workforce Assistant	4	4	
	1100	Workforce Development Manager	2	2	
	1110	Deputy Director Workforce Dev	1	1	
	1120	Director WorkforceDevelopment	1	1	
	5140	Security Guard	1	1	
70000 - GRANTS - WORKFORCE DEVELOPMENT CLEARING Total			48	48	
250 - GRANT-IN-AID Total			192	128	-64
257 - 2005 JUSTICE ASSISTANCE GRANT (JAG)					
60000 - GRANTS		Full-Time	1	1	
	7917	Court Program Coordinator	1	1	
60000 - GRANTS Total			1	1	
257 - 2005 JUSTICE ASSISTANCE GRANT (JAG) Total			1	1	
260 - ARRA - AMERICAN RECOVERY AND REINVESTME					
60000 - GRANTS		Full-Time	23	23	
	0565	IJIS Project Coordinator	1	1	
	2910	Project Monitor	1	1	
	3080	Police Officer	6	6	
	3090	Police Officer, Senior	9	9	
	7111	Deputy Sheriff Sr (28 d/cy)	3	3	
	7603	Attorney IV	1	1	
	7635	Juvenile Program Administrator	2	2	
60000 - GRANTS Total			23	23	

2012 BUDGET
AUTHORIZED POSITION LIST

Fund Class - Fund - Dept	F/P/T	Title	Nov-2011	Rec. 2012	Change
260 - ARRA - AMERICAN RECOVERY AND REINVESTME		Total	23	23	
SPECIAL REVENUE FUNDS		Total	471	407	-64
INTERNAL SERVICE FUNDS					
611 - VEHICLE MAINTENANCE					
01200 - FLEET MANAGEMENT		Full-Time	160	160	
		0040 Office Assistant	1	1	
		0060 Office Assistant Senior	3	3	
		0175 Administrative Assistant II	1	1	
		0177 Admin Operations Mgr	1	1	
		0220 Accounting Tech Senior	5	5	
		0223 Accounting Supervisor	1	1	
		0824 Buyer	1	1	
		0885 Fleet Parts Transport Clerk	1	1	
		0890 Fleet Parts Technician	10	10	
		0893 Fleet Parts Expediter	3	3	
		0940 Fleet Parts Supervisor	2	2	
		3565 Payroll Personnel Tech Sr	1	1	
		6170 Fleet Service Technician I	7	7	
		6175 Fleet Service Technician II	7	7	
		6220 Automotive Body Repair Worker	4	4	
		6225 Auto Body Repair WorkerSenior	1	1	
		6240 Fleet Service Technician III	21	21	
		6245 Fleet Service Technician IV	63	63	
		6247 Fleet Towing and Recovery Oper	2	2	
		6260 Fleet Service Supervisor	16	16	
		6265 Automotive Body Repair Spvsr	1	1	
		6270 Fleet Service Superintendent	6	6	
		6310 Fleet Specification Specialist	1	1	
		6340 Assoc Dir PW Fleet Maint	1	1	
01200 - FLEET MANAGEMENT		Total	160	160	
611 - VEHICLE MAINTENANCE		Total	160	160	
INTERNAL SERVICE FUNDS		Total	160	160	
ENTERPRISE FUNDS					
511 - DPT OF WATERSHED MGMT OPERATING					
02100 - FINANCE		Full-Time	98	98	
		0175 Administrative Assistant II	1	1	
		0177 Admin Operations Mgr	1	1	
		0210 Accounting Tech	2	2	
		0220 Accounting Tech Senior	15	15	
		0870 Courier	1	1	
		1410 Accountant	1	1	
		1470 Dep Dir Fin/Treasury Acct Svc	1	1	
		1870 Revenue Collections Supervisor	6	6	
		1880 Revenue Coll Supv Sr	2	2	
		1900 Revenue Collections Manager	3	3	
		3907 Dispatcher	1	1	
		5120 Parking Attendant Lead	1	1	
		5130 Parking Attendant	1	1	
		5490 Field Service Representative	29	29	
		5510 Customer Service Rep	16	16	

2012 BUDGET
AUTHORIZED POSITION LIST

Fund Class - Fund - Dept	F/P/T	Title	Nov-2011	Rec. 2012	Change
	5520	Customer Service Rep Sr	16	16	
	5540	Customer Support Administrator	1	1	
02100 - FINANCE Total			98	98	
08000 - DPT OF WATERSHED MANAG		Full-Time	682	682	
	0060	Office Assistant Senior	3	3	
	0170	Administrative Assistant I	12	12	
	0175	Administrative Assistant II	5	5	
	0220	Accounting Tech Senior	1	1	
	0540	Administrative Coordinator	1	1	
	0833	Specification Coordinator	1	1	
	0880	Stockworker	7	7	
	0895	Supply Specialist Senior	1	1	
	0900	Supply Specialist	1	1	
	0920	Requisition Technician	3	3	
	0925	Inventory Warehouse Supervisor	1	1	
	0930	Requisition Supervisor	1	1	
	1420	Accountant Senior	1	1	
	1655	Departmental Safety Coord	1	1	
	1657	Asst Departmental Safety Coord	1	1	
	1870	Revenue Collections Supervisor	1	1	
	2123	GIS Specialist I	5	5	
	2125	GIS Specialist II	4	4	
	2310	Construction Inspector	17	17	
	2515	Arborist	1	1	
	2520	Environmental Project Coord	1	1	
	2530	Env Land Development Insp I	2	2	
	2532	Env Land Development Insp II	1	1	
	2533	Env Land Development Insp III	3	3	
	2534	Environmental Inspection Supv	1	1	
	2540	Water Wastewater Lab Tech	3	3	
	2550	Water Wastewater Lab Tech, Sr	12	12	
	2560	Microbiologist	1	1	
	2580	Cross Connection Control Spec	1	1	
	2585	Cross Connect Control Spc Asst	2	2	
	2590	Chemist	3	3	
	2600	Chemist, Senior	1	1	
	2610	Biologist	1	1	
	2620	Environmental Technician	2	2	
	2630	Environmental Tech, Sr	4	4	
	2640	Environmentalist	1	1	
	2650	Environmentalist, Senior	1	1	
	2655	Lab Monitor Asst Supv	1	1	
	2665	Lab Monitor Supervisor	1	1	
	2700	Public Education Specialist	2	2	
	2770	Engineering Technician	2	2	
	2780	Engineering Technician Senior	17	17	
	2820	Engineer	3	3	
	2830	Engineer, Senior	9	9	
	2835	Engineer, Principal	2	2	
	2840	Engineering Supervisor	2	2	

**2012 BUDGET
AUTHORIZED POSITION LIST**

Fund Class - Fund - Dept	F/P/T	Title	Nov-2011	Rec. 2012	Change
	2860	Electronic Tech	4	4	
	2870	Electronic Technician Senior	1	1	
	2890	WQC Electrical Specialist	5	5	
	3565	Payroll Personnel Tech Sr	3	3	
	3907	Dispatcher	9	9	
	3910	Public Works Dispatch, Supv	1	1	
	4635	Contractural Service Inspector	1	1	
	4760	General Maintenance Worker	1	1	
	4770	General Maintenance Worker, Sr	4	4	
	4780	Crew Worker	39	39	
	4790	Crew Worker Senior	149	149	
	4810	Crew Supervisor	14	14	
	4815	Crew Supervisor CDL	65	65	
	4825	Construction Supervisor	4	4	
	4835	Service Request Technician	4	4	
	4838	General Foreman Watershed Mgt	23	23	
	4840	Construction Maintenance Supt	5	5	
	4845	Production Control Manager	1	1	
	4847	Production Control Supervisor	1	1	
	4910	Equipment Operator	3	3	
	4920	Equipment Operator Senior	9	9	
	4930	Equipment Operator Principal	25	25	
	4960	Administrative Services Mgr	1	1	
	5200	Painter, Senior	1	1	
	5240	Welder Senior	1	1	
	5440	Carpenter Senior	1	1	
	5480	Meter Reader	28	28	
	5490	Field Service Representative	4	4	
	5500	Meter Mechanic	2	2	
	5540	Customer Support Administrator	1	1	
	5545	Customer Support Assistant	1	1	
	5550	WQC Operator	12	12	
	5560	WQC Operator Senior	17	17	
	5570	WQC Operator, Principal	6	6	
	5590	WQC Maintenance Coord	2	2	
	5640	Water Maintenance Mechanic	19	19	
	5650	Water Maintenance Mech Sr	7	7	
	5660	WQC Maintenance Asst Supv	3	3	
	5665	WQC Foreman	14	14	
	5670	WQC Maintenance Supv	3	3	
	5710	WQC Plant Supervisor	5	5	
	5715	Instrumentation & Controls Spec	2	2	
	5720	Wtr Prod Poll Contrl Brn Ast Sp	2	2	
	5730	Wtr Prod Poll Contrl Brch Supt	2	2	
	5750	WQC Manager	1	1	
	5755	Financial Mgr Watershed Mgt	1	1	
	5760	Asst Dir WM-Eng and Asset Mgt	1	1	
	5765	Asst Dir WM-Operations	1	1	
	5770	Asst Dir WM-Wtrshd Prtct&Cmpln	1	1	
	5795	CMOM Coordinator	1	1	

2012 BUDGET
AUTHORIZED POSITION LIST

Fund Class - Fund - Dept	F/P/T	Title	Nov-2011	Rec. 2012	Change
	5825	Dep Dir WM Const & Maint	1	1	
	5835	Stormwater Eng Supv	1	1	
	5840	Project Analyst Watershd Mgt	1	1	
	5845	Project Funds Mgr WM	1	1	
	5851	Compliance Inspector	9	9	
	5854	Special Projects Coordinator	1	1	
	5858	Compliance Division Supv WM	1	1	
	5862	Document Cntrl Coordinator WM	1	1	
	5865	Certification Instructor WM	1	1	
	6250	Heavy Equipment Truck Mechanic	3	3	
	6367	Director Watershed Management	1	1	
	6380	Asst Dir PW, Finance & Admin	1	1	
	6653	Communications Writer	1	1	
	7210	Special Projects Coordinator	1	1	
08000 - DPT OF WATERSHED MANAGEMENT	Total		682	682	
511 - DPT OF WATERSHED MGMT OPERATING	Total		780	780	
541 - SANITATION OPERATING					
08100 - SANITATION	Full-Time		699	699	
	0060	Office Assistant Senior	4	4	
	0175	Administrative Assistant II	2	2	
	0177	Admin Operations Mgr	1	1	
	0900	Supply Specialist	3	3	
	0920	Requisition Technician	1	1	
	3565	Payroll Personnel Tech Sr	2	2	
	3580	Payroll Personnel Supervisor	1	1	
	3905	Public Works Outreach Special	1	1	
	4780	Crew Worker	6	6	
	4790	Crew Worker Senior	28	28	
	4800	Crew Worker Lead	2	2	
	4810	Crew Supervisor	5	5	
	4815	Crew Supervisor CDL	1	1	
	4900	Herbicide Equipment Operator	1	1	
	4910	Equipment Operator	1	1	
	4920	Equipment Operator Senior	24	24	
	4930	Equipment Operator Principal	2	2	
	4933	Landfill Equipment Operator	22	22	
	4935	San Tractor/Trailer Oper Train	3	3	
	4940	San Tractor/Trailer Operator	30	30	
	5190	Painter	1	1	
	5230	Welder	1	1	
	5240	Welder Senior	6	6	
	5245	Welder Supervisor	1	1	
	5510	Customer Service Rep	1	1	
	5520	Customer Service Rep Sr	10	10	
	5545	Customer Support Assistant	1	1	
	5875	Equipment Monitor Senior	6	6	
	5880	Sanitation Inspector	2	2	
	5895	Sanitation Route Coordinator	1	1	
	5910	Refuse Collector	107	107	

2012 BUDGET
AUTHORIZED POSITION LIST

Fund Class - Fund - Dept	F/P/T	Title	Nov-2011	Rec. 2012	Change
	5915	Refuse Collector Senior	152	152	
	5917	San Driver Crew Leader Trainee	32	32	
	5920	San Driver Crew Leader	104	104	
	5935	San Driver Special Collections	11	11	
	5938	Roll Off Container Oper.	10	10	
	5940	Sanitation Supv Field	27	27	
	5950	Sanitation General Foreman	11	11	
	5960	Sanitation Res Collection Supt	1	1	
	5980	Scale Operator	9	9	
	5990	Transfer Station&Inciner Oper	1	1	
	6000	Solid Waste Plant Operator	1	1	
	6010	Solid Waste Plant Mechanic	3	3	
	6020	Solid Waste Plant Supv	7	7	
	6035	Landfill Operations Asst Supt	4	4	
	6040	Landfill Management Supt	1	1	
	6050	Comm Front End Loader Oper	34	34	
	6055	Sanitation Safety Instructor	2	2	
	6060	Solid Waste Plant Manager	2	2	
	6065	Customer Account Supervisor	1	1	
	6070	Recycling Coordinator	1	1	
	6080	Processing&Disposal Asst Supt	1	1	
	6090	Processing & Disposal Supt	1	1	
	6100	Asst Director Sanitation	1	1	
	6115	Dep Dir San-Disposal Divisions	1	1	
	6120	DepDirSan-Collection Divisions	1	1	
	6132	Dir Keep DeKalb Beautiful Prg	1	1	
	6135	Coor Keep DeKalb Beautfl Prg	1	1	
	6373	Natural Resources Admin	1	1	
08100 - SANITATION Total			699	699	
541 - SANITATION OPERATING Total			699	699	
551 - AIRPORT OPERATING					
08200 - DEKALB-PEACHTREE AIRPORT	Full-Time		24	24	
	0170	Administrative Assistant I	2	2	
	1260	Env Noise Abatement Analyst	1	1	
	1265	Airport Noise and Environ Tech	1	1	
	1270	Asst Director Airport	1	1	
	1280	Director Airport	1	1	
	4540	Maintenance Coordinator	1	1	
	4640	Grounds Service Technician	1	1	
	4790	Crew Worker Senior	2	2	
	4800	Crew Worker Lead	2	2	
	4825	Construction Supervisor	2	2	
	5080	Custodian Senior	1	1	
	5156	Security Guard Airport	6	6	
	5158	Security Supv Airport	1	1	
	5180	Electrician Senior	1	1	
	5280	Maintenance Mechanic	1	1	
08200 - DEKALB-PEACHTREE AIRPORT Total			24	24	
551 - AIRPORT OPERATING Total			24	24	

2012 BUDGET
AUTHORIZED POSITION LIST

Fund Class - Fund - Dept	F/P/T	Title	Nov-2011	Rec. 2012	Change
581 - STORMWATER MANAGEMENT					
06700 - STORMWATER MANAGEMEN	Full-Time		94	94	
	0060	Office Assistant Senior	2	2	
	0220	Accounting Tech Senior	1	1	
	0235	Financial Assistant	1	1	
	1420	Accountant Senior	1	1	
	2123	GIS Specialist I	1	1	
	2125	GIS Specialist II	1	1	
	2310	Construction Inspector	8	8	
	2780	Engineering Technician Senior	1	1	
	2820	Engineer	1	1	
	2830	Engineer, Senior	3	3	
	3060	Fiscal Officer	1	1	
	4780	Crew Worker	2	2	
	4790	Crew Worker Senior	24	24	
	4815	Crew Supervisor CDL	7	7	
	4825	Construction Supervisor	2	2	
	4837	General Foreman Public Works	1	1	
	4859	Drainage Const & Maint Supt	1	1	
	4910	Equipment Operator	4	4	
	4920	Equipment Operator Senior	13	13	
	4930	Equipment Operator Principal	12	12	
	5420	Mason	2	2	
	5425	Mason Senior	4	4	
	5831	Stormwater Program Supervisor	1	1	
06700 - STORMWATER MANAGEMENT Total			94	94	
581 - STORMWATER MANAGEMENT Total			94	94	
ENTERPRISE FUNDS Total			1597	1597	
Grand Total			7768	7772	4

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.
FREEPORT EXEMPTION	Exemption from ad valorem taxation for inventories consisting of materials, goods in the process of manufacture, finished goods manufactured in the ordinary course of business and held by the manufacturer and finished goods destined for shipment to a final destination outside the state of Georgia.
FUND	An independent fiscal and accounting entity with a self-balancing set of accounts. These accounts record cash and other assets together with all related liabilities, obligations, reserves and equities. Funds are segregated so that revenues will be used only for the purpose of carrying out specific activities in accordance with special regulations, restrictions or limitations.
FUND BALANCE CARRIED FORWARD	Funds on hand at year end resulting from collections of revenue in excess of anticipation's and/or unexpended appropriations which are included as a revenue source in the budget of the ensuing year.
GENERAL OBLIGATION BONDS	Those bonds issued to the benefit of the County as a whole, and thereby an obligation of a general nature applicable to countywide resources. Approval by referendum vote is required for general obligation bonds to be issued.

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.

GLOSSARY

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.
REAL PROPERTY REALWARE®	Land and buildings. Industry-leading Computer Assisted Mass Appraisal (CAMA) system utilized by the Property Appraisal Department.
RESERVE	An account used to indicate that a portion of funds has been restricted for a specific purpose. A reserve for contingencies is a budgetary reserve set aside for emergencies or unforeseen expenditure.
REVENUE BONDS	Bonds whose principal and interest are payable exclusively from specific projects or special assessments, rather than from general revenues. These bonds do not require approval by referendum.
SINKING FUND	A reserve fund accumulated over a period of time for retirement of a debt.
SPECIAL REVENUE FUND	A fund in which the revenues are designated for use for specific purposes or activities.
SPECIAL TAX DISTRICT	A geographically established district in which taxes, fees and assessments are levied and expenditures are made for the provision of specific services. DeKalb County has five funds in which revenues are derived from special tax districts: Hospital Fund, Fire Fund, Special Tax District – Designated Services, Police Services, and Special Tax District –Unincorporated.
TAX ANTICIPATION NOTE	Notes issued in anticipation of taxes to cover financial obligations until taxes are collected at which time a portion of the tax revenues are used to retire the notes.
TAX DIGEST	Official list of all property owners, the assessed value of the property (40% of fair market value), and the tax due on their property.
TAX FUND	A fund which is supported wholly or in part by revenues derived from ad valorem tax revenues.
TAX RATE	See "MILLAGE RATE".

ACRONYMS

311	Citizens Help Center
911	Emergency Call
4-H	4-H Club: Head, Heart, Hands, and Health
A	Standard & Poor's Credit Rating
AA	Standard & Poor's Credit Rating
Aa1	Moody's Credit Rating
AAA	Standard & Poor's Credit Rating
Aaa	Moody's Credit Rating
AARP	American Association of Retired Persons
ACA	American Correctional Association
ACCG	Association of County Commissioners of Georgia
ACE	Arts, Culture, and Entertainment
ACQ	Acquisition
ADA	Americans with Disability Act
ADDI	American Dream Down payment Initiative
ADP	Average Daily Population
AIDS	Acquired Immunodeficiency Disease Syndrome
AIX	Advanced Interactive executive
ANOM	Airport Noise Operations Monitor
APS	Automated Purchasing System
ARC	Atlanta Regional Commission
ARRA	American Recovery and Reinvestment Act
BBB	Standard and Poor's Credit Rating
BOC	Board of Commissioners
CAD	Computer Aided Design
CAD	Computer Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CALEA	Commission on Accreditation of Law Enforcement Agencies
CAMA	Computer Assisted Mass Appraisal
CASA	Court Appointed Special Advocates
CCO	Chief Communication Officer
CD	Community Development
CD ROM	Compact Disk Read-Only Memory
CDBG	Community Development Block Grant
CDC	Centers for Disease Control
CDL	Commercial Driver's License
CE	Center
CEO	Chief Executive Officer
CERT	Community Emergency Response Team
CFC	Chlorofluorocarbon
CFO	Chief Financial Officer
CHC	Citizens Help Center
CHDO	Community Housing Development Organization
CID	Community Improvement District
CIP	Capital Improvement Project

ACRONYMS

CIPA	Children's Internet Protection Act
CJCJ	Council of Juvenile Court Judges
CJIS	Criminal Justice Information System
CLO	Chief Legal Officer
CMMS	Computerized Maintenance Management Software
COMPSTAT	COMParative STATistics
CNG	Compressed Natural Gas
COO	Chief Operating Officer
COP	Consumption on Premise
COPS	Certificates of Participation
COPS	Community Oriented Policing Services
COPS MORE	COPS Making Officer Redeployment Effective Grant
COS	Chief Of Staff
CPO	Chief Purchasing Officer
CPSO	Chief Public Safety Director
CPS	Child Protective Services
CPU	Computer Processing Unit
CTIP	Computer Technology Improvement Program
DEMA	DeKalb Emergency Management Agency
DA	District Attorney
DATE	Drug Abuse Treatment and Education
DCA	Department of Community Affairs
DCFR	DeKalb
DCPL	DeKalb County Public Library
DCLF	DeKalb County Library Foundation
DCVB	DeKalb Convention & Visitors Bureau
DD	Deputy Director
DEBCO	DeKalb Enterprise Business Corporation
DFACS	Department of Family and Children Services
DHR	Department of Human Resources
DKPD	DeKalb County Police Department
DKSO	DeKalb Sheriff's Office
DNR	Department of Natural Resources
DOJ	Department of Justice
DOL	Department of Labor
DOR	Department of Revenue
DOT	Department of Transportation
DRC	Dispute Resolution Center
DRE	Direct Recording Electronic
DUI	Driving Under the Influence
DWDD	Department of Workforce Development
E911	Enhanced 911 Emergency Call
EEO	Equal Employment Opportunity
EMA	Emergency Management Agency
EMS	Emergency Medical Service

ACRONYMS

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
HOST	Homestead Option Sales Tax
HR	Human Resources
HRIS	Human Resources Information Systems
HS	Human Services
HTRG	Homeowners Tax Relief Grant

ACRONYMS

HUD	Housing and Urban Development
HVAC	Heating Ventilation Air Conditioning
I & R	Information and Referral
I.T.	Information Technology
IDA	Individual Development Account
INET	Internet
i-Net	Internet Fiber Optic Network
INS	Immigration and Naturalization Service
IS	Information Systems
IVR	Interactive Voice Response
JAG	Justice Assistance Grant
LCI	Livable Centers Initiative
LECM	Law Enforcement Confiscated Monies
LEOP	Local Emergency Operations Plan
LIMS	Laboratory Information Management System
LLC	Limited Liability Company
LLEBG	Local Law Enforcement Block Grant
LP	Limited Partnership
LPN	Licensed Practical Nurse
LTD	Limited
MARTA	Metropolitan Atlanta Rapid Transit Authority
ME	Medical Examiner
MGD	Million Gallons Per Day
MSA	Metropolitan Statistical Area
NACO	National Association of Counties
NATS	No Ambulance to Send
NCCHC	National Commission On Correctional Healthcare
NCOA	National Change of Address
NCP8	Noise Compatibility Project 8
NEG	National Emergency Grants
NOGE2	No Contact Through 2 Elections
NPDES	National Pollutant Discharge Elimination System
OPEB	Other Postemployment Benefits
O.C.G.A.	Official Code of Georgia Annotated
OCP	Office of Child Protection
OED	Office of Economic Development
OFI	Office of Family Independence
P&I	Principal & Interest
P&R	Parks & Recreation
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

ACRONYMS

PPM	Physical Plant Maintenance
PR's	Purchase Requisitions
PS	Public Safety
PS&J	Public Safety and Judicial
PT	Part time
PW	Public Works
PY	Program Year
R&B	Rhythm and Blues
R&D	Roads and Drainage
R&E	Renewal & Extension
R/W	Right of Way
RFID	Radio Frequency Identification
RFP	Request for Proposal
ROW	Right of Way
RR	Railroad
RSA	Runway Safety Area
RSVP	Retired and Senior Volunteer Program
RTM	Relief Texture Mapping
RZEDB	Recovery Zone Economic Development Bond
S	South
SAFER	Staffing for Adequate Fire & Emergency
SAMS	Street Address Maintenance System
SBA	Small Business Administration
SCBA	Self Containing Breathing Apparatus
SEED	Southeast Economic & Entrepreneurial Development Corp.
STD	Special Tax District
SWANW	Solid Waste Association of North America
SYETP	Summer Youth Employment and Training Program
TAMS	Teenage Mothers nutrition education program
TANF	Temporary Assistance for Needy Families
TANS	Tax Anticipation Notes
TAPP	Teenage Pregnancy and Parenting Program
TBD	To Be Determined
TBRT	Technical Body Recovery Team
TS	Touch Screen
TS	Traffic Signal
TSI	Traffic Signal Intersection
UCC	Uniform Commercial Code
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

ACRONYMS

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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