

# **ANNUAL BUDGET**

**2014**

**DEKALB COUNTY, GEORGIA**

**Lee May**  
**INTERIM CHIEF EXECUTIVE OFFICER**

## **BOARD OF COMMISSIONERS**

<b>Elaine Boyer</b>	<b>District 1</b>
<b>Jeff Rader</b>	<b>District 2</b>
<b>Larry Johnson, Presiding Officer</b>	<b>District 3</b>
<b>Sharon Barnes Sutton</b>	<b>District 4</b>
<b>Lee May</b>	<b>District 5</b>
<b>Kathie Gannon</b>	<b>District 6</b>
<b>Stan Watson, Deputy Presiding Officer</b>	<b>District 7</b>

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

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

**Gwen Brown-Patterson**  
**Interim Chief Financial Officer**  
**Director of Finance**

# **DEKALB COUNTY, GEORGIA**

## **ANNUAL BUDGET DOCUMENT**

**COMPILED BY:**  
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**DIVISION OF BUDGET AND GRANTS**  
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**January 1, 2013**

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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to DeKalb County for its annual budget for the fiscal year beginning January 1, 2013. 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 2014 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 2014 BUDGET BOOK**

The County closed 2013 books on schedule. The Budget Resolution for the Operating Budget was adopted on February 27, 2014. 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 2014, 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 2014 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.

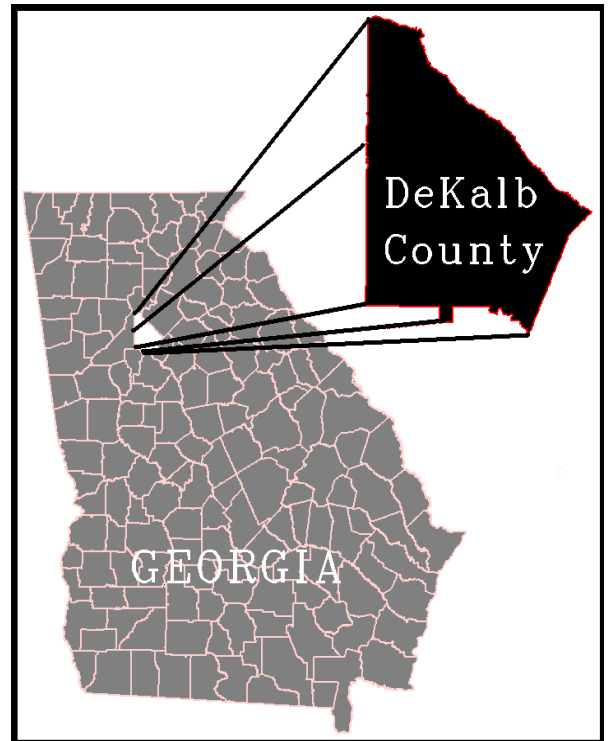
## DEKALB COUNTY, GEORGIA

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

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



## GOVERNMENTAL STRUCTURE

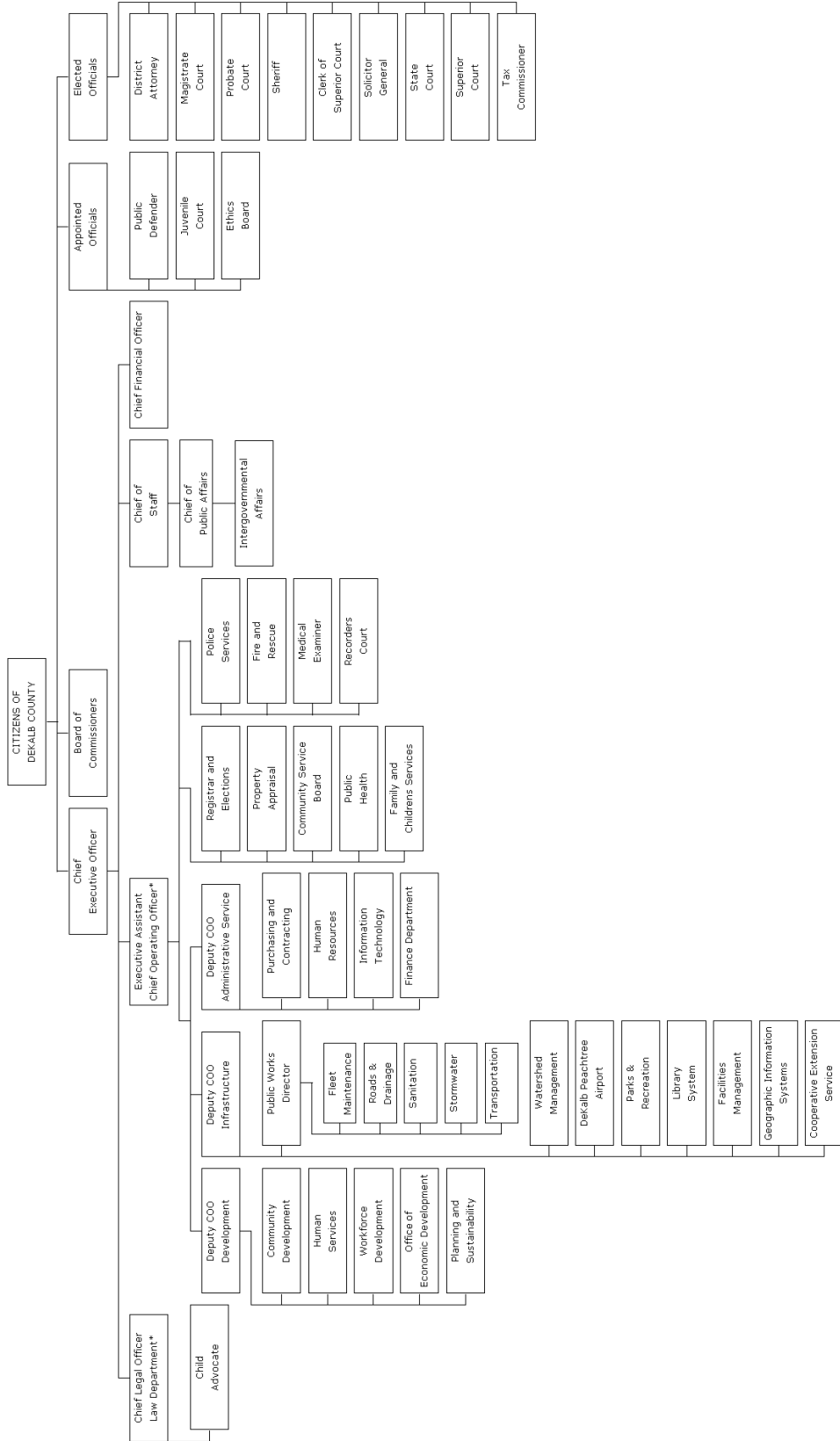
DeKalb County Government is administered by a seven-member Board of Commissioners and a full-time Chief Executive Officer. The Chief Executive Officer is elected countywide and districts elect the seven commissioners. All commissioners and the Chief Executive Officer serve four-year staggered terms.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

## COUNTY SERVICES

DeKalb County provides to virtually all areas of the County the following services: fire and emergency medical protection (except Decatur), sewage collection and treatment, water supply and distribution, refuse collection and disposal, library services, public health services, court services, and animal control service. DeKalb County provides to unincorporated areas the following services: police, highway construction and maintenance, building inspection, recreation facilities, 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 7,841 authorized positions, of which 7,342 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 ORGANIZATION CHART

## DEKALB COUNTY ORGANIZATIONAL CHART



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

## **STATEMENT OF VISION**

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

## **OUR MISSION**

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

## **STATEMENT OF VALUES**

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

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

# Primary Goals and Critical Success Factors

## Crime Prevention

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

## Infrastructure

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

## Economic Development

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

## Human Services

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

## Financial Strength

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



# Primary Goals and Critical Success Factors

## Organizational Effectiveness

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

## Strategic Plan Priorities

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

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

Enhancing Public Safety,  
Enhancing Efficient Operations,  
Facilitating Jobs and Economic Growth,  
Increasing Neighborhood Empowerment, and  
Ensuring Fiscal Integrity.

These priorities remain the focus for the 2014 Budget.

# DeKalb County Investing in Our Future

## 2014 Midyear Update & 18-Month Plan



**DeKalb County, Georgia**  
**Empower. Enhance. Engage.**



## Interim Chief Executive Officer

Lee May



### 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

DATE: July 8, 2014  
TO: Board of Commissioners  
FROM: Lee May, Interim CEO  
SUBJECT: 2014 Midyear Budget & Performance Update

In December 2013, I presented to you a recommended budget and strategic priorities for Fiscal Year 2014. The priorities presented included: enhancing public safety, beautifying our neighborhoods, investing in our employees, efficiency in government, and facilitating jobs and economic development. Upon adoption, the Executive Assistant/Chief Operating Officer and County staff translated these priorities into action. Due in no small part to the support of the Board of Commissioners, I am pleased to share that not only are we making steady progress on these priority initiatives, but we have a positive financial outlook for 2014 and 2015 as well.

While DeKalb County continues to recover from the impact of the economic recession, we have already begun laying the groundwork to regain the trust and credibility of our citizens. This is the foundation on which we will build a stronger DeKalb County. The attached report is a first step toward the culture of transparency and accountability that we are cultivating. In it, you will find detailed progress updates on actions taken since December 2013. In addition, there is an 18-month Plan that outlines the high-level outcomes, initiatives and key performance indicators (KPIs) to which we will devote our resources and attention through December 2015.

The theme, "Investing in Our Future," represents our acknowledgment of shifting economic, demographic, technological and operational trends, as well as our continued commitment to create a county that will sustain its diverse citizenry, neighborhoods and businesses for years to come.

We will have several opportunities to discuss the 2014 budget and performance as we prepare to adopt the 2014 millage rate. I invite you to engage with me and with COO Zachary Williams should you have questions, and we will provide electronic and physical copies to enable you to share this information with your constituents. Thank you.

Respectfully submitted,

Lee May  
Interim CEO, DeKalb County

# MID-YEAR PERFORMANCE UPDATE

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## MESSAGE FROM EXECUTIVE ASSISTANT/COO ZACHARY L. WILLIAMS

As DeKalb County and many other governments weathered the recent economic recession, we went into survival mode. Steeply declining property values meant less revenue in order to meet our financial obligations. In order to manage, we hunkered down and focused on the day-to-day essentials. As a result, we were able to maximize our scarce resources with minimal negative impact to the community or the workforce.

Now that the economy is emerging from recession, it is essential that we pivot from a survival mindset to sustainability mode. The most vibrant communities understand the need for a long-term focus. They proactively invest in areas that will benefit citizens well into the future. They plan and are systematic; always seeing the big picture while effectively managing the details. This is the type of community we strive to be, and DeKalb County is taking the lead.

Major initiatives like the Economic Development Strategic Plan and the Water & Sewer Capital Improvement Project (CIP) will increase prosperity by training and employing our citizens and attracting more jobs and investment throughout the county. At the same time, initiatives like the Neighborhood Enhancement Action Team (NEAT), the Comprehensive Landscape Program and Pothole Palooza will help fortify our neighborhoods and beautify our major corridors. We are also committed to improving public safety and quality of life by reducing the number of vacant properties, increasing code compliance in multi-family apartment communities and reducing property and violent crime.

We recognize that accomplishing these goals requires your trust, partnership and participation. This document is one aspect of our commitment to making our decision-making and operations transparent and being accountable for the effective administration of your tax dollars and public resources. We hope that you will contribute to these efforts and take part in shaping the future of your DeKalb County.

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### *VISION*

A clean, green, safe, and thriving community: The place where your future LIVES!

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### *MISSION*

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

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### *VALUES*

The following values reflect our beliefs about the roles and responsibilities of our County government:

- **Customer Focus**  
Personal commitment to excellence and a responsive and responsible service delivery system that is timely, professional, and courteous to all internal and external customers
- **Integrity**  
Upholding the highest standards in our relationships and actions based on mutual trust, respect, honesty and fairness
- **Diversity**  
Respect for differences in people, cultures, experiences, and ideas that contribute to employees, citizens, and other stakeholders feeling valued, included, and empowered
- **Innovation**  
Creating and implementing new or best practices to solve ongoing challenges
- **Teamwork**  
We work together, across boundaries and levels, to meet the needs of our internal and external customers for all purposes
- **Personal Accountability**  
We are personally accountable for delivering on our commitments

## Mid-Year Priorities Update

### *Enhance Public Safety*

ACTION	STATUS	SUMMARY
Reduce Property Crime	Ongoing	Comparing year to date 2013 vs. 2014, property crime in DeKalb County is down 15.3%.
Reduce Violent Crime	Ongoing	Comparing year to date 2013 vs. 2014, violent crime in DeKalb County is down 3.6%.
Reduce Police Attrition and accelerate police and fire recruiting	Ongoing	Comparing year to date 2013 vs. 2014, the attrition rate of sworn personnel is down 3.8%
Improved Sense of Citizen Safety	Ongoing	The DeKalb County Police Department has been working on improving the sense of citizen safety. This is difficult to measure, so we instituted a series of citizen surveys which began in May 2014 to establish a benchmark. The next survey is scheduled for January 2015.
Resurface and stripe County roads; repair and maintain bridges	Ongoing	Focus is on bridges that fall below acceptable federal and state standards.
Implement SMART2 program	Ongoing	Create initiatives such as Justice and Mental Health Collaboration between DeKalb County Jail and the Community Service Board for offender reentry.

KEY PERFORMANCE INDICATOR	TARGET	MIDYEAR RESULTS
Property crime rate	20%	-15.3% YTD
Violent crime rate	5%	-3.6% YTD
Police attrition rate	10%	-3.8% YTD
# of Sworn Police & Fire Hired	160 Police Officers 100 Firefighters	Police (hired) - 92 Fire (tested) - 428 written & 247 PAT



## 18 Month Plan

### *Enhance Public Safety*

**18-month Outcomes**

- Reduced property crime
- Reduced violent crime
- Reduced police attrition
- Improved Fire emergency response time
- Reduced property damage due to fires
- Improved Code Compliance response time
- Improved sense of citizen safety

INITIATIVE	LEAD DEPARTMENT	START DATE	COMPLETION
Summer Plan – Disrupt the Triangle	Police	May 2014	August 2014
Pawn Reporting Software	Police	June 2014	Continuous
Daycare Fire Inspections	Fire	April 2014	Continuous
Resurface and stripe 30 miles of road	Public Works – Roads & Drainage	January 2014	June 2015
Secure grant dollars in support of public safety priorities	Human Development	June 2014	Dec 2015

KEY PERFORMANCE INDICATOR	BASELINE	TARGET	UPDATE FREQUENCY
Property crime incidents	28,823	5% Reduction	Annual
Violent crime incidents	3,292	5% Reduction	Annual
Police attrition rate	15%	10%	Annual
Property damage due to fires	\$20 million	10% Reduction	Quarterly
Code Compliance response time	15 days	3 days	Quarterly
% of citizens who report feeling safe in their community	No Baseline	80%	Annual
# of traffic signals installed	400	800	Annual

## Mid-Year Priorities Update

### *Facilitate Jobs and Economic Development*

ACTION	STATUS	SUMMARY
Create Strategic Economic Development Plan	Ongoing	Working with Angelou Economics to create this for DeKalb. Three phases have been completed. Final strategy document to be delivered early July 2014
Attract, retain, place and/or expand 3,500 jobs by December 2014	Ongoing	DeKalb Workforce Development Agency in conjunction with other departments and the private sector provides training and job placement opportunities
Establish Friends of Parks and Adopt-a-Center programs	Ongoing	In partnership with Park Pride, there are now 39 Friends of Parks groups. Two Adopt-a-Center groups in place as well
Improve stability and capacity of Library network	Ongoing	In order to meet increased demand for Internet-based resources, increase bandwidth by at least double
Administer Capital Improvement Program (CIP)	Ongoing	Improve spend to enhance economic and employment rate in partnership with business community
Conduct green industry training	Ongoing	Training addresses pesticide safety, water conservation, worker safety and small business development
Expand landscape program	Ongoing	Create a more attractive environment for citizens and potential businesses

KEY PERFORMANCE INDICATOR	TARGET	MIDYEAR RESULTS
# of jobs retained	1,000	842
# new jobs created through Capital Improvement Program	1,997	495
# receiving occupational skills training	400	329
# of Friends of Parks groups	49	45
Total bandwidth of Library network	500mbps	250mbps On-Track
# of Cooperative Extension green industry training classes offered	10	5

## 18 Month Plan



### *Facilitate Jobs and Economic Development*

**18-month Outcomes**

- Retained employment
- Increased job creation
- Increased economic investment
- Job-ready workforce
- Better-defined brand for DeKalb County
- Streamlined permitting process

INITIATIVE	LEAD DEPARTMENT	START DATE	COMPLETION
LSBE Program Improvements	Purchasing & Contracting	July 2014	Dec 2014
Implement Economic Development Strategic Plan	Planning and Sustainability; Community Development; GIS; Development Authority	August 2014	December 2015
Permitting Improvement Project	Planning & Sustainability	June 2013	Dec 2015
Create jobs through First Source Hiring Program	Workforce Development	July 2014	Dec 2015
Comprehensive Landscape Program	Public Works - Sanitation	January 2014	Dec 2014
Secure grant dollars in support of economic development priorities	Human Development	October 2014	Dec 2015

KEY PERFORMANCE INDICATOR	BASELINE	TARGET	UPDATE FREQUENCY
# new contracting opportunities for LSBEs	50	75	Annual
# of jobs retained	2,516	1,750*	Annual
# of new jobs created	1,078	750*	Annual
# of jobs created through First Source	No Baseline	2,000	Annual
% completion of economic development strategic recommendations	No Baseline	30%	Annual
% of permitting Service Level Agreements achieved on time	No Baseline	90%	Quarterly

\*Targets are exclusively Workforce Development's goals and do not include the Office of Economic Development or Watershed Management CIP goals.



## Mid-Year Priorities Update

### *Promote Fiscal Integrity*

<b>ACTION</b>	<b>STATUS</b>	<b>SUMMARY</b>
Increase Fund Balance	Ongoing	Reduction of expenses to facilitate improved fund balance.
Manage Spending Levels	Complete	Spending at 92%, well below spending ceiling.
Issue Vehicle Lease	Ongoing	Obtain 6-year, \$28 million vehicle lease/financing for the vehicle replacement program.
Create Treasury Division	Ongoing	Combine Treasury functions into a separate division under leadership of a Treasurer to improve cash management, investments and debt management and rating agency communications.
Create Controller Division	Ongoing	Separate General Accounting and Accounts Payable into a separate division under leadership of a Controller (CPA) to improve accounting processes and controls, financial statement reporting and integrate processes and systems.
Review and Identify Unallocated Project Funding	Ongoing	Reviewed and analyzed unallocated funding for past 5 years. Provided information on reallocation for \$665K remaining funding on completed projects and a reapplication of unspent existing funding to ongoing capital project funds.
Business License Renewal Forms	Ongoing	Implemented fillable PDF forms for online renewal forms. More forms to come.
Call Center Expansion	Ongoing	Hired and trained 15+ additional staff to improve call center service and reduce wait times.
Customer Service Representative training	Ongoing	Created formalized customer service training program to assist the call center staff with their day-to-day performance.

## Mid-Year Priorities Update

### *Promote Fiscal Integrity*

Procurement System Assessment / Enhancements	Project Initiation	Promote efficiencies in procurement and contracting processes while enhancing level of service to all stakeholders.
Evaluate Parks fee structure to ensure equity	Awaiting adoption	New fee structure completed and submitted for review and approval.
Complete 2013 independent Library audit	Ongoing	Anticipated completion August 2014.
Review Watershed Management rates	Ongoing	Review rates, expenditures, bonded indebtedness and CIP to ensure system integrity.
Review and reassign underutilized fleet vehicles	Ongoing	Annual utilization study in process to be discussed with departments.
Expand GPS software and encourage "no idling" of county vehicles	Ongoing	Installing GPS software on vehicles and conducting "no idling" educational sessions to reduce fuel consumption.

KEY PERFORMANCE INDICATOR	TARGET	MIDYEAR RESULTS
Dollars allocated to General Fund	\$2 million	\$1.795 million
Margin of error for system entry	≥5%	4%
# days to submit invoices to Accounts Payable	≥5 days	5 days
Upgrade of Oracle	Complete by 12/2014	On-Track



## 18 Month Plan

### *Promote Fiscal Integrity*

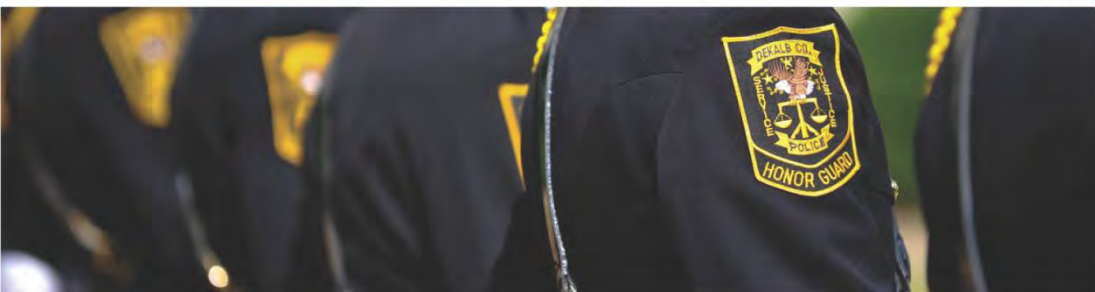
**18-month Outcomes**

- Improved financial stability
- Improved grants management
- Increased transparency and accountability

INITIATIVE	LEAD DEPARTMENT	START DATE	COMPLETION
Organizational Review & Update	Finance	August 2013	Dec 2014
Develop central Treasury group	Finance	August 2013	Dec 2014
Develop central Controller group	Finance	January 2014	June 2015
Implement cost allocation plan	Finance	January 2014	Dec 2014
Update County fiscal policies	Finance	August 2014	June 2015
Develop multi-year planning	Finance	July 2014	March 2015
Establish new procurement policy	Purchasing & Contracting	May 2014	Sept 2014
Educate businesses and citizens	Purchasing & Contracting	October 2014	Dec 2014
Oracle System Upgrade	Information Technology	May 2012	Nov 2014
Procurement System Upgrade	Information Technology	October 2014	May 2015

KEY PERFORMANCE INDICATOR	BASELINE	TARGET	UPDATE FREQUENCY
Bond Ratings	Aa3/AA-	Aa2/AA	Annual
% of total budget held in reserves	5.5% for tax; 7.2% for all	15.00%	Annual
% of non-property tax General Fund revenues	48.5%	45%	Annual
Accounts receivable collection rate	No Baseline	TBD	Quarterly
Accounts payable turnaround time	No Baseline	TBD	Quarterly
% of audit findings addressed	No Baseline	100%	Annual
% of competitive grants awarded	15%	30%	Annual
Total grant \$ awarded for priority initiatives	\$1 million	\$3 million	Quarterly
Allocation of indirect costs to the General Fund from new grants applications	0	12%	Annual

# MID-YEAR PERFORMANCE UPDATE



## Mid-Year Priorities Update

### *Ensure Efficient Operations*

ACTION	STATUS	SUMMARY
Create and leverage internal Technology Innovation Task Force	Complete	Taskforce assembled to review technology and business process enhancements that can drive innovation and efficiencies in County government.
Implement new Case Management System for Recorder's Court	Ongoing	Streamline Court operations, provide enhanced/expedited case management to all users, and seamlessly integrate with electronic citation system used by DeKalb County Law Enforcement agencies.
Internet Site Rebranding and Revamp	Project Initiation	Provide higher level of service to citizens, constituents and stakeholders.
Publish revised Policies and Procedures Manual	Awaiting publication	Updated HR Administrative Policies & Procedures manual to ensure compliance with the code and uniform application.
Conduct HR site visits	Ongoing	Focused on better understanding customer business needs, promoting occupational health and addressing employee relations issues.
Institute energy conservation policy	Complete	Reduce energy use at Clark Harrison and Maloof Administration buildings
Complete sales of surplus Library properties	Ongoing	Finalized rezoning of Briarcliff and Candler and Candler declared surplus by BOC. Briarcliff appraisal in process.

KEY PERFORMANCE INDICATOR	TARGET	MIDYEAR RESULTS
Implementation of Case Management System for Recorder's Court	Complete by 12/2014	30% complete On-Track
# trained in Sexual Harassment/EEO Prevention	2,000	316
Percent of disciplinary appeals denied	75%	100%
Number of HR site visits conducted	Employee Relations -12; Generalist – 144; Occ. Health - 8	Employee Relations- 19; Generalists – 49; Occ. Health – 5
County fleet in-service rate	95%	95%
% of County fleet made up of propane vehicles	5%	3%
% of County fleet made up of Compressed Natural Gas (CNG) vehicles	7%	2%

## 18 Month Plan

### *Ensure Efficient Operations*

**18-month Outcomes**

- Increased efficiency of internal processes and systems
- Improved customer service and responsiveness
- More effective use of technology

INITIATIVE	LEAD DEPARTMENT	START DATE	COMPLETION
Countywide Organizational Efficiency Study	Executive Assistant/COO	July 2014	Dec 2014
Veolia Water & Sewer Study	Watershed Management	August 2014	March 2015
Streamline procurement operations and processes	Purchasing & Contracting	May 2014	October 2014
Facilities Master Plan	Public Works - Facilities	Sept 2013	June 2015
Expand use of alternative fuel, hybrids and electric units in fleet	Fleet Management	January 2014	June 2015
Implement new Case Management System for Recorder's Court	Information Technology	January 2014	Nov 2014
Migrate Probate Court off of the Mainframe	Information Technology	Sept 2013	Feb 2015

KEY PERFORMANCE INDICATOR	BASELINE	TARGET	UPDATE FREQUENCY
# days from purchase requisition to purchase order/contract	348 days	<120 days	Monthly
% of Purchasing Service Level achieved on time	0	80%	Monthly
# of days from receipt of hiring requisition to referral	23 days	21 days	Monthly
Average employee turnover rate	4%	11%	Monthly
% of new hires retained after 12 months	No baseline	80%	Monthly
IT System Availability (ratio of actual up-time hours to total planned up-time:hours)	99%	99.5%	Monthly
% of Purchasing internal customers who report good or excellent customer service	No Baseline	90%	Annual
% of I.T. internal customers who report good or excellent customer service	70%	90%	Annual
# of alternative fuel, hybrid and electric vehicles	140	154	Annually

## Mid-Year Priorities Update

### *Invest in Employees*

ACTION	STATUS	SUMMARY
Conduct Pay & Class study	In progress	1700 employees participated in orientation; 60% of PIQs submitted as of May 31. Study to be completed mid-year 2015.
Conduct training needs assessment	In progress	Working with Invest in Employees Task Force to develop a training catalog for county employees.
Implement Employee Rewards Program	Complete	Rolled-out January 2014; currently training department managers on the provisions of the program.
Host Quarterly Employee Recognition & Service Year Acknowledgement	Ongoing	1 <sup>st</sup> event held April 3. Next event scheduled for July 23.
Conduct training for mid-level managers	Ongoing	Submitted RFPs for Performance Management, Leadership Development and General Management training.
Promote employee wellness	In Progress	Wellness education workshops and educate employees on EAP.
Implement alternative work schedules	Ongoing	Provide flexible work schedule options
Enhance internal communication with Intranet Website Revamp	Ongoing	Current timeline to implement is July 31.

KEY PERFORMANCE INDICATOR	TARGET	MIDYEAR RESULTS
% of employees attending at least 16 hours technical or non-technical training	30%	0
Manager/Mid-Level/Supervisor EEO Training	150	59
% of managers, professionals and individual contributors receiving 6-8hrs of customer service training	50%	0
% of employees utilizing EAP	3% (Nat'l average)	2.11% (Q1)
# trained in Sexual Harassment/EEO Prevention	2,000	316
Intranet Website Revamp	Complete by 7/2014	On-Track

## 18 Month Plan



### *Invest In Employees*

**18-month Outcomes**

- Improved employee morale
- Increased training and development opportunities
- Increased opportunities for collaboration

INITIATIVE	LEAD DEPARTMENT	START DATE	COMPLETION
Pay & Class Study	Human Resources	Feb 2014	July 2015
Implement Bright Futures Leadership Development Program	Human Resources	Sept 2014	Dec 2015
Conduct training needs assessment	Human Resources	May 2014	August 2014
Implement employee rewards and recognition programs	Human Resources	January 2014	Continuous
Intranet Website Revamp	Information Technology	June 2014	October 2014
Annual Employee Survey/Survey Results	Executive Assistant/COO	January 2014	April 2014

KEY PERFORMANCE INDICATOR	BASELINE	TARGET	UPDATE FREQUENCY
% of departments conducting weekly Home Team meetings	No Baseline	100%	Monthly
Average # of training hours per FTE	6	8	Annual
# of active cross-functional teams or initiatives	8	12	Quarterly
% of employees who would recommend DeKalb County as an employer	50%	65%	Annual



## Mid-Year Priorities Update

### *Develop & Maintain Sustainable Neighborhoods and Communities*

ACTION	STATUS	SUMMARY
Multi-Family Task Force Initiative	Ongoing	Pilot program designed to bring into compliance 23 of the most egregious housing complexes in the County and improve the quality of life of residents.
Establish Vacant Property Registry	Completed 6/2/2014	Create a registry of all vacant properties in DeKalb to support neighborhood stabilization and eliminate blight.
Compile baseline data for Health, Code Enforcement and Police Departments	Ongoing	Baseline data compiled. Quarterly report in progress.
Implement online reservation system to reserve Parks programs and facilities	Complete	More convenient method for citizens to participate in recreational and athletic programs and reserve facilities.
Increase acquisition of new, in-demand resources (e-books) for Library patrons	Ongoing	An increase of \$500,000 in the materials budget allowed increased ordering in the last half of the fiscal year.
Conduct homeowner training	Ongoing	Trainings address environmental issues like green cleaning, sustainable gardening and landscaping, radon education, etc.
Continue installation of traffic calming measures	Ongoing	Install and maintain speed humps and signs in neighborhoods
Manage beautification program (NEAT)	Ongoing	Improve visibility along roadways

KEY PERFORMANCE INDICATOR	TARGET	MIDYEAR RESULTS
# of coordinated multifunctional sweeps	1 per quarter	1
# of reports on vacant property registrations	1 per quarter	1 in progress
% increase in Library acquisitions (e-books)	10%	25%
# of Cooperative Education homeowner training classes offered	25	19



## 18 Month Plan

### *Develop & Maintain Sustainable Neighborhoods and Communities*

**18-month Outcomes**

- Increased engagement among neighborhoods and communities
- Better-informed citizenry regarding county services
- Increased code compliance
- Reduced number of vacant properties

INITIATIVE	LEAD DEPARTMENT	START DATE	COMPLETION
Multi-Family Task Force Initiative	Multi-Family Task Force	May 2014	May 2015
Vacant Property Registry	Code Enforcement	June 2014	Continuous
Code Enforcement Consolidation	Planning & Sustainability	Nov 2013	June 2016
One DeKalb Initiative	Planning & Sustainability	January 2014	Dec 2014
Neighborhood Enhancement Action Team (NEAT)	Public Works - Sanitation	January 2014	Dec 2014
Pothole Palooza	Public Works – Roads & Drainage	April 2015	May 2015

KEY PERFORMANCE INDICATOR	BASELINE	TARGET	UPDATE FREQUENCY
% of properties inspected in multifunctional sweep	No Baseline	25% per quarter	Quarterly
% of vacant properties registered	No Baseline	50%	Quarterly
# of neighborhood associations registered	240	264	Annual
% of registered neighborhood associations engaged	30%	40%	Annual
# of potholes repaired	2,077	3,000	Annual

# MID-YEAR PERFORMANCE UPDATE





**Interim Chief Executive Officer**  
Lee May

**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

## **FISCAL POLICIES OF DEKALB COUNTY**

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### **OPERATING BUDGET POLICIES**

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

### **CAPITAL BUDGET POLICIES**

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

## **FISCAL POLICIES OF DEKALB COUNTY**

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

### **RESERVE FUND POLICIES**

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

### **REVENUE ADMINISTRATION POLICIES**

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

### **COLLECTIONS POLICIES**

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

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

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

## **FISCAL POLICIES OF DEKALB COUNTY**

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5. DeKalb County will maintain accurate records of fixed assets to insure proper stewardship of public property.
6. An ongoing system of financial reporting will be maintained to meet the needs of the County. The system will promote budgetary control and comparative analysis.

### **DEBT POLICIES**

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

### **INVESTMENT POLICIES**

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

### **OTHER POLICIES**

1. The County will maintain a records retention program to ensure conformance with State Law.

## **FISCAL POLICIES OF DEKALB COUNTY**

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

## **PROCUREMENT POLICIES**

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



## Annual Budget Plan and Process

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

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

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

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

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

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

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

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

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

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

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

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

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

		2013				2014	
		Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun
<b>Review, Develop and Distribute Resources</b>							
Evaluate and Review 2013 Processes	1/2013-6/2013	≡≡≡→					
Develop and Test Improvements for 2014 Budget Cycle	1/2013-6/2013	≡≡≡→					
Finance Reviews and Updates Training Materials	1/2013-6/2013	≡≡≡→	→				
Finance Distributes Budget Calendars to Departments	5/18/2013		◇				
Finance Distributes Operating Budget Forms to Departments	6/5/2013		◇				
Finance Distributes Capital Budget Forms to Departments	6/5/2013		◇				
Finance Staff Conducts Detailed Budget Training Sessions	6/26/2013, 6/27/2013		→				
Finance Staff Conducts Budget Clinics	7/16/2013, 7/18/2013		→				
Finance Distributes Salary Projections to Departments	8/14/2013			→			
Finance Distributes Interfund Charges to Departments	8/14/2013			→			
Budget Kickoff Meeting	7/12/2013			◇			
Finance Opens and Distributes Public Sector Budgeting Worksheets	8/1/2013			◇			
<b>Plan and Monitor Budgets</b>							
Monitor Current Year Operating and CIP Budgets	Ongoing	≡≡≡→					→
Departments Prepare Operating Budget Request	6/16/2013 - 8/30/2013		→				
Departments Prepare CIP Budget Request	6/16/2013 - 8/16/2013		→				
Plan for Following Year's Operating and CIP Budget Request	Ongoing	≡≡≡→					→
<b>Analysis and Review</b>							
Departments Submit Program Modifications to Finance	8/16/2013			◇			
Finance Audits, Reviews, and Analyzes Program Modifications	8/20/2013 - 10/25/2013		→				
Departments Submit CIP Request to Finance	8/16/2013			◇			→
Executive Assistant Appoints CIP Review Committee	8/20/2013			◇			
CIP Committee Reviews and Analyzes CIP Budget Requests	8/20/2013 - 10/25/2013		→				
Departments Submit Operating Budget Requests to Finance	8/30/2013			◇			
Finance Audits, Reviews, and Analyzes Operating Budget	9/3/2013 -9/27/2013		→				
Finance Prepares Operating Budget Recommendations	9/3/2013 -10/25/2013		→				
Finance Submits Operating Budget Recommendations to CEO	10/26/2013 -12/13/2013				◇		
Finance Summarizes CIP Review Committee Budget Recommendations	10/3/2013 - 10/25/2013			→			
<b>Discussion, Finalization, and Adoption</b>							
CEO's Operating Recommendations Submitted to BOC	12/15/2013				◇		
CEO's CIP Budget Recommendations Submitted to BOC	12/15/2013				◇		
Public Information Meetings (CEO & BOC)	1/6/2014 - 2/19/2014					→	→
CEO and BOC Hold Public Hearings	2/20/2014 - 2/27/2014					→	→
BOC Adopts Operating Budget	2/27/2014					★	
BOC Adopts CIP Budget	6/10/2014						★

**2014 BUDGET CALENDAR  
DEKALB COUNTY, GEORGIA  
OPERATING BUDGET**

<b>BUDGET PROCEDURE</b>	<b>ACTION BY</b>	<b>TIMETABLE</b>
Evaluate and Review 2013 Processes	Finance Staff	January - June, 2013
Develop and Test Improvements for 2014 Budget Cycle	Finance Staff	January - June, 2013
Finance Reviews and Updates Training Materials	Finance Staff	January - June, 2013
Distribute Budget Calendar to Elected Officials and Department Heads	Finance Staff	May 31, 2013
Distribute Budget Forms to Elected Officials and Department Heads	Finance Staff	June 5, 2013
Detailed Training Sessions	Finance Staff	June 26, 2013 June 27, 2013
<b>Budget Kickoff Meeting</b>	<b>CEO and Finance</b>	<b>July 12, 2013 Maloof Auditorium 9:00 AM</b>
Budget Clinics	Finance Staff	July 16, 2013 July 18, 2013
Open and Distribute PSB Actual 2014 Budget Worksheet, Stage 1, Cost Center Requested	Finance Staff	August 1, 2013
Distribute Salary Projections, Interfund Charges, to Elected Officials, Department Heads	Finance Staff	August 9, 2013
<b>Submit Program Modifications Requests to Finance Department</b>	<b>Elected Officials and Department Heads</b>	<b>August 16, 2013</b>
<b>Submit Operating Budget Requests to Finance Department</b>	<b>Elected Officials and Department Heads</b>	<b>August 30, 2013</b>
Human Services Coordinating Committee Recommendations for Non-Profit Organization Funding Due to Finance Department	HSCC	October 11, 2013
Review of Initial Revenue Anticipation and Overall Budget	CEO, Executive Assistant and Finance Staff	October 18, 2013
CEO's Budget Review:	CEO, Executive Assistant Finance Staff and Department Officials	October 21, 2013 November 29, 2013

**2014 BUDGET CALENDAR  
DEKALB COUNTY, GEORGIA  
OPERATING BUDGET**

<b>BUDGET PROCEDURE</b>	<b>ACTION BY</b>	<b>TIMETABLE</b>
<b>Submit Program Modifications Requests to Finance Department</b>	<b>Elected Officials and Department Heads</b>	<b>August 16, 2013</b>
<b>Submit Operating Budget Requests to Finance Department</b>	<b>Elected Officials and Department Heads</b>	<b>August 30, 2013</b>
Human Services Coordinating Committee Recommendations for Non-Profit Organization Funding Due to Finance Department	HSCC	October 11, 2013
Review of Initial Revenue Anticipation and Overall Budget	CEO, Executive Assistant and Finance Staff	October 18, 2013
CEO's Budget Review:	CEO, Executive Assistant Finance Staff and Department Officials	October 21, 2013 November 29, 2013
<b>Submit CEO's Budget to Board of Commissioners</b>	<b>CEO</b>	<b>December 13, 2013</b>
Board of Commissioners Budget Review:		
A) Initial Review of Overall Budget	CEO and Board of Commissioners	December 13, 2013
B) Department Reviews	Board of Commissioners, Executive Assistant, Finance Staff	December 13, 2013 February 24, 2014
C) CIP Review	Board of Commissioners, Executive Assistant, Finance Staff	December 13, 2013 February 25, 2014
Public Hearings (Board of Commissioners Meeting)	CEO Board of Commissioners	February 11, 2014 February 25, 2014
Revise Tentative Budget Based on Public Hearings and Final Revenue Anticipations	Board of Commissioners Finance Staff	February 11 - 25, 2014
<b>Public Hearing and Operating Budget Adoption and Capital Improvement Projects Budget Adoption</b>	<b>Board of Commissioners</b>	<b>February 25, 2014</b>

**2014 BUDGET CALENDAR  
DEKALB COUNTY, GEORGIA  
CAPITAL PROJECTS BUDGET**

<b>BUDGET PROCEDURE</b>	<b>ACTION BY</b>	<b>TIMETABLE</b>
Evaluate and Review 2013 Processes	Finance Staff	January - June, 2013
Develop and Test Improvements for 2014 Budget Cycle	Finance Staff	January - June, 2013
Finance Reviews and Updates Training Materials	Finance Staff	January - June, 2013
Distribute Budget Calendar to Elected Officials and Department Heads	Finance Staff	May 31, 2013
Distribute Budget Forms to Elected Officials and Department Heads	Finance Staff	July 1, 2013
<b>Budget Kickoff Meeting</b>	<b>CEO and Finance</b>	<b>July 12, 2013 Maloolf Auditorium 9:00a</b>
<b>Submit Capital Projects Request to Finance Department</b>	<b>Elected Officials and Department Heads</b>	<b>August 16, 2013</b>
<b>Submit Technology Capital Projects Request to Finance Department</b>	<b>Elected Officials and Department Heads</b>	<b>August 16, 2013</b>
Appoint CIP Review Committee	Executive Assistant	August 19, 2013
CIP Review Committee Recommendations to Finance Department	Capital Projects Review Committee	October 4, 2013
Review of CIP Committee Recommendations	CEO, CIP Review Committee Executive Assistant, Finance Staff	October 24, 2013
<b>Submit CEO's Budget to Board of Commissioners</b>	<b>CEO</b>	<b>December 13, 2013</b>
Board of Commissioners Budget Review: CIP Review	Board of Commissioners, Executive Assistant, Finance Staff	December 13, 2013 February 25, 2014
Public Hearings (Board of Commissioners Meeting)	CEO Board of Commissioners	February 11, 2014 February 25, 2014
Revise Tentative CIP Budget Based on Public Hearings and Final Revenue Anticipations	Board of Commissioners Finance Staff	February 11 - 15, 2014
<b>Public Hearing and Adoption of Capital Improvement Projects Budget and Operating Budget Adoption</b>	<b>Board of Commissioners</b>	<b>February 25, 2014</b>

## 2014 BUDGET ADOPTION: HIGHLIGHTS

### Editor's Note:

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

June, 2013 July 9, 2013	Budget Staff conducted 2013 Budget training. The Interim CEO submitted the 2013 Mid-Year Budget Adjustment Recommendation to the BOC. The Tax Funds Budget, totaled \$560 million. There was no tax increase.
July 16, 2013	The BOC adopted the Interim CEO's 2013 Mid-Year Budget Adjustment for the Tax Funds, There was no millage rate increase..
September 3, 2013	Departments submitted their 2014 Budget requests.
September 18, 2013	The Interim CEO directed the departments under his authority to resubmit their 2014 Budget requests to meet the initial directive of 95% of the 2013 Mid-Year Budget. He also urged other elected officials to do the same.
October - December 2013	Finance staff, BOC staff, and the COO reviewed budget requests, conducted budget reviews and discussions with the departments. Finance staff presented preliminary 2014 Budget recommendations to the Interim CEO.
December 13, 2013	The Interim CEO submitted the 2014 Tax Funds Recommended Budget to the BOC, totaling \$561.5 million. It provided a 3% cost of living adjustment for all employees, effective August, 2014, funding for several academy classes during 2014 to fill 160 police officers and 100 firefighters, and maintains a budgetary reserve of \$42 million.
January - February 2014	The BOC's Finance, Audit and Budget Committee held meetings to discuss the Interim CEO's proposed budget.
February 20 & February 27, 2014	An ice storm delayed the first of the scheduled 2014 Budget Public Hearings from February 10, 2014 to February 20, 2014, and the second hearing from February 24, 2014 to February 27, 2014. Neither of the rescheduled meetings were on a regular Tuesday meeting day.
February 27, 2014	The BOC unanimously adopted the Interim CEO's 2014 Budget Resolution (as amended) for the Tax Funds, totaling \$584 million. There was no millage increase.



**Interim Chief Executive Officer**  
Lee May

**Interim Chief Executive Officer**

Lee May

**Board of Commissioners**

District 1  
Elaine Boyer

District 2  
Jeff Rader

District 3  
Larry Johnson

District 4  
Sharon Barnes Sutton

District 5

District 6  
Kathie Gannon

District 7  
Stan Watson

TO: Department Heads  
Agency Heads  
Constitutional Officers

FROM: Lee May, Interim Chief Executive Officer

DATE: August 28, 2013

SUBJECT: Expenditure Control 2013 and Consideration for the 2014 Budget

While I am confident that the County will continue 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 2014 Budget process. To that end the following actions should be implemented:

- Each department director must continue to control expenditures in 2013. The Finance Department will continue to monitor departmental expenditures and submit periodic financial summaries to my office.
- The freeze on filling vacancies will continue for the departments in the Tax Funds, under the control of the Chief Executive Officer. The only exceptions will be filling Police Recruits and Fire Recruits to maintain the approved plans for the Police and Fire Academies.
- Each department will submit a 2014 Budget Request that is 95% of the department's 2013 mid-year adopted budget. Program Modification requests must address a direct increase in revenue, provide substantial cost savings, and/or address the opening of new facilities. Requesting 95% of the 2013 mid-year adopted budget will allow for the consideration and funding for a Cost of Living Adjustment.
- Each department will submit budget forecasts for 2014, 2015, 2016, as part of the department's 2014 Budget Request.

I believe that these actions are necessary to address the uncertainties that the County continues to face. I am encouraging all other elected and constitutional officers to take these same measures.

Building on the initiatives of the past years, a strategic outcome-based approach was used to develop the 2014 Budget. This budget should be thought of first as a document that outlines the vision and direction for the county and second as a blueprint and work plan unveiling exactly how the County expects to realize that vision.

-over-

The ultimate goal is to produce a 2014 budget that:

- ensures that each dollar the County spends has a well-designed purpose and is held accountable to that purpose;
- links each dollar that the County spends to programs and outcomes;
- reflects the strategic plan priorities i.e., enhance public safety, facilitate jobs and economic growth, develop and maintain sustainable neighborhoods and communities, ensure efficient operation, ensure fiscal integrity and invest in employees.

Sincerely,

Lee May  
Interim Chief Executive Officer

cc: Board of Commissioners  
Chief of Staff, BOC  
Chief Operating Officer  
Chief Financial Officer





## Interim Chief Executive Officer

Lee May

**Interim Chief Executive Officer**

Lee May

### Board of Commissioners

District 1

Elaine Boyer

District 2

Jeff Rader

District 3

Larry Johnson

District 4

Sharon Barnes Sutton

District 5

District 6

Kathie Gannon

District 7

Stan Watson

**TO:** Department Heads  
Agency Heads  
Constitutional Officers

**FROM:** Lee May, Interim Chief Executive Officer

**DATE:** September 18, 2013

**SUBJECT:** 2014 Budget Requests

As you know, as part of the expenditure control and budget consideration memo of August 28, 2013, I issued a directive that each department submit a budget request that is 95% of the 2013 Mid-Year budget. The Chief Operating Officer and the Chief Financial Officer have made a high-level review of the 2014 Budget Requests submitted by departments, offices, and agencies. Only two operating departments or offices submitted budget requests meeting that criterion. As a result, we find ourselves beginning the budget review process “in the hole” by tens of millions of dollars.

Among the six priorities of our Strategic Plan are Ensure Fiscal Integrity and Invest in Employees. It is expected that a well-conceived strategy would have elements or priorities that tend to work together or “synergize”. Such is the case with these two issues. For the County to begin to return to awarding regular Cost of Living Adjustments and/or merit increases to deserving employees while remaining fiscally prudent, we must find ways to reduce costs elsewhere.

I am directing the departments that report to me to revise their budget requests down to the directed level of 95% of the 2013 Mid-Year budget, enter the revised requests into the PSB module, and submit the revision to the Budget Office by the close of business Monday, September 23, 2013. I also urge the other elected officials to reconsider their offices’ requests using the same standard. The Form 1 Rollup for your department has indicators to measure compliance with the 5% reduction. Additionally, I am including an attachment showing each department’s target.

As part of this process, please keep in mind the six Strategic Plan Priorities, namely: Enhance Public Safety, Facilitate Jobs and Economic Growth, Develop and Maintain Sustainable Neighborhoods and Communities, Ensure Efficient Operations, Ensure Fiscal Integrity and Invest in Employees. If an area of expenditure can’t be concretely tied to these, that area may be the place to reduce.

Additionally, departments should review their program modification requests and consider rescinding all except those programs that are net revenue-producing efforts or address vital public safety issues.

Sincerely,

Lee May  
Interim Chief Executive Officer

cc: Board of Commissioners  
Chief of Staff, BOC  
Chief Operating Officer  
Chief Financial Officer



**Interim Chief Executive Officer  
Lee May**

DATE: December 13, 2013  
 TO: Board of Commissioners  
 FROM: Lee May, Interim CEO  
 SUBJECT: 2014 Recommended Executive Budget

**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

In accordance with the requirements of the Organizational Act of DeKalb County, Georgia, please accept this transmittal of my Recommended Executive Budget for 2014, and the blueprint for the future of a progressive DeKalb County.

DeKalb County has overcome many financial challenges over the past five years, and the impact of the national and state economic downturn is still too fresh to ignore. However, by focusing on streamlining operations, reducing costs, increasing revenue and refinancing debt, we have managed to close potential budget gaps and are presenting a strategically crafted and balanced budget. The budget represents a substantial investment in our strategic priority areas, specifically: enhancing public safety, beautifying our neighborhoods and communities, creating jobs and economic development, and ensuring efficiency and fiscal integrity in government operations.

With your approval, this proposed budget will help transform county government services and guide us in the direction that our citizens have requested by using our resources purposefully and emphasizing our collective goal for a high quality of life **without a property tax increase**. Our overall tax funds budget will total \$562 million and the total millage rate in unincorporated DeKalb will remain at 21.21 mills.

In addition to recognizing the impact of the economic downturn, we would be remiss if we failed to acknowledge that we are seeing the first signs of a fiscal recovery. Our property values are beginning to rebound and we are turning the financial corner with a 2013 digest showing the first uptick in four years. For us, this means more money will be available to address many of our strategic priorities.

The 2014 Recommended Executive Budget is based on common sense principles and policies. We will live within our means and improve the services that our citizens expect from their county government, and invest in our workforce by providing the tools and training for better customer service. DeKalb County is being positioned to aggressively move forward.

## Highlights of Fiscal Year 2014

### Enhancing Public Safety

In DeKalb County, public safety remains a top priority. We are losing front line personnel at rates faster than our rate of hire. We have to get a handle on our attrition rates. In Police, over the past four years we hired 277 sworn officers, but lost 400. We have gone from 1,046 sworn officers in 2010 to an estimated 892 to date. In Fire, we have funded positions that are unfilled. As Interim CEO, my goal is to ensure a Fire Department that has four firefighters on every truck.

In September, with the support of the Board of Commissioners (BOC), a robust plan was introduced that will address the many issues facing our Police and Fire Rescue Departments recruitments and retention efforts. In support of this top priority, I am recommending the following new initiatives to enhance public safety:

#### Promotional Pay Increase

Beginning in 2014, I am requesting to reinstate the promotional working test increase, up to five percent (5%), for sworn police officers and firefighters. This will be retroactive for one year.

#### Hire More Personnel

My goal for the next three years is to hire additional public safety personnel. The 2014 proposed budget includes hiring 160 police officers and 100 firefighters.

#### Tuition Reimbursement Program

In the proposed budget, I am recommending tuition reimbursement, up to \$5,000, for our sworn police officers and firefighters. Part of the requirements for this program include, but are not limited to, a commitment of one year of service for each year that tuition is reimbursed by the county.

#### Take Home Vehicles

In 2014, I am proposing the purchase of 100 new vehicles per year for the next three years to establish and expand this program for frontline police officers.

### Beautifying Neighborhoods: Operation Fresh Start 2.0

Born through the joint efforts of our Keep DeKalb Beautiful and Code Enforcement offices/departments this initiative promotes the improved look and feel of communities and commercial districts throughout our county. A countywide beautification effort, Operation Fresh Start 2.0 boasts the following goals:

#### Attractive Roadways Plan

This program includes mowing six state routes once per month (previously mowed three times per year by the Georgia Department of Transportation); increasing/quadrupling the mowing frequency of 36 key county roads from three times per year to twelve times per year; utilizing contracted street sweeping along major roadways; completing curb bumping along key roadways; and increasing litter patrol teams.

### Gateway/Interchange Beautification Program

The county will plant vegetation and develop unique gateway entry signage to create a sense of community in neighborhoods and commercial districts. The gateways will be maintained through partnerships with the private sector. Interchanges proposed for completion by the end of the first quarter are Turner Hill and I-20, Candler Road and I-20, LaVista and I-285, Memorial Drive and I-285, Bouldercrest and I-285, North Druid Hills and I-85 and Mountain Industrial and U.S. 78.

### Hire Code Enforcement Officers

The addition of seven (7) code enforcement officers will ensure enhancements in customer service and more responsiveness to address code violations in our communities.

### Implement County Private Property Maintenance Program

The county will use certified personnel and Code Enforcement to declare the most egregious properties a nuisance as defined by state law. This will allow the county to cut the grass and secure any vacant structures. Owners of these properties will be issued an invoice or lien to satisfy any costs incurred by the county. Proposed in the 2014 budget is a \$300,000 revolving fund that will be replenished through fees received from enforcement activities.

### Deploy Sign Posse

Keep DeKalb Beautiful and Code Enforcement will deploy staff to collect illegal signs from intersections and key interchanges on a daily basis. In addition, specific sweeps will be conducted and posted on Keep DeKalb Beautiful's website [www.keepdekalbbeautiful.org](http://www.keepdekalbbeautiful.org).

### Additional Funding for Potholes/Patching

The condition of our local roads has been rapidly deteriorating. The primary causes have been deferred maintenance due to a lack of funding and the recent extremes in weather conditions. The most recent rains and developing potholes have been eroding the roadway sub-base, which if not repaired now, would be more costly to repair in the future. Currently, our resurfacing backlog is approximately 400 miles of roadway. We have to increase our patching efforts to extend the life of our roadways. I am proposing an additional \$500,000 in the 2014 budget to fund these efforts.

## Investing in Our Employees

As Interim CEO, I have met with thousands of our employees. This was a valuable opportunity for me to hear their issues and concerns. There were a range of common and complicated issues raised. As a result of those meetings, I am proposing the following in the 2014 Executive Recommended budget:

### Competitive Compensation for Employees

Due to budgetary constraints, employees have not received merit increases for the past five years. Pay was also reduced through furloughs, unpaid holidays, and increased pension and health insurance costs. As a result, I am recommending up to a three percent salary adjustment for all employees commencing on July 1, 2014, **depending on an increase in the tax digest**. In addition, the county is undertaking a comprehensive pay and class study starting in 2014 to begin moving employees to a fair and competitive salary structure. The study is expected to be

completed within 12-18 months with management and employee participation throughout the process.

#### **Employee Development**

Emphasis will be given to expanding the skills and learning opportunities for employees through a revamped management training curriculum, performance management coaching, and a new executive leadership development program for aspiring managers and emerging leaders. An Employee Rewards Program will be implemented to encourage and reinforce continued learning and enhanced performance. This is our commitment to invest in employees so they are better able to successfully serve our citizens and better equipped to perform their jobs with excellence as the standard.

### **Efficiency in Government: Finance and Audits**

As Interim CEO, I am committed to reorganizing how government works so citizens can get the highest levels of quality in the services they deserve, while maintaining fiscal accountability in an open and transparent manner. The first step in this process is to expand our management and support team in our Finance Department to create a more functionally-oriented and responsive structure. With additional resources and manpower, the management team will now have the ability to make the Finance Department's processes more efficient and effective, ensure and enhance proper financial integrity and increase the county's fiscal position and stability.

With these objectives in mind, I am also proposing the following in the 2014 Executive Recommended Budget:

#### **Identify Cost Savings and Improve Customer Service in DeKalb County's Watershed Management Department**

In November 2013, the BOC approved the DeKalb County Department of Watershed Management's (DWM) hiring of Veolia Water, the world's leading water and wastewater services, and technology provider. Their role is to help the county identify cost savings and help improve customer service by conducting a comprehensive and independent review of the county's water and wastewater operations. The county and Veolia estimate an annual savings of \$8 million for DeKalb ratepayers, reducing costs and helping mitigate rate increases. This partnership is also expected to improve customer service and reduce wait times for customers.

#### **Sanitation Pilot: Uniform Containers & One Day per Week Collections**

Currently, DeKalb Sanitation provides twice per week garbage collection along with a separate collection day for single stream recyclables and yard trimmings. In total, this means that a garbage truck passes every house in our service area a minimum of four times per week.

Our collection process today is often marked by the retrieval of garbage cans and bags of various sizes and conditions. Often these cans are damaged and bags may be torn or not properly secured; the result is flying litter. Collecting these materials also subjects collectors to injury from repetitive lifting and exposure to sharp objects in the waste material.

This pilot program represents significant efficiency changes from our current program while maintaining customer satisfaction. All materials (garbage, recyclables and yard trimmings) will

be collected one day per week. Also, pilot participants will receive green 65-gallon roll-carts without charge for their household waste.

These changes represent **“Best Management Practices”** that have been successfully adopted by communities across the U.S. and will allow our fee structure to remain the same for many years to come.

#### **Establish Office of Accountability**

In the 2014 proposed budget, I am proposing the establishment of the Office of Accountability responsible for Equal Employment Opportunity and Contract Compliance. This office will allow the county to meet the strategic priorities of ensuring fiscal integrity, enhancing operational efficiency and investing in employees. This office will improve and enhance oversight to the Local Small Business Enterprise (LSBE) Program and restore public confidence in this program's benefits and its contribution to economic development of small businesses. This office will ensure that county resources are being utilized in a fiscally-responsible manner. Additionally, this office will be an independent office to facilitate evaluating employee grievances and concerns. The staffing of this office unit is based on transferring existing positions from existing departments to the new office. No additional funding is required.

#### **Establish Office of Youth Services**

By establishing the Office of Youth Services (OYS), the leadership in DeKalb County will send a clear message to constituents of DeKalb that issues facing our children and youth are a priority. The OYS will strategically research, streamline, develop, implement and evaluate critical youth programs and initiatives to provide preventive and sustainable programs that meet the needs of youth and improve how the community perceives and values youth. The OYS will craft a comprehensive plan to proactively address the well-being of the youth of DeKalb County. This office will work to pull key stakeholders (schools, park and recreation, libraries, workforce development, public safety, the business and faith communities, etc.) together to ensure that we are working in a collaborative manner to create a sustained and strong foundation for our youth.

#### **Increase Ethics Board Funding**

As Interim CEO, my goal is to foster high ethical standards for executive branch employees and strengthen the public's confidence that the government's business is conducted with impartiality and integrity. To this end, I am including in the 2014 proposed budget to fund the DeKalb County Ethics Board at \$118,000 to pay for outside legal services, training for board members, and other operating expenses.

#### **Additional Funding for Animal Services (Kensington Location)**

DeKalb County is in the process of constructing a new animal shelter that is scheduled for completion in March 2015. In the interim, we must maintain our current animal shelter (located on Kensington Road), to protect both the welfare of the animals and our workers. I am recommending in the 2014 proposed budget an allocation of \$100,000 for repairs to the current facility to ensure our quality of care until the new facility is completed.

### Office of Constituent Services

In the proposed budget, I am recommending the establishment of the Office of Constituent Services. The goal of this office is to improve the quality of life at the neighborhood level. This is done by responding to citizen complaints, questions and requests in a timely and efficient manner. It is also the goal of the Office of Constituent Services to increase and improve traditional county services by connecting citizens with the services they seek and by identifying those areas that need improvement. This office will be funded through a realignment of staff and resources.

## Creating Jobs and Economic Development

In DeKalb County, there have been several factors that have led to the demise of service delivery to critical areas of business recruitment and development. This critical function of government needs an infusion of resources to create a business-friendly atmosphere which will in turn create capital investment and job creation. Therefore, I am recommending the following new initiatives to enhance the overall economic development effort in DeKalb County:

### Permitting

Although the BOC approved the contract for Matrix Consulting this year, we are planning to implement the findings of that study into our operations in 2014 with the goal of creating a highly effective and efficient Development Services Division. With this overhaul of our permitting and business license program/services/offices, this operation will be more user friendly and accessible to this key stakeholder group.

### Code Consolidation

DeKalb County has recognized the need to evaluate its internal core functions, and identify opportunities to reorganize operations to create greater efficiencies and better respond to the needs of its constituents. Our goal is to increase the efficiency of regulatory services, increase revenue related to these services, decrease costs (vehicles, vehicles maintenance, service duplication, etc.), and achieve a greater level of service efficiency. The 2014 budget recommendation includes resources for the implementation plan of a consolidated management structure and service delivery process.

### Economic Development

This year, in partnership with the BOC, DeKalb County has engaged Angelou Economics, an internationally-renowned firm that specializes in creating Economic Development strategic plans. The strategic plan will be completed in August 2014. Additionally in 2014, we will pursue an Intergovernmental Agreement with the Development Authority of DeKalb County to designate it as the economic development agency for the county. In the 2014 Executive Recommended Budget, I have included funding to transition to this model. If approved, the DeKalb Development Authority will be charged with the lead role in implementing the Economic Development Strategic Plan, as developed by Angelou Economics with the partnership of other DeKalb County stakeholders.



## Conclusion

As Interim CEO, I am proposing that we implement the aforementioned transformational changes in government that will allow us to manage operations, improve internal and external communication, respond better to citizen expectations and invest in our employees. DeKalb County's future is bright; our investment in public safety, our neighborhood streets, and core county services will lead to critical improvements for our citizens in the areas of greatest concerns.

I would like to extend a sincere thank you and express my gratitude to the Finance Department and budget staff for working long hours to complete the budget, and managing organizational changes with limited resources.

To the Board of Commissioners, first, I would like to thank you for allowing your staff to serve in interim capacities in my Administration. It has been my commitment to operate in an environment of shared leadership during this interim period. With this shared model of governance, I believe we are moving the county in the right direction and look forward to continuing our work in a collaborative manner. Over the next few weeks, my staff and I will be available to answer your questions and discuss the very important investments outlined in the 2014 Recommended Executive Budget.

Respectfully submitted,



Lee May  
Interim CEO, DeKalb County



**Interim Chief Executive Officer  
Lee May**

DATE: February 14, 2014  
 TO: Board of Commissioners  
 FROM: Lee May, Interim CEO  
 SUBJECT: 2014 Amended Executive Budget

**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 Gammon

District 7  
Stan Watson

Please find the schedule of the changes that I am making to the 2014 Executive Budget Recommendation that was delivered to the Board of Commissioners on December 15, 2013.

**CHANGES TO TAX FUNDS**

The end-of-year accounting close out occurred subsequent to my Budget Recommendation of December 15, 2013, and I am pleased to inform you that the Fund Balance for the Tax Funds Budget exceeded the estimated amount by \$13,392,632. Therefore, my recommendation for revenue anticipations increases from \$561,505,846 to \$574,898,478. This amended budget increases the budgetary reserves from \$27.8 million to \$32.1 million. Additionally, this budget amendment funds a 3% across-the-board pay increase effective July 1, 2014 for all employees.

**CHANGES TO NON-TAX FUNDS – ROUTINE**

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

1. Adjustments related to actual year-end fund balances;
2. The treatment of prior year encumbrances, which may increase the fund appropriation;
3. Other minor changes to revenue or appropriation accounts.

**CHANGES TO NON-TAX FUNDS – SPECIFIC**

**Risk Management:** In order to simplify public reporting, an accounting change will be implemented in 2014 where group health insurance credits from contributions and expenditures to providers are being accounted for with liability accounts on the balance sheet.

Apart from the last item, all of these changes are a normal annual occurrence and are mainly of an administrative nature.

According to the shared staff budget analysis, several projected year-end fund balances will show that there may be a need in 2015 to increase the overall millage rate if expenses are not reduced. I am very sensitive to these concerns. I have instructed the Executive Assistant/Chief Operating Officer, Zachary Williams, to develop a strategy to present at Mid-Year that will address these concerns once we have the county's certified tax digest. As you also know there are other issues that could impact our bottom line in future years such as further proposed annexations and incorporations.

Once we have this information we will provide the Board of Commissioners with an 18 month plan of action that will include consolidating/streamlining county operations, reductions in both county services and personnel costs before any proposal for a possible millage increase would ever be considered. I believe my record stands for itself in being a supporter for holding our county millage rate level while also being an advocate of being more efficient and doing more with less (i.e. the Georgia State Staffing Study).

This 2014 Executive Budget is a sound fiscal document. We continue to advance our blueprint for the county to ensure a well-run county government that will meet the needs of our citizens and key stakeholders both now and in the future.

Attached please find the proposed adjustments to the December 15, 2013 budget for the Tax and Non-Tax Funds.

AMENDED BUDGET RESOLUTION

<u>TAX FUNDS</u>	<u>2014 CEO</u>		<u>2014 Amended CEO</u>
	<u>Recommended</u>	<u>Amendments</u>	<u>Recommended</u>
<b><u>GENERAL FUND</u></b>			
ANTICIPATED REVENUES:			
Taxes	\$206,413,531	\$0	\$206,413,531
Licenses and Permits	93,013	0	93,013
Intergovernmental	2,428,680	0	2,428,680
Charges for Services	34,180,817	0	34,180,817
Fines and Forfeitures	12,291,029	0	12,291,029
Miscellaneous	4,209,144	0	4,209,144
Other Financing Sources	2,444,789	0	2,444,789
Fund Balance Carried Forward	24,810,618	12,593,307	37,403,925
<b>TOTAL - GENERAL FUND</b>	<b>\$286,871,621</b>	<b>\$12,593,307</b>	<b>\$299,464,928</b>
PROPOSED EXPENDITURES:			
Chief Executive Officer	\$2,342,504	(\$811,685)	\$1,530,819
Chief Operating Officer	\$0	\$1,820,150	1,820,150
Board of Commissioners	2,638,518	469,510	3,108,028
Ethics Board	118,000	0	118,000
Law Department	3,195,025	28,216	3,223,241
Geographic Info Systems	1,975,175	15,100	1,990,275
Facilities Management	14,038,503	474,915	14,513,418
Purchasing	2,854,759	(254,875)	2,599,884
Human Resources & Merit System	2,866,741	289,563	3,156,304
Information Systems	17,204,763	1,630,814	18,835,577
Finance	5,745,956	378,676	6,124,632
Property Appraisal	4,348,270	45,102	4,393,372
Tax Commissioner	7,028,612	51,727	7,080,339
Registrar	3,800,080	10,469	3,810,549
Sheriff	75,818,336	2,540,442	78,358,778
Juvenile Court	9,146,290	(63,651)	9,082,639
Superior Court	8,426,869	56,654	8,483,523
Clerk of Superior Court	6,438,212	224,596	6,662,808
State Court	13,230,468	186,332	13,416,800
Solicitor - General	6,002,207	54,763	6,056,970
District Attorney	12,173,303	96,179	12,269,482
Child Advocate's Office	1,926,259	22,069	1,948,328
Probate Court	1,550,176	15,526	1,565,702
Medical Examiner	2,411,858	47,798	2,459,656
Public Defender	6,900,703	290,850	7,191,553
Police	3,833,867	1,795,610	5,629,477
Magistrate Court	2,582,868	8,356	2,591,224
Fire & Rescue Services	8,096,259	783,067	8,879,326
Planning & Development	1,194,952	(92,492)	1,102,460
Public Works - Director	281,392	5,343	286,735
Economic Development	750,000	464,270	1,214,270
Library	12,701,400	228,200	12,929,600

AMENDED BUDGET RESOLUTION

<u>GENERAL FUND (continued)</u>	<u>2014 CEO</u>		<u>2014 Amended CEO</u>
	<u>Recommended</u>	<u>Amendments</u>	<u>Recommended</u>
Cooperative Extension	\$515,543	6,223	521,766
Public Health	3,955,634	0	3,955,634
Community Service Board	1,497,257	78,800	1,576,057
D F A C S	1,179,220	99,000	1,278,220
Human Services	3,945,795	948,965	4,894,760
Contributions to Capital Projects	6,000,000	0	6,000,000
Non - Departmental	28,155,847	648,725	28,804,572
<b>TOTAL - GENERAL FUND</b>	<b>\$286,871,621</b>	<b>\$12,593,307</b>	<b>\$299,464,928</b>

FIRE FUND

ANTICIPATED REVENUES:

Property Taxes	\$53,056,834	\$0	\$53,056,834
Licenses & Permits	670,296	0	670,296
Charges for Services	21,302	0	21,302
Fund Balance Carried Forward	4,524,279	1,779,010	6,303,289
<b>TOTAL - FIRE FUND</b>	<b>\$58,272,711</b>	<b>\$1,779,010</b>	<b>\$60,051,721</b>

PROPOSED EXPENDITURES:

Fire & Rescue Services	\$48,326,657	\$1,356,141	\$49,682,798
Non - Departmental	9,946,054	422,869	10,368,923
<b>TOTAL - FIRE FUND</b>	<b>\$58,272,711</b>	<b>\$1,779,010</b>	<b>\$60,051,721</b>

SPECIAL TAX DISTRICT - DESIGNATED SERVICES

ANTICIPATED REVENUES:

Taxes	\$11,835,607	\$0	\$11,835,607
Charges for Services	891,068	0	891,068
Miscellaneous	259,737	0	259,737
Other Financing Sources	16,730,491	4,356,965	21,087,456
Fund Balance Carried Forward	1,269,932	(3,372,499)	(2,102,567)
<b>TOTAL - S T D - DESIGNATED SERVI</b>	<b>\$30,986,835</b>	<b>\$984,466</b>	<b>\$31,971,301</b>

PROPOSED EXPENDITURES:

Public Works - Transportation	\$3,374,388	18,113	3,392,501
Public Works - Roads & Drainage	9,330,944	386,170	9,717,114
Parks & Recreation	9,791,338	630,985	10,422,323
Non - Departmental	8,490,165	(50,802)	8,439,363
<b>TOTAL - S T D - DESIGNATED SERVI</b>	<b>\$30,986,835</b>	<b>\$984,466</b>	<b>\$31,971,301</b>

AMENDED BUDGET RESOLUTION

	<u>2014 CEO</u>		<u>2014 Amended CEO</u>
	<u>Recommended</u>	<u>Amendments</u>	<u>Recommended</u>
<b><u>SPECIAL TAX DISTRICT - UNINCORPORATED</u></b>			
ANTICIPATED REVENUES:			
Taxes	\$30,805,314	\$0	\$30,805,314
Licenses and Permits	20,862,265	0	20,862,265
Fines and Forfeitures	21,749,811	0	21,749,811
Miscellaneous	(101,998)	0	(101,998)
Other Financing Sources	(53,518,190)	0	(53,518,190)
Fund Balance Carried Forward	(7,734,058)	11,724,266	3,990,208
<b>TOTAL - S T D - UNINCORPORATED</b>	<b>\$12,063,144</b>	<b>\$11,724,266</b>	<b>\$23,787,410</b>
PROPOSED EXPENDITURES:			
C E O Office - Cable TV Support	\$379,680	\$0	\$379,680
Finance - Business License	776,780	3,888	780,668
Recorder's Court	3,957,262	18,908	3,976,170
Planning & Development- Zoning Analys	3,208,864	884,801	4,093,665
Non - Departmental	3,740,558	10,816,669	14,557,227
<b>TOTAL - S T D - UNINCORPORATED</b>	<b>\$12,063,144</b>	<b>\$11,724,266</b>	<b>\$23,787,410</b>
<b><u>HOSPITAL FUND</u></b>			
ANTICIPATED REVENUES:			
Taxes	\$17,354,121	\$0	\$17,354,121
Fund Balance Carried Forward	(5,605,232)	108,154	(5,497,078)
<b>TOTAL - HOSPITAL FUND</b>	<b>\$11,748,889</b>	<b>\$108,154</b>	<b>\$11,857,043</b>
<b>PROPOSED EXPENDITURES:</b>	<b>\$11,748,889</b>	<b>\$108,154</b>	<b>\$11,857,043</b>
<b><u>POLICE SERVICES FUND</u></b>			
ANTICIPATED REVENUES:			
Taxes	\$57,857,226	\$0	\$57,857,226
Licenses and Permits	1,027,952	0	1,027,952
Charges for Services	477,817	0	477,817
Miscellaneous	165,342	0	165,342
Other Financing Sources	39,037,812	4,820,077	43,857,889
Fund Balance Carried Forward	17,572,163	(4,194,168)	13,377,995
<b>TOTAL - POLICE SERVICES FUND</b>	<b>\$116,138,312</b>	<b>\$625,909</b>	<b>\$116,764,221</b>
<b>PROPOSED EXPENDITURES:</b>	<b>\$116,138,312</b>	<b>\$625,909</b>	<b>\$116,764,221</b>

AMENDED BUDGET RESOLUTION

	<u>2014 CEO</u>		<u>2014 Amended CEO</u>
	<u>Recommended</u>	<u>Amendments</u>	<u>Recommended</u>
<b><u>DEBT SERVICE FUND</u></b>			
ANTICIPATED REVENUES:			
Taxes	\$1,442,010	\$0	\$1,442,010
Fund Balance Carried Forward	6,608,662	199,014	6,807,676
<b>TOTAL - DEBT SERVICE FUND</b>	<b>\$8,050,672</b>	<b>\$199,014</b>	<b>\$8,249,686</b>
PROPOSED EXPENDITURES:	\$8,050,672	\$199,014	\$8,249,686
<b><u>SPECIAL TAX DISTRICT - DEBT SERVICE FUND</u></b>			
ANTICIPATED REVENUES:			
Taxes	\$26,470,313	\$0	\$26,470,313
Fund Balance Carried Forward	10,903,349	(5,444,452)	5,458,897
<b>TOTAL - STD - DEBT SERVICE FUND</b>	<b>\$37,373,662</b>	<b>(\$5,444,452)</b>	<b>\$31,929,210</b>
PROPOSED EXPENDITURES:	\$37,373,662	(\$5,444,452)	\$31,929,210
<b>TOTAL RECOMMENDED 2014 TAX FUNDS BUDG</b>	<b>\$561,505,846</b>	<b>\$22,569,674</b>	<b>\$584,075,520</b>

SUMMARY - ADJUSTMENTS TO THE 2014 RECOMMENDED NON-TAX FUNDS BUDGET

Attachment A-2

FUND	Recommended Anticipation		Anticipations Fund Balance		Other Anticipation		Amended Anticipation		Appropriations Reserve for			Amended Appropriation	
	Anticipation	Encumbrance Rollover	Anticipation	Rollover	Anticipation	Other Anticipation	Anticipation	Amended Anticipation	Appropriation	Reserve for Appropriation	Other Appropriation	Appropriation	Amended Appropriation
DEVELOPMENT	\$5,749,571		\$103,972				\$5,853,543		\$0	\$103,972		\$5,853,543	
P.E.G. FUND	1,985,066		129,272				2,114,338		359,050	0	(229,778)	2,114,338	
COUNTY JAIL FUND	1,117,498		(198,210)				919,288		0	0	(198,210)	919,288	
HOTEL/MOTEL	5,074,462		473,902				5,548,364		0	473,902		5,548,364	
VICTIM ASSISTANCE	1,480,000		(48,944)				1,431,056		27,500	(26,944)	(49,500)	1,431,056	
RECREATION FUND	607,933		391,644				999,577		0	391,644		999,577	
L.E.C.M. FUND	6,946,410		(156,264)				6,790,146		660,771	(817,035)		6,790,146	
JUVENILE SERVICES	249,347		4,402				253,749		0		4,402	253,749	
D.A.T.E. FUND	263,454		(233)				263,221		25,974	(26,207)		263,221	
STREET LIGHT FUND	6,624,566		99,860				6,724,426		0	99,860		6,724,426	
E-911 FUND	14,125,021		470,828		825,000		15,420,849		345,600	950,228		15,420,849	
SPEED HUMPS MAINT.	2,212,157		(539,902)				1,672,255		0	(539,902)		1,672,255	
GRANT-IN-AID	34,877,510						34,877,510		0			34,877,510	
W & S OPERATING	283,557,377		3,922,343				287,479,720		0	3,922,343		287,479,720	
W & S SINKING	67,828,224		457,581				68,285,805		0	457,581		68,285,805	
SANITATION	66,373,559		7,438,067				73,811,626		0	7,438,067		73,811,626	
AIRPORT	13,160,155		(221,492)				12,938,663		0	(221,492)		12,938,663	
STORMWATER UTIL.	24,107,067		6,795,387				30,902,474		0	6,795,387		30,902,474	
FLEET MAINTENANCE	33,900,000		383,026				34,283,026		0	383,026		34,283,026	
VEHICLE	27,018,221		17,709,594		(5,562,484)		39,165,331		9,518,535	10,432,475	(7,803,900)	39,165,331	
RISK MANAGEMENT	121,203,916		(772,747)		(99,295,898)		21,135,271		0	(772,747)	(99,295,898)	21,135,271	
WORKERS COMP.	6,634,316		(1,218,244)		1,218,244		6,634,316		0			6,634,316	
BUILDING AUTHORITY	3,852,374		(155,144)		36,324		3,733,554		0	(118,620)		3,733,554	
P.S.J.F. AUTHORITY	3,106,601		(2,140,376)		3,059,447		4,025,672		0		919,071	4,025,672	
URA DEBT SERVICE	1,161,532		(575,527)		565,312		1,151,317		0	(10,215)		1,151,317	
FORECLOSURE REG.	1,180,620		(1,473)				1,179,147		0	(1,473)		1,179,147	
RENTAL MOTOR VEH	1,435,737		(28,210)				1,407,527		0	(28,210)		1,407,527	
	\$735,832,714		\$0		\$32,323,112		\$89,154,055		\$10,937,430	\$28,885,440	(\$106,653,813)	\$669,001,771	

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**INTERIM CHIEF EXECUTIVE OFFICER LEE MAY**  
**2014 STATE OF THE COUNTY ADDRESS**  
**JANUARY 23, 2014**  
**[EXCERPTED, EDITED]**

To the members of the DeKalb County Board of Commissioners, business and community leaders, employees and fellow citizens, good evening.

Today, I am reminded of a passage of scripture in the Old Testament book of Nehemiah. Now relax, I am not here to proselytize you or lead you to Christ or any other religion. This story is meant to paint a picture of where we, as a county, are today and where we must go from here.

In this book, Nehemiah hears that his hometown, Jerusalem has been attacked by the enemy and the wall that was used as protection, their first line of defense, was broken and burned. When Nehemiah received word about the condition of his hometown he immediately took flight to return to his native land. It was here that he began to assessing the situation and pulling the people and resources together to restore the wall and ultimately protect the city.

This story is particularly relevant to our beloved county, because Nehemiah in this story realized early that he could not accomplish all that he felt led to do by himself. He understood the power of collaboration; he understood the power of unity. So Nehemiah sought the support of leaders, and everyday people alike to assist in the re-building of the wall. They did it together! The story tells us that not only did they rebuild the wall, they did it in record time.

Thus during this time of turmoil and uncertainty about the future and direction of this county, we have had to step forward as Servant Leaders in our county's time of need. Nehemiah understood that he couldn't resolve the issues of his time by himself, nor did he try. He understood that it would only be through the hands of collaboration and unity... that the work of his town could be done. Likewise, it is crystal clear that the future of our county does not reside in the hands of one!

The prosperity of our County is one that will rest on the foundation of collaboration and unity. It will take the private sector and the public sector, the school system and the cities, the faith community and the business community to work for the overall good.

We must seize the opportunity. We must seize this moment. As the Latin phrase says, we must "Seize the day- Carpe Diem!"

So here we stand as a county with various walls that appear to be in disarray. The wall of education in our county has become vulnerable to the enemy of mediocrity and failure. The wall of safety and security has become vulnerable to the vagabonds of lawlessness and disruption. The wall of prosperity is being threatened by high rates of unemployment and hopelessness. The wall of beauty and cleanliness of our county is being threatened by the enemy of litter and abandoned and overgrown properties. The wall of ethics and integrity is being threatened by the accusations of corruption and dishonesty.

In short, I am here to tell every DeKalb County stakeholder—every citizen, business owner and even our visitors that this Administration stands prepared to use our struggles of today to define our progress of tomorrow. Rest assured, this Administration is meeting DeKalb's challenges, our challenges, head on.

During this time of transition as Interim CEO, my staff and I have been conducting ongoing assessments of county operations. I have met with thousands of employees, citizens and business leaders in every pocket of the county to gain input about what we are doing and how we are doing it. What works for the people of this county, and where we, as a county government, have fallen short.

The author of the book From Good to Great, Jim Collins says, and I paraphrase only slightly, "I don't know where we should take this [organization], but I do know that if I start with the right people, ask them the right questions, and engage them in vigorous debate, we will find a way to make this [organization] great."

We must understand the Strengths, Weaknesses, Opportunities, and Threats within our county. As a result of this insightful interaction with the key stakeholders of our county we are developing a blueprint to guide us as we move the county forward.

## INTERIM CHIEF EXECUTIVE OFFICER LEE MAY

### 2014 STATE OF THE COUNTY ADDRESS

JANUARY 23, 2014

[EXCERPTED, EDITED]

Let's start by highlighting a very important fact. DeKalb County, a county of more than 700,000 people, more than 2100 miles of roadways and 269 square miles is a very large county with many needs. We cannot do what we do as a county without the great men and women that work for our county each and every day.

We cannot be a successful county, if our employees are not successful. Therefore we must place considerable attention and care in our employees to ensure that we have the right leaders in the right seat to lead. We must ensure that we are providing adequate training for our employees so that they are prepared for their jobs. We must ensure that we provide fair compensation and promotional opportunities for our workforce.

When we have a happy and prepared workforce, we have a well served county. So we must meet the needs of our workforce now, to ensure that we have a workforce equipped and prepared to serve our communities each and every day.

During this chapter in DeKalb's history, we are granted an opportunity to restore this county to the greatness that we all know and love and this blueprint, this road map we are creating for our prosperity, will make us safer, cleaner and more competitive as a county.

Our work is built on 4 strategic priority areas. All serve as the focal point of this Administration, and indeed all are reflected in the 2014 budget I delivered to the Board of Commissioners on December 15th.

These strategic priority areas are:

- **Enhancing Public safety,**
- **Spurring economic development and job creation**
- **Developing community beautification efforts**

--and--

- **Ensuring Efficiency and ethics in government**

Indeed, these priorities, and our partnerships formed thus far, serve as our compass as we continue meeting our challenges head on.

#### **Public Safety**

The foundation of any strong and thriving community is its ability to protect and serve its citizens and stakeholders. Guided by moral principles to uphold integrity, honor and the public trust, our men and women in uniform shoulder this expectation of security each and every day they serve. They place service before self to protect the veil of safeguard each of us holds dear.

In DeKalb County, public safety is priority number 1! This is not just an often used cliché. We are putting our resources where our proverbial mouth is! The fact is, we have been losing front line personnel at faster rates than we can hire. In September, with many of my colleagues on the Board of Commissioners standing with me, I introduced a three (3) year plan that addresses the many issues facing our Police and Fire Rescue Departments in their recruitment and retention efforts.

Great plans call for great leaders and in December of 2013, I promoted Dr. Cedric Alexander to Deputy Chief Operating Officer of Public Safety, and Assistant Chief James Conroy, a 23-year veteran of DKPD, to Interim Police Chief. Recently, I announced the hiring of our new Fire Chief, Darnell Fullum. Chief Fullum is a 26-year veteran in Fire and Rescue and I am pleased to have him on DeKalb's winning team.

Our leadership recognizes that Public Safety needs the resources to be successful and safe. As many of you are aware, that day in September I announced several new initiatives:

- A 3% one-time bonus for sworn personnel - In December 2013, sworn personnel received a 3% one-time bonus, the first increase many of these employees had in 6 years.
- The reinstatement of the promotional pay increase for Police and Fire & Rescue – as budgeted in my 2014 Budget Recommendation.

## **INTERIM CHIEF EXECUTIVE OFFICER LEE MAY**

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**JANUARY 23, 2014**

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- Hiring 160 new Police Officers and 100 Firefighters every year for the next three years. That is 480 new front line Police Officers and 300 Fire Fighters over a 3 year period. This will move us in the right direction and will get us on the right track.
- And, a Tuition Reimbursement Program for Police and Fire & Rescue –up to \$5,000
- And, the institution of a Take Home Car Program for our Police Officers

These initiatives are not the sum total of the solutions needed to address all of the issues that plague our system, but it is a start. It will keep us on the right path in terms of reducing crime.

I am also happy to report that we saw an overall reduction of violent crime in the county by 4 percent and a reduction of property crime by 5 percent in 2013.

I assure you, in the area of public safety; we are rolling up our sleeves and meeting our challenges head on.

#### **Economic Development**

This also holds true in one of the major focus areas of my administration: Economic Development.

Local government and the business community have always been dependent upon each other for mutual success. As I traveled across the county listening to the concerns of citizens, economic development and job creation were of paramount importance. While government itself does not create jobs, it is our responsibility to create an environment in which businesses can grow and thrive.

There have been several factors within our government, that have made us less attractive, less competitive, and less viable for companies to come and remain in DeKalb County. As a result, business recruitment and retention has suffered in recent history.

We want our business owners to know that we heard you loud and clear, and that's why we are meeting the challenges you've experienced in trying to do business with the county head on.

We know we must create a business-friendly atmosphere to attract businesses to our county. To that end we are addressing 3 particular areas where economic development is concerned in the county.

First, our permitting and business license process has been a nightmare for businesses striving to open or expand their current operations in DeKalb County. In partnership with the business community and an outside consultant, we are restructuring the permitting and business licensing process in DeKalb County. We will be updating our technology to meet your needs, in addition to relocating these functions to a centralized location. This will make doing business in DeKalb a much more efficient process.

Second, for the first time in recent history, DeKalb is developing an Economic Development Strategic Plan. Thanks to the Board of Commissioners, we have already contracted with an internationally-renown economic development firm, to work with us to develop a strategic plan that will guide our efforts well into the future. By creating and implementing this strategic plan, we will finally determine who we are as a county, where we want to go, and how we will achieve our goals together.

Third, under my administration and in partnership with the Board of Commissioners, DeKalb County is pursuing an intergovernmental agreement with the Development Authority of DeKalb County to designate it as the economic development agency for the county. This will give DeKalb County an apparatus to ensure the full implementation of our newfound economic development efforts. This new agency will be charged with implementing the strategic plan and taking the lead on stimulating new investment, expanding existing industry, and developing sustainable economic strategies for balanced growth in DeKalb.

This is the new way of undertaking Economic Development efforts. We are stronger together. We have seen local jurisdictions across the state and the nation undertake efforts similar to this model and they are realizing exciting results. This model elevates DeKalb as a major competitor, both on the local and national stage.

With these three initiatives already underway, I can tell you that we are addressing the needs of our business community and meeting our challenges head on.

## INTERIM CHIEF EXECUTIVE OFFICER LEE MAY

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#### **Community Beautification**

We realize that attracting business to DeKalb also includes making sure our county is aesthetically appealing and desirable to our stakeholders. The beautification of this county, our county, is another priority this administration is meeting head on.

Through collaboration between Keep DeKalb Beautiful and our Code Enforcement departments, we have launched Operation Fresh Start, a comprehensive beautification initiative that promotes attractive communities and commercial areas.

To this end, Operation Fresh Start consists of five major programs that work in tandem to promote the improved look and feel of the county's main corridors and entryways. They are:

Number 1. – The Attractive Roadways Plan. which improves the maintenance of both county roads and state routes.

Number 2. – The Gateway/Interchange Beautification Program, which gives our major gateway interchanges an extreme makeover.

Number 3 - The newly-created Sign Posse to aggressively remove illegal signs from intersections and key interchanges.

Number 4 – The Private Property Maintenance Program, which addresses the most habitual code violators in our county.

And Number 5 – Staffing up DeKalb's Code Enforcement Division – from 25 Code Enforcement officers to 32.

I stand before you today to assure you that our county will once again look like the DeKalb we were once proud of... We are meeting the challenges of litter, overgrown properties and illegal signs, head on, and we will fix these issues once and for all!

#### **Efficiency in Government**

Yet another area demanding our immediate attention is that of overall efficiency in government.

While economic drivers indicate we are in the midst of a recovery, we are not immune to the long-term impact the downturn in the economy has had on revenues and county operations. As Interim CEO, I am committed to reorganizing how our government works to ensure a leaner and more efficient government.

In meeting the challenges imposed by the status of our economy head on, we've slated the implementation of strategic new programs for 2014, focusing on innovation instead of convention, as we work to move the county forward.

Last November, the BOC approved a consultant to help the county identify cost savings and help improve customer service in the Department of Watershed Management. This partnership is expected to improve customer service and reduce wait times for customers. Furthermore, we stand to save millions over the next several years for DeKalb County ratepayers.

In addition to saving citizen's and business owners' money by streamlining our operations in watershed, we're meeting the challenge of ensuring efficiencies and savings in the critical area of garbage collection.

I must tell you, as part of my tour of meeting with county employees and departments, I recently rode alongside some of the committed members of our sanitation team. It was not only refreshing to witness firsthand the pride our crews take in delivering this essential service every day, but it was also eye opening to see the true stress and strain that delivering this service causes our employees.

Currently, DeKalb Sanitation provides two times per week garbage collection along with a separate collection day for recycling and yet another day for yard trimmings. In total, this means that a garbage truck passes every house in our service area a minimum of four times per week.

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As part of our ongoing efforts to address the efficiency in this operation, we've launched a new pilot program in our Sanitation Department. Under this pilot, all materials will be collected on one day per week. Also, pilot participants will receive 65-gallon roll-carts without charge for their household waste.

While this program shaves some of the county's expenses required to deliver our current sanitation services, it also actually stands to maintain... if not increase customer satisfaction.

These changes represent "Best Management Practices" that have been successfully adopted by communities across the United States and will allow our fee structure to remain the same long into the future.

I am also pleased to report that my administration is following the advice of a special grand jury to review and implement new policies and procedure as it relates to the purchasing and contracting department. Therefore we, the Governing Authority have signed a contract to conduct an independent review of our purchasing policies and practices and those results will be ready for implementation in the near future.

In addition, at the last Board of Commissioners meeting, the BOC passed a resolution that was submitted by me calling for the General Assembly to create a Charter Commission to look at ways of improving the structure of DeKalb County Government.

#### **Progress DeKalb**

Another challenge we're meeting head on today to ensure a progressive future for DeKalb, is our Progress DeKalb initiative. For the first time in the history of this county, we joined forces with our peers at the DeKalb County School District to host an open, honest conversation before a live audience. Far too long have these two government bodies operated as separate government entities.

Are we separate government entities? Yes. But, we also serve the same people. And in fact, working with the school system ensures a more stable and prosperous DeKalb County for us all to enjoy.

No example of this was greater than the day a gunman walked into our own McNair Discovery Learning Academy and threatened the lives of our students. On that day, our youth were exactly where they were supposed to be: in the classroom preparing their minds to be the next great leaders of this county. As a father, I can tell you that the issue of governmental jurisdiction was in no way my concern at that time. The safety of those children was the only important issue. As DeKalb Police, Fire and Sheriff's Deputies stood side by side with our Superintendent, School Administrators, DeKalb Resource Officers, and teachers, those separate government entities no longer mattered. That's why our Progress DeKalb initiative is so important. Through the sharing of information, resources and joint strategic planning, county government and our schools system can better serve the people of this county.

The result that day was the unique scenario of a gunman entering a school in our country which was resolved in no loss of life.

Our collaboration saved lives on that day, and indeed, can improve lives for years to come through our Progress DeKalb initiative.

Once again, I assure you the challenges of our community are undeniably the challenges this Administration is meeting head on.

I am pleased to announce that our New School Superintendent and the elected and appointed school board members have done an excellent job steering our school system in the right direction. Ladies and Gentleman our school system is off of probation and is moving in the right direction and we as a collective body, have to ensure that we push forward in excellence.

#### **Ethics in Government**

Perhaps one of the most widely reported challenges we are meeting head on is that of ethics...and indeed integrity... in county government.

The County's recent ethics controversies, while painful and embarrassing, give us the opportunity to build more transparency into our county government and to create meaningful changes in our ethics policies.

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One of my top priorities for 2014 is to restore ethics in government. Trust in government is dependent upon officials that place the public's interests ahead of their own. Every level of local government has faced allegations of conflict of interest, abuse of authority, and lack of transparency. Equally damaging is even the appearance of impropriety.

We have already taken steps in the right direction. First, we increased funding for the DeKalb County Board of Ethics in 2013, and in my 2014 Budget Recommendation, I included \$118,000 to fund the Ethics Board. At the beginning of 2013 the funding level was about \$15,000. What I am recommending is a 700% increase. That's how serious I am about restoring ethics in DeKalb County Government.

Through executive order, I am also appointing a blue-ribbon commission to do a comprehensive review of DeKalb County's ethics policy and compare it to other ethics policies around the state and the nation. By the end of 2014, they should present their recommendations on how we can improve upon our ethics policy.

I received a letter from my good friend Commissioner Larry Johnson who has been at the forefront of the issue on having an Internal Auditor housed within the office of the Board of Commissioners. It sounds like inside baseball, but Commissioner Johnson's point is this: To ensure that there is no appearance of impropriety, the function of operations and the function of audits should be separate. After all, we've been auditing ourselves for years. You can see how well that has worked out.

I agree. Effective immediately, I will transfer three positions to the Board of Commissioners to fulfill this critical need as outlined in the Organizational Act of DeKalb County.

So with these measures in place and on the way, let me assure you that we are meeting the challenge of Ethics in County Government head on and we will fix these issues once and for all.

So, to the members of the media, we thank you for what has been truly a rather robust reporting of DeKalb County. But, I want you to know that we're working to transform the headlines about our county into more positive reflections of the people and the progress we're making in the areas of ethics, efficiency and indeed every other quality of life initiative I have outlined here before you today.

Our bond rating has improved, reflecting our steady hand of leadership and a prudent reserve of \$30 million in our rainy day fund. This represents a saving to our taxpayers as we finance our long term debt.

Now, there has been a lot of talk about various communities that want to form their own cities. I would like to reiterate my stand on this issue. Cityhood is not necessarily a bad thing but the cherry-picking of choice commercial properties into quickly drawn enclaves hurts everyone. Mostly it hurts the people left outside of the borders, who don't get to vote on the issue. I would like to renew my call to the Georgia General Assembly to not create any new cities this year, until we can work out an equitable solution to the current law.

Ladies and gentlemen, the state of DeKalb County is that we are strong, we are innovators and we are leading the charge in smart government. The foundation for a robust economic recovery has been laid, and we must now stay the course to realize the benefits of our labor.

In the words of President Lyndon B. Johnson, and I quote, "Today in this moment of new resolve, I would say ... let us continue. This is our challenge –not to hesitate, not to pause, not to turn about and linger, but to continue on our course so that we may fulfill the destiny that history has set for us."

In DeKalb County, history has set for us a destiny of greatness. Today, we begin a new chapter of DeKalb's story. Today, we continue to ensure we are good stewards of the public trust.

Let us walk in this new resolve. As this Administration works to meet the many challenges of today, head on, delivering on our promise to ensure a future of progress in DeKalb, I must also challenge you today, as President Johnson did in 1963, to do your part as well. We will rebuild the walls of DeKalb. We will do it together. We will do it like Nehemiah and the people of Jerusalem did it, in record time, because we are doing it together!

**INTERIM CHIEF EXECUTIVE OFFICER LEE MAY**  
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**[EXCERPTED, EDITED]**

The elephant in the room is time.

I have laid out plans not just for now but for the next 3 years. And you might say, "Well, you may not be in this seat to fulfill the course you have laid out." So how do we deal with that?

The answer is that we must all do it together! This is not a county of one.

You must not hesitate to take a seat at the table and let your voice be heard. You must not pause in working alongside government to enhance the quality of life in our community.

Accept and embrace today the opportunity to frame the future of our county. Now is not the time to turn about and linger, but rather stand up, step forward, and walk in partnership with us.

Now is the time to meet our challenges head on, together, as we do what's right for our beloved county.

Together we will continue to fulfill the destiny and legacy of greatness. That is DeKalb County, Georgia.

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





# DEKALB COUNTY EXECUTIVE SUMMARY

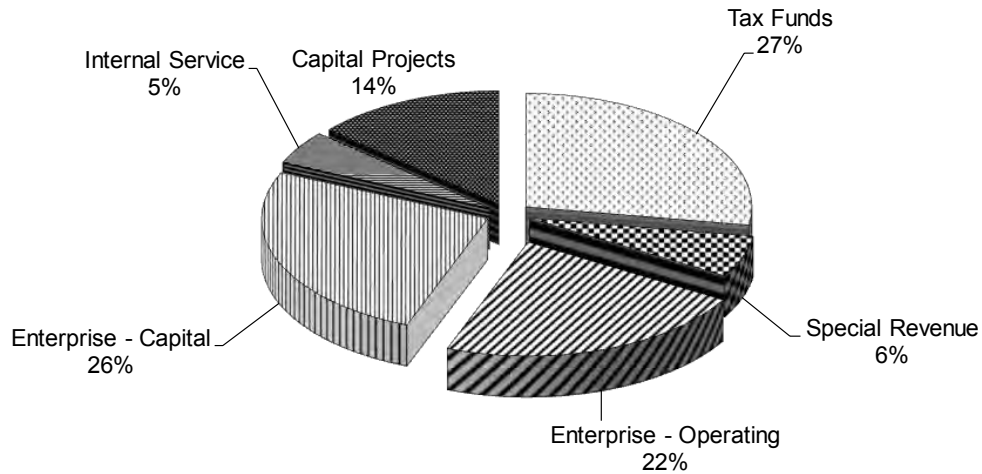
This Executive Summary provides a general overview of the entire budget.

## APPROPRIATIONS ALL FUNDS (Expenditures)

The 2014 Budget for all funds totals \$2.120 billion and includes budgets for 64 separate funds, which are summarized below:

Tax Funds	\$584,075,520
Special Revenue	125,574,426
Enterprise - Operating	473,418,288
Enterprise - Capital	547,470,882
Internal Service	101,217,944
Capital Projects	288,168,493
Total	<u>\$2,119,925,553</u>

## APPROPRIATIONS ALL FUNDS



# DEKALB COUNTY EXECUTIVE SUMMARY

## TAX FUNDS

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

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

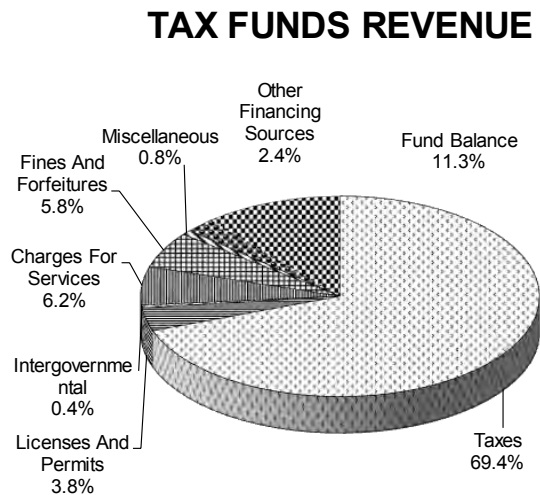
### Appropriations

Notable items in the Tax Funds Budgets in 2013 include

- \* A net decrease of 530 full-time positions from 2009.
- \* A decrease of \$22.7 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	\$405,234,956
Licenses And Permits	\$21,983,230
Intergovernmental	\$2,428,680
Charges For Services	\$36,219,998
Fines And Forfeitures	\$34,040,840
Miscellaneous	\$4,553,527
Other Financing Sources	\$13,871,944
Fund Balance Brought Forward	\$65,742,345
<b>Total</b>	<b>\$584,075,520</b>

# DEKALB COUNTY EXECUTIVE SUMMARY

## SPECIAL REVENUE FUNDS

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

### Revenues

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

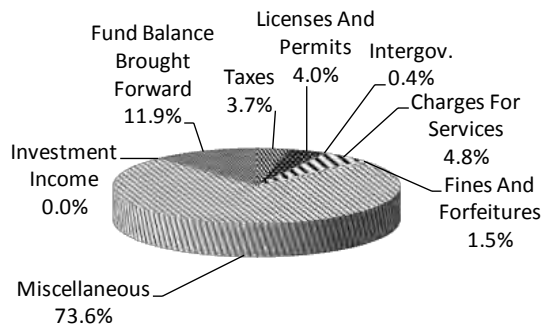
### Appropriations

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

### Special Revenue Funds Revenues

Taxes	\$4,655,938
Licenses And Permits	\$5,061,400
Intergov.	\$490,000
Charges For Services	\$6,070,168
Fines And Forfeitures	\$1,937,288
Miscellaneous	\$92,426,774
Investment Income	20,750
Fund Balance Brought Forward	<u>14,912,108</u>
	<u>\$125,574,426</u>

### SPECIAL REVENUE FUNDS REVENUES



# DEKALB COUNTY EXECUTIVE SUMMARY

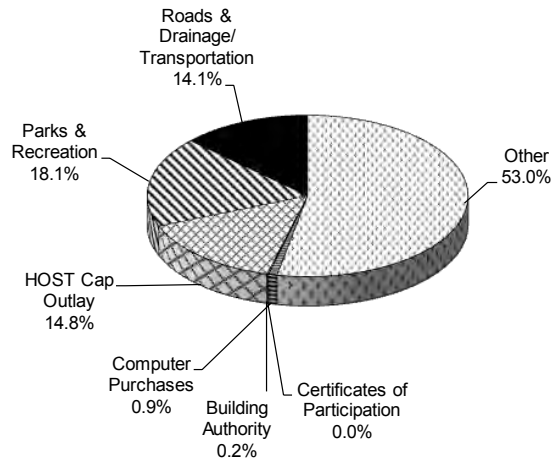
## GENERAL CAPITAL PROJECTS FUNDS

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

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

- 1) In 1997, the HOST was passed providing a windfall of 18 months revenue of approximately \$100 million to fund capital needs.
- 2) In 2001, voters approved a \$125 million bond issue to fund the acquisition of parks and greenspace.
- 3) In 2006, voters approved a \$230 million bond issue for transportation, parks and greenspace, and libraries.
- 4) For 2011, \$12,225,000 was approved for HOST Capital Outlay.
- 5) For 2012, \$8,000,000 was approved for HOST Capital Outlay and \$4,000,000 for other capital projects.
- 6) For 2013, \$5,000,000 was approved for HOST Capital Outlay and \$1,000,000 for other capital projects.
- 7) For 2014, \$5,000,000 was approved for HOST Capital Outlay and \$1,000,000 for other capital projects.

### CAPITAL PROJECTS FUND



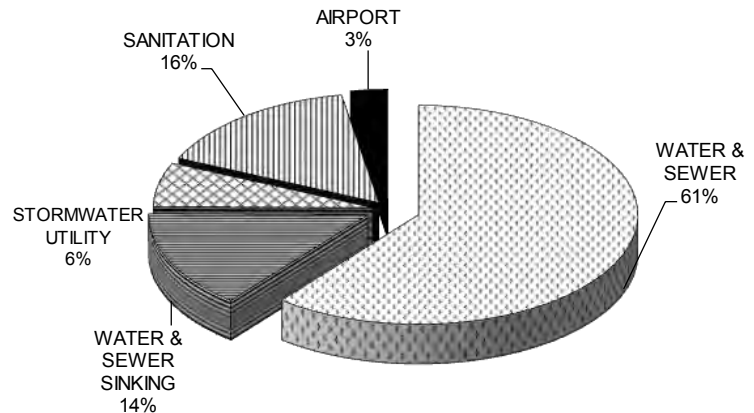
## ENTERPRISE OPERATING FUNDS

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

Notable items in the Enterprise Operating Funds include:

- 1) \$2 million was approved for CIP projects for the Airport.
- 2) \$4.2 million was approved for Sanitation capital projects.
- 3) \$79.9 million was approved for transfer to the Water & Sewer Renewal & Extension Fund, and \$67.8 million was approved for transfer to the Water & Sewer Bond Sinking Fund.

### ENTERPRISE OPERATING FUNDS



# DEKALB COUNTY EXECUTIVE SUMMARY

## ENTERPRISE CAPITAL FUNDS

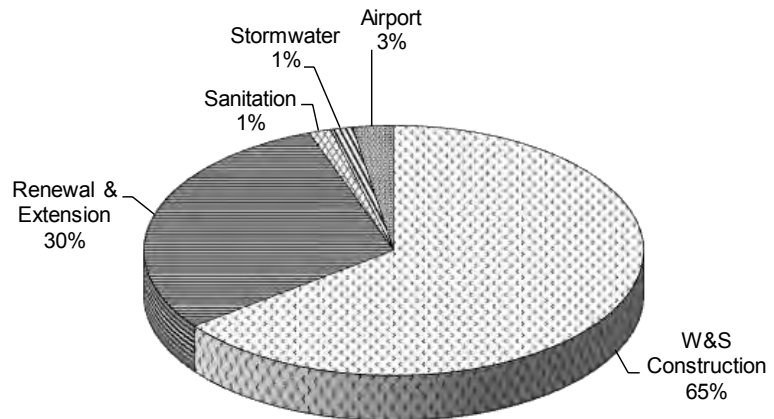
In 1998, state law required that capital projects be portrayed as project length rather than annual budgets.

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

The major items funded with Enterprise Capital Funds are:

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

ENTERPRISE CAPITAL FUNDS



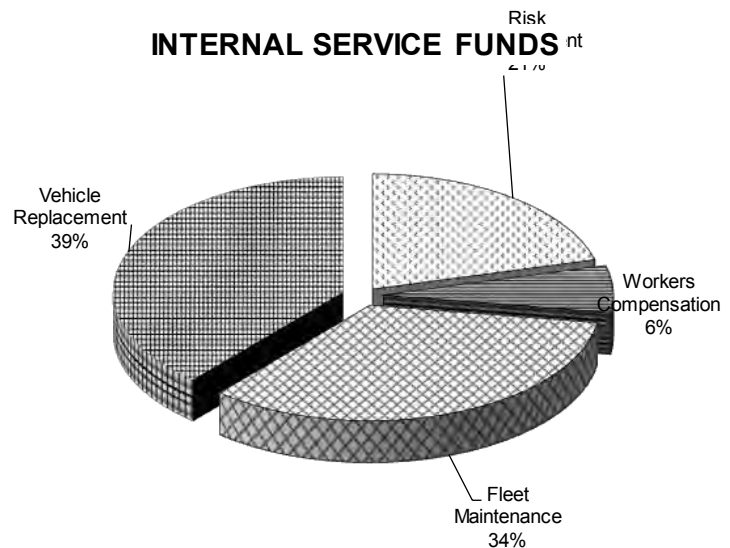
## INTERNAL SERVICE FUNDS

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

Notable items in the 2014 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 2014 will be financed with lease/purchase funds, except for short-life vehicles.
- 2) The Risk Management Fund budget decreased in 2014 by \$90.6 million due to an accounting change in which health care costs are collected in and paid through Balance Sheet accounts.
- 3) Workers Compensation Fund budget stayed essentially flat in 2014.

INTERNAL SERVICE FUNDS



# DEKALB COUNTY, GEORGIA – FUND STRUCTURE

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

## Maintain Budget Account Codes

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

## DEKALB COUNTY, GEORGIA – FUND STRUCTURE

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

# DEKALB COUNTY, GEORGIA – FUND STRUCTURE

## Enterprise Funds

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

### WATER & SEWER:

<b>Operating</b>	Accounts for the normal operations and maintenance activities of the DeKalb Water and Sewerage System.
<b>Renewal and Extension</b>	Accounts for transactions related to capital replacements, additions, extensions and improvements and future development or expansion of the system.
<b>Sinking</b>	Accounts for principal and interest payments on Water and Sewer Revenue Bonds.
<b>Construction</b>	Accounts for proceeds of the 1990 and 1993 Revenue Bond series and local government contributions associated with the construction projects. Payments are made in accordance with the bond resolution and local government agreements.

### SANITATION:

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

### AIRPORT:

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

### STORMWATER:

<b>Operating</b>	Accounts for funds received from the annual stormwater utility fee for maintenance of the stormwater infrastructure.
<b>Capital Projects</b>	Accounts for funds for capital projects funded by, and related to the Stormwater Utility Fund.

## Internal Service Funds

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

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



## DEKALB COUNTY, GEORGIA – FUND STRUCTURE

### Capital Projects Funds

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

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

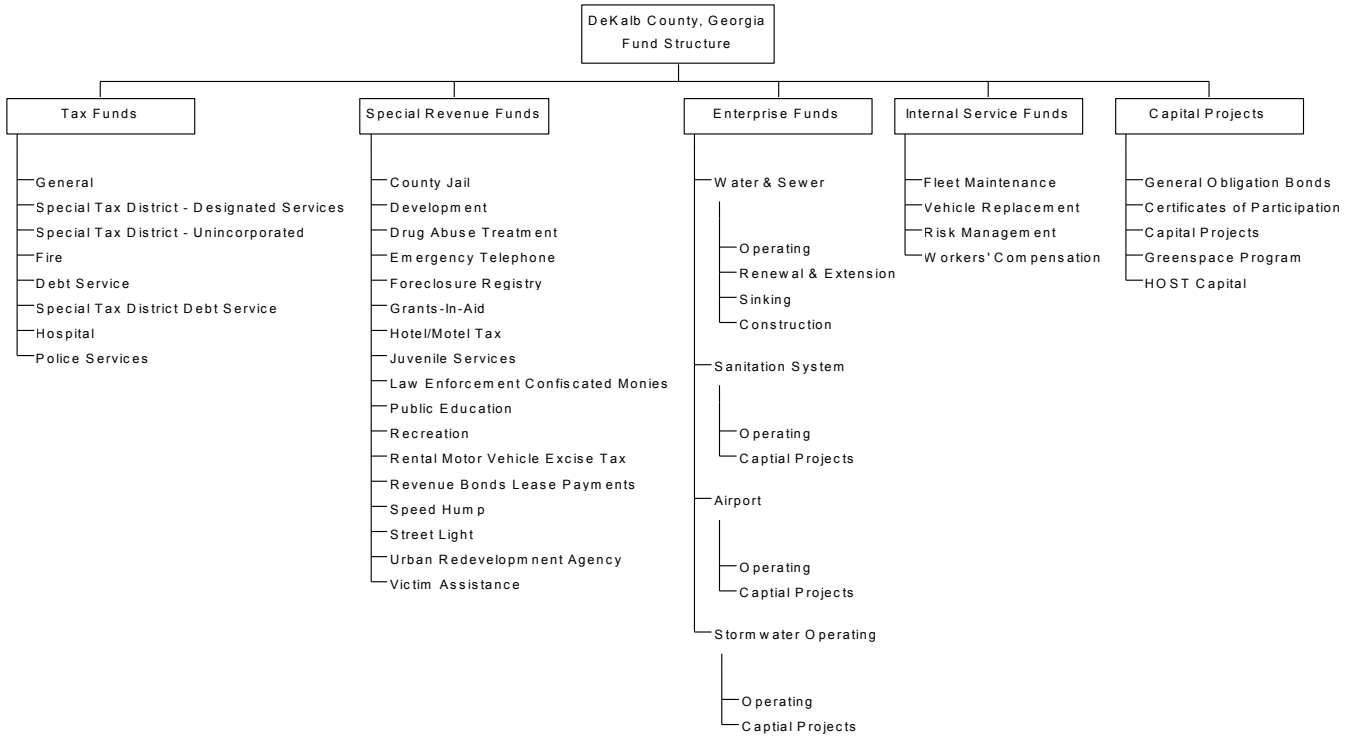
**Certificates of Participation** Established to account for certificates issued to fund the acquisition and renovation of the 330 Ponce de Leon Building and renovation of the 9-story Courthouse.

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

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

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

# DEKALB COUNTY, GEORGIA – FUND STRUCTURE



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

	TAX FUNDS	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	TOTAL
Fund Balance, January 1, 2012	\$30,229,514	\$22,243,431	\$64,438,930	\$28,180,906	\$145,092,782
<u>ACTUAL REVENUES</u>					
Taxes	417,795,384	5,273,972	0	0	423,069,356
Licenses And Permits	25,651,140	4,644,613	0	0	30,295,753
Intergovernmental	3,518,958	29,024,268	0	201,660	32,744,886
Charges For Services	37,725,179	6,656,409	313,464,603	54,980,561	412,826,752
Fines And Forfeitures	33,376,168	3,456,639	0	0	36,832,807
Investment Income	108,284	37,253	259,872	29,003	434,411
Contributions And Donations	600	226,462	0	0	227,062
Miscellaneous	4,616,158	20,019,811	7,743,501	10,768,948	43,148,418
Other Financing Sources	6,895,614	2,543,875	65,496,013	1,219,478	76,154,980
Payroll Deductions And Matches	0	0	0	95,125,888	95,125,888
Total Revenue	529,687,484	71,883,303	386,963,988	162,325,539	1,150,860,313
TOTAL FUNDS AVAILABLE	559,916,998	94,126,734	451,402,918	190,506,445	1,295,953,095
<u>EXPENDITURES</u>					
Operating	515,672,310	79,410,342	266,592,517	172,392,938	1,034,068,106
Transfer to Other Funds	14,321,356	7,237,672	123,307,218	0	144,866,246
Total Expenditures	529,993,666	86,648,014	389,899,735	172,392,938	1,178,934,352
Fund Balance, December 31, 2012	\$29,923,332	\$7,478,720	\$61,503,183	\$18,113,507	\$117,018,743
Prior-Year Encumbrance Balances Not Funded	11,552,866	14,694,753	14,867,073	19,245,244	60,359,936
	0	0			
Fund Balance, January 1, 2013	\$41,476,213	\$22,173,474	\$76,370,256	\$37,358,751	\$177,378,694
<u>ACTUAL REVENUES</u>					
Taxes	411,801,536	5,143,122	0	0	416,944,658
Licenses And Permits	22,451,385	4,911,428	0	0	27,362,814
Intergovernmental	2,561,875	30,357,171	0	224,808	33,143,854
Charges For Services	43,035,495	6,544,891	325,834,316	59,796,195	435,210,896
Fines And Forfeitures	34,179,767	1,661,580	0	0	35,841,346
Investment Income	79,219	21,713	207,746	20,867	329,545
Contributions And Donations	0	188,844	0	0	188,844
Miscellaneous	9,838,484	15,107,850	9,640,128	937,167	35,523,628
Other Financing Sources	125,603,934	11,849,252	211,011,963	1,100,324	349,565,473
Payroll Deductions And Matches	0	0	0	90,437,657	90,437,657
Total Revenue	649,551,695	75,785,851	546,694,152	152,517,018	1,424,548,716
TOTAL FUNDS AVAILABLE	691,027,909	97,959,324	623,064,408	189,875,769	1,601,927,410
<u>EXPENDITURES</u>					
Operating	630,500,184	79,815,824	424,248,028	176,435,686	1,310,999,721
Transfer to Other Funds	8,915,773	5,238,142	139,318,799	0	153,472,715
Total Expenditures	639,415,958	85,053,966	563,566,827	176,435,686	1,464,472,436
Fund Balance, December 31, 2013	\$51,611,951	\$12,905,359	\$59,497,581	\$13,440,084	\$137,454,974
Prior-Year Encumbrance Balances Not Funded	14,130,394	2,006,750	25,630,716	26,634,485	68,402,345
Fund Balance Forward, January 1, 2014	\$65,742,345	\$14,912,108	\$85,128,297	\$40,074,569	\$205,857,319
<u>ANTICIPATED REVENUES</u>					
Taxes	405,234,956	4,655,938	0	0	409,890,894
Licenses And Permits	21,983,230	5,061,400	0	0	27,044,630
Intergovernmental	2,428,680	490,000	0	200,000	3,118,680
Charges For Services	36,219,998	6,070,168	334,981,776	59,835,875	437,107,817
Fines And Forfeitures	34,040,840	1,937,288	0	0	35,978,128
Investment Income	0	20,750	176,000	7,500	204,250
Miscellaneous	4,553,527	92,426,774	7,201,014	600,000	104,781,315
Other Financing Sources	13,871,944	0	45,931,201	500,000	60,303,145
Payroll Deductions And Matches	0	0	0	0	0
Total Revenue	518,333,175	110,662,318	388,289,991	61,143,375	1,078,428,859
TOTAL FUNDS AVAILABLE	584,075,520	125,574,426	473,418,288	101,217,944	1,284,286,178
<u>PROJECTED EXPENDITURES</u>					
Operating	521,459,914	107,172,960	293,593,846	76,150,496	998,377,216
Transfer to Other Funds	17,564,310	5,129,764	153,838,293	0	176,532,367
Total Expenditures	539,024,224	112,302,724	447,432,139	76,150,496	1,174,909,583
Projected Fund Balance, December 31, 2014	\$45,051,296	\$13,271,702	\$25,986,149	\$25,067,448	\$109,376,595

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

	CHANGES IN FUND BALANCE				
	TAX FUNDS	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	TOTAL
Fund Balance, December 31, 2011	\$30,229,514	\$22,243,431	\$64,438,930	\$28,180,906	\$145,092,782
Fully Encumbered Fund Balance, December 31, 2012	\$29,923,332	\$7,478,720	\$61,503,183	\$18,113,507	\$117,018,743
Prior-Year Encumbrance Balances Not Funded	11,552,866	14,694,753	14,867,073	19,245,244	60,359,936
	0	0			
Fund Balance, December 31, 2012	\$41,476,213	\$22,173,474	\$76,370,256	\$37,358,751	\$177,378,694
Change in Fund Balance 2011 - 2012	\$11,246,699	(\$69,958)	\$11,931,326	\$9,177,845	\$32,285,912
Fully Encumbered Fund Balance, December 31, 2013	\$51,611,951	\$12,905,359	\$59,497,581	\$13,440,084	\$137,454,974
Prior-Year Encumbrance Balances Not Funded	14,130,395	2,007,109	22,031,577	26,634,485	64,803,566
Fund Balance, December 31, 2013	\$65,742,345	\$14,912,108	\$85,128,297	\$40,074,569	\$205,857,318
Change in Fund Balance 2012 - 2013	\$24,266,131	(\$7,261,366)	\$8,758,041	\$2,715,817	\$28,478,624
Projected Fund Balance, December 31, 2014	\$45,051,296	\$13,271,702	\$25,986,149	\$25,067,448	\$109,376,595
Projected Change in Fund Balance 2013 - 2014	(\$20,691,049)	(\$1,640,406)	(\$59,142,148)	(\$15,007,121)	(\$96,480,723)

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

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

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

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

- Tax Funds – Projected Fund Balance is essentially a function of reserve calculations, and therefore tend to be conservative. In 2013, tighter control on filling personnel vacancies and a slight lift in revenues resulted in a higher than projected end of year fund balance.
- Special Revenue Funds – Projected Grant-In-Aid revenue increases account for the increase of 2014 (projected) over 2013.
- Enterprise Funds – The projected decrease in Fund Balance is mainly due to higher personnel costs in general, and higher budgeted transfers from the Water & Sewer Fund to Debt Service and Construction.
- Internal Service Funds – Revenues in the Vehicle Replacement Fund are budgeted to decrease from 2013 to 2014 due to deferral of charges to Tax Fund departments.

**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  
2012-2014**

FUND GROUP / SOURCE	TAX FUNDS	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	TOTAL
<b>2014 ANTICIPATED</b>					
TAXES	405,234,956	4,655,938	0	0	409,890,894
LICENSES AND PERMITS	21,983,230	5,061,400	0	0	27,044,630
INTERGOVERNMENTAL	2,428,680	490,000	0	200,000	3,118,680
CHARGES FOR SERVICES	36,219,998	6,070,168	334,981,776	59,835,875	437,107,817
FINES AND FORFEITURES	34,040,840	1,937,288	0	0	35,978,128
INVESTMENT INCOME	0	20,750	176,000	7,500	204,250
MISCELLANEOUS REVENUE	4,553,527	92,426,774	7,201,014	600,000	104,781,315
OTHER FINANCING SOURCES	13,871,944	0	45,931,201	500,000	60,303,145
PAYROLL DEDUCTIONS AND MATCHES	0	0	0	0	0
FUND BALANCE BROUGHT FORWARD	65,742,345	14,912,108	85,128,297	40,074,569	205,857,319
<b>TOTAL ANTICIPATIONS</b>	<b>\$584,075,520</b>	<b>\$125,574,426</b>	<b>\$473,418,288</b>	<b>\$101,217,944</b>	<b>\$1,284,286,178</b>
<b>2013 ACTUAL</b>					
TAXES	411,801,536	5,143,122	0	0	416,944,658
LICENSES AND PERMITS	22,451,385	4,911,428	0	0	27,362,814
INTERGOVERNMENTAL	\$2,561,875	\$30,357,171	\$0	\$224,808	\$33,143,854
CHARGES FOR SERVICES	43,035,495	6,544,891	325,834,316	59,796,195	435,210,896
FINES AND FORFEITURES	34,179,767	1,661,580	0	0	35,841,346
INVESTMENT INCOME	79,219	21,713	207,746	20,867	329,545
CONTRIBUTIONS AND DONATIONS	0	188,844	0	0	188,844
MISCELLANEOUS REVENUE	9,838,484	15,107,850	9,640,128	937,167	35,523,628
OTHER FINANCING SOURCES	125,603,934	11,849,252	211,011,963	1,100,324	349,565,473
PAYROLL DEDUCTIONS AND MATCHES	0	0	0	90,437,657	90,437,657
FUND BALANCE BROUGHT FORWARD	41,476,213	22,173,474	76,370,256	37,358,751	177,378,694
<b>TOTAL REVENUES</b>	<b>\$691,027,909</b>	<b>\$97,959,324</b>	<b>\$623,064,408</b>	<b>\$189,875,769</b>	<b>\$1,601,927,410</b>
<b>2012 ACTUAL</b>					
TAXES	417,795,384	5,273,972	0	0	423,069,356
LICENSES AND PERMITS	25,651,140	4,644,613	0	0	30,295,753
INTERGOVERNMENTAL	3,518,958	29,024,268	0	201,660	32,744,886
CHARGES FOR SERVICES	37,725,179	6,656,409	313,464,603	54,980,561	412,826,752
FINES AND FORFEITURES	33,376,168	3,456,639	0	0	36,832,807
INVESTMENT INCOME	108,284	37,253	259,872	29,003	434,411
CONTRIBUTIONS AND DONATIONS	600	226,462	0	0	227,062
MISCELLANEOUS REVENUE	4,616,158	20,019,811	7,743,501	10,768,948	43,148,418
OTHER FINANCING SOURCES	6,895,614	2,543,875	65,496,013	1,219,478	76,154,980
PAYROLL DEDUCTIONS AND MATCHES	0	0	0	95,125,888	95,125,888
FUND BALANCE BROUGHT FORWARD	30,229,514	22,243,431	64,438,930	28,180,906	145,092,782
<b>TOTAL REVENUES</b>	<b>\$559,916,998</b>	<b>\$94,126,734</b>	<b>\$451,402,918</b>	<b>\$190,506,445</b>	<b>\$1,295,953,095</b>

**SUMMARY OF APPROPRIATIONS AND EXPENDITURES -  
ALL OPERATING FUNDS  
2012-2014**

FUND GROUP / SOURCE	TAX FUNDS	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	TOTAL
<b>2014 BUDGET</b>					
PERSONAL SERVICES AND BENEFITS	\$311,135,553	\$13,171,428	\$84,354,634	\$8,727,046	\$417,388,661
PURCHASED / CONTRACTED SERVICES	67,679,203	12,443,146	37,742,237	18,271,565	136,136,151
SUPPLIES	29,940,359	5,005,791	35,358,031	20,116,203	90,420,384
CAPITAL OUTLAYS	810,085	687,665	319,860	20,454,619	22,272,229
INTERFUND / INTERDEPARTMENTAL	43,331,487	2,470,254	46,955,628	7,861,468	100,618,837
OTHER COSTS	81,357,388	16,098,004	46,823,149	25,755,448	170,033,989
DEBT SERVICE	31,386,369	4,485,564	67,828,224	0	103,700,157
OTHER FINANCING USES	17,564,310	5,129,764	153,838,293	0	176,532,367
RETIREMENT SERVICES	870,766	24,622	198,232	31,595	1,125,215
PAYROLL LIABILITIES	0	0	0	0	0
HOLDING ACCOUNTS	0	66,058,188	0	0	66,058,188
TOTAL APPROPRIATIONS	\$584,075,520	\$125,574,426	\$473,418,288	\$101,217,944	\$1,284,286,178
<b>2013 ACTUAL</b>					
PERSONAL SERVICES AND BENEFITS	\$300,805,157	\$16,366,680	\$75,375,282	\$8,022,673	\$400,569,791
PURCHASED / CONTRACTED SERVICES	66,601,299	27,433,926	37,582,291	11,563,880	143,181,397
SUPPLIES	23,898,086	6,766,624	35,050,788	20,354,670	86,070,168
CAPITAL OUTLAYS	955,966	2,947,605	256,868	36,977,820	41,138,259
INTERFUND / INTERDEPARTMENTAL	34,112,982	2,922,220	51,402,469	5,586,185	94,023,856
DEPRECIATION AND AMORTIZATION	0	0	0	0	0
OTHER COSTS	42,141,246	10,019,934	14,244,320	1,170,559	67,576,058
DEBT SERVICE	41,818,775	4,686,802	62,403,355	0	108,908,932
OTHER FINANCING USES	128,186,385	13,885,657	287,053,222	0	429,125,264
RETIREMENT SERVICES	887,034	24,622	198,232	31,595	1,141,483
PAYROLL LIABILITIES	0	0	0	92,728,304	92,728,304
HOLDING ACCOUNTS	9,028	(104)	0	0	8,924
TOTAL EXPENDITURES	\$639,415,958	\$85,053,966	\$563,566,827	\$176,435,686	\$1,464,472,436
<b>2012 ACTUAL</b>					
PERSONAL SERVICES AND BENEFITS	\$310,480,082	\$17,180,693	\$73,767,870	\$7,899,194	\$409,327,839
PURCHASED / CONTRACTED SERVICES	68,801,533	31,125,592	26,021,803	9,126,572	135,075,500
SUPPLIES	24,372,540	7,582,614	34,524,552	20,823,488	87,303,193
CAPITAL OUTLAYS	1,602,437	3,579,046	225,311	33,664,135	39,070,928
INTERFUND / INTERDEPARTMENTAL	24,205,865	4,626,648	52,528,018	5,823,206	87,183,736
OTHER COSTS	43,819,969	10,791,467	22,082,638	1,270,010	77,964,084
DEBT SERVICE	41,513,471	4,492,930	57,244,094	0	103,250,495
OTHER FINANCING USES	14,321,356	7,237,672	123,307,218	0	144,866,246
RETIREMENT SERVICES	867,307	24,622	198,232	31,595	1,121,756
PAYROLL LIABILITIES	0	0	0	93,754,738	93,754,738
HOLDING ACCOUNTS	9,106	6,731	0	0	15,837
TOTAL EXPENDITURES	\$529,993,666	\$86,648,014	\$389,899,735	\$172,392,938	\$1,178,934,352

## DEPARTMENTAL OPERATING BUDGET / EXPENDITURE COMPARISON: 2012-2014

TAX FUNDS	2012		2013		2014	
	Budget	Actual Expenditures	Budget	Actual Expenditures	Recommended Budget	Approved Budget
DEPARTMENT						
CHIEF EXECUTIVE OFFICER	\$2,009,848	\$2,148,194	\$2,274,790	\$2,281,017	\$2,477,156	\$2,477,156
EXECUTIVE ASSISTANT	0	0	0	0	977,346	977,346
BOARD OF COMMISSIONERS	3,154,647	2,751,932	3,140,049	2,711,493	3,120,454	3,120,454
ETHICS BOARD	4,750	0	10,500	0	118,000	118,000
LAW DEPARTMENT	3,166,626	2,981,491	3,139,711	3,100,551	2,978,248	2,978,248
GEOGRAPHIC INFO SYSTEM	1,684,945	1,658,124	1,909,662	1,840,614	1,868,933	1,868,933
FACILITIES MANAGEMENT	16,802,090	17,172,677	16,461,079	16,720,055	14,232,959	14,232,959
PURCHASING	2,974,878	2,611,218	2,926,928	2,625,885	2,644,716	2,644,716
HUMAN RESOURCES	2,927,490	2,682,690	3,122,415	2,879,118	3,184,563	3,184,563
INFORMATION SYSTEMS	19,185,815	18,561,931	18,748,568	17,879,389	18,465,927	18,465,927
FINANCE	6,394,232	6,223,850	6,491,744	6,036,836	6,368,416	6,368,416
PROPERTY APPRAISAL	4,208,916	4,178,260	4,427,264	4,190,507	4,172,407	4,172,407
TAX COMMISSIONER	7,020,079	6,900,952	7,028,612	6,728,962	6,670,339	6,670,339
REGISTRAR & ELECTIONS	4,825,859	3,871,263	1,897,479	1,379,577	3,780,174	3,780,174
SHERIFF	75,727,592	75,650,820	77,575,791	77,264,198	74,952,669	74,952,669
JUVENILE COURT	9,418,611	9,413,824	9,444,635	8,865,300	8,696,478	8,696,478
SUPERIOR COURT	8,074,741	7,967,908	8,426,869	8,019,576	8,213,498	8,213,498
CLERK SUPERIOR COURT	6,144,337	6,279,476	6,196,920	6,164,008	6,374,015	6,374,015
STATE COURT	13,024,178	12,517,820	13,230,468	12,742,172	12,895,294	12,895,294
SOLICITOR STATE COURT	5,603,883	5,447,839	6,002,207	5,678,818	5,824,369	5,824,369
DISTRICT ATTORNEY	11,760,987	11,943,342	11,981,243	12,114,695	11,795,196	11,795,196
CHILD ADVOCATE	1,787,906	1,753,731	1,820,139	1,767,588	1,874,018	1,874,018
PROBATE COURT	1,593,064	1,557,182	1,577,720	1,525,179	1,464,924	1,464,924
MEDICAL EXAMINER	2,155,169	2,226,228	2,271,504	2,285,979	2,403,957	2,403,957
PUBLIC DEFENDER	7,247,868	7,039,008	7,283,038	6,912,396	6,955,884	6,955,884
POLICE SERVICES	98,175,166	96,876,075	99,177,706	94,920,516	104,526,276	104,526,276
RECORDERS COURT	3,950,976	3,807,426	4,266,446	3,729,287	3,704,635	3,704,635
MAGISTRATE COURT	2,639,143	2,503,086	2,705,774	2,607,520	2,513,389	2,513,389
FIRE and RESCUE	57,410,603	58,465,874	53,882,459	52,578,743	58,005,957	58,005,957
PLANNING	3,620,633	3,610,972	4,189,118	3,970,280	4,940,995	4,940,995
ECONOMIC DEVELOPMENT	672,996	684,766	1,161,297	1,262,631	959,173	959,173
PUB WORKS-DIRECTOR	274,440	297,026	267,196	332,470	273,704	273,704
PUB WORKS-TRANSPORTATION	2,203,164	1,855,377	1,979,951	1,657,008	3,021,991	3,021,991
PUB WORKS-ROADS & DRAIN	9,421,784	9,082,816	8,530,447	10,286,069	9,693,631	9,693,631
PARKS & RECREATION	9,974,212	9,673,259	8,738,501	10,085,448	10,300,519	10,300,519
LIBRARY	11,770,834	12,195,588	12,476,767	12,064,241	12,751,041	12,751,041
ARTS, CULTURE, & ENTERTAINMENT	0	(2,246)	0	(2,981)	0	0
COOPERATIVE EXTENSION	292,435	266,871	207,071	229,397	448,412	448,412
PUBLIC HEALTH	4,077,973	4,077,973	3,955,634	3,955,644	3,955,634	3,955,634
COMMUNITY SERVICE BOARD	1,624,803	1,624,803	1,576,060	1,576,060	1,576,057	1,576,057
FAMILY & CHILDREN SERVICES	1,279,674	1,279,674	1,241,284	1,241,284	1,278,220	1,278,220
CITIZENS HELP CENTER	0	0	0	(10)	0	0
CONTRIBUTION TO CAPITAL	12,000,000	12,000,000	6,000,000	6,000,000	6,000,000	6,000,000
NON-DEPARTMENTAL	35,806,407	37,748,012	37,924,440	41,300,783	49,381,139	49,381,139
RESERVES	24,308,111	0	35,937,133	0	42,937,628	42,937,628
SP. TAX DIST. DEBT SERVICE	27,733,969	27,714,800	27,590,719	27,571,281	31,929,210	31,929,210
HUMAN SERVICES	3,821,688	3,797,114	3,523,733	3,609,578	4,238,586	4,238,586
HOSPITAL FUND	19,102,904	19,059,924	11,882,092	63,917,648	11,857,043	11,857,043
DEBT SERVICE FUND	9,651,958	9,633,458	15,521,496	68,926,419	8,249,686	8,249,686
MISCELLANEOUS ACTIVITY	0	201,256	0	15,882,729	0	0
<b>TOTAL TAX FUNDS</b>	<b>\$556,712,384</b>	<b>\$529,993,666</b>	<b>\$560,124,659</b>	<b>\$639,415,958</b>	<b>\$585,052,866</b>	<b>\$585,052,866</b>

## DEPARTMENTAL OPERATING BUDGET / EXPENDITURE COMPARISON: 2012-2014

NON-TAX FUNDS	2012		2013		2014	
DEPARTMENT	Budget	Actual Expenditures	Budget	Actual Expenditures	Recommended Budget	Approved Budget
<b>Enterprise Funds</b>						
PUB WORKS-WATER & SEWER:						
OPERATING	\$116,138,017	\$118,444,940	\$120,904,983	\$115,705,662	\$126,313,426	\$126,313,426
FINANCE-BILLING	7,105,539	6,298,598	6,300,614	6,055,134	7,410,790	7,410,790
TRANSFERS & RESERVE	124,597,064	118,946,915	137,897,513	137,808,799	153,755,504	153,755,504
SINKING FUNDS	73,871,701	57,236,637	66,248,508	210,127,442	68,285,805	68,285,805
TOTAL WATER & SEWER	321,712,321	300,927,090	331,351,618	469,697,038	355,765,525	355,765,525
PUB WORKS-SANITATION:						
-OPERATING	74,525,753	64,586,032	74,113,192	70,688,297	73,561,992	73,561,992
-FINANCE-BILLING	195,054	195,060	222,521	203,973	249,634	249,634
TOTAL SANITATION	74,720,807	64,781,092	74,335,713	70,892,270	73,811,626	73,811,626
AIRPORT:						
-OPERATING FUND	12,055,652	6,424,467	11,352,050	4,265,741	12,938,663	12,938,663
STORMWATER UTILITY:						
-OPERATING FUND	27,403,943	17,767,086	27,629,971	18,711,779	30,902,474	30,902,474
<b>TOTAL ENTERPRISE FUNDS</b>	<b>\$435,892,723</b>	<b>\$389,899,735</b>	<b>\$444,669,352</b>	<b>\$563,566,827</b>	<b>\$473,418,288</b>	<b>\$473,418,288</b>
<b>Internal Service Funds</b>						
PUB WORKS-FLEET MAINT	\$35,482,564	\$32,518,099	\$34,650,001	\$34,651,619	\$34,283,026	\$34,283,026
PUB WORKS-VEHICLE FUND:						
-EQUIPMENT	22,176,677	33,678,107	22,662,274	36,959,538	19,993,119	19,993,119
-OPERATING EXPENSES	3,418,153	485,155	4,280,825	178,880	6,919,634	6,919,634
-RESERVES & TRANSFERS	12,228,693	0	7,915,810	0	12,252,578	12,252,578
TOTAL VEHICLE FUND	37,823,523	34,163,262	34,858,909	37,138,418	39,165,331	39,165,331
RISK MANAGEMENT FUND	114,909,689	99,133,162	111,763,760	98,500,126	21,135,271	21,135,271
WORKERS COMPENSATION FUND	10,303,000	6,578,415	6,282,566	6,145,522	6,634,316	6,634,316
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>\$198,518,776</b>	<b>\$172,392,938</b>	<b>\$187,555,236</b>	<b>\$176,435,686</b>	<b>\$101,217,944</b>	<b>\$101,217,944</b>
<b>Special Revenue Funds</b>						
GRANTS	\$65,567,836	\$41,909,404	\$61,389,911	\$34,674,487	\$66,058,188	\$66,058,188
RECREATION FUND	738,137	696,156	531,278	721,248	999,577	999,577
CONFISCATED MONIES FD	8,504,311	2,789,113	9,985,021	3,097,104	6,790,146	6,790,146
HOTEL/MOTEL TAX FUND	3,654,819	3,911,137	6,924,462	4,044,340	5,548,364	5,548,364
COUNTY JAIL FUND	2,798,359	2,798,359	2,432,210	1,422,163	919,288	919,288
JUVENILE SERVICES FUND	335,126	68,945	293,441	77,804	253,749	253,749
EMERG TELEPHONE SYST	18,452,785	12,044,925	16,570,979	11,977,091	15,420,849	15,420,849
DRUG ABUSE/TREATMENT	150,009	48,747	181,559	156,041	263,221	263,221
STREET LIGHT FUND	6,391,359	4,714,034	6,622,884	4,668,060	6,724,426	6,724,426
VICTIM ASSISTANCE FUND	1,410,152	1,310,811	1,617,968	1,097,321	1,431,056	1,431,056
SPEED HUMP FUND	2,126,517	1,220,201	2,212,157	872,050	1,672,255	1,672,255
PEG FUND	2,018,997	310,038	2,255,650	588,573	2,114,338	2,114,338
CHILD SUPPORT INCENTIVE	0	0	0	0	0	0
RENTAL MOTOR VEHICLE TAX FUND*	1,246,220	709,725	1,385,893	708,859	1,435,737	1,435,737
DEVELOPMENT FUND	7,039,614	6,151,279	5,712,184	4,101,835	5,853,543	5,853,543
FORCLOSURE REGISTRY FUND	1,521,375	379,408	1,247,540	417,010	1,179,147	1,179,147
REVENUE BONDS LEASE PMT FUND	3,838,766	3,718,057	3,852,356	12,568,637	3,733,553	3,733,553
PUBLIC SAFETY / JUDICIAL AUTHORITY						
DEBT SERVICE	3,104,802	3,092,801	3,107,102	3,095,101	4,025,672	4,025,672
URA BOND DEBT SERVICE	775,875	774,874	976,108	766,243	1,151,317	1,151,317
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>\$129,675,059</b>	<b>\$86,648,014</b>	<b>\$127,298,703</b>	<b>\$85,053,966</b>	<b>\$125,574,426</b>	<b>\$125,574,426</b>
<b>TOTAL OPERATING FUNDS</b>	<b>\$1,320,798,942</b>	<b>\$1,178,934,352</b>	<b>\$1,319,647,950</b>	<b>\$1,464,472,437</b>	<b>\$1,285,263,524</b>	<b>\$1,285,263,524</b>



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

**4. Health and Welfare Services**

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

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

**5. Leisure Services**

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

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

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

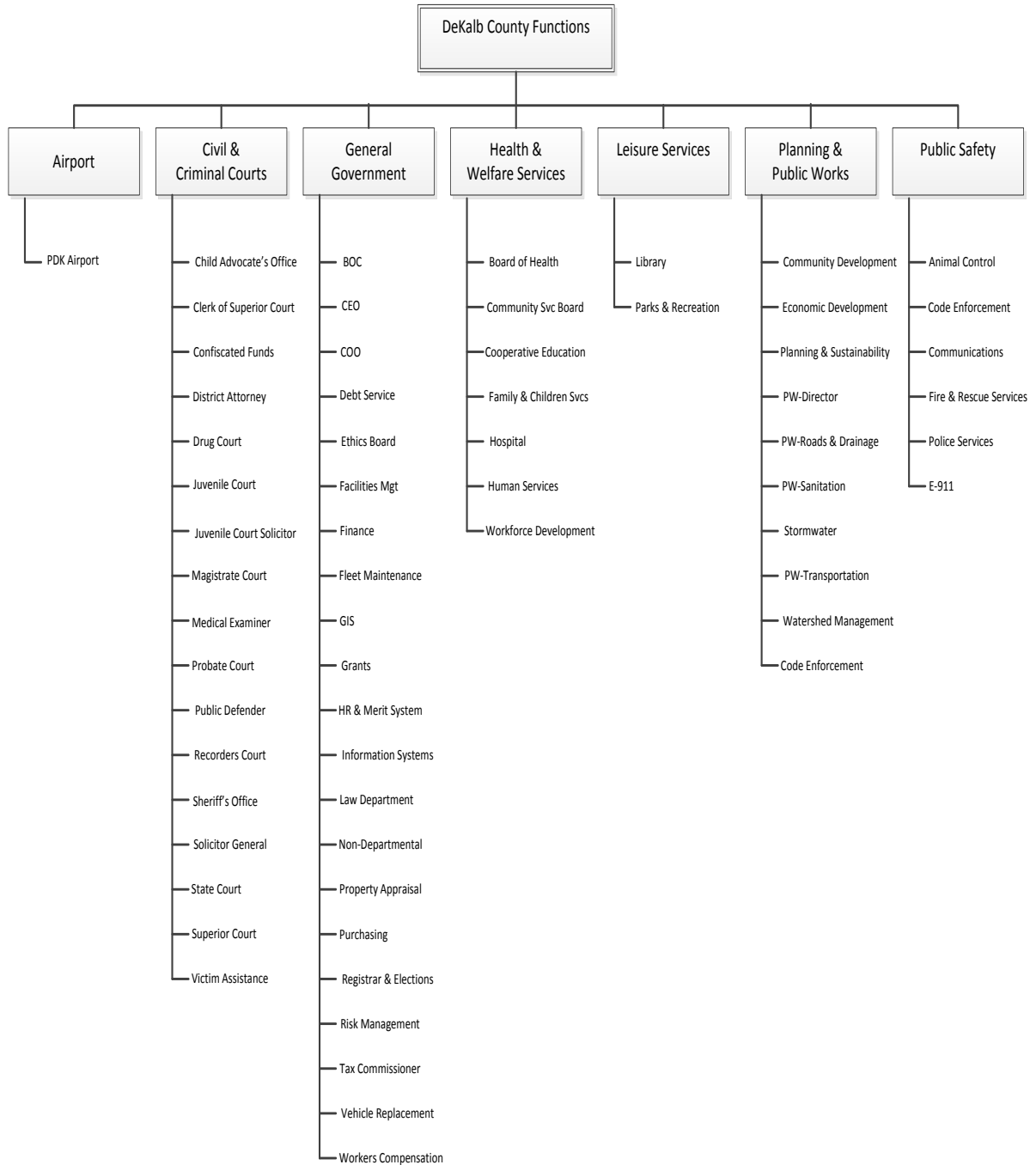
Community Development	PW – Director	PW – Transportation
Economic Development	PW – Roads & Drainage	Stormwater
Planning & Sustainability	PW – Sanitation	Watershed Management
		Code Enforcement

**7. Public Safety**

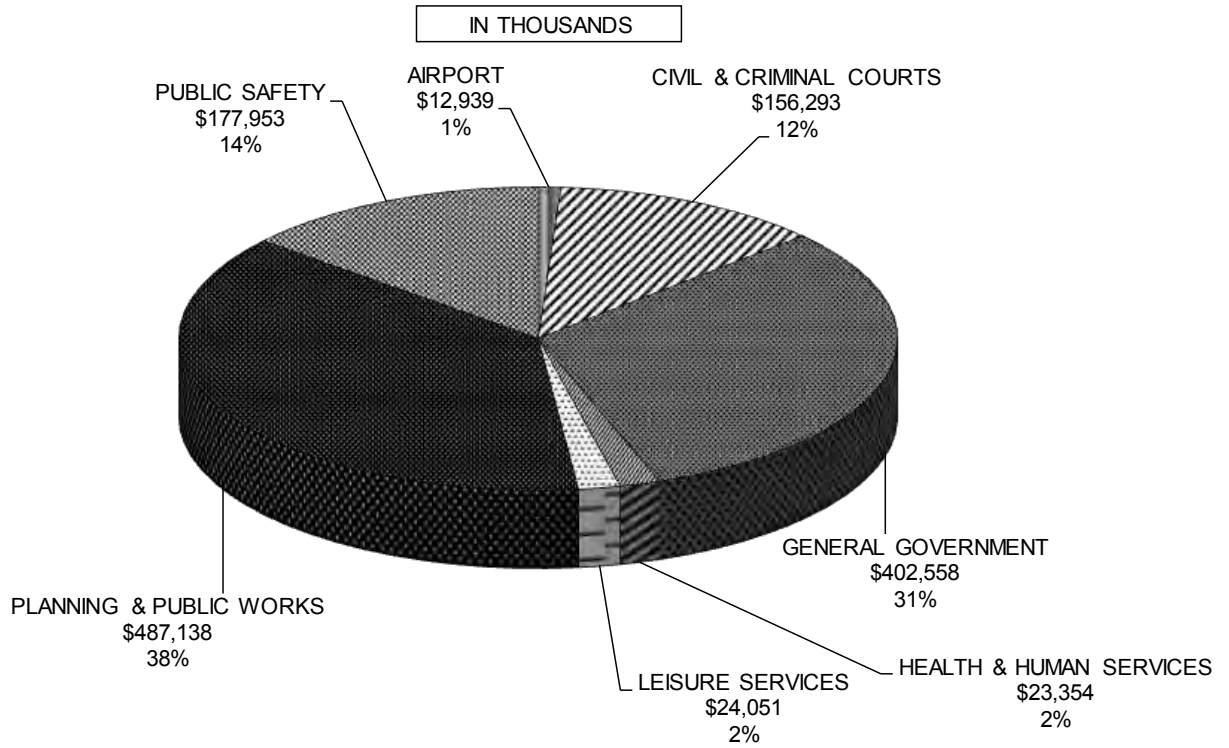
This function of government is responsible for the protection of persons and property. The agencies and departments included are:

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

# DEKALB COUNTY DEPARTMENTS AND AGENCIES BY FUNCTION



## 2014 OPERATING BUDGET BY MAJOR FUNCTION



	2014 Budget
AIRPORT	\$12,938,663
CIVIL & CRIMINAL COURTS	156,293,149
GENERAL GOVERNMENT	402,558,129
HEALTH & HUMAN SERVICES	23,353,952
LEISURE SERVICES	24,051,137
PLANNING & PUBLIC WORKS	487,138,066
PUBLIC SAFETY	177,953,082
<b>TOTAL</b>	<b>\$1,284,286,178</b>

## EXECUTIVE GROUPS BY DEPARTMENT / FUND

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

**8. Administrative Services**

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

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

**9. Jobs & Economic Development**

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

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

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

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

**11. Public Safety**

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

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

**12. Human & Community Development**

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

Human Services	Community Development
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**13. Law**

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

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

EXECUTIVE GROUP	2014 Budget	Authorized Positions
<b>ADMINISTRATIVE SERVICES:</b>		
BOARD OF HEALTH	\$ 3,955,634	0
CHIEF EXECUTIVE OFFICER	2,477,156	20
EXECUTIVE ASSISTANT	977,346	7
COMMUNITY SERVICE BOARD	1,576,057	0
CONFISCATED FUNDS	\$ 6,790,146	0
CONTRIBUTION ACCOUNTS	6,000,000	0
DEBT SERVICE	49,089,438	0
FAMILY AND CHILDREN SERVICES	1,278,220	0
FINANCE	14,028,840	205
HOSPITAL	11,857,043	0
HOTEL / MOTEL TAX FUND	5,548,364	0
HUMAN RESOURCES & MERIT SYSTEM	3,184,563	28
NON-DEPARTMENTAL	92,318,767	1
INFORMATION TECHNOLOGY	18,465,927	100
PEG SUPPORT FUND	2,114,338	0
PROPERTY APPRAISAL& ASSESSMENT	4,172,407	66
PURCHASING	2,644,716	53
REGISTRAR	3,780,174	74
RENTAL MOTOR VEHICLE EXCISE TAX FUND	1,435,737	0
RISK MANAGEMENT	27,769,587	0
<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>\$ 259,464,460</b>	<b>554</b>
<b>JOB &amp; ECONOMIC DEVELOPMENT</b>		
ECONOMIC DEVELOPMENT	\$ 959,173	9
PLANNING & DEVELOPMENT	11,973,685	115
<b>TOTAL JOBS &amp; ECONOMIC DEVELOPMENT</b>	<b>\$ 12,932,858</b>	<b>124</b>
<b>INFRASTRUCTURE:</b>		
DEKALB-PEACHTREE AIRPORT	\$ 12,938,663	24
DPT OF WATERSHED MANAGEMENT	348,354,735	685
EXTENSION SERVICE	448,412	14
FACILITIES MANAGEMENT	14,232,959	58
FLEET MANAGEMENT	34,283,026	160
G.I.S.	1,868,933	23
LIBRARY	12,751,041	285
PARKS	10,300,519	471
PUBLIC WORKS - ROADS AND DRAINAGE	9,693,631	171
PUBLIC WORKS - TRANSPORTATION	3,021,991	27
PUBLIC WORKS DIRECTOR	273,704	3
RECREATION	999,577	0
SANITATION	73,561,992	729
SPEED HUMPS FUND	1,672,255	3
STORMWATER	30,902,474	102
STREETLIGHTS FUND	6,724,426	1
VEHICLE REPLACEMENT	39,165,331	0
<b>TOTAL INFRASTRUCTURE</b>	<b>\$ 601,193,669</b>	<b>2,756</b>
<b>PUBLIC SAFETY:</b>		
E-911	\$ 15,420,849	213
FIRE & RESCUE SERVICES	58,005,957	790
MEDICAL EXAMINER	2,403,957	20
POLICE	104,526,276	1,292
RECORDERS COURT	3,704,635	56
<b>TOTAL PUBLIC SAFETY</b>	<b>\$ 184,061,674</b>	<b>2,371</b>

## EXECUTIVE GROUPS BY DEPARTMENT / FUND

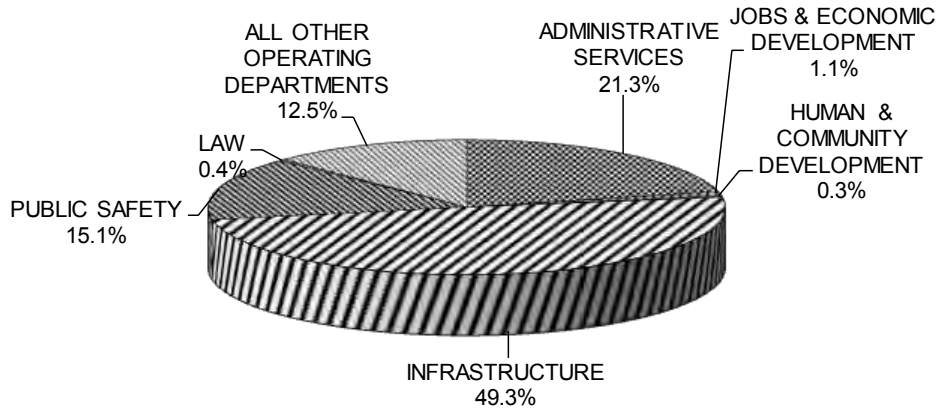
EXECUTIVE GROUP	2014 Budget	Authorized Positions
<b>LAW:</b>		
CHILD ADVOCATES OFFICE	\$ 1,874,018	26
LAW DEPARTMENT	2,978,248	22
<b>TOTAL LAW</b>	<b>\$ 4,852,266</b>	<b>48</b>
<b>HUMAN &amp; COMMUNITY DEVELOPMENT:</b>		
HUMAN SERVICES	4,238,586	27
<b>TOTAL HUMAN &amp; COMMUNITY DEVELOPMENT</b>	<b>\$ 4,238,586</b>	<b>27</b>
<b>TOTAL - EXECUTIVE GROUPS</b>	<b>\$ 1,066,743,513</b>	<b>5,880</b>
<b>ALL OTHER OPERATING DEPARTMENTS *</b>	<b>\$ 152,461,823</b>	<b>1,820</b>
<b>TOTAL OPERATING DEPARTMENTS **</b>	<b>\$ 1,219,205,336</b>	<b>7,700</b>

\* Departments reporting to other elected officials

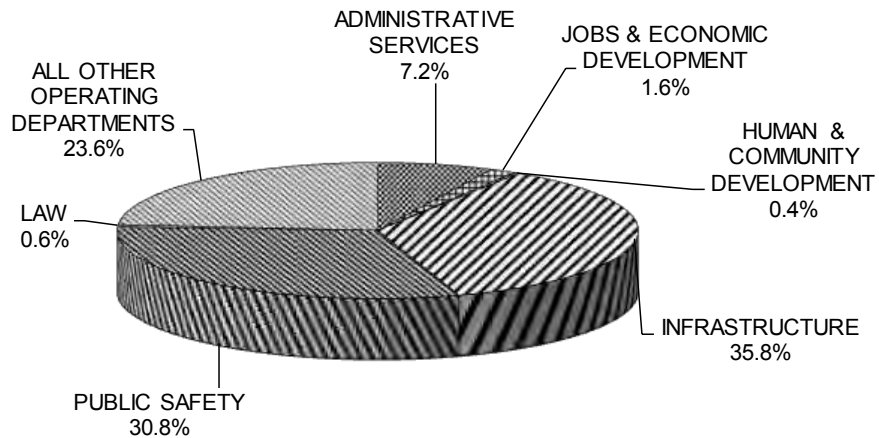
\*\* All departments except Grants and CIP

## EXECUTIVE GROUPS BY DEPARTMENT / FUND

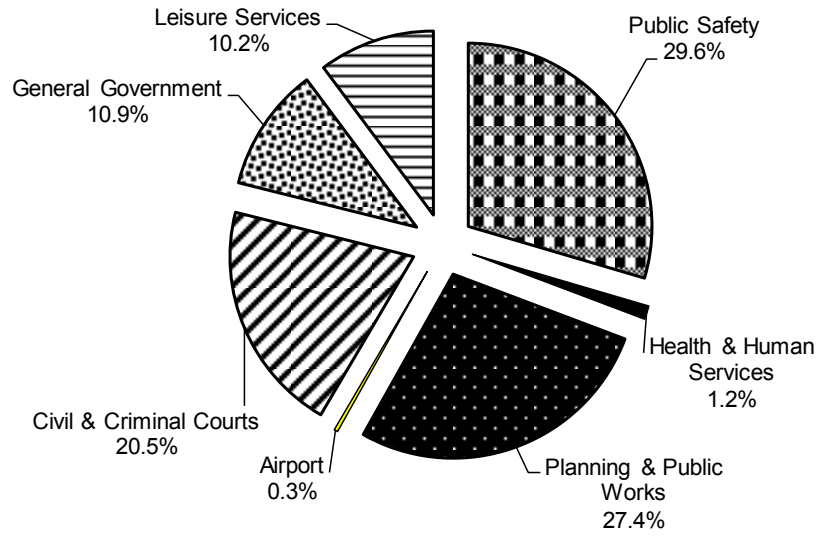
### 2014 OPERATING BUDGET - EXECUTIVE GROUPS



### 2014 AUTHORIZED POSITIONS - EXECUTIVE GROUPS



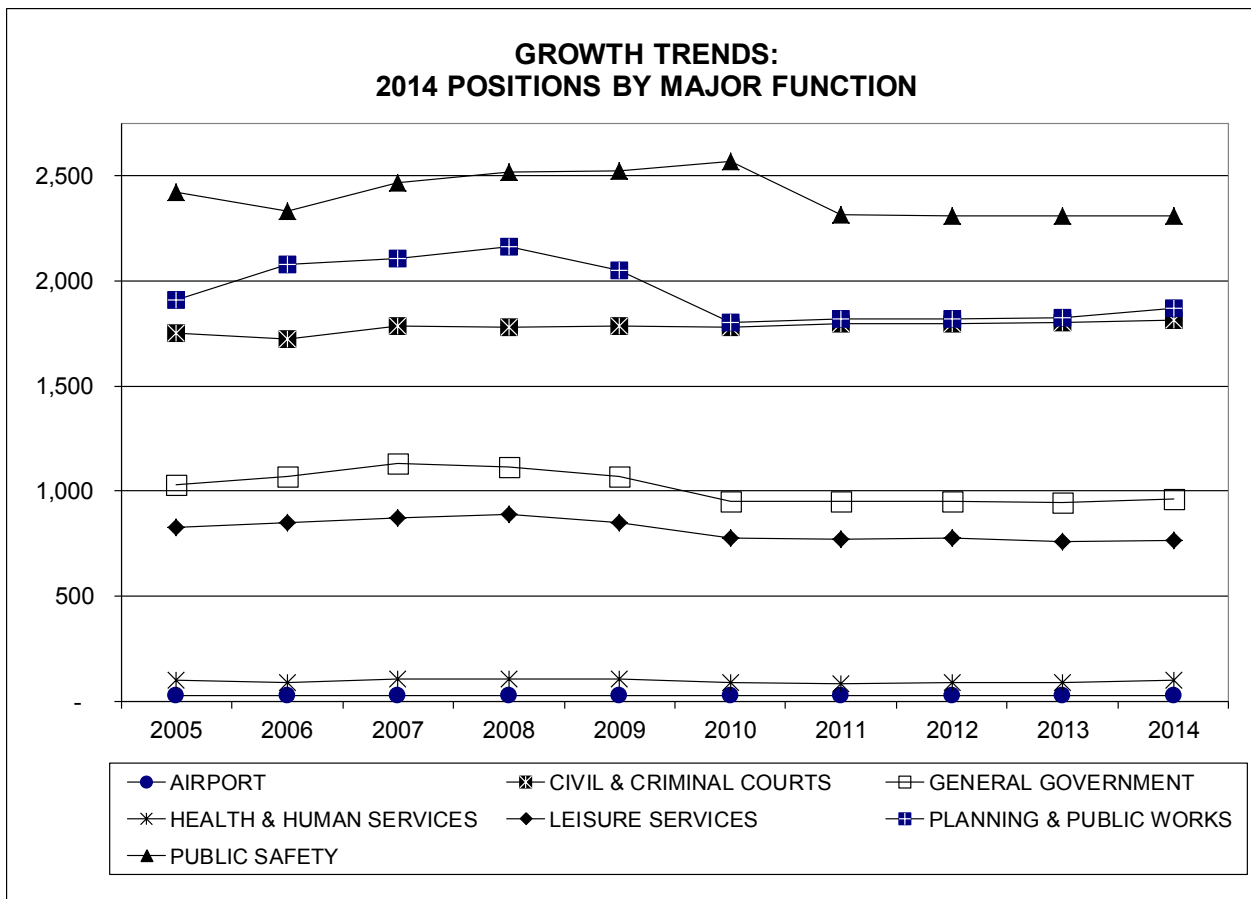
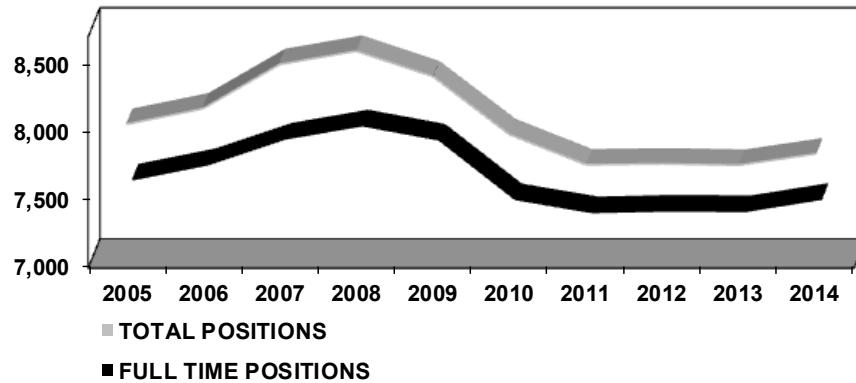
**2014 TOTAL POSITIONS BY FUNCTION - ALL FUNDS**



	2014
<b>AIRPORT</b>	<b>24</b>
<b>CIVIL &amp; CRIMINAL COURTS</b>	<b>1,814</b>
<b>GENERAL GOVERNMENT</b>	<b>964</b>
<b>HEALTH &amp; HUMAN SERVICES</b>	<b>97</b>
<b>LEISURE SERVICES</b>	<b>763</b>
<b>PLANNING &amp; PUBLIC WORKS</b>	<b>1,869</b>
<b>PUBLIC SAFETY</b>	<b>2,310</b>
<b>GRAND TOTAL POSITIONS</b>	<b>7,841</b>



## TOTAL AUTHORIZED POSITIONS - ALL FUNDS End of Year and 2014 Budget



The major changes from 2005 to 2014 are noted below. During 2010, there was a net decrease of 428 positions, generally due to early retirement. During 2011, 197 vacant positions were abolished.

Civil and Criminal Courts – increases from 2005 to 2008 were due to an increased average jail population and increased court activity. In 2011, there was a net increase of 14 positions. In 2013, 7 positions are added. In 2014, 83 full-time positions were added.

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

General Government – additional positions for the Board of Commissioners per a legislative mandate, positions added to implement the automated purchasing system and financial management system, the creation of the Citizens Help Center in 2006, the downsizing of the Citizens Help Center in 2009, additional staff for the Registrar & Elections to address the demand for service due to population growth, and additional staff to address the increased demand for information services support. During 2010, there was a net decrease of 122 positions. In 2014, 10 full-time positions were added in Finance to reorganize reporting and strategic planning functions and to re-staff the Budget Office.

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. In 2014, 30 positions were added in Sanitation, and 16 positions were added in Water & Sewer Collections.

Health & Human Services – During 2010, there was a net decrease of 18 positions. In 2014, 6 positions were added to support senior centers.

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

**DEKALB COUNTY  
AUTHORIZED POSITIONS BY FUNCTION**

<b>FUNCTION/DEPARTMENT</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>AIRPORT</b>	<b>24</b>	<b>24</b>	<b>24</b>
<b>CIVIL &amp; CRIMINAL COURTS</b>			
CHILD ADVOCATE'S OFFICE	23	23	26
CLERK OF SUPERIOR COURT	89	89	89
DISTRICT ATTORNEY	158	161	161
JUVENILE COURT	90	90	89
MAGISTRATE COURT	41	43	42
MEDICAL EXAMINER	20	20	20
PROBATE COURT	25	25	25
PUBLIC DEFENDER	76	76	80
RECORDERS COURT	56	56	56
SHERIFF	859	859	859
SOLICITOR GENERAL, STATE COURT	80	82	82
STATE COURT	180	182	182
SUPERIOR COURT	99	99	103
<b>TOTAL CIVIL &amp; CRIMINAL COURTS</b>	<b>1,796</b>	<b>1,805</b>	<b>1,814</b>
<b>GENERAL GOVERNMENT</b>			
BOARD OF COMMISSIONERS	34	33	33
CHIEF EXECUTIVE OFFICER	22	21	21
FACILITIES MANAGEMENT	58	58	58
FINANCE	183	179	205
FLEET MAINTENANCE	160	160	160
GEOGRAPHIC INFORMATION SYSTEM	23	23	23
HUMAN RESOURCES	28	28	28
INFORMATION SYSTEMS	108	106	100
LAW DEPARTMENT	23	22	22
NON-DEPARTMENTAL	1	1	1
PROPERTY APPRAISAL	66	66	66
PURCHASING	53	53	53
REGISTRAR & ELECTIONS	74	74	74
TAX COMMISSIONER	120	120	120
<b>TOTAL GENERAL GOVERNMENT</b>	<b>953</b>	<b>944</b>	<b>964</b>
<b>HEALTH &amp; HUMAN SERVICES</b>			
COOPERATIVE EXTENSION	14	15	15
HEALTH	0	0	0
HUMAN SERVICES	25	27	34
WORKFORCE DEVELOPMENT	48	48	48
<b>TOTAL HEALTH &amp; HUMAN SERVICES</b>	<b>87</b>	<b>90</b>	<b>97</b>

**DEKALB COUNTY  
AUTHORIZED POSITIONS BY FUNCTION**

<b>FUNCTION/DEPARTMENT</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>LEISURE SERVICES</b>			
LIBRARIES	285	285	285
PARKS & RECREATION	491	476	478
<b>TOTAL LEISURE SERVICES</b>	<b>776</b>	<b>761</b>	<b>763</b>
<b>PLANNING &amp; PUBLIC WORKS</b>			
ECONOMIC DEVELOPMENT	8	8	9
COMMUNITY DEVELOPMENT	22	23	24
PLANNING & DEVELOPMENT	92	93	115
PUBLIC WORKS-DIRECTOR	12	12	3
PUBLIC WORKS-ROADS & DRAINAGE	182	173	174
PUBLIC WORKS-SANITATION	699	699	729
PUBLIC WORKS-STORMWATER MANAGEMENT	94	103	102
PUBLIC WORKS-TRANSPORTATION	30	29	28
WATERSHED MANAGEMENT	682	686	685
<b>TOTAL PLANNING &amp; PUBLIC WORKS</b>	<b>1,821</b>	<b>1,826</b>	<b>1,869</b>
<b>PUBLIC SAFETY</b>			
POLICE SERVICES	1,241	1,243	1,244
POLICE SUPPORT	72	69	63
CODE ENFORCEMENT	0	0	0
FIRE AND RESCUE SERVICES	786	783	790
E-911	212	213	213
<b>TOTAL PUBLIC SAFETY</b>	<b>2,311</b>	<b>2,308</b>	<b>2,310</b>
<b>GRAND TOTAL ALL POSITIONS</b>	<b>7,768</b>	<b>7,758</b>	<b>7,841</b>

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

## **FUNDS GROUP: Tax**

### **FUNDS GROUP DESCRIPTION**

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

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

#### **GENERAL FUND**

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

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

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

#### **POLICE SERVICES FUND**

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

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

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

#### **FIRE FUND**

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

#### **DEBT SERVICE FUND**

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

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

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

#### **HOSPITAL FUND**

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

**The appropriation and anticipation amounts reported in this document for the "Approved Budget 2014" reflect the effect of prior year encumbrance balances carried forward only where specifically approved. These items were not automatically funded.**

## FUNDS GROUP: Tax

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

## FUNDS GROUP: Tax

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
PERSONAL SERVICES AND BENEFITS	\$310,480,082	\$300,805,157	\$311,135,553	\$311,135,553
PURCHASED / CONTRACTED SERVICES	68,801,533	66,601,299	67,679,203	67,679,203
SUPPLIES	24,372,540	23,898,086	29,940,359	29,940,359
CAPITAL OUTLAYS	1,602,437	955,966	810,085	810,085
INTERFUND / INTERDEPARTMENTAL	24,205,865	34,112,982	43,331,487	43,331,487
OTHER COSTS	43,819,969	42,141,246	39,299,760	39,299,760
DEBT SERVICE	41,513,471	41,818,775	31,386,369	31,386,369
OTHER FINANCING USES	14,321,356	128,186,385	17,564,310	17,564,310
MISCELLANEOUS	876,413	896,062	870,766	870,766
TOTAL EXPENDITURES	\$529,993,666	\$639,415,958	\$542,017,892	\$542,017,892
RESERVES			42,057,628	42,057,628
TOTAL BUDGET			\$584,075,520	\$584,075,520

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY FUND				
	Actual 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
GENERAL FUND	\$280,307,621	\$287,572,159	\$275,530,223	\$275,530,223
SPECIAL TAX DISTRICT - DESIGNATED SERVICES	27,962,591	28,822,282	31,610,807	31,610,807
SPECIAL TAX DISTRICT - UNINCORPORATED	11,784,035	10,159,584	21,126,681	21,126,681
POLICE SERVICES FUND	99,947,540	103,858,675	116,808,119	116,808,119
FIRE FUND	53,583,697	48,587,909	57,628,992	57,628,992
DEBT SERVICE FUND	9,633,458	68,926,419	1,208,533	1,208,533
SPECIAL TAX DISTRICT - DEBT SERVICE	27,714,800	27,571,281	27,733,969	27,733,969
HOSPITAL FUND	19,059,924	63,917,648	10,370,568	10,370,568
TOTAL EXPENDITURES	\$529,993,666	\$639,415,958	\$542,017,892	\$542,017,892
RESERVES			42,057,628	42,057,628
TOTAL BUDGET			\$584,075,520	\$584,075,520

## FUNDS GROUP: Tax

<b>SUMMARY OF REVENUES AND ANTICIPATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
TAXES	\$417,795,384	\$411,801,536	\$405,234,956	\$405,234,956
LICENSES AND PERMITS	\$25,651,140	\$22,451,385	\$21,983,230	\$21,983,230
INTERGOVERNMENTAL	\$3,518,958	\$2,561,875	\$2,428,680	\$2,428,680
CHARGES FOR SERVICES	\$37,725,179	\$43,035,495	\$36,219,998	\$36,219,998
FINES AND FORFEITURES	\$33,376,168	\$34,179,767	\$34,040,840	\$34,040,840
INVESTMENT INCOME	\$108,284	\$79,219	\$0	\$0
MISCELLANEOUS REVENUE	\$4,616,158	\$9,838,484	\$4,553,527	\$4,553,527
OTHER FINANCING SOURCES	\$6,895,614	\$125,603,934	\$13,871,944	\$13,871,944
FUND BALANCE BROUGHT FORWARD	\$30,229,514	\$41,476,213	\$65,742,345	\$65,742,345
<b>TOTAL</b>	<b>\$559,916,998</b>	<b>\$691,027,909</b>	<b>\$584,075,520</b>	<b>\$584,075,520</b>

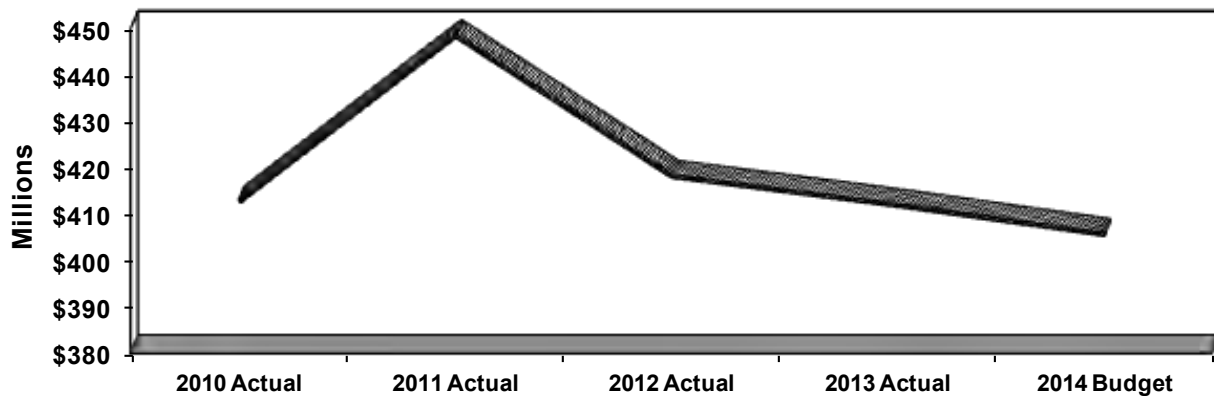
<b>SUMMARY OF REVENUES AND ANTICIPATIONS BY FUND</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
GENERAL FUND	\$278,198,894	\$314,760,354	\$299,464,928	\$299,464,928
SPECIAL TAX DISTRICT - DESIGNATED SERVICES	26,206,045	24,986,413	31,971,301	31,971,301
POLICE SERVICES FUND	117,762,478	117,012,949	116,764,221	116,764,221
SPECIAL TAX DISTRICT - UNINCORPORATED	13,017,056	12,963,186	23,787,410	23,787,410
FIRE FUND	56,241,367	54,120,163	60,051,721	60,051,721
DEBT SERVICE FUND	23,721,848	75,734,095	8,249,686	8,249,686
SPECIAL TAX DISTRICT - DEBT SERVICE	28,835,206	33,030,178	31,929,210	31,929,210
HOSPITAL FUND	15,934,103	58,420,571	11,857,043	11,857,043
<b>TOTAL BUDGET</b>	<b>\$559,916,998</b>	<b>\$691,027,909</b>	<b>\$584,075,520</b>	<b>\$584,075,520</b>



## TAX FUNDS REVENUE HISTORY

### TAXES

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



History:	Year	Revenue
	2010 Actual	\$412,331,012
	2011 Actual	\$448,128,375
	2012 Actual	\$417,795,384
	2013 Actual	\$411,801,536
	2014 Budget	\$405,234,956

#### 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.

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.

## TAX FUNDS REVENUE HISTORY

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

### **Other Taxes:**

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

Motor vehicle taxes are collected on the value of all vehicles as of January 1<sup>st</sup> of the tax year. The prior year millage rate is applied to the January 1<sup>st</sup> motor vehicle values.

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

### **Excise Taxes:**

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

### **2011:**

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

### **2012:**

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

### **2013:**

2013 saw the beginning of the economic recovery in DeKalb County for Property Taxes. Although the increase in the Countywide tax digest was barely positive at 0.56%, it delineated the turnaround in digest values from previous declines.

In March 2013, the "birthday tax" for newly-sold vehicles was eliminated. In its place, the State Legislature created the Title Ad Valorem Tax Fee where a one-time sales tax is collected as part of the sales transaction for all new and used cars. Included for the first time with this new tax was transactions between private individuals.

HOST receipts continued to decline from \$99.0 million in 2012 to \$90.1 million in 2013 partly due to the incorporation of Brookhaven and partly due to decreased spending due to economic hardships.

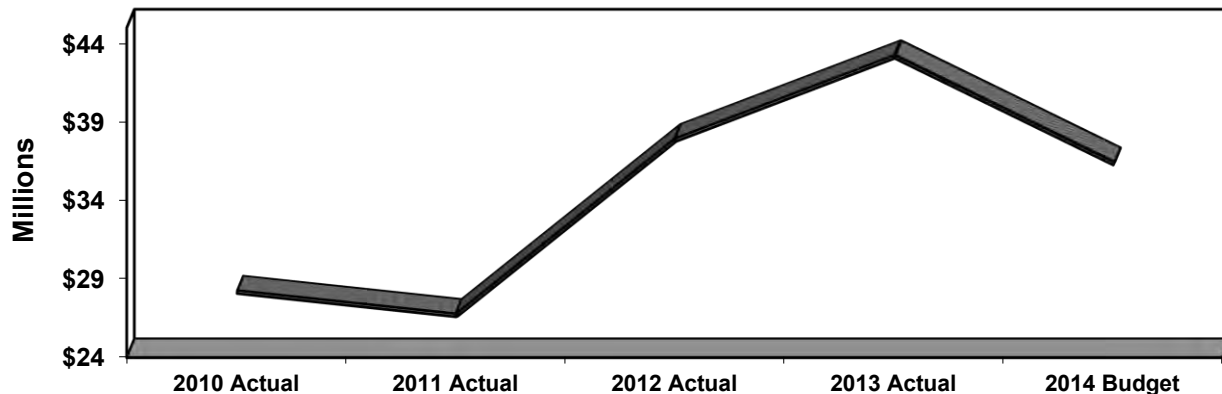
### **2014**

2014 saw the beginning of the economic recovery in DeKalb County for Property Taxes. The Countywide tax digest saw an increase of 6.18% based on the State digest submission. Since legislation to create new cities did not pass the State Legislature, Taxes should be stable from 2013. The increased interest in new cities within DeKalb County continues to create uncertainty about future County tax receipts.

## 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 animal license and adoption 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. With the previous outsourcing of ambulance services and the golf courses, the Charges for Services category no longer receives revenue from these accounts. Charges for Services account for 6.20% of total budgeted tax funds revenue in 2014.



History:	Year	Revenue
	2010 Actual	\$28,039,175
	2011 Actual	\$26,552,250
	2012 Actual	\$37,725,179
	2013 Actual	\$43,035,495
	2014 Budget	\$36,219,998

#### Trends and History:

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

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

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

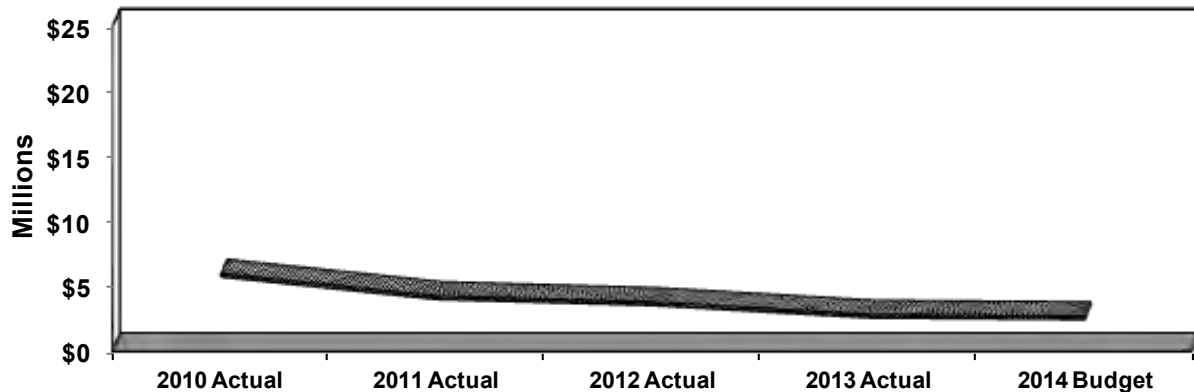
In 2013, ambulance service was outsourced to a private company. This action resulted in a decrease of revenue of approximately \$829,000 for 2013. The decrease will be larger in coming years as the County provided this service for part of the year. The increase in revenue from 2012 was the result of increasing the assessment of the General Administrative Charge to all tax funds in addition to enterprise funds.

In 2014, revenues are expected to remain stable in the Tax Funds.

## 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 account for 0.42% of total budgeted tax funds revenue in 2014. In previous years, these revenues were reported as part of the Other Revenue Sources section. Beginning with 2011, these revenues are reported as Intergovernmental to coincide with the State of Georgia Chart of Accounts categories.



<b>History:</b>	<b>2010 Actual</b>	<b>\$5,724,967</b>
	<b>2011 Actual</b>	<b>\$3,984,342</b>
	<b>2012 Actual</b>	<b>\$3,518,958</b>
	<b>2013 Actual</b>	<b>\$2,561,875</b>
	<b>2014 Budget</b>	<b>\$2,428,680</b>

**Trends and History:**

In 2010, State of Georgia Homeowner Tax Relief Grant (HTRG) payments were not received while interest and other miscellaneous revenues continued at the depressed levels. State Prisoner Reimbursements were \$1.7 million more in 2010 than 2009.

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

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

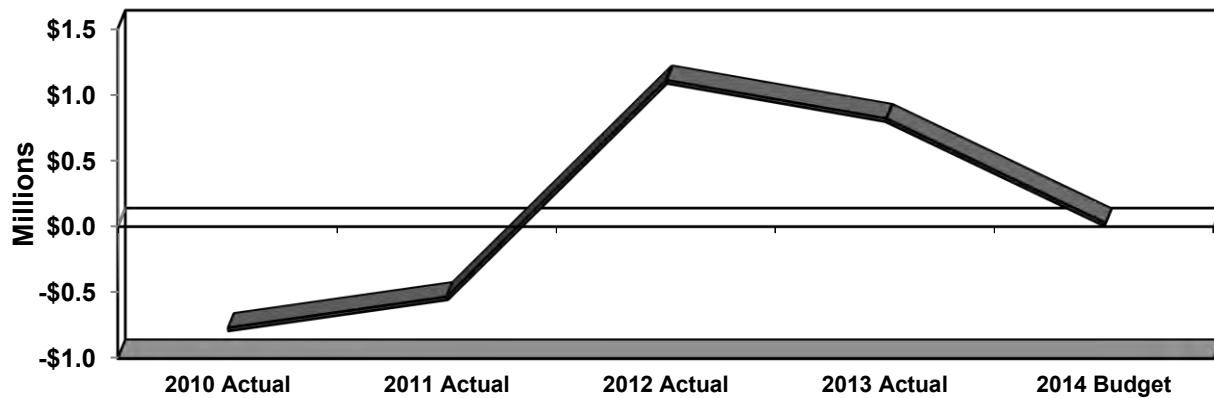
Overall, this category declined from \$3.5 million in 2012 to \$2.6 million in 2013 with \$700K of the decline due to Local Prisoner Reimbursements.

In 2014, revenues in this category are expected to be relatively stable.

## TAX FUNDS REVENUE HISTORY

### INVESTMENT INCOME

**Defined:** Investment Income is the interest earned by the County on excess balances above those required to meet day-to-day needs. This category was included as Other Revenue Sources in previous years. Beginning with 2011, these revenues are reported as Intergovernmental to coincide with the State of Georgia Chart of Accounts categories. For 2014, this category accounts for (0.00%) of the total budgeted tax funds revenue.



<b>History:</b>	<b>2010 Actual</b>	<b>(\$79,503)</b>
	<b>2011 Actual</b>	<b>(\$55,890)</b>
	<b>2012 Actual</b>	<b>\$108,284</b>
	<b>2013 Actual</b>	<b>\$79,219</b>
	<b>2014 Budget</b>	<b>\$0</b>

#### Trends and History

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

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

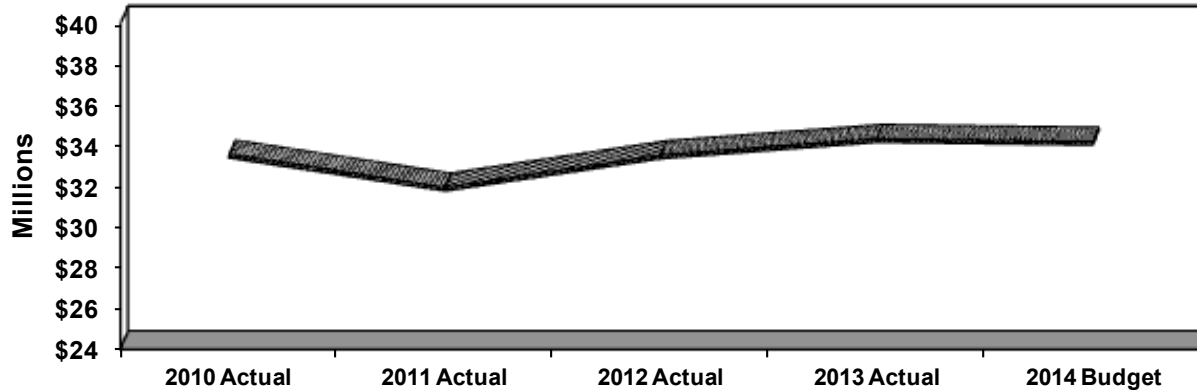
In 2013, investment income remained negligible as interest rates remained low and other investment opportunities of sufficient quality did not exist.

In 2014, the continued increase in the health of the economy should result in better investment opportunities for the County. However, the County does not budget any revenue to maintain a conservative view.

## 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 2014, these revenues represent 5.83% of all budgeted tax fund revenues.



<b>History:</b>	<b>2010 Actual</b>	<b>\$33,411,454</b>
	<b>2011 Actual</b>	<b>\$31,785,440</b>
	<b>2012 Actual</b>	<b>\$33,376,168</b>
	<b>2013 Actual</b>	<b>\$34,179,767</b>
	<b>2014 Budget</b>	<b>\$34,040,840</b>

**Trends and History:**

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

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

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

In 2013, revenue increased (\$804K) slightly over 2012. The lack of Police Department resources to patrol the County's streets and cite traffic violations contributed to the lack of growth in this category. 2013 represented the first complete year of Court Cost revenue in Recorders Court (\$1.8 million).

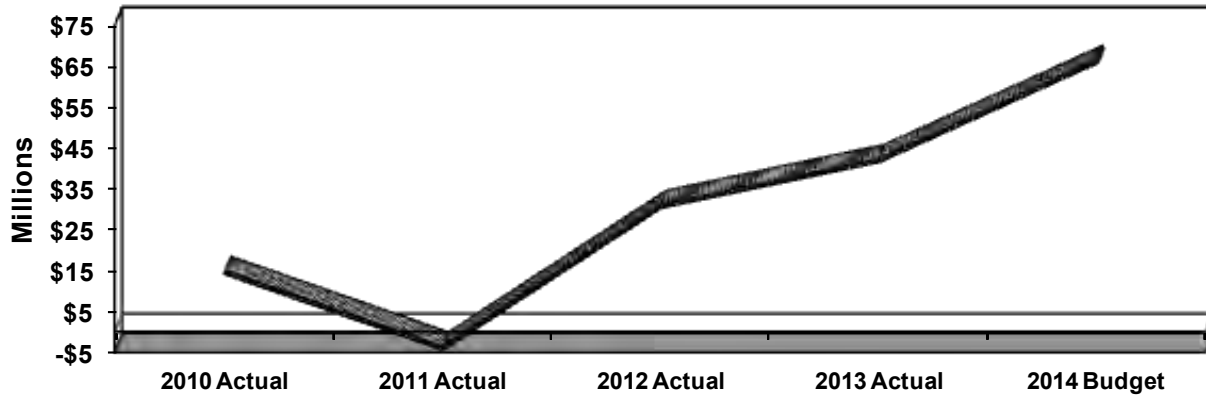
## **TAX FUNDS REVENUE HISTORY**

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In 2014, revenues are expected to remain stable. An integrated Recorders Court computer system should allow for the automated ticketing system to be fully implemented. This new system should reduce the labor requirements in the Police Records section as well as Recorders Court.

**TAX FUNDS REVENUE HISTORY**

**FUND BALANCE FORWARD**



<b>History:</b>	<b>2010 Actual</b>	<b>\$14,047,703</b>
	<b>2011 Actual</b>	<b>(\$4,547,200)</b>
	<b>2012 Actual</b>	<b>\$30,229,514</b>
	<b>2013 Actual</b>	<b>\$41,476,213</b>
	<b>2014 Budget</b>	<b>\$65,742,345</b>

**Trends and History:**

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

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

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

In 2013, the combination of cost cutting efforts and an increase in total revenue resulted in the Fund Balance Forward increasing approximately \$11 million. Although the overall millage remained at 21.21 mills, there was a slight increase of millages toward larger digests, i.e., General and Hospital.

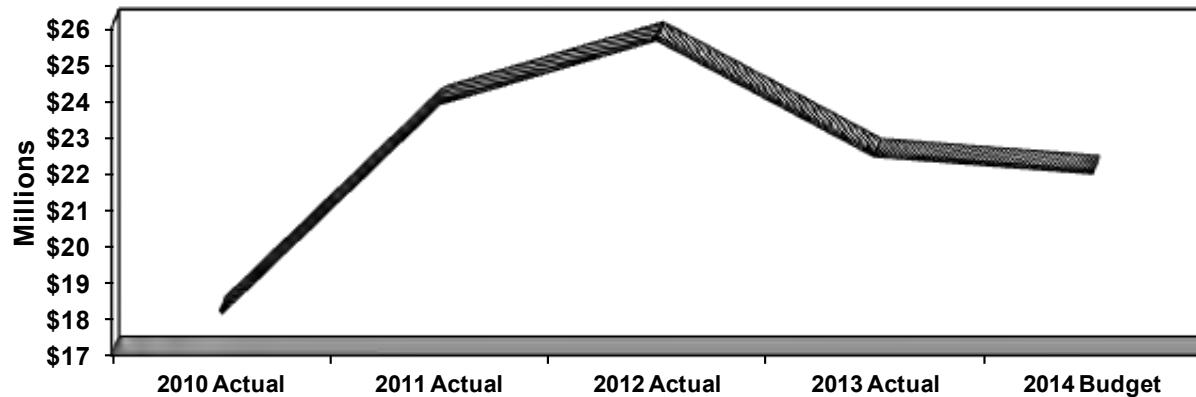
In 2014, the CEO and the Board of Commissioners have once again stressed the need to continue fiscal responsibility which should result in a further increase in the Fund Balance. The starting fund balance of \$65 million was the highest in recent history.



## TAX FUNDS REVENUE HISTORY

### LICENSES AND PERMITS

**Defined:** This category includes business and occupational taxes, and alcoholic beverage and cable franchise licenses. In 2014 these revenues represent 3.76% of all budgeted tax funds revenues.



<b>History:</b>	<b>2010 Actual</b>	<b>\$18,134,372</b>
	<b>2011 Actual</b>	<b>\$23,883,758</b>
	<b>2012 Actual</b>	<b>\$25,651,140</b>
	<b>2013 Actual</b>	<b>\$22,451,385</b>
	<b>2014 Budget</b>	<b>\$21,983,230</b>

**Trends and History:**

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

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

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

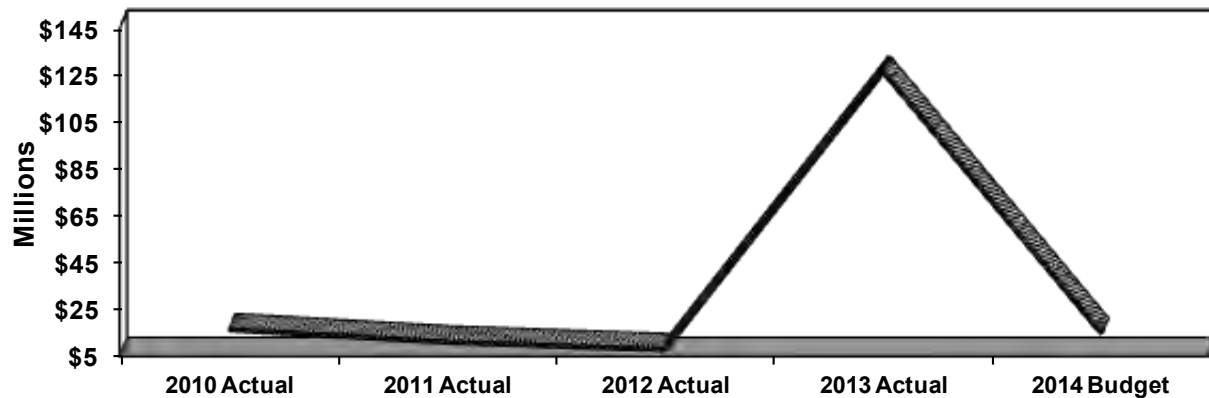
For 2013, revenues in this category decreased more than \$3 million with \$1.9 million of that total due to the decrease in General Business License revenue. The decrease in this category is due to the continued shrinking of Unincorporated DeKalb with the incorporation of the City of Brookhaven and annexations by other municipalities.

For 2014, there will be a continued focus on compliance by the Business License section of the Planning and Sustainability department. This action is expected to stabilize the level of revenue that the County receives. Although there are no creation of new cities during 2014, there are discussions that the immediate future may see more incorporation efforts, thereby shrinking this revenue.

## 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.



<b>History:</b>	<b>2010 Actual</b>	<b>\$15,467,540</b>
	<b>2011 Actual</b>	<b>\$10,124,051</b>
	<b>2012 Actual</b>	<b>\$6,895,614</b>
	<b>2013 Actual</b>	<b>\$125,603,934</b>
	<b>2014 Budget</b>	<b>\$13,871,944</b>

**Trends and History:**

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

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

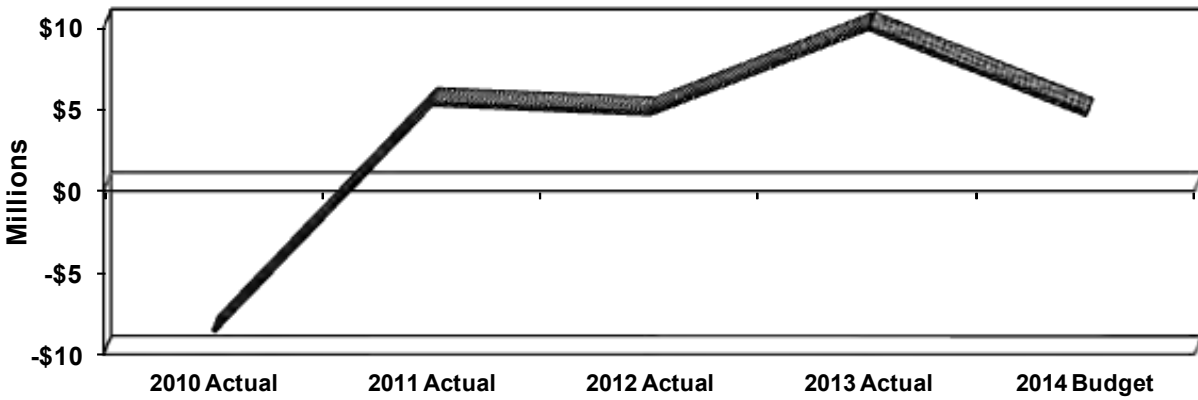
For 2013, the dramatic increase was the result of the refinancing of numerous bond series: 2003 General Obligation (\$52.45 million), 2003 COPs (\$15.73 million), and Fulton-DeKalb Hospital Authority (\$41.38 million). The refinancing of these bond series resulted in another \$11.02 million in Premium on Sale of Bonds revenue.

For 2014, the trend initiated in 2011 for the Tax Funds to be self-supporting continues. It is expected that the County will continue refinancing additional bond series as interest rates maintain their market stability.

## TAX FUNDS REVENUE HISTORY

### MISCELLANEOUS

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

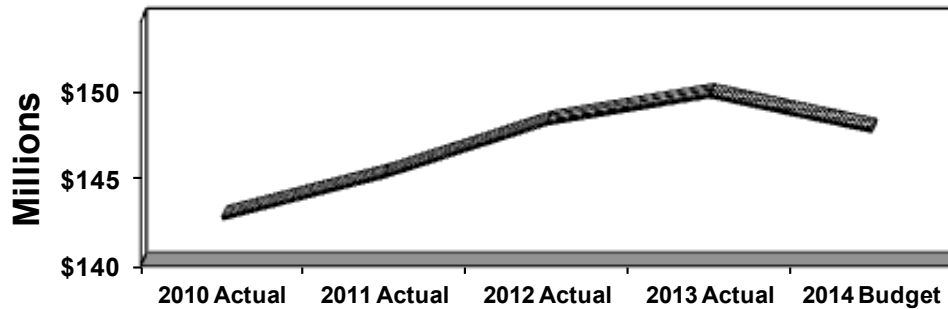


<b>History:</b>	<b>2010 Actual</b>	<b>(\$8,719,266)</b>
	<b>2011 Actual</b>	<b>\$5,196,242</b>
	<b>2012 Actual</b>	<b>\$4,616,158</b>
	<b>2013 Actual</b>	<b>\$9,838,484</b>
	<b>2014 Budget</b>	<b>\$4,553,527</b>

## TAX FUNDS EXPENDITURE HISTORY

### CIVIL & CRIMINAL COURTS

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



<b>History:</b>	<b>2010 Actual</b>	<b>\$142,658,186</b>
	<b>2011 Actual</b>	<b>\$145,079,812</b>
	<b>2012 Actual</b>	<b>\$148,107,690</b>
	<b>2013 Actual</b>	<b>\$149,676,717</b>
	<b>2014 Budget</b>	<b>\$147,668,326</b>

**Trends and History:**

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

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

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

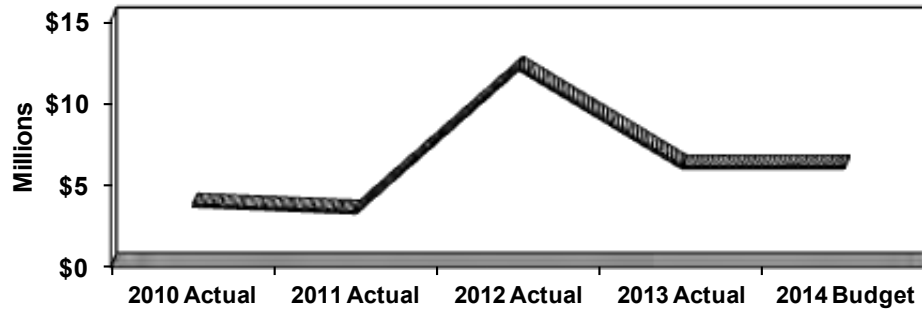
The 2013 Budget included 7 additional positions: 2 in State Court, 2 in Magistrate Court and 3 in the District Attorney's Office.

The 2014 Budget reflects lower costs in jail-related contracts.

## TAX FUNDS EXPENDITURE HISTORY

### CONTRIBUTIONS TO CAPITAL PROJECTS

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



<b>History:</b>	<b>2010 Actual</b>	<b>\$3,667,984</b>
	<b>2011 Actual</b>	<b>\$3,247,949</b>
	<b>2012 Actual</b>	<b>\$12,019,156</b>
	<b>2013 Actual</b>	<b>\$6,000,001</b>
	<b>2014 Budget</b>	<b>\$6,000,000</b>

**Trends and History:**

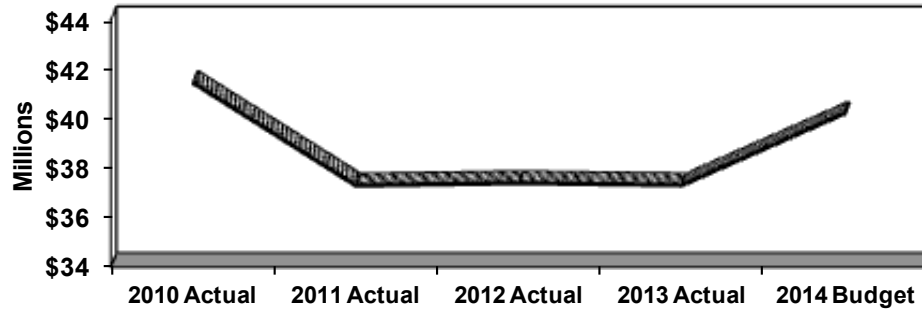
This category varies significantly due to need and funding availability from year-to-year. In 2009, the appropriation for Host Capital Outlay was \$9,527,774. In 2010, the appropriation for Host Capital Outlay was \$89,000, with \$2,180,566 coming from other Tax Funds sources. Due to fund and cash balancing issues, the 2011 HOST Capital Contribution (\$8 million) was made from the Roads & Drainage department and did not impact the Contributions department. In 2012, \$8 million was appropriated for the HOST Capital Contribution and \$4 million was appropriated for contributions to general capital projects. In 2013, \$5 million was appropriated for the HOST Capital contribution and \$1 million for general capital projects. In 2014, contributions remained flat at \$6 million.

## 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:	2010 Actual	\$41,419,350
	2011 Actual	\$37,247,558
	2012 Actual	\$37,348,258
	2013 Actual	\$37,260,785
	2014 Budget	\$40,178,896

**Trends and History:**

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

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

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

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

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

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

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

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

## TAX FUNDS EXPENDITURE HISTORY

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

In May 2014, the County issued Tax Anticipation Notes (TANs) in the amount of \$85,700,000 with a Fitch Rating of F1+ and a Moody's Rating of MIG-1 due December 31, 2014. The purpose of this note is to improve the cash position of County funds in anticipation of the receipt of property tax revenue later in the year. The note is to be repaid at the end of the year once property tax revenues are received.

The County refinanced the 1999 and 2003 General Obligation, 2003 COPs, 2003 Fulton-DeKalb Hospital Authority and 2003 Building Authority bonds during December 2013 with no new cash created in order to take advantage of historically low interest rates and provide cash flow savings. Fitch gave the County a AA- Rating with a Stable Outlook for the G.O. Bond refinancing while Moody's assigned a rating of Aa3 to this debt.

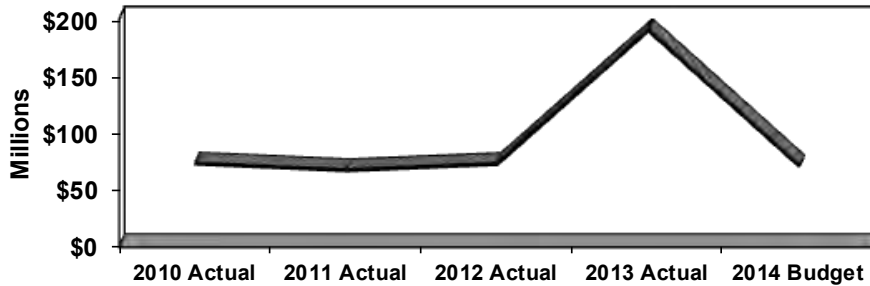
During 2014, the County intends to continue refinancing efforts by refinancing additional General Obligation and Authority Bonds. In addition vehicle leasing will be examined.

## TAX FUNDS EXPENDITURE HISTORY

### GENERAL GOVERNMENT

**Defined:**

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



History:	Year	Amount
	2010 Actual	\$72,280,149
	2011 Actual	\$66,357,393
	2012 Actual	\$71,924,684
	2013 Actual	\$189,104,186
	2014 Budget	\$70,082,292

**Trends and History:**

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

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

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

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

The actual expenditures in 2013 reflect unusual, one-time debt service re-funding transactions totaling approximately \$120 million, which were offset by the same amounts in revenue, making the transactions fund balance neutral.

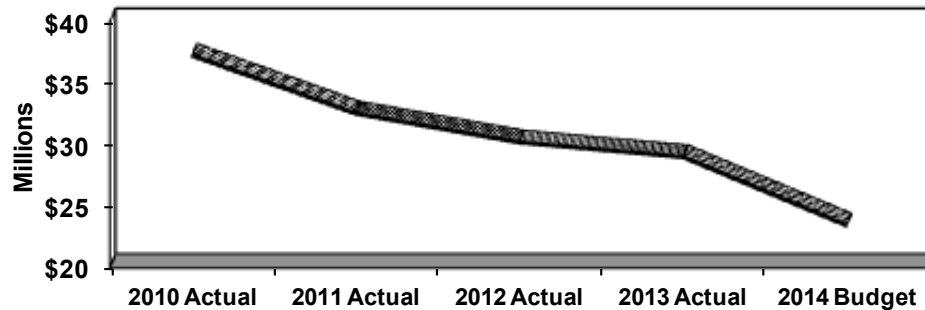
The 2014 Budget reflects a decrease of 62.94%.



## TAX FUNDS EXPENDITURE HISTORY

### HEALTH & HUMAN SERVICES

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



<b>History:</b>	<b>2010 Actual</b>	<b>\$37,173,014</b>
	<b>2011 Actual</b>	<b>\$32,450,218</b>
	<b>2012 Actual</b>	<b>\$30,106,359</b>
	<b>2013 Actual</b>	<b>\$28,919,061</b>
	<b>2014 Budget</b>	<b>\$23,353,952</b>

**Trends and History:**

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

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

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

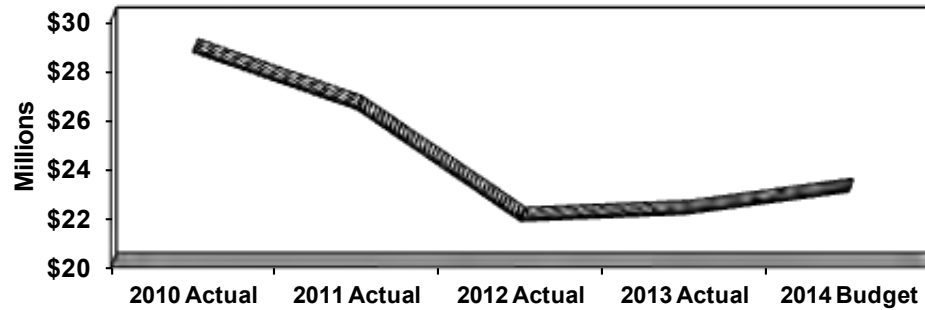
The 2013 Budget decreased by 26% due to an overall suspension of merit increases, and reductions to the DeKalb Hospital Authority, DeKalb Community Service Board, and DeKalb County Board of Health.

The 2014 Budget decrease reflects lower Hospital Fund debt service costs.

## TAX FUNDS EXPENDITURE HISTORY

### LEISURE SERVICES

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



<b>History:</b>	<b>2010 Actual</b>	<b>\$28,731,828</b>
	<b>2011 Actual</b>	<b>\$26,416,295</b>
	<b>2012 Actual</b>	<b>\$21,866,601</b>
	<b>2013 Actual</b>	<b>\$22,146,707</b>
	<b>2014 Budget</b>	<b>\$23,051,560</b>

**Trends and History:**

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

The 2011 Budget reflected 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 reflected additional pressure on Library hours and the Library's materials budget, plus the ending of golf course subsidies in the Parks Department.

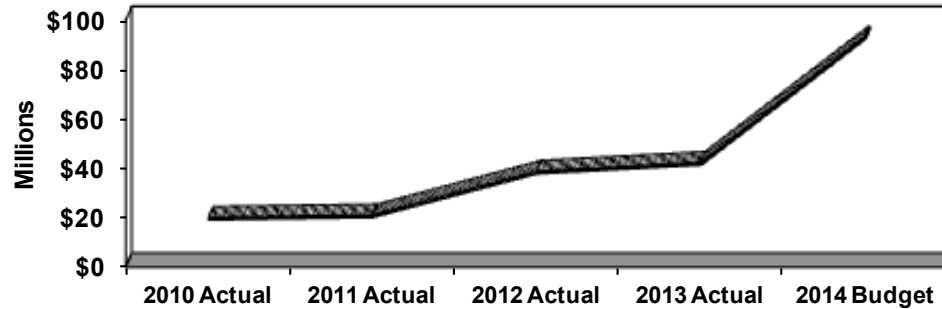
In 2013, lower appropriations was the result of a decrease in appropriation for Temporary Salaries.

In 2014, the budget reflects an increase in funding to the Parks Department. There is a \$1.6 million increase due to FY2013 having an interfund transfer to Watershed.

## TAX FUNDS EXPENDITURE HISTORY

### NON-DEPARTMENTAL

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



<b>History:</b>	<b>2010 Actual</b>	<b>\$19,053,279</b>
	<b>2011 Actual</b>	<b>\$20,048,457</b>
	<b>2012 Actual</b>	<b>\$37,748,012</b>
	<b>2013 Actual</b>	<b>\$41,300,783</b>
	<b>2014 Budget</b>	<b>\$92,318,767</b>

**Trends and History:**

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

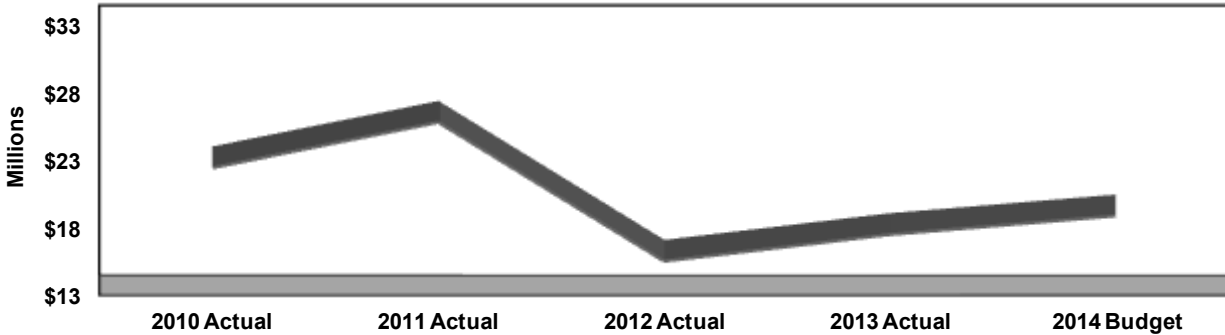
The 2013 Budget reflected a decrease in Lease/Purchase costs related to anticipated refinancing of debt which was essentially offset by an increase in Pensioners' Insurance costs. Reserves remained at approximately \$30 million. The intra-Tax Funds interfund charges also increased by approximately \$9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

The 2014 Budget reflects a \$42 million reserve not reflected in prior years' actual expenditures. In addition, transfers to other Special Tax Districts from the Unincorporated Fund are budgeted at \$9 million.

## TAX FUNDS EXPENDITURE HISTORY

### PLANNING & PUBLIC WORKS

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



<b>History:</b>	<b>2010 Actual</b>	<b>22,443,246</b>
	<b>2011 Actual</b>	<b>25,814,988</b>
	<b>2012 Actual</b>	<b>15,530,958</b>
	<b>2013 Actual</b>	<b>17,508,459</b>
	<b>2014 Budget</b>	<b>18,889,494</b>

**Trends and History:**

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 reflected the full year impact of the reduction of the reimbursement from the Stormwater Utility Fund to Roads and Drainage.

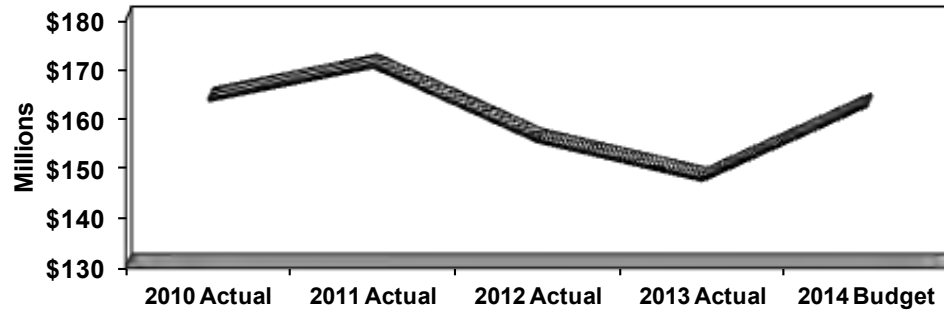
The increase in the 2013 budget reflected an increase in purchase and contracted services.

The increase in the 2014 budget reflects a \$1.8 million increase in paving materials, partially offset by decreases in salaries and benefits.

## TAX FUNDS EXPENDITURE HISTORY

### PUBLIC SAFETY

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



<b>History:</b>	<b>2010 Actual</b>	<b>\$163,631,203</b>
	<b>2011 Actual</b>	<b>\$170,401,272</b>
	<b>2012 Actual</b>	<b>\$155,341,949</b>
	<b>2013 Actual</b>	<b>\$147,499,259</b>
	<b>2014 Budget</b>	<b>\$162,532,233</b>

**Trends and History:**

The 2010 Budget was 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 was the full-year effect of the transfer of E911 personnel, and a partial suspension of the vehicle replacement program.

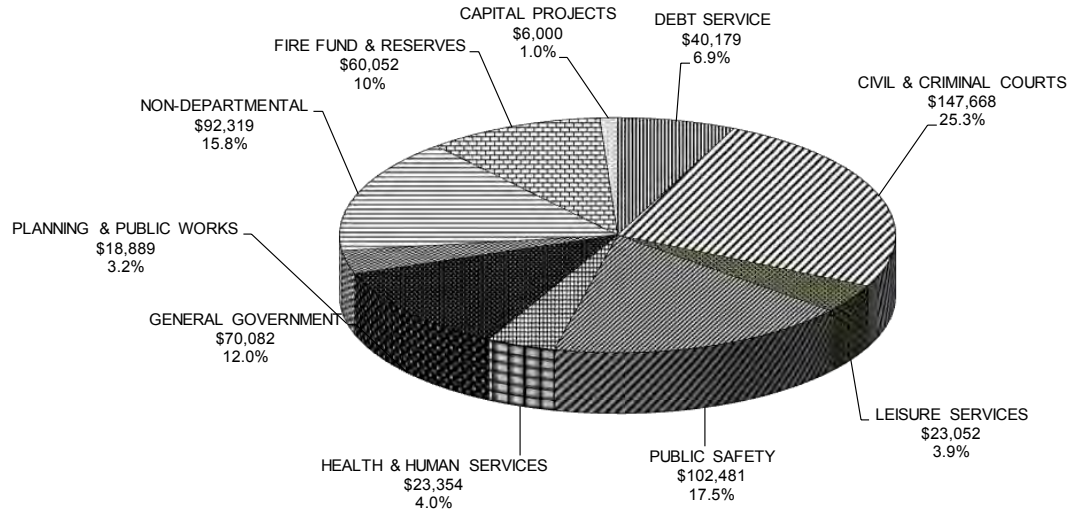
The 2011 Budget reflected higher health insurance and pension contribution costs and was lowered by a 4.46% reduction from the Recommended Budget for Police and a 10.23% reduction for Fire & Rescue, which included a \$4,000,000 reduction anticipating the outsourcing of the emergency transport function. 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 was offset by \$6.7 million in budgetary reserves reflected in the Police Services departmental budget.

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

The 2014 Budget reflects a \$4.9 million increase in salaries and benefits to fill additional police officer and firefighter positions, a \$2.7 million increase for radio replacement and repairs, a \$1 million increase for uniforms and firefighter turnout gear, and a \$4.5 increase in interfunds charges.

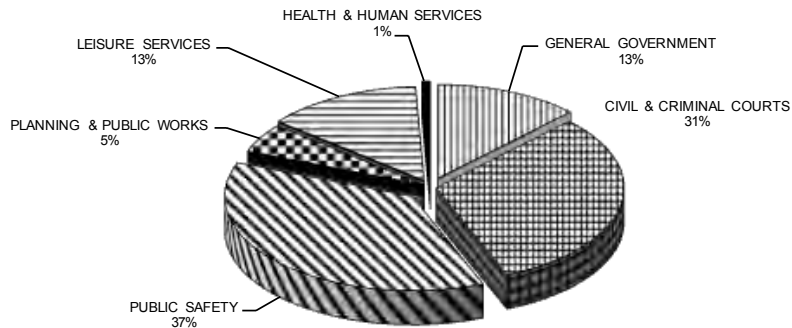
## 2014 TAX FUNDS BUDGET BY MAJOR FUNCTION (IN THOUSANDS)



	2005 Budget	2006 Budget	2007 Budget	2008 Budget	2009 Budget	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Budget	Annualized % Change 2005 2014
DEBT SERVICE	\$28,447	\$42,956	\$47,980	\$48,387	\$47,786	\$47,221	\$37,280	\$37,386	\$43,112	\$40,179	4.6%
CIVIL & CRIMINAL COURTS	\$124,376	\$132,176	\$138,854	\$147,307	\$146,236	\$146,403	\$144,352	\$149,128	\$152,783	\$147,668	2.1%
LEISURE SERVICES	\$31,860	\$33,380	\$36,774	\$35,166	\$33,186	\$29,878	\$26,549	\$21,745	\$21,215	\$23,052	-3.1%
PUBLIC SAFETY	\$109,097	\$116,737	\$124,661	\$128,594	\$128,337	\$115,358	\$116,868	\$99,716	\$100,191	\$102,481	-0.7%
HEALTH & HUMAN SERVICES	\$33,608	\$34,897	\$40,940	\$38,484	\$39,546	\$37,097	\$32,245	\$30,199	\$22,386	\$23,354	-3.4%
GENERAL GOVERNMENT	\$60,716	\$75,593	\$83,143	\$90,819	\$83,846	\$73,353	\$65,861	\$74,360	\$71,579	\$70,082	1.7%
PLANNING & PUBLIC WORKS	\$32,373	\$35,346	\$34,140	\$34,477	\$31,257	\$23,530	\$20,256	\$16,193	\$16,128	\$18,889	-4.6%
NON-DEPARTMENTAL	\$32,014	\$39,032	\$37,034	\$30,565	\$30,711	\$28,476	\$40,409	\$60,115	\$73,862	\$92,319	20.9%
FIRE FUND	\$52,454	\$55,308	\$59,970	\$60,312	\$55,121	\$52,719	\$52,921	\$55,870	\$52,869	\$60,052	1.6%
CAPITAL PROJECTS	\$19,142	\$15,678	\$26,337	\$21,632	\$9,869	\$3,670	\$3,231	\$12,000	\$6,000	\$6,000	-7.6%
<b>TOTAL</b>	<b>\$524,086</b>	<b>\$581,104</b>	<b>\$629,832</b>	<b>\$635,743</b>	<b>\$605,893</b>	<b>\$557,705</b>	<b>\$539,972</b>	<b>\$556,712</b>	<b>\$560,125</b>	<b>\$584,076</b>	<b>1.3%</b>

All functions, with the exception of Debt Service and Civil & Criminal Courts, are reduced sharply in 2010. This is due to positions abolished after the Early Retirement Option program (372), general reductions in operating appropriations, and the discontinuation of automatic funding of encumbrances carried forward from prior years. The 2011 Adopted Budget reflected a reduction from the Recommended Budget of 8.91% for most departments (\$33.6 million). The increase of the 2012 Adopted Budget over 2011 is largely attributable to the accumulation of prudent budgetary reserves. The 2013 Budget continues flat overall compared to 2012, with decreases in Health & Human Services and General Government, and increases in Debt Service, Non-Departmental, and Civil & Criminal Courts. The increase from 2013 to 2014 was caused to be artificially large due an approximately \$20 million increase in interfund charges to the General Fund from other Tax Funds. Police and Fire increased by approximately \$10 million due to appropriations to fill a large number of vacancies. A Cost of Living Adjustment of 3% was appropriated for the last five months of 2014.

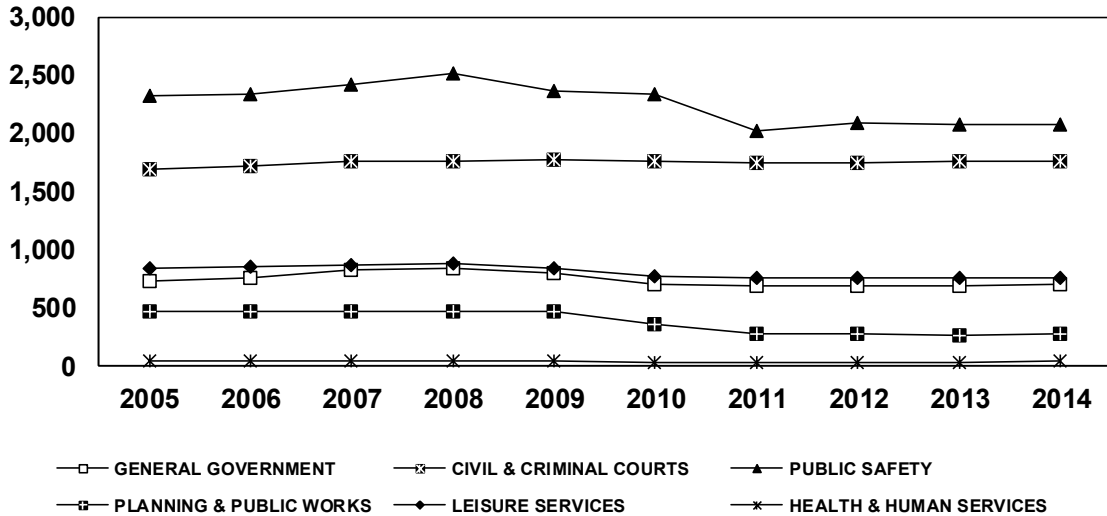
## GROWTH TRENDS: 2014 TAX FUND POSITIONS BY MAJOR FUNCTION



### TAX FUNDS POSITIONS BY FUNCTION: 2005 - 2014

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
GENERAL GOVERNMENT	736	765	834	842	797	697	692	693	685	703
CIVIL & CRIMINAL COURTS	1,699	1,723	1,761	1,761	1,769	1,761	1,748	1,750	1,759	1,767
PUBLIC SAFETY	2,320	2,335	2,420	2,520	2,369	2,338	2,022	2,084	2,080	2,082
PLANNING & PUBLIC WORKS	472	471	473	474	471	359	280	281	270	281
LEISURE SERVICES	837	850	867	879	841	766	765	754	754	756
HEALTH & HUMAN SERVICES	40	41	44	48	48	32	32	32	34	41
<b>TOTAL</b>	<b>6,104</b>	<b>6,185</b>	<b>6,399</b>	<b>6,524</b>	<b>6,295</b>	<b>5,953</b>	<b>5,539</b>	<b>5,594</b>	<b>5,582</b>	<b>5,630</b>

## GROWTH TRENDS: 2014 TAX FUND POSITIONS BY MAJOR FUNCTION



The major changes from 2005 to 2014 are noted below. During 2010, there was a net decrease of 342 positions. In 2011, a total of 197 positions were abolished and 243 positions were transferred out of the Tax Funds. The 2012 Adopted Budget transferred 64 positions from the Grants Fund to the Tax Funds. In 2013, an additional 11 positions were transferred out, 12 positions were abolished, and 7 new positions were authorized.

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

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

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

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

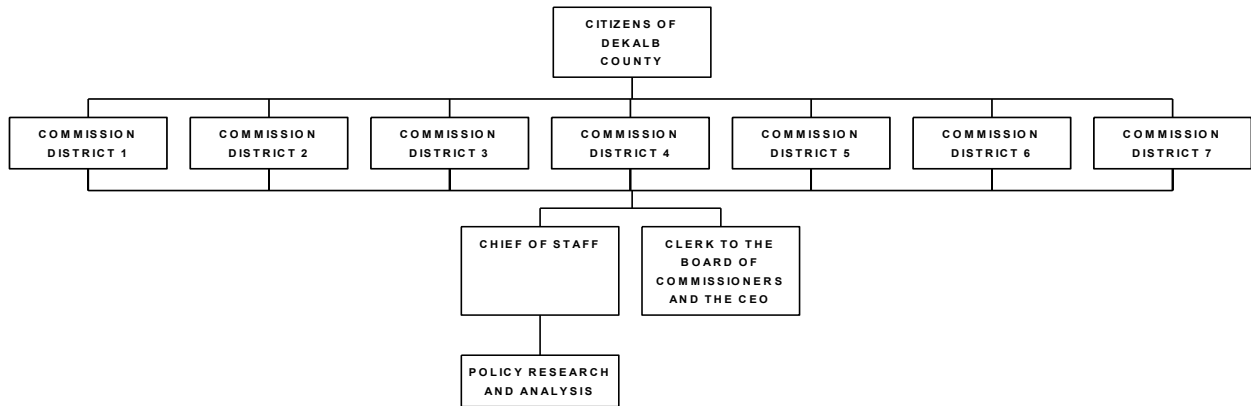
The growth trend in Health and Human Services is the result of creation of the Human Services Department in 2005. There was a net increase of 14 positions from 2004 to 2009. During 2010, there was a net decrease of 16 positions.

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



**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 consists of three “programs”. The primary program is the Commission which consists of seven elected representatives according to district respectively as chosen by the citizens of DeKalb County. The Commission is supported by two main units. One unit is the County’s Clerk Office which handles the legal duties of the office of the County Clerk. The other unit is central staff which handles administrative functions for the office and conducts policy research at the direction of the Commission.

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

**MAJOR ACCOMPLISHMENTS IN 2013****Enhance Public Safety**

Approved funding and site location for new County animal facility.  
Approved funding for new police and fire department academy classes.

**Facilitate Jobs & Economic Development**

Approved a new Urban Redevelopment Plan for DeKalb County.  
Approved designation of selected areas within DeKalb County for submission as Economic Opportunity Zones.

**Develop & Maintain Sustainable Neighborhoods & Communities**

Approved amendments to the DeKalb County Consolidated Plan for Housing and Urban Development (HUD) programs.  
Approved comprehensive Master Active Living Plan for DeKalb County.

**Ensure Efficient Operations**

Approved purchase and implementation of a new Computer Assisted Dispatch (CAD) system.  
Approved initiative to recover indirect administrative costs from Federal Grants issued to DeKalb County.

**Ensure Fiscal Integrity**

Approved resolution to encourage prompt payment of vendors contracted for business in DeKalb County.

**Invest in Employees**

Evaluated staffing levels of the DeKalb County Police and Fire Departments to increase capacity and improve morale.  
Approved cost of living salary adjustments for County eligible employee classifications.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY****Enhance Public Safety**

To approve measures that will promote effective levels of officer recruitment, training and retention within the DeKalb County Police and Fire Departments.  
To approve policies that facilitate efficient and effective emergency response coordination amongst the appropriate public safety departments.

**Facilitate Jobs & Economic Development**

To approve programs that support and facilitate job creation and employment within DeKalb County.  
Enact policies that encourage partnership with employment firms located within DeKalb County.

**Develop & Maintain Sustainable Neighborhoods & Communities**

To approve programs that support the development of quality of life enhancements to all citizens within DeKalb County.  
To formulate resolutions that encourage the incorporation of strategic green and sustainability initiatives within DeKalb County government operations.

**Ensure Efficient Operations**

To approve appropriations to DeKalb County government projects that demonstrate requisite due diligence to prevent governmental waste.

To approve DeKalb County operational projects that are not replicated by multiple departments.

**Ensure Fiscal Integrity**

To approve programs that encourage performance and fiscal audits conducted by external examination.  
To approve resolutions that require multiple objective financial review and reporting requirements.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY (CONTINUED)**

**Invest in Employees**

To approve a resolution that evaluates the compensation and benefit package of the DeKalb County Government workforce according to classification.

To approve an initiative to provide current job specific training to DeKalb County workforce.

**MAJOR BUDGETARY IMPACTS**

**Previous**

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

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

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

In 2013, \$3,352,406 was appropriated for the basic operating budget. Effective January 1, 2013, the base salary for each commissioner was \$38,375. The Commissioners representing Districts 1, 2, 3, 5, 6 and 7 met the qualifications for a "certified commissioner". The Commissioners representing Districts 1, 2, 3, 4, 5, and 6 met the qualification for a longevity supplement.

**2014**

The appropriated amount is \$3,120,454 for the basic operating budget. This budget includes \$340,000 to fund the Internal Auditor.

**Future**

No significant changes are anticipated.

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
BOC Administration	\$614,456	\$631,350	\$735,358	\$735,358
Clerk's Office	452,791	430,460	520,620	520,620
District 1	272,432	252,606	258,971	258,971
District 2	263,881	263,275	269,568	269,568
District 3	210,023	234,444	262,784	262,784
District 4	268,735	248,373	262,818	262,818
District 5	247,077	182,291	278,220	278,220
District 6	233,537	263,985	270,863	270,863
District 7	188,999	204,709	261,252	261,252
	<b>\$2,751,932</b>	<b>\$2,711,493</b>	<b>\$3,120,454</b>	<b>\$3,120,454</b>

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$2,158,105	\$2,079,198	\$2,715,665	\$2,715,665
Purchased / Contracted Services	527,551	529,763	301,879	301,879
Supplies	64,302	95,169	85,643	85,643
Capital Outlays	1,875	5,907	17,267	17,267
Interfund / Interdepartmental	0	1,357	0	0
Other Costs	100	100	0	0
	<b>\$2,751,932</b>	<b>\$2,711,493</b>	<b>\$3,120,454</b>	<b>\$3,120,454</b>

**BOARD OF COMMISSIONERS**

**FUNCTION: GENERAL GOVERNMENT**

<b>FUNDING SOURCES</b>			
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
General Fund	\$2,751,932	\$2,711,493	\$3,120,454
	\$2,751,932	\$2,711,493	\$3,120,454

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>INCLUDES PT or TEMP (T)</b>	<b>NUMBER OF POSITIONS</b>		
			<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>District 1</b>					
Comm Office Aide District 1	CA1		1	1	1
Comm Office Coord District 1	C1		1	1	1
Commissioner	\$		1	1	1
	41,764				
FULL TIME Subtotal			3	3	3
<b>District 2</b>					
Comm Office Aide District 2	CA2		1	1	1
Comm Office Coord District 2	C2		1	1	1
Commissioner	\$		1	1	1
	40,769				
FULL TIME Subtotal			3	3	3
<b>District 3</b>					
Comm Office Aide District 3	CA3		1	1	1
Comm Office Coord District 3	C3		1	1	1
Commissioner	\$		1	1	1
	40,769				
FULL TIME Subtotal			3	3	3
<b>District 4</b>					
Comm Office Aide District 4	CA4		1	1	1
Comm Office Coord District 4	C4		1	1	1
Commissioner	\$		1	1	1
	39,334				
FULL TIME Subtotal			3	3	3
<b>District 5</b>					
Comm Office Aide District 5	CA5		1	1	1
Comm Office Coord District 5	C5		1	1	1
Commissioner	\$		1	1	1
	41,764				
FULL TIME Subtotal			3	3	3
<b>District 6</b>					
Comm Office Aide District 6	CA6		1	1	1
Comm Office Coord District 6	C6		1	1	1

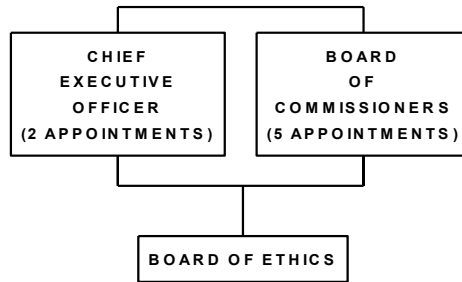
**BOARD OF COMMISSIONERS**

**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		
			2012	2013	2014
Commissioner	\$ 41,764		1	1	1
FULL TIME Subtotal			3	3	3
<b>District 7</b>					
Comm Office Aide District 7	CA7		1	1	1
Comm Office Coord District 7	C7		1	1	1
Commissioner	\$ 39,775		1	1	1
FULL TIME Subtotal			3	3	3
<b>BOC Administration</b>					
Chief of Staff BOC	CS		1	1	1
Dir Policy Research Analysis	33		1	1	1
Special Projects Manager	31		1	1	1
Legislative Analyst	27		1	0	0
Policy Analyst	27		1	1	1
Administrative Assistant I	21	1 PT	1	1	1
Internal Auditor BOC			1	1	1
FULL TIME Subtotal			6	5	5
PART TIME Subtotal			1	1	1
<b>Clerk's Office</b>					
Deputy Clerk BOC	CO1		2	2	2
County Clerk	AB		1	1	1
Senior Office Coordinator BOC	28		1	1	1
Office Assistant	18		1	1	1
Receptionist	16		1	1	1
FULL TIME Subtotal			6	6	6
<b>FULL TIME Total</b>			33	32	32
<b>PART TIME Total</b>			1	1	1
<b>ALL POSITIONS Total</b>			34	33	33



**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 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Organizational Effectiveness/ Enhancing Efficient Operations**

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

**MAJOR BUDGETARY IMPACTS**

**Previous**

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

**2014**

At the end of 2013, an additional \$5,500 was added to the Ethics Board budget to increase legal services. Since the Ethics Board was fully reconstituted it was expanding the addressing of its outstanding caseload. The approved 2014 budget increased the appropriation to \$118,000 in legal services and operating expenses.

**Future**

The Ethics Board is in the process of reviewing if there is a need for full-time staff or if outsourcing will do.

**ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
Number of meetings	NA*	NA*	10	12
Number of complaints	NA*	NA*	9	40
Requests for advisory opinions	NA*	NA*	7	1

**BOARD OF ETHICS****FUNCTION: GENERAL GOVERNMENT****ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
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\*Measures were not reported prior to 2013.

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Board of Ethics	\$0	\$0	\$118,000	\$118,000
	\$0	\$0	\$118,000	\$118,000

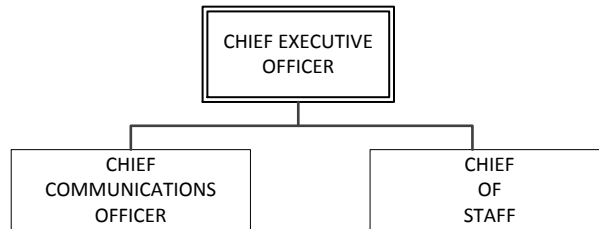
**BOARD OF ETHICS****FUNCTION: GENERAL GOVERNMENT****SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Purchased / Contracted Services	\$0	\$0	\$118,000	\$118,000
	\$0	\$0	\$118,000	\$118,000

**FUNDING SOURCES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
General Fund	\$0	\$0	\$118,000
	\$0	\$0	\$118,000





**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 moves the county toward the vision, mission, goals and values established by the CEO, Board of Commissioners and Department Heads. To act as a catalyst in moving the CEO's annually established priorities and initiatives forward.

**PROGRAM DESCRIPTION**

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

**ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
Ceremonial Documents Prepared	594	262	428	430
Speeches/Talking Points	N/A	156	156	160
Press Releases Prepared	341	489	415	425
Audiovisual Projects for County Departments	442	580	511	515
Government TV Episodes Created	350	350	350	350

**MAJOR ACCOMPLISHMENTS IN 2013**

**Ensure Efficient Operations**

Presented periodic status reports to the BOC, Grant Jury, general public, and citizens.  
 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 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY****Ensure Efficient Operations**

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

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.

**Human Services /Increasing Neighborhood Empowerment**

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

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

**Financial Strength/Ensuring Fiscal Integrity**

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

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

**Infrastructure/Enhancing Efficient Operations**

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

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

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

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

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

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

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

**2014**

The approved operating budget is \$1,499,810. This budget is cut by \$977,000 to create a separate office for the Executive Assistant, who reports to the CEO and the Board of Commissioners.

**Future**

No significant changes are anticipated in the near future.

**CHIEF EXECUTIVE OFFICER**

**FUNCTION: GENERAL GOVERNMENT**

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Cable TV Support	\$379,792	\$348,040	\$365,612	\$365,612
Chief Executive Officer	703,803	791,159	384,208	384,208
Executive Assistant	0	15	0	0
Office Of Process Improvements	27,935	3,714	164,516	164,516
Operations	659,634	755,926	518,313	518,313
Public Information	(77,820)	(71,469)	(154,397)	(154,397)
Staff	454,850	453,632	221,558	221,558
	<b>\$2,148,194</b>	<b>\$2,281,017</b>	<b>\$1,499,810</b>	<b>\$1,499,810</b>

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$1,868,388	\$2,058,056	\$1,861,222	\$1,861,222
Purchased / Contracted Services	257,575	201,999	600,758	600,758
Supplies	15,554	13,699	25,469	25,469
Capital Outlays	861	2,209	0	0
Interfund / Interdepartmental	5,816	5,053	(10,293)	(10,293)
	<b>\$2,148,194</b>	<b>\$2,281,017</b>	<b>\$2,477,156</b>	<b>\$2,477,156</b>

**FUNDING SOURCES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
General Fund	\$1,768,402	\$1,932,977	\$2,111,544
Special Tax District - Unincorporated	379,792	348,040	365,612
	<b>\$2,148,194</b>	<b>\$2,281,017</b>	<b>\$2,477,156</b>

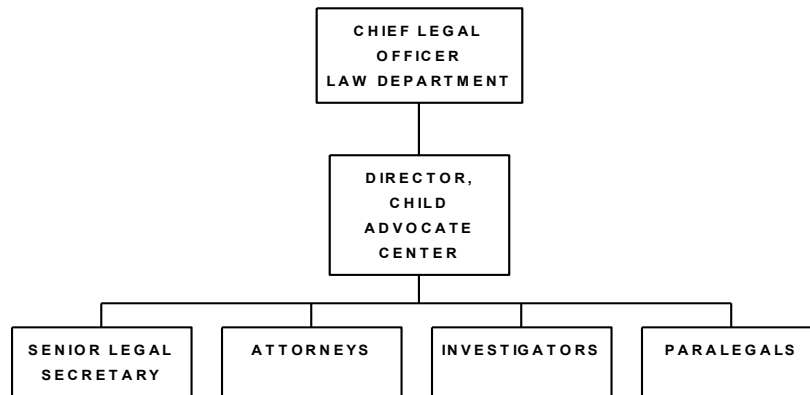
**CHIEF EXECUTIVE OFFICER**

**FUNCTION: GENERAL GOVERNMENT**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2012	2013	2014
<b>Chief Executive Officer</b>				
Press Secretary	AF	1	1	1
Admin Project Mgr CEO	31	1	1	2
Communications Manager CEO	30	1	1	1
Administrative Assistant II	23	1	1	1
Administrative Assistant I	21	0	1	1
Chief Executive Officer		1	1	1
	\$153,498			
FULL TIME Subtotal		5	6	7
<b>Operations</b>				
Deputy COO Development	AL	1	0	0
Executive Assistant	AA	1	1	1
Admin Project Mgr CEO	31	1	1	0
Administrative Coordinator	25	1	1	1
Executive Secretary CEO	25	1	1	1
Administrative Assistant II	23	1	1	1
Receptionist	16	1	1	1
FULL TIME Subtotal		7	6	5
<b>Staff</b>				
Director Legislative Liaison	AI	1	1	1
Senior Policy Advisor CEO	AI	0	1	1
Chief of Staff	AA	1	1	1
Special Projects Coordinator	28	1	0	0
Administrative Assistant I	21	0	1	1
Office Assistant	18	1	0	0
FULL TIME Subtotal		4	4	4
<b>Public Information</b>				
Cable TV Operations Director	29	1	1	1
Public Information Officer	28	1	1	1
Administrative Assistant II	23	1	1	1
Audiovisual Production Asst	21	1	1	1
FULL TIME Subtotal		4	4	4
<b>FULL TIME Total</b>		20	20	20
<b>ALL POSITIONS Total</b>		20	20	20



**MISSION STATEMENT**

It is the mission of the Child Advocacy Center to represent the legal and best interests of children who are alleged to be abused or neglected and under the jurisdiction of the DeKalb County Juvenile Court; to ensure the protection of the legal rights of each child; to advocate on behalf of each child-client throughout the dependency process; to monitor each case for the purpose of facilitating permanency; and to collaborate with multidisciplinary partners to work to ensure adequate resources, and to prevent prolonged or repeated involvement by families and children within the social welfare and Juvenile Court systems.

**PROGRAM DESCRIPTION**

The Child Advocacy Center represents the legal and best interests of more than 1,000 abused and neglected children in dependency matters before the Juvenile Court each year. Attorneys and support staff engage in thousands of hearings, stakeholder meetings, and field efforts each year. Child-clients are placed in foster placements throughout metro Atlanta and Georgia. Attorneys and support staff investigate abuse complaints, litigate and advocate on behalf of child-clients. Department maintains a robust Appellate Practice and Community Engagement program. Attorneys manage very large caseloads, including file maintenance, administrative, and procedural elements and provide ongoing case management. Attorneys represent child-clients for as long as the child is under the court's jurisdiction. As of January 1, 2014, representation may extend until the age of 23. Investigators conduct field interviews, investigate abuse and monitor placement, conducting home assessments, and coordination of resources for child-client well-being. As of January 1, 2014, Georgia's new Juvenile Legal Code became effective and could substantially expand department's legal mandates, duties and responsibilities.

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

**ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
Intern/Volunteer Hours	6,041	5,315	4,948	3,850
Hearings Conducted	2,082	2,095	2,286	2,750
Cases Handled	1,033	1,035	1,160	1,300
Conferences Participated by Staff	64	88	46	45
Mileage earned by Staff and Interns	29,065	29,897	33,881	36,250
Appeals	8	5	4	2
Stakeholder Meetings	521	500	530	600
Child-Client Interviews	3,692	3,548	4,159	5,000

**MAJOR ACCOMPLISHMENTS IN 2013****Enhance Public Safety**

Legal representation for estimated 1,290 children (883 represented between 1/1 – 7/31/13); more than 288 reached permanency (left foster care) as of 7/31/13.

Department's amicus brief cited in Georgia Appellate Court landmark decision in favor of Georgia Children's rights to participate in deprivation litigation.

**Develop & Maintain Sustainable Neighborhood & Communities**

Engaged 45 community/corporate partners to provide enrichment resources/opportunities serving 100+ child-clients; thereby, furthering foundation for strong and sustainable community partnerships in support of stability for children and young adults.

**Ensure Efficient Operations**

Completed upgrade of department's customized case management system; including integration of custom query and data analysis portfolio.

Completed workload study in contemplation of new Juvenile Law Code requirements to amend department practices/policies to comply with new laws.

**Ensure Fiscal Integrity**

Secured \$4,705 in grants/scholarships for staff professional development to offset budget limits while ensuring staff continued development/education.

Secured 6,076 hours in volunteer/external services to offset budget limit. Ensured adequate support resources for service delivery mandates.

**Invest in Employees**

Implemented alternative work schedule pilot to compliment staffs' extensive field efforts performed beyond traditional works schedules.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY****Enhance Public Safety**

To ensure departmental operations/policies align with Georgia's new mandatory 2014 Juvenile Law Code while continuing to meet requisite standards of federal class action settlement agreement (also known as Kenny A).

To ensure that all child-clients represented by department receive competent representation compliant with Georgia's new 2014 Juvenile Law Code; to provide advocacy/community engagement opportunities for child-clients to ensure successful transition to independence.

**Ensure Efficient Operations**

To partner with GIS and seek grant resources to integrate new data collection and mapping application into case management processes for improved efficiency, accuracy and timeliness in data management and service delivery; and to support and preserve staff/human capital resources.

To secure adequate personnel and support resources to deliver services in expanded practice mandated by Georgia's new 2014 Juvenile Law Code and as required by Kenny A. federal class action settlement agreement.

**Ensure Fiscal Integrity**

To secure grant and scholarship resources to continue to invest in employees by providing adequate training, professional and leadership development opportunities will help manage department costs.

To engage community volunteers and academic externship resources to provide gratis and in-kind department support to ensure competent and comprehensive service delivery.

**Invest in Employees**

To engage staff in Employee Work Groups to ensure staff recommendations/contributions in developing meaningful employee investment opportunities; and in assessing and modifying department processes and procedures in consideration of staff needs and new Juvenile Law Code.

To ensure department employees have opportunities for leadership and professional development.

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

During 2007, two attorneys, and two investigator positions, and two paralegals were added to the staff. In 2008, there were no significant budgetary changes. In 2010, there were no significant budgetary changes. In 2011, \$1,644,743 was approved for basic operating expenses. The Board of Commissioners reduced this budget to \$1,619,133 as part of the midyear budget adjustment. In 2012, \$1,787,906 was approved for basic operating expenses. In 2013, \$1,820,139 was approved for basic operating expenses.

**2014**

In 2014, \$1,874,018 was approved for basic operating expenses. The budget includes 3 new positions (Attorney III, Investigator Principal, and Paralegal) that are added to meet mandates of new Juvenile Law Code effective January 1, 2014 and federal class action settlement agreement Kenny A. vs. DeKalb County.

**Future**

No significant budgetary impact is anticipated.

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Child Advocate's Office	\$1,753,731	\$1,767,588	\$1,874,018	\$1,874,018
	\$1,753,731	\$1,767,588	\$1,874,018	\$1,874,018

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$1,633,739	\$1,622,057	\$1,763,934	\$1,763,934
Purchased / Contracted Services	74,874	110,576	79,087	79,087
Supplies	41,796	23,166	24,505	24,505
Capital Outlays	2,287	4,735	0	0
Interfund / Interdepartmental	1,036	7,054	6,492	6,492
	\$1,753,731	\$1,767,588	\$1,874,018	\$1,874,018

**FUNDING SOURCES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
General Fund	\$1,753,731	\$1,767,588	\$1,874,018
	\$1,753,731	\$1,767,588	\$1,874,018

## CHILD ADVOCATE'S OFFICE

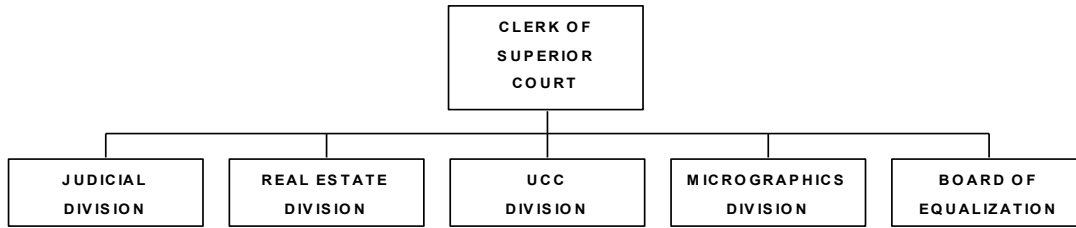
## FUNCTION: CIVIL &amp; CRIMINAL COURTS

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2012	2013	2014
<b>Child Advocate's Office</b>					
Director Child Advocate Ctr	AG		1	1	1
Attorney IV	33		2	2	2
Attorney III	31		8	6	7
Attorney II	30		1	3	3
Attorney I	29	2 PT	2	2	2
Chief Investigator Child Advo	27		1	1	1
Administrative Coordinator	25		1	1	1
Investigator Principal	25		3	3	4
Paralegal	23		4	4	5
FULL TIME Subtotal			21	21	24
PART TIME Subtotal			2	2	2
<b>FULL TIME Total</b>			21	21	24
<b>PART TIME Total</b>			2	2	2
<b>ALL POSITIONS Total</b>			23	23	26





**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, archived, and available for public access. The Clerk supports 10 Superior Court Judges, 18 Magistrate Court Judges, three Specialty Courts and the Board of Equalization. Delivering superior customer service is the Clerk’s priority.

**PROGRAM DESCRIPTION**

The Clerk of Superior Court is a constitutionally officer elected and charged with the responsibility of recording and maintaining for public inspection all records pertaining to civil, criminal, and all real and personal property documents located in DeKalb County in accordance with the laws of the State of Georgia. The Judicial Division is responsible for the management and preservation of records relating to civil and criminal matters, adoptions, appeals, accounting, budget, and general services. The Judicial Division issues notary commissions, liens, fifas, passports, trade name documents, and limited partnerships. Real Estate and UCC Divisions are responsible for filing, recording, and scanning all documents relating to real and personal property located in DeKalb County. The Real Estate Division is responsible for the collection of recording fees, intangible taxes, and transfer taxes of any documents passing title to real property. Archiving is responsible for imaging all documents. The Clerk is responsible for the Board of Equalization from appointing board members to scheduling and conducting sessions in accordance with State law.

**ACTIVITY MEASURES**

	Actual 2011	Actual 2012	Actual 2013	Estimated 2014
<b>Superior Clerk's Office:</b>				
Real Estate Instruments Recorded	209,218	219,142	201,616	220,000
Real Estate - Pages Assigned	537,402	667,241	676,116	680,000
Documents Microfilmed	1,425,330	75,000	10,000	5,000
Number of Documents Scanned	2,782,357	1,782,972	1,871,946	220,000
Number of Images Indexed	2,683,397	1,559,039	1,826,921	210,000
Number of Documents Verified	2,438,424	1,232,509	1,347,358	160,000
Criminal Indictments Processed	5,685	5,711	4,619	5,200
Criminal Cases Disposed	5,685	5,330	5,305	5,500
Criminal Defendants	7,996	6,457	6,435	6,450
Criminal Counts	12,782	12,108	12,418	13,025
Arrangement Notices	N/A	N/A	9,100	15,000
Probation Revocations	5,136	1,938	1,475	1,850
Unified Appeal (Death Penalty)	5	1	1	1
Civil Cases Disposed	16,821	16,789	15,072	15,650
Estimated Pages Intake (Judicial)	900,000	900,025	900,075	900,050
Foreclosure Registry	\$838,950	\$438,300	\$312,925	\$220,000
<b>Board of Equalization:</b>				
Number of Hearings	10,212	9,997	9,279	15,000
Number of Hearings Scheduled	14,549	11,942	12,821	12,000

## ACTIVITY MEASURES

	Actual 2011	Actual 2012	Actual 2013	Estimated 2014
Number of Decisions Rendered	14,549	11,942	12,821	12,000
Number of Notices Mailed	19,198	17,061	12,821	12,000
Number of Notices Certified	14,549	11,942	12,000	12,000
Number of Notices Prepared	19,198	17,061	12,000	12,000
Number of Ad Valorem	N/A	N/A	1,000	12,000
Number of Hearings Reset	4,347	3,246	3,542	6,000

**MAJOR ACCOMPLISHMENTS IN 2013****Enhance Public Safety**

Partnership with Police, Sheriff, District Attorney, Solicitor, and Public Defender to maintain records.

Participated in Summer Intern Program working with County Youth Commission.

**Develop & Maintain Sustainable Neighborhoods & Communities**

We recycled and we are on a green path by imaging and utilizing a new case management system.

Participated and support neighborhood, county, and communities through meetings, information sessions, walks, and education.

**Ensure Efficient Operations**

Our proposed resolution to the County for partial funding of a new case management system will ensure efficient operation not only for the Clerk of Superior Court but for the entire Superior Bench, State County, Magistrate Court, the District Attorney's Office, and the Sheriff Office. Same day recording of all real estate documents. Twenty-four hour turnaround on all documents.

**Ensure Fiscal Integrity**

Allowed and requested internal financial audits and an external audit annually.

Worked with GBI fraud task force to assist law enforcement with financial and real estate fraud.

**Invest in Employees**

Continued internal and external training of all employees with new legislation, job performance and customer service.

Supported employees' professional development.

Supported and participated with employees external initiatives to promote, health and well-being (Wellness Fair, Fit Club),

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY****Enhance Public Safety**

To continue partnership with Police, Sheriff, District Attorney, Solicitor and Public Defender to maintain record.

To continue to provide individualized service to Judges.

To work with Sheriff Office on bench warrant notification. To handle arraignment notices. To implement new criminal restriction process for expungments.

**Facilitate Jobs & Economic Development**

To continue to participate in Summer Intern Program with the County Youth Commission.

**Develop & Maintain Sustainable Neighborhoods & Communities**

To continue to participate and support neighborhood, county and communities meeting information session, walks, and education.

To continue to participate in National Adoption Day as well as Community Appreciation Day. To participate in customer satisfaction survey.

**MAJOR GOALS FOR 2014 (CONTINUED)****Ensure Efficient Operations**

To create and implement interface with other county computer systems to facilitate the exchange of information.

To meet the needs of court no matter the type (criminal, civil, juvenile).

To become compliant with HBIEX (disbursement of criminal fines and fees) and SB50 (Electronic transmittal of criminal dispositions to GCIC) document image.

To continue in-house dual imaging project that will work in tandem with the proposed new case management system.

**Ensure Fiscal Integrity**

To continue to allow and request internal financial audit and external audit annually.

To continue working with Foreclosure Registry.

To continue to work with GBI fraud task force to assist law enforcement with financial and real estate fraud.

**Invest in Employees**

To continue to support employees' professional development.

To invest in employees by reallocation of duties and staffing.

To continue internal and external initiatives to promote employees health and well-being (Wellness Fair, Fit Club).

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

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

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

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

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

**2014**

In 2014, \$6,374,015 is approved for basic operating expenses.

**Future**

No significant budgetary impact is anticipated.

**CLERK OF SUPERIOR COURT**

**FUNCTION: CIVIL & CRIMINAL COURTS**

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Clerk of Superior Court	\$5,917,755	\$5,671,683	\$5,824,763	\$5,824,763
Clerk of Superior Court - Bd. Of Equalization	361,721	492,325	549,252	549,252
	<u>\$6,279,476</u>	<u>\$6,164,008</u>	<u>\$6,374,015</u>	<u>\$6,374,015</u>

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$4,844,178	\$4,898,318	\$5,091,368	\$5,091,368
Purchased / Contracted Services	1,268,355	1,081,084	1,148,886	1,148,886
Supplies	117,604	127,263	109,187	109,187
Capital Outlays	28,459	37,220	13,550	13,550
Interfund / Interdepartmental	9,856	9,099	0	0
Other Costs	11,024	11,024	11,024	11,024
	<u>\$6,279,476</u>	<u>\$6,164,008</u>	<u>\$6,374,015</u>	<u>\$6,374,015</u>

**FUNDING SOURCES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
General Fund	<u>\$6,279,476</u>	<u>\$6,164,008</u>	<u>\$6,374,015</u>
	\$6,279,476	\$6,164,008	\$6,374,015

**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		
		2012	2013	2014
<b>Clerk of Superior Court</b>				
Chief Dep Clerk Superior Ct	33	1	1	1
Administrative Services Mgr	31	1	1	1
Dept Information Systems Mgr	31	1	1	1
Fiscal Officer	29	1	1	1
Administrative Operations Mgr	28	2	2	2
Public Information Officer	28	1	1	1
Accountant Senior	26	1	1	1
Judicial Administrative Coord	26	2	2	2
Administrative Coordinator	25	1	1	1
Court Records Supervisor	24	7	7	7
Administrative Assistant II	23	1	1	1
Administrative Assistant II	23	2	2	2
Court Records Tech III	21	38	36	36
Court Records Tech II	19	17	14	14
Court Records Tech I	18	9	14	14
Clerk Superior Court		1	1	1
	\$115,966			
FULL TIME Subtotal		86	86	86
<b>Clerk of Superior Court - Bd. Of Equalization</b>				
Board of Equalization Coord	23	1	1	1
Office Assistant Senior	19	2	2	2
FULL TIME Subtotal		3	3	3
<b>FULL TIME Total</b>		89	89	89
<b>ALL POSITIONS Total</b>		89	89	89

**COMMUNITY SERVICE BOARD**

**FUNCTION: GENERAL GOVERNMENT**



**MISSION STATEMENT**

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

**PROGRAM DESCRIPTION**

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

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

**ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
Total Clients	11,712	11,372	11,151	11,340
Clients Served by:				
Jail Services and DUI Program	934	934	926	930
Mental Health Services, Adult	6,033	5,716	5,732	5,780
Mental Health Services, Child & Adolescent Services	585	148	154	160
Developmental Disabilities	555	432	302	302
Psychosocial Rehab	206	206	207	207
Veterans Services	92	521	486	500
Residential	215	225	238	238
DeKalb County Drug Court	120	120	120	120
Mobile Response Team	2,260	2,214	2,178	2,222
Crisis Services	1,663	1,778	1,824	1,850
Addictive Services, Adult	533	557	413	550
Addictive Services, Child & Adolescent Services	585	0	0	0

**MAJOR ACCOMPLISHMENTS IN 2013**

**Enhance Public Safety**

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 deliver services in Drug Court Program and Criminal Justice program at the DeKalb County Jail.

Continued implementation of an Electronic Health Record to improve the efficiency and effectiveness of care.

Provided day habilitation and residential services for developmentally disable citizens of DeKalb County.

Collaborated with the Veterans Administration to provide outpatient care, psychosocial rehabilitation and addictive diseases intensive outpatient programs and addictive diseases residential programs.

Continued to provide clinical practicum sites for medical, nursing, social work, counseling and pharmacists students enrolled in area colleges and universities.

Participated in the DeKalb Supportive Housing program grant for DeKalb citizens.

Partnership with Oakhurst Medical Center to provide integrated physical and behavioral healthcare.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Enhance Public Safety**

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

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

To provide a safety net for individuals who are uninsured and under insured.

To promote innovation and best practices in services.

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

To improve the health status of clients.

**MAJOR BUDGETARY IMPACTS**

**Previous**

There were no significant changes in 2008, 2009 and 2010. The 2011 Adopted Budget of \$1,785,497 was a decrease relative to the 2010 Budget. The Board of Commissioners reduced this budget by (\$174,726) as part of the amendment process. The 2012 Adopted Budget of \$1,624,803 was a decrease relative to the 2011 Budget. In 2013, the approved budget was \$1,576,060, a decrease relative to the 2012 budget.

**2014**

The amount of \$1,576,057 is the approved operating budget. There are no significant changes in 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.

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Community Service Board	\$1,624,803	\$1,576,060	\$1,576,057	\$1,576,057
	\$1,624,803	\$1,576,060	\$1,576,057	\$1,576,057

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Other Costs	\$1,624,803	\$1,576,060	\$1,576,057	\$1,576,057
	\$1,624,803	\$1,576,060	\$1,576,057	\$1,576,057

**FUNDING SOURCES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
General Fund	\$1,624,803	\$1,576,060	\$1,576,057
	\$1,624,803	\$1,576,060	\$1,576,057



## CONTRIBUTION TO CAPITAL PROJECTS

### PROGRAM DESCRIPTION

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

### MAJOR BUDGETARY IMPACTS

#### Previous

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

In 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.

In 2013 the requests from departments, except Enterprise Funds, totaled \$20,079,752. The contribution to CIP projects was \$1,000,000. Funding for contributions to HOST was \$5,000,000.

#### 2014

Capital projects requests from departments, except Enterprise Funds was \$32,484,025 Funding for contributions to HOST was \$6,000,000. Contributions for departmental capital projects are to be addressed in the Mid-Year budget adjustment.

#### 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 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Contribution To Capital	\$12,000,000	\$6,000,000	\$6,000,000	\$6,000,000
	\$12,000,000	\$6,000,000	\$6,000,000	\$6,000,000

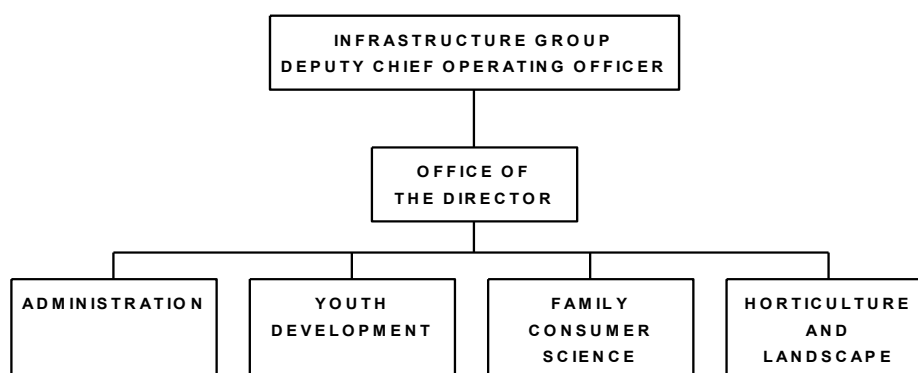
### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Other Financing Uses	\$12,000,000	\$6,000,000	\$6,000,000	\$6,000,000
	\$12,000,000	\$6,000,000	\$6,000,000	\$6,000,000

### FUNDING SOURCES

	Actual 2012	Actual 2013	Budget 2014
General Fund	\$12,000,000	\$6,000,000	\$6,000,000

## COOPERATIVE EXTENSION



### 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	2011	2012	2013
Locate additional sources of funding to expand and/or enhance educational programs.	17%	10%	20%	17%
	\$173,101	\$105,319	\$291,945	\$203,421
Value Received Multiplier from Master Gardener volunteers as a % of cost of training and volunteer administration return.	8 Times	8 Times	8 Times	8 Times
% of participants in the Teenage Mother Nutrition Education Program delivering a baby 5.5 pounds or greater.	100%	94%	Not reporting	Not reporting
% of participants in the bilingual	95%	96%	Not reporting	Not reporting

## COOPERATIVE EXTENSION

PERFORMANCE INDICATORS				
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	TARGET	2011	2012	2013
outreach achieving a test score increase of 25% or greater.				

ACTIVITY MEASURES				
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	Actual 2011	Actual 2012	Actual 2013	Estimated 2014
Grants and Contracts	162,190	160,000	175,000	160,000
% County Budget (target 30%)	20	20	20	20
Telephone & Email Requests	151,972	152,678	124,667	100,000
Publications Distributed	20,099	25,000	28,926	20,000
Plant, soil, insects, & other samples processed	1,436	1,400	1,169	1,200
Educational workshops & classes	3,960	3,000	2,614	2,000
Participants in workshops & classes	104,703	80,000	67,215	60,000
Site and Home Visits	2,789	1,500	780	500
Number Of Volunteers	3,153	3,000	2,762	2,500
Youths Reached By Programs	70,262	50,000	35,481	25,000
Volunteer Hours	70,262	50,000	34,915	30,000

## COOPERATIVE EXTENSION

### MAJOR ACCOMPLISHMENTS IN 2013

#### Develop & Maintain Sustainable Neighborhoods & Communities

4-H Program was recognized as a Presidential Service Award Site. Three (3) youth volunteered more than 250 hours and received the gold award, 13 received silver recognition for volunteering up to 200 hours each.

Over 280 Extension Master Gardener volunteers returned over 16,000 hours helping our department train and educate citizens of this county. This equals about eight (8) full time staff members valued at over \$300,000.

#### Facilitate Jobs & Economic Development

Facilitated and implemented new partnership between UGA Cooperative Extension, UGA Small Business Development Center, and DCCE in providing educational programs entitled "Is Starting a Business for You?"

### MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS AND STRATEGIC PLAN PRIORITY

#### Facilitate Jobs & Economic Development

Offer ten (10) green industry trainings by December 2014 to address pesticide safety, water conservation, worker safety, and the development of their small businesses.

Seek funding that supports workforce and career development opportunities for youth.

#### Develop & Maintain Sustainable Neighborhoods & Communities

Offer five (5) workshops/trainings on Healthy Homes including Green Cleaning, Radon Education, Reducing Waste, and Consumption in the home.

### MAJOR BUDGETARY IMPACTS

#### Previous

There were no significant budgetary changes in 2008 and 2009. In 2010, 6 full-time employees accepted the Early Retirement Option Program and the BOC abolished 6 vacant positions due to the ERO Program. The 2011 adopted budget of \$697,983 was an increase relative to the 2010 Budget. In 2012, Extension staff expanded their environmental classes related to water conservation, natural landscaping, fats/oils/grease disposal prevention and anti-litter. Staff time was funded by the Water & Sewer, Stormwater, and Sanitation funds for these efforts. In 2013, Extension staff continued to conduct environmental classes related to water conservation, natural landscaping, fats/oils/grease disposal prevention and anti-litter. Staff time was funded by the Water & Sewer, Stormwater, and Sanitation funds for these efforts.

#### 2014

\$448,412 is the approved operating budget. In FY 2013, approximately \$479,000 of expense was transferred to the Water and Sewer Operating Fund as an eligible cost. This year, the cost will be funded in the General Fund.

#### Future

No major changes are anticipated.

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Administration	(\$8,476)	(\$38,682)	\$183,397	\$183,397
Family & Consumer Sc	23,769	24,553	27,209	27,209
Horticulture & Lands	137,374	134,722	130,317	130,317
Youth Program	114,204	108,805	107,489	107,489
	\$266,871	\$229,397	\$448,412	\$448,412

## COOPERATIVE EXTENSION

### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Personal Services and Benefits	\$542,382	\$458,790	\$340,258	\$340,258
Purchased / Contracted Services	48,369	52,539	56,941	56,941
Supplies	7,761	13,393	16,396	16,396
Interfund / Interdepartmental	(341,391)	(305,101)	23,117	23,117
Other Costs	9,751	9,776	11,700	11,700
	\$266,871	\$229,397	\$448,412	\$448,412

### FUNDING SOURCES

	Actual 2012	Actual 2013	Budget 2014
General Fund	\$266,871	\$229,397	\$448,412
	\$266,871	\$229,397	\$448,412

### AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2012	2013	2014
<b>Administration</b>				
Dir County Extension Service	OL1	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
<b>Youth Program</b>				
Extension Service Manager	OL2	1	1	1
Extension Program Assistant	EP	1	1	1
County Extension Agent	25	1	1	1
FULL TIME Subtotal		3	3	3
<b>Family &amp; Consumer Sc</b>				
County Extension Agent	OL3	1	1	1
Extension Service Manager	OL2	1	1	1
FULL TIME Subtotal		2	2	2
<b>Horticulture &amp; Lands</b>				
Extension Service Manager	OL2	1	1	1
County Extension Agent	25	1	1	1
FULL TIME Subtotal		2	2	2
<b>FULL TIME Total</b>		14	14	14
<b>ALL POSITIONS Total</b>		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 countywide property tax levy designated for debt retirement. Payments are made from the fund for principal and interest requirements, tax anticipation borrowing expense, and paying agent fees. Currently, authorized General Obligation issue includes: 2013 Refunding - \$52,445,000.

The soundness of DeKalb County's financial condition is demonstrated by the ratings of its bonds as of December 2013:

	Fitch Ratings	Moody's Investors Service	Standard & Poor's
General Obligation	AA-	Aa3	No Rating
General Obligation Refunding	AA-	Aa3	No Rating

**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.

In December 2013, the County refinanced the Series 1998 General Obligation – Jail, Series 2003 A&B General Obligation, Series 2003A Building Authority and Series 2003 COPs bonds during the year with no new cash created in order to take advantage of historically low interest rates and provide cash flow savings in 2013 and 2014. The Series 2013 COPs were a private placement with Wells Fargo Municipal Capital Strategies, LLC. To enlarge the pool of rating services that review DeKalb County's credit, a rating from Fitch Ratings was sought in 2013.

**Current**

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

**Future**

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

<b>ACTIVITY MEASURES</b>				
	<b>1/1/11</b>	<b>1/1/12</b>	<b>1/1/13</b>	<b>1/1/14</b>
Principal Balance (000's)	\$79,605	\$73,410	\$66,865	\$62,176
Millage rate for Debt Service	0.57	0.87	0.70	0.01

**DEBT SERVICE FUND**

**FUNCTION: GENERAL GOVERNMENT**

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

	Actual 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Purchased / Contracted Services	\$0	\$1,039	\$10,000	\$10,000
Other Costs	0	0	7,041,153	7,041,153
Debt Service	9,633,458	10,193,675	1,198,533	1,198,533
Other Financing Uses	0	58,731,706	0	0
	<u>\$9,633,458</u>	<u>\$68,926,419</u>	<u>\$8,249,686</u>	<u>\$8,249,686</u>

**FUNDING SOURCES**

	Actual 2012	Actual 2013	Budget 2014
Debt Service	<u>\$9,633,458</u>	<u>\$68,926,419</u>	<u>\$8,249,686</u>
	\$9,633,458	\$68,926,419	\$8,249,686

**DIRECT AND OVERLAPPING DEBT**  
December 31, 2013 (000'S)

Category of Debt	Total Amount Outstanding (000s)	% Applicable to the County	Amount of Debt Applicable to DeKalb County
<b>Direct Debt:</b>			
DeKalb County Gross Bonded Debt, Less Debt Service Fund Balance	244,276	100%	244,276
Fulton-DeKalb Hospital Authority - County portion	41,380	100%	41,380
Total Direct Debt	<u>285,656</u>		<u>285,656</u>
<b>Overlapping Debt:</b>			
DeKalb County Board of Education <sup>1</sup>			
General Obligation Bonds	33,300	100%	33,300
Certificates of Participation	49,195	100%	49,195
	<u>82,495</u>		<u>82,495</u>
City of Decatur <sup>1</sup>			
General Obligation Bonds	31,180	100%	31,180
Notes Payable	5,415	100%	5,415
Guaranteed Revenue Bonds	42,641	100%	42,641
Certificates of Participation	3,225	100%	3,225
	<u>82,461</u>		<u>82,461</u>
City Schools of Decatur <sup>1</sup>			
Certificates of Participation	9,740	100%	9,740
General Obligation Sales Tax Notes Payable	5,415	100%	5,415
	<u>15,155</u>		<u>15,155</u>
City of Atlanta			
General Obligation Bonds	222,562	4.88%	10,861
Total Overlapping Debt	<u>397,258</u>		<u>185,557</u>
Total Direct and Overlapping Debt	<u>682,914</u>		<u>471,213</u>
Total Per Capita Direct and Overlapping Debt			<u>672.49</u>

<sup>1</sup>

As of June 30, 2014

	A.V. (000s)	% of A.V.
City of Atlanta in Fulton	22,776,006	95.12%
City of Atlanta in DeKalb	1,168,673	4.88%
	<u>23,944,679</u>	<u>100.00%</u>

**DEBT SERVICE FUND**

**FUNCTION: GENERAL GOVERNMENT**

<b>COMPUTATION OF LEGAL DEBT LIMIT</b>
<b>December 31, 2013 (000'S)</b>

Assessed Value		\$	21,011,000
Debt limit 10% of Assessed Value		\$	2,101,100
Amount of Debt Applicable to Debt Limit:			
Total bonded debt, including premiums	\$		1,284,674
Less:			
General obligation bonds fund balance	\$	2,189	
Governmental activities revenue bonds		81,571	
Unamortized premium on general obligation bonds		10,286	
Water and sewerage system bonds		936,352	\$ 1,040,398
<hr/>			
Total debt applicable to debt limit			\$244,276
Legal Debt Margin			\$1,856,824

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

<b>2014 BUDGET OBLIGATION</b>
<b>GENERAL OBLIGATION BONDS BY SERIES</b>
<b>AS OF January 1, 2014</b>

	Principal	Interest	Total P & I
Series 1998	0	0	0
Series 2003A	0	0	0
Series 2003B	0	0	0
Series 2013	0	1,188,533	1,188,533
Total	\$0	\$1,188,533	\$1,188,533

<b>TOTAL BUDGET OBLIGATION</b>
<b>GENERAL OBLIGATION BONDS BY SERIES</b>
<b>AS OF January 1, 2014</b>

	Principal	Interest	Total P & I
Series 1998	0	0	0
Series 2003A	0	0	0
Series 2003B	0	0	0
Series 2013	52,445,000	9,730,933	62,175,933
Total	\$52,445,000	\$9,730,933	\$62,175,933



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

<b>SPECIAL TAX DISTRICT - DEBT SERVICE FUND</b> <b>TOTAL BUDGET OBLIGATION</b> <b>GENERAL OBLIGATION BONDS, ALL SERIES</b> <b>AS OF January 1, 2014</b>
--

	Principal	Interest	Total P & I
2014	0	1,188,533	1,188,533
2015	0	2,228,500	2,228,500
2016	9,520,000	2,085,700	11,605,700
2017	9,935,000	1,744,200	11,679,200
2018	10,400,000	1,337,500	11,737,500
2019	10,955,000	855,625	11,810,625
2020	11,635,000	290,875	11,925,875
Total	\$52,445,000	\$9,730,933	\$62,175,933

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

**PROGRAM DESCRIPTION**

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

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

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

The soundness of DeKalb County's financial condition is demonstrated by the ratings of its bonds as of December 2013:

	Fitch Ratings	Moody's Investors Service	Standard & Poor's
General Obligation	AA-	Aa3	No Rating
General Obligation Refunding	AA-	Aa3	No Rating

**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 2014 includes the principal interest payments for the 2001 and 2006 bond issues.

**Future**

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

<b>ACTIVITY MEASURES</b>				
	<b>1/1/11</b>	<b>1/1/12</b>	<b>1/1/13</b>	<b>1/1/14</b>
Principal Balance (000's)	\$251,700	\$235,675	\$218,910	\$201,490
Millage Rate for Debt Service	1.37	0.94	1.72	1.92

**DEBT SERVICE FUND - SPECIAL TAX DISTRICT**

**FUNCTION: GENERAL GOVERNMENT**

<b>FUNDING SOURCES</b>			
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
Special Tax District - Debt Service	\$27,714,800	\$27,571,281	\$31,929,210
	\$27,714,800	\$27,571,281	\$31,929,210

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Purchased / Contracted Services	\$0	\$562	\$10,000	\$10,000
Other Costs	0	0	4,195,241	4,195,241
Debt Service	27,714,800	27,570,719	27,723,969	27,723,969
	\$27,714,800	\$27,571,281	\$31,929,210	\$31,929,210

<b>COMPUTATION OF LEGAL DEBT LIMIT</b>	
<b>December 31, 2013 (000'S)</b>	
Assessed Value	\$ 21,011,000
Debt limit 10% of Assessed Value	\$ 2,101,100
Amount of Debt Applicable to Debt Limit:	
Total bonded debt, including premiums	\$ 1,284,674
Less:	
General obligation bonds fund balance	\$ 12,189
Governmental activities revenue bonds	81,571
Unamortized premium on general obligation bonds	10,286
Water and sewerage system bonds	936,352
	<u>\$1,040,398</u>
Total debt applicable to debt limit	\$244,276
Legal Debt Margin	\$1,856,824

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

**DEBT SERVICE FUND - SPECIAL TAX DISTRICT**

**FUNCTION: GENERAL GOVERNMENT**

<b>DIRECT AND OVERLAPPING DEBT</b>			
<b>December 31, 2013 (000'S)</b>			
<u>Category of Debt</u>	<u>Total Amount Outstanding</u> <u>(000s)</u>	<u>% Applicable to</u> <u>the County</u>	<u>Amount of Debt</u> <u>Applicable to</u> <u>DeKalb County</u>
<b>Direct Debt:</b>			
DeKalb County Gross Bonded Debt, Less Debt			
Service Fund Balance	244,276	100%	244,276
Fulton-DeKalb Hospital Authority - County portion	41,380	100%	41,380
Total Direct Debt	<u>285,656</u>		<u>285,656</u>
<b>Overlapping Debt:</b>			
DeKalb County Board of Education <sup>1</sup>			
General Obligation Bonds	33,300	100%	33,300
Certificates of Participation	49,195	100%	49,195
	<u>82,495</u>		<u>82,495</u>
City of Decatur <sup>1</sup>			
General Obligation Bonds	31,180	100%	31,180
Notes Payable	5,415	100%	5,415
Guaranteed Revenue Bonds	42,641	100%	42,641
Certificates of Participation	3,225	100%	3,225
	<u>82,461</u>		<u>82,461</u>
City Schools of Decatur <sup>1</sup>			
Certificates of Participation	9,740	100%	9,740
General Obligation Sales Tax Notes Payable	5,415	100%	5,415
	<u>15,155</u>		<u>15,155</u>
City of Atlanta			
General Obligation Bonds	222,562	4.88%	10,861
Total Overlapping Debt	<u>397,258</u>		<u>185,557</u>
Total Direct and Overlapping Debt	<u>682,914</u>		<u>471,213</u>
Total Per Capita Direct and Overlapping Debt			<u>672.49</u>
<sup>1</sup>	As of June 30, 2014		
		<u>A.V. (000s)</u>	<u>% of A.V.</u>
	City of Atlanta in Fulton	22,776,006	95.12%
	City of Atlanta in DeKalb	1,168,673	4.88%
		<u>23,944,679</u>	<u>100.00%</u>

<b>2014 BUDGET OBLIGATION</b>			
<b>SPECIAL TAX DISTRICT - GENERAL OBLIGATION BONDS SERIES 2001 &amp; 2006</b>			
<b>AS OF January 1, 2014</b>			
	<u>Principal</u>	<u>Interest</u>	<u>Total P &amp; I</u>
Series 2001	\$10,750,000	\$1,059,500	\$11,809,500
Series 2006	\$7,490,000	\$8,250,219	\$15,740,219
Total	\$18,240,000	\$9,309,719	\$27,549,719

**DEBT SERVICE FUND - SPECIAL TAX DISTRICT**

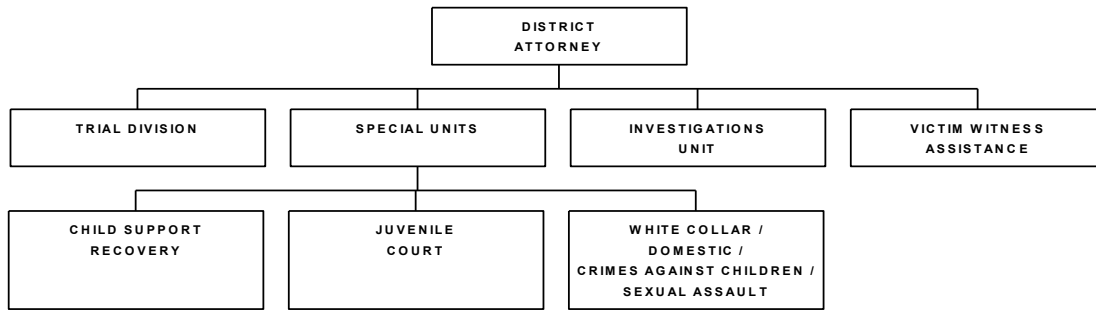
**FUNCTION: GENERAL GOVERNMENT**

<b>TOTAL BUDGET OBLIGATION</b> <b>SPECIAL TAX DISTRICT - GENERAL OBLIGATION BONDS SERIES 2001 &amp; 2006</b> <b>AS OF January 1, 2014</b>
---

	Principal	Interest	Total P & I
Series 2001	\$21,990,000	\$1,599,000	\$23,589,000
Series 2006	\$179,500,000	\$81,775,806	\$261,275,806
<b>Total</b>	<b>\$201,490,000</b>	<b>\$83,374,806</b>	<b>\$284,864,806</b>

<b>SPECIAL TAX DISTRICT - DEBT SERVICE FUND</b> <b>TOTAL BUDGET OBLIGATION</b> <b>GENERAL OBLIGATION BONDS, SERIES 2001 &amp; 2006</b> <b>AS OF January 1, 2014</b>
--

	Principal	Interest	Total P & I
2014	18,240,000	9,309,719	27,549,719
2015	19,105,000	8,415,219	27,520,219
2016	8,165,000	7,482,469	15,647,469
2017	8,470,000	7,074,219	15,544,219
2018	8,790,000	6,650,719	15,440,719
2019	9,140,000	6,211,219	15,351,219
2020	9,505,000	5,845,619	15,350,619
2021	9,885,000	5,465,419	15,350,419
2022	10,275,000	5,070,019	15,345,019
2023	10,690,000	4,607,644	15,297,644
2024	11,150,000	4,126,594	15,276,594
2025	11,610,000	3,624,844	15,234,844
2026	12,115,000	3,102,394	15,217,394
2027	12,655,000	2,526,931	15,181,931
2028	13,220,000	1,925,819	15,145,819
2029	13,890,000	1,297,869	15,187,869
2030	14,585,000	638,094	15,223,094
<b>Total</b>	<b>\$201,490,000</b>	<b>\$83,374,806</b>	<b>\$284,864,806</b>



**MISSION STATEMENT**

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

**PROGRAM DESCRIPTION**

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

The Child Support Division of the DA's Office is responsible for the prosecution and administration of all interstate child support actions filed in the County pursuant to the Uniform Interstate Family Support Act (UIFSA), which provides for inter-state enforcement of child support obligations. Appropriations and expenditures for this unit are now carried out through the Grants Fund.

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

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

**ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
Number of Cases Opened	6,955	5,702	5,167	5,100
True Bills returned by the Grand Jury and accusations filed	5,390	5,317	4,509	4,500
Defendants tried by a jury	102	90	68	70
New cases appealed	107	117	222	250

**MAJOR ACCOMPLISHMENTS IN 2012**

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

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

**Human Services / Increasing Neighborhood Empowerment**

To reduce the caseloads of Assistant District Attorneys.

**Crime Prevention/ Enhancing Public Safety**

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

**Organizational Effectiveness/ Enhancing Efficient Operations**

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

**MAJOR BUDGETARY IMPACTS**

**Previous**

**2010**

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

**2011**

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

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

**2012**

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

**2013**

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

**2014**

The approved operating budget is \$11,795,196. The budget includes funding for non-mandated salary supplements over and above the county's compensation plan in the amount of \$450,035 (benefits included). The budget includes grant matches in the amount of \$797,000 for the following grants: VAMA-\$190,000; VOCA-\$340,000; Child Support Unit-\$267,000.

**Future**

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

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Board Of Equalization	(\$322)	(\$547)	\$0	\$0
Child Support Recovery	8,534	6,179	0	0
District Attorney	10,100,842	10,338,791	9,833,133	9,833,133
Solicitor Juvenile Court	1,252,800	1,279,882	1,268,297	1,268,297
Victim / Witness Assistance	581,488	490,389	693,766	693,766
	<b>\$11,943,342</b>	<b>\$12,114,695</b>	<b>\$11,795,196</b>	<b>\$11,795,196</b>

**DISTRICT ATTORNEY**

**FUNCTION: CIVIL & CRIMINAL COURTS**

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$9,906,639	\$10,135,389	\$9,806,984	\$9,806,984
Purchased / Contracted Services	1,023,436	848,111	848,605	848,605
Supplies	175,765	168,677	145,900	145,900
Capital Outlays	25,651	32,393	21,060	21,060
Interfund / Interdepartmental	174,478	222,231	175,647	175,647
Other Costs	0	0	797,000	797,000
Other Financing Uses	637,374	707,895	0	0
	<b>\$11,943,342</b>	<b>\$12,114,695</b>	<b>\$11,795,196</b>	<b>\$11,795,196</b>

**FUNDING SOURCES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
General Fund	\$11,943,342	\$12,114,695	\$11,795,196
	<b>\$11,943,342</b>	<b>\$12,114,695</b>	<b>\$11,795,196</b>

**AUTHORIZED POSITION LIST BY COST CENTER**

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>INCLUDES PT or TEMP (T)</b>	<b>NUMBER OF POSITIONS</b>		
			<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>District Attorney</b>					
Investigator DA	OZ		1	1	1
Attorney DA	DA1		11	11	11
Chief Asst District Attorney	AH		2	2	2
Attorney IV	33		14	13	13
Attorney III	31		8	9	9
Chief Investigator DA	31		1	1	1
Court Program Manager	31		1	1	1
Attorney II	30		5	3	3
Attorney I	29		2	6	6
Deputy Chief Investigator DA	29		1	1	1
Administrative Operations Mgr	28		1	1	1
Public Information Officer	28		1	1	1
Investigator DA III	27		4	4	4
Investigator DA II	26	1 PT	19	19	19
User Liaison Coordinator	26		1	1	1
Administrative Coordinator	25		1	1	1
Records Supv Dist Attorney	25		1	1	1
Investigator DA I	24		1	0	0
Administrative Aide	23		12	12	12
Administrative Assistant II	23		2	3	3
Paralegal	23		2	3	3
Secretary Senior Legal	23		5	5	5
Victim Witness Asst Prog Coord	23		1	0	0
Investigative Aide Senior	21		1	1	1
Investigative Intake Tech	21		4	4	4
Office Assistant Senior	19		1	1	1
District Attorney			1	1	1
	<b>\$158,916</b>				



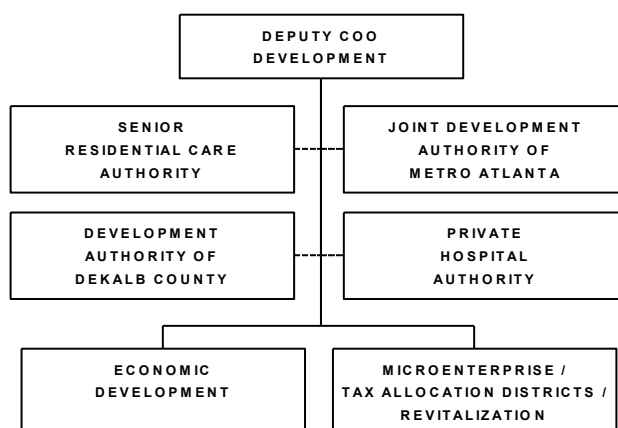
**DISTRICT ATTORNEY**

**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		
			2012	2013	2014
FULL TIME Subtotal			103	105	105
PART TIME Subtotal			1	1	1
<b>Victim / Witness Assistance</b>					
Attorney IV	33		1	1	1
Investigator DA III	27		1	1	1
Investigator DA II	26		1	1	1
Victim Witness Program Coord	25		4	4	4
FULL TIME Subtotal			7	7	7
<b>Solicitor Juvenile Court</b>					
Solicitor Juvenile Court	AH		1	1	1
Attorney II	30		2	3	3
Attorney I	29		1	1	1
Asst Chief Investigator DA	28		1	1	1
Legal Office Coordinator	28		1	1	1
Investigator DA III	27		1	1	1
Investigator DA II	26		2	2	2
Paralegal Supervisor	25		1	1	1
Paralegal	23		3	3	3
Secretary Senior Legal	23		3	3	3
FULL TIME Subtotal			16	17	17
<b>FULL TIME Total</b>			126	129	129
<b>PART TIME Total</b>			1	1	1
<b>ALL POSITIONS Total</b>			127	130	130



**MISSION STATEMENT**

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

**PROGRAM DESCRIPTION**

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

**PERFORMANCE INDICATORS**

	TARGET	2011	2012	2013
Number of New Direct Jobs Created in DeKalb County from Economic Development Projects **	1,500	269	542	1,868
Total DeKalb Area Annual Labor Force Activity *	500,000	360,578	364,638	374,241
Total Number Direct, Indirect, and Induced Jobs Created from Economic Development Projects	1,000	1,794	1,768	1,799
Total Personal Income Created from Direct, Indirect, and Induced Jobs Created from Economic Development Projects	\$250,000,000	\$109,890,490	\$93,609,598	\$218,273,744

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

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

**ECONOMIC DEVELOPMENT**

**FUNCTION: GENERAL GOVERNMENT**

**ACTIVITY MEASURES**

	<b>Goal</b>	<b>Actual 2011</b>	<b>% +/- Goal</b>	<b>Actual 2012</b>	<b>% +/- Goal</b>	<b>Actual 2013</b>	<b>% +/- Goal</b>	<b>Est. 2014</b>
Total Number of New Direct Jobs Created from Economic Development Projects	1,500	269	18%	542	36%	1,868	125%	1,500
Total Number of Retained Jobs from Economic Development Projects	1,000	523	52%	0	0%	2,125	213%	1,000
Amount of New Private Investment from Economic Development Projects (millions)	\$250.0	\$34.0	14%	\$19.9	8%	\$303.9	122%	\$250.0

**MAJOR ACCOMPLISHMENTS IN 2013**

**Facilitate Jobs and Economic Growth**

Expanded the Urban Redevelopment Plan area and adopted new Urban Redevelopment Plan.  
 Developed and submitted fifteen applications for Opportunity Zones to the Department of Community Affairs.  
 Obtained \$900,000 grant and established Brownfield Revolving Loan Fund Program.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Facilitating Jobs and Economic Development**

Finalize and adopt IGA to officially name the Development Authority of DeKalb County the Economic Development arm of the County.  
 Complete a 5-year economic development strategic plan for DeKalb County.  
 Overhaul County permitting and business license operations to facilitate growth and development.

**MAJOR BUDGETARY IMPACTS**

**Previous**

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

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

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

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

**2014**

The 2014 budget reflects a partial year of operations under the inter-governmental agreement (IGA) between the Development Authority and the County.

**Future**

FY 2015 will reflect a full year of funding of the IGA.

**ECONOMIC DEVELOPMENT**

**FUNCTION: GENERAL GOVERNMENT**

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Economic Development	\$684,766	\$1,262,631	\$959,173	\$959,173
	\$684,766	\$1,262,631	\$959,173	\$959,173

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$657,971	\$801,789	\$587,317	\$587,317
Purchased / Contracted Services	20,880	458,718	367,846	367,846
Supplies	5,916	2,124	4,010	4,010
	\$684,766	\$1,262,631	\$959,173	\$959,173

**FUNDING SOURCES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
General Fund	\$684,766	\$1,262,631	\$959,173
	\$684,766	\$1,262,631	\$959,173

**AUTHORIZED POSITION LIST BY COST CENTER**

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Economic Development</b>				
Dir Economic Development	AM	1	1	1
Deputy COO Development	AL	0	1	1
Economic Develop Coord, Sr	29	5	5	5
Project Manager II	27	0	0	1
Administrative Coordinator	25	0	1	1
Administrative Assistant II	23	1	0	0
Administrative Assistant I	21	1	0	0
FULL TIME Subtotal		8	8	9
<b>FULL TIME Total</b>		8	8	9
<b>ALL POSITIONS Total</b>		8	8	9

**EXECUTIVE ASSISTANT**

**FUNCTION: GENERAL GOVERNMENT**

**PROGRAM DESCRIPTION**

The Executive Assistant Department was created in the 2014 Budget in order to facilitate a reorganization of certain functional areas in a number of departments under the authority of the Chief Executive Officer. Positions, and related operating budgets, from the Operations cost center of the Chief Executive Officer's Department, the Human Services Department, and the Information Technology's Telecommunications cost center were transferred to the new department.

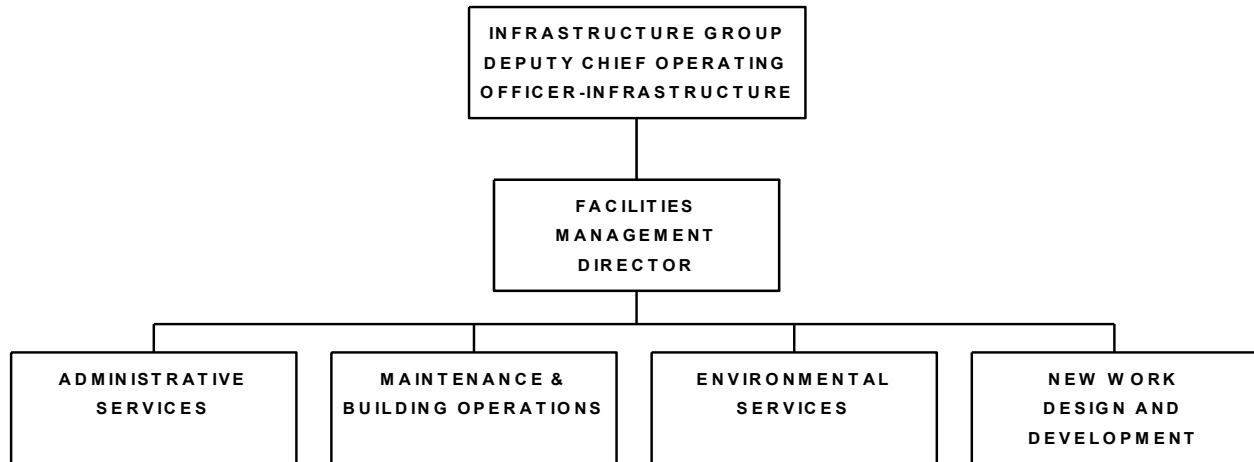
<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Executive Assistant	\$0	\$0	\$977,346	\$977,346
	\$0	\$0	\$977,346	\$977,346

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$0	\$0	\$518,658	\$518,658
Purchased / Contracted Services	0	0	457,269	457,269
Supplies	0	0	1,419	1,419
	\$0	\$0	\$977,346	\$977,346

<b>FUNDING SOURCES</b>			
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
General Fund	\$0	\$0	\$977,346
	\$0	\$0	\$977,346

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>INCLUDES PT or TEMP (T)</b>	<b>NUMBER OF POSITIONS</b>		
			<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Executive Assistant</b>					
Admin Project Mgr CEO	31		0	0	1
Call Center Operator	19		0	0	4
Office Assistant Senior	19	1 PT	0	0	2
FULL TIME Subtotal			0	0	6
PART TIME Subtotal			0	0	1
<b>FULL TIME Total</b>			0	0	6
<b>PART TIME Total</b>			0	0	1
<b>ALL POSITIONS Total</b>			0	0	7



**MISSION STATEMENT**

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

**PROGRAM DESCRIPTION**

Facilities Management provides total maintenance on structural, electrical, plumbing and HVAC systems to the Hamilton Street Center, North DeKalb Cultural Center, Main Health Center, Decatur Complex, Masonic Temple, and Parks Facilities. Response, as needed, is provided by Facilities Management, via work requests to all other facilities, which includes fire stations, Water and Sewer sites, Recreation Centers, public works facilities and 200 other county facilities. Facilities Management also provides service to leased locations, which call for the tenant to provide maintenance. Effective 2009, this department is assigned to the Infrastructure Group under the direction of the Deputy Chief Operating Officer for Infrastructure.

<b>ACTIVITY MEASURES</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
Square Footage Maintained	5,376,879	4,913,788	4,765,726	4,765,726
Maintenance Cost Per Square Foot	\$1.11	\$1.07	\$1.22	\$1.22
Number of Facilities	257	255	266	269
Construct. Renovation (Square Feet)	1,253,815	1,767,166	1,300,000	1,340,000
Custodial Sq. Footage	1,754,525	1,831,459	1,388,043	1,388,043
Security Sq. Footage	883,464	0	0	0
Work Order Requests Generated	53,420	24,440	20,270	20,270

**MAJOR ACCOMPLISHMENTS IN 2013**

**Infrastructure/ Enhancing Efficient Operations**

Continued implementation of the Facilities Management Modernization Plan with collaborative efforts of other departments. Major projects implemented in 2013 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 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Infrastructure/ Enhancing Efficient Operations**

To continue monitoring of performance contracting initiatives.  
 To continue major renovation and construction projects.  
 To continue maintenance, repair or replacement of major HVAC equipment, roofs, elevators and swimming pools.

**MAJOR BUDGETARY IMPACTS**

**Previous**

In 2010, 22 employees accepted the Early Retirement Option Program and the BOC abolished 32 vacant positions due to the ERO program.  
 In 2011, the BOC adopted this budget with a (\$1,368,038) amendment. Beginning with the 2011 Budget, funding for security services were appropriated in Police Support, which is also funded in the General Fund.  
 In 2012, \$16,672,600 was approved for the basic operating budget, which included a reduction of \$143,759 in salary savings; this was the equivalent of 3 full-time positions.  
 In 2013, \$16,461,079 was approved for the basic operating budget. This budget contained funding for electricity in the amount of \$5,589,577.

**2014**

The approved amount for the basic operating budget is \$14,232,959. This budget includes, funding 4 positions (1 Plumber Sr. and 3 HVAC Mechanics) to improve efficiency of operations. Funding for highway and intersection electricity in the amount of \$1,167,000 has been moved to Transportation. The interfund reimbursement credit to facilities has been reduced by \$800,000. This interfund credit was received from Watershed for Facilities Management technicians assisting with plant and lifts station maintenance.

**Future**

No significant budgetary impact is anticipated.

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Administration	817,615	514,437	458,221	458,221
Architectural & Engineering	585,611	539,920	574,706	574,706
Environmental Services	2,105,944	1,934,154	1,218,949	1,218,949
General Maintenance & Construction	6,886,673	5,933,664	5,858,039	5,858,039
Security	256	0	0	0
Utilities And Insurance	6,776,578	7,797,879	6,123,044	6,123,044
	<b>\$17,172,677</b>	<b>\$16,720,055</b>	<b>\$14,232,959</b>	<b>\$14,232,959</b>

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	3,190,491	2,887,567	3,165,161	3,165,161
Purchased / Contracted Services	7,013,738	6,988,474	5,657,193	5,657,193
Supplies	5,262,416	5,573,330	4,431,175	4,431,175
Interfund / Interdepartmental	769,703	27,149	(190,197)	(190,197)
Debt Service	936,329	1,243,535	1,169,627	1,169,627
	<b>\$17,172,677</b>	<b>\$16,720,055</b>	<b>\$14,232,959</b>	<b>\$14,232,959</b>

**FACILITIES MANAGEMENT**

**FUNCTION: GENERAL GOVERNMENT**

**FUNDING SOURCES**

	Actual 2012	Actual 2013	Budget 2014
General Fund	17,172,677	16,720,055	14,232,959
	\$17,172,677	\$16,720,055	\$14,232,959

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2012	2013	2014
<b>Administration</b>				
Asst Dir PW, Engineering Svcs	AF	1	1	1
Administrative Assistant II	23	1	1	1
Office Assistant Senior	19	1	1	1
FULL TIME Subtotal		3	3	3
<b>General Maintenance &amp; Construction</b>				
DD PPM Bldg Operations & Maint	32	1	1	1
Facilities Maintenance Coord	26	1	1	1
General Foreman	25	1	1	1
HVAC Mechanic Senior	25	5	5	5
HVAC Mechanic	24	5	5	5
Administrative Assistant II	23	1	1	1
Electrician Senior	23	9	9	9
Plumber Senior	23	7	6	6
Carpenter Senior	21	7	7	7
Facility Engineer	21	1	1	1
Plumber	21	1	2	2
Swimming Pool Maintenance Mech	21	1	1	1
FULL TIME Subtotal		40	40	40
<b>Environmental Services</b>				
Custodial Services Manager	28	1	1	1
Facilities Maintenance Coord	26	1	1	1
Custodian Supervisor	21	1	1	1
Crew Worker Senior	18	4	4	4
Custodian Senior	18	1	1	1
FULL TIME Subtotal		8	8	8
<b>Architectural &amp; Engineering</b>				
Deputy Dir Architectural/Eng	31	1	1	1
Project Manager II	27	4	4	4
Project Manager I	26	2	2	2
FULL TIME Subtotal		7	7	7



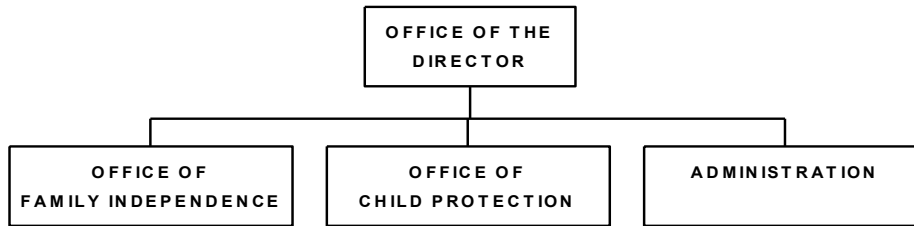
**FACILITIES MANAGEMENT****FUNCTION: GENERAL GOVERNMENT****AUTHORIZED POSITION LIST BY COST CENTER**

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>FULL TIME Total</b>		58	58	58
<b>ALL POSITIONS Total</b>		58	58	58

**FAMILY AND CHILDREN SERVICES**

**FUNCTION: HEALTH & HUMAN SERVICES**



**MISSION STATEMENT**

It is the mission of the DeKalb County Department of Family and Children Services to promote the social and economic wellbeing of the vulnerable adults and families of DeKalb County by providing exceptional services by highly trained and qualified staff. The agency is committed to providing service in a professional manner, and being accountable to the DeKalb County residents we serve. The target groups for the Office of Child Protection consist of deprived, neglected, and abused children and their families. The Office of Child Protection also has children that are in foster care and independent living programs under their care. The target areas for the Office of Family Independence include the underemployed, unemployed, economically disadvantaged, and medically disabled residents of DeKalb County.

**PROGRAM DESCRIPTION**

The Office of Child Protection (OCP) includes the following program areas: A) Child Protective Services (CPS) handles the investigations of child abuse and/or neglect, also provides services to families in which safety threats have been identified but do not rise to the level that the child has to be removed from the home. B) Family Support includes services to families when an investigation is not warranted. C) Permanency includes services to children in the custody of the agency as well as their families to promote a positive permanency for the child. D) Adoption includes identifying families who can provide a permanent home for children who cannot be safely reunified with parents. E.) Institutional care. F) Supervision of children in after care cases. G) Services to unaccompanied refugee minors. H) Emancipation and Independent Living services to youth who reach age 18 and sign back into care. I) Development of resources for children. J) General Assistance offers financial support services to families to prevent homelessness by providing help with rent and utilities.

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

**ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
General Assistance Cases	7,524	8,131	2,020	2,161
Child Welfare Cases	8,373	8,436	5,842	5,576
Medicaid, TANF, Food Stamps	161,942	114,676	118,745	130,621
Child Care Cases	7,244	3,023	3,630	3,920

**MAJOR ACCOMPLISHMENTS IN 2013**

**Develop & Maintain Sustainable Neighborhoods & Communities**

Office of Child Protection

Permanency roundtables were utilized in DeKalb County successfully. DeKalb leads the state in holding roundtable discussions as a means of barrier busting to get children out of care sooner. DeKalb led over 250 permanency roundtables and achieved permanency for over 200 children through reunification, adoption, or guardianship. A celebration is held each month for the unit with the most permanencies. DeKalb DFCS worked diligently to fill vacancies with our front line staff. Average caseloads decreased for CPS but not for Foster care. The agency maintains a 94% average in monthly contacts in spite of a staff shortage in Foster Care. DeKalb DFCS has organized and staffed a Kinfirst unit that is dedicated to ensuring that the first placement for any child entering care is with a relative.

**FAMILY AND CHILDREN SERVICES**

**FUNCTION: HEALTH & HUMAN SERVICES**

**MAJOR ACCOMPLISHMENTS IN 2013 (CONTINUED)**

**Develop & Maintain Sustainable Neighborhoods & Communities**

The Office of Family Independence

The Business Operation Process has not been implemented for one year. All food stamp applications are now done online and customers receive a phone interview. This allowed us to reach DeKalb citizens who previously had a stigma about coming into our offices to receive help.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Develop & Maintain Sustainable Neighborhoods & Communities**

Office of Child Protection

To increase the number of children that is placed with relatives by 25% for the next year. Maintain a stable work force to ensure that caseloads remain low.

To increase the number of children who gain permanency with a relative by 15% for next year. To review monthly staffing of all cases with a focus on family engagement, parental capacity, child vulnerability, and safety in an effort to reduce the number of placement disruptions.

**MAJOR BUDGETARY IMPACTS**

**Previous**

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

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

In 2012, \$1,279,674 was approved for the basic operating budget.

In 2013, \$1,241,284 was approved for the basic operating budget.

**2014**

The 2014 basic operating budget is \$1,278,220, which is a 3% increase from FY 2013. The additional funding will go towards the General Assistance program.

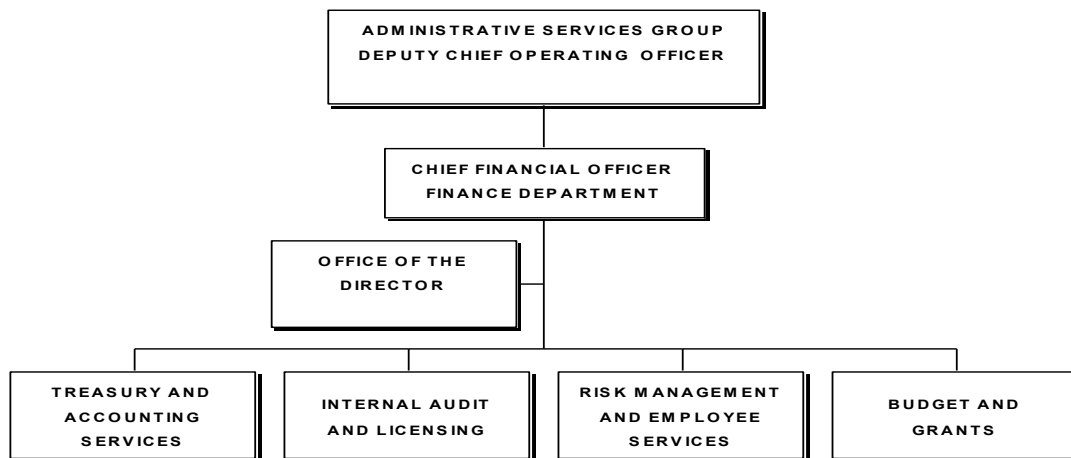
**Future**

No major changes are anticipated.

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Administration	\$727,417	\$705,595	\$686,976	\$686,976
Child Welfare	335,872	306,716	288,096	288,096
General Assistance	216,385	228,973	303,148	303,148
	<u>\$1,279,674</u>	<u>\$1,241,284</u>	<u>\$1,278,220</u>	<u>\$1,278,220</u>

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Other Costs	\$1,279,674	\$1,241,284	\$1,278,220	\$1,278,220
	<u>\$1,279,674</u>	<u>\$1,241,284</u>	<u>\$1,278,220</u>	<u>\$1,278,220</u>

<b>FUNDING SOURCES</b>			
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
General Fund	\$1,279,674	\$1,241,284	\$1,278,220
	<u>\$1,279,674</u>	<u>\$1,241,284</u>	<u>\$1,278,220</u>



**MISSION STATEMENT**

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

**PROGRAM DESCRIPTION**

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

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

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

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

**PROGRAM DESCRIPTION (CONTINUED)**

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

The Risk Management and Employee Services Division's function entails identification of pure risk exposure, consulting, and training County departments in how to control those risks, processing insurance or self-funding to pay for losses, and administration of worker's compensation claims. Employee Services is responsible for payroll, pension system administration, and employee benefits. This department is assigned to the Administrative Group, under the direction of the Deputy Chief Operating Officer for Administration.

<b>PERFORMANCE INDICATORS</b>				
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	TARGET	2011	2012	2013
COLLECTION RATE FOR WATER & SEWER BILLINGS	97%	95.88%	95.88%	98.96%
COLLECTION RATE FOR COMMERCIAL SANITATION BILLINGS (INCLUDES PRIOR BILLINGS)	97%	95.03%	95.03%	101.53%
<b>BOND RATING: GENERAL OBLIGATION DEBT:</b>				
STANDARD & POOR'S	AA+	AAA	No Rating	No Rating
MOODY'S	Aaa	Aa1	Aa3	Aa3
BOND RATING: WATER & SEWER DEBT	AA/Aa <sup>2</sup>	AA/Aa <sup>2</sup>	Aa3/AA-	Aa3/AA
EMPLOYEE DAYS LOST PER 100 WORKERS AS A RESULT OF WORK RELATED INJURIES	< 100 DAYS/100	145	145	112

<b>ACTIVITY MEASURES</b>				
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	Actual 2011	Actual 2012	Actual 2013	Estimated 2014
<b>Office of the Director:</b>				
(Man-Years Allocated)	4	4	4	4
General Administration	1	1	1	1
Financial Analysis	3	3	3	3
<b>Treasury &amp; Accounting Services:</b>				
Journals Processed	1,220	1,250	1,206	1,243
Investment Transactions	48	0	0	0
Voucher Checks	48,175	42,925	42,679	43,500
Amount of Voucher Checks Written	\$644,263,232	\$643,304,951	\$630,793,128	\$675,000,000
Invoices Entered	77,459	76,695	77,903	80,000
Number of Sanitation Accounts (Commercial only)	6,564	6,477	6,573	6,599

## FINANCE

## FUNCTION: GENERAL GOVERNMENT

ACTIVITY MEASURES				
	Actual 2011	Actual 2012	Actual 2013	Estimated 2014
Number of Sanitation Billings (Commercial only)	77,972	80,934	75,475	75,506
Number of Water Customers Accounts	212,360	212,012	220,792	221,856
Number of Water Billings	1,582,133	1,505,610	1,571,607	1,625,523
Number of Other Billings	24,736	26,156	29,165	32,340
<b>Budget &amp; Grants:</b>				
Budget Amendments	400	892	421	430
Amount of Operating Budgets (millions)	\$1,129	\$1,179	\$1,317	\$1,217
Grant Drawdowns	84	79	62	70
Federal Financial Reports	44	32	29	35
<b>Internal Audit &amp; Licensing:</b>				
Audits-General (Days)	1,511	1,375	1,194	1410
Administrative Research & Study (Days)	234	267	164	160
Projects-Audits (Quantity)	135	66	23	60
Business Licenses	17,235	17,500	13,667	13000
Alcohol Licenses	1,364	1,254	832	800
<b>Risk Management:</b>				
Management Safety Training Days	6	88	60	60
Employees Trained	1,095	1,563	1,130	1,200
Workers Compensation Claims	761	787	889	800
Safety Audits	6	1	4	6
Vehicle Claims	811	710	820	750
Pension Refunds	394	540	527	550
Pension & Payroll Checks	46,432	48,733	35,187	35,000
Direct Deposit-Payroll & Pension	183,495	183,176	190,189	190,000
<b>Records and Microfilming:</b>				
Records Transferred (Cubic Feet)	3,087	2,500	6,450	6,000
File Requested/Refiles	56,680	55,650	66,000	65,000

**MAJOR ACCOMPLISHMENTS IN 2013****Facilitate Jobs & Economic Development**Budget & Grants

Developed procedures, configured, and set up Projects and Grants module for the American Recovery and Reinvestment Act Funds.

Internal Audit and Licensing

Developed/updated DeKalb County Business License policies and procedures.

Identified and reported on non-compliant businesses within DeKalb County.

**Ensure Efficient Operations**Accounting Services

Implemented automated Comprehensive Annual Financial Report (CAFR) reporting software designed to eliminate several manual processes used to build the CAFR financial reports.

Implemented the new Interactive Voice Response (IVR) system to handle the high call volume in the customer service call center more efficiently.

Developed plan and purchased software for the implementation of automated CAFR reporting software designed to eliminate manual processes used to build the CAFR financial reports.

Budget & Grants

Continued to revise Budget and Grants business processes to conform to each of the financial system modules.

Internal Audit and Licensing

Identified manual processes within various Trust & Agencies and recommended automation of these processes.

Developed/updated DeKalb County Business License policies and procedures.

**Ensure Fiscal Integrity**Accounting Services

Began implementing monthly billing on select routes to assist customers with budgeting of water & sewer expenses as well as collect the revenues more timely.

Protected the public funds by prudent cost effective procurement of inventory and supplies for the division operations. Properly safeguard all public assets and facilitate proper cost accounting.

The department strived to ensure the fiscal integrity of the County by providing accurate, timely, and relevant reporting of the County's finances.

Budget & Grants

Served as the County's liaison on all matters related to American Recovery and Reinvestment Act (ARRA) funds.

Was awarded the GFOA's Distinguished Budget Presentation Award Program.

Internal Audit and Licensing

Identified \$322,560 in revenue due to the County from cell tower payments.

Identified \$191,037 additional business occupational taxes and fees due to the County from performing business license audits.

Renewed approximately 15,000 general business occupational tax certificates and registered approximately 2,000 new businesses.

Renewed approximately 1,000 alcohol beverage licenses, and processed approximately 98 new alcohol licenses.

**Major ACCOMPLISHMENTS IN 2013 (CONTINUED)****Invest in Employees**Accounting Services

Required all Accounting staff to maintain certification for Certified Local Government Finance Officers program.

Created a formalized customer service training program to assist the call center staff with their day-to-day job performance.

Department took advantage of free webinar training events offered by current external audit accounting firms.

Internal Audit and Licensing

One employee attended Fraud Training class, and then made a presentation to all members of Internal Audit on fraud techniques.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY****Enhance Public Safety**Accounting Services

To employ a security guard to ensure the safety of employees, residents, and visitors who conduct business with Finance – Treasury and Accounting Services Division.

**Facilitate Jobs & Economic Development**Budget & Grants

To continue to develop procedures, manage, and set up Projects and Grants modules for the American Recovery and Reinvestment Act Funds.

Internal Audit and Licensing

To increase customer service by processing business license registration applications, renewals, payments and to issue licenses in a timely manner ensuring return customers.

**Ensure Efficient Operations**Accounting Services

To continuing implementing new bank contract with Wells Fargo to provide automation in key daily processes including bank reconciliation and ACH payments to vendors. To utilize a lockbox system for Watershed and Sanitation payment processing.

To review and update standard operating procedures to ensure that all division operations are consistent with best practices within the industry.

To begin full implementation of automated CAFR reporting software designed to eliminate manual processing used to build the CAFR financial reports.

Budget & Grants

To continue to manage and revise Budget and Grants business processes to conform to the County's strategic goals.

To continue to analyze and process personnel requisitions in a timely and efficient manner.

Internal Audit and Licensing

To identify waste of County resources and make recommendations for department/division efficiency.

To perform a post audit review approximately six months after the completion of each audit.

To develop/update DeKalb County Business License policies and procedures.

**Ensure Fiscal Integrity**Accounting Services

To strive to ensure the fiscal integrity of the county by providing accurate, timely, and relevant reporting of the County's finances.

To focus on reducing the number of unbilled and estimated water and sewer accounts.



**MAJOR GOALS FOR 2014 (CONTINUED)****Ensure Fiscal Integrity**Accounting Services

To continue to strive to ensure the fiscal integrity of the County by providing accurate, timely, and relevant reporting of the County's finances.

To continue to reconcile the County's bank accounts.

Budget & Grants

To serve as the County's liaison on all matters related to Budget and Grants appropriations and expenditures.

To serve as the County's liaison on all matters related to American Recovery and Reinvestment Act funds (ARRA).

Internal Audit and Licensing

To identify additional business occupational taxes and fees through business license audits.

To identify and investigate fraudulent transactions in County operations.

To identify and report on non-compliant businesses within DeKalb County.

To ensure business and alcohol licenses renewals are submitted to all businesses who renewed the prior year.

**Invest in Employees**Accounting Services

To implement additional required training for the staff to ensure that they are equipped to deal with both internal and external customers in a professional manner.

To continue to require all accounting and management staff to maintain certification for Certified Local Government Finance Officers program.

To provide access to information regarding GAAP, GASB, and GAAFR updates.

To continue to require all accounting staff to maintain certification for Certified Local Government Finance Officers program.

Internal Audit and Licensing

To invest in training for staff that seeks to obtain certification in access appropriate to their work assignment.

To invest in training that provides techniques in identifying and investigating fraudulent transactions.

To provide employees with training that will enhance knowledge of business and alcohol licensing.

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

In 2009, the basic budget included the purchase and installation of Parking Deck Collection equipment for the entrance and exit areas of the Courthouse Parking Deck. On January 6, 2009, the Board of Commissioners created the position of Clerk to the Board of Commissioners and Chief Executive Officer in response to Senate Bill 52, which transferred the duties of the Clerk from the Finance Department to the Board of Commissioners. Three positions, 1

Chief Deputy Clerk and 2 Assistant Deputy Clerks, with salaries and benefits totaling \$200,944 were transferred from the Finance Director's Office to the Board of Commissioners in response to Senate Bill 52.

In 2010, the basic budget abolished 6 vacant positions and reduced the workforce by 12 additional positions. 23 Full time employees accepted the Early Retirement Option.

In 2011, the budget included funding in the amount of \$469,588 for the addition of 1 Accountant position, 6 Field Service Representative positions, as well as 1 Revenue Collection Supervisor to ensure continuity in residential customers billing function. The 2011 budget also included the transfer of 2 positions (1 Auditor and 1 Auditor Senior) from the Business License Division to Internal Audit.

In 2012, the budget also included the transfer of 1 position (1 Auditor) from the Business License Division to Internal Audit.

**FINANCE**

**FUNCTION: GENERAL GOVERNMENT**

**MAJOR BUDGETARY IMPACTS (CONTINUED)**

The adopted budget for 2013 was \$12,702,032 (a decrease of 0.07% under 2012). The 2013 budget included a transfer of one Oracle System Administrator position to Information Technology, two Risk Control Officer Senior positions to Watershed Management, one vehicle to Watershed and Fleet, and funding for one vacant position (Accountant).

**2014**

In 2014, \$15,028,840 is approved for the basic operating budget. The budget includes six new positions (Controller, Treasury Manager, Grant Compliance & Appropriations Manager, 3-Financial Management Analysts) added to the Office of Director; one new position (Accountant) added to Accounting Services; fourteen positions transferred to Accounting Services from Watershed Management; three new positions (Budget Management Analysts) added to Budget & Grants; and sixteen new positions (Accountant, Accounting Technician, Security Guard, and 13-Customer Service Representatives) added to Finance-Watershed Management.

**Future**

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

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Accounting Services	\$912,873	\$921,077	\$1,014,562	\$1,014,562
Budget & Grants	890,054	908,952	1,240,220	1,240,220
Business License	734,861	596,521	740,828	740,828
Internal Audit	544,208	483,527	342,549	342,549
Office Of The Director	711,303	701,012	1,210,463	1,210,463
Parking Deck	0	148,364	0	0
Records And Microfilming	130,327	159,093	73,038	73,038
Revenue Collections - Gen. Fund	311,704	271,348	236,957	236,957
Revenue Collections - Sanitation	195,060	203,973	249,634	249,634
Revenue Collections - W & S *	6,298,598	6,055,134	7,410,790	7,410,790
Risk Management	1,988,520	1,846,942	1,509,799	1,509,799
	<b>\$12,717,508</b>	<b>\$12,295,943</b>	<b>\$14,028,840</b>	<b>\$14,028,840</b>

\*Funding for this function provided from the Water and Sewer Fund. The funding and positions are shown here for information purposes since they are all within, and the responsibility of, the Finance Department.

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$9,699,695	\$9,437,328	\$10,487,495	\$10,487,495
Purchased / Contracted Services	2,123,807	2,160,085	3,053,776	3,053,776
Supplies	207,757	210,331	167,195	167,195
Capital Outlays	107,583	94,260	52,210	52,210
Interfund / Interdepartmental	578,666	245,574	268,164	268,164
Other Financing Uses	0	148,364	0	0
	<b>\$12,717,508</b>	<b>\$12,295,943</b>	<b>\$14,028,840</b>	<b>\$14,028,840</b>

<b>FUNDING SOURCES</b>			
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
General Fund	\$5,488,989	\$5,440,314	\$5,627,588
Special Tax District - Unincorporated	734,861	596,521	740,828
Water & Sewer Operating	6,298,598	6,055,134	7,410,790
Public Works - Sanitation Operating	195,060	203,973	249,634
	<b>\$12,717,508</b>	<b>\$12,295,943</b>	<b>\$14,028,840</b>

**FINANCE**

**FUNCTION: GENERAL GOVERNMENT**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2012	2013	2014
<b>Office Of The Director</b>				
Director Finance	AK	1	1	1
Finance Bus Process Consultant	AI	0	0	3
Dep Dir Fin/Treasury Acct Svc	AH	0	0	1
Assistant Director Finance	AE	1	1	1
Revenue Collections Manager	31	0	0	1
Financial Management Analyst	30	1	1	1
Oracle System Administrator	28	1	0	0
Accountant	25	0	0	1
Revenue Coll Supv Sr	25	0	0	1
Administrative Assistant II	23	1	1	1
Accounting Tech Senior	19	0	0	7
Parking Attendant Lead	18	0	0	1
Courier	16	0	0	1
Parking Attendant	16	0	0	1
FULL TIME Subtotal		5	4	21
<b>Accounting Services</b>				
Controller	AE	0	0	1
Treasurer	AE	0	0	1
Accounting Services Manager	31	2	2	2
Accountant Principal	28	2	2	3
Accountant	25	1	1	1
Accounts Payable Coordinator	21	1	1	1
Administrative Assistant I	21	1	1	1
Accounting Tech Senior	19	7	7	7
Accounting Tech	18	2	2	2
Grant Compliance & Appropriations Manager	\$ -	0	0	1
FULL TIME Subtotal		16	16	20
<b>Records And Microfilming</b>				
Records Manager	30	1	1	1
Records Technician	19	3	2	2
FULL TIME Subtotal		4	3	3
<b>Business License</b>				
Alcohol & Business License Mgr	28	1	1	1
Auditor	25	1	1	1
License Inspector Supervisor	25	1	0	0
Administrative Assistant I	21	0	1	1
Accounting Tech Senior	19	1	1	1
License Inspector	19	3	3	3
Office Assistant Senior	19	2	2	2
Accounting Tech	18	1	1	1
FULL TIME Subtotal		10	10	10

**FINANCE**

**FUNCTION: GENERAL GOVERNMENT**

**AUTHORIZED POSITION LIST BY COST CENTER**

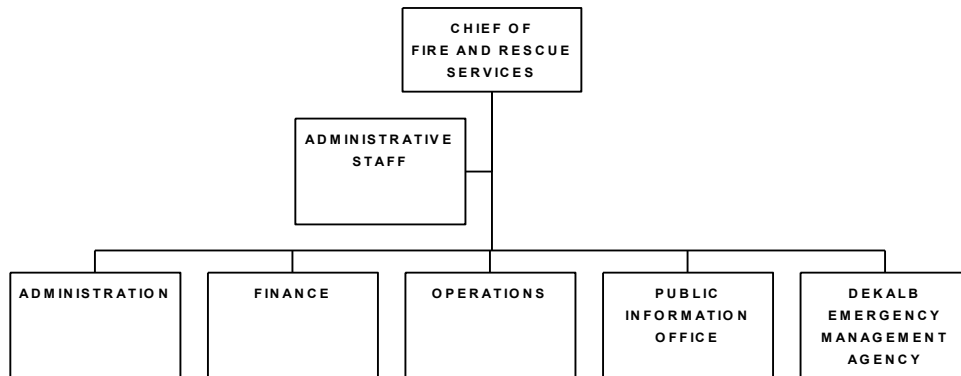
(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2012	2013	2014
<b>Revenue Collections - W &amp; S</b>				
Dep Dir Fin/Treasury Acct Svc	AH	1	1	0
Revenue Collections Manager	31	3	3	2
Admin Operations Mgr	28	1	1	1
Customer Support Administrator	28	1	1	1
Accountant Senior	26	0	0	1
Accountant	25	1	1	0
Revenue Coll Supv Sr	25	3	3	2
Administrative Assistant II	23	1	1	1
Revenue Collections Supervisor	23	5	5	5
Accounting Tech Senior	19	14	15	8
Customer Service Rep Sr	19	13	12	12
Dispatcher	19	1	1	1
Field Service Representative	19	29	29	29
Accounting Tech	18	3	2	3
Customer Service Rep	18	19	20	33
Parking Attendant Lead	18	1	1	0
Security Guard	18	0	0	1
Courier	16	1	1	0
Parking Attendant	16	1	1	0
FULL TIME Subtotal		98	98	100
<b>Internal Audit</b>				
Dep Dir Fin Internal Audit Lic	AH	1	1	1
Auditor Principal	28	2	3	3
Auditor Senior	26	2	4	4
Auditor	25	4	1	1
FULL TIME Subtotal		9	9	9
<b>Budget &amp; Grants</b>				
Dep Dir Finance-Budget&Grants	AH	1	1	1
Budget Manager	32	2	2	2
Financial Management Analyst	30	1	1	1
Budget Management Analyst Prin	28	4	4	7
Accountant Senior	26	1	1	1
Budget & Management Analyst Sr	26	1	1	1
Grants Coordinator	26	1	1	1
Budget Technician	21	1	1	1
FULL TIME Subtotal		12	12	15
<b>Risk Management</b>				
Dep Dir Fin Risk Mgmt&Emp Svs	AH	1	1	1
Employee Services Manager	31	1	1	1
Risk Control Manager	31	1	1	1
Employee Benefits Manager	29	1	1	1
Payroll Services Manager	29	1	1	1
Pension Administrator	29	1	1	1

**AUTHORIZED POSITION LIST BY COST CENTER**

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2012</b>	<b>2013</b>	<b>2014</b>
Workers Compensation Manager	29	1	1	1
Accountant Senior	26	1	1	1
Risk Control Officer Senior	26	4	2	2
Payroll Analyst	25	2	2	2
Workers' Compensation Adjuster	24	2	2	2
Administrative Assistant II	23	1	1	1
Benefits Specialist Senior	23	3	3	3
Risk Control Analyst	23	1	1	1
Administrative Assistant I	21	1	1	1
Benefits Specialist	21	4	4	4
Payroll Assistant Senior	21	2	2	2
Office Assistant Senior	19	1	1	1
<b>FULL TIME Subtotal</b>		<b>29</b>	<b>27</b>	<b>27</b>
<b>FULL TIME Total</b>		<b>183</b>	<b>179</b>	<b>205</b>
<b>ALL POSITIONS Total</b>		<b>183</b>	<b>179</b>	<b>205</b>



**MISSION STATEMENT**

The mission of DeKalb County Fire & Rescue Services is to save lives and protect property through timely and effective fire suppression, emergency medical response, public education initiatives, arson investigations, fire inspections, and appropriate first responder training.

**PROGRAM DESCRIPTION**

The Fire & Rescue Department provides emergency response to medical emergencies, fire emergencies, hazardous materials incidents, technical rescue, aircraft distress, tactical emergencies, and SWAT medic operations. These functions are supported by twenty-six fire stations, and utilize 64 emergency response units for DeKalb and 15 from a privately ambulance provider. However, due to the complete privatizing of ambulance transport services, Fire Rescue is in the process of implementing a new service model. We anticipate full implementation of the new model by early 2014. Other programs provided by Fire Rescue include the administration and enforcement of fire related statutes and ordinances, arson investigations, and educating the public on fire prevention, fire safety, and injury prevention.

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**

	<b>TARGET</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>FIRE SERVICES</b>				
% OF SMALL PLANS REVIEWED WITHIN 10 DAYS	100%	35%	24%	60%
% OF MEDIUM PLANS REVIEWED WITHIN 10 DAYS	100%	13%	13%	59%
% OF LARGE PLANS REVIEWED WITHIN 10 DAYS	70%	51%	63%	63%
% OF EMERGENCY RESPONSES WITHIN 4 MINUTES	90%	38%	51%	52%
% OF EMERGENCY RESPONSES WITHIN 8 MINUTES	N/A	85%	87%	88%

**ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
<b>Fire &amp; Rescue Services:</b>				
Responses	227,348	246,647	250,229	250,229
Average response time per call	4:58 min	4:15 min	5:22 min	5:22 min
<b>Fire Prevention:</b>				
Building Inspections	14,140	10,097	6,848	6,848
Educational Presentations	914	1,211	1,487	1,487
Arson Investigations	277	316	291	291
<b>Fire Suppression:</b>				
Fire Dispatch Calls	19,853	19,497	21,194	21,194
Rescue Medical Calls	72,841	78,759	80,008	80,008

**MAJOR ACCOMPLISHMENTS IN 2013****Enhance Public Safety**

Hired first recruit class in 3 years.

**Facilitate Jobs & Economic Development**

Reviewed approximately 2,734 site improvement plans within 10 days of submission from the public. Implemented new Fire Marshall Inspection fee schedule. Completed 95% of all fire inspection by the next business day.

**Develop & Maintain Sustainable Neighborhoods & Communities**

Aggressively monitored night club assemblies and established a protocol for on-site night time inspections on a monthly basis.

Over 60,000 citizens participated in 1,211 fire safety classes. Received donation from Dunwoody rotary club for rescue saws. Received \$286,000 UASI grant for water purification.

**Ensure Efficient Operations**

Placed a new off road response vehicle in service to provide fire and medical responses at Arabia Mountain.

Reduced overall average response time from 4:58 to 4:13.

Began renovation of Fire Station 3. Placed new aerial truck in service. Ordered 9 new fire engines.

**Ensure Fiscal Integrity**

Completed the outsource of medial transports. Implemented computerized inventory monitoring system.

Implemented Oracle-based tracking of donated funds over multiple fiscal years. Received Uncompensated Care grant of \$41,000.

**Invest in Employees**

Administered over 3,900 hours of online training and documented over 65,000 hours of additional training for personnel.

Held the annual departmental promotional and employee recognition ceremony. Promoted and trained new fire captains.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY****Enhance Public Safety**

To increase and improve our ability to respond to highway emergencies involving major fuel leaks.

To increase Unit CFI (Certified Fire Investigator – IAAI) from 33% to 66% compliancy.

**Facilitate Jobs & Economic Development**

To continue hiring of new fire fighters to maintain efficient services throughout the county.

To unify the process of plan review submission and inspection requests that are received from municipalities within the county and engage in innovative ways of decreasing plan approval time frame and expediting site inspections.

**Develop & Maintain Sustainable Neighborhoods & Communities**

To implement Fastrack of any specific ISO review recommendation designed to reduce insurance costs for citizens.

To increase the number of CERT volunteers by at least 50%.

**Ensure Efficient Operations**

To complete the final analysis of the ISO audit and formulate a strategic plan from its results.

To monitor response time to ensure no negative impact due to new service model.

**Ensure Fiscal Integrity**

To adjust the new Fire Rescue service model when necessary, to reduce the need for supplemental ambulance service at the county's expense.

To continue deployment of automated inventory control system.

**Invest in Employees**

To continue implementation of online training platform for delivery of classes and tracking of training. To graduate a minimum of 50 firefighter/EMTs.

To strengthen specialty teams for critical response and preparedness.



**FIRE & RESCUE SERVICES****FUNCTION: PUBLIC SAFETY****MAJOR BUDGETARY IMPACTS****Previous****General Fund**

In 2010, 15 employees accepted the Early Retirement Option Program and the BOC did not abolish the positions left vacant by the ERO program. In 2011, The BOC reduced the recommended budget by \$4,714,303 as part of the amendment process.

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

**Fire Fund**

The 2010 budget reflected a grant match amount of \$587,029 for the second year of a five year Federal SAFER Grant award to hire 64 front-line Firefighter 1 positions. Also, in 2010, 73 Full-time employees accepted the Early Retirement Option and the BOC abolished 2 positions left vacant by the ERO program. Additionally, on June 22, 2010, the Board of Commissioners abolished 2-full time positions; 1 Fire Protection Engineer and 1 Fire Protection-Engineer-Lead.

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

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

In 2012, \$47,652,806 was approved for the operating budget, which included \$2 million for the replacement of Self Containing Breathing Apparatuses. The County filed for, and was granted, an exit from the Federal SAFER Grant, with no financial penalty. The 64 positions in the grant program were transferred to the Fire Fund.

In 2013, \$9,120,920 was approved for the operating budget in the General Fund. In the Fire Fund, \$44,761,539 was approved for the operating budget. The 2013 Budget also abolished 3 Firefighter positions which were vacant longer than 18 months.

**2014****General Fund**

In 2014, \$8,780,272 is approved for the operating budget.

**Fire Fund**

In 2014, \$49,225,685 is approved for the operating budget. Funding is provided for (100) new fire firefighters, (4) Fire Inspector III, (2) Plans Review Coordinator, and (1) Financial Assistant. The budget also funds a tuition reimbursement program.

**Future**

The outsourcing of medical transportation services will result in a significant reduction in the number of positions within the Fire & Rescue Services.

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Administration	\$50,936	\$24,031	\$0	\$0
Fire Marshal	28,869	156	0	0
Interfund Support	1,056,720	585,332	755,563	755,563
Operations	47,279,332	43,337,721	48,470,122	48,470,122
Rescue Services	10,036,284	8,621,998	8,780,272	8,780,272
Training	13,733	9,505	0	0
	<b>\$58,465,874</b>	<b>\$52,578,743</b>	<b>\$58,005,957</b>	<b>\$58,005,957</b>

**FIRE & RESCUE SERVICES**

**FUNCTION: PUBLIC SAFETY**

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$46,936,244	\$44,445,122	\$47,566,734	\$47,566,734
Purchased / Contracted Services	1,108,267	911,918	961,743	961,743
Supplies	3,987,635	1,779,435	1,685,803	1,685,803
Capital Outlays	76,738	56,339	24,920	24,920
Interfund / Interdepartmental	6,470,877	5,385,929	7,554,757	7,554,757
Other Costs	0	0	212,000	212,000
Other Financing Uses	(113,887)	0	0	0
	<b>\$58,465,874</b>	<b>\$52,578,743</b>	<b>\$58,005,957</b>	<b>\$58,005,957</b>

**FUNDING SOURCES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
General Fund	\$10,036,284	\$8,621,998	\$8,780,272
Fire	48,429,590	43,956,745	49,225,685
	<b>\$58,465,874</b>	<b>\$52,578,743</b>	<b>\$58,005,957</b>

**AUTHORIZED POSITION LIST BY COST CENTER**

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Operations</b>				
Fire&Rescue Bat Chf(28d/cyl)	F32	13	14	14
Fire Rescue Captain (28 d/cyl)	F31	15	14	14
Fire Captain (28 d/cyl)	F30	90	89	89
Firemedic Apparatus Op (28day)	F28	10	11	11
Fire Medic II (28day)	F27	10	9	9
Fire Apparatus Oper (28 d/cyl)	F26	180	187	187
Fire Medic I (28day)	F26	1	1	1
Firefighter II (28 d/cyl)	F25	190	166	166
Firefighter II/EMT-I (28d/cyl)	F25	1	1	1
Firefighter I (28 d/cyl)	F24	50	42	42
Firefighter I/EMT-I (28d/cyl)	F24	1	0	0
Fire & Rescue Chief	AK	1	1	1
FireandRescueAsstChf(28d/cyl)	AJF	3	3	3
Fire & Rescue Deputy Chief	AI	2	2	2
Fire & Rescue Battalion Chief	32	4	3	3
Fire Captain	30	1	3	3
Fire Inspections Supervisor	29	1	1	1
Fire Investigations Supervisor	29	1	1	1
Fire Protection Engineer-Lead	29	1	1	1
Fiscal Officer	29	1	1	1
Bldg & Fire Plans Examiner	28	0	0	2
Fire Inspector III	28	2	4	4
Fire Investigator III	28	2	2	2
Fire Protection Engineer	28	2	2	2
Fire Medic II	27	1	1	1
Fire Apparatus Operator	26	6	10	10
Fire Inspector II	26	2	1	1
Fire Investigator II	26	3	3	3
Fire Inspector I	25	2	1	5
Firefighter II	25	1	1	1

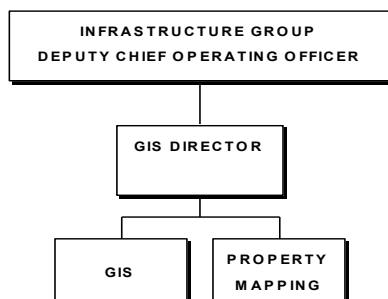
**FIRE & RESCUE SERVICES**

**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		
		2012	2013	2014
Firefighter I	24	23	42	42
Payroll Personnel Supervisor	24	1	1	1
Supply Supervisor	24	1	1	1
Administrative Assistant II	23	3	5	5
Financial Assistant	23	0	0	1
Fire Equipment Repair Tech	23	2	2	2
Fire Rescue Maintenance Coord	23	1	1	1
Public Education Specialist	23	6	6	6
Administrative Assistant I	21	6	4	4
Payroll Personnel Tech Sr	21	3	3	3
Supply Coordinator	21	1	1	1
Office Assistant Senior	19	2	2	2
<b>FULL TIME Subtotal</b>		<b>646</b>	<b>643</b>	<b>650</b>
<b>Rescue Services</b>				
Fire Captain (28 d/cyl)	F30	2	2	2
Rescue Captain (28 d/cyl)	F30	9	8	8
Firemedic Apparatus Op (28day)	F28	32	34	34
Fire Medic II (28day)	F27	37	28	28
Fire Apparatus Oper (28 d/cyl)	F26	3	5	5
Fire Medic I (28day)	F26	19	18	18
Firefighter III/EMT-I 28 d/cyl	F26	0	2	2
Firefighter II/EMT-I (28d/cyl)	F25	13	6	6
Firefighter I/EMT-I (28d/cyl)	F24	3	1	1
FireandRescueAsstChf(28d/cyl)	AJF	1	1	1
Fire & Rescue Battalion Chief	32	1	1	1
Rescue Captain	30	7	8	8
Firemedic Apparatus Operator	28	1	3	3
Fire Medic II	27	6	6	6
Fire Medic I	26	0	5	5
Paramedic Senior	26	4	4	4
Firefighter I	24	0	2	2
Firefighter I/EMT-I	24	1	5	5
Supply Coordinator	21	1	1	1
<b>FULL TIME Subtotal</b>		<b>140</b>	<b>140</b>	<b>140</b>
<b>FULL TIME Total</b>		<b>786</b>	<b>783</b>	<b>790</b>
<b>ALL POSITIONS Total</b>		<b>786</b>	<b>783</b>	<b>790</b>



**MISSION STATEMENT**

The mission of the DeKalb County Geographic Information Systems (GIS) Department is to develop an enterprise GIS, extending geospatial capabilities throughout the entire county through desktop, web-based and mobile applications. Our goal is to incorporate a large number of users, allowing broad access to our geographic data by integrating with numerous business processes/work flows and IT systems that the county uses.

**PROGRAM DESCRIPTION**

The Geographic Information System Department is responsible for the development of an integrated GIS, which will link computer maps to information about the sites and facilities that the maps depict. The Department is responsible for managing multi-departmental GIS projects such as Imagery Libraries, Base Map, Standardized Street Name and Situs Address databases, and Property Ownership database and Boundaries. The Department is responsible for definition of mapping and database standards, and ensuring compliance with standards and schedules. The Department provides technical guidance to departments developing spatial data in the definition of GIS project scopes, preparation of Requests for Proposals (RFPs) GIS specifications, and quality assurance on data. Assistance is provided to departments with writing mapping specifications, purchasing hardware and software, training staff, customizing software, and production of special projects. This department is assigned to the Infrastructure Group, under the direction of the Deputy Chief Operating Officer for Infrastructure.

**PERFORMANCE INDICATORS**

	<b>TARGET</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
SYSTEM TIME AVAILABILITY EX- CLUDING PLANNED DOWNTIME	100%	100%	100%	100%
% OF USERS RECEIVING PRO- DUCTION ON TIME	100%	100%	100%	100%
% OF COUNTY OWNED SURPLUS PROPERTY (NOT REQUIRED FOR COUNTY USE) PROCESSED FOR DISPOSAL WITHIN 60 DAYS	100%	96%	100%	100%

**ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
Workstations with GIS/CAD software	400	393	370	410
Plotters connected to GIS	18	18	18	18
Mapping /Data Requests	171	195	875	700
Parcels Conveyed	30,889	26,802	34,255	32,250
Deeds Entered	25,708	22,796	30,193	31,000
Property Sales Revenue	\$0	\$7,470	\$78,629	\$116,724

**GEOGRAPHIC INFORMATION SYSTEMS**

**FUNCTION: GENERAL GOVERNMENT**

**ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
Map Sales Revenue	\$2,841	\$4,738	\$12,296	\$10,000
GIS Database Features	340	345	320	300

**MAJOR ACCOMPLISHMENTS IN 2013**

**Enhance Public Safety**

Updated address database and reconciled with street centerline and 911.  
 Helped to establish the DeKalb County Land Bank and assisted in acquiring property.  
 Successfully challenged the 2010 Census.  
 Upgraded GIS Database to Oracle and ArcGIS 10.1  
 Standardized on common industry leading GIS Platform.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS AND STRATEGIC PLAN PRIORITY**

**Enhance Public Safety**

To provide 911 with an accurate, updated address database which reconciles with MSAG.

**Develop & Maintain Sustainable Neighborhoods & Communities**

To develop a collector application for Code Compliance that will allow for mobile access in the field.

**Ensure Efficient Operations**

To implement a Local Government Information Model.

**MAJOR BUDGETARY IMPACTS**

**Previous**

There were no significant budgetary changes in 2008 and in 2009. In 2010, 4 employees accepted the Early Retirement Option Program and the BOC abolished 4 vacant positions due to ERO Program. The 2011 adopted budget of \$1,859,809 was a decrease relative to the 2010 Budget. The 2012 adopted budget of \$1,684,945 was a decrease relative to the 2011. In 2013, \$1,909,662 was approved for the operating budget.

**2014**

The approved operating budget is \$1,868,933. The interfund reimbursement credit (\$200,000) to GIS has been removed from this budget, which was initially established in 2011. \$121,256 has been set aside for Pictometry Imagery Database License. \$50,000 set aside for the integration of GIS with the new CAMA system that the Property Appraisal and Tax Commissioners use. \$280,500 will be used for Enterprise License Agreement with the Environmental Systems Research Institute.

**Future**

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

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
G.I.S.	\$764,074	\$957,198	\$1,098,462	\$1,098,462
G.I.S. - Property Mapping	894,050	883,416	770,471	770,471
	<b>\$1,658,124</b>	<b>\$1,840,614</b>	<b>\$1,868,933</b>	<b>\$1,868,933</b>

**GEOGRAPHIC INFORMATION SYSTEMS**

**FUNCTION: GENERAL GOVERNMENT**

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$1,330,594	\$1,309,387	\$1,167,514	\$1,167,514
Purchased / Contracted Services	61,630	106,235	376,525	376,525
Supplies	19,031	15,404	23,350	23,350
Capital Outlays	115,333	261,594	294,500	294,500
Interfund / Interdepartmental	3,670	3,759	7,044	7,044
Other Financing Uses	127,866	144,236	0	0
	<b>\$1,658,124</b>	<b>\$1,840,614</b>	<b>\$1,868,933</b>	<b>\$1,868,933</b>

**FUNDING SOURCES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
General Fund	\$1,658,124	\$1,840,614	\$1,868,933
	<b>\$1,658,124</b>	<b>\$1,840,614</b>	<b>\$1,868,933</b>

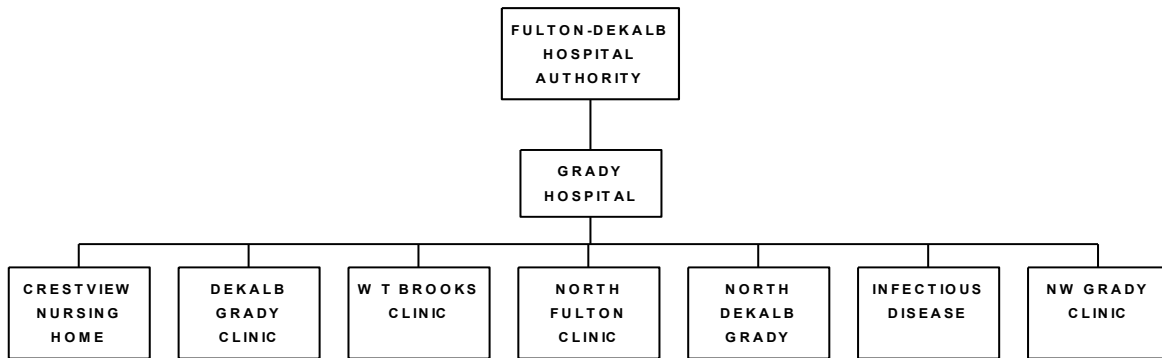
**AUTHORIZED POSITION LIST BY COST CENTER**

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>G.I.S.</b>				
Assistant Director GIS	AJ	1	1	1
Director GIS	AH	1	1	1
GIS Technical Coordinator	29	2	2	2
GIS Specialist II	24	1	1	1
Administrative Assistant II	23	1	1	1
FULL TIME Subtotal		6	6	6
<b>G.I.S. - Property Mapping</b>				
Property Mapping Manager	31	1	1	1
GIS Mapping Supervisor	28	1	1	1
GIS Specialist III	27	2	3	3
GIS Specialist II	24	1	1	1
GIS Specialist I	23	3	2	2
Addressing Coordinator	22	2	2	2
Administrative Assistant I	21	1	1	1
Property Mapping Technician Sr	21	5	6	6
Property Mapping Technician	19	1	0	0
FULL TIME Subtotal		17	17	17
<b>FULL TIME Total</b>		<b>23</b>	<b>23</b>	<b>23</b>
<b>ALL POSITIONS Total</b>		<b>23</b>	<b>23</b>	<b>23</b>

**HOSPITAL FUND**

**FUNCTION: HEALTH & HUMAN SERVICES**



**PROGRAM DESCRIPTION**

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

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

**ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
Millage Rate	0.84	0.96	0.80	0.80
DeKalb % Deficit Share	25.29%	25.29%	27.11%	31.89%

**MAJOR BUDGETARY IMPACTS**

**Previous**

During the fourth quarter 2007, the Board of Commissioners approved a one-time \$5,000,000 payment to the Fulton-DeKalb Hospital Authority to stabilize the operations at Grady Hospital. To execute this action, the Board of Commissioners authorized the finance director to decrease the Budgetary Reserve in the General Fund by \$5,000,000 and to transfer the same amount to the Hospital Fund. In November 2007, the Fulton-DeKalb Hospital Authority approved the transfer of control of Grady Hospital to a private nonprofit Grady Memorial Hospital Corporation to address the ten year financial crisis at Grady Hospital. The 2008 adopted budget included a one-time \$5,000,000 transfer from the Hospital Fund to reimburse the Budgetary Reserve in the General Fund for the payment to the Fulton-DeKalb Hospital Authority made in 2007. In March 2008, the Board of Commissioners approved the transfer of control of Grady Hospital to the nonprofit corporation. There were no significant budgetary changes in 2010. The 2011 adopted budget of \$20,086,833 was a decrease relative to the 2010 Budget. The Board of Commissioners reduced this budget by (\$1,965,657) as part of the amendment process. The 2012 adopted budget of \$19,102,904 included \$11,257,092 for operations, \$125,000 for Children's Healthcare at Hughes Spalding and \$7,720,812 for Debt Service. The 2013 adopted budget of \$11,882,092 includes \$11,257,092 for operations, \$125,000 for Children's Healthcare at Hughes Spalding and \$500,000 for a reserve for appropriation. The County will refinance its portion of the 2003 Fulton- DeKalb Hospital Authority Revenue Bonds on a tax-exempt basis, effective October 1, 2013 and defer the 2013 debt service payment.

**2014**

The deference of bond payments in 2014 allowed the fund to restore its negative fund balance situation into the positive realm.

**Future**

Principal payments on debt will resume in 2015.

**HOSPITAL FUND**

**FUNCTION: HEALTH & HUMAN SERVICES**

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Hospital Fund	\$19,059,924	\$18,307,098	\$11,857,043	\$11,857,043
Nondepartmental Revenues / Expenditures	0	45,610,550	0	0
	<u>\$19,059,924</u>	<u>\$63,917,648</u>	<u>\$11,857,043</u>	<u>\$11,857,043</u>

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Purchased / Contracted Services	\$0	\$0	\$5,000	\$5,000
Interfund / Interdepartmental Charges	106,764	97,867	0	0
Other Costs	18,953,160	18,209,231	11,852,043	11,852,043
Debt Service	0	570,880	0	0
Other Financing Uses	0	45,039,671	0	0
	<u>\$19,059,924</u>	<u>\$63,917,648</u>	<u>\$11,857,043</u>	<u>\$11,857,043</u>

<b>FUNDING SOURCES</b>			
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
Hospital	\$19,059,924	\$63,917,648	\$11,857,043
	<u>\$19,059,924</u>	<u>\$63,917,648</u>	<u>\$11,857,043</u>

NOTE: The 2013 figure actual figure is distorted due to refinancing efforts.



## HUMAN RESOURCES & MERIT SYSTEM



### MISSION STATEMENT

The mission of Human Resources (HR) Team supports county departments, agencies, and external customers by providing a diverse, professional and motivated workforce through continuous training and development and consistent and fair administration policies and procedures.

### PROGRAM DESCRIPTION

The Human Resources contributes to the County's efforts to provide the best level of service, in order to operate a financially sound and efficient government. HR Department strives to be a forward looking, strategic business partner that maximizes the effectiveness of its human capital by attracting, retaining and developing a diverse and competent workforce that enables County agencies to achieve their business needs. The department has oversight responsibility for organization and employee development; employee and management relations; policy development and administration; employee information systems and data management; occupational health; and provides human resources services and operational department support to include recruitment and selection, classification and compensation, performance management, etc.

### ACTIVITY MEASURES

	Actual 2011	Actual 2012	Actual 2013	Estimated 2014
<b>Employee Development:</b>				
% employees attaining minimum 6-8 hours of One DeKalb Serves Excellence in Customer Service training per year (Executive Branch)	NA	41%	22%	60%
% supervisors acknowledging employee improved performance post Phase I Customer Service Training	NA	0	88%	90%
% employees evaluated (Executive Branch)	-	70%	31%	60%
% HR professionals nationally certified	NA	29%	50%	60%
<b>Recruitment and Retention:</b>				
Average days to refer candidates for employment from receipt of fill request	NA	27	21	21
Employee turnover rate vs. national average	NA	10%	12%	11%
% exit interviews conducted annually	NA	20%	28%	30%

## HUMAN RESOURCES & MERIT SYSTEM

ACTIVITY MEASURES				
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	Actual 2011	Actual 2012	Actual 2013	Estimated 2014
Work-Life balance initiatives planned and implemented	NA	2	13	9
Morale-building initiatives and events	NA	16	3	5
<b>Employee Relations:</b>				
Disciplinary actions upheld upon appeal	NA	95%	90%	93%
% managers/supervisors attending employee relations training (Executive Branch)	NA	0%	6%	25%
<b>Communications:</b>				
Number of HR Policy Council meetings	NA	2	6	4
Number HR onsite visits to worksites	NA	155	104	174

### MAJOR ACCOMPLISHMENTS IN 2013

#### Ensure Efficient Operations

Increased the number of HR professionals nationally certified with the Society for Human Resources Management (SHRM) - certification to ten.

Conducted successful executive recruitment to fill positions such as, Assistant CFO, County Attorney, Fire & Rescue Chief, Police Chief, Public Works Director, and Watershed Director (saving the County approximately \$300K).

#### Invest in Employees

Developed a comprehensive scope of work for Pay & Class study and identified consultant.

Hosted "Invest In Employees" initiatives: Annual Customer Service Recognition Program and Employee Day of Gratitude/Employee Fun Day.

### MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY

#### Ensure Efficient Operations

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

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

To increase effectiveness of HR processes through technology.

#### Invest in Employees

Conduct Pay & Class study.

Implement Bright Futures Leadership Development Program.

Develop and implement tuition reimbursement program.

Implement Employee Rewards Program.

### MAJOR BUDGETARY IMPACTS

#### Previous

There were no significant budgetary changes in 2009. In 2010, there were 5 full-time employees who accepted the Early Retirement Option Program and the BOC abolished 9 vacant full-time positions. The 2011 adopted budget of \$2,676,453 was a decrease relative to the 2010 Budget. In 2012, the Pre-Employment Physicals and Drug and Alcohol Testing program was outsourced. In prior years, this program was administered by Human Resources and funded in the Board of Health's budget. In 2013, \$3,122,415 was approved for basic operating expenses.

## HUMAN RESOURCES & MERIT SYSTEM

### 2014

In 2014, \$3,184,563 is approved for basic operating expenses. There is an increase in funding (\$265,922) to the Training & Development division.

### Future

No significant budgetary impact is anticipated.

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

	Actual 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Employee Health Clinic	\$550,850	\$452,469	\$439,989	\$439,989
Human Resources & Merit System	1,978,267	2,111,709	2,151,564	2,151,564
Training & Development	153,573	314,940	593,010	593,010
	<u>\$2,682,690</u>	<u>\$2,879,118</u>	<u>\$3,184,563</u>	<u>\$3,184,563</u>

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

	Actual 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Personal Services and Benefits	\$1,897,366	\$1,943,516	\$2,159,273	\$2,159,273
Purchased / Contracted Services	730,123	870,164	981,494	981,494
Supplies	54,403	52,841	42,265	42,265
Capital Outlays	170	10,392	0	0
Interfund / Interdepartmental	629	2,205	1,531	1,531
	<u>\$2,682,690</u>	<u>\$2,879,118</u>	<u>\$3,184,563</u>	<u>\$3,184,563</u>

#### FUNDING SOURCES

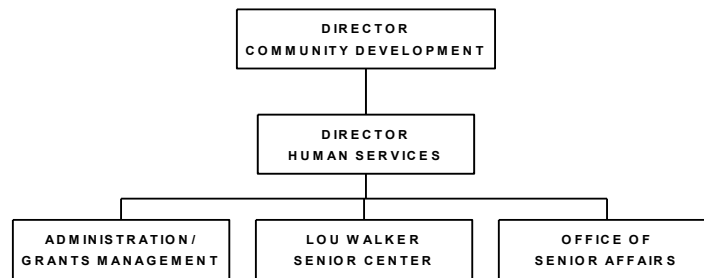
	Actual 2012	Actual 2013	Budget 2014
General Fund	<u>\$2,682,690</u>	<u>\$2,879,118</u>	<u>\$3,184,563</u>
	\$2,682,690	\$2,879,118	\$3,184,563

## 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		
		2012	2013	2014
<b>Human Resources &amp; Merit System</b>				
Dir HR & Merit System	AL	1	1	1
Asst Dir HR & Merit System	AG	1	1	1
HRIS Manager	31	1	1	1
Human Resources Manager	31	2	2	2
Human Resource Generalist Lead	29	0	1	1
Human Resources Supervisor	29	1	1	1
HR Operations Administrator	27	1	1	1
Human Resources Generalist IV	27	4	4	4
Employee Relations Coord Sr	26	1	1	1
Human Resources Generalist III	26	1	0	0
Human Resources Records Lead	26	1	1	1
HRIS Specialist	25	1	1	1
Human Resources Generalist I	24	1	1	1
Administrative Assistant II FE	23	1	1	1
Human Resources Specialist	23	4	4	4
Human Resources Assistant Sr.	21	1	1	1
Human Resources Records Tech	21	1	1	1
Office Assistant Senior	19	1	1	1
FULL TIME Subtotal		24	24	24
<b>Employee Health Clinic</b>				
Nurse Practitioner	32	1	0	0
Nurse Manager	29	0	1	1
Administrative Assistant I	21	1	1	1
FULL TIME Subtotal		2	2	2
<b>Training &amp; Development</b>				
Human Resources Manager	31	1	1	1
Human Resources Assistant	19	1	1	1
FULL TIME Subtotal		2	2	2
<b>FULL TIME Total</b>		28	28	28
<b>ALL POSITIONS Total</b>		28	28	28



**MISSION STATEMENT**

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

**PROGRAM DESCRIPTION**

**Administration**

The management of grants from the County to nonprofits as well as federal, state and regional grants competed for by the Human Services team to better serve those citizens of DeKalb who may be in temporary need of specific capacity building or transitional resources. The coordination of county-wide youth services including the Teen Pregnancy Task Force, the DeKalb Youth Commission and 16 other cross-sector initiatives and institutional programs targeting specific issues that impact the social development of DeKalb County youth. The management of facilities and resources that comprise an operating system of coordinated social services benefiting common constituencies and geographical areas in a way that bet leverages public resources and eliminates duplication.

**Lou Walker Senior Center**

The Lou Walker Senior Center (LWSC) is an innovative multipurpose facility for active adults age 55 and older, is the first of its kind in DeKalb County. The 40,000 square foot facility offers amenities and programs to meet the needs and interests of today’s active older adults. The architectural structure of the facility and services are designed to erase stereotypes about the aging process. Creative and innovative programming has been developed utilizing sound principles, proven knowledge, and best practices as defined in the field of gerontology. LWSC offers classes, programs and services that introduce vibrant, mentally stimulating, physically challenging and fun opportunities, designed to inform and maximize healthier choices so that older adults can live extended and happy lives for as long as possible in their own community. There is a focus on program sustainability and quantifiable impacts on the lives of seniors. The Center has continued to grow due to the fantastic programming that has become a hallmark for the Center.

**Office of Senior Affairs**

The Office of Senior Affairs (OSA) facilitates the creation of a community environment that enhances the welfare of DeKalb County seniors by promoting disease prevention and self-management, geriatric care, mobility, the principle and access to an integrated array of health and social support for the purpose of assisting seniors age in place for as long as appropriate. 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 voucher programs, five health and wellness programs, one volunteer program, and monitors contract and compliance for all services contracts and grants.

**ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
<b>Lou Walker Senior Center</b>				
Number of Registered Members	4,000	4,100	4,000	4,000
Number of Classes Offered	152	152	152	154

**HUMAN SERVICES DEPARTMENT**

**FUNCTION: HEALTH & HUMAN SERVICES**

**ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
Citizen visits to Human Service Ctrs	531,000	532,000	540,000	541,000
<b>Human Services</b>				
Grant applications reviewed	65	72	60	63
Monitoring visits for nonprofit organizations	25	35	49	47
<b>Office of Senior Affairs:</b>				
Contacts for DeKalb Senior Link Line	8,931	9,136	10,607	11,000
Unduplicated Senior Clients Served	1,997	2,082	3,650	2,950
Units (hours, meals & trips) Delivered to DeKalb Senior Population	183,447	167,810	180,925	176,500
Number of Meals provided to Seniors	99,320	95,273	95,929	91,000
Number of Homemaker Hours to Seniors	13,403	25,514	28,201	28,000
Number of Case Management Hours to Seniors	4,975	5,982	5,208	5,000
Number of Transportation Trips to Seniors	40,578	41,041	51,588	52,500

**MAJOR ACCOMPLISHMENTS IN 2013**

**Enhance Public Safety**

Lou Walker Senior Center

Provided 1,600 hours of class instruction on life enrichment, nutrition, fitness health and wellness; lifelong learning and safety.

Held multiple seminars on senior safety on a monthly basis.

Office of Senior Affairs

Provided over 1,600 residents with information about disaster preparedness and consumer fraud using volunteers.

**Facilitate Jobs & Economic Development**

Lou Walker Senior Center

Employed over 40 different instructors, where over 75% of those served are seniors and depend on the funds from instructing classes.

**Develop & Maintain Sustainable Neighborhoods & Communities**

Administration

Expanded the footprint of the Great Start Georgia program enough to increase services from under 100 families to more than 750.

Re-engineered customer service and technical assistance models to expand services to DeKalb families by more than 100%.

Lou Walker Senior Center (LWSC)

Received award from the DeKalb County Chapter of the Disabled American Veterans for providing assistance for homeless veterans.

Created the "I Live Well" Program at the LWSC. This program entails an onsite Farmers Market and encourages seniors to stay active and healthy. Seniors purchased over 1,000 lbs. of locally grown organics produce with the onsite farmers market by Atlanta Urban Farm.

**Develop & Maintain Sustainable Neighborhoods & Communities (Continued)**Office of Senior Affairs (OSA)

The Golden Shuttle provided service to 10 local retail and community establishments for over 35 persons per day, provided over 38 seniors with emergency meal services per day.

The New Freedom Transportation Grant provided 728 coordinated trips with drivers, 38 taxi and 242 transportation voucher trips to the elderly and persons with disabilities; provided over 250 seniors with multiple County sponsored programs, e.g. home delivered meals, in-home services.

**Ensure Efficient Operations**Administration

Acquired more than \$1 million in competitive grant funding to serve the DeKalb community; a 40% increase over the previous year, including the award of nearly \$400,000 in competitive Affordable Care Act funds for preventative health services.

Lou Walker Senior Center (LWSC)

Developed a plan using the National Council on Aging's Standards for Accreditation as a guide for operation.

Created a membership handbook for the 2,800 LWSC members.

Office of Senior Affairs (OSA)

OSA in conjunction with the Georgia Department of Human Services used CDBG funding to continue the DeKalb County Senior transportation "Golden Shuttle" program providing transportation to local retail and community establishments for seniors.

**Ensure Fiscal Integrity**Administration

Re-engineered operations of facilities to a culture of cooperating cross-sector tenants bringing in more than \$68,000 in revenue as rents and fees.

Lou Walker Senior Center (LWSC)

Implemented various fees for classes to generate revenue.

Worked in concert with DeKalb for Seniors Inc. to submit various grant applications.

**Invest in Employees**Lou Walker Senior Center (LWSC)

Provided CPR, First Aid, and Automated External Defibrillator training to LWSC staff. Staff also received training on technology, planning, and project management. Employees were recognized for excellent customer service.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY****Facilitate Jobs & Economic Development**Lou Walker Senior Center

To develop a plan to have an onsite facility that could provide basic health screenings for seniors (blood pressure, diabetes, cholesterol).

**Develop & Maintain Sustainable Neighborhoods & Communities**Administration

To increase the number of families benefiting from projects managed by the Department from 22,500 to 100,000 families, with no increase in DeKalb County's fiscal burden.

Lou Walker Senior Center

To create a strategic plan and a project charter for implementing sustainable programs that assist with a comprehensive service delivery model.

Office of Senior Affairs

To operate and manage the senior programs in the newly constructed Central Senior Center and supervise the operation of the two newly constructed neighborhood congregate meal sites.

**MAJOR GOALS FOR 2014 (CONTINUED)**Office of Senior Affairs

To operate and manage the senior program at the Scottdale Senior Center.

**Ensure Efficient Operations**Administration

To continue to change the culture of doing business with grantees from a bureaucratic one-way reporting system to a full service customer development culture that advises and to promote organizations to be less dependent upon strained government resources and yet systematically serve more constituent customers with a quality value-added product.

To lead in promoting active partnerships with all DeKalb government agencies and other cross-sector stakeholders, to eliminate duplication of efforts in the aggressive pursuit – never missing any opportunity – of competitive grant funding.

**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.

In 2012, \$4,022,830 was approved for the basic operating budget. This budget included \$593,229 for the Non-Profit agencies and funding in the amount of \$1,490,469 for services to DeKalb County seniors such as In-Home services, Congregate Meals, Home Delivered Meals and Transportation.

The adopted budget for 2013 was \$3,523,733 (a decrease of 7.8% under 2012). The adopted budget included \$32,000 for Reach for Excellence grant.

**2014**

In 2014, \$4,238,586 is appropriated for the basic operating budget. The budget includes 6 new positions (Facility Coordinator, Health & Wellness Specialist, Program Coordinator, Receptionist, Senior Center Event Coordinator, and Special Project Coordinator) and \$60,000 for programming (new Senior Centers).

**Future**

The department has new facilities in the planning stages.



**HUMAN SERVICES DEPARTMENT**

**FUNCTION: HEALTH & HUMAN SERVICES**

**EXPENDITURE HISTORY – COMMUNITY SERVICE AGENCIES**

	2010	2011	2012	2013
	Contract	Contract	Contract	Contract
<b>In Dollars</b>				
<b>Crisis Intervention Services:</b>				
Caminar Latino, Inc.*	\$20,000	\$15,000	\$35,000	38,540
The Center for Pan Asian Community*	5,000	5,000	20,000	16,450
DeKalb Rape Crisis Center Inc*	41,336	22,000	37,400	27,827
International Women's House*	43,000	23,000	33,000	33,874
Men Stopping Violence Inc	85,000	85,000	85,000	90,577
Raksha, Inc.*	5,000	5,000	6,000	4,323
Metro Atlanta Task Force/Homeless	0	0	0	0
Partnership for Community Action Inc	55,000	55,000	49,000	19,209
Safe Haven Transitional Inc*	12,575	10,000	0	8,668
Sheltering Arms	9,000	9,500	8,550	8,550
Women Moving On, Inc.*	150,000	120,000	125,000	182,665
<b>Child Welfare and Family Serv.:</b>				
Africa's Children's Fund	8,000	0	5,000	10,000
Auditory Verbal Center Inc	5,000	4,750	0	2,000
Atlanta Children's Shelter	0	10,000	0	0
Big Brothers/Big Sisters, Inc.	0	0	0	0
Boys & Girls Clubs of Metro Atlanta Inc	16,000	4,750	10,000	7,500
Camp Kudzu Inc	0	0	0	2,500
Center for the Visually Impaired Inc	25,000	25,000	15,000	8,854
Childkind Inc.	0	10,000	9,000	12,295
Chris Kids	0	0	15,000	14,195
Cool Girls, Inc.	25,000	19,000	17,100	11,744
Decatur Cooperative Ministry	12,000	12,000	35,800	34,331
Caring Works, Inc.	0	20,000	12,000	10,277
Easter Seals North Georgia	0	4,750	0	0
Elaine Clark Ctr for Growth & Dev of	20,000	25,000	22,500	18,438
Families First Inc	30,000	14,250	0	15,000
Georgia Center for Children, Inc.*	0	0	50,000	0
Georgia Radio Reading Services Inc	0	15,000	13,500	5,215
Inspring Kids Academy	4,750	0	0	0
Latin American Association	10,000	8,000	7,200	11,100
Hosea Feed the Hungry	0	12,500	11,250	0
Meridian Education Resource Group Inc	19,000	18,050	15,000	17,309
Metro Atl YMCA-Decatur/DeKalb, Inc.	0	0	0	0
Metro Fair Housing Services, Inc.	12,000	12,000	0	0
Our House, Inc	14,000	9,900	8,910	10,683
Pathways Community Network	0	0	0	0
Quality Care for Children, Inc.	14,000	20,000	10,000	10,445
Reach for Excellence Inc	0	0	0	32,000
Scottdale Child Development and Family	11,400	12,000	10,800	11,916
The Adaptive Learning Center	0	11,400	10,260	9,405
The Frazer Center, Inc.	0	14,250	15,000	15,000
Positive Growth Inc.	0	15,000	13,500	7,378

**HUMAN SERVICES DEPARTMENT**

**FUNCTION: HEALTH & HUMAN SERVICES**

**EXPENDITURE HISTORY – COMMUNITY SERVICE AGENCIES**

	2010	2011	2012	2013
	Contract	Contract	Contract	Contract
<b>Child Welfare and Family Serv.:</b>				
YMCA of Metro Atl.	0	0	0	0
YWCA of Greater Atl	0	0	0	0
Youth Media Minds of America	8,000	0	0	0
VOX Teen Communications	8,000	0	0	0
<b>Elderly Services:</b>				
I CARE, Inc.	28,800	25,000	30,000	26,250
Jewish Family & Career Services, Inc.	0	0	15,000	13,596
Marcus Jewish Community Center of	9,000	0	8,000	7,000
Senior Connections Inc	14,000	9,500	8,500	3,280
<b>Health/Human Services:</b>				
Atlanta Legal Aid Society, Inc.*	28,000	20,000	21,500	20,750
African Community Food Bank	15,000	14,250	15,000	0
Atlanta Community Food Bank	0	0	0	18,389
First Step Staffing Inc.	0	5,000	0	0
HIV/AIDS Empowerment Resources Ctr.	0	12,000	0	0
Clarkston Community Center Foundation	50,000	40,000	36,000	29,583
Friends of Disabled Adults and Children	25,000	0	25,000	22,500
Georgia Lions Lighthouse Foundation, In	15,000	20,000	18,000	7,162
Living Room Inc	0	0	0	1,250
MLK Poor Peoples Church of Love	0	0	0	11,250
Prevent Child Abuse Georgia	19,000	10,608	0	0
Project Open Hand/Atlanta Inc	23,750	23,750	21,375	18,563
Refugee Family Services, Inc.	10,000	10,000	9,000	13,759
Side By Side Brain Injury Clubhouse Inc.	28,500	19,000	17,100	13,550
St Jude's Recovery Center Inc	0	0	0	2,982
Human Services Program Allocation	40,000	0	0	0
<b>Advocacy, Planning, &amp; Educ. Serv.</b>				
Child Advocate Network, Inc.*	0	0	0	0
Citizen Advocacy of Atlanta & DeKalb	8,000	0	8,000	8,781
Developmental Disabilities Council	23,500	0	0	0
Georgia Center for Child Advocacy Inc*	60,000	43,000	0	45,000
Literacy Volunteers of America	7,200	6,840	6,156	4,679
<b>Total Contract Amounts</b>	<b>1,072,811</b>	<b>906,048</b>	<b>944,401</b>	<b>976,590</b>
Set Aside for Senior Services	1,270,100	1,051,236	924,856	875,000
Less Victim Assistance Funds*	(\$363,336)	(\$263,000)	(\$341,172)	(\$362,500)
<b>Tax Fund Contribution</b>	<b>\$1,979,575</b>	<b>\$1,694,284</b>	<b>\$1,528,085</b>	<b>\$1,489,090</b>

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

**HUMAN SERVICES DEPARTMENT****FUNCTION: HEALTH & HUMAN SERVICES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Administration	\$1,170,498	\$1,169,254	\$1,503,391	\$1,503,391
Lou Walker Senior Center	1,099,453	848,289	927,949	927,949
Senior Citizens	1,527,163	1,592,035	1,807,246	1,807,246
	<u>\$3,797,114</u>	<u>\$3,609,578</u>	<u>\$4,238,586</u>	<u>\$4,238,586</u>

**HUMAN SERVICES DEPARTMENT**

**FUNCTION: HEALTH & HUMAN SERVICES**

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$1,273,910	\$1,278,236	\$1,463,781	\$1,463,781
Purchased / Contracted Services	907,838	766,767	1,267,389	1,267,389
Supplies	52,593	44,170	27,613	27,613
Capital Outlays	76	726	0	0
Interfund / Interdepartmental	10,635	7,975	12,001	12,001
Other Costs	0	0	65,000	65,000
Other Financing Uses	1,552,062	1,511,704	1,402,802	1,402,802
	<b>\$3,797,114</b>	<b>\$3,609,578</b>	<b>\$4,238,586</b>	<b>\$4,238,586</b>

**FUNDING SOURCES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
General Fund	\$3,797,114	\$3,609,578	\$4,238,586
	<b>\$3,797,114</b>	<b>\$3,609,578</b>	<b>\$4,238,586</b>

**AUTHORIZED POSITION LIST BY COST CENTER**

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Administration</b>				
Director Human Services	AG	1	1	1
Youth Services Manager	31	0	1	1
Fiscal Officer	29	1	1	1
Human Services Facility Coord	28	0	1	1
Special Projects Coordinator	28	0	0	1
Grants Coordinator	26	1	1	1
Project Monitor	26	2	1	1
Administrative Assistant II	23	1	0	0
FULL TIME Subtotal		6	6	7
<b>Lou Walker Senior Center</b>				
Human Services Facility Coord	28	1	0	0
Project Monitor	26	1	0	0
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	4	4
<b>Senior Citizens</b>				
Deputy Sr Services Admin	31	1	1	1
Human Services Manager	29	1	1	1
Human Services Facility Coord	28	0	1	2
Project Monitor	26	1	2	2
Program Coord Sr Facility	25	0	0	1
Information&Referral Spec Lead	24	1	1	1
Administrative Assistant II	23	0	1	1

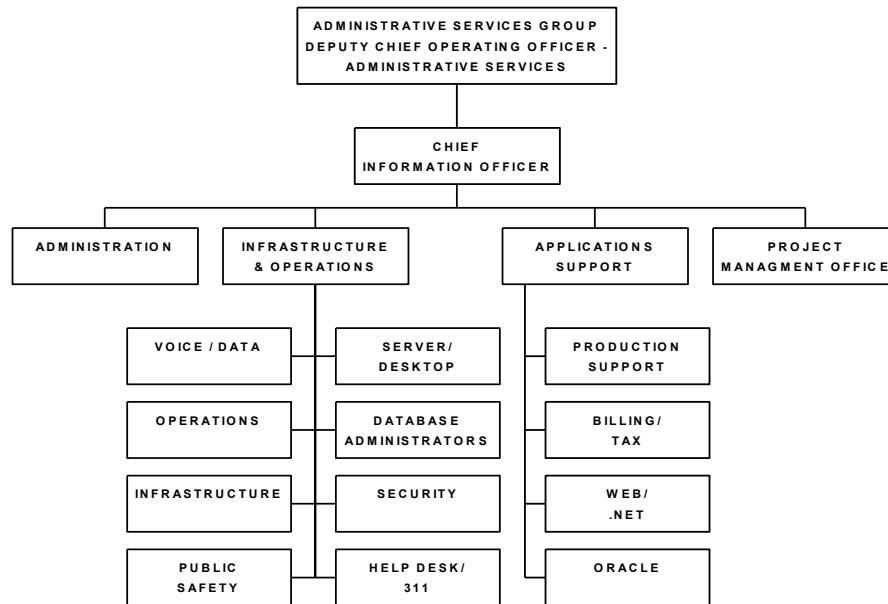
**HUMAN SERVICES DEPARTMENT**

**FUNCTION: HEALTH & HUMAN SERVICES**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2012</b>	<b>2013</b>	<b>2014</b>
Information & Referral Spec	23	1	2	2
Office Software Specialist	23	1	1	1
Senior Center Event Coordntr	21	0	0	1
Receptionist	16	0	0	1
Facility Coordinator	\$ -	0	0	1
Health & Wellness Specialist	\$ -	0	0	1
<b>FULL TIME Subtotal</b>		<b>6</b>	<b>10</b>	<b>16</b>
<b>FULL TIME Total</b>		<b>18</b>	<b>20</b>	<b>27</b>
<b>ALL POSITIONS Total</b>		<b>18</b>	<b>20</b>	<b>27</b>



**MISSION STATEMENT**

The mission of DeKalb County's Department of Information Technology is dedicated to providing and supporting reliable technologies and technology-based services in a timely, high-quality, cost-effective manner to all citizens and constituents of county government.

**PROGRAM DESCRIPTION**

As the central technology provider for DeKalb County government, the Information Technology Department (ITD) provides services in areas of applications development and support, enterprise solutions, technology infrastructure and integration, IT security, and computer/telecommunications to include radio support.

ITD's services are designed to improve government access, efficiency, and public value through world class service, integrated information, and a shred infrastructure that is cost-effective, secure and reliable.

<b>ACTIVITY MEASURES</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
Percentage of budget deviation relative to total budget	8.17%	7.12%	3.77%	5%
Percentage of IT budget spent on maintenance	40.06%	31.01%	32.05%	32%
Overall cost of IT delivery per customer	\$2,219	\$2,595	\$2,380	\$2,300.00
Percentage of IT cost relative to overall tax fund revenue	3.07%	3.61%	3.33%	3.20%
Percentage of projects delivered within budget	NA*	NA*	100%	100%
Number of annual IT security incidents	NA*	NA*	11	10
Percentage of trouble requests resolved on 1st call	NA*	NA*	28%	40%

\*Measures were not reported prior to 2013.

**MAJOR ACCOMPLISHMENTS IN 2013****Enhance Public Safety**

Implemented Radio Frequency Identification (RFID) enhancements to create efficiencies for the Marshal's Office and enhancing public safety.

Deployed electronic Citation system to create efficiencies in the delivery of Police Services.

CAD System Updates to ensure effective and efficient delivery of 911 services.

**Ensure Efficient Operations**

Completed Tyler iasWorld upgrade creating efficiencies related to Tax Assessment and collections.

Completed phase 2 of Voice Over Internet Protocol (VoIP) roll out to expand on savings in telecommunication expenses.

Completed upgrade of PeopleSoft Human Resources Management System.

Continued virtualization of servers.

Reorganized the Department to enhance the provision of service to internal and external stakeholders.

Outsourced the mainframe support as we continue to move towards a total migration to web based solutions.

**Ensure Fiscal Integrity**

Continued virtualization of servers.

Outsourced the mainframe support as we continue to move towards a total migration to web based solutions.

**Invest in Employees**

Concluded upgrade of PeopleSoft Human Resources Management System.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS****Enhance Public Safety**

To implement new case management system for Recorder's Court.

**Facilitate Jobs & Economic Development**

To enhance Permitting/Land Management Systems and Operations.

**Ensure Efficient Operations**

To implement new case management system for Recorder's Court.

To implement enhanced intrusion prevention system (IPS) to improve on IT security position.

To mitigate Probate Court system off of mainframe.

To create efficiencies for Service Delivery Optimization.

To modernize and relocate data center.

**Ensure Fiscal Integrity**

To create cost savings for Service Delivery Optimization.

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

In 2010, \$18,326,214 was approved for the basic operating budget. The 2010 Budget transferred 2 positions (Network Coordinator and User Liaison Coordinator) from the Property Appraisal and Assessment Department to the Information Systems Department.

In 2010, 13 employees accepted the Early Retirement Option (ERO) program and the BOC abolished 20 vacant positions due to the ERO program.

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

**INFORMATION SYSTEMS**

**FUNCTION: GENERAL GOVERNMENT**

**MAJOR BUDGETARY IMPACTS (cont.)**

In 2012, \$20,195,595 was approved for the basic operating budget, which included \$1,404,801 in funding for encumbrances carried-forward from prior years, and \$1,000,000 for costs associated with upgrading the Oracle FMIS and the PeopleSoft HR system.

\$18,608,568 was approved for the basic operating budget, which included \$1,770,585 in funding for encumbrances carried-forward from prior years, and \$800,000 for costs associated with upgrading the Oracle FMIS and the PeopleSoft HR system. The 2013 Budget also reflected the transfer of 1 Oracle System Administrator position from the Finance Department and the abolishment of 3 administrative positions (1 Administrative Project Manager, 1 Office Assistant, and 1 Call Center Supervisor).

**2014**

In 2014, \$18,465,927 is approved for the operating budget. The budget reflects the abolishment of two positions (Assistant Chief Information Officer and Office Assistant, Senior).

**Future**

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

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Administration	16,152,872	15,525,886	14,657,877	14,657,877
Communications	2,408,888	2,353,503	3,808,050	3,808,050
Operations	171	0	0	0
	<u>\$18,561,931</u>	<u>\$17,879,389</u>	<u>\$18,465,927</u>	<u>\$18,465,927</u>

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	6,601,765	6,605,626	6,279,811	6,279,811
Purchased / Contracted Services	11,219,714	11,015,828	10,926,749	10,926,749
Supplies	125,323	133,221	143,298	143,298
Capital Outlays	711,394	100,342	102,426	102,426
Interfund / Interdepartmental	24,735	24,372	29,177	29,177
Other Costs	(121,000)	0	0	0
Other Financing Uses	0	0	984,466	984,466
	<u>\$18,561,931</u>	<u>\$17,879,389</u>	<u>\$18,465,927</u>	<u>\$18,465,927</u>

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Administration</b>				
Deputy Director IS	AJ	0	2	2
Deputy Director IS Application	AJ	1	0	0
Asst Director Info Technology	AF	1	1	0
Chief Info Officer & Dir IT	AC	1	1	1
Admin Project Mgr CEO	31	1	0	0
CPU Manager	31	1	1	1



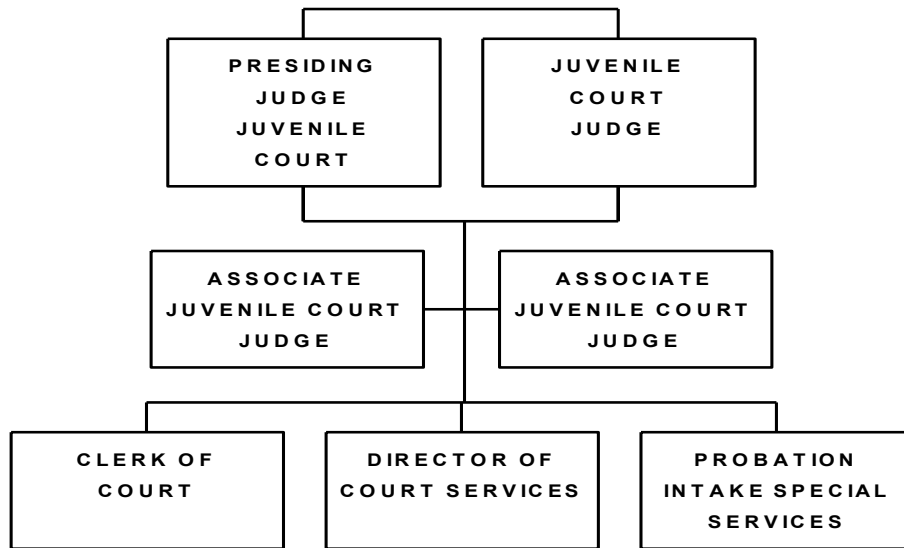
**INFORMATION SYSTEMS**

**FUNCTION: GENERAL GOVERNMENT**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2012	2013	2014
<b>Administration (cont.)</b>				
Dept Information Systems Mgr	31	1	1	1
IS Applications Manager	31	5	4	4
IS Communications Manager	31	1	1	1
IS Database Manager	31	1	1	1
IS Security Manager	31	1	1	1
IS Systems Support Manager	31	2	2	2
IS Database Administrator	30	7	7	7
IS Security Administrator	30	1	1	1
IS Help Desk Supervisor	29	1	1	1
IS Systems Administrator Sr	29	2	4	4
Network Administrator	29	1	1	1
Network Engineer Lead	29	1	2	2
Program Analyst III	29	16	16	16
CPU Operator Supervisor	28	2	2	2
Departmental Microsystems Spec	28	10	9	9
IS Field Service Specialist Sr	28	2	2	2
IS Program Manager Senior	28	1	1	1
IS Systems Administrator	28	3	4	4
Network Engineer	28	2	2	2
Oracle System Administrator	28	0	1	1
Program Analyst II	28	7	5	5
Telecommunications Admr	28	0	1	1
IS Field Service Specialist	26	3	3	3
IS Support Analyst	26	4	5	5
Administrative Coordinator	25	1	1	1
IS Production Control Supv	25	1	0	0
Program Analyst I	25	2	0	0
Administrative Assistant II	23	2	2	2
CPU Operator	23	5	5	5
Data Control Technician Sr	23	1	1	1
Data Control Technician	21	1	1	1
Office Assistant Senior	19	2	2	1
Office Assistant	18	1	0	0
<b>FULL TIME Subtotal</b>		<b>95</b>	<b>94</b>	<b>92</b>
<b>Communications</b>				
Telecommunications Admr	28	1	1	1
Telecommunications Specialist	26	2	2	2
Call Center Supervisor	25	1	0	0
Telephone Systems Tech	25	1	1	1
Cellular Communications Spec.	21	1	1	1
Call Center Operator	19	6	6	6
Call Center Operator	19	0	0	(4)
Office Assistant Senior	19	1	1	1
<b>FULL TIME Subtotal</b>		<b>13</b>	<b>12</b>	<b>8</b>
<b>FULL TIME Total</b>		<b>108</b>	<b>106</b>	<b>100</b>
<b>ALL POSITIONS Total</b>		<b>108</b>	<b>106</b>	<b>100</b>



**MISSION STATEMENT**

The mission of the DeKalb County Juvenile Court is to protect the best interests of the child and the community, to restore the lives of children who have been neglected or abused, to redirect children who have admitted to or have been found in violation of the law to become law-abiding, productive citizens, and to support the continuity of families by leaving children in their homes whenever possible.

**PROGRAM DESCRIPTION**

The Juvenile Court has exclusive jurisdiction over juvenile matters concerning any child who is alleged to be delinquent, unruly, or deprived. It also has jurisdiction over juvenile traffic offenses and special matters transferred to the Court from Superior and Probate Courts. Two Judges and two Associate Judges conduct all hearings. The Probation Division operates 24 hours each day of the year, screens all children referred to the Court for further detention, and processes charges which are filed with the Court. This division also assesses, prepares social histories for, and supervises children who are placed on formal or informal probation by the Court. The Clerk's Division is responsible for maintaining all original records for the Court, including legal, financial, and electronic images. This division also prepares and submits required paperwork and records to appellate courts. The Administrative Division provides support for the entire Court, including grants management and computer services to support the court's operations.

**ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
Delinquent Charges	5,957	6,210	6,380	7,018
Unruly Charges	2,120	2,128	1,548	1,703
Deprived Charges	1,077	1,326	1,595	1,754
Traffic Charges	432	344	223	246
Special Proceedings	231	324	203	223
Points II Program	363	209	130	135
Truancy Citations	535	708	589	648
Status Offenses	447	1,299	1,492	1,641
Warrants Issued	973	902	918	1,075

**MAJOR ACCOMPLISHMENTS IN 2013****Enhance Public Safety**

The court has added \$1.6 million in grants since November 2012 to address the needs of at-risk youth and their families.

Three young ladies graduated from the Journey Mental Health Court.

Nine young men graduated from the Rebound Drug Court.

**Develop & Maintain Sustainable Neighborhoods & Communities**

The Youth Achievement Program (YAP) was awarded the Bright Ideas Award by the Innovations in Government Program from Harvard University, Kennedy School of Business (9/12).

The Court was honored by the Council on Alcohol and Drugs for its commitment to decreasing the use of drugs and alcohol in DeKalb County.

Thirty-four youth involved with the T.I.M.E. program graduated with high school diplomas.

The Juvenile Court celebrated YAP's 10<sup>th</sup> year anniversary. The program graduated 19 youth with GEDs since December 2012.

The Juvenile Court sponsored its first Annual Victims' Rights Week.

The Court sponsored its first 2-day education summit focused primarily on the educational needs of children in foster care. Experts presented information to approximately 120 attendees.

**Invest in Employees**

Juvenile Court's managers participated in and graduated from an intensive three course management development program.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY****Enhance Public Safety**

The Court will increase its efforts to provide evidenced-based programs to at risk youth to ensure their success and rehabilitation.

The Court will align its operations and delivery of services to ensure that its practices are best practices under the new juvenile code.

**Develop & Maintain Sustainable Neighborhoods & Communities**

The Court will host its second educational summit to improve educational outcomes for children in foster care.

**Ensure Efficient Operations**

The Court will become the largest Juvenile Court in the state to implement e-filing.

The Court will upgrade its computer equipment and software to ensure optimal use of available technology.

**Invest in Employees**

The Court will provide ongoing training to employees to ensure that employees are well equipped to provide excellent customer service to its customers.

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

In 2008, funding for the Building Authority (Juvenile) Revenue Bonds Lease Purchase payments of \$3,730,071 was transferred from the General Fund, Non-Departmental Budget to the Juvenile Court Budget. In 2009, one Probation Officer was added to assist with the heavy caseload. In 2010, 15 employees accepted the Early Retirement Options Program and the BOC abolished 4 vacant positions due to the ERO program. The BOC restored \$290,058 to this budget as part of the amendment process. The 2011 Budget included the annual lease payment of \$3,731,846 for the Juvenile Justice Center. The BOC also reduced the 2011 Budget by \$855,947 as part of the amendment process. In 2012, this budget included the annual lease payment of \$3,731,846 for the Juvenile Justice Center. The adopted budget for 2013 was \$9,444,635 (an increase of 0.3% over 2012).

**JUVENILE COURT**

**FUNCTION: CIVIL & CRIMINAL COURTS**

**MAJOR BUDGETARY IMPACTS (CONTINUED)**

**2014**

In 2014, \$8,696,478 is appropriated for the basic operating budget. The budget reflects the annual lease payment of \$3,733,553, funding for four vacant positions, and one new position (Juvenile Program Administrator) for Children in Need of Services to help implement new state laws.

**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.

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Administration	\$7,252,048	\$6,754,863	\$6,782,215	\$6,782,215
Probation Services	2,161,776	2,110,438	1,914,263	1,914,263
	<b>\$9,413,824</b>	<b>\$8,865,300</b>	<b>\$8,696,478</b>	<b>\$8,696,478</b>

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$4,775,013	\$4,560,938	\$4,511,640	\$4,511,640
Purchased / Contracted Services	4,512,367	4,200,042	4,033,402	4,033,402
Supplies	115,030	99,766	116,800	116,800
Capital Outlays	7,728	266	26,406	26,406
Interfund / Interdepartmental	3,686	4,288	8,230	8,230
	<b>\$9,413,824</b>	<b>\$8,865,300</b>	<b>\$8,696,478</b>	<b>\$8,696,478</b>

<b>FUNDING SOURCES</b>			
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
General Fund	\$9,413,824	\$8,865,300	\$8,696,478
	<b>\$9,413,824</b>	<b>\$8,865,300</b>	<b>\$8,696,478</b>

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Administration</b>				
Judge Associate Juv Court	AG	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	6	7
Administrative Coordinator	25	0	1	1
Juv Probation Officer Prin	25	2	0	0
Chief Deputy Clerk Juv Court	24	1	1	1
Court Records Supervisor	24	1	1	1
Juvenile Probation Officer Sr	24	1	0	0

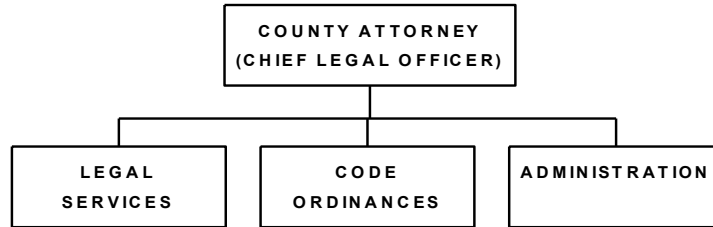
**JUVENILE COURT**

**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		
		2012	2013	2014
Probation Admn Supv Juv Court	24	1	0	0
Administrative Assistant II	23	3	3	3
Calendar Clerk Senior	23	4	4	4
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	5	5
Tribunal Technician Senior	19	4	4	4
Records Tech - Juvenile Ct	18	0	1	1
Juvenile Court Judge		2	2	2
	\$152,967			
FULL TIME Subtotal		40	40	41
<b>Probation Services</b>				
Chief Juv Probation Officer	29	1	1	1
Juvenile Probation Supervisor	26	4	4	4
Juv Probation Officer Prin	25	11	11	11
Juvenile Probation Officer Sr	24	7	11	11
Administrative Assistant II	23	1	1	1
Juvenile Probation Officer	23	23	20	20
Office Assistant Senior	19	1	0	0
FULL TIME Subtotal		48	48	48
<b>FULL TIME Total</b>		<b>88</b>	<b>88</b>	<b>89</b>
<b>ALL POSITIONS Total</b>		<b>88</b>	<b>88</b>	<b>89</b>



**MISSION STATEMENT**

The mission of the Law Department is to deliver high quality, cost beneficial legal services to the Chief Executive Officer, Board of Commissioners, DeKalb County departments, elected officials, and related organizations as needed. The Law Department strives to take a proactive, professional approach with the county governing authority and its staff to create an environment that successfully anticipates legal issues and establishes the best way to efficiently and timely resolve those issues and county needs.

**PROGRAM DESCRIPTION**

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

This department is assigned to the Law Group under the direction of the Chief Legal Officer.

**PERFORMANCE INDICATORS**

	<b>TARGET</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
% Of closed litigation files won or settled	96%	100%	98%	99%
% Of legal opinions responded to within 30 days	100%	96%	98%	98%
% Of standard form contracts reviewed and returned within 20 days	98%	100%	100%	100%

**LAW DEPARTMENT****FUNCTION: GENERAL GOVERNMENT****ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
Total files Pending	1,735	1,640	1,583	1,396
Total files Opened	964	1,050	990	964
Total files Closed	1,020	1,292	880	686
Legal Opinions Requested	172	206	225	198
Litigation files opened	170	252	363	201
Litigation files closed	263	281	225	128
Tax appeal files opened	242	170	65	153
Tax appeal files closed	166	240	153	124
Demands (claims recvd.)	135	161	163	124
Contracts & agenda items reviewed	700	566	560	277

**MAJOR ACCOMPLISHMENTS IN 2013****Enhance Public Safety**

The Law Department contributes to the enhancement of Public Safety by defending lawsuits brought against the police department, fire services, sheriff, and marshal. The Law Department also reviews and advises the County's public safety departments on contractual matters. The Law Department litigated, settled or filed motion to dismiss 17 cases with favorable outcomes.

**Facilitate Jobs & Economic Development**

The Law Department contributes to job facilitation and economic development by working with Work Force Development and by working on various intergovernmental agreements.

**Develop & Maintain Sustainable Neighborhoods & Communities**

The Law Department assists in developing and maintaining sustainable neighborhoods and communities by having employees regularly attend zoning meetings, handling various zoning lawsuits, and working on zoning code updates. Completed drafting of comprehensive revision of the animal control ordinance, revised Scottdale Overlay District, drafted special services sewer and water tax district ordinance, drafted Lifeline Contract to outsource animal services, assisted DeKalb Regional Land Bank Authority with initial setup and strategy, assisted in preparation of documents establishing new Community Improvement Districts, and assisted in preparing documents relating to establishment of Animal Services facility.

**Ensure Efficient Operations**

Worked with outside counsel to draft a defined benefit home rule ordinance and a defined contribution plan document for the proposed hybrid pension plan.

Worked with fire rescue to revise their HIPAA policies and training, amended the County's ambulance services billing contract so that it would be in compliance with current HIPAA privacy and security rules, and provided evidence of compliance to HHS. As a result, the HIPAA complaint filed was dismissed.

Prepared intergovernmental agreement implementing EPA Brownfield remediation loan program, edited language on alcohol licenses to ensure compatibility with County ordinances, and successfully negotiated with Brookhaven concerning services to be provided by the County.

**Ensure Fiscal Integrity**

The Law Department helps to ensure fiscal integrity by defending the County in bankruptcy and tax appeal cases. The Law Department opens approximately 175 tax appeal cases per year, in each of which the property owner contests the valuation of property. The Law Department handles approximately 30 bankruptcy matters per year. In the past year, the Law Department has recovered more than \$240,000 for the county in bankruptcy proceedings.

**Invest in Employees**

**MAJOR ACCOMPLISHMENTS IN 2013 (CONTINUED)**

The Law Department invests in its employees by having the attorneys attend seminars for the purpose of gaining mandatory continuing legal education credits and paying their Georgia Bar dues. The support staff is also urged to attend in-house training programs.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Enhance Public Safety**

To continue to vigorously defend County and County employees in police and sheriff's office-related litigation.

**Facilitate Jobs & Economic Development**

To continue to provide needed support to County departments, such as Economic Development and Workforce Development, whose missions are related to job creation and economic development.

**Develop & Maintain Sustainable Neighborhoods & Communities**

To complete the revisions of the County zoning code.

**Ensure Efficient Operations**

To draft a new organizational act and purchasing policy.

**Ensure Fiscal Integrity**

To collect all monies owed to the County.

To continue to vigorously defend tax appeal and bankruptcy matters that are directly related to County revenues. Continue to defend and prosecute litigation that saves and/or generates County revenue.

**Invest in Employees**

To hire a paralegal.

To hire an office manager.

**MAJOR BUDGETARY IMPACTS**

**Previous**

In 2010, the BOC abolished 2 vacant full-time positions. The 2011 adopted budget of \$3,287,395 was a decrease relative to the 2010 Budget. The Board of Commissioners reduced this budget by (\$321,698). In 2012, one Assistant County Attorney Senior position was transferred from Police Services to the Law Department. In 2013, \$3,139,711 was approved for the operating budget. One Secretary Senior legal position was abolished.

**2014**

In 2014, \$2,978,248 is approved for the operating budget.

**Future**

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

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Law Department	\$2,981,491	\$3,100,551	\$2,978,248	\$2,978,248
	\$2,981,491	\$3,100,551	\$2,978,248	\$2,978,248



**LAW DEPARTMENT**

**FUNCTION: GENERAL GOVERNMENT**

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$2,450,556	\$2,542,517	\$2,503,369	\$2,503,369
Purchased / Contracted Services	467,817	467,108	415,879	415,879
Supplies	63,055	90,862	47,000	47,000
Capital Outlays	64	64	12,000	12,000
	<u>\$2,981,491</u>	<u>\$3,100,551</u>	<u>\$2,978,248</u>	<u>\$2,978,248</u>

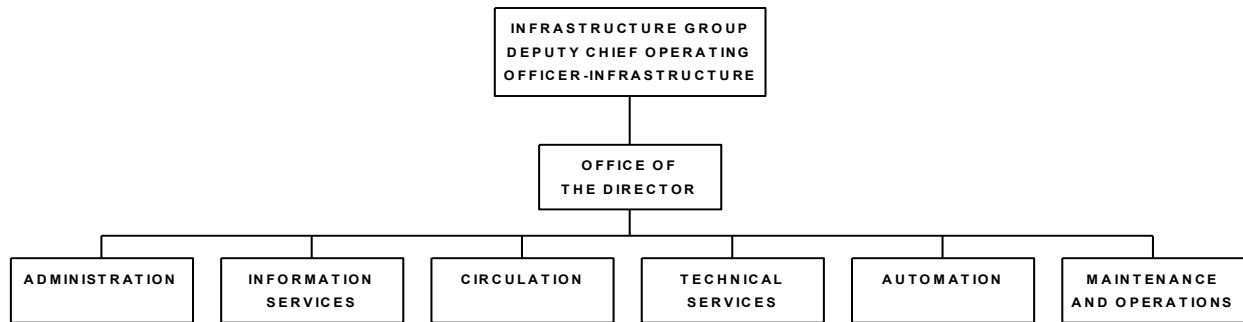
**FUNDING SOURCES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
General Fund	\$2,981,491	\$3,100,551	\$2,978,248
	<u>\$2,981,491</u>	<u>\$3,100,551</u>	<u>\$2,978,248</u>

**AUTHORIZED POSITION LIST BY COST CENTER**

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Law Department</b>				
County Attorney	CA	1	1	1
Asst County Attorney Senior	AH	12	12	12
Chief Asst County Attorney	AE	3	2	2
Deputy County Attorney	AE	0	1	1
Administrative Coordinator	25	0	1	1
Secretary Senior Legal	23	4	3	3
Secretary Legal	21	2	1	1
Office Assistant Senior	19	1	1	1
FULL TIME Subtotal		<u>23</u>	<u>22</u>	<u>22</u>
<b>FULL TIME Total</b>		<u>23</u>	<u>22</u>	<u>22</u>
<b>ALL POSITIONS Total</b>		<u>23</u>	<u>22</u>	<u>22</u>



**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 its system of 22 branch libraries and online virtual eBranch. Services to the public are supported by the Library’s administration and Processing Center, soon to be combined in a new facility being built on Kensington Road. The Library offers a collection of nearly 1 million books, magazines, newspapers, music CDs, DVDs, eBooks, audiobooks and electronic resource databases. The Library employs a highly trained staff of professional librarians supported by paraprofessional staff to locate materials and answer reference questions using electronic and print resources. Library staff also plan, provide and implement a large variety of programs to meet the needs of library branch communities. Programs include things such as storytimes specifically designed to build and foster early literacy skills, job searching classes, computer classes and open labs, book discussions, cultural events and exhibits and author talks presented by the Georgia Center for the Book. The Library also supports a network of over 900 PCs and offers extensive electronic resources assessable to inside and outside the Library through the Library’s website. Additionally, the Library offers numerous public meeting spaces, including multi-purpose 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	2011	2012	2013
Material Circulation Per Capita	5.70	5.10	4.88	4.44
Library Visits Per Capita	4.50	4.45	4.44	4.22
Reference Transactions Per Capita	1.33	1.59	1.78	1.48
Percent of Population Registered	29%	27%	26%	24%

**ACTIVITY MEASURES**

	Actual 2011	Actual 2012	Actual 2013	Estimated 2014
Patron Visits	3,240,490	3,190,289	3,012,990	3,000,000
Collection				
Books Collection	831,236	837,028	825,090	825,000
Books Purchased	38,584	41,702	36,356	38,000

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

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
Audiovisuals Collection	89,547	81,647	76,184	75,000
Audiovisuals Purchased	6,578	6,491	6,727	5,000
Periodical Subscriptions	1,417	1,496	1,429	1,459
On-line/CD ROM Databases	23	22	25	26
Materials Checked Out	3,728,089	3,562,153	3,244,790	3,076,300
Books	2,394,722	2,396,008	2,271,946	2,202,406
Audiovisuals	1,317,914	1,119,167	780,766	805,218
Registered Users	193,824	183,769	164,565	166,405
New Users Registered	69,305	51,727	60,513	60,000
Materials Transactions (internal)	6,148,349	5,913,670	5,589,700	5,500,000
Library Programs	4,279	4,484	4,772	4,300
Attendance	99,696	94,303	97,652	90,000
Community Meetings in Library	1,627	1,348	1,200	1,200
Attendance	32,805	26,512	22,829	25,000
Remote Hits to Homepage	1,272,830	1,452,324	1,521,017	1,600,000

**MAJOR ACCOMPLISHMENTS IN 2013****Enhance Public Safety**

Maintained "Reduced Schedule" at all 22 branch libraries despite minimal staffing and hosted approximately 3.02 million patron visits, 950,000 PCs uses, 160,000 Wi-Fi logins, 1.6 million hits to the Library's website and answered approximately 1.1 million reference questions.

Added designated preferred parking spaces for DeKalb County police officers in all library branches located in unincorporated DeKalb County.

**Facilitate Jobs & Economic Development**

Hosted 950,000 in-library computer sessions on library PCs, had approximately 160,000 logins to the Library's Wi-Fi network and facilitated remote access to subscription electronic databases approximately 55,000 times.

Continued partnership with Workforce Development Department by hosting Jobs Bus at multiple branches each month and serving as work sites for several students seeking summer employment through the Workforce Development summer jobs program.

**Develop & Maintain Sustainable Neighborhoods & Communities**

Circulated approximately 3.2 million items from library collections throughout the County.

Received several competitive programming grants including the Bridging Cultures Bookshelf: Muslim Journeys materials grant from the National Endowment for the Humanities, the Created Equal: America's Civil Rights Struggle film programming grant also from the National Endowment for the Humanities and part of "Bridging Cultures" series, the PRIMETIME Family Reading Time family literacy grant from GPLS and the Louisiana Endowment for the Humanities.

Planned and implemented extensive schedule of programs at all branches—including storytime/early and emerging literacy programs, computer classes, book discussions, film screenings and other informational programs throughout the year.

More than 10,000 children participated in the Vacation Reading Program.

Made community meeting rooms available throughout the County 1,250 times, anticipated attendance of 25,000 by year's end.

**Ensure Efficient Operations**

Finalized the Library's FY2014-2016 Strategic Plan. Plan adopted by DCPL Board of Trustees on August 13, 2013.

Completed construction of Library Administrative Center facility on Kensington Road. Move-in is scheduled for September 2013.

For FY2013, DeKalb Library Foundation raised \$240,000 to help support literacy outreach initiatives and the materials collection.

**Ensure Fiscal Integrity**

Filed for rezoning of Briarcliff and Candler surplus properties. Placed Tucker property up for sale.

Worked with Mauldin & Jenkins for the FY2012 Audit, audit came back with zero findings.

**Invest in Employees**

The Library's Continuing Education Department facilitated an average of 30 hours of continuing education per staff member.

The Library's Board of Trustees recognized five employees (4 as Employee of the Quarter, 1 as Employee of the Year) for exemplary performance under the Library's Employee Recognition Program.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY****Enhance Public Safety**

To begin restoration of operational hours at some branches if adequate staffing levels are in place.

**Facilitate Jobs & Economic Development**

To improve stability and capacity of Library's network in order to meet increased demand for internet based resources by at least doubling the Library's bandwidth.

To develop & maintain Sustainable Neighborhoods & Communities.

Depending on the restoration of county operational funding for library materials—increase acquisition of new, up-to-date and in-demand resources for library patrons.

To expand Library's eBook collection by a minimum of ten percent.

**Facilitate Jobs & Economic Development (Continued)**

To continue offering programs such as storytimes, book discussions, computer classes, open labs to meet community needs. To explore programming grant opportunities through the Public Programs Office of the ALA and other appropriate institutions.

**Ensure Efficient Operations**

To complete sales of surplus properties (Briarcliff, Tucker and Candler).

To monitor progress made towards goals and objectives as set forth in the Library's 2014-2016 Strategic Plan.

To finalize design process for Ellenwood. To assess likelihood of receiving operational funding in 2015 (staff, utilities, etc.) before going ahead with construction.

To begin design process for Brookhaven replacement facility.

**Ensure Fiscal Integrity**

To complete 2013 audit.

**Invest in Employees**

To expand Continuing Education opportunities for staff, in particular utilizing GPLS's new "GLEAN" initiative.

To work with County HR Department on classification and compensation study.

To plan and implement system-wide Staff Development Day.

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

In 2010, the allocation for library materials was reduced to \$100,000. Also in 2010, 5 Full-Time and 2 Part-Time employees accepted the Early Retirement Option (ERO) program and the BOC abolished 3 vacant Full-Time positions due to the ERO program.

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

In 2012, \$12,390,351 was approved for the basic operating budget, including \$100,000 for materials.

In 2013, \$12,476,767 was approved for the basic operating budget, including \$200,000 for materials.

**2014**

In 2014, \$12,751,041 is approved for the basic operating budget, including \$700,000 for materials.

**MAJOR BUDGETARY IMPACTS (CONTINUED)****Future**

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

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Administration	\$3,210,221	\$3,263,129	\$3,385,583	\$3,385,583
Automation	270,590	316,459	306,256	306,256
Circulation	2,902,096	2,761,655	3,011,140	3,011,140

## LIBRARY

## FUNCTION: LEISURE SERVICES

## SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Information Services	4,280,670	4,122,647	3,973,753	3,973,753
Maintenance & Operations	759,394	781,435	766,356	766,356
Technical Services	772,618	818,916	1,307,953	1,307,953
	\$12,195,588	\$12,064,241	\$12,751,041	\$12,751,041

## SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Personal Services and Benefits	\$10,564,174	\$10,313,677	\$10,106,758	\$10,106,758
Purchased / Contracted Services	47,693	21,115	60,600	60,600
Supplies	100,000	200,001	700,000	700,000
Interfund / Interdepartmental	(181,988)	(163,206)	49,387	49,387
Other Costs	1,665,709	1,692,653	1,834,296	1,834,296
	\$12,195,588	\$12,064,241	\$12,751,041	\$12,751,041

## FUNDING SOURCES

	Actual 2012	Actual 2013	Budget 2014
General Fund	\$12,195,588	\$12,064,241	\$12,751,041
	\$12,195,588	\$12,064,241	\$12,751,041

## 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		
			2012	2013	2014
<b>Administration</b>					
Assistant Director, Library	AH		1	1	1
Director, Library	AC		1	1	1
Librarian Administrative	32		7	7	7
Admin Services Mgr Library	31		1	1	1
Librarian, Principal	30		1	1	1
Marketing/Programming Coord	30		1	1	1
Development Coord Library	29		1	1	1
Library Web Designer	28		1	1	1
Accountant	25		1	1	1
Facilities Admin Coord Library	25		1	1	1
Program Promotion Spec Sr	25		1	1	1
Administrative Assistant II	23		1	1	1
Graphic Design Technician	23		1	1	1
Payroll Personnel Tech Sr	21		2	1	1
Library Accounts Payable Asst	20		2	2	2
Library Technician, Senior	19		1	1	1
Office Assistant Senior	19		4	4	4
Payroll Personnel Technician	19		0	1	1
FULL TIME Subtotal			28	28	28
<b>Information Services</b>					
Librarian, Principal	30		13	13	13
Librarian Senior	28	1 PT	23	22	22
Librarian	26		18	19	19
Library Branch Supervisor	25		5	5	5
Library Specialist Senior	23	4 PT	31	31	31
FULL TIME Subtotal			85	85	85
PART TIME Subtotal			5	5	5
<b>Circulation</b>					
Library Specialist	21		26	26	26
Library Technician, Senior	19	32 PT	72	79	79
Library Technician	17	7 PT	16	9	9
FULL TIME Subtotal			75	75	75
PART TIME Subtotal			39	39	39
<b>Technical Services</b>					
Librarian Administrative	32		1	1	1
Librarian, Principal	30		2	2	2
Librarian Senior	28		1	1	1
Librarian	26		1	1	1
Library Specialist Senior	23		2	2	2

**LIBRARY**

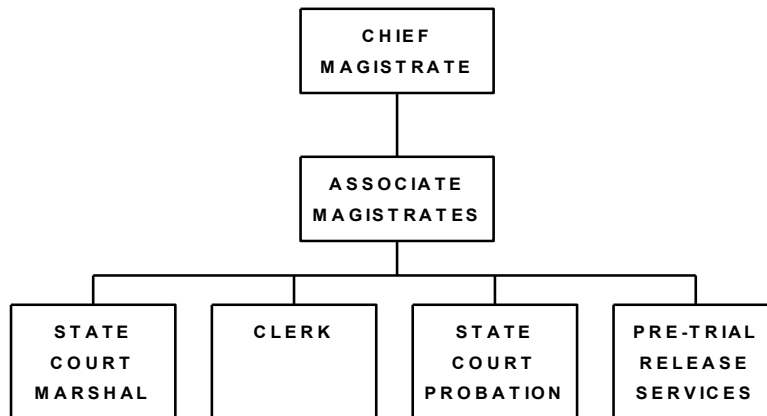
**FUNCTION: LEISURE SERVICES**

**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		
			2012	2013	2014
Library Specialist	21		2	2	2
Library Technician, Senior	19	1 PT	5	5	5
FULL TIME Subtotal			13	13	13
PART TIME Subtotal			1	1	1
<b>Automation</b>					
Library System Analyst	29		1	1	1
Network Administrator	29		1	1	1
Departmental Microsystems Spec	28		3	3	3
FULL TIME Subtotal			5	5	5
<b>Maintenance &amp; Operations</b>					
Custodian Senior	18	12 PT	20	21	21
Security Guard	18		7	7	7
Courier	16		4	4	4
Custodian	16	1 PT	2	1	1
General Maintenance Worker	16		1	1	1
FULL TIME Subtotal			21	21	21
PART TIME Subtotal			13	13	13
<b>FULL TIME Total</b>			<b>227</b>	<b>227</b>	<b>227</b>
<b>PART TIME Total</b>			<b>58</b>	<b>58</b>	<b>58</b>
<b>ALL POSITIONS Total</b>			<b>285</b>	<b>285</b>	<b>285</b>





**MISSION STATEMENT**

The mission of the Magistrate Court is to discharge all of its functions in a timely, efficient, and equitable manner, consistent with the federal and state constitutions and the laws of Georgia and all applicable federal law. The 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 violations of county ordinances; (5) try civil actions within the \$15,000 jurisdictional limit, including garnishments actions, (6) issue summons, and issue 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; (11) hear misdemeanor bad check cases; (13) try and sentence misdemeanor violations of other code sections as provided by law.

**PROGRAM DESCRIPTION**

The Court decides whether to issue arrest and search warrants after hearing evidence to determine if there is probable cause. Judges in the Criminal Division of the Court set bonds by individual hearings in felony and misdemeanor cases and conduct preliminary hearings in most cases to determine whether there is enough evidence to prosecute the defendant. The Criminal Division is open seven days a week for at least 16 hours per day to serve county, city, and other law enforcement agencies and the public. In civil cases, the Court hears most types of cases where the amount at issue is \$15,000 or less. The Court offers simplified, speedy procedures designed to allow persons to pursue small claims without an attorney. Pre-Trial Services, under the director of the chief magistrate judge, assists the Courts by interviewing indigent defendants and recommending their release on bond and monitoring them prior to trial.

**ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
<b>Criminal Division:</b>				
Arrest & Search Warrants and Citations Issued	23,722	20,496	20,498	18,420
Warrant Applications	4,422	4,595	3,639	3,192
Bond Hearings	6,360	5,820	5,279	6,125
Committal Hearings	25,231	24,328	18,126	18,500
Ordinance Cases	5	8	22	15
<b>Civil Division:</b>				
Civil Actions	57,704	57,867	55,618	55,002
<b>Total Activity All Divisions</b>	<b>117,444</b>	<b>113,114</b>	<b>103,182</b>	<b>101,254</b>

**MAJOR ACCOMPLISHMENTS IN 2013**

The Court, under the direction of the chief magistrate judge, was awarded a two year \$262,520 Court Training and Improvement grant from the United States Department of Justice. The Office of Violence against Women provides

**MAGISTRATE COURT****FUNCTION: CIVIL & CRIMINAL COURTS**

oversight for the grant. The funds enabled the Court to implement Georgia's first pilot Urban Domestic Violence Court calendar, hire a Domestic Violence Case Coordinator, and provide specialized training for judges. Additionally, the Court secured grant funding from the Criminal Justice Coordinating Council to enable the Diversion Treatment Court to provide services to meet the unique challenges for defendants who are veterans suffering from post-traumatic stress disorder (PTSD), and other mental illness. The Court partnered with the District Attorney to launch a diversion program for non-violent felony first offenders.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

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

To secure grant funding to implement after care phase for the Diversion Treatment Court (DTC), in conjunction with National Alliance for Mental Illness so that after DTC releases defendants that can receive support services for an additional six months.

To maintain the best possible level of service during the disruption arising from the anticipated renovation at Magistrate Court Criminal.

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

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

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

In 2013, the adopted budget was \$2,705,774 (an increase of 2.5% over 2012). The Court received two new positions: Clinical Evaluator and Court Program Coordinator for the Diversion Treatment Court, which serves the defendants with mental health problems who become entangled in the criminal justice system. New rules adopted by the Criminal Justice Coordinating Council require the Court to have a Program Coordinator.

**2014**

In 2014, \$2,513,389 is approved for basic operating expenses. A monthly contingent expense allowance of \$500 for the operation of the office of magistrate court pursuant to O.C.G.A. 15-10.23.0 was approved.

**Future**

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

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Magistrate Court	\$2,503,086	\$2,607,520	\$2,513,389	\$2,513,389
	\$2,503,086	\$2,607,520	\$2,513,389	\$2,513,389

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>

**MAGISTRATE COURT**

**FUNCTION: CIVIL & CRIMINAL COURTS**

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$2,348,350	\$2,451,832	\$2,345,239	\$2,345,239
Purchased / Contracted Services	110,815	86,498	134,500	134,500
Supplies	29,934	42,400	30,650	30,650
Capital Outlays	0	4,652	0	0
Interfund / Interdepartmental	10,411	20,138	0	0
Other Costs	3,575	2,000	3,000	3,000
	<b>\$2,503,086</b>	<b>\$2,607,520</b>	<b>\$2,513,389</b>	<b>\$2,513,389</b>

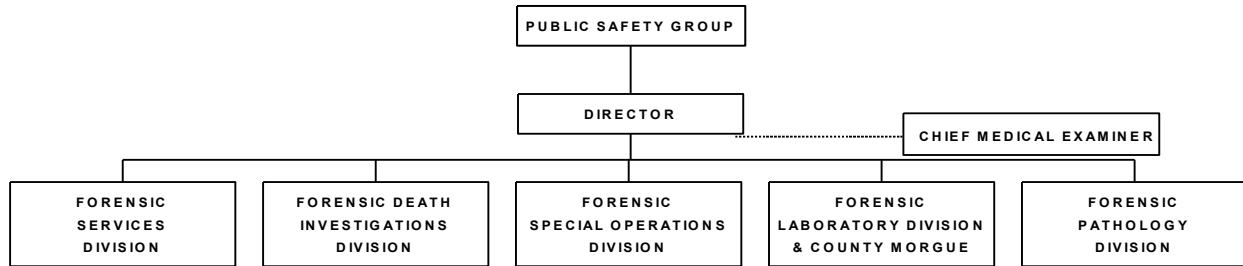
**FUNDING SOURCES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
General Fund	\$2,503,086	\$2,607,520	\$2,513,389
	<b>\$2,503,086</b>	<b>\$2,607,520</b>	<b>\$2,513,389</b>

**AUTHORIZED POSITION LIST BY COST CENTER**

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>INCLUDES PT or TEMP (T)</b>	<b>NUMBER OF POSITIONS</b>		
			<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Magistrate Court</b>					
Clinical Evaluator	28		0	1	1
Pre-Trial Release Coordinator	26		1	1	1
Judicial Assistant	25		0	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	0	0
Court Program Coordinator	21		1	2	2
Investigator	21		2	2	2
Office Assistant Senior	19		1	1	1
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	16	16
PART TIME Subtotal			23	23	23
<b>FULL TIME Total</b>			14	16	16
<b>PART TIME Total</b>			23	23	23
<b>ALL POSITIONS Total</b>			37	39	39



**MISSION STATEMENT**

The mission of the Medical Examiner is to provide comprehensive and exhaustive forensic death investigation and post-mortem examination into all manners of death for all people within our jurisdiction, as we are advocates for the dead, for 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, also known as inquiries, 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, O.C.G.A. § 45-16-24. The DeKalb Medical Examiner's Office handles all deaths in the incorporated and unincorporated areas of DeKalb County, regardless of municipality and only with the exception of state property.

Death occurs 24 hours a day, seven days a week, on weekends and on holidays. A Medical Examiner's inquiry is required on all deaths that come within the purview of the law, and this investigation must start immediately. Therefore, the Medical Examiner's personnel must be available 24 hours a day, seven days a week.

The following criteria 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

**ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
Deaths Investigated	1,621	1,635	1,650	1,700

**MAJOR ACCOMPLISHMENTS IN 2013****Enhance Public Safety**

Thoroughly and comprehensively investigated all reported deaths resulting in the proper determination of cause and manner of death.

Provided death investigation training to other public safety jurisdictions in the field of forensic science.

**Develop & maintain Sustainable Neighborhoods & Communities**

Established a working relationship with stakeholders from facilities such as hospitals, funeral services, and assisted living facilities.

**Ensure Efficient Operations**

Implemented a case management system to streamline day-to-day work flow.

Obtained two additional evidence drying cabinets.

**Ensure Fiscal Integrity**

Participated in the Georgia Anatomical Gift Act to not only generate revenue for the County, but also, more importantly, because the unfortunate death of one individual may mean a better quality of life, or even life itself for another.

**Invest in Employees**

Trained and educated employees so that the needs of the bereaved loved ones, outside agencies and the general public can be served by employees who possess adequate job knowledge, technical and decision making skills.

Cross-trained personnel in all divisions.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY****Enhance Public Safety**

To thoroughly and comprehensively investigate all reported deaths, resulting in the proper determination of cause and manner of death and the dissemination of accurate information, reports and documentation to the appropriate individuals and agencies.

To continue to provide death investigation training to other public safety jurisdictions in the field of forensic science.

**Develop & Maintain Sustainable Neighborhoods & Communities**

To continue to work with Guyton-Jones College of Funeral Services for the embalming of the indigent deceased.

To continue quality assurance relationship meetings with stakeholders, i.e., funeral services, hospitals, and assisted living facilities.

**Ensure Efficient Operations**

To perform annual maintenance on all medical equipment and preventive maintenances to the facility to ensure minimal disruptions to day-to-day work flow.

To complete office wide computerization upgrade to transition to paperless documentation.

**Ensure Fiscal Integrity**

To continue revenue generating programs and cost effective supply procurement.

To continue to participate in the Georgia Anatomical Gift Act to not only generate revenue for the County, but also, more importantly, because the unfortunate death of one individual may mean a better quality of life, or even life itself for another.

**Invest in Employees**

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

To continue the practice of cross-training employees throughout the department to compensate for reduction in personnel.

**MEDICAL EXAMINER****FUNCTION: CIVIL & CRIMINAL COURTS****MAJOR BUDGETARY IMPACTS****Previous**

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

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

In 2012, \$2,268,599 was approved for the operating budget, which included an increase of \$140,000 in anticipation of a revised contract with the Medical Examiner.

In 2013, the adopted budget was \$2,271,504 (an increase of 5.4% over 2012). The budget included \$800,000 for the Medical Examiner's contract.

**2014**

In 2014, \$2,403,957 is approved for basic operating expenses. The budget includes \$800,000 for the Medical Examiner's contract, and \$22,600 for 2 mortuary racks.

**Future**

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

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

	Actual 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Medical Examiner	\$2,226,228	\$2,285,979	\$2,403,957	\$2,403,957
	\$2,226,228	\$2,285,979	\$2,403,957	\$2,403,957

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

	Actual 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Personal Services and Benefits	\$1,254,905	\$1,266,758	\$1,363,056	\$1,363,056
Purchased / Contracted Services	785,565	873,585	861,571	861,571
Supplies	103,221	83,412	84,253	84,253
Capital Outlays	24,517	0	25,525	25,525
Interfund / Interdepartmental	58,019	62,224	69,552	69,552
	\$2,226,228	\$2,285,979	\$2,403,957	\$2,403,957

**FUNDING SOURCES**

	Actual 2012	Actual 2013	Budget 2014
General Fund	\$2,226,228	\$2,285,979	\$2,403,957
	\$2,226,228	\$2,285,979	\$2,403,957

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER / POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2012	2013	2014

Medical Examiner

**MEDICAL EXAMINER****FUNCTION: CIVIL & CRIMINAL COURTS****AUTHORIZED POSITION LIST BY COST CENTER**

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2012</b>	<b>2013</b>	<b>2014</b>
Deputy Dir Medical Examiner	AI	1	1	1
Director Medical Examiner	AG	1	1	1
Chief Investigator ME	30	1	1	1
Dep Chief Investigator, M.E.	29	1	1	1
Forensic Investigator	28	7	7	7
Forensic Laboratory Manager	28	1	1	1
Forensic Services Manager	28	1	1	1
Forensic Technician	22	2	2	2
Office Assistant Senior	19	3	3	3
Custodian Senior	18	1	1	1
Office Assistant	18	1	1	1
<b>FULL TIME Subtotal</b>		<b>20</b>	<b>20</b>	<b>20</b>
<b>FULL TIME Total</b>		<b>20</b>	<b>20</b>	<b>20</b>
<b>ALL POSITIONS Total</b>		<b>20</b>	<b>20</b>	<b>20</b>

**MISSION STATEMENT**

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

**PROGRAM DESCRIPTION**

Cost categories contained in the Non-Departmental budget may include the following: employee attendance incentive program, unemployment compensation, various insurance programs, interest on loans (if applicable), contingency, budgetary reserve account, DeKalb's share of joint participation in the Atlanta Regional Commission, auditing fees, construction management, special reserve accounts in which funds are held for specific purposes to be allocated at a later date, interfund charges from the General Fund to the other Tax Funds, and special accounts for studies and projects that are applicable to the County as a whole.

**MAJOR BUDGETARY IMPACTS**

**Previous**

The 2010 Budget included a budgetary reserve of \$11,221,548 towards establishing a one month reserve. No appropriation was made for additional salary savings, all salary savings were deducted from specific departments. Appropriation adjustments made by the Board of Commissioners during the course of the year reduced the budgetary reserve to \$9,944,363.

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

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

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

Also in 2012, the General Fund began to assess interfund charges to the other Tax Funds in order to compensate the General Fund for its overhead load on behalf of the other funds. The additional charges totaled approximately \$12.7 million.

The 2013 Budget includes a budgetary reserve of \$28,618,000, an appropriation of \$250,000 for interest on Tax Anticipation Notes, and \$767,243 for principal and interest payments on the 2010 Recovery Zone Bonds. Additional fine-tuning of the General Fund interfund charges resulted in an increase of \$9 million over 2012.

**2014**

The 2014 Budget includes a budgetary reserve of \$10,505,957, an appropriation of \$300,000 on Tax Anticipation Notes, \$758,011 for principal and interest payments on the 2010 Recovery Zone Bonds. In addition, \$415,000 for lobbying Contracts.

**Future**

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

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Designated Services	\$7,459,676	\$7,018,697	\$8,955,160	\$8,955,160
Fire	5,154,107	4,631,164	10,826,036	10,826,036
General	13,696,311	13,383,260	39,603,201	39,603,201



## NON-DEPARTMENTAL

## FUNCTION: GENERAL GOVERNMENT

## SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

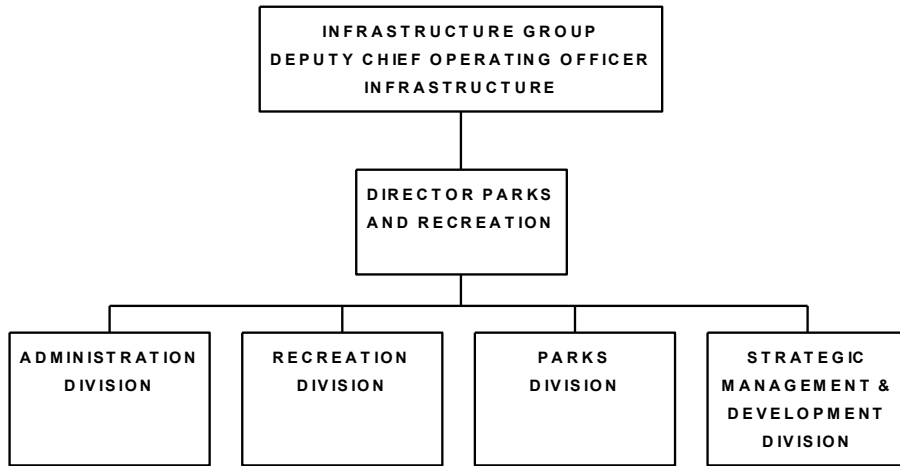
	Actual 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Parks Bonds Administration	54,909	40	0	0
Police Services	7,078,515	13,860,285	17,835,639	17,835,639
Unincorporated	4,304,494	2,407,337	15,098,731	15,098,731
	\$37,748,012	\$41,300,783	\$92,318,767	\$92,318,767

## SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Personal Services and Benefits	\$718,392	\$716,263	\$3,773,711	\$3,773,711
Purchased / Contracted Services	4,800,868	1,237,696	3,380,174	3,380,174
Supplies	(948,015)	500,099	50,000	50,000
Interfund / Interdepartmental	13,296,685	20,839,698	27,116,082	27,116,082
Other Costs	15,806,892	15,157,490	46,682,752	46,682,752
Debt Service	3,228,884	1,988,503	1,294,240	1,294,240
Other Financing Uses	0	0	9,177,042	9,177,042
Retirement Services	844,307	861,034	844,766	844,766
	\$37,748,012	\$41,300,783	\$92,318,767	\$92,318,767

## FUNDING SOURCES

	Actual 2012	Actual 2013	Budget 2014
General Fund	\$13,751,220	\$13,383,300	\$39,603,201
Fire	5,154,107	4,631,164	10,826,036
Special Tax District - Designated Services	7,459,676	7,018,697	8,955,160
Special Tax District - Unincorporated	4,304,494	2,407,337	15,098,731
Police Services	7,078,515	13,860,285	17,835,639
	\$37,748,012	\$41,300,783	\$92,318,767



**MISSION STATEMENT**

The mission of the Parks and Recreation Department is to create and connect communities through people, parks, and programs, to provide a variety of leisure time services/activities and promote a strong sense of community, foster pride and affirm individual self-renewal, to provide recreation opportunities for all ages, from pre-school through senior adult, and for the disabled at parks and recreation centers, to manage and maintain the parks system and infrastructure, other departmental facilities, and all public grounds excluding right-of-way, and to expand teen camp programs to train "endangered" youth to be leaders and counselors for children with disabilities.

**PROGRAM DESCRIPTION**

The Parks and Recreation Department provides a variety of leisure time services/activities by planning, developing, managing, operating and maintaining, parks, open spaces and recreational facilities, and other designated County properties through its four operating divisions.

The Administration Division provides general management and administrative support, promotions, marketing, volunteers' coordination, private and public funding assistance, management information and special projects for the entire department. This division is responsible for the administration of the youth sports program.

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

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

The Park Planning and Development Division is responsible for administration of all bond funded and capital improvement projects, marketing and promotion, and private and public funding assistance.

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

**PARKS AND RECREATION**

**FUNCTION: LEISURE SERVICES**

**ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
Recreation Centers - (Number)	11	12	13	13
Average Operating Cost/Center	\$225,000	\$221,198	\$223,498	\$225,000
Total Number Participants Served	145,000	200,480	208,773	210,000
Swimming Pools Operated	13	12	11	12
Average Operating Cost/Pool	\$78,000	\$100,000	\$98,500	\$100,000
Average Revenue Collected/Pool	\$18,000	\$31,000	\$41,500	\$42,000
Average Attendance/Pool	5,700	13,570	15,270	17,000
Total Number Participants Served	130,000	157,000	131,000	145,000
Day Camps - Number Operated	12	13	15	15
Average Daily Attendance	250	243	212	230
Average Operating Cost Per Site	\$45,000	\$32,948	\$34,300	\$34,002
Sum.Food Service Program-(Num)	50	55	54	60
Summer Food Service Program	5,087	4,663	4,582	4,700
Total Number Meals Served	228,932	200,438	199,093	210,000
Special Populations Day Camp-ADA:	N/A	N/A	N/A	N/A
Inclusion Campers	75	58	40	40
Special Populations - Disabled Pat.	600	3,200	4,185	4,500
Special Populations - Senior Pat.	4,300	8,320	7,930	8,500
<b>Sports and Athletics:</b>				
Total Number Youth Served	98,000	121,000	105,250	118,000
Total Number Adults Served	27,000	30,075	28,750	27,000
Volunteer Coaches Certified	720	1,025	1,950	2,500
<b>Park Facilities:</b>				
Total Acreage	6,479	6,430	6,969	7,300
Acres Maintained	4,603	4,547	5,000	5,100
Maint. Costs Per Acre Annually	\$1,896	\$1,864	\$1,747	\$1,713
Non-Park Sites Maintained	85	265	84	84
Non-Park Acreage Maintained	267	275	275	275
Average Maintenance Cost/Acre	\$1,498	\$1,100	\$1,257	\$1,250
<b>Golf Courses:</b>	2	2	2	2
Golf Course Acreage Maintained	496	496	496	496
Total Avg.County Cost/Golf Course	\$1,152,975	\$1,018,169	\$1,100,000	\$1,050,000
Total Average County Revenue/ Golf Course	\$1,200,000	\$634,616	\$1,209,878	\$1,125,000
Total Num.of Rounds/Golf Course	43,000	57,618	54,359	53,000
Shelter Reservation Revenue	\$116,904	\$117,787	\$123,446	\$125,000
Shelter Reservations	324	337	434	445
Performing Arts Center - No of Patrons		50,527	74,887	90,000

**MAJOR ACCOMPLISHMENTS IN 2013**

**Enhance Public Safety**

Develop emergency preparedness plan.

**Ensure Efficient Operations**

Outsourced park/grounds mowing; implemented self-sufficient plan for Browns Mill Aquatic Center.

**Develop & Maintain Sustainable Neighborhood & Communities**

Renovated Gresham Recreation Center; increased the number of community-based partnerships.

**PARKS AND RECREATION**

**FUNCTION: LEISURE SERVICES**

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS AND STRATEGIC PLAN PRIORITY**

**Enhance Public Safety**

Ensure customer safety.

**Ensure Efficient Operations**

Keep parks maintained; increase volunteer opportunities; increase partnerships with community-based organizations.

**Facilitate Jobs & Economic Development**

Promote special events to attract vendors to parks.

**MAJOR BUDGETARY IMPACTS**

**Previous**

In 2009, the department's budget included the deletion of 3 full time positions and 83 part time positions, which reflects the impact of the incorporation of the City of Dunwoody. In 2010, opened the new Redan Recreation Center and began construction on the Exchange Recreation Center. Broke ground at Flat Shoal Park for the development of a playground, trails, picnic pavilion, restrooms and fitness trails. Also, broke ground at Mason Mill Park for Phase 1 which includes a dog park, parking spaces, a playground walking trails and an open-air pavilion. The 2010 budget added three positions for the management of the Performing Arts Center, three full time positions and nineteen part time positions for the opening of the Redan Recreation Center, and transferred 1 Special Projects Coordinator to the CEO's office. In 2010, 41 employees accepted the Early Retirement Option Program and the BOC abolished 94 vacant positions due to the ERO program. In 2011, 3 full time positions and nineteen part time positions were added for the Exchange Park Recreation Center, which was opened in early 2011; \$225,000 in funding was provided for the Arts Grants. Additionally, 6 positions were transferred to Facilities Management; however, the authorization of the positions was deferred until after budget adoption. In March of 2012, the County's golf and tennis centers were outsourced; this reduced operating expenses for these recreation functions. However, the County still maintains statistical data on these programs as reflected in the activity measures. The 2012 budget included \$225,000 for the Arts Grants Award to fund Callanwolde, Art Station and Spruill Center; each received \$75,000. In 2013, the budget included \$225,000 for the Arts Grants Award to fund Callanwolde, Art Station and Spruill Center, each received \$75,000. The adopted budget of \$8,738,501 reflected the decision by the City of Brookhaven to provide parks and recreation services for its jurisdiction.

**2014**

The approved operating budget is \$10,300,519. There is a \$1.6 million increase from 2013 that includes funding for Youth Services in the amount of \$750,000.

**Future**

The incorporation of the city of Brookhaven and other municipal expansions is expected to reduce parks and recreation services provided by the County, should the municipalities decide to provide parks and recreation services themselves.

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Administration	\$1,011,031	\$985,569	\$681,142	\$681,142
Aquatics	590,351	553,873	490,908	490,908
Blackburn Tennis Center	1	1	0	0
Brook Run	2,093	0	0	0
Cultural Affairs	449,146	466,624	464,436	464,436
District I Service Center	1,120,143	1,010,633	997,943	997,943
District II Service Center	1,107,856	1,058,690	1,051,799	1,051,799
District III Service Center	1,330,498	1,303,044	1,567,053	1,567,053
Division Administration	(200,154)	366,657	866,373	866,373
Horticulture & Forestry	35,801	19,649	11,582	11,582
Little Creek Horse Farm	270,549	293,905	250,407	250,407
Marketing And Promotions	47,774	51,527	50,085	50,085
Mystery Valley Golf Course	(231,406)	(62,881)	0	0
Natural Resource Management	236,008	213,244	355,951	355,951

**PARKS AND RECREATION**

**FUNCTION: LEISURE SERVICES**

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Planning & Development	449,974	459,462	399,131	399,131
Recreation Centers	1,787,583	2,148,475	1,386,022	1,386,022
Recreation Division Administration	474,126	497,792	510,696	510,696
Special Populations	17,964	12,019	9,935	9,935
Sugar Creek Golf Course	339,071	67,399	0	0
Sugar Creek Tennis	7,312	692	0	0
Summer Programs	413,530	221,500	239,248	239,248
Support Service	35,149	22,367	20,172	20,172
Youth Athletics	378,858	395,206	947,636	947,636
	<b>\$9,673,259</b>	<b>\$10,085,448</b>	<b>\$10,300,519</b>	<b>\$10,300,519</b>

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$7,912,991	\$7,872,971	\$7,339,572	\$7,339,572
Purchased / Contracted Services	1,465,500	1,735,732	1,314,876	1,314,876
Supplies	857,547	974,085	606,582	606,582
Capital Outlays	16,800	16,800	0	0
Interfund / Interdepartmental	(823,090)	(739,140)	814,489	814,489
Other Costs	243,511	225,000	225,000	225,000
	<b>\$9,673,259</b>	<b>\$10,085,448</b>	<b>\$10,300,519</b>	<b>\$10,300,519</b>

**FUNDING SOURCES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
Special Tax District - Designated Services	\$9,673,259	\$10,085,448	\$10,300,519
	<b>\$9,673,259</b>	<b>\$10,085,448</b>	<b>\$10,300,519</b>

**AUTHORIZED POSITION LIST BY COST CENTER**

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>INCLUDES PT or TEMP (T)</b>	<b>NUMBER OF POSITIONS</b>		
			<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Administration</b>					
Assistant Director, Park & Rec	AH		0	1	1
Chief Public Affairs	AE		1	0	0
Director, Parks & Recreation	AE		1	1	1
Comprehensive Planning Manager	29		1	1	1
Admin Operations Mgr	28		1	1	1
Accountant Senior	26		1	1	1
User Liaison Coordinator	26		1	1	1
Administrative Coordinator	25		1	1	1
Parks Security Coordinator	25		1	1	1
Administrative Assistant II	23		1	1	1
Public Education Specialist	23		1	1	1
Payroll Personnel Tech Sr	21		1	1	1
Accounting Tech Senior	19		1	1	1

**PARKS AND 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		
			2012	2013	2014
<b>Administration (comt.)</b>					
Office Assistant Senior	19		2	2	2
Courier	16		1	1	1
FULL TIME Subtotal			15	15	15
<b>Special Populations</b>					
Recreation Assistant	QD	4 T	4	4	4
TEMP Subtotal			4	4	4
<b>Summer Programs</b>					
Recreation Instructor	QH	2 T	2	2	2
Bus Driver	QG	18 T	18	18	18
Pool Manager	QG	1 T	1	1	1
Day Camp Director	QF	11 T	11	11	11
Day Camp Assistant Director	QE	20 T	20	20	20
Recreation Assistant	QD	28 T	28	28	28
Recreation Intern	QA	8 T	8	8	8
TEMP Subtotal			88	88	88
<b>Recreation Division Administration</b>					
Dep Dir P&R Recreation	AJ		1	1	1
Recreation Program Manager	28		2	2	2
Special Projects Coordinator	28		0	1	1
Parks Program Coordinator	25		1	0	0
Administrative Assistant I	21		1	1	1
Office Assistant Senior	19		1	1	1
FULL TIME Subtotal			6	6	6
<b>Recreation Centers</b>					
Skate Park Supervisor Interim	TD	2 T	2	2	2
Recreation Instructor	QH	1 T	1	1	1
Recreation Assistant	QD	86 T	86	86	86
Recreation Intern	QA	29 T	29	29	29
Recreation Center Director	23		13	13	13
General Maintenance Worker Spv	19		1	1	1
Recreation Center Leader	19		12	12	12
General Maintenance Worker, Sr	18		5	5	5
Custodian	16		1	1	1
FULL TIME Subtotal			32	32	32
TEMP Subtotal			118	118	118
<b>Planning &amp; Development</b>					
Finanical Project Administrat	31		1	1	1
Greenspace Environment Manager	31		1	1	1
P&R Project Manager	27		3	2	2
Grants Coordinator	26		1	1	1

**PARKS AND 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		
			2012	2013	2014
<b>Planning &amp; Development (cont.)</b>					
Greenspace Planner	26		1	1	1
Parks Program Coordinator	25		0	1	1
FULL TIME Subtotal			7	7	7
<b>Aquatics</b>					
Aquatic District Manager	QI	5 T	5	5	5
Water Safety Instructor	QH	1 T	1	1	1
Pool Manager	QG	20 T	20	20	20
Senior Lifeguard	QE	16 T	17	16	16
Recreation Assistant	QD	5 T	5	5	5
Lifeguard	QC	37 T	36	37	37
TEMP Subtotal			84	84	84
<b>Division Administration</b>					
Parks Operations General Mgr	31		1	1	1
Work Order Technician	21		1	1	1
FULL TIME Subtotal			2	2	2
<b>District I Service Center</b>					
Clerk	TC	1 T	1	1	1
Parks Maintenance Supt	28		1	1	1
Parks Maint Construction Supv	24		2	2	2
Grounds Nursery Supervisor	23		1	1	1
Supply Specialist	21		1	1	1
San Driver Crew Leader	20		1	1	1
Equipment Operator Senior	19		1	1	1
Office Assistant Senior	19		1	1	1
Crew Worker Senior	18		3	2	2
Grounds Service Technician	18	6 T	16	16	16
Crew Worker	16		2	3	3
FULL TIME Subtotal			23	23	23
TEMP Subtotal			7	7	7
<b>District II Service Center</b>					
Clerk	TC	1 T	1	1	1
Parks Maintenance Supt	28		1	1	1
Maintenance Coordinator	26		2	2	2
Parks Maint Construction Supv	24		2	2	2
San Driver Crew Leader	20		1	1	1
Equipment Operator Senior	19		1	1	1
Office Assistant Senior	19		1	1	1
Crew Worker Senior	18		6	6	6
Equipment Operator	18		2	2	2
Grounds Service Technician	18	5 T	10	10	10
FULL TIME Subtotal			21	21	21
TEMP Subtotal			6	6	6

**PARKS AND 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		
			2012	2013	2014
<b>District III Service Center</b>					
Clerk	TC	1 T	1	1	1
Parks Maintenance Supt	28		1	1	1
Parks Maint Construction Supv	24		5	5	5
Equipment Operator Principal	21		2	2	2
Office Assistant Senior	19		1	1	1
Crew Worker Senior	18		4	4	4
Grounds Service Technician	18	7 T	24	24	24
Crew Worker	16	2 PT	2	2	2
General Maintenance Worker	16	1 PT	1	1	1
FULL TIME Subtotal			30	30	30
PART TIME Subtotal			3	3	3
TEMP Subtotal			8	8	8
<b>Natural Resource Management</b>					
Natural Resource Manager	29		1	1	1
P&R Project Manager	27		1	1	1
Nature Center Ranger	19	2 PT	3	3	3
Grounds Nursery Technician	14	1 PT	1	1	1
FULL TIME Subtotal			3	3	3
PART TIME Subtotal			3	3	3
<b>Marketing And Promotions</b>					
Program Promotion Spec	23		1	1	1
FULL TIME Subtotal			1	1	1
<b>Cultural Affairs</b>					
Arts Center Director	28		1	1	1
Arts Center Coordinator	23		1	1	1
Arts Center Production Spec	23		1	1	1
FULL TIME Subtotal			3	3	3
<b>Youth Athletics</b>					
Administrative Assistant II	23		0	0	1
Sports Program Coordinator	21		2	2	2
Youth Services Asst Mgr	\$ -		0	0	1
FULL TIME Subtotal			2	2	4
<b>Little Creek Horse Farm</b>					
Horse Farm Supervisor	23		1	1	1
Horse Farm Worker	18		2	2	2
FULL TIME Subtotal			3	3	3
<b>FULL TIME Total</b>			148	148	150
<b>PART TIME Total</b>			6	6	6
<b>TEMPORARY Total</b>			315	315	315
<b>ALL POSITIONS Total</b>			469	469	471



## PLANNING & DEVELOPMENT

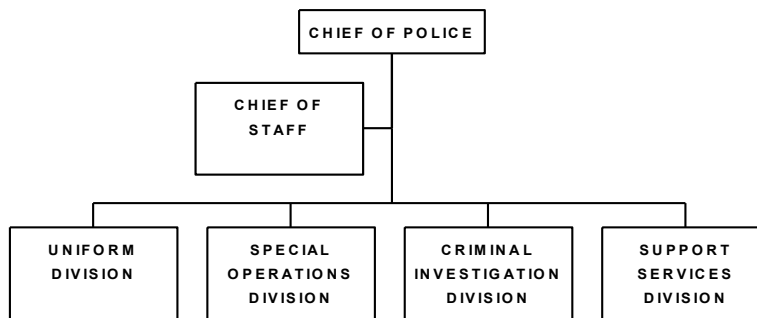
### PROGRAM DESCRIPTION

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

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

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

<b>FUNDING SOURCES</b>			
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
General Fund	\$1,055,509	\$896,944	\$1,063,391
Development	\$5,516,484	\$3,551,343	\$5,853,543
Foreclosure Registry Fund	\$379,408	\$417,010	\$1,179,147
Special Tax District - Unincorporated	\$2,555,463	\$3,073,336	\$3,877,604
	<b>\$9,506,864</b>	<b>\$7,938,633</b>	<b>\$11,973,685</b>



### MISSION STATEMENT

The Mission of the DeKalb County Police Department is to protect the peaceful against the lawless, ensure justice, safeguard lives and property, while serving with a commitment to the constitutional rights afforded to all people.

### PROGRAM DESCRIPTION

The DeKalb County Police Department is responsible for safeguarding the lives and property of citizens by enforcing the laws in unincorporated area. The Department accomplishes this mission by providing the citizens with professional police services. The department is comprised of 5 divisions: Office of the Chief, Criminal Investigations Division, Special Operations Division, Support Services Division, and Uniform Division.

The Department's budget is divided among two funds as follows (the funding hierarchy does not necessarily have a direct relationship to the organizational hierarchy):

#### General Fund

The General Fund provides for the administrative support function of the Police Chief's Office and Management Services. Police Support includes the following sections:

**Animal Services and Enforcement** - The Animal Services and Enforcement section is responsible for the enforcement of Animal Control Ordinances in DeKalb County and for the administration and operation of the Animal Control Shelter facility. The shelter unit is responsible for the administration and maintenance of the rabies vaccination records and tag system. As an adjunct to these primary responsibilities, the shelter conducts an animal adoption program and a public education program. The field units respond to citizen complaints on stray, unwanted, or injured animals.

**Aerial Support** – the utilization and maintenance of the Department's two helicopters.

**Fiscal Management** - This section has primary responsibility for: the development and administration of the department's financial plan in conjunction with the implementation of fiscal controls, including accounting, purchasing, and ordering supplies.

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

#### Police Services Fund

The Police Services Fund provides for the primary activities of Police Services, which include programs for the prevention, detection, and suppression of crime, identification and apprehension of offenders, and the enforcement of state criminal laws, traffic laws, and applicable County ordinances. Police Services includes the following sections:

**The Uniform Division** - The Uniform Division accounts for the greatest allocation of police resources and is the primary delivery system of police services for the citizens and businesses in DeKalb County. Through strategic patrol car allocation, the Patrol section deploys field units in the various areas of the County and during the hours of the day that enable a rapid response to citizens' requests for police services as well as provide for optimum patrol coverage for the prevention and suppression of crime and disorder.

**The Special Operations Division** – Among this division's functions are: traffic functions, the Bomb Squad, Aerial Support (which is funded from the General Fund – see above), and Park Patrol.

**The Criminal Investigations Division**- The Criminal Investigations section performs the investigative function of the department. Among its functions are Major Felony, Theft, Auto Theft, Crime Scene, and Gangs.

**The Support Services Division** – this division includes the Academy, the Firing Range, Permits, and Central Records.

**PROGRAM DESCRIPTION (continued)**

DeKalb Emergency Management Agency/Homeland Security (DEMA) – coordinates the response of local agencies ensuring the most appropriate resources are dispatched to the impacted areas in a time of a disaster. Through

**Police Services Fund**

various programs DEMA works with local governments, volunteer organizations and the private sector to develop and teach disaster preparedness plans, mitigation activities and provide training and exercise evaluations.

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

**Emergency Telephone Fund (E911)**

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

**PERFORMANCE INDICATORS**

	TARGET	2011	2012	2013
POLICE SERVICES				
SVC CALLS PER PATROL OFFICER	NOT > 315			
CASES INVESTIGATED / DETECTIVE	NOT > 105	1,123	2,024	1,707
TOTAL CITATIONS ISSUED	NA	395	332	599
VACANCY RATE OF SWORN POLICE PERSONNEL	NOT > 5%	226,986	225,587	211,295
		6%	9%	14%

**ACTIVITY MEASURES**

	Actual 2011	Actual 2012	Actual 2013	Estimated 2014
<b>Part I Crimes</b>				
Homicide	68	81	62	64
Aggravated Assault	650	690	589	590
Robbery - Pedestrian	1,346	1,446	1,525	1,555
Robbery - Business	242	216	233	230
Robbery - Residential	237	248	192	200
Rape or Attempt	186	164	127	129
Burglary - Residential	9,075	8,143	7,985	8,089
Burglary - Business	1,346	1,330	1,219	1,245
Burglary - Other	4	-	-	-
Auto Theft	4,344	4,859	3,999	4,000
Entering Autos	4,205	4,659	5,096	5,256
<b>Animal Control:</b>				
Calls Answered	21,774	15,836	23,951	15,000
Total Cases	19,948	14,642	21,942	13,000
Citations Issued	778	990	855	872
Animals Handled	7,777	7,766	7,244	7,224
Animals Adopted/Rescued	2,353	2,060	4,282	-
Animals Euthanized	3,871	3,101	1,934	-
Animals Quarantined	378	533	415	-
<b>Background &amp; Recruitment:</b>				
Applicants Referred	789	986	1,471	1,200
Interviews Conducted	437	360	521	410
Computer Voice Stress Analysis	175	178	270	205

## ACTIVITY MEASURES

	Actual 2011	Actual 2012	Actual 2013	Estimated 2014
<b>Criminal Investigations Division:</b>				
Cases Cleared	36,687	44,141	43,110	44,200
Arrests	5,327	5,415	3,360	3,600
U.S. Currency Seized	\$1,234,414	\$7,349,505	\$921,578	\$1,000,000
Drug Seizure Street Value	\$35,367,615	\$59,201,780	\$55,290,784	\$52,000,000
Citations Issued	527	34	100	550
<b>Evidence Collection:</b>				
Field Responses	1,364	1,418	1,288	1,350
<b>Homeland Security:</b>				
Bomb/ Chemical Threats	23	25	28	30
Cases Handled	149	158	120	145
Total Outcomes	287	281	175	215
<b>Permits/Taxi &amp; Wrecker</b>				
Citations Issued	213	257	162	162
Taxicab/Wrecker Inspections	1,592	1,697	1,400	1,300
Business Investigations	1,172	954	689	500
Permits Issued	8,855	8,453	8,472	8,000
Misc Fingerprint Cards	2,164	1,736	1,256	1,256
Pistol Applications Processed	3,921	4,150	5,326	6,225
Revenue Received	\$1,038,665	\$1,327,526	\$1,261,398	\$1,043,532
<b>Records:</b>				
Incident Reports Processed	133,232	118,805	96,811	89,000
Georgia Crime Informaiton Center (GCIC) Messages Processed	117,620	110,880	116,400	107,000
Mail and Finance Documents	19,576	24,844	15,738	14,500
Revenue, Sale of Records	\$311,327	\$268,777	\$354,843	\$325,000
<b>Special Operations Division:</b>				
Arrests	6,175	5,101	3,943	4,500
Citations Issued	54,409	58,853	48,227	60,000
K9 Unit - Currency Seizures	\$1,615,420	\$1,077,889	\$2,989,654	\$1,200,000
K9 Unit - Drug Seizures (Street Value)	\$21,687,890	\$6,070,056	\$31,292,735	\$5,000,000
Aerial Support - Calls	1,905	2,687	2,798	3,000
Aerial Support - Flight Hours	213	266	372	400
Bomb Unit - Call Outs/Special Details	63	53	58	60
Bomb Unit - Device Found	21	27	4	10
Accidents	20,925	28,004	29,378	26,000
Fatal Accidents	50	69	59	58
<b>Training Division:</b>				
Firearms Training - Hours	12,645	12,715	12,500	20,000
Peace Officer Standards & Training (P.O.S.T.) Hours Provided	49,928	48,312	52,111	55,000
Students	8,575	16,473	11,059	12,500
Number of Training Academies	2	2	1	4
Number Entering Academy	83	73	84	160
Academy Graduates	63	23	26	140
Abbreviated Academy - P.O.S.T. Cert.	3	-	3	8

## ACTIVITY MEASURES

	Actual 2011	Actual 2012	Actual 2013	Estimated 2014
<b>Uniform:</b>				
Total Calls Handled	959,690	868,676	748,669	750,000
Citations Issued	199,660	151,325	112,292	137,000
Arrests	48,660	42,572	33,489	35,000

**MAJOR ACCOMPLISHMENTS IN 2013****Enhance Public Safety**

On April 1, 2013, the DeKalb County Police Department swore in a new Chief of Police. Prior to April 1, 2013, the Department was under the control of an acting Chief of Police and a Public Safety Director. The Director resigned and the Director's office was abolished.

**Ensure Efficient Operations**

In 2013 the Department has undergone restructuring in several areas. Manpower was reallocated to place more officers in the Uniform Division. The Internal Affairs Unit Command structure was streamlined to have more direct access to the Chief's Office. A summer-long Intelligence Led Policing initiative began to target repeat offenders. Animal Control was moved out of the organizational control of the Police Department and now reports to the Chief Operating Officer. Police officers positions are now able to be filled as they become vacant. South Precinct operations were moved to a new state of the art facility.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY****Enhance Public Safety**

To identify and apply for grants in order to provide needed equipment to the department.

To hire 160 new officers (also addresses county priorities – Facilitate Jobs & Economic Development, Develop & Maintain Sustainable Neighborhoods & Communities, Ensure Efficient Operations and Invest in Employees).

**Ensure Efficient Operations**

To increase social media presence and add additional staffing to the PIO position.

To continue to maintain our vehicle fleet and replace the aging vehicles with newer and safer vehicles.

**Invest in Employees**

To establish a take home vehicle program that will increase visibility in the County and boost employee morale.

To institute an educational reimbursement program for employees.

To provide a 4% increase in pay to all sworn personnel.

**MAJOR BUDGETARY IMPACTS****Previous****2010****General Fund:**

\$3,5542,594 was approved for the basic operating budget. This included \$4.8 million for the fourth of five lease payments for the upgraded digital radio communications system and included credits from interfunds to other departments of \$11.5 million for County-wide communications services and administrative services. Full year funding was budgeted for the Director of Public Safety and one staff, and the 7 Animal Control Officers added in 2009. The 2010 Budget transferred 2 positions (1 Major, 1 Police Officer Master) from Police Support in the General Fund to Police Services in the Special Tax District – Designated Services Fund, and 2 positions (1 Lieutenant, 1 Major) to Police Support from Police Services in the Special Tax District – Designated Services Fund.

Also in 2010, 12 employees accepted the Early Retirement Option (ERO) program and the BOC abolished 7 vacant positions due to the ERO program.

**Special Tax District – Designated Services Fund:**

\$101,448,221 was approved for the basic operating budget. \$371,000 was funded for matching funds for miscellaneous grants. The resumption of the County's vehicle replacement program for 2010 was only partial and continues to present a challenge to Police Services in managing available vehicle resources. The 2010 Budget transferred 2 positions (1 Major, 1 Police Officer Master) from Police Support in the General Fund to Police Services in the Special Tax District – Designated Services Fund, 2 positions (1 Lieutenant, 1 Major) to Police Support from Police Services in the Special Tax District – Designated Services Fund, and 1 Police Captain position from the E911 Fund to Police Services in the Special Tax District – Designated Services Fund.

Also in 2010, 68 employees accepted the Early Retirement Option (ERO) program and the BOC abolished 22 vacant positions due to the ERO program.

**Special Tax District – Unincorporated Fund:**

\$1,871,350 was approved for the basic operating budget.

Also in 2010, 5 employees accepted the Early Retirement Option (ERO) program and the BOC abolished 1 vacant position due to the ERO program.

**2011****General Fund:**

\$4,461,902 was approved for the basic operating budget. This included \$4.8 million for the fifth and final lease/purchase payment for the upgraded digital radio communications system and included credits from interfunds to other departments of \$11.1 million for County-wide communications services and administrative services. The adopted budget included a reduction of \$208,133 from the recommended budget.

**Special Tax District – Designated Services Fund/Police Services Fund:**

\$102,235,091 is approved for the basic operating budget. \$385,000 is funded for matching funds for miscellaneous grants. The partial resumption of the vehicle replacement program funds the replacement of 135 patrol cars. The adopted budget includes a reduction of \$4,768,920 from the recommended budget.

A new fund, the Police Services Fund, was established at Mid-Year 2011. All Police Services funding from the Special Tax District – Designated Services Fund was moved to the Police Services Fund. All funding, personnel, and vehicles involved in Police Services were transferred to the new fund by September, 2011 general ledger close.

**Special Tax District – Unincorporated Fund:**

\$1,818,367 was approved for the basic operating budget. The adopted budget included a reduction of \$84,821 from the recommended budget. This appropriation was transferred to the Planning & Sustainability department (while remaining in the same fund) in the 2011 Mid-Year Budget Adjustments, as part of the Planning & Sustainability reorganization.

**2012****General Fund:**

\$4,310,162 was approved for the basic operating budget. This included credits from interfunds to other departments of \$6.5 million for County-wide communications services and administrative services.

**MAJOR BUDGETARY IMPACTS – 2012 (continued)****Police Services Fund:**

\$110,799,901 was approved for the basic operating budget. This amount included non-operational funding of \$10,065,244 consisting chiefly of Reserves (\$6.7 million) and Pensioners' Insurance (\$3.2 million). \$356,800 was funded for matching funds for miscellaneous grants. The partial resumption of the vehicle replacement program funded the replacement of 83 patrol cars.

**2013****General Fund:**

\$4,940,547 was approved for the basic operating budget. This included credits from interfunds to other departments of \$5.6 million for County-wide communications services and administrative services. The 2013 Budget also abolished the position of Director of Public Safety and defunded the Director's Office cost center.

**Police Services Fund:**

\$94,237,159 was approved for the basic operating budget. \$415,000 was funded for matching funds for miscellaneous grants. The partial resumption of the vehicle replacement program funds the replacement of 58 patrol cars. Non-operational funding for Reserves, Pensioners' Insurance, and General Fund overhead charges are now accounted for in the Non-Departmental cost center for the Police Services Fund (see the Non-Departmental section). One Police Officer position was also abolished.

**2014****General Fund:**

\$5,597,694 is approved for the basic operating budget.

**Police Services Fund:**

\$98,928,582 is approved for the basic operating budget.

**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.

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Administrative Services	\$2,490,899	\$2,464,324	\$2,660,459	\$2,660,459
Animal Control	3,356,761	3,456,549	3,622,621	3,622,621
Assistant Director	1,228,571	1,235,869	2,014,961	2,014,961
Code Enforcement	2,000	1,000	0	0
Communications	4,294,876	4,046,677	4,391,271	4,391,271
Crime Scene	684,879	595,259	646,154	646,154
Criminal Investigation Division	16,307,075	14,495,521	15,823,648	15,823,648
Crossing Guards	(420)	(540)	0	0
Directors Office	259,051	142,087	0	0
Firing Range	127,538	172,613	409,509	409,509
Homeland Security	873,507	835,852	789,946	789,946
Intelligence / Permits	935,636	1,623,277	867,483	867,483
Interfund Support – General	(6,552,252)	(5,138,100)	(5,486,166)	(5,486,166)
Interfund Support - Police Services	5,960,364	4,773,964	5,268,552	5,268,552
Internal Affairs	1,072,418	1,093,757	908,237	908,237
Precincts	357,166	209,840	124,971	124,971
Records	1,303,984	1,382,044	1,379,771	1,379,771
Recruiting & Background	714,747	689,713	699,293	699,293
Rescue Services	133,404	0	0	0
Service Support	637,848	874,031	1,340,493	1,340,493
Special Operations Division	8,917,045	8,791,402	8,993,229	8,993,229
Telecommunications	1,354	(445)	0	0
Training	1,542,307	1,780,968	2,688,063	2,688,063
Uniform Division	52,227,318	51,394,855	57,383,781	57,383,781
	<b>\$96,876,075</b>	<b>\$94,920,516</b>	<b>\$104,526,276</b>	<b>\$104,526,276</b>

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$79,302,195	\$76,726,666	\$78,498,565	\$78,498,565
Purchased / Contracted Services	8,060,365	7,599,564	8,808,207	8,808,207
Supplies	1,055,922	1,705,790	5,714,090	5,714,090
Capital Outlays	75,913	31,979	77,664	77,664
Interfund / Interdepartmental	8,135,090	8,635,658	10,962,750	10,962,750
Other Costs	133,404	11,589	465,000	465,000
Other Financing Uses	113,186	209,270	0	0
	<b>\$96,876,075</b>	<b>\$94,920,516</b>	<b>\$104,526,276</b>	<b>\$104,526,276</b>

**POLICE SERVICES**

**FUNCTION: PUBLIC SAFETY**

<b>FUNDING SOURCES</b>			
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
General Fund	\$4,111,211	\$5,143,085	\$5,597,694
Special Tax District - Designated Services	(106,161)	(221,958)	0
Special Tax District - Unincorporated	2,000	1,000	0
Police Services	92,869,025	89,998,390	98,928,582
	<u>\$96,876,075</u>	<u>\$94,920,516</u>	<u>\$104,526,276</u>

Note: Activity in the Special Tax District – Designated Services Fund and the Special Tax District – Unincorporated Fund are of a vestigial transaction nature and do not reflect continuing operations in those funds.

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Directors Office</b>				
Deputy COO Public Safety	AN	0	1	1
Director Public Safety	AM	1	0	0
Police Lieutenant	31	2	0	0
Administrative Assistant II	23	1	0	0
FULL TIME Subtotal		4	1	1
<b>Administrative Services</b>				
Planning and Research Manager	31	1	1	1
Fiscal Management Officer	30	1	1	1
Police Sergeant	29	2	2	2
Police Officer, Master	28	2	2	2
Grants Coordinator	26	1	1	1
Payroll Personnel Supervisor	24	1	1	1
Supply Supervisor	24	1	1	1
Custodian Supervisor	21	1	1	1
Payroll Personnel Tech Sr	21	6	5	5
Print Shop Coordinator	21	1	1	1
Requisition Technician	21	3	3	3
Supply Coordinator	21	2	2	2
Payroll Personnel Technician	19	0	1	1
Custodian Senior	18	2	2	2
FULL TIME Subtotal		24	24	24
<b>Assistant Director</b>				
Administrative Assistant II	23	0	1	1
FULL TIME Subtotal		0	1	1
<b>Animal Control</b>				
Animal Control Director	32	1	1	1
Police Sergeant	29	1	1	1
Police Officer, Master	28	1	1	1
Animal Control Supervisor	26	3	3	3
Police Officer	26	0	1	0
Administrative Assistant II	23	1	1	1
Animal Control Officer Master	21	8	9	8
Animal Control Officer Senior	20	7	4	4
Animal Adoption/Rescue Coord	19	2	2	1
Animal Control Officer	19	13	14	11
Office Assistant Senior	19	7	7	7
FULL TIME Subtotal		44	44	38



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

COST CENTER / POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2012	2013	2014
<b>Records</b>				
Police Lieutenant	31	1	1	1
Police Sergeant	29	0	1	1
Central Records Assistant Mgr	26	2	2	2
Central Records Supervisor	25	3	3	3
Training Specialist	25	1	1	1
Administrative Assistant II	23	0	0	1
Administrative Assistant I	21	1	1	1
Investigative Aide, Senior	21	0	1	1
Central Records Clerk, Sr.	20	15	15	15
Central Records Clerk	19	18	18	18
FULL TIME Subtotal		41	43	44
<b>Assistant Director</b>				
Police Chief	AK	1	1	1
Police Major	33	1	1	1
Police Captain	32	0	3	3
Police Sergeant	29	0	2	2
Police Officer, Master	28	0	2	2
Public Information Officer	28	1	1	1
Administrative Assistant II	23	2	2	1
FULL TIME Subtotal		5	12	11
<b>Internal Affairs</b>				
Police Major	33	1	0	0
Police Captain	32	1	0	0
Police Lieutenant	31	2	1	1
Police Sergeant	29	3	2	2
Police Officer, Master	28	8	7	7
Police Officer	26	0	1	1
Administrative Assistant II	23	1	0	0
Investigative Aide, Senior	21	4	4	4
FULL TIME Subtotal		20	15	15
<b>Criminal Investigation Division</b>				
Assistant Police Chief	AE	1	1	1
Police Major	33	0	2	2
Police Captain	32	3	4	4
Police Lieutenant	31	13	8	8
Police Sergeant	29	28	21	21
Police Officer, Master	28	134	98	98
Police Officer	26	5	11	11
Pawn Detail Coordinator	25	1	0	0
Administrative Assistant II	23	2	2	2
Investigative Aide, Senior	21	18	12	12
Office Assistant Senior	19	1	1	1
FULL TIME Subtotal		206	160	160

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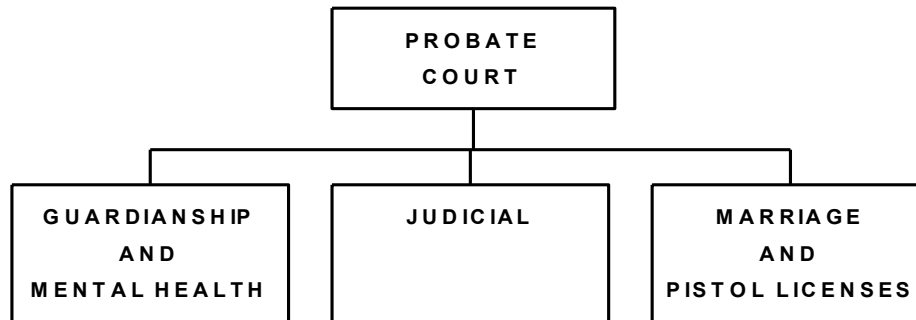
(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER / POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2012	2013	2014
<b>Special Operations Unit</b>				
Assistant Police Chief	AE	1	1	1
Police Major	33	1	0	0
Police Captain	32	1	1	1
Police Lieutenant	31	4	4	4
Police Sergeant	29	13	14	14
Police Officer, Master	28	80	75	75
Police Officer, Senior	27	2	0	0
Police Officer	26	2	2	2
Administrative Assistant II	23	2	2	2
Administrative Assistant I	21	1	1	1
Property & Evidence Tech Sr	21	1	1	1
FULL TIME Subtotal		108	101	101
<b>Training</b>				
Police Captain	32	1	1	1
Police Lieutenant	31	1	1	1
Police Sergeant	29	3	4	4
Police Officer, Master	28	10	12	12
Administrative Assistant II	23	2	2	2
FULL TIME Subtotal		17	20	20
<b>Uniform Division</b>				
Assistant Police Chief	AE	2	2	2
Police Major	33	7	6	6
Police Captain	32	11	7	7
Police Lieutenant	31	36	41	41
Police Sergeant	29	93	91	91
Police Officer, Master	28	358	344	344
Police Officer, Senior	27	75	97	97
Police Officer	26	171	176	177
Pawn Detail Coordinator	25	0	1	1
Administrative Assistant II	23	7	8	8
Public Education Specialist	23	5	5	5
Cadet	21	1	2	2
Investigative Aide, Senior	21	8	12	12
Investigative Aide	19	1	1	1
Office Assistant Senior	19	1	0	0
FULL TIME Subtotal		776	793	794
<b>Intelligence / Permits</b>				
Police Major	33	0	1	1
Police Captain	32	0	1	1
Police Lieutenant	31	1	3	3
Police Sergeant	29	2	7	7
Police Officer, Master	28	6	22	22
Police Officer, Senior	27	0	1	1
Police Officer	26	1	2	2
Investigative Aide, Senior	21	0	1	1
Office Assistant Senior	19	1	1	1
Office Assistant	18	1	1	1
FULL TIME Subtotal		12	40	40

<b>AUTHORIZED POSITION LIST BY COST CENTER</b>
--

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2012	2013	2014
<b>Recruiting &amp; Background</b>				
Police Lieutenant	31	1	1	1
Police Sergeant	29	1	1	1
Police Officer, Master	28	7	8	8
Investigative Aide, Senior	21	2	2	2
Investigative Aide	19	1	1	1
FULL TIME Subtotal		12	13	13
<b>Homeland Security</b>				
Police Lieutenant	31	1	1	1
Police Sergeant	29	2	2	2
Police Officer, Master	28	4	4	4
Emergency Mgmt Specialist	23	1	1	1
Office Assistant Senior	19	0	1	1
FULL TIME Subtotal		8	9	9
<b>Crime Scene</b>				
Police Lieutenant	31	1	1	1
Crime Scene Invest Shift Supv	26	4	4	4
Crime Scene Investigator Mastr	25	1	1	1
Latent Fingerprint Examiner Sr	24	1	2	2
Crime Scene Investigator	23	12	12	12
Latent Fingerprint Examiner	22	2	1	1
FULL TIME Subtotal		21	21	21
<b>FULL TIME Total</b>		1,298	1,297	1,292
<b>ALL POSITIONS Total</b>		1,298	1,297	1,292



**MISSION STATEMENT**

The mission of the Probate Court is to serve the citizens of DeKalb County while enforcing the law.

**PROGRAM DESCRIPTION**

The Judge of the Probate Court is elected by popular vote for a term of 4 years. The Probate Court has jurisdiction of estates in DeKalb County. This includes the probate of wills, the appointment of administrators, the granting of years of support, the appointment of guardians/conservators of both minors and incapacitated adults, and hearing disputes in any of these areas. Further, the Probate Court's jurisdiction includes the holding of civil commitment hearings to determine if a patient should remain involuntarily hospitalized. The DeKalb Probate Court holds these hearings for approximately 35 other counties. All marriage licenses and pistol licenses are issued and recorded by this office. The Probate Court has other miscellaneous functions which include the issuance of fireworks permits, certificates of residency, veteran licenses, and peddlers' licenses.

**ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
Wills probated, petitions filed, administrations & guardianships	11,860	10,218	11,813	11,637
Emergency hospitalization orders	342	326	301	292
Retardation hearings	0	0	14	19
Marriage licenses	4,874	4,548	4,301	4,286
Marriage license certified copies	9,120	9,366	9,349	8,808
Annual returns audited	861	808	838	820
First time pistol licenses	2,821	3,337	3,908	4,612
Renewal pistol licenses	919	933	1,568	1,524
Commitment Hearings	213	234	267	252
Continued habitation	0	1	0	0

**MAJOR ACCOMPLISHMENTS IN 2013**

**Enhance Public Safety**

By appointing guardians and conservators, we strived to protect vulnerable citizens from physical and financial abuse.

**Ensure Efficient Operations**

Continued to have the Probate Clinic twice a month with the volunteer lawyers from Legal Aid.

By working with county and independent auditors, we strived to ensure efficient operations and fiscal integrity.

**PROBATE COURT**

**FUNCTION: CIVIL & CRIMINAL COURTS**

**MAJOR ACCOMPLISHMENTS IN 2013 (CONTINUED)**

**Ensure Fiscal Integrity**

By working with county and independent auditors, we strived to ensure efficient operations and fiscal integrity.

**Invest in Employees**

We provided employees with the education, training, and support necessary to facilitate the Court's mission.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Enhance Public Safety**

To continue to appoint guardians and conservators, and strive to protect vulnerable citizens from physical and financial abuse.

**Ensure Efficient Operations**

Met with Chief Information Officer about the implementation of a new case management system (Agile).

**MAJOR BUDGETARY IMPACTS**

**Previous**

There were no significant budgetary changes in 2008 and 2009. In 2010, \$1,685,154 was approved for the basic operating budget. The BOC restored \$255,032 to this budget as part of the amendment process. In 2010, 4 Full-time employees accepted the Early Retirement Option Program and the BOC did not abolish the vacant positions due to the ERO program. In 2011, \$1,470,263 was approved for the basic operating budget. As part of the 2011 mid-year budget adjustments, the BOC increased this budget by \$144,000. In 2012, \$1,593,064 was approved for basic operating expenses. The adopted budget for 2013 was \$1,577,720 (a decrease of 1.0% under 2012).

**2014**

In 2014, \$1,464,924 is approved for basic operating expenses. The budget includes funding (\$8,404) for replacement of scanner, computer, software, and two printers.

**Future**

No significant budgetary impact is anticipated.

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Probate Court	\$1,557,182	\$1,525,179	\$1,464,924	\$1,464,924
	\$1,557,182	\$1,525,179	\$1,464,924	\$1,464,924

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$1,466,140	\$1,429,260	\$1,354,497	\$1,354,497
Purchased / Contracted Services	65,746	69,484	73,823	73,823
Supplies	20,372	19,503	23,300	23,300
Capital Outlays	0	0	6,304	6,304
Other Costs	4,925	6,932	7,000	7,000
	\$1,557,182	\$1,525,179	\$1,464,924	\$1,464,924

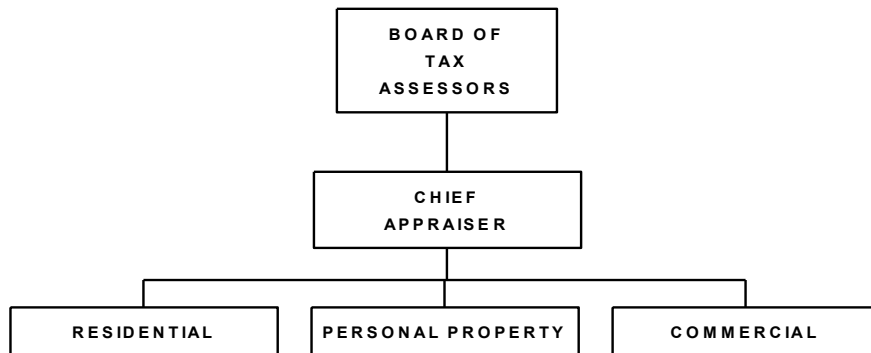
<b>FUNDING SOURCES</b>			
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
General Fund	\$1,557,182	\$1,525,179	\$1,464,924
	\$1,557,182	\$1,525,179	\$1,464,924

**PROBATE COURT****FUNCTION: CIVIL & CRIMINAL COURTS****AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2012	2013	2014
<b>Probate Court</b>				
Associate Judge	AI	1	1	1
Attorney IV	33	1	1	1
Administrative Operations Mgr	28	1	1	1
User Liaison Coordinator	26	1	1	1
Administrative Coordinator	25	4	4	4
Administrative Assistant II	23	1	1	1
Probate Technician Principal	21	12	12	12
Probate Technician Senior	19	1	1	1
Probate Technician	18	2	2	2
Probate Judge		1	1	1
	\$144,469			
FULL TIME Subtotal		25	25	25
<b>FULL TIME Total</b>		25	25	25
<b>ALL POSITIONS Total</b>		25	25	25

## PROPERTY APPRAISAL & ASSESSMENT



### 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 2011	Actual 2012	Actual 2013	Estimated 2014
Taxable Real Estate Parcels	230,530	230,600	229,852	230,600
Exempt Real Estate Parcels	5,034	5,306	5,324	5,400
Public Utility Parcels	279	279	278	278
Taxable Personal Property	13,114	12,333	11,830	11,800
Taxable Personal Prop. Freeport Accts.	505	475	482	480
Exempt Personal Property Accounts	5,637	5,892	6,342	6,400
Real Estate Tax Returns Processed	8,125	15,255	2,148	2,000
Building Permits Processed	2,500	1,300	200	200
New Real Estate Parcels	953	100	162	70
Assessment Notices Mailed	103,927	46,076	227,371	228,000
Appeals Received	19,862	10,000	77,776	5,000
Appeals to Board of Equalization	10,000	6,000	4,000	2,500
Appeals to Superior Court	100	90	90	90
Total Real & Personal Property Digest (IN 000's)	\$21,018,860	\$21,000,000	\$21,086,933	\$21,508,671
Total Public Utility Digest (IN 000's)	\$377,203	\$377,000	\$380,229	\$387,833

## PROPERTY APPRAISAL & ASSESSMENT

### MAJOR ACCOMPLISHMENTS IN 2013

#### Develop and Maintain Sustainable Neighborhoods and Communities

Ensured accurate appraisals of the fair market value of all taxable real and personal property.

#### Ensure Fiscal Integrity

Produced a timely, equitable, and acceptable tax digest for 2013.

### MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY

#### Develop and Maintain Sustainable Neighborhoods and Communities

Maintain uniformity in assessed values.

#### Ensure Efficient Operations

Provide accurate data to perform appraisals through the use of technology.

#### Ensure Fiscal Integrity

Produce a timely, equitable, and acceptable tax digest for 2014.

### MAJOR BUDGETARY IMPACTS

#### Previous

The 2010 Budget transferred 2 positions (1 Network Coordinator; 1 User Liaison Coordinator) from Property Appraisal & Assessment to Information Systems. Also in 2010, 16 employees accepted the Early Retirement Option (ERO) program and the BOC abolished 10 vacant positions due to the ERO program.

In 2011, \$3,808,311 was approved for the operating budget. A Mid-Year amendment to the 2011 Budget resulted in a revised budget of \$4,039,665. In 2012, \$4,430,438 was approved for the operating budget. In 2013, \$4,427,264 is approved for the operating budget.

#### 2014

\$4,172,407 is approved for the operating budget. \$30,000 for an increase to the Board members pay was moved from Board Member Services and reserved in the department's budget until the approval of the new compensation level. Tablet computers (39) for field work-\$58,500 and Vehicles (15) for field work-\$14,250 were approved.

#### Future

Economic, budgetary, and legislative issues will continue to be challenges for the foreseeable future.

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

	Actual 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Property Appraisal & Assessment	\$4,178,260	\$4,190,507	\$4,172,407	\$4,172,407
	\$4,178,260	\$4,190,507	\$4,172,407	\$4,172,407

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

	Actual 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Personal Services and Benefits	\$3,754,982	\$3,735,159	\$3,649,590	\$3,649,590
Purchased / Contracted Services	388,118	403,955	436,067	436,067
Supplies	33,852	24,412	45,500	45,500
Capital Outlays	749	26,981	0	0
Interfund / Interdepartmental	559	0	11,250	11,250
Other Costs	0	0	30,000	30,000
	\$4,178,260	\$4,190,507	\$4,172,407	\$4,172,407

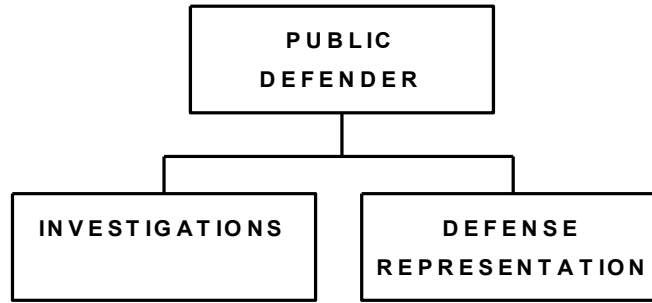


**PROPERTY APPRAISAL & ASSESSMENT**

FUNDING SOURCES			
	Actual 2012	Actual 2013	Budget 2014
General Fund	\$4,178,260	\$4,190,507	\$4,172,407
	\$4,178,260	\$4,190,507	\$4,172,407

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2012	2013	2014
<b>Property Appraisal&amp; Assessment</b>				
Chief Appraiser	AD	1	1	1
Deputy Chief Appraiser	30	3	3	3
Property Appraiser Supervisor	28	7	7	7
Property Quality Control Supv	27	1	1	1
Property Appraiser IV	26	14	13	13
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	11	11
Property Quality Control Coord	23	1	1	1
Administrative Assistant I	21	3	3	3
Property Appraiser II	21	5	9	9
Property Technician Sr	21	2	2	2
Office Assistant Senior	19	7	7	7
Property Appraiser I	19	8	4	4
FULL TIME Subtotal		66	66	66
<b>FULL TIME Total</b>		66	66	66
<b>ALL POSITIONS Total</b>		66	66	66



**MISSION STATEMENT**

The 6<sup>th</sup> Amendment to the United States Constitution guarantees that in all criminal cases, the accused has the right to an attorney. The DeKalb County Public Defender safeguards the Constitutional rights of all by providing and promoting quality legal representation. It is our mission to promote equal justice and fairness for all people in the judicial system. The Public Defender Office provides legal representation to those unable to afford an attorney in all criminal cases in DeKalb County.

**PROGRAM DESCRIPTION**

The Public Defender's Office was created in 1969 to comply with United States Supreme Court rulings requiring the provision of attorneys to persons charged in criminal cases. We provide this service in Superior Court, Juvenile Court, State Court, Magistrate Court, Recorder's Court, all Treatment Courts, all Diversion programs, and all Appellate Courts. On January 1, 2005, the Public Defender's Office became the Circuit Defender's Office for the Stone Mountain Judicial Circuit and came under the authority of the Georgia Public Defender Standards Council. The majority of our employees and at least 85% of our budget remains the responsibility of DeKalb County.

**ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
Felonies	5,780	5,851	5,995	5,000
Juvenile Delinquency	1,675	1,717	1,696	1,700
Misdemeanors	3,379	3,600	3,198	3,300
Felony Revocations	1,922	1,753	1,761	1,800
Misdemeanor Revocations	1,316	1,142	1,028	1,100
Juvenile Revocations	155	146	157	150
Recorders Court	1,094	2,059	1,962	2,000
Appeals	25	28	18	20
Miscellaneous, ex motions to withdraw pleas	153	142	159	160
<b>Total Cases</b>	<b>15,499</b>	<b>16,296</b>	<b>15,974</b>	<b>15,230</b>

**MAJOR ACCOMPLISHMENTS IN 2013**

**Enhance Public Safety**

Despite increasing caseloads, the major accomplishment for 2013 has been the continued delivery of high quality defense representation in the Courts and to the County.

We have partnered with other County departments to provide legal representation to clients involved with the many Diversion programs offered by the County. Examples of our involvement with new programs are the Anti-Recidivism Court Program in Recorder's Court.

**MAJOR ACCOMPLISHMENTS IN 2013 (CONTINUED)****Ensure Efficient Operations**

We are an extremely efficient office and closed 16,418 cases in 2012. This is more cases closed than any other Public Defender's Office in the State of Georgia.

We are collaborating with outside agencies that have different areas of expertise in order to enhance and improve the quality of representation we provide our clients.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY****Enhance Public Safety**

To continue to provide quality services while complying with Federal and State mandates and budget constraints from both the State and County.

To continue to be involved with developing programs to reduce recidivism rates and ultimately crime prevention.

**Ensure Efficient Operations**

To improve technology and work towards increased efficiency in managing our high workloads.

To have an operational website in order to improve communication with our clients and the public.

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

In 2007, 2008 and 2009 there were no significant budgetary changes. In 2010, seven employees accepted the Early Retirement Option. In 2011, the BOC restored \$436,870 to this budget as part of the amendment process. As part of the 2011 mid-year adjustment process, the BOC increased this budget by \$400,000. Also 2 positions, one Attorney and one Paralegal, were added to staff the third courtroom for Recorders Court. In 2012, \$7,247,868 was approved for basic operating expenses. In 2013, \$7,283,038 was approved for basic operating expenses.

**2014**

In 2014, \$6,955,884 is approved for basic operating expenses. Three new positions (Attorney I, Administrative Assistant, and Investigator) are approved for 2014. An Attorney III position is transferred from a grant funded position to general fund.

**Future**

Making the transition to a State sponsored indigent defense system may require hiring additional personnel and additional changes in current procedures.

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Public Defender	\$7,039,008	\$6,912,396	\$6,955,884	\$6,955,884
	\$7,039,008	\$6,912,396	\$6,955,884	\$6,955,884

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$6,795,792	\$6,637,102	\$6,610,926	\$6,610,926
Purchased / Contracted Services	135,615	162,945	186,893	186,893
Supplies	74,129	70,005	88,737	88,737
Capital Outlays	6,933	10,800	3,950	3,950
Interfund / Interdepartmental	26,540	31,545	65,378	65,378

**PUBLIC DEFENDER**

**FUNCTION: CIVIL & CRIMINAL COURTS**

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
	\$7,039,008	\$6,912,396	\$6,955,884	\$6,955,884

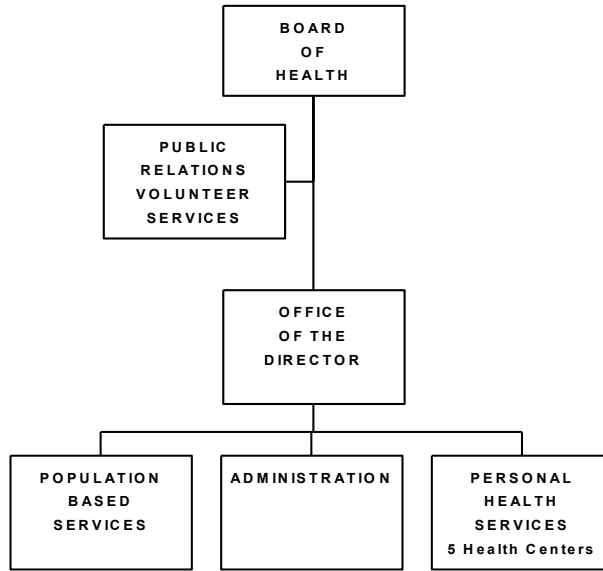
**FUNDING SOURCES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
General Fund	\$7,039,008	\$6,912,396	\$6,955,884
	\$7,039,008	\$6,912,396	\$6,955,884

**AUTHORIZED POSITION LIST BY COST CENTER**

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Public Defender</b>				
Public Defender	DF	1	1	1
Chief Asst. Public Defender	AH	1	1	1
Attorney IV	33	7	6	6
Attorney III	31	26	27	28
Attorney II	30	9	7	7
Attorney I	29	6	8	9
Chief Investigator	29	1	1	1
Legal Office Coordinator	28	1	1	1
Interpreter	25	1	1	1
Investigator Principal	25	10	11	12
Administrative Aide	23	4	4	4
Administrative Assistant II	23	0	0	1
Investigator Senior	23	3	4	4
Paralegal	23	1	1	1
Investigator	21	2	0	0
Office Assistant Senior	19	2	2	2
<b>FULL TIME Subtotal</b>		<b>75</b>	<b>75</b>	<b>79</b>
<b>FULL TIME Total</b>		<b>75</b>	<b>75</b>	<b>79</b>
<b>ALL POSITIONS Total</b>		<b>75</b>	<b>75</b>	<b>79</b>



**MISSION STATEMENT**

The mission of the Board of Health is to promote and protect health and provide quality preventative care. The prevention of disease, injury, disability, and premature death is the primary purpose of the DeKalb County Board of Health. We unite with individuals, families, and communities to serve the people who live, work, and play in DeKalb County.

**PROGRAM DESCRIPTION**

The DeKalb County Board of Health provides a wide range of public health services. With the completion of a recent organizational restructuring, the Board has three major functional units: the Office of the Director, Community Health and Prevention Services, and Administration. The Office of the Director oversees administrative, programmatic, clinical, and prevention services of the Board of Health. This division includes Emergency Preparedness, Marketing and Business Development, and Environmental Health. The Community Health and Prevention Services Division works to improve the health and well-being of the people who live, work, and play in DeKalb County. The division provides primary prevention services and primary care services at five community health centers. The Administrative Division provides general administrative support to the other operating units within the Board of Health, and serves as the business management arm of the Board. The Administration Division includes Finance, Human Resources, Internal Services, Information Technology, and Vital Records.

This budget includes the county's contribution for the operation and delivery of health care services to the citizens of DeKalb County.

**ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
Total Patient Encounters	241,370	232,671	232,158	235,400
Clinic Dental Visits	3,645	4,833	6,342	6,000
STD/HIV Services, Patients Served	13,084	8,047	12,882	11,338
Immunizations, Patients Served	36,123	36,763	37,985	36,957
WIC Average Monthly Caseload	27,235	26,886	26,915	27,012
Family Planning, Patients Served	3,280	5,608	8,058	5,649
Food Service Program	32,610	32,922	32,316	32,000
On-site Sewage Disposal	7,570	7,546	7,486	7,500
Rodent Control Baiting	5,224	5,035	5,118	4,800
Swimming Pool Activities	10,370	9,996	9,665	9,400

**PUBLIC HEALTH**

**FUNCTION: HEALTH & HUMAN SERVICES**

**ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
Body Crafting Establishments Inspected	250	244	228	225
Radon Testing	1,703	1,697	1,703	1,700
West Nile Virus, Number of Contacts	15,786	20,059	18,152	18,000

**MAJOR ACCOMPLISHMENTS IN 2013**

**Enhance Public Safety**

The Board of Health WIC Program served more than 27,520 participants per month.  
 Improved the surveillance/auditing of immunization status of students in DeKalb school systems.  
 Remained proactive in the area of health education for food safety, West Nile virus, swimming pool water quality and safety, indoor air quality, and on-site septic systems.  
 Administered the Behavioral Risk Factor Surveillance Survey and Youth Risk Behavior Survey.  
 Provided care for approximately 850 patients with HIV in the Ryan White Early Care Clinic.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Enhance Public Safety**

To maintain the WIC participation, increase physical activity and improve nutrition among DeKalb County residents.  
 To sustain and enhance prevention and healthcare services to decrease morbidity and mortality from infectious diseases and contribute to the wellness of those who live, work, and play in DeKalb County.  
 To decrease health disparities by improving awareness and delivery of DeKalb County Board of Health services.

**MAJOR BUDGETARY IMPACTS**

**Previous**

In 2010, one employee accepted the Early Retirement Option program and the BOC abolished one vacant position due to the ERO Program. Based on the agreement between the Board of Health and the County, this position was abolished and the funding for this position, in the amount of \$44,631, has been transferred to the County's Contribution to the Board of Health. The 2011 Adopted Budget of \$4,431,289 was a decrease relative to the 2010 Budget. In 2012, the Drug Testing Program was outsourced. This reduced the County's contribution to the Board of Health. The 2013 Adopted Budget of \$3,955,634 was a decrease relative to the 2012 Budget.

**2014**

The amount of \$3,955,634 is the approved operating budget. It is the county's subsidy for the county's fiscal year.

**Future**

Because of the current health care environment, the Board of Health will continue to formulate partnerships with primary care providers and managed care organizations.

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

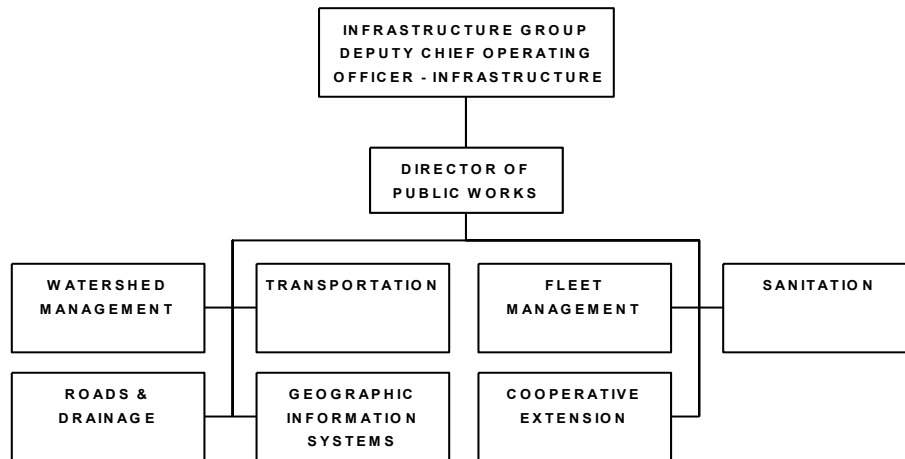
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Board Of Health - County Contribution	\$4,077,973	\$3,955,644	\$3,955,634	\$3,955,634
	<b>\$4,077,973</b>	<b>\$3,955,644</b>	<b>\$3,955,634</b>	<b>\$3,955,634</b>

**PUBLIC HEALTH****FUNCTION: HEALTH & HUMAN SERVICES****SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Purchased / Contracted Services	\$0	\$10	\$0	\$0
Other Costs	4,077,973	3,955,634	3,955,634	3,955,634
	<u>\$4,077,973</u>	<u>\$3,955,644</u>	<u>\$3,955,634</u>	<u>\$3,955,634</u>

**FUNDING SOURCES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
General Fund	\$4,077,973	\$3,955,644	\$3,955,634
	<u>\$4,077,973</u>	<u>\$3,955,644</u>	<u>\$3,955,634</u>



**MISSION STATEMENT**

The mission of the Public Works Director is to provide the citizens of DeKalb County with the highest quality of public works services at the lowest possible cost and in a timely manner. To provide leadership for the four divisions of the Public Works Department. To coordinate the department's activities with other county departments, other government agencies, elected officials, the Georgia DOT, Georgia EPD, US EPA and FHWA, and local municipalities.

**PROGRAM DESCRIPTION**

The office of the Public Works Director was established in 1985 to provide central management, supervision and direction for the four divisions which now constitute Public Works: Fleet Maintenance, Roads & Drainage, Sanitation, and Transportation. Effective 2009, this department is assigned to the Infrastructure Group, under the direction of the Deputy Chief Operating Officer for Infrastructure. In 2011, the Geographic information Systems Department and Cooperative Extension Services were assigned to this group.

**MAJOR ACCOMPLISHMENTS IN 2013**

**Ensure Efficient Operations**

- Maintained the county fleet at a 95% availability.
- Completed the upgrades to the LFG to Electricity Facility.
- Continued design and construction of transportation improvement projects.
- Continued to repair, replace and upgrade aging and failed storm water infrastructure throughout the County.
- Expanded the landfill gas collection system at Seminole Road Landfill.
- Completed the closure of Phase 2A at Seminole Road Landfill.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS AND STRATEGIC PLAN PRIORITY**

**Ensure Efficient Operations**

- Continue to provide the best quality service on limited budgets and with reduced numbers of employees.
- Continue to focus on providing improved service to the citizens of the County and customer departments.
- Consolidate services among the departments of the Infrastructure Group.
- Continue to develop technical and managerial skills and leadership abilities within the staff.

**MAJOR BUDGETARY IMPACTS**

**Previous**

2010 Budget focused to work on the design and construction of HOST Program and Infrastructure projects, and sanitation system improvements, it also evaluated the department operations and implemented organizational and operational improvements. In 2010, 1 employee accepted the Early Retirement Option Program and the BOC abolished 1 vacant position due to the ERO program. In 2011, the Land Development function was transferred to Public Works. There were no significant budgetary changes for 2012. In 2013, \$959,335 was appropriated for the basic operating budget.

**2014**

The approved amount for the basic operating budget is \$273,704. Land development funding has moved to the Development Fund. The transfer includes (9) positions – (1) Office Assistant, (1) Office Assistant Senior, (3) Dev Construction Inspector III, (2) Engineering Review Officer II, (1) Engineering Review Officer III, (1) Land Development Supervisor.



**PUBLIC WORKS DIRECTOR**

**FUNCTION: PLANNING & PUBLIC WORKS**

**Future**

No changes of significant budgetary impact are anticipated.

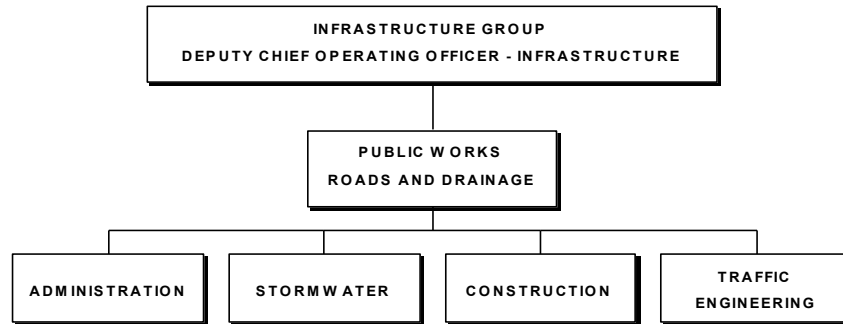
<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Public Works - Directors Office	\$297,026	\$332,470	\$273,704	\$273,704
Public Works - Land Development	634,795	550,492	0	0
	<u>\$931,822</u>	<u>\$882,962</u>	<u>\$273,704</u>	<u>\$273,704</u>

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$963,528	\$907,885	\$368,043	\$368,043
Purchased / Contracted Services	15,485	11,730	7,888	7,888
Supplies	4,710	6,540	430	430
Interfund / Interdepartmental	(51,902)	(43,193)	(102,657)	(102,657)
	<u>\$931,822</u>	<u>\$882,962</u>	<u>\$273,704</u>	<u>\$273,704</u>

<b>FUNDING SOURCES</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>	
General Fund	\$297,026	\$332,470	\$273,704	
Development	634,795	550,492	0	
	<u>\$931,822</u>	<u>\$882,962</u>	<u>\$273,704</u>	

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Public Works - Directors Office</b>				
Deputy COO Infrastructure	AL	1	0	0
Director Public Works	AL	0	1	1
Asst Director Public Works	AF	1	1	1
Administrative Coordinator	25	1	1	1
FULL TIME Subtotal		3	3	3
<b>Public Works - Land Development</b>				
Land Development Supervisor	30	1	1	0
Engineering Review Officer III	28	1	1	0
Engineering Review Officer II	26	2	2	0
Dev Construction Inspector III	25	3	3	0
Office Assistant Senior	19	1	1	0
Office Assistant	18	1	1	0
FULL TIME Subtotal		9	9	0
<b>FULL TIME Total</b>		<u>12</u>	<u>12</u>	<u>3</u>
<b>ALL POSITIONS Total</b>		<u>12</u>	<u>12</u>	<u>3</u>



**MISSION STATEMENT**

The mission of the Roads and Drainage Division is to maintain all County paved and unpaved roads, bridges and drainage structures, to maintain the County's storm water drainage system, to administer the citizen's drainage program, to obtain parcels, tracts of land and easements necessary to complete scheduled State and County construction projects, to perform needed repairs, maintenance and construction on paved and unpaved County roads, bridges, and drainage structures and to increase safety, and expedite the movement of traffic through a comprehensive traffic control program.

**PROGRAM DESCRIPTION**

The Roads and Drainage Division of the Public Works Department is responsible for performing all needed repairs, maintenance, construction and upgrades to the County's roadway system, including bridges, drainage structures, and traffic control devices. The Division is also responsible for the management of the County's Stormwater and Flood Programs. The Division's responsibilities are directed and controlled by the Assistant Director of Public Works Roads and Drainage with operations through four functional areas: Administration, Stormwater, Construction and Traffic Engineering. The Administrative Section controls and manages all operations of the Division, including the following: Board of Commissioners' agenda items, project lists and reporting, Georgia Department of Transportation Local Assistance Road Program (LARP) contracts, all State/Federal contracts, Stormwater Enterprise and Tax Fund revenue documents, personnel actions, roadway rating documents, project budgetary documents (Capital, Operating & Enterprise), municipality agreements, and communications with citizens, commissioners and other departments. The **Stormwater Section** is responsible for performing activities related to the Stormwater Program, state and federal environmental reporting including NPDES, and working with the state and federal government to buy out flood prone homes. The **Construction Section** is responsible for construction of new sidewalks and road projects; bridge maintenance and upgrades; and retention pond maintenance. The **Traffic Engineering Section** is responsible for maintaining and installing traffic signals and signs in DeKalb County. Effective 2009, this department is assigned to the Infrastructure Group, under the direction of the Deputy Chief Operating Officer for Infrastructure.

**PERFORMANCE INDICATORS**

	TARGET	2011	2012	2013
% OF STORMWATER DRAINAGE INDICATORS ACCOMPLISHED WITHIN PRESCRIBED TIME FRAME	75%	85%	90%	90%
% OF ROADS PAVED/REPAVED/ REPAIRED VS ROADS & DRAINAGE STANDARD TARGET	75%	75%	89%	50%

**PUBLIC WORKS - ROADS AND DRAINAGE****FUNCTION: PLANNING & PUBLIC WORKS****ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
Citizen Drainage Projects (linear feet)	220	0	185	203
Citizen Drainage Projects (Tons)	2,537	820	1,280	1,408
Retention Ponds Cleaned	654	421	438	450
Maintenance Complaints Received	4,238	4,562	3,187	3,500
Roads Resurfaced (miles by County)	14	40	7	12
Patching (Tons) County	21,000	27,584	22,930	23,000
Drainage Structures Built/Repaired	510	550	520	550

**MAJOR ACCOMPLISHMENTS IN 2013****Enhance Public Safety**

Paved 45 miles of County Roads; installed 13,900 linear feet of pipe; completed construction of 1,089 drainage structures; continued implementation of the Stormwater Utility User Fee with a collection rate of 98%.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY****Enhance Public Safety**

To implement the list of road maintenance, drainage, traffic engineering and construction projects approved for 2014. To meet 2014 goals and targets and implement new Oracle based work order asset management (WAM) system for projects. Continue implementation of the Stormwater Utility fee with special emphasis on refinement of Equivalent Residential Unit (ERU) calculations.

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

In 2009, the Stormwater Utility Fund reimbursed Public Works - Roads and Drainage a total of \$8,989,884 for costs related to the Stormwater Program; this includes 124 positions. One IS Field Service Specialist Sr. was transferred to Information Systems to create better efficiency per Executive Order 8-1.

In 2010, the Stormwater Utility Fund reimbursed Public Works - Roads and Drainage a total of \$10,246,785 for costs related to the Stormwater Program; this includes 116 positions.

In 2010, 58 employees accepted the Early Retirement Option Program and the BOC abolished 83 vacant positions due to the ERO program.

The 2011 budget included the transfer of 97 positions and the associated personnel costs from the Drainage Maintenance and Stormwater management cost centers to the Stormwater Utility Operating Fund. This transfer significantly reduced the reimbursement from the Stormwater Utility Operating Fund in 2011 to Roads and Drainage and will decrease the budget for Roads and Drainage in future years. In 2011, the Stormwater Utility Fund reimbursed Public Works - Roads and Drainage a total of \$3,974,692 for costs related to the Stormwater Program. This budget included a \$1,000,000 credit from the Water and Sewer Fund and a \$500,000 credit from Sanitation for imputed costs of utility cut damages to roadways and heavy truck wear and tear on roadways requiring resurfacing, with charge back to the Roads and Drainage Asphalt Maintenance cost center.

The 2012 budget reflected the full year impact of the reduction in the reimbursement from the Stormwater Utility Operating Fund to Roads and Drainage. In 2012, the reimbursement from Stormwater Utility to Roads and Drainage was \$4,000,000. This budget also included a \$1,250,000 credit from Water and Sewer and a \$750,000 credit from Sanitation for imputed costs of utility cut damages to roadways and heavy truck wear and tear on roadways requiring resurfacing, with charge back to the Roads and Drainage Asphalt Maintenance cost center.

The 2013 budget reflected the full year impact of the reduction in the reimbursement from the Stormwater Utility Operating Fund to Roads and Drainage. In 2013, the reimbursement from Stormwater Utility to Roads and Drainage was \$4,719,998. The budget included a \$1,250,000 credit from Water and Sewer and a \$750,000 credit from Sanitation for imputed costs of utility cut damages to roadways and heavy truck wear and tear on roadways requiring resurfacing, with charge back to the Roads and Drainage Asphalt Maintenance cost center.

**PUBLIC WORKS - ROADS AND DRAINAGE**

**FUNCTION: PLANNING & PUBLIC WORKS**

**2014**

The approved operating budget is \$9,693,631. The Road Maintenance cost center has increase to \$2,504,372 and includes an additional \$500,000 to fill potholes and pave streets.

**Future**

No significant changes are anticipated.

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Administration	\$422,259	\$414,254	\$537,772	\$537,772
Construction / Maintenance	4,741,872	5,882,103	4,815,602	4,815,602
Stormwater	(2,434)	11,422	0	0
Traffic	3,921,120	3,978,291	4,340,257	4,340,257
	<u>\$9,082,816</u>	<u>\$10,286,069</u>	<u>\$9,693,631</u>	<u>\$9,693,631</u>

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$8,918,855	\$8,341,450	\$7,612,612	\$7,612,612
Purchased / Contracted Services	573,180	542,135	326,988	326,988
Supplies	4,528,255	3,068,657	5,595,395	5,595,395
Capital Outlays	60	60	0	0
Interfund / Interdepartmental	(4,937,534)	(1,666,232)	(4,141,364)	(4,141,364)
Other Costs	0	0	300,000	300,000
	<u>\$9,082,816</u>	<u>\$10,286,069</u>	<u>\$9,693,631</u>	<u>\$9,693,631</u>

<b>FUNDING SOURCES</b>			
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
Special Tax District - Designated Services	\$9,082,816	\$10,286,069	\$9,693,631
	<u>\$9,082,816</u>	<u>\$10,286,069</u>	<u>\$9,693,631</u>

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Administration</b>				
Asst Director Roads & Drainage	AH	1	0	0
Assoc Dir PW Roads & Drainage	AF	0	2	2
Asst Director Public Works	AF	1	0	0
Operations Manager R&D	32	1	1	1
Flood Management Supervisor	30	1	1	1
Administrative Assistant II	23	3	3	3

**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		
		2012	2013	2014
FULL TIME Subtotal		7	7	7
<b>Maintenance</b>				
Administrative Services Mgr	31	1	1	1
General Foreman Public Works	26	1	1	1
Inventory Warehouse Supervisor	25	1	1	1
Crew Supervisor CDL	24	2	2	2
Supply Specialist Senior	24	0	1	1
Heavy Equipment Truck Mechanic	23	1	1	1
Administrative Assistant I	21	1	1	1
Equipment Operator Principal	21	1	1	1
Payroll Personnel Tech Sr	21	1	0	0
Requisition Technician	21	1	1	1
Services&Materials Coord R&D	21	1	0	0
Office Assistant Senior	19	3	3	3
Payroll Personnel Technician	19	0	1	1
Crew Worker Senior	18	3	3	3
Stockworker	18	1	1	1
FULL TIME Subtotal		18	18	18
<b>Road Maintenance</b>				
Engineering Supervisor	33	1	1	1
Operations Manager R&D	32	1	1	1
Road Maintenance Supt	29	1	0	0
Roads & Drainage Supt	29	0	1	1
General Foreman Public Works	26	2	2	2
Production Control Supervisor	26	1	1	1
Construction Inspector	25	2	2	2
Construction Supervisor	24	1	1	1
Crew Supervisor CDL	24	4	4	4
GIS Specialist II	24	1	1	2
Equipment Operator Principal	21	4	4	4
Dispatcher	19	0	1	1
Equipment Operator Senior	19	8	7	7
Crew Worker Senior	18	14	14	14
Equipment Operator	18	9	9	9
Crew Worker	16	9	9	9
FULL TIME Subtotal		58	58	59
<b>Support Services</b>				
Operations Manager R&D	32	1	1	1
Engineer, Principal	30	1	1	1
Engineer, Senior	29	1	1	1
Roads & Drainage Supt	29	1	1	1
General Foreman Public Works	26	1	0	0
Construction Supervisor	24	2	1	1

**PUBLIC WORKS - ROADS AND DRAINAGE**

**FUNCTION: PLANNING & PUBLIC WORKS**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2012	2013	2014
Crew Supervisor CDL	24	5	3	3
Engineering Technician Senior	24	1	1	1
Administrative Assistant I	21	1	1	1
Equipment Operator Principal	21	5	4	4
Mason Senior	21	1	1	1
Equipment Operator Senior	19	3	3	3
Mason	19	2	3	3
Crew Worker Senior	18	8	2	2
Equipment Operator	18	4	5	5
Crew Worker	16	1	1	1
FULL TIME Subtotal		38	29	29
<b>Traffic Operations</b>				
Dep Dir Traffic Engineering	AI	1	1	1
Traffic Engineering Manager	33	1	1	1
Engineer, Principal	30	1	1	1
Engineer, Senior	29	2	2	2
Engineering Technician Senior	24	5	5	5
Administrative Assistant I	21	1	1	1
FULL TIME Subtotal		11	11	11
<b>Speed Humps</b>				
Crew Supervisor CDL	24	1	1	1
Crew Worker Senior	18	2	2	2
FULL TIME Subtotal		3	3	3
<b>Signals</b>				
Roads & Drainage Supt	29	0	1	1
Traffic Signal Operations Supt	28	1	0	0
General Foreman Public Works	26	2	2	2
Traffic Signal Installer, Sr	23	5	6	6
Traffic Signal Tech, Sr	23	1	2	2
Traffic Signal Installer	21	2	1	1
Traffic Signal Tech	21	10	9	9
Asst Traffic Signal Inst, Sr	19	3	3	3
Asst Traffic Signal Installer	18	9	9	9
FULL TIME Subtotal		33	33	33
<b>Signs &amp; Paint</b>				
Roads & Drainage Supt	29	0	1	1
Traffic Signs/Markings Supt	28	1	0	0
Crew Supervisor CDL	24	2	2	2
Graphic Design Technician	23	2	2	2

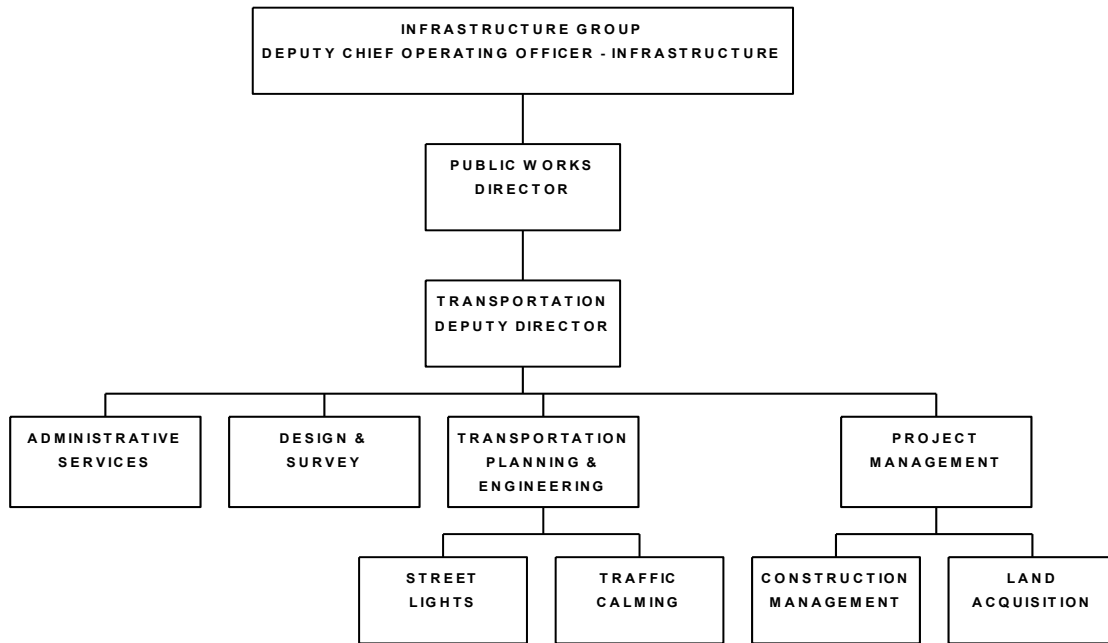
**PUBLIC WORKS - ROADS AND DRAINAGE**

**FUNCTION: PLANNING & PUBLIC WORKS**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2012</b>	<b>2013</b>	<b>2014</b>
Traffic Signs/Markings Inst Sr	19	2	2	2
Traffic Signs/Markings Inst	18	4	4	4
FULL TIME Subtotal		11	11	11
<b>Speed Humps</b>				
<b>FULL TIME Total</b>		182	173	174
<b>ALL POSITIONS Total</b>		182	173	174



**MISSION STATEMENT**

The mission of the Public Works Transportation Division is to improve the safety and efficiency of existing Transportation infrastructure and traffic safety for the benefit of the citizens of DeKalb County.

**PROGRAM DESCRIPTION**

The Transportation Division of the Public Works Department is responsible for the management of HOST projects, Georgia DOT projects, as well as major DeKalb County infrastructure projects in support of DeKalb County roadways and thoroughfares.

The Division has a Design and Survey section that is responsible for the development of internal construction projects. The Construction Section inspects the construction work of major utility companies, Georgia DOT projects, and other County-implemented projects.

The Land Acquisition section provides right-of-way easements for Community Development, Sanitation, Water and Sewer, Development and Georgia DOT projects. The Transportation Planning and Engineering Section is responsible for the timely and comprehensive support to the citizens of DeKalb County and the monitoring, study, evaluation, authorization, and installation of traffic control devices within DeKalb County right-of-ways. Effective 2009 this department is assigned to the Infrastructure Group, under the direction of the Deputy Chief Operating Officer for Infrastructure.

**PERFORMANCE INDICATORS**

	<b>TARGET</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
% Of Major Projects (\$25,000)				
Completed On Time	75%	75%	88%	75%
Completed Under Budget	75%	75%	94%	90%
% Completed Of Funded Sidewalks	95%	95%	75%	100%



**PUBLIC WORKS - TRANSPORTATION****FUNCTION: PLANNING & PUBLIC WORKS****ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
Road Design Projects Completed	37	11	4	6
Construction Projects Managed	65	18	6	9
Acquisitions	211	72	96	138
Land Acquisitions Condemnations	4	2	3	0
Traffic Counts	240	223	116	190
Miles of Sidewalks Constructed	2	6	1	2

**MAJOR ACCOMPLISHMENTS IN 2013****Enhance Public Safety**

Obtained off-system safety funds for North Druid Hills Road from GDOT.

**Facilitate Jobs & Economic Development**

Completed design and right-of-way acquisition for infrastructure improvements around Northlake Mall.  
Worked with GDOT to obtain additional funding for Key Road and Constitution Road bridge improvements.

**Invest in Employees**

Promoted professional certification and involvement in professional organizations.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY****Facilitate Jobs & Economic Development**

Continue partnerships with GDOT, ARC, MARTA, and Community Improvement Districts.

**Develop & Maintain Sustainable Neighborhoods & Communities**

Complete and adopt a new Comprehensive Transportation Plan.  
Promote the use of alternate modes of Transportation.

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

The 2007 Budget included \$33,400 for the lease purchase of two F-150 Pick Up vehicles for use by the Transportation Division's Construction Management Division. There were no significant budgetary changes for 2008. The 2009 budget included appropriations for highway and intersection lighting of \$561,000 and \$126,635 for interstate lighting maintenance contracts. In 2010 the Speed Hump fund reimbursed Public Works – Transportation a total of \$150,000. In 2011, the transfer of 3 positions and related costs totaling \$206,333 was made from the Traffic Calming cost center to the Speed Hump Fund. In 2012, funding for electricity in the amount of \$540,000 was moved to Facilities Management. The 2013 budget included a \$400,000 credit from Watershed for Department of Transportation inspection and surveying on water main GIS.

**2014**

In this budget, funding for highway and intersection electricity in the amount of \$1,167,000 has been moved from Facilities Management to Transportation. This budget no longer includes a \$400,000 credit from Watershed for DPW Transportation inspection of water main work and DPW Transportation surveying on water main GIS.

**Future**

Transportation's goal is to continue to seek funding for transportation projects through the State and Federal process and to maintain, operate, and meet deadlines in the department. To implement the list of HOST projects approved and funded.

**PUBLIC WORKS - TRANSPORTATION**

**FUNCTION: PLANNING & PUBLIC WORKS**

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Administrative Services	\$302,563	\$250,320	\$337,024	\$337,024
Construction Management	431,765	360,890	95,573	95,573
Design & Survey	(3,020)	(32,158)	427,019	427,019
Engineering Operations	27,564	44,263	1,457,000	1,457,000
Land Acquisition	194,246	198,579	197,459	197,459
Non-Classified	741	908	0	0
Signals	1,846	2,523	0	0
Signs & Paint	1,645	2,099	4,957	4,957
Traffic Calming	9,710	8,141	10,381	10,381
Traffic Engineering Administration	888,316	821,442	488,030	488,030
Traffic Lights	0	0	4,548	4,548
	<b>\$1,855,377</b>	<b>\$1,657,008</b>	<b>\$3,021,991</b>	<b>\$3,021,991</b>

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$1,964,959	\$1,796,648	\$1,397,428	\$1,397,428
Purchased / Contracted Services	196,375	102,196	373,319	373,319
Supplies	32,903	52,358	1,179,742	1,179,742
Capital Outlays	2,575	109	0	0
Interfund / Interdepartmental	(341,435)	(294,302)	71,502	71,502
	<b>\$1,855,377</b>	<b>\$1,657,008</b>	<b>\$3,021,991</b>	<b>\$3,021,991</b>

**FUNDING SOURCES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
Special Tax District - Designated Services	\$1,855,377	\$1,657,008	\$3,021,991
	<b>\$1,855,377</b>	<b>\$1,657,008</b>	<b>\$3,021,991</b>

**AUTHORIZED POSITION LIST BY COST CENTER**

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Administrative Services</b>				
Dep Dir Transportation Engrg	AI	1	0	0
Assoc Dir PW Transportation	AF	0	1	1
Administrative Assistant I	21	2	2	2
Requisition Technician	21	1	1	1
<b>FULL TIME Subtotal</b>		<b>4</b>	<b>4</b>	<b>4</b>
<b>Design &amp; Survey</b>				
Engineering Supervisor	33	1	1	1
Engineer, Senior	29	1	1	1
Chief Construction Inspector	28	1	1	1
Construction Inspector	25	2	2	2

**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		
		2012	2013	2014
Design Spec Transportation	25	1	1	1
Engineering Technician Senior	24	2	2	2
<b>FULL TIME Subtotal</b>		<b>8</b>	<b>8</b>	<b>8</b>
<b>Construction Management</b>				
Engineering Supervisor	33	1	1	1
Engineer, Principal	30	1	0	0
Engineer, Senior	29	1	1	0
Construction Inspector	25	1	1	1
<b>FULL TIME Subtotal</b>		<b>4</b>	<b>3</b>	<b>2</b>
<b>Land Acquisition</b>				
Public Works Outreach Special	23	1	1	1
Land Acquisition Specialist	21	2	2	2
<b>FULL TIME Subtotal</b>		<b>3</b>	<b>3</b>	<b>3</b>
<b>Traffic Engineering Administration</b>				
Engineering Supervisor	33	1	1	1
Engineer, Principal	30	2	2	2
Engineer, Senior	29	3	3	3
Construction Inspector	25	2	2	2
Engineering Technician Senior	24	2	2	2
<b>FULL TIME Subtotal</b>		<b>10</b>	<b>10</b>	<b>10</b>
<b>Streetlights</b>				
<b>FULL TIME Total</b>		<b>30</b>	<b>29</b>	<b>28</b>
<b>ALL POSITIONS Total</b>		<b>30</b>	<b>29</b>	<b>28</b>



**MISSION STATEMENT**

The Department of Purchasing and Contracting is the primary agency responsible for centralized procurement of goods and services for DeKalb County Government. Our mission is to obtain the very best value, products and services for each tax dollar spent, while providing the necessary services to assist other County departments in their day-to-day operations and services to the citizens of DeKalb County.

**PROGRAM DESCRIPTION**

The Department procures a variety of materials, supplies, services, and equipment; and performs many supportive services including: Issuance, Advertising and Analysis of Invitations to Bid, Request for Proposals, and Request for Information and Quotes; County Purchasing Card (P-Card) Program; countywide mail processing and County mail delivery; Contract Administration services related to two-party agreements, leases, bonds, and other legal documents; providing Oracle system training for all County personnel; live and on-line County surplus auctions; maintenance of a supplier/bidder's list; providing certification for and maintaining a list of certified minority owned, women owned, and local small business community at large through clinics, seminars, and conferences.

Effective 2011, this department is assigned to the Administrative Services Group, under the direction of the Deputy Chief Operating Officer.

**PERFORMANCE INDICATORS**

	TARGET	2011	2012	2013
% OF OPEN MARKET PURCHASE REQUISITIONS PROCESSED WITHIN 18 DAYS	75%	85%	85%	90%
% OF ITEMS ADVERTISED FOR BID WITHIN 2 WEEKS	75%	100%	85%	95%
% OF CONTRACTS PROCESSED FOR REVIEW WITHIN 4 WEEKS OF RECEIPT	70%	78%	90%	95%
% OF MAIL PROCESSED SAME DAY OF RECEIPT	85%	90%	90%	95%
% OF ANNUAL CONTRACTS PROCESSED PRIOR TO EXPIRATION	75%	90%	95%	100%
% OF CHANGE ORDERS PROCESSED				

## PURCHASING AND CONTRACTING

## FUNCTION: GENERAL GOVERNMENT

## PERFORMANCE INDICATORS

	TARGET	2011	2012	2013
WITHIN 5 DAYS	70%	70%	95%	100%
% OF 2 PARTY CONTRACTS EXECUTED WITHIN 30 DAYS AFTER AWARDED	80%	80%	85%	90%
% OF INVOICE PROBLEMS RESOLVED WITHIN 10 DAYS	75%	71%	85%	90%

## ACTIVITY MEASURES

	Actual 2011	Actual 2012	Actual 2013	Estimated 2014
<b>Purchasing</b>				
Invitations to Bid Processed	333	260	185	240
Purchase Requisitions Processed	7,589	8,500	9,000	9,570
Purchase Orders Issued	7,601	8,650	9,150	9,320
Mailings (Bids & RFP's)	9,746	7,800	8,870	9,680
Auction Sales Total	\$1,155,905	\$1,214,788	\$1,100,441	\$1,336,578
<b>Contracts</b>				
Construction Bid Packages approved	42	320	240	350
Action on contracts	560	193	184	312
Action on notices of award	71	29	21	40
Request for Proposals Issued	33	193	135	120
No. Agenda items prepared	90	216	200	169
<b>Central Services/Mail Room</b>				
Pieces of mail handled	1,891,412	668,161	705,156	1,088,243
Dollar amount of postage used	\$440,557	\$423,171	\$465,488	\$433,072
Number of copies made	116,382	114,562	115,689	115,544
<b>Administration</b>				
New Bidders Qualified	965	860	783	869
No. Blanket Contract items Entered	22,415	23,171	24,596	23,394
No. Bid openings	365	244	216	275
Enter line items in Oracle for annual contracts	5,493	5,653	5,781	5,643
No. help desk tickets resolved	984	995	975	985
<b>Contract Compliance</b>				
Small business meetings and conferences	288	315	295	299
Small disadvantage business registered	1,198	1,450	1,375	1,341

**MAJOR ACCOMPLISHMENTS IN 2013****Enhance Public Safety**

Provided awareness and training to staff on handling suspicious and hazardous mail.

Promoted safety awareness throughout the workplace.

**Facilitate Jobs & Economic Development**

Promoted First Source and HUB Section 3 ordinances.

Collaborated with other County departments, vendor community, and governmental entities.

**Developed & Maintain Sustainable Neighborhoods & Communities**

Facilitated a recycling program throughout the department in support of Keeping DeKalb Beautiful.

Facilitated successful live and online county surplus auctions.

**Ensure Efficient Operations**

Enhanced customer service with internal and external clientele.

Trained procurement staff on operational policies and procedures.

**Ensure Fiscal Integrity**

Increased P-Card usage to reduce time and cost of processing small dollar purchase orders.

Cross-trained staff to ensure effective and efficient operations.

**Invest in Employees**

Fostered National Institute of Government Procurement (NIGP) study groups for staff to promote and obtain national procurement certifications.

Administered employee appreciation functions to foster interaction, recognition and dissemination of information about County operations.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY****Develop & Maintain Sustainable Neighborhoods & Communities**

To collaborate with other local municipalities on cooperative purchasing agreements.

To implement surplus auctions to DeKalb County employees and citizens.

**Ensure Efficient Operations**

To execute on-line requests for quotations.

To implement the iSupplier and iSourcing Procurement Modules.

**Ensure Fiscal Integrity**

To upgrade P-card program.

To establish contract administration techniques.

**Invest in Employees**

To provide continuous on-the-job training.

To implement an incentive program.

**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.

**PURCHASING AND CONTRACTING**

**FUNCTION: GENERAL GOVERNMENT**

**MAJOR BUDGETARY IMPACTS (CONTINUED)**

In 2010, 14 employees accepted the Early Retirement Option (ERO) Program and the BOC abolished 5 vacant positions due to the ERO program. In February 2011, the Board of Commissioners reduced this budget by (\$277,983) as part of the amendment process. No significant changes occurred in this budget during 2012. In 2013, \$2,926,928 was appropriated for the basic operating budget.

**2014**

In 2014, \$2,644,716 is approved for the basic operating budget. The Adopted Budget includes funding for three previously vacant positions (Contract Compliance Officer, Contract Administrator, and Contract Compliance Assistant).

**Future**

The department plans to go under significant changes in late 2014 after review by an outside firm.

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Central Services	\$239,389	\$216,116	\$157,972	\$157,972
Contract Compliance	324,884	419,836	436,569	436,569
Contracts	613,476	563,681	836,948	836,948
General	748,128	721,276	480,138	480,138
Procurement	685,342	704,976	733,089	733,089
Purchasing - Fleet Maintenance	0	0	0	0
	<u>\$2,611,218</u>	<u>\$2,625,885</u>	<u>\$2,644,716</u>	<u>\$2,644,716</u>

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$2,441,616	\$2,369,801	\$2,425,859	\$2,425,859
Purchased / Contracted Services	57,497	124,050	139,522	139,522
Supplies	99,579	110,477	45,800	45,800
Capital Outlays	2,472	14,115	14,115	14,115
Interfund / Interdepartmental	10,054	7,564	19,420	19,420
	<u>\$2,611,218</u>	<u>\$2,626,007</u>	<u>\$2,644,716</u>	<u>\$2,644,716</u>

**FUNDING SOURCES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
General Fund	\$2,611,218	\$2,625,885	\$2,644,716
Public Works - Fleet Maintenance	0	122	0
	<u>\$2,611,218</u>	<u>\$2,626,007</u>	<u>\$2,644,716</u>

## PURCHASING AND CONTRACTING

## FUNCTION: GENERAL GOVERNMENT

## AUTHORIZED POSITION LIST BY COST CENTER

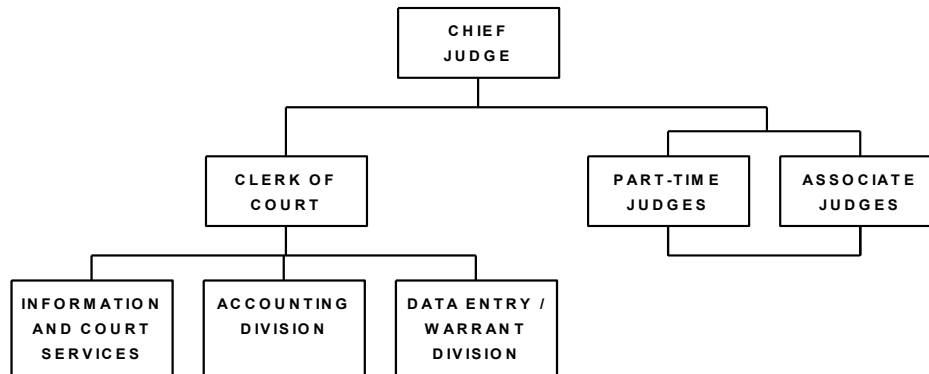
(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2012	2013	2014
<b>General</b>				
Dir Purchasing and Contracting	AL	1	1	1
Asst Dir Purchasing & Contract	AH	1	1	1
Consultant, Senior	AB	1	1	1
Deputy CPO Administrative Oper	29	1	1	1
Contract Administrator	28	1	1	1
Accountant	25	1	1	1
Administrative Coordinator	25	1	1	1
Supervisor Administrative Oper	25	1	1	1
Purchasing Assistant	22	2	2	2
Administrative Assistant I	21	1	1	1
FULL TIME Subtotal		11	11	11
<b>Central Services</b>				
Mail Room Clerk-Lead	17	1	1	1
Mail Room Clerk	16	4	4	4
FULL TIME Subtotal		5	5	5
<b>Contracts</b>				
Deputy CPO Contract Administra	32	1	1	1
Contract Administrator	28	11	11	11
Contract Assistant	22	5	5	5
FULL TIME Subtotal		17	17	17
<b>Contract Compliance</b>				
DeputyCPO Contract Compliance	31	1	1	1
Contract Compliance Officer Sr	26	5	5	5
Administrative Assistant I	21	1	1	1
Contract Compliance Assistant	19	1	1	1
FULL TIME Subtotal		8	8	8
<b>Procurement</b>				
Deputy CPO Purchasing	32	1	1	1
Senior Buyer	28	5	5	5
Buyer	25	2	2	2
Buyer Assistant	23	4	4	4
FULL TIME Subtotal		12	12	12
<b>FULL TIME Total</b>		53	53	53
<b>ALL POSITIONS Total</b>		53	53	53



**RECORDERS COURT**

**FUNCTION: CIVIL & CRIMINAL COURTS**



**MISSION STATEMENT**

The mission of Recorders Court is to provide information, education and quality customer service while resolving legal issues with justice and equality for all citizens.

**PROGRAM DESCRIPTION**

Created by State law, the Recorders Court processes, hears, and determines cases involving violations of County ordinances and regulations, and State traffic laws and regulations. The Recorders Court assesses fines, holds trials and hearings, collects fines, issues bench warrants, and otherwise disposes of the cases. The department maintains the court records and ordinance violation citations issued by DeKalb County; MARTA; Emory Police Department's traffic, parking and ordinance citations; and Georgia State Patrol traffic citations. This department is assigned to the Public Safety Group.

**ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
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 2013**

**Ensure Efficient Operations**

Renovated the courthouse; including the creation of 2 additional courtrooms.  
 Established a new interactive voice response (IVR) phone system, with a "live" call center.  
 Procurement of a new case management system.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Ensure Efficient Operations**

To fully implement electronic ticketing.  
 To fully implement case management system.  
 To establish pilot information and payment kiosks.

**RECORDERS COURT****FUNCTION: CIVIL & CRIMINAL COURTS****MAJOR BUDGETARY IMPACTS****Previous**

In 2008, a review by an outside consultant of the procedures and workflows of Recorders Court was conducted which highlighted a number of areas for further analysis. In 2009, there were no significant budgetary changes. In 2010, 4 full-time employees accepted the Early Retirement Option; 13 full-time positions were abolished.

In 2011, \$3,662,874 was approved for the basic operating budget. This included full year funding for four new positions approved by The Board of Commissioners (BOC) on August 24, 2010; an Associate Judge, 2 Records Technician Lead and 1 Records Technician. Also, a Senior Consultant position was added to this budget; 4 Full-time employees accepted the Early Retirement Option. The BOC reduced this budget by \$358,442 as part of the amendment process. In 2012, \$4,158,921 was approved for the operating budget. The adopted budget for 2013 is \$4,266,446 (an increase of 8.0% over 2012). The department received funding for four vacant positions, and \$300,000 for data conversion/computers.

**2014**

\$3,704,635 is approved for the operating budget. Funding for 14 positions (\$498,000), has been moved into reserve for capital contributions from projects related to Recorder's Court to partially recognize the new fees charged at the Court.

**Future**

No significant budgetary impact is anticipated.

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Recorders Court	\$3,807,426	\$3,729,287	\$3,704,635	\$3,704,635
	\$3,807,426	\$3,729,287	\$3,704,635	\$3,704,635

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$2,487,987	\$2,296,575	\$2,298,681	\$2,298,681
Purchased / Contracted Services	1,217,713	1,260,454	853,254	853,254
Supplies	100,049	170,582	54,700	54,700
Capital Outlays	1,676	1,676	0	0
Other Costs	0	0	498,000	498,000
	\$3,807,426	\$3,729,287	\$3,704,635	\$3,704,635

**FUNDING SOURCES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
Special Tax District - Unincorporated	\$3,807,426	\$3,729,287	\$3,704,635
	\$3,807,426	\$3,729,287	\$3,704,635

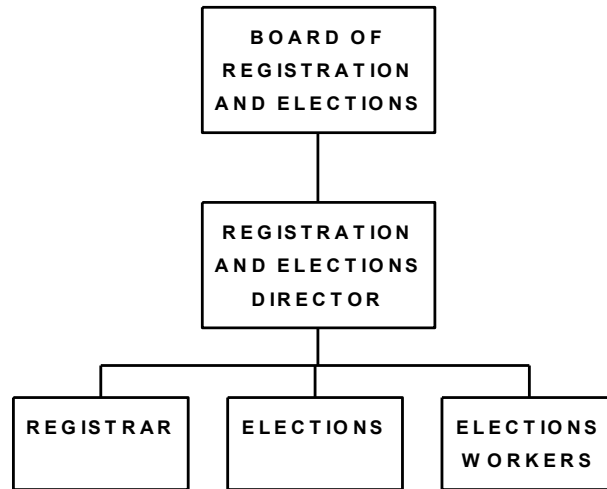
**RECORDERS COURT**

**FUNCTION: CIVIL & CRIMINAL COURTS**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2012	2013	2014
<b>Recorders Court</b>					
Court Administrator Rec Crt	AJ		1	1	1
Judge Part-Time	AJ	3 PT	3	3	3
Associate Judge	AI		4	4	4
Chief Judge	AE		1	1	1
Clerk of Crt Recorders Court	31		1	1	1
Deputy Clerk Recorders Court	25		4	4	4
Accounting Supervisor	24		1	1	1
Administrative Assistant II	23		1	2	2
Office Software Specialist	23		1	1	1
Administrative Assistant I	21		1	0	0
Records Tech Lead Recorders Ct	21		6	5	5
Records Tech Lead Recorders Ct	21		1	2	2
Tribunal Technician Principal	21		1	1	1
Records Tech Sr, Recorders Ct	19		6	6	6
Tribunal Technician Senior	19		7	7	7
Tribunal Technician Senior	19		1	1	1
Records Tech Recorders Court	18		16	16	16
FULL TIME Subtotal			53	53	53
PART TIME Subtotal			3	3	3
<b>FULL TIME Total</b>			<b>53</b>	<b>53</b>	<b>53</b>
<b>PART TIME Total</b>			<b>3</b>	<b>3</b>	<b>3</b>
<b>ALL POSITIONS Total</b>			<b>56</b>	<b>56</b>	<b>56</b>



**MISSION STATEMENT**

The mission of the DeKalb County Board of Registration and Elections is to provide the residents of DeKalb County with voter registration and election services, information and education in order to enable them to exercise their right to vote and have confidence that the elections are fair, impartial, and accurate.

**PROGRAM DESCRIPTION**

The primary responsibilities of the Registration Division are: register all eligible voters; record voters' change of name/address, remove voters for various reasons; digitize each voter's registration application; secure polling locations that are handicap accessible; consolidate, alter, and divide precincts as required by the Georgia Election Code; maintain and update all district lines in accordance with applicable legislation; train staff in the use of DRE (Direct Recording and Electronic) and Optical Scan equipment; and operate the Absentee Poll and Advance Voting locations.

The primary responsibilities of the Elections Division are: qualify non-partisan candidates; service and maintain voting equipment; ensure all new legislation is implemented as required into our standard operating procedures; train temporary staff to assist in day-to-day, as well as, election day operations; program digital ballot images for Touch Screen Voting System using the Global Election Management System (GEMs); calculate the requirements and order optical scan Absentee/Provisional/Challenged ballots; recruit staff and train poll officials, warehouse and equipment delivery personnel; deliver election supplies and equipment; exercise operational control over precincts on Election Day; and perform ballot tabulation on election night.

**ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
Registered Voters	446,742	475,186	480,252	475,000
New Registered Voters	28,465	38,513	29,349	25,000
Registration Cards Scanned	34,570	84,217	187,258	100,000
Name & Address Change	18,724	35,669	27,282	20,000
Deletions/Transfers	36,951	61,154	28,670	40,000
Total # of Precincts	189	189	189	189
Total # Poll Workers Trained	1,065	6,200	167	6,500

**MAJOR ACCOMPLISHMENTS IN 2013****Ensure Efficient Operations**

Converted to new statewide voter registration system moving from main frame to web-based environment.

Eliminated printing and scanning of Department of Driver's Services registration cards saving personnel hours and resources.

**Ensure Fiscal Integrity**

Revised intergovernmental agreements with nine municipalities to recover costs incurred by Law Department in the event of legal action as the result of a municipal election.

Efficiently conducted elections for 10 municipalities so that the department stays within budget limits.

**Invest in Employees**

Trained 5 employees at state sponsored voter registration and election conferences. Trained 2 employees at Kennesaw State University on election equipment.

Utilized 11 county-provided computer training classes to improve staff's knowledge of PC software.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY****Ensure Efficient Operations**

To process Voter Registration applications including digitization of record, name/address changes, deletions, NOCA, and no contract confirmations.

To maintain voter records to ensure accurate information is available for conducting elections and for stakeholders, including the Secretary of State, Department of Justice, candidates and officials, public and media.

To operate absentee polls for 6 elections including four general, 1 court-mandated federal and 1 countywide special.

To recruit and train poll officials and election workers to support 6 elections in accordance with applicable state and federal laws.

To manage election warehouse to perform mandated maintenance functions, to maintain inventory controls as mandated by State Election Board rules, and to supply equipment for 6 elections including poll official training, early and absentee voting and Election Day polling places.

**Ensure Fiscal Integrity**

To conduct 3 general elections and 2 runoffs to meet local and mandated federal elections and 1 countywide special election within 95% of budgeted level.

To identify cost savings methods to further streamline departmental processes.

To provide national, state, and local training for employees.

To identify non-financial incentives for employees to recognize exemplary accomplishments.

**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.

**MAJOR BUDGETARY IMPACTS (CONTINUED)**

**REGISTRAR AND ELECTIONS**

**FUNCTION: GENERAL GOVERNMENT**

The 2012 adopted budget of \$4,825,859 reflected that this period was a presidential election year and that multiple elections were conducted during the year. There were significant increases in the appropriations for postage, temporary salaries, overtime, operating supplies, and computer software. The adopted budget for 2013 was \$1,897,479 (a decrease of 60.7% under 2012). Decrease reflected significant reduction due to non-election year.

**2014**

In 2014, \$3,780,174 is approved for basic operating expenses.

**Future**

Registrar responsibilities will continue to expand with the growth of DeKalb County.

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Election Workers	\$1,277,484	\$47,789	\$1,315,483	\$1,315,483
Elections	1,556,366	460,440	1,361,908	1,361,908
Registrar	1,037,414	871,348	1,102,783	1,102,783
	<b>\$3,871,263</b>	<b>\$1,379,577</b>	<b>\$3,780,174</b>	<b>\$3,780,174</b>

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$2,877,222	\$905,672	\$3,021,036	\$3,021,036
Purchased / Contracted Services	552,210	375,970	543,275	543,275
Supplies	228,355	44,114	143,700	143,700
Capital Outlays	204,247	52,300	49,964	49,964
Interfund / Interdepartmental	9,229	1,520	22,199	22,199
	<b>\$3,871,263</b>	<b>\$1,379,577</b>	<b>\$3,780,174</b>	<b>\$3,780,174</b>

<b>FUNDING SOURCES</b>			
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
General Fund	\$3,871,263	\$1,379,577	\$3,780,174
	<b>\$3,871,263</b>	<b>\$1,379,577</b>	<b>\$3,780,174</b>

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>INCLUDES PT or TEMP (T)</b>	<b>NUMBER OF POSITIONS</b>		
			<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Registrar</b>					
Director Elections	AF		1	1	1
Asst. Dir., Regist. & Elections	31		1	1	1
Election Supervisor	26		1	1	1
Administrative Assistant II	23		1	1	1
Election Coordinator	23		5	5	5
Office Software Specialist	23		1	1	1
Supply Specialist	21		1	1	1
Voter Registration Technician	21		3	3	3
<b>FULL TIME Subtotal</b>			<b>14</b>	<b>14</b>	<b>14</b>

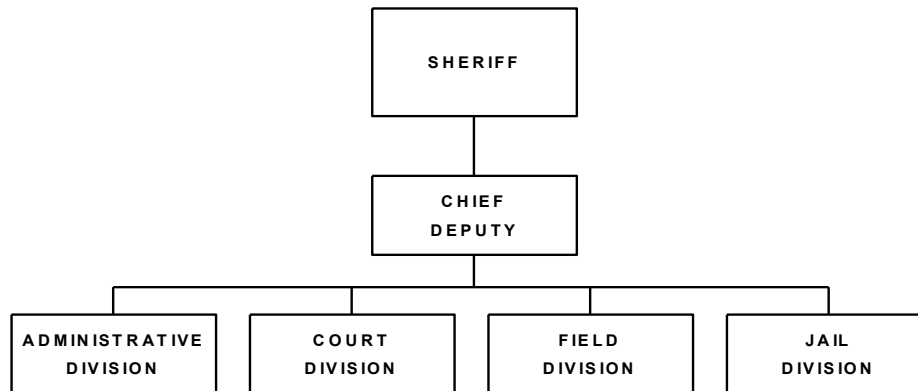
**REGISTRAR AND ELECTIONS**

**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		
			2012	2013	2014
<b>Elections</b>					
Temp Election Worker III	TE	12 T	12	12	12
Temp Election Worker II	TD	48 T	48	48	48
TEMP Subtotal			60	60	60
	<b>FULL TIME Total</b>		14	14	14
	<b>TEMPORARY Total</b>		60	60	60
	<b>ALL POSITIONS Total</b>		74	74	74



### MISSION STATEMENT

The DeKalb County Sheriff's Office (DKSO) is committed to managing the jail facility, court services, field division (processing warrants), and providing quality services in an efficient and effective manner. We espouse ethics, honesty, openness, and fairness in our professional and personal lives. We are dedicated to providing equal enforcement and protection of the law without prejudice or favor. We seek to establish goals in partnership with the community and to prioritize problems based on community concerns. We value respect, honoring the rights and dignity of each person we are called upon to serve. We hold ourselves and others accountable to maintain the highest degree of integrity, to present a professional demeanor, to obey all laws and ordinances, and to serve as role models in our community. Motto: "Treat people as you would want to be treated".

### PROGRAM DESCRIPTION

The Sheriff's Office is the executive arm of the overall agency and is responsible for planning, organizing, directing and controlling the activities of the DeKalb County Sheriff's Headquarters and Jail. The Office of Professional Standards (OPS) conducts investigations and inspections of personnel and facilities. The Public Information Office provides accurate and timely information to the media, community, and employees. The Office of Accreditation reviews practices to ensure accountability, and formalizes essential management procedures. The Office of Labor Relations and Legal Affairs establishes standards and procedures whereby employees may resolve disputes or complaints and also reviews policies of various divisions to diminish legal liability inherent to law enforcement. The Office of Special Projects serves as the Sheriff's point of contact for complaints and time sensitive projects. The Office of Training is responsible for conducting state required training for all sworn personnel and ensures all personnel are adequately trained to perform their job duties.

The Administrative Division provides the traditional administrative services for all divisions in the department, including design and maintenance of computer systems.

The Field Division serves all writs, processes, or other orders of the courts. In addition, executes criminal arrest warrants, transports all prisoners for medical treatment or custodial detention, and mental patients under court order. Also, evicts respondents in domestic violence cases.

The Jail Division receives all persons who are arrested in DeKalb County on State, County, or local charges by any law enforcement agency, and houses prisoners until they are either released on bond, or until they are sentenced or set free by the Courts.

The Court Division provides security for the judges, counselors, prisoners, and the public assembled in court, maintains order in the courts, and sequesters jurors and witnesses during trials.



**SHERIFF****FUNCTION: CIVIL & CRIMINAL COURTS****ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
<b>Criminal</b>				
Arrests	3,959	3,899	3,734	3,478
Arrests-Fugitives	1,127	1,214	1,191	940
Transport to Mental Facilities	989	976	825	720
Transport to Medical Facilities	2,768	2,977	3,444	3,243
Warrants Processed	10,127	13,666	15,025	15,173
Citations Processed	442	380	194	528
<b>Civil</b>				
Writs Processed	3,616	8,422	6,890	7,384
Fi Fa's Executed	43	34	140	216
<b>Court</b>				
Regular Court Hours	268,785	242,520	255,396	258,783
Overtime Court Hours	18,955	21,051	21,156	25,051
<b>Jail</b>				
Avg. Daily Population	3,071	3,294	2,623	2,522
Inmate Days in Jail	1,101,400	1,204,047	957,369	960,000
Inmates Received	42,533	43,124	35,972	35,985

**MAJOR ACCOMPLISHMENTS IN 2013****Enhance Public Safety**

Transition from service weapon platform.

Upgraded the jail's surveillance system to digital; and implemented video visitation system.

**Ensure Efficient Operations**

Implemented electronic policy manual system.

Collaborated with Board of Health for certain pharmaceuticals.

Implemented new inmate phone service contract resulting in increased revenue for the county.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY****Enhance Public Safety**

To upgrade camera and access control system for all DeKalb County Courthouses.

**Facilitate Jobs & Economic Development**

To create new inmate programs.

**Ensure Efficient Operations**

To implement electronic system for receipt and disbursement of bonds.

To implement new offender management system.

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

The 2009 Budget included funding in the amount of \$10,904,495 for the medical services contract. This budget also included \$1,500,000 in funding for the pharmaceutical contract; the total funding for inmate medical services was \$12,404,495. The 2009 Budget also included funding in the amount of \$219,040 for four additional deputies to serve fugitive warrants and the purchase of four additional vehicles was authorized to support the serving of these warrants.

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

In late 2009, one full time and one part time position were created by reallocating funding from current positions. The 2010 Budget included funding in the amount of \$10,917,262 for the medical services contract. This budget also included \$1,750,000 in funding for the pharmaceutical contract; the total funding for inmate medical services in 2010 was \$12,667,262. This budget also included overtime funding in the amount of \$1,825,026. The 2011 Budget included funding in the amount of \$11,612,500 for the medical services contract. The 2012 budget included \$1,750,000 in funding for the pharmaceutical contract; and the total funding for inmate medical services was \$13,362,500. The 2012 budget included overtime funding in the amount of \$1,400,000. In 2013, the budget included funding in the amount of \$13,330,382 for the medical services contract. The budget included \$1,926,550 in funding for the pharmaceutical contract; the total funding for inmate medical services is \$15,256,932. The budget included overtime funding in the amount of \$1,578,000.

**2014**

This budget includes \$13,215,266 for the medical services contract. It comprises of \$2,076,203 in funding for the pharmaceutical contract and \$11,139,063 for inmate medical services. This represents a 0.86% decrease below the 2013 appropriation of \$13,330,382. The budget includes overtime funding in the amount of \$2,605,316.

**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 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Administrative Division	\$1,628,475	\$1,611,443	\$1,827,184	\$1,827,184
Courts	10,656,927	11,040,414	10,338,215	10,338,215
Field Division	10,721,733	10,755,118	10,711,798	10,711,798
Jail	49,747,865	50,946,090	48,990,392	48,990,392
Jail Inmate Services	99,581	95,670	122,109	122,109
Sheriff's Office	2,796,240	2,815,463	2,962,971	2,962,971
	\$75,650,820	\$77,264,198	\$74,952,669	\$74,952,669

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

	Actual 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Personal Services and Benefits	\$51,034,674	\$50,355,735	\$50,299,279	\$50,299,279
Purchased / Contracted Services	16,268,220	17,864,874	15,544,067	15,544,067
Supplies	7,235,665	7,835,434	7,862,877	7,862,877
Capital Outlays	(3,305)	(1,764)	30,494	30,494
Interfund / Interdepartmental	1,072,577	1,126,799	1,154,202	1,154,202
Other Costs	42,989	3,120	61,750	61,750
Other Financing Uses	0	80,000	0	0
	\$75,650,820	\$77,264,198	\$74,952,669	\$74,952,669

**FUNDING SOURCES**

	Actual 2012	Actual 2013	Budget 2014
General Fund	\$75,650,820	\$77,264,198	\$74,952,669
	\$75,650,820	\$77,264,198	\$74,952,669

## SHERIFF

## FUNCTION: CIVIL &amp; CRIMINAL COURTS

## AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2012	2013	2014
<b>Sheriff's Office</b>					
Deputy Sheriff Major(28d/cy)	E33		1	1	1
Deputy Sheriff Capt(28 d/cyl)	E31		1	1	1
Deputy Sheriff Lt (28 d/cyl)	E30		2	2	2
Deputy Sheriff Sgt(28 d/cyl)	E28		4	4	4
Field Training Officer(28 d/)	E27		1	1	1
Deputy Sheriff Master(28d/)	E26		4	5	5
Deputy Sheriff Sr (28 d/cy)	E25		2	3	3
Detention Officer III (28d/)	E24		1	1	1
Dir Admin and Legal Affairs	AH		1	1	1
Chief Deputy Sheriff	AE		1	1	1
Health Services Coordinator	31		1	1	1
Special Projects Coordinator	28		2	2	2
Administrative Coordinator	25		1	1	1
Sheriff Processing Unit Supv	24		1	1	1
Administrative Assistant II	23		4	4	4
Administrative Assistant I	21		2	2	2
Licensed Practical Nurse	21		1	1	1
Pharmacy Technician	21		3	3	3
Sheriff			1	1	1
	\$161,080				
FULL TIME Subtotal			34	36	36
<b>Administrative Division</b>					
Deputy Sheriff Major(28d/cy)	E33		1	1	1
Dept Information Systems Mgr	31		1	1	1
Fiscal Management Officer	30		1	1	1
Administrative Operations Mgr	28		1	1	1
Departmental Microsystems Spc	28		4	4	4
Supply Supervisor	24		1	1	1
Payroll Personnel Tech Sr	21		4	4	4
Detention Technician	20		4	4	4
Sheriff Processing Tech Sr	20		2	2	2
FULL TIME Subtotal			19	19	19
<b>Field Division</b>					
Deputy Sheriff Capt(28 d/cyl)	E31		2	2	2
Deputy Sheriff Lt (28 d/cyl)	E30		5	6	6
Deputy Sheriff Sgt(28 d/cyl)	E28		12	13	13
Field Training Officer(28 d/)	E27		8	8	8
Deputy Sheriff Master(28d/)	E26		40	38	38
Deputy Sheriff Sr (28 d/cy)	E25		25	26	26
Deputy Sheriff (28 d/cyl)	E24		6	5	5
Detention Officer III (28d/)	E24		1	1	1
Warrant Processing Coordinator	26		1	1	1
Sheriff Processing Unit Supv	24		3	3	3
Administrative Assistant II	23		2	2	2
Investigative Aide Senior	21		1	1	1
Communications Operator	20		6	6	6

**SHERIFF**

**FUNCTION: CIVIL & CRIMINAL COURTS**

**AUTHORIZED POSITION LIST BY COST CENTER**

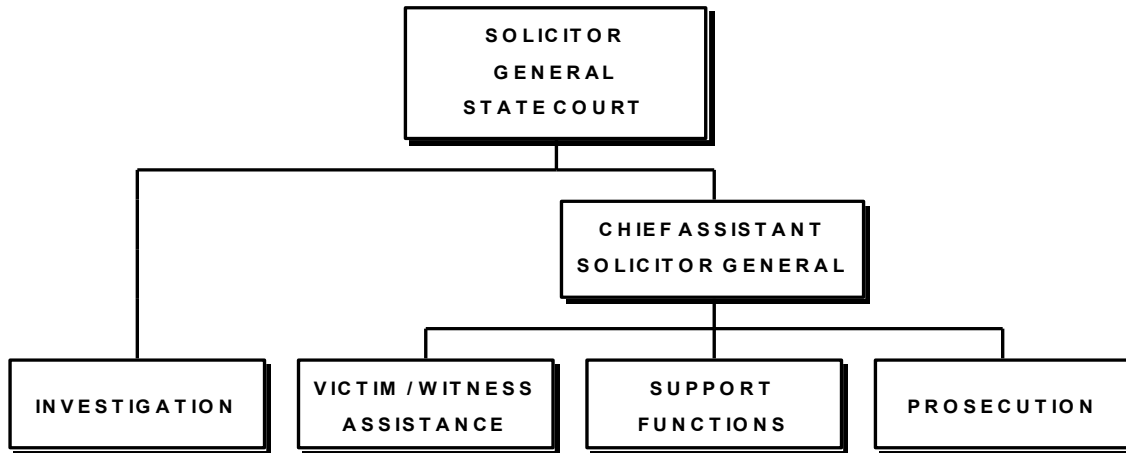
(See Salary Schedule, Appendix A, for explanation of salary ranges)

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2012	2013	2014
Sheriff Processing Tech Sr	20		20	20	20
Investigative Aide	19	1 PT	1	1	1
Sheriff Processing Technician	19	1 PT	5	3	3
FULL TIME Subtotal			136	134	134
PART TIME Subtotal			2	2	2
<b>Jail</b>					
Deputy Sheriff Major(28d/cy)	E33		1	1	1
Deputy Sheriff Capt(28 d/cyl)	E31		4	4	4
Deputy Sheriff Lt (28 d/cyl)	E30		9	8	8
Deputy Sheriff Sgt(28 d/cyl)	E28		28	28	28
Detention Sgt (28 d/cyl)	E28		9	8	8
Jail Training Officer(28d/c)	E27		16	16	16
Deputy Sheriff (28 d/cyl)	E24		0	7	7
Detention Officer III (28d/)	E24		88	76	76
Detention Officer II (28d/cy)	E23		194	162	162
Detention Officer I (28d/cy)	E21		78	93	93
Sheriff Processing Unit Supv	24		5	5	5
Administrative Assistant II	23		1	1	1
Library Specialist Senior	23		1	1	1
Detention Technician	20		53	73	73
Sheriff Processing Tech Sr	20		24	23	23
Accounting Technician Senior	19		4	4	4
Payroll Personnel Technician	19		1	1	1
Sheriff Processing Technician	19	1 PT	9	10	10
Accounting Technician	18		1	1	1
FULL TIME Subtotal			525	521	521
PART TIME Subtotal			1	1	1
<b>Courts</b>					
Deputy Sheriff Major(28d/cy)	E33		1	1	1
Deputy Sheriff Capt(28 d/cyl)	E31		1	1	1
Deputy Sheriff Lt (28 d/cyl)	E30		1	1	1
Deputy Sheriff Sgt(28 d/cyl)	E28		9	9	9
Field Training Officer(28 d/)	E27		8	8	8
Deputy Sheriff Master(28d/)	E26		50	49	49
Deputy Sheriff Sr (28 d/cy)	E25		21	27	27
Deputy Sheriff (28 d/cyl)	E24		10	5	5
Detention Officer III (28d/)	E24		15	16	16
Detention Officer I (28d/cy)	E21		0	1	1
Levy and Cash Bond Manager	26		1	1	1
Administrative Assistant II	23		1	1	1
Payroll Personnel Tech Sr	21		1	1	1
Detention Technician	20		18	18	18
Sheriff Processing Tech Sr	20		3	5	5
Accounting Technician Senior	19		1	1	1
Sheriff Processing Technician	19		1	1	1
FULL TIME Subtotal			142	146	146

**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		
			2012	2013	2014
FULL TIME Total			856	856	856
PART TIME Total			3	3	3
ALL POSITIONS Total			859	859	859



**MISSION STATEMENT**

The mission of the Solicitor General is to prosecute misdemeanor crimes committed in DeKalb County in a diligent, fair, just, and efficient manner while maintaining the highest ethical standards and ensuring that justice prevails for victims, defendants, and citizens of DeKalb County.

**PROGRAM DESCRIPTION**

The Solicitor General is elected by popular vote for a four-year term. The Solicitor-General's Office is responsible for the prosecution of misdemeanor crimes committed in DeKalb County, Georgia. To support this mandate, the Office: retrieves documents from arresting agencies; secures criminal histories and driving records; contacts victims and witnesses; investigates cases; makes appropriate charging decisions and files formal accusations; compiles and provides discovery to defendants; represents the State at arraignments, calendar calls, jail plea calendars, bond hearings, motion hearings, bench trials, jury trials, and other preliminary and post-conviction hearings in the seven divisions of State Court; serves subpoenas and procures the presence of witness at hearings; negotiates pleas and makes sentencing recommendations; responds to requests for record restrictions; files and responds to appeals to higher courts; manages diversion programs; trains local law enforcement agencies; and conducts community outreach to educate citizens about domestic violence, driving under the influence, educational neglect, and other misdemeanor crimes that affect their lives.

**ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
Cases Received	12,566	13,040	12,017	12,500
Accusations Filed	10,419	10,609	10,829	10,900
No Accusations Drawn	1,456	1,546	1,146	1,300
Special Victims Unit Cases	2,960	3,593	4,861	4,500
Educational Neglect Cases	1,041	592	190	300
Jury Trials	81	71	105	100
Pleas	4,180	4,251	4,499	4,500
DUI Cases	4,763	4,718	4,370	4,300
Diversion Cases	750	1,428	1,109	1,100

**MAJOR ACCOMPLISHMENTS IN 2013**

**Enhance Public Safety**

Continued to operate and grow a self-sustaining Pre-Trial Diversion Program which includes accountability-styled programs for low-level misdemeanor offenders in State Court.

Improved office efficiency in the processing and prosecuting of misdemeanor cases by fully implementing a new internal database designed to meet the specific needs of prosecution offices (Tracker).

Expanded efforts to minimize the impact of misdemeanor crime and improve quality of life for the community by providing office hours at South Precinct, maintaining a Court Watch Program, investigating nuisance abatement cases, and participating in numerous community outreach events throughout the County.

Performed constitutionally-mandated responsibilities associated with prosecuting misdemeanor cases while being a fiscally-responsible steward of County resources.

Solidified a partnership with the County’s Human Development Department by collaborating on two external funding proposals.

Improved accessibility of victim services through the procurement of bilingual victim witness advocates.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY’S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Enhance Public Safety**

To expand Pre-Trial Diversion Program to include additional accountability-styled programs for low-level misdemeanor offenses in State Court.

To expand efforts to minimize the impact of misdemeanor crime and improve the quality of life for the community.

To continue to research, identify, and secure separate and additional funding opportunities.

To expand accessibility of services to victims of crime.

**Previous**

In 2010, \$4,947,866 was approved for basic operating expenses. In 2010, no employees accepted the Early Retirement Option Program. The BOC restored \$618,931 to this budget as part of the amendment process. In 2011, \$4,283,068 was approved for basic operating expenses. The BOC reduced this budget by \$504,184 as part of the amendment process. The 2011 mid-year budget adjustment increased this budget by a net of \$31,262. In August 2011, funds totaling \$103,064 and 4 positions, 2 attorneys and 2 administrative assistants, were added to staff the Pre-Trial Diversion Program. This program provides offenders with little or no prior criminal history, who have committed specified categories of misdemeanors, an opportunity to participate in a centralized, cost-effective diversion program. In 2012, \$5,603,883 was approved for the operating budget. This included full-year funding for the positions assigned to the Pre-Trial Diversion Program. The adopted budget for 2013 was \$5,951,607 (an increase of 6.2% over 2012). Two new positions (Attorney and Office Assistant Senior) were approved by the BOC mid-year 2013.

**2014**

In 2014, \$5,824,369 is approved for basic operating expenses.

**Future**

No significant budgetary impact is anticipated.

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
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	Actual 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Solicitor - General Pre-Trial Diversion	\$264,099	\$268,358	\$283,878	\$283,878
Solicitor - State Court	4,440,111	4,653,137	4,828,690	4,828,690
Solicitor - Victim Assistance	743,629	757,323	711,801	711,801
	\$5,447,839	\$5,678,818	\$5,824,369	\$5,824,369

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
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**SOLICITOR GENERAL, STATE COURT**

**FUNCTION: CIVIL & CRIMINAL COURTS**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$5,144,504	\$5,237,468	\$5,366,570	\$5,366,570
Purchased / Contracted Services	151,208	144,576	160,636	160,636
Supplies	71,290	86,190	82,519	82,519
Capital Outlays	3,822	37,970	0	0
Interfund / Interdepartmental	77,015	86,476	83,526	83,526
Other Costs	0	0	131,118	131,118
Other Financing Uses	0	86,137	0	0
	<b>\$5,447,839</b>	<b>\$5,678,818</b>	<b>\$5,824,369</b>	<b>\$5,824,369</b>

<b>FUNDING SOURCES</b>			
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
General Fund	\$5,447,839	\$5,678,818	\$5,824,369
	<b>\$5,447,839</b>	<b>\$5,678,818</b>	<b>\$5,824,369</b>

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

<b>COST CENTER / POSITION</b>	<b>SALARY RANGE</b>	<b>INCLUDES PT or TEMP (T)</b>	<b>NUMBER OF POSITIONS</b>		
			<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Solicitor - State Court</b>					
Chief Assistant Solicitor	Al		1	1	1
Attorney IV	33	1 PT	6	5	5
Attorney III	31		4	5	5
Special Projects Manager	31	1 PT	1	1	1
Attorney II	30		5	6	6
Attorney I	29		3	3	3
Chief Investigator	29		1	1	1
Deputy Chief Investigator Soli	28		0	2	2
Grants & Administrative Mgr	28	1 PT	0	1	1
Legal Office Coordinator	28		1	1	1
Public Information Officer	28		1	1	1
Investigator Lead	26		0	7	7
Administrative Coordinator	25		2	2	2
Investigator Principal	25		10	0	0
Administrative Assistant II	23		2	2	2
Secretary Senior Legal	23		16	15	15
Administrative Assistant I	21		0	1	1
Secretary Legal	21		0	1	1
Office Assistant Senior	19		6	6	6
Solicitor State Court			1	1	1
	<b>\$152,967</b>				
FULL TIME Subtotal			57	59	59
PART TIME Subtotal			3	3	3
<b>Solicitor - Victim Assistance</b>					
Attorney III	31		0	1	1
Attorney II	30		2	1	1
Attorney I	29		1	1	1



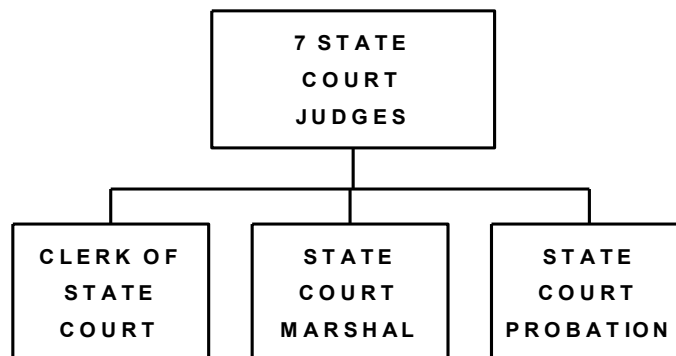
**SOLICITOR GENERAL, STATE COURT**

**FUNCTION: CIVIL & CRIMINAL COURTS**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2012	2013	2014
Investigator Lead	26		0	3	3
Investigator Principal	25		3	0	0
Victim Witness Program Coord	25		1	1	1
Victim Witness Asst Prog Coord	23		3	3	3
FULL TIME Subtotal			10	10	10
<b>Solicitor - General Pre-Trial Diversion</b>					
Attorney II	30		2	2	2
Administrative Assistant II	23		2	2	2
FULL TIME Subtotal			4	4	4
<b>FULL TIME Total</b>			71	73	73
<b>PART TIME Total</b>			3	3	3
<b>ALL POSITIONS Total</b>			74	76	76

**MISSION STATEMENT**

The mission of the State Court is to provide a fair and impartial tribunal for the citizens of DeKalb County and other litigants who come before the Court for the judicial resolution of civil claims in which jurisdiction is not exclusive to the Superior Court, and for the disposition of criminal misdemeanor cases brought before the Court for prosecution by the County's Solicitor-General. The Court seeks to execute these functions in a prompt and efficient manner, respecting all of those who come before it, and to work with various non-profit or governmental agencies to provide a forum for therapeutic justice, where appropriate, including but not limited to the Court's DUI Court program, domestic violence prevention and other jail diversion programs.

**PROGRAM DESCRIPTION**

The State Court was created in 1951. The Court has jurisdiction within the territorial limits of DeKalb County. The State Court is served by seven judges, who are elected in countywide non-partisan elections, to serve four year terms. The Court has concurrent jurisdiction with the Superior Court for all criminal offenses other than felonies and for all civil matters except those exclusively assigned by the Georgia Constitution to the Superior Court. The State Court includes the Clerk's Office, the State Court Marshal's Office, and the State Court Probation Office. The Clerk's Office manages the filing of all actions, maintains all court records, ensures the provision of interpreter services for limited English proficient litigants, and collects and disburses court costs, fines, and fees. The Office supports the Magistrate Court in the same manner. The Marshal serves all processes filed with both State Court and Magistrate Court and executes all writs, levies and Marshal's sales. State Court Probation supervises defendants placed on probation for misdemeanor offenses and collects fines and fees from said probationers.

**ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
<b><u>Clerk's Office:</u></b>				
Civil Actions	6,286	5,069	4,539	4,086
Personal Property Foreclosure and Abandoned Motor Vehicles	0	74	38	35
Criminal Actions	11,528	12,053	11,932	12,210
Dispossessory Warrants	241	207	169	144
Garnishments	3,587	2,049	1,382	1,044
Appeals Filed	91	85	73	79
<b>Total Filings</b>	<b>21,733</b>	<b>19,537</b>	<b>18,133</b>	<b>17,598</b>
<b><u>Marshal's Office:</u></b>				
Dispossessory Warrants Served	12,231	11,753	8,287	9,000
Evictions	12,683	12,839	12,087	13,000
All Other Pleadings Served	13,817	20,523	14,725	23,500
All Other Tasks	6,051	6,192	5,595	6,200

## ACTIVITY MEASURES

	Actual 2011	Actual 2012	Actual 2013	Estimated 2014
<b>Probation Office:</b>				
Cases Assigned	6,394	6,029	6,426	6,747
Revocations	2,185	1,321	765	803
Total Collected (fines, fees, restitution, child support)	\$2,257,816	\$2,538,292	\$2,348,905	\$2,583,796
Supervision Fees collected	\$714,753	\$742,003	\$698,484	\$768,333

**MAJOR ACCOMPLISHMENTS IN 2013**Clerk

The Clerk's Office and Marshal's Office completed implementation of bar code technology and file tracking software system that improves customer service by allowing the Clerk's Office to be able to provide customers, whether internal or external, with the most current information as to the status of service and the location of court files.

**Enhance Public Safety**Probation Division

Established the department's Field Apprehension Supervision Team (FAST). The F.A.S.T. Team is responsible for subpoena service, field contact for offender supervision, curfew check for intensive probation cases, and assistance with home supervision with DUI Court candidates. Warrant arrests involving high-risk domestic violence cases and high-profile cases are managed through F.A.S.T. Team members. F.A.S.T. also assisted in the investigation of domestic violence and victim sensitive cases as well as animal welfare checks. In addition to these duties, F.A.S.T. assisted with high risk warrant service in conjunction with local law enforcement agencies, including but not limited to DeKalb County Sheriff's Office Fugitive Unit, DeKalb County Police, DeKalb Marshal's Office and City of Decatur Police. F.A.S.T. members have been trained and certified in high-risk warrant service through the Georgia Public Safety Training Center and Force-on-Force Building Clearing with the United States Marshal Service.

Established the department's Rapid Identification Device (RIDD) Procedure. It is the policy of the DeKalb County Probation to use RIDD units in compliance with best law enforcement practices, Georgia statutes, Georgia Crime Information Center (GCIC) guidelines, and federal regulations. RIDD units are an essential component to the identification process as it accelerates the efficiency and accuracy of identifying unknown individuals, and/or verifying the identity of persons not in possession of valid identification.

Marshal's Office

Assisted other law enforcement agencies in criminal investigations and apprehensions.

Actively participated in FBI/JTTF-Sovereign Citizen Task Force.

Acquired low light/judgmental use of force facility.

Conducted and participated in statewide specific Marshal's training.

**Facilitate Jobs & Economic Development**Marshal's Office

Acquired grants to fund various needs for the Marshal's Office.

**Develop & Maintain Sustainable Neighborhoods and Communities**Probation Division

The Probation Department partnered with Keep DeKalb Beautiful and adopted the following locations: from the intersection of Clairmont & Dresden to Shallowford (1.1 miles), and Covington & Panola to Thompson Mill Road (2 miles). The Probation Department understands the concept of "do more with less", in doing so, the Probation staff is committed to the local communities by collecting litter and beautifying streets in DeKalb County.

Marshal's Office

Attended several neighborhood and commercial meetings.

Provided community education to the public.

**MAJOR ACCOMPLISHMENTS IN 2013 (CONTINUED)****Ensure Efficient Operations**Marshal's Office

Implemented RFID/Rapid ID

Implemented Workload Route Acquisition (W.R.A.P.)

Implemented Electronic Eviction Scheduling Program (E.E.S.P.)

Electronically published policies and procedures through Power Document Management System (DMS)

**Ensure Fiscal Integrity**Probation Division

Increased the collections of fines, fees, supervision fees, restitution, and child support by approximately 10% despite the continuous economic trends.

Obtained an audit report from the Division of Internal Audit & Licensing acknowledging satisfactory representation of fiscal operations and conditions of the State Court Probation Office, being reasonably free of material discrepancies and deficiencies.

**Invest in Employees**Marshal's Office

Enrolled Marshal's deputies in specific training.

Acquired new ballistic vests.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**Clerk

To improve in-house training offered to deputy clerks, and to expand cross training of deputy clerks so that they can operate in multiple divisions within the Clerk's Office.

To collaborate with Magistrate Court with respect to the establishment of a pro se self-help center.

To collaborate with the Clerk of Superior Court on the implementation of 21<sup>st</sup> century case management system.

**Enhance Public Safety**Probation Division

To obtain funding to purchase two new departmental vehicles that will continue to increase the productivity of the department's community supervision by increasing field visits, curfew checks, work release checks, serve subpoena request, transport victims in Domestic Violence cases, attend Peace Officer Standards Training and enhance the quality of life for residents of DeKalb County.

Marshal's Office

To investigate and apprehend subjects who have violated the law as well as assist other local agencies in providing public safety measures to the citizens of DeKalb as part of the law enforcement continuum.

To participate as members of task force to eradicate sovereign citizen activity.

**Facilitate Jobs & Economic Development**Probation Division

To develop an adult education and life skills information program.

Marshal's Office

To acquire grant money to enhance operations.

**Develop & Maintain Sustainable Neighborhoods & Communities**Probation Division

To continue partnership with Keep DeKalb Beautiful to keep the citizens of DeKalb County litter free and to enhance the beautification of communities in DeKalb County.

**MAJOR GOALS FOR 2014 (CONTINUED)**Marshal's Office

To spearhead and attend numerous neighborhood and business community meetings regarding foreclosures, evictions, and apartment related issues.

To provide community education to the public.

**Ensure Efficient Operations**Probation Division

To continue to refine and customize the Justware Case Management System to optimize its benefit to the department, the courts, and the county.

To implement a telephone line system for defendants ordered to submit to random alcohol/drug screens.

Marshal's Office

To electronically publish remaining policies and procedures to Power DMS.

To fully implement RFID/Rapid ID program.

**Ensure Fiscal Integrity**Probation Division

To establish an alternative method to collect court ordered payments that will interface with the current case management system that will eliminate annual credit card charges.

To increase the collections of fines, fees, supervision fees, restitution, and child support by approximately 10%, despite the continuous economic trends.

Marshal's Office

To cut overtime through effective operations.

To streamline operations.

**Invest in Employees**Probation Division

To improve officer safety and increase specialized training, i.e., High Risk Warrants, Field Apprehension, and Crisis Intervention Training.

To provide customer service training for support staff.

Marshal's Office

To offer training opportunities to all employees to enhance their skills, knowledge, and abilities to better serve the public.

To provide operational equipment to enhance operations.

**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. In 2012, \$13,024,178 was approved for the basic operating budget. This budget included \$50,000 for the County's continuing participation in Project Achieve (GED) program.

**MAJOR BUDGETARY IMPACTS (CONTINUED)**

The adopted budget for 2013 was \$13,230,468 (an increase of 1.6% over 2012). The 2013 adopted budget included audio visual equipment for five judges (Judges Wong, Hydrick, Purdom, Lopez, and Gordon), wireless telephone service for Probation Officers, and two new positions (Records Technician Senior) for the Clerk. These positions were added to assume responsibility for data entry of misdemeanor cases, previously performed by the Solicitor's Office, into the Court's case management system because the Solicitor has opted to implement use of a state-wide case management system available to prosecuting attorneys. Additionally, the General Assembly approved changes in the law that shift the prosecution of shoplifting, automobile theft, and forgery offenses from the Superior Court to State Court.

**2014**

In 2014, \$12,895,294 is approved for the basic operating budget. The budget includes replacement of courtroom amplifiers for seven judges (\$4,000/judge and two amplifiers each).

**Future**

No significant budgetary impact is anticipated.

## STATE COURT

## FUNCTION: CIVIL &amp; CRIMINAL COURTS

## SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Judge Gordon	\$545,898	\$560,013	\$562,757	\$562,757
Judge Hydrick	556,794	570,869	581,282	581,282
Judge Lopez	547,455	565,497	575,123	575,123
Judge Panos	554,103	602,986	603,298	603,298
Judge Purdom	490,413	480,830	501,780	501,780
Judge Ross	512,773	519,031	547,530	547,530
Judge Wong	499,761	525,841	514,485	514,485
Marshal	2,626,506	2,719,198	2,728,077	2,728,077
Probation	1,890,099	1,921,586	2,005,583	2,005,583
State & Magistrate Courts Clerk	3,974,977	3,984,620	3,961,533	3,961,533
State Court - DUI Court	319,042	291,702	313,846	313,846
	\$12,517,820	\$12,742,172	\$12,895,294	\$12,895,294

## SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Personal Services and Benefits	\$11,119,059	\$11,128,060	\$11,301,878	\$11,301,878
Purchased / Contracted Services	829,939	992,843	975,250	975,250
Supplies	327,401	315,069	327,495	327,495
Capital Outlays	9,873	8,594	0	0
Interfund / Interdepartmental	226,792	269,438	270,671	270,671
Other Costs	0	0	20,000	20,000
Other Financing Uses	4,756	28,168	0	0
	\$12,517,820	\$12,742,172	\$12,895,294	\$12,895,294

## FUNDING SOURCES

	Actual 2012	Actual 2013	Budget 2014
General Fund	\$12,517,820	\$12,742,172	\$12,895,294
	\$12,517,820	\$12,742,172	\$12,895,294

## STATE COURT

## FUNCTION: CIVIL &amp; CRIMINAL COURTS

## AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2012	2013	2014
<b>Judge Wong</b>				
Law Clerk Senior	29	1	1	1
Judicial Assistant	25	1	1	1
Court Reporter	24	1	1	1
Calendar Clerk Senior	23	2	2	2
State Court Judge		1	1	1
	\$152,967			
FULL TIME Subtotal		6	6	6
<b>Judge Hydrick</b>				
Law Clerk Senior	29	1	1	1
Judicial Assistant	25	1	1	1
Court Reporter	24	1	1	1
Calendar Clerk Senior	23	2	2	2
State Court Judge		1	1	1
	\$152,967			
FULL TIME Subtotal		6	6	6
<b>Judge Purdom</b>				
Law Clerk Senior	29	1	1	1
Court Reporter	24	1	1	1
Judicial Secretary	24	1	1	1
Calendar Clerk Senior	23	2	2	2
State Court Judge		1	1	1
	\$152,967			
FULL TIME Subtotal		6	6	6
<b>Judge Panos</b>				
Law Clerk Senior	29	1	1	1
Judicial Assistant	25	1	1	1
Court Reporter	24	1	1	1
Calendar Clerk Senior	23	2	2	2
State Court Judge		1	1	1
	\$152,967			
FULL TIME Subtotal		6	6	6
<b>Judge Ross</b>				
Law Clerk Senior	29	1	1	1
Judicial Assistant	25	1	1	1
Court Reporter	24	1	1	1
Calendar Clerk Senior	23	2	2	2
State Court Judge		1	1	1
	\$152,967			
FULL TIME Subtotal		6	6	6
<b>Judge Lopez</b>				



## STATE COURT

## FUNCTION: CIVIL &amp; CRIMINAL COURTS

## AUTHORIZED POSITION LIST BY COST CENTER

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2012	2013	2014
Law Clerk Senior	29	1	1	1
Judicial Assistant	25	1	1	1
Court Reporter	24	1	1	1
Calendar Clerk Senior	23	1	1	1
Bailiff	18	1	1	1
State Court Judge		1	1	1
	\$152,967			
FULL TIME Subtotal		6	6	6
<b>Judge Gordon</b>				
Law Clerk Senior	29	1	1	1
Judicial Assistant	25	1	1	1
Court Reporter	24	1	1	1
Calendar Clerk Senior	23	2	2	2
State Court Judge		1	1	1
	\$152,967			
FULL TIME Subtotal		6	6	6
<b>State &amp; Magistrate Courts Clerk</b>				
Clerk State Court	AH	1	1	1
Chief Deputy Clerk State Ct	29	1	1	1
Departmental Microsystems Spc	28	1	1	1
Judicial Administrative Coord	26	5	5	5
User Liaison Coordinator	26	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	16	16
Accounting Technician Senior	19	1	1	1
Office Assistant Senior	19	2	2	2
Records Technician Sr St Ct	19	18	19	19
Records Technician St Court	18	17	17	17
FULL TIME Subtotal		70	72	72
<b>State Court - DUI Court</b>				
DUI Court Coordinator	31	1	1	1
FULL TIME Subtotal		1	1	1
<b>Probation</b>				
Chief Adult Probation Officer	29	1	1	1
Asst Chief Adult Probation Off	28	1	1	1
Probation Supervisor	26	2	2	2
Administrative Coordinator	25	1	1	1
Probation Officer Principal	25	3	3	3
Probation Officer Senior	24	6	6	6
Administrative Assistant II	23	2	2	2
Probation Officer	23	14	14	14
Accounting Technician Senior	19	2	2	2

**STATE COURT**

**FUNCTION: CIVIL & CRIMINAL COURTS**

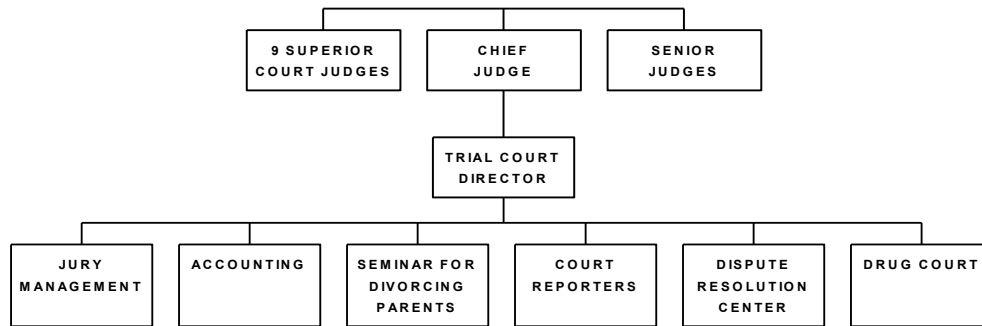
**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2012	2013	2014
Office Assistant	18	1	1	1
Records Technician St Court	18	3	3	3
FULL TIME Subtotal		36	36	36
<b>Marshal</b>				
Marshal	AI	1	1	1
Chief Deputy Marshal	29	1	1	1
Deputy Marshal, Major	28	1	1	1
Deputy Marshal Lieutenant	27	3	3	3
Deputy Marshal Senior	25	18	19	19
Civil Process Unit Coord	24	1	1	1
Administrative Assistant II	23	2	2	2
Deputy Marshal	23	2	1	1
Office Assistant Senior	19	2	2	2
FULL TIME Subtotal		31	31	31
<b>FULL TIME Total</b>		<b>180</b>	<b>182</b>	<b>182</b>
<b>ALL POSITIONS Total</b>		<b>180</b>	<b>182</b>	<b>182</b>

**SUPERIOR COURT**

**FUNCTION: CIVIL & CRIMINAL COURTS**



**MISSION STATEMENT**

The mission of the Superior Court is to provide an independent, accessible, and responsive forum for the just resolution of legal disputes and criminal matters in a manner that preserves the rule of law and protects the rights of all parties. To act expeditiously in a way that will instill public trust and confidence that the court is fairly, efficiently, and effectively operated.

**PROGRAM DESCRIPTION**

The Superior Court is the highest court of original jurisdiction in the State of Georgia. The Court has jurisdiction over civil and criminal matters including cases in the areas of domestic relations, titles to land, equity, and criminal felonies. The court also administers programs that enhance and ensure that the Court's purpose and rulings are carried out in a manner that meets the needs of the citizens of the County while following the rule of law.

**ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
Civil Case Filings	3,162	3,783	3,294	3,500
Domestic Case Filings	13,638	12,644	11,828	12,500
Felony Case Filings	6,500	9,173	7,950	8,100
Civil & Domestic Case Dispositions	19,784	19,069	19,854	23,000
Felony Case Dispositions	6,942	7,238	7,544	8,500
Jury Trials	125	109	100	100
Div. Parents Seminar Participants	1,664	1,592	1,433	1,520
Cases to Dispute Resolution Center	1,278	1,832	2,031	2,200
% Cases resolved by District Resolution Ctr.	72%	75%	71%	75%

**MAJOR ACCOMPLISHMENTS IN 2013**

**Enhance Public Safety**

Renovated drug court lab; upgraded evidence presentation systems in courtroom.

**Develop & Maintain Sustainable Neighborhoods & Communities**

Implemented drug court socialization grant.

**Ensure Efficient Operations**

Implemented jury questionnaires online.

**Ensure Fiscal Integrity**

Developed drug court payment protocol.

**SUPERIOR COURT**

**FUNCTION: CIVIL & CRIMINAL COURTS**

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Enhance Public Safety**

Upgrade courtroom audio systems.

Obtain funding for design of multipurpose courtroom for high profile cases.

**Develop & Maintain Sustainable Neighborhoods & Communities**

Expand drug court community outreach; develop family law public education forums.

**Ensure Efficient Operations**

Develop more efficient method of payment for jurors.

**Invest in Employees**

Identify customer service training specific to court employees.

**MAJOR BUDGETARY IMPACTS**

**Previous**

In 2010, 20 full-time employees accepted the Early Retirement Option Program and the BOC abolished 1 vacant position due to the ERO program. The Board of Commissioners (BOC) also restored \$1,246,750 to this budget as a part of the amendment process.

In 2011, \$6,980,678 was approved for the basic operating budget. On July 27, 2010, the Board of Commissioners abolished the District Court Administrator position. The BOC reduced this budget by \$683,115 as a part of the amendment process. The 2011 Mid-Year action added \$728,779 to the Superior Court's budget.

In 2012, \$8,074,741 was approved for the basic operating budget.

In 2013, \$8,426,869 was approved for the basic operating budget.

**2014**

\$8,213,498 is the approved operating budget.

**Future**

No significant budgetary impact is anticipated.

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Administration	\$1,778,341	\$1,798,047	\$1,682,362	\$1,682,362
Alimony / Support Programs	0	62	0	0
Court Reporters	693,871	738,158	652,140	652,140
Dispute Resolution	609,790	538,073	767,956	767,956
Grand Jury	130,417	105,957	121,454	121,454
Judges	3,898,262	3,880,946	4,096,900	4,096,900
Jury Management	824,038	924,634	857,386	857,386
Seminar For Divorcing Parents	33,189	33,697	35,300	35,300
	<b>\$7,967,908</b>	<b>\$8,019,576</b>	<b>\$8,213,498</b>	<b>\$8,213,498</b>

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$5,754,754	\$5,642,458	\$5,858,531	\$5,858,531
Purchased / Contracted Services	2,055,412	2,188,454	2,185,767	2,185,767
Supplies	96,437	145,789	126,200	126,200
Capital Outlays	38,306	16,876	17,000	17,000
Retirement Services	23,000	26,000	26,000	26,000
	<b>\$7,967,908</b>	<b>\$8,019,576</b>	<b>\$8,213,498</b>	<b>\$8,213,498</b>

**SUPERIOR COURT**

**FUNCTION: CIVIL & CRIMINAL COURTS**

**FUNDING SOURCES**

	Actual 2012	Actual 2013	Budget 2014
General Fund	\$7,967,908	\$8,019,576	\$8,213,498
	\$7,967,908	\$8,019,576	\$8,213,498

**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		
			2012	2013	2014
<b>Judge Adams</b>					
Law Clerk Senior	29		1	1	1
Judicial Assistant	25		1	1	1
Court Reporter	24		1	1	1
Calendar Clerk Senior	23		1	1	1
Superior Court Judge			1	1	1
	\$169,963				
FULL TIME Subtotal			5	5	5
<b>Judge Barrie</b>					
Law Clerk Senior	29		1	1	1
Court Reporter	24		1	1	1
Judicial Secretary	24		1	1	1
Calendar Clerk Senior	23		1	1	1
Superior Court Judge			1	1	1
	\$169,963				
FULL TIME Subtotal			5	5	5
<b>Judge Coursey</b>					
Law Clerk Senior	29		1	1	1
Judicial Assistant	25		1	1	1
Court Reporter	24		1	1	1
Calendar Clerk Senior	23		1	1	1
Superior Court Judge			1	1	1
	\$169,963				
FULL TIME Subtotal			5	5	5
<b>Judge Johnson</b>					
Law Clerk Senior	29		1	1	1
Judicial Assistant	25		1	1	1
Court Reporter	24		1	1	1
Calendar Clerk Senior	23		1	1	1
Superior Court Judge			1	1	1
	\$169,963				
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		
			2012	2013	2014
<b>Judge Scott</b>					
Law Clerk Senior	29		1	1	1
Judicial Assistant	25		1	1	1
Court Reporter	24		1	1	1
Calendar Clerk Senior	23		1	1	1
Superior Court Judge			1	1	1
	\$169,963				
FULL TIME Subtotal			5	5	5
<b>Judge Seeliger</b>					
Law Clerk Senior	29		1	1	1
Judicial Assistant	25		1	1	1
Court Reporter	24		1	1	1
Calendar Clerk Senior	23		1	1	1
Superior Court Judge			1	1	1
	\$169,963				
FULL TIME Subtotal			5	5	5
<b>Judge Hunter</b>					
Law Clerk Senior	29		1	1	1
Judicial Assistant	25		1	1	1
Court Reporter	24		1	1	1
Calendar Clerk Senior	23		1	1	1
Superior Court Judge			1	1	1
	\$169,963				
FULL TIME Subtotal			5	5	5
<b>Judge Becker</b>					
Law Clerk Senior	29		1	1	1
Judicial Assistant	25		1	1	1
Court Reporter	24		1	1	1
Calendar Clerk Senior	23		1	1	1
Superior Court Judge			1	1	1
	\$169,963				
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		
			2012	2013	2014
<b>Judge Jackson</b>					
Law Clerk Senior	29		1	1	1
Judicial Assistant	25		1	1	1
Court Reporter	24		1	1	1
Calendar Clerk Senior	23		1	1	1
Superior Court Judge			1	1	1
	\$169,963				
FULL TIME Subtotal			5	5	5
<b>Judge Flake</b>					
Law Clerk Senior	29		1	1	1
Judicial Assistant	25		1	1	1
Court Reporter	24		1	1	1
Calendar Clerk Senior	23		1	1	1
Superior Court Judge			1	1	1
	\$169,963				
FULL TIME Subtotal			5	5	5
<b>Senior Judge</b>					
Senior Judge	OE	4 PT	4	4	4
Judicial Secretary	24		1	1	1
FULL TIME Subtotal			1	1	1
PART TIME Subtotal			4	4	4
<b>Administration</b>					
Trial Court Director	AG		1	1	1
Court Program Manager	31		1	1	1
Dept Information Systems Mgr	31		1	1	1
Fiscal Officer	29		0	1	1
Law Clerk Senior	29		1	1	1
Grants Coordinator	26		1	0	0
Administrative Coordinator	25		2	2	2
Court Program Supervisor	25		1	1	1
Law Library Coordinator	25		1	1	1
Administrative Assistant II	23		1	1	1
Calendar Clerk Senior	23		1	1	1
Paralegal	23		1	1	1
Medical Laboratory Technician	22		1	1	1
Court Program Coordinator	21		3	3	3
Office Assistant Senior	19		6	6	6
FULL TIME Subtotal			22	22	22

**SUPERIOR COURT**

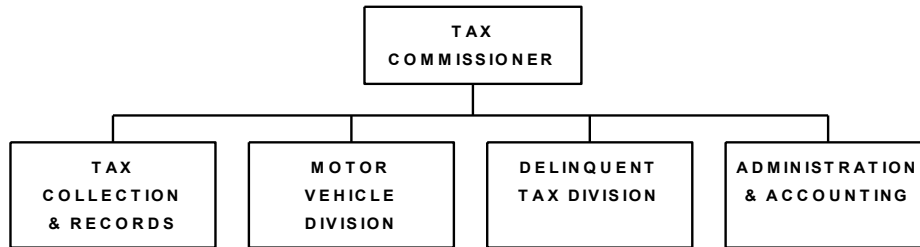
**FUNCTION: CIVIL & CRIMINAL COURTS**

**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		
			2012	2013	2014
<b>Court Reporters</b>					
Court Reporter	24		6	6	6
FULL TIME Subtotal			6	6	6
<b>Jury Management</b>					
Jury Services Manager	31		1	1	1
Jury Svcs Clerk Principal	21		1	1	1
Jury Services Clerk Senior	19		3	4	4
Office Assistant Senior	19		1	1	1
Jury Services Clerk	18		2	1	1
FULL TIME Subtotal			8	8	8
<b>Dispute Resolution</b>					
Dispute Resolution Centr Mgr	DR		1	1	1
Dispute Res Dom Case Coord	26		1	1	1
Administrative Assistant II	23		1	1	1
Administrative Assistant I	21		1	1	1
Office Assistant Senior	19		2	2	2
FULL TIME Subtotal			6	6	6
<b>FULL TIME Total</b>			93	93	93
<b>PART TIME Total</b>			4	4	4
<b>ALL POSITIONS Total</b>			97	97	97





**MISSION STATEMENT**

The Office of Tax Commissioner exists under the State Constitution and is committed to serving property taxpayers and taxing authorities. The Tax Commissioner will faithfully fulfill the duties and responsibilities required under general laws to receive homestead exemption applications, to prepare an annual ad valorem tax digest, to issue annual property tax statements, to serve as the county tag agent in the registration and titling of motor vehicles, to collect property taxes and fees, to issue and levy executions for delinquent taxes, to fully account for and pay over all taxes and fees to the various levying authorities, to inform and assist the public in understanding taxpayer obligations, and to administer fair and uniform collection practices while providing the highest possible level of quality services to the citizens and businesses of DeKalb County.

**PROGRAM DESCRIPTION**

The Office of Tax Commissioner processes homestead and special exemptions; updates property, taxpayer, and payment data to billing and records systems; compiles an annual tax digest for approval by the State Department Of Revenue; calculates and issues annual property tax statements; collects real, personal, public utility, motor vehicle, mobile home, timber, and heavy duty equipment taxes along with fees for car tags and titles, insurance lapses, residential sanitation, storm water utility, street lights, speed humps, and parking districts; issues motor vehicle title applications, collects state motor vehicle sales tax, temporary permits, license plates, and renewal decals; updates vehicle owner payment data to state vehicle registration database; administers point of service compliance for vehicle insurance and emissions; issues and records liens for delinquent taxes; levies; serves notices, advertises, and conducts sales of delinquent properties; maintains general ledger and provides detailed accounting and reporting of tag sales, adjustments, collections, refunds, and disbursements to the county governing authority, schools, cities, and the State.

**ACTIVITY MEASURES**

	Actual 2011	Actual 2012	Actual 2013	Estimated 2014
<b>Tax Collections and Records</b>				
Real & Personal Receivables	\$730,860,939	\$672,801,224	\$668,966,216	\$689,035,202
Public Utilities*	\$14,922,073	\$7,140,607	\$15,207,251	\$15,663,468
<b>Tax Accounts</b>				
Real & Personal				
Public Utility				
No. Payments Processed	454,557	467,060	479,906	493,106
% of Real & Personal Taxes Collected during year	95%	96%	97%	96%
% of Public Utility Collected during year	96%	42%	99%	96%
<b>Motor Vehicle Division</b>				
<b>Transactions:</b>				
Total Registrations	532,416	532,823	520,580	494,551
Title Applications Processed	112,005	115,161	96,806	91,966
Total Collections	\$78,627,874	\$87,800,007	\$147,072,587	\$169,133,475

**ACTIVITY MEASURES**

	Actual 2011	Actual 2012	Actual 2013	Estimated 2014
<b>Delinquent Taxes:</b>				
Fi Fas Issued	18,400	18,400	14,509	15,000
Parcels to Tax Sale	369	369	225	250
Delinquent Accounts Collected	\$38,000,000	\$31,092,901	\$44,285,726	\$44,728,584
Tax Sales Conducted	6	6	5	8

**MAJOR ACCOMPLISHMENTS IN 2013**

**Ensure Efficient Operations**

Successfully implemented House Bill 386 which changed all processes and procedures with regards to the titling and registration of vehicles in the State of Georgia. All staff were trained and procedures in place for March 1 with little disruption to operations.

Successfully modified all computer systems to handle the creation of the City of Brookhaven, including data conversion for tax districts, special assessments, millage rates, homestead exemptions, vehicles registration, distributions, and fiscal reporting.

**Ensure Fiscal Integrity**

Successfully met goal collection rate of 99% of all tax receivables.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Ensure Efficient Operations**

To identify and implement new processes with regards to the possible creation of several new cities.

To identify areas of potential service reductions if ten critical approved but unfunded positions remain.

**Ensure Fiscal Integrity**

To maintain current collection rate and service level with continued reduction in budget and staff.

**MAJOR BUDGETARY IMPACTS**

**Previous**

No significant budgetary changes occurred in 2008 and 2009. In 2010, \$6,725,214 was approved for the basic operating budget. The BOC restored \$562,654 to this budget as a part of the amendment process. In 2010, 15 employees accepted the Early Retirement Option Program and the BOC did not abolish the vacant positions due to the ERO program. In 2011, \$6,955,000 was approved for the basic operating budget. The BOC restored \$436,154 to this budget as a part of the amendment process. In 2012, \$7,020,079 was approved for the operating budget, which included \$150,000 to replace a remittance processor. The adopted budget for 2013 was \$6,878,612 (a decrease of 2.0% under 2012). The 2013 budget reflected an increase in postage for tag renewal notices and mailing new license plates to all DeKalb County customers.

**2014**

In 2014, \$6,670,339 is approved for basic operating expenses.

**Future**

No significant budgetary impact is anticipated.

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

	Actual 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Delinquent Tax Administration	\$1,007,310	\$1,078,280	\$1,130,110	\$1,130,110
Motor Vehicle Security	85,734	111,672	105,000	105,000

**TAX COMMISSIONER**

**FUNCTION: GENERAL GOVERNMENT**

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Motor Vehicle Tax	3,079,671	3,072,583	2,804,586	2,804,586
Motor Vehicle Temporary	60,776	59,270	59,208	59,208
Tax Administration / Accounting	1,216,236	1,113,714	1,312,292	1,312,292
Tax Collections & Records	1,451,225	1,293,444	1,259,143	1,259,143
	<u>\$6,900,952</u>	<u>\$6,728,962</u>	<u>\$6,670,339</u>	<u>\$6,670,339</u>

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$5,564,442	\$5,347,309	\$5,147,635	\$5,147,635
Purchased / Contracted Services	1,045,301	1,230,847	1,375,012	1,375,012
Supplies	98,313	85,166	96,955	96,955
Capital Outlays	177,420	48,061	32,700	32,700
Interfund / Interdepartmental	14,634	16,738	15,637	15,637
Other Costs	842	842	2,400	2,400
	<u>\$6,900,952</u>	<u>\$6,728,962</u>	<u>\$6,670,339</u>	<u>\$6,670,339</u>

**FUNDING SOURCES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
General Fund	\$6,900,952	\$6,728,962	\$6,670,339
	<u>\$6,900,952</u>	<u>\$6,728,962</u>	<u>\$6,670,339</u>

**AUTHORIZED POSITION LIST BY COST CENTER**

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>INCLUDES PT or TEMP (T)</b>	<b>NUMBER OF POSITIONS</b>		
			<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Tax Collections &amp; Records</b>					
Tag Worker	TC	5 T	5	5	5
Deputy Tax Commissioner	33		1	1	1
Tax Administrator	29		1	1	1
Branch Manager Tax 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	1	1
Customer Service Rep	18		1	1	1
Office Assistant	18		5	6	6
Tax Technician	18		4	4	4
			<u>19</u>	<u>19</u>	<u>19</u>
FULL TIME Subtotal			19	19	19
TEMP Subtotal			5	5	5

**TAX COMMISSIONER**

**FUNCTION: GENERAL GOVERNMENT**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2012	2013	2014
<b>Motor Vehicle Tax</b>					
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 Technician Lead	20		6	6	6
Accounting Technician Senior	19		1	1	1
Tax Technician Senior	19		8	11	11
Accounting Technician	18		1	1	1
Customer Service Rep	18		2	2	2
Office Assistant	18		1	1	1
Tax Technician	18		36	33	33
FULL TIME Subtotal			65	65	65
<b>Motor Vehicle Temporary</b>					
Tag Worker	TC	6 T	6	6	6
TEMP Subtotal			6	6	6
<b>Delinquent Tax Administration</b>					
Deputy Tax Commissioner	33		1	1	1
Branch Manager Tax 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
<b>Tax Administration / Accounting</b>					
Tag Worker	TC	2 T	2	2	2
Assistant Tax Commissioner	AH		1	1	1
Deputy Tax Commissioner	33		1	1	1
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			1	1	1
	\$150,331				
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		
			2012	2013	2014
FULL TIME Total			107	107	107
TEMPORARY Total			13	13	13
ALL POSITIONS Total			120	120	120



## FUNDS GROUP: Special Revenue

### FUNDS GROUP DESCRIPTION

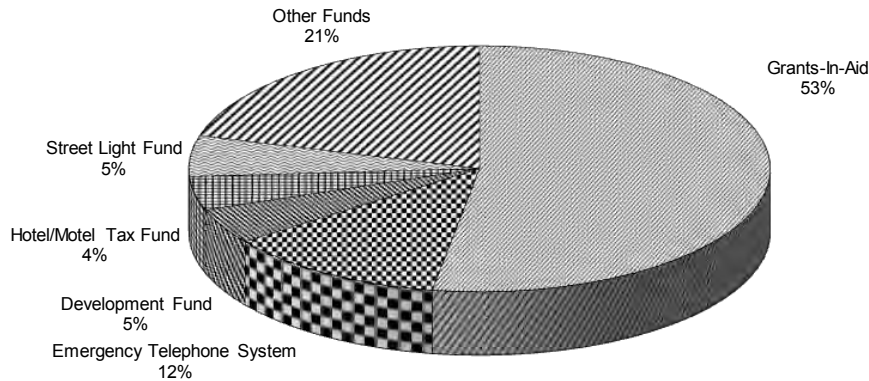
The Special Revenue Funds Group includes funds operated for specific programs or activities as required by law or Board of Commissioners' policy. Sources of revenue include funds from user fees, donations, excise taxes on hotel and motel rooms, state and federal grants with local match contributions, and penalty assessments on certain criminal and county ordinance violation cases.

**The appropriation amounts reported in this document for the "Approved Budget 2014" 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 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Personal Services and Benefits	\$17,180,693	\$16,366,680	\$13,171,428	\$13,171,428
Purchased / Contracted Services	31,125,592	27,433,926	12,443,146	12,443,146
Supplies	7,582,614	6,766,624	5,005,791	5,005,791
Capital Outlays	3,579,046	2,947,605	687,665	687,665
Interfund / Interdepartmental	4,626,648	2,922,220	2,470,254	2,470,254
Other Costs	10,791,467	10,019,934	2,826,302	2,826,302
Debt Service	4,492,930	4,686,802	4,485,564	4,485,564
Other Financing Uses	7,237,672	13,885,657	5,129,764	5,129,764
Retirement Services	24,622	24,622	24,622	24,622
* Holding Accounts	6,731	(104)	66,058,188	66,058,188
<b>Total Expenditures</b>	<b>\$86,648,014</b>	<b>\$85,053,966</b>	<b>\$112,302,724</b>	<b>\$112,302,724</b>
Reserves			13,271,702	13,271,702
<b>Total Budget</b>			<b>\$125,574,426</b>	<b>\$125,574,426</b>

\* All Grant Funds' appropriations are budgeted in Holding Accounts.

<b>SPECIAL REVENUE FUNDS OPERATING DOLLAR 2014</b>
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Other funds include Drug Abuse Treatment and Education, Juvenile Services, Public Education & Government Access (PEG), Victim Assistance, Law Enforcement Confiscated Monies, Recreation, Speed Humps Maintenance, Street Light, Foreclosure Registry, Building Authority Lease Payments, and Public Safety / Judicial Authority Lease Payments.

## FUNDS GROUP: Special Revenue

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY FUND				
	Actual 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Recreation	\$696,156	\$721,248	\$999,577	\$999,577
Foreclosure Register	379,408	417,010	1,179,147	1,179,147
Law Enforcement Confiscated Monies	2,789,113	3,097,104	6,790,146	6,790,146
Hotel/Motel Tax Fund	3,911,137	4,044,340	5,548,364	5,548,364
Rental Motor Vehicle Excise Tax	709,725	708,859	1,435,737	1,435,737
Grants-In-Aid	41,909,404	34,674,487	66,058,188	66,058,188
Drug Abuse Treatment and Education Fund	48,747	156,041	263,221	263,221
Juvenile Services Fund	68,945	77,804	253,749	253,749
Emergency Telephone System	12,044,925	11,977,091	15,420,849	15,420,849
County Jail Fund	2,798,359	1,422,163	919,288	919,288
Street Light Fund	4,714,034	4,668,060	6,724,426	6,724,426
PEG Support Fund	310,038	588,573	2,114,338	2,114,338
Victim Assistance Fund	1,310,811	1,097,321	1,431,056	1,431,056
Building Authority Lease Payments Fund	3,718,057	12,568,637	3,733,553	3,733,553
Public Safety / Judicial Authority Lease Payments	3,092,801	3,095,101	4,025,672	4,025,672
URA Bond Debt Service	774,874	766,243	1,151,317	1,151,317
Development Fund	6,151,279	4,101,835	5,853,543	5,853,543
Speed Humps Maintenance	1,220,201	872,050	1,672,255	1,672,255
<b>Total Expenditures</b>	<b>\$86,648,014</b>	<b>\$85,053,966</b>	<b>\$125,574,426</b>	<b>\$125,574,426</b>
Note: Reserves included in Total			13,271,702	13,271,702

SUMMARY OF REVENUES AND ANTICIPATIONS BY FUND				
	Actual 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
<b>COUNTY JAIL FUND</b>				
Intergovernmental	\$132,604	\$102,955	\$110,000	\$110,000
Fines And Forfeitures	2,299,606	1,120,997	807,288	807,288
Fund Balance Brought Forward	566,359	200,210	2,000	2,000
<b>TOTAL</b>	<b>\$2,998,569</b>	<b>\$1,424,163</b>	<b>\$919,288</b>	<b>\$919,288</b>
<b>FORECLOSURE REGISTRY FUND</b>				
Charges For Services	\$554,400	\$312,925	\$240,000	\$240,000
Fund Balance Brought Forward	805,275	1,007,540	939,147	939,147
<b>TOTAL</b>	<b>\$1,359,675</b>	<b>\$1,320,465</b>	<b>\$1,179,147</b>	<b>\$1,179,147</b>
<b>DEVELOPMENT FUND</b>				
Licenses And Permits	\$4,644,613	\$4,911,428	\$5,061,400	\$5,061,400
Charges For Services	\$24,121	\$20,128	\$26,000	\$26,000
Investment Income	\$2,415	\$1,865	\$1,500	\$1,500
Miscellaneous Revenue	(79,591)	(6,018)	(7,200)	(7,200)
Fund Balance Brought Forward	1,486,531	(54,116)	771,843	771,843
<b>TOTAL</b>	<b>\$6,078,089</b>	<b>\$4,873,288</b>	<b>\$5,853,543</b>	<b>\$5,853,543</b>
<b>DRUG ABUSE TREATMENT &amp; EDUCATION FUND</b>				
Fines And Forfeitures	\$70,596	\$141,600	\$130,000	\$130,000



## FUNDS GROUP: Special Revenue

SUMMARY OF REVENUES AND ANTICIPATIONS BY FUND				
	Actual 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Investment Income	163	128	125	125
Fund Balance Brought Forward	99,884	121,434	133,096	133,096
<b>TOTAL</b>	<b>\$170,644</b>	<b>\$263,162</b>	<b>\$263,221</b>	<b>\$263,221</b>
<b>EMERGENCY TELEPHONE SYSTEM FUND</b>				
Charges For Services	\$3,231	\$14,181	\$0	\$0
Investment Income	10,589	5,805	5,000	5,000
Miscellaneous Revenue	9,496,149	9,284,790	10,525,000	10,525,000
Fund Balance Brought Forward	7,882,785	6,811,979	4,890,849	4,890,849
<b>TOTAL</b>	<b>\$17,392,754</b>	<b>\$16,116,754</b>	<b>\$15,420,849</b>	<b>\$15,420,849</b>
<b>GRANTS-IN-AID FUND</b>				
Intergovernmental	\$26,761,558	\$26,817,939	\$0	\$0
Investment Income	2,642	985	0	0
Contributions And Donations	226,462	188,844	0	0
Miscellaneous Revenue	2,400,555	2,077,208	69,427,522	69,427,522
Other Financing Sources	2,543,875	2,993,842	0	0
Fund Balance Brought Forward	(2,115,357)	(702,115)	(3,369,334)	(3,369,334)
<b>TOTAL</b>	<b>\$29,819,735</b>	<b>\$31,376,703</b>	<b>\$66,058,188</b>	<b>\$66,058,188</b>
<b>HOTEL/MOTEL TAX FUND</b>				
Taxes	\$4,646,779	\$4,518,243	\$4,000,000	\$4,000,000
Fund Balance Brought Forward	338,820	1,074,462	1,548,364	1,548,364
<b>TOTAL</b>	<b>\$4,985,599</b>	<b>\$5,592,705</b>	<b>\$5,548,364</b>	<b>\$5,548,364</b>
<b>RENTAL MOTOR VEHICLE EXCISE TAX</b>				
Taxes	\$627,193	\$624,879	\$655,938	\$655,938
Investment Income	1,608	934	0	0
Fund Balance Brought Forward	914,364	833,401	779,799	779,799
<b>TOTAL</b>	<b>\$1,543,165</b>	<b>\$1,459,214</b>	<b>\$1,435,737</b>	<b>\$1,435,737</b>
<b>JUVENILE SERVICES FUND</b>				
Charges For Services	\$31,297	\$30,272	\$30,000	\$30,000
Investment Income	417	235	225	225
Fund Balance Brought Forward	304,626	268,040	223,524	223,524
<b>TOTAL</b>	<b>\$336,339</b>	<b>\$298,547</b>	<b>\$253,749</b>	<b>\$253,749</b>
<b>LAW ENFORCEMENT CONFISCATED MONIES FUND</b>				
Intergovernmental	\$1,749,092	\$2,987,350	\$0	\$0
Investment Income	11,205	6,966	0	0
Miscellaneous Revenue	10,734	47,627	0	0
Fund Balance Brought Forward	6,534,462	6,184,535	6,790,146	6,790,146
<b>TOTAL</b>	<b>\$8,305,494</b>	<b>\$9,226,478</b>	<b>\$6,790,146</b>	<b>\$6,790,146</b>
<b>PUBLIC EDUCATION &amp; GOVERNMENT ACCESS (PEG) FUND</b>				
Investment Income	\$3,009	\$1,964	\$10,000	\$10,000
Miscellaneous Revenue	386,734	86,248	145,000	145,000
Fund Balance Brought Forward	1,863,997	2,100,650	1,959,338	1,959,338
<b>TOTAL</b>	<b>\$2,253,740</b>	<b>\$2,188,861</b>	<b>\$2,114,338</b>	<b>\$2,114,338</b>
<b>RECREATION FUND</b>				
Charges For Services	\$780,926	\$1,112,497	\$962,168	\$962,168
Investment Income	(537)	(212)	0	0

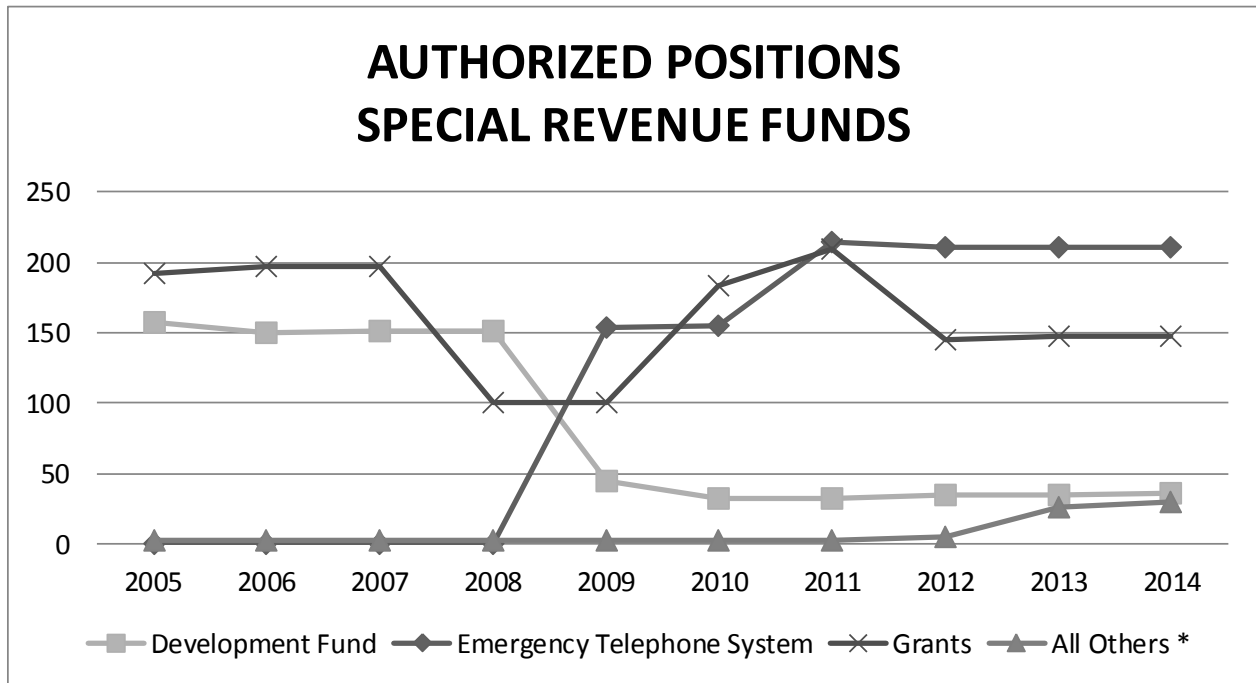
## FUNDS GROUP: Special Revenue

SUMMARY OF REVENUES AND ANTICIPATIONS BY FUND				
	Actual 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Miscellaneous Revenue	(3,481)	(6,695)	0	0
Fund Balance Brought Forward	(434,689)	(348,611)	37,409	37,409
<b>TOTAL</b>	<b>\$342,219</b>	<b>\$756,979</b>	<b>\$999,577</b>	<b>\$999,577</b>
 <b>REVENUE BONDS LEASE PAYMENTS FUNDS:</b>				
<b>BUILDING AUTHORITY LEASE PAYMENTS</b>				
Investment Income	\$1,711	\$1,078	\$0	\$0
Miscellaneous Revenue	3,731,844	3,416,974	3,748,648	3,748,648
Other Financing Sources	0	8,855,410	0	0
Fund Balance Brought Forward	124,532	140,031	(15,095)	(15,095)
<b>TOTAL</b>	<b>\$3,858,087</b>	<b>\$12,413,493</b>	<b>\$3,733,553</b>	<b>\$3,733,553</b>
 <b>PUBLIC SAFETY / JUDICIAL AUTHORITY LEASE PAYMENTS</b>				
Investment Income	\$1,065	(\$545)	\$0	\$0
Miscellaneous Revenue	3,091,800	15,642	7,072,327	7,072,327
Fund Balance Brought Forward	33,286	33,349	(3,046,655)	(3,046,655)
<b>TOTAL</b>	<b>\$3,126,150</b>	<b>\$48,447</b>	<b>\$4,025,672</b>	<b>\$4,025,672</b>
 <b>URA BOND DEBT SERVICE</b>				
Investment Income	(\$218)	\$33	\$0	\$0
Miscellaneous Revenue	985,067	192,074	1,515,477	1,515,477
Fund Balance Brought Forward	1	209,976	(364,160)	(364,160)
<b>TOTAL</b>	<b>\$984,850</b>	<b>\$402,083</b>	<b>\$1,151,317</b>	<b>\$1,151,317</b>
 <b>STREET LIGHT FUND</b>				
Charges For Services	\$4,944,913	\$4,767,978	\$4,500,000	\$4,500,000
Investment Income	647	1,025	900	900
Fund Balance Brought Forward	1,891,059	2,122,584	2,223,526	2,223,526
<b>TOTAL</b>	<b>\$6,836,618</b>	<b>\$6,891,586</b>	<b>\$6,724,426</b>	<b>\$6,724,426</b>
 <b>VICTIM ASSISTANCE FUND</b>				
Intergovernmental	\$381,014	\$448,927	\$380,000	\$380,000
Fines And Forfeitures	1,086,437	398,983	1,000,000	1,000,000
Fund Balance Brought Forward	108,981	272,968	51,056	51,056
<b>TOTAL</b>	<b>\$1,576,432</b>	<b>\$1,120,878</b>	<b>\$1,431,056</b>	<b>\$1,431,056</b>
 <b>SPEED HUMPS MAINTENANCE FUND</b>				
Charges For Services	\$317,522	\$286,910	\$312,000	\$312,000
Investment Income	2,538	1,452	3,000	3,000
Fund Balance Brought Forward	1,838,516	1,897,156	1,357,255	1,357,255
<b>TOTAL</b>	<b>\$2,158,576</b>	<b>\$2,185,519</b>	<b>\$1,672,255</b>	<b>\$1,672,255</b>
<b>GRAND TOTAL</b>	<b>\$94,126,734</b>	<b>\$97,959,324</b>	<b>\$125,574,426</b>	<b>\$125,574,426</b>

SUMMARY OF REVENUES AND ANTICIPATIONS BY MAJOR CATEGORY				
			CEO'S	Approved

## FUNDS GROUP: Special Revenue

	Actual 2012	Actual 2013	Recommended Budget	Budget 2014
TAXES	5,273,972	5,143,122	4,655,938	4,655,938
LICENSES AND PERMITS	4,644,613	4,911,428	5,061,400	5,061,400
INTERGOVERNMENTAL	29,024,268	30,357,171	490,000	490,000
CHARGES FOR SERVICES	6,656,409	6,544,891	6,070,168	6,070,168
FINES AND FORFEITURES	3,456,639	1,661,580	1,937,288	1,937,288
INVESTMENT INCOME	37,253	21,713	20,750	20,750
CONTRIBUTIONS AND DONATIONS	226,462	188,844	0	0
MISCELLANEOUS REVENUE	20,019,811	15,107,850	92,426,774	92,426,774
OTHER FINANCING SOURCES	2,543,875	11,849,252	0	0
FUND BALANCE BROUGHT FORWARD	22,243,431	22,173,474	14,912,108	14,912,108
<b>TOTAL</b>	<b>\$94,126,734</b>	<b>\$97,959,324</b>	<b>\$125,574,426</b>	<b>\$125,574,426</b>



\* 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. The 2012 Budget also reflected the transfer of 3 positions to the Speed Humps Maintenance Fund (in "Other") from the Transportation Department.

**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 few budgetary changes for this fund.

**2014**

The budget for 2014 is \$919,288. The fund balance is \$2,000.

**Future**

The additional revenue that will be generated through 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**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
County Jail Fund	\$2,798,359	\$1,422,163	\$919,288	\$919,288
	\$2,798,359	\$1,422,163	\$919,288	\$919,288

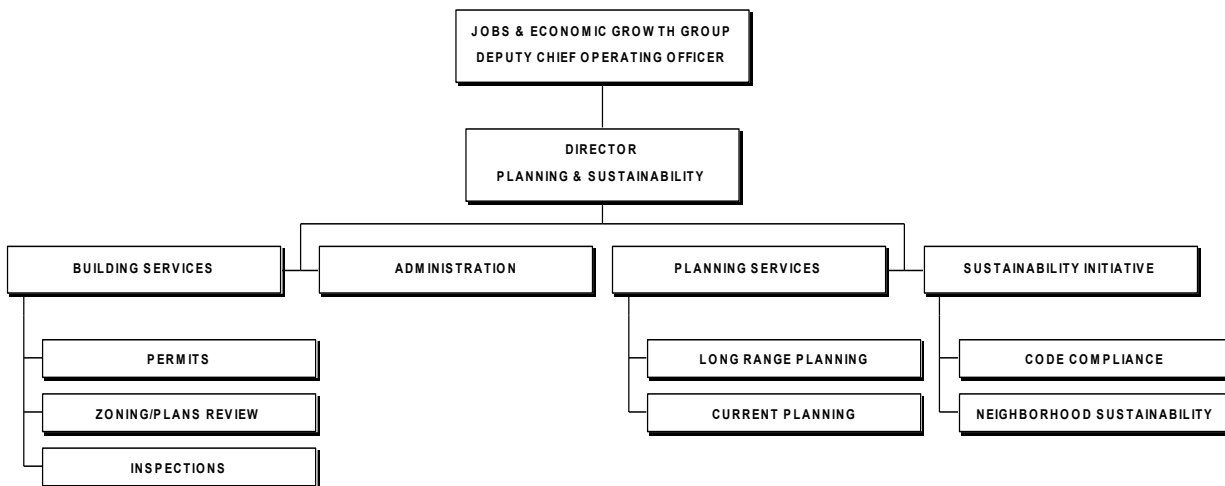
**SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Other Financing Uses	\$2,798,359	\$1,422,163	\$919,288	\$919,288
	\$2,798,359	\$1,422,163	\$919,288	\$919,288

**FUNDING SOURCES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
County Jail Fund	\$2,798,359	\$1,422,163	\$919,288
	\$2,798,359	\$1,422,163	\$919,288

**DEVELOPMENT FUND - PLANNING & SUSTAINABILITY DEPARTMENT**  
**FUNCTION: PLANNING & PUBLIC WORKS**



**MISSION STATEMENT**

The mission of the Planning and Sustainability Department is to develop and revise the County's plans for long-term land use, transportation systems and public facilities development, to assist in economic (industrial and commercial) development projects, to provide county departments, citizens and other stakeholders with demographic information, tax maps and the zoning ordinance, and to administer the county's zoning ordinance and related matters (rezoning applications, hearings, land use plan, zoning amendments) and maintain the official zoning maps.

**PROGRAM DESCRIPTION**

Currently the Planning and Sustainability Department's budget is divided among three funds: the General Fund, the Special Tax District-Unincorporated Fund, and the Development Fund. The Planning and Sustainability Department was established in 2006 via the merger of the Planning Department and the Development Department. Effective December, 2010, the Department of Planning and Development was reorganized and renamed to the Department of Planning and Sustainability. The Code Enforcement Section was assigned from Police Services to the Department of Planning & Sustainability and the name was changed to Code Compliance. Planning and Sustainability is assigned to the Jobs & Economic Growth Group, under the direction of the Deputy Chief Operating Officer for Development.

The Planning and Sustainability Department has four divisions: Administration, Planning Services, Building Development Services and Code Compliance. The Administrative Division supports overall department programs and services, and advises the CEO, Board of Commissioners, and other departments in response to inquiries, and special project assignments. The Planning Services Division is comprised of two sections: Long Range Planning and Current Planning. The Long Range Planning Section is responsible for policy recommendations and programs to guide the County's growth, including preparation of the County's Comprehensive Plan and coordination with various states, 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**

	<b>TARGET</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
% 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**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
<b>Rezoning &amp; Land Use</b>				
Applications Processed	51	46	61	60
<b>Historic Preservation</b>				
Applications Processed	141	170	165	170
Zoning Letters Issued	104	152	213	200
Lot Divisions and Plats Reviewed	7	6	6	6
<b>Total Permits Issued</b>				
Building	4,186	4,586	4,435	4,036
Electrical	2,988	7,008	5,928	5,394
Heating, Ventilating, and Air Conditioning (HVAC)	2,993	2,954	3,090	2,812
Plumbing	2,999	3,596	3,637	3,310
Signs	381	446	368	385
<b>Permit Revenue</b>				
Building	\$1,865,037	\$5,951,349	\$3,581,694	\$2,953,889
Electrical	\$698,184	\$792,652	\$833,577	\$693,304
Heating, Ventilating, and Air Conditioning (HVAC)	\$298,322	\$290,433	\$489,243	\$419,569
Plumbing	\$431,642	\$399,590	\$439,467	\$371,537
Signs	\$18,150	\$23,971	\$46,650	\$40,527
Total Permit Revenue:	\$3,311,335	\$7,457,995	\$5,390,631	\$4,478,826
<b>Inspections Conducted</b>				
Building	39,890	26,950	11,880	10,811
Electrical	23,847	24,719	17,062	15,526
HVAC	10,011	6,584	6,808	6,195
Plumbing	17,580	12,891	11,120	10,119
Total Inspections:	91,328	71,144	46,870	42,651
<b>Code Compliance</b>				
New Request Received	13,057	13,794	12,165	13,148

**DEVELOPMENT FUND - PLANNING & SUSTAINABILITY DEPARTMENT**  
**FUNCTION: PLANNING & PUBLIC WORKS**

**ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
Warning Notices Issued	8,853	7,336	6,850	8,210
Court Summons Issued	5,577	2,198	4,190	4,643
Fines Collected	\$171,683	\$69,204	\$693,101	\$500,000
Properties Brought Into Compliance	19,035	24,926	19,782	19,335
New Service Request Inspections	22,132	18,426	15,068	19,600
Total Weight (LBS.) Of Signs Removed From Right Of Way	30,040	18,426	28,120	25,442
Illegal Signs Cited	330	190	119	312
Commercial Vehicles	79	74	44	93

**MAJOR ACCOMPLISHMENTS IN 2013**

**Develop & Maintain Sustainable Neighborhood & Communities**

Completion of Kensington Area Livable Centers Initiatives Plan.

Received grant award for Atlanta Regional Commission and initiated Stonecrest Area Livable Center Initiative Program.

Completion of Zoning Ordinance Re-Write and Zoning parcel database for GIS map.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Ensure Efficient Operations**

To improve customer service.

To improve internal and external departmental communication.

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

To support the implementation of the Comprehensive Plan and Zoning Code rewrite.

**MAJOR BUDGETARY IMPACTS**

**Previous**

There were significant budgetary changes for 2009. Due to a precipitous decline in construction activity, the Development Fund portion of this department's budget continued to experience a decline in revenues in 2009. At midyear several steps were taken to ameliorate the decline in revenues, including a \$1,500,000 loan from the General Fund and a \$1,000,000 loan from the Sanitation Fund, and a reduction in the workforce of 108 positions. Even after these changes were applied, the Development Fund portion of this budget ended the year with a balance of (\$932,663).

In 2010 Development Fund revenues were only sufficient to fund activities through the 1<sup>st</sup> quarter of at the adjusted staffing level of 36. Outsourcing was pursued as a solution to the ongoing revenue issue. 33 filled positions were eliminated at the end of the 1<sup>st</sup> quarter of 2010 and 9 positions were transferred to the Department of Watershed Management. Three positions were funded for the second through the fourth quarter of 2010. Executive Order 2010-12, in December, 2010, ordered the transfer of all 37 Code Enforcement positions to the Planning & Sustainability Department.

In 2011, the Code Enforcement section was moved to the Planning & Sustainability Department (in the Special Tax District – Unincorporated Fund) and renamed Code Compliance, as part of the Planning & Sustainability reorganization. The appropriations for Code Enforcement were transferred to Planning & Sustainability in the 2011 Mid-Year Budget Adjustment. In 2011, the BOC authorized the creation of the Foreclosure Registry Program. The initial budget request of \$557,373 was requested as part of the Planning & Sustainability budget request.

In 2012, the Planning & Sustainability Department (in the Development Fund) completed repayment of the 2009 General Fund loan amount of \$1,500,000.

In 2013, the budget included the annual repayment of \$300,000 for repayment of the \$1,000,000 loan from the Sanitation Fund.

**2014**

The approved operating budget is \$10,794,538. This budget includes \$147,143 that will go towards the annual repayment of the \$1,000,000 loan from the Sanitation Fund. It includes funding new Code Enforcement Officers, Office Assistant Sr, and Engineering Review Officer in the Special Tax District-Unincorporated Fund. In addition, this budget funds a new Customer Support Administrator in the Development Fund. Funding for Land Development has

**DEVELOPMENT FUND - PLANNING & SUSTAINABILITY DEPARTMENT**

**FUNCTION: PLANNING & PUBLIC WORKS**

moved from the Public Works Director's Office to the General Fund. The transfer includes (9) positions - (1) Office Assistant, (1) Office Assistant Senior, (3) Dev Construction Inspector III, (2) Engineering Review Officer II, (1) Engineering Review Officer III, and (1) Land Development Supervisor. Also, funding for (1) Transportation Plans Engineer has moved from Transportation to 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**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Code Compliance	\$1,710,970	\$1,951,544	\$2,664,235	\$2,664,235
Development Administration	3,986,625	2,111,104	3,072,629	3,072,629
Env Plans Review & Inspections	24,309	22,423	28,507	28,507
Land Development	11,171	7,543	619,185	619,185
Long Range Planning	505,250	545,936	506,232	506,232
Permits & Zoning	470,574	485,059	829,372	829,372
Plan & Sust - Foreclosure Registry Program	154	937	0	0
Planning Administration	546,765	348,623	557,159	557,159
Structural Inspections	1,021,204	922,821	1,303,850	1,303,850
Support	1,546	1,485	0	0
Zoning Analysis	848,888	1,124,149	1,213,369	1,213,369
	<b>\$9,127,456</b>	<b>\$7,521,623</b>	<b>\$10,794,538</b>	<b>\$10,794,538</b>

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$4,696,065	\$4,585,245	\$6,620,348	\$6,620,348
Purchased / Contracted Services	312,918	616,320	937,157	937,157
Supplies	55,616	72,820	126,075	126,075
Capital Outlays	15,569	153,389	45,340	45,340
Interfund / Interdepartmental	2,458,617	1,264,431	2,183,619	2,183,619
Other Costs	517,787	518,535	723,972	723,972
Other Financing Uses	1,060,000	300,000	147,143	147,143
Retirement Services	10,884	10,884	10,884	10,884
	<b>\$9,127,456</b>	<b>\$7,521,623</b>	<b>\$10,794,538</b>	<b>\$10,794,538</b>

**FUNDING SOURCES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
General Fund	\$1,055,509	\$896,944	\$1,063,391
Development	5,516,484	3,551,343	5,853,543
Special Tax District - Unincorporated	2,555,463	3,073,336	3,877,604
	<b>\$9,127,456</b>	<b>\$7,521,623</b>	<b>\$10,794,538</b>



**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		
		2012	2013	2014
<b>Planning &amp; Sust -Development Administration</b>				
Bldg Developmnt Admn	33	1	1	1
FULL TIME Subtotal		1	1	1
<b>Planning &amp; Sust - Planning Administration</b>				
Associate Director Planning	AF	1	1	1
Director Planning	AD	1	1	1
Administrative Coordinator	25	1	1	1
Administrative Assistant II	23	1	1	1
Office Software Specialist	23	1	1	1
FULL TIME Subtotal		5	5	5
<b>Planning &amp; Sust - Land Development</b>				
Land Development Supervisor	30	0	0	1
Engineering Review Officer III	28	0	0	1
Engineering Review Officer II	26	0	0	2
Dev Construction Inspector III	25	0	0	3
Office Assistant Senior	19	0	0	1
Office Assistant	18	0	0	(1)
FULL TIME Subtotal		0	0	7
<b>Planning &amp; Sust - Structural Inspections</b>				
Structural Inspection Supv	28	1	0	0
Building Inspector Supervisor	26	0	2	2
Electrical Inspection Supvr	26	1	0	0
Building Code Inspector III	25	2	1	1
Building Inspector Principal	25	0	4	4
Electrical Inspector III	25	2	0	0
HVAC Inspector III	25	1	0	0
Plumbing Inspector III	25	1	0	0
Building Codes Inspector II	24	1	0	0
Building Inspector Senior	24	0	5	5
Electrical Inspector II	24	2	0	0
HVAC Inspector II	24	1	0	0
Plumbing Inspector II	24	1	0	0
Building Inspector	23	0	1	1
Office Assistant Senior	19	1	1	1
FULL TIME Subtotal		14	14	14
<b>Planning &amp; Sust - Code Compliance</b>				
Code Compliance Administrator	31	1	1	1
Code Compliance Supervisor	28	2	2	2
Code Compliance Officer Sr	25	11	10	10
Administrative Assistant II	23	1	1	1
Code Compliance Officer	23	17	16	23

**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		
		2012	2013	2014
Office Assistant Senior	19	3	3	4
Office Assistant	18	2	1	1
<b>FULL TIME Subtotal</b>		<b>37</b>	<b>34</b>	<b>42</b>
<b>Plan &amp; Sust - Foreclosure Registry Program</b>				
<b>Planning &amp; Sust - Permits &amp; Zoning</b>				
Permit Manager	28	0	0	1
Building Inspector Supervisor	26	0	1	1
Plans Review Coordinator	26	3	3	3
Plumbing Inspector II	24	1	0	0
Zoning Officer	24	2	2	2
Permit Technician	19	4	3	3
Planning Technician	19	0	1	1
Office Assistant	18	0	1	1
<b>FULL TIME Subtotal</b>		<b>10</b>	<b>11</b>	<b>12</b>
<b>Planning &amp; Sust - Long Range Planning</b>				
Strategic Planning Administra	33	1	1	1
Housing Programs Manager	31	1	1	1
Engineer, Principal	30	0	2	2
Engineer, Senior	29	0	0	1
Planner Senior	27	3	3	3
Planner	26	1	1	1
Planning Technician Senior	21	1	1	1
Office Assistant Senior	19	1	1	1
<b>FULL TIME Subtotal</b>		<b>8</b>	<b>10</b>	<b>11</b>
<b>Planning &amp; Sust - Zoning Analysis</b>				
Zoning Administrator	33	1	1	1
Planning Manager	31	1	1	1
Planner Senior	27	5	5	5
Engineering Review Officer II	26	0	0	1
Planning Commission Asst	21	3	3	3
Planning Technician Senior	21	2	2	2
<b>FULL TIME Subtotal</b>		<b>12</b>	<b>12</b>	<b>13</b>
<b>FULL TIME Total</b>		<b>87</b>	<b>87</b>	<b>105</b>
<b>ALL POSITIONS Total</b>		<b>87</b>	<b>87</b>	<b>105</b>

**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. They are housed within the Drug Abuse Treatment and Education Fund (DATE).

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

In 2009, total funds recommended were \$274,366 to be allocated for the following projects:

\$43,094 to the DeKalb County Drug Court for treatment services;  
\$14,514 to Parks and Recreation for the Exercise Right Choice program;  
\$20,815 to provide supplies, travel and 4-H leader supplements for the 4-H Program;  
\$24,000 for the SMART Moves program for disadvantaged DeKalb County youth;  
\$171,943 for Reserves for Appropriation.

In 2010, total funds recommended were \$130,061 to be allocated for the following projects:

\$30,000 to the DeKalb County Drug Court for treatment services;  
\$10,575 to Parks and Recreation for the Exercise Right Choice program;  
\$20,725 to provide supplies, travel and 4-H leader supplements for the 4-H Program;  
\$24,000 for the SMART Moves program for disadvantaged DeKalb County youth;  
\$44,761 for Reserves for Appropriation.

In 2011, total funds recommended were \$74,215 to be allocated for the following projects:

\$20,000 to the DeKalb County Drug Court for treatment services;  
\$10,000 to Parks and Recreation for the Exercise Right Choice program;  
\$19,135 to provide supplies, travel and 4-H leader supplements for the 4-H Program;  
\$12,000 for the SMART Moves program for disadvantaged DeKalb County youth;  
\$13,080 for Reserves for Appropriation.

**2012**

Total funds appropriated were \$150,009 to be allocated for the following projects:

\$22,000 to the DeKalb County Drug Court for treatment services;  
\$12,000 to Parks and Recreation for the Exercise Right Choice program;  
\$21,135 to provide supplies, travel and 4-H leader supplements for the 4-H Program;  
\$12,000 for the SMART Moves program for disadvantaged DeKalb County youth;  
\$82,874 for Reserves for Appropriation.

**2013**

Effective July 1, 2012, House Bill 1176 made significant changes to the Drug Abuse Treatment and Education (DATE) Fund. The Bill imposed an additional 50% penalty in every case in which a fine is imposed for violations: furnishing alcohol to a minor or the attempt to purchase and possess alcohol by a minor; DUI; homicide or serious injury by vehicle if a DUI was involved. In light of these changes, the process to allocate DATE funds to DeKalb County programs was formalized and a Committee appointed by the Chief Operating Officer to manage this process. The DATE Fund Committee recommended and the BOC adopted the following \$181,559 allocation:

\$8,420 to Cooperative Extension/Health Rocks;  
\$7,510 to Human Development/Botvin Life Skills Training;  
\$12,500 to Magistrate Court/Diversion Treatment Court;  
\$25,000 to State Court/DUI Court;  
\$34,100 to Juvenile Court/Rebound Drug Court;  
\$47,470 to Superior Court/Adult Felony Drug Court;  
\$46,559 for Reserves for Appropriation.

**2014**

The DATE Fund Committee recommended and the BOC adopted the following \$166,684 allocation:

\$6,382 to Cooperative Extension/Health Rocks;  
\$11,825 to Magistrate Court/Diversion Treatment Court;  
\$44,706 to State Court/DUI Court;  
\$27,929 to Juvenile Court/Rebound Drug Court;  
\$59,030 to Superior Court/Adult Felony Drug Court;  
\$16,812 for Reserves for Appropriation.

**DRUG ABUSE TREATMENT & EDUCATION FUND      FUNCTION: CIVIL & CRIMINAL COURTS**

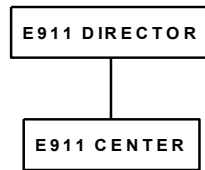
**Future**

No significant budgetary impact is anticipated.

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Coop Extension - Youth Development	\$21,809	\$9,393	\$6,382	\$6,382
Drug Abuse Treatment & Education Fund	22,000	0	113,349	113,349
Exercise Right Choice	4,938	0	0	0
Juvenile/Rebound Drug Court	0	57,719	27,929	27,929
Magistrate/Diversion Treatment Court	0	15,800	11,825	11,825
State Court DUI Court	0	24,985	44,706	44,706
Superior/Adult Felony Drug Court	0	48,144	59,030	59,030
	<b>\$48,747</b>	<b>\$156,041</b>	<b>\$263,221</b>	<b>\$263,221</b>

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Purchased / Contracted Services	\$38,643	\$123,552	\$149,872	\$149,872
Supplies	10,104	32,489	0	0
Other Costs	0	0	113,349	113,349
	<b>\$48,747</b>	<b>\$156,041</b>	<b>\$263,221</b>	<b>\$263,221</b>

<b>FUNDING SOURCES</b>			
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
Drug Abuse Treatment & Education	\$48,747	\$156,041	\$263,221
	<b>\$48,747</b>	<b>\$156,041</b>	<b>\$263,221</b>



### PROGRAM DESCRIPTION

The Emergency Telephone Fund was established in 1990 to account for financial transactions related to monies collected through user telephone billings of wired telephones. The user fees are used to fund certain expenses associated with the Emergency 911 Telephone Services in DeKalb County. During its 1998 session, the Georgia General Assembly extended the authority for counties to impose a 911 charge on wireless telephones, similar to the user fee for wired telephones. A separate cost center was established to account for the wireless user fees.

### MAJOR BUDGETARY IMPACTS

#### Previous

In 2010, \$18,015,560 was approved for the operating budget. This budget authorized the addition of an E911 Director position to oversee the operation of the 911 Communication Center. This budget also transferred a Police Captain position from the E911 Fund to Police Operations in the Special Tax District – Designated Services Fund. Also in 2010, 10 employees accepted the Early Retirement Option (ERO) program and the BOC abolished 2 vacant positions due to the ERO program.

Effective July 1, 2010, the Board of Commissioners lowered the Emergency Telephone fees for wired and wireless lines from \$1.50 per line per month to \$1.35. This was done to avoid excess accumulation of unexpended revenue, per State regulation.

In 2011, \$18,030,810 was approved for the basic operating budget. This amount included \$1,560,000 for the first year of the lease/purchase of a Computer Aided Dispatch system and a backup Line Recorder. Additionally funding for a program modification in the amount of \$1,977,475 was approved for the addition of 59 positions (45 Operators, 12 Shift Supervisors, 1 Administrative Assistant, and 1 Deputy Director); however, the authorization of the positions was deferred until after budget adoption.

Effective July 1, 2011, the Board of Commissioners increased the Emergency Telephone fees for wired and wireless lines from \$1.35 per line per month to \$1.50. This was done to enable the full and safe staffing of the Center and to allow for a prudent level of reserves.

State legislative actions in 2011 include: HB 256, which changed the method used to collect and disburse E911 fees for prepaid wireless service to local governments; the related SB 156, which changed reporting requirements for E911 Funds; HB 280, which made cross-reference changes and clarified issues relating to how E911 fees are to be expended. All actions are effective January 1, 2012.

Effective late 2011, the City of Dunwoody outsourced its E911 services and no longer uses DeKalb County's E911 system for police dispatches. The City's contractor expanded by 10 positions in anticipation of the move. The ultimate impact on DeKalb County's E911 staffing remains uncertain, as staffing levels have yet to reach equilibrium with regard to filling vacancies and overtime usage. The impact is unlikely to be 10 fewer positions, as Dunwoody's Fire and EMS calls are re-routed to DeKalb's E911 Center.

The 2012 Budget appropriated \$18,452,785 for the operating budget. This included full-year funding for the 59 positions added in 2011.

The 2013 Budget appropriated \$16,570,979 for the operating budget. This reflected the impact of a higher than normal level of unfunded vacancies, due to downward-trending revenues.

#### 2014

This budget appropriates \$15,420,849 for the operating budget. The reserve for appropriation is \$1,303,406.

#### Future

Ensuring that the E911 Center is adequately staffed with qualified and highly-trained personnel will be a significant challenge going forward. Revenues have trended downward for several quarters, due to general economic conditions, city incorporation, and consumer abandonment of the dual use of landlines with wireless phones in favor of wireless phones alone (estimates are as high as 30%).

**EMERGENCY TELEPHONE SYSTEM FUND**

**FUNCTION: PUBLIC SAFETY**

**PERFORMANCE INDICATORS**

	<b>TARGET</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
% OF CALLS DELAYED	10%	12%	18%	18%
AVG. DELAY PER CALL (SEC)	8	6	8	11
AVG. TIME PER CALL (SEC)	80	99	105	106

**ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
911 Calls Received	1,419,431	1,140,355	1,136,424	1,222,100
Emergency Calls Dispatched - Police	851,128	* 566,613	717,096	910,000
Emergency Calls Dispatched - Fire	86,450	92,772	98,256	106,810
Alarms	77,445	* 67,528	70,955	86,900
% False Alarms	86%	98%	98%	98%

\* Some 2011 data incomplete due to system errors

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
E-911 Wired	\$11,830,674	\$11,907,853	\$15,420,849	\$15,420,849
E-911 Wireless	214,251	69,238	0	0
	<b>\$12,044,925</b>	<b>\$11,977,091</b>	<b>\$15,420,849</b>	<b>\$15,420,849</b>

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$7,782,594	\$7,881,195	\$9,087,527	\$9,087,527
Purchased / Contracted Services	3,175,625	3,168,709	4,420,289	4,420,289
Supplies	145,285	179,579	359,171	359,171
Capital Outlays	660,779	625,234	63,600	63,600
Interfund / Interdepartmental Charges	266,904	108,636	173,118	173,118
Other Costs	0	0	1,303,406	1,303,406
Retirement Services	13,738	13,738	13,738	13,738
	<b>\$12,044,925</b>	<b>\$11,977,091</b>	<b>\$15,420,849</b>	<b>\$15,420,849</b>

**EMERGENCY TELEPHONE SYSTEM FUND**

**FUNCTION: PUBLIC SAFETY**

<b>FUNDING SOURCES</b>			
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
Emergency Telephone System	\$12,044,925	\$11,977,091	\$15,420,849
	\$12,044,925	\$11,977,091	\$15,420,849

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>INCLUDES PT or TEMP (T)</b>	<b>NUMBER OF POSITIONS</b>		
			<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>E-911 Wired</b>					
Director Emergency 911	AM		1	1	1
Deputy Director Emergency 911	32		1	1	1
IS Systems Support Manager	31		2	2	2
Police Lieutenant	31		0	1	1
IS Field Service Specialist Sr	28		1	1	1
IS Systems Administrator	28		2	2	2
ComputerAided Dispatch Analyst	26		4	4	4
Emer 911 Telecom Analyst	26		3	3	3
Emergency 911 Watch Commander	26		4	4	4
IS Field Service Specialist	26		2	2	2
Administrative Coordinator	25		1	1	1
Emergency 911 Shift Supervisor	25		24	24	24
Training Specialist	25		2	2	2
Emergency 911 Operator Senior	24	1 PT	26	26	26
Administrative Assistant II	23		1	1	1
Emergency 911 Operator	23	3 PT	138	138	138
FULL TIME Subtotal			208	209	209
PART TIME Subtotal			4	4	4
<b>FULL TIME Total</b>			208	209	209
<b>PART TIME Total</b>			4	4	4
<b>ALL POSITIONS Total</b>			212	213	213

**FORECLOSURE REGISTRY FUND****FUNCTION: PLANNING & PUBLIC WORKS****PROGRAM DESCRIPTION**

The Foreclosure Registry Fund was established in 2011 as an accounting entity to record transactions resulting from the Foreclosure Registry Ordinance. The Foreclosure Registry Ordinance was created in 2010 as a mechanism to protect neighborhoods from becoming blighted through the lack of adequate maintenance and security of properties that are foreclosed or where ownership has been transferred after foreclosure. Creditors or mortgagees who have foreclosed on real property must pay to the County a registration fee, which funds activities associated with monitoring foreclosed properties.

**MAJOR ACCOMPLISHMENTS IN 2013****Develop & Maintain Sustainable Neighborhoods and Communities**

Foreclosure Registry Fund was established by the BOC on October 25, 2011.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY****Develop & Maintain Sustainable Neighborhoods and Communities**

To register all foreclosed properties in DeKalb County.

To provide statistical data on all foreclosed properties within DeKalb County.

To support the implementation of the Comprehensive Plan and Zoning Code Rewrite.

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

In 2010, the Foreclosure Registry Ordinance which established the registration fee was passed by the Board of Commissioners and the fee was set at \$175. Also in 2010, five (5) full-time positions were created to administer the registry and monitor properties: 1 Special Projects Coordinator, 2 time-limited Court Records Technician III positions, and 2 time-limited Foreclosure Code Officer positions. In 2011, the Board of Commissioners created the Foreclosure Registry Fund, a Special Revenue Fund. In 2012, \$1,521,375 was approved for the operating budget, which included \$320,922 for Personal Services and Employee Benefits, \$26,350 in other operating costs, and \$1,175,103 in reserves. Also, in 2012 the registration fee for each foreclosed real property was changed from \$175 to \$100. In 2013, \$1,247,540 was approved for the operating budget, which included \$277,333 for Personal Services and Employee Benefits, \$118,830 in other operating costs, and \$851,377 in reserves.

**2014**

The approved operating budget is \$1,179,147 that includes \$724,580 in reserves.

**Future**

Monitoring foreclosed properties to prevent neighborhood blight will continue to be a major concern for the County for the foreseeable future.

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

	Actual 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Plan & Sust - Foreclosure Registry Program	\$379,408	\$417,010	\$1,179,147	\$1,179,147
	\$379,408	\$417,010	\$1,179,147	\$1,179,147

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

	Actual 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Personal Services and Benefits	\$250,244	\$289,365	\$239,817	\$239,817
Purchased / Contracted Services	15,729	60,006	69,450	69,450
Supplies	9,651	5,394	3,300	3,300
Capital Outlays	9,674	49	2,000	2,000



**FORECLOSURE REGISTRY FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Interfund / Interdepartmental Charges	0	0	140,000	140,000
Other Costs	94,111	62,195	724,580	724,580
	<u>\$379,408</u>	<u>\$417,010</u>	<u>\$1,179,147</u>	<u>\$1,179,147</u>

**FUNDING SOURCES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
Foreclosure Registry Fund	\$379,408	\$417,010	\$1,179,147
	<u>\$379,408</u>	<u>\$417,010</u>	<u>\$1,179,147</u>

**AUTHORIZED POSITION LIST BY COST CENTER**

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Plan &amp; Sust - Foreclosure Registry Program</b>				
Special Projects Coordinator	28	1	1	1
Code Compliance Officer Sr	25	0	0	3
Administrative Assistant II	23	0	1	2
Code Compliance Officer	23	2	2	2
Court Records Tech III	21	2	2	2
FULL TIME Subtotal		5	6	10
<b>FULL TIME Total</b>		<u>5</u>	<u>6</u>	<u>10</u>
<b>ALL POSITIONS Total</b>		<u>5</u>	<u>6</u>	<u>10</u>

**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 County received \$3,000,000 in funding from Congressional Office of Budget for the DeKalb County Police department. In addition, the County was awarded \$1,805,325 for Homeland Security Initiatives. The District Attorney's office continues to receive over \$145,000.00 from CJCC to support the VOCA and VAWA domesticated programs. \$1,369,115.00 had been awarded to fund the Child Support program for collection enforcement. 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. DeKalb's Juvenile Court awarded \$859,904 from the U.S. Department of Labor to provide mentoring services and educational support and training. Many of the grant awards to the County for specialized programs were renewed, along with some programs requiring additional county funding.

**2014**

The County continues to receive funding from the Office of National Drug Control Policy to increase efforts of the multi-agency taskforce, which targets high intensity drug areas in DeKalb County. An amount of \$276,156 has been awarded to the County for use of overtime, supplies and equipment for police officers. Many of the grants awarded to the County for specialized programs are being renewed, along with some programs requiring additional county funding. Criminal Justice Coordinating Council has been awarded \$94,981 with County contributions, to fund the Solicitor's "S.T.O.P. - Violence against Women (V.A.W.A.)" program. The Magistrate Court has accepted \$650,000 from the Department of Justice to promote arrest policies and enforcement of protective orders for their "Violence against Women program". These funds will allow the Courts to continue to monitor the conduct of defendants, thereby improving the safety of victims of domestic violence along with ensuring compliance & accountability. The Department of Justice has also awarded the DeKalb County Police with \$919,987 for the Community Oriented Policing Services (COPS) Hiring Recovery Program grant. These funds will allow for the creation of ten entry-level police officer positions, to also include one military veteran. As one of the largest child support collections in Georgia, the County has also been awarded \$1,418,566 from the State of Georgia to continue enforcement of child support orders for FY 2014 - 2015. The Human Development Department has 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 DeKalb County Parks & Recreation Department anticipates up to \$750,000 from the State of Georgia Summer Food Service Program, Georgia Department of Early Care Learning which will allow the County to provide meals (breakfast & lunch) at approximately 65 sites during the summer months. The County also anticipates \$92,200.00 from the U.S. Department of Veterans Affairs in a joint project with the City of Atlanta and Fulton County to survey and estimate the homeless veteran population, along with proposing efforts to end homelessness for veterans by 2015. It is expected the Atlanta Regional Commission will authorize up to \$1,783,937 towards services for the County Base Aging Program, which has been serving the DeKalb County's senior population for the past 11 years. The County also expects continual funding from Department of Justice through the Edward Byrne Memorial Justice Assistance Grant (J.A.G.) Program for County law enforcement initiatives.

**ACTIVITY MEASURES**

GRANTOR / GRANT DESCRIPTION	Total Grant Appropriation	Total Grant Expenditures	2014 Appropriation
DOL/DeKalb Workforce Development	\$15,394,416	\$7,523,561	\$7,870,855
<b>SUBTOTAL</b>	<b>\$15,394,416</b>	<b>\$7,523,561</b>	<b>\$7,870,855</b>

## GRANTS FUNDS SUMMARY

## FUNCTION: GENERAL GOVERNMENT

ACTIVITY MEASURES			
GRANTOR / GRANT DESCRIPTION	Total Grant Appropriation	Total Grant Expenditures	2014 Appropriation
Judicial Assistance Grant #16 (JAG)	\$445,923	\$293,661	\$152,262
<b>SUBTOTAL</b>	<b>\$445,923</b>	<b>\$293,661</b>	<b>\$152,262</b>
Judicial Assistance Grant #17 (JAG)	\$372,569	\$169,082	\$203,487
<b>SUBTOTAL</b>	<b>\$372,569</b>	<b>\$169,082</b>	<b>\$203,487</b>
Judicial Assistance Grant #18 (JAG)	\$304,882	\$21,137	\$283,745
<b>SUBTOTAL</b>	<b>\$304,882</b>	<b>\$21,137</b>	<b>\$283,745</b>
HUD/Community Development	\$80,299,714	\$61,737,270	\$18,562,445
<b>SUBTOTAL</b>	<b>\$80,299,714</b>	<b>\$61,737,270</b>	<b>\$18,562,445</b>
<b><u>Sheriff's Department Grants</u></b>			
Dept. Of Justice	\$1,372,933	\$1,192,939	\$179,994
Dept. Of Justice	249,552	215,240	34,312
CJCC	36,529	0	36,529
<b>SUBTOTAL</b>	<b>\$1,659,014</b>	<b>\$1,408,180</b>	<b>\$250,834</b>
<b><u>Juvenile Court Grants</u></b>			
WDD Youth System Program	\$267,225	\$241,337	\$25,888
WDD Youth System Program	\$267,225	\$130,115	\$137,110
CJCC Counseling/Drug & Alcohol	50,042	21,335	28,707
CJCC Journey	18,358	7,234	11,124
U.S. Department of Labor	859,904	36,389	823,515
CJCC Evidence-Based Juv. Offender	400,000	41,215	358,785
<b>SUBTOTAL</b>	<b>\$1,875,674</b>	<b>\$490,543</b>	<b>\$1,385,131</b>
<b><u>Superior Court Grants</u></b>			
Donations	\$185,440	\$10,778	\$174,663
SAMSHA	440,408	416,173	24,235
DOHH / GSU	305,450	221,336	84,114
DBHDD '12	197,500	196,070	1,430
DBHDD '13	197,500	1,223	196,277
Donations	40,604	13,959	26,645
DRUG CT FEE	362,572	88,826	273,746
<b>SUBTOTAL</b>	<b>\$1,729,474</b>	<b>\$948,365</b>	<b>\$781,110</b>
<b><u>State Court</u></b>			
S.M.I.L.E	\$2,500	\$220	\$2,280
CJCC	\$54,122	\$43,144	\$10,978
<b>SUBTOTAL</b>	<b>\$56,622</b>	<b>\$43,363</b>	<b>\$13,259</b>
<b><u>Magistrate's Court</u></b>			
DOJ - OVW	\$1,291,250	\$727,545	563,705
CJCC	262,520	41,739	220,781
CJCC	31,010	18,068	12,942
<b>SUBTOTAL</b>	<b>\$1,584,780</b>	<b>\$787,351</b>	<b>\$797,429</b>
<b><u>Solicitor - General Grants</u></b>			
CJCC	\$191,331	\$82,052	\$109,279
CJCC	94,981	5,052	89,929
Donations	489	0	489
<b>SUBTOTAL</b>	<b>\$286,801</b>	<b>\$87,104</b>	<b>\$199,697</b>

## GRANTS FUNDS SUMMARY

## FUNCTION: GENERAL GOVERNMENT

## ACTIVITY MEASURES

GRANTOR / GRANT DESCRIPTION	Total Grant Appropriation	Total Grant Expenditures	2014 Appropriation
<b><u>District Attorney's Office Grants</u></b>			
CJCC	\$412,819	\$146,661	\$266,158
CJCC	401,149	115,076	286,072
U.S. Dept of Justice	16,336	0	16,336
DHS	1,610,062	1,233,574	376,488
<b>SUBTOTAL</b>	<b>\$2,440,365</b>	<b>\$1,495,311</b>	<b>\$945,054</b>
<b><u>Police Grants</u></b>			
Animal Control	\$15,741	\$14,073	\$1,668
Animal Control	\$932	\$0	\$932
North Precinct	6,750	6,731	19
South Precinct	5,000	4,921	79
Donation - Target & Blue WCP	2,000	1,920	80
Donation - Motor's Unit	1,500	0	1,500
Motor Carrier Safety Assist.	72,000	38,193	33,807
'14 GOHS / H.E.A.T.	194,136	67,565	126,572
13 ASPCA	3,420	0	3,420
H.I.D.T.A.	268,156	123,708	144,448
U.S. Dept. of Justice - COPS	1,226,650	0	1,226,650
U.S. Dept. of Justice - Child Sexual Predator Prgm	496,793	470,693	26,100
GEMA - '12	7,000	0	7,000
GEMA - '14 LEPC	4,800	2,399	2,401
CSI	500	0	500
CID	350	0	350
EMPG - '13 PPA	201,237	79,807	121,430
<b>SUBTOTAL</b>	<b>\$2,506,965</b>	<b>\$810,010</b>	<b>\$1,696,955</b>
<b><u>Fire Department/EMS Grants</u></b>			
GEMA - '11 GSAR 2781	\$20,000	\$18,841	\$1,159
GEMA - '12 GSAR 3090	7,000	161	6,839
GEMA - '11 GSAR 2780	19,926	9,862	10,063
EMS - TRAUMA CARE NETWORK COMMISSION	41,781	0	41,781
GEMA - '11 GSAR 2782	7,000	5,060	1,940
Donation	30,163	11,832	18,331
<b>SUBTOTAL</b>	<b>\$125,870</b>	<b>\$45,756</b>	<b>\$80,114</b>
<b><u>Parks Grants</u></b>			
US Dept. of Wildlife	\$10,000	\$0	\$10,000
GA Dept Of Natural Trails	83,000	0	83,000
Tucker Youth Basketball	1,757	0	1,757
Partners For Fish & Wildfire	20,000	18,100	1,900
Summer Food Prgm 2	744,647	0	744,647
Donations	3,253	1,670	1,583
<b>SUBTOTAL</b>	<b>\$862,656</b>	<b>\$19,770</b>	<b>\$842,886</b>
<b><u>Human Services</u></b>			
UNITED WAY	\$100,000	\$99,809	\$191
One DeKalb / Start 2	200,000	\$1,360	\$198,640
NON PROFIT AGENCIES	587,100	418,150	168,950
MIECHV-Early Childhood	300,000	102,993	197,007
Opportunity Zone	75,000	33,115	41,885
ARC Aging Serv	1,909,936	1,371,287	538,649
ARC/COMM BASED AGING	23,719,329	22,313,501	1,405,828

**GRANTS FUNDS SUMMARY**

**FUNCTION: GENERAL GOVERNMENT**

**ACTIVITY MEASURES**

<b>GRANTOR / GRANT DESCRIPTION</b>	<b>Total Grant Appropriation</b>	<b>Total Grant Expenditures</b>	<b>2014 Appropriation</b>
ARC/COMM BASED AGING	1,832,221	1,698,805	133,416
MARTA FREEDOM PROGRAM	380,207	102,302	277,905
MARTA FREEDOM PROGRAM	218,557	0	218,557
<b>SUBTOTAL</b>	<b>\$29,322,350</b>	<b>\$26,141,320</b>	<b>\$3,181,029</b>
<b>GRAND TOTALS</b>	<b>\$139,268,075</b>	<b>\$102,021,785</b>	<b>\$37,246,291</b>

**NOTE:** Please see individual section for specifics on Community Development and Workforce Development yearly programs.

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
2002 LLEBG *	\$19,965	\$19,965	\$0	\$0
2005 Justice Assistance Grant (JAG)	514,520	973,668	1,058,312	1,058,312
Community Development	20,577,212	18,332,727	3,526,993	3,526,993
DeKalb Workforce Development	8,248,740	6,696,511	6,145,913	6,145,913
Other Grants	19,935,254	15,886,619	55,326,970	55,326,970
	<b>\$49,295,691</b>	<b>\$41,909,404</b>	<b>\$66,058,188</b>	<b>\$66,058,188</b>

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$8,173,540	\$6,186,520	\$0	\$0
Purchased / Contracted Services	24,104,148	21,809,670	0	0
Supplies	2,157,489	1,652,961	0	0
Capital Outlays	3,196,444	1,967,067	0	0
Interfund / Interdepart. Charges	2,006,373	1,897,578	0	0
Other Costs	9,509,105	8,388,876	0	0
Holding Accounts	148,592	6,731	66,058,188	66,058,188
	<b>\$49,295,691</b>	<b>\$41,909,404</b>	<b>\$66,058,188</b>	<b>\$66,058,188</b>

**NOTE:** The financial management system requires that grants be budgeted in a budget holding account. Actual expenditures are recognized in the account charged.

**FUNDING SOURCES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
Grant-In-Aid	\$45,867,819	\$38,555,023	\$64,999,876
2002 Local Law Enforcement Block Grant	19,965	19,965	0
2005 Justice Assistance Grant (JAG)	514,520	973,668	1,058,312
ARRA - American Recovery and Reinvestment Act	2,893,387	2,360,834	0

**GRANTS FUNDS SUMMARY**

**FUNCTION: GENERAL GOVERNMENT**

<b>FUNDING SOURCES</b>			
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
	49,295,691	41,909,404	66,058,188

<b>SUMMARY OF REVENUES AND ANTICIPATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Intergovernmental	\$36,835,524	\$26,761,558	\$0	\$0
Investment Income	5,060	2,642	0	0
Contributions and Donations	120,067	226,462	0	0
Miscellaneous	2,797,677	2,400,555	78,147,857	78,147,857
Other Financing Sources	4,565,384	2,543,875	0	0
Fund Balance Carried Forward	(5,135,125)	(2,115,357)	(12,089,669)	(12,089,669)
	<b>\$39,188,586</b>	<b>\$29,819,735</b>	<b>\$66,058,188</b>	<b>\$66,058,188</b>

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>INCLUDES PT or TEMP (T)</b>	<b>NUMBER OF POSITIONS</b>		
			<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Juvenile Court</b>					
Program Administration	26		2	2	0
FULL TIME Subtotal			2	2	0
<b>Solicitor State Court</b>					
Attorney IV	33		1	1	1
Secretary Senior Legal	23		1	1	1
Project Monitor	21		1	1	1
Victim Witnes Asst Prog Coord	23		3	3	3
FULL TIME Subtotal			6	6	6
<b>Magistrate Courts</b>					
Court Program Supervisor	21		2	2	2
Clinical Evaluator	28		1	1	1
FULL TIME Subtotal			3	3	3
Records Technician St Court	18		1	1	0
PART-TIME Subtotal			1	1	0
<b>Superior Court - Drug Courts</b>					
Drug Court Clinical Evaluator			0	0	3
Drug Court Coordinator			2	2	3

## GRANTS FUNDS SUMMARY

## FUNCTION: GENERAL GOVERNMENT

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

COST CENTER /POSITION	SALARY RANGE	INCLUDES PT or TEMP (T)	NUMBER OF POSITIONS		
			2012	2013	2014
FULL TIME Subtotal			2	2	6
<b>Public Defender</b>					
Attorney III	31		1	1	1
FULL TIME Subtotal			1	1	1
<b>District Attorney - UIFSA Division</b>					
Receptionist	16		1	1	1
Secretary Legal	21		2	2	2
Office Assistant	18		1	1	1
Office Assistant Sr.	19		2	2	2
Accounting Technician	18		1	1	1
URES A Coordinator	21		8	8	8
Administrative Aide	23		1	1	1
Paralegal	23		1	1	1
Attorney III	31		1	1	1
Attorney IV	33		2	2	2
Administrative Coordinator	25		1	1	1
FULL TIME Subtotal			21	21	21
<b>District Attorney</b>					
Attorney IV	33		1	1	1
Attorney III	31		1	1	1
Attorney II	30		1	1	1
Victim Witness Program Coord	25		5	5	5
Investigator Senior DA	24		2	2	2
FULL TIME Subtotal			10	10	10
<b>Police</b>					
Police Officer, Master	27		0	0	0
Police Officer, Senior	26		0	0	0
Police Officer	25		15	15	15
FULL TIME Subtotal			15	15	15
<b>Fire &amp; Rescue</b>					
Officers			64	0	0
FULL TIME Subtotal			64	0	0
<b>Parks and Recreation</b>					
Summer Food Service Coord.	NA	7T	7	7	7
TEMP Subtotal			7	7	7

## 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		
			2012	2013	2014
<b>Human Services</b>					
Deputy Sr Services Admin	31		1	1	1
Fiscal Coordinator	29		1	1	1
Information & Referral Spec	23		1	1	1
Office Software Specialist	23		2	2	2
Administrative Assistant I	21		1	1	1
Receptionist	16		1	1	1
FULL TIME Subtotal			7	7	7
<b>Workforce Development</b>					
Director, Workforce Development	36		1	1	1
Deputy Director, Workforce	33		1	1	1
Financial Manager	29		1	1	1
Employment / Training Supervisor	26		5	5	5
Employment / Training Analyst	23		26	26	26
Administrative Assistant II	23		1	1	1
Office Assistant, Senior	19		8	8	8
Financial Assistant	23		2	2	2
Receptionist	18		1	1	1
Security Guard	18		2	2	2
FULL Time Subtotal			48	48	48
<b>Community Development</b>					
Asst Dir Community Dev	AJ		1	1	1
Director Community Development	AG		1	1	1
Planning & Neighbrhd Svcs Mgr CD	32		1	1	1
Housing Programs Manager	31		1	1	1
Special Projects Coord Sr	29		1	1	1
Grants & Administrative Mgr	28		1	1	1
Housing & Financial Specialist	28		1	1	2
Housing Program Supervisor	28		1	1	0
Financial Officer Principal	27		1	1	1
Grant Fund Fiscal Specialist	27		1	1	1
Planner Senior	27		1	1	1
Housing Program Coord Sr.	26		2	2	2
Planner	26		1	1	1
Project Monitor	26		2	2	2
Housing and Community Development Coord	26		1	1	1
Housing Program Coordinator	25		0	0	1
Administrative Assistant II	23		1	1	1



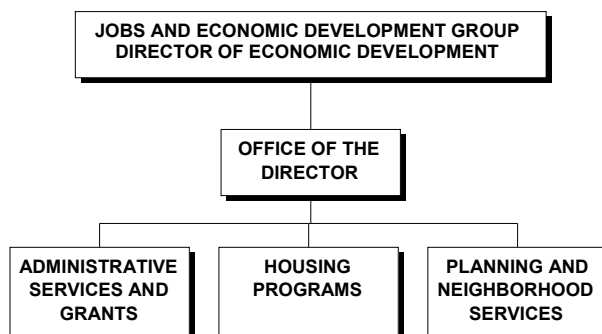
**GRANTS FUNDS SUMMARY**

**FUNCTION: GENERAL GOVERNMENT**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>INCLUDES PT or TEMP (T)</b>	<b>NUMBER OF POSITIONS</b>		
			<b>2012</b>	<b>2013</b>	<b>2014</b>
Administrative Coordinator	25		0	0	1
Financial Assistant	23		1	1	1
Administrative Assistant I	21		2	2	1
Office Assistant Senior	19		1	1	1
 FULL Time Subtotal			22	22	23
 <b>FULL TIME Total</b>			201	137	140
<b>PART TIME Total</b>			1	1	0
<b>TEMPORARY Total</b>			7	7	7
<b>ALL POSITIONS Total</b>			209	145	147



### MISSION STATEMENT

The mission of the Human and 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 Human and Community Development Department is the Community Development Block Grant (CDBG) Program, an entitlement grant provided by the U.S. Department of Housing and Urban Development (HUD) through Title I of the Housing and Community Development Act of 1974 as amended. The County also receives other grants from HUD that are administered by the Community Development Department, including the McKinney Emergency Solutions Grant Program (ESGP) and the HOME Investment Partnerships Act (HOME). Additionally, the County has received stimulus grants for the Neighborhood Stabilization Program (NSP), Homeless Prevention and Rapid Re-housing Program (HPRP), and the Community Development Block Grant Recovery (CDBG-R) Program. The Community Development Department works to improve low- to moderate-income neighborhoods and address issues that affect the quality of life for low- to moderate-income persons.

### MAJOR ACCOMPLISHMENTS IN 2013

During the 2013 Program Year, DeKalb County continued to make significant progress in meeting its goals of providing decent affordable housing, creating a suitable living environment and expanding economic opportunities as aligned with the Goals and Objectives of the 2008-2013 Consolidated Plan.

The Department of Housing and Urban Development awarded DeKalb County a total of \$6,735,708 in entitlement funding: \$4,713,207 through the Community Development Block Grant Program, \$349,366 through the Emergency Solutions Grant (formerly the Emergency Shelter Grant) and \$1,673,135 through the HOME Investment Partnership Program. Additionally, the county continued to utilize and manage the balance of stimulus funds and program income funds from previous years from the Neighborhood Stabilization Program. Two of the stimulus grants (HPRP and CDBG-R) have been successfully closed. All Neighborhood Stabilization expenditure deadlines were met and the County now continues to administer and manage activities associated with program income generated by activities from the programs.

**I. Public Facilities and Improvements****CDBG PROGRAM**

These projects have been completed or are within the planning or construction phase.

**North DeKalb Senior Community Center** – The City of Chamblee along with DeKalb County CEO, the Board of Commissioner and Community Development conducted a ceremonial groundbreaking on November 14, 2012 for a new 15,000 square foot North DeKalb Senior Center. The project anticipated completion date is in October 2014. A Section 108 loan is financing the construction of the facility.

**South DeKalb Senior Community Center** - The construction of the new South DeKalb Senior Community Center project will be an integral part of a mixed-use development along Candler Road. The location of the site provides direct access to a MARTA bus line and the recently completed streetscape and sidewalk along Candler Road, connectivity to the new South DeKalb Library, and surrounding residential neighborhoods. The anticipated project completion date is July 2014. A Section 108 loan is financing the construction of the facility.

**Central DeKalb Senior Center** - The County selected a Design Build method to complete a new Central Senior Center based on a detailed Building Program Document. The project anticipated completion date is in 2014. A Section 108 loan is financing the construction of the facility.

**South DeKalb Police Precinct** - The Human & Community Development Department worked with DeKalb County Facilities Management, the Police Department and Purchasing and Contracting to begin renovation of the old Toy's 'R' US building to convert into the new South Police Precinct. The project was completed in spring 2013.

**Fire Station No. 3** - After assessing the existing condition of Fire Station No.3, located at 24 N. Clarendon Avenue in Avondale Estates, it was determined that the current facility was not a suitable or safe working environment for Fire and Rescue personnel. The new fire station, once constructed, will provide additional space for more modern Fire and Rescue equipment to better serve the residents of DeKalb. The County produced the financial strategies to construct the facility in 2013 and the project began construction April 2014.

**1905 Candler Road Project** - The County is working with a Contractor to develop a sustainable parking lot on the one acre site. The parking lot will serve the Scott Candler Library and the new South DeKalb Senior Community Center. The project is anticipated to be completed in 2014.

**Tobie Grant Recreation Center** - The Human and Community Development Department, local community leaders, and the County's Parks and Recreation Department have identified previously committed funding sources available for a proposed facility. CDBG funds and a potential Section 108 loan have been allocated to assist with this potential project. Parks and Recreation will be the lead Department for the Community/Recreation Center project. The DeKalb Housing Authority will be the Developer. Community Development will manage the CDBG grant.

**Shoal Creek Park Improvements** - The Human and Community Development department and DeKalb County Parks and Recreation are working with the PATH Foundation of Greater Atlanta to make improvements to Shoal Creek Park. The improvements would incorporate a multi-use trail that would connect Shoal Creek Park I, Shoal Creek Park II and the surrounding communities. Planning and Engineering is expected to begin mid 2014.

**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. In 2012 the City worked closely with the County to evaluate the structural integrity of the amphitheater. The project was completed third Quarter of 2013.

**City of Chamblee – Peachtree Road Sidewalk** - The project is located at north side of Peachtree Road between Chamblee Tucker Road and Pierce Drive on the north side of Chamblee MARTA

Station. The project will add minimum 5' wide sidewalks with 6' wide grasses buffers; add handicap ramps, lighting, benches, trash receptacles and landscaping. All construction will meet ADA requirements. County provides CDBG funds to City of Chamblee as 20% local matched fund with State funds to complete this project. The project was begun 3<sup>rd</sup> Quarter of 2012. The project was completed in 2<sup>nd</sup> Quarter of 2013.

**City of Pine Lake** The City of Pine Lake is developing a plan for a neighborhood park. Multiple meetings were held in 2011 to support the City with development of a plan that meets eligibility requirements for CDBG funding. The County supports the efforts currently underway and has made a commitment to provide CDBG funding to the City. The City has finalized the decisions regarding the project scope of work, developing the construction plan, coordinating with FEMA and GEMA for permits and coordinated efforts with the County throughout 2013.

## II. Public Services

**Africa's Children's Fund, Inc.** – The agency serviced a total of **47** un-duplicated families, providing furniture, housing relocation and rental assistance allowing families to remain together in their homes and preventing homelessness. Agency also provided assistance to families to avoid utility cut-off services, employment referral, counseling services for youth, parenting workshops and youth enrichment. Transitional and supportive housing through Project W.A.T.C.H. is helping at risk families to achieve lives of self-sufficiency.

**Atlanta Legal Aid Society, Inc.** – Legal services were provided for **158** DeKalb County households with CDBG funds during 2013. The agency also participated in a number of educational activities and homebuyer seminars on foreclosure and fraud prevention. Most of the cases involved predatory mortgage lending practices, foreclosures, and foreclosure rescue scams. Other cases included home purchase scams and other equity theft and title conversion scams.

**Atlanta Urban League, Inc.** - The Atlanta Urban League provided Homebuyer Education Workshops, Pre-Purchase Counseling, Foreclosure Prevention/Loss Mitigation Counseling. The Urban League of Greater Atlanta served **417** clients during 2013.

**Community Achievement Center (CAC)** – The CAC served **50** unduplicated youth with financial literacy workshops on the importance of economics and financial literacy. The CAC also hosted a post homeownership workshop to assist homeowners in home buying.

**Center for Pan Asian Community Services, Inc.** - The Center for Pan Asian Community Services, Inc. delivered culturally and linguistically competent, comprehensive health, financial literacy and social services to counteract problems faced by immigrants, refugees, and racial-ethnic minorities. From July –December 2013, the agency provided First-Time Homebuyer Workshops, Pre & Post-Purchase Counseling and Foreclosure Prevention/Loss Mitigation Counseling. Center for Pan Asian serviced a total of **121** families.

**Jerusalem House, Inc.** - In 2013, this agency provided support for **26** clients with permanent housing and supportive services to homeless and low-income men, women, and children affected by HIV/AIDS.

**Latin American Association, Inc.** - The number of persons assisted with the use of CDBG funds during 2013 totaled **4795**. Of those served, more than 99% were Hispanic. The Latin American Association's Urgent Needs program continues to provide assistance during times of crisis for individuals and families who either are homeless or are sufficiently unstable as to be at risk of losing their homes. Services include family violence assistance, health referrals, temporary shelter and housing referrals, parenting assistance, emergency food and clothing assistance, financial assistance, employment referrals, transportation assistance and many other primary services.

**Metro Fair Housing Services, Inc.** – The agency served a total of **181** DeKalb County residents who issued tenant landlord complaints which resulted in zero (0) validated fair housing discrimination cases.

**Our House, Inc.** - Our House family advocacy and childcare programs worked with families to create suitable living environments by providing daycare services to **110** DeKalb children this year.

**Refugee Family Services** – The agency assisted approximately **61** refugee and immigrant women in DeKalb County with overcoming learning, language and cultural barriers, along with providing comprehensive literacy services for low-to-moderate income refugee women moving into the county. These tasks were accomplished through multiple workshops, educational services and counseling sessions.

**Scottdale Child Development & Family Resource Center, Inc.** – The agency provided a center-based childcare center for approximately **121** children from age zero to five years of age who are low-to-moderate income. Additionally, they provided free and nutritious meals throughout the day, while providing programs that helped children achieve developmental capabilities within their cognitive, social, emotional and physical development.

**The Sheltering Arms** – The agency provided a center-based childcare center for approximately **122** 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 **337** youth participated in the 2013 summer voucher program. The Youth Summer Programs also included several Special Initiatives through DeKalb County Parks and Recreation and DeKalb County.

### III. **Economic Development**

**DeKalb Enterprise Business Corporation (DEBCO)** – Economic Development Revolving Loans – During 2013, Two DeKalb businesses received revolving loan funding and four DeKalb business received micro-loans. Year to date, DEBCO has 22 active RLF borrowers with a principal balance of \$560,395. The SBA-backed Micro loan fund has 27 active loans with an outstanding balance of \$402,890

From a summary perspective, from May 2000 through December 2013, DEBCO has made 70 RLF loans in the amount of \$3,131,054 using CDBG and Program Income funds, which leveraged approximately \$21,861,955 in private funds; thus creating over 200 jobs during that period.

### IV. **Demolition**

**Demolition and Clearance** – The purpose of this program is to eliminate dilapidated structures and the clearance of properties determined to be health and safety hazards. The County demolished a dilapidated house through the County's regular demolition program. A total of six demolition projects were completed using the County's Complaint in-rem program. Based on the number of demolition applications on hand, we anticipate completing at least seven projects in 2014.

### V. **Housing**

**Housing Rehab** – During 2013, two single-family, owner-occupied units were rehabilitated to DeKalb Maintenance Code standards. The DeKalb County Housing Rehabilitation Program was suspended for the purpose of revising the program to better serve the needs of the County's low and moderate income communities. As of December 31, 2013, a total of 81 loans were outstanding from the Low-Interest Rate Revolving Loan Fund, with an aggregate principal balance totaling \$700,699. There were no loans written off in 2013 due to foreclosure.

## **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 2013, using HOME funds, are shown below.

- **Single –family Affordable Housing** –
  - Funded the DeKalb County First-Time Homebuyers Program which provided down payment assistance to 18 homebuyers.

**GRANTS - COMMUNITY DEVELOPMENT**

**FUNCTION: GENERAL GOVERNMENT**

- Funded the single-family owner-occupied housing rehabilitation program to assist eligible property owners in maintaining homes that satisfy County code.
- Committed CHDO funds to The Alliance of DeKalb County Inc for the acquisition, rehabilitation, and disposition of foreclosed-upon, single-family properties.
- **Multi-family Affordable Housing –**
  - To address the housing needs of seniors, the County committed HOME funds to the DeKalb County Housing Authority for the construction of new multi-family, senior housing (Park City Place). The development will contain (80) one and two bedroom units and is scheduled to open in 2016.

**EMERGENCY SOLUTIONS GRANT PROGRAM (ESG)**

The HEARTH Act changed the Emergency Shelter Grants Program to the Emergency Solutions Grant Program. These changes, including changes to component areas and eligible activities, became effective with the beginning of the FY13 program year. The new grant retains the category of Homelessness Prevention for those at risk of homelessness, and adds the category of Rapid Re-Housing to re-house those that are literally homeless. Shelter and Transitional Housing fall under the category of Shelter. It also created an HMIS category, but there are no direct services provided in that category. We are continuing to fund our HMIS provider, Pathways, with these funds. In 2013, the County provided ESGP funds for operational support, service support, and prevention to 12 non-profit organizations that provide assistance to the homeless and at-risk populations. A total of 396 households with 719 individuals were assisted with these funds. DeKalb County used Emergency Solutions Grant funds in five different operational categories; Rapid Re-housing, Street Outreach, Emergency Shelter & Shelter Services, Homeless prevention, and HMIS. Ten percent of ESG funds are utilized for Local Administration.

<b>Name of ESGP-Funded Agency</b>	<b>Total Persons Served, January-June, 2013</b>	<b>Total Households Served January-June, 2013</b>	<b>Total Adults Served January-June, 2013</b>	<b>Total Children Served, January-June, 2013</b>
Breakthru House, Inc. (ES)	21	21	21	0
Center for Pan Asian Community Services, Inc.(HP)	55	29	26	29
CHRIS Kids (ES)	48	36	36	12
Clifton Sanctuary Ministries, Inc. (ES)	20	20	20	0
Decatur Cooperative Ministry, Inc. (RR, ES, HP)	353	126	138	215
Living Room, Inc. (ES)	31	31	31	0
Oakhurst Recovery Program (OC)	25	25	25	0
*Pathways Community Network, Inc. (Administrative Costs)	n/a	n/a	n/a	n/a
Safe Haven Transitional, Inc. (ES)	54	15	18	36
Salvation Army Metro Atlanta Command (ES, HP)	74	56	59	15
Shearith Israel Shelter for Homeless Women (OC)	35	35	35	0
Travelers Aid of Metropolitan Atlanta, Inc.	3	2	2	1
<b>Total for All Program Types</b>	719	396	411	308

**GRANTS - COMMUNITY DEVELOPMENT****FUNCTION: GENERAL GOVERNMENT**

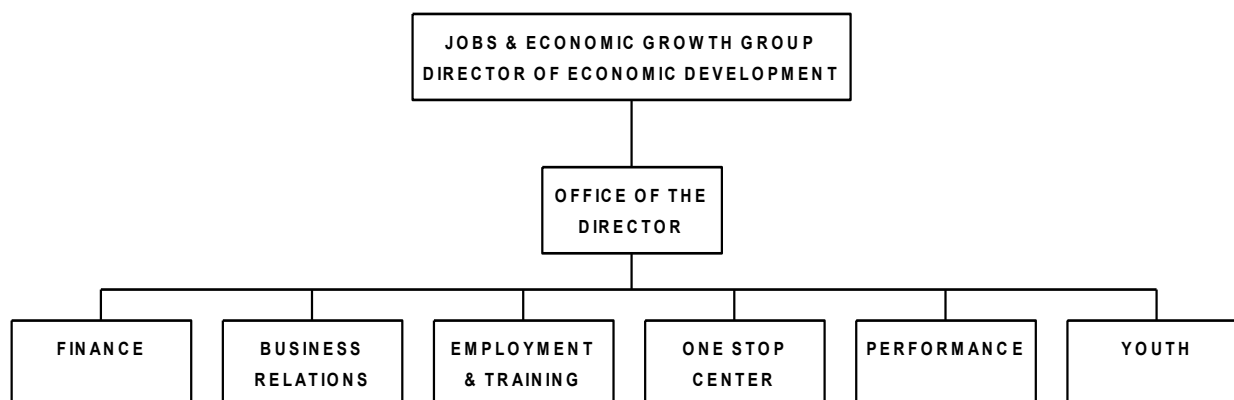
Name of ESGP-Funded Agency	Total Persons Served, January-June, 2013	Total Households Served January-June, 2013	Total Adults Served January-June, 2013	Total Children Served, January-June, 2013
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*\*This agency provides HMIS services, not direct services to clients.*

**NEIGHBORHOOD STABILIZATION PROGRAM (NSP)**

**The DeKalb County Neighborhood Stabilization Program Accomplishments in 2013**

- 96 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 2013, 8 properties were sold to eligible homeowners. Three houses remain unsold for NSP1.
- NSP 3 – Acquired, rehabilitated, and sold 18 homes in DeKalb’s Hidden Hills Subdivision and expanded area.
- NSP Program Income – Received \$7,254,549 from the NSP I & NSP III Programs, collectively.



### 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 6.6%, above the National level of 6.3% (April 2014 data), DWD is charged with serving more of the unemployed and under-employed citizens of DeKalb County.

DeKalb Workforce Development administers various employment and training programs for Adults, Dislocated Workers and Youth, ages 14-21. These employment and training programs/services are provided by a triage approach, utilizing the One-Stop Center delivery system: first Core Services, then Intensive Services, and lastly Training Services.

**Core Services** include job search and placement assistance, career counseling, labor market information, initial assessment of skills and needs, and follow up services to help customers retain their jobs once they are employed. Work Readiness Workshops are offered daily and include resume writing, basic internet, basic computer literacy, financial aid resources and job search tips. A representative from the Georgia Department of Labor is onsite weekly to support the one-stop system environment. Also, a Veteran's Priority of Services component is in place to address the needs of veterans with a veterans' specialist onsite. Specialty services are also available for seniors (Mature Workers).

**Intensive Services** includes more comprehensive assessments, development of individual employment plans, career advisement services and short term pre-vocational services.

**Training Services** include occupational skills training through Individual Training Accounts (ITA), On-The-Job-Training (OJT) and other employer based training opportunities.

DeKalb Workforce Development's **Youth Services** promote youth development through year-round employment and training activities, and summer employment for economically disadvantaged youth. Services provided for both in school and out-of-school youth 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 – 2013****Facilitate Jobs & Economic Development**

- Funded Occupational Skills Training for 570 customers
- Attracted, retained, placed and expanded 3594 jobs
- Secured 569 job placements via WIA funding
- One DeKalb Works initiative has resulted in 2600 job placements
- Provided over 160 work readiness workshops (interviewing techniques, resume writing, personal branding, networking and basic computers) to jobseekers

**Ensure Efficient Operations**

- As a result of the department's relocation, realized cost savings of \$147,000.00 from May 2013 - Present
- Since the relocation DWD has hosted two major job fairs that attracted a combined total of over 140 employers and approximately 1300 jobseekers

**Increase Neighborhood Empowerment**

- Mobile Career Center "Jobs Bus" served more than 2,500 DeKalb residents since its launch by providing recruitment and training services at over 320 sites throughout DeKalb County

**Ensure Fiscal Integrity**

- Exceeded all nine United States Department of Labor federally mandated performance measures for Program Years 2007 - 2013

**Invest in Employees**

- Implemented employee incentive program via departmental customer service committee that is charged with the mission of ONE DeKalb Serves

**Enhance Public Safety**

- Assisted Public Safety with recruitment efforts by placing 81 new hires for 2012 (Emergency 911 Operators, CSI and Police Officers) and for 2013 placed 30 Police Officers and 10 E911 Operators
- Working in collaboration with the DeKalb County Fire Department to enroll new recruits into the on-the-job training program in 2014

**DEPARTMENTAL COLLABORATIONS AND RESOURCE SHARING**

DeKalb Workforce Development has executed a local Resource Sharing Agreement (RSA) that includes twelve mandated WIA partners as well as representatives from the business community. These partners work out details on the local level on referral mechanisms, improving services, sharing client data, building business services, in an effort to provide continuous improvement of timely and seamless services offered at the One-Stops. DWD continues to work closely with each agency to provide efficient and effective customer service.

DeKalb Workforce Development also partners with the Office of Economic Development (OED) to attract Fortune 500 businesses to DeKalb County. As of June 2014, DWD has assisted OED/DeKalb Development Authority with Projects Azalea, Hardware, Moon, Transit, Lion, Constellation, Leviathan, Project Rebif, Inland Seafood, Project Athena, Project Change and many more. DeKalb County was successful in landing Project Azalea, Project Transit, Purac Biomedical through workforce development's efforts.

**MAJOR ACCOMPLISHMENTS – 2014 (AS OF JUNE 2014)****First Quarter**

- 464 secured/retained employment
- 192 received occupational skills training
- 6,093 customer interactions
- 191 jobseekers served via mobile unit
- 28 outreach events

**Second Quarter**

- 378 secured/retained employment
- 137 received occupational skills training

**GRANTS - WORKFORCE DEVELOPMENT****FUNCTION: GENERAL GOVERNMENT**

- 5062 customer interactions
- 126 jobseekers served via mobile unit (mobile unit down for repair approx. 8 weeks)
- 36 outreach events

**PROGRAM STATISTICS**

<b>Adult/Dislocated Statistics</b>	<b>2012</b>	<b>2013</b>	<b>Estimated 2014</b>
# Adults/Dislocated Trained	1215*	681**	800
# Adults/Dislocated Employed	1016*	3594	2500
# Outreach Activities	102	320	352
Annual Salary Range	\$16,080-\$110,000	\$16,380 - \$95,280	\$16,380 - \$95,280
Customers registered Onsite/ Online	45,856	24,160	26,576
First Source	92 Kickoff Meetings, Assisted 210 contractors	71 Kickoff Meetings, Assisted 67 contractors	80 Kickoff Meetings, Assisted 109 contractors
# Youth Served	737	788	867
# Youth attained GED/ High School Diploma	31	51	61
# Youth Employed	221	179	197

\*Data includes Incumbent Worker Program participants that exited services in PY 2012

\*\*Data reflects effects of sequestration and government shutdown

**WIA ANNUAL PERFORMANCE FOR PROGRAM YEAR 2012 (July 1, 2012-June 30, 2013) - PROVIDED BY GEORGIA DEPARTMENT OF ECONOMIC DEVELOPMENT – WORKFORCE DIVISION**

National Performance Measure	Negotiated Level	Actual Performance	Comment
<b><u>Adult Measures</u></b>			
Entered Employment Rate	86.5%	76.7%	Meeting
Employment Retention Rate	87.5%	90.2%	Exceeded
Average Earnings	\$13,537	\$14,438	Exceeded
<b><u>Dislocated Worker Measures</u></b>			
Entered Employment Rate	90.0%	76.3%	Meeting
Employment Retention Rate	94.0%	95.4%	Exceeded
Average Earnings	\$20,000	\$26,836	Exceeded
<b><u>Youth Measures</u></b>			
Placement in Employment or Education (Youth age 14-21)	85.0%	89.4%	Exceeded
Attainment of Degree or Certificate (Youth age 14-21)	76.0%	72.2%	Meeting
Literacy or Numeracy Gains (Youth age 14-21)	26.0%	33.3%	Exceeded
<b><u>Overall Status of Local Performance</u></b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
			<b>X</b>

### Summary of Services

Pre-screen applicants to ensure that the most qualified candidates will be interviewed. Advertise and administer job fairs, market positions available, and become the first line of contact with prospective employers. Provide space for orientations and computer access for current and future employees.

### MAJOR BUDGETARY IMPACTS

WIA GRANT	PY2012	PY2013	PY2014 Estimate
Youth	\$1,781,975	\$1,823,616	\$1,852,800
Adult	\$1,652,529	\$1,717,784	\$1,688,519
Dislocated Worker	\$1,851,994	\$1,568,063	\$1,557,440
Rapid Response	--	\$165,188	\$165,188
Ex Offender	--	--	\$25,000
Workforce Innovation	\$1,740,743	--	--
Total	\$7,027,241	\$5,274,651	\$5,288,947

**GRANTS - WORKFORCE DEVELOPMENT****FUNCTION: GENERAL GOVERNMENT**

DeKalb Workforce Development supports the Administration's and the Board of Commissioners' efforts to bring government spending into compliance with current expenditure controls and recognizes the decline in the County's economy. However, when local WIA areas do not spend based on need and within the timeframe of the grant, this results in a rescission of funds by the granting agent (USDOL). Also, DeKalb Workforce Development's budget and expenditures do not impact the County's operating budget. Therefore, DeKalb Workforce Development will comply with the grant criteria to increase spending in accordance with WIA guidelines with providing increased training and employment services to the unemployed and underemployed DeKalb County community.

**AUTHORIZED POSITION LIST BY COST CENTER DEKALB WORKFORCE DEVELOPMENT  
NUMBER OF POSITIONS**

<b>COST CENTER /POSITION</b>	<b>Pay Grade</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Director	36	1	1	1
Deputy Director	33	1	1	1
Finance Manager	29	1	1	1
Workforce Development Manager	29	2	2	2
Acting Employment & Training Supervisor	26	0	0	0
Employment & Training Supervisors	27	3	3	3
Employment & Training Analyst, Sr	25	2	2	2
Employment & Training Analyst	23	21	21	21
Administrative Assistant – II	23	2	2	2
Office Assistant-Senior	19	4	4	4
Office Assistant	18	0	0	0
Financial Assistant	23	1	1	1
Receptionist	16	4	4	4
Security Guard	18	1	1	1
Workforce Assistant	17	4	4	4
Workforce Officer	18	1	1	1
<b>Total Full Time:</b>		<b>48</b>	<b>48</b>	<b>48</b>

**PROGRAM DESCRIPTION**

The purpose of this fund is to provide an accounting entity for recording the transactions involving DeKalb County's appropriation for the additional 2% levy of the hotel-motel tax, which was initially approved by the Board of Commissioners (BOC) in December 1987. The law now permits the County to levy a hotel-motel tax at a rate of 5%, rather than the 3% previously permitted. The additional 2% is to be used for promoting tourism, conventions, and trade shows; this revenue can be expended only through a contract or contracts with the state, a department of state government, a state authority, or a private sector nonprofit organization. The additional 2% levy of the hotel-motel tax became effective February 1, 1988; its renewal must be formally voted on by the BOC each year. Since 1988, the BOC has annually approved the renewal of the 5% hotel-motel tax.

From 1988 to 1994, the County contracted with the DeKalb Chamber of Commerce, Inc. to operate the DeKalb County Convention and Visitor's Bureau (DCVB). In June 1994, the DCVB became an independent 501(c)6 organization, separate from the DeKalb Chamber of Commerce. The BOC continued to contract solely with DCVB for promoting tourism, conventions, trade shows, until 2000. From 2001 to 2004, the County also contracted with the DeKalb Council for the Arts to promote cultural tourism. Beginning in 2005, the BOC began contracting solely with DCVB again.

**MAJOR GOALS FOR 2012 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY****Economic Development/ Facilitating Jobs and Economic Development**

To position DeKalb County as the affordable and accessible destination for a vacation, group tour, or meeting in the Atlanta area.

To continue to promote the value of DeKalb County.

To continue to increase awareness of the arts community in DeKalb County.

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

In 2009, the Board of Commissioners approved the continuation of the hotel-motel tax. In 2009, the fourth automatic renewal of the 2006 DCVB agreement extended DCVB's contract to promote, conventions, and trade shows for 2009.

In 2010, the Board of Commissioners approved the continuation of the hotel-motel tax at the December 15, 2009 BOC meeting. In October 2010, the Board of Commissioners renewed the contract with DCVB for another five years.

Continuation of the hotel-motel tax through 2011 was approved by the Board of Commissioners at the November 9, 2010 BOC meeting. DCVB will continue to receive two percent of the appropriated hotel/motel taxes at the current total rate of five percent or until a higher rate is approved by the Georgia General Assembly.

The 2012 CEO's Proposed Budget included increasing the levy from 5% to 8%, effective only after the Georgia General Assembly adopted a local Act authorizing the increase. The Georgia General Assembly did not authorize the increase. Therefore, the hotel/motel tax levy continued at five percent and DCVB continued to receive two percent of the appropriated hotel/motel taxes. Effective 2012, there was a change in the accounting of funds to comply with State of Georgia Chart of Accounts. All revenues collected from the levy was deposited in the fund and then transferred out to the other funds.

In 2013, the Georgia General Assembly authorized an increase of the rate from 5 to 8%. The BOC ratified the new rate.

**2014**

No major changes occurred in 2014.

**Future**

This fund will be affected, if any new cities are incorporated.

**HOTEL/MOTEL TAX FUND****FUNCTION: LEISURE SERVICES****ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
Gross Room Rentals	\$153,814,394	\$100,500,600	\$103,000,000	\$104,000,000
Total Tax Collected	\$7,459,998	\$4,266,646	\$4,100,000	\$4,800,000

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Hotel / Motel Tax Fund	\$3,911,137	\$4,044,340	\$5,548,364	\$5,548,364
	\$3,911,137	\$4,044,340	\$5,548,364	\$5,548,364

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Other Costs	\$1,839,557	\$1,599,029	\$2,837,531	\$2,837,531
Other Financing Uses	2,071,580	2,445,311	2,710,833	2,710,833
	\$3,911,137	\$4,044,340	\$5,548,364	\$5,548,364

**FUNDING SOURCES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
Hotel/Motel Tax	\$3,911,137	\$4,044,340	\$5,548,364
	\$3,911,137	\$4,044,340	\$5,548,364

**JUVENILE SERVICES FUND****FUNCTION: CIVIL & CRIMINAL COURTS****PROGRAM DESCRIPTION**

The Juvenile Services Fund was established in 1990 in response to state legislation permitting the collection of fees for certain probation services in the Juvenile Court. The purposes for which such fees may be expended are delineated by statute as follows:

1. Housing of juveniles in non-secure facilities.
2. Educational/tutorial services.
3. Counseling and diagnostic testing.
4. Transportation to and from court ordered services.
5. Restitution and job development programs.
6. Mediation.
7. Truancy Intervention.

**MAJOR BUDGETARY IMPACTS**

There were no significant budgetary changes for 2011, 2012 or 2013.

**2014**

The adopted budget totals \$253,749 with no significant changes.

**Future**

No significant budgetary impact is anticipated.

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

	Actual 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Juvenile Services	\$68,945	\$77,804	\$253,749	\$253,749
	\$68,945	\$77,804	\$253,749	\$253,749

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

	Actual 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Purchased / Contracted Services	\$68,945	\$77,804	\$253,749	\$253,749
	\$68,945	\$77,804	\$253,749	\$253,749

**FUNDING SOURCES**

	Actual 2012	Actual 2013	Budget 2014
Juvenile Services	\$68,945	\$77,804	\$253,749
	\$68,945	\$77,804	\$253,749

## 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. See the U.S. Department of Justice's "Guide to Equitable Sharing for State and Local Law Enforcement Agencies" for a detailed discussion of permissible uses. Federal funds are appropriated to the department designated as recipient in the accompanying award documentation from the Department of Justice or Department of Treasury.

#### 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 this unit 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 expenditures.

##### 2014

The Appropriation for this Fund represents the end of 2013 fund balances.

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

	Actual 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Confiscated Funds - State Drug Funds - Marshal's O	\$17,020	\$26,720	\$9,005	\$9,005
Federal Drug Funds - DA	0	(18,307)	0	0
Federal Drug Funds - Police	1,778,504	1,942,255	4,870,518	4,870,518
Federal Drug Funds - Sheriff	301,852	364,621	586,865	586,865
Nondepartmental Revenues / Expenditures	(1,716)	2,061	0	0
Other Grants	47,264	0	0	0
State Drug Funds - District Attorney	50,730	146,859	108,001	108,001
State Drug Funds - Police	595,368	436,245	852,558	852,558
State Drug Funds - Sheriff	58	0	196,989	196,989
Treasury - Police	29	196,651	153,826	153,826
Treasury - Sheriff	4	0	12,384	12,384
	\$2,789,113	\$3,097,104	\$6,790,146	\$6,790,146



**LAW ENFORCEMENT CONFISCATED MONIES FUND**

**FUNCTION: CIVIL & CRIMINAL COURTS**

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Purchased / Contracted Services	\$1,171,981	\$1,364,088	\$458,816	\$458,816
Supplies	745,778	694,080	21,389	21,389
Capital Outlays	885,886	1,151,797	586,865	586,865
Other Costs	(23,744)	(121,030)	5,723,076	5,723,076
Other Financing Uses	9,213	8,168	0	0
	<b>\$2,789,113</b>	<b>\$3,097,104</b>	<b>\$6,790,146</b>	<b>\$6,790,146</b>

**FUNDING SOURCES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
Law Enforcement Confiscated Monies	\$2,789,113	\$3,097,104	\$6,790,146
	<b>\$2,789,113</b>	<b>\$3,097,104</b>	<b>\$6,790,146</b>

**PUBLIC EDUCATION AND GOVERNMENT ACCESS (PEG) FUND**

**FUNCTION: GENERAL GOVERNMENT**

**PROGRAM DESCRIPTION**

This fund provides for capital and facility improvements for public education and government access cable television channels and is funded by revenue from fees paid to the County by cable television franchisees. This fund was established in 1997 to provide funding for a program for maintaining, upgrading and replacing the government television infrastructure.

**MAJOR BUDGETARY IMPACTS**

**Previous**

Funding sources for the 2009 Budget included \$146,368 of subscriber fees from the Cable Franchisee, \$10,000 interest and \$1,513,744 fund balance forward. Funding sources for the 2009 Budget included \$102,336 of subscriber fees from the Cable Franchisee, \$10,000 interest and \$1,545,393 fund balance forward. Funding sources for the 2011 Budget included \$145,000 of subscriber fees from the Cable Franchisee, \$10,000 interest and \$1,312,684 fund balance forward. Funding sources for the 2012 Budget included \$145,000 of subscriber fees from the Cable Franchisee, \$10,000 interest and \$1,312,684 fund balance forward. The 2013 budget includes \$145,000 of subscriber fees from the Cable Franchisee, \$10,000 interest and \$2,100,650 fund balance forward.

**2014**

The approved budget is \$2,114,338. The reserve for appropriation is \$129,272.

**Future**

The PEG Fund will continue to allow for the County to upgrade and maintain its governmental television infrastructure.

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
PEG Support Fund	\$310,038	\$588,573	\$2,114,338	\$2,114,338
	\$310,038	\$588,573	\$2,114,338	\$2,114,338

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$981	\$40,814	\$57,492	\$57,492
Purchased / Contracted Services	298,201	345,744	1,913,574	1,913,574
Supplies	5,793	982	14,000	14,000
Capital Outlays	5,063	201,034	0	0
Other Costs	0	0	129,272	129,272
	\$310,038	\$588,573	\$2,114,338	\$2,114,338

<b>FUNDING SOURCES</b>			
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
Public Education and Government Access (PEG)	\$310,038	\$588,573	\$2,114,338
	\$310,038	\$588,573	\$2,114,338

**PUBLIC EDUCATION AND GOVERNMENT ACCESS (PEG) FUND**

**FUNCTION: GENERAL GOVERNMENT**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>PEG Support Fund</b>				
Cable TV Production Assistant	18	1	1	1
FULL TIME Subtotal		1	1	1
<b>FULL TIME Total</b>		1	1	1
<b>ALL POSITIONS Total</b>		1	1	1

**RECREATION FUND****FUNCTION: LEISURE SERVICES****PROGRAM DESCRIPTION**

The Recreation Fund was established in 1975 to enable the County to provide recreational and cultural art programs to the public on a fee-for-service basis. The Board of Commissioners has delegated administrative responsibility for the fund to the Parks & Recreation Department, which in turn, receives guidance from the Parks and Recreation Advisory Board. This department is assigned to the Infrastructure Group, under the direction of the deputy Chief Operating Officer for Infrastructure.

Through this fund the County provides classes, which include but are not limited to dance, gymnastics, sewing, martial arts, dog obedience training, and physical fitness. The fund also enables the County to provide swimming lessons and organized athletic programs such as adult softball and basketball. The fund's budget is based upon revenue projections, which are monitored during the year to ensure that funds are accumulating at the projected rates.

The fund is governed by the law of supply and demand. If enough people are interested in participating in a program, thereby covering the operating cost of that program, the program is offered. If the program does not have enough participants registered to cover the operating cost, the program will be cancelled.

**MAJOR ACCOMPLISHMENTS IN 2013****Develop & Maintain Sustainable Neighborhood & Communities**

Increased the number of community-based partnerships.

**MAJORY GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY****Develop & Maintain Sustainable Neighborhoods & Communities**

Increase volunteer opportunities.

Increase partnerships with community based organizations.

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

In 2009, the department consolidated 23 cost centers into two, Playground Day Camp and Youth Sports. In 2010 and 2011, there were no significant budgetary changes. In 2012, expenditures within the Recreation Fund exceeded the revenue which was generated thereby increasing the negative fund balance forward. The 2013 budget for this fund was a 28.2% decrease from the prior year funding. The BOC considered increasing the fees to address the revenue shortfall, during the second quarter of 2013.

**2014**

The approved budget is \$999,577. The projected year-end fund balance is \$37,409.

**Future**

The incorporation of Brookhaven and other municipal expansions and the decline in the tax digest will reduce this funds budget in the foreseeable future.

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Administrative Support	(\$678)	(\$1,712)	\$0	\$0
Adult Softball	39,232	15,544	3,500	3,500
Briarwood Rec Center	300	325	0	0
Brownsmill Rec Center	9,685	11,225	0	0
DeKalb Swim League	12,300	13,000	30,000	30,000
Gresham Rec Center	(105)	(414)	0	0
Hamilton Rec Center	1,367	1,933	0	0
Lucious Sanders Rec Center	85	85	0	0

**RECREATION FUND**

**FUNCTION: LEISURE SERVICES**

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Midway Rec Center	165	(186)	0	0
N H Scott Rec Center	(175)	(441)	0	0
Playground Day Camp	567,179	649,246	953,577	953,577
Senior Citizen Programs	2,508	0	0	0
Summer Swim Lessons	11,821	6,866	4,500	4,500
Therapeutic Rec Programs	2,285	(223)	0	0
Tobie Grant Rec Center	91	0	0	0
Tucker Rec Center	41,790	18,204	0	0
Youth Sports	8,305	7,796	8,000	8,000
	<b>\$696,156</b>	<b>\$721,248</b>	<b>\$999,577</b>	<b>\$999,577</b>

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$653,696	\$700,372	\$953,577	\$953,577
Purchased / Contracted Services	25,750	11,994	17,500	17,500
Supplies	11,694	8,882	28,500	28,500
Interfund / Interdepartmental	5,016	0	0	0
	<b>\$696,156</b>	<b>\$721,248</b>	<b>\$999,577</b>	<b>\$999,577</b>

**FUNDING SOURCES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
Recreation	\$696,156	\$721,248	\$999,577
	<b>\$696,156</b>	<b>\$721,248</b>	<b>\$999,577</b>

Although the Recreation Fund has a total of 332 authorized temporary personnel positions, these are not specified in the Budget document since they do not represent bona fide County employees. The positions were established in order to provide administrative oversight and to 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 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY****Economic Development / Facilitating Jobs and Economic Growth**

To continue to promote the value of DeKalb County.

To continue to increase awareness of the arts community in DeKalb County.

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

On November 14, 2006, the Board of Commissioners approved a lease agreement with the Development Authority of DeKalb County for the Porter Sanford Performing Arts and Community Center outlining the terms and conditions relating to financing, construction, equipment, interim ownership, and leasing of the center. The Development Authority of DeKalb County issued 10-year bonds with the County's lease payments servicing the bond indebtedness in December 2006.

**2014**

There are no significant budgetary changes for 2014.

**Future**

No significant budget impact is anticipated.

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Rental Motor Vehicle Excise Tax Fund	\$709,725	\$708,859	\$1,435,737	\$1,435,737
	\$709,725	\$708,859	\$1,435,737	\$1,435,737

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Purchased / Contracted Services	\$709,725	\$708,859	\$707,625	\$707,625
Other Costs	0	0	728,112	728,112
	\$709,725	\$708,859	\$1,435,737	\$1,435,737

**FUNDING SOURCES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
Rental Motor Vehicle Excise Tax Fund	\$709,725	\$708,859	\$1,435,737
	\$709,725	\$708,859	\$1,435,737

**RENTAL MOTOR VEHICLE EXCISE TAX FUND**

**FUNCTION: LEISURE SERVICES**

<b>2014 BUDGET OBLIGATION</b> <b>BUILDING AUTHORITY REVENUE BONDS</b> <b>AS OF January 1, 2014</b>
--

	Principal	Interest	Total P & I
Series 2003A	\$0	\$0	\$0
Series 2005	1,635,000	1,001,256	2,636,256
Series 2013	115,000	187,993	302,993
<b>Total</b>	<b>\$1,750,000</b>	<b>\$1,189,249</b>	<b>\$2,939,249</b>

<b>TOTAL BUDGET OBLIGATION</b> <b>BUILDING AUTHORITY REVENUE BONDS</b> <b>AS OF January 1, 2014</b>
---

	Principal	Interest	Total P & I
Series 2003A	\$0	\$0	\$0
Series 2005	24,650,000	6,980,494	31,630,494
Series 2013	\$8,795,000	\$1,193,630	9,988,630
<b>Total</b>	<b>\$33,445,000</b>	<b>\$8,174,124</b>	<b>\$41,619,124</b>

<b>TOTAL BUDGET OBLIGATION</b> <b>BUILDING AUTHORITY REVENUE BONDS</b> <b>REVENUE BONDS SERIES 2005 &amp; 2013</b> <b>AS OF January 1, 2014</b>
--

	Principal	Interest	Total P & I
2014	1,750,000	1,189,249	2,939,249
2015	2,595,000	1,114,806	3,709,806
2016	2,680,000	1,030,694	3,710,694
2017	2,770,000	943,694	3,713,694
2018	2,860,000	853,619	3,713,619
2019	2,960,000	755,756	3,715,756
2020	3,055,000	654,244	3,709,244
2021	3,160,000	549,194	3,709,194
2022	3,275,000	440,381	3,715,381
2023	3,385,000	327,406	3,712,406
2024	2,425,000	207,556	2,632,556
2025	2,530,000	107,525	2,637,525
<b>Total</b>	<b>\$33,445,000</b>	<b>\$8,174,124</b>	<b>\$41,619,124</b>

## 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 2013:

	Fitch Ratings	Moody's Investors Service	Standard & Poor's
General Obligation	AA-	Aa3	No Rating
General Obligation Refunding	AA-	Aa3	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.

In December 2013, the County refinanced the Series 1998 General Obligation – Jail, Series 2003 A&B General Obligation, Series 2003A Building Authority and Series 2003 COPs bonds during the year with no new cash created in order to take advantage of historically low interest rates and provide cash flow savings in 2013 and 2014. The Series 2013 COPs were a private placement with Wells Fargo Municipal Capital Strategies, LLC. To enlarge the pool of rating services that review DeKalb County's credit, a rating from Fitch Ratings was sought in 2013.

#### 2014

The County continues the 2011 budgetary initiatives to improve the financial health of the County. The County will refinance General Obligation and Authority bonds during the year with no new cash created in order to take advantage of historically low interest rates.

#### Future

The County will continue the 2014 budgetary initiatives to improve the financial health of the County.



**REVENUE BONDS - BUILDING AUTHORITY LEASE PAYMENTS FUND**

**FUNCTION: GENERAL GOVERNMENT**

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Debt Service - Revenue Bonds	\$3,718,057	\$3,713,227	\$3,733,553	\$3,733,553
Nondepartmental Revenues / Expenditures	0	8,855,410	0	0
	<u>\$3,718,057</u>	<u>\$12,568,637</u>	<u>\$3,733,553</u>	<u>\$3,733,553</u>

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Purchased / Contracted Services	\$0	\$562	\$6,000	\$6,000
Debt Service	3,718,057	3,920,559	3,727,553	3,727,553
Other Financing Uses	0	8,647,515	0	0
	<u>\$3,718,057</u>	<u>\$12,568,637</u>	<u>\$3,733,553</u>	<u>\$3,733,553</u>

<b>FUNDING SOURCES</b>			
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
Revenue Bonds - Building Authority Lease Payments	\$3,718,057	\$12,568,637	\$3,733,553
	<u>\$3,718,057</u>	<u>\$12,568,637</u>	<u>\$3,733,553</u>

<b>2014 BUDGET OBLIGATION BUILDING AUTHORITY REVENUE BONDS AS OF January 1, 2014</b>			
	<b>Principal</b>	<b>Interest</b>	<b>Total P &amp; I</b>
Series 2003A	\$0	\$0	\$0
Series 2005	1,635,000	1,001,256	2,636,256
Series 2013	115,000	187,993	302,993
Total	<u>\$1,750,000</u>	<u>\$1,189,249</u>	<u>\$2,939,249</u>

<b>TOTAL BUDGET OBLIGATION BY SERIES BUILDING AUTHORITY REVENUE BONDS AS OF January 1, 2014</b>			
			<b>Principal Interest Total P &amp; I</b>
Series 2003A	\$0	\$0	\$0
Series 2005	24,650,000	6,980,494	31,630,494
Series 2013	\$8,795,000	\$1,193,630	9,988,630
Total	<u>\$33,445,000</u>	<u>\$8,174,124</u>	<u>\$41,619,124</u>

REVENUE BONDS - BUILDING AUTHORITY LEASE PAYMENTS FUND

FUNCTION: GENERAL GOVERNMENT

<b>TOTAL BUDGET OBLIGATION BY YEAR BUILDING AUTHORITY REVENUE BONDS REVENUE BONDS SERIES 2005 &amp; 2013</b>
AS OF January 1, 2014

	Principal	Interest	Total P & I
2014	1,750,000	1,189,249	2,939,249
2015	2,595,000	1,114,806	3,709,806
2016	2,680,000	1,030,694	3,710,694
2017	2,770,000	943,694	3,713,694
2018	2,860,000	853,619	3,713,619
2019	2,960,000	755,756	3,715,756
2020	3,055,000	654,244	3,709,244
2021	3,160,000	549,194	3,709,194
2022	3,275,000	440,381	3,715,381
2023	3,385,000	327,406	3,712,406
2024	2,425,000	207,556	2,632,556
2025	2,530,000	107,525	2,637,525
Total	\$33,445,000	\$8,174,124	\$41,619,124

## REVENUE BONDS - PUBLIC SAFETY AND JUDICIAL AUTHORITY LEASE PAYMENTS FUND

### PROGRAM DESCRIPTION

The Public Safety and Judicial Facilities Authority Revenue Bonds Lease Payments Fund is a separate fund specifically designated to pay the principal and interest on the Public Safety and Judicial Facilities Authority bond issues. Payments are made from the fund for principal and interest requirements, paying agent and other fees for costs of the acquisition, constructing, developing and equipping of the new Public Safety and Judicial facilities. Revenue is derived from lease purchase payments appropriated in the Tax Funds budgets.

The soundness of DeKalb County's financial condition is demonstrated by the ratings of its bonds as of December 2013:

	Fitch Ratings	Moody's Investors Service	Standard & Poor's
General Obligation	AA-	Aa3	No Rating
General Obligation Refunding	AA-	Aa3	No Rating
Certificates of Participation*			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 Board of Commissioners authorized the sale of the bonds on December 14, 2004 and the bonds were sold in 2004 at a premium. The first expenditures against this fund were made in 2004. In 2006, the budget was amended to include an increase in lease payments to cover an additional \$6,000,000 in funding for the new E-911 Center.

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

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

In 2012, the County continued the 2011 budgetary initiatives to improve the financial health of the County.

In December 2013, the County refinanced the Series 1998 General Obligation – Jail, Series 2003 A&B General Obligation, Series 2003A Building Authority and Series 2003 COPs bonds during the year with no new cash created in order to take advantage of historically low interest rates and provide cash flow savings in 2013 and 2014. The Series 2013 COPs were a private placement with Wells Fargo Municipal Capital Strategies, LLC. To enlarge the pool of rating services that review DeKalb County's credit, a rating from Fitch Ratings was sought in 2013.

#### 2014

The County continues the 2011 budgetary initiatives to improve the financial health of the County. The County will investigate refinancing the Public Safety & Judicial Authority Lease bonds during the year with no new cash created in order to take advantage of historically low interest rates and provide cash flow savings in 2014.

#### Future

The County will continue the 2011 budgetary initiatives to improve the financial health of the County.

**REVENUE BONDS - PUBLIC SAFETY AND JUDICIAL AUTHORITY LEASE PAYMENTS FUND**

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Debt Service - PS/Jud Rev	\$3,092,801	\$3,095,101	\$4,025,672	\$4,025,672
	\$3,092,801	\$3,095,101	\$4,025,672	\$4,025,672

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Purchased / Contracted Services	\$3,092,801	\$3,095,101	\$4,025,672	\$4,025,672
	\$3,092,801	\$3,095,101	\$4,025,672	\$4,025,672

**FUNDING SOURCES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
Revenue Bonds - Public Safety and Judicial Authority Lease Payments	\$3,092,801	\$3,095,101	\$4,025,672
	\$3,092,801	\$3,095,101	\$4,025,672

**2014 BUDGET OBLIGATION  
PUBLIC SAFETY AND JUDICIAL FACILITIES AUTHORITY REVENUE BONDS  
AS OF January 1, 2014**

	<b>Principal</b>	<b>Interest</b>	<b>Total P &amp; I</b>
Series 2004	\$1,240,000	\$1,853,601	\$3,093,601
Total	\$1,240,000	\$1,853,601	\$3,093,601

**TOTAL BUDGET OBLIGATION  
PUBLIC SAFETY AND JUDICIAL FACILITIES AUTHORITY REVENUE BONDS  
AS OF January 1, 2014**

	<b>Principal</b>	<b>Interest</b>	<b>Total P &amp; I</b>
Series 2004	\$40,450,000	\$24,524,883	\$64,974,883
Total	\$40,450,000	\$24,524,883	\$64,974,883

**REVENUE BONDS - PUBLIC SAFETY AND JUDICIAL AUTHORITY LEASE PAYMENTS FUND****PUBLIC SAFETY AND JUDICIAL FACILITIES AUTHORITY REVENUE BONDS  
TOTAL BUDGET OBLIGATION  
REVENUE BONDS SERIES 2004  
AS OF January 1, 2014**

	<b>Principal</b>	<b>Interest</b>	<b>Total P &amp; I</b>
2014	\$1,240,000	\$1,853,601	\$3,093,601
2015	1,285,000	1,810,201	3,095,201
2016	1,330,000	1,763,620	3,093,620
2017	1,380,000	1,713,745	3,093,745
2018	1,430,000	1,661,305	3,091,305
2019	1,490,000	1,605,535	3,095,535
2020	1,550,000	1,545,935	3,095,935
2021	1,610,000	1,483,935	3,093,935
2022	1,675,000	1,417,523	3,092,523
2023	1,745,000	1,347,173	3,092,173
2024	1,820,000	1,273,010	3,093,010
2025	1,900,000	1,194,750	3,094,750
2026	1,995,000	1,099,750	3,094,750
2027	2,095,000	1,000,000	3,095,000
2028	2,200,000	895,250	3,095,250
2029	2,310,000	785,250	3,095,250
2030	2,425,000	669,750	3,094,750
2031	2,545,000	548,500	3,093,500
2032	2,675,000	421,250	3,096,250
2033	2,805,000	287,500	3,092,500
2034	2,945,000	147,250	3,092,250
Total	\$40,450,000	\$24,524,833	\$64,974,833

**SPEED HUMPS MAINTENANCE FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

**PROGRAM DESCRIPTION**

The Speed Humps Maintenance Fund was established in the 2002 Budget to account for all revenues and expenses associated with the County's Speed Hump Maintenance Program. This includes the County's appropriation for the \$25 annual maintenance fee charged within the Speed Hump Districts. These funds are to be used to provide required maintenance for the Speed Hump Maintenance Program. This function was previously budgeted in the Roads and Drainage Department. Creation of this fund provides a separate location for monies set aside for speed humps.

**MAJOR BUDGETARY IMPACTS**

**Previous**

There were no significant budgetary changes for 2007 and 2008. During 2009, the City of Dunwoody implemented and managed its own speed hump program. During 2010 the Speed Hump fund reimbursed Public Works – Transportation a total of \$150,000 for the Traffic Calming Program. Revenues have increased the 2010 Fund balance carried forward. During 2011 three positions (Engineer, Engineer Sr. and Engineering Technician Sr.) were transferred into the Speed Hump Fund from the Transportation Division's Traffic Calming cost center. This increased the authorized position count of the Speed Hump Fund by 3 positions. In 2012 there were no significant budgetary changes. In 2013, the revenues increased the Fund balance carried forward. The reserve for appropriation was funded at \$1,854,853. The City of Brookhaven implemented and managed their speed hump program and the budget reflected that decision.

**2014**

The approved budget is \$1,672,555. The reserve for appropriation is \$1,332,573.

**Future**

No significant budgetary changes are anticipated.

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Construction / Maintenance	\$1,220,201	\$872,050	\$1,672,255	\$1,672,255
	\$1,220,201	\$872,050	\$1,672,255	\$1,672,255

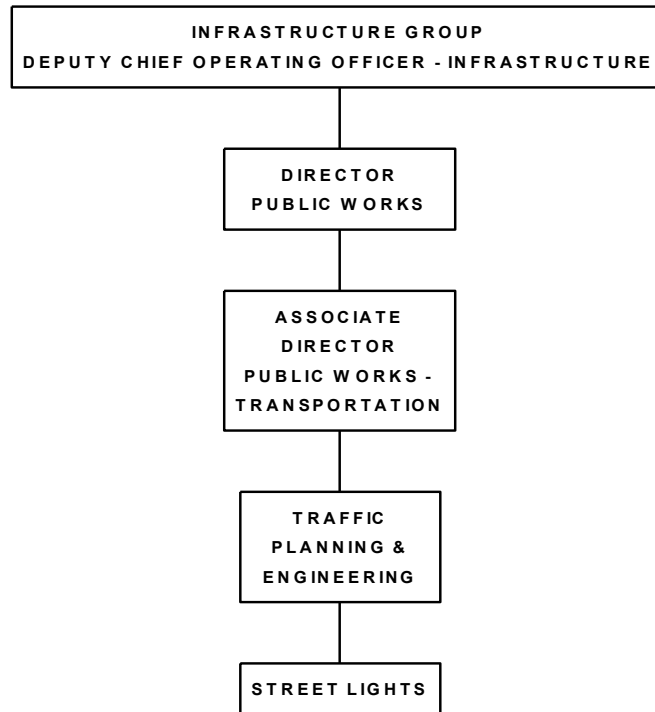
<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$213,883	\$211,508	\$221,572	\$221,572
Purchased / Contracted Services	600,000	602,896	45,900	45,900
Supplies	365,858	19,998	30,000	30,000
Capital Outlays	39,195	39,195	0	0
Interfund / Interdepartmental Charges	33,732	30,921	42,210	42,210
Other Costs	(32,467)	(32,467)	1,332,573	1,332,573
	\$1,220,201	\$872,050	\$1,672,255	\$1,672,255

<b>FUNDING SOURCES</b>			
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
Speed Humps Maintenance	\$1,220,201	\$872,050	\$1,672,255
	\$1,220,201	\$872,050	\$1,672,255

**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		
		2012	2013	2014
<b>Speed Humps</b>				
Engineer, Senior	29	1	2	2
Engineer	28	1	0	0
Engineering Technician Senior	24	1	1	1
FULL TIME Subtotal		3	3	3
<b>FULL TIME Total</b>		<b>3</b>	<b>3</b>	<b>3</b>
<b>ALL POSITIONS Total</b>		<b>3</b>	<b>3</b>	<b>3</b>



**PROGRAM DESCRIPTION**

The Street Light Fund was established in the 1995 Budget to account for all revenues and expenses associated with existing and new street light districts within the County. The fund is also responsible for petitions from citizens requesting street lights within subdivisions, verification of property, identification of locations, design and location of proposed lighting fixtures (based on street lighting standards). Street lights are installed by utility companies to ensure compliance with code. Street Light assessment fees are based upon the annual cost of the County to operate the streetlights, divided by the total footage in the streetlight district. Effective 2009 this department is assigned to the Infrastructure Group, under the direction of the Deputy Chief Operating Officer for Infrastructure.

**MAJOR BUDGETARY IMPACTS**

**Previous**

In 2007, the Board of Commissioners approved a rate increase of \$.06 per foot to address the increase in the cost of electricity. In 2008 the City of Dunwoody became incorporated and made a decision to implement and manage the street light districts within its boundaries. In 2008, this fund realized an increase in expenditures due to higher than anticipated cost for electricity. In 2009, this budget included a rate increase of \$.10 per foot which aided in eliminating the negative fund balance forward and provided a reserve for appropriation, equivalent to the electricity payments for 2 months. In 2011 & 2012, there were no significant budgetary changes. In 2013, The City of Brookhaven implemented and managed their residential street light program and the budget reflected that decision.

**2014**

The approved budget is \$6,724,426. There are no significant changes in this budget from the previous year.

**Future**

Rate increases may be necessary, if the cost for electricity continues to rise.

**ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
Total Number of Street Light Districts	2,064	2,084	2,095	1,976
Total Number of Street Lights Installed	679	886	336	550



**STREET LIGHT FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Streetlights	\$4,714,034	\$4,668,060	\$6,724,426	\$6,724,426
	\$4,714,034	\$4,668,060	\$6,724,426	\$6,724,426

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$106,419	\$103,758	\$107,924	\$107,924
Supplies	4,607,615	4,564,302	4,494,231	4,494,231
Other Costs	0	0	2,122,271	2,122,271
	\$4,714,034	\$4,668,060	\$6,724,426	\$6,724,426

**FUNDING SOURCES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
Street Light Fund	\$4,714,034	\$4,668,060	\$6,724,426
	\$4,714,034	\$4,668,060	\$6,724,426

**AUTHORIZED POSITION LIST BY COST CENTER**

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Streetlights</b>				
Engineer, Senior	29	1	1	1
FULL TIME Subtotal		1	1	1
<b>FULL TIME Total</b>		1	1	1
<b>ALL POSITIONS Total</b>		1	1	1

## URBAN REDEVELOPMENT AGENCY BONDS PAYMENTS FUND

### FUNCTION: GENERAL GOVERNMENT

#### PROGRAM DESCRIPTION

The Urban Redevelopment Agency Bonds Payments Fund is a separate fund specifically designated to pay principal and interest on the Urban Redevelopment Agency of DeKalb County, Georgia revenue bond issue (\$7,945,000). Payments are made from the fund for principal and interest requirements, paying agent and other fees for certain projects within an urban development area designated recovery zones. The U. S. Government via the Internal Revenue Service (IRS) subsidizes 45% of the interest payment.

The soundness of DeKalb County's financial condition is demonstrated by the ratings of its bonds as of December 2013:

	Fitch Ratings	Moody's Investors Service	Standard & Poor's
General Obligation	AA-	Aa3	No Rating
General Obligation Refunding	AA-	Aa3	No Rating
Certificates of Participation*			

\* 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

On September 28, 2010, pursuant to the Urban Redevelopment Law, O.C.G.A. §36-6-1 *et seq.*, the County activated the Urban Redevelopment Agency to issue its revenue bonds to finance specified urban redevelopment projects in the County. The Board of Commissioners authorized the sale of these bonds on December 7, 2010, and the bonds were sold on December 9<sup>th</sup> through private placement. The projects are to renovate Recorders Court (\$4,045,000) and acquire, construct and install the North Police Precinct (\$2,900,000) and a neighborhood justice protection center (\$1,000,000).

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

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

##### 2014

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 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Debt Service - Water & Sewer Bonds	\$774,874	\$766,243	\$1,151,317	\$1,151,317

**URBAN REDEVELOPMENT AGENCY BONDS PAYMENTS FUND**

**FUNCTION: GENERAL GOVERNMENT**

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
	\$774,874	\$766,243	\$1,151,317	\$1,151,317

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Other Costs	\$0	\$0	\$393,306	\$393,306
Debt Service	774,874	766,243	758,011	758,011
	\$774,874	\$766,243	\$1,151,317	\$1,151,317

<b>FUNDING SOURCES</b>			
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
Urban Redevelopment Agency Bond Debt Svc	\$774,874	\$766,243	\$1,151,317
	\$774,874	\$766,243	\$1,151,317

<b>2014 BUDGET OBLIGATION URBAN REDEVELOPMENT AGENCY REVENUE BONDS AS OF January 1, 2014</b>			
	<b>Principal</b>	<b>Interest</b>	<b>Total P &amp; I</b>
Series 2010	\$330,000	\$427,011	\$757,011
Total	\$330,000	\$427,011	\$757,011

<b>TOTAL BUDGET OBLIGATION URBAN REDEVELOPMENT AGENCY REVENUE BONDS SERIES 2010 AS OF January 1, 2014</b>			
	<b>Principal</b>	<b>Interest</b>	<b>Total P &amp; I</b>

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**

<b>TOTAL BUDGET OBLIGATION</b> <b>URBAN REDEVELOPMENT AGENCY REVENUE BONDS</b> <b>SERIES 2010</b> <b>AS OF January 1, 2014</b>
---

2029	505,000	61,603	566,603
2030	520,000	31,252	551,252
<b>Total</b>	<b>\$7,105,000</b>	<b>\$4,131,875</b>	<b>\$11,236,875</b>

<b>TOTAL BUDGET OBLIGATION</b> <b>URBAN REDEVELOPMENT AGENCY REVENUE BONDS</b> <b>SERIES 2010</b> <b>AS OF January 1, 2013</b>
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	<u>Principal</u>	<u>Interest</u>	<u>Total P &amp; I</u>
2012	\$310,000	\$464,874	\$774,874
2013	320,000	446,243	766,243
2014	330,000	427,011	757,011
2015	340,000	407,178	747,178
2016	350,000	386,744	736,744
2017	360,000	365,709	725,709
2018	370,000	344,073	714,073
2019	380,000	321,836	701,836
2020	390,000	298,998	688,998
2021	400,000	275,559	675,559
2022	415,000	251,519	666,519
2023	425,000	226,577	651,577
2024	440,000	201,035	641,035
2025	450,000	174,591	624,591
2026	465,000	147,546	612,546
2027	475,000	119,599	594,599
2028	490,000	91,052	581,052
2029	505,000	61,603	566,603
2030	520,000	31,252	551,252
<b>Total</b>	<b>\$7,425,000</b>	<b>\$4,578,118</b>	<b>\$12,003,118</b>

**PROGRAM DESCRIPTION**

The Victim Assistance Fund was established in 1995. The purpose of this fund is to provide an accounting entity for recording the transactions involving DeKalb County's appropriation of an additional 5% penalty assessment imposed upon criminal offense fines for the purpose of funding victim assistance programs. When this fund was created, the Superior Court and State Court were required to assess an additional 5% penalty to every fine and forfeiture for victim assistance programs. Effective July 1, 1997, the Recorder's Court was added to the courts already collecting this assessment for victim assistance programs. This addition has significantly increased the revenues for this fund.

These funds shall be distributed at the local level for crime victim assistance projects approved by the Criminal Justice Coordinating Council of Georgia.

The Board of Commissioners issued a directive that costs associated with the District Attorney's and Solicitor's victim assistance programs should be funded first, and any remaining dollars will be used to fund the victim assistance programs administered by the eligible non-profit organizations.

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

The 2009 Budget included \$1,494,635 to reimburse the costs of 18 positions, 7 positions in the District Attorney's Office and 11 positions in the Solicitor's Office from the Victim Assistance Fund. Funds totaling \$363,336 were recommended to fund the Victim Assistance programs administered by the non-profit agencies as follows: \$20,000 for Caminar Latino Inc.; \$10,000 for Child Advocate Network dba DeKalb County Casa, Inc.; \$16,000 for the Center For Pan Asian Community Services for violence intervention; \$41,336 for the recurring annual contract for the DeKalb Rape Crisis Center; \$55,000 for the recurring annual contract for Georgia Center for Children; \$38,000 for International Women's House for crisis intervention services; \$5,000 for Raksha, Inc; \$150,000 for the recurring annual contract for Women Moving On; and \$28,000 for Atlanta Legal Aid. Additionally, \$10,000 was appropriated for the Interpreter service for all non-English speaking petitioner and respondents in hearings and petitions associated with a temporary protective order, and \$27,184 was appropriated for the Reserve for Appropriation.

The 2009 budget included a one-time \$454,069 transfer to the General Fund that was due in 2008. This amount fully reimbursed the 2008 costs of the Victim Assistance Programs administered by the District Attorney and Solicitor.

The 2010 Budget included \$1,099,179 to reimburse the costs of 16 positions, 7 positions in the District Attorney's Office and 9 positions in the Solicitor's Office from the Victim Assistance Fund. Funds totaling \$364,911 were appropriated to fund the Victim Assistance programs administered by the non-profit agencies as follows: \$20,000 for Caminar Latino Inc.; \$60,000 for Georgia Center for Child Advocacy; \$5,000 for the Center for Pan Asian Community Services for violence intervention; \$41,336 for the recurring annual contract for the DeKalb Rape Crisis Center; \$43,000 for International Women's House for crisis intervention services; \$12,575 to Safe Haven Transitional for services to displaced battered women and children; \$5,000 for Raksha, Inc; \$150,000 for the recurring annual contract for Women Moving On; and \$28,000 for Atlanta Legal Aid. Also, \$10,000 was appropriated for interpreter services for all non-English speaking petitioners and respondents in hearings and petitions for a temporary protective order (TPO's) as mandated by the legislation that established the fund.

The 2011 Adopted Budget included \$1,120,265 to reimburse the costs of 13 positions, 5 positions in the District Attorney's Office and 8 positions in the Solicitor's Office from the Victim Assistance Fund. Funds totaling \$263,000 were appropriated to fund the Victim Assistance programs administered by the non-profit agencies as follows: \$20,000 for Atlanta Legal Aid Society Inc. \$15,000 for Caminar Latino Inc.; \$5,000 for Center for Pan Asian Community Services Inc.; \$22,000 for the recurring annual contract for DeKalb Rape Crisis; \$43,000 for Georgia Center for Child Advocacy; \$23,000 for International Women's House for crisis intervention services; \$10,000 to Safe Haven Transitional for services to displaced battered women and children; \$5,000 for Raksha, Inc.; \$120,000 for the recurring annual contract for Women Moving On; also, \$10,000 was appropriated for interpreter services for all non-English speaking petitioners and respondents in hearings and petitions for a temporary protective order (TPO's) as mandated by the legislation that established the fund.

**VICTIM ASSISTANCE FUND**

**FUNCTION: CIVIL & CRIMINAL COURTS**

**MAJOR BUDGETARY IMPACTS (continued)**

In 2012, the Adopted Budget included \$956,398 to reimburse salaries and partial benefits for 18 positions, 7 positions in the District Attorney’s Office and 11 positions in the Solicitor’s Office from the Victim Assistance Fund. Funds totaling \$351,172 were appropriated to fund the Victim Assistance programs administered by the non-profit agencies as follows: \$21,500 for Atlanta Legal Aid Society Inc.; \$34,672 for Caminar Latino Inc.; \$20,000 for Center for Pan Asian Community Services Inc.; \$37,000 for the recurring annual contract for DeKalb Rape Crisis; \$50,000 for Georgia Center for Child Advocacy; \$33,000 for International Women’s House for crisis intervention services; \$5,000 for Raksha, Inc; \$125,000 for the recurring annual contract for Women Moving On; \$15,000 for Jewish Family & Career Services also, \$10,000 was appropriated for interpreter services for all non-English speaking petitioners and respondents in hearings and petitions for a temporary protective order (TPO’s) as mandated by the legislation that established the fund.

In 2013, the Adopted Budget included \$1,179,788 to reimburse partial salaries (\$700,000) in the District Attorney’s Office and the Solicitor’s Office from the Victim Assistance Fund. Funds totaling \$362,500 were appropriated to fund the Victim Assistance programs administered by the non-profit agencies as follows: \$35,000 for Caminar Latino; \$7,500 for Center for Pan Asian Community Services, Inc., \$25,000 for DeKalb Rape Crisis, \$40,000 for the Georgia Center for Child Advocacy, Inc., \$30,000 for International Women’s House, Inc., \$10,000 for Jewish Family & Career Services, \$5,000 for Raksha, Inc., \$15,000 for Safe Haven, \$175,000 for Women’s Resource Center, \$20,000 for Atlanta Legal Aid Society, Inc., and \$10,000 was appropriated for interpreter services for all non-English speaking petitioners and respondents in hearings and petitions for a temporary protective order (TPO’s) as mandated by the legislation that established the fund.

**2014**

The Adopted Budget includes \$1,431,056 to reimburse partial salaries (\$990,000) in the District Attorney’s Office and the Solicitor’s Office from the Victim Assistance Fund. Funds totaling \$362,500 were appropriated to fund the Victim Assistance programs administered by the non-profit agencies as follows: \$35,000 for Caminar Latino; \$7,500 for Center for Pan Asian Community Services, Inc., \$25,000 for DeKalb Rape Crisis, \$40,000 for the Georgia Center for Child Advocacy, Inc., \$30,000 for International Women’s House, Inc., \$10,000 for Jewish Family & Career Services, \$5,000 for Raksha, Inc., \$15,000 for Safe Haven, \$175,000 for Women’s Resource Center, \$20,000 for Atlanta Legal Aid Society, Inc., and \$10,000 was appropriated for interpreter services for all non-English speaking petitioners and respondents in hearings and petitions for a temporary protective order (TPO’s) as mandated by the legislation that established the fund.

**Future**

Victim Assistance Fund proceeds will continue to be allocated in accordance with the BOC’s directive.

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Victim Assistance	\$1,310,811	\$1,097,321	\$1,431,056	\$1,431,056
	\$1,310,811	\$1,097,321	\$1,431,056	\$1,431,056

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Purchased / Contracted Services	\$4,944	\$7,321	\$10,000	\$10,000
Other Costs	7,348	27,500	68,556	68,556
Other Financing Uses	1,298,520	1,062,500	1,352,500	1,352,500
	\$1,310,811	\$1,097,321	\$1,431,056	\$1,431,056

**VICTIM ASSISTANCE FUND****FUNCTION: CIVIL & CRIMINAL COURTS**

<b>FUNDING SOURCES</b>			
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
Victim Assistance	\$1,310,811	\$1,097,321	\$1,431,056
	\$1,310,811	\$1,097,321	\$1,431,056





**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 2013, the BOC approved \$5,000,000, in HOST funds for Capital Outlay into transportation projects. An additional \$1,000,000, of tax funds was recommended for information system improvements.

**2014**

The current Capital Projects Budget is \$990,864,824, with a balance of \$288,168,493 as of December 31, 2013. The CEO recommended \$5,000,000 in HOST funds for Capital Outlay into projects. An additional \$1,000,000, of tax funds was recommended for information system improvements.

**CAPITAL PROJECTS SUMMARY****FUNCTION: GENERAL GOVERNMENT****IMPACT ON THE COUNTY – FINANCIAL / NON-FINANCIAL**

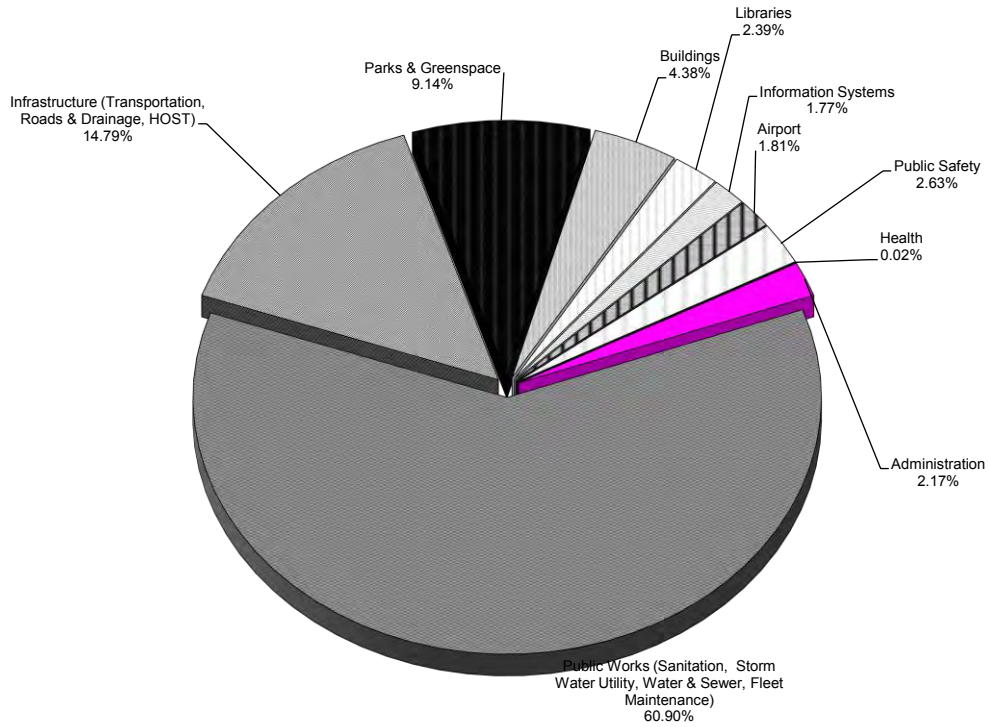
The impact on the operating budget varies for each project. The impact may be financial, non-financial or both. The impact on the operating budget is discussed in the individual project sections. Sidewalks improve the County's infrastructure, satisfy ADA Guidelines, and promote pedestrian safety. Intersection improvements and traffic signal upgrades reduce traffic congestion, improve the County's infrastructure, and promote safer driving conditions.

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
BUILDING AUTHORITY - JUVENILE COUR	49,792,559	49,318,236	474,323
CLERK SUPERIOR COURT	350,000	350,000	0
COMMUNITY DEVELOPMENT	1,438,480	1,438,480	0
COPS PROJECTS	35,043,065	35,042,875	190
ECONOMIC DEVELOPMENT	285,000	178,160	106,840
EPA - BROWNFIELDS REVOLVING LOAN FUND	900,000	13,000	887,000
EXTENSION SERVICE	71,137	64,296	6,841
FACILITIES MANAGEMENT	30,732,451	23,681,391	7,051,060
FIRE & RESCUE	4,282,189	2,998,064	1,284,125
FLEET MAINTENANCE	5,880,498	5,794,701	85,797
GIS	4,138,363	3,518,410	619,953
HOST	82,264,483	65,149,485	17,114,998
HOST CAPITAL OUTLAY	130,009,111	87,353,347	42,655,764
HUD SECTION 108 LOAN	10,999,790	7,427,356	3,572,434
INFORMATION SYSTEMS	47,803,052	45,340,102	2,462,950
LIBRARY	62,956,296	55,658,630	7,297,666
PARKS	241,019,177	188,854,096	52,165,081
PLANNING & DEVELOPMENT	1,590,000	1,061,032	528,968
POLICE	4,051,634	3,862,937	188,698
PUBLIC HEALTH	654,794	654,794	0
PUBLIC SAFETY - JUDICIAL FACILITIE	58,660,308	58,223,820	436,488
RECORDERS COURT	1,100,000	350,000	750,000
SHERIFF	2,505,791	2,505,565	226
TRANSPORTATION AND ROAD & DRAINANGE	177,987,646	140,431,993	37,555,653
URA-URBAN REDEVELOPMENT	36,349,000	9,434,707	26,914,293
	<b>\$990,864,824</b>	<b>\$788,705,476</b>	<b>\$288,168,493</b>

## FUNDS GROUP: Capital Projects

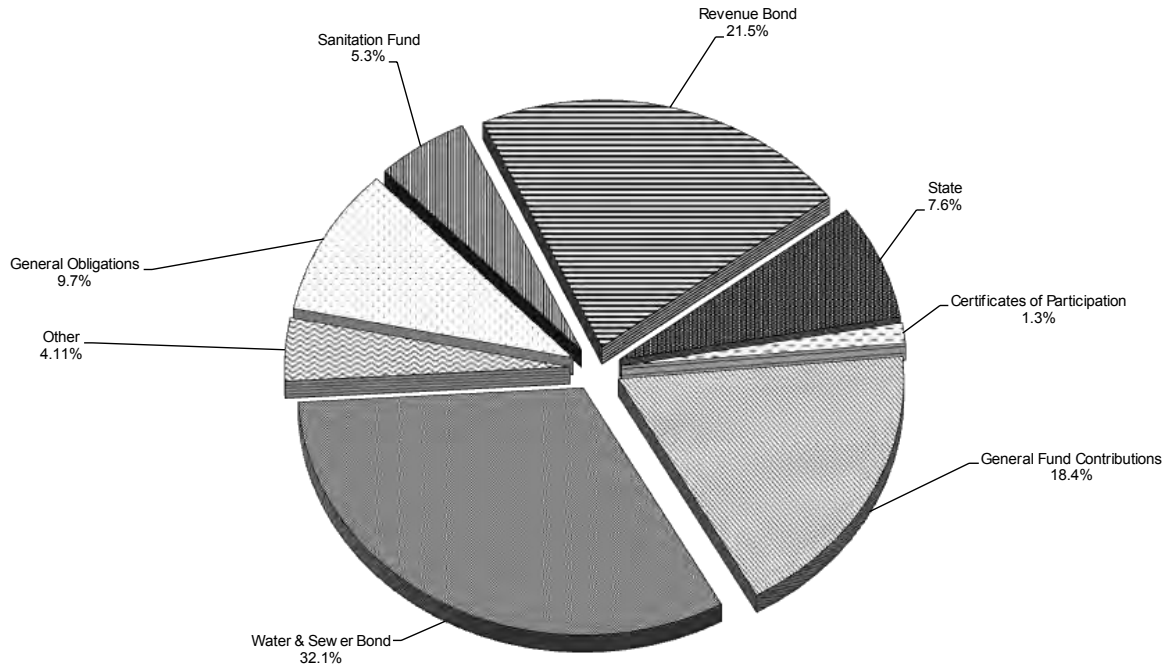
### 2013 CIP EXPENDITURES AS OF 12/31/2013



	<b>Expenditures</b>
Public Works (Sanitation, Storm Water Utility, Water & Sewer, Fleet Maintenance)	\$1,078,307,066
Infrastructure (Transportation, Roads & Drainage, HOST)	292,934,825
Parks & Greenspace	188,854,096
Buildings	108,042,502
Libraries	55,658,630
Information Systems	45,340,102
Airport	29,347,292
Public Safety	67,590,386
Health	654,794
Administration	23,835,441
<b>Total</b>	<b>\$1,890,565,133</b>

## FUNDS GROUP: Capital Projects

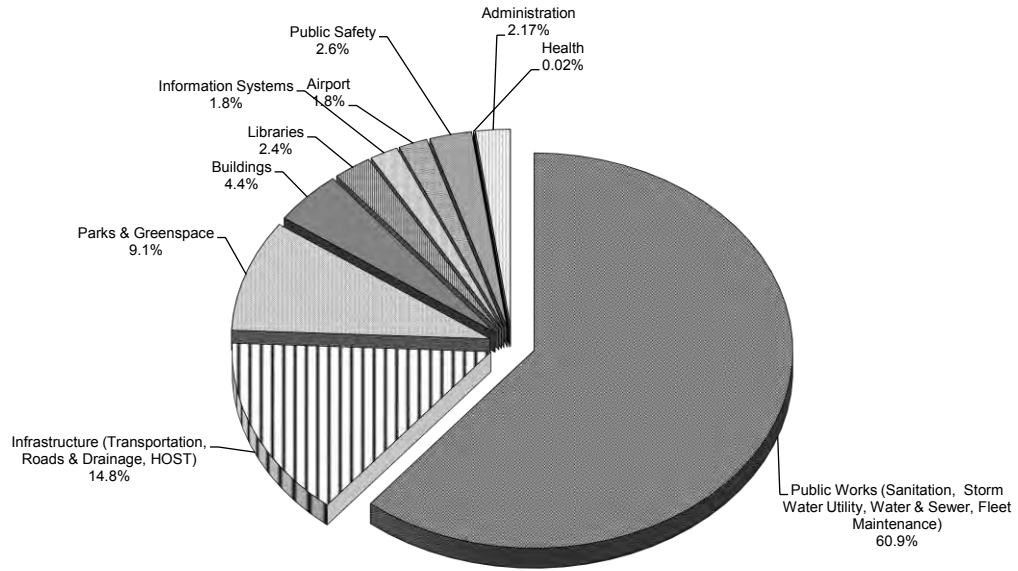
### 2013 CIP Project Funding Sources (Anticipations/Revenues)



<b>Funding Source</b>	<b>Amount</b>
Certificates of Participation	\$35,043,065
General Fund Contributions	485,814,016
Water & Sewer Bond	847,558,738
Other	108,452,867
General Obligations	256,355,439
Sanitation Fund	138,584,422
Revenue Bond	567,049,282
State	199,797,257
<b>Total</b>	<b>\$2,638,655,086</b>












## FUNDS GROUP: Capital Projects

### 2014 CIP APPROPRIATIONS



Category	Budget
Administration	\$57,221,770
Health	654,794
Public Safety	69,499,922
Airport	47,678,189
Information Systems	46,803,052
Libraries	62,935,528
Buildings	115,568,075
Parks & Greenspace	241,019,177
Public Works (Sanitation, Storm Water Utility, Water & Sewer, Fleet Maintenance)	1,606,563,010
Infrastructure (Transportation, Roads & Drainage, HOST)	390,261,240
<b>Total</b>	<b>\$2,638,204,757</b>

## CIP BUDGET PLANNING AND IMPLEMENTATION PROCESS

		2013				2014	
		Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun
<b><i>Develop and Distribute Resources</i></b>							
Finance Distributes Capital Budget Forms to Departments	5/4/2013						
Budget Kickoff Meeting	7/14/2013						
<b><i>Plan and Monitor Budgets</i></b>							
Monitor Current Year and CIP Budgets	Ongoing						
Prepare CIP Budget Request	5/4 - 8/26/2013						
Plan for Following Year's CIP Budget Request	Ongoing						
<b><i>Analysis and Review</i></b>							
Departments Submit CIP Request to Finance	8/29/2014						
Executive Assistant Appoints CIP Review Committee	8/29/2014						
CIP Committee Reviews and Analyzes CIP Budget Requests	10/13/2014						
Finance Summarizes CIP Review Committee Budget Recommendation	10/17 - 10/25/14						
<b><i>Discussion, Finalization, and Adoption</i></b>							
CEO's CIP Budget Recommendations Submitted to BOC	2/17/2014						
BOC Adopts CIP Budget	2/24/2014						

**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**

There is a potential refinancing efforts for 2014.

<b>FINANCIAL IMPACT ON THE OPERATING BUDGET</b>
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**New Juvenile Court Facility**

	2013	2014	2015	2016	2017
New Positions (Full-Time)	0	0	0	0	0
Personal Services and Benefits - Sheriff Department	\$190,914	\$196,641	\$202,541	\$208,617	\$214,876
Lease Purchase-Real Estate	3,738,771	3,738,771	3,738,771	3,738,771	3,738,771
	\$3,929,685	\$3,935,412	\$3,941,312	\$3,947,388	\$3,953,647

<b>ANTICIPATED REVENUES</b>
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	ANTICIPATIONS BEGINNING 1998
Miscellaneous Revenue	\$49,792,559
<b>TOTAL</b>	<b>\$49,792,559</b>

<b>APPROPRIATIONS</b>
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	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
BUILDING AUTHORITY.-JUV.CT.	\$49,792,559	\$49,318,236	\$474,323
	<b>\$49,792,559</b>	<b>\$49,318,236</b>	<b>\$474,323</b>

**CAPITAL PROJECTS - CLERK OF SUPERIOR COURT    FUNCTION: GENERAL GOVERNMENT**

**PROGRAM DESCRIPTION**

The replacement of the Mainline system was completed for recording, scanning and indexing the department's documents.

**IMPACT ON OPERATING BUDGET**

None.

**RECENT CHANGES**

None.

<b>ANTICIPATED REVENUES</b>
-----------------------------

	<b>ANTICIPATIONS BEGINNING 1998</b>
Interfund Transfers	\$350,000
<b>TOTAL</b>	<b>\$350,000</b>

<b>APPROPRIATIONS</b>
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	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
SUP.CT.-RE.NEW TECH(Team IA)	\$350,000	\$350,000	\$0
	<b>\$350,000</b>	<b>\$350,000</b>	<b>\$0</b>



**CAPITAL PROJECTS - CERTIFICATES OF PARTICIPATION (C.O.P.)**

**FUNCTION: GENERAL GOVERNMENT**

**PROGRAM DESCRIPTION**

In 2003, the County issued certificates of participation to fund two projects. One project consists of the acquisition, renovation, and equipping of a 6-story office building consisting of approximately 132,000 square feet located at 330 Ponce de Leon Avenue in Decatur, Georgia, together with an adjacent 273 space parking deck. The other project is the renovation and equipping of a 9-story courthouse consisting of approximately 30,000 square feet located in Decatur, Georgia.

**IMPACT ON OPERATING BUDGET**

Several county departments have been relocated to the 330 Ponce de Leon Building. The operating budget for Facilities Management has been adjusted to absorb the increase in utilities and security costs.

**RECENT CHANGES**

None.

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Interest on Investments	\$1,123,215
Miscellaneous Revenue	33,919,850
Other Agencies	
State Sources	
Fund Balance Carried Forward	
<b>TOTAL</b>	<b>\$35,043,065</b>

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
COPS-COURTHOUSE RENOVATION	\$11,826,048	\$11,826,048	\$0
COPS-COST OF ISSUANCE	362,750	362,750	0
COPS-DEFEASANCE	9,788,359	9,788,359	0
COPS-330 PONCE BUILDING	13,065,908	13,065,908	0
	<b>\$35,043,065</b>	<b>\$35,043,065</b>	<b>0</b>

**CAPITAL PROJECTS - ECONOMIC DEVELOPMENT      FUNCTION: GENERAL GOVERNMENT**

**PROGRAM DESCRIPTION**

The County has received a number of Livable Centers Initiative Grants (L.C.I.) from the Atlanta Regional Commission (A.R.C.) for the study of development opportunities in various areas of the County.

**IMPACT ON OPERATING BUDGET**

No direct impact on the operating budget has occurred.

**RECENT CHANGES**

None.

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Interfund Transfers	\$248,000
State Sources	37,000
<b>TOTAL</b>	<b>\$285,000</b>

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
ECON.DEV-ARC/LCI-KENSING.MARTA	\$85,000	\$78,160	\$6,840
ECON.DEV.ARC/LCI-BROOKHAVEN	100,000	100,000	0
	<b>\$185,000</b>	<b>\$178,160</b>	<b>\$6,840</b>

**CAPITAL PROJECTS - EXTENSION SERVICE****FUNCTION: HEALTH & HUMAN SERVICES****PROGRAM DESCRIPTION**

In June 2001, the Board of Commissioners approved the sale of property at 1440 Carter Road, the former site of the Extension Service Food & Nutrition Office Building. The approved property sale proceeds of \$81,000 will be used for the renovation of the Extension Service's Environmental Education Center.

**IMPACT ON OPERATING BUDGET**

None.

**RECENT CHANGES**

None.

<b>ANTICIPATED REVENUES</b>
-----------------------------

	ANTICIPATIONS BEGINNING 1998
Interfund Transfers	\$71,137
<b>TOTAL</b>	<b>\$71,137</b>

<b>APPROPRIATIONS</b>
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	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
EXT.SERV.-RENOV.ENVIR.ED.CTR.	\$71,137	\$64,296	\$6,841
	<b>\$71,137</b>	<b>\$64,296</b>	<b>\$6,841</b>

**CAPITAL PROJECTS - FACILITIES MANAGEMENT****FUNCTION: GENERAL GOVERNMENT****PROGRAM DESCRIPTION**

The Facilities Management capital projects program consists of repairs and renovations to County facilities and maintenance of all roofs and Heating, Ventilation, and Air-Conditioning (HVAC) systems.

**IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL**

These projects improve the infrastructure by enhancing the value and the safety of county buildings.

**RECENT CHANGES**

Facilities projects are work in progress.

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
CIP Contributions	\$18,581,550
Miscellaneous Revenue	650,000
<b>TOTAL</b>	<b>\$19,231,550</b>

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
FM-HVAC-MED.EXAM.	\$19,787	\$19,787	\$0
FM-LIBRARY PROCESSING CENTER	225,000	225,000	0
FM-LIFECYCLE	4,003,127	3,946,451	56,676
FM-NEW FM BUILDING	654,868	654,868	0
FM-PUR./ REN.-330 PONCE BLDG.	3,934,276	3,934,276	0
FM-REN./RELOC.MALOOF-ROBERDS	400,000	333,387	66,613
FM-REN./RELOC.MALOOF-ROBER	46,934	46,934	0
FM-RENOV.TO ROBERDS	427,060	339,460	87,600
FM-MEMORIAL DR.-ROOF	600,000	600,000	0
TRINITY PARKING DECK	1,033,892	943,012	90,879
MALOOF RENOVATION	1,600,000	1,597,261	2,739
2006 CIP FIN. RECORDS STORG.	115,000	115,000	0
ANNE FRANK EXHIBIT	211,260	211,260	0
SPRINKLERS-MALOOF	220,000	109,115	110,885
CRITICAL MAINTENANCE REPAIRS	1,086,635	947,165	139,470
FM-CALLAWAY BLD COOLING COILS	150,000	125,174	24,826
COURTHOUSE RENOVATIONS	2,900,000	2,900,000	0
PARKING FACS REPAIR & RENOVNS	1,603,710	19,617	1,584,093
	<b>\$19,231,550</b>	<b>\$17,067,769</b>	<b>\$2,163,782</b>

**CAPITAL PROJECTS - FIRE & RESCUE SERVICES**

**FUNCTION: PUBLIC SAFETY**

**PROGRAM DESCRIPTION**

The Department of Fire & Rescue Services provides fire protection as well as Emergency Medical Services (EMS) to the citizens of DeKalb County. A significant number of the capital projects for Fire & Rescue Services are now being funded by the HOST capital projects fund. (For additional information, see the HOST capital projects section.)

**RECENT CHANGES**

The department is working to finish construction of Station #3.

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Interfund Transfers	\$4,139,189
Miscellaneous Revenue	143,000
<b>TOTAL</b>	<b>\$4,282,189</b>

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
FIRE-BURN BUILDING	\$498,250	\$489,864	\$8,386
FIRE-ESSENTIAL EQUIPMENT	107,755	107,755	0
FIRE-STATION #9 REPAIR	334,858	334,858	0
FIRE-UNDERGROUND FUEL TANKS	497,318	497,318	0
FIRE FACILITIES REPAIR	175,686	162,582	13,104
FIRE STATION #3	250,000	126,273	123,728
FIRE STATION #10 RENO/EXPN	1,121,093	1,084,963	36,130
FIRE-REMOTE ACCESS	193,000	193,000	0
FIRE STATION NO. 3	1,104,228	1,451	1,102,777
	<b>\$4,282,189</b>	<b>\$2,998,064</b>	<b>\$1,284,124</b>

**CAPITAL PROJECTS - GEOGRAPHIC INFORMATION SYSTEMS (GIS)**

**FUNCTION: GENERAL GOVERNMENT**

**PROGRAM DESCRIPTION**

The Geographic Information System (GIS) Department is responsible for the development of an integrated GIS, which will link computer maps to information about the sites and facilities that the maps depict. The Department is responsible for managing multi-departmental GIS projects such as Imagery libraries, Base Map, Standardized Street Name and Situs Address databases and Property Ownership database and Boundaries. The Department is responsible for definition of mapping and database standards and ensuring compliance with standards and schedules. The Department provides technical guidance to departments developing spatial data in the definition of GIS project scopes, preparation of Requests for Proposals (RFPs) GIS specifications and quality assurance on data. Assistance is provided to departments with writing mapping specifications, purchasing hardware and software, training staff, customizing software, and production of special projects. In 2004, the department received approval of two projects in the Capital Improvement Projects fund (CIP) that are critical to the development of the County's Information Technology infrastructure.

**IMPACT ON OPERATING BUDGET**

None.

**RECENT CHANGES**

The BOC approved in 2014, an additional \$121,556 for the Pictometry Imagery project.

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Interfund Transfers	\$4,138,363
<b>TOTAL</b>	<b>\$4,138,363</b>

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
GIS-BASE MAPPING UPDATE	\$1,717,180	\$1,547,774	\$169,406
GIS-ZONING, LANDUSE, PROP.MAP.	1,630,862	1,301,662	329,201
PICTOMETRY IMAGERY	767,341	645,994	121,347
EASEMENT IMPROVEMENTS	22,980	22,980	0
	<b>\$4,138,363</b>	<b>\$3,518,410</b>	<b>\$619,953</b>

**CAPITAL PROJECTS - HOST**

**FUNCTION: GENERAL GOVERNMENT**

**PROGRAM DESCRIPTION**

On March 18, 1997, the DeKalb County voters approved a sales tax referendum. The Homestead Option Sales Tax (HOST) increased the sales tax by one cent effective July 1, 1997. The additional revenue provides up to 100% Homestead Exemption for owner occupied dwellings and up to 20% of the sales tax revenue for capital improvement projects beginning in 1999. The revenue collected in the initial 18 months of the tax could be used for any purpose. The Board of Commissioners decided to use the initial revenue for capital expenditures. The HOST revenue estimates for DeKalb County were based on the sales tax revenue collections of the Metropolitan Atlanta Rapid Transit Authority (MARTA). The initial revenue estimate for the first 18 months was \$133,445,400. The Board of Commissioners appropriated \$26 million in 1997 (estimated to be four months of anticipated receipts). The actual total receipts for 1997 were \$19,554,622. The Board of Commissioners also created 28 time limited positions within various departments to support the HOST Capital Projects Program. Funding for these positions was provided by the sales tax revenue which was appropriated directly to the applicable operating fund.

**IMPACT ON THE COUNTY – FINANCIAL/NON-FINANCIAL**

The HOST projects do not have a direct financial impact on the operating budget. However, sidewalk installation, intersection improvements, upgrading traffic signals, and street resurfacing projects have significant non-financial impact on the County. Sidewalks improve the County's infrastructure, satisfy ADA Guidelines, and promote pedestrian safety. Intersection projects improve the County's infrastructure, and promote safer driving conditions.

**RECENT CHANGES**

None.

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Interfund Transfers	\$46,574,873
State Government	34,139,795
Local	1,549,815
<b>TOTAL</b>	<b>\$82,264,483</b>

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1,998</b>	<b>BALANCE</b>
HOST D1 MERCER U DR @ N FR	\$99,362	\$97,498	\$1,865
HOST D4 WELLBORN /STN.MTN.			0
	83,539	83,539	
HOST D2 DCA BRIARWOOD ROAD			0
	62,620	62,620	
HOST D4 MEMORIAL DR. IMPRO			0
	155,884	155,884	
HOST D1 MISC. DRAIN PROJEC			0
	102,920	102,920	
HOST D1 ASH DUNWY.JOHN.FER			5967
	30,000	24,033	
HOST D4 N. INDIAN CRK/IND.			0
	45,000	45,000	
HOST D2 FAIR OAKS RD			-2291
	215,317	217,608	
HOST D2 LAVISTA RD			0

## CAPITAL PROJECTS - HOST

## FUNCTION: GENERAL GOVERNMENT

APPROPRIATIONS			
	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1,998	BALANCE
	75,000	75,000	
HOST D1 MCCURDY			0
	484,924	484,924	0
HOST D3-MEM DR IMPR			0
	44,547	44,547	
HOST D3-GLNWD AVE SDWLKS			2177664
	4,445,995	2,268,331	
HOST D1 TCKER MN ST STRTSC			2214991
	5,090,000	2,875,009	
HOST D3-GLNWD RD @ MEADW L			0
	21,278	21,278	
HOST D1 WNTRS CHPL @ DNWDY			2477
	474,042	471,565	
HOST D2 CLAIRMONT RD DRESO			0
	35,000	35,000	
HOST D3-GLNWD RD @ S. COL			0
	9,906	9,906	
HOST D1 TILLY MILL RD-W			304198
	811,780	507,582	
HOST D3-FELL RD @ IDLEWD R			8798
	45,000	36,202	
HOST D5 WESLEY CHAPEL RD-W			4629
	308,077	303,448	
HOST D5 BOULDRCRST RD @ RV			0
	44,659	44,659	
HOST D5-STRIPING			21173
	58,994	37,820	
HOST D5-COCK @ BORING RD			40625
	762,572	721,947	
HOST D5-PANT @ RVR RD			289
	135,378	135,090	
HOST-RECONSTRUCT TENNIS CO			0
	107,042	107,042	
HOST-ARABIA MTN. PROP.ACQ.			0
	1,031,660	1,031,660	
HOST/PARKS/REPAIR & RENOVA			18585
	28,765	10,180	
HOST-ADA IMPROVEMENTS			0
	116,964	116,964	
HOST-ADA IMP-CONSULTANT			0
	58,356	58,356	
HOST-RESER. FOR FUTURE APP			3500
	1,803,500	1,800,000	
HOST-IS-TELEPHONE SYS.UPGR			75013
	1,637,569	1,562,555	
HOST D1-MISC. SIDEWALKS			0
	308,818	308,818	
E.PONCE DE LEON @ HAMBRICK			12819
	991,720	978,901	
LITHONIA STREETScape			750417
	2,075,958	1,325,541	
PERIMETER CENTER PARKWAY			2313588
	11,372,696	9,059,109	



**CAPITAL PROJECTS - HOST**

**FUNCTION: GENERAL GOVERNMENT**

<b>APPROPRIATIONS</b>			
	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1,998</b>	<b>BALANCE</b>
PROGRAM MANAGEMENT SERVICE			2109
SNAPFINGER ROAD WIDENING	2,196,102	2,193,994	1550197
HOST D1 WNTRS CHPL-PEEL	2,189,315	639,118	0
HOST D1-HENDR. RD.SDWK	72,087	72,087	1372
HOST D1- MABRY RD SDWLKS	162,508	161,136	0
HOST D1-MURPHY CAND.STUDY	150,000	150,000	0
HOST D3-TERRY MILL RD-S	794,057	794,057	0
HOST-IS-IMAGINING SYSTEM	2,812	2,731	81
HOST D2-BRIARCLIFF-SHERIDA	1,546,172	1,546,172	0
HOST D2 -DECATUR RR DEPOT	469,334	469,334	0
HOST D2-DRESDEN DRIVE N	25,000	25,000	0
HOST D2-FREEDOM PARK	273,780	272,941	839
HOST D3-FLAT SHOALS@DOOLIT	48,131	48,131	0
HOST D3-BOULDERCREST @S.RI	13,341	13,341	0
HOST D4-STEVENSON@S.DESHON	34,760	34,760	0
HOST D5-PANOLA@ROCK SPRING	131,177	115,498	15679
HOST D5 PANOLA WOODS DR.-W	328,780	328,780	0
HOST D5 D0GWOOD FARM RD-E	48,328	54,328	-6000
PERIMETER CID	5,000	84,673	-79673
HOST-GRTA AGREEMENT	28,406,250	27,059,111	1347139
HOST-LYNWOOD PARK IMP./OSB	1,800,000	1,800,000	0
BUFORD HWY.PHASE 1	1,346,011	1,250,709	95302
BUFORD HWY. PHASE II	2,500,000	-	2500000
KENSINGTON RD SDWKS	2,500,000	-	431393
DOWNTOWN LITHONIA STREETCP	1,474,800	1,043,407	216828
WESLEY CHAPEL & I 20	1,766,000	1,549,172	216828
LOVELESS DR IMPROVEMENT	50,000	48,079	1921
			583505

**CAPITAL PROJECTS - HOST****FUNCTION: GENERAL GOVERNMENT**

<b>APPROPRIATIONS</b>			
	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING</b>	<b>BALANCE</b>
		<b>1,998</b>	
	755,897	172,392	
<b>TOTAL</b>	<b>82,264,483</b>	<b>65,149,485</b>	<b>17,114,998</b>

**CAPITAL PROJECTS - HOST CAPITAL OUTLAY**

**FUNCTION: GENERAL GOVERNMENT**

**PROGRAM DESCRIPTION**

An amendment to the HOST Ordinance DeKalb County Code, Sections 2-117 through 2-129, allowed HOST funds for capital outlay projects to be included in the normal budgetary process as long as the funds are used for capital projects that are approved by the governing board. Prior to this amendment, HOST funds were distributed evenly among the five (5) commission districts.

**IMPACT ON THE COUNTY – FINANCIAL/NON-FINANCIAL**

The HOST Capital Outlay projects do not have a direct financial impact on the operating budget. However, sidewalk installation, intersection improvements, upgrading traffic signals, and street resurfacing projects have significant non-financial impact on the County. Sidewalks improve the County’s infrastructure, satisfy ADA Guidelines, and promote pedestrian safety. Intersection projects improve the County’s infrastructure, and promotes safer driving conditions.

**RECENT CHANGES**

In 2003, the Board of Commissioners approved use of part of the HOST proceeds for capital outlays which totaled \$16,468, 517. In 2013 and 2012, the contributions were \$5,000,000 and \$8,000,000 respectively. In 2014, the contribution to HOST projects is \$5,000,000.

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Interfund Transfer	\$92,004,539
State Government	37,521,878
Local	482,694
<b>TOTAL</b>	<b>\$130,009,111</b>

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1,998</b>	<b>BALANCE</b>
HOST D1 MERCER U DR @ N FR	99,362	97,498	1,865
HOST D4 WELLBORN /STN.MTN.	83,539	83,539	-
HOST D2 DCA BRIARWOOD ROAD	62,620	62,620	-
HOST D4 MEMORIAL DR. IMPRO	155,884	155,884	-
HOST D1 MISC. DRAIN PROJEC	102,920	102,920	-
HOST D1 ASH DUNWY.JOHN.FER	30,000	24,033	5,967
HOST D4 N. INDIAN CRK/IND.	45,000	45,000	-
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	-

## CAPITAL PROJECTS - HOST CAPITAL OUTLAY

## FUNCTION: GENERAL GOVERNMENT

APPROPRIATIONS			
	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1,998	BALANCE
HOST D3-MEM DR IMPR	44,547	44,547	(0)
HOST D3-GLNWD AVE SDWLKS	4,445,995	2,268,331	2,177,664
HOST D1 TCKER MN ST STRTSC	5,090,000	2,875,009	2,214,991
HOST D3-GLNWD RD @ MEADW L	21,278	21,278	-
HOST D1 WNTRS CHPL @ DNWDY	474,042	471,565	2,477
HOST D2 CLAIRMONT RD DRESO	35,000	35,000	-
HOST D3-GLNWD RD @ S. COL	9,906	9,906	-
HOST D1 TILLY MILL RD-W	811,780	507,582	304,198
HOST D3-FELL RD @ IDLEWD R	45,000	36,202	8,798
HOST D5 WESLEY CHAPEL RD-W	308,077	303,448	4,629
HOST D5 BOULDRCRST RD @ RV	44,659	44,659	-
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	107,042	107,042	-
HOST-ARABIA MTN. PROP.ACQ.	1,031,660	1,031,660	-
HOST/PARKS/REPAIR & RENOVA	28,765	10,180	18,585
HOST-ADA IMPROVEMENTS	116,964	116,964	-
HOST-ADA IMP-CONSULTANT	58,356	58,356	-
HOST-RESER. FOR FUTURE APP	1,803,500	1,800,000	3,500
HOST-IS-TELEPHONE SYS.UPGR	1,637,569	1,562,555	75,013
HOST D1-MISC. SIDEWALKS	308,818	308,818	-
E.PONCE DE LEON @ HAMBRICK	991,720	978,901	12,819
LITHONIA STREETScape	2,075,958	1,325,541	750,417
PERIMETER CENTER PARKWAY	11,372,696	9,059,109	2,313,588
PROGRAM MANAGEMENT SERVICE	2,196,102	2,193,994	2,109
SNAPFINGER ROAD WIDENING			

## CAPITAL PROJECTS - HOST CAPITAL OUTLAY

## FUNCTION: GENERAL GOVERNMENT

APPROPRIATIONS			
	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1,998	BALANCE
	2,189,315	639,118	1,550,197
HOST D1 WNTRS CHPL-PEEL	72,087	72,087	-
HOST D1-HENDR. RD.SDWK	162,508	161,136	1,372
HOST D1- MABRY RD SDWLKS	150,000	150,000	-
HOST D1-MURPHY CAND.STUDY	794,057	794,057	-
HOST D3-TERRY MILL RD-S	2,812	2,731	81
HOST-IS-IMAGINING SYSTEM	1,546,172	1,546,172	-
HOST D2-BRIARCLIFF-SHERIDA	469,334	469,334	-
HOST D2 -DECATUR RR DEPOT	25,000	25,000	-
HOST D2-DRESDEN DRIVE N	273,780	272,941	839
HOST D2-FREEDOM PARK	48,131	48,131	-
HOST D3-FLAT SHOALS@DOOLIT	13,341	13,341	-
HOST D3-BOULDERCREST @S.RI	34,760	34,760	-
HOST D4-STEVENSON@S.DESHON	131,177	115,498	15,679
HOST D5-PANOLA@ROCK SPRING	328,780	328,780	-
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	27,059,111	1,347,139
HOST-GRTA AGREEMENT	1,800,000	1,800,000	-
HOST-LYNWOOD PARK IMP./OSB	1,346,011	1,250,709	95,302
BUFORD HWY.PHASE 1	2,500,000	-	2,500,000
BUFORD HWY. PHASE II	2,500,000	-	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
<b>TOTAL</b>			

**CAPITAL PROJECTS - HOST CAPITAL OUTLAY****FUNCTION: GENERAL GOVERNMENT****APPROPRIATIONS**

<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1,998</b>	<b>BALANCE</b>
<b>82,264,483</b>	<b>65,149,485</b>	<b>17,114,998</b>

**CAPITAL PROJECTS - INFORMATION TECHNOLOGY    FUNCTION: GENERAL GOVERNMENT**

**PROGRAM DESCRIPTION**

The capital projects budget for the Information Technology Department includes funding for the acquisition and upgrade of major systems and equipment that are critical elements of the County's information technology infrastructure.

**IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL**

The Property Appraisal Department's new CAMA (Computer Assisted Mass Appraisal) software has replaced the existing OASIS system. Finance issued a directive advising the utilization of the Oracle Projects and Grants module to maximize the ability to monitor and track expenditures for professional services contracts.

**FINANCIAL IMPACT ON THE OPERATING BUDGET**

<b>Systems for Tax Appraisal &amp; Collection</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Maint. iasWorld Assessment Sys.	0	150,000	150,000	150,000	150,000
Maintenance for CAMA System	\$190,000	\$190,000	\$190,000	\$190,000	\$190,000
<b>Total</b>	<b>\$190,000</b>	<b>\$340,000</b>	<b>\$340,000</b>	<b>\$340,000</b>	<b>\$340,000</b>

**Non-Financial Impact on the County**

Proper maintenance of the information technology infrastructure will enable operating departments to better use information in conducting daily operations. Windows server consolidation will improve County information systems infrastructure and will result in more efficient server administration through standardization.

**RECENT CHANGES**

Per the 2014 budget, \$1,000,000 was allocated to Information Systems for various security and mainframe upgrades along with continuance to fund ongoing projects. The 2013 budget included \$1,000,000 for the Tyler / CAMA / ias World / mainframe migration.

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Interest on Investments	\$47,032,442
<b>TOTAL</b>	<b>\$47,032,442</b>

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
AIRPORT CIP-IS-CONSOL.PURCH.	\$52,857	\$48,670	\$4,187
CONFISCATED FUNDS-KRONOS	86,978	86,978	\$0
FIRE FUND-IS-CONSOL.PURCH.	3,100	2,854	\$246
FLEET -IS-CONSOL.PURCH.	7,500	6,906	\$594

**CAPITAL PROJECTS - INFORMATION TECHNOLOGY    FUNCTION: GENERAL GOVERNMENT**

**APPROPRIATIONS**

	PROJECT		BALANCE
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	
GENERAL FUND-IS-2002 CTIP	800,000	797,366	\$2,634
GENERAL FUND-IS-2003 CTIP	565,175	544,539	\$20,636
GENERAL FUND-IS-APS-FMIS	8,528,652	8,527,219	\$1,433
GENERAL FUND-IS-CASE MGMT.	160,000	160,000	\$0
GENERAL FUND-IS-CONSOL.PURCH.	1,635,249	1,596,676	\$38,573
GENERAL FUND-IS-I-NET II & III	990,121	987,141	\$2,980
GENERAL FUND-IS-MACH.RM IMPR.	62,300	62,300	\$0
GENERAL FUND-IS-PC LIFECYCLE	2,016,598	2,000,403	\$16,195
GENERAL FUND-IS-PROP.APPRAIS.	250,000	248,543	\$1,457
GENERAL FUND-JAIL MGMT.SYS.	716,203	716,203	\$0
GENERAL FUND-KRONOS	398,417	398,417	\$0
PEG FUND-IS-I-NET II & III	500,000	483,378	\$16,622
REC. FUND-IS-CONSOL.PURCH.	40,000	36,931	\$3,069
SAN CIP-IS-COMBINED BILLING	477,500	449,835	\$27,665
SAN CIP-IS-CONSOL.PURCH.	91,426	90,070	\$1,356
SAN CIP-KRONOS	42,012	42,012	\$0
STD-DS FUND-IS-CONSOL.PURCH.	25,551	23,527	\$2,024
STD-UNINC. -IS-CONSOL.PURCH.	22,360	20,589	\$1,771
W & S R&E-AUTO.PURCH.PROC.	2,000,000	2,000,000	\$0
W & S R&E-IS-CONSOL.PURCH.	510,031	492,494	\$17,537
W & S R&E-KRONOS	71,242	71,242	\$0
W&S R&E-IS-COMBINED BILLING	477,500	443,310	\$34,190
IS-GEN.FUND.NETWORK BACKUP	401,636	391,563	\$10,073
IS-GEN.FUND.IMAGINING REC. CT	594,177	591,436	\$2,741
GEN.FUND-IS-CASE MGMT REC. CT	442,750	439,750	\$3,000
IS-DEK.COUNTY SCH.DISTRICT	620,000	613,101	\$6,899
GE CAPITAL	2,864,354	2,864,354	\$0
2006 GENERAL FUND CONTRI.	1,392,500	1,345,129	\$47,371
ORACLE CONTRIBUTIONS	433,813	433,813	\$0
CIP CONTRIBUTIONS	5,626,837	5,503,823	\$123,014
IS- CLERK SUP	665,588	664,255	\$1,333
IS CONSULTING SERVICES	5,200,000	5,181,542	\$18,458
VOICE INFRASTRUTURE	735,000	337,468	\$397,532
OASIS - MAIN. MIG.	3,295,625	3,037,871	\$257,754
'12 TYLER CAMA	1,794,565	1,763,565	\$31,000
'12 DATACENTER / SWITCHES	2,000,000	1,741,799	\$258,201
SECURITY INFO & EVENT MGT	205,435	205,435	\$0
MIGRATION MICROSOFT OFFICE 365	794,510	348,948	\$445,562
APPLICATION SUPPORT	205,490	0	\$205,490
<b>TOTAL</b>	<b>\$47,750,195</b>	<b>\$45,752,786</b>	<b>\$1,997,409</b>



**CAPITAL PROJECTS - LIBRARY****FUNCTION: LEISURE SERVICES****PROGRAM DESCRIPTION**

The DeKalb County Library capital improvement program is accounted for in two funds: the Capital Project fund and the 2006 G.O. Bonds fund.

**CAPITAL PROJECTS FUND**
**PROGRAM DESCRIPTION**

Funding has been provided from the General Fund for projects to expand Library facilities and to replace computers.

**IMPACT ON OPERATING BUDGET**

No direct impact on the operating budget has been evident.

**RECENT CHANGES**

None.

**ANTICIPATED REVENUES**

	ANTICIPATIONS BEGINNING 1998
Interfund Transfers	\$296,452
<b>TOTAL</b>	<b>\$296,452</b>

**APPROPRIATIONS**

	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
PC Refresh Program	\$296,452	\$283,465	\$12,987
<b>TOTAL</b>	<b>\$296,452</b>	<b>\$283,465</b>	<b>\$12,987</b>

**G. O. BONDS - LIBRARY**
**PROGRAM DESCRIPTION**

The citizens of DeKalb County approved the G. O. Bond issue in the amount of \$54,540,000 for the acquisition of land to build new libraries, the renovation and expansion of existing libraries, replacement of libraries and facility upgrade.

**IMPACT OF CIP PROJECTS ON THE COUNTY – FINANCIAL/NON-FINANCIAL**

The implementation of the 2006 G.O. Bond program will require the creation of a Library Bond Administrator position. As expansion develops, additional Library personnel will be required for maintenance and daily operation of new and expanded facilities. The impact on operating budget is noted on the next page.

**CAPITAL PROJECTS - LIBRARY**

**FUNCTION: LEISURE SERVICES**

**FINANCIAL IMPACT ON THE OPERATING BUDGET**

	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
New Libraries/Facilities Opened	2	2	2	2	2
Library Expansions	0	0	0	0	0
Positions Added	5	5	5	5	5
Personal Services Costs	\$2,652,147	\$2,981,355	\$3,070,796	\$3,162,920	\$3,257,808
Operating Costs	4,190,285	4,596,158	4,734,043	4,876,064	5,022,346
<b>Total</b>	<b>\$6,842,439</b>	<b>\$7,577,519</b>	<b>\$7,804,846</b>	<b>\$8,038,991</b>	<b>\$8,280,161</b>

**RECENT CHANGES**

DeKalb has completed the following libraries: Toco Hill-Avis G. William, Northlake, Embry Hills, Tucker Reid H. Cofer, Stonecrest, Salem Panola and Hariston Crossing. Scott Candler and Ellenwood opened in 2013.

**ANTICIPATED REVENUES - G. O. BONDS**

	<b>ANTICIPATIONS BEGINNING 1998</b>
2006 G. O. BOND	\$55,437,366
Interest	7,222,478
<b>TOTAL</b>	<b>\$62,659,844</b>

**APPROPRIATIONS - G. O. BONDS**

	<b>APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
RESERVE & CONTINGENCY	\$718,108.90	\$666,106	\$52,003
NEW LIBRARIES	14,339,064	10,680,088	3,658,976
REPLACEMENT LIBRARIES	26,253,703	23,579,602	2,674,101
PROGRAM MGMT.-LIB.	1,900,000	1,891,105	8,895
LIBRARY EXPANSIONS	16,135,706	15,445,175	690,531
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	513,095	54,405
<b>TOTAL</b>	<b>\$62,639,076</b>	<b>\$55,375,165</b>	<b>\$7,263,910</b>

**CAPITAL PROJECTS - PARKS AND RECREATION**

**FUNCTION: LEISURE SERVICES**

**PROGRAM DESCRIPTION**

Parks and Recreation is responsible for the improvement of existing parks and athletic fields, the acquisition and development of new park acreage, and the repairing, renovation, and construction of recreation centers, youth sports association facilities, and swimming pools. Funding for this department's capital improvements program is accounted for in four funds: the 1987 Bond Issue for Parks; the 2001 Bond Issue for Parks; the 2006 G. O. Bonds and the Capital Projects Fund. Some projects are also now being funded by the HOST Capital Projects Fund. For additional information, see the HOST Capital Projects section.

**1987 BOND ISSUE**

**PROGRAM DESCRIPTION**

In 1987, the voters of DeKalb County approved a \$33 million bond issue for the acquisition and development of park land for county parks. The County has chosen to expand the scope of the original \$33 million bond issue by appropriating interest earned on these monies (in excess of \$7.8 million) to additional projects.

**IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL**

During implementation of the 1987 bond issue, most of the park development, facility renovation, swimming pool construction, and design were contracted out to private companies. However, some of the design and minor construction was accomplished in-house with little impact on the departmental operating budget.

In order to operate the expanded parks, recreation, and athletic facilities resulting from the bond issue, 87 full-time and 13 temporary positions were added since 1989. The cost to maintain and staff the facilities for these expanded services was estimated to be \$3.5 million annually.

By 1996, due to budget cut-backs, 29 positions were eliminated which directly affected the expanded programs. As of 2003, a majority of the projects in the 1987 Bond Issue has been phased-out and the only new funding appropriated is the interest on the unexpended balance that accrues yearly. Therefore, the impact on the operating budget from the 1987 Bond Issue has been significantly reduced.

**RECENT CHANGES**

None.

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
CIP Contributions	18,581,550
Miscellaneous Revenue	650,000
<b>TOTAL</b>	<b>\$19,231,550</b>

**CAPITAL PROJECTS - PARKS AND RECREATION**

**FUNCTION: LEISURE SERVICES**

**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, 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 which will be included under annual maintenance efforts.

**RECENT CHANGES**

The county is actively trying to obligate the remaining funds.

**ANTICIPATED REVENUES - 2001 BOND ISSUE**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Bond Issue Proceeds	\$113,717,150
Interest	7,390,058
Other Agencies	3,787,650
<b>TOTAL</b>	<b>\$124,894,858</b>

**APPROPRIATIONS - 2001 BOND ISSUE**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
Program Management Expense	\$1,902,601	\$1,901,866	\$735
District 1 Land Acquisition Projects	7,868,702	7,574,406	294,296
District 2 Land Acquisition Projects	7,602,904	3,678,559	3,924,345
District 3 Land Acquisition Projects	4,437,976	3,817,128	620,848
District 4 Land Acquisition Projects	7,625,562	4,862,018	2,763,544
District 5 Land Acquisition Projects	7,833,863	7,720,160	113,703
District 6 Land Acquisition Projects	7,868,702	6,994,847	873,855
District 7 Land Acquisition Projects	7,868,702	6,818,044	1,050,658
County-wide Acquisition Projects	21,029,073	18,190,013	2,839,060
County-wide Development Expense	9,738,028	9,800,368	(62,340)
District 1 Development Projects	4,273,018	3,368,000	905,018
District 2 Development Projects	4,278,018	3,191,452	1,86,566
District 3 Development Projects	4,278,018	2,366,906	1,911,112
District 4 Development Projects	4,278,018	3,941,861	336,157
District 5 Development Projects	4,278,018	4,088,481	189,537
District 6 Development Projects	4,278,018	2,925,070	1,352,948
District 7 Development Projects	4,278,018	3,488,846	789,152
Omni Com.Dev.Corp. Parks Bond	25,000	25,000	0
Dunwoody Nature Ctr.	7,560	7,560	0

**CAPITAL PROJECTS - PARKS AND RECREATION**

**FUNCTION: LEISURE SERVICES**

**APPROPRIATIONS - 2001 BOND ISSUE**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
2001-Parks Bond Interest	7,390,059	4,136,476	3,253,583
Arthur Blank Foundation	2,255,000	2,105,024	149,976
DeKalb Board of Education	1,500,000	1,500,000	0
<b>TOTAL</b>	<b>\$124,894,859</b>	<b>\$102,502,058</b>	<b>\$23,392,774</b>

**2006 BOND ISSUE**

**PROGRAM DESCRIPTION**

In November 2005, DeKalb County residents approved a \$230 million bond referendum with approximately \$98 million dedicated to parks for land acquisitions and development at existing county parks.

**IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL**

The use of this funding is to upgrade parks and minimize or reduce the operating impact.

**FINANCIAL IMPACT ON THE OPERATING BUDGET**

<b>2006 Bond Issue</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
New Positions (Full-Time)	0	0	0	0	0
Personal Services and Benefits	\$0	\$0	\$0	\$0	\$0
Increased Custodial Costs	11,236	11,573	11,920	12,278	12,646
Vehicles	12,720	12,720	12,720	12,720	12,720
Insurance and Maintenance	1,311	1,350	1,391	1,433	1,476
Supplies	0	0	0	0	0
<b>Total</b>	<b>\$25,267</b>	<b>\$25,643</b>	<b>\$26,031</b>	<b>\$26,431</b>	<b>\$26,842</b>

**RECENT CHANGES**

None.

**CAPITAL PROJECTS - PARKS AND RECREATION**

**FUNCTION: LEISURE SERVICES**

**ANTICIPATED REVENUES - 2006 BOND ISSUE**

	<b>ANTICIPATIONS BEGINNING 1998</b>
2006 G.O. Bond Referendum Program	\$103,789,622
Interest	11,412,271
<b>TOTAL</b>	<b>\$115,201,893</b>

**APPROPRIATIONS - 2006 BOND ISSUE**

	<b>PROJECT</b>		<b>BALANCE</b>
	<b>APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	
RESERVE AND CONTINGENCY	\$2,321,532	\$1,169,761	\$1,151,771
MAJ PARK DEV PRGM	45,042,467	37,249,572	7,792,894
NEIG PRK DV PRG	13,500,000	11,573,034	1,926,966
ATHL COMPLX RENV	8,100,000	7,432,877	667,123
DAM RENOVATIONS	2,000,000	730,492	1,269,508
DEKALB ARTS CTR	6,550,000	6,507,383	42,617
PH.IV BELTWAY PATH	4,150,000	2,015,808	2,134,192
LAND ACQUIS.PROJECTS	28,075,000	13,416,285	14,657,715
PROGRAM MGMT.	1,377,895	787,788	590,107
ARTHUR BLANK 2006	100,000	100,000	0
BRIARWOOD POOL PLUMBING	100,000	0	100,000
REPAIR/REPLACE POOL EQUIPM	80,000	0	80,000
ROOF REPLACEMENTS	70,000	64,215	5,785
PLAYGROUND & PARK IMPROVME	1,000,000	256,113	743,887
SPRINKLER SYSTEM REPAIR	300,000	298,906	1,094
ATLTHETIC FIELDS RENOVATIO	450,000	438,009	11,991
ADA UPGRADES	160,000	109,180	50,820
WADING POOLS	800,000	107,280	692,720
WADE WALKER TENNIS COURT	300,000	0	300,000
DEKALB MEMORIAL TENNIS COU	325,000	0	325,000
RESTROOM UPGRADES	300,000	0	300,000
<b>TOTAL</b>	<b>\$115,201,893</b>	<b>\$82,667,438</b>	<b>\$32,434,455</b>

**CAPITAL PROJECTS - PARKS AND RECREATION**

**FUNCTION: LEISURE SERVICES**

**CAPITAL PROJECTS FUND**

**PROGRAM DESCRIPTION**

The Parks & Recreation capital projects program is responsible for the improvement of existing parks and athletic fields, the acquisition and development of new park lands, the repairing, renovation and construction of recreation centers, youth sports association facilities, and swimming pools. Most of the park development, facility renovation, and swimming pool construction are contracted out to private companies, while much of the design and minor construction is accomplished in-house.

**IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL**

Most of the capital projects funded in recent years have been for contractual purchase and installation items, or small design and construction jobs, with little, if any, impact on the departmental operating budget. These projects have enhanced the County's Human Services primary goal.

**RECENT CHANGES**

None.

**ANTICIPATED REVENUES - CAPITAL PROJECTS**

	<b>ANTICIPATIONS BEGINNING 1998</b>
State Sources	\$299,543
Miscellaneous Revenue	108,098
Interfund Transfers	297,804
<b>TOTAL</b>	<b>\$705,445</b>

**APPROPRIATIONS - CAPITAL PROJECTS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
PARKS-ARABIA INTERPRET. CT	\$48,492	\$48,492	\$0
PARKS-DAVID-ARABIA MT.	9,399	9,399	0
PARKS-DEARBORN PARK	75,000	60,000	15,000
PARKS-DNR/ARABIA MT. DAVID	10,000	9,761	239
PARKS-DNR/HIDDEN ACRES PAR	165,000	102,619	62,381
PARKS-EPD-NON-POINT SOURCE	139,543	3,306	136,237
PARKS-LAURELWOOD SITE	13,400	13,400	0
PARKS-REDAN RESTROOM	74,273	74,273	0
PARKS-REPAIRS & RENOVATION	2,000	2,000	0
PARKS-DAVID-ARABIA MT. PRS	5,241	5,241	0
PARKS-REDAN CONCESSION STA	18,750	0	18,750
PARKS-GRESHAM PICNIC PAVIL	11,348	0	11,348
PARKS-LYNWOOD B-BALL CTS.	20,000	0	20,000
PARKS-BROOK RUN IMPROV.	38,000	38,000	0
PARKS-DNR/HIDDEN RPLCE 100	75,000	62,146	12,854
<b>TOTAL</b>	<b>\$705,445</b>	<b>\$428,636</b>	<b>\$276,809</b>

**CAPITAL PROJECTS - POLICE SERVICES****FUNCTION: PUBLIC SAFETY****PROGRAM DESCRIPTION**

The Department of Police Services provides law enforcement, as well as investigative and protective services to the citizens of DeKalb County. Police Services also has capital projects funded by the HOST capital projects fund. For additional information, see the HOST capital projects section.

**RECENT CHANGES**

None.

<b>ANTICIPATED REVENUES</b>
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	<b>ANTICIPATIONS BEGINNING 1998</b>
Interfund Transfers	\$4,051,634
<b>TOTAL</b>	<b>\$4,051,634</b>

<b>APPROPRIATIONS</b>
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	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
POLICE-EQUIP.-TECH	\$47,906	\$47,906	\$0
POLICE-FIRING RANGE IMPROV	50,000	50,000	0
CDBG SOUTH PRECINCT BLDG	3,485,705	3,340,399	145,306
RENOVATIONS@BOBBY BURGESS	147,825	146,114	1,711
MODULAR CLASSROOM	320,198	278,518	41,680
	<b>\$4,051,634</b>	<b>\$3,862,937</b>	<b>\$188,698</b>



**CAPITAL PROJECTS - PUBLIC HEALTH****FUNCTION: HEALTH & HUMAN SERVICES****PROGRAM DESCRIPTION**

Funding for Public Health's capital projects is accounted for in the 1993 Bond Issue for Health Facilities. The DeKalb voters approved a \$29.7 million bond issue in November, 1992, for the purchase of three rented health facilities, the construction of four additional health facilities, and the renovation of other existing facilities. These bonds were sold and appropriated in June, 1993.

In 1999, \$990,000 was approved for information technology needs related to Y2K improvements. Also, \$155,000 was designated for renovation and repair of the South DeKalb Health Center, \$25,000 was approved for repair of the HVAC system for the Fox Recovery Center, and \$100,000 was approved for renovation of the DeKalb Workshop. Funds were appropriated in 2001 for renovations to the Winn Way Mental Health Center (\$37,886), the DeKalb Crisis Center (\$18,941) and the Richardson and Vinson Health Facilities (\$56,827). In 2004, only projects that had current year appropriations were converted into the new financial management system. This accounts for the significant decrease in fund balance carried forward from 2003.

**IMPACT ON OPERATING BUDGET**

The County did not increase its contribution to the Health Department as a result of these facilities. However, because they are owned and maintained by the County, Facilities Management has the responsibility for maintenance within its normal operations budget.

**RECENT CHANGES**

None.

<b>ANTICIPATED REVENUES</b>
-----------------------------

	<b>ANTICIPATIONS BEGINNING 1998</b>
Interest on Investments	\$24,572
Fund Balance Carried Forward	630,222
<b>TOTAL</b>	<b>\$654,794</b>

<b>APPROPRIATIONS</b>
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	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
WINN WAY MENTAL HEALTH CTR	\$30,288	\$30,288	\$0
HEALTH FACILITY IMPROVEMEN	54,770	54,770	0
'93 HEALTH-CONSTR.HOLD. AC	528,339	528,339	0
HEALTH-RICHARDSON RENOV.	41,397	41,397	0
	<b>\$654,794</b>	<b>\$654,794</b>	<b>\$0</b>

**CAPITAL PROJECTS - PUBLIC SAFETY AND JUDICIAL FACILITIES AUTHORITY**

**FUNCTION: PUBLIC SAFETY**

**PROGRAM DESCRIPTION**

In 2004, the County established the Public Safety and Judicial Facilities Authority which consists of a five member board for the purpose of issuing revenue bonds for new Public Safety and Judicial facilities. The first bond issue of \$50,000,000 will be used for the purchase of a Police and Fire headquarters building, renovation of existing fire and police stations and precincts, a Police & Fire centralized warehouse, and the renovation of the Courthouse.

**IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL**

The move of Police headquarters and Fire headquarters to the West Exchange Building impacts the operating budget for Police Services and the E-911 Fund (for build-out of the new E-911 Center). Additionally, Fire Station 26 was opened in Decatur.

**FINANCIAL IMPACT ON THE OPERATING BUDGET - FIRE**

<b>Addition of Fire Station 26</b>					
	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
New Positions	0	0	0	0	0
Personal Services and Benefits	\$622,000	\$641,000	\$660,000	\$680,000	\$700,400
Uniforms	0	0	0	0	0
Fire Truck - Lease	27,412	28,235	29,082	29,954	30,853
	<u>\$649,412</u>	<u>\$669,235</u>	<u>\$689,082</u>	<u>\$709,954</u>	<u>\$731,253</u>

**FINANCIAL IMPACT ON THE OPERATING BUDGET - E911**

<b>E-911 Center Build-Out Costs</b>					
	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Capital Outlays	\$300,000	\$1,028,500	\$0	\$0	\$0
	<u>\$300,000</u>	<u>\$1,028,500</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Grand Total	\$930,614	\$1,677,912	\$669,235	\$689,082	\$709,954

**RECENT CHANGES**

The renovation of the Courthouse is completed.

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Bond Issue Proceeds	\$56,707,901
Interest on Investments	1,952,407
<b>TOTAL</b>	<b>\$58,660,308</b>

**CAPITAL PROJECTS - PUBLIC SAFETY AND JUDICIAL FACILITIES AUTHORITY**

**FUNCTION: PUBLIC SAFETY**

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
PS-J AUTH.-POL.&FIRE HEADQTRS	\$35,361,394	\$35,360,689	\$705
PS&J AUTH.-FIRE STATIONS	2,101,172	2,101,172	0
PS&J-AUTH.CONTINGENCY	207,135	207,135	0
CALLAWAY HVAC	52,279	51,400	879
PS&J AUTH.-EQUIP.& MAIN. FAC.	6,495,866	6,495,866	0
PS&J-AUTH-COURTHSE.RENOV.	13,641,512	13,206,608	434,904
PA&J AUTH.-POLICE STATIONS	712,600	712,600	0
PS&J-AUTH.-POL./FIRE WAREHSE.	88,350	88,350	0
	<b>\$58,660,308</b>	<b>\$58,223,820</b>	<b>\$436,488</b>

**CAPITAL PROJECTS - PUBLIC WORKS - FLEET MAINTENANCE**

**FUNCTION: GENERAL GOVERNMENT**

**PROGRAM DESCRIPTION**

The Underground Fuel Tanks and Petroleum Fuel Tanks projects are needed to meet Federal and State requirements for environmental protection. In 2004, \$70,000 was included in the budget for a new vehicle lift system. This new system will improve mechanic efficiency & quality considerably. A new maintenance headquarters facility has been constructed on Memorial Drive.

**RECENT CHANGES**

None.

<b>ANTICIPATED REVENUES</b>
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	<b>ANTICIPATIONS</b>
	<b>BEGINNING 1998</b>
	<hr/>
Interest on Investments	\$5,880,498
<b>TOTAL</b>	<b>\$5,880,498</b>

<b>APPROPRIATIONS</b>
-----------------------

	<b>PROJECT</b>		
	<b>APPROPRIATION</b>	<b>EXPENDITURES</b>	
	<b>BEGINNING 1998</b>	<b>BEGINNING 1998</b>	<b>BALANCE</b>
	<hr/>	<hr/>	
FLEET-PETROLEUM FUEL TANKS	\$65,000	\$35,558	\$29,442
FLEET-NORTH LOT SHOP	10,962	10,962	0
FLEET-LIFT SYSTEM	70,000	70,000	0
FLEET-UNDERGROUND FUEL TANKS	779,185	778,209	976
FLEET-UNDERGROUND STOR.TANKS	561,859	506,480	55,380
CAR & PICKUP GARAGE- MEMORIAL	4,393,492	4,393,492	0
	<b>\$5,880,498</b>	<b>\$5,794,701</b>	<b>\$85,797</b>

**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.

**RECENT CHANGES**

In 2014, the BOC approved \$3,466,001 into the Local Maintenance & Improvement Grant project from GDOT and a match of \$1,000,000 from HOST.

<b>FINANCIAL IMPACT ON THE OPERATING BUDGET</b>					
<b>Capital Project: In-House Paving</b>					
	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Personal Services and Benefits	10,824,732	11,149,474	11,483,959	11,828,477	12,183,331
Purchased / Contracted Services	5,343,676	5,878,044	6,465,848	7,112,433	7,325,805
Supplies	4,045,593	4,450,152	4,895,167	5,384,684	5,546,224
Capital Outlays	2,823,756	3,106,132	3,416,745	3,758,420	3,871,173
Interfund / Interdepartmental	(342,915)	(377,207)	(414,927)	(456,420)	(470,113)
<b>Total</b>	<b>\$22,694,842</b>	<b>\$24,206,595</b>	<b>\$25,846,792</b>	<b>\$27,627,594</b>	<b>\$28,456,420</b>

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
CIP Contributions	\$16,365,981
Interfund Transfers	10,879,077
Local	\$0
Other Agencies	15,154,425
State Sources	50,621,801
<b>TOTAL</b>	<b>\$93,021,284</b>

**CAPITAL PROJECTS - PUBLIC WORKS - TRANSPORTATION AND ROADS & DRAINAGE**

**FUNCTION: PLANNING & PUBLIC WORKS**

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
TS/TRAF SIGNAL UPGRD	\$1,817,852	\$1,631,273	\$186,579
TS/CANDL RD SIGNAL SYS	145,622	62,156	83,466
TS/PANOLA RD / I-20 SIG SYS	91,193	49,207	41,986
TS/N DRUID HILLS RD SIGN	110,053	0	110,053
TS/WES CHAPEL RD & I-20 SIGN	103,938	47,145	56,793
TS/TRAF IMPR/MARTA/REARR FAC/	120,465	0	120,465
TS/CHAM DUNWDY SIGNAL SYS	51,115	17,296	33,819
BOULDERCREST RD @S RIVE	302,533	300,570	1,962
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 @ PLEA	17,024	0	17,024
TS/SR124/RK CHAPEL RD @ MADD	41,223	0	41,223
TS/E PONCE DE LEON AVE @ I	10,084	0	10,084
TS/D'TWN DECATUR SIG SYS	40,438	0	40,438
TS/E PONCE DE LEON AVE @	29,024	0	29,024
TS/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
TS/DOT/WINTERS CHAPEL-OAKCLIFF	83,011	79,206	3,805
TS/EQUIPMENT-TRAFFIC SIGNALS	1,420,185	1,117,282	302,903
DOT-COVINGTON-EVANS MILL	35,395	0	35,395
S.RIV.GREENWAY TRL.	3,445,000	1,396,869	2,048,131
GDOT-STONE MT. INDUST.PARK	116,320	67,116	49,204
BUENA LAKE VISTA DAM	1,575,149	1,560,319	14,831
BUFORD HIGHWAY STREETSCAPE	1,665,887	1,602,814	63,073
CANDLER STREETSCAPES - PH 1	1,284,892	1,268,140	16,753
CHAM DUNWOODY STREETSCAPE	2,573,065	1,718,698	854,367
E.PONCE DE LEON @ MCCLENDON	1,564,837	1,564,641	196
LITHONIA IND BLVD - PHASE I	3,829,600	2,321,787	1,507,813
LITHONIA IND BLVD - PHASE II	5,842,910	2,056,417	3,786,493
LYNWOOD PARK REVITALIZATION	284,088	262,766	21,322
STONE MTN / ATLANTA TRAIL	800,000	611,487	188,513

**CAPITAL PROJECTS - PUBLIC WORKS - TRANSPORTATION AND ROADS & DRAINAGE**

**FUNCTION: PLANNING & PUBLIC WORKS**

<b>APPROPRIATIONS</b>			
	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
INTERSEC.CO.V. HWY@PHILLIPS	110,261	0	110,261
TRANS. MAJOR R.O.W. PURCHASES	962,118	962,121	(3)
CLIFTON RD. BRIDGE CSX	1,600,000	0	1,600,000
TRANS.-ROAD IMPROV.RESERVE	35,153	0	35,153
INTERSECTION/SIDEWALK MATERIAL	2,201,636	2,159,995	41,641
SAFETY ACTION PLAN	191,875	86,825	105,051
WIDNG BOLDCST I285 T LINECRST	807,701	405,910	401,790
SW KENGTN FM REDN TO MEMORIAL	400,000	0	400,000
SOUTH RIVER TRL III	1,368,219	1,061,047	307,172
STONE MOUNTAIN TRL VI	600,000	0	600,000
DEEPPENE PARK	1,447,031	1,114,885	332,146
COVINGTON HWY @ SCARBRGH	1,452,669	1,426,957	25,712
ROCKBRIDGE RD PRJ 0008401	2,000,000	671,274	1,328,726
COVENTRY QUITE ZONE	385,635	374,067	11,568
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 SFTY	590,000	71,304	518,696
COMPREHENSIVE TRNSPRTATN PLAN	1,250,000	1,062,000	188,000
SHOAL CREEK TRL PH1	300,000	0	300,000
TWN BRTHRS LK TO ATL STN MT TL	100,000	0	100,000
TRAFFIC SIGNLS FOR SR8 & SR141	190,000	150,811	39,189
LAKE HEARN/PERIMTR SUMMIT PKY	3,270,504	1,822,642	1,447,862
MARTA BUFORD TRFFIC SGNL CNTRL	793,779	0	793,779
GDOT ROW BUFORD HWY	9,950	0	9,950
N. DRUID HILLS OFF SYSM SFETY	397,820	0	397,820
EAST LAKE RD QUITE ZONE	189,365	0	189,365
MARTA/SAM'S CROSS BRDG	75,000	72,765	2,235
R & D SPEED HUMPS PROGRAM	286,297	243,126	43,171
DORAVILLE MARTA STATION ROADS	12,719,672	6,987,358	5,732,313
HAZARD MITIGATION-3-14-00	96,100	0	96,100
LARP CONTRIBUTIONS	29,784,488	19,188,509	10,595,978
	<b>\$93,021,284</b>	<b>\$56,755,211</b>	<b>\$36,266,073</b>

**CAPITAL PROJECTS - SHERIFF**

**FUNCTION: CIVIL & CRIMINAL COURTS**

**PROGRAM DESCRIPTION**

Funding for this office's capital improvements program is accounted for in two funds: the G. O. Bonds-Jail Fund and the Capital Projects Fund. In 2004, the projects in the Capital Projects fund were closed and not converted into the new FMIS system.

**G. O. BONDS-JAIL FUND**

In late 1989, DeKalb voters approved a \$100,000,000 G. O. bond issue for the design and construction of a new jail. The jail facility, which has a capacity of 3,540, began receiving prisoners in May, 1995.

**IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL**

The new jail began operating in 1995 and almost immediately upon opening began experiencing higher than anticipated prisoner populations. The 1995 budget provided funding to support the operation of the new jail with an average daily population (ADP) of 1,800. The latest 2013 ADP was 2,623.

**FINANCIAL IMPACT ON THE OPERATING BUDGET**

<b>Jail Operations</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Personal Services and Benefits	\$26,218,400	\$28,736,466	\$29,598,560	\$30,486,517	\$31,401,113
Purchased / Contracted Services	15,875,861	14,358,077	15,793,884	17,373,273	17,894,471
Supplies	8,281,734	9,658,274	10,624,101	11,686,511	12,037,106
Capital Outlays	0	1,940	2,134	2,348	2,418
Interfund / Interdepartmental	70,416	61,789	67,968	74,765	77,008
Depreciation and Amortization	1,815	1,997	0	0	0
Other Costs	0	0	0	0	0
<b>Total</b>	<b>\$50,448,226</b>	<b>\$52,818,543</b>	<b>\$56,086,647</b>	<b>\$59,623,414</b>	<b>\$61,412,116</b>

**RECENT CHANGES**

None.

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Fund Balance Carried Forward	2,345,642
Interest on Investments	159,924
<b>TOTAL</b>	<b>\$2,505,566</b>

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
NEW JAIL EQP REPAIR & REPLACE	\$2,309,785	\$2,309,785	\$0
JAIL BONDS-1991 ISSUE	40,274	40,274	0
JAIL BONDS-1998 ISSUE	151,286	151,286	0
UPGRADE DRAINAGE SYSTEM	4,221	4,221	0



**CAPITAL PROJECTS - SHERIFF**

**FUNCTION: CIVIL & CRIMINAL COURTS**

**APPROPRIATIONS**

<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
<b>\$2,505,566</b>	<b>\$2,505,565</b>	<b>\$0</b>

**CAPITAL PROJECTS - COMMUNITY DEVELOPMENT    FUNCTION: GENERAL GOVERNMENT**

**PROGRAM DESCRIPTION**

The improvements at the DeKalb County community centers are facilities upgrades, meeting ADA requirements and parking improvements.

**IMPACT ON OPERATING BUDGET**

None.

**RECENT CHANGES**

The Lou Walker Senior Center parking area improvements is completed.

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Interfund Transfers	\$1,438,400
<b>TOTAL</b>	<b>\$1,438,400</b>

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
CD-DEKALB/ATLANTA HSC IMPROVE.	\$38,480	\$38,480	\$0
CDBG LOU WALKER SNR CTR PKNG	1,400,000	1,400,000	0
	<b>\$1,438,480</b>	<b>\$1,438,480</b>	<b>\$0</b>

**CAPITAL PROJECTS – URBAN REDEVELOPMENT – COMMUNITY DEVELOPMENT**

**FUNCTION: GENERAL GOVERNMENT**

**PROGRAM DESCRIPTION**

The American Recovery and Reinvestment Act of 2009 authorize the issuance of Recovery Zone Economic Development Bonds (RZEDB) by counties to finance certain types of projects within designated recovery zones. In 2010 the BOC approved RZEDB in the amount of \$36,349,000 for the following projects: Recorders Court Renovation, \$4,045,000, North Precinct Relocation, \$2,900,000, Family Protection Center, \$1,000,000 and \$28,404,000 for Stonecrest Sanitary Sewer Improvements and Lower Crooker Creek Lift Station.

**IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL**

None.

**RECENT CHANGES**

The Recovery Zone projects are still underway.

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Federal	\$36,349,000
<b>TOTAL</b>	<b>\$36,349,000</b>

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
URA-NORTH POLICE PRECINCT RELO	\$147,590	\$147,590	\$0
ANIMAL SERVICES CENTER	2,752,410	62,252	2,690,157
URA-RECORDERS COURT RENOVATION	4,045,000	3,001,420	1,043,580
URA-FAMILY PROTECTION CENTER	1,000,000	468,075	531,925
STONECREST SANITARY SEWER	20,000,000	471,666	19,528,334
LOWER CROOKER CRIIK LIFT STATION	8,404,000	5,283,703	3,120,297
	<b>\$36,349,000</b>	<b>\$9,434,707</b>	<b>\$26,914,293</b>

**CAPITAL PROJECTS - FACILITIES MANAGEMENT - ARRA**

**FUNCTION: GENERAL GOVERNMENT**

**CAPITAL PROJECTS - FACILITIES MANAGEMENT - ARRA**

The American Recovery Reinvestment Act Facilities Management capital projects program consists of energy initiatives in county buildings including installation of energy efficient roofs, new building controls systems to help monitor and manage energy usage and installation of sensors.

**IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL**

These projects will make the county buildings more energy efficient and thus save the county dollars on the operating cost.

**RECENT CHANGES**

The energy efficiency projects are completed.

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Federal Revenue	\$6,511,600
<b>TOTAL</b>	<b>\$6,511,601</b>

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
ARRA COMP LNG-TRM SUSTBLY STG	\$225,000	\$225,000	\$0
ARRA ENRGYSTAR RF RETRFITS-PH1	1,708,867	1,708,529	338
ARRA W. EXCNGE BLDG CHLR REPLC	308,553	308,553	0
ARRA ADM BLDG/ANX ENGY EFF RFT	584,438	584,438	0
ARRA ENGRY EFF REV FUND	93,358	93,358	0
ARRA ENRGYSTAR RF RETOFTS-PH2	3,245,308	3,222,706	22,603
ARRA ADMINISTRATION	346,076	334,924	11,152
	<b>\$6,511,600</b>	<b>\$6,477,507</b>	<b>\$34,093</b>

**CAPITAL PROJECTS - RECORDERS COURT****FUNCTION: CIVIL & CRIMINAL COURTS****PROGRAM DESCRIPTION**

Created by State law, the Recorders Court processes, hears, and determines cases involving violations of County Ordinances and Regulations, and State Traffic Laws and Regulations. The Recorders Court assesses fines, holds, trials and hearings, collects fines, issues bench warrants, and otherwise disposes of the cases.

**RECENT CHANGES**

The Recorders Court computer system is 70% completed.

<b>ANTICIPATED REVENUES</b>
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	<b>ANTICIPATIONS BEGINNING 1998</b>
Interfund Transfers	1,100,000
<b>TOTAL</b>	<b>\$1,100,000</b>

<b>APPROPRIATIONS</b>
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	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
RECORDER CT COMPUTER SYSTEM	\$1,100,000	\$750,000	\$350,000
	<b>\$1,100,000</b>	<b>\$750,000</b>	<b>\$350,000</b>



## FUNDS GROUP: Enterprise

### FUNDS GROUP DESCRIPTION

The Enterprise Funds Group accounts for the self-supporting enterprises that operate in the same manner as private enterprises. These enterprises provide service including water treatment and distribution, sewerage treatment and disposal, garbage pick-up and disposal, a general aviation airport, and stormwater system maintenance.

This fund 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 2014” 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 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Personal Services and Benefits	\$73,767,870	\$75,375,282	\$84,354,634	\$84,354,634
Purchased / Contracted Services	26,021,803	37,582,291	37,742,237	37,742,237
Supplies	34,524,552	35,050,788	35,358,031	35,358,031
Capital Outlays	225,311	256,868	319,860	319,860
Interfund / Interdepartmental	52,528,018	51,402,469	46,955,628	46,955,628
Other Costs	22,082,638	14,244,320	20,837,000	20,837,000
Debt Service	57,244,094	62,403,355	67,828,224	67,828,224
Other Financing Uses	123,307,218	287,053,222	153,838,293	153,838,293
Retirement Services	198,232	198,232	198,232	198,232
Total Expenditures	\$389,899,735	\$563,566,827	\$447,432,139	\$447,432,139
Reserves			25,986,149	25,986,149
Total Budget			\$473,418,288	\$473,418,288

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY FUND				
	Actual 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Water & Sewer Operating	\$243,690,453	\$259,569,596	\$287,479,720	\$287,479,720
Water & Sewer Sinking	57,236,637	210,127,442	68,285,805	68,285,805
Sanitation Operating	64,781,092	70,892,270	73,811,626	73,811,626
Airport Operating	6,424,467	4,265,741	12,938,663	12,938,663
Stormwater Operating	17,767,086	18,711,779	30,902,474	30,902,474
Total Expenditures	\$389,899,735	\$563,566,827	\$473,418,288	\$473,418,288
Note: Reserves included in Total			25,986,149	25,986,149

## FUNDS GROUP: Enterprise

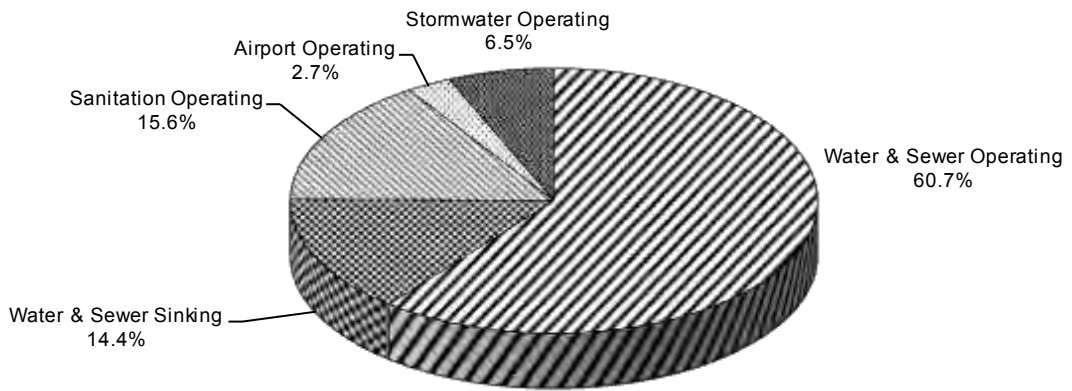
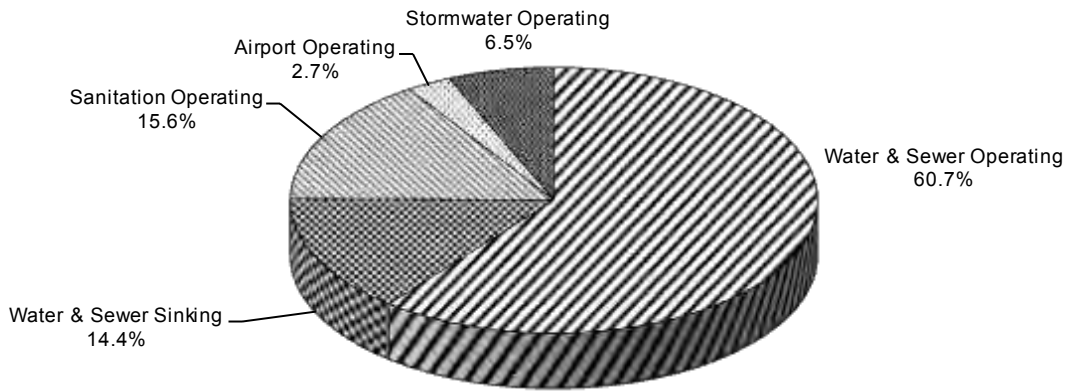
SUMMARY OF REVENUES AND ANTICIPATIONS BY FUND				
	Actual 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
<b>WATER &amp; SEWER OPERATING FUND</b>				
Use of Money & Property	\$205,093	\$173,184	\$160,000	\$160,000
Charges For Services	231,735,096	245,731,842	257,640,000	257,640,000
Miscellaneous Revenue	1,889,740	3,478,327	1,515,000	1,515,000
Fund Balance Carried Forward	28,164,720	28,164,720	28,164,720	28,164,720
<b>TOTAL</b>	<b>\$261,994,648</b>	<b>\$277,548,073</b>	<b>\$287,479,720</b>	<b>\$287,479,720</b>
<b>WATER &amp; SEWER SINKING FUND</b>				
Use of Money & Property	\$1,393	\$1,713	\$0	\$0
Miscellaneous Revenue	666,583	149,523,230	583,114	583,114
Interfunds	65,496,013	61,680,751	45,784,058	45,784,058
Fund Balance Carried Forward	11,908,952	20,838,380	21,918,633	21,918,633
<b>TOTAL</b>	<b>\$78,072,940</b>	<b>\$232,044,075</b>	<b>\$68,285,805</b>	<b>\$68,285,805</b>
<b>SANITATION OPERATING FUND</b>				
Use of Money & Property	\$15,748	\$5,015	\$4,000	\$4,000
Charges For Services	64,868,358	64,689,148	62,576,776	62,576,776
Miscellaneous Revenue	66,106	51,433	46,500	46,500
Interfunds	0	300,000	147,143	147,143
Fund Balance Carried Forward	6,622,663	8,131,570	11,037,207	11,037,207
<b>TOTAL</b>	<b>\$71,572,875</b>	<b>\$73,177,166</b>	<b>\$73,811,626</b>	<b>\$73,811,626</b>
<b>AIRPORT FUND</b>				
Use of Money & Property	\$23,711	\$15,511	\$0	\$0
Miscellaneous Revenue	5,134,182	5,375,871	5,071,400	5,071,400
Fund Balance Carried Forward	7,208,652	6,431,550	7,867,263	7,867,263
<b>TOTAL</b>	<b>\$12,366,545</b>	<b>\$11,822,932</b>	<b>\$12,938,663</b>	<b>\$12,938,663</b>
<b>STORMWATER UTILITY OPERATING FUND</b>				
Use of Money & Property	\$13,927	\$12,323	\$12,000	\$12,000
Charges For Services	16,848,039	15,401,001	14,750,000	14,750,000
Miscellaneous Revenue	0	254,803	0	0
Fund Balance Carried Forward	10,533,943	12,804,036	16,140,474	16,140,474
<b>TOTAL</b>	<b>\$27,395,910</b>	<b>\$28,472,162</b>	<b>\$30,902,474</b>	<b>\$30,902,474</b>
<b>GRAND TOTAL</b>	<b>\$451,402,918</b>	<b>\$623,064,408</b>	<b>\$473,418,288</b>	<b>\$473,418,288</b>

SUMMARY OF REVENUES AND ANTICIPATIONS BY MAJOR CATEGORY				
	Actual 2008	Actual 2009	CEO'S Recommended Budget	Approved Budget 2010
USE OF MONEY & PROPERTY	\$259,872	\$207,746	\$176,000	\$176,000
CHARGES FOR SERVICES	313,451,493	325,821,991	334,966,776	334,966,776
MISCELLANEOUS REVENUE	7,756,611	158,683,664	7,216,014	7,216,014
INTERFUNDS	65,496,013	61,980,751	45,931,201	45,931,201
FUND BALANCE BROUGHT FORWARD	64,438,930	76,370,256	85,128,297	85,128,297
<b>TOTAL</b>	<b>\$451,402,918</b>	<b>\$623,064,408</b>	<b>\$473,418,288</b>	<b>\$473,418,288</b>

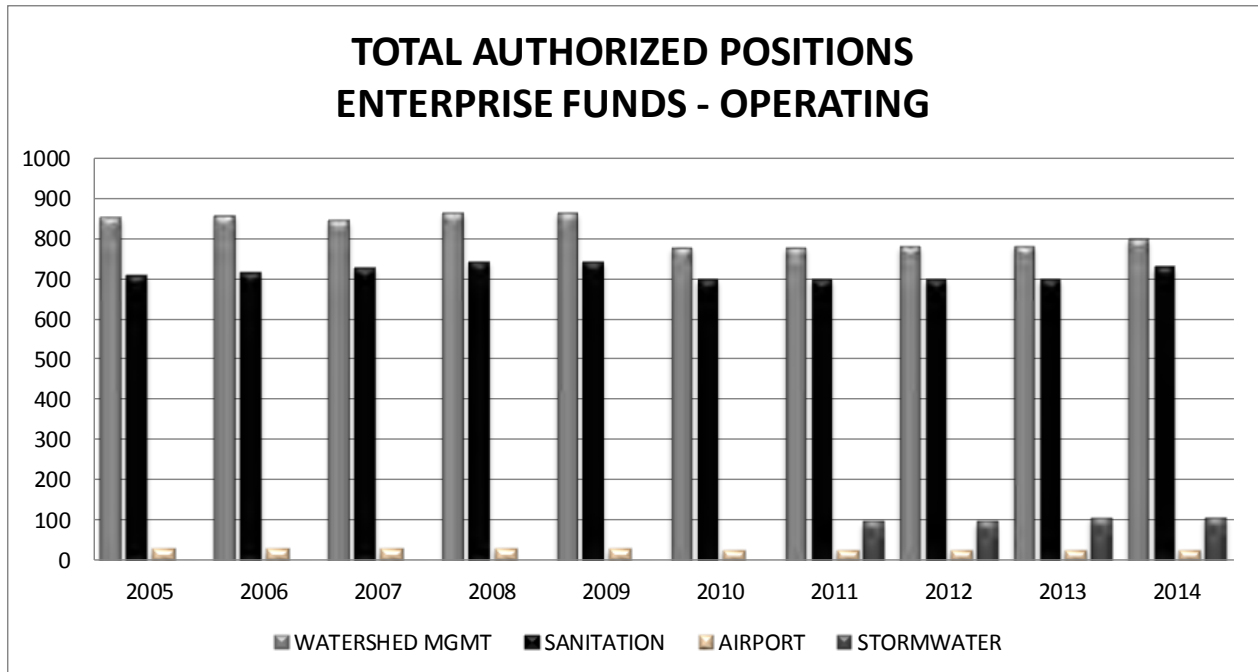


# FUNDS GROUP: Enterprise

## ENTERPRISE FUNDS OPERATING DOLLAR 2014



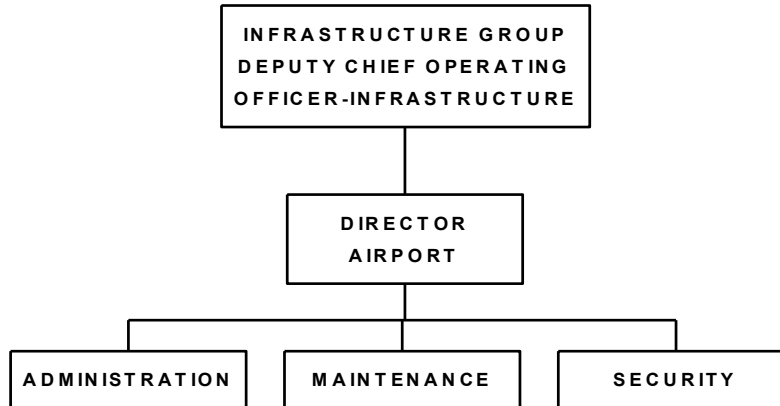
## FUNDS GROUP: Enterprise



Increases in positions are related to workload and service level issues. The 2007 Budget included 13 additional Sanitation positions and reflected the transfer of 13 positions from Watershed Management to the Citizens Help Center and Information Systems. The 2008 Budget included 15 additional positions in Sanitation and the transfer of 21 Meter Reader positions to the Water and Sewer Operating Fund. In 2009, there were no changes in the number of authorized positions. In 2010, the Early Retirement Option program reduced Watershed by 87 positions, Sanitation by 43 positions, and Airport by 3 positions. In 2011, 94 positions were transferred to the Stormwater Fund from Public Works – Roads & Drainage. The 2013 Budget authorized the transfer of 9 positions from Roads & Drainage to the Stormwater Fund, and 2 positions from Risk Management to Watershed. In 2014, 30 Sanitation positions are added and 16 Watershed Revenue Collection positions are added.

### ENTERPRISE FUNDS CAPITAL PROJECTS APPROPRIATIONS

PROJECT	APPROPRIATION	EXPENDITURES	BALANCE
	BEGINNING 1998	BEGINNING 1998	
AIRPORT	\$50,686,451	\$36,233,377	\$14,453,073
SANITATION	104,694,996	96,822,265	7,872,730
STORMWATER	46,475,254	38,691,697	7,783,557
WATERSHED - CONSTRUCTION	847,258,737	493,286,347	353,972,390
WATERSHED - RENEWAL & EXTENSION	634,096,690	470,707,559	163,389,130
	<b>\$1,683,212,127</b>	<b>\$1,135,741,246</b>	<b>\$547,470,882</b>



**MISSION STATEMENT**

The mission of the Airport Department is to operate a business-oriented airport in a safe, efficient, and fiscally responsible manner, and to preserve the quality of life, recognizing a partnership between residential and general aviation interests.

**PROGRAM DESCRIPTION**

The Airport Department operates and maintains the DeKalb Peachtree Airport; acts as liaison with the Federal Aviation Administration (FAA), Georgia Department of Transportation (DOT), Atlanta Regional Commission (A.R.C.), Federal Communications Commission (F.C.C.), and numerous other government agencies; prepares the Airport Master Plan, Airport Layout Plan and assists in preparation of land use plans for those areas surrounding the Airport; performs security at the Airport; presents requests for federal and state assistance, and administers grants under the FAA Airport Improvement Program; participates on aviation boards and committees under the authority and direction of the County Board of Commissioners, leases airport land and facilities; provides noise abatement policies and procedures; provides airport/aviation staff assistance to the Airport Advisory Board and acts as general aviation information center for the public. Effective 2009, this department is assigned to the Infrastructure Group, under the direction of the Deputy Chief Operating Officer for Infrastructure.

**PERFORMANCE INDICATORS**

	TARGET	2011	2012	2013
REVENUE AS % OF BUDGET EXPECTATIONS	100.0%	117.0%	118.5%	99.0%

**ACTIVITY MEASURES**

	Actual 2011	Actual 2012	Actual 2013	Estimated 2014
Total Flight Operations	155,189	144,912	144,555	150,000
Open House Visitors	12,000	15,000	-	12,000
Airport Tenants	310	315	315	369
Based Aircraft	585	608	608	608
Acres Maintained	650	650	650	650
Buildings Maintained	14	14	14	19
Corporate Employees on Airport Property	1,100	1,100	1,100	1,834

**MAJOR ACCOMPLISHMENTS IN 2013**

**Enhance Public Safety**

**AIRPORT OPERATING FUND****FUNCTION: AIRPORT**

Zero aircraft incidents/accidents related to airport infrastructure.

**Ensure Efficient Operations**

Rehabilitated Northwest and Clairmont ramps.

Received grant funding for Engineered Material Arresting System (EMAS) design and Runway 03L/21R rehabilitation.

**Facilitate Jobs & Economic Development**

Began work on 53-hanger unit project.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY****Ensure Efficient Operations**

Complete Engineered Material Arresting System (EMAS) design.

Complete Runway 03L/21R rehabilitation.

**Develop & Maintain Sustainable Neighborhoods & Communities**

Hold Good Neighbor Day Air Show and Open House.

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

In 2008, the Airport's staff increased with the addition of one Airport Noise & Environmental Technician. \$20,000 was recommended for the purchase of a bobcat to perform small jobs which a back hoe is too large to address. Also, \$1,000,000 was recommended for CIP projects such as rubber removal, tree and obstruction removal, runway/taxiway repairs, airport noise operations, airport landside repair, T-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. In 2012, \$3,100,000 was included in the budget to fund Airport CIP Projects. In 2013, the budget included \$10,052,050 for operating expenses, and \$1,300,000 to fund Airport CIP Projects.

**2014**

The approved operating budget is \$12,938,663. \$2,000,000 has been included in this budget 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 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Administration	\$5,649,891	\$3,575,009	\$12,255,383	\$12,255,383
Maintenance	774,576	690,732	683,280	683,280
	<u>\$6,424,467</u>	<u>\$4,265,741</u>	<u>\$12,938,663</u>	<u>\$12,938,663</u>

**AIRPORT OPERATING FUND**

**FUNCTION: AIRPORT**

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$1,262,389	\$1,199,739	\$1,318,161	\$1,318,161
Purchased / Contracted Services	592,682	484,935	185,136	185,136
Supplies	498,480	380,213	525,486	525,486
Capital Outlays	1,160	1,160	0	0
Interfund / Interdepartmental Charges	633,621	584,648	547,256	547,256
Other Costs	331,324	210,235	8,357,812	8,357,812
Other Financing Uses	3,100,000	1,400,000	2,000,000	2,000,000
Retirement Services	4,812	4,812	4,812	4,812
	<u>\$6,424,467</u>	<u>\$4,265,741</u>	<u>\$12,938,663</u>	<u>\$12,938,663</u>

**FUNDING SOURCES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
Airport Operating	\$6,424,467	\$4,265,741	\$12,938,663
	<u>\$6,424,467</u>	<u>\$4,265,741</u>	<u>\$12,938,663</u>

**AUTHORIZED POSITION LIST BY COST CENTER**

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Administration</b>				
Asst Director Airport	AJ	1	1	1
Director Airport	AG	1	1	1
Contract Administrator	28	0	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	0	0
Security Guard Airport	19	6	6	6
FULL TIME Subtotal		13	13	13
<b>Maintenance</b>				
Maintenance Coordinator	26	1	1	1
Construction Supervisor	24	2	2	2
Electrician Senior	23	1	1	1
Crew Worker Lead	21	2	2	2
Maintenance Mechanic	20	1	1	1
Crew Worker Senior	18	2	2	2
Custodian Senior	18	1	1	1
Grounds Service Technician	18	1	1	1
FULL TIME Subtotal		11	11	11
<b>FULL TIME Total</b>		<u>24</u>	<u>24</u>	<u>24</u>
<b>ALL POSITIONS Total</b>		<u>24</u>	<u>24</u>	<u>24</u>

**AIRPORT - CAPITAL PROJECTS****FUNCTION: AIRPORT****PROGRAM DESCRIPTION**

Because the Airport is a self-supporting enterprise, any County funds required to meet its capital needs come from the Airport Enterprise Fund instead of from the Tax Funds.

**IMPACT ON OPERATING BUDGET**

The Airport has a maintenance staff of 15, which is responsible for maintenance and repairs on Airport grounds. However, major construction and renovation projects are either contracted out to private companies or accomplished with County forces from other departments.

**RECENT CHANGES**

The 2014 Budget provided \$500,000 for Maintenance and Facility Repair, \$1,000,000 for Runway/Taxiway Repairs, \$500,000 Rubber Removal.

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Interfund Transfers	\$24,855,914
Federal	20,890,777
Local	24,855
State Sources	4,914,905
<b>TOTAL</b>	<b>\$50,686,451</b>

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
AIRPORT-FAA/LAND ACQ.(NCP8)	\$3,703,602	\$1,838,205	\$1,865,397
AIRPORT-GROUNDS/FAC. REPAIR	1,632,246	1,465,250	166,996
AIRPORT-MAINTEN. FACILITY	1,046,180	921,325	124,855
AIRPORT-DOT-TAXI K REHAB	181,389	165,556	15,833
AIRPORT-DRAINAGE IMPROVEMENTS	376,497	376,497	0
AIRPORT-NOISE MONITOR.SYS.	1,050,000	926,052	123,948
AIRPORT-ENVIRON.STUDIES	497,132	197,297	299,835
AIRPORT-RUBBER REMOVAL	1,083,090	712,799	370,291
AIRPORT-RUNWAY-TAXI REPAIR	18,218,124	13,681,585	4,536,539
AIRPORT-T SHED HANGARS	9,769,589	7,482,790	2,286,800
AIRPORT-TREE OBSTRUCT. REMOVE	150,186	117,583	32,603
AIRPORT-01-FAA/DOT-PAVE.PROJ.	2,009,018	1,937,679	71,340
AIRPORT-MASTER PLAN	867,358	509,711	357,647
AIRPORT-02-FAA/DOT PAVE.PROJ.	1,845,261	1,671,098	174,164
AIRPORT-OBJECT FREE ZONE	2,610,484	2,083,107	527,377
AIRPORT-03-FAA/DOT/RWAY SAFE	705,166	607,136	98,030
AIRPORT-03-FAA/DOT/TAXI REHAB.	1,637,054	1,539,709	97,346
AIRPORT-RESERVE FOR APPROP.	3,304,074	0	3,304,074

**AIRPORT - CAPITAL PROJECTS**

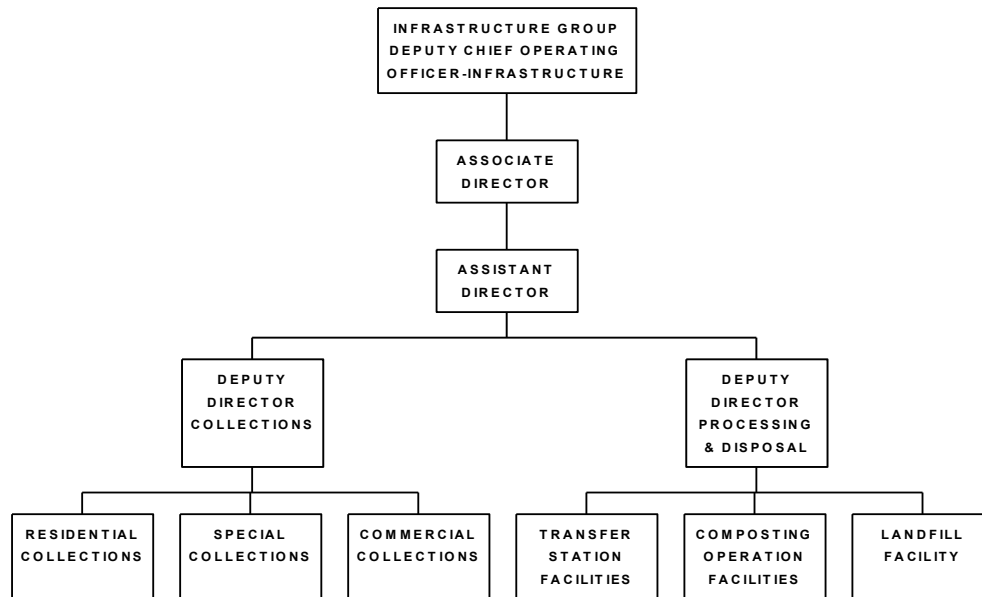
**FUNCTION: AIRPORT**

**APPROPRIATIONS**

<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
<b>\$50,686,451</b>	<b>\$36,233,377</b>	<b>\$14,453,073</b>

## PUBLIC WORKS - SANITATION OPERATING FUND

### FUNCTION: PLANNING & PUBLIC WORKS



#### MISSION STATEMENT

The mission of the Sanitation Department is to collect, transport and dispose of all solid waste generated in the unincorporated areas of DeKalb County for both commercial and residential customers, to manage the County's landfills and composting operations, to mow the rights of way in unincorporated DeKalb County and all County owned vacant lots, to respond to citizen's/customer's calls for service for all sanitation related matters, to implement policies that are in compliance with all state and federal regulations, and to maintain present recycling levels and to increase these percentages in order to reach state goals through implementing new, innovative and the best management procedures economically practical.

#### PROGRAM DESCRIPTION

The Sanitation Department is comprised of four divisions:

The Residential Collections Division provides twice-a-week curbside and back door collection of solid waste. It also provides once-a-week curbside recycling, once-a-week yard debris collection, MARTA stop and litter collection services. It includes a Special Collections Section, which provides periodic pickup and proper management of appliances, bulky items, and passenger tires and deceased animals for residents, and also provides for the collection and proper management of trash illegally discarded on all rights of way in unincorporated DeKalb.

The Commercial Collections Division provides six days per week collection of front load compactor container, and roll-off container services. It also provides mixed paper and recycling drop-off location collection services. This division provides for mowing, trimming of tree branches and herbicide control requirements along all unincorporated DeKalb County rights of way and municipalities assigned. It is also responsible for mowing all County owned vacant lots.

The Processing and Disposal Division provides for the accumulation and processing of solid waste generated by County and municipal collection vehicles at four transfer facilities, and transport of the waste to an approved disposal site. It also provides for the accumulation and removing of yard debris generated by County and municipal collection vehicles at two transfer stations, and its transport to the Seminole Composting Facility. It operates a Municipal Solid Waste Landfill, a Construction and Demolition Landfill, tire storage and a groundwater leachate and methane monitoring control systems. It also manages a mining permit and a solid waste-handling permit to ensure compliance with local, state and federal regulations. The new disposal cell is the second largest in the Southeast.

The Administration Division is responsible for overseeing all the administrative functions related to the efficient operations of a very large organization. It includes recruiting and hiring all personnel, purchasing all the equipment and supplies needed in the organization and keeping up to date with all the EPA and EPD permits that are needed to manage a large Landfill. Effective 2009, this department is assigned to the Infrastructure Group, under the direction of the Deputy Chief Operating Officer for Infrastructure.



**PUBLIC WORKS - SANITATION OPERATING FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

**PERFORMANCE INDICATORS**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
COST OF RESIDENTIAL REFUSE COLLECTION*	\$111	\$106	\$117	\$121
COST OF RESIDENTIAL. SPECIAL COLLECTION*	\$107	\$123	\$128	\$132
COST OF COMMERCIAL REFUSE COLLECTION*	\$31	\$45	\$56	\$58
COST OF REFUSE PROCESSED*	\$15	\$41	\$28	\$30
COST OF YARD DEBRIS COMPOSTED*	\$18	\$81	\$55	\$58
COST OF REFUSE DISPOSED*	\$11 0	\$27 0	\$19	\$20
% OF RECYCLED MATERIALS PER TON OF REFUSE COLLECTED	48%	27%	60%	60%

\*Per ton

**ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
<b>Collections:</b>				
Commercial Accounts	7,228	8,130	7,640	8,030
Total Commercial Tonnage	121,362	118,165	113,172	118,831
Residences Served	168,239	158,597	159,941	161,000
Total Residential Tonnage	154,996	152,802	156,707	164,542
Appliances Collected	2,120	2,780	27	55
Dead Animals Collected	5,595	6,020	6,087	6,200
<b>Recycling:</b>				
Scrap Metal (Tons)	459	665	341	375
Newspaper (Tons)	1,997	2,196	3,870	4,257
Mixed Papers Tons)	2,354	2,375	10,397	10,708
Aluminum Cans (Tons)	0	256	252	270
Glass (Tons)	0	2,253	2,608	2,700
CFC (Units)	322	137	104	192
Yard Debris (Tons)	74,233	75,403	101,129	106,185
Recycling Revenue	539,115	319,066	649,805	680,000
<b>Processing:</b>				
North Transfer Tonnage	166,695	121,046	106,984	112,333
Central Transfer Tonnage	0	111,697	142,725	149,861
East Transfer Tonnage	117,291	68,317	58,720	61,656

**PUBLIC WORKS - SANITATION OPERATING FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

<b>ACTIVITY MEASURES</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
Seminole Compost Facility	100,710	75,403	66,291	69,606
Seminole Residential Convenience Ctr	4,528	3,792	2,817	2,958
Animal Crematory	4,595	5,764	5,077	5,300
<b>Disposal:</b>				
Seminole Landfill (Tons)	724,382	700,058	1,001,329	951,263
<b>Sale of Electricity:</b>				
Green Energy Facility			864,948	900,000

**MAJOR ACCOMPLISHMENTS IN 2013**

**Enhance Public Safety**

Completion of Phase 3, Unit 4 & 5 disposal units; continued protection of the environment & human health.

**Develop & Maintain Sustainable Neighborhoods & Communities**

Managed the Green Energy Facility, injected natural gas into pipeline and fueled vehicles on site from the methane gas generated from the landfill.

**Invest in Employees**

In-house commercial driver's license training program offered to Sanitation employees and other County Departments.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Enhance Public Safety**

Construction/expansion of Gas Collection and Control System to maintain methane within landfill footprint. Develop and maintain the Neighborhood Enhancement Action Team (NEAT) to provide a comprehensive landscape program for the right of ways, gateways, medians, thoroughfares and interstate ramps in an effort to improve quality of life and encourage economic development.

**MAJOR BUDGETARY IMPACTS**

**Previous**

The 2009 budget included the transfer of one Microsystems Specialist from Sanitation to Information Systems. The Sanitation Fund loaned the Development Fund \$1,000,000 at mid-year to be paid back over seven years.

In 2010 the Sanitation Fund loaned the General Fund \$2,000,000 to be paid back over seven years.

In 2010, 74 employees accepted the Early Retirement Option Program and the BOC abolished 43 vacant positions due to the ERO program.

In 2011, the budget included a contribution to the Sanitation CIP of \$3,800,000. This budget included a charge of \$500,000 from Roads and Drainage for wear and tear on county roads by the Sanitation vehicles.

In 2012, this budget included \$2,930,000 for bond issuance expenses. Also included in this budget was a charge of \$750,000 from Roads and Drainage for wear and tear on county roads by the Sanitation vehicles. The 2012 budget also included up to \$6 million in cost participation by Watershed Management from available Watershed operating reserve funds for financing of the Landfill phase 3, unit 3 construction project. \$3 million of available existing Sanitation CIP funds will also be utilized for this project. Watershed Management currently pays about \$2 million per year in tipping fees to the landfill for Snapfinger sludge disposal; in return for the capital participation on the construction project. The Watershed Enterprise fund will be credited for tipping fees each month until the capital participation is recovered.

In 2013, there was a charge of \$750,000 from Roads and Drainage for wear and tear on county roads by the Sanitation vehicles.

**PUBLIC WORKS - SANITATION OPERATING FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

**2014**

This budget includes funding for (30) additional full-time positions. Mowing & Herbicide (24) positions: Crew Supervisor CDL (4), Equipment Operator Sr. (12), and Crew Worker Sr. (8). Administration (1) position: Accountant (1). Seminole Landfill (5) positions: Solid Waste Plant Supervisor (1), Landfill Equipment Operators (4). 18 additional vehicles to the fleet: (4) crew cabs \$596,592; (4) tractor mowers \$75,888; (4) zero turn mowers \$52,000 and (4) mowers with bush hogs \$85,172; (1) crew cab \$32,000 and (1) track skid steer \$30,000. This budget includes \$4,170,000 that will be transfer for CIP projects.

**Future**

The capital costs associated with the operation of the landfill remain significant, and the financial requirements of the Sanitation Fund will have to be closely monitored to insure that the Division will be able to meet its service requirements.

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Administration	\$11,586,121	\$12,200,775	\$16,238,282	\$16,238,282
Commercial Roll-Off Services	102,689	5,222	0	0
Commercial Support	5,897,419	6,473,802	5,041,183	5,041,183
Disposal	8,101,172	9,872,418	9,062,331	9,062,331
Mowing	1,920,380	2,195,867	3,431,638	3,431,638
Processing and Transporting	10,190,656	11,166,632	10,928,053	10,928,053
Residential Collection	16,692,243	18,475,010	17,543,896	17,543,896
Revenue Collection	31,750	26,495	0	0
Revenue Collections - Sanitation	195,060	203,973	249,634	249,634
Special Collection	10,063,602	10,272,075	11,316,609	11,316,609
	<b>\$64,781,092</b>	<b>\$70,892,270</b>	<b>\$73,811,626</b>	<b>\$73,811,626</b>

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$27,582,444	\$28,338,349	\$31,768,643	\$31,768,643
Purchased / Contracted Services	4,653,278	6,921,625	5,932,195	5,932,195
Supplies	3,538,887	4,404,032	4,752,476	4,752,476
Capital Outlays	16,051	8,136	8,750	8,750
Interfund / Interdepartmental Charges	26,723,386	28,169,483	23,241,482	23,241,482
Other Costs	1,516,560	2,963,299	3,861,317	3,861,317
Debt Service	7,210	10,583	0	0
Other Financing Uses	666,513	0	4,170,000	4,170,000
Retirement Services	76,763	76,763	76,763	76,763
	<b>\$64,781,092</b>	<b>\$70,892,270</b>	<b>\$73,811,626</b>	<b>\$73,811,626</b>

<b>FUNDING SOURCES</b>			
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
Sanitation Fund	\$64,781,092	\$70,892,270	\$73,811,626
	<b>\$64,781,092</b>	<b>\$70,892,270</b>	<b>\$73,811,626</b>

**PUBLIC WORKS - SANITATION OPERATING FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2012	2013	2014
<b>Administration</b>				
Asst Director Sanitation	AJ	1	0	0
Natural Resources Admin	AG	1	1	1
Assoc Dir PW Sanitation	AF	0	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
Accountant	25	0	0	1
Customer Account Supervisor	24	1	1	1
Payroll Personnel Supervisor	24	1	1	1
Administrative Assistant II	23	2	2	2
Customer Support Assistant	21	1	1	1
Payroll Personnel Tech Sr	21	2	2	2
Recycling Coordinator	21	1	1	1
Requisition Technician	21	1	1	1
Sanitation Inspector	21	2	2	2
Customer Service Rep Sr	19	11	11	11
Office Assistant Senior	19	3	3	3
FULL TIME Subtotal		30	30	31
<b>Keep DeKalb Beautiful</b>				
Dir Keep DeKalb Beautiful Prg	26	1	1	1
Keep DeKalb Beautiful Prgm Mgr	23	0	1	1
Public Works Outreach Special	23	1	0	0
Coor Keep DeKalb Beautfl Prg	21	1	1	1
FULL TIME Subtotal		3	3	3
<b>Seminole Compost Facility</b>				
Solid Waste Plant Manager	25	1	1	1
Solid Waste Plant Supv	24	1	1	1
Crew Supervisor	23	1	1	1
Landfill Equipment Operator	21	3	4	4
Roll Off Container Oper.	21	10	10	10
Solid Waste Plant Mechanic	21	3	3	3
Welder Senior	21	2	2	2
Equipment Operator Senior	19	1	0	0
Crew Worker Senior	18	3	3	3
Crew Worker	16	1	1	1
FULL TIME Subtotal		26	26	26
<b>Central Transfer Station</b>				
Processing & Disposal Supt	31	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		
		2012	2013	2014
Processing&Disposal Asst Supt	28	1	1	1
Solid Waste Plant Manager	25	1	1	1
Solid Waste Plant Supv	24	6	7	7
Administrative Assistant I	21	0	1	1
Crew Worker Lead	21	2	2	2
Equipment Operator Principal	21	1	1	1
Landfill Equipment Operator	21	6	10	10
San Tractor/Trailer Operator	21	30	30	30
Transfer Station&Inciner Oper	21	1	0	0
Welder Senior	21	2	2	2
Equipment Operator Senior	19	2	0	0
Office Assistant Senior	19	1	0	0
San Tractor/Trailer Oper Train	19	3	1	1
Solid Waste Plant Operator	19	1	1	1
Crew Worker Senior	18	14	13	13
Equipment Operator	18	1	1	1
Scale Operator	18	5	5	5
Trainee I	14	0	1	1
<b>FULL TIME Subtotal</b>		<b>78</b>	<b>78</b>	<b>78</b>
<b>North Residential</b>				
Sanitation General Foreman	26	1	1	1
Sanitation Supv Field	23	3	3	3
Supply Specialist	21	1	1	1
San Driver Crew Leader	20	19	17	17
Refuse Collector Senior	19	37	36	36
San Driver Crew Leader Trainee	19	3	5	5
Refuse Collector	17	9	9	9
<b>FULL TIME Subtotal</b>		<b>73</b>	<b>72</b>	<b>72</b>
<b>North Special Collection</b>				
Sanitation General Foreman	26	1	1	1
Sanitation Supv Field	23	2	2	2
Administrative Assistant I	21	1	1	1
San Driver Special Collections	21	3	3	3
San Driver Crew Leader	20	12	9	9
Refuse Collector Senior	19	15	15	15
San Driver Crew Leader Trainee	19	1	3	3
Refuse Collector	17	6	7	7
<b>FULL TIME Subtotal</b>		<b>41</b>	<b>41</b>	<b>41</b>
<b>Central Residential</b>				
Sanitation Res Collection Supt	31	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		
		2012	2013	2014
Sanitation General Foreman	26	2	2	2
Sanitation Safety Instructor	24	1	1	1
Sanitation Route Coordinator	23	1	1	1
Sanitation Supv Field	23	3	3	3
Equipment Monitor Senior	20	1	1	1
San Driver Crew Leader	20	19	16	16
Refuse Collector Senior	19	26	26	26
San Driver Crew Leader Trainee	19	1	4	4
Refuse Collector	17	11	11	11
FULL TIME Subtotal		66	66	66
<b>Central Special Collection</b>				
Sanitation General Foreman	26	1	1	1
Sanitation Supv Field	23	2	2	2
San Driver Special Collections	21	4	4	4
Equipment Monitor Senior	20	1	1	1
San Driver Crew Leader	20	11	9	9
Refuse Collector Senior	19	12	13	13
San Driver Crew Leader Trainee	19	0	2	2
Refuse Collector	17	9	8	8
FULL TIME Subtotal		40	40	40
<b>East Residential</b>				
Sanitation General Foreman	26	1	1	1
Sanitation Supv Field	23	3	3	3
Supply Specialist	21	1	1	1
Equipment Monitor Senior	20	1	1	1
San Driver Crew Leader	20	19	18	18
Refuse Collector Senior	19	26	26	26
San Driver Crew Leader Trainee	19	3	4	4
Refuse Collector	17	18	18	18
FULL TIME Subtotal		72	72	72
<b>East Special Collection</b>				
Sanitation General Foreman	26	1	1	1
Sanitation Supv Field	23	2	2	2
San Driver Special Collections	21	2	2	2
San Driver Crew Leader	20	9	8	8
Refuse Collector Senior	19	9	9	9
San Driver Crew Leader Trainee	19	2	3	3
Refuse Collector	17	10	10	10
FULL TIME Subtotal		35	35	35

**PUBLIC WORKS - SANITATION OPERATING FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2012	2013	2014
<b>South Residential</b>				
Sanitation General Foreman	26	1	1	1
Sanitation Supv Field	23	3	3	3
Supply Specialist	21	1	1	1
San Driver Crew Leader	20	21	21	21
Refuse Collector Senior	19	34	35	35
San Driver Crew Leader Trainee	19	2	3	3
Refuse Collector	17	15	14	14
FULL TIME Subtotal		77	78	78
<b>South Special Collection</b>				
Solid Wste Proc Imprvmnt Coord	28	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	14	12	12
Refuse Collector Senior	19	13	14	14
San Driver Crew Leader Trainee	19	0	2	2
Refuse Collector	17	9	8	8
FULL TIME Subtotal		42	42	42
<b>Mowing &amp; Herbicide</b>				
Sanitation General Foreman	26	2	2	2
Crew Supervisor CDL	24	5	6	10
Sanitation Supv Field	23	3	2	2
Equipment Operator Senior	19	14	14	26
Herbicide Equipment Operator	19	1	1	1
Crew Worker Senior	18	4	4	12
FULL TIME Subtotal		29	29	53
<b>Central Commercial</b>				
Sanitation General Foreman	26	1	1	1
Sanitation Safety Instructor	24	1	1	1
Sanitation Supv Field	23	4	4	4
Welder Supervisor	23	1	1	1
Comm Front End Loader Oper	21	34	34	34
Crew Worker Lead	21	1	1	1
Welder Senior	21	2	2	2
Equipment Operator Senior	19	2	2	2
Painter	19	1	1	1
Crew Worker Senior	18	3	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		
		2012	2013	2014
FULL TIME Subtotal		50	50	50
<b>Seminole Landfill</b>				
Landfill Management Supt	31	1	1	1
Landfill Operations Asst Supt	26	4	4	4
Solid Waste Plant Supv	24	0	0	1
Equipment Operator Principal	21	1	1	1
Landfill Equipment Operator	21	13	18	22
Equipment Operator Senior	19	5	0	0
Office Assistant Senior	19	0	1	1
Crew Worker Senior	18	6	8	8
Scale Operator	18	4	3	3
Crew Worker	16	3	1	1
FULL TIME Subtotal		37	37	42
<b>FULL TIME Total</b>		<b>699</b>	<b>699</b>	<b>729</b>
<b>ALL POSITIONS Total</b>		<b>699</b>	<b>699</b>	<b>729</b>



**PUBLIC WORKS - SANITATION - CAPITAL PROJECTS**

**FUNCTION: PLANNING & PUBLIC WORKS**

**PROGRAM DESCRIPTION**

Because the Sanitation Department is a self-supporting enterprise, any county funds required to meet its capital needs come from the Sanitation Fund. In 2012, the Phase III, Unit III was approved for \$6,000,0000 in additional funding.

**IMPACT OF CIP PROJECTS ON THE COUNTY - FINANCIAL / NON-FINANCIAL**

None.

**RECENT CHANGES**

The American Recovery Reinvestment Act, Stimulus Grant for converting Landfill Gas (LFG) to Compressed Natural Gas (CNG) for vehicles. This project will reduce the cost of fuel and air emissions of the Sanitation Collection Vehicles. The Conversion Facility and Fueling Stations will be built under a 50% match of Federal Funds. Conversion from Diesel to CNG will be paid by 100% Federal Funds and the county will provide the vehicles to be converted to CNG. The CNG project is completed.

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Interfund Transfers	\$97,614,996
Federal	\$7,080,000
<b>TOTAL</b>	<b>\$104,694,996</b>

**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
STIMULUS ADMINISTRATION	\$200,000	\$45,977	\$154,023
Phase III Unit III	13,229,000	12,685,000	544,000
CENTRAL TRANSFER STATION	24,163,940	24,163,940	0
LAND ACQUISITION	764,341	764,341	0
LINECREST ROAD EXTENSION	801,952	801,808	144
MAJOR MODS PHASE 3 AND 4	5,695,939	5,411,293	284,646
ROGERS LAKE PROPERTY	473,955	304,473	169,482
SEMINOLE LAND ACQUISTION	3,121,405	2,700,049	421,356
Sem Land Eng	4,494,276	4,460,625	33,651
Sem Land Mon	5,233,877	3,774,201	1,459,675
Creamatory	753,661	753,661	0
ADMINISTRATION BUILDING	237,726	237,726	0
MULTI-USE TRAIL	1,725,042	1,725,042	0
CRYMES LANDFILL	1,775,000	995,678	779,322

**PUBLIC WORKS - SANITATION - CAPITAL PROJECTS**

**FUNCTION: PLANNING & PUBLIC WORKS**

**APPROPRIATIONS**

	PROJECT		BALANCE
	APPROPRIATION	EXPENDITURES	
	BEGINNING 1998	BEGINNING 1998	
Sanitation MIS	310,000	233,908	76,092
North Transfer Station	2,025,000	1,859,285	165,715
Closure 2A Cell	16,432,637	15,704,327	728,309
ARRA CNG	23,257,245	20,200,932	3,056,313
<b>TOTAL ACTIVE PROJECTS</b>	<b>\$104,694,996</b>	<b>\$96,822,265</b>	<b>\$7,872,730</b>

**STORMWATER UTILITY OPERATING FUND****FUNCTION: PLANNING & PUBLIC WORKS****PROGRAM DESCRIPTION**

The Stormwater Utility Fund was established in the 2003 Budget. The Fund includes the County's appropriation for the annual fee charged to residents and commercial property owners as a stormwater utility fee. This fee is collected by the Tax Commissioner as part of the yearly property tax billing process. This Fund will be used to maintain the County's stormwater infrastructure and meet Federal requirements in the area of water initiatives, and address flood plain and green space issues. Effective 2009, this fund is assigned to the Infrastructure Group, under the direction of the Deputy Chief Operating Officer for Infrastructure.

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

In 2009, \$9,942,671 was transferred from this Fund to Roads and Drainage in the Special Tax District – Designated Services Fund, and \$500,000 was transferred from this Fund to the Development Fund to reimburse the costs related to the Stormwater Program. In 2010, \$9,554,564 was transferred from this Fund to Special Tax District - Roads and Drainage and Water and Sewer Operating Fund – Watershed Management to reimburse the costs related to the Stormwater Program. During the second half of 2011, 94 positions were transferred from Roads and Drainage to the Stormwater Utility Fund. This transfer of 94 positions was a major budgetary change. The Stormwater Fund increased the number of authorized positions by 94 and the number of authorized positions for Roads and Drainage decreased by 94. The amount of reimbursement for funds from the Stormwater Fund to Roads and Drainage in the Special Tax District – Designated Services Fund was reduced significantly. In 2012, \$4,871,579 was transferred from this Fund to Roads and Drainage in the Special Tax District – Designated Services Fund and Water and Sewer Operating Fund – Watershed Management to reimburse the costs related to the Stormwater Program. In 2013 Budget, the included the transfer of 9 positions assigned to the stream cleaning crew from Roads and Drainage to the Stormwater Fund. In addition, \$3,136,118 was transferred from this Fund to Roads and Drainage in the Special Tax District – Designated Services Fund and Water and Sewer Operating Fund – Watershed Management to reimburse the costs related to the Stormwater Program.

**2014****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**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Stormwater Administration	\$17,767,086	\$18,711,779	\$30,902,474	\$30,902,474
	\$17,767,086	\$18,711,779	\$30,902,474	\$30,902,474

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$4,528,453	\$4,872,094	\$5,728,248	\$5,728,248
Purchased / Contracted Services	3,384,516	7,256,264	8,280,622	8,280,622
Supplies	2,891,420	2,824,186	3,311,727	3,311,727
Capital Outlays	3,128	15	10,000	10,000
Interfund / Interdepartmental Charges	6,365,778	3,649,220	4,686,649	4,686,649
Other Costs	0	0	8,885,228	8,885,228
Other Financing Uses	593,790	110,000	0	0
	\$17,767,086	\$18,711,779	\$30,902,474	\$30,902,474

**STORMWATER UTILITY OPERATING FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

<b>FUNDING SOURCES</b>			
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
Stormwater Utility Operating Fund	\$17,767,086	\$18,711,779	\$30,902,474
	\$17,767,086	\$18,711,779	\$30,902,474

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Stormwater Administration</b>				
Engineer, Senior	29	3	3	3
Fiscal Officer	29	1	1	1
Roads & Drainage Supt	29	1	2	2
Engineer	28	1	0	0
Stormwater Program Supervisor	28	1	1	1
Accountant Senior	26	1	1	1
General Foreman Public Works	26	3	4	4
Construction Inspector	25	8	9	9
Construction Supervisor	24	1	2	2
Crew Supervisor CDL	24	8	9	9
Engineering Technician Senior	24	1	1	1
GIS Specialist II	24	2	2	1
Financial Assistant	23	1	1	1
Equipment Operator Principal	21	11	13	13
Mason Senior	21	5	5	5
Accounting Tech Senior	19	1	1	1
Equipment Operator Senior	19	12	12	12
Mason	19	1	1	1
Office Assistant Senior	19	2	2	2
Crew Worker Senior	18	23	22	22
Equipment Operator	18	5	9	9
Crew Worker	16	2	2	2
FULL TIME Subtotal		94	103	102
<b>FULL TIME Total</b>		94	103	102
<b>ALL POSITIONS Total</b>		94	103	102

**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**

The county is aggressively pursuing completion of ongoing projects.

**ANTICIPATED REVENUES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Interfund Transfers	\$10,220,753
Local	1,779,784
State Sources	34,474,717
<b>TOTAL</b>	<b>\$46,475,254</b>

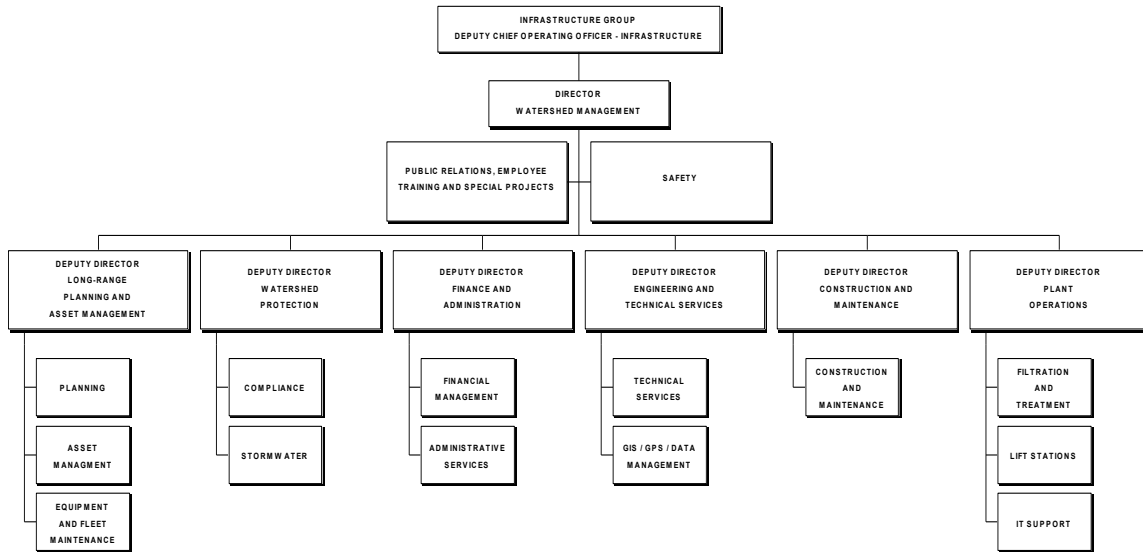
**APPROPRIATIONS**

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
GEMA PDMC-PJ-04-GA-2005-002	\$4,295,263	\$4,295,075	\$188
FEMA PDMC-PJ-04-GA-2006-002	3,556,961	3,255,927	301,034
FEMA FMAPJ04GAFY2006-005 3HOMS	1,097,350	1,062,082	35,268
3 N.FRK PCHTR GEMA RFCPJ0GA-07	1,137,087	1,137,088	(0)
4 HMSGEMA PDMC-PJ04GA-07-006	777,019	776,352	667
9 N.FORK PEH CRK GEMA FMAPJ407	2,997,478	2,940,160	57,318
11-HUNTNG, SCOTT& RIDERWOOD	3,224,144	2,797,663	426,481
2009 FLOOD PROJECTS	3,570,000	2,489,618	1,080,382
GEMA-PDMC-PJ-04-GA-2010-001	2,375,160	278,851	2,096,309
HMGP-1686-0009	1,605,400	536,341	1,069,059
STMWATER-FEMA FPH MATCH	1,076,977	257,530	819,447
STORMWATER-RESERVE FOR APPROP.	42,555	14,444	28,111
REHAB-STORWATER PIPES & STRUC.	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
JACKSON SQ FEMA PDMC10/25/2005	6,426,072	6,059,706	366,366
MATCH/ENGINEERS STDY	1,306,500	1,274,225	32,275

**STORMWATER UTILITY FUND - CAPITAL PROJECTS**

**FUNCTION: PLANNING & PUBLIC WORKS**

<b>APPROPRIATIONS</b>			
	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
CTY OF CHAMBLEE DRAINAGE PRJS	591,105	589,601	1,504
DORAVILLE DRAINAGE PRJS	909,770	690,253	219,517
DREW VALLEY AREA STRMWTR FAC.	2,828,784	2,775,841	52,943
GANSBR FEMA- RFCPJ2006	2,429,937	2,259,792	170,145
SEMBLER STREAM BANK STABIZATN	187,000	78,487	108,513
CITY LITHONIA	116,106	100,171	15,934
TWIN BROTHERS LAKE FLOODPLN	400,000	374,407	25,593
CITY OF CLARKSTON	100,000	52,699	47,301
CORPS OF ENG (ARRA) PARTICIPAT	1,303,900	1,101,167	202,734
PINE LAKE WATERSED IMPROVMNT	140,000	1,348	138,653
INSP MUNCPL SEP STRMWTR MS4	500,000	500,000	0
CTY OF CLARKSTON LAKE IMPRMNT	315,000	286,118	28,882
STREAMBANK REPAIRS-NRCS/GEMA	123,078	123,078	0
	<b>\$46,475,254</b>	<b>\$38,691,697</b>	<b>\$7,783,557</b>



**MISSION STATEMENT**

It is the mission of the Department of Watershed Management, formerly the DeKalb County Water and Sewer Department, to provide safe drinking water in adequate supplies, to collect and adequately treat wastewater, and to protect DeKalb County’s watersheds responsibly while focusing on excellent customer service.

**PROGRAM DESCRIPTION**

The DeKalb County Water and Sewerage System is comprised of the following funds: Water and Sewerage Operating Fund; Water and Sewerage Construction Fund; Water and Sewerage Renewal and Extension Fund; and the Water and Sewerage Sinking Fund.

The Water and Sewerage Operating Fund reflects the daily operations of the County's water and sewerage system. It includes those expenses and charges which are made for the purpose of operating, maintaining, and repairing the system. The Department of Watershed Management is the organizational entity charged with the responsibility of operating and maintaining the system, and its financial requirements are reflected in this fund. The fund also includes the costs of the Revenue Collections Cost Center which is managed by the Finance Department's Division of Treasury and Accounting Services, and is responsible for billing and collection of water and sewer charges.

The Finance Division of Watershed Management is responsible for the administration and policy direction of the Department, and for coordination of the operating budget. This division is responsible for payroll, personnel, purchasing, and document control.

The Technical Service Division is responsible for Watershed Management's engineering, computerized mapping, compliance, acquisition, data base management, and coordination with the County's Geographic Information System.

The Plant Operations Division manages and maintains the system's water production and sewerage treatment facilities. It is responsible for the production and distribution of potable water and the collection, treatment and disposal of wastewater in accordance with applicable state and federal quality standards and regulations. Information technology services are attached to this division.

The Construction and Maintenance Division is primarily responsible for the maintenance of and improvements to, the system's water distribution and sewage collection systems. The maintenance function entails both emergency repair and preventive maintenance.

The Long-Range Planning and Asset Management Division is responsible for master, business, and capital projects planning, rate studies, systems security, and asset management. The maintenance function of Watershed Management’s equipment and fleet is located in this division.

The Watershed Protection Division manages stormwater, permitting, restoration projects, the Fats, Oils, and Grease (FOG) program, spill tracking and reporting, the septic tanks elimination program, and compliance.

**WATER & SEWER OPERATING FUND**
**FUNCTION: PLANNING & PUBLIC WORKS**
**PROGRAM DESCRIPTION (continued)**

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

PERFORMANCE INDICATORS				
	TARGET	2011	2012	2013
Complaints/Service Calls Per 10,000 Customers	< 200/year	175	173	160
% Of Unbilled Water <sup>1</sup>	< 15%	17.1%	20.4%	18.0%
Water Main Failures Per 1,000 Miles Of Water Main	< 50/year	30.2	22	20
% Of Days In Compliance With Water And Wastewater Permits	90%	100%	100%	100%

ACTIVITY MEASURES				
	Actual 2011	Actual 2012	Actual 2013	Estimated 2014
<b>Administrative Division</b>				
Procurement Purchase Amount	\$30,420,120	\$36,498,080	\$40,719,404	\$48,450,480
<b>Filtration &amp; Treatment Division</b>				
Number of Water Customers	189,627	187,815	189,080	200,000
Number of Sewer Customers	166,757	161,037	162,124	163,000
<b>Filtration &amp; Treatment Division-Water</b>				
Water Pumped (Billions of Gallons)	26.34	24.78	24.11	24.00
Plant Capacity (GA EPD Permitted) (Millions of Gallons)	128	128	128	128
Daily Average Consumption (Millions of Gallons)	72.30	67.70	66.04	66.00
<b>Filtration &amp; Treatment Division-Sewer</b>				
Number of Lift Stations	67	66	66	67
Gallons of Wastewater Treated (Millions)	13,469	10,893	12,962	13,000
Average Gallons Wastewater Treated Per Day (Millions)	36.9	29.8	35.5	36.0
Laboratory Samples Tested/Analyzed	44,672	76,326	83,967	84,000
Customer Complaints	210	200	180	170
<b>Construction &amp; Maintenance Division</b>				
<b>Water</b>				
Meters Repaired/Replaced	1,028	2,941	6,591	7,000



**WATER & SEWER OPERATING FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

<b>ACTIVITY MEASURES</b>				
	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
Renewed Water Service	661	448	814	1,200
Mains Installed (Ft.)	5,619	2,000	11,887	16,000
Mains Installed (Ft) Developer	10,859	3,461	3,111	3,733
Meters Installed (New)	807	901	747	900
<b>Sewer</b>				
Mains Installed (Ft) Developer	7,086	13,334	11,776	14,131
<b>Support</b>				
Landscape Projects	2,973	2,838	2,311	2,400
Valve Boxes Raised	211	230	643	800
Manholes Raised	375	295	503	600

**MAJOR ACCOMPLISHMENTS IN 2013**

**Facilitate Jobs & Economic Development**

Administered the \$1.2 billion dollar CIP by releasing projects, finalizing plans for the Snapfinger AWWTP construction and expanded the use of contractors to aid in the Consent Decree program; Worked closely with all economic growth entities to bring jobs and growth to the County via improvements and enhancements to the DWM system.

**Develop & Maintain Sustainable Neighborhoods & Communities**

Enhanced and rehabilitated the water and wastewater systems in the County, to ensure a safe supply of drinking water and wastewater collection.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Facilitate Jobs & Economic Development**

To continue to administer the CIP; Improve the economic and employment rate in DeKalb County by partnering with businesses, the community and vendors.

**Human Services/Increasing Neighborhood Empowerment**

To provide efficient and accountable service to all inhabitants of DeKalb while maintaining the lowest possible cost to our customers.

**Organizational Effectiveness/Enhancing Efficient Operations**

To develop and support additional safety and training programs which enhance job knowledge and synergy with other Department goals.

**MAJOR BUDGETARY IMPACTS**

**Previous**

In 2008, the 16% rate increase approved by the Board of Commissioners in 2007 became effective on January 1, 2008. The department began offering a Toilet Retrofit Rebate Program to water customers whose homes were built prior to 1993. The management of the meter reading function, including 21 positions (one Revenue Collection Supervisor Sr., one Field Service Representative, one Accounting Technician Sr., and 18 Meter Readers), and equipment was transferred from the Finance Department to the Department of Watershed Management as part of the 2008 Budget. An additional twenty-four positions were added including: 2 Deputy Directors, 1 Project Analyst, 1 Manager Public Relations, 1 Graphic Design Technician, 1 Waste Wastewater Lab Technician, 1 Instrument and Control Specialist, 3 Crew Supervisors, 3 Crew Worker Seniors, 2 Dispatchers, 1 FOG Control Program Manager, 5 Senior Compliance Inspectors, 2 Compliance Supervisors, and 1 Office Assistant.

Also in 2008, the Department of Watershed Management initiated the first year of a four-year rate adjustment to meet the operational and maintenance needs of the water and wastewater system and support major capital investment. In August, the budget for the department was reduced by \$4,594,485 to reflect the revenue shortfalls that resulted from the Level 4 drought declaration in the State of Georgia.

**WATER & SEWER OPERATING FUND****FUNCTION: PLANNING & PUBLIC WORKS****MAJOR BUDGETARY IMPACTS****Continued**

The 2009 rate increase was accelerated by three months to begin in October 2008 to offset the drought's water conservation revenue impact. An Intergovernmental Agreement to provide the new City of Dunwoody water and wastewater services was enacted.

The 2010 budget included the transfer of 8 Stormwater positions from the Department of Public Works Roads and Drainage and 9 positions from the Department of Planning and Development. The 2010 budget abolished 6 Deputy Director Positions and created 4 Assistant Director Positions, to accommodate the planned reorganization of streamlining department operations. The 2010 budget included 34 additional positions to aid the Department of Watershed Management in complying with the 2010 U.S. EPA and GA EPD mandates. In 2010, 106 employees accepted the Early Retirement Option Program and the BOC abolished 101 vacant positions due to the ERO program. The transfer to the Renewal and Extension Fund was \$47,715,524. This budget included a \$1,000,000 credit to Roads and Drainage for imputed costs of utility cut damages to roadways and heavy truck wear and tear on roadways requiring resurfacing. In 2011 a bond issue for capital improvement projects was issued for \$394,481,705.

The 2012 Budget included \$15,479,076 for the debt service payments. This budget also included a \$1,250,000 credit to Roads and Drainage for imputed costs of utility cut damages to roadways and heavy truck wear and tear on roadways requiring resurfacing.

The 2012 budget also included up to \$6 million in cost participation by Watershed Management from available Watershed operating reserve funds for financing of the Landfill phase 3, unit 3 construction project. \$3 million of available existing Sanitation CIP funds will also be utilized for this project. Watershed Management pays about \$2 million per year in tipping fees to the landfill for Snapfinger sludge disposal; in return for the capital participation on the construction project. The Watershed Enterprise fund was and will be credited for tipping fees each month until the capital participation is recovered.

The 2013 budget included a \$1,312,500 credit to Roads and Drainage for imputed costs of utility cut damages to roadways and heavy truck wear and tear on roadways requiring resurfacing. The budget included up to \$6 million in cost participation by Watershed Management from available Watershed operating reserve funds for financing of the Landfill phase 3, unit 3 construction project. Watershed Management pays about \$2 million per year in tipping fees to the landfill for Snapfinger sludge disposal; in return for the capital participation on the construction project. The Watershed Enterprise fund was and will be credited for tipping fees each month until the capital participation is recovered. The budget included the transfer of 2 Safety Officer positions and associated personnel cost and supporting vehicles from Finance Risk Management Division in the amount of \$156,592. The capital cost associated with the operation of the water & sewer system will be and has been 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.

**2014**

This budget includes funding for a Sr. Assistant County Attorney to the Law Department staff (\$67,991) along with office supplies (\$1,850). This position will support the ongoing consent decree and \$1.2 billion dollars in capital projects. In addition, funding will be provided for Other Professional Services for outside counsel and legal specialization (\$150,000). The projected transfer to the Renewal and Extension Fund (513) is \$79,956,800.

**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.

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Administration	\$13,658,235	\$13,918,645	\$14,399,184	\$14,399,184
Capitalization	(1,312,954)	(564,219)	(3,190,915)	(3,190,915)
Construction and Maintenance	44,786,925	50,492,672	48,107,593	48,107,593
Data Management	2,831,209	3,127,368	3,230,617	3,230,617
Director's Office	5,933,946	5,636,220	7,708,890	7,708,890

**WATER & SEWER OPERATING FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Discounts Taken	(937)	(556)	0	0
Filtration and Treatment	52,382,861	43,012,629	56,010,057	56,010,057
Nondepartmental Revenues / Expenditures	23,598	35,403	0	0
Revenue Collections - W & S *	6,298,598	6,055,134	7,410,790	7,410,790
Transfers and Reserves	119,088,974	137,856,299	153,803,504	153,803,504
	<u>\$243,690,453</u>	<u>\$259,569,596</u>	<u>\$287,479,720</u>	<u>\$287,479,720</u>

\* Funding for Revenue Collections Division is provided by the Water and Sewer Revenue Fund but management is provided by the Finance Department for 90 positions. These positions for Revenue Collections are included in the Finance section of this Budget Book.

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$40,394,584	\$40,965,100	\$45,539,582	\$45,539,582
Purchased / Contracted Services	17,391,574	22,919,467	23,344,284	23,344,284
Supplies	27,595,765	27,442,358	26,768,342	26,768,342
Capital Outlays	204,971	247,556	301,110	301,110
Interfund / Interdepartmental Charges	18,805,233	18,999,119	18,480,241	18,480,241
Other Costs	20,234,753	11,070,539	25,261,211	25,261,211
Other Financing Uses	118,946,915	137,808,799	147,668,293	147,668,293
Retirement Services	116,657	116,657	116,657	116,657
	<u>\$243,690,453</u>	<u>\$259,569,596</u>	<u>\$287,479,720</u>	<u>\$287,479,720</u>

**FUNDING SOURCES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
Water & Sewer Operating Fund	<u>\$243,690,453</u>	<u>\$259,569,596</u>	<u>\$287,479,720</u>
	\$243,690,453	\$259,569,596	\$287,479,720

**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		
		2012	2013	2014
<b>Director's Office</b>				
Deputy COO Infrastructure	AL	0	1	1
Director Watershed Management	AL	1	1	1
Asst Dir WM-Eng and Asset Mgt	AG	1	1	1
Asst Dir WM-Wtrshd Prtct&Cmpln	AG	1	1	1
Asst Dir WM-Operations	AF	1	1	1
Consultant, Senior	AB	1	1	1
Engineering Supervisor	33	0	1	1
Stormwater Eng Supv	33	1	1	1
Financial Mgr Watershed Mgt	32	1	1	1
Special Projects Manager	31	0	1	1
CMOM Coordinator	30	1	1	1
Project Funds Mgr WM	30	1	1	1
Communications Writer	29	1	0	0
Engineer, Senior	29	1	1	1
Public Relations Manager	29	1	0	0
Environmental Inspection Supv	28	1	1	1
Special Projects Coordinator	28	0	1	1
Special Projects Coordinator	28	1	1	1
Project Manager II	27	2	2	1
Accountant Senior	26	1	1	1
Arborist	26	1	1	1
Departmental Safety Coord	26	1	0	0
Risk Control Officer Senior	26	0	2	2
Administrative Coordinator	25	1	1	1
Certification Instructor WM	25	1	1	1
Document Cntrl Coordinator WM	25	1	1	1
Env Land Development Insp III	25	3	3	3
Asst Departmental Safety Coord	24	1	1	1
Engineering Technician Senior	24	1	1	1
Env Land Development Insp II	24	2	2	2
GIS Specialist II	24	1	1	1
Administrative Assistant II	23	1	1	1
Env Land Development Insp I	23	1	1	1
Public Education Specialist	23	2	2	2
Administrative Assistant I	21	2	2	2
Office Assistant Senior	19	1	1	1
<b>FULL TIME Subtotal</b>		<b>37</b>	<b>40</b>	<b>39</b>
<b>Admin &amp; Fiscal Control</b>				
Administrative Services Mgr	31	1	1	1
General Foreman Watershed Mgt	26	1	1	1
Crew Supervisor CDL	24	1	1	1
Payroll Personnel Supervisor	24	0	1	1
Financial Assistant	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	2	2	2
Carpenter Senior	21	1	1	1
Painter, Senior	21	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		
		2012	2013	2014
Payroll Personnel Tech Sr	21	3	3	3
Requisition Technician	21	2	2	2
Payroll Personnel Technician	19	1	0	0
Crew Worker Senior	18	8	7	7
Crew Worker	16	1	2	2
<b>FULL TIME Subtotal</b>		<b>27</b>	<b>27</b>	<b>27</b>
<b>Warehouse</b>				
Inventory Warehouse Supervisor	25	1	1	1
Supply Specialist Senior	24	1	1	1
Supply Specialist	21	1	1	1
Stockworker	18	11	11	11
<b>FULL TIME Subtotal</b>		<b>14</b>	<b>14</b>	<b>14</b>
<b>Collection Services</b>				
Revenue Collections Supervisor	23	1	1	1
Administrative Assistant I	21	1	1	1
Accounting Tech Senior	19	1	1	1
Field Service Representative	19	2	4	4
Meter Reader	18	24	22	22
<b>FULL TIME Subtotal</b>		<b>29</b>	<b>29</b>	<b>29</b>
<b>GPS/GIS/Data Management</b>				
Engineering Supervisor	33	1	1	1
Engineer, Senior	29	1	1	1
Engineer	28	1	1	1
General Foreman Watershed Mgt	26	1	1	1
Crew Supervisor CDL	24	1	1	1
Engineering Technician Senior	24	15	15	15
GIS Specialist II	24	1	1	1
Crew Supervisor	23	8	8	8
Administrative Assistant I	21	1	1	1
Office Assistant Senior	19	1	1	1
Crew Worker	16	1	1	1
<b>FULL TIME Subtotal</b>		<b>32</b>	<b>32</b>	<b>32</b>
<b>F&amp;T Admin &amp; Supervision</b>				
WQC Manager	33	1	1	1
Administrative Assistant II	23	1	1	1
<b>FULL TIME Subtotal</b>		<b>2</b>	<b>2</b>	<b>2</b>
<b>P&amp;M Admin &amp; Supervision</b>				
Engineer, Principal	30	1	1	1
Wt Prod Poll Contrl Brn Ast Sp	30	1	1	1
Administrative Assistant I	21	1	1	1
<b>FULL TIME Subtotal</b>		<b>3</b>	<b>3</b>	<b>3</b>
<b>Water Production Operations</b>				

**WATER & SEWER OPERATING FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

**AUTHORIZED POSITION LIST BY COST CENTER**

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

COST CENTER /POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2012	2013	2014
WQC Plant Supervisor	26	2	2	2
WQC Foreman	25	5	5	5
WQC Operator, Principal	24	4	4	4
WQC Operator Senior	23	10	11	11
WQC Operator	19	6	5	5
General Maintenance Worker, Sr	18	2	3	3
General Maintenance Worker	16	1	0	0
<b>FULL TIME Subtotal</b>		<b>30</b>	<b>30</b>	<b>30</b>
<b>Water Maintenance</b>				
Wtr Prod Poll Contrl Brch Supt	31	1	1	1
Instrmentation & Controls Spec	28	1	1	1
WQC Maintenance Supv	26	1	1	1
Crew Supervisor CDL	24	1	1	1
WQC Maintenance Asst Supv	24	1	1	1
Electronic Technician Senior	23	2	3	3
Water Maintenance Mech Sr	23	3	3	3
WQC Electrical Specialist	23	3	2	2
WQC Maintenance Coord	23	1	1	1
Contractural Service Inspector	21	1	1	1
Water Maintenance Mechanic	21	7	7	7
Crew Worker Senior	18	1	1	1
General Maintenance Worker, Sr	18	2	2	2
<b>FULL TIME Subtotal</b>		<b>25</b>	<b>25</b>	<b>25</b>
<b>Water Laboratory</b>				
Chemist, Senior	26	1	1	1
Chemist	25	1	1	1
Water Wastewater Lab Tech, Sr	23	6	6	6
Water Wastewater Lab Tech	21	1	1	1
<b>FULL TIME Subtotal</b>		<b>9</b>	<b>9</b>	<b>9</b>
<b>Sewer Lab Admin &amp; Supervision</b>				
Lab Monitor Supervisor	30	1	1	1
Lab Monitor Asst Supv	28	1	1	1
Administrative Assistant I	21	1	1	1
<b>FULL TIME Subtotal</b>		<b>3</b>	<b>3</b>	<b>3</b>
<b>Sewer Laboratory</b>				
Biologist	25	1	1	1
Chemist	25	2	2	2
Water Wastewater Lab Tech, Sr	23	3	7	7
Water Wastewater Lab Tech	21	4	0	0
<b>FULL TIME Subtotal</b>		<b>10</b>	<b>10</b>	<b>10</b>
<b>Sewer Monitoring</b>				
Environmentalist, Senior	25	1	1	1
Environmentalist	24	1	1	1
Environmental Tech, Sr	23	4	4	4

**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		
		2012	2013	2014
Environmental Technician	21	2	2	2
FULL TIME Subtotal		8	8	8
<b>WPC Snapfinger Plants</b>				
Wtr Prod Poll Contrl Brch Supt	31	1	1	1
Wt Prod Poll Contrl Brn Ast Sp	30	1	1	1
Engineer, Senior	29	1	1	1
WQC Plant Supervisor	26	1	1	1
WQC Foreman	25	5	5	5
Crew Supervisor CDL	24	1	1	1
WQC Operator, Principal	24	3	3	3
Water Wastewater Lab Tech, Sr	23	1	0	0
WQC Operator Senior	23	6	5	5
Administrative Assistant I	21	1	1	1
Equipment Operator Principal	21	3	3	3
Water Wastewater Lab Tech	21	0	1	1
WQC Operator	19	2	3	3
Crew Worker Senior	18	3	3	3
Equipment Operator	18	1	1	1
FULL TIME Subtotal		30	30	30
<b>WPC Pole Bridge Creek Plant</b>				
Wtr Prod Poll Contrl Brch Supt	31	1	1	1
WQC Plant Supervisor	26	2	2	2
WQC Foreman	25	4	4	4
WQC Operator Senior	23	3	4	4
WQC Operator	19	1	0	0
FULL TIME Subtotal		11	11	11
<b>WPC Pole Bridge Maintenance</b>				
WQC Maintenance Supv	26	1	1	1
WQC Maintenance Asst Supv	24	2	2	2
Electronic Technician Senior	23	1	1	1
Water Maintenance Mechanic	21	3	3	3
Crew Worker Senior	18	1	1	1
FULL TIME Subtotal		8	8	8
<b>WPC Facilities Maintenance</b>				
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
<b>C &amp; M Div Management &amp; Admin</b>				
Dep Dir WM Const & Maint	AH	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		
		2012	2013	2014
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
<b>FULL TIME Subtotal</b>		<b>7</b>	<b>7</b>	<b>7</b>
<b>Technical Services</b>				
Asst Dir WM-Cap Imprv Prog	AF	0	1	1
Engineering Supervisor	33	1	2	2
Engineer, Principal	30	2	1	1
Engineer, Senior	29	5	5	5
Chief Construction Inspector	28	1	1	1
Production Control Manager	28	1	1	1
Production Control Supervisor	26	1	1	1
Construction Inspector	25	8	8	8
Cross Connection Control Spec	24	1	1	1
Engineering Technician Senior	24	1	1	1
GIS Specialist II	24	1	1	1
Administrative Assistant II	23	1	1	1
Crew Supervisor	23	1	1	1
Cross Connect Control Spc Asst	23	2	2	2
Engineering Technician	23	1	1	1
GIS Specialist I	23	5	5	5
Administrative Assistant I	21	2	2	2
Office Assistant Senior	19	1	1	1
<b>FULL TIME Subtotal</b>		<b>35</b>	<b>36</b>	<b>36</b>
<b>District 1 - Maintenance</b>				
Construction Maintenance Supt	30	1	1	1
Engineer, Principal	30	1	1	1
General Foreman Watershed Mgt	26	5	5	5
Construction Inspector	25	1	1	1
Crew Supervisor CDL	24	14	14	14
Equipment Operator Principal	21	4	4	4
Service Request Technician	20	1	1	1
Equipment Operator Senior	19	2	2	2
Crew Worker Senior	18	22	24	24
Equipment Operator	18	3	3	3
Crew Worker	16	10	8	8
<b>FULL TIME Subtotal</b>		<b>64</b>	<b>64</b>	<b>64</b>
<b>Construction</b>				
Construction Maintenance Supt	30	1	1	1
General Foreman Watershed Mgt	26	5	5	5
Construction Inspector	25	2	2	2
Construction Supervisor	24	4	4	4
Crew Supervisor CDL	24	17	17	17
Equipment Operator Principal	21	6	6	6
Service Request Technician	20	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		
		2012	2013	2014
Equipment Operator Senior	19	3	3	3
Field Service Representative	19	1	1	1
Crew Worker Senior	18	38	40	40
Equipment Operator	18	3	3	3
Meter Mechanic	18	2	2	2
Crew Worker	16	10	8	8
<b>FULL TIME Subtotal</b>		<b>93</b>	<b>93</b>	<b>93</b>
<b>District 2 - Maintenance</b>				
Construction Maintenance Supt	30	1	1	1
General Foreman Watershed Mgt	26	6	6	6
Construction Inspector	25	1	1	1
Crew Supervisor CDL	24	17	17	17
Public Works Dispatch, Supv	23	1	1	1
Equipment Operator Principal	21	7	7	7
Service Request Technician	20	1	1	1
Dispatcher	19	9	9	9
Equipment Operator Senior	19	1	1	1
Crew Worker Senior	18	33	36	36
Equipment Operator	18	2	2	2
Crew Worker	16	11	7	7
Trainee I	14	0	1	1
<b>FULL TIME Subtotal</b>		<b>90</b>	<b>90</b>	<b>90</b>
<b>District 3 - Maintenance</b>				
Construction Maintenance Supt	30	1	1	1
General Foreman Watershed Mgt	26	5	5	5
Construction Inspector	25	1	1	1
Crew Supervisor CDL	24	12	12	12
Heavy Equipment Truck Mechanic	23	2	2	2
Equipment Operator Principal	21	6	6	6
Welder Senior	21	0	1	1
Service Request Technician	20	1	1	1
Equipment Operator Senior	19	3	3	3
Welder	19	1	0	0
Crew Worker Senior	18	19	19	19
Equipment Operator	18	4	4	4
Crew Worker	16	5	5	5
<b>FULL TIME Subtotal</b>		<b>60</b>	<b>60</b>	<b>60</b>
<b>Compliance</b>				
Asst Dir PW, Finance & Admin	AF	1	1	1
Engineer, Senior	29	1	1	1
Engineer	28	1	1	1
Compliance Division Supv WM	26	1	1	1
Administrative Coordinator	25	0	1	1
Construction Inspector	25	4	4	4
Compliance Inspector	24	8	8	8
GIS Specialist II	24	1	1	1
Administrative Assistant II	23	1	0	0
Crew Supervisor	23	4	4	4

**WATER & SEWER OPERATING FUND****FUNCTION: PLANNING & PUBLIC WORKS****AUTHORIZED POSITION LIST BY COST CENTER**

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

<b>COST CENTER /POSITION</b>	<b>SALARY RANGE</b>	<b>NUMBER OF POSITIONS</b>		
		<b>2012</b>	<b>2013</b>	<b>2014</b>
Administrative Assistant I	21	1	1	1
Crew Worker Senior	18	12	12	12
Crew Worker	16	1	1	1
FULL TIME Subtotal		36	36	36
<b>FULL TIME Total</b>		<b>682</b>	<b>686</b>	<b>685</b>
<b>ALL POSITIONS Total</b>		<b>682</b>	<b>686</b>	<b>685</b>

See Finance Department Section of this Budget Book for the total authorized positions for the Revenue Collections and Treasury Cost Centers. The Water and Sewer Revenue Fund fully funds those Treasury and Accounting Services division positions that are assigned to water/sewer work. There are 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's treatment plants, as well as thousands of miles of water and sewer pipes, have required significant repairs and upgrades. For example, the Snapfinger Wastewater Treatment Plant which was built in 1963, and has not had substantial upgrades since 1983; the Polebridge Wastewater Treatment Plant which was built in 1973, and was last substantially updated in 1990. Extensive work has been necessary to address aged conditions, satisfy tightening federal and state regulations for water and wastewater, and plan for future demands due to growth. Among the critical types of improvements are the following:

- \$378 million to rebuild, upgrade, and expand the Snapfinger Wastewater Treatment Plant.
- \$65 million to upgrade sections of the Polebridge Wastewater Treatment Plant.
- \$38 million to upgrade the Scott Candler Water Treatment Plant.
- \$179 million to repair, replace, and update parts of the water distribution system.
- \$600 million to repair, replace, and update the wastewater collection system.
- \$82 million to begin water reuse and to return treated wastewater to the Chattahoochee River per state water planning requirements.
- \$36 million for vehicles and equipment necessary to deliver repairs and improvements to the water and wastewater systems

To finance the cost of the capital improvements program, it has been necessary to raise water and sewer rates each year by 13% for the years 2012, 2013, and 2014 which amounts to an increase of approximately \$8.00 to \$11.00 per month for the average household each year until 2014.

**FUNDING SOURCES**

	<b>ANTICIPATIONS BEGINNING 1998</b>
Construction Fund	356,398,659
2006 Water & Sewer Bonds	96,678,374
2011 Water & Sewer Bonds	394,481,705
Total	<b>\$847,558,738</b>

**WATER AND SEWER CONSTRUCTION FUND**

**FUNCTION: PLANNING & PUBIC WORKS**

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

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
ANNUAL ENGINEERING CONTRACT	\$12,000,000	\$3,604,628	\$8,395,372
RAW WATER PUMP STATION & LINE	2,407,000	827,859	1,579,141
RZEDB-STNCRST SNTARY SWR IMPRV	6,500,000	0	6,500,000
WATERSHED IMPROVEMENT PROJECTS	2,000,000	12,253	1,987,747
TANK REPAIR & PAINTING	1,000,000	679,600	320,400
HYPOCHLORITE GEN. (CONSTR.)	3,000,000	0	3,000,000
N. SHALLOWFORD RD BP ST	3,093,000	2,765,494	327,506
TILLY MILL BOOSTER PUMPING	2,000,000	1,198,960	801,040
WATER REUSE PROJECTS PLN.	2,000,000	0	2,000,000
SCOTT BLVD WATER REPL PH 1	6,000,000	0	6,000,000
CANDLER RD. WATER MAIN REPL	3,000,000	1,658,513	1,341,487
ADD'L CLEAR WELLS & PUMPING ST	2,000,000	1,361,457	638,543
PIPE BURSTING (2012-13)	2,000,000	11,900	1,988,100
MANHOLE REH (2012-13)	2,000,000	639,865	1,360,135
CLOSED-CIRCUIT TV INSP	5,000,000	975,615	4,024,385
RELINING	5,000,000	0	5,000,000
WATER HYDR MODELING	6,000,000	0	6,000,000
WATERWASTE HYDR MODELING	4,000,000	276,827	3,723,173
SEW MAP & MANHOLE INSP STUDY	15,000,000	4,513,914	10,486,086
SNAPFINGER WWTP EXP - PH 1	11,000,000	6,101,394	4,898,606
SNAPFINGER WWTP EXP - PH 2	225,481,705	4,063,479	221,418,226
POLE BRIDGE WWTP EXP - CONSTR	20,000,000	1,047,971	18,952,029
ROADHAVEN BLDG FUND	1,000,000	548,736	451,264
ORACLE BILLING SYS	4,000,000	454,237	3,545,763
ABESTOS CEMENT (A/C) LINE REPL	26,000,000	8,865,049	17,134,951
ABESTOS CEMENT LINE REPL - 1 P	9,000,000	5,185,486	3,814,514
SNAPFINGER WWTP EXP CONST MGM	14,000,000	975,502	13,024,498
COST OF ISSUANCE	427,906	427,906	0
RAW WATER PUMP STATION & LINE	49,500,000	49,382,452	117,548
SURETY BONDS	1,250,468	1,250,468	0
SOUTHEAST LIFT STATIONS	10,000,000	7,477,131	2,522,869
WASTEWATER TREATMENT FAC	33,000,000	33,000,000	0
GDOT IMPROV	2,500,000	2,487,564	12,436
COST OF ISSUANCE	765,612	765,612	0

**WATER AND SEWER CONSTRUCTION FUND**

**FUNCTION: PLANNING & PUBIC WORKS**

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

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
FILTER PLANT EXPANSION	169,662,878	169,596,788	66,090
FILTER PLANT RESERVOIRS	49,424,697	49,382,416	42,280
INDIAN CREEK RELIEF SEWER	5,866,122	5,866,122	0
N FORK PEACHTREE RELIEF SEWER	5,740,531	5,740,531	0
NANCY CREEK TUNNEL	53,948,799	53,948,799	0
POLE BRIDGE AEROBIC DIGESTER	10,628,199	10,628,199	0
RAW WATER PUMP STATION & LINE	7,550,000	7,507,495	42,505
ROADHAVEN ANNEX BUILDING	2,758,551	2,706,076	52,475
S FORK PEACHTREE RELIEF SEWER	10,973,053	10,973,053	0
SEWER REN - INTERGOVERNMTL	4,500,000	4,390,804	109,196
SEWER REN - SNAPPINGER	10,167,851	8,919,262	1,248,590
SNAPPINGER EQUALIZATION TANK	7,036,182	7,036,182	0
SURETY BONDS	620,846	620,846	0
UNDERWRITERS DISCOUNT	1,751,751	1,751,751	0
VETERANS HOSP RELIEF SEWER	5,231,438	5,231,438	0
RESERVE - APPROPRIATION	5,000	0	5,000
SNAPPINGER ROTARY PRESS	4,500,000	4,084,672	415,328
SNAPPINGER SAFETY REPAIRS	940,000	771,474	168,526
SERV. LATERAL MAINS & REHAB	500,000	500,000	0
COMPREHENSIVE SSES PROG	2,058,309	2,004,298	54,011
SYSTEM ASS & REHAB	1,468,840	1,066,270	402,570
<b>TOTAL</b>	<b>\$847,258,737</b>	<b>\$493,286,347</b>	<b>\$353,972,390</b>

**WATER AND SEWER RENEWAL AND EXTENSION FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

**PROGRAM DESCRIPTION**

The Water and Sewerage Renewal and Extension (R&E) Fund is a separate fund to permit accounting for funds in excess of operating and debt service requirements used to renew or extend the current system. Expenditures from the Renewal and Extension Fund are made for replacements, additions, extensions and improvements or paying any obligations incurred for such purposes or paying the costs of any engineering studies, surveys or plans and specifications pertaining to future development or expansion of the system. State Law requires that capital project funds be portrayed as project-length rather than annual budgets. Consequently, the budget for this fund is no longer adopted as part of the County's annual budget process. The 1990 Bond Projects were moved from the Construction Fund to the R&E Fund in the 1996 budget.

**IMPACT ON OPERATING BUDGET**

As each project is completed, additional costs will be added to the operating budget.

**RECENT CHANGES**

In FY 2013, \$53,450,902.59 of accumulated revenue was transferred from the Operating fund to the Renewal & Extension Fund. In addition, the DeKalb County Department of Watershed Management has designed and implemented plans to replace the existing 24 inch concrete water transmission main with a new 36 inch ductile iron transmission main from Candler Road at Interstate Twenty to Memorial Drive at Beech Drive. This project has included the replacement of 6 inch concrete service mains along the length of the project with new 8 inch ductile iron pipe. Projects will continue to be funded as the need arises.

**2014**

The funding transfer from Operating Fund is budgeted at \$76,128,048. 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.

<b>FUNDING SOURCES</b>
------------------------

	<b>ANTICIPATIONS BEGINNING 1998</b>
Renewal and Extension Fund	<b>\$634,096,690</b>

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>
---

	<b>APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
Equipment	\$210,434,664	\$69,958,406	\$140,476,258
Capital Projects	423,662,026	400,749,153	22,912,872
<b>TOTAL</b>	<b>\$634,096,690</b>	<b>\$470,707,559</b>	<b>\$163,389,130</b>

**WATER AND SEWER RENEWAL AND EXTENSION FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

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

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
<b>Water Policy Projects</b>			
Firelines	\$5,903,155	\$5,749,777	\$153,378
Misc Water Inspections	406,785	200,460	206,325
Subdivisions and Water Main Extensions	11,346,636	10,973,518	373,118
<b>Total</b>	<b>\$17,656,576</b>	<b>\$16,923,755</b>	<b>\$732,821</b>
<b>Sewer Policy Projects</b>			
County Sewer Main Extension	\$339,267	\$339,267	\$0
Misc Sewer Inspections	4,781,822	4,216,934	564,888
Abestos Cement Line Repl - 1 P	426,611	0	426,611
Scott Candler Filter Plt	3,000,000	405,072	2,594,928
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	3,354,967	2,615,350	739,617
<b>Total</b>	<b>\$12,300,578</b>	<b>\$7,974,533</b>	<b>\$4,326,045</b>
<b>Water Miscellaneous Projects</b>			
Annual Engineering Contract	\$20,137,009	\$17,393,929	\$2,743,080
Annual Water Construction Contract	21,316,642	20,686,727	629,915
Industrials	897,825	897,825	0
County Main Renewals	29,479,586	29,101,830	377,756
Candler Rd. Water Main Repl	300,000	12,473	287,527
E Ponce De Leon Widening	313,699	313,699	0
GDOT Improvements	12,035,049	11,302,227	732,822
HOST Projects Design	128,816	104,940	23,876
Raw Water Pump Station & Line	1,209,199	1,209,199	0
Roberts Road Tank	89,375	89,375	0
Rockbridge Rd Widening	133	133	0
S DeKalb Water Main Repl-A,B,C	1,576,237	1,576,237	0
Tank Repair & Painting	0	0	0
Tucker Area Water Main Repl	1,247,176	1,247,176	0
Fire Hyd Repair & Replacement	3,475,500	2,043,570	1,431,930
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
		497,654	0
Water Main Replace - Bridges	497,654		
Water Meter Installations	39,519,869	37,362,823	2,157,046

**WATER AND SEWER RENEWAL AND EXTENSION FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

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

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
Water Meter Replacements	57,381,367	54,731,133	2,650,234
Water Pump Station Generators	188,637	188,637	0
Watershed Improvement Projects	810,000	810,000	0
Water Service Line Renewal	24,117,132	23,677,987	439,145
Water Tank Painting	4,665,458	4,665,458	0
<b>Total</b>	<b>\$222,393,337</b>	<b>\$210,920,005</b>	<b>\$11,473,332</b>
<b>Sewer Miscellaneous Projects</b>			
Annual Sewer Construction Contract	\$4,257,369	\$4,186,132	\$71,237
Briarwood Rd. Petition Sewer	2,000.00	\$2,000	0
Clayton Plant - Capital	15,840,010	15,840,010	0
Clarks Creek / Corn Creek Sewers	2,447,281	2,447,281	0
Covington-Panola Sewer	427,857	427,857	0
Dogwood Hills Petition Sewer	543,112	543,112	0
ECO Rest - Mason Mill PK	487,769	487,769	0
Elam Rd Area Sewers	912,821	912,821	0
Emory Area Water Mains	102,089	102,089	0
Emory Transmission Main	305,905	305,905	0
Lift Station Expansions	839,672	705,180	134,492
Lift Station Generators	1,449,905	1,449,905	0
Lift Station Upgrades	1,027,000	0	1,027,000
Lithonia Ind Blvd W&S Reloc	2,542,504	2,542,504	0
Manhole Raising Contract	17,634,276	16,691,639	942,637
Memorial Dr. Petition Sewer	41,675	41,675	0
Nancy CK Pump Sta / Force Main	331,360	331,360	0
N. Shallowford Rd. BP ST	70,000	60,000	10,000
Pleasant Hill Rd. Water Mains	261	261	0
Pleasant Ridge Dr. Sewers	487,492	487,492	0
Pole Bridge Land Purchase	937,126	937,126	0
Redan Rd Sewer	14,376	14,376	0
RZEDB-STNCRST SNTARY Sewer Improvement	650,000	0	650,000
Saddlewood Area Sewers	44,603	44,603	0
Sediment Removal Program	410,687	410,687	0
Sewer Rehabilitation - Intergovernmental	25,115,641	24,753,356	362,285
Sewer Rehabilitation - Pole Bridge	10,456,260	10,407,904	48,356
Sewer Rehabilitation - Snapfinger	56,653,402	56,290,025	363,377
Sewer Service Lines	17,476,498	16,849,041	627,457
Shadowbrook Petition Sewer	715,729	715,729	0
System Assess & Reh	8,901,881	6,758,047	2,143,834
Allgood at Redan	140,727	140,727	0
Whites Mill Rd Petition Sewer	26,546	26,546	0
Vista Dale Ct Petition Sewer	17,700	17,700	0
<b>Total</b>	<b>\$171,311,534</b>	<b>\$164,930,860</b>	<b>\$6,380,675</b>



**WATER AND SEWER RENEWAL AND EXTENSION FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

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

	<b>PROJECT APPROPRIATION BEGINNING 1998</b>	<b>EXPENDITURES BEGINNING 1998</b>	<b>BALANCE</b>
<b>Non-Project Expenditures</b>			
Computer Equipment - Additional	\$1,117,390	\$1,117,390	\$0
Computer Equipment - Replacement	259,409	259,409	0
Esement Clearing & Maintenance	4,100,000	1,638,542	2,461,458
ISIS Equipment / Contracts	11,700,000	9,682,617	2,017,383
Major Components - Sewer	4,001,813	4,001,799	14
Major Components - Water	2,031,499	2,031,499	0
CIP Insurance	5,230,730	5,140,057	90,673
G & A Cost Allocation	100,000	4,141	95,859
Operating Equipment - Additional	4,217,614	4,217,614	0
Operating Equipment - Replacement	18,794,109	11,513,054	7,281,055
ORACLE Billing Sys	2,400,000	9,970	2,390,030
P & C Admin Support	890,000	638,240	251,760
Reserve For Appropriation	122,129,080	0	122,129,080
Roadhaven Renovations	1,663,584	1,658,939	4,645
Sewer Plant Renovations	1,382,993	1,382,993	0
Gwinnett Cty - JAC CK / YEL	0	0	0
McCurdy BLDG Fund	500,000	0	500,000
City of Atl - Renw & Ext	21,416,721	18,173,994	3,242,727
Sewer System Survey	8,499,723	8,488,149	11,574
<b>Total</b>	<b>\$210,434,664</b>	<b>\$69,958,406</b>	<b>\$140,476,258</b>
<b>TOTAL</b>	<b>\$634,096,690</b>	<b>\$470,707,559</b>	<b>\$163,389,130</b>

**WATER & SEWER SINKING FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

**PROGRAM DESCRIPTION**

The Water & Sewerage Sinking Fund is a separate fund specifically designated to pay principal and interest payments on Revenue Bond issues and to maintain required reserves. Revenue is derived from a transfer of funds from the Water & Sewerage System Revenue Fund and from earnings on Sinking Fund investments. The Water & Sewerage System's financial condition is sound as demonstrated by the ratings of its bonds as of 2013 year end:

	Fitch <u>Ratings</u>	Moody's Investors <u>Service</u>	Standard & <u>Poor's</u>
Water & Sewerage System Revenue	AA-	Aa3	A+

**ACTIVITY MEASURES**

	1/1/11	1/1/12	1/1/13	1/1/14
Principal Balance (000's)	\$555,685,000	\$923,680,000	\$909,475,000	\$883,130,000

**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. Part of these funds was also 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.

In December 2013, the County refinanced the Series 2003 A & B bonds with no new cash created in order to take advantage of historically low interest rates and provide cash flow savings in 2013 and 2014. The Series 2013 Refunding Bonds were issued in the amount of \$134,375,000. To enlarge the pool of rating services that review DeKalb County's credit, a rating from Fitch Ratings was sought in 2013.

**Future**

The County continues to undertake numerous actions to improve financial operations. These measures include increased monitoring of revenues and expenditures in the system, increasing reserves over the next several years, additional procedures to prohibit the use of restricted funds for non-restricted uses, and engaging the County's financial advisors to assist in the attainment of these actions.

**WATER & SEWER SINKING FUND**

**FUNCTION: PLANNING & PUBLIC WORKS**

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Purchased / Contracted Services	(\$247)	\$0	\$0	\$0
Other Costs	0	247	457,581	457,581
Debt Service	57,236,884	62,392,772	67,828,224	67,828,224
Other Financing Uses	0	147,734,422	0	0
	<u>\$57,236,637</u>	<u>\$210,127,442</u>	<u>\$68,285,805</u>	<u>\$68,285,805</u>

**FUNDING SOURCES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
Water & Sewer Sinking	<u>\$57,236,637</u>	<u>\$210,127,442</u>	<u>\$68,285,805</u>
	\$57,236,637	\$210,127,442	\$68,285,805

**2014 BUDGET OBLIGATION  
WATER & SEWERAGE REVENUE BONDS BY SERIES  
AS OF January 1, 2014**

	<b>Principal</b>	<b>Interest</b>	<b>Total P&amp;I</b>
Series 2003 A & B	0	0	0
Series 2006 A & B	7,735,000	17,565,153	25,300,153
Series 2010	1,700,000	1,295,808	2,995,808
Series 2011	6,720,000	19,416,263	26,136,263
Series 2013	5,120,000	4,988,482	10,108,482
Total	\$21,275,000	\$43,265,705	\$64,540,705

**TOTAL BUDGET OBLIGATION  
WATER & SEWERAGE REVENUE BONDS BY SERIES  
AS OF January 1, 2014**

	<b>Principal</b>	<b>Interest</b>	<b>Total P&amp;I</b>
Series 2003 A & B	0	0	0
Series 2006 A & B	343,435,000	233,323,965	576,758,965
Series 2010	23,820,000	8,843,536	32,663,536
Series 2011	381,500,000	350,275,613	731,775,613
Series 2013	134,375,000	79,454,607	213,829,607
Total	\$883,130,000	\$671,897,721	\$1,555,027,721

**WATER & SEWER SINKING FUND****FUNCTION: PLANNING & PUBLIC WORKS**

<b>WATER &amp; SEWERAGE SINKING FUND</b> <b>TOTAL BUDGET OBLIGATION</b> <b>WATER &amp; SEWERAGE REVENUE BONDS, ALL SERIES</b> <b>AS OF January 1, 2014</b>
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	Principal	Interest	Total P&I
2014	21,275,000	43,265,705	64,540,705
2015	22,835,000	43,898,556	66,733,556
2016	23,775,000	42,906,356	66,681,356
2017	24,840,000	41,796,358	66,636,358
2018	25,955,000	40,622,102	66,577,102
2019	27,195,000	39,339,327	66,534,327
2020	28,485,000	37,996,407	66,481,407
2021	29,845,000	36,578,560	66,423,560
2022	31,285,000	35,083,846	66,368,846
2023	32,785,000	33,527,627	66,312,627
2024	35,355,000	31,845,132	67,200,132
2025	37,145,000	29,993,386	67,138,386
2026	36,675,000	28,047,988	64,722,988
2027	38,590,000	26,132,075	64,722,075
2028	40,600,000	24,116,100	64,716,100
2029	36,070,000	21,995,100	58,065,100
2030	37,930,000	20,131,950	58,061,950
2031	39,885,000	18,172,663	58,057,663
2032	41,945,000	16,112,350	58,057,350
2033	44,070,000	13,989,400	58,059,400
2034	46,320,000	11,747,550	58,067,550
2035	48,670,000	9,388,163	58,058,163
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	883,130,000	671,897,721	\$1,555,027,721

## 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. Beginning in 2014, health insurance costs are collected and disbursed from Balance Sheet accounts.

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 2014" 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 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Personal Services and Benefits	\$7,899,194	\$8,022,673	\$8,727,046	\$8,727,046
Purchased / Contracted Services	9,126,572	11,563,880	18,271,565	18,271,565
Supplies	20,823,488	20,354,670	20,116,203	20,116,203
Capital Outlays	33,664,135	36,977,820	20,454,619	20,454,619
Interfund / Interdepartmental	5,823,206	5,586,185	7,861,468	7,861,468
Other Costs	1,270,010	1,170,559	688,000	688,000
Retirement Services	31,595	31,595	0	31,595
Payroll Liabilities *	93,754,738	92,728,304	0	0
Total Expenditures	\$172,392,938	\$176,435,686	\$76,118,901	\$76,150,496
Reserves			25,067,448	25,067,448
Total Budget			\$101,186,349	\$101,217,944

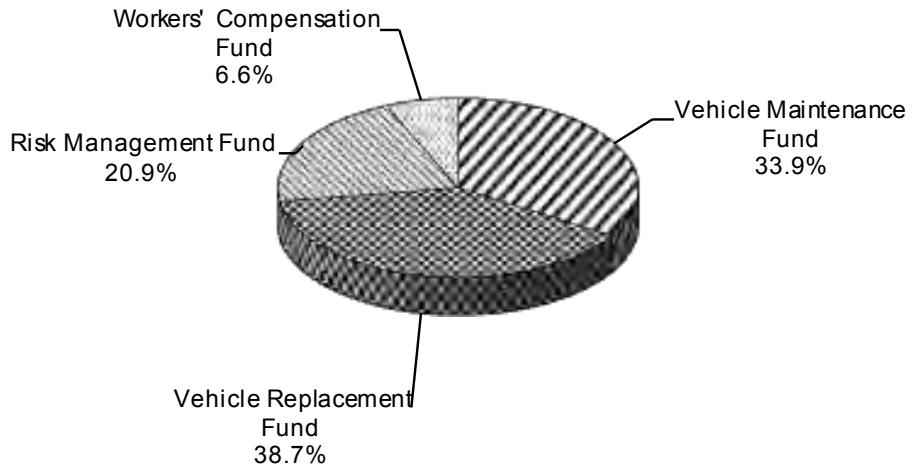
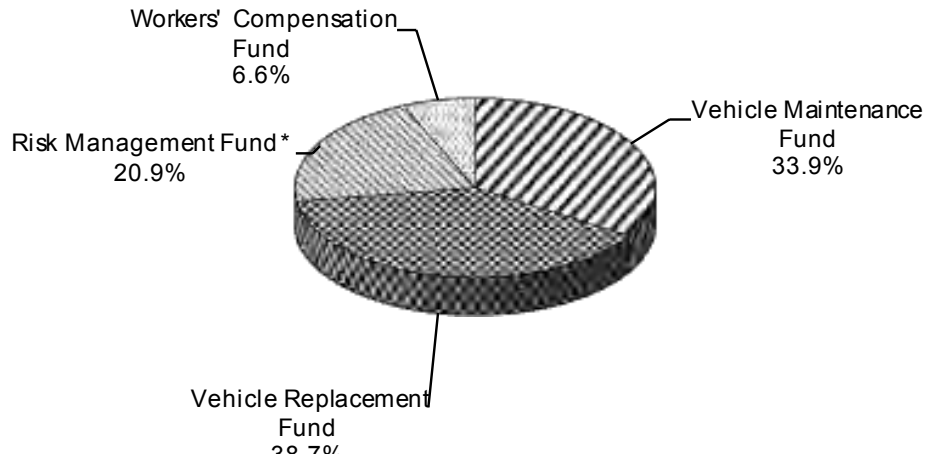
#### SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY FUND

	Actual 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
Vehicle Maintenance Fund	\$32,518,099	\$34,651,619	\$34,283,026	\$34,283,026
Vehicle Replacement Fund	34,163,262	37,138,418	39,165,331	39,165,331
Risk Management Fund *	99,133,162	98,500,126	21,135,271	21,135,271
Workers' Compensation Fund	6,578,415	6,145,522	6,634,316	6,634,316
Total Expenditures	\$172,392,938	\$176,435,686	\$101,217,944	\$101,217,944
Note: Reserves included in Total			25,067,448	25,067,448

\* Beginning in 2014, Health Insurance costs for active employees and pensioners is collected and disbursed from Balance Sheet accounts.

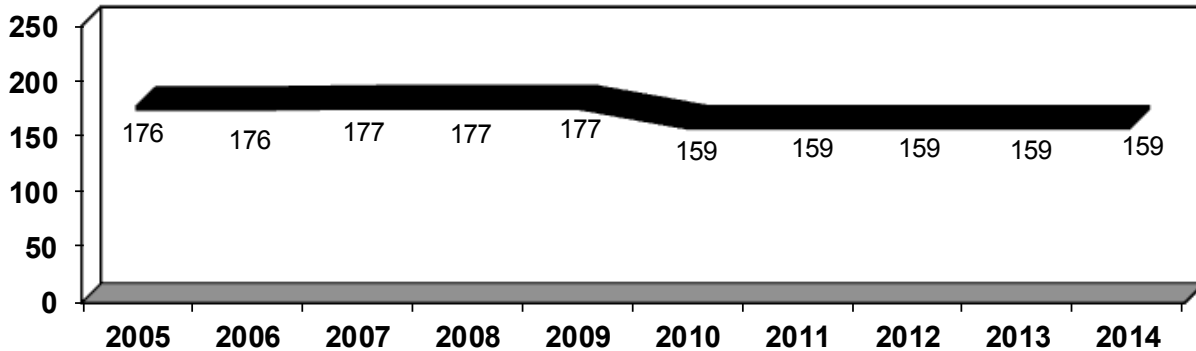
# FUNDS GROUP: Internal Service

## INTERNAL SERVICE FUNDS OPERATING DOLLAR 2014



**FUNDS GROUP: Internal Service**

**AUTHORIZED POSITIONS  
INTERNAL SERVICE FUNDS**



The only positions in the Internal Service Funds are in Fleet Maintenance. In 2004, 3 positions were added. In 2007, 2 positions were added to support the new Fire & Rescue vehicle facility and 1 position was transferred to Information Systems, for a net gain of 1 position. In 2008 and 2009, there were no changes in the number of authorized positions. In 2010, 18 vacant positions were abolished as part of the Early Retirement Option program.

**SUMMARY OF REVENUES AND ANTICIPATIONS BY FUND**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
<b>VEHICLE MAINTENANCE FUND</b>				
Licenses And Permits	(\$449)	(\$2,124)	\$0	\$0
Intergovernmental	201,660	224,808	200,000	200,000
Charges For Services	33,306,269	32,865,778	33,100,000	33,100,000
Miscellaneous Revenue	174,241	142,363	600,000	600,000
Fund Balance Carried Forward	(840)	0	383,026	383,026
<b>TOTAL</b>	<b>\$33,680,882</b>	<b>\$33,230,825</b>	<b>\$34,283,026</b>	<b>\$34,283,026</b>
<b>VEHICLE REPLACEMENT FUND</b>				
Use of Money & Property	\$29,003	\$20,867	\$7,500	\$7,500
Charges For Services	13,663,860	14,651,351	14,339,570	14,339,570
Miscellaneous Revenue	1,305,496	1,223,062	500,000	500,000
Fund Balance Carried Forward	23,228,178	21,857,701	24,318,261	24,318,261
<b>TOTAL</b>	<b>\$38,226,538</b>	<b>\$37,752,981</b>	<b>\$39,165,331</b>	<b>\$39,165,331</b>

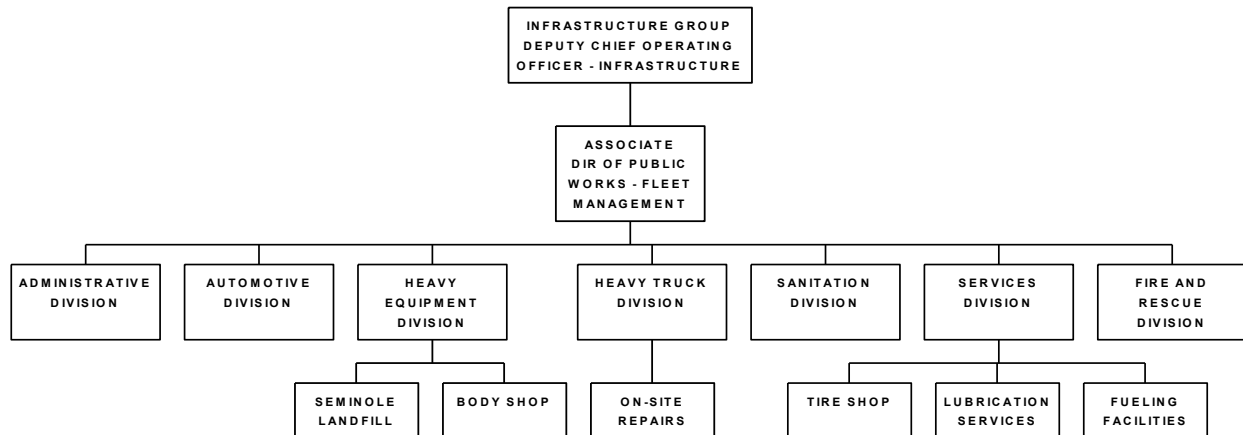
## FUNDS GROUP: Internal Service

SUMMARY OF REVENUES AND ANTICIPATIONS BY FUND				
	Actual 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
<b>RISK MANAGEMENT FUND</b>				
Charges For Services	\$6,978,648	\$7,940,435	\$9,549,743	\$9,549,743
Miscellaneous Revenue *	105,357,946	90,440,749	0	0
Interfunds	0	346,819	0	0
Fund Balance Carried Forward	(4,241,020)	10,495,052	11,585,528	11,585,528
<b>TOTAL</b>	<b>\$108,095,575</b>	<b>\$109,223,056</b>	<b>\$21,135,271</b>	<b>\$21,135,271</b>
<b>WORKERS' COMPENSATION FUND</b>				
Charges For Services	\$1,031,784	\$3,991,812	\$2,846,562	\$2,846,562
Miscellaneous Revenue	277,079	671,098	0	0
Fund Balance Carried Forward	9,194,588	5,005,998	3,787,754	3,787,754
<b>TOTAL</b>	<b>\$10,503,450</b>	<b>\$9,668,908</b>	<b>\$6,634,316</b>	<b>\$6,634,316</b>
<b>GRAND TOTAL</b>	<b>\$190,506,445</b>	<b>\$189,875,769</b>	<b>\$101,217,944</b>	<b>\$101,217,944</b>

SUMMARY OF REVENUES AND ANTICIPATIONS BY MAJOR CATEGORY				
	Actual 2012	Actual 2013	CEO'S Recommended Budget	Approved Budget 2014
LICENSES AND PERMITS	(\$449)	(\$2,124)	\$0	\$0
USE OF MONEY & PROPERTY	29,003	20,867	7,500	7,500
INTERGOVERNMENTAL	201,660	224,808	200,000	200,000
CHARGES FOR SERVICES	\$54,980,561	\$59,449,376	\$59,835,875	\$59,835,875
MISCELLANEOUS REVENUE *	107,114,763	92,477,272	1,100,000	1,100,000
INTERFUNDS	0	346,819	0	0
FUND BALANCE BROUGHT FORWARD	28,180,906	37,358,751	40,074,569	40,074,569
<b>TOTAL</b>	<b>\$190,506,445</b>	<b>\$189,875,769</b>	<b>\$101,217,944</b>	<b>\$101,217,944</b>

\* Beginning in 2014, Health Insurance costs for active employees and pensioners is collected and disbursed from Balance Sheet accounts.





**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. This will be achieved through a visionary leadership team that 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, including Wrecker Services, Fuel and Lube Services; 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 including Sanitation units; the Sanitation Division – responsible for all Sanitation Department equipment with a gross vehicle weights up to 13,000 pounds. Also, responsible for the welding shop and a lube bay for heavy trucks lubrication services; the Fire & Rescue Division – responsible for providing maintenance on all Fire and Rescue equipment with gross vehicle weights up to 13,000 pounds; and the Services Division – responsible for the Tire Shop and Parts Operations.

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

**PERFORMANCE INDICATORS**

	TARGET	2011	2012	2013
PREVENTIVE MAINTENANCE JOBS SCHEDULED/ BROUGHT IN BY DEPT	90%	96.00%	97.00%	97.00%
FUEL PURCHASED UNDER CONTRACT PRICE (PER GALLON) VS RETAIL / DIFFERENCE	Contract price lower than retail	\$ 0.64	\$ 1.72	\$ 1.05
TOTAL UNITS PER MECHANIC RATIO	30 Units	34	38	41
FLEET MAINTENANCE LABOR RATE vs. METRO ATLANTA REPAIR SHOP LABOR RATE	Rate lower than retail	\$ 48.00	\$ 30.00	\$ 44.00

**PUBLIC WORKS - VEHICLE MAINTENANCE FUND**

**FUNCTION: GENERAL GOVERNMENT**

<b>ACTIVITY MEASURES</b>				
	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>Estimated 2014</b>
<b>Body Shop</b>				
Number of Repair Orders	470	491	498	508
Hours	6,788	6,937	7,056	7,046
<b>Car and Pick-up Shop</b>				
Number of Repair Orders	8,353	6,518	7,002	7,002
Hours	25,282	23,366	26,177	26,177
<b>Heavy Equipment Shop</b>				
Number of Repair Orders	1,853	1,853	1,719	1,659
Hours	11,521	341	8,882	8,827
<b>Seminole Landfill Shop</b>				
Number of Repair Orders	804	878	1,274	1,471
Hours	8,740	9,647	9,676	9,476
<b>Field Operations Shop</b>				
Number of Repair Orders	1,396	1,486	1,556	1,556
Hours	14,799	15,085	13,930	13,930
<b>Sanitation Division Shop</b>				
Number of Repair Orders	3,908	3,857	3,673	3,673
Hours	29,762	30,473	32,032	30,000
<b>Fire Equipment Shop</b>				
Number of Repair Orders	3,130	3,186	2,351	2,100
Hours	18,709	18,432	17,024	15,800
<b>Tire Shop</b>				
Number of Repair Orders	7,052	6,327	5,768	5,845
Hours	7,380	8,184	8,470	8,554

**MAJOR ACCOMPLISHMENTS IN 2013**

**Ensure Efficient Operations**

Maintained 95% in-service rate.

Piloted new GPS software as a means to reduce idling time. Piloted propane fuel in law enforcement departments.

**Ensure Fiscal Integrity**

Re-assigned or sent to surplus or auction underutilized units to ensure DeKalb's fleet is being utilized in the most efficient manner.

Set repair limits for older units and opted not to repair some units that are not cost effective.

**Invest in Employees**

Employees obtained Automotive Service Excellence (ASE) certifications and Emergency Vehicle Technician (EVT) certifications.

Implemented a safety incentive plan and averaged more than 280 hours of training per month.

**MAJOR GOALS FOR 2014 AND LINKS TO THE COUNTY'S PRIMARY GOALS, CRITICAL SUCCESS FACTORS, AND STRATEGIC PLAN PRIORITY**

**Ensure Efficient Operations**

To maintain and exceed 90% in-service rate.

To maintain and exceed 95% preventive maintenance (PM) completion date.

**Ensure Fiscal Integrity**

To expand GPS Locator Systems to reduce fuel consumption.

To expand use of alternative fuel.

**Invest in Employees**

To create/implement rewards for HAZMAT, ASE and EVT certificates.

**PUBLIC WORKS - VEHICLE MAINTENANCE FUND**

**FUNCTION: GENERAL GOVERNMENT**

To increase training and technical certifications to enhance employee development.

**MAJOR BUDGETARY IMPACTS**

**Previous**

In 2010, \$29,213,563 was approved for basic operations. Also in 2010, 28 employees accepted the Early Retirement Option (ERO) program and the BOC abolished 18 vacant positions due to the ERO program.

In 2011, \$29,760,000 was approved for basic operations.

In 2012, \$33,311,564 was approved for basic operations.

In 2013, \$34,650,001 was approved for basic operations.

**2014**

The approved operating budget is \$34,283,026. The recommendation for gasoline and diesel fuel appropriations is based on estimated per gallon costs derived from federal government projections of 2014 costs as a percent increase over 2013 projected costs. The budgeted quantities are based on projected 2013 gallons consumed. This budget allocates \$450,000 for restoration of landfill maintenance facility.

**Future**

The Fleet Management Division will continue to be challenged by increasing / volatile fuel costs. The Fiscal Year 2014 Budget is likely to continue to be impacted by suspensions in the vehicle replacement program in recent years. The economic environment will also necessitate greater emphasis on managing / allocating the existing fleet and keeping existing vehicles operable and safe for longer periods of time and for more miles.

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Discounts Taken	(\$116)	\$0	\$0	\$0
Fleet Maintenance	32,518,214	34,651,497	34,283,026	34,283,026
Purchasing - Fleet Maintenance *	0	122	0	0
	<b>\$32,518,099</b>	<b>\$34,651,619</b>	<b>\$34,283,026</b>	<b>\$34,283,026</b>

<b>SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY</b>				
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$7,813,688	\$7,949,406	\$8,627,046	\$8,627,046
Purchased / Contracted Services	2,765,764	5,217,217	3,513,822	3,513,822
Supplies	20,822,082	20,353,556	20,116,203	20,116,203
Capital Outlays	(13,973)	18,282	461,500	461,500
Interfund / Interdepartmental	411,785	393,412	461,834	461,834
Other Costs	687,158	688,151	1,071,026	1,071,026
Retirement Services	31,595	31,595	31,595	31,595
	<b>\$32,518,099</b>	<b>\$34,651,619</b>	<b>\$34,283,026</b>	<b>\$34,283,026</b>

<b>FUNDING SOURCES</b>			
	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
Public Works - Fleet Maintenance	\$32,518,099	\$34,651,619	\$34,283,026
	<b>\$32,518,099</b>	<b>\$34,651,619</b>	<b>\$34,283,026</b>

**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		
		2012	2013	2014
<b>Fleet Management</b>				
Assoc Dir PW Fleet Maint	AG	1	1	1
Security Services Manager	31	1	1	1
Fleet Specification Specialist	29	1	1	1
Admin Operations Mgr	28	1	1	1
Fleet Service Superintendent	28	5	5	5
Buyer	25	1	1	1
Accounting Supervisor	24	1	1	1
Automotive Body Repair Spvsr	24	1	1	1
Fleet Parts Supervisor	24	2	2	2
Fleet Service Supervisor	24	16	16	16
Administrative Assistant II	23	1	1	1
Auto Body Repair WorkerSenior	23	2	2	2
Fleet Service Technician IV	23	63	63	63
Automotive Body Repair Worker	21	3	3	3
Fleet Parts Expediter	21	3	3	3
Fleet Service Technician III	21	21	21	21
Fleet Towing and Recovery Oper	21	2	2	2
Payroll Personnel Tech Sr	21	1	1	1
Accounting Tech Senior	19	5	5	5
Fleet Parts Technician	19	10	10	10
Office Assistant Senior	19	4	4	4
Fleet Parts Transport Clerk	18	1	1	1
Fleet Service Technician II	18	7	8	8
Fleet Service Technician I	16	7	6	6
FULL TIME Subtotal		160	160	160
<b>FULL TIME Total</b>		160	160	160
<b>ALL POSITIONS Total</b>		160	160	160

**VEHICLE REPLACEMENT FUND****FUNCTION: GENERAL GOVERNMENT****PROGRAM DESCRIPTION**

The Vehicle Replacement Fund is maintained as a separate group of accounts within the Internal Services Funds classification. It was established to ensure that sufficient capital exists to replace each unit in the County fleet when replacement criteria indicate replacement is warranted. Revenues to the fund are vehicle replacement charges and contributions for additions to the fleet that are provided by other funds. All expenditures for purchase of County fleet units are made from the Vehicle Replacement Fund.

Vehicle replacement charges are based upon the cost and useful life of each unit in the County's fleet. These charges are assessed each year and are held in reserve until the replacement purchase is made. Any temporarily idle funds are invested to provide additional income as a hedge against inflation and unexpected or unusual price increases. Vehicle replacement decisions are based upon mileage (or hours of operation) and age and/or repair costs. The Associate Director of Public Works-Fleet Maintenance is responsible for requisitioning vehicle replacements as required.

Additions to the fleet must be specifically approved by the Board of Commissioners. Funding for additional fleet units is initially appropriated in the applicable department and transferred to the Vehicle Replacement Fund.

**ACTIVITY MEASURES**

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Estimated 2014</b>
Vehicle Replacement				
Units Scheduled	365	265	208	338
Units Replaced	236	232	267	338
Vehicle Addition				
Units Added - Purchase	11	14	0	50
Vehicles in Fleet	3,229	3,243	3,232	3,161

**MAJOR BUDGETARY IMPACTS****Previous****2009**

The vehicle replacement program was suspended; no vehicles were scheduled for replacement and departments were not charged by the fund for future replacements during the year. The only charges to the departments were the 2<sup>nd</sup> year of payments for the initial Car & Pickup loan (made in 2008) in the amount of \$982,524, the 1<sup>st</sup> year of payments from an additional loan in the amount of \$350,000, and back-billing of \$642,121 for vehicles purchased in 2006 and 2007 that were originally scheduled for financing through the Master Lease Program, but were eventually financed by the Fund.

**2010**

The vehicle replacement program was partially resumed for Enterprise Funds and certain Public Safety vehicles. This involved the full resumption of replacements and replacement charges for the Enterprise Funds. In Public Safety, ambulance and fire vehicle replacements resumed and a limited number of patrol vehicles were scheduled for replacement, but the only actual vehicle replacement charges were for an ambulance upgrade cost differential. Otherwise in the Tax Funds departments, no vehicles were scheduled for replacement and departments were not charged by the fund for future replacements during the year. The only charges to the departments were the 3<sup>rd</sup> (and final) year of payments for the initial Car & Pickup loan (see above) in the amount of \$982,524, the 2<sup>nd</sup> year of payments from the additional loan in the amount of \$350,000, and back-billing of \$260,509 for vehicles purchased in 2006 and 2007 that were originally scheduled for financing through the Master Lease Program, but were eventually financed by the Fund.

\$17,220,790 was appropriated for the replacement of 133 units. \$1,339,600 was appropriated for the addition of 20 units, including 15 units for Watershed Management, 4 vehicles for the State Court Marshal, and 1 vehicle for E911.

The 2010 Budget also included the transfer of reserves to the General Fund in the amount of \$2,245,146. The appropriation includes reserves for future replacement of \$8,842,198.

**MAJOR BUDGETARY IMPACTS (continued)****2011**

Replacement vehicles for the Enterprise Funds were approved and vehicle recovery charges were appropriated in those departments. In the Tax Funds the requested vehicle replacement list was prioritized into High Priority and Low Priority vehicles. Replacements for the Low Priority list were deferred. The vehicles in the High Priority list having a useful life of 2 years (mainly police patrol cars) were approved for purchase from the Vehicle Replacement Fund and recovery charges for those vehicles resumed. The remainder of vehicles in the High Priority list was approved for purchase using lease/purchase financing (with principal and interest paid from the Vehicle Replacement Fund) and recovery charges for those vehicles were deferred.

Also in 2011, the 3<sup>rd</sup> and final year of payments from the additional loan in the amount of \$350,000 was charged to car and pickup using departments. Back-billing of \$198,024 was also charged to departments for vehicles purchased in 2006 and 2007 that were originally scheduled for financing through the Master Lease Program, but were eventually financed by the Fund.

\$14,993,800 is appropriated for the replacement of 249 units from the Vehicle Replacement Fund. Of that amount, \$3,400,000 is for the replacement of 136 police package patrol cars. \$198,000 is appropriated for the addition of 11 pickup trucks for Watershed Management. \$729,421 is appropriated for first-year payments of the 2011 replacement vehicles financed through lease/purchase.

In 2010, one of the County's two helicopters was destroyed in a non-fatal training accident. Insurance proceeds in the amount of \$2,825,000 were deposited into the Vehicle Replacement Fund. The Board of Commissioners approved the use of \$440,000 of that amount to overhaul the engine of the remaining unit, leaving \$2,385,000 appropriated in the Fund for the purchase of the replacement unit.

The 2011 Budget also includes the transfer of reserves to the General Fund in the amount of \$3,500,000, due to the deferral (or cancellation) of future ambulance purchases (for which recovery charges had been made). The appropriation includes reserves for future replacement of \$3,715,031.

**2012**

Replacement vehicles for the Enterprise Funds were approved and vehicle recovery charges were appropriated in those departments. In the Tax Funds the requested vehicle replacement list was prioritized into High Priority, Medium Priority, and Low Priority vehicles. Replacements for the Low and Medium Priority lists were deferred. The vehicles in the High Priority list having a useful life of 2 years (mainly police patrol cars) were approved for purchase from the Vehicle Replacement Fund and recovery charges for those vehicles continued. The remainder of vehicles in the High Priority list was approved for purchase using lease/purchase financing (with principal and interest paid from the Vehicle Replacement Fund) and recovery charges for those vehicles were deferred.

Also in 2012, back-billing of \$188,716 was charged to departments for vehicles purchased in 2006 and 2007 that were originally scheduled for financing through the Master Lease Program, but were eventually financed by the Fund.

\$11,615,500 is appropriated for the replacement of 158 units from the Vehicle Replacement Fund. Of that amount, \$2,400,000 is for the replacement of 83 police package patrol cars. \$2,700,000 is appropriated for first- and second-year payments of the 2012 and 2011 replacement vehicles financed through lease/purchase.

\$2,388,884 remains in the Vehicle Replacement Fund's Capital Outlay budget for the replacement of the helicopter lost in the 2010 accident (see above). Also, approximately \$440,000 remains in the Maintenance budget, earmarked for helicopter overhaul.

**2013**

Replacement vehicles for the Enterprise Funds were approved and vehicle recovery charges were appropriated in those departments. In the Tax Funds the requested vehicle replacement list was prioritized into High and Low Priority vehicles. Replacements for the Low Priority lists were deferred. The vehicles in the High Priority list having a useful life of 2 years (mainly police patrol cars) were approved for purchase from the Vehicle Replacement Fund and recovery charges for those vehicles continued. The remainder of vehicles in the High Priority list was approved for purchase using lease/purchase financing (with principal and interest paid from the Vehicle Replacement Fund) and recovery charges for those vehicles were deferred.

\$13,303,500 is appropriated for the replacement of 169 units from the Vehicle Replacement Fund. Of that amount, \$2,112,000 is for the replacement of 83 police package patrol cars.

The 2013 budget also included the transfer of reserves to the General Fund in the amount of \$2,000,000. The appropriation includes reserves for future replacement of \$5,915,810.

**VEHICLE REPLACEMENT FUND**

**FUNCTION: GENERAL GOVERNMENT**

**MAJOR BUDGETARY IMPACTS (continued)**

**2014**

Replacement vehicles for the Enterprise Funds were approved and vehicle recovery charges were appropriated in those departments. In the Tax Funds the requested vehicle replacement list was prioritized into High and Low Priority vehicles. Replacements for the Low Priority lists were deferred. The vehicles in the High Priority list having a useful life of 2 years (mainly police patrol cars) were approved for purchase from the Vehicle Replacement Fund and recovery charges for those vehicles continued. The remainder of vehicles in the High Priority list was approved for purchase using lease/purchase financing (with principal and interest paid from the Vehicle Replacement Fund) and recovery charges for those vehicles were deferred.

The amount \$39,165,331 is the approved operating budget. The county is currently under a Master Lease Purchase agreement for vehicles. This budget plans on replacing 183 vehicles at the cost of \$10,156,900; Addition of 70 new vehicles (financed by lease/purchase) at the cost of \$430,000; Lease-purchase replacement of 100 vehicles at the cost of \$617,967. Funding includes a take home car initiative for police officers.

**Future**

The full reinstatement and nature of the vehicle replacement program in Fiscal Year 2014 and following will be determined by general economic conditions and possible reallocation of fleet assets due to organizational changes.

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Vehicle Additions To Fleet	\$6,685	\$6,685	\$0	\$0
Vehicle Replacement	34,156,577	37,131,733	39,165,331	39,165,331
	<u>\$34,163,262</u>	<u>\$37,138,418</u>	<u>\$39,165,331</u>	<u>\$39,165,331</u>

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	(\$9,126)	\$0	\$0	\$0
Purchased / Contracted Services	444,518	115,959	6,900,000	6,900,000
Supplies	0	11	0	0
Capital Outlays	33,678,107	36,959,538	19,993,119	19,993,119
Interfund / Interdepartmental Charges	49,763	62,910	19,634	19,634
Other Costs	0	0	12,252,578	12,252,578
	<u>\$34,163,262</u>	<u>\$37,138,418</u>	<u>\$39,165,331</u>	<u>\$39,165,331</u>

**FUNDING SOURCES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
Vehicle Replacement	\$34,163,262	\$37,138,418	\$39,165,331
	<u>\$34,163,262</u>	<u>\$37,138,418</u>	<u>\$39,165,331</u>

**FUND DESCRIPTION**

The Risk Management Fund includes the following coverages: unemployment insurance; group health and life; building and contents; boiler and machinery; various floaters; monies, securities, and blanket bond; airport liability insurance; police helicopters; and loss control. Also, included are funds for the defense of claims brought against the County, its officers and employees.

The rise in premium charges in health insurance led DeKalb County to enter a self-funding arrangement for employees and retired workers in 1988, contracting with a private provider to handle the administration of claims processing for group health, and provide stop-loss coverage, indemnifying the County against catastrophically heavy health insurance claims by any one individual. Health Maintenance Organization options are also available for all employees and retirees.

Revenues to the fund to support premiums and payments are generated by interfund charges to the various departmental budgets and employee payroll deductions. The charges for unemployment compensation, and group health and life insurance are treated as fringe benefits expenditures within the personal services budget of the operating departments.

In 2004, the Risk Management Fund components began reporting as two separate individual funds. The Workers Compensation component is now reported under the Workers Compensation Fund. The Group Life & Health component and other miscellaneous insurance components are part of the Risk Management Fund for reporting purposes.

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

In 2009, the County changed providers in order to control escalating health insurance costs for employees, retirees and the County. Blue Cross / Blue Shield and United Healthcare were replaced by CIGNA. Also, the prescription coverage and dental coverage were separated from the healthcare insurance providers, and replaced with standalone contracts with CVS/Caremark for prescriptions and United Concordia for dental. The Payroll Liabilities for Group Life and Health Insurance decreased by 12.1% from \$84,081,834 (the 2008 budget) to \$73,904,590 (the 2009 budget). The Purchased/Contracted Services category which contains the property and casualty insurance for the County decreased 9% for 2009 as compared with the 2008 appropriation. A Wellness Program to partially reimburse employees for gym membership was funded for the first time as part of the 2009 budget process.

In 2010, the recommended budget of \$82,877,878 for Payroll Liabilities for Group Life and Health Insurance decreased by 1% below the 2009 budget. This budget also included \$250,000 for full year funding of the Wellness Program which reimbursed employees for their health club memberships. In 2010, the County changed the administration and processing of self-insured health insurance for CIGNA to only PPO high and PPO low coverage effective January 2011.

In 2011, Kaiser remained as the fully-insured provider. There was no change to the dental insurance provider United Concordia. There was no change to the prescription component of Caremark. This budget included \$250,000 due to the introduction of the Wellness Program that reimbursed employees for their health club memberships.

In 2012, the Fund's appropriation (including reserve) of \$114,909,689 was a 3.5% increase above the 2011 budget (including reserve) of \$110,998,494.

In 2013, the adopted budget was \$111,763,760, a decrease of 2.7% below the 2012 budget. This included \$10,395,052 in reserve.

**2014**

The adopted budget is \$21,135,271 with \$11,585,528 in reserve. The radical change in budget was due to changing how payroll deductions were booked from payroll to liabilities.

**Future**

The impact of the Government Accounting Standards Board (GASB) Statement 45 ("Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions") which deals with nonmonetary retirement benefits such as other post-employment benefits (OPEBs) has not been determined at this time.



**RISK MANAGEMENT FUND**

**FUNCTION: GENERAL GOVERNMENT**

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
<b>Major Functions:</b>				
Group Health & Life	\$94,151,428	\$92,859,688	\$550,000	\$550,000
Other	1,406	1,294	11,585,528	11,585,528
Unemployment Compensation	582,852	482,408	500,000	500,000
Building and Contents	247,241	944,217	1,326,500	1,326,500
Boiler and Machinery	(325)	(325)	51,000	51,000
Non-Immunity Expenses	461,173	46,950	2,000,000	2,000,000
Vehicle Insurance	3,551,635	3,820,608	4,452,655	4,452,655
Airport Liability	(6,066)	(5,078)	6,588	6,588
Police Helicopter	4,130	179,333	150,000	150,000
Monies, Security & Blanket Bond	(2,021)	31,650	35,000	35,000
Loss Control	141,708	139,381	478,000	478,000
	<u>\$99,133,162</u>	<u>\$98,500,126</u>	<u>\$21,135,271</u>	<u>\$21,135,271</u>

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Personal Services and Benefits	\$94,633	\$73,266	\$100,000	\$100,000
Purchased / Contracted Services	4,238,360	5,168,096	6,949,743	6,949,743
Supplies	1,406	1,102	0	0
Interfund / Interdepartmental	461,173	46,950	2,000,000	2,000,000
Other Costs	582,852	482,408	12,085,528	12,085,528
Payroll Liabilities	93,754,738	92,728,304	0	0
	<u>\$99,133,162</u>	<u>\$98,500,126</u>	<u>\$21,135,271</u>	<u>\$21,135,271</u>

**FUNDING SOURCES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
Risk Management	<u>\$99,133,162</u>	<u>\$98,500,126</u>	<u>\$21,135,271</u>
	\$99,133,162	\$98,500,126	\$21,135,271

**WORKERS COMPENSATION FUND****FUNCTION: GENERAL GOVERNMENT****FUND DESCRIPTION**

The Workers Compensation Fund provides coverage for workers' compensation insurance.

In 2004, the Risk Management Fund components began reporting as two separate individual funds. The Workers Compensation component is now reported under the Workers Compensation Fund. The Group Life & Health component and all the other miscellaneous insurance components are part of Risk Management Fund for reporting purposes.

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

The Fund's 2008 appropriation (including reserve) of \$13,053,500 was an 8.9% increase above the 2007 budget appropriation (including reserve) of \$11,986,498. The Fund's 2009 appropriation (including reserve) of \$13,944,694 is a 6.8% increase above the 2008 budget appropriation (including reserve) of \$13,053,500.

The Fund's 2010 appropriation (including reserve) of \$12,909,688 was 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 was a 4% increase above the 2010 budget appropriation (including reserve) of \$12,909,688 this is due to increase compensation claims.

The Fund's 2012 appropriation (including reserve) of \$10,133,000 was a 7.6% decrease below the 2011 budget appropriation (including reserve) of \$13,393,000.

The Fund's 2013 appropriation (including reserve) of \$6,282,566 was a 38% decrease below the 2012 budget appropriation. This amount includes a reserve of \$346,316.

**2014**

The adopted budget of \$6,634,316 is an increase of 6% above the 2013 budget appropriation. This amount includes a reserve of \$346,316.

**Future**

No significant budget impacts are anticipated.

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

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
<b>Major Functions:</b>				
Workers Comp - Medical	2,238,967	3,116,392	3,450,000	3,450,000
Workers Comp - Expenses	33,920	49,027	35,000	35,000
Workers Comp - Indemnity	1,933,964	1,397,543	1,300,000	1,300,000
Workers Comp - Legal	262,179	164,134	175,000	175,000
Workers Comp - Other	1,258	438	2,000	2,000
Workers Comp - State	341,507	355,379	330,000	330,000
Workers Comp - State Assigned	88,689	0	88,000	88,000
Actuarial Services	0	0	8,000	8,000
Other Professional Services	1,317,222	625,867	450,000	450,000
Miscellaneous	961	422	0	0
Insurance - Workers Comp	359,747	436,320	450,000	450,000
Workers Comp - Reserve	0	0	346,316	346,316
	<b>\$6,578,415</b>	<b>\$6,145,522</b>	<b>\$6,634,316</b>	<b>\$6,634,316</b>

**WORKERS COMPENSATION FUND****FUNCTION: GENERAL GOVERNMENT****SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>CEO'S Recommended Budget</b>	<b>Approved Budget 2014</b>
Purchased / Contracted Services	\$1,677,930	\$1,062,609	\$908,000	\$908,000
Interfund / Interdepartmental	4,900,485	5,082,913	5,380,000	5,380,000
Other Costs	0	0	346,316	346,316
	<b>\$6,578,415</b>	<b>\$6,145,522</b>	<b>\$6,634,316</b>	<b>\$6,634,316</b>

**FUNDING SOURCES**

	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Budget 2014</b>
Workers Compensation	\$6,578,415	\$6,145,522	\$6,634,316
	<b>\$6,578,415</b>	<b>\$6,145,522</b>	<b>\$6,634,316</b>





## The County

- Est. 1822 from parts of Henry, Gwinnett and Fayette counties, named after Baron Johann DeKalb
- Located immediately east of the City of Atlanta
  - Today, small portion of corporate limits of Atlanta falls within DeKalb County

- Other municipalities

Avondale Estates

Brookhaven

Chamblee

Clarkston

Decatur (County Seat)

Doraville

Dunwoody

Lithonia

Pine Lake

Stone Mountain

- Land area of approximately 269 square miles, 3<sup>rd</sup> most populous county in Georgia

- County Services

- Police, fire, EMS transport, sewage collection and treatment, water supply and distribution, refuse collection and disposal, recreational facilities, library services, public health, court services, highway construction and maintenance, building inspection, animal control, planning and land use





## The County *(continued)*

- Transportation

- Airport

- County owns and operates DeKalb-Peachtree Airport (700+ acre general aviation facility)
    - Second busiest airport in Georgia



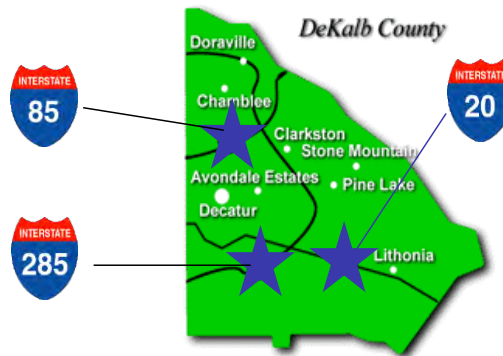
- Mass Transit--MARTA

- Bus/rail service throughout DeKalb and Fulton Counties
    - 10 rail stations in DeKalb County



- Highways/Freeways

- DeKalb is one of the few major counties with three major interstates (I-285, I-85 and I-20)
    - **Fact:** DeKalb County enjoys more miles of interstate than any other County in the State





## The County *(continued)*

- Transportation *(continued)*
  - Other transportation modes within DeKalb County
    - Bus lines
    - Railroads
- Education
  - Primary and Secondary
    - County boasts the 3rd largest public school system in the State
      - 99,000 + students K-12
      - 77 elementary schools, 19 middle schools, 22 high schools, 8 charter schools, 9 other schools
  - Higher Education
    - Atlanta MSA hosts some 36 colleges and universities offering approx. 350 programs of study to 100,000 students (e.g., law, medicine, pharmacy, fine arts)
    - **Colleges/Universities in DeKalb County:** Agnes Scott College, Columbia Theological Seminary, Emory University, Georgia Perimeter College, Luther Rice University, Oglethorpe University, and the Atlanta campus of Mercer University
    - **Technical Schools in DeKalb County:** DeVry Institute, Georgia Piedmont Technical College (largest technical school in State)





## The County *(continued)*

- Medical Facilities and Public Healthcare Interests
  - Extensive hospital, research and educational facilities in addition to qualified healthcare professionals have enabled DeKalb County to become one of the southeast's major medical centers
  - DeKalb County Hospitals
    - Children's at Egleston
    - Decatur (Atlanta) VA Medical Center
    - DeKalb Medical Center
    - DeKalb Medical Center @ Hillandale
    - Emory University Hospital
    - Wesley Woods Geriatric Hospital



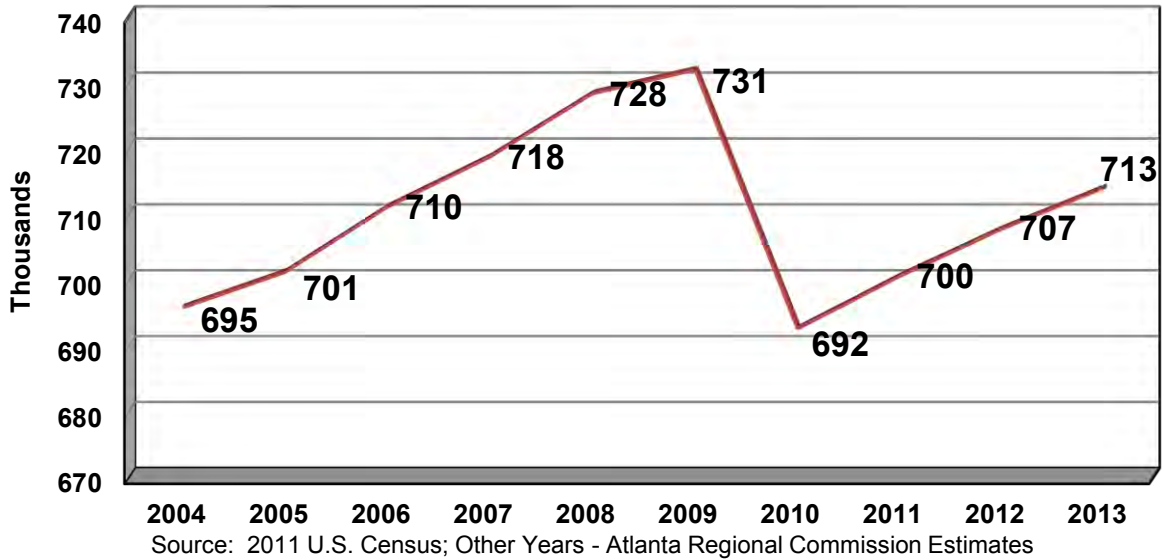
### ***National Headquarters:***

U.S. Centers for Disease Control and Prevention

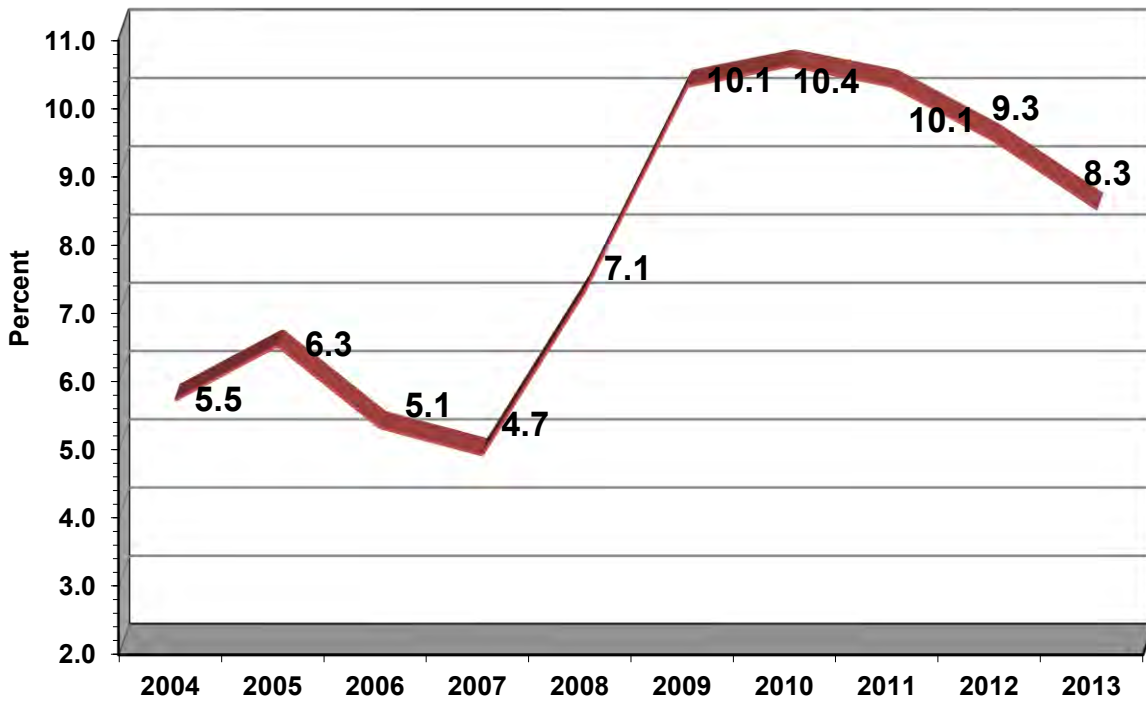




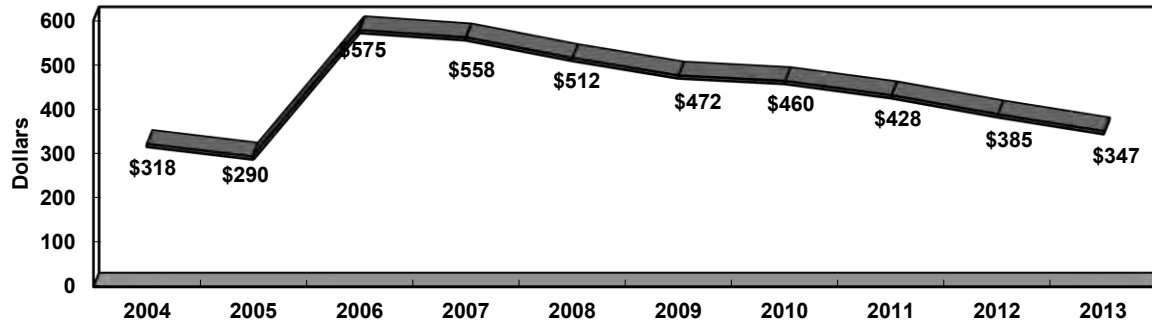
## DEKALB COUNTY POPULATION 2004 - 2013



## DEKALB COUNTY UNEMPLOYMENT RATE 2004 - 2013

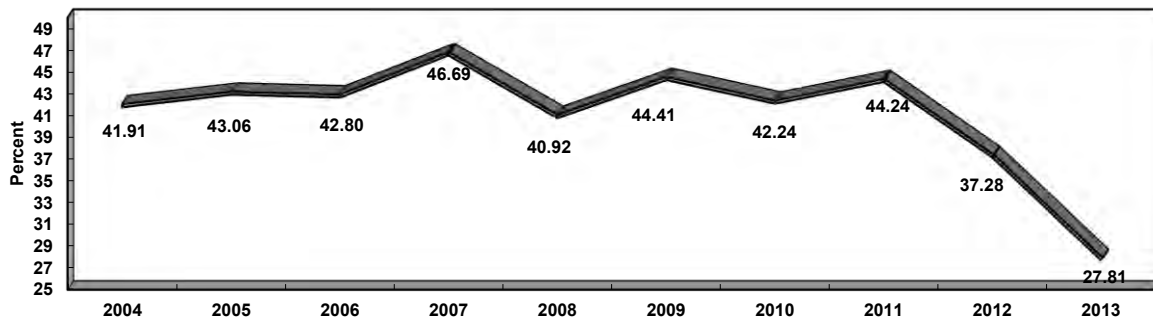


## NET GENERAL BONDED DEBT PER CAPITA 2004 - 2013



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.

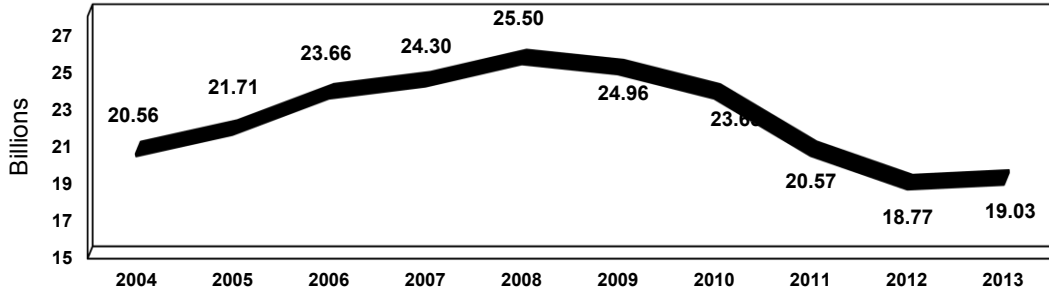
## PROPERTY TAX AS PERCENT OF TOTAL REVENUE 2004 - 2013



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 2004 was due to a decrease in the exemption to 59.07%. The increase in 2005 was due to a decrease in the exemption to 54.64%. In 2006, the utility property tax bills were not generated and mailed until the last week of December. By law the utilities have 60 days to pay the tax bills without penalties. As a result, \$7.4 million in 2006 utility property tax revenue was collected and recorded in 2007. In 2008, sales tax revenues were a larger percentage of the County's total revenue thereby decreasing the property tax percentage. In 2009, there were a number of factors interacting to increase the property tax percentage, such as a decrease of approximately \$1 billion in digest values, fund balances dropped from \$46.9 million in 2008 to \$8.9 million in 2009, HOST sales tax revenues dropped \$14 million from 2008 to 2009, and the State paid the 2008 HTRG (\$16.3 million) in 2009 instead of 2008. In 2010, 2011, and 2012, property taxes were affected by the decline in the overall tax digest. The decrease in 2013 was due to bond refinancing during December: General Obligation Refunding Bonds (\$52.445 million), Fulton-DeKalb Hospital Authority Refunding Bonds (\$41.38 million), and the 2013 COPs Refunding Bonds (\$15.73 million). The amount of the bonds was included within the Total Revenue.

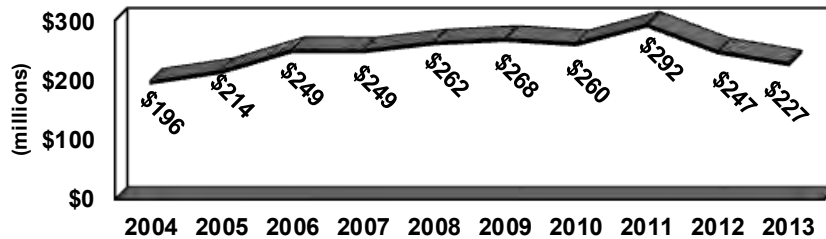
## NET ASSESSED VALUE OF TAXABLE PROPERTY



**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.**

During the Great Recession (2009 – 2012), there were significant reevaluations of property due to significant decreases in the real estate market for both residential and commercial property and due to the inclusion of foreclosed properties and bank sales properties in the valuation of property values per state law. Property values in 2013 increased due to the beginning market recovery.

## TAXES LEVIED - REAL AND PERSONAL PROPERTY



TAX IMPOSED FOR:	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
(in thousands)										
GENERAL PURPOSE	\$103,863	\$112,450	\$138,183	\$114,173	\$128,271	\$130,460	\$126,647	\$140,795	\$126,294	\$124,876
SPECIAL TAX DISTRICT	30,762	31,373	27,821	38,768	39,427	43,217	42,023	5,136	3,409	5,010
POLICE SERVICE								62,111	31,555	28,910
HOSPITAL SERVICE	10,999	13,423	12,576	13,477	13,485	15,655	15,198	13,139	11,382	9,328
FIRE PROTECTION	26,556	30,704	28,972	36,379	37,605	36,872	35,773	36,706	36,166	29,960
DEBT SERVICE	24,041	25,775	41,498	45,760	43,140	41,546	40,621	33,966	38,187	28,842
<b>TOTAL</b>	<b>\$196,221</b>	<b>\$213,725</b>	<b>\$249,050</b>	<b>\$248,557</b>	<b>\$261,928</b>	<b>\$267,751</b>	<b>\$260,261</b>	<b>\$291,853</b>	<b>\$246,993</b>	<b>\$226,926</b>

The data in this chart shows the total amount of taxes “levied” or billed and not the amounts collected. For the total amount of property taxes collected, see the Tax Funds Summary of Revenues and Anticipations by Major Category and Tax Funds Revenue History – Property Taxes. 2007 was the first year real estate taxes levied were affected by the 2006 voter approved homestead exemption that froze the property value of a home at the 2006 level for the current property owner.

## TAX RATES ON REAL AND PERSONAL PROPERTY

TAX IMPOSED FOR:	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
<b>COUNTY GOVERNMENT</b>										
<b>General Purpose</b>	\$8.31	\$8.21	\$9.12	\$7.54	\$7.99	\$8.00	\$8.00	\$9.43	\$10.43	\$10.71
<b>Special Tax District- Designated Services: *</b>										
Atlanta	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Avondale	2.89	2.05	1.84	2.14	2.10	2.12	2.12	2.06	1.92	3.35
Chamblee	1.17	0.83	0.74	0.87	0.85	0.86	0.86	0.36	0.29	0.43
Clarkston	2.44	1.73	1.55	1.80	1.77	1.79	1.79	1.71	1.60	2.81
Decatur	1.53	1.09	0.97	1.14	1.12	1.13	1.13	0.43	0.36	0.52
Doraville	1.62	1.15	1.03	1.20	1.18	1.20	1.20	0.25	0.16	0.19
Dunwoody	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Lithonia	2.53	1.79	1.60	1.87	1.84	1.86	1.86	1.98	1.80	3.07
Pine Lake	2.89	2.05	1.84	2.14	2.10	2.12	2.12	2.26	2.06	3.51
Stone Mountain	2.17	1.54	1.38	1.60	1.58	1.59	1.59	0.55	0.47	0.69
Unincorporated	2.69	2.55	2.04	2.87	2.74	3.50	3.50	6.39	4.13	4.96
<b>Hospital Fund</b>	0.88	0.98	0.83	0.89	0.84	0.96	0.96	0.88	0.94	0.80
<b>Fire Protection</b>	2.30	2.43	2.08	2.61	2.54	2.46	2.46	2.70	3.29	2.82
<b>Sp Rev Tax Dist Dbt Svc</b>	0.69	0.67	1.44	1.63	1.45	1.37	1.37	0.94	1.72	1.92
<b>Debt Service</b>	<u>0.61</u>	<u>0.64</u>	<u>0.56</u>	<u>0.53</u>	<u>0.51</u>	<u>0.57</u>	<u>0.57</u>	<u>0.87</u>	<u>0.70</u>	<u>0.00</u>
<b>TOTAL COUNTY TAX</b>	<b>\$15.48</b>	<b>\$15.48</b>	<b>\$16.07</b>	<b>\$16.07</b>	<b>\$16.07</b>	<b>\$16.86</b>	<b>\$16.86</b>	<b>\$21.21</b>	<b>\$21.21</b>	<b>\$21.21</b>
<b>BOARD OF EDUCATION</b>										
Operating	22.98	22.98	22.98	22.98	22.98	22.98	22.98	22.98	23.98	23.98
Debt Service ***	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b>TOTAL SCHOOL TAX</b>	<b>\$22.98</b>	<b>\$22.98</b>	<b>\$22.98</b>	<b>\$22.98</b>	<b>\$22.98</b>	<b>\$22.98</b>	<b>\$22.98</b>	<b>\$22.98</b>	<b>\$23.98</b>	<b>\$23.98</b>
<b>STATE GOVERNMENT</b>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.20</u>	<u>0.20</u>
<b>TOTAL UNINCORPORATED COUNTY TAX</b>	<b>\$38.71</b>	<b>\$38.71</b>	<b>\$39.30</b>	<b>\$39.30</b>	<b>\$39.30</b>	<b>\$40.09</b>	<b>\$40.09</b>	<b>\$44.44</b>	<b>\$45.39</b>	<b>\$45.39</b>

\* State law requires a different county millage rate for each municipality for certain designated services based on each municipality's use of that service. The total county millage rate shown above is for the unincorporated portion of the County which comprises over 86% of the total county digest.

\*\*\* In 1998 the School Board began collecting a 1% sales tax for capital purposes. Some of the proceeds of this tax are used to pay debt service.

Note: The City of Dunwoody was incorporated on 12/1/2008. Beginning with 2009, Dunwoody's millage is listed in the above table with a Special Tax District - Designated Services rate of 0.00 per the city's incorporating legislation.

## DEKALB COUNTY, GEORGIA

### PRINCIPAL TAXPAYERS FOR 2013

	<u>Type of Business</u>	<u>Assessed Valuation (thousands)</u>	<u>Tax Paid (thousands)</u>
Georgia Power Company	Utility	\$182,977	\$8,244
Perimeter Mall LLC	Retail	\$74,819	\$3,525
AT&T MOBILITY	Utility	\$79,033	\$3,498
BELLSOUTH/AT&T	Utility	\$76,436	\$3,362
EMORY UNIVERSITY	Education	\$62,635	\$2,840
ATLANTA GAS LIGH	Utility	\$55,192	\$2,478
HIGHWOODS FORSYTH LTD	Developer	\$48,039	\$2,178
STONE MOUNTAIN INDUSTRIAL PARK	Industrial	\$40,568	\$2,011
AVALON ACQUISITION COMPANY	Acquisition	\$40,978	\$1,931
KROGER RAVINIA LLC	Developer	\$40,244	\$1,886

Source: DeKalb County Tax Commissioner

### MAJOR EMPLOYERS FOR 2013

	<u>Number of Employees</u>
Emory Healthcare	14,675
DeKalb County Schools	14,076
Emory University & Hospital	13,075
Children's Healthcare of Atlanta	8,669
U.S. Centers for Disease Control & Prevention	8,572
Cox Enterprises	8,300
DeKalb County Government	7,362
DeKalb Medical Center	4,024
AT&T	3,992
Georgia Perimeter College	2,444

Source: DeKalb County Planning & Sustainability; Georgia Department of Labor



## 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**

ACTION TYPE  
Resolution

MEETING DATE: February 27, 2014

**SUBSTITUTE**

SUBJECT: 2014 Budget

DEPARTMENT: Chief Executive Officer	PUBLIC HEARING: <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
ATTACHMENT: <input checked="" type="checkbox"/> YES <input type="checkbox"/> No	INFORMATION CONTACT: Lee May Interim Chief Executive Officer
PAGES: <input type="text" value="35"/>	PHONE NUMBER: 404-371-2881

**PURPOSE:**

- (1) To consider adoption of the 2014 Budget, and
- (2) To consider approval of the authorized County position listing and adjustments to the same.

**NEED/IMPACT:**

A Public Hearing on the 2014 Recommended Budget must be held to comply with State law and The DeKalb County Code.

The County Attorney has reviewed the document and approved as to form.

**RECOMMENDATION(S):**

- (1) Received input from citizens on the Interim Chief Executive Officer's 2014 Recommended Budget; and,
- (2) Defer action to the Public Hearing at the February 27, 2014 Board Meeting

## **BUDGET RESOLUTION**

### **A RESOLUTION ADOPTING A BUDGET FOR THE FISCAL YEAR 2014 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 2014 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 2014, proposes certain levies and charges to finance these expenditures for the fiscal year 2014 and lists the anticipated revenues to be derived there from, and,

**WHEREAS**, this budget document amends the 2014 Executive Amended budget to do the following:

- Cut \$10,881,327 strategically across departments
- Cut \$5,628,284 by Defunding 66 vacant positions across departments
- Cut 75 unfunded positions from the positions list
- This budget projects a \$47 million dollar Fund balance. That is an increase from \$32.1 million in the Executive Amended Recommendation on February 14, 2014.
- This budget funds an independent assessment to analyze our current government operations and workforce to determine the appropriate size of our workforce and how we can become more efficient in our operations.
- This budget allocates a 3% raise for all employees in a reserve account for appropriation.
- This budget funds 160 new police officers and 100 new firefighters
- This budget funds a take home car initiative for police officers.
- This budget funds a tuition reimbursement program for fire and police.
- This budget funds 7 new Code Enforcement officers
- This budget includes an additional \$500,000 for Roads and Drainage to fill potholes and pave streets.

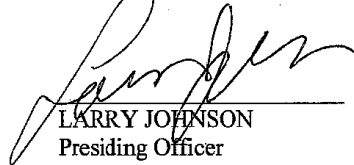


- This budget includes an additional \$400,000 for the Library System to purchase books and supplies.
- This budget includes \$750,000 increase in funding for Recreation, Parks and Cultural Affairs Department.
- This budget restores \$340,000 to BOC budget to fund the Internal Auditor.
- This budget cuts the CEO's Office budget by \$977,000 to create a separate office for the Executive Assistant, who reports both to the CEO and the Board of Commissioners.

**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.

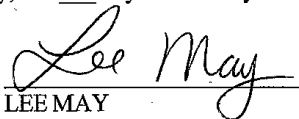
**BE IT FURTHER RESOLVED** that the expenditures shall not exceed the appropriations authorized by this budget or amendments thereto provided; however, that expenditures for the fiscal year shall not exceed actual funding available.

Adopted by the DeKalb County Board of Commissioners, this 27 day of February 2014.




LARRY JOHNSON  
Presiding Officer  
Board of Commissioners  
DeKalb County, Georgia

Approved by the Chief Executive Officer of DeKalb County, this 28 day of February 2014.



LEE MAY  
Interim Chief Executive Officer  
DeKalb County, Georgia

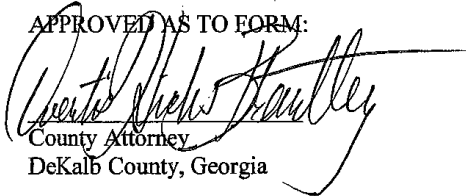
ATTEST:



BARBARA H. SANDERS, CCC

Clerk to the Board of Commissioners and  
Chief Executive Officer  
DeKalb County, Georgia

APPROVED AS TO FORM:



Curtis News Bentley  
County Attorney  
DeKalb County, Georgia

**DeKalb County Board of Commissioners**  
**Larry Johnson, MPH**  
**Presiding Officer**

**Board of Commissioners**

Commissioner Elaine Boyer, District 1  
Commissioner Jeff Rader, District 2  
Commissioner Larry L. Johnson, District 3  
Commissioner Sharon Barnes Sutton, District 4  
District 5  
Commissioner Kathie Gannon, District 6  
Commissioner Stan Watson, District 7



**MINUTES OF THE SPECIAL CALLED  
MEETING OF FEBRUARY 27, 2014**

**STATE OF GEORGIA  
COUNTY OF DEKALB**

A Special Called Meeting was convened on February 27, 2014, at 10:00 a.m. in the Maloof Auditorium, 1300 Commerce Drive, Decatur, GA 30030, Presiding Officer Larry Johnson, Presided.

**ATTENDANCE**

<b>MEMBERS PRESENT</b>	Elaine Boyer, Jeff Rader, Larry Johnson, Sharon Barnes Sutton, Kathie Gannon, and Stan Watson
<b>MEMBERS ABSENT</b>	
<b>ADMINISTRATION</b>	Interim CEO Lee May, Zachary Williams, Executive Assistant/Chief Operating Officer, Gwen Brown Patterson, Interim Finance Director
<b>STAFF</b>	O.V. Brantley, County Attorney, Viviane Ernstes, Chief Assistant County Attorney, Barbara H. Sanders, Clerk; Morris Williams, Chief Operating Officer/Administration and Chief of Staff/BOC
<b>D.1 2014 BUDGET</b>	Zachary Williams provided a presentation and Interim CEO May spoke regarding the item.
<b>PUBLIC HEARING RECESS; END RECESS</b>	Faye Coffield, Joe Arrington and Sherriff Thomas Brown, spoke.
<b>D.1 2014 BUDGET APPROVED WITH FRIENDLY AMENDMENT</b>	

REV. 10/02

DEKALB COUNTY

ITEM NO. **D1**

HEARING TYPE  
Public Hearing

BOARD OF COMMISSIONERS

BUSINESS AGENDA / MINUTES

MEETING DATE: February 27, 2014

SUBSTITUTE

ACTION TYPE  
Resolution

SUBJECT: 2014 Budget

SPECIAL CALLED MEETING

DEPARTMENT: Chief Executive Officer

PUBLIC HEARING:  YES  NO

ATTACHMENT:  YES  No  
  
PAGES:

INFORMATION: Lee May  
CONTACT: Interim Chief Executive Officer  
PHONE NUMBER: 404-371-2881

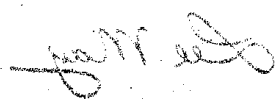
PURPOSE:

- (1) To consider adoption of the 2014 Budget, and
- (2) To consider approval of the authorized County position listing and adjustments to the same.

NEED/IMPACT:

A Public Hearing on the 2014 Recommended Budget must be held to comply with State law and The DeKalb County Code.

The County Attorney has reviewed the document and approved as to form.



RECOMMENDATION(S):

- (1) Received input from citizens on the Interim Chief Executive Officer's 2014 Recommended Budget; and,
- (2) Defer action to the Public Hearing at the February 27, 2014 Board Meeting

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

**ACTION: Recess**

Prior to action on the budget, the Commissioners took a recess.

MOTION was made by Sharon Barnes Sutton, seconded by Elaine Boyer and passed 6-0-0-0 to recess.

MOTION was made by Sharon Barnes Sutton, seconded by Elaine Boyer and passed 5-0-0-1 to end recess. Commissioner Gannon did not cast a vote.

ADOPTED: FEB 27 2014

*Larry Johnson*  
(DATE)

PRESIDING OFFICER  
DEKALB COUNTY BOARD OF  
COMMISSIONERS

CERTIFIED: FEB 27 2014

*Barbara D. DeC...*  
(DATE)

CLERK,  
DEKALB COUNTY BOARD  
OF COMMISSIONERS

**FOR USE BY CHIEF EXECUTIVE OFFICER ONLY**

APPROVED: MAR 18 2014

(DATE)

*Lee May*

INTERIM CHIEF EXECUTIVE OFFICER  
DEKALB COUNTY

VETOED: \_\_\_\_\_

(DATE)

CHIEF EXECUTIVE OFFICER  
DEKALB COUNTY

VETO STATEMENT ATTACHED: \_\_\_\_\_

**MINUTES:**

**SEE PAGE THREE FOR RECESS VOTES**

**Voting Record, Recess**

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

AGAINST : None

ABSTAIN : None

ABSENT : None

**Voting Record, End Recess**

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FOR : Stan Watson, Sharon Barnes Sutton, Larry Johnson, Jeff Rader, Elaine Boyer

AGAINST : None

ABSTAIN : None

ABSENT : Kathie Gannon

REV. 10/02

DEKALB COUNTY

ITEM NO. D1

HEARING TYPE  
Public Hearing

BOARD OF COMMISSIONERS

BUSINESS AGENDA / MINUTES

ACTION TYPE  
Resolution

MEETING DATE: February 27, 2014

SUBSTITUTE

SUBJECT: 2014 Budget

SPECIAL CALLED MEETING

DEPARTMENT: Chief Executive Officer

PUBLIC HEARING:  YES  NO

ATTACHMENT:  YES  No

INFORMATION: Lee May  
CONTACT: Interim Chief Executive Officer

PAGES: 35

PHONE NUMBER: 404-371-2881

PURPOSE:

- (1) To consider adoption of the 2014 Budget, and
- (2) To consider approval of the authorized County position listing and adjustments to the same.

NEED/IMPACT:

A Public Hearing on the 2014 Recommended Budget must be held to comply with State law and The DeKalb County Code.

The County Attorney has reviewed the document and approved as to form.

RECOMMENDATION(S):


- (1) Received input from citizens on the Interim Chief Executive Officer's 2014 Recommended Budget; and,
- (2) Defer action to the Public Hearing at the February 27, 2014 Board Meeting

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

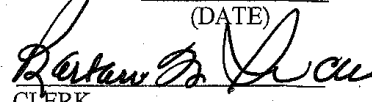
**ACTION : 2014-02-27 Special Called Meeting Item D.1 Budget**

MOTION was made by Sharon Barnes Sutton, seconded by Elaine Boyer and passed 6-0-0-0 to approve February 27, 2014 Substitute Budget with Friendly Amendment made by Commissioner Rader and accepted by Commissioner Barnes Sutton. The friendly amendment was read into the record by Commissioner Rader as follows: "This budget is adopted with the policy of allotting each tax-funded department 23% of its appropriated funding for salaries for the first quarter of 2014 immediately and then an additional 27% at the end of the second quarter of the 2014 fiscal year. No tax-funded department will be allowed to spend or encumber 27% of the approved appropriation for salaries in the second quarter of the 2014 fiscal year without further action by the Board. The Executive Assistant and/or Finance Director will include within the Section 19(b) report information showing compliance with this policy."

ADOPTED: FEB 27 2014  
(DATE)

  
PRESIDENT OFFICER  
DEKALB COUNTY BOARD OF  
COMMISSIONERS

CERTIFIED: FEB 27 2014  
(DATE)

  
CLERK,  
DEKALB COUNTY BOARD  
OF COMMISSIONERS

**FOR USE BY CHIEF EXECUTIVE OFFICER ONLY**

APPROVED: MAR 18 2014  
(DATE)

  
INTERIM CHIEF EXECUTIVE OFFICER  
DEKALB COUNTY

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

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

VETO STATEMENT ATTACHED:

MINUTES:

Faye Coffield, 3261 Chaparral Way, Lithonia, Ga. 30038, Joe Arrington, 466 S. Rays Road, Stone Mountain, Ga. 30083 spoke in support of the budget.

Sheriff Thomas Brown, 4415 Memorial Drive, Decatur, Ga. 30032, spoke representing Constitutional Officers.



**VOTING RECORD TO APPROVE SUBSTITUTE BUDGET OF FEBRUARY 27, 2014**

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

AGAINST : None

ABSTAIN : None

ABSENT : None

+  
REV. 10/02

DEKALB COUNTY

ITEM NO.

HEARING TYPE  
Preliminary

BOARD OF COMMISSIONERS  
BUSINESS AGENDA / MINUTES  
MEETING DATE: February 27, 2014

ACTION TYPE  
RESOLUTION

SUBJECT: Motion to adjourn the Special Called Meeting

DEPARTMENT: COUNTY CLERK

PUBLIC HEARING: YES  
X NO

ATTACHMENT: No

INFORMATION: Barbara H. Sanders, Clerk

CONTACT: 404-371-2162

PAGES:

1

PHONE NUMBER:

PURPOSE:

To adjourn the Special Called Meeting.

NEED/IMPACT:

To allow the Commissioners to act on the items.

RECOMMENDATION(S):

To approve adjourning the Special Called Meeting.

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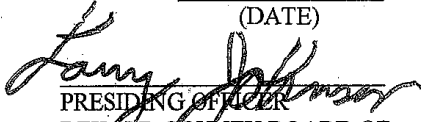
**FOR USE BY COMMISSION OFFICE/CLERK ONLY**

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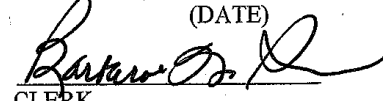
**ACTION :** Adjourn

MOTION was made by Jeff Rader, seconded by Sharon Barnes Sutton and passed 5-0-0-1 to adjourn the Special Called Meeting. Commissioner Boyer did not cast a vote.

ADOPTED: FEB 27 2014  
(DATE)

  
PRESIDENT OFFICER  
DEKALB COUNTY BOARD OF  
COMMISSIONERS

CERTIFIED: FEB 27 2014  
(DATE)

  
CLERK,  
DEKALB COUNTY BOARD  
OF COMMISSIONERS

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**FOR USE BY CHIEF EXECUTIVE OFFICER ONLY**

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APPROVED: MAR 18 2014  
(DATE)

  
INTERIM CHIEF EXECUTIVE OFFICER  
DEKALB COUNTY

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

CHIEF EXECUTIVE OFFICER  
DEKALB COUNTY

VETO STATEMENT ATTACHED: \_\_\_\_\_

**MINUTES:**

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- FOR : Stan Watson, Kathie Gannon, Sharon Barnes Sutton, Larry Johnson, Jeff Rader
- AGAINST : None
- ABSTAIN : None
- ABSENT : Elaine Boyer

AMENDED BUDGET RESOLUTION

	<u>12/15/2013</u> <u>2014 CEO</u>	<u>Amendments</u>	<u>02/26/2014</u> <u>2014 Amended CEO</u>
<u>TAX FUNDS</u>	<u>Recommended</u>	<u>Amendments</u>	<u>Recommended</u>
<b>GENERAL FUND</b>			
<b>ANTICIPATED REVENUES:</b>			
Taxes	\$206,413,531	\$0	\$206,413,531
Licenses and Permits	93,013	0	93,013
Intergovernmental	2,428,680	0	2,428,680
Charges for Services	34,180,817	0	34,180,817
Fines and Forfeitures	12,291,029	0	12,291,029
Miscellaneous	4,209,144	0	4,209,144
Other Financing Sources	2,444,789	0	2,444,789
Fund Balance Carried Forward	24,810,618	12,593,307	37,403,925
<b>TOTAL - GENERAL FUND</b>	<b>\$286,871,621</b>	<b>\$12,593,307</b>	<b>\$299,464,928</b>
<b>PROPOSED EXPENDITURES:</b>			
Chief Executive Officer	\$2,342,504	(\$1,208,306)	\$1,134,198
Executive Assistant	\$0	\$977,346	977,346
Board of Commissioners	2,638,518	481,936	3,120,454
Ethics Board	118,000	0	118,000
Law Department	3,195,025	(216,777)	2,978,248
Geographic Info Systems	1,975,175	(106,242)	1,868,933
Facilities Management	14,038,503	194,456	14,232,959
Purchasing	2,854,759	(210,043)	2,644,716
Human Resources & Merit System	2,866,741	317,822	3,184,563
Information Systems	17,204,763	1,261,164	18,465,927
Finance	5,745,956	(118,368)	5,627,588
Property Appraisal	4,348,270	(175,883)	4,172,407
Tax Commissioner	7,028,612	(358,273)	6,670,339
Registrar	3,800,080	(19,906)	3,780,174
Sheriff	75,818,336	(865,667)	74,952,669
Juvenile Court	9,146,290	(449,812)	8,696,478
Superior Court	8,426,869	(213,371)	8,213,498
Clerk of Superior Court	6,438,212	(64,197)	6,374,015
State Court	13,230,468	(335,174)	12,895,294
Solicitor - General	6,002,207	(177,838)	5,824,369
District Attorney	12,173,303	(378,107)	11,795,196
Child Advocate's Office	1,926,259	(52,241)	1,874,018
Probate Court	1,550,176	(85,252)	1,464,924
Medical Examiner	2,411,858	(7,901)	2,403,957
Public Defender	6,900,703	55,181	6,955,884
Police	3,833,867	1,763,827	5,597,694
Magistrate Court	2,582,868	(69,479)	2,513,389
Fire & Rescue Services	8,096,259	684,013	8,780,272
Planning & Development	1,194,952	(131,561)	1,063,391
Public Works - Director	281,392	(7,688)	273,704
Economic Development	750,000	209,173	959,173
Library	12,701,400	49,641	12,751,041

AMENDED BUDGET RESOLUTION

	<u>12/15/2013</u>		<u>02/26/2014</u>
	<u>2014 CEO</u>	<u>Amendments</u>	<u>2014 Amended CEO</u>
	<u>Recommended</u>		<u>Recommended</u>
<b>GENERAL FUND (continued)</b>			
Cooperative Extension	\$515,543	(67,131)	448,412
Public Health	3,955,634	0	3,955,634
Community Service Board	1,497,257	78,800	1,576,057
D F A C S	1,179,220	99,000	1,278,220
Human Services	3,945,795	292,791	4,238,586
Contributions to Capital Projects	6,000,000	0	6,000,000
Non - Departmental	28,155,847	11,447,354	39,603,201
<b>TOTAL - GENERAL FUND</b>	<b>\$286,871,621</b>	<b>\$12,593,307</b>	<b>\$299,464,928</b>

**FIRE FUND**

ANTICIPATED REVENUES:

Property Taxes	\$53,056,834	\$0	\$53,056,834
Licenses & Permits	670,296	0	670,296
Charges for Services	21,302	0	21,302
Fund Balance Carried Forward	4,524,279	1,779,010	6,303,289
<b>TOTAL - FIRE FUND</b>	<b>\$58,272,711</b>	<b>\$1,779,010</b>	<b>\$60,051,721</b>

PROPOSED EXPENDITURES:

Fire & Rescue Services	\$48,326,657	\$699,028	\$49,225,685
Non - Departmental	9,946,054	879,982	10,826,036
<b>TOTAL - FIRE FUND</b>	<b>\$58,272,711</b>	<b>\$1,779,010</b>	<b>\$60,051,721</b>

**SPECIAL TAX DISTRICT - DESIGNATED SERVICES**

ANTICIPATED REVENUES:

Taxes	\$11,835,607	\$0	\$11,835,607
Charges for Services	891,068	0	891,068
Miscellaneous	259,737	0	259,737
Other Financing Sources	16,730,491	4,356,965	21,087,456
Fund Balance Carried Forward	1,269,932	(3,372,499)	(2,102,567)
<b>TOTAL - S T D - DESIGNATED SERVI</b>	<b>\$30,986,835</b>	<b>\$984,466</b>	<b>\$31,971,301</b>

PROPOSED EXPENDITURES:

Public Works - Transportation	\$3,374,388	(352,397)	3,021,991
Public Works - Roads & Drainage	9,330,944	362,687	9,693,631
Parks & Recreation	9,791,338	509,181	10,300,519
Non - Departmental	8,490,165	464,995	8,955,160
<b>TOTAL - S T D - DESIGNATED SERVI</b>	<b>\$30,986,835</b>	<b>\$984,466</b>	<b>\$31,971,301</b>

AMENDED BUDGET RESOLUTION

	<u>12/15/2013</u> <u>2014 CEO</u>	<u>Amendments</u>	<u>02/26/2014</u> <u>2014 Amended CEO</u>
	<u>Recommended</u>		<u>Recommended</u>
<b><u>SPECIAL TAX DISTRICT - UNINCORPORATED</u></b>			
ANTICIPATED REVENUES:			
Taxes	\$30,805,314	\$0	\$30,805,314
Licenses and Permits	20,862,265	0	20,862,265
Fines and Forfeitures	21,749,811	0	21,749,811
Miscellaneous	(101,998)	0	(101,998)
Other Financing Sources	(53,518,190)	0	(53,518,190)
Fund Balance Carried Forward	(7,734,058)	11,724,266	3,990,208
<b>TOTAL - S T D - UNINCORPORATED</b>	<b>\$12,063,144</b>	<b>\$11,724,266</b>	<b>\$23,787,410</b>
PROPOSED EXPENDITURES:			
C E O Office - Cable TV Support	\$379,680	(\$14,068)	\$365,612
Finance - Business License	776,780	(35,952)	740,828
Recorder's Court	3,957,262	(252,627)	3,704,635
Planning & Development- Zoning Analys	3,208,864	668,740	3,877,604
Non - Departmental	3,740,558	11,358,173	15,098,731
<b>TOTAL - S T D - UNINCORPORATED</b>	<b>\$12,063,144</b>	<b>\$11,724,266</b>	<b>\$23,787,410</b>
<b><u>HOSPITAL FUND</u></b>			
ANTICIPATED REVENUES:			
Taxes	\$17,354,121	\$0	\$17,354,121
Fund Balance Carried Forward	(5,605,232)	108,154	(5,497,078)
<b>TOTAL - HOSPITAL FUND</b>	<b>\$11,748,889</b>	<b>\$108,154</b>	<b>\$11,857,043</b>
PROPOSED EXPENDITURES:	<b>\$11,748,889</b>	<b>\$108,154</b>	<b>\$11,857,043</b>
<b><u>POLICE SERVICES FUND</u></b>			
ANTICIPATED REVENUES:			
Taxes	\$57,857,226	\$0	\$57,857,226
Licenses and Permits	1,027,952	0	1,027,952
Charges for Services	477,817	0	477,817
Miscellaneous	165,342	0	165,342
Other Financing Sources	39,037,812	4,820,077	43,857,889
Fund Balance Carried Forward	17,572,163	(4,194,168)	13,377,995
<b>TOTAL - POLICE SERVICES FUND</b>	<b>\$116,138,312</b>	<b>\$625,909</b>	<b>\$116,764,221</b>
PROPOSED EXPENDITURES:	<b>\$116,138,312</b>	<b>\$625,909</b>	<b>\$116,764,221</b>

AMENDED BUDGET RESOLUTION

	<u>12/15/2013</u> <u>2014 CEO</u> <u>Recommended</u>	<u>Amendments</u>	<u>02/26/2014</u> <u>2014 Amended CEO</u> <u>Recommended</u>
<b><u>DEBT SERVICE FUND</u></b>			
ANTICIPATED REVENUES:			
Taxes	\$1,442,010	\$0	\$1,442,010
Fund Balance Carried Forward	6,608,662	199,014	6,807,676
<b>TOTAL - DEBT SERVICE FUND</b>	<b>\$8,050,672</b>	<b>\$199,014</b>	<b>\$8,249,686</b>
PROPOSED EXPENDITURES:	\$8,050,672	\$199,014	\$8,249,686
<b><u>SPECIAL TAX DISTRICT - DEBT SERVICE FUND</u></b>			
ANTICIPATED REVENUES:			
Taxes	\$26,470,313	\$0	\$26,470,313
Fund Balance Carried Forward	10,903,349	(5,444,452)	5,458,897
<b>TOTAL - STD - DEBT SERVICE FUND</b>	<b>\$37,373,662</b>	<b>(\$5,444,452)</b>	<b>\$31,929,210</b>
PROPOSED EXPENDITURES:	\$37,373,662	(\$5,444,452)	\$31,929,210
<b>TOTAL RECOMMENDED 2014 TAX FUNDS BUDG</b>	<b>\$561,505,846</b>	<b>\$22,569,674</b>	<b>\$584,075,520</b>
<b><u>SPECIAL REVENUE FUNDS</u></b>			
<b><u>DEVELOPMENT FUND</u></b>			
ANTICIPATED REVENUES:			
Licenses and Permits	\$5,061,400	\$0	\$5,061,400
Charges for Services	26,000	0	26,000
Investment Income	1,500	0	1,500
Miscellaneous	(7,200)	0	(7,200)
Fund Balance Carried Forward	667,871	103,972	771,843
<b>TOTAL - DEVELOPMENT FUND</b>	<b>\$5,749,571</b>	<b>\$103,972</b>	<b>\$5,853,543</b>
PROPOSED EXPENDITURES:			
Planning & Sustainability	\$5,749,571	\$103,972	\$5,853,543
<b>TOTAL - DEVELOPMENT FUND</b>	<b>\$5,749,571</b>	<b>\$103,972</b>	<b>\$5,853,543</b>
<b><u>PUBLIC EDUCATION &amp; GOVERNMENT ACCESS FUND</u></b>			
ANTICIPATED REVENUES:			
Investment Income	\$10,000	0	10,000
Miscellaneous	145,000	0	145,000
Fund Balance Carried Forward	1,830,066	129,272	1,959,338
<b>TOTAL - P E G FUND</b>	<b>\$1,985,066</b>	<b>\$129,272</b>	<b>\$2,114,338</b>
PROPOSED EXPENDITURES:	\$1,985,066	\$129,272	\$2,114,338

AMENDED BUDGET RESOLUTION

	<u>12/15/2013</u> <u>2014 CEO</u>	<u>Amendments</u>	<u>02/26/2014</u> <u>2014 Amended CEO</u> <u>Recommended</u>
<b>COUNTY JAIL FUND</b>			
ANTICIPATED REVENUES:			
Intergovernmental	\$110,000	0	110,000
Fines and Forfeitures	807,288	0	807,288
Fund Balance Carried Forward	200,210	(198,210)	2,000
<b>TOTAL - COUNTY JAIL FUND</b>	<b>\$1,117,498</b>	<b>(\$198,210)</b>	<b>\$919,288</b>
<b>PROPOSED EXPENDITURES:</b>	<b>\$1,117,498</b>	<b>(\$198,210)</b>	<b>\$919,288</b>
<b>FORECLOSURE REGISTRY FUND</b>			
ANTICIPATED REVENUES:			
Charges for Services	\$240,000	0	240,000
Fund Balance Carried Forward	940,620	(1,473)	939,147
<b>TOTAL - FORECLOSURE REGISTRY F</b>	<b>\$1,180,620</b>	<b>(\$1,473)</b>	<b>\$1,179,147</b>
<b>PROPOSED EXPENDITURES:</b>	<b>\$1,180,620</b>	<b>(\$1,473)</b>	<b>\$1,179,147</b>
<b>HOTEL / MOTEL TAX FUND</b>			
ANTICIPATED REVENUES:			
Taxes	\$4,000,000	0	4,000,000
Fund Balance Carried Forward	1,074,462	473,902	1,548,364
<b>TOTAL - HOTEL / MOTEL TAX FUND</b>	<b>\$5,074,462</b>	<b>\$473,902</b>	<b>\$5,548,364</b>
<b>PROPOSED EXPENDITURES:</b>	<b>\$5,074,462</b>	<b>\$473,902</b>	<b>\$5,548,364</b>
<b>RENTAL MOTOR VEHICLE EXCISE TAX FUND</b>			
ANTICIPATED REVENUES:			
Taxes	\$655,938	\$0	\$655,938
Fund Balance Carried Forward	779,799	0	779,799
<b>TOTAL - RENTAL MOTOR VEHICLE EX</b>	<b>\$1,435,737</b>	<b>\$0</b>	<b>\$1,435,737</b>
<b>PROPOSED EXPENDITURES:</b>	<b>\$1,435,737</b>	<b>\$0</b>	<b>\$1,435,737</b>
<b>VICTIM ASSISTANCE FUND</b>			
ANTICIPATED REVENUES:			
Intergovernmental	\$380,000	0	380,000
Fines and Forfeitures	1,000,000	0	1,000,000
Fund Balance Carried Forward	100,000	(48,944)	51,056
<b>TOTAL - VICTIM ASSISTANCE FUND</b>	<b>\$1,480,000</b>	<b>(\$48,944)</b>	<b>\$1,431,056</b>
<b>PROPOSED EXPENDITURES:</b>	<b>\$1,480,000</b>	<b>(\$48,944)</b>	<b>\$1,431,056</b>



AMENDED BUDGET RESOLUTION

	<u>12/15/2013</u> <u>2014 CEO</u>	<u>Amendments</u>	<u>02/26/2014</u> <u>2014 Amended CEO</u>
	<u>Recommended</u>		<u>Recommended</u>
<b>RECREATION FUND</b>			
ANTICIPATED REVENUES:			
Charges for Services	\$962,168	0	962,168
Fund Balance Carried Forward	(354,235)	391,644	37,409
TOTAL - RECREATION FUND	<u>\$607,933</u>	<u>\$391,644</u>	<u>\$999,577</u>
PROPOSED EXPENDITURES:	<u>\$607,933</u>	<u>\$391,644</u>	<u>\$999,577</u>
<b>LAW ENFORCEMENT CONFISCATED MONIES FUND</b>			
ANTICIPATED REVENUES:			
Fund Balance Carried Forward	\$6,946,410	(\$156,264)	\$6,790,146
TOTAL - L.E.C.M. FUND	<u>\$6,946,410</u>	<u>(\$156,264)</u>	<u>\$6,790,146</u>
PROPOSED EXPENDITURES:			
Sheriff	\$814,562	(\$18,324)	\$796,238
District Attorney	110,486	(2,485)	108,001
State Court Marshal	9,212	(207)	9,005
Public Safety - Police	6,012,150	(135,247)	5,876,903
TOTAL - L.E.C.M. FUND	<u>\$6,946,410</u>	<u>(\$156,264)</u>	<u>\$6,790,146</u>
<b>JUVENILE SERVICES FUND</b>			
ANTICIPATED REVENUES:			
Charges for Services	\$30,000	0	30,000
Investment Income	225	0	225
Fund Balance Carried Forward	219,122	4,402	223,524
TOTAL - JUVENILE SERVICES FUND	<u>\$249,347</u>	<u>\$4,402</u>	<u>\$253,749</u>
PROPOSED EXPENDITURES:	<u>\$249,347</u>	<u>\$4,402</u>	<u>\$253,749</u>
<b>DRUG ABUSE TREATMENT &amp; EDUCATION FUND</b>			
ANTICIPATED REVENUES:			
Fines and Forfeitures	\$130,000	\$0	\$130,000
Investment Income	125	0	125
Fund Balance Carried Forward	133,329	(233)	133,096
TOTAL - D.A.T.E. FUND	<u>\$263,454</u>	<u>(\$233)</u>	<u>\$263,221</u>
PROPOSED EXPENDITURES:	<u>\$263,454</u>	<u>(\$233)</u>	<u>\$263,221</u>
<b>STREET LIGHT FUND</b>			
ANTICIPATED REVENUES:			
Charges for Services	\$4,500,000	0	4,500,000
Investment Income	900	0	900
Fund Balance Carried Forward	2,123,666	99,860	2,223,526
TOTAL - STREET LIGHT FUND	<u>\$6,624,566</u>	<u>\$99,860</u>	<u>\$6,724,426</u>
PROPOSED EXPENDITURES:	<u>\$6,624,566</u>	<u>\$99,860</u>	<u>\$6,724,426</u>

AMENDED BUDGET RESOLUTION

	<u>12/15/2013</u> <u>2014 CEO</u>	<u>Amendments</u>	<u>02/26/2014</u> <u>2014 Amended CEO</u>
	<u>Recommended</u>		<u>Recommended</u>
<b><u>EMERGENCY TELEPHONE SYSTEM FUND</u></b>			
ANTICIPATED REVENUES:			
Investment Income	\$5,000	0	5,000
Miscellaneous	9,700,000	825,000	10,525,000
Fund Balance Carried Forward	4,420,021	470,828	4,890,849
<b>TOTAL - EMERGENCY TELEPHONE SY</b>	<b>\$14,125,021</b>	<b>\$1,295,828</b>	<b>\$15,420,849</b>
PROPOSED EXPENDITURES:	\$14,125,021	\$1,295,828	\$15,420,849
<b><u>SPEED HUMPS MAINTENANCE FUND</u></b>			
ANTICIPATED REVENUES:			
Charges for Services	\$312,000	0	312,000
Investment Income	3,000	0	3,000
Fund Balance Carried Forward	1,897,157	(539,902)	1,357,255
<b>TOTAL - SPEED HUMPS MAINTENAN</b>	<b>\$2,212,157</b>	<b>(\$539,902)</b>	<b>\$1,672,255</b>
PROPOSED EXPENDITURES:	\$2,212,157	(\$539,902)	\$1,672,255
<b><u>GRANT - IN - AID FUND</u></b>			
ANTICIPATED REVENUES:			
Miscellaneous Revenue	\$34,877,510		\$34,877,510
<b>TOTAL - GRANT - IN - AID FUND</b>	<b>\$34,877,510</b>	<b>\$0</b>	<b>\$34,877,510</b>
<b><u>GRANT - IN - AID FUND (continued)</u></b>			
PROPOSED EXPENDITURES:			
Community Development	\$17,007,973		\$17,007,973
Workforce Development	5,500,840		5,500,840
Other	840,801		840,801
Justice Assistance Grants	11,527,896		11,527,896
<b>TOTAL - GRANT - IN - AID FUND</b>	<b>\$34,877,510</b>	<b>\$0</b>	<b>\$34,877,510</b>

**AMENDED BUDGET RESOLUTION**

	<u>12/15/2013</u> <u>2014 CEO</u>	<u>Amendments</u>	<u>02/26/2014</u> <u>2014 Amended CEO</u> <u>Recommended</u>
<b>ENTERPRISE FUNDS</b>			
<b><u>WATER &amp; SEWERAGE OPERATING FUND</u></b>			
ANTICIPATED REVENUES:			
Charges for Services	\$257,655,000	0	257,655,000
Investment Income	160,000	0	160,000
Miscellaneous	1,500,000	0	1,500,000
Fund Balance Carried Forward	24,242,377	3,922,343	28,164,720
<b>TOTAL - WATER &amp; SEWERAGE OPERA</b>	<b>\$283,557,377</b>	<b>\$3,922,343</b>	<b>\$287,479,720</b>
PROPOSED EXPENDITURES:			
Public Works - Water & Sewer	\$276,146,587	\$3,922,343	\$280,068,930
Finance - Revenue Collections	7,410,790	0	7,410,790
<b>TOTAL - WATER &amp; SEWERAGE OPERA</b>	<b>\$283,557,377</b>	<b>\$3,922,343</b>	<b>\$287,479,720</b>
<b><u>WATER &amp; SEWERAGE SINKING FUND</u></b>			
ANTICIPATED REVENUES:			
Miscellaneous	\$583,114	0	583,114
Other Financing Sources	45,784,058	0	45,784,058
Fund Balance Carried Forward	21,461,052	457,581	21,918,633
<b>TOTAL - WATER &amp; SEWERAGE SINK</b>	<b>\$67,828,224</b>	<b>\$457,581</b>	<b>\$68,285,805</b>
PROPOSED EXPENDITURES:			
	\$67,828,224	\$457,581	\$68,285,805
<b><u>SANITATION FUND</u></b>			
ANTICIPATED REVENUES:			
Charges for Services	\$62,576,776	0	62,576,776
Investment Income	4,000	0	4,000
Miscellaneous	46,500	0	46,500
Other Financing Sources	147,143	0	147,143
Fund Balance Carried Forward	3,599,140	7,438,067	11,037,207
<b>TOTAL - SANITATION FUND</b>	<b>\$66,373,559</b>	<b>\$7,438,067</b>	<b>\$73,811,626</b>
PROPOSED EXPENDITURES:			
Public Works - Sanitation	\$66,123,925	\$7,438,067	\$73,561,992
Finance - Revenue Collections	249,634	0	249,634
<b>TOTAL - SANITATION FUND</b>	<b>\$66,373,559</b>	<b>\$7,438,067</b>	<b>\$73,811,626</b>

**AMENDED BUDGET RESOLUTION**

	<u>12/15/2013</u> <u>2014 CEO</u>	<u>Amendments</u>	<u>02/26/2014</u> <u>2014 Amended CEO</u>
	<u>Recommended</u>		<u>Recommended</u>
<b><u>DEKALB - PEACHTREE AIRPORT</u></b>			
ANTICIPATED REVENUES:			
Miscellaneous	\$5,071,400	0	5,071,400
Fund Balance Carried Forward	8,088,755	(221,492)	7,867,263
<b>TOTAL - DEKALB - PEACHTREE AIRPORT</b>	<b>\$13,160,155</b>	<b>(\$221,492)</b>	<b>\$12,938,663</b>
PROPOSED EXPENDITURES:			
Airport Operations	\$11,160,155	(\$221,492)	10,938,663.00
Transfer to Capital Projects	2,000,000	0	2,000,000
<b>TOTAL - DEKALB - PEACHTREE AIRPORT</b>	<b>\$13,160,155</b>	<b>(\$221,492)</b>	<b>\$12,938,663</b>
<b><u>STORMWATER UTILITY OPERATING FUND</u></b>			
ANTICIPATED REVENUES:			
Charges for Services	\$14,750,000	0	14,750,000
Investment Income	12,000	0	12,000
Fund Balance Carried Forward	9,345,087	6,795,387	16,140,474
<b>TOTAL - STORMWATER UTILITY FUND</b>	<b>\$24,107,087</b>	<b>\$6,795,387</b>	<b>\$30,902,474</b>
PROPOSED EXPENDITURES:			
Stormwater Operations	\$22,017,246	\$6,795,387	\$28,812,633
Reserve for Appropriations	2,089,841	0	2,089,841
<b>TOTAL - STORMWATER UTILITY FUND</b>	<b>\$24,107,087</b>	<b>\$6,795,387</b>	<b>\$30,902,474</b>
<b><u>INTERNAL SERVICE FUNDS</u></b>			
<b><u>FLEET MAINTENANCE</u></b>			
ANTICIPATED REVENUES:			
Intergovernmental	\$200,000	0	200,000
Charges for Services	33,100,000	0	33,100,000
Miscellaneous	600,000	0	600,000
Fund Balance Carried Forward	0	383,026	383,026
<b>TOTAL - FLEET MAINTENANCE</b>	<b>\$33,900,000</b>	<b>\$383,026</b>	<b>\$34,283,026</b>
PROPOSED EXPENDITURES:			
Public Works - Fleet Maintenance	\$33,900,000	\$383,026	\$34,283,026
<b>TOTAL - FLEET MAINTENANCE</b>	<b>\$33,900,000</b>	<b>\$383,026</b>	<b>\$34,283,026</b>

AMENDED BUDGET RESOLUTION

	<u>12/15/2013</u>		<u>02/26/2014</u>
	<u>2014 CEO</u>		<u>2014 Amended CEO</u>
	<u>Recommended</u>	<u>Amendments</u>	<u>Recommended</u>
<b><u>VEHICLE FUND</u></b>			
ANTICIPATED REVENUES:			
Charges for Services	\$14,339,570	(5,562,484)	8,777,086
Investment Income	7,500	0	7,500
Miscellaneous	5,562,484	0	5,562,484
Other Financing Sources	500,000	0	500,000
Fund Balance Carried Forward	6,608,667	17,709,594	24,318,261
<b>TOTAL - VEHICLE FUND</b>	<b>\$27,018,221</b>	<b>\$12,147,110</b>	<b>\$39,165,331</b>
PROPOSED EXPENDITURES:			
Vehicle Acquisitions	\$25,145,484	\$1,714,635	\$26,860,119
Interdepartmental Services	19,634	0	19,634
Reserves and Other Miscellaneous	1,853,103	10,432,475	12,285,578
<b>TOTAL - VEHICLE FUND</b>	<b>\$27,018,221</b>	<b>\$12,147,110</b>	<b>\$39,165,331</b>
<b><u>RISK MANAGEMENT</u></b>			
ANTICIPATED REVENUES:			
Charges for Services	\$9,549,743	0	\$9,549,743
Fund Balance Carried Forward	12,358,275	(772,747)	11,585,528
<b>TOTAL - RISK MANAGEMENT</b>	<b>\$21,908,018</b>	<b>(\$772,747)</b>	<b>\$21,135,271</b>
PROPOSED EXPENDITURES:			
Unemployment Compensation	\$500,000	\$0	\$500,000
Group Health & Life	99,845,898	(99,295,898)	550,000
Buildings & Contents	1,326,500	0	1,326,500
Boiler & Machinery	51,000	0	51,000
Non- Immunity Expenses	2,000,000	0	2,000,000
Vehicle	4,452,655	0	4,452,655
Airport Liability	6,588	0	6,588
Helicopter	150,000	0	150,000
Money & Securities	35,000	0	35,000
Loss Control	478,000	0	478,000
Other	12,358,275	(772,747)	11,585,528
<b>TOTAL - RISK MANAGEMENT</b>	<b>\$121,203,916</b>	<b>(\$100,068,645)</b>	<b>\$21,135,271</b>
<b><u>WORKERS' COMPENSATION</u></b>			
ANTICIPATED REVENUES:			
Charges for Services	\$1,628,318	1,218,244	2,846,562
Fund Balance Carried Forward	5,005,998	(1,218,244)	3,787,754
<b>TOTAL - WORKERS' COMPENSATION</b>	<b>\$6,634,316</b>	<b>\$0</b>	<b>\$6,634,316</b>
PROPOSED EXPENDITURES:			
	<b>\$6,634,316</b>	<b>\$0</b>	<b>\$6,634,316</b>

AMENDED BUDGET RESOLUTION

	<u>12/15/2013</u> <u>2014 CEO</u>	<u>Amendments</u>	<u>02/26/2014</u> <u>2014 Amended CEO</u>
	<u>Recommended</u>	<u>Amendments</u>	<u>Recommended</u>
<b><u>REVENUE BONDS LEASE PAYMENT FUNDS</u></b>			
<b><u>BUILDING AUTHORITY LEASE PAYMENTS</u></b>			
ANTICIPATED REVENUES:			
Miscellaneous	\$3,712,324	36,324	3,748,648
Fund Balance Carried Forward	140,049	(155,144)	(15,095)
TOTAL - BUILDING AUTHORITY	<u>\$3,852,373</u>	<u>(\$118,820)</u>	<u>\$3,733,553</u>
PROPOSED EXPENDITURES:	<u>\$3,852,373</u>	<u>(\$118,820)</u>	<u>\$3,733,553</u>
<b><u>PUBLIC SAFETY AND JUDICIAL FACILITIES AUTHORITY LEASE PAYMENTS</u></b>			
ANTICIPATED REVENUES:			
Miscellaneous	\$4,012,880	3,059,447	7,072,327
Fund Balance Carried Forward	(906,279)	(2,140,376)	(3,046,655)
TOTAL - PS&J FACILITIES AUTHORITY	<u>\$3,106,601</u>	<u>\$919,071</u>	<u>\$4,025,672</u>
PROPOSED EXPENDITURES:	<u>\$3,106,601</u>	<u>\$919,071</u>	<u>\$4,025,672</u>
<b><u>URBAN REDEVELOPMENT AGENCY BONDS DEBT SERVICE</u></b>			
ANTICIPATED REVENUES:			
Miscellaneous	\$950,165	565,312	1,515,477
Fund Balance Carried Forward	211,367	(575,527)	(364,160)
TOTAL - URA DEBT SERVICE FUND	<u>\$1,161,532</u>	<u>(\$10,215)</u>	<u>\$1,151,317</u>
PROPOSED EXPENDITURES:	<u>\$1,161,532</u>	<u>(\$10,215)</u>	<u>\$1,151,317</u>

**2014 BUDGET  
POSITION TRANSFERS**

Department	Job Classification	Number of Positions	
		Added	Deleted
Finance - General Fund	Customer Service Representative	14	
Finance - Water & Sewer	Customer Service Representative		14
Police - General	Administrative Assistant II		2
	Police Lieutenant		2
	Police Officer		1
	Administrative Assistant II	1	
Police - Police Fund	Administrative Assistant II	1	
	Administrative Assistant II		1
	Administrative Assistant II	1	
	Police Lieutenant	2	
	Police Officer	1	
Planning & Sustainability - General	Transportation Plans Engineer	1	
	Office Assistant	1	
	Office Assistant Senior	1	
	Dev Construction Inspector III	3	
	Engineering Review Officer II	2	
	Engineering Review Officer III	1	
	Land Development Supervisor	1	
Public Works Director's Office	Office Assistant		1
	Office Assistant Senior		1
	Dev Construction Inspector III		3
	Engineering Review Officer II		2
	Engineering Review Officer III		1
	Land Development Supervisor		1
Transportation	Transportation Plans Engineer		1
Economic Development	Project Manager II	1	
Watershed Management	Project Manager II		1
Roads & Drainage	GIS Specialist II		1
Stormwater	GIS Specialist II	1	
<b>Total Transfers</b>		<b>37</b>	<b>37</b>

2014 BUDGET  
POSITION ADDS/DELETES

Department	Job Classification	Number of Positions	
		Added	Deleted
<b>Additions</b>			
COO Dept / Reorganization	Office Assistant, Sr.	1	
	Office Assistant, Sr. (Part-Time)	1	
CEO	Administrative Project Manager	1	
	Office Assistant, Sr. (Part-Time)		
Finance - General Fund	Financial Management Analysts	3	
	Grant Compliance & Appropriations Manager	1	
	Controller	1	
	Accountant	1	
	Treasury Manager	1	
	Budget Management Analysts Principal	3	
Finance - Water & Sewer Fund	Accountant	1	
	Accounting Tech	1	
	Customer Service Representatives	20	
	Security Guard	1	
Juvenile Court	Juvenile Program Administrator	1	
Child Advocates Office	Attorney III	1	
	Paralegal	1	
	Investigator Principal	1	
Public Defender	Attorney I	1	
	Administrative Assistant	1	
	Investigator Principal	1	
Planning & Sustainability - STD - Unincorp Fund	Code Enforcements Officers	7	
	Office Assistant, Sr.	1	
	Engineering Review Officer	1	
Planning & Sustainability - Development Fund	Customer Support Administrator	1	
Planning & Sustainability - Foreclosure Registry Fund	Administrative Assistant II	1	
	Code Enforcement Officers	3	
Human Services	Administrative Assistant II	1	
	Health & Wellness Specialist	1	
	Facility Coordinator	1	
	Senior Center Event Coordinator	1	
	Program Coordinator	1	
	Receptionist	1	
	Grant Specialist	1	



2014 BUDGET  
POSITION ADDS/DELETES

Department	Job Classification	Number of Positions	
		Added	Deleted
Parks	Youth Services Manager	1	
	Youth Services Assistant Manager	1	
Fire & Rescue - Fire Fund	Fire Inspector III	4	
	Plans Review Coordinator	2	
	Financial Assistant	1	
<b>Total Additions</b>		<b>73</b>	
<b><u>Abolishments</u></b>			
Information Technology	Assistant CIO		1
	Office Assistant Sr.		1
Police - General Fund	Animal Control Officers		3
	Animal Control Officer Master		1
	Animal Rescue Coordinator		1
Tax Funds	Tax Funds Positions to be determined		75
- To Be Determined			
<b>Total Abolishments</b>		<b>82</b>	

Fund Class	Fund	Dept	Code-Title	Year FT/PT			2013 Total	2014			2014 Total		
				2013				2014					
				FT	PT	Temp		FT	PT	Temp			
TAX FUNDS	100 - GENERAL FUND	00100 - CHIEF EXECUTIVE OFFICER	0060 - Office Assistant Senior				1		1		1		
			6400 - Receptionist	1			1		1		1		
			6435 - Executive Secretary CEO	1			1		1		1		
			6455 - Administrative Assistant I	2			2		2		2		
			6460 - Administrative Assistant II	3			3		3		3		
			6625 - Audiovisual Production Asst	1			1		1		1		
			6630 - Cable TV Operations Director	1			1		1		1		
			6637 - Public Information Officer	1			1		1		1		
			6650 - Chief Communications Officer	1			1		1		1		
			6652 - Communications Manager CEO	1			1		1		1		
			6670 - Admin Project Mgr CEO	2			2		2		2		
			6725 - Director Legislative Liaison	1			1		1		1		
			6733 - Chief of Staff	1			1		1		1		
			6750 - Executive Assistant	1			1		1		1		
			6545 - Chief Executive Officer	1			1		1		1		
			6990 - Administrative Coordinator	1			1		1		1		
			9876 - Senior Policy Advisor CEO	1			1		1		1		
			TBD - Administrative Project Manager						1		1		
			00100 - CHIEF EXECUTIVE OFFICER Total				20			20	20	1	21
			00199 - CHIEF OPERATING OFFICER										
			0060 - Office Assistant Senior							2	1		3
			3860 - Call Center Operator							4			4
			6670 - Dir - Office of COO							1			1
			00199 - CHIEF OPERATING OFFICER Total							7	1		8
			00200 - BOARD OF COMMISSIONERS										
			6400 - Receptionist				1			1		1	1
			6455 - Administrative Assistant I					1		1	1		1
			6490 - Office Assistant				1			1	1		1
			6635 - Senior Office Coordinator BOC				1			1	1		1
			6641 - Comm Office Coord District 1				1			1	1		1
			6642 - Comm Office Coord District 2				1			1	1		1
			6643 - Comm Office Coord District 3				1			1	1		1
			6644 - Comm Office Coord District 4				1			1	1		1
			6645 - Comm Office Coord District 5				1			1	1		1
			6646 - Comm Office Coord District 6				1			1	1		1
6647 - Comm Office Coord District 7				1			1	1		1			
6657 - Comm Office Aide District 1				1			1	1		1			
6658 - Comm Office Aide District 2				1			1	1		1			
6659 - Comm Office Aide District 3				1			1	1		1			
6660 - Comm Office Aide District 4				1			1	1		1			
6661 - Comm Office Aide District 5				1			1	1		1			
6662 - Comm Office Aide District 6				1			1	1		1			
6663 - Comm Office Aide District 7				1			1	1		1			
6675 - Internal Auditor BOC				1			1	1		1			
8550 - Commissioner				7			7	7		7			
9875 - Policy Analyst				1			1	1		1			
9890 - Dir Policy Research Analysis				1			1	1		1			
9895 - Special Projects Manager				1			1	1		1			
9900 - Chief of Staff BOC				1			1	1		1			
9905 - County Clerk				1			1	1		1			
9907 - Deputy Clerk BOC				2			2	2		2			
TBD - Legislative Analyst				1			1	1		1			
00200 - BOARD OF COMMISSIONERS Total				33	1		34	33	1	34			
00300 - LAW DEPARTMENT													
6440 - Secretary Legal				1			1	1		1			
6445 - Secretary Senior Legal				3			3	3		3			
6500 - Office Assistant Senior				1			1	1		1			
6755 - Deputy County Attorney				1			1	1		1			
6760 - County Attorney				1			1	1		1			
6765 - Chief Asst County Attorney				2			2	2		2			
6775 - Asst County Attorney Senior				12			12	12		12			
8990 - Administrative Coordinator				1			1	1		1			
00300 - LAW DEPARTMENT Total				22			22	22		22			
00800 - G.I.S.													
0170 - Administrative Assistant I				1			1	1		1			
0175 - Administrative Assistant II				1			1	1		1			
2106 - Property Mapping Technician Sr				6			6	6		6			
2115 - Addressing Coordinator				2			2	2		2			
2123 - GIS Specialist I				2			2	2		2			
2125 - GIS Specialist II				2			2	2		2			
2127 - GIS Specialist III				3			3	3		3			
2130 - GIS Mapping Supervisor				1			1	1		1			
2135 - Property Mapping Manager				1			1	1		1			
6605 - Asst Director GIS				1			1	1		1			
6610 - GIS Technical Coordinator				2			2	2		2			

Fund Class	Fund	Dept	Code-Title	Year FT/PT							
				2013			2014			2014 Total	
				FT	PT	Temp	Total	FT	PT		Temp
			6615 - Director GIS	1			1	1			1
			<b>00800 - G.I.S. Total</b>	<b>23</b>			<b>23</b>	<b>23</b>			<b>23</b>
			<b>01100 - FACILITIES MANAGEMENT</b>								
			0060 - Office Assistant Senior	1			1	1			1
			0175 - Administrative Assistant II	2			2	2			2
			4500 - Swimming Pool Maintenance Mx	1			1	1			1
			4555 - Facilities Maintenance Coord	2			2	2			2
			4790 - Crew Worker Senior	4			4	4			4
			4830 - General Foreman	1			1	1			1
			5080 - Custodian Senior	1			1	1			1
			5090 - Custodian Supervisor	1			1	1			1
			5180 - Electrician Senior	9			9	9			9
			5210 - Plumber	2			2	2			2
			5220 - Plumber Senior	6			6	6			6
			5290 - HVAC Mechanic	5			5	5			5
			5300 - HVAC Mechanic Senior	5			5	5			5
			5325 - Project Manager I	2			2	2			2
			5326 - Project Manager II	4			4	4			4
			5330 - Facility Engineer	1			1	1			1
			5345 - Custodial Services Manager	1			1	1			1
			5375 - Deputy Dir Architectural/Eng	1			1	1			1
			5380 - DD PPM Bldg Operations & Main	1			1	1			1
			5440 - Carpenter Senior	7			7	7			7
			9370 - Asst Dir PW, Engineering Svcs	1			1	1			1
			<b>01100 - FACILITIES MANAGEMENT Total</b>	<b>58</b>			<b>58</b>	<b>58</b>			<b>58</b>
			<b>01400 - PURCHASING</b>								
			0170 - Administrative Assistant I	1			1	1			1
			0540 - Administrative Coordinator	1			1	1			1
			0824 - Buyer	2			2	2			2
			0825 - Senior Buyer	5			5	5			5
			0845 - Contract Administrator	12			12	12			12
			0849 - Supervisor Administrative Oper	1			1	1			1
			0860 - Contract Compliance Officer Sr	5			5	5			5
			0865 - Contract Compliance Assistant	1			1	1			1
			0913 - Purchasing Assistant	2			2	2			2
			0915 - Buyer Assistant	4			4	4			4
			0916 - Contract Assistant	5			5	5			5
			0935 - Deputy CPO Administrative Oper	1			1	1			1
			0938 - Deputy CPO Purchasing	1			1	1			1
			0945 - Deputy CPO Contract Administra	1			1	1			1
			0955 - Mail Room Clerk-Lead	1			1	1			1
			0980 - Mail Room Clerk	4			4	4			4
			1410 - Accountant	1			1	1			1
			6455 - Administrative Assistant I	1			1	1			1
			6695 - DeputyCPO Contract Compliance	1			1	1			1
			9325 - Asst Dir Purchasing & Contract	1			1	1			1
			9330 - Dir Purchasing and Contracting	1			1	1			1
			9400 - Consultant, Senior	1			1	1			1
			<b>01400 - PURCHASING Total</b>	<b>53</b>			<b>53</b>	<b>53</b>			<b>53</b>
			<b>01500 - HUMAN RESOURCES &amp; MERIT</b>								
			0080 - Office Assistant Senior	1			1	1			1
			0170 - Administrative Assistant I	1			1	1			1
			0176 - Administrative Assistant II FE	1			1	1			1
			1010 - Human Resources Specialist	4			4	4			4
			1033 - Human Resources Generalist IV	5			5	5			5
			1034 - Human Resource Generalist Lead	1			1	1			1
			1035 - Human Resources Generalist I	1			1	1			1
			1130 - Asst Dir HR & Merit System	1			1	1			1
			1140 - Dir HR & Merit System	1			1	1			1
			1150 - Human Resources Manager	3			3	3			3
			1160 - Human Resources Assistant	1			1	1			1
			1165 - Human Resources Assistant Sr.	2			2	2			2
			1170 - Human Resources Records Lead	1			1	1			1
			1175 - HRIS Specialist	1			1	1			1
			1180 - HRIS Manager	1			1	1			1
			1195 - Employee Relations Coord Sr	1			1	1			1
			1197 - HR Operations Administrator	1			1	1			1
			2695 - Nurse Manager	1			1	1			1
			<b>01500 - HUMAN RESOURCES &amp; MERIT SYSTEM Total</b>	<b>28</b>			<b>28</b>	<b>27</b>			<b>27</b>
			<b>01600 - DEPARTMENT OF INFORMATIO</b>								
			0060 - Office Assistant Senior	3			3	2			2
			0165 - Office Software Specialist	1			1	1			1
			0175 - Administrative Assistant II	2			2	2			2
			0250 - Telephone Systems Tech	1			1	1			1
			0480 - Data Control Technician	1			1	1			1

Fund Class	Fund	Dept	Code-Title	Year FT/PT								
				2013			2013			2014		
				FT	PT	Temp	Total	FT	PT	Temp	Total	
			0495 - Data Control Technician Sr	1			1	1				1
			0500 - IS Support Analyst	5			5	5				5
			0502 - IS Field Service Specialist	3			3	3				3
			0503 - IS Field Service Specialist Sr	2			2	2				2
			0505 - IS Support Analyst Supervisor	1			1	1				1
			0510 - CPU Operator	4			4	4				4
			0520 - CPU Operator Supervisor	2			2	2				2
			0540 - Administrative Coordinator	1			1	1				1
			0556 - IS Database Administrator	7			7	7				7
			0560 - CPU Manager	1			1	1				1
			0570 - IS Applications Manager	4			4	4				4
			0575 - Program Analyst II	5			5	5				5
			0577 - Program Analyst III	16			16	16				16
			0583 - Deputy Director Info Systems	2			2	2				2
			0600 - Departmental Microsystems Spec	9			9	9				9
			0610 - Network Administrator	1			1	1				1
			0670 - IS Database Manager	1			1	1				1
			0683 - Network Engineer Lead	2			2	2				2
			0685 - Network Engineer	2			2	2				2
			0690 - IS Security Manager	1			1	1				1
			0695 - IS Systems Administrator	4			4	4				4
			0700 - IS Systems Administrator Sr	4			4	4				4
			0703 - IS Systems Support Manager	2			2	2				2
			0705 - IS Security Administrator	1			1	1				1
			0710 - IS Program Manager Senior	1			1	1				1
			0720 - Asst Director Info Technology	1			1	1				1
			0725 - Chief Info Officer & Dir IT	1			1	1				1
			1760 - Oracle System Administrator	1			1	1				1
			3490 - Cellular Communications Spec.	1			1	1				1
			3660 - Call Center Operator	6			6	2				2
			4965 - Dept Information Systems Mgr	1			1	1				1
			5360 - Telecommunications Specialist	2			2	2				2
			5352 - Telecommunications Engineer Ld	2			2	2				2
			5353 - IS Communications Manager	1			1	1				1
			<b>01800 - DEPARTMENT OF INFORMATION TECHNOLOGY Total</b>	<b>106</b>			<b>106</b>	<b>100</b>				<b>100</b>
			<b>02100 - FINANCE</b>									
			0060 - Office Assistant Senior	1			1	1				1
			0170 - Administrative Assistant I	2			2	2				2
			0175 - Administrative Assistant II	2			2	2				2
			0195 - Payroll Services Manager	1			1	1				1
			0201 - Payroll Assistant Senior	2			2	2				2
			0210 - Accounting Tech	2			2	2				2
			0220 - Accounting Tech Senior	7			7	7				7
			0225 - Records Technician	2			2	2				2
			0370 - Budget Technician	1			1	1				1
			1390 - Auditor	1			1	1				1
			1400 - Auditor Senior	4			4	4				4
			1405 - Auditor Principal	3			3	3				3
			1410 - Accountant	1			1	2				2
			1420 - Accountant Senior	2			2	2				2
			1430 - Accountant Principal	2			2	2				2
			1450 - Accounting Services Manager	2			2	2				2
			1455 - Records Manager	1			1	1				1
			1480 - Dep Dir Fin Internal Audit Lic	1			1	1				1
			1510 - Budget & Management Analyst S	1			1	1				1
			1515 - Budget Management Analyst Prin	4			4	7				7
			1520 - Financial Management Analyst	2			2	5				5
			1530 - Budget Manager	2			2	2				2
			1560 - Dep Dir Finance-Budget&Grants	1			1	1				1
			1580 - Benefits Specialist	4			4	4				4
			1590 - Benefits Specialist Senior	3			3	3				3
			1600 - Workers Compensation Manager	1			1	1				1
			1605 - Workers' Compensation Adjuster	2			2	2				2
			1610 - Employee Benefits Manager	1			1	1				1
			1615 - Pension Administrator	1			1	1				1
			1630 - Dep Dir Fin Risk Mgmt&Emp Svs	1			1	1				1
			1646 - Employee Services Manager	1			1	1				1
			1650 - Risk Control Analyst	1			1	1				1
			1670 - Risk Control Officer Senior	2			2	2				2
			1690 - Risk Control Manager	1			1	1				1
			1705 - Accounts Payable Coordinator	1			1	1				1
			1720 - Payroll Analyst	2			2	2				2

Fund Class	Fund	Dept	Code-Title	Year			2013			2014			2014 Total
				FT/PT			Total			Total			
				FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
			1740 - Assistant Director Finance	1			1	1				1	
			1750 - Director Finance	1			1	1				1	
			3071 - Grants Coordinator	1			1	1				1	
			5510 - Customer Service Rep					14				14	
			TBD - Controller					1				1	
			TBD - Grants Compliance & Appropriations Mgt					1				1	
			TBD - Treasury Manager					1				1	
		02100 - FINANCE Total					71	71		95		95	
		02700 - PROPERTY APPRAISAL & ASSESSMENT	0060 - Office Assistant Senior	7			7	7				7	
			0170 - Administrative Assistant I	3			3	3				3	
			0175 - Administrative Assistant II	2			2	2				2	
			0540 - Administrative Coordinator	1			1	1				1	
			1222 - Property Quality Control Coord	1			1	1				1	
			1223 - Property Quality Control Supv	1			1	1				1	
			1228 - Property Technician Sr	2			2	2				2	
			1230 - Property Appraiser I	4			4	4				4	
			1231 - Property Appraiser II	6			6	6				6	
			1232 - Property Appraiser III	14			14	14				14	
			1233 - Property Appraiser IV	13			13	13				13	
			1235 - Property Appraiser Supervisor	7			7	7				7	
			1245 - Deputy Chief Appraiser	3			3	3				3	
			1253 - Property Appraiser Auditor	1			1	1				1	
			7041 - Chief Appraiser	1			1	1				1	
		02700 - PROPERTY APPRAISAL & ASSESSMENT Total					66	66		66		66	
		02800 - TAX COMMISSIONER	6455 - Administrative Assistant I	2			2	2				2	
			6460 - Administrative Assistant II	1			1	1				1	
			6490 - Office Assistant	7			7	7				7	
			6500 - Office Assistant Senior	1			1	1				1	
			6535 - Accounting Technician	1			1	1				1	
			6540 - Accounting Technician Senior	2			2	2				2	
			6550 - Accounting Supervisor	1			1	1				1	
			6560 - Accountant Senior	1			1	1				1	
			6785 - Property Tax Supervisor	1			1	1				1	
			6800 - Customer Service Rep	4			4	4				4	
			6810 - Delinquent Collection Officer	6			6	6				6	
			6830 - Delinquent Tax Specialist	1			1	1				1	
			6840 - Tax Technician	40			40	40				40	
			6850 - Tax Technician Senior	11			11	11				11	
			6860 - Tax Technician Lead	7			7	7				7	
			6870 - Tax Technician Supervisor	5			5	5				5	
			6880 - Tag Worker			13	13				13	13	
			6905 - Branch Manager Tax Comm	4			4	4				4	
			6910 - Tax Administrator	5			5	5				5	
			6920 - Deputy Tax Commissioner	4			4	4				4	
			6925 - Dept Information Systems Mgr	1			1	1				1	
			6930 - Assistant Tax Commissioner	1			1	1				1	
			8600 - Tax Commissioner	1			1	1				1	
		02800 - TAX COMMISSIONER Total					107	13		120		107	
		02900 - REGISTRAR	0165 - Office Software Specialist	1			1	1				1	
			0175 - Administrative Assistant II	1			1	1				1	
			0900 - Supply Specialist	1			1	1				1	
			1350 - Voter Registration Technician	3			3	3				3	
			1365 - Election Coordinator	5			5	5				5	
			1375 - Election Supervisor	1			1	1				1	
			1380 - Registration Supervisor	1			1	1				1	
			7061 - Temp Election Worker II				48	48			48	48	
			7062 - Temp Election Worker III				12	12			12	12	
			7070 - Director Elections	1			1	1				1	
		02900 - REGISTRAR Total					14	60		74		60	
		03200 - SHERIFF'S OFFICE	4191 - Library Specialist Senior	1			1	1				1	
			6380 - Communications Operator	6			6	6				6	
			6450 - Administrative Operations Mgr	1			1	1				1	
			6455 - Administrative Assistant I	2			2	2				2	
			6460 - Administrative Assistant II	8			8	8				8	
			6535 - Accounting Technician	1			1	1				1	
			6540 - Accounting Technician Senior	5			5	5				5	
			6925 - Dept Information Systems Mgr	1			1	1				1	
			7095 - Field Training Officer(28 d/)	17			17	17				17	
			7100 - Jail Training Officer(28d/c)	16			16	16				16	
			7101 - Deputy Sheriff (28 d/cy)	16			16	16				16	
			7111 - Deputy Sheriff Sr (28 d/cy)	57			57	57				57	

Fund Class	Fund	Dept	Code-Title	Year			2013			2014			2014
				FT	PT	Temp	Total	FT	PT	Temp	Total		
			7121 - Deputy Sheriff Master(28d/)	92			92	92				92	
			7131 - Deputy Sheriff Sgt(28 d/cy)	54			54	54				54	
			7141 - Deputy Sheriff Lt (28 d/cy)	17			17	17				17	
			7151 - Deputy Sheriff Capt(28 d/cy)	8			8	8				8	
			7161 - Deputy Sheriff Major(28d/cy)	4			4	4				4	
			7171 - Chief Deputy Sheriff	1			1	1				1	
			7183 - Levy and Cash Bond Manager	1			1	1				1	
			7195 - Warrant Processing Coordinator	1			1	1				1	
			7204 - Dir Admin and Legal Affairs	1			1	1				1	
			7210 - Special Projects Coordinator	2			2	2				2	
			7215 - Supply Supervisor	1			1	1				1	
			7217 - Fiscal Management Officer	1			1	1				1	
			7221 - Detention Officer I (28d/cy)	87			87	87				87	
			7231 - Detention Officer II (28d/cy)	169			169	169				169	
			7241 - Detention Officer III (28d/)	94			94	94				94	
			7251 - Detention Sgt (28 d/cy)	8			8	8				8	
			7265 - Sheriff Processing Technician	12	2		14	12	2			14	
			7270 - Sheriff Processing Tech Sr	50			50	50				50	
			7275 - Sheriff Processing Unit Supv	9			9	9				9	
			7277 - Pharmacy Technician	3			3	3				3	
			7300 - Licensed Practical Nurse	1			1	1				1	
			7305 - Health Services Coordinator	1			1	1				1	
			7310 - Detention Technician	95			95	95				95	
			7355 - Payroll Personnel Technician	1			1	1				1	
			7360 - Payroll Personnel Tech Sr	5			5	5				5	
			7542 - Departmental Microsystems Spc	4			4	4				4	
			8610 - Sheriff	1			1	1				1	
			8990 - Administrative Coordinator	1			1	1				1	
			9440 - Investigative Aide		1		1	1		1		1	
			9450 - Investigative Aide Senior	1			1	1				1	
			<b>03200 - SHERIFF'S OFFICE Total</b>	<b>858</b>	<b>3</b>		<b>859</b>	<b>856</b>	<b>3</b>			<b>859</b>	
			<b>03400 - JUVENILE COURT</b>										
			0060 - Office Assistant Senior	1			1	1				1	
			0127 - Secretary Senior Legal	3			3	3				3	
			0162 - Calendar Clerk Senior	4			4	4				4	
			0175 - Administrative Assistant II	4			4	4				4	
			0179 - Grants & Administrative Mgr	1			1	1				1	
			0220 - Accounting Tech Senior	1			1	1				1	
			0540 - Administrative Coordinator	1			1	1				1	
			0610 - Network Administrator	1			1	1				1	
			4025 - Tribunal Technician Senior	4			4	4				4	
			7480 - Clerk Juvenile Court	1			1	1				1	
			7520 - Court Administrator Juv Ct	1			1	1				1	
			7535 - Cit Panel Rev Prg Adm Juv Ct	1			1	1				1	
			7635 - Juvenile Program Administrator	6			6	7				7	
			7645 - Court Records Supervisor	1			1	1				1	
			7646 - Records Tech - Juvenile Ct	1			1	1				1	
			7647 - Records Tech Sr Juvenile Ct	5			5	5				5	
			7653 - Judge Associate Juv Court	2			2	2				2	
			7655 - Chief Deputy Clerk Juv Court	1			1	1				1	
			7670 - Juvenile Probation Officer	20			20	20				20	
			7675 - Juvenile Probation Officer Sr	11			11	11				11	
			7680 - Juv Probation Officer Prin	11			11	11				11	
			7690 - Juvenile Probation Supervisor	4			4	4				4	
			7700 - Chief Juv Probation Officer	1			1	1				1	
			8640 - Juvenile Court Judge	4			4	4				4	
			<b>03400 - JUVENILE COURT Total</b>	<b>90</b>			<b>90</b>	<b>91</b>				<b>91</b>	
			<b>03500 - SUPERIOR COURT</b>										
			6455 - Administrative Assistant I	1			1	1				1	
			6460 - Administrative Assistant II	2			2	2				2	
			6500 - Office Assistant Senior	9			9	9				9	
			6925 - Dept Information Systems Mgr	1			1	1				1	
			7200 - Fiscal Officer	1			1	1				1	
			7470 - Court Reporter	16			16	16				16	
			7477 - Calendar Clerk Senior	11			11	11				11	
			7485 - Law Library Coordinator	1			1	1				1	
			7500 - Law Clerk Senior	11			11	11				11	
			7580 - Paralegal	1			1	1				1	
			7760 - Jury Services Clerk	1			1	1				1	
			7770 - Jury Services Clerk Senior	4			4	4				4	
			7780 - Jury Svcs Clerk Principal	1			1	1				1	
			7785 - Jury Services Manager	1			1	1				1	
			7900 - Court Program Manager	1			1	1				1	

Fund Class	Fund	Dept	Code-Title	Year FT/PT										
				2013			2013			2014				
				FT	PT	Temp	Total	FT	PT	Temp	Total			
			7905 - Medical Laboratory Technician	1			1	1			1			
			7917 - Court Program Coordinator	3			3	3			3			
			7920 - Court Program Supervisor	1			1	1			1			
			8155 - Dispute Res Dom Case Coord	1			1	1			1			
			8440 - Judicial Secretary	2			2	2			2			
			8445 - Judicial Assistant	9			9	9			9			
			8630 - Superior Court Judge	10			10	10			10			
			8655 - Trial Court Director	1			1	1			1			
			8665 - Dispute Resolution Centr Mgr	1			1	1			1			
			8730 - Senior Judge		4		4	4			4			
			8990 - Administrative Coordinator	2			2	2			2			
			<b>03500 - SUPERIOR COURT Total</b>	<b>93</b>	<b>4</b>		<b>97</b>	<b>93</b>	<b>4</b>		<b>97</b>			<b>97</b>
			<b>03600 - CLERK SUPERIOR COURT</b>											
			0175 - Administrative Assistant II	1			1	1			1			
			0540 - Administrative Coordinator	1			1	1			1			
			1225 - Board of Equalization Coord	1			1	1			1			
			6450 - Administrative Operations Mgr	2			2	2			2			
			6460 - Administrative Assistant II	2			2	2			2			
			6465 - Administrative Services Mgr	1			1	1			1			
			6500 - Office Assistant Senior	2			2	2			2			
			6560 - Accountant Senior	1			1	1			1			
			6637 - Public Information Officer	1			1	1			1			
			6925 - Dept Information Systems Mgr	1			1	1			1			
			7200 - Fiscal Officer	1			1	1			1			
			7795 - Chief Dep Clerk Superior Ct	1			1	1			1			
			7860 - Court Records Tech I	14			14	14			14			
			7870 - Court Records Tech III	36			36	36			36			
			7880 - Court Records Tech II	14			14	14			14			
			7885 - Court Records Supervisor	7			7	7			7			
			7895 - Judicial Administrative Coord	2			2	2			2			
			8580 - Clerk Superior Court	1			1	1			1			
			<b>03600 - CLERK SUPERIOR COURT Total</b>	<b>89</b>			<b>89</b>	<b>89</b>			<b>89</b>			<b>89</b>
			<b>03700 - STATE COURT</b>											
			6460 - Administrative Assistant II	5			5	5			5			
			6490 - Office Assistant	1			1	1			1			
			6500 - Office Assistant Senior	4			4	4			4			
			6540 - Accounting Technician Senior	3			3	3			3			
			7190 - Civil Process Unit Coord	1			1	1			1			
			7340 - User Liaison Coordinator	2			2	2			2			
			7470 - Court Reporter	7			7	7			7			
			7477 - Calendar Clerk Senior	13			13	13			13			
			7500 - Law Clerk Senior	7			7	7			7			
			7542 - Departmental Microsystems Spc	1			1	1			1			
			7890 - Bailiff	1			1	1			1			
			7895 - Judicial Administrative Coord	5			5	5			5			
			7910 - DUI Court Coordinator	1			1	1			1			
			8040 - Deputy Marshal	1			1	1			1			
			8045 - Deputy Marshal Senior	19			19	19			19			
			8055 - Deputy Marshal Lieutenant	3			3	3			3			
			8060 - Deputy Marshal, Major	1			1	1			1			
			8063 - Chief Deputy Marshal	1			1	1			1			
			8064 - Marshal	1			1	1			1			
			8065 - Clerk State Court	1			1	1			1			
			8300 - Probation Supervisor	2			2	2			2			
			8305 - Probation Officer	14			14	14			14			
			8310 - Probation Officer Senior	6			6	6			6			
			8312 - Probation Officer Principal	3			3	3			3			
			8315 - Chief Adult Probation Officer	1			1	1			1			
			8320 - Asst Chief Adult Probation Off	1			1	1			1			
			8325 - Chief Deputy Clerk State Ct	1			1	1			1			
			8350 - Interpreter	3			3	3			3			
			8400 - Records Technician St Court	20			20	20			20			
			8420 - Records Technician Sr St Ct	19			19	19			19			
			8422 - Records Tech Prin St Ct	16			16	16			16			
			8440 - Judicial Secretary	1			1	1			1			
			8445 - Judicial Assistant	6			6	6			6			
			8650 - State Court Judge	7			7	7			7			
			8990 - Administrative Coordinator	4			4	4			4			
			<b>03700 - STATE COURT Total</b>	<b>182</b>			<b>182</b>	<b>182</b>			<b>182</b>			<b>182</b>
			<b>03800 - SOLICITOR</b>											
			0170 - Administrative Assistant I	1			1	1			1			
			6440 - Secretary Legal	1			1	1			1			
			6445 - Secretary Senior Legal	15			15	15			15			
			6460 - Administrative Assistant II	4			4	4			4			

Fund Class	Fund	Dept	Code-Title	Year FT/PT								
				2013			2013			2014		
				FT	PT	Temp	Total	FT	PT	Temp	Total	
			8500 - Office Assistant Senior	6			6	6			6	
			8637 - Public Information Officer	1			1	1			1	
			7208 - Grants & Administrative Mgr		1		1		1		1	
			7417 - Investigator Lead	10			10	10			10	
			7418 - Deputy Chief Investigator Seli	2			2	2			2	
			7420 - Chief Investigator	1			1	1			1	
			7600 - Attorney I	4			4	4			4	
			7601 - Attorney II	9			9	9			9	
			7602 - Attorney III	6			6	6			6	
			7603 - Attorney IV	4	1		5	4	1		5	
			8146 - Victim Witness Program Coord	1			1	1			1	
			8147 - Victim Witness Asst Prog Coord	3			3	3			3	
			8170 - Chief Assistant Solicitor	1			1	1			1	
			8185 - Legal Office Coordinator	1			1	1			1	
			8700 - Solicitor State Court	1			1	1			1	
			8990 - Administrative Coordinator	2			2	2			2	
			9895 - Special Projects Manager		1		1		1		1	
			<b>03800 - SOLICITOR Total</b>	<b>73</b>	<b>3</b>		<b>76</b>	<b>73</b>	<b>3</b>		<b>76</b>	
			<b>03900 - DISTRICT ATTORNEY</b>									
			6445 - Secretary Senior Legal	8			8	8			8	
			6450 - Administrative Operations Mgr	1			1	1			1	
			6460 - Administrative Assistant II	3			3	3			3	
			6500 - Office Assistant Senior	1			1	1			1	
			6637 - Public Information Officer	1			1	1			1	
			7340 - User Liaison Coordinator	1			1	1			1	
			7422 - Deputy Chief Investigator DA	1			1	1			1	
			7430 - Chief Investigator DA	1			1	1			1	
			7435 - Asst Chief Investigator DA	1			1	1			1	
			7445 - Investigator DA II	21	1		22	21	1		22	
			7455 - Investigator DA III	6			6	6			6	
			7548 - Administrative Aide	12			12	12			12	
			7560 - Investigative Intake Tech	4			4	4			4	
			7575 - Records Supv Dist Attorney	1			1	1			1	
			7580 - Paralegal	6			6	6			6	
			7582 - Paralegal Supervisor	1			1	1			1	
			7600 - Attorney I	7			7	7			7	
			7601 - Attorney II	6			6	6			6	
			7602 - Attorney III	9			9	9			9	
			7603 - Attorney IV	14			14	14			14	
			7616 - Solicitor Juvenile Court	1			1	1			1	
			7900 - Court Program Manager	1			1	1			1	
			8130 - Chief Asst District Attorney	2			2	2			2	
			8135 - Attorney DA	11			11	11			11	
			8146 - Victim Witness Program Coord	4			4	4			4	
			8185 - Legal Office Coordinator	1			1	1			1	
			8690 - District Attorney	1			1	1			1	
			8695 - Investigator DA	1			1	1			1	
			8990 - Administrative Coordinator	1			1	1			1	
			9450 - Investigative Aide Senior	1			1	1			1	
			<b>03900 - DISTRICT ATTORNEY Total</b>	<b>129</b>	<b>1</b>		<b>130</b>	<b>129</b>	<b>1</b>		<b>130</b>	
			<b>04000 - CHILD ADVOCATES OFFICE</b>									
			7415 - Investigator Principal	3			3	4			4	
			7425 - Chief Investigator Child Advo	1			1	1			1	
			7580 - Paralegal	4			4	5			5	
			7600 - Attorney I		2		2		2		2	
			7601 - Attorney II	3			3	3			3	
			7602 - Attorney III	6			6	7			7	
			7603 - Attorney IV	2			2	2			2	
			7604 - Director Child Advocate Ctr	1			1	1			1	
			8990 - Administrative Coordinator	1			1	1			1	
			<b>04000 - CHILD ADVOCATES OFFICE Total</b>	<b>21</b>	<b>2</b>		<b>23</b>	<b>24</b>	<b>2</b>		<b>26</b>	
			<b>04100 - PROBATE COURT</b>									
			6450 - Administrative Operations Mgr	1			1	1			1	
			6460 - Administrative Assistant II	1			1	1			1	
			7340 - User Liaison Coordinator	1			1	1			1	
			7603 - Attorney IV	1			1	1			1	
			8230 - Associate Judge	1			1	1			1	
			8475 - Probate Technician	2			2	2			2	
			8480 - Probate Technician Senior	1			1	1			1	
			8490 - Probate Technician Principal	12			12	12			12	
			8590 - Probate Judge	1			1	1			1	
			8990 - Administrative Coordinator	4			4	4			4	
			<b>04100 - PROBATE COURT Total</b>	<b>25</b>			<b>25</b>	<b>25</b>			<b>25</b>	
			<b>04300 - MEDICAL EXAMINER</b>									
			0040 - Office Assistant	1			1	1			1	



Fund Class	Fund	Dept	Code-Title	Year FT/PT								
				2013			2014			2014		
				FT	PT	Temp	Total	FT	PT	Temp	Total	Total
			0060 - Office Assistant Senior	3			3	3			3	
			3457 - Forensic Investigator	7			7	7			7	
			3458 - Dep Chief Investigator, M.E.	1			1	1			1	
			3459 - Chief Investigator ME	1			1	1			1	
			3460 - Forensic Services Manager	1			1	1			1	
			3463 - Forensic Technician	2			2	2			2	
			3465 - Forensic Laboratory Manager	1			1	1			1	
			3466 - Director Medical Examiner	1			1	1			1	
			3468 - Deputy Dir Medical Examiner	1			1	1			1	
			5080 - Custodian Senior	1			1	1			1	
			<b>04300 - MEDICAL EXAMINER Total</b>	<b>20</b>			<b>20</b>	<b>20</b>			<b>20</b>	
			<b>04500 - PUBLIC DEFENDER</b>									
			0170 - Administrative Assistant I					1			1	
			6500 - Office Assistant Senior	2			2	2			2	
			7410 - Investigator Senior	4			4	4			4	
			7415 - Investigator Principal	11			11	12			12	
			7420 - Chief Investigator	1			1	1			1	
			7548 - Administrative Aide	4			4	4			4	
			7580 - Paralegal	1			1	1			1	
			7600 - Attorney I	8			8	9			9	
			7601 - Attorney II	7			7	7			7	
			7602 - Attorney III	27			27	27			27	
			7603 - Attorney IV	6			6	6			6	
			8120 - Chief Asst. Public Defender	1			1	1			1	
			8185 - Legal Office Coordinator	1			1	1			1	
			8350 - Interpreter	1			1	1			1	
			8710 - Public Defender	1			1	1			1	
			<b>04500 - PUBLIC DEFENDER Total</b>	<b>75</b>			<b>75</b>	<b>78</b>			<b>78</b>	
			<b>04600 - POLICE</b>									
			0060 - Office Assistant Senior	7			7	7			7	
			0175 - Administrative Assistant II	1			1				1	
			0920 - Requisition Technician	3			3	3			3	
			3068 - Planning and Research Manager	1			1	1			1	
			3071 - Grants Coordinator	1			1	1			1	
			3080 - Police Officer	1			1				1	
			3100 - Police Officer, Master	3			3	3			3	
			3110 - Police Sergeant	3			3	3			3	
			3280 - Supply Coordinator	2			2	2			2	
			3270 - Supply Supervisor	1			1	1			1	
			3275 - Print Shop Coordinator	1			1	1			1	
			3280 - Fiscal Management Officer	1			1	1			1	
			3560 - Payroll Personnel Technician	1			1	1			1	
			3565 - Payroll Personnel Tech Sr	5			5	5			5	
			3580 - Payroll Personnel Supervisor	1			1	1			1	
			3820 - Animal Control Director	1			1	1			1	
			3825 - Animal Adoption/Rescue Coord	2			2	1			1	
			3835 - Animal Control Officer	14			14	11			11	
			3840 - Animal Control Officer Senior	4			4	4			4	
			3845 - Animal Control Officer Master	9			9	8			8	
			3850 - Animal Control Supervisor	3			3	3			3	
			5080 - Custodian Senior	2			2	2			2	
			5090 - Custodian Supervisor	1			1	1			1	
			8750 - School Safety Officer		3		3		3		3	
			9152 - Deputy COO Public Safety	1			1	1			1	
			<b>04600 - POLICE Total</b>	<b>69</b>	<b>3</b>		<b>72</b>	<b>62</b>	<b>3</b>		<b>65</b>	
			<b>04800 - MAGISTRATE COURT</b>									
			8480 - Administrative Assistant II	1			1	1			1	
			8500 - Office Assistant Senior	1			1	1			1	
			7400 - Investigator	2			2	2			2	
			7410 - Investigator Senior	1			1	1			1	
			7477 - Calendar Clerk Senior	2			2	2			2	
			7710 - Pre-Trial Release Coordinator	1			1	1			1	
			7917 - Court Program Coordinator	2			2	2			2	
			8260 - Chief Magistrate	1			1	1			1	
			8270 - Associate Magistrate	2			2	2			2	
			8280 - Part-time Assoc Magistrate		22		22		22		22	
			8290 - Sr Assoc Magistrate		1		1		1		1	
			8298 - Clinical Evaluator	1			1	1			1	
			8420 - Records Technician Sr St Ct	1			1	1			1	
			8445 - Judicial Assistant	1			1	1			1	
			<b>04800 - MAGISTRATE COURT Total</b>	<b>18</b>	<b>23</b>		<b>39</b>	<b>16</b>	<b>23</b>		<b>39</b>	
			<b>04900 - FIRE &amp; RESCUE SERVICES</b>									
			3280 - Supply Coordinator	1			1	1			1	
			3590 - Firefighter I	2			2	2			2	
			3601 - Firefighter II (28 d/cyl)	1			1	1			1	

Fund Class	Fund	Dept	Code-Title	Year FT/PT								
				2013			2014			2014		
				FT	PT	Temp	Total	FT	PT	Temp	Total	Total
			3611 - Fire Apparatus Oper (28 d/cyl)	6			5	5				6
			3641 - Fire Captain (28 d/cyl)	2			2	2				2
			3691 - Fire Medic I	5			5	5				6
			3692 - Fire Medic II	6			6	6				6
			3693 - Firemedic Apparatus Operator	3			3	3				3
			3701 - Fire Medic I (28day)	18			18	18				18
			3702 - Fire Medic II (28day)	28			28	28				28
			3703 - Firemedic Apparatus Op (28day)	34			34	34				34
			3712 - Firefighter I/E/MT-I	5			5	5				5
			3714 - Firefighter II/E/MT-I (28d/cyl)	6			6	6				6
			3718 - Firefighter III/E/MT-I 28 d/cyl	2			2	2				2
			3735 - Paramedic Senior	4			4	4				4
			3750 - Rescue Captain	8			8	8				8
			3751 - Rescue Captain (28 d/cyl)	8			8	8				8
			9660 - Fire & Rescue Battalion Chief	1			1	1				1
			9676 - FireandRescueAssChf(28d/cyl)	1			1	1				1
			<b>04900 - FIRE &amp; RESCUE SERVICES Total</b>	<b>140</b>			<b>140</b>	<b>140</b>				<b>140</b>
			<b>05100 - PLANNING &amp; SUSTAINABILITY</b>									
			0060 - Office Assistant Senior	1			1	1				1
			0165 - Office Software Specialist	1			1	1				1
			0175 - Administrative Assistant II	1			1	1				1
			0540 - Administrative Coordinator	1			1	1				1
			1950 - Planner	1			1	1				1
			1960 - Planner Senior	3			3	3				3
			2033 - Strategic Planning Administra	1			1	1				1
			2040 - Associate Director Planning	1			1	1				1
			2060 - Director Planning	1			1	1				1
			2090 - Planning Technician Senior	1			1	1				1
			2310 - Construction Inspector									1
			2835 - Engineer, Principal	2			2	2				2
			3000 - Housing Programs Manager	1			1	1				1
			<b>05100 - PLANNING &amp; SUSTAINABILITY Total</b>	<b>15</b>			<b>15</b>	<b>15</b>				<b>15</b>
			<b>05500 - PUBLIC WORKS DIRECTOR</b>									
			0540 - Administrative Coordinator	1			1	1				1
			6370 - Director Public Works	1			1	1				1
			9365 - Asst Director Public Works	1			1	1				1
			<b>05500 - PUBLIC WORKS DIRECTOR Total</b>	<b>3</b>			<b>3</b>	<b>3</b>				<b>3</b>
			<b>05600 - ECONOMIC DEVELOPMENT</b>									
			6688 - Economic Develop Coord, Sr	5			5	5				5
			6690 - Dir Economic Development	1			1	1				1
			6740 - Daputy COO Development	1			1	1				1
			8990 - Administrative Coordinator	1			1	1				1
			<b>05600 - ECONOMIC DEVELOPMENT Total</b>	<b>8</b>			<b>8</b>	<b>8</b>				<b>8</b>
			<b>08800 - LIBRARY</b>									
			0060 - Office Assistant Senior	4			4	4				4
			0175 - Administrative Assistant II	1			1	1				1
			0420 - Graphic Design Technician	1			1	1				1
			0600 - Departmental Microsystems Spec	3			3	3				3
			0810 - Network Administrator	1			1	1				1
			0620 - Library System Analyst	1			1	1				1
			0625 - Library Web Designer	1			1	1				1
			0670 - Courier	4			4	4				4
			1410 - Accountant	1			1	1				1
			3560 - Payroll Personnel Technician	1			1	1				1
			3565 - Payroll Personnel Tech Sr	1			1	1				1
			4181 - Library Specialist	28			28	28				28
			4191 - Library Specialist Senior	29	4		33	29	4			33
			4195 - Library Branch Supervisor	5			5	5				5
			4200 - Librarian	20			20	20				20
			4210 - Librarian Senior	22	1		23	22	1			23
			4220 - Librarian, Principal	16			16	16				16
			4230 - Librarian Administrative	8			8	8				8
			4235 - Marketing/Programming Coord	1			1	1				1
			4250 - Assistant Director, Library	1			1	1				1
			4255 - Admin Services Mgr Library	1			1	1				1
			4260 - Director, Library	1			1	1				1
			4265 - Library Accounts Payable Asst	2			2	2				2
			4270 - Development Coord Library	1			1	1				1
			4305 - Facilities Admin Coord Library	1			1	1				1
			4310 - Library Technician	2	7		9	2	7			9
			4320 - Library Technician, Senior	52	33		85	52	33			85
			4385 - Program Promotion Spec Sr	1			1	1				1
			4760 - General Maintenance Worker	1			1	1				1
			5070 - Custodian		1				1			1
			5080 - Custodian Senior	9	12		21	9	12			21

Fund Class	Fund	Dept	Code-Title	Year FT/PT													
				2013			2014			2014							
				FT	PT	Temp	Total	FT	PT	Temp	Total	FT	PT	Temp	Total		
			5140 - Security Guard	7			7	7				7					7
			<b>06800 - LIBRARY Total</b>	<b>227</b>	<b>58</b>		<b>285</b>	<b>227</b>	<b>58</b>			<b>285</b>					<b>285</b>
			<b>06900 - EXTENSION SERVICE</b>														
			0040 - Office Assistant	1			1	1				1					1
			0170 - Administrative Assistant I	3			3	3				3					3
			0600 - Departmental Microsystems Spec	1			1	1				1					1
			8866 - Extension Program Assistant	1			1	1				1					1
			8870 - Dir County Extension Service	1			1	1				1					1
			8875 - County Extension Agent	2			2	2				2					2
			8880 - County Extension Agent	1			1	1				1					1
			8883 - Extension Service Manager	3			3	3				3					3
			8990 - Administrative Coordinator	1			1	1				1					1
			<b>06900 - EXTENSION SERVICE Total</b>	<b>14</b>			<b>14</b>	<b>14</b>				<b>14</b>					<b>14</b>
			<b>07500 - HUMAN SERVICES</b>														
			0050 - Receptionist					1				1					1
			0175 - Administrative Assistant II	1			1	2				2					2
			2020 - Human Services Facility Coord	2			2	3				3					3
			2900 - Director Human Services	1			1	1				1					1
			2910 - Project Monitor	3			3	3				3					3
			2915 - Human Services Manager	1			1	1				1					1
			2960 - Information & Referral Spec	2			2	2				2					2
			2965 - Information&Referral Spec Lead	1			1	1				1					1
			3015 - Deputy Sr Services Admin	1			1	1				1					1
			3050 - Program Coord Sr Facility	1			1	1				1					1
			3052 - Bus Operator	1			1	1				1					1
			3058 - Senior Center Event Coordnr	1			1	2				2					2
			3060 - Fiscal Officer	1			1	1				1					1
			3071 - Grants Coordinator	1			1	1				1					1
			6405 - Office Software Specialist	1			1	1				1					1
			6455 - Administrative Assistant I	1			1	1				1					1
			TBD - Grant Specialist					1				1					1
			TBD - Health & Wellness Specialist					1				1					1
			TBD - Program Coordinator					1				1					1
			<b>07500 - HUMAN SERVICES Total</b>	<b>19</b>			<b>19</b>	<b>26</b>				<b>26</b>					<b>26</b>
			<b>09100 - NON-DEPARTMENTAL</b>														
			6460 - Administrative Assistant II	1			1	1				1					1
			TBD - Positions to be Abolished					-75				-75					-75
			<b>09100 - NON-DEPARTMENTAL Total</b>	<b>1</b>			<b>1</b>	<b>-74</b>				<b>-74</b>					<b>-74</b>
			<b>100 - GENERAL FUND Total</b>	<b>2786</b>	<b>98</b>	<b>73</b>	<b>2937</b>	<b>2722</b>	<b>100</b>	<b>73</b>	<b>2895</b>						
			<b>270 - FIRE</b>														
			<b>04900 - FIRE &amp; RESCUE SERVICES</b>														
			0060 - Office Assistant Senior	2			2	2				2					2
			0170 - Administrative Assistant I	4			4	4				4					4
			0175 - Administrative Assistant II	5			5	5				5					5
			0235 - Financial Assistant					1				1					1
			2235 - Plans Review Coordinator					2				2					2
			2700 - Public Education Specialist	6			6	6				6					6
			3060 - Fiscal Officer	1			1	1				1					1
			3260 - Supply Coordinator	1			1	1				1					1
			3270 - Supply Supervisor	1			1	1				1					1
			3565 - Payroll Personnel Tech Sr	3			3	3				3					3
			3580 - Payroll Personnel Supervisor	1			1	1				1					1
			3590 - Firefighter I	42			42	42				42					42
			3591 - Firefighter I (28 d/cyl)	42			42	42				42					42
			3600 - Firefighter II	2			2	2				2					2
			3601 - Firefighter II (28 d/cyl)	163			163	163				163					163
			3610 - Fire Apparatus Operator	12			12	12				12					12
			3611 - Fire Apparatus Oper (28 d/cyl)	187			187	187				187					187
			3636 - Fire Investigator II	3			3	3				3					3
			3637 - Fire Investigator III	2			2	2				2					2
			3639 - Fire Investigations Supervisor	1			1	1				1					1
			3640 - Fire Captain	3			3	3				3					3
			3641 - Fire Captain (28 d/cyl)	89			89	89				89					89
			3645 - Fire Inspector I	1			1	1				1					1
			3646 - Fire Inspector II	1			1	1				1					1
			3647 - Fire Inspector III	4			4	8				8					8
			3655 - Fire Inspections Supervisor	1			1	1				1					1
			3685 - Fire Rescue Captain (28 d/cyl)	14			14	14				14					14
			3692 - Fire Medic II	1			1	1				1					1
			3701 - Fire Medic I (28day)	1			1	1				1					1
			3702 - Fire Medic II (28day)	9			9	9				9					9
			3703 - Firemedic Apparatus Op (28day)	11			11	11				11					11
			3705 - Fire Equipment Repair Tech	2			2	2				2					2
			3714 - Firefighter II/EMT-I (28d/cyl)	1			1	1				1					1
			3775 - Fire Rescue Maintenance Coord	1			1	1				1					1
			3800 - Fire & Rescue Chief	1			1	1				1					1

Fund Class	Fund	Dept	Code-Title	Year FT/PT			2013 Total	2014			2014 Total
				2013				2014			
				FT	PT	Temp		FT	PT	Temp	
			3950 - Fire Protection Engineer	2			2	2		2	
			3951 - Fire Protection Engineer-Lead	1			1	1		1	
			9660 - Fire & Rescue Battalion Chief	3			3	3		3	
			9661 - Fire&Rescue Bat Chf(28d/cyl)	14			14	14		14	
			9676 - FireandRescueAsstChf(28d/cyl)	3			3	3		3	
			9680 - Fire & Rescue Deputy Chief	2			2	2		2	
			<b>04900 - FIRE &amp; RESCUE SERVICES Total</b>	<b>643</b>			<b>643</b>	<b>650</b>		<b>650</b>	
				<b>643</b>			<b>643</b>	<b>650</b>		<b>650</b>	
	270 - FIRE Total						2	2		2	
	271 - SPECIAL TAX DIST	05400 - PUBLIC WORKS - TRANSPORT	0170 - Administrative Assistant I	2			2	2		2	
			0920 - Requisition Technician	1			1	1		1	
			2300 - Chief Construction Inspector	1			1	1		1	
			2310 - Construction Inspector	5			5	4		4	
			2715 - Design Spec Transportation	1			1	1		1	
			2780 - Engineering Technician Senior	4			4	4		4	
			2830 - Engineer, Senior	6			5	5		5	
			2835 - Engineer, Principal	2			2	2		2	
			2840 - Engineering Supervisor	3			3	3		3	
			3905 - Public Works Outreach Special	1			1	1		1	
			4870 - Land Acquisition Specialist	2			2	2		2	
			5003 - Assoc Dir PW Transportation	1			1	1		1	
			<b>05400 - PUBLIC WORKS - TRANSPORTATION Total</b>	<b>28</b>			<b>28</b>	<b>27</b>		<b>27</b>	
		05700 - PUBLIC WORKS - ROADS AND	0060 - Office Assistant Senior	3			3	3		3	
			0170 - Administrative Assistant I	3			3	3		3	
			0175 - Administrative Assistant II	3			3	3		3	
			0420 - Graphic Design Technician	2			2	2		2	
			0880 - Stockworker	1			1	1		1	
			0895 - Supply Specialist Senior	1			1	1		1	
			0920 - Requisition Technician	1			1	1		1	
			0925 - Inventory Warehouse Supervisor	1			1	1		1	
			2125 - GIS Specialist II	1			1	1		1	
			2310 - Construction Inspector	2			2	2		2	
			2495 - Flood Management Supervisor	1			1	1		1	
			2780 - Engineering Technician Senior	6			6	6		6	
			2830 - Engineer, Senior	3			3	3		3	
			2835 - Engineer, Principal	2			2	2		2	
			2840 - Engineering Supervisor	1			1	1		1	
			3560 - Payroll Personnel Technician	1			1	1		1	
			3907 - Dispatcher	1			1	1		1	
			4780 - Crew Worker	10			10	10		10	
			4790 - Crew Worker Senior	21			21	21		21	
			4815 - Crew Supervisor CDL	12			12	12		12	
			4825 - Construction Supervisor	2			2	2		2	
			4837 - General Foreman Public Works	5			5	5		5	
			4847 - Production Control Supervisor	1			1	1		1	
			4859 - Roads & Drainage Supt	4			4	4		4	
			4910 - Equipment Operator	14			14	14		14	
			4920 - Equipment Operator Senior	10			10	10		10	
			4930 - Equipment Operator Principal	9			9	9		9	
			4960 - Administrative Services Mgr	1			1	1		1	
			4970 - Dep Dir Traffic Engineering	1			1	1		1	
			4995 - Operations Manager R&D	3			3	3		3	
			5010 - Assoc Dir PW Roads & Drainage	2			2	2		2	
			5011 - Asst Traffic Signal Installer	9			9	9		9	
			5012 - Asst Traffic Signal Inst, Sr	3			3	3		3	
			5013 - Traffic Signal Installer	1			1	1		1	
			5014 - Traffic Signal Installer, Sr	6			6	6		6	
			5015 - Traffic Signal Tech	9			9	9		9	
			5016 - Traffic Signal Tech, Sr	2			2	2		2	
			5023 - Traffic Signs/Markings Inst	4			4	4		4	
			5024 - Traffic Signs/Markings Inst Sr	2			2	2		2	
			5028 - Traffic Engineering Manager	1			1	1		1	
			5420 - Mason	3			3	3		3	
			5425 - Mason Senior	1			1	1		1	
			6250 - Heavy Equipment Truck Mechanic	1			1	1		1	
			<b>05700 - PUBLIC WORKS - ROADS AND DRAINAGE Total</b>	<b>170</b>			<b>170</b>	<b>169</b>		<b>169</b>	
		06100 - PARKS	0060 - Office Assistant Senior	6			6	6		6	
			0170 - Administrative Assistant I	1			1	1		1	
			0175 - Administrative Assistant II	1			1	1		1	
			0177 - Admin Operations Mgr	1			1	1		1	
			0220 - Accounting Tech Senior	1			1	1		1	
			0540 - Administrative Coordinator	1			1	1		1	

Fund Class	Fund	Dept	Code-Title	Year FT/PT							
				2013			2013		2014		2014
				FT	PT	Temp	Total	FT	PT	Temp	Total
			0737 - User Liaison Coordinator	1			1	1			1
			0870 - Courier	1			1	1			1
			0900 - Supply Specialist	1			1	1			1
			1420 - Accountant Senior	1			1	1			1
			1945 - Greenspace Planner	1			1	1			1
			2700 - Public Education Specialist	1			1	1			1
			2907 - Youth Services Manager	1			1	1			1
			3071 - Grants Coordinator	1			1	1			1
			3565 - Payroll Personnel Tech Sr	1			1	1			1
			4335 - Arts Center Director	1			1	1			1
			4340 - Arts Center Coordinator	1			1	1			1
			4345 - Arts Center Production Spec	1			1	1			1
			4350 - Recreation Center Leader	12			12	12			12
			4380 - Program Promotion Spec	1			1	1			1
			4460 - Recreation Program Manager	2			2	2			2
			4480 - Recreation Center Director	13			13	13			13
			4540 - Maintenance Coordinator	2			2	2			2
			4570 - Horse Farm Supervisor	1			1	1			1
			4575 - Horse Farm Worker	2			2	2			2
			4597 - P&R Project Manager	3			3	3			3
			4698 - Comprehensive Planning Manage	1			1	1			1
			4603 - Grounds Nursery Supervisor	1			1	1			1
			4607 - Grounds Nursery Technician		1		1		1		1
			4610 - Natural Resource Manager	1			1	1			1
			4615 - Nature Center Ranger	1	2		3	1	2		3
			4630 - Parks Security Coordinator	1			1	1			1
			4640 - Grounds Service Technician	32		18	50	32		18	50
			4660 - Parks Operations General Mgr	1			1	1			1
			4675 - Parks Maintenance Supt	3			3	3			3
			4690 - Parks Maint Construction Supv	9			9	9			9
			4703 - Parks Program Coordinator	1			1	1			1
			4705 - Sports Program Coordinator	2			2	2			2
			4715 - Greenspace Environment Manag	1			1	1			1
			4730 - Dep Dir P&R Recreation	1			1	1			1
			4737 - Assistant Director, Park & Rec	1			1	1			1
			4740 - Director, Parks & Recreation	1			1	1			1
			4743 - Financial Project Administrat	1			1	1			1
			4755 - Work Order Technician	1			1	1			1
			4760 - General Maintenance Worker		1		1		1		1
			4770 - General Maintenance Worker, Sr	5			5	5			5
			4775 - General Maintenance Worker Sp	1			1	1			1
			4780 - Crew Worker	3	2		5	3	2		5
			4790 - Crew Worker Senior	12			12	12			12
			4910 - Equipment Operator	2			2	2			2
			4920 - Equipment Operator Senior	2			2	2			2
			4930 - Equipment Operator Principal	2			2	2			2
			5070 - Custodian	1			1	1			1
			5854 - Special Projects Coordinator	1			1	1			1
			5920 - San Driver Crew Leader	2			2	2			2
			6763 - Clerk			3	3			3	3
			6785 - Day Camp Assistant Director			20	20			20	20
			6790 - Day Camp Director			11	11			11	11
			8810 - Lifeguard			37	37			37	37
			8820 - Senior Lifeguard			16	16			16	16
			8830 - Pool Manager			21	21			21	21
			8835 - Aquatic District Manager			5	5			5	5
			8863 - Skate Park Supervisor Interim			2	2			2	2
			8903 - Water Safety Instructor			1	1			1	1
			8905 - Recreation Intern			37	37			37	37
			8913 - Bus Driver			18	18			18	18
			8919 - Recreation Instructor			3	3			3	3
			8936 - Recreation Assistant			123	123			123	123
			TBD - Youth Services Assistant Mgr					1			1
		06100 - PARKS Total		149	6	315	470	150	6	315	471
		271 - SPECIAL TAX DISTRICT - DESIGNATED SERVIC Total		347	6	315	668	348	6	315	687
		272 - SPECIAL TAX DIST 02100 - FINANCE									
			0060 - Office Assistant Senior	2			2	2			2
			0170 - Administrative Assistant I	1			1	1			1
			0210 - Accounting Tech	1			1	1			1
			0220 - Accounting Tech Senior	1			1	1			1
			1390 - Auditor	1			1	1			1
			1820 - License Inspector	3			3	3			3

Fund Class	Fund	Dept	Code-Title	Year FT/PT							
				2013			2014			2014 Total	
				FT	PT	Temp	Total	FT	PT		Temp
			1890 - Alcohol & Business License Mgr	1			1	1			1
			<b>02100 - FINANCE Total</b>	<b>10</b>			<b>10</b>	<b>10</b>			<b>10</b>
			<b>04700 - RECORDERS COURT</b>								
			0165 - Office Software Specialist	1			1	1			1
			0175 - Administrative Assistant II	2			2	2			2
			0223 - Accounting Supervisor	1			1	1			1
			4005 - Records Tech Lead Recorders Ct	5			5	5			5
			4010 - Records Tech Recorders Court	16			16	16			16
			4015 - Records Tech Sr, Recorders Ct	6			6	6			6
			4025 - Tribunal Technician Senior	7			7	7			7
			4030 - Tribunal Technician Principal	1			1	1			1
			8200 - Clerk of Cr Recorders Court	1			1	1			1
			8205 - Deputy Clerk Recorders Court	4			4	4			4
			8210 - Court Administrator Rec Ct	1			1	1			1
			8220 - Judge Part-Time		3		3		3		3
			8230 - Associate Judge	4			4	4			4
			8240 - Chief Judge	1			1	1			1
			9530 - Records Tech Ld Recorders Ct	1			1	1			1
			9530 - Records Tech Lead Recorders Ct	1			1	1			1
			9550 - Tribunal Technician Senior	1			1	1			1
			<b>04700 - RECORDERS COURT Total</b>	<b>53</b>	<b>3</b>		<b>56</b>	<b>53</b>	<b>3</b>		<b>56</b>
			<b>05100 - PLANNING &amp; SUSTAINABILITY</b>								
			0040 - Office Assistant	1			1	1			1
			0060 - Office Assistant Senior	3			3	4			4
			0175 - Administrative Assistant II	1			1	1			1
			1960 - Planner Senior	5			5	5			5
			1965 - Planning Manager	1			1	1			1
			1970 - Zoning Administrator	1			1	1			1
			2090 - Planning Technician Senior	2			2	2			2
			2140 - Planning Commission Asst	2			2	2			2
			2360 - Code Compliance Supervisor	2			2	2			2
			2370 - Code Compliance Officer Sr	10			10	10			10
			2375 - Code Compliance Officer	16			16	23			23
			2380 - Code Compliance Administrator	1			1	1			1
			2455 - Permit Technician	1			1	1			1
			2479 - Engineering Review Officer II					1			1
			3000 - Housing Programs Manager					1			1
			<b>05100 - PLANNING &amp; SUSTAINABILITY Total</b>	<b>46</b>			<b>46</b>	<b>56</b>	<b>3</b>		<b>56</b>
			<b>272 - SPECIAL TAX DISTRICT - UNINCORPORATED Total</b>	<b>109</b>	<b>3</b>		<b>112</b>	<b>119</b>	<b>3</b>		<b>122</b>
			<b>274 - POLICE SERVICES</b>								
			<b>04600 - POLICE</b>								
			0040 - Office Assistant	1			1	1			1
			0060 - Office Assistant Senior	3			3	3			3
			0170 - Administrative Assistant I	2			2	2			2
			0175 - Administrative Assistant II	16			16	17			17
			0540 - Administrative Coordinator	1			1	1			1
			2700 - Public Education Specialist	5			5	5			5
			3075 - Cadet	3			3	3			3
			3080 - Police Officer	194			194	195			195
			3080 - Police Officer, Senior	78			78	78			78
			3100 - Police Officer, Master	589			589	589			589
			3110 - Police Sergeant	145			145	145			145
			3130 - Police Lieutenant	62			62	62			62
			3140 - Police Captain	17			17	17			17
			3185 - Police Chief	1			1	1			1
			3285 - Pawn Detail Coordinator	1			1	1			1
			3300 - Central Records Assistant Mgr	2			2	2			2
			3310 - Central Records Clerk	18			18	18			18
			3320 - Central Records Clerk, Sr.	15			15	15			15
			3330 - Central Records Supervisor	3			3	3			3
			3385 - Property & Evidence Tech Sr	1			1	1			1
			3390 - Latent Fingerprint Examiner	1			1	1			1
			3400 - Latent Fingerprint Examiner Sr	2			2	2			2
			3425 - Crime Scene Investigator	12			12	12			12
			3430 - Crime Scene Investigator Mstr	1			1	1			1
			3433 - Crime Scene Invest Shift Supv	4			4	4			4
			3440 - Investigative Aide	2			2	2			2
			3450 - Investigative Aide, Senior	32			32	32			32
			3470 - Public Information Officer	1			1	1			1
			3542 - Training Specialist	1			1	1			1
			3545 - Emergency Mgmt Specialist	1			1	1			1
			9160 - Police Major	10			10	10			10
			9180 - Assistant Police Chief	4			4	4			4
			<b>04600 - POLICE Total</b>	<b>1228</b>			<b>1228</b>	<b>1230</b>			<b>1230</b>
			<b>274 - POLICE SERVICES Total</b>	<b>1228</b>			<b>1228</b>	<b>1230</b>			<b>1230</b>

Fund Class	Fund	Dept	Code-Title	Year FT/PT										
				2013			2014			2014				
				FT	PT	Temp	Total	FT	PT	Temp	Total	Total		
	581 - STORMWATER MA	06700 - STORMWATER	2125 - GIS Specialist II						1					1
		06700 - STORMWATER Total							1					1
	581 - STORMWATER MANAGEMENT OPERATING Total								1					1
<b>TAX FUNDS Total</b>				5093	107	388	5588	5068	109	388	5585			
<b>SPECIAL REVENUE</b>	<b>201 - DEVELOPMENT</b>	<b>05100 - PLANNING &amp; SUSTAINABILITY</b>	<b>0040 - Office Assistant</b>	1			1	2						2
			0060 - Office Assistant Senior	1			1	2						2
			2190 - Bldg Develprmt Admn	1			1	1						1
			2203 - Building Code Inspector III	1			1	1						1
			2205 - Building Inspector	1			1	1						1
			2206 - Building Inspector Senior	5			5	5						5
			2207 - Building Inspector Principal	4			4	4						4
			2208 - Building Inspector Supervisor	3			3	3						3
			2235 - Plans Review Coordinator	3			3	3						3
			2333 - Dev Construction Inspector III					3						3
			2450 - Zoning Officer	2			2	2						2
			2455 - Permit Technician	4			4	4						4
			2479 - Engineering Review Officer II					2						2
			2480 - Engineering Review Officer III					1						1
			2485 - Land Development Supervisor					1						1
			5540 - Customer Support Administrator					1						1
		05100 - PLANNING & SUSTAINABILITY Total		26			26	36						36
		05600 - PUBLIC WORKS DIRECTOR	0040 - Office Assistant	1			1	1						1
			0060 - Office Assistant Senior	1			1	2						2
			2333 - Dev Construction Inspector III					3						3
			2479 - Engineering Review Officer II	2			2	2						2
			2480 - Engineering Review Officer III	1			1	1						1
			2485 - Land Development Supervisor	1			1	1						1
		05600 - PUBLIC WORKS DIRECTOR Total		9			9	9						9
	201 - DEVELOPMENT Total			35			35	36						36
	203 - PEG SUPPORT	10000 - PEG FUND	6633 - Cable TV Production Assistant	1			1	1						1
		10000 - PEG FUND Total		1			1	1						1
	203 - PEG SUPPORT Total			1			1	1						1
	205 - FORECLOSURE REG	05100 - PLANNING & SUSTAINABILITY	0175 - Administrative Assistant II	1			1	2						2
			2375 - Code Compliance Officer	2			2	5						5
			2375 - Foreclosure Code Officer	2			2	2						2
			5684 - Special Projects Coordinator	1			1	1						1
			7870 - Court Records Tech III	2			2	2						2
		05100 - PLANNING & SUSTAINABILITY Total		8			8	12						12
	205 - FORECLOSURE REGISTRY Total			8			8	12						12
	207 - RECREATION	06200 - RECREATION	8913 - Bus Driver				1	1					1	1
			8935 - Recreation Assistant				14	14					14	14
		06200 - RECREATION Total					15	15					15	15
	207 - RECREATION Total						15	15					15	15
	211 - STREET LIGHTS	05400 - PUBLIC WORKS - TRANSPORTATION	2830 - Engineer, Senior	1			1	1						1
		05400 - PUBLIC WORKS - TRANSPORTATION Total		1			1	1						1
	211 - STREET LIGHTS Total			1			1	1						1
	212 - SPEED HUMPS MAINT	05700 - PUBLIC WORKS - ROADS AND DRAINAGE	2780 - Engineering Technician Senior	1			1	1						1
			2830 - Engineer, Senior	2			2	2						2
		05700 - PUBLIC WORKS - ROADS AND DRAINAGE Total		3			3	3						3
	212 - SPEED HUMPS MAINTENANCE Total			3			3	3						3
	215 - EMERGENCY TELEPHONE	02800 - E-911	0175 - Administrative Assistant II	1			1	1						1
			0502 - IS Field Service Specialist	2			2	2						2
			0503 - IS Field Service Specialist Sr	1			1	1						1
			0540 - Administrative Coordinator	1			1	1						1
			0685 - IS Systems Administrator	2			2	2						2
			0703 - IS Systems Support Manager	2			2	2						2
			3130 - Police Lieutenant	1			1	1						1
			3500 - Emergency 911 Operator	135	3		138	135	3					138
			3510 - Emergency 911 Operator Senior	25	1		26	25	1					26
			3520 - Emergency 911 Shift Supervisor	24			24	24						24
			3525 - ComputerAided Dispatch Analyst	4			4	4						4
			3540 - Emergency 911 Watch Command	4			4	4						4
			3542 - Training Specialist	2			2	2						2
			3550 - Director Emergency 911	1			1	1						1
			3980 - Emer 911 Telecom Analyst	3			3	3						3
		02800 - E-911 Total		208	4		212	208	4					212
	215 - EMERGENCY TELEPHONE SYSTEM Total			208	4		212	208	4					212
	250 - GRANT-IN-AID	60000 - GRANTS	0050 - Receptionist	1			1	1						1
			2910 - Project Monitor	1			1	1						1
			2960 - Information & Referral Spec	1			1	1						1
			6440 - Secretary Legal	2			2	2						2

Fund Class	Fund	Dept	Code-Title	Year			FT/PT			2013 Total	2014			2014 Total
				2013	FT	PT	Temp	FT	PT		Temp			
			6490 - Office Assistant	2					2	2			2	
			6500 - Office Assistant Senior	2					2	2			2	
			7445 - Investigator DA II	2					2	2			2	
			7480 - URESA Coordinator	9					9	9			9	
			7580 - Paralegal	1					1	1			1	
			7601 - Attorney II	2					2	2			2	
			7602 - Attorney III	2					2	2			2	
			7603 - Attorney IV	1					1	1			1	
			7900 - Court Program Manager	1					1	1			1	
			7917 - Court Program Coordinator	5					5	5			5	
			7920 - Court Program Supervisor	1					1	1			1	
			8133 - Dir Child Support Services	1					1	1			1	
			8146 - Victim Witness Program Coord	5					5	5			5	
			8147 - Victim Witness Asst Prog Coord	3					3	3			3	
			8298 - Clinical Evaluator	3					3	3			3	
			8400 - Records Technician St Court			1					1		1	
			8975 - Summer Food Service Monitor					7				7	7	
			8990 - Administrative Coordinator	2					2	2			2	
			<b>60000 - GRANTS Total</b>	<b>47</b>	<b>1</b>	<b>7</b>	<b>55</b>	<b>47</b>	<b>1</b>	<b>7</b>	<b>55</b>	<b>47</b>	<b>55</b>	
			<b>69700 - GRANTS - COMMUNITY DEV</b>											
			0060 - Office Assistant Senior	1					1	1			1	
			0170 - Administrative Assistant I	2					2	2			2	
			0179 - Grants & Administrative Mgr	1					1	1			1	
			0247 - Financial Officer Principal	1					1	1			1	
			0540 - Administrative Coordinator	1					1	1			1	
			1960 - Planner Senior	2					2	2			2	
			2910 - Project Monitor	2					2	2			2	
			2920 - Housing & Financial Specialist	2					2	2			2	
			2930 - Housing&Community Dev Coord	1					1	1			1	
			3000 - Housing Programs Manager	1					1	1			1	
			3005 - Project Coordinator Comm Dev	1					1	1			1	
			3030 - Asst Dir Community Dev	1					1	1			1	
			3040 - Director Community Development	1					1	1			1	
			3055 - Planning&Neighbhd Svcs Mgr C	1					1	1			1	
			<b>69700 - GRANTS - COMMUNITY DEV Total</b>	<b>18</b>			<b>18</b>	<b>18</b>			<b>18</b>		<b>18</b>	
			<b>79600 - GRANTS - WORKFORCE DEV</b>											
			0050 - Receptionist	3					3	3			3	
			0060 - Office Assistant Senior	3					3	3			3	
			0175 - Administrative Assistant II	1					1	1			1	
			0235 - Financial Assistant	1					1	1			1	
			0540 - Administrative Coordinator	1					1	1			1	
			1055 - Financial Manager	1					1	1			1	
			1080 - Employment Training Analyst	18					18	18			18	
			1085 - Employment Training Supervisor	4					4	4			4	
			1090 - Employment Training Analyst Sr	6					6	6			6	
			1096 - Workforce Assistant	4					4	4			4	
			1100 - Workforce Development Manage	2					2	2			2	
			1110 - Deputy Director Workforce Dev	1					1	1			1	
			1120 - Director WorkforceDevelopment	1					1	1			1	
			5140 - Security Guard	2					2	2			2	
			<b>79600 - GRANTS - WORKFORCE DEV Total</b>	<b>48</b>			<b>48</b>	<b>48</b>			<b>48</b>		<b>48</b>	
			<b>250 - GRANT-IN-AID Total</b>	<b>113</b>	<b>1</b>	<b>7</b>	<b>121</b>	<b>113</b>	<b>1</b>	<b>7</b>	<b>121</b>	<b>113</b>	<b>121</b>	
			<b>257 - 2005 JUSTICE ASS</b>											
			60000 - GRANTS	1					1	1			1	
			7917 - Court Program Coordinator	1					1	1			1	
			<b>60000 - GRANTS Total</b>	<b>1</b>			<b>1</b>	<b>1</b>			<b>1</b>		<b>1</b>	
			<b>257 - 2005 JUSTICE ASSISTANCE (JAG) Total</b>	<b>1</b>			<b>1</b>	<b>1</b>			<b>1</b>		<b>1</b>	
			<b>260 - GRANTS - ARRA</b>											
			60000 - GRANTS	1					1	1			1	
			2910 - Project Monitor	1					1	1			1	
			3080 - Police Officer	3					3	3			3	
			3090 - Police Officer, Senior	8					8	8			8	
			3100 - Police Officer, Master	4					4	4			4	
			7603 - Attorney IV	1					1	1			1	
			7635 - Juvenile Program Administrator	2					2	2			2	
			<b>60000 - GRANTS Total</b>	<b>19</b>			<b>19</b>	<b>19</b>			<b>19</b>		<b>19</b>	
			<b>260 - GRANTS - ARRA Total</b>	<b>19</b>			<b>19</b>	<b>19</b>			<b>19</b>		<b>19</b>	
			<b>SPECIAL REVENUE FUNDS Total</b>	<b>389</b>	<b>5</b>	<b>22</b>	<b>416</b>	<b>389</b>	<b>5</b>	<b>22</b>	<b>421</b>	<b>389</b>	<b>421</b>	
			<b>INTERNAL SERVICE</b>											
			611 - VEHICLE MAINTEN											
			01200 - FLEET MANAGEMENT	4					4	4			4	
			0060 - Office Assistant Senior	1					1	1			1	
			0175 - Administrative Assistant II	1					1	1			1	
			0177 - Admin Operations Mgr	1					1	1			1	
			0220 - Accounting Tech Senior	5					5	5			5	
			0223 - Accounting Supervisor	1					1	1			1	
			0824 - Buyer	1					1	1			1	
			0865 - Fleet Parts Transport Clerk	1					1	1			1	
			0890 - Fleet Parts Technician	10					10	10			10	
			0893 - Fleet Parts Expediter	3					3	3			3	



Fund Class	Fund	Dept	Code-Title	Year FT/PT										
				2013			2014			2014				
				FT	PT	Temp	Total	FT	PT	Temp	Total			
			0940 - Fleet Parts Supervisor	2			2	2			2			
			3585 - Payroll Personnel Tech Sr	1			1	1			1			
			5385 - Security Services Manager	1			1	1			1			
			6170 - Fleet Service Technician I	6			6	6			6			
			6175 - Fleet Service Technician II	8			8	8			8			
			6220 - Automotive Body Repair Worker	3			3	3			3			
			6225 - Auto Body Repair WorkerSenior	2			2	2			2			
			6240 - Fleet Service Technician III	21			21	21			21			
			6245 - Fleet Service Technician IV	63			63	63			63			
			6247 - Fleet Towing and Recovery Oper	2			2	2			2			
			6260 - Fleet Service Supervisor	16			16	16			16			
			6265 - Automotive Body Repair Spvrs	1			1	1			1			
			6270 - Fleet Service Superintendent	5			5	5			5			
			6310 - Fleet Specification Specialist	1			1	1			1			
			6340 - Assoc Dir PW Fleet Maint	1			1	1			1			
			<b>01200 - FLEET MANAGEMENT Total</b>	<b>160</b>			<b>160</b>	<b>160</b>			<b>160</b>			<b>160</b>
			<b>611 - VEHICLE MAINTENANCE Total</b>	<b>160</b>			<b>160</b>	<b>160</b>			<b>160</b>			<b>160</b>
			<b>INTERNAL SERVICE FUNDS Total</b>	<b>160</b>			<b>160</b>	<b>160</b>			<b>160</b>			<b>160</b>
ENTERPRISE FUNDS	100 - GENERAL FUND		05600 - ECONOMIC DEVELOPMENT								1			1
			5326 - Project Manager II								1			1
			<b>05600 - ECONOMIC DEVELOPMENT Total</b>								<b>1</b>			<b>1</b>
			<b>100 - GENERAL FUND Total</b>								<b>1</b>			<b>1</b>
	511 - DPT OF WATERSH	02100 - FINANCE	0175 - Administrative Assistant II	1			1	1			1			1
			0177 - Admin Operations Mgr	1			1	1			1			1
			0210 - Accounting Tech	2			2	3			3			3
			0220 - Accounting Tech Senior	15			15	15			15			15
			0870 - Courier	1			1	1			1			1
			1410 - Accountant	1			1	2			2			2
			1470 - Dep Dir Fin/Treasury Acct Svc	1			1	1			1			1
			1870 - Revenue Collections Supervisor	5			5	5			5			5
			1880 - Revenue Coll Supv Sr	3			3	3			3			3
			1900 - Revenue Collections Manager	3			3	3			3			3
			3907 - Dispatcher	1			1	1			1			1
			5120 - Parking Attendant Lead	1			1	1			1			1
			5130 - Parking Attendant	1			1	1			1			1
			5140 - Security Guard					1			1			1
			5490 - Field Service Representative	29			29	29			29			29
			5510 - Customer Service Rep	20			20	26			26			26
			5520 - Customer Service Rep Sr	12			12	12			12			12
			5540 - Customer Support Administrator	1			1	1			1			1
			<b>02100 - FINANCE Total</b>	<b>98</b>			<b>98</b>	<b>107</b>			<b>107</b>			<b>107</b>
		08000 - DPT OF WATERSHED MANAGE	0003 - Trainee I	1			1	1			1			1
			0060 - Office Assistant Senior	3			3	3			3			3
			0170 - Administrative Assistant I	12			12	12			12			12
			0175 - Administrative Assistant II	4			4	4			4			4
			0220 - Accounting Tech Senior	1			1	1			1			1
			0235 - Financial Assistant	1			1	1			1			1
			0540 - Administrative Coordinator	2			2	2			2			2
			0833 - Specification Coordinator	1			1	1			1			1
			0880 - Stockworker	11			11	11			11			11
			0895 - Supply Specialist Senior	1			1	1			1			1
			0900 - Supply Specialist	1			1	1			1			1
			0920 - Requisition Technician	2			2	2			2			2
			0925 - Inventory Warehouse Supervisor	1			1	1			1			1
			0930 - Requisition Supervisor	1			1	1			1			1
			1420 - Accountant Senior	1			1	1			1			1
			1657 - Asst Departmental Safety Coord	1			1	1			1			1
			1670 - Risk Control Officer Senior	2			2	2			2			2
			1870 - Revenue Collections Supervisor	1			1	1			1			1
			2123 - GIS Specialist I	5			5	5			5			5
			2125 - GIS Specialist II	4			4	4			4			4
			2300 - Chief Construction Inspector	1			1	1			1			1
			2310 - Construction Inspector	17			17	17			17			17
			2515 - Arborist	1			1	1			1			1
			2520 - Environmental Project Coord	1			1	1			1			1
			2530 - Env Land Development Insp I	1			1	1			1			1
			2532 - Env Land Development Insp II	2			2	2			2			2
			2533 - Env Land Development Insp III	3			3	3			3			3
			2534 - Environmental Inspection Supv	1			1	1			1			1
			2540 - Water Wastewater Lab Tech	2			2	2			2			2
			2550 - Water Wastewater Lab Tech, Sr	13			13	13			13			13
			2580 - Cross Connection Control Spec	1			1	1			1			1

Fund Class	Fund	Dept	Code-Title	Year FT/PT								
				2013			2013			2014		
				FT	PT	Temp	Total	FT	PT	Temp	Total	
			2685 - Cross Connect Control Spc Asst	2			2	2				2
			2690 - Chemist	3			3	3				3
			2600 - Chemist, Senior	1			1	1				1
			2610 - Biologist	1			1	1				1
			2620 - Environmental Technician	2			2	2				2
			2630 - Environmental Tech, Sr	4			4	4				4
			2640 - Environmentalist	1			1	1				1
			2650 - Environmentalist, Senior	1			1	1				1
			2655 - Lab Monitor Asst Supv	1			1	1				1
			2665 - Lab Monitor Supervisor	1			1	1				1
			2700 - Public Education Specialist	2			2	2				2
			2770 - Engineering Technician	1			1	1				1
			2760 - Engineering Technician Senior	17			17	17				17
			2820 - Engineer	2			2	2				2
			2830 - Engineer, Senior	9			9	9				9
			2835 - Engineer, Principal	3			3	3				3
			2840 - Engineering Supervisor	4			4	4				4
			2860 - Electronic Tech	2			2	2				2
			2870 - Electronic Technician Senior	4			4	4				4
			2890 - WQC Electrical Specialist	4			4	4				4
			3565 - Payroll Personnel Tech Sr	3			3	3				3
			3580 - Payroll Personnel Supervisor	1			1	1				1
			3907 - Dispatcher	9			9	9				9
			3910 - Public Works Dispatch, Supv	1			1	1				1
			4635 - Contractural Service Inspector	1			1	1				1
			4770 - General Maintenance Worker, Sr	5			5	5				5
			4780 - Crew Worker	37			37	37				37
			4790 - Crew Worker Senior	138			138	138				138
			4810 - Crew Supervisor	13			13	13				13
			4815 - Crew Supervisor CDL	64			64	64				64
			4825 - Construction Supervisor	4			4	4				4
			4835 - Service Request Technician	4			4	4				4
			4838 - General Foreman Watershed Mgt	23			23	23				23
			4840 - Construction Maintenance Supt	5			5	5				5
			4845 - Production Control Manager	1			1	1				1
			4847 - Production Control Supervisor	1			1	1				1
			4910 - Equipment Operator	14			14	14				14
			4920 - Equipment Operator Senior	9			9	9				9
			4930 - Equipment Operator Principal	26			26	26				26
			4960 - Administrative Services Mgr	1			1	1				1
			5200 - Painter, Senior	1			1	1				1
			5240 - Welder Senior	1			1	1				1
			5326 - Project Manager II	2			2	2				2
			5440 - Carpenter Senior	1			1	1				1
			5480 - Meter Reader	22			22	22				22
			5490 - Field Service Representative	5			5	5				5
			5500 - Meter Mechanic	2			2	2				2
			5540 - Customer Support Administrator	1			1	1				1
			5545 - Customer Support Assistant	1			1	1				1
			5550 - WQC Operator	8			8	8				8
			5560 - WQC Operator Senior	20			20	20				20
			5570 - WQC Operator, Principal	7			7	7				7
			5590 - WQC Maintenance Coord	2			2	2				2
			5640 - Plant Maintenance Mechanic	19			19	19				19
			5650 - Plant Maintenance Mech Sr	7			7	7				7
			5660 - Plant Maintenance Asst Supv	3			3	3				3
			5665 - WQC Foreman	14			14	14				14
			5670 - Plant Maintenance Supervisor	3			3	3				3
			5710 - WQC Plant Supervisor	5			5	5				5
			5715 - Instrumentation & Controls Spec	2			2	2				2
			5720 - Wtr Prod Poll Contrl Brn Aet Sp	2			2	2				2
			5730 - Wtr Prod Poll Contrl Brch Supt	3			3	3				3
			5750 - WQC Manager	1			1	1				1
			5755 - Financial Mgr Watershed Mgt	1			1	1				1
			5760 - Asst Dir WM-Eng and Asset Mgt	1			1	1				1
			5765 - Asst Dir WM-Operations	1			1	1				1
			5770 - Asst Dir WM-Wtrshd Prct&Cmpl	1			1	1				1
			5775 - Asst Dir WM-Cap Imprv Prog	1			1	1				1
			5795 - CMOM Coordinator	1			1	1				1
			5825 - Dep Dir WM Const & Maint	1			1	1				1
			5835 - Stormwater Eng Supv	1			1	1				1

Fund Class	Fund	Dept	Code-Title	Year FT/PT									
				2013			2014			2014			
				FT	PT	Temp	Total	FT	PT	Temp	Total		
			5845 - Project Funds Mgr WM	1			1	1				1	
			5851 - Compliance Inspector	8			8	8				8	
			5854 - Special Projects Coordinator	1			1	1				1	
			5858 - Compliance Division Supv WM	1			1	1				1	
			5862 - Document Cntrl Coordinator WM	1			1	1				1	
			5865 - Certification Instructor WM	1			1	1				1	
			6250 - Heavy Equipment Truck Mechanic	3			3	3				3	
			6367 - Director Watershed Management	1			1	1				1	
			6380 - Asst Dir PW, Finance & Admin	1			1	1				1	
			6385 - Deputy COO Infrastructure	1			1	1				1	
			7210 - Special Projects Coordinator	1			1	1				1	
			8400 - Consultant, Senior	1			1	1				1	
			9895 - Special Projects Manager	1			1	1				1	
			<b>08000 - DPT OF WATERSHED MANAGEMENT Total</b>	<b>686</b>			<b>686</b>	<b>685</b>				<b>685</b>	
			<b>511 - DPT OF WATERSHED MGMT OPERATING Total</b>	<b>784</b>			<b>784</b>	<b>792</b>				<b>792</b>	
			<b>541 - SANITATION OPER</b>										
			<b>08100 - SANITATION</b>										
			0003 - Trainee I	1			1	1				1	
			0060 - Office Assistant Senior	4			4	4				4	
			0170 - Administrative Assistant I	2			2	2				2	
			0175 - Administrative Assistant II	2			2	2				2	
			0177 - Admin Operations Mgr	1			1	1				1	
			0600 - Supply Specialist	3			3	3				3	
			0920 - Requisition Technician	1			1	1				1	
			3565 - Payroll Personnel Tech Sr	2			2	2				2	
			3580 - Payroll Personnel Supervisor	1			1	1				1	
			4780 - Crew Worker	2			2	2				2	
			4790 - Crew Worker Senior	31			31	31				31	
			4800 - Crew Worker Lead	3			3	3				3	
			4810 - Crew Supervisor	1			1	1				1	
			4815 - Crew Supervisor CDL	6			6	6				6	
			4900 - Herbicide Equipment Operator	1			1	1				1	
			4910 - Equipment Operator	1			1	1				1	
			4920 - Equipment Operator Senior	16			16	16				16	
			4930 - Equipment Operator Principal	2			2	2				2	
			4933 - Landfill Equipment Operator	32			32	32				32	
			4935 - San Tractor/Trailer Oper Train	1			1	1				1	
			4940 - San Tractor/Trailer Operator	30			30	30				30	
			5190 - Painter	1			1	1				1	
			5240 - Welder Senior	6			6	6				6	
			5245 - Welder Supervisor	1			1	1				1	
			5520 - Customer Service Rep Sr	11			11	11				11	
			5545 - Customer Support Assistant	2			2	2				2	
			5875 - Equipment Monitor Senior	4			4	4				4	
			5880 - Sanitation Inspector	2			2	2				2	
			5895 - Sanitation Route Coordinator	1			1	1				1	
			5910 - Refuse Collector	92			92	92				92	
			5915 - Refuse Collector Senior	167			167	167				167	
			5917 - San Driver Crew Leader Trainee	25			25	25				25	
			5920 - San Driver Crew Leader	111			111	111				111	
			5935 - San Driver Special Collections	11			11	11				11	
			5938 - Roll Off Container Oper.	10			10	10				10	
			5940 - Sanitation Supv Field	28			28	28				28	
			5950 - Sanitation General Foreman	11			11	11				11	
			5960 - Sanitation Res Collection Supt	1			1	1				1	
			5980 - Scale Operator	8			8	8				8	
			6000 - Solid Waste Plant Operator	1			1	1				1	
			6010 - Solid Waste Plant Mechanic	3			3	3				3	
			6020 - Solid Waste Plant Supv	8			8	8				8	
			6035 - Landfill Operations Asst Supt	4			4	4				4	
			6040 - Landfill Management Supt	1			1	1				1	
			6050 - Comm Front End Loader Oper	34			34	34				34	
			6055 - Sanitation Safety Instructor	2			2	2				2	
			6060 - Solid Waste Plant Manager	2			2	2				2	
			6065 - Customer Account Supervisor	1			1	1				1	
			6070 - Recycling Outreach Coordinator	1			1	1				1	
			6080 - Processing&Disposal Asst Supt	1			1	1				1	
			6085 - Solid Waste Proc Imprvmt Coord	1			1	1				1	
			6090 - Processing & Disposal Supt	1			1	1				1	
			6110 - Assoc Dir PW Sanitation	1			1	1				1	
			6115 - Dep Dir San-Disposal Divisions	1			1	1				1	
			6120 - DepDirSan-Collection Divisions	1			1	1				1	
			6125 - Keep DeKalb Beautiful Prgm Mgr	1			1	1				1	

Fund Class	Fund	Dept	Code-Title	Year FT/PT										
				2013			2014			2014				
				FT	PT	Temp	Total	FT	PT	Temp	Total			
			6132 - Keep DeKalb Beautiful Prg Coo	1			1	1			1			
			6373 - Natural Resources Adm'n	1			1	1			1			
			<b>08100 - SANITATION Total</b>	<b>699</b>			<b>699</b>	<b>699</b>			<b>699</b>			<b>699</b>
	541 - SANITATION OPERATING		<b>Total</b>	<b>699</b>			<b>699</b>	<b>699</b>			<b>699</b>			<b>699</b>
	551 - AIRPORT OPERATING	08200 - DEKALB-PEACHTREE AIRPORT	0170 - Administrative Assistant I	2			2	2			2			2
			0845 - Contract Administrator		1		1	1		1				1
			1260 - Env Noise Abatement Analyst	1			1	1			1			1
			1270 - Asst Director Airport	1			1	1			1			1
			1280 - Director Airport	1			1	1			1			1
			4540 - Maintenance Coordinator	1			1	1			1			1
			4640 - Grounds Service Technician	1			1	1			1			1
			4790 - Crew Worker Senior	2			2	2			2			2
			4800 - Crew Worker Lead	2			2	2			2			2
			4825 - Construction Supervisor	2			2	2			2			2
			5080 - Custodian Senior	1			1	1			1			1
			5156 - Security Guard Airport	6			6	6			6			6
			5158 - Security Supv Airport	1			1	1			1			1
			5180 - Electrician Senior	1			1	1			1			1
			5280 - Maintenance Mechanic	1			1	1			1			1
			<b>08200 - DEKALB-PEACHTREE AIRPORT Total</b>	<b>23</b>	<b>1</b>		<b>24</b>	<b>23</b>	<b>1</b>		<b>24</b>	<b>1</b>		<b>24</b>
	551 - AIRPORT OPERATING		<b>Total</b>	<b>23</b>	<b>1</b>		<b>24</b>	<b>23</b>	<b>1</b>		<b>24</b>	<b>1</b>		<b>24</b>
	581 - STORMWATER MANAGEMENT OPERATING	06700 - STORMWATER	0060 - Office Assistant Senior	2			2	2			2			2
			0220 - Accounting Tech Senior	1			1	1			1			1
			0235 - Financial Assistant	1			1	1			1			1
			1420 - Accountant Senior	1			1	1			1			1
			2125 - GIS Specialist II	2			2	2			2			2
			2310 - Construction Inspector	9			9	9			9			9
			2780 - Engineering Technician Senior	1			1	1			1			1
			2830 - Engineer, Senior	3			3	3			3			3
			3060 - Fiscal Officer	1			1	1			1			1
			4780 - Crew Worker	2			2	2			2			2
			4790 - Crew Worker Senior	22			22	22			22			22
			4815 - Crew Supervisor CDL	9			9	9			9			9
			4825 - Construction Supervisor	2			2	2			2			2
			4837 - General Foreman Public Works	4			4	4			4			4
			4859 - Roads & Drainage Supt	2			2	2			2			2
			4910 - Equipment Operator	9			9	9			9			9
			4920 - Equipment Operator Senior	12			12	12			12			12
			4930 - Equipment Operator Principal	13			13	13			13			13
			5420 - Mason	1			1	1			1			1
			5425 - Mason Senior	5			5	5			5			5
			5831 - Stormwater Program Supervisor	1			1	1			1			1
			<b>06700 - STORMWATER Total</b>	<b>103</b>			<b>103</b>	<b>103</b>			<b>103</b>			<b>103</b>
	581 - STORMWATER MANAGEMENT OPERATING		<b>Total</b>	<b>103</b>			<b>103</b>	<b>103</b>			<b>103</b>			<b>103</b>
	<b>ENTERPRISE FUNDS Total</b>			<b>1609</b>	<b>1</b>		<b>1610</b>	<b>1618</b>	<b>1</b>		<b>1619</b>			<b>1619</b>
	<b>Grand Total</b>			<b>7251</b>	<b>113</b>	<b>410</b>	<b>7774</b>	<b>7240</b>	<b>115</b>		<b>410</b>	<b>7765</b>		

2-25-14 Revised Recommendation

Tax Funds by Dept-BudCat.2014

1	2	3	4	A	B	C	D	E	F	G	H	I	J	AG	AH	AI	
FundClass	TAX FUNDS	Expense	NA			CEO @ 12-15	Amendment to	Amended CEO's	Exclusions From	Reduction Base	Proportion	Additional	1/2 Year 3%	2-25-14	2-25-14 New	2-25-14 Net	
AcctType	MA					13	CEO's	Recommendation	Reduction Base (Debt Svc, Contracts, Non-Dept, certain interfunds)	584,703,250	of 1.88%	Defunded / Sal	COLA to	Changes	Amnt	New	
Period	Jan-14						Recommendation					Sys Positions	Reserves			CEO's	
																Recom	
5	Object	(Multiple Items)	CEO Rec														
6	ObjType																
7	BarType																
8	Sum of Amt																
10	GENE	00100 - CHIEF EXECUTIVE OFF															
11		00200 - BOARD OF COMMISSIO															
12		00300 - LAW DEPARTMENT															
13		00700 - ETHICS BOARD															
14		00800 - G.I.S.															
15		01100 - FACILITIES MANAGEM															
16		01400 - PURCHASING															
17		01500 - HUMAN RESOURCES															
18		01600 - DEPARTMENT OF INF															
19		02100 - FINANCE															
20		02700 - PROPERTY APPRAISA															
21		02800 - TAX COMMISSIONER															
22		02900 - REGISTRAR															
23		03200 - SHERIFF'S OFFICE															
24		03400 - JUVENILE COURT															
25		03500 - SUPERIOR COURT															
26		03600 - CLERK SUPERIOR CO															
27		03700 - STATE COURT															
28		03800 - SOLICITOR															
29		03900 - DISTRICT ATTORNEY															
30		04000 - CHILD ADVOCATES OI															
31		04100 - PROBATE COURT															
32		04300 - MEDICAL EXAMINER															
33		04500 - PUBLIC DEFENDER															
34		04600 - POLICE															
35		04800 - MAGISTRATE COURT															
36		04900 - FIRE & RESCUE SERV															
37		05100 - PLANNING & SUSTAIN															
38		05500 - PUBLIC WORKS DIREC															
39		05600 - ECONOMIC DEVELOP															
40		06800 - LIBRARY															
41		06900 - EXTENSION SERVICE															
42		07100 - BOARD OF HEALTH															
43		07200 - COMMUNITY SERVICE															
44		07400 - FAMILY AND CHILDRE															
45		07500 - HUMAN SERVICES															
46		09000 - CONTRIBUTION ACCO															
47		09100 - NON-DEPARTMENTAL															
48		100 - GENERAL FUND Total															

2-25-14 Revised Recommendation

Tax Funds by Dept-BudCat 2014

A	B	C	D	E	F	G	H	I	J	AG	AH	AI				
Fund/Class	Account Type	EncType	Period	Object	Item	Sum of Amt	Amendment to CEO's Recommendation	Amended CEO's Recommendation	Exclusions From Reduction Base (Debt Svc, Contracts, Non-Dept, certain Interfunds)	Reduction Base	Proportion of 1.86% of 584,703,250	Additional Defunded / Sal Svgs Positions	1/2 Year 3% COLA to Reserves	2-25-14 Changes	2-25-14 New Amendment Amt	2-25-14 Net New CEO's Recom
1	TAX FUNDS															
2	Expense															
3	NA															
4	Jan-14															
5	(Multiple Items)															
6	CEO Rec															
7	CEO @ 12-15	13														
8	Sum of Amt															
9	Dept															
48	04600 - FIRE & RESCUE SERV					1,356,141	49,662,786	49,662,786	(7,978,309)	49,662,786	(1,332,157)	(415,912)	(455,663)	1,746,639	899,028	49,225,685
49	09100 - NON-DEPARTMENTAL					6,074,796	7,978,309	7,978,309	(7,978,309)	7,978,309	(1,332,157)	(415,912)	(455,663)	(1,746,639)	(1,843,116)	6,231,670
50	270 - FIRE					56,401,443	57,664,107	57,664,107		57,664,107	(1,332,157)	(415,912)	(455,663)		(944,088)	55,457,365
51	270 - FIRE Total					3,374,388	3,392,501	3,392,501		3,392,501	(18,113)	(261,433)	(18,113)		352,387	3,021,991
52	371 - SPECI 05400 - PUBLIC WORKS - TRA					18,113	9,717,114	9,717,114		9,717,114	(260,547)	(176,766)	(66,170)		362,687	9,689,631
53	05100 - PUBLIC WORKS - ROA					630,985	10,422,323	10,422,323		10,422,323	(279,456)	(522,410)	(69,938)		508,181	10,300,519
54	05700 - PARKS					8,439,363	8,439,363	8,439,363		8,439,363						7,939,363
55	09100 - NON-DEPARTMENTAL					4,474	31,871,301	31,871,301		31,871,301		(960,609)	(174,221)		23,945	30,955,504
56	SPECIAL TAX DISTRICT - DESIGNATE					379,680	379,680	379,680		379,680	(10,180)	(3,866)	(3,866)		(14,088)	365,612
57	SPECIAL TAX DISTRICT - EXECUTIVE OF					776,760	776,760	776,760		776,760	(20,932)	(135,365)	(18,908)		(35,962)	740,828
58	02100 - FINANCE					3,987,262	3,976,170	3,976,170		3,976,170	(106,614)	(135,365)	(29,626)		(252,627)	3,704,685
59	04700 - RECORDERS COURT					884,801	4,093,665	4,093,665		4,093,665	(109,764)	(208,287)	(29,626)		668,740	3,877,804
60	05100 - PLANNING & SUSTAIN					3,208,698	12,388,212	12,388,212		12,388,212					102,000	12,386,212
61	09100 - NON-DEPARTMENTAL					11,531,224	21,616,395	21,616,395		21,616,395		(343,682)	(52,322)		9,179,574	12,386,212
62	273 - SPECIAL TAX DISTRICT - UNINCORP					10,890,142	10,998,297	10,998,297		10,998,297					108,155	10,996,297
63	273 - HOSPITAL Total					108,155	10,998,297	10,998,297		10,998,297					108,155	10,996,297
64	274 - POLIC 04600 - POLICE					88,771,179	99,397,088	99,397,088		99,397,088	(2,523,851)	(387,938)	(915,195)		(2,881,267)	14,297,901
65	09100 - NON-DEPARTMENTAL					17,179,347	116,764,221	116,764,221		116,764,221		(387,938)	(915,195)		(3,013,150)	112,937,197
66	POLICE SERVICES Total					116,950,347	1,208,533	1,208,533		1,208,533						1,208,533
67	410 - GENERAL OBLIGATION BONDS DEB					1,208,533	27,733,969	27,733,969		27,733,969						27,733,969
68	411 - GO BOND 09300 - DEBT SERVICE					27,733,969	550,598,099	550,598,099		550,598,099						27,733,969
70	411 - GO BOND 09300 - DEBT SERVICE					16,938,789	16,938,789	16,938,789		16,938,789	(10,832,523)	(5,628,284)	(3,351,151)		(1,125,149)	52,634,161
71	411 - GO BOND STD DEBT SERVICE FUN					1,820,150	1,820,150	1,820,150		1,820,150					(794,000)	977,346
72	Grand Total					551,505,846	551,505,846	551,505,846		551,505,846						584,075,520
73	New Department Executive Assistant					1,820,150	1,820,150	1,820,150		1,820,150					(794,000)	977,346
74	With New Dept					18,758,938.00	552,419,249.00	552,419,249.00	(146,599,118.00)	405,819,131.00	(10,881,327)	(5,628,284)		954,000	(147,803)	533,511,607
75	Budgetary Reserves not included above					4,438,465	32,285,001	32,285,001		32,285,001						47,212,882
76	Reserve for 1/2 Year 3% COLA															3,351,131
77	Net Budget Recommendation					584,075,520	584,075,520	584,075,520		584,075,520						584,075,520



2-25-14 Revised Recommendation

Tax Funds by Dept-BudCat 2014

A		B		C		D		E		F		G		H		I		J		AG		AH		AI	
FundClass	Expense	NA	Jan-14	CEO @ 12-15-13	Amendment to CEO's Recommendation	Amended CEO's Recommendation	Exclusions From Reduction Base (Debt Svc, Contracts, Non-Dept, certain interfunds)	Reduction Base	Proportion of 1.86% of 584,703,250	Additional Defunded / Sal Svgs Positions	1/2 Year 3% COLA to Reserves	2-25-14 Changes	2-25-14 New Amendment Amt	2-25-14 Net New CEO's Recom											
1	2	3	4	5	6	7	8	9	10	11	12	13	14												
49	270	FIRE	04900 - FIRE & RESCUE SERV	48,326,657	1,365,141	49,691,798	(7,976,309)	41,715,489	(1,332,157)	(415,912)	(455,683)	1,746,639	899,028	49,225,686											
50			09100 - NON-DEPARTMENTAL	8,074,786	(96,477)	7,978,309	(7,978,309)	0				(1,746,639)	(1,843,116)	6,231,670											
51	270	FIRE Total		56,401,443	1,268,664	57,670,107		41,715,489	(1,332,157)	(415,912)	(455,683)		(944,088)	55,457,355											
52	271	SPEC	05400 - PUBLIC WORKS - TRA	3,374,368	18,113	3,392,481	(80,684)	3,311,797	(80,684)	(261,433)	(18,113)	500,000	362,397	3,021,991											
53			05700 - PUBLIC WORKS - ROA	9,330,944	386,170	9,717,114	(280,547)	9,436,567	(280,547)	(1,752,688)	(86,170)	500,000	362,397	9,696,631											
54			05100 - PARKS	9,791,338	630,985	10,422,323	(8,439,363)	10,422,323	(279,495)	(922,410)	(69,938)	(500,000)	509,181	10,300,519											
55	271	SPEC	09100 - NON-DEPARTMENTAL	8,434,869	4,474	8,439,343	(8,439,363)	0	(630,967)	(174,221)	(23,945)	750,000	30,955,504												
56	271	SPEC	00100 - CHIEF EXECUTIVE OF	30,931,559	1,039,742	31,971,301	(8,439,363)	23,531,938	(630,967)	(960,609)	(14,069)	365,612	30,955,504												
57	272	SPEC	02700 - FINANCE	775,780		775,780		775,780	(10,160)	(3,868)	(18,908)		740,828												
58			02700 - RECORDERS COURT	3,957,262	19,908	3,977,170		3,977,170	(20,932)	(135,395)	(29,526)	102,000	3,874,504												
59			05100 - PLANNING & SUSTAIN	3,208,984	864,801	4,073,785		4,073,785	(109,754)	(208,297)		668,740	3,797,532												
60			09100 - NON-DEPARTMENTAL	9,179,574	10,087,171	19,266,745		19,266,745	(106,614)	(135,395)	102,000	9,179,574	12,366,212												
61	272	SPECIAL TAX DISTRICT - UNINCORP		11,531,224	10,087,171	21,618,395		4,093,665	(109,754)	(208,297)		102,000	21,076,891												
62	273	HOSPITAL		10,890,142	108,155	10,998,297		9,230,183	(247,490)	(343,692)	(62,322)	102,000	9,545,667												
63	274	POLICE	04600 - POLICE	98,771,178	187,965	98,959,143		9,230,183	(247,490)	(343,692)	(62,322)	102,000	108,155	10,998,297											
64			09100 - NON-DEPARTMENTAL	17,175,168	108,155	17,283,323		9,230,183	(247,490)	(343,692)	(62,322)	102,000	108,155	10,998,297											
65	274	POLICE SERVICES Total		115,960,347	813,974	116,774,321		9,230,183	(247,490)	(343,692)	(62,322)	102,000	108,155	10,998,297											
66	410	GENERAL OBLIGATION BONDS DEB		1,208,533		1,208,533		94,128,536	(2,523,891)	(87,938)	(915,195)	3,069,232	(31,883)	96,639,296											
67	411	GO BONDS STD DEBT SERVICE FUN		27,733,969		27,733,969		94,128,536	(2,523,891)	(87,938)	(915,195)	3,069,232	(31,883)	96,639,296											
68	411	GO BONDS STD DEBT SERVICE FUN		533,659,310	16,938,789	550,598,099		403,998,981	(10,632,523)	(5,628,284)	(3,351,131)	1,748,000	(1,125,149)	532,534,161											
69			Executive Assistant	1,820,150		1,820,150		1,820,150	(45,804)			(784,000)	977,346	977,346											
70			With New Dept	18,759,939.00		18,759,939.00	(146,599,118.00)	405,819,131.00	(10,881,327)	(5,628,284)		954,000	(147,803)	533,511,507											
71			Budgetary Reserves not included above	27,846,536	4,438,465	32,285,001								47,212,882											
72			Reserve for 1/2 year 3% COLA											3,351,131											
73			Net Budget Recommendation	661,505,846	23,197,404	684,703,250		584,703,250						584,075,520											



# SALARY SCHEDULE

SALARY		ANNUAL SALARY		SALARY		ANNUAL SALARY	
RANGE	Minimum	Maximum	RANGE	Minimum	Maximum		
14	\$18,132	\$29,472	29	\$43,464	\$70,632		
15	\$19,224	\$31,248	30	\$46,068	\$74,868		
16	\$20,376	\$33,120	31	\$48,828	\$79,356		
17	\$21,600	\$35,100	32	\$52,248	\$84,912		
18	\$22,896	\$37,212	33/AJ/ AJF	\$55,908	\$90,852		
19	\$24,264	\$39,444	AI	\$59,820	\$97,212		
20	\$25,728	\$41,808	AH	\$64,008	\$104,028		
21	\$27,264	\$44,316	AG	\$68,484	\$111,300		
22	\$28,908	\$46,980	AF	\$73,284	\$119,100		
23	\$30,636	\$49,788	AE	\$78,408	\$127,428		
24	\$32,472	\$52,776	AD	\$83,904	\$136,358		
25	\$34,428	\$55,944	AC	\$89,772	\$145,896		
26	\$36,492	\$59,304	AB	\$1	\$108,276		
27	\$38,676	\$62,856	AA		\$218,000		
28	\$41,004	\$66,636					

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

## **GLOSSARY**

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ACCRUAL BASIS	The countywide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the proprietary fund and fiduciary fund financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows.
ADOPTED BUDGET	The funds appropriated by the Board of Commissioners at the beginning of the year. This may or may not be the same as the Requested Budget and/or the CEO's Recommended budget. The stages of the budget are: (1) the departments' requests for the upcoming year, (2) the CEO's recommendation to the Board of Commissioners and (3) the approval or adoption of the budget by the Board.
AD VALOREM TAX	A tax based on the value of property.
APPRAISED VALUE	The estimated value of the amount a knowledgeable buyer would pay for the property and a willing seller would accept for a property at an arm's length, bona fide sale.
APPROPRIATION	An authorization made by the Board of Commissioners which permits officials and department heads to incur obligations against and to make expenditures of governmental resources.
ASSESSED VALUATION	The value placed on property for purposes of taxation. DeKalb County assesses real and personal property at 40% of fair market value.
APPROVED BUDGET	See "ADOPTED BUDGET"
BANK SHARES TAX	Business license tax on depository financial institutions at the rate of 0.25 percent of gross receipts attributable to offices located within the jurisdiction.
BASIC BUDGET	The budget level required to maintain programs, service levels and activities at the same level as in the prior year.
BOND	A written promise to pay a specified sum of money (called principal or face value) at a specified future date along with periodic interest paid at a specified percentage of the principal. Bonds are typically used for long-term debt.
BALANCED BUDGET	Budgeted appropriations/expenditures must be equal to budgeted anticipations/revenues.
BUDGET	The financial plan for the operation of a department, program or project for the current year or for the duration of the project.
BUDGET AMENDMENT	The transfer of funds from one appropriation account to another, requiring approval of either the Board of Commissioners, the C.E.O. or the Budget Officer depending on the nature of the transfer.
CAPITAL PROJECTS	Projects which result in the acquisition or construction of fixed assets of a local government. In DeKalb County, capital projects include any project in excess of \$25,000 with a useful estimated life of 5 years or greater. Assets included are buildings and related improvements, streets and highways, bridges, sewers and parks.
CARRYOVER	See "FUND BALANCE CARRIED FORWARD".

## GLOSSARY

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CERTIFICATES OF PARTICIPATION (COPS)	Lease purchase transactions which are structured in a manner similar to a bond issue. The certificates are secured through lease payments made by the County (lessee) to the Association of County Commissioners of Georgia (lessor). The lease payments are subject to annual appropriation by the County. The certificates do not constitute a debt obligation of the County.
CIP	Capital Improvements Program, see "CAPITAL PROJECTS".
CONTINGENCY	Funds set aside for unforeseen future needs and budgeted in a "non-departmental" account and can be transferred to a departmental budget only by action of the Board of Commissioners.
DEBT SERVICE FUND	The fund used to account for the accumulation of resources for and the payment of, principal and interest on long-term debt, specifically Bond Issues.
DEPRECIATION EXPENSE	Depreciation of capital assets within the various enterprise funds.
DIGEST	See "TAX DIGEST".
ENCUMBRANCE	A commitment of funds against appropriations in which the expenditure has not actually been made at the time of recording. It may be in the form of a purchase order, purchase requisition, or a contract for goods and services.
ENCUMBRANCE BALANCES CARRIED FORWARD	Beginning in 2005, prior year encumbrance balances are carried forward to the originating expenditure account. To fund the encumbrance balance carry forward, the FMIS creates an appropriation in the same account equal to the encumbrance balance and this appropriation is offset by the Fund Balance Forward – Encumbrance account as the funding source.
ENTERPRISE FUND	A fund in which the activities are supported wholly or primarily by charges and fees paid by the users of the services.
EXCISE TAX	A tax levied on the production, sale or consumption of products or services such as alcohol, hotel rooms, rental cars and insurance premiums.
EXPENDITURE	The actual payments made by the County for goods or services, whether by check or by an interfund transfer of funds.
FREEPORT EXEMPTION	Exemption from ad valorem taxation for inventories consisting of materials, goods in the process of manufacture, finished goods manufactured in the ordinary course of business and held by the manufacturer and finished goods destined for shipment to a final destination outside the state of Georgia.
FUND	An independent fiscal and accounting entity with a self-balancing set of accounts. These accounts record cash and other assets together with all related liabilities, obligations, reserves and equities. Funds are segregated so that revenues will be used only for the purpose of carrying out specific activities in accordance with special regulations, restrictions or limitations.
FUND BALANCE CARRIED FORWARD	Funds on hand at year end resulting from collections of revenue in excess of anticipation's and/or unexpended appropriations which are included as a revenue source in the budget of the ensuing year.
GENERAL FUND	These funds are used to account for activities of a general governmental service nature. The primary source of revenue for all of these funds is from ad valorem property taxes.

## GLOSSARY

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GENERAL OBLIGATION BONDS	Those bonds issued to the benefit of the County as a whole, and thereby an obligation of a general nature applicable to countywide resources. Approval by referendum vote is required for general obligation bonds to be issued.
GOVERNMENTAL FUND	See "TAX FUNDS".
HOST	Homestead Option Sales Tax, a 1% sales tax with the revenue to be used, beginning in 1999, to offset residential property taxes by providing a current year homestead exemption equal to at least 80% of the proceeds from last year. Up to 20% of the amount of last year's revenue may also be used for capital outlay in the current year. The tax was levied beginning in July 1997. During the first eighteen months, these revenues could be used for any purpose. The Board of Commissioners made the decision to use these funds for capital outlay.
INTANGIBLE RECORDING TAX	Tax on a long-term note secured by real estate measured by the amount of the debt as evidenced in the security instrument at the rate of \$1.50 for each \$500 or fraction thereof of the face amount of the note secured by the security instrument.
INTANGIBLE TAX	Tax on money, collateral security loans, stocks, bond and debentures of corporations, accounts receivable and notes not representing credits secured by real estate, long and short term notes secured by real estate, and patents, copyrights, franchises, and all other classes and kinds of intangible personal property not otherwise enumerated.
INTERNAL SERVICE FUND	A fund established to provide support services to county departments and supported by charges to the user departments.
LIQUIDITY (of Investments)	Ability to convert investments to cash promptly without penalty.
MAJOR FUND	Any fund whose revenue or expenditures, excluding other financing sources and uses, constitute more than 10% of the revenue or expenditures of the appropriated budget should be considered a major fund for this purpose.
MILLAGE RATE	The ad valorem tax rate expressed in the amount levied per thousand dollars of the taxable assessed value of property. One mill is equal to one dollar per thousand.
MODIFIED ACCRUAL BASIS	The governmental fund financial statements are reported using the current financial measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due. General capital asset acquisitions are reported as expenditures in the governmental funds.
MODIFIED CASH BASIS	For budgetary purposes a modified cash basis of accounting is reflected relative to the financial statements. Cash revenues, along with cash expenditures plus encumbrances treated as expenditures, are utilized for reporting and budgeting purposes.
MOTOR VEHICLE TAX	Taxes on vehicles designed primarily for use upon public roads at the assessment level and millage rate levied by the taxing authority on tangible property for the previous calendar year.
NON-MAJOR FUND	Any fund whose revenue or expenditures, excluding other financing sources and uses, constitute less than 10% of the revenue or expenditures of the appropriated budget should be considered a non-major fund for this purpose.

## GLOSSARY

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OPERATING BUDGET	Costs associated with the non-capitalized materials and services required in the daily operation of service delivery such as personal services, office supplies, maintenance supplies, professional services, and rental fees.
PERSONAL PROPERTY	Tangible property other than land and buildings and motor vehicles, including mainly business equipment, machinery, fixtures, leasehold improvements, boats and airplanes.
PROGRAM MODIFICATION	A budgetary tool used to create a new, expanded, reduced, or other change to a department's level of service. It includes detailed information about a new program that is not authorized and funded in the current year budget or a program that is authorized and funded in the current year budget, but will be carried on at a higher or lower level of activity in the next year. The addition of staff or vehicles requires the submittal of a Program Modification.
PROPRIETARY FUND	See "ENTERPRISE FUND".
REAL PROPERTY REALWARE®	Land and buildings. Industry-leading Computer Assisted Mass Appraisal (CAMA) system utilized by the Property Appraisal Department.
RESERVE	An account used to indicate that a portion of funds has been restricted for a specific purpose. A reserve for contingencies is a budgetary reserve set aside for emergencies or unforeseen expenditure.
REVENUE BONDS	Bonds whose principal and interest are payable exclusively from specific projects or special assessments, rather than from general revenues. These bonds do not require approval by referendum.
SINKING FUND	A reserve fund accumulated over a period of time for retirement of a debt.
SPECIAL REVENUE FUND	A fund in which the revenues are designated for use for specific purposes or activities.
SPECIAL TAX DISTRICT	A geographically established district in which taxes, fees and assessments are levied and expenditures are made for the provision of specific services. DeKalb County has five funds in which revenues are derived from special tax districts: Hospital Fund, Fire Fund, Special Tax District – Designated Services, Police Services, and Special Tax District –Unincorporated.
TAX ANTICIPATION NOTE	Notes issued in anticipation of taxes to cover financial obligations until taxes are collected at which time a portion of the tax revenues are used to retire the notes.
TAX DIGEST	Official list of all property owners, the assessed value of the property (40% of fair market value), and the tax due on their property.
TAX FUND	A fund which is supported wholly or in part by revenues derived from ad valorem tax revenues.
TAX RATE	See "MILLAGE RATE".

## ACRONYMS

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311	Citizens Help Center
911	Emergency Call
4-H	4-H Club: Head, Heart, Hands, and Health
A	Standard & Poor's Credit Rating
AA	Standard & Poor's Credit Rating
Aa1	Moody's Credit Rating
AAA	Standard & Poor's Credit Rating
Aaa	Moody's Credit Rating
AARP	American Association of Retired Persons
ACA	American Correctional Association
ACCG	Association of County Commissioners of Georgia
ACE	Arts, Culture, and Entertainment
ACQ	Acquisition
ADA	Americans with Disability Act
ADDI	American Dream Down payment Initiative
ADP	Average Daily Population
AIDS	Acquired Immunodeficiency Disease Syndrome
AIX	Advanced Interactive executive
ANOM	Airport Noise Operations Monitor
APS	Automated Purchasing System
ARC	Atlanta Regional Commission
ARRA	American Recovery and Reinvestment Act
BBB	Standard and Poor's Credit Rating
BOC	Board of Commissioners
CAD	Computer Aided Design
CAD	Computer Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CALEA	Commission on Accreditation of Law Enforcement Agencies
CAMA	Computer Assisted Mass Appraisal
CASA	Court Appointed Special Advocates
CCO	Chief Communication Officer
CD	Community Development
CD ROM	Compact Disk Read-Only Memory
CDBG	Community Development Block Grant
CDC	Centers for Disease Control
CDL	Commercial Driver's License
CE	Center
CEO	Chief Executive Officer
CERT	Community Emergency Response Team
CFC	Chlorofluorocarbon
CFO	Chief Financial Officer
CHC	Citizens Help Center
CHDO	Community Housing Development Organization

## ACRONYMS

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CID	Community Improvement District
CIP	Capital Improvement Project
CIPA	Children's Internet Protection Act
CJCJ	Council of Juvenile Court Judges
CJIS	Criminal Justice Information System
CLO	Chief Legal Officer
CMMS	Computerized Maintenance Management Software
COMPSTAT	COMParative STATistics
CNG	Compressed Natural Gas
COO	Chief Operating Officer
COP	Consumption on Premise
COPS	Certificates of Participation
COPS	Community Oriented Policing Services
COPS MORE	COPS Making Officer Redeployment Effective Grant
COS	Chief Of Staff
CPO	Chief Purchasing Officer
CPSO	Chief Public Safety Director
CPS	Child Protective Services
CPU	Computer Processing Unit
CTIP	Computer Technology Improvement Program
DEMA	DeKalb Emergency Management Agency
DA	District Attorney
DATE	Drug Abuse Treatment and Education
DCA	Department of Community Affairs
DCPL	DeKalb County Public Library
DCLF	DeKalb County Library Foundation
DCVB	DeKalb Convention & Visitors Bureau
DD	Deputy Director
DEBCO	DeKalb Enterprise Business Corporation
DFACS	Department of Family and Children Services
DHR	Department of Human Resources
DKPD	DeKalb County Police Department
DKSO	DeKalb Sheriff's Office
DNR	Department of Natural Resources
DOJ	Department of Justice
DOL	Department of Labor
DOR	Department of Revenue
DOT	Department of Transportation
DRC	Dispute Resolution Center
DRE	Direct Recording Electronic
DUI	Driving Under the Influence
DWDD	Department of Workforce Development
E911	Enhanced 911 Emergency Call

## ACRONYMS

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EEO	Equal Employment Opportunity
EMA	Emergency Management Agency
EMS	Emergency Medical Service
EMT	Emergency Medical Technician
EPA	Environmental Protection Agency
EPD	Environmental Protection Department
ERO	Early Retirement Option
ESG	Emergency Shelter Grant
ESGP	Emergency Shelter Grant Program
EWI	Electronic Warrant Interchange
FAA	Federal Aviation Agency
FAR	Federal Aviation Regulation
FCC	Federal Communications Commission
FEMA	Federal Emergency Management Agency
FF	Firefighter
FHWA	Federal Highway Administration
Fi Fas	Latin Derivative for Property Lien Filed In Clerk of Superior Ct.
FMIS	Financial Management Information System
FOCUS	Faith Organization & County Uplifting Seniors
FOG	Fats, Oils, Grease
FPH	Flood Prone Homes
FTE	Full Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GAL	Guardian ad litem
GASB	Government Accounting Standards Board
GCCS	Gas Collection and Control System
GCIC	Georgia Crime Information Center
GDOT	Georgia Department of Transportation
GE	General Electric
GED	General Educational Development
GEMA	Georgia Emergency Management Agency
GEMS	Global Election Management System
GFOA	Government Finance Officers Association
GILEE	Georgia International Law Enforcement Exchange
GIS	Geographic Information Systems
GO	Government Obligation
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



## ACRONYMS

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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
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

## ACRONYMS

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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
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
TIME	Tutoring, Intervention, Mentoring and Employment

## ACRONYMS

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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
VINES	Victim Information Notification Everyday System
W	West
W & S	Water and Sewer
WIA	Workforce Investment Act
WMD	Weapons of Mass Destruction
Y2K	2000
YAP	Youth Achievement Program
YMCA	Young Men's Christian Association
YWCA	Young Women's Christian Association

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