

ANNUAL BUDGET

2005

DEKALB COUNTY, GEORGIA

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CHIEF EXECUTIVE OFFICER

BOARD OF COMMISSIONERS

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Gale Walldorff, Deputy Presiding Officer
Larry Johnson
Burrell Ellis, Presiding Officer
Henry "Hank" Johnson, Jr.
Kathie Gannon
Connie Stokes

District 1
District 2
District 3
District 4
District 5
District 6
District 7

Richard Stogner
Executive Assistant to the Chief Executive
Officer and the Board of Commissioners

Michael J. Bell
Director of Finance and
Clerk to the Chief Executive Officer and
Board of Commissioners

DEKALB COUNTY, GEORGIA ANNUAL BUDGET DOCUMENT

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
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**County of De Kalb
Georgia**

For the Fiscal Year Beginning

January 1, 2004

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to DeKalb County for its annual budget for the fiscal year beginning January 1, 2004. 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 Goals
- ** An Organization Chart.
- ** The Budget Process and the 2005 Budget Calendar.
- ** Fiscal Policies of DeKalb County.
- ** The Chief Executive Officer's DeKalb County 2005 Operating Budget Directive.
- ** The Chief Executive Officer's Budget Recommendations, excerpts from the Chief Executive Officer's State of the County Address, the Administration's Accomplishments, the Chief Executive Officer's Amendment to the Recommended Budget.
- ** A listing of the Budget adjustments made by the Board of Commissioners. The full Budget Resolution is in the Appendices section.

SUMMARIES

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

FUND GROUP SECTIONS

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

- ** Mission Statements, Program Description, Major Accomplishments and Major Goals for each department or agency and links to the County's Primary Goals and Critical Success Factors.
- ** Summaries of events and issues which have had or are expected to have significant budgetary impact.
- ** Performance Indicators and Targets for 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 of terms used in the document.

DEKALB COUNTY BUSINESS PROCESS CHANGES THAT IMPACT THE 2005 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.

This legislative directive was implemented through the Georgia Department of Community Affairs. The first edition of the Uniform Chart of Accounts was adopted by the Board of Community Affairs, approved by the State Auditor, and released on December 31, 1998. The 18-month countdown for local governments to adoption began.

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 by laws 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.

**DEKALB COUNTY BUSINESS PROCESS CHANGES
THAT IMPACT THE 2005 BUDGET BOOK
(continued)**

DeKalb County's Financial Management Information System (FMIS)

The County was using a mainframe-based FMIS system that was originally implemented in the early 1980s. This FMIS' software environment did not collect or report data in a manner consistent with the requirements that the County faced.

As part of the review process to implement the new financial reporting directives, County management concluded that an updated system was necessary. In addition to a new FMIS, it was decided to modernize the purchasing function with an integrated Automated Purchasing System (APS), and to modify the Chart of Accounts (CoA) to comply with the state mandate.

On December 10, 2002, the Board of Commissioners approved the purchase of the Oracle eBusiness Suite 11i software and hardware. Senior County management decided that a fast-track implementation was appropriate to meet the outside mandates and County Goals. Beginning with a June 11, 2003 kickoff meeting, Project Implementation Teams began the arduous task of achieving a June 1, 2004 "Go Live" date.

Impacts on the 2005 Budget Book

Implementation of New Financial Management System / Automated Purchasing (FMIS/APS) System

Due to the implementation of the new FMIS/APS system and changes to the County business processes, the 2004 books were not closed until February 10, 2005. However, since the Budget Resolution was adopted on January 25, 2005, the adopted budget was based on the fund balance as of January 19, 2005.

Impact on the 2005 Budget Book

The 2004 revenues and expenditures portrayed in this book reflect the actual revenues and expenditures based on the close of the 2004 books. The Fund Balance Forward is the fund balance used in the Budget Resolution adopted on January 25, 2005, is based on the fund balance as of January 19, 2005.

The New Chart of Accounts vs. the Old Chart of Accounts

The new CoA restates the major categories for Anticipations / Revenues and Appropriations / Expenditures.

The new CoA restates the Fund Structure categories; the Cost Center structure has been maintained.

**DEKALB COUNTY BUSINESS PROCESS CHANGES
THAT IMPACT THE 2005 BUDGET BOOK
(continued)**

Multiple line items under the old CoA are mapped to one line item in the new CoA.

Line items under the old CoA are mapped to a different category in the new CoA. Exhibits I & II highlight some of the major changes.

Impact on the 2005 Budget Book

The 2005 Budget Book has been formatted to include the 2003, 2004, 2005 anticipations/revenues and appropriations/expenditures based on the new CoA.

New Definition of Equipment.

Equipment is now classified as any item with a unit cost of \$5,000 or more. This includes computer equipment. Those items with a unit cost of less than \$5,000 are classified as supplies. This excludes computer equipment.

Impact on the 2005 Budget Book

An item costing > \$5,000, including computer equipment, is captured in the Capital Outlay category.

Any item costing less than \$5,000, except computer equipment, is captured in the Supplies category.

EXHIBIT I: DEKALB COUNTY'S CHART OF ACCOUNTS CONVERSION MATRIX
Appropriations (Expenditures)

Account Name	Old Chart of Accounts Categories (Mainframe FMIS)	New Chart of Accounts Categories (Oracle FMIS)
Contribution to Board of Health	Aid to Other Agencies	Other Costs
DeKalb County School System Police		
State of Georgia Agencies	Grants	Other Costs
Vendor Training		
Facilities Management Occupancy Charge	Interdepartmental Services	Interfund / Interdepartmental Charges
Interfund Reimbursements	Interfund Credits	
Grounds Maintenance Services	Maintenance & Repair	Purchased / Contracted Services
Maintenance & Repair Materials - Other		Supplies
Required Reserve	Operating Services & Charges	Other Costs
Reserve for Appropriation		
Reserve for Contingencies		
Bond Issuance Expense	Operating Services & Charges	Debt Services
W&S Revenue Bonds Interest - 2003		
W&S Revenue Bonds Principal - 1993		
Water & Sewer	Operating Services & Charges	Supplies
Books & Subscriptions	Operating Services & Charges	Purchased / Contracted Services
Custodial Services		
Dues		
Professional Services		
Temporary Personnel Services		
Legal Settlements	Operating Services & Charges	Interfund / Interdepartmental Charges
County Match - FICA	Personal Services	Personal Services and Benefits
Salaries		
Salaries - Temporary		
Equipment > \$5,000 (including computer equipment)	Equipment	Capital Outlays
Equipment < \$5,000 (except computer equipment)	Supplies	Supplies
Operating Supplies		
Software / Peripherals / Upgrades		
Uniforms & Clothing		
Depreciation - Nonvehicles	No Category Existed	Depreciation and Amortization
Depreciation - Vehicles		

EXHIBIT II: DEKALB COUNTY'S CHART OF ACCOUNTS CONVERSION MATRIX
Anticipations (Revenues)

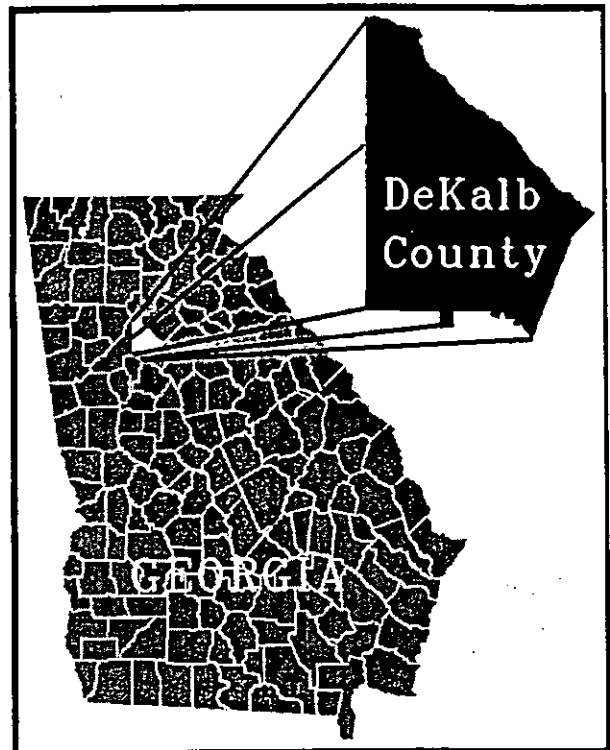
Account Name	Old Chart of Accounts Categories (Mainframe FMIS)	New Chart of Accounts Categories (Oracle FMIS)	
Motor Vehicle Taxes	Property Taxes	Taxes	
Real Property Taxes - Current Year			
HOST Sales Tax	Excise Taxes		
Hotel / Motel Tax			
Business License - General	Licenses and Permits		Licenses and Permits
Registration Fees - HVAC			
Interest on Investments		Investment Income	
Rental of Real Estate	Use of Money & Property	Miscellaneous Revenue	
Grant Program Income			
Federal Drug Reimbursement	Federal Government	Intergovernmental Revenues	
State Government - Emission Fees	State Government		
Housing Authority Payment in Lieu of Taxes	Other Agencies		
Indigent Defense Program			
Clerk of Superior Court	Fines and Forfeitures	Fines and Forfeitures	
Alimony / Support Fees		Charges for Services	
Animal License Fees	Charges for County Services	Licenses and Permits	
Subdivision Fees			
Zoning Fees		Charges for Services	
Election Qualifying Fees		Fines and Forfeitures	
Superior Court		Charges for Services	
Sale of Printed Materials	Miscellaneous Revenue	Miscellaneous Revenue	
Speed Hump Assessment			
Bus Shelters		Miscellaneous Revenue	
Reimbursement for Damages			
General Fund Admin Chgs - Airport	Interdepartmental Charges	Charges for Services	
G.I.S. Charges			
State Contribution for Adult Probation		Miscellaneous Revenue	
Fund Balance Forward	Fund Balance	Balance Sheet - Fund Balance	
Fund Balance - Reserve for Inventory			

DEKALB COUNTY, GEORGIA

DeKalb County is situated immediately east of the city of Atlanta and encompasses within its borders a small portion of the corporate limits of Atlanta. DeKalb's population of 691,500 ranks second among Georgia's counties and is the most culturally diverse in the state, more than 64 languages are spoken within its boundaries. The industrial mix includes retail and wholesale trade, health services, tourism, communications, with both major corporations and small establishments represented.

DeKalb is also second in businesses, workers and overall personal income. Approximately 14% of the population lives in the incorporated areas which include the City of Decatur (the county seat), seven smaller municipalities and a part of the City of Atlanta.

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



GOVERNMENTAL STRUCTURE

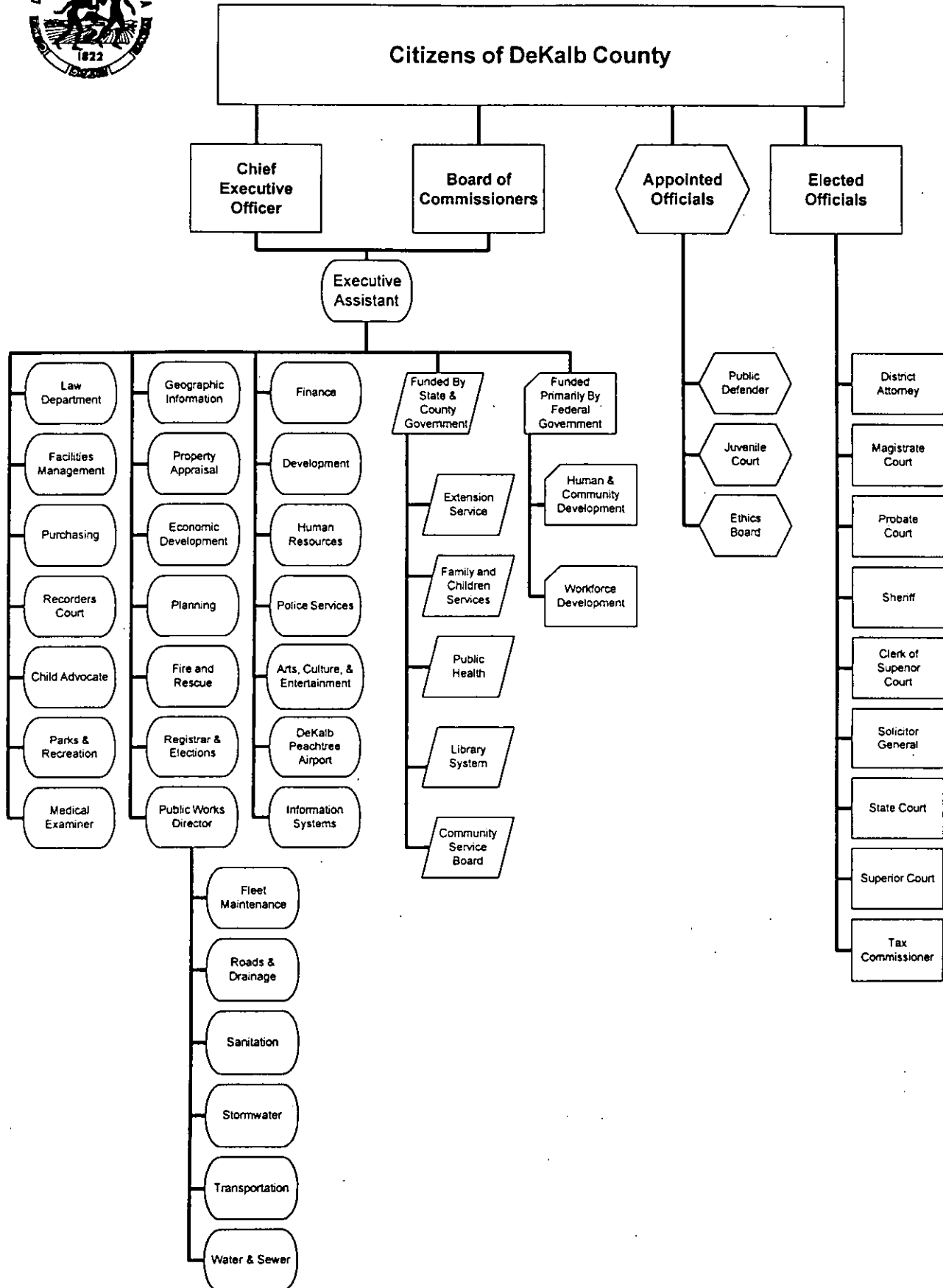
DeKalb County Government is administered by a seven-member Board of Commissioners and a full-time Chief Executive Officer. The Chief Executive Officer is elected county-wide and the seven commissioners are elected by districts. All commissioners and the Chief Executive Officer serve four-year staggered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

COUNTY SERVICES

DeKalb County provides to virtually all areas of the County the following services: police, fire and emergency medical protection, sewage collection and treatment, water supply and distribution, refuse collection and disposal, recreational facilities, library services, public health services, court services, highway construction and maintenance, building inspection, animal control service, and planning and land use services. In addition, the County owns and operates the DeKalb-Peachtree Airport, a 600 acre, general aviation facility which is the second busiest airport in the state. The County has 7,994 authorized positions, of which 7,317 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.



DeKalb County Organizational Chart



STATEMENT OF VISION

WE ENVISION:

Policies of government balanced in the best interest of our communities, businesses, and neighborhoods;

Well-informed, diverse and educated citizens who will be able to afford a decent home in a nice neighborhood;

Healthy, economically viable drug-free, crime free communities through partnerships and collaborations;

Strong economic growth and excellent transportation and communication systems;

Being proactive and focused on prevention in all areas: preventive law, preventive health, crime prevention, and developing partnerships that create healthy families, children and communities.

OUR MISSION

TO WORK TOGETHER TO DELIVER THE BEST, MOST COST EFFECTIVE SERVICES WITH AN EMPHASIS ON INTEGRITY, FAIRNESS, OPEN COMMUNICATIONS, AND ACCESSIBILITY.

STATEMENT OF VALUES

In working to accomplish our mission, we value:

- An inclusionary approach involving the whole community
- A team approach to preventing problems
- Well-trained employees committed to excellence
- A responsive and responsible service delivery system
- Our cultural diversity
- Positive change, innovation and creativity
- Mutual trust and respect

Primary Goals and Critical Success Factors

Crime Prevention

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

Infrastructure

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

Economic Development

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

Human Services

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

Primary Goals and Critical Success Factors

(continued)

Financial Strength

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

Organizational Effectiveness

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

FISCAL POLICIES OF DEKALB COUNTY

OPERATING BUDGET POLICIES

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

FISCAL POLICIES OF DEKALB COUNTY

14. DeKalb County will maintain a program to replace authorized vehicles and mobile equipment by use of a Vehicle Replacement Internal Service Fund, and/or an outside tax exempt leasing program whose assets will be used only for such purposes consistent with the provisions of these operating budget policies.

CAPITAL BUDGET POLICIES

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

RESERVE FUND POLICIES

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

REVENUE ADMINISTRATION POLICIES

1. DeKalb County will maintain a diversified revenue mix to shelter it from short-term fluctuations and to minimize the effect of an economic downturn.
2. DeKalb County will estimate its revenues by an objective analytical process in a prudent conservative manner.

FISCAL POLICIES OF DEKALB COUNTY

3. DeKalb County will follow a policy of charging for services with user fees whenever possible.
4. DeKalb County will seek public and private grants, and other outside sources of revenue where appropriate.
5. DeKalb County will establish the level of all user fees based on an analysis of the cost of providing the required services.
6. DeKalb County will set user fees for each Enterprise Fund, at a level that supports the direct and indirect cost of the activity.

COLLECTION POLICIES

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

ACCOUNTING, AUDITING, AND FINANCIAL REPORTING

1. An independent audit in compliance with Generally Accepted Auditing Standards will be performed annually by a qualified external auditor in accordance with applicable State Law and the DeKalb County Code.
2. DeKalb County will maintain an internal audit function and conduct financial, operational, compliance, and performance audits on a periodic basis.
3. DeKalb County will prepare a Comprehensive Annual Financial Report (CAFR) in accordance with Generally Accepted Accounting Principles (GAAP). DeKalb County will strive to prepare the CAFR to meet the standards of the GFOA Certificate of Achievement in Financial Reporting Program, and will submit the CAFR annually for a certificate review.
4. DeKalb County will establish and maintain professional accounting practices. Accounting systems will conform to the County's budget basis, with conversions to GAAP provided in the CAFR.
5. DeKalb County will maintain accurate records of fixed assets to insure proper stewardship of public property.
6. An ongoing system of financial reporting will be maintained to meet the needs of the County. The system will promote budgetary control and comparative analysis.

DEBT POLICIES

1. DeKalb County will confine long-term borrowing to capital improvements.

FISCAL POLICIES OF DEKALB COUNTY

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

INVESTMENT POLICIES

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

FISCAL POLICIES OF DEKALB COUNTY

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

OTHER POLICIES

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

PROCUREMENT POLICIES

1. DeKalb County will establish regulations and procedures to provide for an efficient and fiscally responsible system for the purchase of materials and services.
2. The CEO is responsible for the operation of the Government's purchasing system.
3. Within the limits prescribed by the County Code and State Law, the County will utilize competitive bidding procedures. Bids will be awarded on a non-discriminatory basis.
4. The purchase of insurance and risk-related services will be conducted on a non-discriminatory basis, through means designed to optimize long term financial security, reliability of coverages and services, and minimization of net cost. This may be accomplished through competitive bidding procedures or through competitive selection of insurance brokers and agents.

Annual Budget Process

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

DeKalb County's budget process is designed to encourage input from, and provide sufficient budgetary information to, the citizens of DeKalb County, department heads and elected officials as well as the Chief Executive Officer and Board of Commissioners. The budget is adopted yearly, and the County uses a calendar fiscal year. The annual budget process begins in August 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 2% reduction in the funding requested by each department.

Budget requests are submitted in late September to the Budget and Grants Division of the Finance Department. This group analyzes and makes recommendations to the Chief Executive Officer who reviews them with elected officials and department heads.

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

Even though the County's fiscal year is the calendar year, and the budget is not adopted until the end of January, the Director of Finance is authorized to make such expenditures of County funds as are deemed necessary and proper to the continuing operation of the County and its various departments at the then currently approved level of service.

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

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

**2005 BUDGET CALENDAR
DEKALB COUNTY, GEORGIA
OPERATING BUDGET**

BUDGET PROCEDURE	ACTION BY	TIMETABLE
Detailed Training Sessions	Finance Staff	Aug. 2, 2004 - Aug. 20, 2004
Budget Kickoff Meeting	CEO and Finance	Aug. 9, 2004 2:00 p. m.
Distribute Technology Process Improvement Forms to Elected Officials and Department Heads	Information Systems	Aug. 11, 2004
Submit Technology Process Improvement Requests to Information Systems	Elected Officials and Department Heads	Aug. 25, 2004
Distribute Salary Projections and Interfund Charges	Finance Staff	Aug. 31, 2004
Submit Program Modifications Requests to Finance Department	Elected Officials and Department Heads	Sept. 1, 2004
Submit Operating Budget Requests to Finance Department	Elected Officials and Department Heads	Sept. 17, 2004
Technology Process Improvement Recommendations Due to Finance Department	Information Systems	Sept. 24, 2004
Human Services Coordinating Committee Recommendations for Non-Profit Organization Funding Due to Finance Department	HSCC	Oct. 11, 2004
Review of Initial Revenue Anticipation and Overall Budget	CEO, Executive Assistant and Finance Staff	Nov. 4, 2004
CEO's Budget Review:	CEO, Executive Assistant, Finance Staff and Department Officials	Nov. 4, 2004 - Dec. 15, 2004
Public Information Meetings	CEO and Board of Commissioners	Dec. 6,7,8, 2004
Submit CEO's Budget to Board of Commissioners	CEO	Dec. 15, 2004
Board of Commissioners Budget Review:		
A) Initial Review of Overall Budget	CEO and Board of Commissioners	Dec. 15, 2004
B) Department Reviews	Board of Commissioners, Executive Assistant, Finance Staff	Dec. 15, 2004 - Jan. 25, 2005
C) CIP Review	Board of Commissioners, Executive Assistant, Finance Staff	Dec. 15, 2004 - Jan. 25, 2005

**2005 BUDGET CALENDAR
DEKALB COUNTY, GEORGIA
OPERATING BUDGET**

BUDGET PROCEDURE	ACTION BY	TIMETABLE
Public Hearings	CEO	Jan. 3, 2005 - Jan. 25, 2005
Public Hearing (Board of Commissioners Meeting)	Board of Commissioners	Jan. 11, 2005
Revise Tentative Budget based on Public Hearings and Final Revenue Anticipations	Board of Commissioners Finance Staff	Jan. 3-25, 2005
Public Hearing and Operating Budget Adoption and Capital Improvement Projects Budget Adoption	Board of Commissioners	Jan. 25, 2005

**2005 BUDGET CALENDAR
DEKALB COUNTY, GEORGIA
CAPITAL PROJECTS BUDGET**

BUDGET PROCEDURE	ACTION BY	TIMETABLE
Submit Capital Projects Request to Finance Department	Elected Officials and Department Heads	Sept. 1, 2004
Capital Projects Review Committee Recommendations to Finance Department	Capital Projects Budget Committee	Oct. 13, 2004
Review of CIP with Budget Review Committee	CEO, Budget Review Comm, Executive Assistant and Finance Staff	Nov. 4, 2004 - Dec. 15, 2004
Submit CEO's Budget to Board of Commissioners	CEO	Dec. 15, 2004
Board of Commissioners Budget Review: CIP Review	Board of Commissioners, Executive Assistant, Finance Staff	Dec. 15, 2004 - Jan. 25, 2005
Public Hearings	CEO	Jan. 3, 2005 - Jan. 25, 2005
Public Hearing (Board of Commissioners Meeting)	Board of Commissioners	Jan. 13, 2005
Revise Tentative CIP Budget based on Public Hearings and Final Revenue Anticipations	Board of Commissioners Finance Staff	Jan. 5, 2005 - Jan. 25, 2005
Public Hearing and Adoption of Capital Improvement Projects Budget and Operating Budget Adoption	Board of Commissioners	Jan. 25, 2005



DEKALB COUNTY

Vernon Jones
Chief Executive Officer

August 9, 2004

TO: Michael Bell
Director of Finance

FROM: Vernon Jones
Chief Executive Officer

SUBJECT: DeKalb County 2005 Operating Budget

Although the general economic climate seems to be improving, the softness of our local economy as evidenced by the continued shortfall in State revenue collections and the uncertainty of substantial improvement in 2005 mandates that we should take a very conservative approach to developing next year's annual budget. Therefore, as we move forward with developing the County's 2005 Tax Funds Budget, I would like to emphasize the following general guidelines:

In formulating departmental operating budget submissions for the 2005 County Operating Budget, I would like for each department to establish, as a controlling objective, the achievement of a reduction of 2% in funding requested in comparison with their 2004 authorized budget.

In terms of the overall general operating budget, I would like to hold the 2005 Tax Funds budget to \$493 million. That budget level would represent a reduction of approximately \$10 million from the 2004 operating budget level.

New spending initiatives should only be submitted for consideration where the expenditures are directly related to the completion of operating and/or capital projects previously initiated or operating programs that will materially result in direct savings in terms of efficiency and/or cost avoidance or that will positively impact 2005 revenues.

In terms of program areas, public safety will continue to have the highest priority.

Please have your budget and financial analysts work with each operating department to achieve the 2% reduction in departmental budget submissions and to prioritize their budget request in terms of the stated guidelines.

In addition, we will maintain the current control procedures governing the filling of vacant positions, overtime and travel and training expenses during 2005.

I realize that the above guidelines will continue to pose challenges to staff, but, in view of the current fiscal climate, I believe that DeKalb County must take the lead in holding the line on taxes and in ensuring that we continue to operate in the most responsible, efficient and effective manner possible.

cc: Board of Commissioner
Richard Stogner, Executive Assistant



DEKALB COUNTY

Vernon Jones
Chief Executive Officer

MEMO TO: Members, Board of Commissioners

FROM: Vernon Jones, Chief Executive Officer

DATE: December 1, 2004

SUBJECT: 2005 Budget Recommendations

In compliance with the Organization Act, enclosed is the Executive Budget recommendation for a balanced budget for FY 2005 for various funds of DeKalb County Government. This recommendation is the culmination of extensive review and analysis of the budgetary needs and the financial resources available.

Financial resources available for the FY 2005 Budget have continued to be constrained due to the incomplete and ongoing recovery of the national economy. Sales taxes collected in the County for the HOST program, which comprise about 17% of the total revenues in the Tax Funds, have improved. In addition, the continued effect of strong residential building activity over the last several years in the County has been to substantially increase the financial requirement necessary to provide for a 100% Homestead Exemption. Sales taxes are projected to increase from 2004 to 2005 by 2.9%, while the 100% Homestead Exemption requirement is projected to increase by 6.6% during the same time period. The following table illustrates this trend:

Year	Sales Tax Collection	Funding Necessary to Provide	
		Minimum Legal Exemption	100% Homestead Exemption
2001	85,975,664	70,126,639	89,863,380
2002	82,342,584	68,780,531	98,951,486
2003	81,684,425	65,874,067	108,737,323
2004 proj.	84,000,000	65,347,540	115,075,996
2005 est.	86,500,000	67,200,000	122,691,261
2005 vs. 2004	2.9%		6.6%

This Executive Budget recommendation continues a number of the budgetary initiatives developed in last year's budget submission. During FY 2004 specific areas of concentration included:

- **FMIS/APS Implementation:** The County went “live” with a Financial Management Information System (FMIS) and a new Automated Purchasing System (APS) on June 1, 2004. During FY 2005 there will be modifications and refinements to this new system.
- **Hansen Permitting System:** “Go Live” for this new Development and Business License permitting system will be in segments throughout the end of 2004 into the beginning of 2005. Once completely activated, the new system for both functions will be housed in a central location in the 330 West Ponce de Leon Building immediately adjacent to the Maloof Complex.
- **Continual monitoring of overtime expenditures relative to budgeted amounts and anticipated salary savings.**

During FY 2004, the County continued to deal with the considerable population growth of the last decade and the commensurate increase in the demand for services. At the beginning of the last decade, the County’s actual population was 553,800 according to the U.S. Census. During the second quarter of 2001, the County’s 2000 population was officially restated at 665,865. **This constitutes a 20.2% growth factor, which validates the substantial growth in the demand for County services experienced in recent years.** At the end of 2004, the County’s population is estimated to be 695,100.

The County committed over \$20 million to rebuilding and replacing the required Information Systems technology to address the requirements for Y2K. By all measures, DeKalb County successfully addressed those needs. As stated above, the County has recently “gone live” with a new FMIS/APS system with an estimated project cost of \$8.5 million. The FY 2005 Budget continues a commitment to technology improvement projects with almost \$3.4 million being allocated in this area.

FY 2005 Budget Summary

- **Departmental requests for the FY 2005 Tax Funds Budget identified \$546,255,890 in Operating costs and \$55,156,511 in Capital costs for a total 2005 budget request of \$601,412,401. In order to balance the budget, the recommendation for FY 2005 is \$504,845,986.** This represents a reduction of approximately \$96,600,000 from departmental requests. This also represents an increase of 0.4% from the adjusted FY 2004 Budget.
- **The HOST Homestead Exemption has been included in the recommended Tax Funds Budget at the maximum established by the HOST Statute:** This requirement mandates that no more than 99.9% of the funds collected in the prior year be allocated to provide Homestead Exemption tax relief for qualified residential homeowners in the County. This provision contemplated that at least .1% of the HOST funds would be available for necessary capital expenditures. For three straight years the County provided for a 100% Homestead Exemption (1999 thru 2001), and

the FY 2002, FY 2003 and FY 2004 Tax Funds Budgets provided for an 86.8%, 60.58%, and 59.07% Homestead Exemption, respectively. **The present recommended Executive Budget, using the legal maximum under the HOST Statute, provides for a Homestead Exemption of 68%.** The HOST program continues to be impacted by two financial trends:

1. The projected growth rate of sales tax collections in FY 2005 as reflected in the table on page 1. Sales tax collections have decreased every year from 2000 (\$87,658,299) through 2003 (\$81,684,425). It is presently estimated that actual 2004 collections could be 2.8% above actual 2003 collections. The 2005 budget assumes a moderate increase to \$86,500,000, based on indications of increased vitality in the national and local economy.
2. The substantial increase (**22,150 units**) in the number of new owner-occupied residences in the county over the last five years. This increase has the effect of **reducing** the impact of the HOST Homestead Exemption because available HOST funds must be divided among more residences.

- The effect of utilizing the legal maximum of 99.9% of the prior year's HOST receipts for Homestead Exemption tax relief is that in FY 2005, **the actual recommended homestead exemption that a homeowner in DeKalb County will receive will be 68%.** In three out of the last six years, homeowners have paid no property taxes to support the County's general government operations. They have, of course, supported those operations through the payment of the 1-cent HOST tax, which amounts to \$10.00 per \$1,000 spent in DeKalb County on applicable goods and services. Even considering the above cited trends; **the overall tax burden on DeKalb County homeowners for general government operations will remain the lowest in the metropolitan area.**

The 2005 Recommended Executive Budget is based on current forecasts of tax digest values and estimates of year-end fund balances. Exact values will be available in June 2005 when the Board of Commissioners adopts the final millage rates for FY 2005.

- Process Improvement Funds in the amount of \$600,000 have been included in this budget recommendation to continue a department-by-department review of how the County conducts its operations with the objective of improving our operational efficiency and effectiveness. In FY 2005, as in FY 2004, interdepartmental task groups drawn from existing employees, representing appropriate disciplines, have supplemented the professional services secured by this funding. The County intends to continually examine its operations to ensure the highest level of service to the citizens of DeKalb County.

- It is estimated that the Fund Balance at the close of business on December 31, 2004 in the County's Tax Funds will be \$30.1 million. Approximately \$16.9 million constitutes the Budgetary Reserve, and the remainder (\$13.2 million) is an operating reserve that is re-budgeted in the 2005 Budget. The maintenance of an appropriate reserve is a critical factor in retaining the County's excellent credit ratings (Aaa by Moody's, AA+ by Standard & Poor). This is an approximate \$5 million increase in the fund balance compared to our same position last year. This positive impact in the fund balance is substantially related to cost control in the administration of the Tax Funds Budget during 2004 in the area of hiring and overall personnel expense.

Additional Considerations of the 2005 Budget

- While a 68% Homestead Exemption is included in the 2005 Recommended Tax Funds Budget, this level of exemption requires the use of over 97% of the HOST Sales Tax receipts projected for year 2005. Within the HOST Statute (OCGA 48-8-104), the legal requirement for the maximum and minimum usage relates to prior year collections only. Since the beginning of 1999, the County has granted Homestead Exemptions (HOST) amounting to \$62.4 million in excess of the legally mandated requirements of the HOST Statute. Under the recommended overall budget structure, the County will have available and has budgeted \$7.7 million for capital projects. This amount is inclusive of \$1.6 million cited above in the technology improvement area.
- Salary savings in the proposed 2005 Tax Funds budget are anticipated at the level of \$12.9 million. This level of salary savings recognizes the high vacancy rate that currently exists in the Tax Funds Budget and assumes approximately 311 positions will remain vacant during 2005.
- A pension contribution adjustment resulting from an actuarial recommendation of taking the 2005 County Contribution to 3% (of payroll) from 1/2 % (of payroll) will impact the 2005 Tax Funds Budget by \$4.9 million. This adjustment is necessary due to investment returns in the pension fund being below the actuarial investment rate of 8%. An associated increase in the employees' contribution will take the total for employees to 1.5%. At the latest actuarial examination (4/2004) the fund was 109% funded, but requires these contribution increases due to market returns.

Special Considerations

In developing the recommendations for the 2005 Budget, the Administration has addressed a number of issues and actions necessary to continue to move DeKalb County forward. The major issues addressed in the 2005 Budget may be summarized as follows:

- **3rd Year Funding for FMIS/APS:** This funding represents a continuation of the major process improvement to modify and refine the County's current Financial Management Information System with a modern system that will be server-based and e-business capable. The new system also includes a new, Automated Purchasing

System.

- **Funding for Police Officer Positions:** The 2005 Budget contains funding to absorb the salary and benefit costs associated with the creation of 50 police officer positions. These positions were previously funded by federal grants ending in February 2005. The absorption of these positions is necessary to avoid a reduction in the number of officers in the field. The budget is increasing approximately \$1,000,000 to cover the cost of 27 of the positions for ten months. The cost of the remaining 23 positions will be absorbed within the base budget of the Police Department, primarily through salary savings. In addition, the budget contains \$374,284 as the last part of the match required for the 2000 grant, which will expire in early 2006.
- **Funding for implementation of a 311 (Non-Emergency) System:** Funding is included within the Police Department budget for 11 positions to begin implementation of the 311 telephone system. It is expected that this methodology for handling non-emergency calls will significantly increase the efficiency of providing County services.
- **Funding for implementation of recommendations of the Sheriff's Office Staffing Study (\$1.286 million):** Funding is included to add 57 positions in the Jail budget, pursuant to the recommendations of the study. The positions are funded for 6 months, and are anticipated to reduce the need for overtime expenditures in this department.
- **Funding is included to expand services at new County facilities:** Funds are included in the Park & Recreation Department for positions to staff the Brook Run Recreation Center and the Arabia Mountain Nature Preserve. Funds are also included in the Human & Community Development Department to operate the new Senior Center that will open in 2005.
- **Continuing reorganization efforts to improve operational effectiveness:** In order to make more efficient use of resources within the Public Works Department, Traffic Operations will be transferred from the Transportation Division to the Roads & Drainage Division. While impacting the individual Division budgets, there will be no overall increase in the base budget resulting from this initiative.
- **Lease Payments to the Public Safety and Judicial Facilities Authority (\$2.9 million).** This Authority will issue bonds at the end of 2004 to acquire and renovate several critical buildings, including Police and Fire & Rescue headquarters, police precincts, fire stations, public safety vehicle maintenance facility, and completion of the courthouse renovation.

It is also important to consider issues that are not addressed in the recommended 2005 Budget. These issues include the following:

- **Additional funding for Transportation and Traffic Projects:** The major infrastructure

problem facing the County continues to be transportation and traffic issues. While the major program to address these issues funded by the \$13.7 million allocation from HOST in 2004 has made excellent progress in addressing specific needs in terms of high priority sidewalks, traffic signalization and intersection improvements, additional funding must be identified in the future to continue to address transportation issues.

- Task Force on Seniors Tax Relief: The Administration intends to work with the Local Legislative Delegation in the 2005 Session of the Georgia General Assembly to address the issue of property tax relief for senior citizens. This will require coordination with the DeKalb School Board because of their preponderance in the tax burden and their substantial reliance on property taxes.
- Development of a long range program to generate and promote growth in sales tax revenues. Because of the importance of HOST in providing property tax relief, the County must actively seek ways to encourage its growth. The County must do more to encourage citizens to dine, shop and play in DeKalb. The creation of the Department of Arts, Culture and Entertainment is one element of such a program. Its objective is to focus the County's efforts to promote cultural and artistic opportunities within the County.
- A related problem is the over dependence of the County on residential property taxes in comparison with commercial property taxes. Currently, over 59.3% of the County's tax digest (real property) is represented by homestead residential values. This reflects the substantial growth in the number of housing units constructed over the last several years. In the long term, a relative balance between residential and commercial valuations should be sought. The County must take a more aggressive approach to encourage commercial and industrial development and redevelopment. This approach should also include the support of existing commercial and industrial developments. The utilization of Enterprise Zones and appropriate Overlay Districts has already had an impact in specific areas of the County. The current efforts to develop appropriate "smart growth" planning and zoning tools are also important steps to address the problem.

Other assumptions impacting the Budget include the following:

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

During 2005, the Administration will maintain the same high level of control over the filling of vacant positions as in 2004 and managerial controls will be maintained to further control overtime.

The State of Georgia will continue with the implementation of the Homeowner's Tax Relief Credit program, at the level of credit of \$8,000 per homestead.

This Executive Budget recommendation also **continues** a major revision of the County's

policy on annual salary adjustments. As in 2004, such salary adjustments will be linked to a cost-of-living adjustment based on the consumer price index, with provision being made to reward superior employee performance.

Personnel Changes Proposed for the FY 2005 Budget

The recommended budget includes a net addition of 123 positions for the provision of County services. Funding for these positions is allocated as follows:

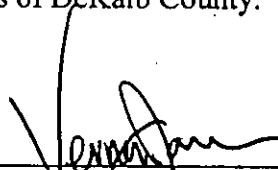
	General/STD* Fund	Fire Fund	Sanitation Fund	Water/Sewer Fund	Other Fund
Public Safety	128				-50
Public Works	1		9	19	
Administrative	14			2	
Total	143		9	21	-50

*Special Tax Districts

Summary

The FY 2005 Executive Budget recommendation has been developed after comprehensive and careful analysis of the County's needs and resources. Such consideration has required difficult decisions during FY 2004. The Executive Branch, with the cooperation of the Board of Commissioners, has continued to focus on two areas of local government: **first** to address the efficiency and effectiveness of the County's operations thereby ensuring the highest level of service delivery at the lowest cost to the County's citizens and, **second**, to place an emphasis on the continuation of the process improvement initiatives commenced in the last three years.

In FY 2005, the recommended Executive Budget provides for a continued focus on governmental efficiency, effectiveness, while at the same time "holding the line" on the cost of government. As in the past, the Executive Branch will continue its emphasis on customer service to our clients – the citizens and businesses of DeKalb County.



 Vernon Jones
 Chief Executive Officer

**EXCERPTS FROM
VERNON JONES—SPEECH
DEKALB COUNTY STATE OF THE COUNTY ADDRESS**

ACCOMPLISHMENTS 2001 - 2004

FOUR YEARS AGO, WE HAD NO ECONOMIC DEVELOPMENT DEPARTMENT ... WE HAD TO CREATE THIS ... AND NOW IT IS ONE OF THE BEST IN THE COUNTRY

- WE CLOSED OUT 2004 WITH 4,000 NEW JOBS AND MORE THAN \$378 MILLION IN NEW INVESTMENTS.
- EMPLOYMENT GROWTH HAS DOUBLED AND BUSINESS DEVELOPMENT HAS SIGNIFICANTLY INCREASED.
- OUR 2004 COMMERCIAL REAL ESTATE TAX REVENUE CAME IN AT \$196 MILLION ... AND HAS STEADILY INCREASED OVER THE PAST 4 YEARS.

IN 2004, WE WELCOMED SEVERAL NEW BUSINESSES, INCLUDING:

- BRANDSMART USA—\$50 MILLION INVESTMENT - 350 JOBS.
- FRITO LAY—\$7 MILLION INVESTMENT - 40 JOBS.
- LE CORDON BLEU COLLEGE OF CULINARY ARTS—\$5 MILLION INVESTMENT - 200 JOBS.
- LIFE THERAPEUTICS' USA HEADQUARTERS—\$2 MILLION INVESTMENT - 50 JOBS.
- COMPUTER GENERATED SOLUTIONS—THEY ADDED MORE THAN 100 JOBS.

COMING UP NEXT YEAR, WE HAVE GREAT OPPORTUNITIES AHEAD:

- WAL-MART'S GRESHAM LOCATION—\$25 MILLION INVESTMENT - 500 JOBS.
- THE HILLANDALE PROFESSIONAL CENTER— \$4.2 MILLION INVESTMENT - 200 JOBS.
- THE STONECREST MEDICAL PROMENADE— \$5 MILLION INVESTMENT - 40 NEW JOBS.

**EXCERPTS FROM
VERNON JONES—SPEECH
DEKALB COUNTY STATE OF THE COUNTY ADDRESS**

- NATIONAL LINEN HEADQUARTERS—\$6 MILLION INVESTMENT - 600 JOBS.
- SEMBLER'S MIXED-USE DEVELOPMENT AT PERIMETER CENTER - \$200 MILLION - 1,700 JOBS.
- WE'RE ALSO PROUD TO SUPPORT THE EXPANSION OF CHILDREN'S HEALTHCARE OF ATLANTA AT EGGLESTON - INVESTMENT OF UP TO \$400 MILLION CREATES 800 CONSTRUCTION JOBS, WITH HUNDREDS OF NEW HEALTHCARE JOBS TO BE ADDED AT THE PROJECT'S COMPLETION.

IN FOUR SHORT YEARS:

- WE HAVE MADE 300 NEW POLICY CHANGES THAT ALLOW US TO OPERATE MORE EFFICIENTLY AND EFFECTIVELY

INFRASTRUCTURE:

- WE'VE ADDED 100 MILES OF NEW SIDEWALKS, RESURFACED NEARLY 300 MILES OF ROADS, AND IMPROVED 20 CRITICAL INTERSECTIONS ... WE HAVE SPENT MORE THAN \$30 MILLION DOLLARS OVER THE PAST TWO YEARS.
- WE ARE REPAIRING POTHoles ON 24-HOURS NOTICE
- WE'VE EXPANDED THE RESERVOIR SYSTEM, INCREASING WATER SUPPLY TO OVER 1 BILLION GALLONS.

GREENSPACE

- WE HAVE LED AN AGGRESSIVE GREENSPACE PROGRAM THAT HAS SET ASIDE AND PROTECTED 2,100 ACRES.
- WE HAVE MADE GREAT PROGRESS ON NEW HIKE AND BIKE TRAILS... YOU CAN WALK FROM ARABIA MOUNTAIN TO DOWNTOWN LITHONIA AND STONECREST MALL
- WE HAVE OPENED NEW PARKS AND IMPROVED OUR EXISTING FACILITIES INCLUDING 12 SWIMMING POOLS, 38 TENNIS COURTS, AND 37 BALLFIELDS

**EXCERPTS FROM
VERNON JONES—SPEECH
DEKALB COUNTY STATE OF THE COUNTY ADDRESS**

HUMAN AND COMMUNITY SERVICES

- NOW AFTER 20 OR 30 YEARS, SENIOR CITIZENS IN DEKALB COUNTY ARE GOING TO HAVE A NEW, COMPREHENSIVE, MULTIPURPOSE CENTER TO CALL THEIR OWN.
- LAST YEAR ALONE, OUR NEW OFFICE OF CHILD ADVOCACY REPRESENTED MORE THAN 1,800 ABUSED AND NEGLECTED CHILDREN IN 3,000 HEARINGS.

PUBLIC SAFETY

- WE HAVE REDUCED RESPONSE TIME FOR OUR FIRE AND RESCUE UNITS, FROM 9 MINUTES TO NEARLY 5 MINUTES
- CUT OUR OVERTIME FROM \$3 MILLION TO \$250,000
- AND THERE HAS NOT BEEN AN UNAVAILABLE AMBULANCE FOR AN EMERGENCY CALL IN TWO YEARS
- WE'VE GONE FROM 800 TO 1,100 POLICE OFFICERS ON DEKALB COUNTY STREETS.
- AND WE WERE THE FIRST COUNTY IN THE COUNTRY TO HAVE A COUNTY OFFICE OF HOMELAND SECURITY

EFFICIENCY IN GOVERNMENT

- WE HAVE HAD AN EXCELLENT AAA BOND CREDIT RATING. IT'S BEEN MAINTAINED NON-STOP SINCE I HAVE BEEN IN OFFICE
- WE HAVE IMPROVED OUR EFFICIENCY IN GOVERNMENT BY INVESTING IN TECHNOLOGY TO GIVE US THE TOOLS WE NEED TO SERVE THE PEOPLE OF THIS COUNTY
- WE HAVE A SURPLUS BUDGET
- WE HAVE THE LOWEST PROPERTY TAXES, LOWEST WATER/SEWER AND SANITATION RATES AND WE ARE STILL GIVING THE HIGHEST LEVEL OF SERVICE.

**EXCERPTS FROM
VERNON JONES—SPEECH
DEKALB COUNTY STATE OF THE COUNTY ADDRESS**

CHALLENGES 2005

HOWEVER, WE STILL HAVE MAJOR CHALLENGES AHEAD:

AMONG THE CRITICAL CONCERNS FACING THE COUNTY ARE INFRASTRUCTURE ISSUES:

- FIRST, TRANSPORTATION REMAINS THE COUNTY'S TOP INFRASTRUCTURE PRIORITY.
 - WE WILL CONTINUE OUR CURRENT PROGRAM OF INTERSECTION IMPROVEMENTS, TRAFFIC LIGHT SYNCHRONIZATION AND SIDEWALK CONSTRUCTION.
 - WE MUST INCREASE THE CAPACITY OF OUR ROADS ...AND ...
 - WE CANNOT IGNORE OUR EXISTING ROADS. WE CURRENTLY HAVE OVER 319 MILES OF ROADWAYS RATED POOR OR VERY POOR IN THE COUNTY. THIS IS UNACCEPTABLE.
 - WE MUST INVEST MORE DOLLARS INTO RESURFACING OUR ROADS

- SECOND, WE NEED TO CONTINUE TO ACQUIRE MORE PARKS AND GREENSPACE LAND
 - RAW LAND IS A HOT COMMODITY IN DEKALB.
 - THE PRESERVATION OF LAND FOR PARKS OR GREENSPACE MUST REMAIN A HIGH PRIORITY.
 - WE HAVE A COMPREHENSIVE STRATEGIC PLAN FOR ACTION OVER THE NEXT FIVE YEARS THAT ADDRESS LAND ACQUISITION, IMPROVEMENT OF EXISTING FACILITIES, AND NEW FACILITY CONSTRUCTION.

**EXCERPTS FROM
VERNON JONES—SPEECH
DEKALB COUNTY STATE OF THE COUNTY ADDRESS**

- THIRD, WE NEED TO ADDRESS OUR LIBRARY NEEDS THROUGHOUT THE COUNTY, INCLUDING THE RENOVATION OF EXISTING FACILITIES.
 - WE PROJECT AN INCREASE OF NEARLY 250,000 ADDITIONAL RESIDENTS BY 2025, AND WE ALREADY HAVE A VOID IN SOUTHEAST AND NORTHEAST DEKALB.
 - BOOK CHECK-OUTS ARE UP 21% SINCE 2000.
 - THE COMPREHENSIVE PLAN DEVELOPED BY THE LIBRARY BOARD OF TRUSTEES CALLS FOR NEW LIBRARIES IN THE STONECREST AREA ...THE ELLENWOOD/RIVER ROAD AREA ...AND MAJOR IMPROVEMENTS IN SERVICE IN THE REST OF THE COUNTY.

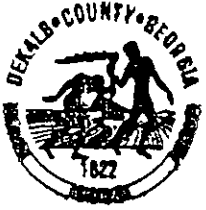
- FOURTH, THE COUNTY MUST ALSO BEGIN TO ADDRESS HOW TO MAKE DEKALB A “DESTINATION LOCATION”.
 - WE DO NOT HAVE A MAJOR CONVENTION CENTER, AMPHITHEATRE OR A MAJOR SPORTS COMPLEX.
 - WE MUST BE AGGRESSIVE IN DEVELOPING THE INFRASTRUCTURE TO SUPPORT THE COUNTY’S ECONOMIC DEVELOPMENT POTENTIAL.
 - THESE ISSUES ARE THE REASON THAT I FORMED OPERATION FACE-LIFT:
 - RIGHT NOW, THIS CITIZENS GROUP IS LOOKING AT ALL OF OUR NEEDS IN INFRASTRUCTURE, LIBRARIES AND PARKS
 - THEY ARE LOOKING AT THE FUNDING OPTIONS ...
 - AND I EXPECT TO GET THEIR RECOMMENDATIONS BY THE END OF THE MONTH.

- THERE ARE OTHER ISSUES THAT MUST BE FACED, INCLUDING:
 - MAINTAINING THE HIGHEST LEVEL OF PUBLIC SAFETY WITH OUR OUTSTANDING POLICE AND FIRE & RESCUE DEPARTMENTS

**EXCERPTS FROM
VERNON JONES—SPEECH
DEKALB COUNTY STATE OF THE COUNTY ADDRESS**

- MEETING THE CHALLENGES CREATED BY OUR AGING POPULATION THROUGH CONTINUE SUPPORT OF SENIOR SERVICES
- MAINTAINING THE LOW PROPERTY TAX BURDEN OF OUR CITIZENS, AND
- CONTINUING OUR EFFORTS TO PROVIDE THE HIGHEST LEVEL OF PUBLIC SERVICE IN THE MOST EFFICIENT AND EFFECTIVE MANNER.

WE HAVE COME FAR OVER THE LAST FOUR YEARS ... BUT I AM COMMITTED TO MAINTAINING THAT MOMENTUM OVER THE NEXT FOUR YEARS TO MAKE DEKALB COUNTY THE GREATEST COUNTY IN THIS STATE. WORKING TOGETHER, WE CAN SUCCEED. ... THANK YOU.



DEKALB COUNTY

Vernon Jones
Chief Executive Officer

January 21, 2005

TO: Members, Board of Commissioners

FROM: Vernon Jones
Chief Executive Officer

SUBJECT: Amendment to the 2005 Recommended Budget

Revenue projections for 2005 have increased by \$417,614 from the time of my initial budget submittal to you on December 1, 2004. As a result of the 2004 closing process, revenue available from the year-end Fund Balance increased by \$6,786,595, however, actual revenue collected from Property Taxes during 2004 came in below estimate necessitating an adjustment to our 2005 estimate of \$6,368,981. This was a result of declines in digest values compared to estimates, principally in the areas of personal property and motor vehicle valuations and slight increases in commercial digest. Therefore, the estimated property tax revenue for 2005 must be reduced, leaving an increase in total Tax Funds revenue of \$417,614. All other revenues remain the same.

The net adjustments to appropriations of \$417,614 are detailed as follows:

* Human Resources \$10,000

Provide funding to equip a training room in the Ponce Building.

* Juvenile Court \$192,628

Add funding required by the decision to forgo transferring 3 Probation Officer positions to the District Attorney's Office.

* District Attorney (\$192,628)

Decrease funding due to the decision to forgo transferring 3 Probation Officer positions from the Juvenile Court.

- * Clerk of Superior Court \$100,000
Add funding to cover first year lease purchase payments for a new imaging system.
- * Child Advocate's Office \$20,000
Increase funds for professional services in the base budget.
- * Planning \$50,000
Add funds to purchase office furnishings for offices relocated to the 311 Ponce Building.
- * Recorder's Court \$32,251
Add funds to cover a reclassification study of various positions by Human Resources.
- * Police – General Fund \$7,360
Add funds for the reclassification of a Telecommunications Administrator position.
- * Police – STD Designated Services (\$374,284)
Decrease funding for grant match budgeted in two accounts.
- * Parks and Recreation (183,247)
Add \$100,000 for special recreation projects. Decrease personal services funding by \$283,247 determined to be duplicated.
- * Public Works – Roads and Drainage \$0
Add \$454,312 to fund 3 position reclassifications and add 6 positions with related vehicles needed to manage the Stormwater Program. Add \$937,666 to create a Stream Cleaning crew of 8 positions with necessary vehicle and equipment. Increase the Stormwater Credit by \$1,391,978 to offset the cost of the additions.
- * Non - Departmental \$11,000
Add funds to the non-profit set aside to reflect current recommendations, and accommodate changes in the budget process dictated by the new chart of accounts.

* Hospital Fund \$375,806

Increase debt service payments for Grady Hospital in accordance with the letter from the Bond Trustee dated January 10, 2005.

* Reserve for Appropriation \$368,728

I am recommending that the funds remaining from the increase be set aside for future appropriation.

Including all of the adjustments above to the original Tax Funds Budget recommendation, the total budget will be increased by \$417,614 from \$504,845,986 to \$505,263,600.

CHANGES TO OTHER FUNDS - The following changes to the non-tax funds result primarily from 1. Adjustments related to actual year-end fund balances; 2. The impact of Board approved items, and 3. Other minor changes to revenue or appropriation accounts. All of these changes are a normal annual occurrence and are mainly of an administrative nature. Also, please keep in mind that Board actions affecting any of these funds prior to budget adoption will be reflected within my final recommended budgets.

The **Development Fund** ended 2004 with \$1,555,123 more in fund balance than was initially projected. This resulted from a significant increase in year-end revenues from permit fees. With an increase in appropriations of \$1,555,123 as a result of adjusting the Reserve for Appropriations account, the recommended budget for this fund will increase from \$10,628,828 to \$12,183,951.

The **Recreation Fund** ended 2004 with \$101,542 more in fund balance than was initially projected. With an increase of the reserve account of \$101,542, the recommended budget will increase to \$1,996,617.

The **Law Enforcement Confiscated Monies Fund** ended 2004 with a fund balance of \$301,027 more than the original projection because of lower than projected expenditures. This will increase the recommended budget from \$1,263,034 to \$1,564,061.

The **Hotel/Motel Tax Fund** ended 2004 with \$180,970 more in fund balance than was expected. With an increase in reserves of \$180,970, this will increase my recommended budget for this fund from \$2,428,506 to \$2,609,476.

The **Victim Assistance Fund** ended 2004 with a fund balance that was \$35,378 more than expected. This will increase the recommended budget for this fund from \$1,590,000 to \$1,625,378.

The **Grant - In - Aid Fund** is not being amended at this time. Installation of the Projects and Grants module of the Oracle Financial Management Information System has dictated a different year-end closing procedure for this fund. Amendments required will be made at a later time by Board Action during the first quarter of 2005.

The **Drug Abuse Treatment & Education Fund** ended 2004 with a fund balance of \$35,895 more than was originally estimated due to greater than anticipated revenues. This will increase the total recommended budget for this fund from \$66,837 to \$102,732.

The **Juvenile Services Fund** ended 2004 with \$21,496 less in fund balance than was originally estimated due to greater than anticipated expenditures. This will decrease the recommended budget for this fund from \$107,000 to \$85,504.

The **Street Lights Fund** ended 2004 with \$67,107 more in fund balance than was originally estimated. This will increase the recommended budget for this fund from \$3,336,000 to \$3,403,107.

The **Speed Humps Maintenance Fund** ended 2004 with \$205,382 more in fund balance than was originally estimated due to lower than anticipated expenditures. This will increase the recommended budget for this fund from \$377,500 to \$582,882.

The **Emergency Telephone System Fund** ended 2004 with \$623,290 less in fund balance than projected due to higher than expected expenditures. This will decrease the recommended budget from \$20,385,750 to \$19,762,460.

The **Public Education and Government Access Fund** ended 2004 with a fund balance of \$100,016 more than the original projection because of lower than expected expenditures. This will increase the recommended budget from \$1,652,310 to \$1,752,326.

The **Water & Sewerage Operating Fund** ended 2004 with \$1,323,303 more in fund balance than expected due to better than anticipated revenues. With an increase in anticipated revenues of \$19,196,173 due to the recent rate increase, and a \$20,519,476 increase in appropriations, this recommended budget will increase to \$147,054,976.

The **Water & Sewerage Sinking Fund** ended 2004 with \$750,019 more in fund balance than originally projected due to the costs associated with refinancing the 1993 bonds. With a \$750,019 decrease in interfund transfers from the Water & Sewer Operating Fund, this recommended budget will remain at \$40,168,421.

The **Sanitation Fund** ended 2004 with \$243,953 less in fund balance than originally estimated. There is an increase of \$91,200 to add a Drum Roller at the landfill and an increase of \$40,252 for the addition of a Public Information Officer. With a decrease of \$375,405 in the reserve account, the budget for this fund will decrease from \$68,794,949 to \$68,550,996.

The **Airport Fund** ended 2004 with \$470,266 more in fund balance than projected. With an increase of \$470,266 to the reserve account, the budget for this fund will increase from \$3,779,450 to \$4,249,716.

The **Fleet Maintenance Fund** ended 2004 with \$982,787 less in fund balance than

originally projected due to lower than anticipated revenues. With a reduction of \$982,787 to the reserve account, the budget for this fund will decrease from \$26,680,613 to \$25,697,826.

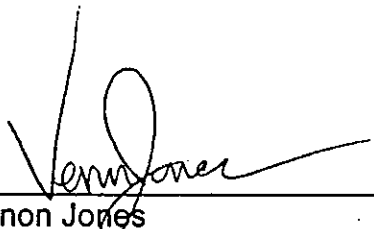
The **Vehicle Fund** ended 2004 with \$7,907,451 less in fund balance than originally anticipated. With an increase in department charges of \$1,323,670 due to increases in vehicle acquisitions, and a decrease in the reserve of \$7,907,451, the budget for this fund will decrease from \$49,647,590 to \$43,067,809.

The **Risk Management Fund** has been corrected to reflect the proper breakdown of fund balance between the Risk Management and Worker's Compensation funds. In addition, this fund ended 2004 with \$472,065 less in fund balance than expected. With a decrease in the reserve appropriation for Group Insurance in the amount of \$472,065 the recommended budget will decrease from \$66,084,261 to \$65,612,196.

The **Worker's Compensation Fund** has been corrected to reflect the proper breakdown of fund balance between the Risk Management and Worker's Compensation funds. In addition, this fund ended 2004 with \$277,155 more in fund balance than anticipated. With an increased appropriation to reserves of \$277,155, this fund will increase from \$7,835,086 to \$8,112,241.

The **Stormwater Utility Fund** ended 2004 with \$83,425 more in fund balance than originally anticipated. With an increase in Stormwater Operations of \$1,391,978 to credit Public Works – Roads & Drainage for the additional Stormwater positions and vehicles mentioned earlier, and with a decrease in the reserve of \$1,308,553, the budget for this fund will increase from \$24,910,193 to \$24,993,618.

The **Building Authority Lease Payments Fund** ended 2004 with \$710,664 less in fund balance than budgeted in the original resolution. With an increase of the same amount in the revenue account for County rental payments, the recommended budget for this fund will remain \$1,081,790.



Vernon Jones
Chief Executive Officer

Board of Commissioners Adopted 2005 Budget Adjustments

	<u>Anticipations</u>	<u>Appropriations</u>
C E O's Recommended Tax Funds Budgets	\$505,263,600	\$505,263,600
<u>Item #</u>	<u>Department / Item</u>	
	<u>Revenues:</u>	
1.	Property Taxes	17,012,875
	<u>Appropriations:</u>	
	<u>Contributions to CIP</u>	
2.	HOST Capital Outlays - Total all projects	16,750,000
3.	HOST Capital Outlays - Reserve for Equalization	262,875
4.	BOC - Add funding District budgets	63,000
5.	BOC - Add funding Administration budget	30,000
6.	Superior Court - Add funding Judge Adams	15,000
7.	Superior Court - Add treatment funding Drug Court	70,000
8.	Solicitor General - Restore funding-travel & telecomm	35,000
9.	Juvenile Court - Add funds-Attorney Fees	105,728
10.	Non-Departmental - Reduce Reserve for Appropriation Earmark \$50,000 for Pre-Natal Program	(318,728)
	<hr/>	<hr/>
	Amended Tax Funds Budgets	\$522,276,475
	\$522,276,475	\$522,276,475
	<u>Victim Witness Fund</u>	
	<u>Appropriations:</u>	
1.	Women Moving On - Increase funding for program	\$46,500
2.	Reserve for Appropriation - Decrease reserve	(46,500)
	Amended Victim Witness Fund Budget	\$0

DEKALB COUNTY EXECUTIVE SUMMARY

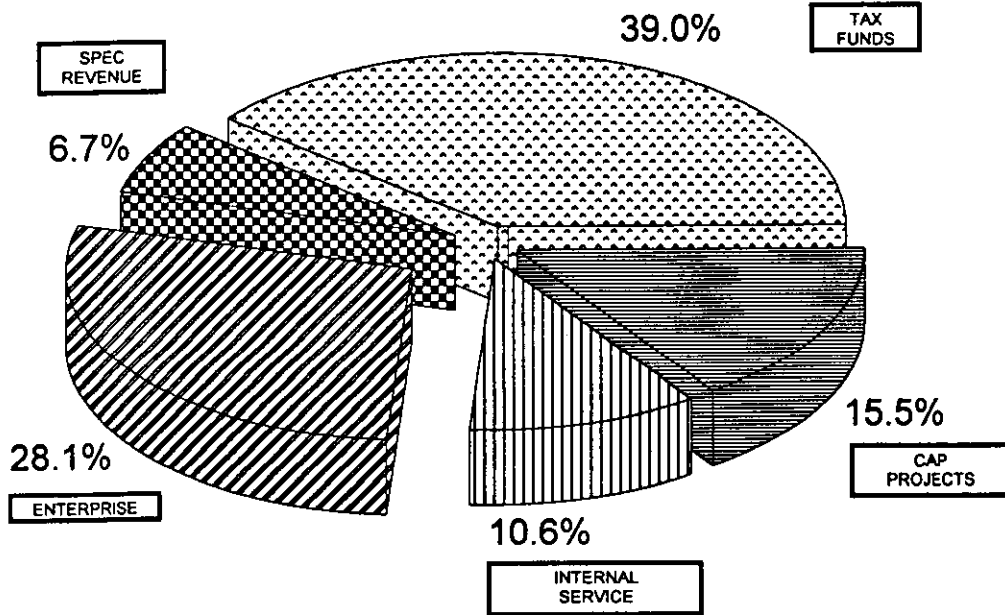
This Executive Summary provides a general overview of the entire budget.

APPROPRIATIONS ALL FUNDS (Expenditures)

The 2005 Budget for all funds totals \$1.338 billion and includes budgets for 44 separate funds, which are summarized by category below:

TAX FUNDS	\$522,276,475
SPECIAL REVENUE	89,948,214
ENTERPRISE	376,132,903
INTERNAL SERVICE	142,490,072
CAPITAL PROJECTS	207,364,988
TOTAL	<u>\$1,338,212,652</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:

- | | |
|---|--|
| <ul style="list-style-type: none"> Public Safety Roads and Drainage Courts and Sheriff Parks and Recreation | <ul style="list-style-type: none"> Libraries Health and Hospital Family and Children Services General Administrative Functions |
|---|--|

Appropriations

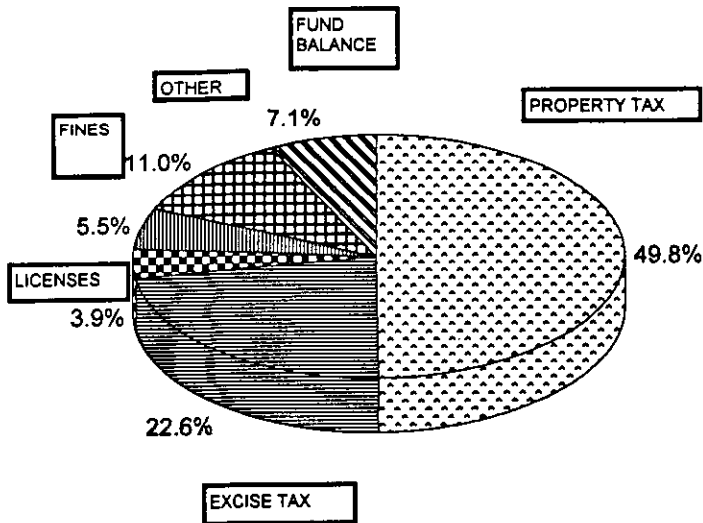
Notable items in the Tax Funds Budgets in 2005 include:

- * A HOST Capital Outlay of \$17.0 million for transportation improvements.
- * A net increase of 143 full-time positions and the net decrease of 5 part-time positions.

Revenues

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

TAX FUNDS REVENUE



Tax Funds Revenue

Property Tax	\$260,310,975
Excise Tax	118,175,500
Licenses & Permits	20,485,000
Fines & Forfeitures	28,710,000
Intergovernmental Revenue	19,855,632
Charges For Services	18,918,907
Other Sources	14,736,856
Investment Income	390,128
Miscellaneous	3,807,982
Fund Balance Brought Forward	36,885,495
Total	\$522,276,475

DEKALB COUNTY EXECUTIVE SUMMARY

SPECIAL REVENUE FUNDS

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

Revenues

About 41% of the revenue is from other governments, primarily federal funds for various grant programs.

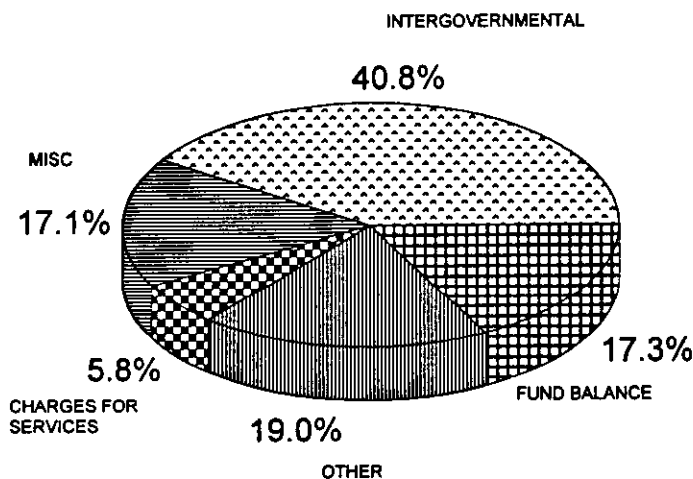
Appropriations

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

Special Revenue Funds Revenue

Intergovernmental Revenues	\$36,686,796
Miscellaneous	15,390,579
Charges for Services	5,223,226
Other Sources	17,060,604
Fund balance brought forward	15,587,009
Total	\$89,948,214

SPECIAL REVENUE FUNDS REVENUES



DEKALB COUNTY EXECUTIVE SUMMARY

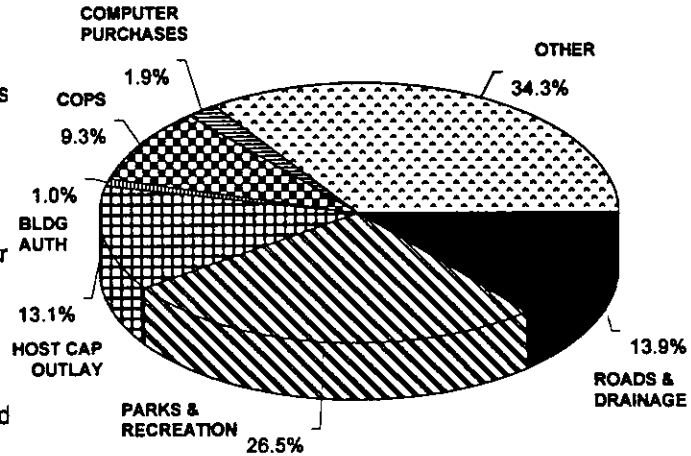
GENERAL CAPITAL PROJECTS FUNDS

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

Four major recent developments have had a major impact on General Capital funds

- 1) In 1997, the HOST sales tax was passed providing a windfall of 18 months revenue of approximately \$100 million to fund capital needs.
- 2) In 2001, voters approved a \$125 million bond issue to fund the acquisition of parks and greenspace.
- 3) In 2004, \$13,754,000 was appropriated for HOST Capital Outlay.
- 4) In 2005, \$17,012,895 was appropriated for HOST Capital Outlay.

CAPITAL PROJECTS FUND



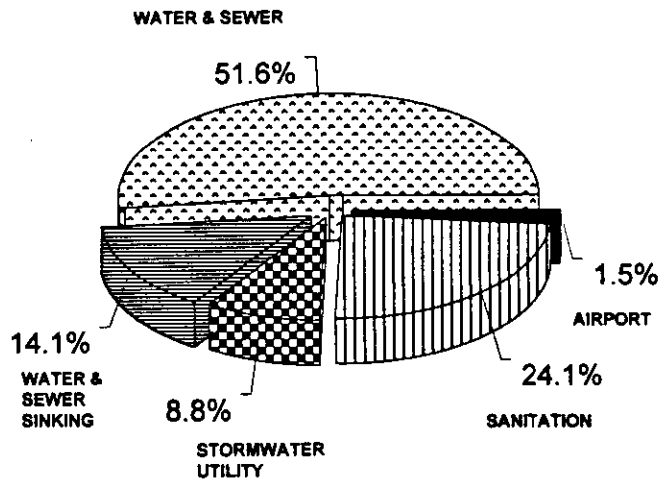
ENTERPRISE OPERATING FUNDS

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

Notable items in the Enterprise Operating Funds include:

- * \$600,000 to fund airport improvement capital projects.
- * \$9.0 million for debt service on the \$180 million 2003 Water and Sewer Bond Issue.
- * 10 positions and 9 vehicles added in Sanitation and 19 positions and 12 vehicles added in Water & Sewer to address increased demand for service.
- * \$10.4 million for Sanitation capital projects.

ENTERPRISE OPERATING FUNDS



DEKALB COUNTY EXECUTIVE SUMMARY

ENTERPRISE CAPITAL FUNDS

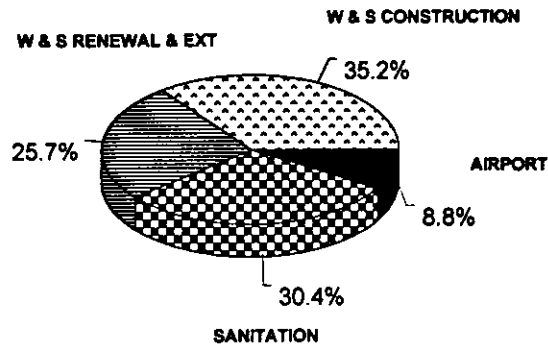
In 1998 state law required that capital projects be portrayed as project-length rather than annual budgets.

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:

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

ENTERPRISE CAPITAL FUNDS



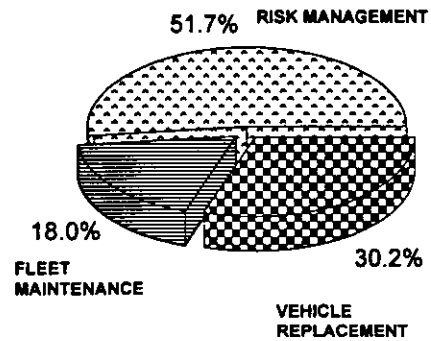
INTERNAL SERVICE FUNDS

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

Notable items in the 2005 budget include:

- * 323 vehicles are scheduled to be replaced and 56 additional vehicles are to be purchased. 25 vehicles will be acquired under the Master Lease Agreement.
- * The Risk Management Fund / Workers Compensations Fund budget increased in 2005 by 2.4% or \$1,513,415, due primarily to increases in group health and life insurance costs.

INTERNAL SERVICE FUNDS



DEKALB COUNTY, GEORGIA - FUND STRUCTURE

Tax Funds

These funds are used to account for activities of a general governmental service nature. The primary source of revenue for all of these funds is from ad valorem property taxes. The funds included are:

General	Accounts for most of the "traditional" services and functions of a general operating nature except as noted in other funds.
Special Tax District Designated Services	Established by state law of local application to allocate proportional levels of taxation based on levels of service for specified activities to municipalities within the County and the unincorporated area of the County.
Special Tax District Unincorporated	Used to account for certain services and revenues related only to the unincorporated area of the County.
Fire	Accounts for the activities of the County Fire District.
Debt Service	Accounts for principal and interest payments on General Obligation bonded debt.
Special Recreation District Debt Service	Accounts for principal and interest on Parks General Obligation Bond issues.
Hospital	Accounts for transactions related to the County's contractual obligations to the Fulton-DeKalb Hospital Authority.

Special Revenue Funds

These funds account for activities or programs operated and funded for specific purposes as required by law or Board of Commissioners' policy. The funds included are:

Child Support Incentive	Accounts for funds received from the State Office Child Support Enforcement in the form of incentive payments to the District Attorney of DeKalb County.
County Jail	Accounts for monies received under 1989 Georgia law which imposes a 10% penalty on fines in certain cases to be used for constructing and operating jails.
Development	Accounts for funds received from development inspection fees.
Drug Abuse Treatment & Education	Accounts for funds received under 1990 Georgia law imposing additional fines in substance abuse cases, for use for drug abuse treatment and education programs.
Emergency Telephone System Fund	Accounts for monies collected through user telephone billings and used for certain Emergency 911 telephone system expenses.
Grants-In-Aid	Accounts for grant-funded programs separately and distinctly from county funds.
Hotel / Motel Tax	Accounts for a special two percent excise tax on hotel and motel rooms. These funds are designated by law for use in promoting conventions and tourism.
Juvenile Services	Accounts for funds received under 1990 Georgia law which allowed fees to be charged for certain probation services, to be used only for specified juvenile services
Law Enforcement Confiscated Monies	Accounts for monies confiscated in controlled substance cases and designated by law or by court order for limited uses in criminal justice.
Public Education & Government Access	Accounts for funds received from cable franchises.

DEKALB COUNTY, GEORGIA - FUND STRUCTURE

Special Revenue Funds (cont.)

Recreation	Operated to provide recreation and cultural arts programs on a fee for service basis.
Revenue Bonds Lease Payments	Accounts for payments for the principal and interest on DeKalb Building Authority and Public Safety and Judicial Facilities Authority bond issues.
Speed Hump Maintenance	Accounts for funds collected for maintenance of speed humps. Revenue is collected from special assessments.
Street Light	Accounts for funds in street light districts. Revenue is from special assessments and is used to pay utilities for petitioned street lights.
Victim Assistance	Accounts for funds received under 1995 Georgia Law imposing a 5% penalty on criminal fines and designated for use in Victim Assistance Programs.

Enterprise Funds

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

WATER AND SEWERAGE SYSTEM:

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

SANITATION SYSTEM:

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

AIRPORT:

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

STORMWATER UTILITY:

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

DEKALB COUNTY, GEORGIA - FUND STRUCTURE

Internal Service Funds

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

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

Capital Projects Funds

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

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

DEKALB COUNTY, GEORGIA
CONSOLIDATED OPERATING FUND BALANCES

	TAX FUNDS	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	TOTAL
Fund Balance, January 1, 2004	\$25,027,195	\$13,586,595	\$27,471,629	\$37,993,067	\$104,078,486
ACTUAL REVENUES					
Property Taxes	247,655,197	0	0	0	247,655,197
Excise Taxes	117,199,089	2,061,899	0	0	119,260,988
Licenses & Permits	19,519,753	8,485,039	0	0	28,004,792
Intergovernmental Revenue	20,321,734	21,636,476	64	71,237	42,029,511
Charges for Services	21,373,512	4,638,696	190,361,019	47,413,625	263,786,852
Fines & Forfeitures	29,937,245	2,790,553	0	0	32,727,798
Investment Income	548,217	472,341	796,517	408,154	2,225,229
Contributions and Donations	0	6,232	0	0	6,232
Miscellaneous Revenue	6,092,947	11,233,951	4,417,559	1,072,159	22,816,615
Other Financing Sources	10,755,793	3,464,848	32,187,012	0	46,407,652
Payroll Deductions and Matches	0	0	0	55,661,411	55,661,411
Total Revenue	473,403,485	54,790,036	227,762,170	104,626,586	860,582,277
TOTAL FUNDS AVAILABLE	498,430,680	68,376,631	255,233,799	142,619,653	964,660,762
EXPENDITURES:					
Operating	435,894,112	56,493,117	158,565,898	112,932,816	763,885,944
Transfers To Other Funds	26,058,759	10,140,103	66,807,258	70,000	103,076,120
Total Expenditures	461,952,871	66,633,220	225,373,156	113,002,816	866,962,064
Fund Balance, December 31, 2004	\$36,477,809	\$1,743,410	\$29,860,642	\$29,616,837	\$97,698,698
Fund Balance Forward - Adopted * (Budget 1-25-05)	\$36,885,495	\$15,587,009	\$29,172,320	\$29,617,078	\$111,261,902
Adjusted Fund Balance	\$36,477,809	\$1,743,410	\$29,860,642	\$29,616,837	\$97,698,698
ANTICIPATED REVENUES:					
Property Taxes	260,310,975	0	0	0	260,310,975
Excise Taxes	118,175,500	2,400,000	0	0	120,575,500
Licenses & Permits	20,485,000	11,540,104	0	0	32,025,104
Intergovernmental Revenue	19,855,632	275,000	0	40,000	20,170,632
Charges for Services	18,918,907	5,223,226	219,547,673	54,715,414	298,405,220
Fines & Forfeitures	28,710,000	2,707,000	0	0	31,417,000
Investment Income	390,128	138,500	653,500	325,000	1,507,128
Miscellaneous Revenue	3,807,982	52,077,375	3,305,000	750,000	59,940,357
Other Financing Sources	14,736,856	0	32,339,234	0	47,076,090
Payroll Deductions and Matches	0	0	0	57,042,580	57,042,580
Total Revenue	485,390,980	74,361,205	255,845,407	112,872,994	928,470,586
TOTAL FUNDS AVAILABLE	521,868,789	76,104,615	285,706,049	142,489,831	1,026,169,284
PROJECTED EXPENDITURES:					
Operating	484,117,330	47,865,590	189,909,583	119,063,302	840,955,805
Transfers To Other Funds	19,145,023	11,608,169	77,368,330	0	108,121,522
Total Expenditures	503,262,353	59,473,759	267,277,913	119,063,302	949,077,327
Projected Fund Balance, December 31, 2005	\$18,606,436	\$16,630,856	\$18,428,136	\$23,426,529	\$77,091,956

* See note on following page.

DEKALB COUNTY, GEORGIA

NOTES ON CONSOLIDATED OPERATING FUND BALANCES

Due to the implementation of a new Financial Management Information System (FMIS), a new Automated Purchasing System (APS), and changes to County business processes, the 2004 books were not closed until February 10, 2005. However, since the Budget Resolution was adopted on January 25, 2005, the adopted budget was based on ending fund balances as of January 19, 2005.

The Consolidated Operating Fund Balances table includes:

- a) The Fund Balance, December 31, 2004. This is the actual fund balance, based on the close of the 2004 books on February 10, 2005.
- b) The Fund Balance Forward. This is the fund balance used in the Budget Resolution adopted on January 25, 2005, and based on the fund balance as of January 19, 2005.
- c) The Adjusted Fund Balance. This is the actual fund balance as reflected in the close on February 10, 2005, which is the same as the Fund Balance, December 31, 2004.

Expenditures reflect the actual expenditures based on the close of the 2004 books. It is expected that the Board of Commissioners will take action to make the adjustments to the anticipated Fund Balances in June 2005, when the milage rates for 2005 are adopted.

Fund Group Differences in Fund Balance are generally due to changes resulting from the implementation of the Automated Purchasing and Financial Management Information Systems and also user familiarization with the new systems and processes. Comments specific to each fund group are as follows:

Tax Funds:

Fund Balance decreased \$407,686. This was due to higher than anticipated expenditures in the period between preparation of the Budget Resolution and final close.

Special Revenue Funds:

Fund Balance decreased \$13,843,599. Analysis indicates this occurred due to changes in process resulting from the new FMIS / APS systems and the Projects & Grants and Accounts Receivable modules. Grant drawdowns were not submitted during the period of implementation. As a result, there was a larger than expected receivable amount which was not actually booked as received in 2004.

Enterprise Funds:

Fund Balance increased \$688,322. Revenues were higher than anticipated and commitments were cleared out at a higher level than anticipated when the Budget Resolution was prepared.

Internal Service Funds:

Fund Balance decreased \$241. This was due to year-end closing.

**SUMMARY OF ANTICIPATIONS AND REVENUES -
ALL OPERATING FUNDS
2003-2005 ***

SOURCE	FUND GROUP	TAX	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	TOTAL
2005 ANTICIPATED						
TAXES		\$378,486,475	\$2,400,000	\$0	\$0	\$380,886,475
LICENSES AND PERMITS		20,485,000	11,540,104	0	0	\$32,025,104
INTERGOVERNMENTAL		19,855,632	275,000	0	40,000	\$20,170,632
CHARGES FOR SERVICES		18,918,907	5,223,226	219,547,673	54,715,414	\$298,405,220
FINES AND FORFEITURES		28,710,000	2,707,000	0	0	\$31,417,000
INVESTMENT INCOME		390,128	138,500	653,500	325,000	\$1,507,128
MISCELLANEOUS		3,807,982	52,077,375	3,305,000	750,000	\$59,940,357
OTHER FINANCING SOURCES		14,736,856	0	32,339,234	0	\$47,076,090
PAYROLL DEDUCTIONS AND MATCHES		0	0	0	57,042,580	\$57,042,580
FUND BALANCE BROUGHT FORWARD		36,885,495	15,587,009	29,172,320	29,617,078	\$111,261,902
TOTAL ANTICIPATIONS		\$522,276,475	\$89,948,214	\$285,017,727	\$142,490,072	\$1,039,732,488
2004 ACTUAL						
TAXES		\$364,854,285	\$2,061,899	\$0	\$0	\$366,916,184
LICENSES AND PERMITS		19,519,753	8,485,039	0	0	\$28,004,792
INTERGOVERNMENTAL		20,321,734	21,836,476	64	71,237	\$42,029,510
CHARGES FOR SERVICES		21,373,512	4,638,696	190,361,019	47,413,625	\$263,786,852
FINES AND FORFEITURES		29,937,245	2,790,553	0	0	\$32,727,798
INVESTMENT INCOME		548,217	472,341	796,517	408,154	\$2,225,229
CONTRIBUTIONS AND DONATIONS		0	6,232	0	0	\$6,232
MISCELLANEOUS		6,092,947	11,233,951	4,417,559	1,072,159	\$22,816,616
OTHER FINANCING SOURCES		10,755,793	3,464,848	32,187,012	0	\$46,407,652
PAYROLL DEDUCTIONS AND MATCHES		0	0	0	55,661,411	\$55,661,411
FUND BALANCE BROUGHT FORWARD		25,027,195	13,586,595	27,471,629	37,993,067	\$104,078,486
TOTAL REVENUES		\$498,430,680	\$68,376,631	\$255,233,799	\$142,619,653	\$964,660,762
2003 ACTUAL						
TAXES		\$353,553,918	\$1,951,283	\$0	\$0	\$355,505,201
LICENSES AND PERMITS		18,392,562	8,484,448	0	0	\$26,877,010
INTERGOVERNMENTAL		204,680	29,161,983	\$1,402,398	84,391	\$30,853,452
CHARGES FOR SERVICES		20,585,064	4,586,032	167,161,655	45,814,430	\$238,147,180
FINES AND FORFEITURES		28,401,377	2,629,612	\$0	0	\$31,030,989
INVESTMENT INCOME		702,891	209,642	525,897	348,085	\$1,786,515
MISCELLANEOUS		22,246,695	13,557,307	3,203,356	1,731,011	\$40,738,369
OTHER FINANCING SOURCES		9,204,072	3,573,475	31,623,597	0	\$44,401,144
PAYROLL DEDUCTIONS AND MATCHES		0	0	0	51,880,578	\$51,880,578
FUND BALANCE BROUGHT FORWARD		23,033,528	6,324,074	24,065,742	26,135,984	\$79,559,328
TOTAL REVENUES		\$476,324,785	\$70,477,857	\$227,982,646	\$125,994,479	\$900,779,766

* Note: Due to the implementation of a new Financial Management Information System (FMIS), a new Automated Purchasing System (APS), and changes to County business processes, the 2004 books were not closed until February 10, 2005. However, since the Budget Resolution was adopted on January 25, 2005, the adopted budget was based on ending fund balances as of January 19, 2005. 2004 Revenues reflect the actual revenues based on the close of the 2004 books:

**SUMMARY OF APPROPRIATIONS AND EXPENDITURES-
ALL OPERATING FUNDS
2003 - 2005**

SOURCE	FUND GROUP	TAX	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	TOTAL
2005 BUDGET						
PERSONAL SERVICES		\$297,996,384	\$8,965,101	\$70,390,765	\$8,121,718	\$385,473,958
PURCHASED / CONTRACTED SERVICES		59,666,776	6,852,855	13,810,078	8,004,998	88,334,707
SUPPLIES		27,353,932	4,095,326	15,687,560	12,483,550	59,620,368
CAPITAL OUTLAYS		2,606,088	729,876	367,281	24,161,692	27,864,937
INTERFUND / INTERDEPARTMENTAL CHARGES		21,263,195	786,171	35,568,804	8,221,351	65,839,521
OTHER COSTS		46,270,305	3,029,316	21,944,733	527,256	71,771,610
DEBT SERVICE		28,960,650	1,077,190	32,140,372	0	62,178,212
OTHER FINANCING USES		19,145,023	11,608,169	77,368,330	0	108,121,522
PAYROLL LIABILITIES		0	0	0	57,542,737	57,542,737
HOLDING ACCOUNTS		0	41,351,930	0	0	41,351,930
PROJECTED FUND BALANCE		19,014,122	11,452,280	17,739,814	23,426,770	71,632,986
TOTAL APPROPRIATIONS		\$522,276,475	\$89,948,214	\$285,017,727	\$142,490,072	\$1,039,732,488
2004 ACTUAL						
PERSONAL SERVICES		\$269,810,528	\$16,190,596	\$59,007,440	\$7,106,294	\$352,114,858
PURCHASED / CONTRACTED SERVICES		46,522,470	17,809,638	11,210,613	10,275,044	85,817,766
SUPPLIES		22,362,094	5,956,049	16,472,701	11,197,325	55,988,169
CAPITAL OUTLAYS		3,701,555	3,256,234	421,090	23,437,465	30,816,344
INTERFUND / INTERDEPARTMENTAL CHARGES		24,305,536	1,670,760	26,214,966	4,392,381	56,583,643
OTHER COSTS		41,331,340	10,391,346	13,731,518	692,291	66,146,495
DEBT SERVICE		27,861,683	1,078,790	31,507,571	0	60,448,044
OTHER FINANCING USES		26,058,759	10,140,103	66,807,258	69,325	103,075,445
RETIREMENT SERVICES		(2,042)	0	0	0	(2,042)
PAYROLL LIABILITIES		0	0	0	55,832,691	55,832,691
HOLDING ACCOUNTS		950	139,702	0	0	140,652
TOTAL EXPENDITURES		\$461,952,871	\$66,633,220	\$225,373,156	\$113,002,816	\$866,962,064
2003 ACTUAL						
PERSONAL SERVICES		\$260,420,715	\$17,618,934	\$55,246,365	\$7,451,506	\$340,737,520
PURCHASED / CONTRACTED SERVICES		46,570,481	5,481,271	4,994,850	7,778,275	64,824,878
SUPPLIES		20,024,666	4,198,401	11,823,228	9,927,466	45,973,761
CAPITAL OUTLAYS		5,263,115	3,970,795	708,379	13,215,753	23,158,042
INTERFUND / INTERDEPARTMENTAL CHARGES		19,151,675	2,228,264	27,768,825	3,594,794	52,743,558
OTHER COSTS		39,781,334	13,845,669	12,946,652	542,637	67,116,293
DEBT SERVICE		28,379,776	207,829	31,482,587	0	60,070,192
OTHER FINANCING USES		31,712,014	9,344,285	58,158,229	0	99,214,529
PAYROLL LIABILITIES		0	0	0	47,302,412	47,302,412
HOLDING ACCOUNTS		(6,187)	0	(426,659)	(897,432)	(1,330,279)
TOTAL EXPENDITURES		\$451,297,591	\$56,895,449	\$202,702,455	\$88,915,412	\$799,810,907

* Note: Due to the implementation of a new Financial Management Information System (FMIS), a new Automated Purchasing System (APS), and changes to County business processes, the 2004 books were not closed until February 10, 2005. However, since the Budget Resolution was adopted on January 25, 2005, the adopted budget was based on ending fund balances as of January 19, 2005. 2004 Expenditures reflect the actual expenditures based on the close of the 2004 books.

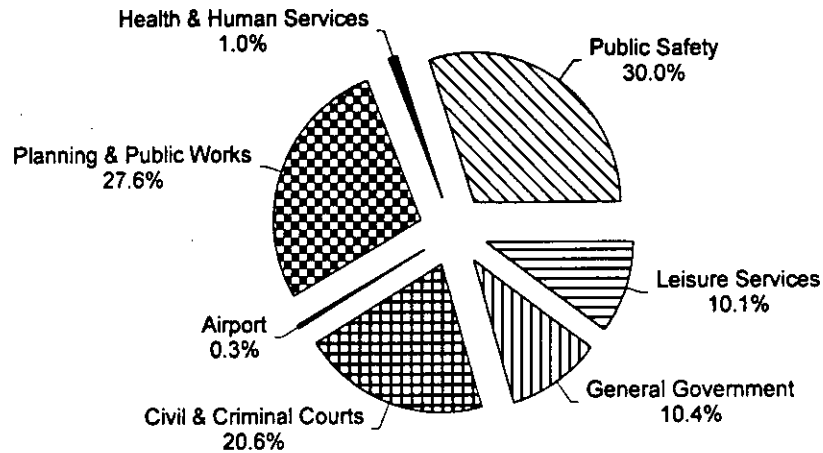
DEPARTMENTAL OPERATING BUDGET/EXPENDITURE COMPARISON - 2003-2005

TAX FUNDS	2003		2004		2005	
	Budget	Actual Expenditures	Budget	Actual Expenditures	Recommended Budget	Approved Budget
CHIEF EXECUTIVE OFFICER	\$1,833,783	\$1,689,991	\$1,874,519	\$1,744,513	\$2,006,522	\$2,006,522
BOARD OF COMMISSIONERS	905,576	821,704	1,045,576	670,990	1,158,181	1,251,181
ETHICS BOARD	2,000	52	2,000	622	2,000	2,000
LAW DEPARTMENT	2,478,369	2,285,568	2,873,903	2,682,497	2,963,028	2,963,028
GEOGRAPHIC INFO SYSTEM	2,020,991	1,779,765	1,758,667	1,487,318	1,948,157	1,948,157
FACILITIES MANAGEMENT	11,082,892	11,004,542	11,635,464	11,414,436	13,553,390	13,553,390
PURCHASING	2,942,663	2,827,162	3,221,800	3,014,513	3,480,313	3,480,313
HUMAN RESOURCES	3,262,186	2,588,333	3,153,529	2,636,692	3,351,717	3,351,717
INFORMATION SYSTEMS	12,291,780	9,642,186	10,586,761	9,087,182	11,116,532	11,116,532
FINANCE	6,642,305	6,136,606	6,997,896	6,287,372	7,269,475	7,269,475
PROPERTY APPRAISAL	4,592,164	4,377,657	4,635,896	4,376,840	4,817,118	4,817,118
TAX COMMISSIONER	5,916,436	5,613,463	6,116,474	6,096,834	6,311,414	6,311,414
REGISTRAR & ELECTIONS	1,612,164	1,631,620	6,204,851	4,630,769	1,891,379	1,891,379
SHERIFF	57,428,643	66,771,528	61,656,018	59,717,082	65,186,560	65,186,560
JUVENILE COURT	5,555,256	5,634,509	5,736,935	5,678,796	5,913,352	6,019,080
SUPERIOR COURT	7,382,825	6,897,510	7,668,087	7,113,441	7,181,448	7,266,446
CLERK SUPERIOR COURT	4,270,416	4,054,053	4,333,168	4,347,130	4,699,533	4,699,533
STATE COURT	9,759,746	9,333,917	10,594,317	9,720,773	10,803,727	10,803,727
SOLICITOR STATE COURT	3,729,342	3,311,459	3,676,160	3,262,302	4,124,193	4,169,193
DISTRICT ATTORNEY	7,943,641	7,700,079	8,490,974	8,094,474	9,156,216	9,156,216
CHILD ADVOCATE	304,341	275,126	676,756	601,283	718,671	718,671
PROBATE COURT	1,477,846	1,429,815	1,496,940	1,433,215	1,565,230	1,565,230
MEDICAL EXAMINER	1,783,247	1,771,472	1,969,761	1,940,322	2,133,204	2,133,204
PUBLIC DEFENDER	5,114,339	5,089,245	5,946,754	5,184,214	6,601,190	6,601,190
POLICE SERVICES	81,160,430	77,879,014	89,197,048	84,806,321	95,679,901	95,679,901
RECORDERS COURT	2,752,462	2,521,988	3,317,390	2,901,398	3,268,627	3,268,627
MAGISTRATE COURT	1,404,028	1,312,608	1,529,637	1,534,971	2,197,892	2,197,892
FIRE and RESCUE	59,408,393	66,279,094	62,784,977	69,087,470	65,682,467	65,682,467
PLANNING	2,096,940	1,613,622	1,840,021	1,632,705	1,981,446	1,981,446
ECONOMIC DEVELOPMENT	948,761	930,202	808,512	799,202	918,563	918,563
PUB WORKS-DIRECTOR	286,584	303,852	313,702	301,196	464,282	464,282
PUB WORKS-TRANSPORTATION	8,931,095	7,866,895	9,759,414	7,501,976	4,658,520	4,658,520
PUB WORKS-ROADS & DRAIN	21,148,032	19,218,746	19,693,474	19,999,740	24,156,473	24,156,473
PARKS & RECREATION	17,367,098	15,900,581	17,835,368	16,689,896	19,160,829	19,160,829
LIBRARY	11,037,383	10,781,661	11,468,430	10,943,274	11,907,172	11,907,172
ARTS, CULTURE, & ENTERTAINMENT	0	0	790,325	797,825	792,298	792,298
COOPERATIVE EXTENSION	1,094,684	1,036,077	1,116,438	1,089,892	1,008,253	1,008,253
PUBLIC HEALTH	5,304,528	5,233,691	6,384,134	6,333,729	5,297,033	5,297,033
COMMUNITY SERVICE BOARD	2,284,313	2,284,313	2,238,627	2,238,627	2,193,854	2,193,854
FAM & CHILDREN SERVICES	2,192,973	2,166,866	2,073,500	2,011,184	2,032,000	2,032,000
CONTRIBUTION TO CAPITAL	27,536,595	27,536,595	18,344,021	18,344,021	2,128,687	19,141,662
NON-DEPARTMENTAL RESERVES	16,642,434	16,404,495	13,680,868	16,619,120	12,566,745	12,566,745
SP. REC. DIST. DEBT SERVICE	16,887,766	0	18,423,335	0	19,741,903	19,423,175
HUMAN & COMM DEVELOPMENT	14,291,395	11,898,478	14,228,394	11,945,687	14,104,170	14,104,170
HOSPITAL FUND	774,165	768,826	796,950	803,550	1,421,715	1,421,715
DEBT SERVICE FUND	21,642,858	21,587,115	21,642,858	21,619,258	21,605,299	21,605,299
	17,162,837	16,055,725	14,269,800	14,438,219	14,342,925	14,342,925
TOTAL TAX FUNDS	\$492,709,276	\$451,297,691	\$503,026,149	\$481,952,871	\$505,263,600	\$522,276,475

DEPARTMENTAL OPERATING BUDGET/EXPENDITURE COMPARISON - 2003-2005

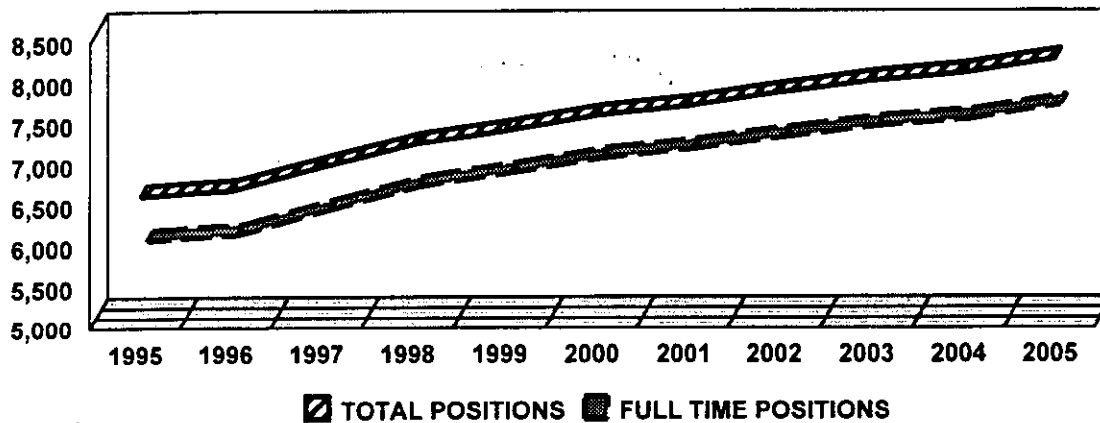
NON-TAX FUNDS FUND/DEPARTMENT	2003		2004		2005	
	Budget	Actual Expenditures	Budget	Actual Expenditures	Recommended Budget	Approved Budget
Enterprise Funds						
PUB WORKS-WATER & SEWER:						
OPERATING	\$72,887,053	\$60,925,155	\$72,168,362	\$69,410,373	\$78,722,263	\$78,722,263
FINANCE-BILLING	4,764,541	4,780,211	5,194,204	4,805,176	5,364,383	5,364,383
TRANSFERS & RESERVE	54,823,483	48,201,739	49,174,483	45,382,175	62,968,330	62,968,330
SINKING FUNDS	37,520,524	31,482,587	39,557,127	31,507,571	40,168,421	40,168,421
TOTAL WATER & SEWER	169,995,581	145,389,691	166,094,176	151,105,295	187,223,397	187,223,397
PUB WORKS-SANITATION:						
-OPERATING	67,948,564	53,743,452	71,066,772	63,693,954	68,336,391	68,336,391
-FINANCE-BILLING	217,135	217,137	229,892	229,892	214,605	214,605
TOTAL SANITATION	68,165,699	53,960,589	71,296,664	63,923,846	68,550,996	68,550,996
AIRPORT:						
-OPERATING FUND	3,086,538	2,754,420	3,490,050	2,640,289	4,249,716	4,249,716
STORMWATER UTILITY:						
-OPERATING FUND	677,755	597,755	10,080,193	7,703,726	24,993,618	24,993,618
TOTAL ENTERPRISE FUNDS	\$241,925,573	\$202,702,455	\$250,961,083	\$225,373,156	\$285,017,727	\$285,017,727
Internal Service Funds						
PUB WORKS-FLEET MAINT	\$23,303,068	\$19,998,105	\$24,803,102	\$21,647,009	\$25,697,826	\$25,697,826
PUB WORKS-VEHICLE FUND:						
-EQUIPMENT	14,471,031	13,174,644	16,716,065	23,405,370	24,115,192	24,115,192
-OPERATING EXPENSES	28,495,214	1,955,942	33,073,806	4,912,771	3,524,860	3,524,860
-RESERVES & TRANSFERS	0	0	0	0	15,427,757	15,427,757
TOTAL VEHICLE FUND	42,966,245	15,130,586	49,789,871	28,318,141	43,067,809	43,067,809
RISK MANAGEMENT FUND / WORKERS COMPENSATION	64,363,720	53,786,721	70,438,495	63,037,666	73,724,436	73,724,437
TOTAL INTERNAL SERVICE FUNDS	\$130,633,033	\$88,915,412	\$145,031,468	\$113,002,816	\$142,490,071	\$142,490,072
Special Revenue Funds						
GRANTS	\$76,483,878	\$25,221,320	\$54,906,428	\$35,242,067	\$41,351,390	\$41,351,930
RECREATION FUND	1,791,376	1,345,792	1,640,134	1,299,238	1,999,617	1,996,617
CONFISCATED MONIES FD	2,879,853	1,763,105	2,563,042	908,880	1,564,062	1,564,061
HOTEL/MOTEL TAX FUND	2,207,025	1,909,802	2,148,506	2,050,928	2,609,476	2,609,476
COUNTY JAIL FUND	1,545,350	1,830,953	1,786,513	1,862,875	1,846,000	1,846,000
JUVENILE SERVICES FUND	51,831	41,052	95,849	95,604	85,504	85,504
EMERG TELEPHONE SYST	14,743,047	8,360,291	17,749,496	9,742,651	19,762,460	19,762,460
*DRUG ABUSE/TREATMENT	160,682	135,721	163,600	131,627	102,732	102,732
STREET LIGHT FUND	3,168,149	3,143,140	3,233,814	3,238,050	3,403,107	3,403,107
VICTIM ASSISTANCE FUND	2,179,128	1,053,634	1,453,199	1,092,639	1,625,378	1,625,378
SPEED HUMP FUND	151,071	906	376,855	4,355	582,882	582,882
PEG FUND	2,300,136	645,196	1,762,111	188,446	1,752,326	1,752,326
CHILD SUPPORT INCENTIVE	23,189	18,386	5,112	5,112	0	0
DEVELOPMENT FUND	14,267,156	11,214,080	11,799,389	9,691,958	12,183,951	12,183,951
REVENUE BONDS LEASE PAYMENT	800,000	212,071	1,096,538	1,078,790	1,081,790	1,081,790
TOTAL SPECIAL REVENUE FUNDS	\$122,751,869	\$56,895,449	\$100,780,586	\$66,633,220	\$89,950,675	\$89,948,214
TOTAL OPERATING FUNDS	\$988,019,750	\$799,810,907	\$999,799,286	\$866,962,063	\$1,022,722,073	\$1,039,732,466

2005 TOTAL POSITIONS BY FUNCTION



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

TOTAL AUTHORIZED POSITIONS End of year and 2005 Budget



Increases in positions during this period were due primarily to staffing of facilities constructed during the late 1980's and early 1990's. Bond funds enabled the improvement and expansion of both parks and libraries and a new 3,450 bed jail was opened in 1995. The decrease in 1995 resulted from a Board of Commissioners goal to reduce the total number of authorized positions. The increases in 1998-2005 are primarily in: 1) Courts due to the addition of three judges in 1997, 1998, and 2002. 2) additional police and fire positions related to the 5-year plans for those functions, 3) additional positions added in PW- Water & Sewer and PW-Sanitation to meet increased demand for service, 4) additional positions added to the Sheriff for the jail in 2005, and 5) additional positions added in various departments to address increasing demand for service due to population growth.

DEKALB COUNTY AUTHORIZED POSITIONS BY FUNCTION

FUNCTION/DEPARTMENT	2003	2004	2005
AIRPORT	28	27	27
CIVIL & CRIMINAL COURTS			
CHILD ADVOCATE'S OFFICE	8	8	8
CLERK OF SUPERIOR COURT	86	86	86
DISTRICT ATTORNEY	134	139	139
JUVENILE COURT	104	106	106
MAGISTRATE COURT	30	31	38
PROBATE COURT	24	24	24
PUBLIC DEFENDER	62	71	71
RECORDERS COURT	54	54	54
SHERIFF	758	758	815
SOLICITOR GENERAL, STATE COURT	76	76	72
STATE COURT	167	170	173
SUPERIOR COURT	100	101	95
TOTAL CIVIL & CRIMINAL COURTS	1,603	1,624	1,681
GENERAL GOVERNMENT			
BOARD OF COMMISSIONERS	24	24	24
CHIEF EXECUTIVE OFFICER	23	24	24
FACILITIES MANAGEMENT	119	98	88
FINANCE	205	209	216
GEOGRAPHIC INFORMATION SYSTEM	26	26	26
HUMAN RESOURCES	35	35	35
INFORMATION SYSTEMS	83	88	90
LAW DEPARTMENT	25	27	27
NON-DEPARTMENTAL	3	3	2
PROPERTY APPRAISAL	76	76	76
PURCHASING	56	50	51
REGISTRAR & ELECTIONS	72	73	73
TAX COMMISSIONER	117	120	120
TOTAL GENERAL GOVERNMENT	864	853	852
HEALTH & HUMAN SERVICES			
COOPERATIVE EXTENSION	34	35	35
HEALTH	3	3	3
HUMAN & COMMUNITY DEVELOPMENT	11	12	13
WORKFORCE DEVELOPMENT	27	27	27
TOTAL HEALTH & HUMAN SERVICES	75	77	78

DEKALB COUNTY AUTHORIZED POSITIONS BY FUNCTION

FUNCTION/DEPARTMENT	2003	2004	2005
LEISURE SERVICES			
ARTS, CULTURE, & ENTERTAINMENT	0	4	4
LIBRARIES	227	226	226
PARKS & RECREATION	578	588	594
TOTAL LEISURE SERVICES	805	818	824
PLANNING & PUBLIC WORKS			
COMMUNITY DEVELOPMENT	27	29	29
DEVELOPMENT	144	143	143
ECONOMIC DEVELOPMENT	10	10	10
PLANNING	34	34	34
PUBLIC WORKS-DIRECTOR	3	3	4
PUBLIC WORKS-FLEET MAINTENANCE	168	176	176
PUBLIC WORKS-ROADS & DRAINAGE	243	283	365
PUBLIC WORKS-SANITATION	684	699	709
PUBLIC WORKS-TRANSPORTATION	126	120	52
PUBLIC WORKS-WATER & SEWER	688	713	732
TOTAL PLANNING & PUBLIC WORKS	2,127	2,210	2,254
PUBLIC SAFETY			
ANIMAL CONTROL	38	42	42
CODE ENFORCEMENT	28	26	26
COMMUNICATIONS	126	153	161
FIRE AND RESCUE SERVICES	850	849	849
MEDICAL EXAMINER	18	20	21
POLICE	1,012	1,058	1,108
OTHER	328	287	240
TOTAL PUBLIC SAFETY	2,400	2,435	2,447
GRANT ADJUSTMENT	1	1	1
GRAND TOTAL ALL POSITIONS	7,903	8,045	8,164

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

FUNDS GROUP: Tax

FUNDS GROUP DESCRIPTION

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

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

GENERAL FUND

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

SPECIAL TAX DISTRICT-DESIGNATED SERVICES FUND

This fund deals with certain services not delivered uniformly throughout the county. This Fund was established in 1983 by state law to allocate proportional levels of taxation, based on service levels, to the municipalities within the county and the unincorporated area of the county. The services or activities included in this fund are: Police Services; Roads and Drainage; Parks and Recreation; and Arts, Culture, and Entertainment.

SPECIAL TAX DISTRICT-UNINCORPORATED FUND

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

FIRE FUND

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

DEBT SERVICE FUND

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

SPECIAL RECREATION DISTRICT - DEBT SERVICE FUND

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

HOSPITAL FUND

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

FUNDS GROUP: Tax

SUMMARY OF EXPENDITURES AND APPROPRIATIONS

BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO'S Recommended Budget	Approved Budget 2005
PERSONAL SERVICES	\$260,420,715	\$269,810,528	\$297,984,752	\$297,996,384
PURCHASED / CONTRACTED SERVICES	46,570,481	46,522,470	59,380,191	59,666,776
SUPPLIES	20,024,666	22,362,094	27,343,925	27,353,932
CAPITAL OUTLAYS	5,263,115	3,701,555	2,595,584	2,606,088
INTERFUND / INTERDEPARTMENTAL CHARGES	19,151,675	24,305,536	21,263,195	21,263,195
OTHER COSTS	\$39,781,334	\$41,331,340	\$46,589,033	\$46,270,305
DEBT SERVICE	28,379,776	27,861,683	28,960,650	28,960,650
OTHER FINANCING USES	31,712,014	26,058,759	2,132,148	19,145,023
RETIREMENT SERVICES	0	(2,042)	0	0
HOLDING ACCOUNTS	(6,187)	950	0	0
TOTAL EXPENDITURES	\$451,297,591	\$461,952,871	\$486,249,478	\$503,262,353
PROJECTED FUND BALANCE			19,014,122	19,014,122
TOTAL BUDGET			\$505,263,600	\$522,276,475

SUMMARY OF EXPENDITURES AND APPROPRIATIONS

BY FUND

	Actual 2003	Actual 2004	CEO'S Recommended Budget	Approved Budget 2005
GENERAL FUND	\$233,507,512	\$235,701,784	\$239,249,672	\$256,262,547
SPECIAL TAX DISTRICT- DESIGNATED SERVICES	116,947,137	125,759,790	139,762,926	139,762,926
SPECIAL TAX DISTRICT- UNINCORPORATED	6,475,801	5,973,134	6,943,395	6,943,395
FIRE FUND	44,825,823	46,514,997	52,335,298	52,335,298
SPECIAL RECREATION DISTRICT- DEBT SERVICE	11,898,478	11,945,687	12,009,963	12,009,963
DEBT SERVICE FUND	16,055,725	14,438,219	14,342,925	14,342,925
HOSPITAL FUND	21,587,115	21,619,258	21,605,299	21,605,299
TOTAL EXPENDITURES	\$451,297,591	\$461,952,871	\$486,249,478	\$503,262,353
PROJECTED FUND BALANCE			19,014,122	19,014,122
TOTAL BUDGET			\$505,263,600	\$522,276,475

FUNDS GROUP: Tax

SUMMARY OF REVENUES AND ANTICIPATIONS

BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO'S Recommended Budget	Approved Budget 2005
PROPERTY TAXES	\$242,114,401	\$247,655,197	\$243,298,100	\$260,310,975
EXCISE TAXES	111,439,516	117,199,089	118,175,500	118,175,500
LICENSES AND PERMITS	18,392,562	19,519,753	20,485,000	20,485,000
INTERGOVERNMENTAL	204,680	20,321,734	19,855,632	19,855,632
CHARGES FOR SERVICES	20,585,064	21,373,512	18,918,907	18,918,907
FINES AND FORFEITURES	28,401,377	29,937,245	28,710,000	28,710,000
INVESTMENT INCOME	702,891	548,217	390,128	390,128
MISCELLANEOUS	22,246,695	6,092,947	3,807,982	3,807,982
OTHER FINANCING SOURCES	9,204,072	10,755,793	14,736,856	14,736,856
FUND BALANCE CARRIED FORWARD	23,033,528	25,027,195	36,885,495	36,885,495
TOTAL	\$476,324,785	\$498,430,680	\$505,263,600	\$522,276,475

SUMMARY OF REVENUES AND ANTICIPATIONS

BY FUND

	Actual 2003	Actual 2004	CEO'S Recommended Budget	Approved Budget 2005
GENERAL FUND	\$250,113,122	\$257,248,613	\$256,169,587	\$273,182,462
SPECIAL TAX DISTRICT- DESIGNATED SERVICES	123,729,586	135,696,518	139,762,926	139,762,926
SPECIAL TAX DISTRICT- UNINCORPORATED	6,984,207	6,489,378	6,943,395	6,943,395
FIRE FUND	45,289,779	49,209,370	52,335,298	52,335,298
SPECIAL RECREATION DISTRICT- DEBT SERVICE	12,503,458	13,472,526	14,104,170	14,104,170
DEBT SERVICE FUND	16,080,669	14,587,770	14,342,925	14,342,925
HOSPITAL FUND	21,623,964	21,726,504	21,605,299	21,605,299
TOTAL	\$476,324,785	\$498,430,680	\$505,263,600	\$522,276,475

TAX FUNDS REVENUE HISTORY

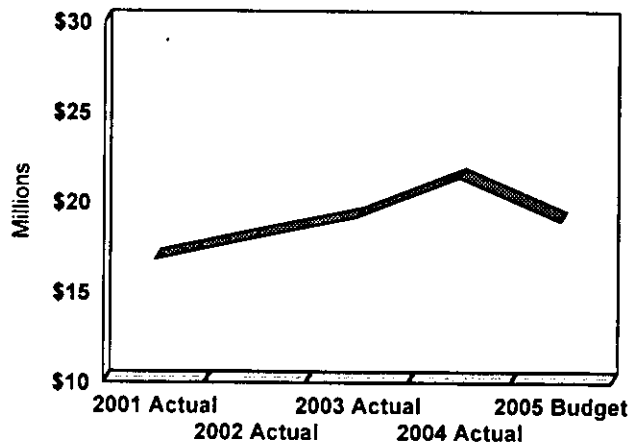
CHARGES FOR SERVICES

Defined:

Under the new Chart of Accounts, Charges for Services include transfers from non-tax funds to the tax funds. Such transfers may occur for a variety of reasons including: 1) excess funds following the completion of capital projects; 2) payback of capital and other contributions made by the tax funds; 3) bond interest earnings; 4) funds no longer deemed necessary for the original function for which they were budgeted; and 5) funds established by law for specific uses. Many of these transfers are one time in nature. Charges for Services also include interfund charges which are charges to non-tax funds for services provided to them by the tax funds departments.

History:

2001 Actual	\$16,782,751
2002 Actual	\$17,999,364
2003 Actual	\$19,151,675
2004 Actual	\$21,373,512
2005 Budget	\$18,918,907



Trends and History:

Interfund transfers and charges increased 7% in 2004 compared to 2003. This was due to the growth in administrative charges, Emergency Telephone, Jail Fund, Victim Assistance, and Facilities Management transfers.

Funding for the Emergency Telephone System is generated through monthly service charges applied to telephone service subscribers. These revenues are first accumulated in the Emergency Telephone System Fund and transferred to the General Fund. 1999 was the first year Georgia counties which operate emergency telephone systems (E-911) could collect E-911 service charges on wireless telephone service. Revenues from wireless service charges exceeded anticipations from 1999 through 2004.

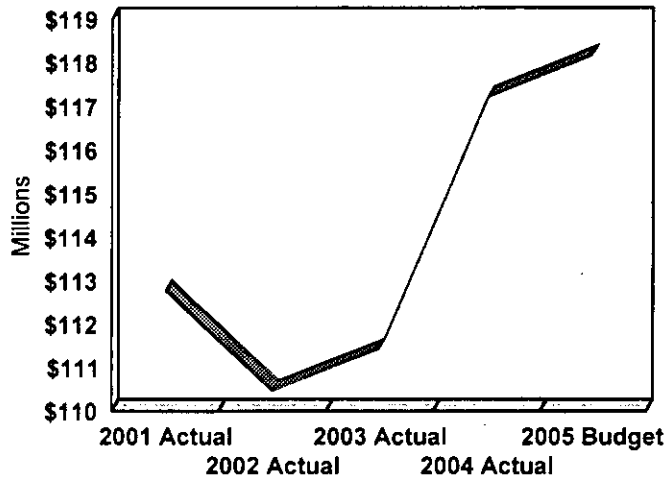
TAX FUNDS REVENUE HISTORY

EXCISE TAXES

Defined: Includes excise taxes in the form of hotel/motel taxes, beer, wine and liquor taxes, property and casualty insurance premium taxes and general sales taxes.

History:

Excise Taxes	
2001 Actual	\$112,795,145
2002 Actual	\$110,469,877
2003 Actual	\$111,439,516
2004 Actual	\$117,199,089
2005 Budget	\$118,175,500



Trends and History:

Prior to 1999, excise taxes represented approximately 7.5% of the annual revenue of the tax funds. Beginning in 1999, however, the County began incorporating general sales taxes into its traditional property tax based budget. Sales taxes collected and credited to the 2003 budget totaled \$81.6 million. With this fundamental change in the revenue structure of the County, excise taxes account for 24% of the annual revenue of the tax funds. Sales taxes are projected to remain flat during 2004. In 2003 hotel-motel taxes decreased 11% from the preceding year; alcoholic beverage taxes increased 14% and insurance premium taxes increased 7% over 2002. In 2005, sales taxes collected and credited to the 2004 budget totaled \$85.1 million, an increase of 4.1% from the preceding year. In 2004, hotel-motel taxes increased 9% as compared to 2003; alcoholic beverage taxes decreased 1%; and insurance premium taxes increased 8%. In 2005, these revenue elements are projected to increase slightly.

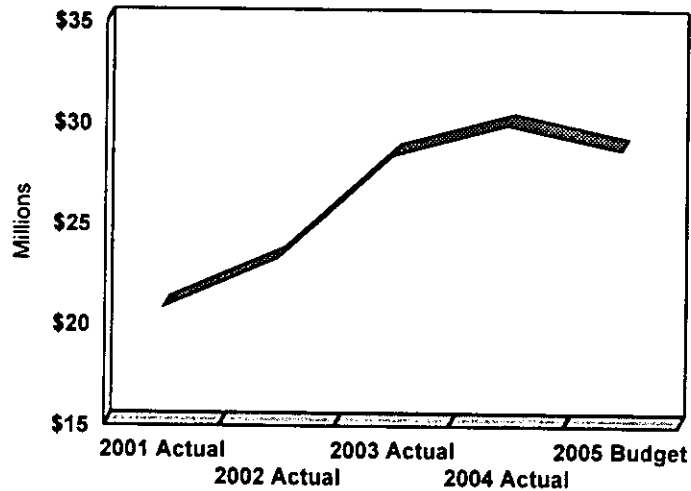
TAX FUNDS REVENUE HISTORY

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 2005, these revenues represent 5.5% of all tax fund revenues.

History:

2001 Actual	\$20,816,465
2002 Actual	\$23,293,864
2003 Actual	\$28,401,377
2004 Actual	\$29,937,245
2005 Budget	\$28,710,000



Trends and History:

Revenues increased 5% in 2004 when compared to 2003. The increase was a result of an increased number of traffic citations issued and adjudicated in the Recorders Court, as well as a large increase in fines levied by the Sheriff's Office. Fines and Forfeiture revenues are expected to decrease slightly during 2005.

While not a fine or forfeiture, real estate transfer taxes are collected in the office of Clerk of the Superior Court at the time deeds are recorded. These tax collections have increased each year since 1996. The transfer tax is expected to level off and decrease during 2005 due to the anticipated rise in interest rates. In 2004, real estate transfer taxes decreased \$1.1 million, a decrease of 15% from the previous year.

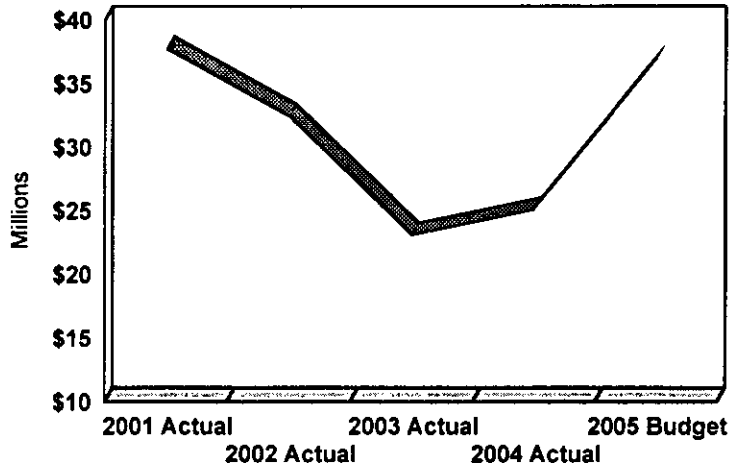
TAX FUNDS REVENUE HISTORY

FUND BALANCE FORWARD

Defined: The fund balance forward, represents 7% of total tax fund revenues in 2004. Fund balance is composed of appropriated but unexpended funds and collected revenues in excess of anticipations. This funding source is available for reallocation to the current year's budget.

History:

2001 Actual	\$37,758,917
2002 Actual	\$32,434,520
2003 Actual	\$23,033,528
2004 Actual	\$25,027,195
2005 Budget	\$36,885,495



Trends and History

Significant factors are highlighted for each year.

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

2002: The 2002 fund balance was composed of \$4.6 million of less than anticipated revenues, and \$37 million in unexpended appropriations. The revenue shortfall stemmed from lower than expected sales tax collections, and loss of revenue from the I.N.S. The unexpended appropriations included \$21.6 million in budgetary and interest reserves, \$4.1 million in salaries and benefits, \$7.2 million in operating services, and maintenance and repair accounts.

2003: The 2003 fund balance was composed of \$8.3 million less than anticipated revenues and \$1.1 million of over expended appropriations. The revenue shortfall was due to lower than anticipated sales tax collections, a shortfall in utilities taxes and a decline in miscellaneous and charges for services revenue categories. The overexpenditures were primarily due to overtime costs.

2005: Due to the implementation of a new Financial Management Information System (FMIS), new Automated Purchasing System (APS), and changes to County business processes, the 2004 books were not closed until February 10, 2005. However, since the Budget Resolution was adopted on January 25, 2005, the adopted budget was based on ending fund balances as of January 19, 2005. This fund balance results from a combination of less than expected revenues of \$11.6 million due to less than anticipated tax collections, a shortfall in state reimbursements, and a decline in several other reserve categories.

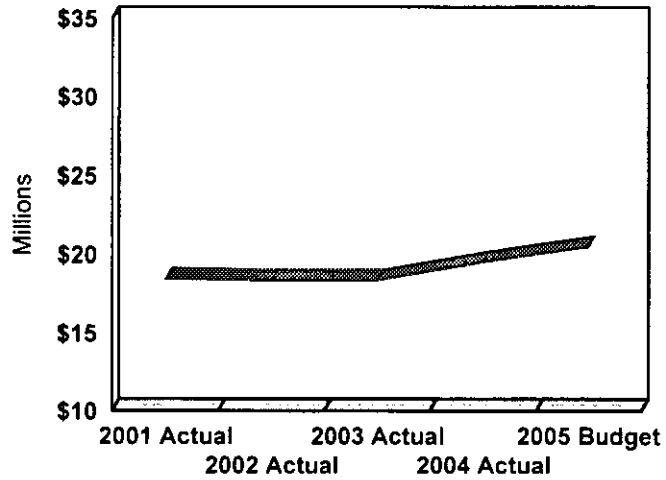
TAX FUNDS REVENUE HISTORY

LICENSES AND PERMITS

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

History:

2001 Actual	\$18,455,810
2002 Actual	\$18,338,696
2003 Actual	\$18,348,867
2004 Actual	\$19,519,753
2005 Budget	\$20,485,000



Trends and History:

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

In 2004, the revenues collected and credited for these taxes and fees increased 6% from the preceding year. General business and occupation taxes, as well as beverage and franchise activities represented 3.92% of the total tax fund revenues in 2004.

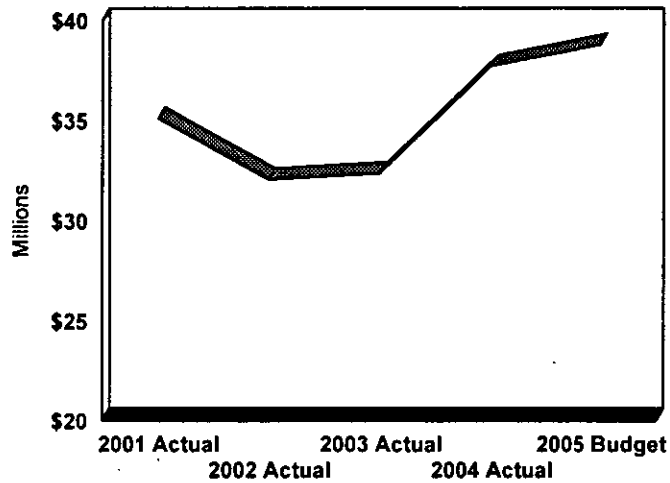
TAX FUNDS REVENUE HISTORY

OTHER REVENUE SOURCES

Defined: Other revenue sources include interest/investment income, intergovernmental revenue, other financing sources, contributions and donations, and miscellaneous revenue. These sources account for 6% of total tax funds revenue in 2005.

History:

2001 Actual	\$35,117,847
2002 Actual	\$32,050,121
2003 Actual	\$32,358,337
2004 Actual	\$37,718,691
2005 Budget	\$38,790,598



Trends and History

The other revenues category increased 16.6% in 2004. The increase was primarily associated with miscellaneous revenues. In 1998, the County entered into an agreement with the Immigration and Naturalization Service to provide housing in the county jail for I.N.S. detainees. The County and I.N.S. amended the agreement in 2000 to increase the daily population from 200 to 600. The actual average daily population increased from 120 to 500 during 2000. In August, 2001 the INS withdrew all detainees from the County jail, thereby greatly decreasing the amount of intergovernmental revenue. In addition, interest revenue experienced a substantial decrease in 2004, this trend is expected to reverse in 2005 due to an increase in interest rates.

The revenue in this category is expected to increase slightly in 2005.

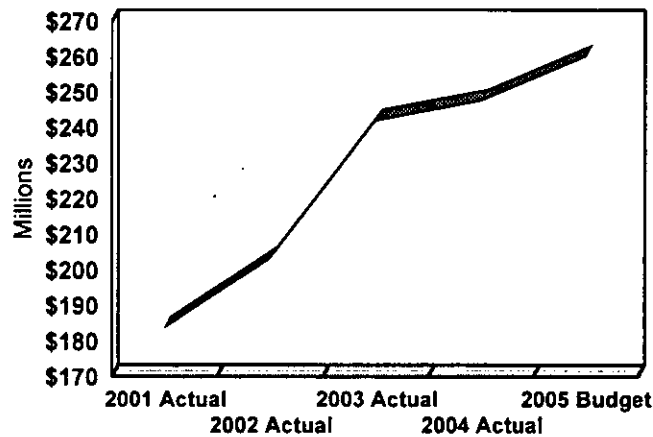
TAX FUNDS REVENUE HISTORY

PROPERTY TAXES

Defined: This revenue category includes real and personal property taxes, both current and prior year, public utility taxes, motor vehicle and mobile home taxes, intangible recording taxes, and all commissions, penalties and interest received on these taxes. Property taxes are expected to constitute 49.8% of tax fund revenues in 2005.

History:

2001 Actual	\$183,800,424
2002 Actual	\$203,225,582
2003 Actual	\$242,114,402
2004 Actual	\$247,655,197
2005 Budget	\$260,310,975



Trends and History

Real and personal taxes were significantly lower beginning in 1999. At that time the County began incorporating general sales taxes (homestead option sales tax; HOST) in the tax supported budgets. The HOST state law provides that at least 80% of the prior year sales tax collections be applied to additional homestead exemptions. In 1999, 2000, and 2001, sales tax proceeds were sufficient to provide a 100% homestead exemption for homestead eligible property. The provision of additional homestead exemptions dramatically reduced the property tax levy in 1999, 2000, and 2001. In 2001, voters approved a GO bond issue for parks and greenspace which also impacted collections. In 2003, the taxes were increased because it was decided to use 20% of sales tax receipts for capital improvements, thus allowing only an 80% homestead exemption on eligible property. The 2005 budget supposes an 80.0% use of sales tax receipts for the homestead exemption, with the remainder of HOST proceeds to be used for capital improvements.

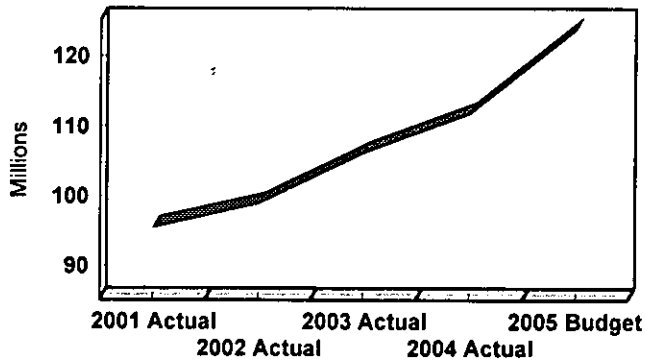
Collection of prior year taxes is typically very high in DeKalb County with approximately 5% of the most current year's receivables collected in the following year. Approximately 99.9% of all receivables are ultimately collected. The County initiated a thorough audit of existing homestead exemptions during 1999. This program was designed to facilitate the implementation of the HOST. As the audit revealed invalid exemptions, additional prior year taxes were levied and as a consequence both 1999 and 2000 prior year tax collections were enhanced. Motor vehicle taxes are collected on the value of all vehicles as of January 1 of the tax year. The prior year millage rate is applied to the January 1, motor vehicle values. During 2004, motor vehicle tax collections remained flat. No change is expected in motor vehicle taxes during 2005. The public utility tax digest is prepared by the State and delivered to the County for billing. The County initiated a three year audit of personal property taxes during 1999, designed to review business property and inventories. During 2000 the audit discovered approximately \$260 million in under reported personal property value.

TAX FUNDS EXPENDITURE HISTORY

CIVIL AND CRIMINAL COURTS

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

2001 Actual	\$95,357,992
2002 Actual	\$98,776,301
2003 Actual	\$106,103,310
2004 Actual	\$111,719,401
2005 Budget	\$123,775,569

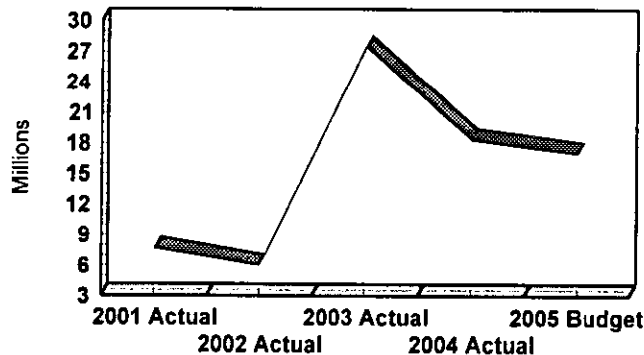


Trends and History: The increasing trend here is due mostly to the expansion of the inmate population in the jail. Another factor is increased staffing in the court system. The Child Advocate's Office was established in 2003. The 2005 budget includes 57 net new positions, which include 57 positions in the jail.

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.

2001 Actual	\$7,665,167
2002 Actual	\$6,003,316
2003 Actual	\$27,536,595
2004 Actual	\$18,344,021
2005 Budget	\$17,012,875



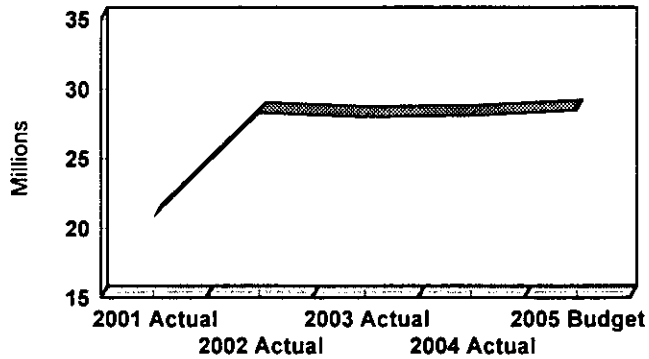
Trends and History: This category varies significantly due to need and funding availability from year to year. The substantial increase in 2003 was attributable to the \$16,468,517 appropriation for Homestead Option Sales Tax (HOST) Capital Outlay. In 2005, the appropriation for HOST Capital Outlay is \$17,012,875.

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), interest on tax anticipation notes (TANS) associated with this fund, and paying agent fees. It does not include revenue bonds which are accounted for in the funds for which they are issued.

2001 Actual	\$20,826,226
2002 Actual	\$28,256,226
2003 Actual	\$27,954,203
2004 Actual	\$28,060,296
2005 Budget	\$28,447,095

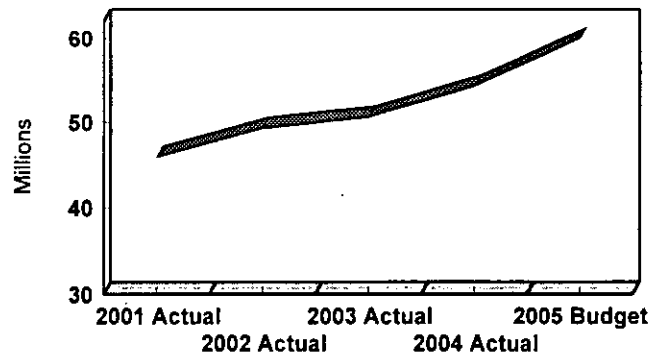


Trends and History: In 2001, voters approved a \$125 million GO Bond issue to acquire land for parks and greenspace. The 2004 actual and 2005 budget reflect the costs associated with this issue. Other variations in this period are due to the variations in the prior debt service schedules. The Series 2003A GO Refunding Bonds were sold in 2003; they refunded the refundable portion of the Series 1992 GO Refunding Bonds and the Series 1993 Health Facilities Bonds. The Series 2003B GO Refunding Bonds were sold in 2003; they refunded the Series 1993 GO Refunding Bonds.

GENERAL GOVERNMENT

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

2001 Actual	\$45,820,706
2002 Actual	\$49,227,964
2003 Actual	\$50,558,632
2004 Actual	\$54,231,502
2005 Budget	\$59,962,224



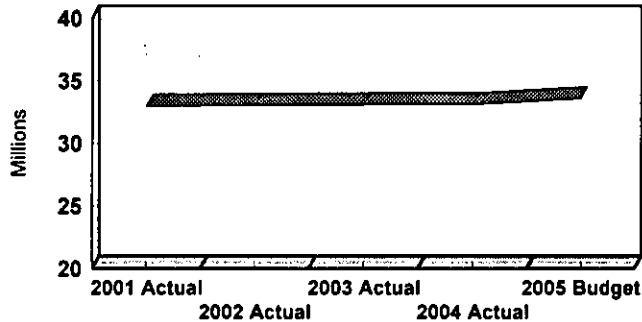
Trends and History: The increasing trend in this category is due primarily to significant software and development expenditures related to various departments; continued Information Systems upgrades, network expansion and Information Systems Master Plan development; increases in utility and security costs; and increased personnel costs pursuant to implementation of a market pay and classification study in 2000. In 2005, the budget includes a net decrease of 1 position; the increase over 2004 appropriations is 1.5%.

TAX FUNDS EXPENDITURE HISTORY

HEALTH AND HUMAN SERVICES

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

2001 Actual	\$32,954,095
2002 Actual	\$33,016,925
2003 Actual	\$33,066,889
2004 Actual	\$33,096,240
2005 Budget	\$33,558,154

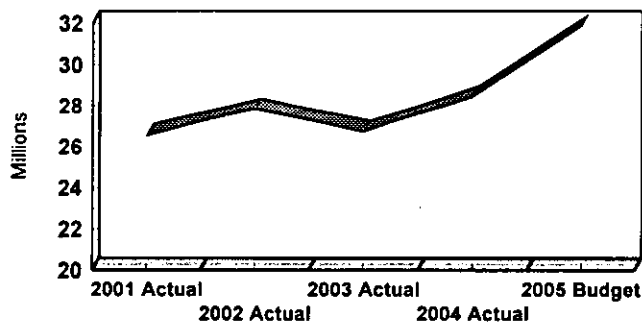


Trends and History: Minor fluctuations are due almost exclusively to varying levels of funding provided to the Fulton-DeKalb Hospital Authority. Since 1997, when funding was reduced due to the availability to the Authority of federal funds, the county's support has remained at a somewhat constant level.

LEISURE SERVICES

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

2001 Actual	\$26,507,206
2002 Actual	\$27,823,063
2003 Actual	\$26,682,243
2004 Actual	\$28,430,995
2005 Budget	\$31,860,299



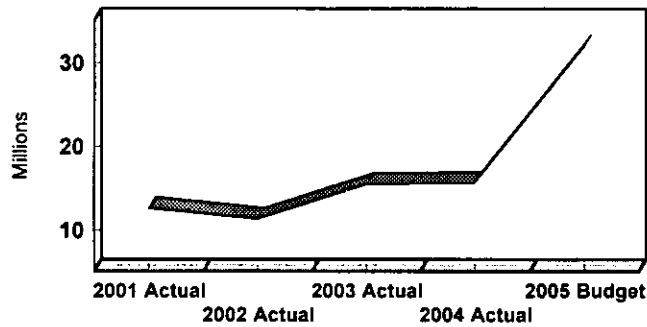
Trends and History: The increases in this function are due to the addition of 37 positions (14 in Libraries and 23 in Parks) in 2001 and 2002, increased salaries due to a pay and classification study, and some increases in the materials allocation for Libraries. In 2003, 35 positions in Parks were transferred to Facilities Management, a General Government function. In 2004, the Arts, Culture, and Entertainment department was established. The 2005 budget includes 16 additional positions in Parks and Recreation.

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 pensioners group health and life insurance, general contingency, budgetary reserves and payments to the Risk Management Fund for expenses and settlements of certain law suits.

2001 Actual	\$12,588,401
2002 Actual	\$11,255,230
2003 Actual	\$15,404,495
2004 Actual	\$15,616,701
2005 Budget	\$31,989,920



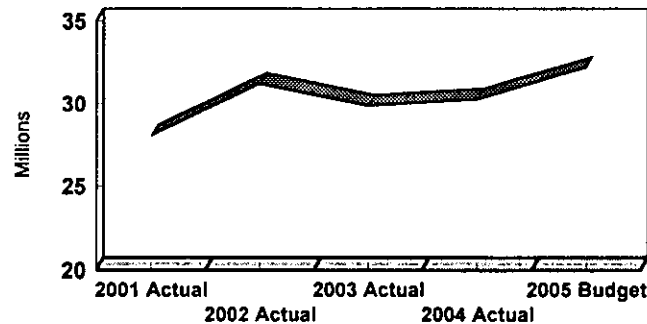
Trends and History:

The increase in 2003 was primarily due to a \$18.4 million reserve, \$1,000,000 for economic development incentives, and \$880,000 for building authority debt service. The 2005 Budget includes a \$16.9 million budgetary reserve, \$1,000,000 economic development incentives, and \$1,000,000 for contingencies.

PLANNING AND PUBLIC WORKS

Defined: This category includes planning, zoning enforcement, development and maintenance of the county's surface transportation system, and storm-water drainage system. In the years 1997-2000, ordinance enforcement relative to land development, building construction and property maintenance were included, but in 2001 were moved to a special revenue fund.

2001 Actual	\$28,019,355
2002 Actual	\$31,156,271
2003 Actual	\$29,833,117
2004 Actual	\$30,236,310
2005 Budget	\$32,179,284



Trends and History:

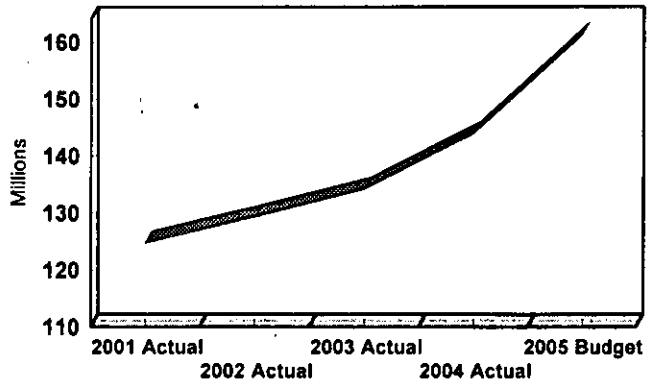
In 2002 a Transportation Division was created by reorganizing Roads and Drainage. An increase in the 2003 budget was primarily due to the pay and classification study implementation. The 2005 budget, which is flat compared to 2004 appropriations, includes the transfer of 69 positions relating to traffic and signs from the Transportation Department to the Roads and Drainage Department.

TAX FUNDS EXPENDITURE HISTORY

PUBLIC SAFETY

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

2001 Actual	\$124,741,395
2002 Actual	\$129,263,161
2003 Actual	\$134,158,108
2004 Actual	\$143,893,793
2005 Budget	\$161,362,368

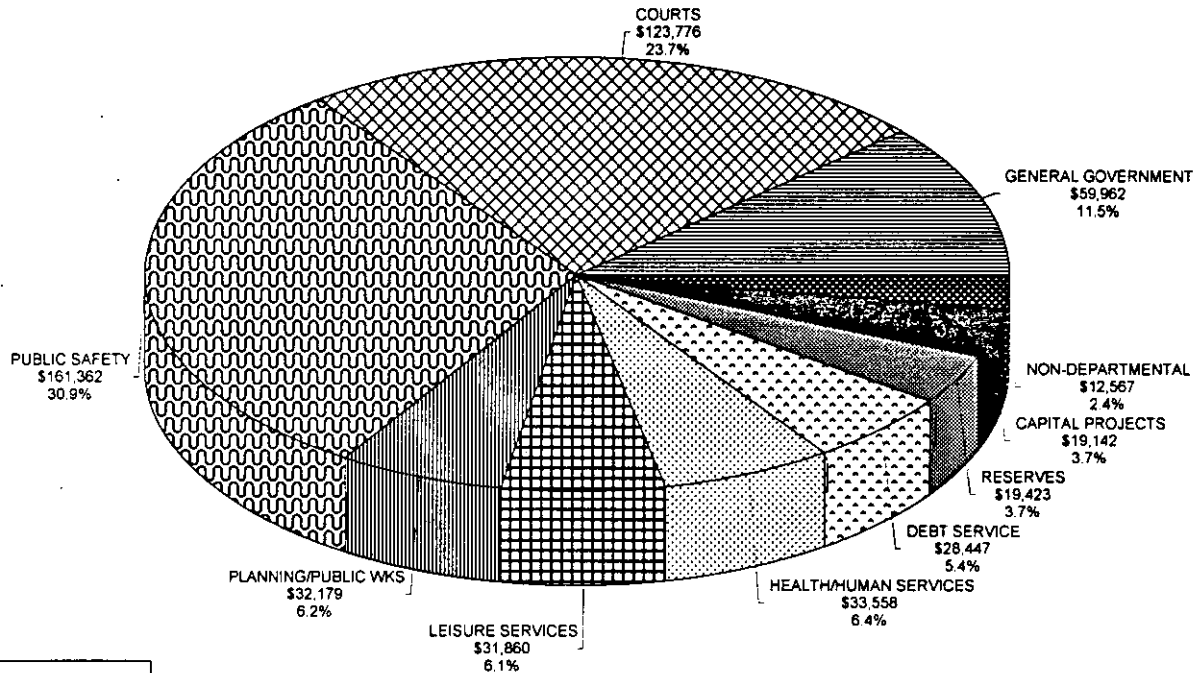


Trends and History:

Virtually all increases are due to development and implementation of 5 year plans for both police and fire, in 1996, 1997, and 2001. Since 2001, 272 positions have been added to the Public Safety function. The pay and classification study implemented in 2000 has had a serious impact on this function, and has accounted for most of the budget growth since that period. In 2001, this function was reorganized. Separate Police Services and Fire and Rescue Services departments were created. As part of this reorganization, Code Enforcement was transferred from Development to Police Services. The 2005 budget represents a 6% increase over 2004 appropriations, due mainly to an \$11 million increase in Personal Services. This budget includes the net addition of 12 full-time positions and funding to begin the implementation of the 311 telephone system.

2005 TAX FUNDS BUDGET

BY MAJOR FUNCTION

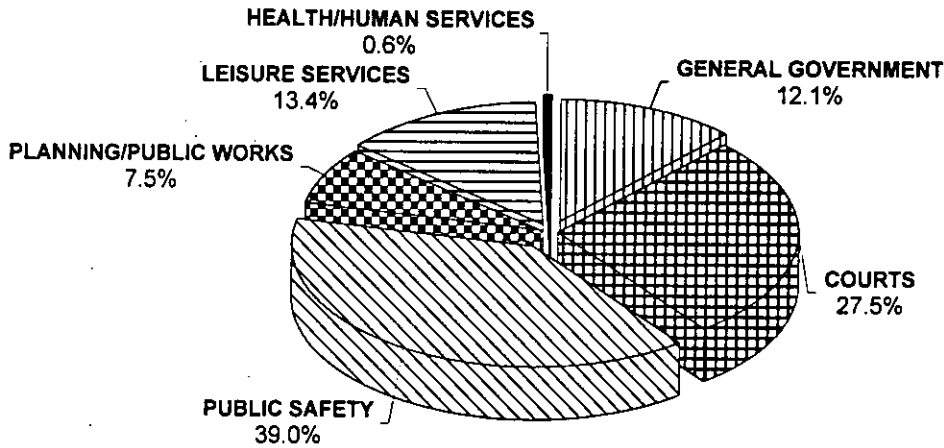


IN THOUSANDS

	1996 Budget	1997 Budget	1998 Budget	1999 Budget	2000 Budget	2001 Budget	2002 Budget	2003 Budget	2004 Budget	2005 Budget	ANNUALIZED % CHANGE 1996-2005
DEBT SERVICE	\$17,534	\$17,559	\$17,418	\$17,160	\$17,030	\$16,679	\$30,781	\$31,454	\$28,518	\$28,447	6.24%
CIVIL & CRIMINAL COURTS	\$62,142	\$66,953	\$74,117	\$82,146	\$90,538	\$96,923	\$103,008	\$108,906	\$117,311	\$123,776	8.99%
LEISURE SERVICES	\$19,530	\$20,949	\$22,286	\$23,217	\$24,596	\$27,514	\$27,885	\$28,425	\$30,094	\$31,860	6.31%
PUBLIC SAFETY	\$88,480	\$94,122	\$105,322	\$107,617	\$113,533	\$124,059	\$130,557	\$140,569	\$151,982	\$161,362	7.80%
HEALTH & HUMAN SERVICES	\$30,441	\$26,027	\$32,976	\$31,984	\$32,651	\$33,008	\$33,194	\$33,294	\$33,252	\$33,558	1.23%
GENERAL GOVERNMENT	\$34,562	\$36,695	\$39,571	\$41,897	\$46,735	\$48,092	\$52,103	\$55,585	\$59,106	\$59,962	7.13%
PLANNING & PUBLIC WORKS	\$24,333	\$26,230	\$26,448	\$30,179	\$32,378	\$29,704	\$32,887	\$33,410	\$32,315	\$32,179	3.56%
NON-DEPARTMENTAL	\$11,585	\$15,310	\$14,109	\$14,505	\$21,794	\$18,412	\$11,772	\$16,842	\$13,681	\$12,567	1.02%
FIRE FUND & RESERVES	\$7,473	\$12,642	\$5,874	\$9,818	\$17,913	\$17,913	\$17,888	\$16,888	\$18,423	\$19,423	12.68%
CAPITAL PROJECTS	\$2,419	\$2,476	\$5,021	\$4,923	\$4,259	\$7,172	\$4,503	\$27,537	\$18,344	\$19,142	29.51%
TOTAL	\$298,499	\$318,963	\$343,142	\$363,446	\$401,427	\$419,476	\$444,578	\$492,710	\$503,026	\$522,276	6.74%

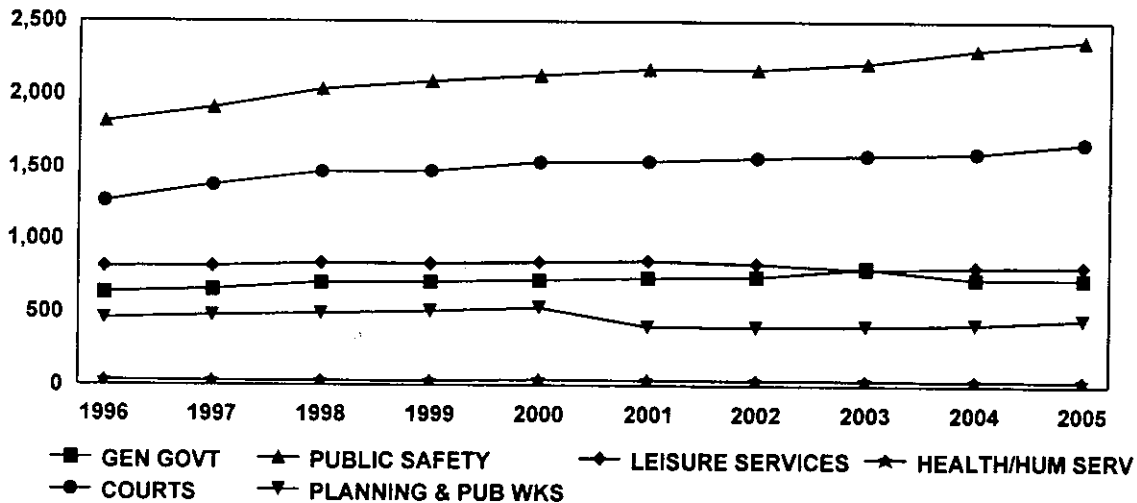
Increases in Civil and Criminal Courts are due to the opening of a new jail in 1995 and expansion of the court system with the addition of three judgeships and related support staff since 1997. Increases in Public Safety are related to the implementation of 5-year plans in Fire and Police in 1996, 1997, and 2001. Non-departmental includes a wide variety of variable expenses for such things as insurance coverages, grant matching funds, etc. and also includes funds designated for specific projects or issues. This makes non-departmental budgets fluctuate and negates portraying these variations as any sort of trend. The Fire Refund program resulted from a court decision regarding homestead exemption and lasted from 1993 to 1996. Capital Projects varies depending on the need, and more importantly on the funding availability, although the significant increase in 1998 is due to funding for information systems upgrades and Year 2000 compliance programs. Capital Projects has been impacted by the HOST sales tax with the revenue produced from mid-1997 through 1998 going to capital improvements; and in 2000, continuing projects were moved to Non-Departmental and a reserve was budgeted in Non-Departmental for future infrastructure projects. The reserves are monies appropriated with the intention that they be held as true reserves. A major pay and classification study implemented beginning in 2000 has impacted all departmental budgets. Debt Service has been impacted by voter approval in 2001 of bonds to purchase land to be used for parks.

2005 TAX FUND POSITIONS BY MAJOR FUNCTION



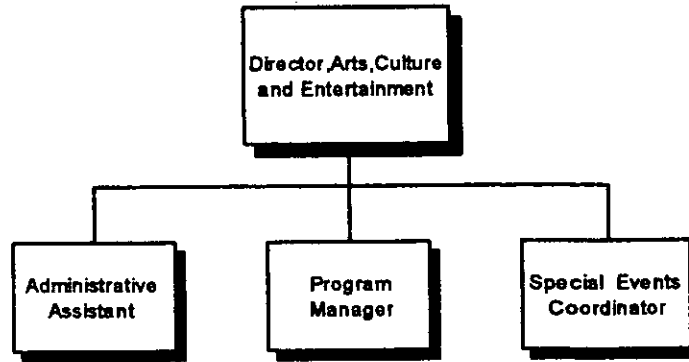
TAX FUNDS POSITIONS BY FUNCTION - 1995-2004

	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
GENERAL GOVERNMENT	632	656	703	711	719	737	746	805	733	734
CIVIL & CRIMINAL COURTS	1,262	1,370	1,468	1,509	1,539	1,545	1,571	1,589	1,603	1,672
PUBLIC SAFETY	1,813	1,910	2,036	2,104	2,132	2,175	2,174	2,218	2,307	2,372
PLANNING & PUBLIC WORKS	456	479	493	509	534	403	402	408	421	457
LEISURE SERVICES	810	815	834	830	841	852	834	798	812	817
HEALTH & HUMAN SERVICES	31	29	29	29	39	36	36	37	34	35
TOTAL	5,004	5,259	5,563	5,692	5,804	5,748	5,763	5,855	5,910	6,087



The growth trends in Public Safety and the Civil and Criminal Courts results from: 1) the implementation of 5-year plans for Fire and Police in 1996, 1997, 2001, and 2002; 2) the expansion of the court system with the addition of three judgeships and related support staff since 1997. 3) the addition of 57 positions to the Sheriff to implement the staffing study recommendations. and 4) the addition of 50 police officer positions in 2002, 2003, and 2004; these positions were previously funded by federal grants.

ARTS, CULTURE, AND ENTERTAINMENT



MISSION STATEMENT

The office of Arts, Culture, and Entertainment serves to increase awareness, and facilitate an enriched environment of artistic, cultural and entertainment activity in DeKalb County. The office will foster relationships and provide services to Art Centers that are granted local county funds. A.C.E. will serve as an arts management resource by providing opportunities through funding, audience development, and assistance in information services. A.C.E. will address expansion developments within the county pertaining to the arts, culture and entertainment.

PROGRAM DESCRIPTION

The arts, culture, and entertainment initiatives will support the growth of the county and economic development. Foci will be:

Education - Develop programs enlightening youth, adults and seniors by providing resources and space to cultivate creativity. Promotion of those endeavors will occur within as well as outside of the educational system.

Tourism - Establish DeKalb County as a regional arts center with events and programs that will encourage visitation and return to the county. The Office supports and promotes the diversity of the county.

Economic Development - With participation and visitation, citizens will bring more revenue into the county. Aim will be to attract new business, tourists, and conventions.

Activities Measures				
	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Attendance at				
1. Bike DeKalb	N/A	N/A	400	450
2. Latin Funk Jazz Explosion	N/A	N/A	250	275
3. George Washington Carver Exhibit	N/A	N/A	500	550

MAJOR ACCOMPLISHMENTS IN 2004

Sponsored and participated in the following programs/events:

1. Blues and Jazz Festival.
2. Latin Funk Jazz Exposition.
3. George Washington Carver Exhibit.
4. Bike DeKalb.
5. Arts and Humanitarian Month activities including Arts Summit.

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Human Services

- Multicultural Festival - Partnership with Stone Mountain Park.
- PACE Program.
- Gallery & Avenue of the Arts.

ARTS, CULTURE, AND ENTERTAINMENT

MAJOR BUDGETARY IMPACTS

Previous

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

2005

There are no significant changes for 2005.

Future

No significant changes are anticipated in the near future.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Personal Services and Benefits	\$0	\$247,995	\$268,798	\$268,798
Purchased/Contracted Services	0	270,833	208,500	208,500
Supplies	0	131,128	11,000	11,000
Capital Outlays	0	52,515	4,000	4,000
Interfund/Interdepartmental	0	484	0	0
Other Costs	0	94,870	300,000	300,000
TOTAL	\$0	\$797,825	\$792,298	\$792,298

FUNDING SOURCES

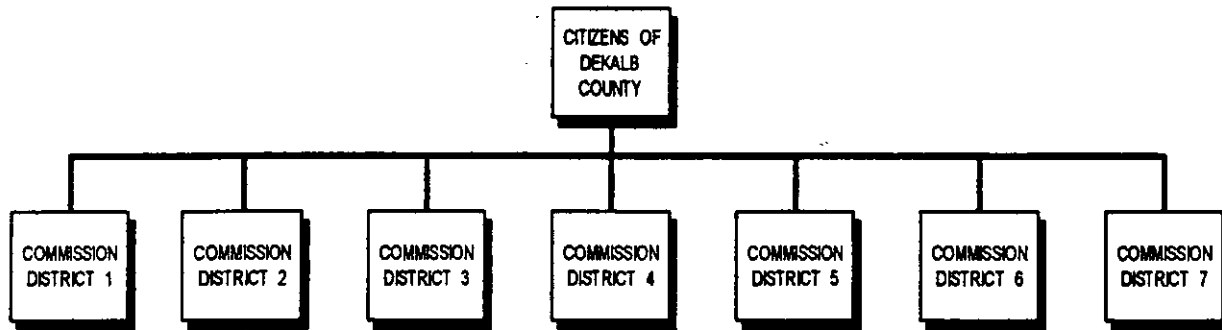
	2003	2004	2005 Budget
General Fund	\$0	\$797,825	\$792,298

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	2003	2004	2005
Director, Arts, Culture, and Entertainment	AH	0	1	1
Program Manager	28	0	1	1
Special Events Coordinator	25	0	1	1
Administrative Assistant	23	0	1	1
TOTAL		0	4	4

BOARD OF COMMISSIONERS



PROGRAM DESCRIPTION

The Board of Commissioners is the legislative branch of DeKalb County Government. The Board has the power to fix and establish, by appropriate resolution or ordinance entered on its minutes, policies, rules and regulations governing all matters reserved to its jurisdiction.

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Human Services and Economic Development

To provide timely and accurate response to citizen inquiries.

Infrastructure and Financial Strength

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

MAJOR BUDGETARY IMPACTS

Previous

In 2001, the seven Commission Office Coordinator positions were converted from part-time to full time. In addition one receptionist position was added.

In 2001, State Legislation GCA 36-5-28 (HB302) provided that beginning in 2002 the salary of the Local Governing Authority would increase by the same percentage as State Merit increases. Legislation GCA 36-5-27 (HB302) also provides for an additional \$100/month supplement for a Commissioner who becomes certified by the University of Georgia.

In 2003, the operating budget for each Commissioner's District was increased by \$10,000 from \$95,000 to \$105,000. The budget also included the addition of seven part-time Commission Office Intern positions. Funding for these positions, if utilized, is to come from each Commissioner's operating budget not additional funds.

In 2004, the operating budget for each Commissioner's District was increased by \$20,000 from \$105,000 to \$125,000. In 2004, a resolution was proposed to amend the salary and compensation of the Governing Authority of DeKalb County. The resolution was adopted and approved, becoming effective January 1, 2005. The Board of Commissioners received an annual salary equal to twenty-five percent (25%) of the annual salary of the Chief Executive Officer.

2005

Effective January 1, 2005, the base salary for each commissioner will be \$36,123.

An additional increase of \$9,000 is included in the 2005 Budget for each district. \$30,000 has been added to the administrative budget to cover increased costs of operations.

Future

No significant future developments of budgetary impact are anticipated.

BOARD OF COMMISSIONERS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
District 1	\$98,065	\$113,379	\$141,000	\$150,000
District 2	100,918	108,642	\$141,000	\$150,000
District 3	103,006	125,726	\$141,000	\$150,000
District 4	102,099	97,100	\$141,000	\$150,000
District 5	106,508	95,509	\$141,000	\$150,000
District 6	104,852	119,207	\$141,000	\$150,000
District 7	103,865	104,366	\$141,000	\$150,000
BOC Administration	102,391	107,061	\$171,181	\$201,181
TOTAL	\$821,704	\$870,990	\$1,158,181	\$1,251,181

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Personal Services and Benefits	\$663,951	\$659,456	\$915,464	\$927,096
Purchased/Contracted Services	131,313	191,754	223,161	299,018
Supplies	16,057	8,857	13,306	13,313
Capital Outlays	9,933	10,254	5,700	11,204
Other costs	450	669	550	550
TOTAL	\$821,704	\$870,990	\$1,158,181	\$1,251,181

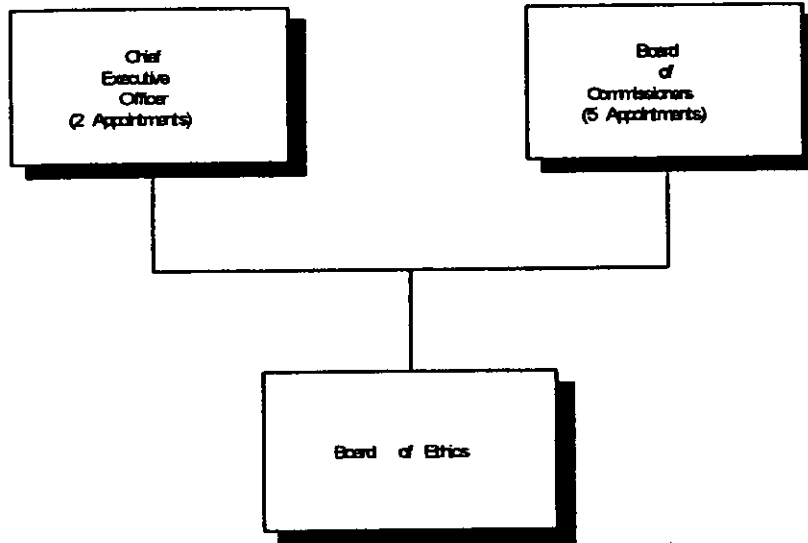
FUNDING SOURCES

	2003	2004	2005 Budget
General	\$821,704	\$870,990	\$1,251,181

AUTHORIZED POSITIONS BY COST CENTER

COST CENTER/ POSITIONS		NUMBER OF POSITIONS		
		2003	2004	2005
Commissioner	\$36,123	4	4	4
Commissioner (Certified)	\$37,323	3	3	3
Auditor, Board of Commissioners	AB	1	1	1
Commission Office Manager	CO	1	1	1
Commission Office Coordinator	C2	7	7	7
Commission Office Intern	PT	7PT*	7PT*	7PT*
Receptionist	14	1	1	1
TOTAL FULL-TIME		17	17	17
PT=Part-time		7PT*	7PT*	7PT*

BOARD OF ETHICS



MISSION STATEMENT

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

PROGRAM DESCRIPTION

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

Duties of the Board include the following:

- the establishment of procedures governing its organization,
- the rendering of opinions with respect to the interpretation of the Ethics Code to all persons seeking advice as to whether or not a particular action constitutes a violation of it,
- the prescribing of forms for disclosures required by the Ethics Code and making the information disclosed available to the public,
- the hearing of complaints of Ethics Code violations,
- the conducting of investigations as necessary to determine whether or not violations have occurred.

MAJOR ACCOMPLISHMENTS IN 2004

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

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

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

BOARD OF ETHICS

MAJOR BUDGETARY IMPACTS

Previous

Startup funds for the Board of Ethics were approved in the 1991 budget and members were appointed in early 1991. In 1999, this budget was reduced by \$9, as part of an across-the-board reduction.

As part of an across-the-board budget reduction, the 2000 budget was reduced by \$13.

2005

There are no significant changes for 2005.

Future

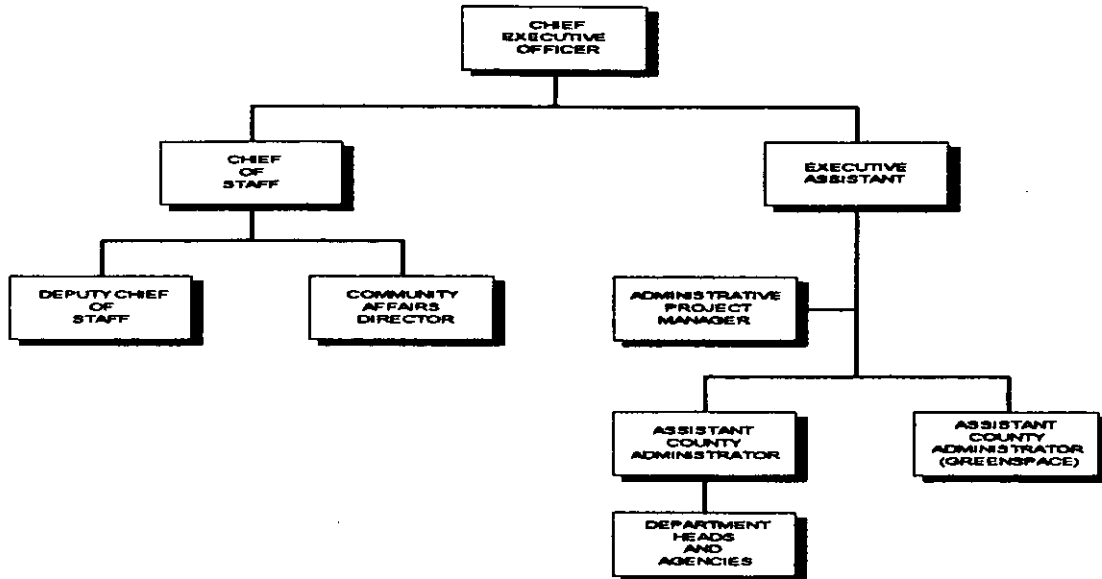
No significant changes are anticipated in the near future.

ACTIVITY MEASURES				
	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Formal Complaints Investigated	2	2	2	1
Advisory Opinions Rendered	1	1	0	0
Regular and Special Meetings Held	5	4	4	4

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Purchased/ Contracted Services	\$0	\$622	\$2,000	\$2,000
Supplies	52	0	0	0
TOTAL	\$52	\$622	\$2,000	\$2,000

FUNDING SOURCES			
	2003	2004	2005 Budget
General Fund	\$52	\$622	\$2,000

CHIEF EXECUTIVE OFFICER



MISSION STATEMENT

To respond to the public in an effective and courteous manner. To provide overall direction, coordination and assistance to the departments of the county government which report to the CEO. Formulate programs that move the county toward the vision, mission, goals and values established by the CEO, Board of Commissioners and Department Heads. To act as a catalyst in moving the CEO's annually established priorities and initiatives forward.

PROGRAM DESCRIPTION

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

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

- Maintain constructive working relationship with the Board of Commissioners.
- Continue to build confidence in DeKalb County Government.
- Continued emphasis on effectiveness and efficiency in the delivery of government services.
- Formulate a long-range plan to replace County's information system.
- Support recommendations of Future Funding Commission.
- Complete advanced communications network to connect County facilities with high-speed fiber optic cable.
- Create task group to define an integrated replacement for current tax appraisal, collection and property recording system.
- Ensure the County's response is handled in a courteous and effective manner to the general public.
- Ensure that the codes and ordinances of DeKalb County are properly enforced.

CHIEF EXECUTIVE OFFICER

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS (continued)

Economic Development

Continue stressing of economic development.
 Create first enterprise zones to restore and nurture economic vitality.

Human Services

Improve and maintain the quality of life in DeKalb County.

Financial Strength

Successfully implement a new Financial Management Information/Automated Purchasing System.
 Recommend a balanced budget for the operation of county government.
 Ensure that the County's appropriations are correctly and effectively administered.

Infrastructure

Implement Phase I of the advanced communications network to connect County facilities with high-speed fiber optic.
 Establish a task group to formulate a long-range plan to replace the County's information system.
 Provide strategic planning and continued monitoring of project implementation and HOST process.

MAJOR BUDGETARY IMPACTS

Previous

In 2003, the functions and personnel of the Contract Compliance/EEO cost center were transferred to Human Resources (EEO), and Purchasing (Contract Compliance). One Assistant Public Information Officer position was added to Public Information by transferring and reclassifying a position from Parks and Recreation. An Office of Process Improvement was created and two positions, a Director and a Principal Secretary, were added.

2004

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

2005

There are no significant changes in the 2005 Budget.

Future

No significant future developments of budgetary impact are anticipated.

ACTIVITY MEASURES				
	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Agenda Items Processed	1,105	1,134	1,070	1,000
Ceremonial Documents Prepared	437	698	471	500
Press Releases Prepared	384	715	635	720
Audiovisual Projects for County Departments	200	382	533	500
Government TV Episodes Created	120	450	500	650

CHIEF EXECUTIVE OFFICER

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Chief Executive Officer	\$303,183	\$315,114	\$362,009	\$362,009
CEO - Operations	626,138	622,678	638,191	638,191
CEO - Staff	411,769	351,725	443,109	443,109
Assistant Administrator	276	0	0	0
Contract Compliance/EEO *	1,060	34	0	0
Community Relations	29	1	0	0
Public Information	145,289	208,033	234,160	234,160
Office of Process Improvement	70,746	154,590	165,288	165,288
Cable TV Support	111,501	106,686	163,765	163,765
TOTAL	\$1,669,991	\$1,758,862	\$2,006,522	\$2,006,522

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

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Personal Services	\$1,391,510	\$1,533,261	\$1,762,079	\$1,762,079
Purchased/Contracted Services	185,354	156,802	177,895	177,895
Supplies	54,695	30,858	35,550	35,550
Capital Outlays	21,469	0	5,000	5,000
Interdepartment/Interfund Charges	16,788	23,483	25,823	25,823
Other Costs	175	175	175	175
Interfund Credits	0	14,283	0	0
TOTAL	\$1,669,991	\$1,758,862	\$2,006,522	\$2,006,522

FUNDING SOURCES

	2003	2004	2005 Budget
General	\$1,558,490	\$1,652,176	\$1,842,757
Special Tax District-Unincorp	111,501	106,686	163,765
TOTAL	\$1,669,991	\$1,758,862	\$2,006,522

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Chief Executive Officer	\$144,491	1	1	1
Chief Executive Officer	25	1	1	1
Executive Secretary, Senior	23	1	1	1
Administrative Assistant				
Sub-total		3	3	3

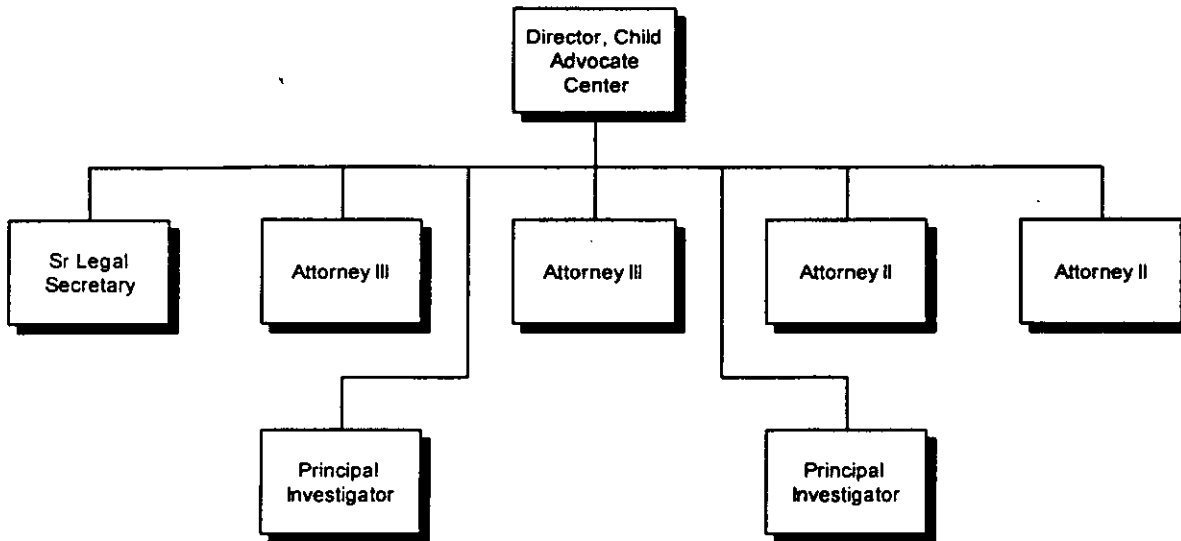
CHIEF EXECUTIVE OFFICER

AUTHORIZED POSITIONS BY COST CENTER (continued)

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
CEO - Operations				
Executive Assistant	AA	1	1	1
Assistant County Administrator	AF	1	1	1
Administrative Project Manager CEO	31	1	1	1
Office Assistant, Senior	19	0	1	1
Administrative Coordinator	25	0	1	1
Executive Secretary, Senior	25	1	1	1
Executive Office Assistant, CEO	21	3	1	1
Sub-total		7	7	7
CEO Staff				
Chief of Staff	AF	1	1	1
Director Legislative Liaison	AI	1	1	1
Deputy Chief of Staff	31	1	1	1
Director, Community Relations	31	1	1	1
Administrative Assistant	23	1	1	1
Sub-total		5	5	5
Contract Compliance/EEO				
Director Contract Compliance/EEO	31	0	0	0
Contract Compliance Specialist, Sr.	26	0	0	0
EEO Officer	26	0	0	0
Contract Compliance Assistant	19	0	0	0
Administrative Assistant	21	0	0	0
Sub-total		0	0	0
Public Information				
Director, Communications and PI	31	1	1	1
Public Information Officer	28	0	1	1
Cable TV Operations Director	28	2	1	1
Audiovisual Production Coordinator	25	1	1	1
Audiovisual Production Assistant	21	1	1	1
Administrative Assistant	23	0	1	1
Sub-total		5	6	6
Process Improvement				
Director, Program Analysis and Process Improvement	31	1	1	1
Secretary, Principal	21	1	1	1
Sub-total		2	2	2
TOTAL FULL-TIME		22	23	23

CHILD ADVOCATE'S OFFICE



MISSION STATEMENT

It is the mission of the Child Advocate's Office to represent the interests of every child brought into the foster care system through DeKalb County Juvenile Court; to ensure the protection of each child; to provide a voice for each child during deprivation hearings; to monitor each case for the purpose of facilitating reunification and permanency planning efforts for and by each family; and to maintain ongoing efforts to prevent prolonged or repeated involvement by a family with the foster care and Juvenile Court System.

PROGRAM DESCRIPTION

The Child Advocate's Office was established in 2003, in response to recent litigation alleging that the County was not providing sufficient resources in this area. The Child Advocacy Group had been located within the Juvenile Court Organization. It became a separate department in 2003. The Child Advocate's Office represents the interests of abused and neglected children. These children are generally in the custody of the Department of Family and Children Services, and are placed in foster homes, group facilities, institutions, and with relatives. The Attorneys prepare cases for the court, and appear at all hearings for each child involved in the case.

MAJOR ACCOMPLISHMENTS IN 2004

Secured 8,061 hours of volunteer support for an estimated value of \$80,000 worth of services at no cost to the county. Department Director testified before State Legislative Select Committee on Child Welfare and Juvenile Code reconsideration. Implementation of program providing direct service to client base-Babies Can't Wait. Implementation of volunteer lawyers program in conjunction with local bar association and State Supreme Court project, resulting in reduction of caseloads and saving of resources for department and county; One Child One Lawyer-Volunteer GAL Program. Establishment of model standards for training and education of advocates in deprivation matters, considered by entities charged with establishing statewide standards. Staff Attorney IV receipt of "Child Advocate of the Year" award by the State Bar Association. Completed staffing of all departmental positions. Department now retains 3 of the 5 most experienced Child Advocate Attorneys in Ga. with more than 35 years of combined experience. All 3 advocates considered experts in relevant field of practice.

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Human Services

Establish effective and ethical advocacy on behalf of the rights and interests of child/client following the guidelines and standards set forth by relevant state and professional entities. To serve as state model in the formulation and evolution of guidelines and standards for the effective and ethical representation of the best interests and rights of child-clients in deprivation cases. To effectively advocate on behalf of DeKalb's families and children in need by implementing service and resource based programs and fostering relationships between service agencies.

CHILD ADVOCATE'S OFFICE

Organizational Effectiveness

To identify additional resources to increase efficiency in the administration of departmental responsibilities.

MAJOR BUDGETARY IMPACTS

Previous

In 2003, the Child Advocates Office was established.

2005

There are no significant changes in 2005.

Future

No significant impact on this budget is anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Personal Services and Benefits	\$188,365	\$505,309	\$603,671	\$603,671
Purchased /Contracted Services	54,453	72,913	91,000	91,000
Supplies	1,295	16,913	19,500	19,500
Capital Outlays	31,013	6,148	4,500	4,500
Interfund/Interdepartmental Charges	0	2,690	0	0
TOTAL	\$275,126	\$603,973	\$718,671	\$718,671

FUNDING SOURCES

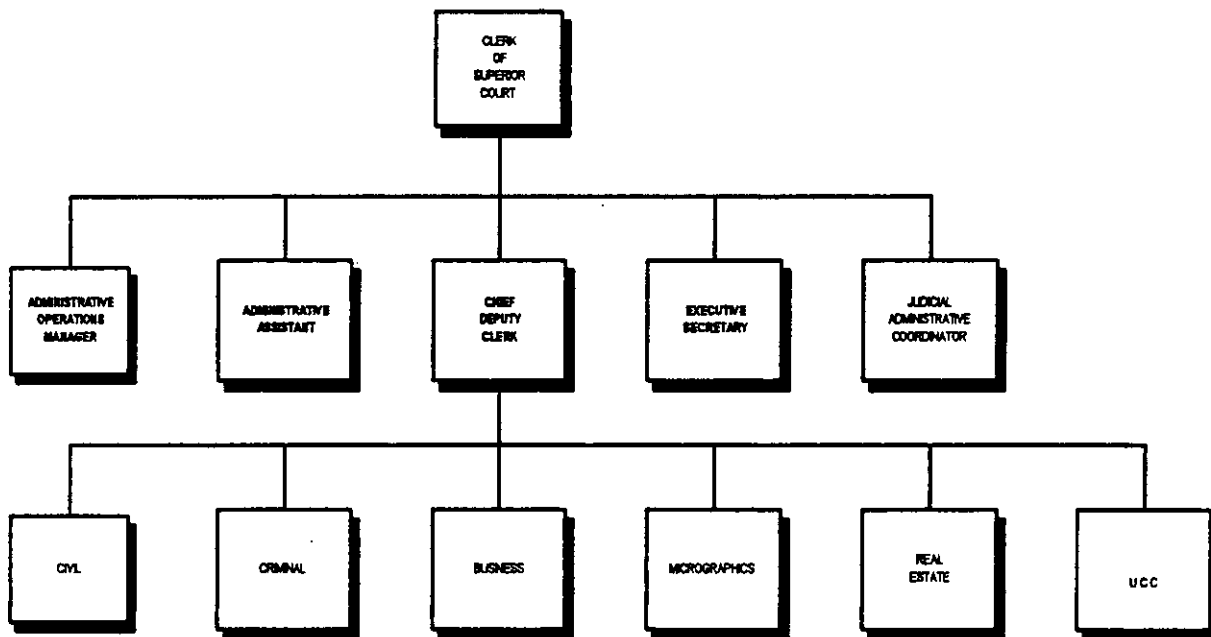
	2003	2004	2005 Budget
General Fund	\$275,126	\$603,973	\$718,671

AUTHORIZED POSITIONS BY FUNCTIONAL AREA

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

COST CENTER/POSITION	SALARY RANGE	2003	2004	2005
Director-Child Advocacy Center	AH	0	1	1
Attorney III	31	0	2	2
Attorney II	29	0	2	2
Investigator, Prin	25	0	2	2
Legal Secretary, Sr	23	0	1	1
TOTAL		0	8	8

CLERK OF SUPERIOR COURT



MISSION STATEMENT

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

PROGRAM DESCRIPTION

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

MAJOR ACCOMPLISHMENTS IN 2004

Repaired deed and plat books.

Implemented electronic filing for child support documents

Installed Rotary Filing System for Judicial Divisions capable of storing five (5) years of records, thus improving document retrieval time.

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

Provide web based access to all public documents monitored by the Clerk, full implementation of electronic file, and replace current system with optical imagery.

CLERK OF SUPERIOR COURT

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness (continued)

Continue microfilm conversion, image all Judicial records, and continue to repair deteriorated deed and plat books.

Continue to provide efficient service for mail-back book process.

MAJOR BUDGETARY IMPACTS

Previous

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

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

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

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

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

The 2003 Budget included funding, in the amount of \$108,000, to repair 212 Deed Books and 14 Plat books. This Budget also included \$122,540 for an electronic filing system for criminal and civil files and \$110,000 for the 2003 extended maintenance of the Imaging System.

The 2004 Budget included funding, in the amount of \$262,080, to outsource the following processes: incoming mail opening, sorting and distribution, deed intake, book preparation and scanning, indexing and verification, and book mailback. Funds totaling \$88,648 were included to purchase 1 copier, 2 cameras, 2 reader/printers and 1 microfilm processor. This Budget also included \$110,000 for the 2004 extended maintenance of the Imaging System.

2005

Funds in the amount of \$350,000 are included for the following purposes: \$100,000 for deed books, \$150,000 for mail service, and \$100,000 to cover the first year lease purchase payments for a new imaging system.

Future

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

	ACTIVITY MEASURES			
	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Real Estate Instruments Recorded	227,468	277,218	283,299	311,629
Pages Assigned	1,033,997	1,365,685	1,160,614	1,276,675

CLERK OF SUPERIOR COURT

ACTIVITY MEASURES (continued)				
	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Documents Microfilmed	1,008,751	1,450,000	1,355,631	1,491,194
Criminal Indictments Processed	4,021	4,895	4,053	4,256
Civil Cases Disposed	12,785	12,892	14,520	15,092
Estimated Pages Intake (Judicial)	386,538	1,400,000	1,100,000	1,300,000
Criminal Cases Disposed	4,113	3,954	4,208	4,418

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Personal Services and Benefits	\$3,188,255	\$3,253,943	\$3,650,847	\$3,650,847
Purchased/Contracted Services	493,740	833,364	793,850	793,850
Supplies	109,160	126,051	105,000	105,000
Capital Outlays	251,722	122,595	137,336	137,336
Interfund/Interdepartmental Charges	0	25,116	0	0
Depreciation and amortization	0	8,999	0	0
Other Costs	11,176	11,176	12,500	12,500
TOTAL	\$4,054,053	\$4,381,244	\$4,699,533	\$4,699,533

FUNDING SOURCES

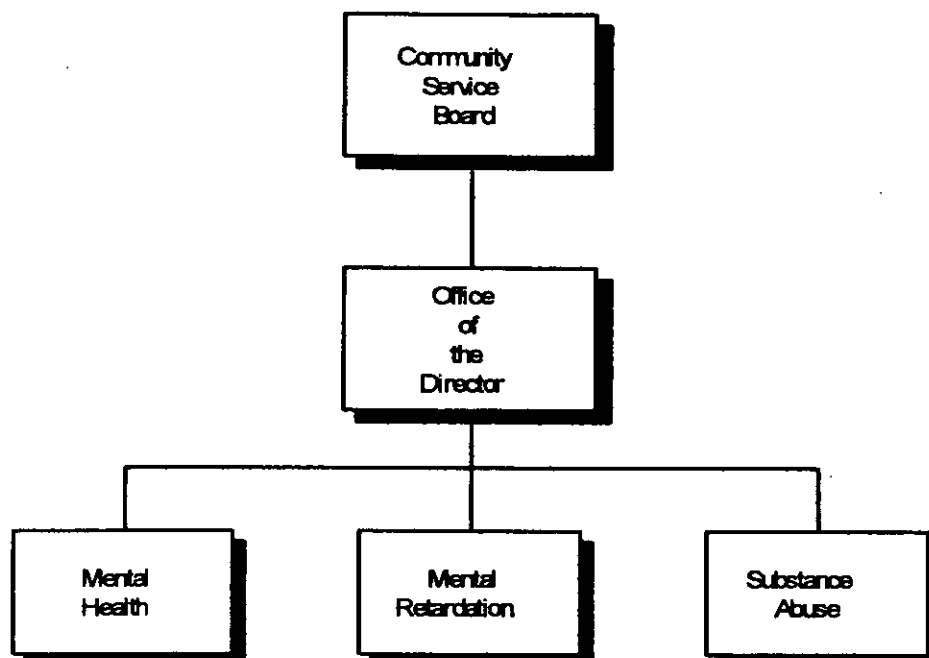
	2003	2004	2005 Budget
General Fund	\$4,054,053	\$4,381,244	\$4,699,533

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/ POSITION	SALARY RANGE	NUMBER OF POSITIONS		2005
		2003	2004	
Clerk of Superior Court				
Clerk of Superior Court	\$109,342	1	1	1
Chief Deputy Clerk	29	1	1	1
Administrative Operations Manager	28	1	1	1
Judicial Admin. Coordinator	26	1	1	1
Network Coordinator	26	1	1	1
Accountant	25	0	1	1
Court Records Supervisor	24	8	8	8
Administrative Assistant	23	1	1	1
Executive Secretary	23	1	1	1
Court Records Technician III	21	1	28	28
Court Records Technician II	19	43	37	37
Court Records Technician I	18	27	5	5
TOTAL FULL-TIME		86	86	86

COMMUNITY SERVICE BOARD



MISSION STATEMENT

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

PROGRAM DESCRIPTION

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

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

MAJOR ACCOMPLISHMENTS IN 2004

Provided mental health services to the refugee population.

Expanded the Substance Abuse Services at DeKalb Addiction Clinic to include a treatment group for persons with mental health issues.

Increased the number of groups offered at outpatient sites.

Reorganized day programs or psychosocial rehabilitation programs and offered services at five different sites.

COMMUNITY SERVICE BOARD

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Human Services

- To involve consumers, their families, and the community in planning and public policy development.
- To provide access for vulnerable populations to community-based, integrated systems of care, treatment, and habilitation.
- To provide a safety net for individuals unable to access needed services elsewhere.
- To improve the health status of consumers.
- To promote innovation and best practices in services.
- To define and evaluate performance, outcome, effectiveness, and costs of services.

MAJOR BUDGETARY IMPACTS

Previous

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

2005

The 2005 Budget for the Community Service Board of \$43,400,912 consists of \$3,148,652 in federal grant-in-aid funds, \$12,958,500 in state grant-in-aid funds, \$2,193,854 in county funds, and \$25,099,906 in fee revenues, prior year funds, and interest.

Future

No significant changes are anticipated in the future.

ACTIVITY MEASURES				
	Actual 2002	Actual 2002	Actual 2004	Estimated 2005
Total Consumers	10,986	11,300	10,678	11,211
Consumer Enrolled in:				
Jail Services and DUI Program	343	500	346	350
Mental Health Services, Adult	6,705	7,000	7,093	7,225
Mental Health Services, Child & Adolescent Services	2,165	2,300	2,038	2,140
Developmental Disabilities	835	840	608	610
Addictive Services, Adult	1,940	2,000	1,507	1,537
Addictive Services, Child & Adolescent Services	125	140	118	124

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Other Costs	\$2,284,313	\$2,238,627	\$2,193,854	\$2,193,854
TOTAL	\$2,284,313	\$2,238,627	\$2,193,854	\$2,193,854

COMMUNITY SERVICE BOARD

FUNDING SOURCES

	<u>2003</u>	<u>2004</u>	<u>2005 Budget</u>
General Fund	\$2,284,313	\$2,238,627	\$2,193,854

CONTRIBUTIONS TO CAPITAL PROJECTS

PROGRAM DESCRIPTION

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

MAJOR BUDGETARY IMPACTS

Previous

During 2004, there were contributions totaling \$18,344,021 from the Tax Funds Group to the Capital Projects Fund. These contributions were distributed as follows:

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

2005

The requests from County departments totaled \$55,156,511 for 2005. This total does not include \$17,012,875 that was appropriated from HOST funds for Capital Outlay. (See HOST Capital Outlay section for a specific list of projects).

Future

The County is in the first year of the new Automated Purchasing and Financial Management System. A main goal is to utilize the functionality of the system to further increase the efficiency and effectiveness of the County's operations.

CONTRIBUTIONS TO CAPITAL PROJECTS

ACTIVITY MEASURES

The adopted 2005 Budget includes \$20,941,562 in Contributions to the Capital Projects Fund for the following projects:

Department	Project	Amount
Clerk of Superior Court	New Real Estate Technology Project	\$350,000
Facilities Management	Lifecycle Repair & Replacement	500,000
Information Systems	Lease Purchase Y2K Systems	100,018
	PC Lifecycle Refresh Program	216,598
	Automated Purchasing System/Financial Management Information System	2,668,239
	Phase III I-Net	5,578
	Kronos Lease Purchase Agreement	88,254
HOST Capital Outlay	County Local Match Commitments	5,600,000
	On-Going Projects -County-Wide	1,750,000
	District Projects	9,400,000
	Reserve for Equalization	262,875
TOTAL		\$20,941,562

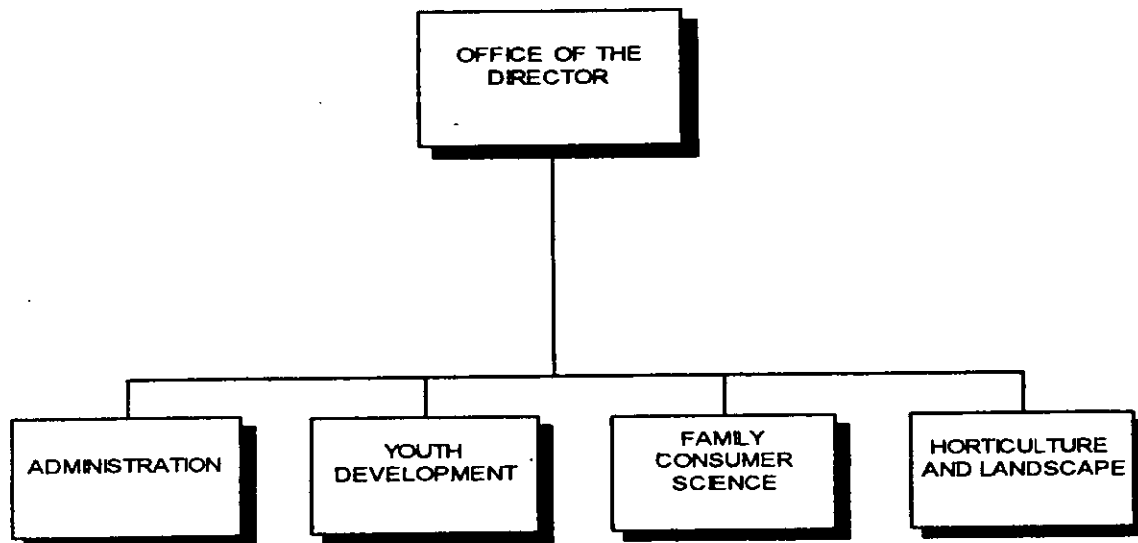
SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Interfund Transfers	\$27,536,595	\$18,344,021	\$20,941,562	\$20,941,562
TOTAL	\$27,536,595	\$18,344,021	\$20,941,562	\$20,941,562

FUNDING SOURCES

	2003	2004	2005 Budget
General Fund	\$9,840,578	\$4,599,021	\$2,128,687
General Fund-HOST			
Capital Outlay	16,468,517	13,745,000	17,012,875
Special Tax District - DS	0	0	0
Fire Fund	1,082,500	0	0
HOST Fund	145,000	0	1,800,000
Total	\$27,391,595	\$18,344,021	\$20,941,562

COOPERATIVE EXTENSION



CRITICAL MISSION STATEMENT AND SUCCESS FACTORS

To provide and respond to requests for research based information about horticulture, the environment, families, 4-H and youth.

To help residents become healthier, more productive, financially independent, and environmentally responsible.

To build coalitions to address issues and problems facing communities, families and youth.

To assist youth in acquiring and developing life skills and forming attitudes which enable them to become self-directing, productive and contributing members of society.

PROGRAM DESCRIPTION

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

PERFORMANCE INDICATORS	TARGET	2002	2003	2004
Locate additional sources of funding to expand and/or enhance educational programs.	30% of County Budget	48% \$503,353	48% \$503,353	48% \$503,353
Value Received from Master Gardner volunteers as a % of the cost of training and volunteer administrative return.	200% or >	750%	750%	750%
% of Teenage Mother Nutrition Education delivering a baby 5.5 pounds or greater.	80%	98%	98%	98%
% of participants in the Bilingual outreach achieving a test score increase of 25% or greater.	75%	95%	95%	95%

MAJOR ACCOMPLISHMENTS IN 2004

The Extension Service received \$342,796 in grant and contract funds to enhance the current programming. In 2004, the staff, working with financial literacy, partnered with Human and Community Development to launch a Housing Individual Development Account program.

COOPERATIVE EXTENSION

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY 'S GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

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

To secure phase I funding for the Environmental Education Center renovation.

Install a street tree demonstration area at the Environmental Education Center in South DeKalb.

MAJOR BUDGETARY IMPACTS

Previous

No significant previous changes.

2005

No significant changes.

Future

Continue to locate alternative sources for funding for expansion. To provide environmentally sound landscape information for homeowners as well as programs for homeowners. To provide quality educational programs for youths, helping them to learn leadership.

ACTIVITY MEASURES

	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
CALLS ANSWERED	43,388	66,031	71,115	44,000
PUBLICATIONS DISTRIBUTED	44,586	49,411	54,321	45,000
NUMBER OF WORKSHOPS	3,557	3,557	2,110	3,600
NUMBER OF HOME VISITS	3,116	3,215	2,273	3,100
NUMBER OF VOLUNTEERS	1,372	1,372	1,872	1,400
VOLUNTEER HRS. CONTRIBUTED	15,855	15,855	17,078	16,000
YOUTHS REACHED BY PROGRAMS	12,314	12,314	31,040	15,500
PARTICIPANTS	86,875	88,237	60,292	86,000

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Administration	\$557,999	\$644,074	\$473,947	\$473,947
Youth Program	137,454	138,009	146,846	146,846
Family & Consumer Science	195,466	185,199	210,645	210,645
Horticulture & Landscape	145,158	146,768	176,815	176,815
TOTAL	\$1,036,077	\$1,114,050	\$1,008,253	\$1,008,253

COOPERATIVE EXTENSION

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual Recommended 2004	CEO's Recommended Budget	Approved Budget 2005
Personal Services and Employee Benefits	\$785,268	\$735,141	\$853,396	\$853,396
Purchased/Contracted Services	199,518	291,561	86,224	86,224
Supplies	23,584	26,621	25,050	25,050
Capital Outlays	1,099	3,696	1,235	1,235
Interfund/Interdepartmental Charges	11,720	21,716	26,262	26,262
Depreciation and Amoritization	0	24,157	0	0
Other Costs	11,427	11,158	12,625	12,625
Other Financing Uses	3,461	0	3,461	3,461
TOTAL	\$1,036,077	\$1,114,050	\$1,008,253	\$1,008,253

FUNDING SOURCES

	2003	2004	2005 Budget
General Fund	\$1,036,077	\$1,114,050	\$1,008,253

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER	Salary Range	NUMBER OF POSITIONS		
		2003	2004	2005
ADMINISTRATION				
Office Assistant Sr.	18	1	1	1
Principal Secretary	19	3	3	3
Offset Equipment Op.	19	1	1	1
Network Coordinator	26	1	1	1
Director Ext. Serv.	OL	1	1	1
Administrative Coordinator	25	1	1	1
Sub-total		8	8	8
YOUTH PROGRAM				
Extension Education Agent	23	1	1	1
County Extension Agent	25	1	1	1
County Extension Agent	25	1	1	1
Sub-Total		3	3	3

COOPERATIVE EXTENSION

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER	Salary Range	NUMBER OF POSITIONS		
		2003	2004	2005
FAMILY & CONSUMER SCIENCE				
Family/Consumer Science Program Aid	19	1-PT	1-PT	1-PT
County Extension Agent	25	2	2	2
County Extension Agent	25	2	2	2
	Sub-Total	4	4	4
		1-PT	1-PT	1-PT
HORTICULTURE & LANDSCAPE				
Garden Instructor	21	1	1	1
County Extension Agent	25	1	1	1
Extension Service Manager	OL	1	1	1
	Sub-total	3	3	3
		3	3	3
	Total Full-Time	18	18	18
	PT = Part-time	1-PT	1-PT	1-PT

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

DEBT SERVICE FUND

PROGRAM DESCRIPTION

The Debt Service Fund is a separate fund specifically designated to pay principal and interest on various General Obligation Bond issues. Revenue is derived principally from a county wide property tax levy designated for debt retirement. Payments are made from the fund for principal and interest requirements, tax anticipation borrowing expense, and paying agent fees. Currently, authorized General Obligation issues include: 1998, \$2,000,000; 2003A \$53,295,000 (Refunding Bonds); and 2003B \$74,620,000 (Refunding Bonds)

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

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

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

MAJOR BUDGETARY IMPACTS

Previous

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

ACTIVITY MEASURES

	1/1/02	1/1/03	1/1/04	1/1/05
Principal Balance (000's)	\$152,645	\$144,560	\$134,590	\$133,590
Millage Rate for Debt Service	0.85	0.72	0.61	0.61

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Purchased/Contracted Services	\$3,070	\$3,145	\$3,500	\$3,500
Debt Service	\$16,052,655	\$14,435,074	\$14,339,425	\$14,339,425
Total	\$16,055,725	\$14,438,219	\$14,342,925	\$14,342,925

FUNDING SOURCES

	2003	2004	Approved Budget 2005
Debt Service Fund	\$16,055,725	\$14,438,219	\$14,342,925

DEBT SERVICE FUND

DIRECT AND OVERLAPPING DEBT
December 31, 2004 (000's)

	Gross Debt less Debt Retirement Funds	% Applicable to DeKalb County	DeKalb County Share of Debt
DeKalb County	\$221,318	100.00%	\$221,318
City of Atlanta (b)	\$290,365	2.60%	\$7,549
Fulton-DeKalb Hospital Authority (c)	\$258,400	29.24%	\$75,556
Total Direct & Overlapping Debt	\$770,083		\$304,424
Total Direct & Overlapping Debt Per Capita			\$438.33

(a) Debt overlaps only that property outside of Atlanta and Decatur.

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

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

COMPUTATION OF LEGAL DEBT LIMIT
December 31, 2004 (000's)

Assessed Value	\$21,976,185
Debt limit 10% of Assessed Value	\$2,197,619
Debt Applicable to Debt Limit	\$221,318
Unused Legal Debt Limit	\$1,976,301

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

2005 BUDGET OBLIGATION
GENERAL OBLIGATION BONDS BY SERIES
AS OF 1/1/2005

	Principal	Interest	Total P & I
Series 1992 (Ref.)	\$0	\$544,200	\$544,200
Series 1998	0	100,000	100,000
Series 2003A	5,940,000	1,890,170	7,830,170
Series 2003B	2,250,000	3,540,055	5,790,055
Total	\$8,190,000	\$6,074,425	\$14,264,425

DEBT SERVICE FUND**TOTAL BUDGET OBLIGATION
GENERAL OBLIGATION BONDS BY SERIES
AS OF 1/1/2005**

	Principal	Interest	Total P & I
Series 1992 (Ref.)	\$9,070,000	\$2,175,900	\$11,245,900
Series 1998	2,000,000	1,550,000	3,550,000
Series 2003A (Ref.)	47,900,000	13,138,524	61,038,524
Series 2003B (Ref.)	74,620,000	33,688,530	108,308,530
Total	\$133,590,000	\$50,552,954	\$184,142,954

**DEBT SERVICE FUND
TOTAL BUDGET OBLIGATION
GENERAL OBLIGATION BONDS, ALL SERIES
AS OF 1/1/2005**

	Principal	Interest	Total P & I
2005	8,190,000	6,074,425	14,264,425
2006	8,250,000	5,650,195	13,900,195
2007	8,370,000	5,263,370	13,633,370
2008	9,450,000	4,820,370	14,270,370
2009	9,735,000	4,314,845	14,049,845
2010	9,990,000	3,847,495	13,837,495
2011	6,195,000	3,491,079	9,686,079
2012	6,545,000	3,203,708	9,748,708
2013	6,915,000	2,896,051	9,811,051
2014	7,315,000	2,568,101	9,883,101
2015	7,685,000	2,273,501	9,958,501
2016	8,085,000	1,963,901	10,048,901
2017	8,495,000	1,637,534	10,132,534
2018	8,925,000	1,293,044	10,218,044
2019	9,430,000	880,679	10,310,679
2020	10,015,000	374,656	10,389,656
Total	\$133,590,000	\$50,552,954	\$184,142,954

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

DEBT SERVICE FUND-SPECIAL RECREATION TAX DISTRICT

PROGRAM DESCRIPTION

The Special Tax District Debt Service Fund is a separate fund specifically designated to pay principal and interest on Parks General Obligation Bond issues. Revenue is derived principally from a property tax levy on the unincorporated areas of the County designated to debt retirement. Payments are made from the fund for principal and interest requirements, and paying agent fees. This bonded indebtedness was approved by the voters in the unincorporated areas to provide funds for protecting and conserving greenspace areas of the County. As the cities did not participate in the vote they are exempted from payment for this debt service.

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

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

* For information only. The Certificates of Participation are rated obligations of the County; however, periodic payment of the Certificates will be made through the General Fund in 2005 and not the Debt Service Fund.

MAJOR BUDGETARY IMPACTS

Previous

DeKalb County voters approved the Special Tax District-General Obligation Bonds on March 20, 2001. The bonds, were sold in 2001 at a premium and the first expenditures against this Debt Service Fund were made in 2001.

Present

The budget for 2005 includes a reserve for the first interest payment for FY2006.

ACTIVITY MEASURES				
	1/1/02	1/1/03	1/1/04	1/1/05
Principal Balance (000's)	\$121,700	\$114,995	\$108,080	\$100,910
Millage Rate for Debt Service	0.53	0.56	0.61	0.61

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	2003 Actual	2004 Actual	CEO's Recommended Budget	Approved Budget 2005
Purchased/Contracted Services	\$0	\$0	\$2,000	\$2,000
Other Costs	\$0	\$0	\$2,094,207	\$2,094,207
Debt Service	\$11,898,478	\$11,945,687	\$12,007,963	\$12,007,963
Total	\$11,898,478	\$11,945,687	\$14,104,170	\$14,104,170

FUNDING SOURCES				
	2002	2003	2004	Budget 2005
Special Tax District-Debt Service Fund	\$11,889,193	\$11,898,478	\$11,945,687	\$14,104,170

DEBT SERVICE FUND-SPECIAL RECREATION TAX DISTRICT

**DIRECT AND OVERLAPPING DEBT
December 31, 2004 (000's)**

	Gross Debt less Debt Retirement Funds	% Applicable to DeKalb County	DeKalb County Share of Debt
DeKalb County	\$221,318	100.00%	\$221,318
City of Atlanta (b)	\$290,365	2.60%	\$7,549
Fulton-DeKalb Hospital Authority (c)	\$258,400	29.24%	\$75,556
Total Direct & Overlapping Debt	\$770,083		\$304,423
Total Direct & Overlapping Debt Per Capita			\$438.33

(a) Debt overlaps only that property outside of Atlanta and Decatur.

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

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

**COMPUTATION OF LEGAL DEBT LIMIT
December 31, 2004 (000's)**

Assessed Value	\$21,976,185
Debt limit 10% of Assessed Value	\$2,197,619
Debt Applicable to Debt Limit	\$238,845
Unused Legal Debt Limit	\$1,888,929

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

**2005 BUDGET OBLIGATION
SPECIAL RECREATION DISTRICT- GENERAL OBLIGATION BONDS SERIES 2001
AS OF 1/1/2005**

	Principal	Interest	Total P & I
Series 2001	\$7,445,000	\$4,560,663	\$12,005,663
Total	\$7,445,000	\$4,560,663	\$12,005,663

**TOTAL BUDGET OBLIGATION
SPECIAL RECREATION DISTRICT- GENERAL OBLIGATION BONDS SERIES 2001
AS OF 1/1/2005**

	Principal	Interest	Total P & I
Series 2001	\$100,910,000	\$29,628,788	\$130,538,788
Total	\$100,910,000	\$29,628,788	\$130,538,788

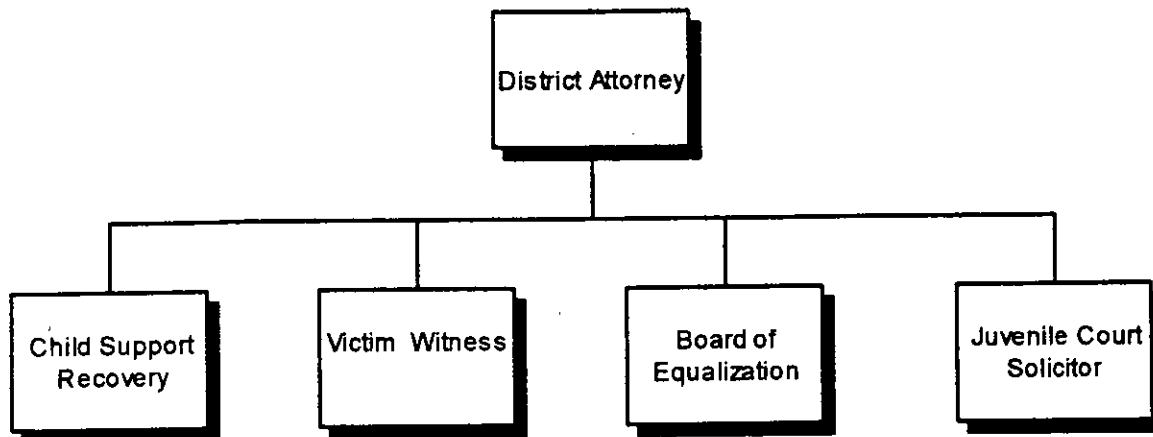
DEBT SERVICE FUND-SPECIAL RECREATION TAX DISTRICT

**SPECIAL RECREATION DISTRICT -DEBT SERVICE FUND
TOTAL BUDGET OBLIGATION
GENERAL OBLIGATION BONDS, SERIES 2001
AS OF 1/1/2005**

	Principal	Interest	Total P & I
2005	7,445,000	4,560,663	12,005,663
2006	7,735,000	4,188,413	11,923,413
2007	8,040,000	3,801,663	11,841,663
2008	8,360,000	3,497,763	11,857,763
2009	8,700,000	3,175,863	11,875,863
2010	9,060,000	2,796,925	11,856,925
2011	9,445,000	2,468,500	11,913,500
2012	9,850,000	1,996,250	11,846,250
2013	10,285,000	1,543,750	11,828,750
2014	10,750,000	1,059,500	11,809,500
2015	11,240,000	539,500	11,779,500
Total	\$100,910,000	\$29,628,788	\$130,538,788

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

DISTRICT ATTORNEY



MISSION STATEMENT

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

PROGRAM DESCRIPTION

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

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

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

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

DISTRICT ATTORNEY

	ACTIVITY MEASURES			
	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Number of Cases Opened	6,361	6,627	7,046	7,600
Number of Defendants Arrested	6,981	7,127	7,600	8,150
True Bills returned by the Grand Jury and accusations filed	4,095	4,096	4,004	4,200
Defendants tried by a jury	117	117	118	135
New cases appealed	53	53	50	58
Number of trials	114	122	108	125

MAJOR ACCOMPLISHMENTS IN 2004

The District Attorney's Office opened 6,627 cases and prosecuted 3,869 accusations and indictments in 2003. As of 9/30/04, the office has opened 4,811 cases. In 2003, 117 defendants were tried by juries in 122 trials. The office continued its program of educating teens and their parents about the consequences of crime through the continued distribution of "Rights & Responsibilities of Teenagers Under Georgia Law," and through public speaking at schools and civic organizations. The office installed its second full-time white collar prosecutor in 2004, as well as an additional attorney, investigator and victim/witness counselor to our CAC/SAAW Unit (the unit which prosecutes more jury trials than any other unit). The number of Juvenile Division trials and pleas increased 6.5% during the first eight months of 2004; this division also successfully established a viable and essential Victim Advocate Office for the victims of crimes committed by juveniles. The UIFSA (Child Support) Division made dramatic improvement in the first half of 2004 in lowering the number of "unlocated" cases and increased the percentage of cases paying as ordered. The Board of Equalization increased the number of cases heard and shortened the wait for these hearings.

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS**Human Services**

To ensure that DeKalb County citizens continue to be served through the best possible legal representation, and educated in order to make enlightened decisions about what needs to be done to reduce crime in the county. To ensure that DeKalb County victims continue to receive swift, efficient, and successful prosecution of criminals. To ensure that DeKalb County citizens continue to be educated in order to make enlightened decisions about what needs to be done to reduce crime in the county.

MAJOR BUDGETARY IMPACTS**Previous**

In January 2001, the former Juvenile Court Solicitor's Office was made a division of the DA's office. In February 2001, an Assistant District Attorney specializing in Superior Court prosecution of violent juveniles was added. The 2003 budget included three new positions; one Legal Secretary, one Attorney and one Victim/Witness Coordinator.

The 2004 budget included the addition of one Hispanic Investigator.

2005

There are no significant changes for 2005.

Future

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

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

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
District Attorney	\$5,144,888	\$5,419,097	\$6,017,924	\$6,017,924
Child Support Recovery	1,063,182	1,059,127	1,257,607	1,257,607
Board of Equalization	188,017	205,102	235,000	235,000
Victim/Witness Assistance	175,878	270,062	442,124	442,124
Juvenile Court Solicitor	1,128,114	1,141,086	1,203,561	1,203,561
TOTAL	\$7,700,079	\$8,094,474	\$9,156,216	\$9,156,216

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Personal Services and Benefits	\$6,790,566	\$6,973,971	\$7,967,847	\$7,967,847
Purchased/Contracted Services	543,436	667,041	750,870	750,870
Supplies	177,561	199,808	217,525	217,525
Capital Outlays	16,775	73,491	22,990	22,990
Interfund/Interdepartmental Charges	115,803	65,150	109,799	109,799
Depreciation and Amortization	0	37,829	0	0
Other Costs	0	0	87,185	87,185
Other Financing Uses	55,938	77,184	0	0
TOTAL	\$7,700,079	\$8,094,474	\$9,156,216	\$9,156,216

FUNDING SOURCES

	2003	2004	2005 Budget
General Fund	\$7,700,079	\$8,094,474	\$9,156,216

DISTRICT ATTORNEY

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
District Attorney				
District Attorney*	\$133,603	1	1	1
Chief Assist. District Attorney	35	1	1	1
Senior District Attorney**	N/A	2	2	2
District Attorney, Attorney**	N/A	12	12	11
Attorney IV	33	1	1	1
Attorney III	31	15	15	12
Dept. Microsystems Specialist	31	1	1	1
Attorney II	30	3	5	7
DA Investigator**	N/A	1	1	1
Chief Investigator	28	1	1	1
Administrative Operations Manager	28	1	1	1
Network Coordinator	26	1	1	1
Principal Investigator	25	15	16	16
Paralegal Supervisor	25	1	1	1
DA Records Supervisor	25	1	1	1
Senior Investigator	23	1	1	1
Paralegal	23	3	3	3
Victim/Witness Asst. Program Coord.	23	1	1	2
Administrative Aide, Senior	23	12	12	12
Legal Secretary, Senior	23	3	3	3
Investigative Intake Technician	21	3	3	3
URESAs Coordinator	21	1	1	1
DA Investigative Aide	19	1	1	1
Office Assistant, Senior	19	3	3	3
Office Assistant	18	1	1	0
Administrative Coordinator***	14	1	1	2T
Subtotal		87	90 (2T)	87 2T
Child Support Recovery				
Attorney IV	33	1	1	1
Attorney II	30	1	1	1
Administrative Supervisor	25	1	1	1
Administrative Aide, Senior	23	2	2	2
Legal Secretary, Senior	23	1	1	1
Paralegal	23	1	1	1
Investigator	21	1	1	1
URESAs Coordinator	21	9	9	9
Accounting Technician, Senior	19	1	1	1
Office Assistant, Senior	19	2	2	2
Receptionist	14	1	1	1
Subtotal		21	21	21

DISTRICT ATTORNEY

AUTHORIZED POSITIONS BY COST CENTER

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

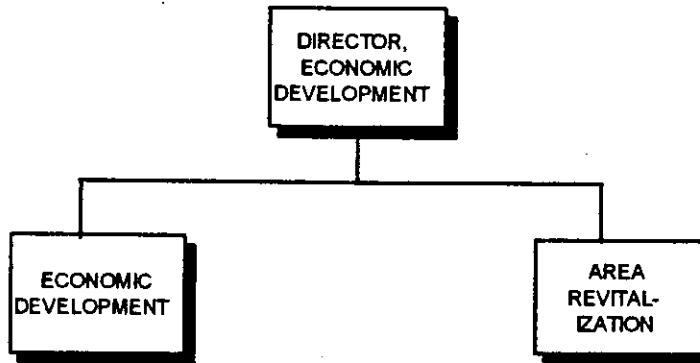
COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Board of Equalization				
BOE Coordinator	23	1	1	1
Office Assistant, Senior	19	1	1	1
Office Assistant ***	18	1T	1T	1T
Subtotal		2	2	2
Subtotal***		1T	1T	1T
Victim/Witness Assistance				
Attorney III	31	0	0	1
Principal Investigator	25	2	2	3
Victim/Witness Program Coordinator	25	2	2	3
Subtotal		4	4	7
Juvenile Court Solicitor				
Solicitor, Juvenile Court	35	1	1	1
Chief Deputy Solicitor, Juvenile Court	31	1	1	1
Juvenile Court Attorney, Senior	30	2	2	2
Juvenile Court Attorney	29	3	3	3
Chief Investigator	28	1	1	1
Principal Investigator	25	2	2	2
Administrative Supervisor	25	1	1	1
Senior Investigator	23	2	2	2
Legal Secretary	21	3	3	3
Subtotal		16	16	16
TOTAL	FULL-TIME	130	133	133
	TEMP/PT	1T	3T	3T

* \$36,279 DeKalb County Supplement; \$98,820 authorized State salary; \$135,099 Total.

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

*** Temporary

ECONOMIC DEVELOPMENT



MISSION STATEMENT

The Office of Economic Development (OED) aggressively markets DeKalb County. OED partners to create quality jobs, investments, and expand the tax base by supporting balanced growth. Its mission: Quality jobs, balanced growth, service to our community, and 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, conducts tours and presentations about the investment opportunities in the County. OED also designs and implements tools and incentives while recommending policies to benefit expansion and success in DeKalb County.

ACTIVITY MEASURES			
	Actual 2003	Actual 2004	Estimated 2005
Number of jobs created	2,745	3,062	1,500
Number of jobs retained of the businesses			
Worked with	4,679	1,281	500
Amount of Investments	\$86.4 million	\$99.8 million	\$300.0 million

MAJOR ACCOMPLISHMENTS IN 2004

Collaborated and partnered with the Development Authority of DeKalb County to expand the business base of Stonecrest Mall, by managing and maintaining several past industrial revenue bonds, accounting for new investments. This triggered the construction of the first "Class A" office building at the mall, adding another 30 new jobs and \$5 million in new investment.

Initiated the Life Sciences Program, which led to the location of Life Therapeutics, creating 50 new jobs and \$2 million in new investment. In addition, the first Bio Medical Forum consisting of top industry leaders provided vital information that highlighted emerging trends and industry innovations.

After recruiting Computer Generated Solutions Technology to the Perimeter Center Office Market area in 2003, the company added, in 2004, more than 100 new jobs to its existing workforce.

ECONOMIC DEVELOPMENT

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Economic Development

Partner to create 2,000 new jobs, to retain 1,000 jobs, and to secure \$400 million dollars in investment.

Partner with existing businesses to develop a strategic marketing plan to encourage new business development and redevelopment through the implementation of the Tax Allocation Districts and Redevelopment Corporation, Opportunity Zones, and other economic development strategies.

Implement an Economic Development Grants Program to fund small business initiatives and improve financial and other funding incentives to the Revitalization Corridors.

MAJOR BUDGETARY IMPACTS

Previous

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

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

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

In 2004, \$809,137 was approved for the operating budget with no new additions to personnel.

2005

\$918,563 is approved for the operating budget with no new additions to personnel.

Future

Efforts continue to revitalize Candler Road (Galleria at South DeKalb) and two Tax Allocation Districts along Memorial Drive (Kensington and Avondale) to further stimulate economic development investment opportunities along these corridors. Efforts continue to increase investment along I-20 points of interest between Gresham and Turner Hill Roads.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	2003 Actual	2004 Actual	CEO'S Recommended Budget	Approved 2005 Budget
Personal Services and Benefits	\$557,457	\$634,566	\$698,998	\$698,998
Purchased / Contracted Services	328,752	137,581	189,324	189,324
Supplies	43,379	24,971	14,500	14,500
Capital Outlays	615	2,083	15,741	15,741
TOTAL	\$930,202	\$799,202	\$918,563	\$918,563

FUNDING SOURCES

	2003	2004	2005 Budget
General	\$930,202	\$799,202	\$918,563

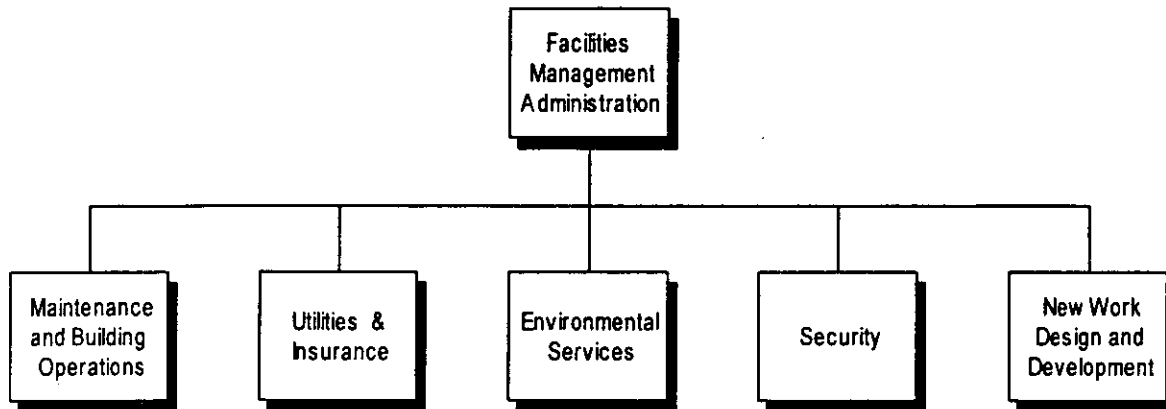
ECONOMIC DEVELOPMENT

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Economic Development				
Director, Economic Development	A1	1	1	1
Assistant Director, Economic Devel.	31	1	1	1
Asst. Dir. Finance & Bus. Services	31	1	0	0
Economic Devel. Coordinator, Sr.	29	2	3	3
Economic Devel. Coordinator	28	1	1	1
Administrative Assistant	23	2	2	2
Total Full-Time		8	8	8

FACILITIES MANAGEMENT



CRITICAL MISSION STATEMENTS AND SUCCESS FACTORS

Develop and maintain a customer-focused organization with attention to the safety, cleanliness, comfort, aesthetics, image, and functionality of county buildings through efficient and effective service delivery by skilled and responsive staff, vendors, contractors, and outstanding leadership.

PROGRAM DESCRIPTION

Facilities Management provides total maintenance on structural, electrical, plumbing and HVAC systems to the:

Hamilton Street Center	Public Safety Complex	DeKalb / Atlanta Street Center
North DeKalb Cultural Center	Victoria Simmons Children's Shelter	Libraries
Main Health Center	East DeKalb Health Center	Bruce Street Center
Decatur Complex	Flat Shoals Property	North DeKalb Health Center
Masonic Temple	Roberds Building	New Courthouse
Parks Facilities including Brook Run)		

Response, as needed, is provided by Facilities Management, via work requests to all other facilities, which includes fire stations, Water and Sewer sites, Recreation Centers, public works facilities and 200 other county facilities.

Facilities Management also provides service to leased locations which call for the tenant to provide maintenance.

ACTIVITY MEASURES				
	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Square Footage Maintained	3,591,039	3,868,039	4,338,239	4,785,839
Maintenance Cost Per Square Foot *	\$0.80	\$0.91	\$0.99	\$1.00
Number of Facilities	229	232	263	263
Construct. Renovation (Square Feet)	30,000	30,000	1,476,374	352,376
Custodial Sq. Footage	896,035	1,173,035	1,072,432	1,262,724
Security Sq. Footage	692,522	692,522	592,522	784,922
Work Order Requests Generated	37,500	39,175	44,990	43,210

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

FACILITIES MANAGEMENT

MAJOR ACCOMPLISHMENTS IN 2004

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

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

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

MAJOR BUDGETARY IMPACTS

Previous

In 2002, the department was reorganized into specific job related functions and eight positions were abolished. They were a Security Guard, a Custodian, a Custodian Supervisor, three Facility Engineers, a Sr. Carpenter and a Sr. Painter. In 2003, thirty-five positions were transferred from Parks and Recreation to the Building Maintenance Operations Division. These positions included, a Graphic Design Technician, a Supply Specialist, a Swimming Pool Maintenance Mechanic four Maintenance Coordinators, a Contractual Services Inspector, three Maintenance Supervisors, four Crew Workers, four Sr. Crew Workers, an Equipment Operator, two Sr. Electricians, a Painter, two Sr. Painters, three Sr. Plumbers a Maintenance Mechanic, a Sr. Mason, a Carpenter, two Sr. Carpenters, a Facility Maintenance Manager, and a Secretary. The 2004 budget further streamlined the organization by eliminating twenty six positions, adding five positions, and increasing funding for materials and supplies. The deletions were four Maintenance Coordinators, three Parks Maint. Supervisors, one Graphic Design Tech, one Crew Worker, one Painter, six Senior Painters, one Parks Manager, one Contract Serv Insp., three Senior Carpenters, one Senior Equip. Operator, one Senior Engineering Tech, one Construction/Renovation Supt. and two Senior Custodians. The additions were two Project Managers, one Paint Supervisor, one Electrical Supervisor, and one Swimming Pool Maintenance Mech.

2005

The 2005 budget further streamlines the organization by eliminating (10) positions, including one Production Control Coordinator, one Principal Secretary, one Contract Service Inspector, two Crew Workers, three Senior Crew Workers, and two Senior Custodians.

Future

No significant impact to the budget is anticipated.

FACILITIES MANAGEMENT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Administration	\$1,066,437	\$1,223,160	\$923,661	\$923,661
General Maintenance & Construction	4,562,183	4,982,378	4,301,870	4,301,870
Environmental Services	1,842,130	1,979,688	2,327,380	2,327,380
Utilities & Insurance	2,312,328	1,990,755	4,260,799	4,260,799
Construction	150	0	0	0
Security	890,576	1,060,274	1,344,767	1,344,767
Arch and Eng	330,738	380,563	394,913	394,913
TOTAL	\$11,004,542	\$11,616,818	\$13,553,390	\$13,553,390

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Personal Services and Benefits	\$4,602,950	\$3,988,967	\$4,600,070	\$4,600,070
Purchased/Contracted Services	3,531,838	4,336,310	4,692,174	4,692,174
Supplies	2,380,653	2,358,633	3,563,167	3,563,167
Capital Outlays	40,024	6,014	5,000	5,000
Interfund/Interdepartmental Charges	449,077	730,547	692,979	692,979
Depreciation and Amortization	0	196,347	0	0
TOTAL	\$11,004,542	\$11,616,818	\$13,553,390	\$13,553,390

FUNDING SOURCES

	2003	2004	2005 Budget
General Fund	\$11,004,542	\$11,616,818	\$13,553,390

FACILITIES MANAGEMENT**AUTHORIZED POSITIONS BY COST CENTER**

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

COST CENTER/ POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Administration				
Director of Facilities Management	AG	1	1	1
Administrative Operations Manager	28	1	1	1
Production Control Coordinator	24	1	1	0
Office Software Specialist	23	1	1	1
Executive Secretary	23	1	0	0
Administrative Assistant	23	1	2	2
Principal Secretary	21	0	0	1
Office Assistant	18	1	1	1
Sub-total		7	7	7
Environmental Services				
Facilities Maintenance Coordinator	26	0	0	1
FM Services and Material Forman	25	1	1	1
Manager, Custodial Services	24	1	1	1
Supply Specialist Sr	24	0	0	1
Custodian, Supervisor	21	1	1	1
Custodian, Senior	18	10	8	2
Crew Worker, Senior	18	4	5	6
Stock worker	18	0	1	1
Crew Worker	14	1	0	4
Service Material Clerk	14	1	0	0
Sub-total		19	17	18
Design and Development				
Deputy Director A&E	31	1	1	1
Cons/Renovation Superintendent	29	1	0	0
Project Manager	26	4	6	5
Sr. Engineering Tech	24	1	0	0
Sub-total		7	7	6

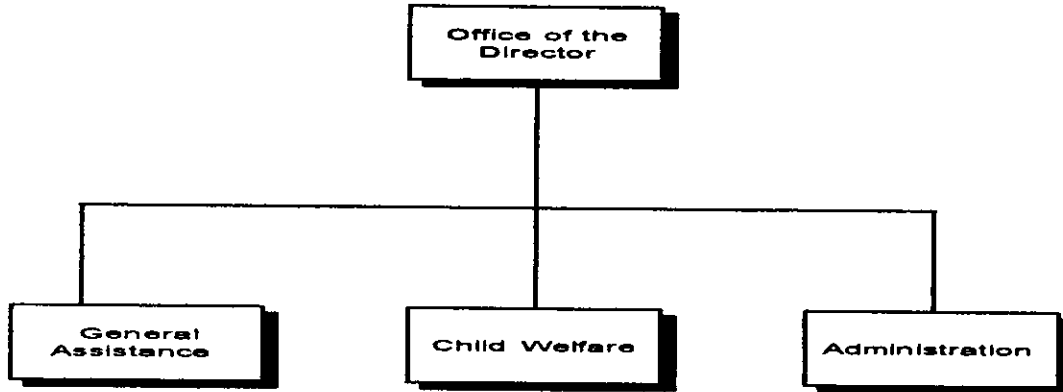
FACILITIES MANAGEMENT

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/ POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
General Maintenance and Construction				
Deputy Director, Building & Maint.	31	1	1	1
Parks Facility Maint Mgr	29	1	0	0
Maintenance Coord Parks	26	5	0	0
Crew Supervisor, Senior	25	2	0	0
Electrical Supervisor	25	0	1	0
HVAC Mechanic, Senior	25	7	7	10
General Foreman	25	0	3	4
Sr. Supply Specialist	24	1	1	0
Parks Maint Supervisor	24	3	0	0
HVAC Mechanic	24	0	2	4
Crew Supervisor	23	1	1	1
Plumber, Senior	23	4	5	6
Graphic Design Tech	23	1	0	0
Electrician, Senior	23	9	9	10
Painting Supervisor	23	0	1	0
Building Automation Spec	23	0	1	0
Contractual Serv Ins	21	1	0	0
Painter, Senior	21	6	0	0
Carpenter, Senior	21	7	9	7
Senior Mason	21	2	2	2
Electrician	21	1	1	0
Welder, Senior	21	1	1	1
Swimming Pool Maint Mech	21	1	2	2
Plumber	21	0	2	2
Facility Engineer	21	14	6	4
Equipment Operator	21	1	0	0
Principal Secretary	21	1	1	0
Maintenance Mechanic	18	1	1	1
Carpenter	18	2	2	1
Painter	19	1	0	0
Crew Worker, Senior	18	4	4	0
Crew Worker	16	4	3	0
Sub-total		82	66	56
Security				
Security Manager	24	1	1	1
Sub-total		1	1	1
TOTAL		119	98	88

FAMILY & CHILDREN SERVICES



MISSION STATEMENT

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

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

PROGRAM DESCRIPTION

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

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

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

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

FAMILY & CHILDREN SERVICES

MAJOR ACCOMPLISHMENTS IN 2004

Office of Child Protection:

Opened Independent Living Homes, for children 16 and older, to assist them in becoming self-sufficient.
Increased the timeliness of permanency decisions for children in state custody and reduced the number of foster care replacements per child.
Reduced vacancy rate in Child Welfare Services, as well as reducing dependency on temporary workers.

Office of Family Independence:

Completed reorganization of the unit to achieve better outcomes.
Increased the Work Participation Rate to 47% and nearly reaching the state's mandate of 50%.
Reorganized the file maintenance system.

MAJOR GOALS FOR 2005 AND LINKS TO COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Human Services

Reduction in Caseloads.
Building Improvements.

Organizational Effectiveness

Staff Training.

MAJOR BUDGETARY IMPACTS

Previous

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

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

In 2002, the Children's Shelter continued to present major challenges and opportunities. With support of DeKalb County, DFCS continued to reinvest increased revenue coming from the state in the Shelter and improve services to children. Plans for replacing the existing facility with an Assessment Center, a central campus and two transitional independent living homes continued to progress. No additions to personnel or program modifications were requested or approved for this department. \$2,942,582 was approved for basic operating expenses.

In 2003, \$2,929,371 was approved for basic operating expenses. No program modifications or additions to personnel were approved. Effective March 1, 2003 the DeKalb Children's Center opened with treatment services provided by the DeKalb Community Service Board. This privatization ended the county's role in supporting the Emergency Shelter. Four positions were eliminated with the closing of the shelter.

In 2004 \$2,073,500 was approved for the basic operating budget. This budget reflected the removal of the Children's Emergency Shelter from the budget.

2005

\$2,032,000 is approved for the basic operating budget.

Future

No major changes are anticipated.

FAMILY & CHILDREN SERVICES

ACTIVITY MEASURES

	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
General Assistance Cases	2,792	2,698	2,404	2,800
Child Welfare Cases	4,368	5,149	6,523	7,000
Medicaid, TANF, Food Stamps	45,240	55,716	65,912	76,108

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2003	Actual 2004	CEO'S Recommended Budget	Approved Budget 2005
General Assistance	\$335,000	\$335,000	\$335,000	\$335,000
Child Welfare Program	569,386	528,000	528,000	528,000
Administration Services	1,200,364	1,148,184	1,169,000	1,169,000
Children's Emergency Shelter	52,116	0	0	0
TOTAL	\$2,156,866	\$2,011,184	\$2,032,000	\$2,032,000

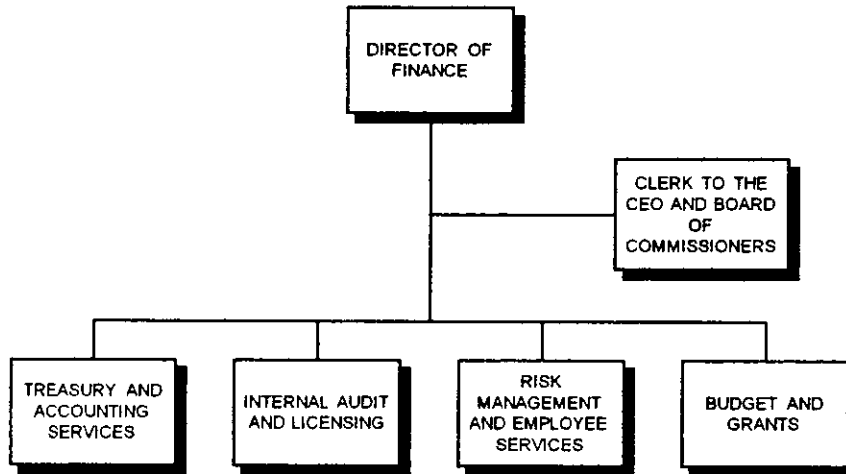
SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	2003 Actual	2004 Actual	CEO'S Recommended 2005	Approved Budget 2005
Personal Services and Benefits	\$23,017	\$0	\$0	\$0
Purchased / Contracted Services	75,672	64,380	127,000	127,000
Supplies	23,180	304	0	0
Interfund / Interdepartmental Charges	1,171,998	1,083,500	1,042,000	1,042,000
Other Costs	863,000	863,000	863,000	863,000
TOTAL	\$2,156,866	\$2,011,184	\$2,032,000	\$2,032,000

FUNDING SOURCES

	2003	2004	2005 Budget
General	\$2,156,866	\$2,011,184	\$2,032,000

FINANCE



CRITICAL MISSION STATEMENTS AND SUCCESS FACTORS

- A. To direct the financial affairs of the County by providing advice to the CEO and Board of Commissioners on fiscal affairs.
- B. To provide financial and legislative information to elected officials, citizens, bondholders, customers, employees and other stakeholders.
- C. To provide timely and accurate invoicing for Water & Sewer, Sanitation, Business License and Alcoholic Beverage License, and other customers, while maximizing the collection of revenues.
- D. To pay all vendors on the due dates while maximizing offered discounts.
- E. To maximize the return on the County's investments while adhering to the County's investment policies.
- F. To prepare, analyze, and administer the various County Budgets within legal restrictions and internal policies and procedures, including submission of proposed budgets to the governing authority and facilitating public review.
- G. To provide an independent appraisal of County operations to ensure compliance with laws, policies, and procedures.
- H. To minimize the adverse affects of risk exposure to the County and its employees.
- I. To administer the County's surety, liability, employee insurance, and benefits programs.
- J. To provide active and retired employees the pay and benefits to which they are entitled, in an efficient manner.
- K. To record, codify, store, and respond to inquiries regarding all official actions of the CEO and Board of Commissioners.
- L. To maintain effective records management, retention, and microfilming programs.

PROGRAM DESCRIPTION

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

The Office of the Director is responsible to the Chief Executive Officer regarding the fiscal status of County controlled funds, and serves in an administrative and advisory capacity on related matters. The Director serves as Clerk to the CEO and the Board of Commissioners, and is responsible for the recording of all official actions by the CEO and Board as well as ensuring legal public access to such records.

The Division of Treasury and Accounting Services handles the central accounting, cash management, investments and disbursements, and accounts payable activity for the County. 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.

FINANCE

PROGRAM DESCRIPTION (continued)

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

The Division of Budget and Grants is responsible for the preparation, analysis, and administration of the County's budgets within legal restrictions and internal policies and procedures. This Division serves as the primary staff unit to the Director of Finance in responding to the needs of the CEO and Board of Commissioners.

The Risk Management Department'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.

PERFORMANCE INDICATORS	TARGET	2002	2003	2004
% OF MINUTES PREPARED WITHIN 2 WEEKS OF THE MEETING	98%	100.0%	100.0%	100.0%
FUND BALANCE, AS A PERCENTAGE OF TAX FUND EXPENDITURES	8.5%	7.6%	4.7%	4.91%
COLLECTION RATE FOR WATER & SEWER BILLINGS	97%	98.77%	95.80%	98.42%
COLLECTION RATE FOR SANITATION BILLINGS	97%	98.1%	98.9%	94.54%
CONTRACTED COLLECTIONS RATE FOR EMS BILLINGS	57%	N/A	N/A	N/A
BOND RATING: GENERAL OBLIGATION DEBT:				
STANDARD & POOR'S	AA+	AA+	AA+	AA+
MOODY'S	Aaa	Aaa	Aaa	Aaa
BOND RATING: WATER & SEWER DE	AA	AA	AA	AA
PAST DUE BUSINESS REGISTRATION FEES COLLECTED	N/A	\$551,058	\$1,028,613	\$2,284,566
EMPLOYEE DAYS LOST PER 100 WORKERS AS A RESULT OF WORK RELATED INJURIES	< 100 DAYS/100 WORKERS	68	88	71

	ACTIVITY MEASURES			
	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Office of the Director:				
(Man-Years Allocated)				
General Administration	2.00	1.75	1.75	1.75
Financial Analysis	2.75	2.65	3.50	3.50
Clerk to Board of Commissioners	3.00	2.60	2.75	2.75

FINANCE

	ACTIVITY MEASURES			
	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Treasury & Accounting Services:				
Journals Processed	2,539	2,749	2,851	4,000
Investment Transactions	310	288	133	255
Voucher Checks	55,544	53,031	48,967	50,000
Amount of Voucher Checks Written	\$349,973,879	\$451,469,336	\$417,118,170	\$410,300,000
Financial System Transactions	361,244	379,997	Unavailable	450,000
Number of Sanitation Accounts *	8,722	11,835	13,023	14,856
Number of Sanitation Billings *	65,676	48,348	156,276	157,276
Number of Water Accounts	284,182	286,556	289,827	292,000
Number of Water Billings	1,155,887	1,126,093	1,158,896	1,277,900
Number of Other Billings	40,136	27,427	21,080	43,000
Budget & Grants:				
Budget Amendments	1,791	1,939	2,120	1,120
Personnel Requisitions	1,230	1,455	1,695	1,700
Budget Changes Reviewed	313	461	496	165
Amount of Budgets Monitored (Millions)	\$1,508	\$1,667	\$1,585	\$1,292
Grant Drawdowns	193	304	217	305
Internal Audit & Licensing:				
Financial & Compliance Audits	1,733	1,693	1,127	1,400
Fiscal Consultation & System Design	39	23	21	25
Data Processing Audits	98	103	10	20
Administrative Research & Study Projects	464	550	743	400
Business Licenses	185	215	58	105
Alcohol Licenses	20,843	20,908	26,585	29,780
	982	1,008	1,016	1,030
Risk Management:				
Management Safety Training Days	32	105	41	100
Employees Trained	540	875	664	749
Worker's Compensation Claims	1,159	1,139	1,110	1,215
Pension Requests	160	215	257	300
Safety Audits	0	4	3	12
Vehicle Claims	744	795	868	846
Pension Refunds	497	498	506	600
Pension Checks	6,581	6,880	6,803	7,500
Payroll Checks	64,863	80,482	93,751	90,000
Direct Deposit - Payroll	65,532	103,780	115,867	115,000
Direct Deposit - Pension	17,189	18,374	20,423	22,300
Records and Microfilming:				
Records Transferred (cubic feet)	5,256	3,234	3,663	3,650
File Requests/Refiles	37,155	46,140	46,661	46,500
Documents Microfilmed	197,623	382,062	311,555	200,000

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

FINANCE

MAJOR ACCOMPLISHMENTS IN 2004

Comprehensive Annual Financial Report was completed and distributed in a timely manner.
Implemented an upgraded Financial Management Information System.
Reduced debt service payments by completing several bond issues.
Made minutes of Board of Commissioners meeting easier to access on the Internet.
Achieved the GFOA Distinguished Budget Presentation Award for the 16th consecutive year.
New billing system was enhanced (C-Pak).
Implemented a new Workers' Compensation Managed Care Organization.

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Financial Strength

Maintain highly satisfactory bond ratings.
Continue to provide timely information and reporting to the CEO, Board of Commissioners, and public.
Initiate actuarial reviews of the cost of post-retirement medical and life insurance benefits.

Infrastructure

Maximize use of the new Oracle Financial Management Information System.
Complete conversion and implementation of the new business license information processing system (Hansen).
Refine the implementation of the Oracle Public Sector Budgeting, Projects & Grants, and the Grants Proposal Modules.

Organizational Effectiveness

Maximize vendor discounts.
Set up a secondary records storage area.
Improve compliance and collections relative to mixed drink excise taxes due from businesses with consumption-on-premise (COP) alcohol licenses.

MAJOR BUDGETARY IMPACTS

Previous

In 2000, funding was provided for a consulting firm to provide an overall evaluation of the County's employee & retiree health benefit plans relative to cost control and satisfaction. As part of the across-the-board budget reduction, this budget was reduced by \$37,488. On 6/13/00, a Time-Limited Senior Accounting Technician position was converted to a permanent full-time position in the Budget/Grants section, and the BOC added three Meter Reader positions to the Water & Sewer function. On 9/12/00 an Accounting Technician position was transferred from Finance/Revenue Collections to the Sanitation Department.

In 2001, \$130,000 was budgeted for the replacement of an Automated Meter Reading System.

In 2002, the Tax Commissioner assumed the responsibility for billing and collecting residential sanitation charges as part of the annual property tax billing process. As part of this change, Revenue Collections transferred one full time Customer Service Representative to the Tax Commissioner. One Payroll Supervisor position was added to the Pension Section of Risk Management. The Pension System will reimburse the cost of the position.

The decision was made to replace the County's Financial Management Information System and to acquire an Automated Purchasing System.

In 2003, a Senior Consultant position was added to the Finance Director's Office to work with the department on implementing the new FMIS system. The position is funded from project implementation funds. A Benefits Specialist position was created in Risk Management to improve services to employees and retirees. Four Field Service Representative positions were added with vehicles in Water & Sewer Revenue Collections to address service cut-off/turn-on workload. In addition, one Functional Systems Administrator was added in the Treasury & Accounting Section and one Grant Analyst position was added in the Budget & Grant Section. These positions were approved on 11/04/03 to address the increased workload associated with the implementation of the Oracle financial package and FMIS system.

In 2004, \$129,887 was included in the basic budget for personal services for the Functional Systems Administrator and the Grant Analyst positions approved on 11/04/03. Funding in the amount of \$29,750 was appropriated for the outsourcing preparation of the 2004 W-2 and 1099R reports. Funding in the amount of \$22,470 was included for the

FINANCE

MAJOR BUDGETARY IMPACTS

Previous (continued)

addition of one Auditor position in the Internal Audit Division. The 2004 budget transferred all 57 positions from cost center 2130 (Revenue Collections) and 2 positions from cost center 2120 (Accounting Services) to Water & Sewer cost center 2132.

2005

in addition to basic funding of \$12,646,403, the 2005 budget includes funding for 7 additional positions: one Accounting Manager and one Accountant in Accounting Services; one Senior Office Assistant in Business Licenses; one Benefits Specialist in Risk Management; and three Customer Service Representatives in Revenue Collections.

Future

The refinement of the new Financial Management Information System will place a heavy workload on department staff over the next 12 months.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Office of Director	\$719,899	\$853,906	\$899,681	\$899,681
Treasury & Accounting	759,541	585,387	833,967	833,967
Revenue Collections	66,175	342,090	320,076	320,076
Internal Audit	577,959	387,761	539,859	539,859
Business License	1,036,598	1,085,819	1,142,732	1,142,732
Budget & Grants	862,450	867,040	1,123,975	1,123,975
Risk Management	1,731,371	1,782,486	1,990,193	1,990,193
Records & Microfilming	382,613	416,528	418,992	418,992
Water & Sewer *	4,780,210	4,976,444	5,364,383	5,364,383
Sanitation *	217,137	229,892	214,605	214,605
TOTAL	\$11,133,953	\$11,527,353	\$12,848,463	\$12,848,463

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

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Personal Services and Benefits	\$9,207,759	\$9,157,843	\$10,538,339	\$10,538,339
Purchased / Contracted Services	882,529	1,098,376	1,165,327	1,165,327
Supplies	186,438	253,387	301,779	301,779
Capital Outlays	68,370	10,481	24,195	24,195
Interfund / Interdepartmental Charges	788,858	825,712	818,823	818,823
Depreciation	0	181,553	0	0
TOTAL	\$11,133,953	\$11,527,353	\$12,848,463	\$12,848,463

FINANCE

FUNDING SOURCES

	2003	2004	2005 Budget
General Fund	\$5,100,008	\$5,202,173	\$6,126,743
Water & Sewer Fund	4,780,210	4,805,176	5,364,383
Special Tax District - Unincorporated	1,036,598	1,085,199	1,142,732
Sanitation Fund	217,137	229,892	214,605
Vehicle Replacement Capital Invest.	0	177,041	0
Workers Compensation	0	23,359	0
General Fixed Assets	0	4,512	0
TOTAL	\$11,133,953	\$11,527,353	\$12,848,463

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Office of the Director				
Director of Finance	AC	1	1	1
Assistant Director of Finance	AF	1	1	1
Senior Consultant	AB	1	1	1
Financial Management Analyst	30	1	1	1
Dept. Information Systems Mgr.	31	0	1	1
Chief Deputy Clerk Bd. of Comm.	28	1	1	1
Secretary, Senior Legal	23	1	1	1
Executive Secretary	23	1	1	1
Administrative Clerk	21	1	1	1
Sub-Total		8	9	9
Treasury & Accounting Services				
Accounting Manager	31	1	1	2
Revenue Collections Manager	31	1	0	0
Oracle System Administrator	28	1	0	0
Senior Accountant	26	0	0	1
Accountant	25	1	0	0
Accounts Payable Supervisor	25	1	1	2
Accounting Technician, Senior	19	6	7	7
Principal Secretary	21	1	1	1
Accounting Technician	18	4	3	3
Sub-Total		16	13	16
Revenue Collections				
Deputy Director Fin.-Treasury and Accounting Services	AI	1	0	0
Revenue Collections Manager	31	2	0	0
Administrative Operations Manager	28	2	0	0
Accountant	25	1	0	0
Revenue Collections Supervisor	25	3	0	0
Accounting Technician, Senior	19	11	0	0
Customer Service Representative, Sr.	19	6	0	0
Office Assistant, Senior	19	3	0	0
Principal Secretary	19	1	0	0
Customer Service Representative	18	23	0	0
Customer Service Representative	18	1 PT	0 PT	0 PT

FINANCE

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Revenue Collections (continued)				
Parking Lot Attendant, Senior		1	0	0
Office Assistant	18	1	0	0
Courier	14	1	0	0
Parking Lot Attendant	14	1	0	0
	Sub-Total	57	0	0
	Sub-Total	1 PT	0 PT	0 PT
Water and Sewer				
Deputy Director Fin.-Treasury and Accounting Services	AI	0	1	1
Revenue Collections Manager	31	0	3	3
Administrative Operations Manager	28	0	2	2
Senior Accountant	26	0	1	0
Accountant	25	0	1	1
Revenue Collections Supervisor, Sr.	25	3	7	7
Revenue Collections Supervisor	25	1	0	0
Accounting Technician, Senior	19	4	16	16
Field Service Representative	19	24	25	25
Customer Service Representative, Sr.	19	0	7	7
Principal Secretary	21	0	1	1
Dispatcher	19	0	1	1
Accounting Technician	18	1	1	1
Customer Service Representative	18	0	26	29
Customer Service Representative	18	0	1 PT	1 PT
Parking Lot Attendant, Senior	18	0	1	1
Meter Reader	18	18	18	18
Courier	14	0	1	1
Parking Lot Attendant	14	0	1	1
	Sub-Total	51	113	115
	Sub-Total	0 PT	1 PT	1 PT
Internal Audit & Licensing				
Deputy Director Fin.-Internal Audit & Licensing	AI	1	1	1
Internal Audit Manager	31	1	1	1
Auditor, Senior	26	5	5	5
IS Auditor	26	1	1	1
Auditor	25	0	1	1
Accounting Technician, Senior	19	1	1	1
	Sub-Total	9	10	10
Business License				
Alcohol & Business License Manager	28	1	1	1
Auditor, Senior	26	1	2	2
Auditor	25	1	0	0
License Inspector Supervisor	25	1	1	1
License Inspector	19	4	4	4
Accounting Technician, Senior	19	1	1	1
Office Assistant, Senior	19	2	2	3
	Sub-Total	11	11	12

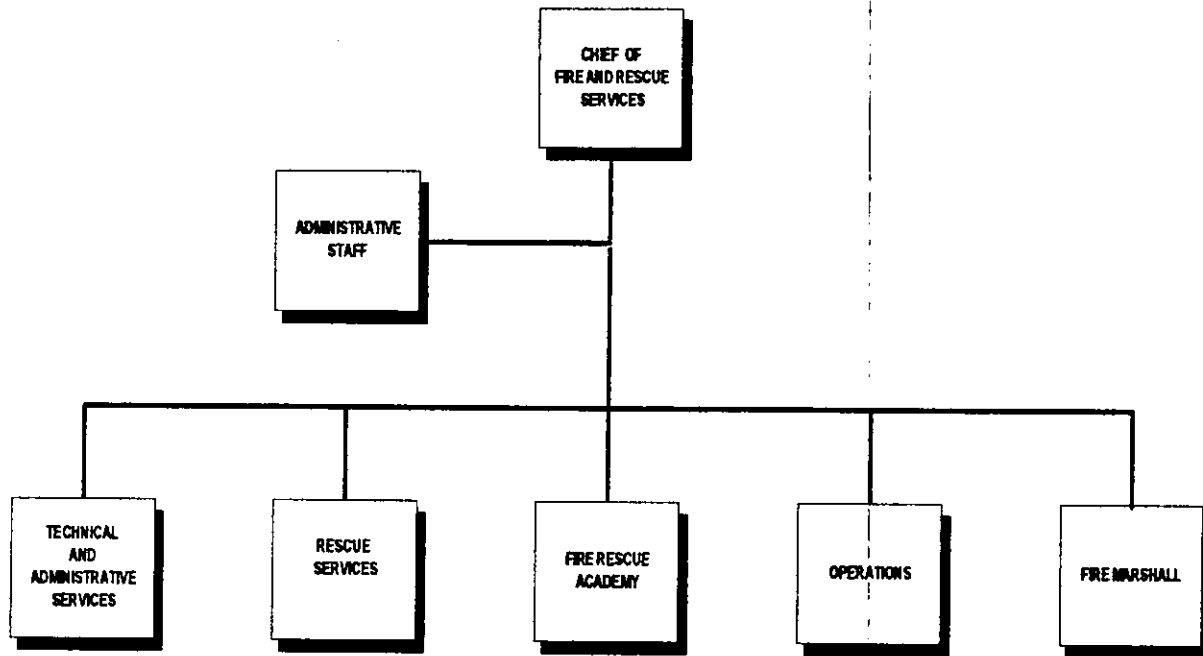
FINANCE

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Budget & Grants				
Deputy Director Fin.-Budgets and Grants	AI	1	1	1
Budget Manager	31	2	2	2
Financial Management Analyst	30	1	1	1
Budget Management Analyst, Principal	28	2	2	3
Accountant, Senior	26	1	1	1
Senior Budget and Management Analyst	26	4	5	5
Grant Analyst	26	1	0	0
Budget and Management Analyst	25	2	2	1
Budget Technician	21	1	1	1
Accounting Technician, Senior	19	2	2	2
Sub-Total		17	17	17
Risk Management and Employee Services				
Deputy Director Fin.-Risk Management and Employee Services	AI	1	1	1
Employee Services Manager	31	1	1	1
Risk Control Manager	31	1	1	1
Workers' Compensation Manager	28	1	1	1
Pension Administrator	29	1	1	1
Insurance Manager	28	1	1	1
Employee Benefits Manager	28	1	1	1
Accountant, Senior	26	1	1	1
Risk Control Officer, Senior	26	4	4	4
Payroll Services Manager	26	1	1	1
Payroll Analyst	25	2	2	2
Workers Compensation Adjuster	24	0	2	2
Administrative Assistant	23	1	1	1
Benefits Specialist, Senior	23	3	0	0
Risk Control Analyst	23	1	1	1
Benefits Specialist	21	3	5	6
Payroll Assistant	19	3	3	3
Principal Secretary	21	1	1	1
Office Assistant, Senior	19	2	1	1
Sub-Total		29	29	30
Records and Microfilming				
Records Manager	30	1	1	1
Records Center Supervisor	23	1	1	1
Microfilm Supervisor	21	1	1	1
Records Technician	19	2	2	2
Microfilm Technician	18	1	1	1
Sub-Total		6	6	6
TOTAL	FULL-TIME PART-TIME	204 1 PT	208 1 PT	215 1 PT

FIRE AND RESCUE SERVICES



CRITICAL MISSION STATEMENTS AND SUCCESS FACTORS

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

PROGRAM DESCRIPTION

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

Currently the Fire and Rescue Services budget is divided among two funds as follows:

General Fund

Rescue Services Division - The Rescue Services provides emergency medical treatment and, if required, transportation to hospital facilities. Personnel are certified Advanced Emergency Medical Technicians and are qualified to operate advanced life support systems and provide immediate life saving techniques. All rescue personnel must meet qualification standards as established by the State Department of Human Resources and the State Board of Medical Examiners.

FIRE AND RESCUE SERVICES

PROGRAM DESCRIPTION (continued)

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 within the Academy conducts demonstrations in fire safety and provides training in fire safety, upon request.

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

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

PERFORMANCE INDICATORS	TARGET	2002	2003	2004
RESCUE MEDICAL SERVICES				
% OF ADVANCED LIFE SUPPORT CALLS ANSWERED IN FIVE MINUTES OR LESS	90%	N/A	18%	16%
CARDIAC CONVERSION RATE VERSUS NATIONAL STANDARD	12	15%vs12%	11%vs12%	N/A
FIRE SERVICES				
% OF SMALL PLANS REVIEWED WITHIN 10 DAYS	100%	63%	93%	95%
% OF MEDIUM PLANS REVIEWED WITHIN 10 DAYS	70%	79%	95%	88%
% OF LARGE PLANS REVIEWED WITHIN 10 DAYS	70%	74%	98%	81%
% OF EMERGENCY RESPONSES WITHIN 5 MINUTES	90%	N/A	41.8%	41%
% OF EMERGENCY RESPONSES WITHIN 9 MINUTES	N/A	N/A	83.5%	83%
% OF EMERGENCY RESPONSES LESS THAN 12 MINUTES	N/A	N/A	94.4%	94%

FIRE AND RESCUE SERVICES

ACTIVITY MEASURES				
	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Fire & Rescue Services:				
Responses	N/A	71,750	78,846	82,750
Average response time per call	N/A	5.31 min	5.26 min	5.25 min
Fire Prevention:				
Building Inspections	7,765	7,718	8,581	9,000
Educational Presentations	199	429	655	685
Arson Investigations	393	318	317	330
Fire Suppression:				
Fire Dispatch Calls	33,129	23,671	20,649	21,700
Rescue Medical Calls	20,279	48,079	58,197	61,050

MAJOR ACCOMPLISHMENTS IN 2004

Reduction in response times from 9 minutes to 5.4 minutes.
 Reduction in department overtime from \$220,000/month to \$8,000/month.
 Eliminated No Ambulance to Send (NATS) occurrences.
 Reduction in juvenile fire deaths from 4 (2003) to 0 (2004).
 Open Fire Rescue Stations 26 utilizing existing facilities and staff.

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

Provide effective and efficient fire and rescue services to the citizens of DeKalb County.
 Maximize customer service.
 Emphasize employee growth and well being.
 Strengthen community partnerships.
 Optimize efficiency.

Infrastructure

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

MAJOR BUDGETARY IMPACTS

Previous

General Fund

The 2001 budget included funding in the amount of \$335,181 for the addition of fifteen Firefighter positions per the Five Year Plan. \$382,000 was appropriated for the replacement of SCBA (Self Contained Breathing Apparatus) equipment. This funding was for year two of a two-year replacement program for backpacks, pass devices, face plates, and air cylinders.
 Funding in the amount of \$100,000 was approved for the replacement of fire hose equipment.
 \$250,000 was funded in the Fire Apparatus Supplemental account for the replacement of one Quint Pumper and the remanufacture of one Tillered Aerial Truck.
 In addition, \$300,000 was appropriated for Promotional Testing and \$225,000 was funded for the replacement of twenty-five (25) KDT Mobile Terminals for Fire Services.
 In 2001, the Administration recommended the addition of one Director of Fire and Rescue Services position. Pursuant to Executive Order 1-3 and General Order DPS 01-10, the DeKalb County Fire and Rescue Services was formally established on November 20, 2001. The department is comprised of personnel and other resources previously allocated to the DeKalb County Department of Public Safety, Bureau of Fire Services

FIRE AND RESCUE SERVICES

MAJOR BUDGETARY IMPACTS (continued)

Previous

and the Emergency Medical Services Bureau, Support and professional services, (i.e., Communications, Personnel, Financial Services, Records, and Internal Affairs) will continue to be provided to the new department by Police Services. Expanded career paths and compensation will now exist for employees cross-trained and assigned to Fire and Rescue responsibilities.

General Fund

In FY02 funding in the amount of \$185,000 was appropriated for year two of the Defibrillator Replacement Program. The 2002 budget included funding in the amount of \$160,000 for the replacement of 75 Command and Line portable radios for rescue services. In addition, \$375,000 was funded for the replacement of fifty (5) KDT Mobile Terminals for Fire and Rescue Services. Funding in the amount of \$400,000 was appropriated for the consolidation of the Fire and EMS Bureau's into the Fire and Rescue Services Department.

Fire Fund

In 2002, \$200,000 was funded in the basic budget for the station Maintenance and Repairs of Priority One Items. The 2002 budget included funding in the amount of \$51,536 for the addition of fourteen (14) AED's Defibrillators) and Pulse Oxemetry Units. This was year one of a three-year phase in of all units. The total project cost was \$186,060.

Funding in the amount of \$85,582 was approved for the 10-Year Station Equipment Cost Schedule. Cost estimates for the remaining 9-Years will average \$98,000 per year. The total project cost is \$965,518.

General Fund

In 2003, the basic personal services budget included \$100,000 for cross training incentives and \$175,000 for new hire promotion increases after the probation period. Funding was included for the addition of three Rescue Transport and two Non-Transport Vehicles. These vehicles were funded through the GE Master Lease Agreement for six months. Total FY2003 funding for these vehicles and related equipment was \$122,370. Funding was included for the addition of ten Rescue Transport Ambulance vehicles. These vehicles were funded through the GE Master Lease Agreement for six months.

Fire Fund

The 2003 Fire Fund basic personal services budget included \$275,000 for Firefighter II & III promotions, \$350,000 for cross training incentive pay, and \$250,000 for retirement payouts during 2003. Funding in the amount of \$33,805 was included for the addition of one Supply Supervisor position at nine months funding. Funding in the amount of \$60,000 was included for four temporary positions to help with the backlog in inspections and arson cases. The approved budget included funding in the amount of \$340,357 for 15 additional Firefighter positions and related equipment at six months funding.

The FY2003 budget included an appropriation of \$210,000 for Grant-In-Aid Fund Match. These funds represent the 30% County Match portion of the 2002 Fire Act Grant Application which was pending approval and acceptance. In addition, the FY03 budget contained funding in the amount of \$555,272 for various replacement equipment projects.

2004

General Fund

In 2004, funding was included for the addition of ten Rescue Transport Ambulance vehicles. The vehicles were funded through the GE Master Lease Agreement for six months. Total FY04 funding for these vehicles and related equipment was \$258,700.

Fire Fund

The 2004 Fire Fund basic personal services budget included \$82,000 for vacant position adjustments, \$500,000 for retirement payouts during 2004. The \$60,000 funded in FY03 for four temporary positions in the arson unit was not approved in FY04 because it was not utilized in 2003. However, the four positions were not deleted. The FY04 budget contained funding in the amount of \$701,200 for one remanufactured aerial truck. Funding in the amount of \$56,250 was included for five Thermal Imaging Units as year two of the five year phase in the plan.

FIRE AND RESCUE SERVICES

MAJOR BUDGETARY IMPACTS (continued)

Previous

Fire Fund

Funding in the amount of \$331,890 was included to replace outdated equipment with 15 new Zoll Defibrillators. In addition, the FY04 budget included funding in the amount of \$184,569 for various replacement equipment projects.

2005

General Fund

There are no significant changes to the 2005 budget.

Fire Fund

Effective January 1, 2005, the appropriations and expenditures associated with Fire Training, Fire Technical and Administrative Services, and Fire Marshall cost centers are reflected in the Fire Operations cost center.

Year 2 of a 10-Year Station Equipment Replacement Schedule.

Cost Estimates for the remaining 9 years will average \$98,000 per year.

Total 10-Year Project Cost \$965,518.

Year 2 of a 3-Year Phase-In Program placing AED Defibrillator and Pulse Oximetry Units on all Fire Apparatus.

Adding 14 additional units this year at a cost of \$3,444 Per Unit for both items.

Total 3-Year Project Cost \$186,060.

The Fire Fund basic personal services budget includes \$100,000 for vacant position adjustments, and \$500,640 has been included for retirement payouts.

The Fire Fund basic personal services budget contains \$523,916 for vacant position adjustments, and \$49,024 has been included for retirement payouts.

Funding in the amount of \$56,250 is included for 5 Thermal Imaging Units as year 3 of the 5-year phase in plan.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Fire Training	\$124,387	\$292,639	\$0	\$0
Fire Technical & Administrative Services	2,396,748	3,424,997	0	0
Fire Marshall	1,320,797	1,435,308	0	0
Fire Operations	37,303,329	39,922,733	45,980,912	45,980,912
Interfund Support - Fire Fund	1,468,363	1,757,506	3,251,299	3,251,299
Rescue Services Division	13,668,774	15,306,856	16,450,256	16,450,256
TOTAL	\$56,282,398	\$62,140,039	\$65,682,467	\$65,682,467

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Personal Services and Benefits	\$45,966,850	\$46,017,499	\$51,912,569	\$51,912,569
Purchased/Contracted Services	773,638	1,050,833	1,035,659	1,035,659
Supplies	2,258,970	2,441,618	2,392,700	2,392,700
Capital Outlays	780,815	595,669	237,250	237,250
Interdepartmental/Interfund Services	6,376,441	9,131,182	10,104,289	10,104,289
Depreciation and Amortization	0	2,890,416	0	0
Other Financing	125,684	12,822	0	0
TOTAL	\$56,282,398	\$62,140,039	\$65,682,467	\$65,682,467

FIRE AND RESCUE SERVICES

FUNDING SOURCES

	2003	2004	2005 Budget
General	\$13,668,774	\$15,625,042	\$16,450,256
Fire Fund	42,613,624	46,514,997	49,232,211
TOTAL	\$56,282,398	\$62,140,039	\$65,682,467

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Rescue Services Division				
Fire & Rescue Battalion Chief	31	3	3	3
Fire Medic Captain	30	33	33	33
Fire Medic I, II, III	24-26	163	163	163
Emergency Medical Technician	23	6	6	6
Executive Secretary	23	1	1	1
Principal Secretary	21	2	2	2
	Sub-total	208	208	208
Fire Training				
Fire & Rescue Deputy Chief	35	1	1	0
Fire Captain	29	3	3	0
Fire Instructor III	28	2	2	0
Fire Instructor II	25	2	2	0
Fire Fighter III	25	5	5	0
Fire Fighter II	24	1	1	0
Fire Public Education Specialist	23	4	4	0
Principal Secretary	21	2	2	0
	Sub-total	20	20	0
Administrative/Technical Services				
Assistant Fire Chief	35	1	1	0
Administrative Service Manager	31	1	1	0
Fire Services Specialist	31	1	1	0
Fiscal Officer	29	1	1	0
Fire Captain	29	1	1	0
Department Microsystems Specialist	28	1	1	0
Firefighter III	25	1	1	0
Firefighter II	24	1	1	0
Supply Supervisor	24	1	1	0
Payroll/Personnel Coordinator	23	1	1	0
Payroll Personnel Technician Lead	23	1	1	0

FIRE AND RESCUE SERVICES

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Administrative/Technical Services (continued)				
Fire Equipment Repair Technician	23	2	2	0
Administrative Assistant	23	1	1	0
Payroll Personnel Technician, Senior	21	1	1	0
Fire Services Facilities Engineer	21	1	1	0
Payroll Personnel Technician	19	1	1	0
Fleet Maintenance Coordinator	19	1	1	0
Central Supply Technician	18	1	1	0
Senior Data Entry Operator	18	1	1	0
Sub-total		20	20	0
Fire Marshal				
Fire Rescue Assistant Chief	35	1	1	0
Fire Captain	29	9	9	0
Fire Protection Engineer Lead	29	1	1	0
Fire Protection Engineer	28	4	4	0
Fire Protection Engineer	28	4T*	4T*	0
Fire Inspector III	28	5	5	0
Fire Investigator III	25	1	1	0
Administrative Assistant	23	1	1	0
Sub-total		22	22	0
Sub-total		4T*	4T*	0
Fire Operations				
Director of Fire & Rescue Services	AJ	1	1	1
Assistant Director Fire & Rescue	37	1	1	1
Fire & Rescue Assistant Chief	35	1	1	2
Fire & Rescue Deputy Chief	35	0	0	1
Assistant Fire Chief	35	0	0	1
Fire & Rescue Deputy Chief	33	4	4	4
Fire & Rescue Battalion Chief	31	13	13	13
Rescue Division Chief	31	1	1	1
Fire & Rescue Captain	30	108	108	108
Administrative Service Manager	31	0	0	1
Fire Services Specialist	31	0	0	1
Fiscal Officer	29	0	0	1
Fire Captain	29	0	0	13
Fire Protection Engineer Lead	29	0	0	1
Fire Protection Engineer	28	0	0	4
Fire Protection Engineer	28	0	0	4T*
Fire Instructor III	28	0	0	2
Departmental Microsystems Specialist	28	1	1	2
Fire Inspector III	28	0	0	5
Fire Investigator III	25	0	0	1
Fire Medic II - III	26 - 27	9	9	9
Project Manager	26	0	1	1
Fire Instructor II	25	0	0	2
Firefighter III	25	212	212	219

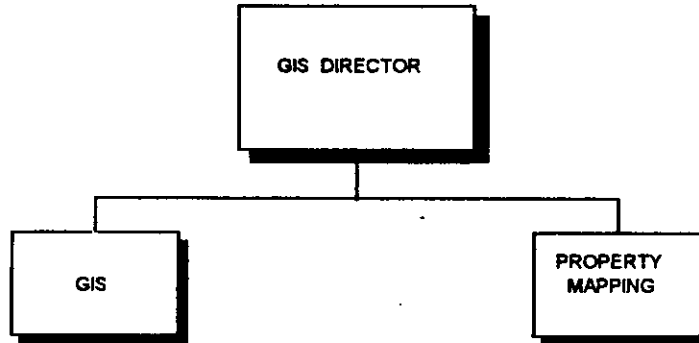
FIRE AND RESCUE SERVICES

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Fire Operations (continued)				
Supply Supervisor	24	0	0	1
Payroll/Personnel Coordinator	23	0	0	1
Payroll Personnel Technician Lead	23	0	0	1
Fire Equipment Repair Technician	23	0	0	2
Fire Public Education Specialist	23	0	0	4
Firefighter I - II	23 - 24	221	219	222
EMT - Intermediate/Firefighter	23	1	1	1
Administrative Assistant	23	2	2	2
Executive Secretary	23	1	1	1
Principal Secretary	21	0	0	2
Payroll Personnel Technician, Senior	21	0	0	1
Fire Services Facilities Engineer	21	0	0	1
Payroll Personnel Technician	19	0	0	1
Fleet Maintenance Coordinator	19	0	0	1
Central Supply Technician	18	0	0	1
Senior Data Entry Operator	18	0	0	1
	Sub-total	576	575	637
TOTAL FULL-TIME		846	845	845
T = Temporary		4T	4T*	4T*

GEOGRAPHIC INFORMATION SYSTEMS



MISSION STATEMENT

The mission of the GIS Department is to support all county departments in the development of a fully integrated geographic data environment. The goal of the project is that all mapping functions and their associated databases support full geographic analysis in support of DeKalb County and departmental business functions.

PROGRAM DESCRIPTION

The Geographic Information Systems Department is responsible for the development of an integrated GIS which will link computer maps to information about the sites and facilities that the maps depict. The Department is responsible for managing multi departmental GIS projects such as the base mapping project. The Department is responsible for definition of mapping and database standards and ensuring compliance with standards and schedules. The Department provides technical guidance to departments developing spatial data in the definition of GIS project scopes, preparation of Requests for Proposals (RFP's), the review of proposals, the selection of contractors, and quality assurance on data. Assistance is provided to departments with writing job descriptions, hiring staff, purchasing hardware and software, training staff, customizing software, and production of special projects. The GIS Department maintains complete records of property transfers, County controlled/owned real property, and the official county tax maps through a computerized drafting system.

PERFORMANCE INDICATORS	TARGET	2002	2003	2004
SYSTEM TIME AVAILABILITY EXCLUDING PLANNED DOWNTIME	100%	100%	100%	100%
% OF USERS RECEIVING PRODUCTION ON TIME	100%	100%	100%	100%
% OF COUNTY OWNED SURPLUS PROPERTY (NOT REQUIRED FOR COUNTY USE PROCESSED FOR DISPOSAL WITHIN 60 DAYS)	100%	96%	96%	96%

	ACTIVITY MEASURES			
	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Workstations with GIS/CAD software	150	240	157	160
Plotters connected to GIS	17	17	18	18
Mapping /Data Requests	115	120	156	160

GEOGRAPHIC INFORMATION SYSTEMS

MAJOR ACCOMPLISHMENTS IN 2004

In 2004, Phase II of the Base Map Update project was initiated and delivered by the contractor. Photography was acquired for Phase III and IV. Phase IV will complete the update. The Street address (SAMS) went live August 2004 with the standardized street name and address file. The Intergraph/Hansen Integrated Map Viewer was delivered and staff from five departments were trained. A batch application was deployed for creation of the address points facilitating integration with the Hansen Map Viewer. New foundation datasets include address points, gis formatted precincts and updated political districts. The department began maintaining the street address range data layer where previously the Public Safety Dispatch personnel did maintenance. The property mapping process was updated to include input of database information into the Street address (SAMS) application. Integration with the Computer Aided Mass Appraisal system was achieved.

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

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

MAJOR BUDGETARY IMPACTS

Previous

Two Capital Improvements were moved from the General Fund to the CIP (Parcel, Zoning, Landuse, and the Base map update project, in 2004.

2005

Basemap update contract will continue as well as support for the Development Permit and Inspections system installation.
 initiate the Parcel, Zoning and Landuse contract.

Future

Award Contract for Zoning, Land use and Property Layer GIS development.
 Increase the number of county GIS users with on line aerial photo and GIS mapping database access.
 Increase the number of projects supported by GIS products.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2004	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
GIS	\$1,024,549	\$708,684	\$917,164	\$917,164
Property Mapping	755,216	780,357	1,030,993	1,030,993
	\$1,779,765	\$1,489,041	\$1,948,157	\$1,948,157

GEOGRAPHIC INFORMATION SYSTEMS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO'S Recommended Budget	Approved Budget 2005
Personal Services and Employee Benefits	\$1,143,037	\$1,162,260	\$1,507,907	\$1,507,907
Purchased/Contracted Services	576,229	(2,641,421)	291,750	291,750
Supplies	25,309	45,721	41,500	41,500
Capital Outlays	34,990	122,716	107,000	107,000
Interfund/Interdepartmental Changes	200	276	0	0
Depreciation and Amorization	0	1,447	0	0
Other Financing Uses	0	2,798,042	0	0
TOTAL	\$1,779,765	\$1,489,041	\$1,948,157	\$1,948,157

FUNDING SOURCES

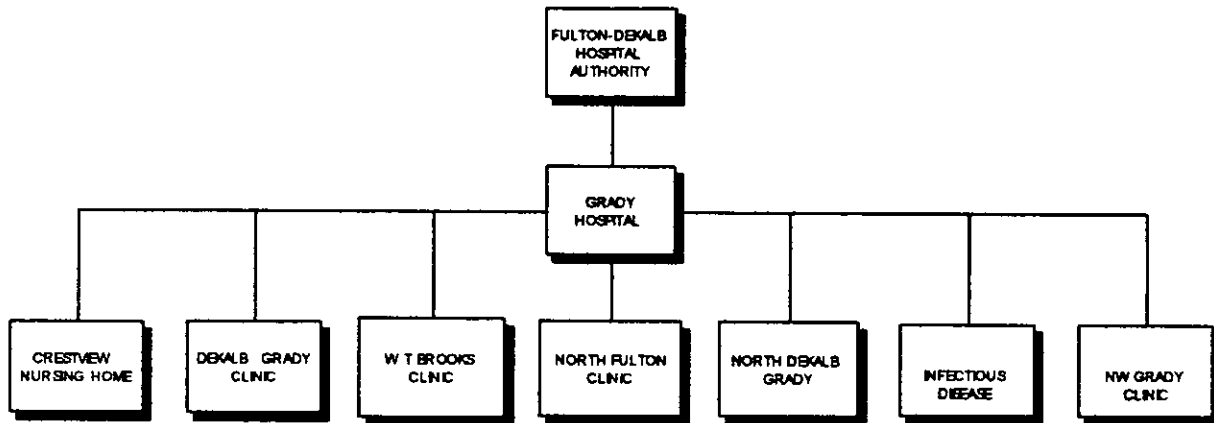
	2003	2004	2005 Budget
General Fund	\$1,779,765	\$1,489,041	\$1,948,157

AUTHORIZED POSITIONS

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

COST CENTER/POSITION	Salary Range	NUMBER OF POSITIONS		
		2003	2004	2005
GIS				
GIS Director	34	1	1	1
Dept. Information Systems Mgr.	31	1	1	1
GIS Project Coordinator	29	1	1	1
GIS Technical Coordinator	29	1	1	1
GIS Specialist	24	1	2	2
Executive Secretary	23	1	1	1
Sub total		6	7	7
Property Mapping				
Planning Manager	31	1	1	1
Address Specialist	26	0	1	1
Planner, Sr.	26	1	1	1
GIS Supervisor	24	1	1	1
CAD Operator, GIS	23	4	4	4
Title Research Tech.	21	2	2	2
Principal Secretary	21	1	1	1
Planning Tech., Sr.	21	4	4	4
Planning Tech.	19	3	3	3
Deed Tech.	19	1	1	1
Sub total		18	19	19
TOTAL FULL-TIME		24	26	26

HOSPITAL



PROGRAM DESCRIPTION

The Hospital Fund accounts for the County's obligation to the Fulton-DeKalb Hospital Authority to provide care to its indigent citizens. Through the Authority, the County pays, in a contractual arrangement, its proportionate share of the operating deficit of Grady Memorial Hospital, based on the percentage of patient days of DeKalb County citizens. Under a separate agreement the County helps to underwrite the costs of operating the DeKalb Grady Clinic, a primary care facility with direct referral capability to Grady Hospital itself.

In addition, the Hospital Fund provides funding for emergency medical treatment of pregnant women who are residents of the County, as required by Georgia law. Also, the Hospital Fund pays a pro-rata share of debt service on any outstanding bonds.

MAJOR BUDGETARY IMPACTS

Previous

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

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

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

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

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

2005

There are no significant changes for 2005.

Future

The Fulton-DeKalb Hospital Authority will continue to implement strategies to reverse its budget shortfall.

HOSPITAL**ACTIVITY MEASURES**

	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Millage Rate	1.05	0.92	0.88	0.99
DeKalb % Deficit Share	21.90%	21.89%	25.27%	25.28%

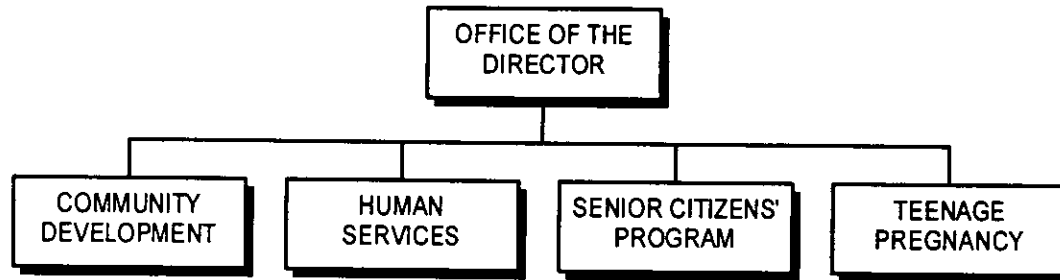
SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Purchased / Contracted Services	\$0	\$0	\$5,000	\$5,000
Interfund /Interdepartmental Charges	106,764	106,764	106,764	106,764
Other Costs	21,480,351	21,512,494	21,493,535	21,493,535
TOTAL	\$21,587,115	\$21,619,258	\$21,605,299	\$21,605,299

FUNDING SOURCES

	2003	2004	2005 Budget
Hospital Fund	\$21,587,115	\$21,619,258	\$21,605,299

HUMAN AND COMMUNITY DEVELOPMENT



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

CRITICAL MISSION STATEMENTS AND CRITICAL SUCCESS FACTORS

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

PROGRAM DESCRIPTION

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

The Teen Pregnancy Task Force, through a coordinated collaborative approach, 1) Advocates issues concerning youth; 2) Provides direction to relevant initiatives; 3) Identifies needs and gaps in services; 4) Initiates projects and programs; and 5) Promotes collaborative efforts.

The Office of Senior Affairs, established in January 1999, exists to enhance the quality of life for older adults and their families/caregivers by promoting a coordinated and comprehensive approach to the delivery of senior services. Effective July 1, 2003, the Office became the designated County-Based Agency for DeKalb County, responsible for planning and coordinating senior services. In this role, the Office will 1) Serve as the "Gateway" and primary agency responsible for dissemination of information and referrals to increase access to available services; 2) Coordinate Implementation of The Community Action Plan for Senior Services, 2003 - 2007; 3) Plan and coordinate with existing service providers; 4) Facilitate development of public-private partnerships to maximize resources and address unmet needs; 5) Monitor the contract performance goals and outcomes of subcontractors providing senior services in DeKalb County; and 6) Promote Community Education and Advocacy.

MAJOR ACCOMPLISHMENTS IN 2004

Successfully managed the County Based Aging Provider Program through the institution of both fiscal coordination processes and program monitoring procedures.

Planned and coordinated all aspects of the new Multi-purpose Facility from finalization of construction drawings to operating plan and expense projections.

Coordinated information forums for seniors that included Homestead Exemption options, personal security which included "peep" holes to be installed in homes and the distribution of cell phones for the purpose of being able to dial "911".

Coordinated the County's Human/Community Service Grant Process including: information briefings for interested applicants, placement of the grant application on the County's website, refining the review guidelines, screening applications for minimum threshold requirements, reviewing 52 applicants, preparing and monitoring the progress of 33 contracts.

HUMAN AND COMMUNITY DEVELOPMENT

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Human Services

To promote and support County and nonprofit agencies in the planning and delivery of services which foster cooperation among providers, ensure coordination, maximize resources, and eliminate unproductive duplication.

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

To enhance the quality of life for older adults by providing Information / Referral Services, and community education, recognition, and volunteer programs that empower seniors and caregivers to access and render services in the community.

To provide support for the Teen Pregnancy Task Force.

To plan Third Youth Development Conference and establish Teen Advisory Board.

Organizational Effectiveness

To restructure the management of the County's network of eight human services centers to ensure efficiency of operation and maximum feasible use by tenants and the community.

To promote and support County and nonprofit agencies in the planning and delivery of services which foster cooperation among providers, ensure coordination, maximize resources, and eliminate unproductive duplication.

To coordinate the effective use of existing resources (federal, state, and local) through implementation of the Community Action Plan for Senior Services, 2003 - 2007.

To promote a collaborative approach for service to pregnant and parenting teens.

MAJOR BUDGETARY IMPACTS

Previous

In 2003, the Office of Senior Affairs became the designated County-based agency for DeKalb County.

2004

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

2005

The new Multi-Purpose Facility for Seniors will be opened. This will be the largest human services facility managed by the Human Services Division. \$519,040 was approved to operate the facility. One position, a Human Services Facility Coordinator, was added to the Human Services Division to provide staff for the addition of the new Multi-Purpose Facility.

Future

There will be ongoing operating costs for the new Multi-Purpose Facility for Seniors.

ACTIVITY MEASURES			
	Actual 2003	Actual 2004	Estimated 2005
Number of citizen visits to Human Service Centers	517,434	520,882	526,114
Percentage of space occupied in Human Service Ctrs	97%	96%	95%
Number of grant applications reviewed	55	52	52
Number of incoming calls for senior Info & Referral	5,508	8,306	9,300
Number of senior volunteer hours	713	0	0
Number of pregnant and parenting teens served	425	344	375
Percentage of births over 5.5 pounds	92%	87%	90%
Percentage of teens who completed/continued education	87%	81%	85%

HUMAN AND COMMUNITY DEVELOPMENT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Human Services	\$568,469	\$633,554	\$1,243,499	\$1,243,499
Teenage Pregnancy	38,507	42,659	44,342	44,342
Senior Citizens Program	161,850	128,029	133,874	133,874
TOTAL	\$768,826	\$804,242	\$1,421,715	\$1,421,715

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Personal Services & Benefits	\$628,209	\$728,798	\$871,274	\$871,274
Purchased / Contracted Services	80,214	60,773	198,358	198,358
Supplies	9,302	9,708	22,600	22,600
Capital Outlays	51,101	4,272	1,350	1,350
Interfund / Interdepartmental Charges	0	692	0	0
Other Costs	0	0	328,133	328,133
TOTAL	\$768,826	\$804,243	\$1,421,715	\$1,421,715

FUNDING SOURCE

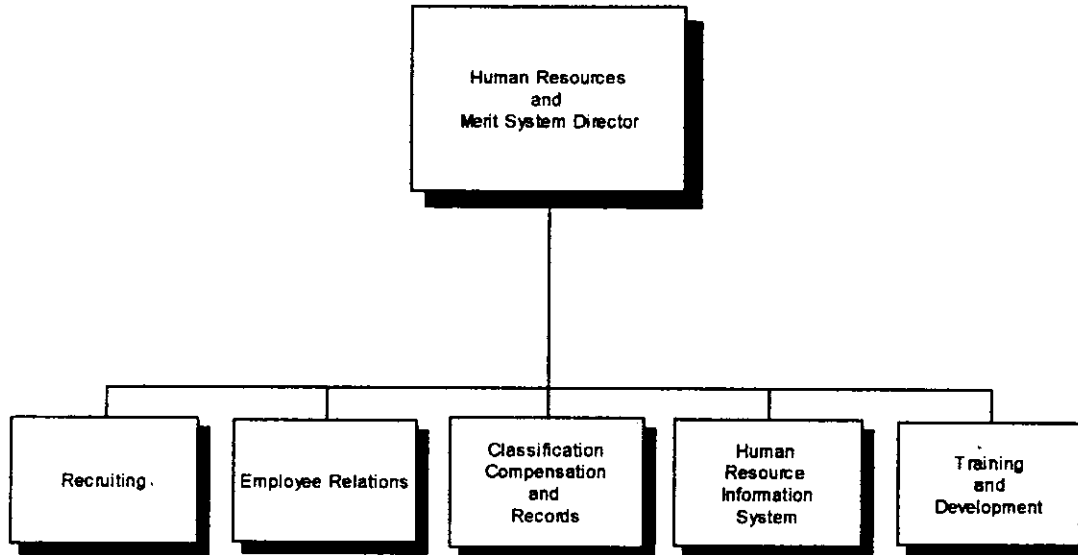
	2003	2004	2005
General	\$768,826	\$804,243	\$1,421,715

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Human Services				
Asst Director, Human Services	33	1	1	1
Senior Services Administrator	32	0	1	1
Planning Manager	31	2	1	2
Human Svcs Facilities Coordinator	28	2	2	3
Project Monitor	26	0	1	2
Senior Planner	26	1	1	0
Asst. Human Services Facilities Crd.	25	2	0	0
Human Services Administrative Assist	23	0	1	1
Sub-total		8	8	10
Teenage Pregnancy				
Community Services Coordinator	25	1	1	1
Sub-total		1	1	1
Senior Citizens Services				
Planning Manager	31	0	1	1
Senior Citizen Program Director	31	1	1	0
Information & Referral Specialist	24	1	1	1
Sub-total		2	3	2
TOTAL FULL-TIME		11	12	13

HUMAN RESOURCES & MERIT SYSTEM



CRITICAL MISSION STATEMENTS AND SUCCESS FACTORS

- A. To provide support services to all departments in recruiting qualified applicants and retaining qualified employees for county positions.
- B. To promote and provide the necessary assistance to achieve an effective relationship between management and employees.
- C. To provide support to countywide training programs.
- D. To administer the countywide comprehensive personnel management programs, e.g. Drug and Alcohol Testing, Donations of Leave, Acting Status Pay, and Family Medical Leave.

PROGRAM DESCRIPTION

The Human Resources & Merit System Department is a staff organization responsible for developing and maintaining a comprehensive personnel program. For budgetary purposes, the department consists of two activities: Human Resources & Merit System and Training. The four sections within the Human Resources & Merit System activity perform distinct functions with specific responsibilities.

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

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

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

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

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

HUMAN RESOURCES & MERIT SYSTEM

PERFORMANCE INDICATORS	TARGET	2002	2003	2004
% OF NEW POSITIONS CLASSIFIED WITHIN 10 DAYS FROM RECEIPT OF COMPREHENSIVE POSITION QUESTIONNAIRE FROM DEPARTMENT	85%	100%	100%	100%
% OF VACANCIES ADVERTISED WITHIN 5 WORK DAYS OF RECEIPT OF APPROVED PERSONNEL REQUISITION AND JOB SPECIFICATION	80%	97%	100%	100%
% OF REFERRALS FROM EXISTING REGISTER (FORWARDED TO REQUESTING DEPARTMENTS) WITHIN 5 WORK DAYS OF RECEIPT OF APPROVED PERSONNEL REQUISITION AND JOB SPECIFICATION	90%	100%	100%	100%
% OF DRUG AND ALCOHOL VIOLATIONS PER 100 FULL TIME EQUIVALENT EMPLOYEES, AMONG EMPLOYEES SUBJECT TO ADMINISTRATIVE CONTROL OF THE CEO	< 3%	0.15%	0.13%	0.05%
% OF PROMOTIONS AND NEW HIRES SUCCESSFULLY COMPLETING THE PROBATIONARY PERIOD	85%	99%	94%	90%
% OF TERMINATIONS, SUSPENSIONS AND OTHER DISCIPLINARY ACTIONS UPHELD UPON APPEAL	100%	100%	97%	93%

ACTIVITY MEASURES

	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Applications Received	17,623	21,184	22,525	22,975
Applications Referred for Job Vacancies	15,679	17,339	12,791	12,930
Vacancies Filled	776	800	1,005	1,105
Employment Registers	511	510	504	550
Upon receipt of request, average number of days to provide the requesting department with a certification list (when a lists exists)	2	2	5	5
Individuals Counseled	522	528	379	540
Employee Assistance Program Cases	1,376	1,250	1,225	1,375
Termination Appeals Processed	27	44	72	45
Termination Appeals Conducted	18	28	23	40
Number of Classifications Maintained	859	992	906	890
Number of Class Specification Reviews	465	320	307	225
Number of Classifications Established	44	217	43	35
Number of Classifications Abolished	16	35	48	60
Number of Reclassifications	29	41	57	50
Number of Title Changes	73	117	96	100
Number of Training Classes Held	159	182	240	250
Number of Employees Attended	3,097	3,505	5,035	3,800

HUMAN RESOURCES & MERIT SYSTEM

	ACTIVITY MEASURES (continued)			
	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Number of Employment Verifications Processed	3,386	4,100	3,103	2,911
Number of Personnel Actions Processed	16,111	17,564	15,244	15,100

MAJOR ACCOMPLISHMENTS IN 2004

Implemented the Recruit Workforce module of the PeopleSoft payroll/personnel system and converted PeopleSoft data and table to Oracle format

Upgraded training center for Oracle and Hansen training.

Completed promotional hiring process for Fire and Rescue and Police Services.

Established an Executive Pay Plan.

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

To identify and conduct salary surveys for benchmarking and hard-to-fill job specifications.

To review new Fair Labor Standards Act regulations and revise job designations and distribute to County managers.

To continue course development and conduct training courses for the Automated Purchasing System, the Hansen System, and the Financial Management System.

MAJOR BUDGETARY IMPACTS

Previous

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

In 2002, funding in the amount of \$500,000 was allocated for the revision and administration of Fire and Rescue Services promotional exams.

In 2003, one HR Assistant Sr. position was added to reduce the response time for help desk calls and e-mail related to PeopleSoft, reduce the processing time for leave adjustments and retroactive changes, and provide administrative support to the Human Resource Information System Division. One EEO Officer was transferred from Contract Compliance to Human Resources & Merit System. One Contract Compliance Assistant was transferred from Purchasing to Human Resources & Merit System. One Training Consultant, a time-limited position, was added to assist with countywide software training for the Automated Purchasing System, the Financial Management Information System, the Hansen System, and other technical systems.

The 2004 Budget included \$92,263 for salary and benefits for the time-limited position that will develop and present software training for the Automated Purchasing System, the Financial Management System, and other technical systems.

2005

The 2005 Budget includes \$100,000 to implement PeopleSoft Version 8.3, Monitor Health and Safety Module.

Future

No future budgetary considerations of significance are anticipated.

HUMAN RESOURCES & MERIT SYSTEM

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Human Resources & Merit System	\$2,365,560	\$2,471,313	\$2,942,161	\$2,942,161
Training and Development	202,773	165,379	409,556	409,556
TOTAL	\$2,568,333	\$2,636,692	\$3,351,717	\$3,351,717

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Personal Services and Benefits	\$1,830,100	\$1,929,241	\$2,340,987	\$2,340,987
Purchased / Contracted Services	664,175	623,598	837,950	837,950
Supplies	54,270	64,201	61,800	61,800
Capital Outlays	14,520	15,987	108,500	108,500
Interdepartmental / Interfund Charges	5,268	3,665	2,480	2,480
TOTAL	\$2,568,333	\$2,636,692	\$3,351,717	\$3,351,717

FUNDING SOURCES

	2003	2004	2005 Budget
General Fund	\$2,568,333	\$2,636,692	\$3,351,717

AUTHORIZED POSITIONS BY COST CENTER

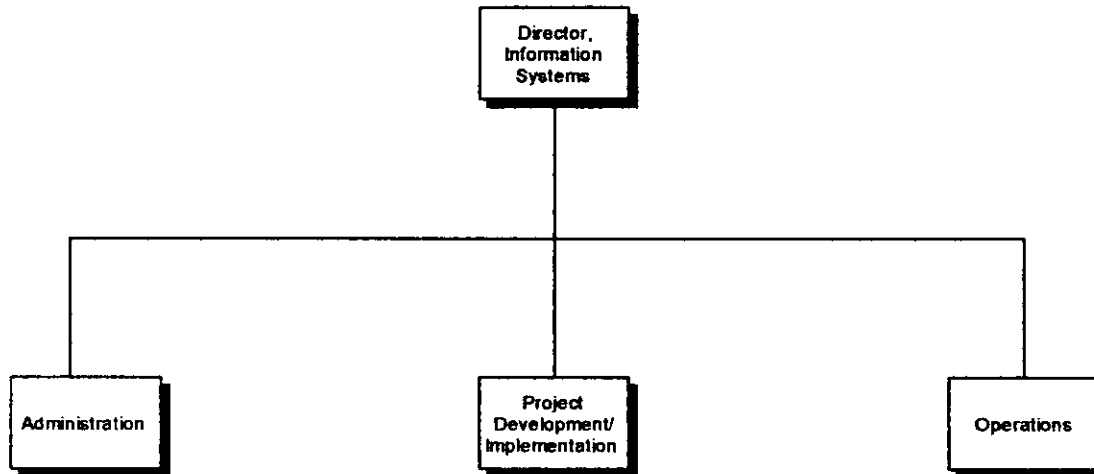
COST CENTER / POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Human Resources & Merit System				
Director, Human Resources & Merit System	AD	1	1	1
Deputy Director, Human Resources & Merit System	AG	1	1	1
Human Resources Manager	31	3	3	3
HRIS Manager	31	1	1	1
HR Supervisor Field Office	29	1	1	1
HR Information Technologist	28	1	1	1
Human Resources Specialist Princ.	27	0	0	3
Human Resources Specialist Senior	26	8	8	5
HRIS Specialist	25	1	1	1
Administrative Coordinator	25	1	1	1
Personnel Records Supervisor	24	1	1	1
Secretary Executive	23	0	0	0
Human Resources Specialist	23	5	5	5
Human Resources Assistant Senior	21	1	1	1
Human Resources Assistant	19	4	4	3
Office Assistant Senior	19	1	1	1
Office Assistant	18	1	1	2
Sub total		31	31	31

HUMAN RESOURCES & MERIT SYSTEM

AUTHORIZED POSITIONS BY COST CENTER

COST CENTER / POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Training and Development				
Oracle Technical Training Consultant	AB	1	1	1
Training Coordinator	31	1	1	1
County Training Officer	25	1	1	1
Administrative Assistant	23	1	1	1
Sub total		4	4	4
Total Positions		35	35	35

INFORMATION SYSTEMS



MISSION STATEMENT

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

PROGRAM DESCRIPTION

The department provides teleprocessing services and computer processing support 24 hours per day, 365 days per year. The mainframe/enterprise server supports 60 customer departments through 110 major applications consisting of more than 4,300 programs. Connectivity to all departments is provided through a sophisticated Wide Area Network (WAN) linking 65 locations, more than 145 servers and 5,000 + PC's, terminals, and peripheral devices. The department provides technology and process improvement consulting project management, hardware and software acquisition including program development for all county departments. It also provides a centralized help desk function, problem identification, resolution, program enhancement, procurement assistance and standards enforcement. Major initiatives include managing the use of this versatile environment.

PERFORMANCE INDICATORS	TARGET	2002	2003	2004
% OF ALL PROBLEMS (TROUBLE) REQUESTS REPORTED TO THE HELP DESK RESOLVED TO THE CUSTOMERS SATISFACTION WITHIN 2 WORKING DAYS	70%	94%	88%	83%
ENTERPRISE SERVER AVAILABILITY	95%	99%	78%	85%

ACTIVITY MEASURES

	Actual 2002	Actual 2003	Actual 2004	Estimate 2005
Systems & Program Requests Received	1,206	1,512	1,971	2,500
Help Desk Calls	11,745	9,504	15,047	17,500

INFORMATION SYSTEMS

MAJOR ACCOMPLISHMENTS IN 2004

Oracle FMIS/APS System Project implemented June 2004.
Completed Mainframe interface from PeopleSoft to Oracle.
Modified PeopleSoft to cross-reference the old Chart of Accounts to the new Oracle Chart of Accounts.
Implemented a new Access Database interface for Oracle FMIS Utility Payments.
Completed conversion of the Payroll Application System from DB2 to Oracle.
Removed DB2CICS from Mainframe upon migration of the Payroll Application to Oracle.
Completed off-loading of Mainframe "Doctrac" data from 1987 through 1989 into Oracle to be accessed by users.
Set up and configured a Proxy Server and Fax Server for communication supporting the Oracle FMIS/APS System Project.

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

Develop formalized change management procedures.
Develop Service Level Agreements (SLA).
Establish quality assurance and quality control requirements and guidelines.
Document all current procedures, systems, and workflow processes.
Develop action teams for special projects and support teams.
Incorporate standards and procedures with project management guidelines.
Relocate various departments to new facilities, including IS.

Infrastructure

Stabilize all current systems.
Develop migration plan for mainframe based applications to server environment.
Develop County-wide Optical Imaging Platform in accordance with Records Management requirements.
Complete deployment of County-wide INET.
Develop and implement a server consolidation program.
Enhance the Data Center Disaster Recovery Plan.
Improve security for all IS related systems.
Implement secured card access to IS resources.
Implement systems replacements for Recorders Court and Clerk of Superior Court.

Financial Strength

Reduce the requirements of leased lines as a recurring expenditure.

MAJOR BUDGETARY IMPACTS

Previous

The Executive Information Technology Review Process (ExTe) was inaugurated in 1999 to coordinate departmental IT requests. Information Systems coordinated the implementation of the programs selected for approval through the Capital Technology Improvement Program (CTIP) which is funded through CIP. Funding included adding 4 customer support analyst positions to assist users with system and software application problems and added 1 technical support position for enterprise server maintenance and support. Consulting services of \$640,000 were funded for the Organizational and Cultural Alignment Project of the Strategic IS Master Plan. As part of an across-the-board budget reduction, this budget was reduced by \$75,060 in 2000.

No additions were made in personnel or program modifications for this department in 2001 and 2002.

In 2003 the department was reorganized and two new cost centers were added for Operations and Project Development/Implementation, and Communications was transferred to the Police Department. Four Programmer Analysts (III), one Network Engineer, one Sr. Project Manager and one Sr. Telecommunications Technician were added.

INFORMATION SYSTEMS

MAJOR BUDGETARY IMPACTS (continued)

Previous

In 2004 \$10,586,761 was appropriated for the basic operating budget. One Technical Support Analyst position was approved to serve as a Database Administrator for Oracle. In September 2004, the Board approved four additional positions: one IS Security Administrator, two Program Analyst III, and one IS Database Management Administrator.

2005

\$11,029,652 is approved for the basic operating budget. Additionally, program modifications totaling \$86,880 are approved for 2 positions, one Database Management Administrator and one IS Microsystems Specialist.

Future

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

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	2003 Actual	2004 Actual	CEO'S Recommended Budget	Approved Budget 2005
Administration	\$5,114,268	\$5,430,561	\$11,116,532	\$11,116,532
Communications	575,537	0	0	0
Operations	3,898,565	3,552,156	0	0
Project Dev./Implementation	53,796	110,307	0	0
TOTAL	\$9,642,166	\$9,093,024	\$11,116,532	\$11,116,532

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	2003 Actual	2004 Actual	CEO'S Recommended Budget	Approved Budget 2005
Personal Services and Benefits	\$4,827,573	\$4,659,455	\$5,433,157	\$5,433,157
Purchased / Contracted Services	4,536,372	4,147,185	5,340,535	5,340,535
Supplies	140,849	109,674	202,360	202,360
Capital Outlays	127,482	159,312	130,000	130,000
Interfund / Interdepartmental Charge	9,890	13,121	10,480	10,480
Depreciation and Amortization		4,277	0	0
TOTAL	\$9,642,166	\$9,093,024	\$11,116,532	\$11,116,532

FUNDING SOURCES

	2003	2004	2005 Budget
General	\$9,642,166	\$9,093,024	\$11,116,532

INFORMATION SYSTEMS

AUTHORIZED POSITIONS BY COST CENTER

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

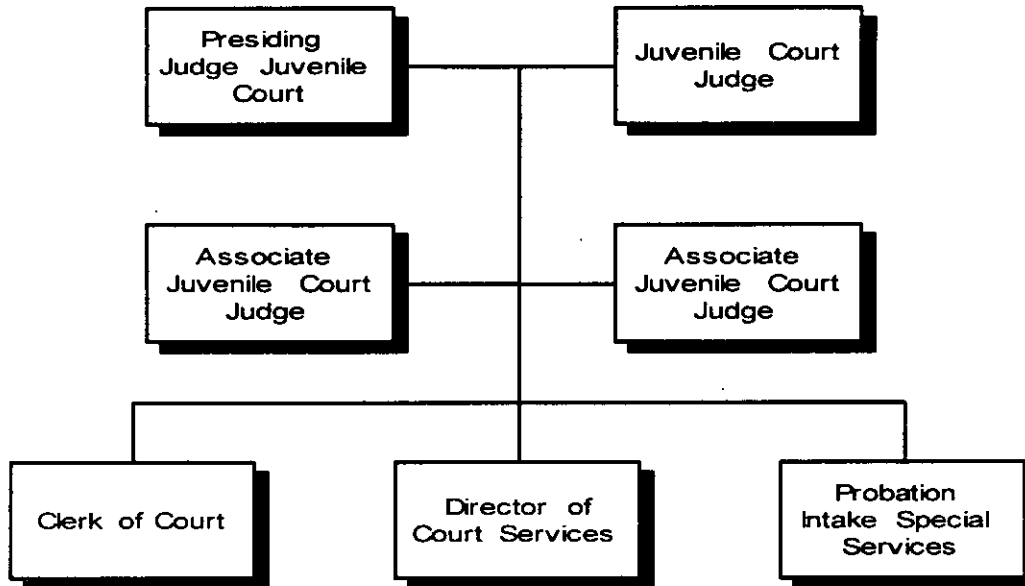
COST CENTER/POSITION	SALARY RANGE	2003	2004	2005
Administration				
Director, Information Systems	AD	1	1	1
Assistant Director, Information Systems	AI	1	1	1
Dep. Dir. Project Dev. & Implement.	AJ	0	1	1
Deputy Director IS Operations	AJ	0	1	1
IS Technical Project Engineer	31	1	1	1
IS Technical Support Manager	31	0	1	1
IS Network Manager	31	0	1	1
CPU Manager	31	0	1	1
IS Security Administrator	30	1	2	2
IS Database Management Administrator	30	0	2	3
IS Technical Support Analyst	30	0	4	4
IS Function Project Leader	30	0	5	5
IS Microsystems Specialist, Senior	29	2	1	2
Program Analyst III	29	0	15	15
Customer Service Supervisor	28	1	1	1
IS Program Manager Senior	28	0	1	1
CPU Operations Supervisor	28	0	3	3
Program Analyst II	28	0	15	15
IS Microsystems Specialist	28	0	7	7
Network Engineer	28	0	3	3
IS Customer Service Analyst	26	4	4	4
Contract Officer	26	1	1	1
IS Production Control Supervisor	25	0	1	1
Program Analyst I	25	0	2	2
Secretary, Executive	23	1	1	1
Data Control Technician, Senior	23	0	1	1
CPU Operator	23	0	7	7
Secretary, Principal	21	1	1	1
Office Assistant, Senior	19	1	1	1
Data Control Technician	19	0	1	1
Accounting Technician, Sr.	19	1	1	1
Sub-Total		16	88	90
Operations				
Information Tech Sp Proj Manager	33	1	0	0
CPU Manager	31	1	0	0
IS Function Project Leader	30	3	0	0
IS Technical Support Analyst	30	3	0	0
IS Database Management Administrator	30	1	0	0
IS Microsystems Specialist, Sr.	29	1	0	0
Program Analyst III	29	8	0	0
Network Engineer	28	3	0	0
IS Microsystems Specialist	28	5	0	0
Program Analyst II	28	13	0	0
CPU Operations Supervisor	28	3	0	0
Program Analyst I	25	3	0	0
IS Production Control Supervisor	25	1	0	0
CPU Operator	23	7	0	0

INFORMATION SYSTEMS**AUTHORIZED POSITIONS BY COST CENTER**

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

COST CENTER/POSITION	SALARY RANGE	2003	2004	2005
Operations (continued)				
Data Control Technician, Senior	23	1	0	0
Data Control Technician	19	1	0	0
IS Technical Support Manager	18	1	0	0
IS Microsystems Manager	17	1	0	0
Sub-Total		57	0	0
Proj. Dev./Implementation				
Network Control Manager	31	1	0	0
IS Funct. Proj.	30	2	0	0
Programmer Analyst III	29	4	0	0
Programmer Analyst II	28	2	0	0
Sub-Total		9	0	0
Communications				
Telecommunications Manager	31	1	0	0
Sub-Total		1	0	0
Total Full-Time		83	88	90

JUVENILE COURT



MISSION STATEMENT

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

PROGRAM DESCRIPTION

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

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

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

MAJOR ACCOMPLISHMENTS IN 2004

Began a Juvenile Drug Court Pilot Program, with contributing input from multiple agencies. Began a major youth job development initiative in collaboration with the DeKalb Workforce Development Department. Collected the largest annual amount of probation supervision fees; fees which are recycled back into treatment and diversion programs for youth. Began implementation of "strength-based" practices for probation supervision. Actively participated in planning and design of new DeKalb Juvenile Court Facility, scheduled for occupancy in 2006.

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

Implement U.S. DOI Sex Offender Management Program.

Adoption of Radio Frequency ID Tag (RFID) system and implementation in the Records Division of the Juvenile Court. Successfully obtain outside grant-funding opportunities to address the therapeutic needs of Juvenile Court clientele and create a non-profit organization to support the grant activities of the DeKalb County Juvenile Court.

JUVENILE COURT

MAJOR BUDGETARY IMPACTS

Previous

In 1999, one Juvenile Court Probation Counselor position was funded in order to perform investigating services for Child Advocate Attorneys. One Calendar Clerk position was added in order to provide appropriate support to an Associate Judge. Funding in the amount of \$59,000 was appropriated for two metal detectors for use at the public entrances to the Juvenile Court. As a part of an across the board budget reduction, this budget was reduced by \$20,611. In 2000, funding in the amount of \$29,369 was appropriated for the addition of one Probation Counselor. This position had been funded through grants for several years and was being funded through DATE funds until 2/29/00. Funding in the amount of \$36,000 was appropriated for DeKalb County CASA (Court Appointed Special Advocate's) program funding. Previous funds for this program were acquired through private grants and contribution. Funding in the amount of \$34,000 appropriated for one Scan X-Ray machine. As part of the across-the-board reduction, this budget was reduced by \$36,970. In 2003, the Child Advocacy Division was transferred from Juvenile Court to a newly created Office. Three positions, one Chief Attorney Juvenile Court, one Attorney III and one Legal Secretary were transferred from Juvenile Court to the Child Advocate's Office. Three positions were added in Juvenile Court, one Grants Manager, Administrative Assistant and one Sr. Tribunal Technician. A Probation Program Supervisor was added in the fourth quarter of 2004. This position was funded through a grant which expired in September 2004.

2005

In 2005, the Budget Review Committee specifically earmarked \$105,000 for Attorney's Fees in Deprivation Cases.

Future

No significant Budgetary impact is anticipated.

ACTIVITY MEASURES				
	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Delinquent Charges	7,667	8,150	7,737	8,400
Unruly Charges	1,602	1,790	1,996	1,850
Deprived Charges	2,042	1,951	2,308	2,200
Traffic Charges	823	890	842	950
Number of Hearings Held	13,586	15,536	17,043	21,000
Special Proceedings	229	328	442	385
Warrants Issued *	1,241	1,306	1,416	1,450

*New Measurement in 2002

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Administration	\$2,746,226	\$3,030,496	\$2,943,786	\$3,049,514
Probation Services	2,888,283	2,848,300	2,969,566	2,969,566
TOTAL	\$5,634,509	\$5,878,796	\$5,913,352	\$6,019,080

JUVENILE COURT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Personal Services and Benefits	\$4,628,825	\$4,672,052	\$5,007,285	\$5,007,285
Purchased/Contracted Services	770,461	1,017,690	695,305	801,033
Supplies	75,696	80,220	90,550	90,550
Interfund/Interdepartmental Charges	2,852	2,022	2,662	2,662
Depreciation and Amortization	0	417	0	0
Capital Outlays	58,014	22,038	28,060	28,060
Other Costs	0	0	89,490	89,490
Other Financing Sources	98,661	84,357	0	0
TOTAL	\$5,634,509	\$5,878,796	\$5,913,352	\$6,019,080

FUNDING SOURCES

	2003	2004	2005 Budget
General Fund	\$5,634,509	\$5,878,796	\$6,019,080

AUTHORIZED POSITIONS BY COST CENTER

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

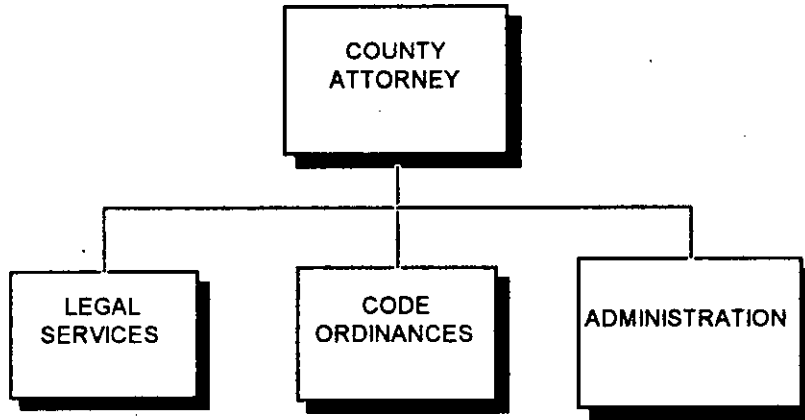
COST CENTER POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Administration				
Juvenile Court Judge	\$128,602	2	2	2
Associate Judge	33	2	2	2
Director of Court Svcs.- Juvenile Court	31	1	1	1
IS Microsystems Spec	29	1	1	1
Clerk of Juvenile Court	26	1	1	1
Review Program Manager	26	1	1	1
Grants and Administrator Manager	25	1	1	1
Juvenile Court Probation Supervisor	25	0	1	1
Court Records Supervisor	24	1	1	1
Juvenile Court Probation Admin. Supr	24	1	1	1
Chief Deputy Clerk	24	1	1	1
Juvenile Court Probation Counselor, Sr.	23	2	2	2
Administrative Assistant	23	1	1	1
Executive Secretary	23	2	2	2
Calendar Clerk	21	4	4	4
Legal Secretary	21	3	3	3
Accounting Technician, Senior	19	1	1	1
Juvenile Court Tribunal Technician	19	4	4	4
Office Assistant, Senior	19	8	8	8
Subtotal		37	38	38

JUVENILE COURT**AUTHORIZED POSITIONS BY COST CENTER**

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

COST CENTER POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Probation Services				
Chief Juvenile Probation Officer	29	1	1	1
Juvenile Court Probation Supervisor	25	4	4	4
Juvenile Court Probation Officer	24	4	4	4
Juvenile Court Probation Counselor, Sr.	23	38	38	38
Administrative Assistant	23	1	1	1
Juvenile Court Probation Counselor	21	4	4	4
Subtotal		52	52	52
TOTAL		89	90	90

LAW DEPARTMENT



MISSION STATEMENT

The prime objective of the Law Department is to provide high quality, cost effective legal services to the elected officials and departments of the county government. We take a proactive, professional approach with our clients in an effort to successfully anticipate legal issues and resolve those issues.

PROGRAM DESCRIPTION

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

MAJOR ACCOMPLISHMENTS IN 2004

In 2004 the Law Department exceeded all set performance measurement goals. Twenty-five percent more litigation files were opened in 2004. Additionally, the number of litigation matters sent to outside counsel decreased from eight percent in 2003 to four percent in 2004.

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S GOALS AND CRITICAL SUCCESS FACTORS

Financial Strength

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

MAJOR BUDGETARY IMPACTS

Previous

Renovation of the Law department was completed in 2002.

One Assistant County Attorney position was added in 2003.

In 2004 Two Assistant County Attorney positions, previously funded in other departments, were transferred to the Law Department.

2005

The appropriation for outside counsel fees is \$195,000 less than in 2004.

Future

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

LAW DEPARTMENT

PERFORMANCE INDICATORS

	Target	2002	2003	2004
% of closed litigation files won or settled	90%	100%	100%	98%
% of legal opinions responded to within 30 days	90%	97%	99%	98%
% of standard form contracts reviewed & returned within 20 days	80%	100%	100%	100%

ACTIVITY MEASURES

	Actual 2002	Actual 2003	Estimated 2004	Estimated 2005
Total files Pending	1,492	1,899	1,678	2,056
Total files Opened	1,011	1,020	985	1,005
Total files Closed	604	1,241	607	950
Legal Opinions Requested	497	512	525	550
Litigation files opened	225	198	248	275
Litigation files closed	88	181	134	150
Tax appeal files opened	87	135	77	85
Tax appeal files closed	64	168	40	60
Demands (claims recvd.)	85	74	97	110
Contracts & agenda items reviewed	884	892	825	875

SUMMARY OF EXPENDITURES BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Personal Services and Employee Benefits	\$1,622,194	\$1,857,918	\$2,180,166	\$2,180,166
Purchased/Contracted Services	586,827	664,990	714,360	714,360
Supplies	54,567	59,589	63,500	63,500
Capital Outlays	21,980	0	5,000	5,000
TOTAL	\$2,285,568	\$2,582,497	\$2,963,026	\$2,963,026

FUNDING SOURCES

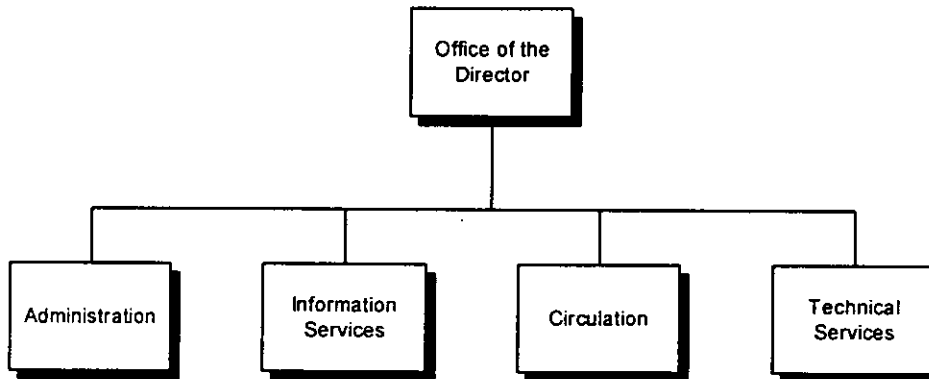
	2003	2004	2005 Budget
General Fund	\$2,285,568	\$2,582,497	\$2,963,026

AUTHORIZED POSITIONS BY COST CENTER

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

Cost Center	Salary Range	2003	2004	2005
County Attorney	CA	1	1	1
Chief Asst. County Attorney	AF	2	2	2
Asst. County Attorney	AJ	13	15	15
Legal Coordinator	28	1	1	1
Legal Secretary, Sr.	23	1	2	2
Legal Secretary	21	5	5	5
Principal Secretary	23	1	0	0
Office Assistant, Sr.	19	1	1	1
Total Full-time		25	27	27

LIBRARY



MISSION STATEMENT

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

PROGRAM DESCRIPTION

The Library Administration interprets, develops and monitors library policies and procedures. Administration is responsible for developing and implementing the visions and goals of the library system. It is responsible for selecting, training and retaining staff who are dedicated to providing the highest quality public library services to DeKalb County citizens. The Administration ensures that all resources are allocated and used in an effective and cost efficient manner.

The Information Services division is the link between the information-seeking public and library resources, providing access to the library's collections. Responsibilities include selecting materials, planning and implementing programs, supervising special services and overseeing facilities designed to meet the informational and recreational needs of DeKalb citizens. Staff locate materials, answer requests in person and via telephone, search electronic resources for unique sources of information, and implement programs to meet the specialized needs of users.

Circulation staff functions include: (1) checking out and checking in library materials so that patrons can access them quickly and easily; (2) screening and computer registration of applicants for library cards; (3) helping patrons locate and obtain materials online; (4) shelving books and keeping them in order for easy retrieval; (5) advising patrons of borrowed books that are overdue and collecting for overdue fines; and (6) keeping an accurate patron file.

The Technical Services division continues to respond to increased demands made by 23 branches by streamlining workflow and operating at peak efficiency with existing staff.

The Automation division plans, develops, implements and supports the library system's electronic information resources. Currently the division supports 708 PC workstations and 31 file servers in 24 library facilities. The division also supports the library web site.

The Maintenance and Operations division provides support for library facilities and materials delivery functions, ensuring that library buildings are well maintained and facilities-related needs are met. Provides for movement of equipment and library materials between libraries as required by the service program.

LIBRARY

PERFORMANCE INDICATORS	TARGET	2002	2003	2004
Material Circulation Per Capita	4.65	4.52	4.59	4.73
Library Visits Per Capita	4.4	4.22	4.37	4.43
Reference Transactions Per Capita	1.35	228	2.23	1.31
Percent of Population Registered	31%	30%	31%	30%

ACTIVITY MEASURES

	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Patron Visits	2,799,195	2,866,374	2,968,638	3,000,000
Collection				
Books Collection	792,744	785,396	776,329	777,000
Books Purchased	64,000	73,877	66,854	70,000
Audiovisuals Collection	61,369	61,326	71,089	83,000
Audiovisuals Purchased	10,000	11,313	14,319	18,000
Periodical				
Subscriptions	1,730	1,977	1,620	1,610
On-line/CD ROM Databases	19	15	15	15
Materials Checked Out	2,970,430	3,017,303	3,162,716	3,375,000
Books	2,225,728	2,261,556	2,281,259	2,400,000
Audiovisuals	744,702	755,672	881,457	975,000
*Registered Users	193,457	212,188	205,994	206,000
New Users Registered	47,051	44,004	43,943	44,000
Materials Transactions				
(internal)	4,945,370	4,988,682	5,427,538	5,800,000
Library Programs	1,830	1,900	2,302	2,320
Attendance	41,325	49,199	45,174	47,000
Community Meetings in Library	3,500	2,074	2,117	2,120
Attendance	47,700	44,459	51,640	52,000
Remote Hits to Library Homepage	N/A	335,178	446,096	475,000

*Registered users for 2003 contain an inflated number of active cardholders. Subsequent investigation has revealed that a format error in a specific field caused some cards to be counted that had not been active in the past two years. Registered users for 2003 should have been closer to 200,000 and the estimated 2004 count was computed using the corrected figure.

MAJOR ACCOMPLISHMENTS IN 2004

Materials Circulation increased 4.8% over FY2003.

Library walk-in use increased 7% over FY2003.

The multi-language collection was expanded at the Chamblee Branch and a second collection was started at the Clarkston Branch.

The DCPL website was redesigned and updated to a new more interactive format.

The library initiated a monthly series of author programs under the Georgia Center for the Book program, drawing a cumulative audience of over 3,000 people in the first eight months of 2004.

Computer filtering software was implemented at DCPL to comply with federal funding eligibility requirements under the Children's Internet Protection Act.

LIBRARY

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Infrastructure

Provide for future expansion of facilities.

Human Services

Enhance the library's role in the community as a cultural center through development of programs intended to promote the book and Georgia's literary heritage.

Organizational Effectiveness

Increase availability of library materials to the public through collection growth.

Increase public access to library facilities through an increase in open hours at library facilities.

Maintain quality library facilities.

MAJOR BUDGETARY IMPACTS

Previous

In 2000, the book budget was increased by \$250,000 as year 1 funding of an anticipated 5 year program to upgrade the library's book collection. As part of an across the board reduction, the budget was reduced by \$60,894 in 2000. In 2001, \$85,642 was approved for seven positions for Decatur, Wesley Chapel-Brown and Chamblee libraries. This allowed these libraries to be open more hours.

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

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

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

2005

The County allocation for library materials was increased by \$150,000. \$11,757,172. was approved for operating expenses.

Future

There still is a need to increase the library's collection and for staff training. In 2002 the collection declined both in real terms and in relation to population growth. The DeKalb County Public Library still has one of the smallest books per capita levels in the State of Georgia. The five-year goal is to move DeKalb County library system to \$5.00 per capita for library materials.

LIBRARY

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2003	Actual 2004	CEO'S Recommended 2005	Approved Budget 2005
Administration	\$2,390,852	\$2,366,118	\$2,501,242	\$2,501,242
Information Services	3,335,934	3,381,256	3,821,524	3,821,524
Circulation	2,522,039	2,669,459	2,820,979	2,820,979
Technical Services	1,666,215	1,670,290	1,829,503	1,829,503
Automation	278,450	302,336	313,538	313,538
Maintenance & Operations	588,171	560,668	620,386	620,386
Total	\$10,781,661	\$10,950,127	\$11,907,172	\$11,907,172

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO'S Recommended Budget 2005	Approved Budget 2005
Personal Services & Benefits	\$8,535,423	\$8,710,383	\$9,487,686	\$9,487,686
Purchased / Contracted Services	60,684	56,593	95,083	95,083
Supplies	1,150,440	1,150,546	1,300,400	1,300,400
Interfund / Interdepartmental Charges	16,268	8,945	7,387	7,387
Depreciation and Amortization	0	4,813	0	0
Other Costs	1,018,846	1,018,847	1,016,616	1,016,616
TOTAL	\$10,781,661	\$10,950,127	\$11,907,172	\$11,907,172

FUNDING SOURCES

	2003	2004	2005 Budget
General Fund	\$10,781,661	\$10,950,127	\$11,907,172

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Administration				
Director of Library	AE	1	1	1
Assistant Director of Library	AL	1	1	1
Admin Services Manager Library	31	1	1	1
Librarian, Administrative	31	5	5	5
Marketing / Programming Coord	30	1	1	1
Librarian, Principal	28	1	1	1
Librarian, Senior	27	1	1	1
Accountant	25	1	1	1
Program Promotion Spec Sr	25	1	1	1
Facilities Admin Coord Library	25	1	1	1
Graphics Design Technician	23	1	1	1
Secretary, Executive	23	1	1	1
Payroll Personnel Tech Sr	21	1	1	1

LIBRARY

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Administration (continued)				
Secretary, Principal	21	1	1	1
Library Accounts Payable Asst	20	0	1	1
Accounting Technician, Senior	19	1	0	0
Office Assistant, Senior	19	3	3	3
Library Technician, Senior	19	1	1	1
Sub-total		23	23	23
Information Services				
Librarian Administrative	31	1	1	1
Librarian, Principal	29	7	7	8
Librarian, Senior	27	3PT	2PT	2PT
Librarian, Senior	27	14	15	16
Librarian	25	16	15	15
Library Specialist, Senior	23	24	25	25
Library Specialist, Senior	19	4PT	4PT	4PT
Sub-total		62 7PT	63 6PT	65 6PT
Circulation				
Library Specialist, Senior	23	1	0	0
Library Specialist	21	20	20	20
Library Technician, Sr.	19	23	28	28
Library Technician, Sr.	19	27PT	26PT	26PT
Library Technician	17	17	13	13
Library Technician	17	7PT	8PT	8PT
Sub-total		61 34PT	61 34PT	61 34PT
Technical Services				
Librarian, Administrative	31	1	1	1
Librarian, Principal	29	1	1	0
Librarian, Senior	27	1	1	0
Librarian	25	1	1	1
Library Specialist., Senior	23	2	2	2
Library Specialist	21	1	1	1
Library Technician, Senior	19	3	2	2
Sub-total		10	9	7
Library Automation				
Network Administrator	29	1	1	1
Library System Analyst	29	1	1	1
Departmental Microsystems Spec	28	1	2	2
Departmental Microsystems Spec	28	1PT	0PT	0PT
Office Assistant Senior	19	1	1	1
Sub-total		4 1PT	5 0PT	5 0PT

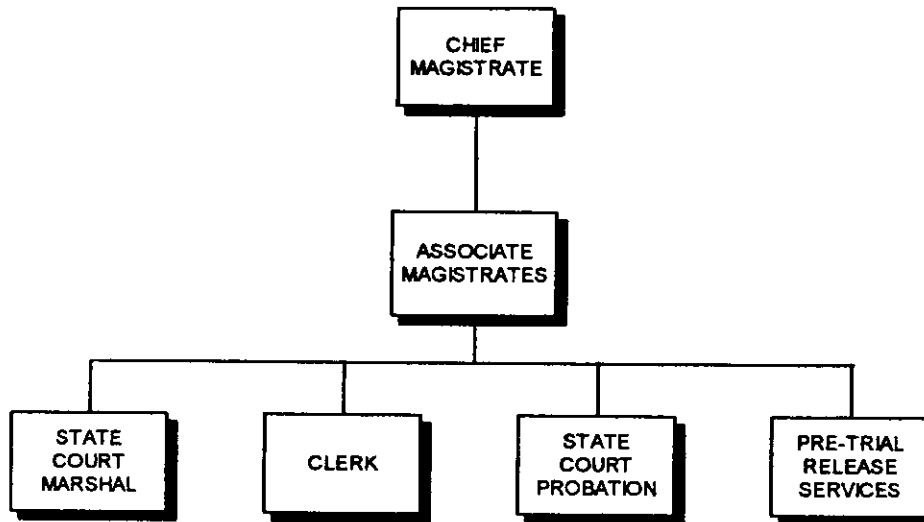
LIBRARY

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Library Maintenance & Operations				
Custodian, Senior	18	6	7	7
Custodian, Senior	18	6PT	6PT	6PT
Security Guard	18	5	5	5
Custodian	16	1	0	0
Custodian	16	4PT	4PT	4PT
Courier	14	3	3	3
	Sub-total	15	15	15
		10PT	10PT	10PT
	TOTAL FULL-TIME	175	176	176
	TOTAL PART-TIME	52PT	50PT	50PT

MAGISTRATE COURT



PROGRAM DESCRIPTION

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

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

MAJOR BUDGETARY IMPACTS

Previous

In 2002, one Calendar Clerk, Senior position was transferred from State Court to reflect the actual workload of the position.

In 2004, \$1,495,639 was approved for operating expenses. In March, one Calendar Clerk position was added to address increasing trial calendars and increased responsibility in conducting hearings for Temporary Restraining Orders.

MAGISTRATE COURT

MAJOR BUDGETARY IMPACTS (continued)

2005

\$1,862,301 is approved for basic operating expenses. Also, \$335,591 is approved to fund the transfer of the Pre-Trial Release Program from Superior Court to Magistrate Court. Seven positions are transferred: 1 Administrative Assistant, 2 Senior Office Assistants, 2 Investigators, 1 Senior Investigator, and 1 Pre-Trial Release Coordinator.

Future

There are no significant changes anticipated.

ACTIVITY MEASURES				
	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Criminal Division:				
Arrest & Search Warrants and Citations Issued	20,713	22,933	24,722	24,000
Warrant Applications	4,760	4,969	4,273	4,500
Bond Hearings	13,315	6,689	6,738	6,500
Committal Hearings	11,090	29,376	30,903	30,000
Ordinance Cases	362	298	454	300
Civil Division:				
Civil Actions	12,427	14,518	16,501	19,000
Total Activity All Divisions	62,667	78,783	83,591	84,300
Marshal's Office:				
Service All Actions	5,884	5,846	6,652	6,985

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Personal Services and Benefits	\$1,211,237	\$1,393,194	\$1,982,864	\$1,982,864
Purchased / Contracted Services	56,945	73,071	110,648	110,648
Supplies	35,896	56,991	83,800	83,800
Capital Outlays	3,905	9,403	17,280	17,280
Other Costs	4,625	2,313	3,300	3,300
	\$1,312,608	\$1,534,971	\$2,197,892	\$2,197,892

FUNDING SOURCES			
	2003	2004	2005 Budget
General Fund	\$1,312,608	\$1,534,971	2,197,892

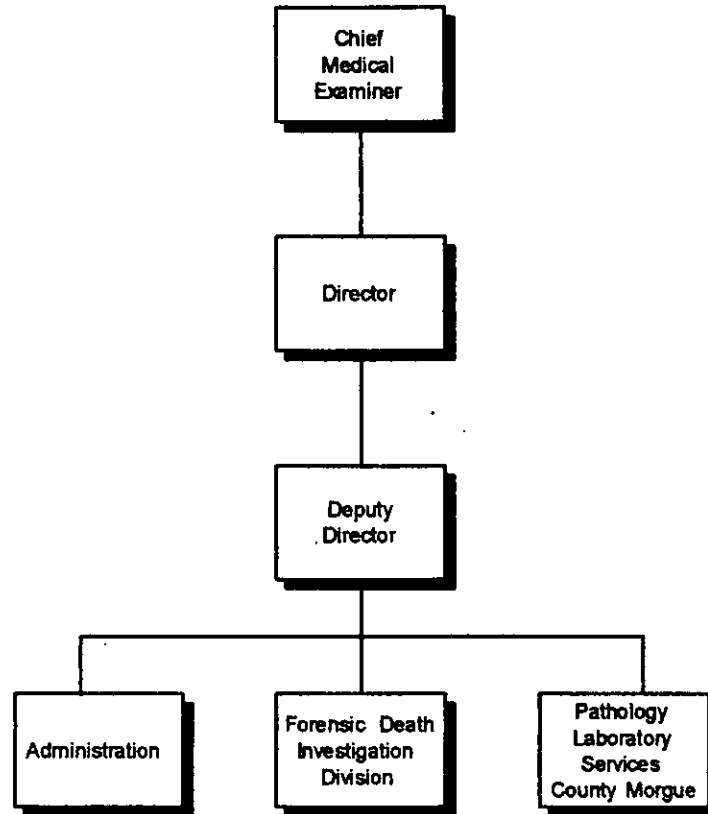
MAGISTRATE COURT

AUTHORIZED POSITIONS BY COST CENTER

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Magistrate Court				
Chief Magistrate	OK	1	1	1
Associate Magistrate	OK	2	2	2
Sr. Assoc. Magistrate-Part-time	\$46.89/hr.	1PT*	1PT*	1PT*
Assoc. Magistrate-Part-time	\$46.89/hr.	22PT*	22PT*	22PT*
Calendar Clerk, Senior	23	1	2	2
Executive Secretary	23	1	1	1
Pre-Trial Release Coordinator	26	0	0	1
Investigator, Senior	23	0	0	1
Administrative Assistant	23	0	0	1
Investigator	21	0	0	2
Office Assistant, Senior	19	0	0	2
Total Full-Time		5	6	13
		23PT*	23PT*	23PT*

*PT=Part-time

MEDICAL EXAMINER



MISSION STATEMENT

To provide comprehensive and exhaustive forensic death investigation and post-mortem examination into all manners of death for all people within our jurisdiction, as we are advocates for the dead. It is not justice that we seek, but the truth in death so that justice may be served.

PROGRAM DESCRIPTION

The Medical Examiner performs investigations into deaths that are required by law to be reported to the DeKalb County Medical Examiner and which fall under the jurisdiction of the Georgia Death Investigation Act. The reporting of death cases as required by law is done seven days a week, 24 hours a day, weekends and all holidays. A Medical Examiner's inquiry is required in all deaths that come within the purview of the law, and this investigation must start immediately.

The following circumstances require that the Medical Examiner be notified:

1. Death as a result of violence
2. By suicide or casualty
3. Suddenly, when in apparent good health
4. When unattended by a physician
5. Any suspicious or unusual manner
6. In any suspicious or unusual manner, with particular attention to those persons 16 years of age and under
7. After birth, but before 7 years of age if the death is unexpected or unexplained
8. As a result of an execution carried out pursuant to imposition of the death penalty under Article 2 of Chapter 10 of Title 17 of the O.C.G.A.
9. When an inmate of a State hospital or a State or County penal institute

MEDICAL EXAMINER

PROGRAM DESCRIPTION (continued)

10. After having been admitted to a hospital in an unconscious state and without regaining consciousness within 24 hours of admission

Forensic investigation and patterned injury interpretations are also made on non-death child/sexual abuse cases for the Department of Family and Children's Services (DFCS), police agencies, District Attorneys' offices and various other agencies within the County.

ACTIVITY MEASURES

	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Deaths Investigated	1,582	1,690	1,647	1,750

MAJOR ACCOMPLISHMENTS IN 2004

1. Thorough and comprehensive investigation of all reported deaths, resulting in the proper determination of cause and manner of death and the dissemination of accurate information to the appropriate parties.
2. Performance of numerous post-mortem examinations and autopsy procedures, with collection/submission of evidence and specimens, in a quality controlled laboratory, with no identifiable, significant errors.
3. The successful completion of eight complex and exhaustive child abuse death (M.E.C.A.D.) investigations.
4. The creation of the "Technical Body Recovery Team" (TBRT), a team of Medical Examiner Investigator and Medical Examiner personnel who specialize in the safe recovery of a dead body where technical knowledge skill and procedures are utilized to meet the goals and objectives of the body recovery.
5. The Medical Examiner's office generated over \$140,000 in revenue for the county through the use of the sterile autopsy/operating room.

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS Human Services

Continue to serve those who have lost a loved one with a professional staff of knowledgeable, caring and compassionate individuals.

Continue to participate in the Georgia Anatomical Gift Act to not only generate revenue for DeKalb County but also more importantly, because the unfortunate and untimely death of one individual may mean a better quality of life, or even life itself, for another.

Organizational Effectiveness

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

MAJOR BUDGETARY IMPACTS

Previous

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

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

MEDICAL EXAMINER

MAJOR BUDGETARY IMPACTS (CONTINUED)

Previous

In 2003 \$1,738,388 was approved for basic operating expenses. \$16,268 was approved for three examining tables. One Forensic Investigator position was added.

In 2004, \$1,938,507 was approved for the basic operating budget. Two Forensic Investigators were approved in 2004.

2005

One Forensic Investigator was added in 2005.

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 MAJOR CATEGORY

	2003 Actual	2004 Actual	CEO'S Recommended Budget	Approved Budget 2005
Personal Services and Employee Benefits	\$1,052,075	\$1,187,936	\$1,363,872	\$1,363,872
Purchased/Contracted Services	534,656	559,872	560,057	560,057
Supplies	94,950	121,363	118,990	118,990
Capital Outlays	17,495	4,980	3,000	3,000
Interfund/Interdepartmental Charges	72,296	68,879	87,285	87,285
Depreciation and Amortization	0	18,325	0	0
TOTAL	\$1,771,472	\$1,961,355	\$2,133,204	\$2,133,204

FUNDING SOURCES

	2003	2004	2005 Budget
General Fund	\$1,771,472.00	\$1,961,355.00	\$2,133,204

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Medical Examiner				
Director, Medical Examiner	AJ	1	1	1
Deputy Director	AI	1	1	1
Chief Forensic Investigator	29	1	1	1
Administrative Operations Mn.	28	1	1	1
Forensic Investigator	28	6	8	9
Forensic Lab Supervisor	28	1	1	1
Forensic Lab Manager	28	2	1	1
Forensic Technician, Sr.	23	0	1	1
Senior, Office Assistant	19	4	4	4
Custodian	16	1	1	1
Total Full-Time		18	20	21

NONDEPARTMENTAL

MISSION STATEMENT

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

PROGRAM DESCRIPTION

Cost categories contained in the Nondepartmental budget include the following: employee attendance incentive program, unemployment compensation, various insurance programs, interest on loans (if applicable), contingency, budgetary reserve account, DeKalb's share of joint participation in the Atlanta Regional Commission, funding for various human/community service agencies, auditing fees, construction management, special reserve accounts in which funds are held for specific purposes to be allocated at a later date, and special accounts for studies that are applicable to the County as a whole.

MAJOR ACCOMPLISHMENTS IN 2004

Budgetary reserve account: \$16,919,915.
Provided funding in the amount of \$1,000,000 for economic development incentives.

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Financial Strength

Continue progress toward providing funding for a one-month budgetary reserve.
Maintain a source of funding for potential process improvements.

MAJOR BUDGETARY IMPACTS

Previous

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

The 2003 budget included the following: a budgetary reserve of \$16,887,766 toward establishing a one-month reserve, (\$4,900,000) for additional salary savings not allocated to specific departments, \$1,000,000 for economic development incentives, \$1,005,800 for the lease purchase of various information systems, a \$500,000 reserve for process improvements, \$1,000,000 as a reserve for reimbursement fund, and \$880,000 for building authority debt service.

The 2004 Budget included the following: a budgetary reserve of \$16,919,915 towards establishing a one-month reserve, (\$6,200,000) for additional salary savings not allocated to specific departments, \$1,000,000 for economic development incentives, \$1,000,000 for contingency, \$500,000 reserve for process improvements, and \$1,100,000 for building authority debt service.

2005

The 2005 Budget includes the following: a budgetary reserve of \$16,919,915 towards establishing a one-month reserve, (\$7,200,000) for additional salary savings not allocated to specific departments, \$1,000,000 for economic development incentives, \$1,000,000 for contingency, \$600,000 reserve for process improvements, and \$1,134,000 for building authority debt service. One Construction Manager position was transferred to Public Works - Director.

NONDEPARTMENTAL

Future

No significant changes are anticipated in the near future.

EXPENDITURE HISTORY - COMMUNITY SERVICE AGENCIES

Human/Community Serv. Agency	2002 Contract	2003 Contract	2004 Contract	2005 Contract
Crisis Intervention Services				
Caminar Latino, Inc.	\$0	\$0	\$0	\$36,965
DeKalb Rape Crisis Center*	48,500	43,650	38,800	43,650
International Women's House	0	48,000	43,200	48,000
Men Stopping Violence	69,000	62,100	69,000	70,000
Metro Atlanta Task Force/Homeless	30,000	27,000	24,000	21,600
Partnership for Community Action	20,253	18,230	25,000	22,500
Phoenix Alliance	0	0	20,000	0
Safe Haven Transitional	0	20,000	0	20,000
Women Moving On, Inc.*	115,000	103,500	92,000	103,500
Child Welfare and Family Serv.				
Africa's Children's Fund, Inc.	0	0	0	10,000
Big Brothers/Big Sisters, Inc.	30,000	0	27,000	15,000
Boys & Girls Club of Metro Atlanta	0	0	0	15,000
Childkind, Inc.	32,000	28,800	25,600	21,000
Cool Girls, Inc.	0	0	0	18,000
Decatur Cooperative Ministry	30,000		5,000	30,000
DeKalb Initiative for Children and Fam	0	0	30,000	0
Elaine Clark Center	0	25,000	12,500	0
Fledglings, Inc	0	0	25,000	25,000
Georgia Center for Children, Inc.*	55,000	60,000	54,000	85,871
Green Forest Comm. Dev.	0	0	10,000	0
Metro Fair Housing Services, Inc.	0	0	0	20,000
Our House, Inc	0	0	15,000	0
Positive Growth	0	45,500	0	0
Quality Care for Children, Inc.	30,000	27,000	24,000	21,000
The Frazer Center, Inc.	0	0	0	20,000
Total Family & Children Services (formerly NBA Columbia Community Connection)	30,000	15,000	0	0
YMCA/Ashford-Dunwoody	0	39,078	0	0
YMCA/Eastlake	0	38,992	19,496	0
YMCA of Metro Atl.	68,850	0	38,426	0
YWCA of Greater Atl	0	0	19,496	9,748
Elderly Services				
Atlanta Legal Aid Society, Inc.	35,000	31,500	31,500	0
Austin Drive Community Developmnt	0	0	0	8,000
Ga. State University/RSVP	22,500	22,500	0	20,000
I CARE, Inc.	0	0		35,747
Reserve for Transportation/I Care, Inc.	37,000	0	0	0
Senior Connections	761,938	403,469	0	0
Health/Human Services				
African Comm. Resource Center	0	0	0	0
Clarkston Comm Center	0	0	25,000	45,000
Friends of Disabled Adults	0	0	25,000	22,500
Oakhurst Medical Center	0	0	25,000	0
Project Open Hand/Atlanta	35,000	31,500	28,000	25,200

NONDEPARTMENTAL

EXPENDITURE HISTORY - COMMUNITY SERVICE AGENCIES

	2002	2003	2004	2005
Human/Comm Serv. Agency Con't	Contract	Contract	Contract	Contract
Set Aside Human Svc. Voucher Prog	\$0	\$0	\$20,000	\$0
Side By Side Clubhouse, Inc.	0	0	0	20,000
St. Joseph's Mercy Care	0	17,500	8,750	0
Judicial System Support Services				
DeKalb Juvenile Foundation	0	40,000	20,000	0
Justice Center of Atlanta	57,000	28,500	0	0
Advocacy, Plng. & Educ. Serv.				
George West Mental Health Fndn (formerly Compeer Atlanta)	15,000	7,500	7,500	7,500
DeKalb Citizen Advocacy, Inc.	0	15,000	7,500	7,500
Developmental Disabilities Council	17,700	17,700	17,700	20,000
Literacy Volunteers of America	5,000	5,000	5,000	5,000
Prevent Child Abuse Georgia (formerly Ga. Council on Child Abuse)	16,200	14,580	12,960	12,960
Cultural Arts/Historic Preservation				
DeKalb Council for the Arts, Inc.	275,000	0	0	0
Total Contract Amounts	1,835,941	1,236,599	851,428	886,241
Reserve from Decatur Coop. Ministries	35,747	0	0	38,208
Set Aside for Senior Services	0	400,589	853,260	853,260
Less Victim Assistance Funds	(120,000)	(160,500)	(228,000)	(301,021)
Tax Fund Contribution	\$1,751,688	\$1,476,688	\$1,476,688	\$1,476,688

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

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual	Actual	CEO's	Approved
	2003	2004	Recommended	Budget
			Budget	2005
General*	\$10,830,108	\$10,982,089	\$ 25,413,974	\$25,095,246
Parks Bond Administration	0	39,058	0	0
Fire	1,133,004	1,647,609	3,103,087	3,103,087
Designated Services	2,229,059	2,929,089	3,610,046	3,610,046
Unincorporated	1,212,324	18,856	181,541	181,541
TOTAL	\$15,404,495	\$15,616,701	\$32,308,648	\$31,989,920

* Includes Budgetary Reserve for 2005 of \$16,919,915.

NONDEPARTMENTAL

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended 2005	Approved Budget 2005
Personal Services & Benefits	\$ 1,467,297	\$ 1,467,741	\$ (5,937,179)	\$ (5,937,179)
Purchased/Contracted Services	1,789,522	(573,742)	4,274,000	4,274,000
Supplies	11,076	521,164	55,000	55,000
Capital Outlays	57,813	0	300,000	300,000
Interfund/Interdepartmental Charges	776,892	331,403	1,192,416	1,192,416
Other Costs*	8,994,617	9,980,520	29,811,149	29,492,421
Debt Service	428,643	1,480,922	2,613,262	2,613,262
Other Financing Uses	1,899,822	2,410,736	0	0
Retirement Services	0	(2,042)	0	0
Holding Accounts	(21,187)	0	0	0
TOTAL	\$ 15,404,495	\$ 15,616,701	\$ 32,308,648	\$ 31,989,920

* Includes Budgetary Reserve for 2005 of \$16,919,915.

FUNDING SOURCES

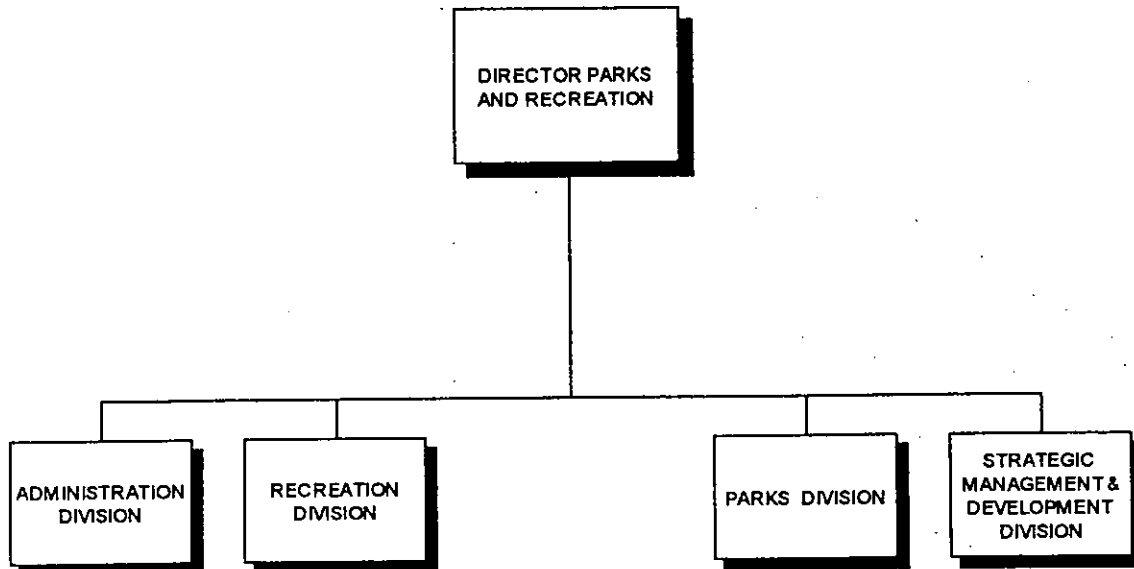
	2003	2004	2005 Budget
General Fund*	\$10,830,107	\$11,021,148	\$25,095,246
Fire Fund	1,133,004	1,647,609	3,103,087
Special Tax District/Desig. Serv. Fund	2,229,059	2,929,089	3,610,046
Special Tax District/Unincorp. Fund	1,212,325	18,855	181,541
TOTAL	\$15,404,495	\$15,616,701	\$31,989,920

* Includes Budgetary Reserve for 2005 of \$16,919,915.

AUTHORIZED POSITIONS BY COST CENTER

COST CENTER/ POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Construction Management				
Construction Manager	CMA 1	1	1	0
	Sub-total	1	1	0
2001 Parks Bond				
Assistant County Administrator	37	1	1	1
Senior Accountant	26	1	1	0
Administrative Assistant	23	1	0	1
	Sub-total	3	2	2
TOTAL FULL-TIME		4	3	2

PARKS & RECREATION



CRITICAL MISSION STATEMENTS AND SUCCESS FACTORS

- A. To create and connect communities through people, parks, and programs.
- B. To provide a variety of leisure time services/activities and promote a strong sense of community, foster pride and affirm individual self-renewal.
- C. To provide recreation opportunities for all ages, from pre-school through senior adult, and for the disabled at parks and recreation centers.
- D. To manage and maintain the parks system and Infrastructure, the golf courses, other departmental facilities, and all public grounds excluding right-of-way.
- E. To expand teen camp programs to train "endangered" youth to be leaders and counselors for children with disabilities.

PROGRAM DESCRIPTION

The Parks and Recreation Department provides a variety of leisure time services/activities by planning, developing, managing, operating and maintaining, parks, open spaces and recreational facilities, and other designated County properties through its three operating divisions.

The Administration Division provides general management and administrative support, promotions and marketing, volunteer coordination, private and public funding assistance, management information and special projects for the entire department. This division is responsible for the operation, through contractual arrangement, of the County's golf and tennis centers and for the administration of the youth sports program.

The Recreation Division provides recreation opportunities at parks and recreation centers located 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.

PARKS & RECREATION

ACTIVITY MEASURES				
	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Recreation Centers - (Number)	11	11	11	11
Average Operating Cost/Center	\$179,687	\$101,787	\$105,000	\$105,000
Total Number Participants Served	81,445	94,276	100,000	110,000
Swimming Pools - Number Operated	12	10	10	12
Average Operating Cost/Pool	\$46,789	\$47,548	\$48,000	\$50,000
Average Revenue Collected/Pool	\$6,352	\$10,093	\$10,000	\$11,000
Average Attendance/Pool	N/A	4,755	4,800	5,000
Total Number Participants Served	2,995	49,172	48,018	50,000
Day Camps - Number Operated	10	11	11	12
Average Daily Attendance	150	160	160	180
Average Operating Cost Per Site	\$73,654	\$46,701	\$47,000	\$49,000
Sum. Food Service Program-(Num)	57	52	51	55
Summer Food Service Program	6,100	5,040	4,675	5,000
Total Number Meals Served	225,256	196,541	187,000	190,000
Special Populations Day Camp-ADA	45	N/A	45	50
Inclusion Campers	60	60	60	60
Special Populations - Disabled Pat.	500	350	350	400
Special Populations - Senior Pat.	6,000	4,000	4,000	4,500
Sports and Athletics				
Total Number Youth Served	26,000	16,199	17,000	18,000
Total Number Adults Served	N/A	4,740	4,500	5,000
Volunteer Coaches Certified	1,400	1,120	1,000	1,000
Park Facilities				
Total Acreage	5,371	5,036	5,400	5,800
Acres Maintained	4,179	4,532	4,532	4,632
Maint. Costs Per Acre Annually	\$1,964	\$1,352	\$1,455	\$1,699
Non-Park Sites Maintained	82	83	83	83
Non-Park Acreage Maintained	208	212	212	212
Average Maintenance Cost/Acre	\$3,953	\$3,834	\$4,122	\$4,629
Recreation & Parks Structures				
Maintained	215	*N/A (FAC.MAN)	*N/A (FAC.MAN)	*N/A (FAC.MAN)
Average Maint. Cost/Structure	\$10,566	*N/A (FAC.MAN)	*N/A (FAC.MAN)	*N/A (FAC.MAN)
Golf Courses	2	2	2	2
Golf Course Acreage Maintained	496	496	496	496
Total Avg. County Cost/Golf Course	\$1,015,000	\$1,114,737	\$1,217,978	\$1,185,014
Total Average County Revenue/ Golf Course	\$841,445	\$778,989	\$835,098	\$1,200,000
Total Num. of Rounds/Golf Course	31,033	22,009	30,929	41,379
Shelter Reservation Revenue	\$41,550	\$36,261	\$28,475	\$55,000
Shelter Reservations	192	197	116	235

* Transferred to Facility Maint. Dept

PARKS & RECREATION

MAJOR ACCOMPLISHMENTS IN 2004

Implemented the merger of Parks Facility Management with the Facilities Management Department. Implemented the new Kronos time keeping system. Hired a Park Watch Coordinator to begin the Park Watch Program. Conducted Arbor Day Program with tree planting at each Recreation Center involving over 450 children. Assisted with the completion and removal of Wade Walker Park from the DNR Hazardous Site Inventory. Closed out the GEMA 1998 tornado damage project. Completed the Parks reorganization plan. Conducted Arcadia Mountain environmental programs with approximately 700 participants. Murphy Candler Lake Overlook completed. Expanded our Park system by 1,741 acres through the Parks Bond Program.

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

Ensure the highest level of maintenance, safety, and security throughout the park system.
Maximize resources by fostering collaborations and strategic partnerships.
Improve the department image via all available communication channels.
Installation and implementation of Kronos time clocks department wide to automate payroll.
Continuation of implementation of Parks Services' reorganization including development of Park Management Plan for 25 Parks.

Human Services

Increase Recreation Services program offerings by 20%.
Increase the number of Summer Food Service sites by 10.
Find a partner with other service providers to enhance and improve all Recreation Service Programs.

Infrastructure

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

MAJOR BUDGETARY IMPACTS

Previous

In September 2000, The DeKalb BOC adopted the DeKalb County Parks & Recreation Comprehensive Strategic Plan (CSP) as a conceptual planning document, incorporated it into the County's Comprehensive Land Use Plan, and authorized the CEO to effect necessary reorganization of the Parks & Recreation Department to include the reclassification and/or elimination of positions in accordance with the CSP. In March 2001, DeKalb County voters approved a \$125 million bond referendum for preserving greenspace and improving county parks. In April 2002, the maintenance function at the two Golf Courses was taken over by CGL of Savannah (The Club Group, Ltd.) As a result, eighteen full time positions: two Golf Course Superintendents, two Crew Supervisors, two Golf Course Mechanics, one Sr. Grounds Technician, and nine Grounds Technicians, were abolished. Also, two part time Crew Worker positions, were abolished. In 2003, the Building Maintenance Division was transferred to Facilities Management. This is a reduction of \$2.0 million and thirty-five positions. The positions include, one Graphic Design Technician, a Supply Specialist, a Swimming Pool Maintenance Mechanic, four Maintenance Coordinators, a Contractual Services Inspector, three Maintenance Supervisors, four Crew Workers, four Sr. Crew Workers, an Equipment Operator, two Sr. Electricians, a Painter, two Sr. Painters, three Plumbers, a Maintenance Mechanic, a Sr. Mason, two Sr. Carpenters, a Carpenter, a Facility Maintenance Manager, and a Secretary. The Arts, Culture, and Entertainment cost center is no longer part of the Parks Department. Effective Jan. 1, 2004, it became a separate department. Four positions were transferred to A.C.E.

2005

There are six new positions in the 2005 budget. The positions include one Recreation Director, one Recreation Center Leader, one Recreation Center Assist, two Park Patrols and one Nature Preserve Mgr.

Future

No significant budget impacts are anticipated.

PARKS & RECREATION

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Administration	\$1,344,540	\$2,017,726	\$1,889,483	\$1,889,483
Marketing and Promotions	47,933	52,487	83,741	83,741
Mystery Valley Operations	-32	0	0	0
Mystery Valley Maintenance	1,210,813	1,480,427	1,299,065	1,299,065
Sugar Creek Operations	599,815	1,064,882	1,070,962	1,070,962
Sugar Creek Maintenance	460,828	96,081	0	0
Special Populations	132,538	140,289	0	0
Summer Programs	422,152	427,263	839,703	839,703
Recreation Administration	184,320	174,557	88,824	88,824
Recreation Centers	1,806,173	1,844,959	2,278,048	2,278,048
Aquatics	481,429	558,717	783,777	783,777
Athletics	127,088	0	0	0
Departmental Planning	468,487	116,294	429,516	429,516
Parks Administration	989,430	746,326	593,772	593,772
North Service Center	2,381,453	2,596,853	2,494,427	2,494,427
South Service Center	2,700,168	2,738,137	2,659,387	2,659,387
East Service Center	853,679	1,285,642	2,483,788	2,483,788
Building Maintenance	236,449	356,674	232,229	232,229
Public Ground Maintenance	820,427	0	0	0
Operations and Tech Support	142,616	6,348	0	0
Brook Run	-15,270	133,811	0	0
Sugar Creek Tennis	0	85,117	67,900	67,900
Horticulture & Forestry	0	772,863	378,705	378,705
Natural Resource Management	181,216	191,204	254,671	254,671
Strategic Management & Dev	177,367	532,644	780,659	780,659
Safety & Risk Management	64,888	0	0	0
Youth Athletics	0	216,681	258,012	258,012
Park Security	65,859	0	0	0
Little River Horse Farm	0	62,492	194,160	194,160
GAPS	14,152	0	0	0
Total	\$15,900,581	\$17,698,474	\$19,160,829	\$19,160,829

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Personal Services and Benefits	\$9,806,541	\$9,854,137	\$12,277,879	\$12,277,879
Purchased/Contracted Services	2,605,520	2,393,404	2,757,322	2,757,322
Supplies	1,314,558	1,349,182	1,407,807	1,407,807
Capital Outlays	136,693	23,758	23,057	23,057
Interfund/Indepartmental Charges	2,037,269	2,747,794	2,355,817	2,355,817
Depreciation and Amortization	0	928,639	0	0
Other Costs	0	386,060	338,947	338,947
Other Financing	0	15,500	0	0
Total	\$15,900,581	\$17,698,474	\$19,160,829	\$19,160,829

PARKS & RECREATION

FUNDING SOURCES

	2003	2004	2005 Budget
Special Tax District Designated Services	\$15,900,581	\$17,698,474	\$19,160,829

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Administration				
Director, Parks and Recreation	AE	1	1	1
Assistant Director, Parks and Rec	AH	1	1	1
Deputy Director, Rev&Support Ser	AJ	1	1	1
Support Services Manager	29	1	1	1
Administrator Officer P&R	26	0	1	1
Administrative Assistant	23	1	2	2
Contract Technician	23	1	0	0
Purchasing Coordinator	22	2	2	2
Payroll Personnel Technician	19	2	2	2
Office Assistant, Senior	19	2	4	4
Courier	14	1	1	1
Subtotal		13	16	16
Strategic Management & Development				
Dep. Dir. P&R	AJ	1	2	2
Grants Coordinator	26	0	1	1
Principle Secretary	21	1	1	1
Subtotal		2	4	4
Special Events and Playgrounds				
Camp Counselor	T	2T*	2T*	1T*
Day Camp Assistant Director	T	5T*	5T*	24T*
Recreation Assistants	T	0	0	268T*
Day Camp Director	T	160T*	160T*	11T*
Recreation Intern	T	0	0	33T*
Bus Driver	T	21T	20T	24T*
Subtotal		0	0	0
Subtotal*		188T	187T	360T*

PARKS & RECREATION

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Recreation Division Administration				
Deputy Director, P&R-Recreation	AJ	1	1	0
Administrative Assistant	23	1	0	0
Subtotal		2	1	0
Swimming Pools				
Recreation Program Manager	26	0	1	1
Office Assistant, Senior	19	1	1	1
Recreation Program Coordinator	19	1	1	1
Pool Coordinator	T	3T*	3T*	0
Pool Manager	T	12T*	12T*	12T*
Senior Lifeguard	T	15T*	15T*	18T*
Aquatic District Manager	T	0	0	5T*
Recreation Assistant	T	0	0	24T*
Lifeguard	T	50T*	50T*	57T*
Subtotal		2	3	3
Subtotal*		80T	108T	116T*
Recreation Centers				
Recreation Program Manager	28	3	3	3
Recreation Center Director	23	10	10	11
Recreation Center Leader	19	14	13	14
Office Assistant, Senior	19	2	2	2
General Maint Worker Sup.	19	0	1	1
General Maintenance Worker , Sr	18	8	7	7
Custodian	18	1	1	1
Recreation Intern	T	0	0	18T*
Recreation Center Aide	T	47T	47T*	0
Recreation Assistant	T	6T*	6T*	39T*
Subtotal		38	37	39
Subtotal*		53T*	53T*	57T

PARKS & RECREATION

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
North Service Center Dist I				
Park Maintenance Superintendent	28	1	1	1
Parks Maintenance Coordinator	26	2	2	2
Parks Maint. Construction Supr	24	0	7	7
Construction Supervisor	24	7	0	0
Crew Supervisor	23	0	1	1
Supply Specialist	21	1	1	1
Principal Equipment Operator	21	2	2	2
Office Assistant, Senior	19	1	1	1
Sanitation Driver/Crew Leader	19	1	1	1
Senior Equipment Operator	19	11	5	5
Senior Grounds Technician	18	13	13	13
Senior Crew Worker	18	3	4	4
Equipment Operator	18	0	4	4
Crew Worker	16	8	7	7
Data Clerk	14	1T	0	1T*
Crew Workers	T	0	0	6T*
Subtotal		50	49	49
Subtotal*		1T	1T*	7T*
Strategic Planning & Mgt/Marketing				
Program Promotion Spec	23	1	1	1
Subtotal*		1	1	1
Special Populations				
Recreation Program Manager	28	0	0	0
Recreation Center Director	23	0	1	1
Recreation Program Coordinator	19	0	2	2
Recreation Intern	T	2T	2T*	1T
Recreation Assistant	T	1T	1T*	8T
Day Camp Leader	T	3T	3T*	0
Subtotal		0	3	3
Subtotal*		6T*	6T*	9T*
Youth Athletics				
Sports Program Coordinator	25	1	1	1
Youth Sports Coordinator	21	2	4	4
Office Assistant Sr.	23	1	1	1
Subtotal		4	6	6

PARKS & RECREATION

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Parks Division Administration				
Deputy Director, Parks & Rec-Parks	AJ	1	1	1
Parks Operation Manager	31	1	0	0
Revenue Center Operations	30	1	1	1
Operations Mgr	29	0	1	1
General Mgr. - Parks Admin. Ser.	28	1	0	0
Network Coordinator	26	1	1	1
Security Coordinator	25	0	1	1
Administrative Assistant	23	1	1	1
Principal Secretary	19	1	0	0
Office Assistant, Senior	19	4	1	1
Crew Worker	T	0	17T	0
Subtotal		11	7	7
Subtotal*		1T*	17T	0
South Service Center Dist II				
Park Maintenance Superintendent	28	1	1	1
Parks Maintenance Coordinator	26	2	2	2
Parks Maint. Construction Supr	24	7	7	7
Crew Supervisor	23	1	1	1
Supply Specialist	21	1	1	1
Principal Equipment Operator	21	1	1	1
Office Assistant, Senior	19	1	1	1
Senior Grounds Service Technician	19	18	0	0
Sanitation Driver/Crew Leader	19	1	1	1
Senior Equipment Operator	19	3	3	3
Grounds Service Technician	18	2	17	17
Equipment Operator	18	4	4	4
Senior Crew Worker	18	4	5	5
Crew Worker	16	6	5	5
Crew Worker	T	0	0	7T*
Data Clerk	14	1T	0	1T*
Subtotal		52	49	49
Subtotal*		1T	0	8T*

PARKS & RECREATION

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
East Service Center Dist III				
Parks Maintenance Superintendent	28	0	0	0
Parks Maintenance Coordinator	26	1	1	1
Playground Equip. Safety Supr	26	1	1	1
Parks Maint. Construction Supr	24	1	1	1
Construction Supervisor	24	1	1	1
Senior Equipment Operator	19	1	1	1
Sanitation Driver/ Crew Leader	19	1	1	1
Office Assistant, Senior	19	1	1	1
Maintenance Mechanic	18	2	1	1
Small Engine Mechanic	18	1	1	1
Equipment Operator	18	1	1	1
Senior Crew Worker	18	4	4	4
Crew Worker	15	3	3	3
Crew Worker	T	0	0	6T*
Data Clerk	14	1T	0	1T*
Subtotal		18	17	17
Subtotal*		1T	0	7T*
Natural Resource Management				
Natural Resource Manager	29	1	1	1
Landscape Designer	28	2	1	1
Park Ranger Interp Naturalist	25	1	1	1
Nature Preserve Manager	25	0	0	1
Rangers	PT	0	0	2T
Subtotal		4	3	4
				2T
GAPS				
Grants Coordinator	26	1	0	0
Subtotal		1	0	0
Building Maintenance				
Park Maintenance Superintendent	28	1	2	2
Senior Electrician	23	1	1	1
Senior Plumber	23	1	1	1
Maintenance Mechanic	18	1	1	1
Subtotal		4	5	5

PARKS & RECREATION

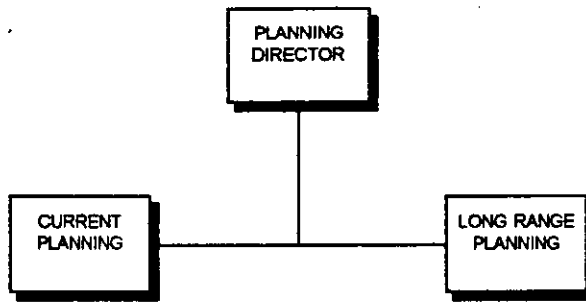
AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION.	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Public Grounds Maintenance				
Landscape Management Supr	28	1	1	1
Horticulturist	26	1	1	1
Parks Maintenance Coordinator	26	1	1	1
Grounds Maintenance	24	1	0	0
Construction Supervisor	24	1	1	1
Grounds Maint Chem. Supv	24	1	1	1
Grounds & Nursery Supervisor	23	1	1	1
Grounds Service Technician	18	12	12	12
Crew Worker	16	1	1	1
Greenhouse/Nursery Technician	11	2	2	2
Grounds Nursery Technician	T	0	0	1T*
Subtotal		20	21	21 1T*
Planning and Development				
Parks Operations General Mgr	31	0	1	1
Financial Project Administrator	31	0	1	1
Mgr. Natural Resource Mgt	29	1	0	0
Comprehensive Planning Manager	29	0	1	1
Parks Design & Dev Manager	29	0	1	1
Landscape Architect	28	1	2	2
Principal Planner	27	0	1	1
Network Coordinator	26	0	1	1
Executive Secretary	23	0	1	1
Principal Secretary	21	0	1	1
Mapping/ Inventory Tech P/R	19	1	1	1
Subtotal		3	11	11
TOTAL	FULL TIME	237	232	235
TOTAL	TEMPORARY*	332	349	352

*T = Temporary

PLANNING



CRITICAL MISSION STATEMENTS AND SUCCESS FACTORS

- A. To develop and revise the County's plans for long term land use, transportation systems and public facilities development.
- B. To assist in economic (industrial and commercial) development projects.
- C. To provide County departments, citizens and other stakeholders with demographic information, tax maps and the Zoning Ordinance.
- D. To administer the County's Zoning Ordinance and related matters (rezoning applications, hearings, land use plan, zoning amendments) and maintain the official zoning maps.

PROGRAM DESCRIPTION

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

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

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

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

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

PERFORMANCE INDICATORS	TARGET	2002	2003	2004
% OF ZONING APPLICATIONS ANALYZED AND RECOMMENDATIONS PREPARED WITHIN 60 DAYS	100%	100%	100%	100%

PLANNING

	ACTIVITY MEASURES			
	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Rezoning Applications Processed	86	90	100	105
Land Use Plan Amendments	56	58	68	71
Text Amendments	12	5	7	5
Revenue from Land Use & Zoning filing	\$168,150	\$185,800	\$154,500	\$195,195

MAJOR ACCOMPLISHMENTS in 2004

Provided staff support for 18 Planning Commission hearings, 48 Board of Commissioners hearings, and 12 Zoning Board of Appeals hearings. Reviewed and analyzed 100 rezoning applications, 85 land use permit applications, 68 land use plan amendments. Responded to 16,000 calls and office visits for technical zoning assistance. Completed 2003 Annual Development Report.

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Economic Development

Assists in economic development projects and updates the County's land use, transportation plans. To establish visible planning services through collaboration with other departments community outreach initiatives and publication of planning reports on special project reports, land use and zoning, growth management, transportation planning, and public facilities/infrastructure issues. Complete consultant Development Impact fee for Board of Commissioner's .

MAJOR BUDGETARY IMPACTS

Previous

In 2002, the Development Support Cost Center was created and transferred to Planning. One Administrative Operations Manager was added to Administration to provide support for the Director, in 2004.

2005

Mapping equipment was upgraded to handle increased workload. Two positions were reclassified: Engineer Review Officer and Zoning Administrator.

Future

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

	SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER			
	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Administration	\$607,531	\$467,728	\$647,210	\$647,210
Long Range Planning	575,996	515,634	549,119	549,119
GIS	0	0	0	0
Development Support	155,213	198,762	308,542	308,542
Current Planning	330,095	650,121	785,117	785,117
TOTAL	\$1,668,835	\$1,832,245	\$2,289,988	\$2,289,988

PLANNING

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Personal Services and Employee Benefits	\$1,538,130	\$1,585,867	\$2,034,338	\$2,034,338
Purchased/Contracted Services	358,718	115,400	187,550	187,550
Supplies	40,389	43,516	36,100	36,100
Capital Outlays	26,113	79,329	26,900	26,900
Interfund/Interdepartmental Charges	(294,515)	2,455	5,100	5,100
Depreciation and Amortization	0	5,678	0	0
TOTAL	\$1,668,835	\$1,832,245	\$2,289,988	\$2,289,988

FUNDING SOURCES

	2003	2004	2005 Budget
General Fund	\$1,183,527	\$983,362	\$1,196,329
Development Fund	155,213	198,762	\$308,542
Special Tax District - Unincorporated	330,095	650,121	785,117
TOTAL	\$1,668,835	\$1,832,245	\$2,289,988

AUTHORIZED POSITIONS BY COST CENTER

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

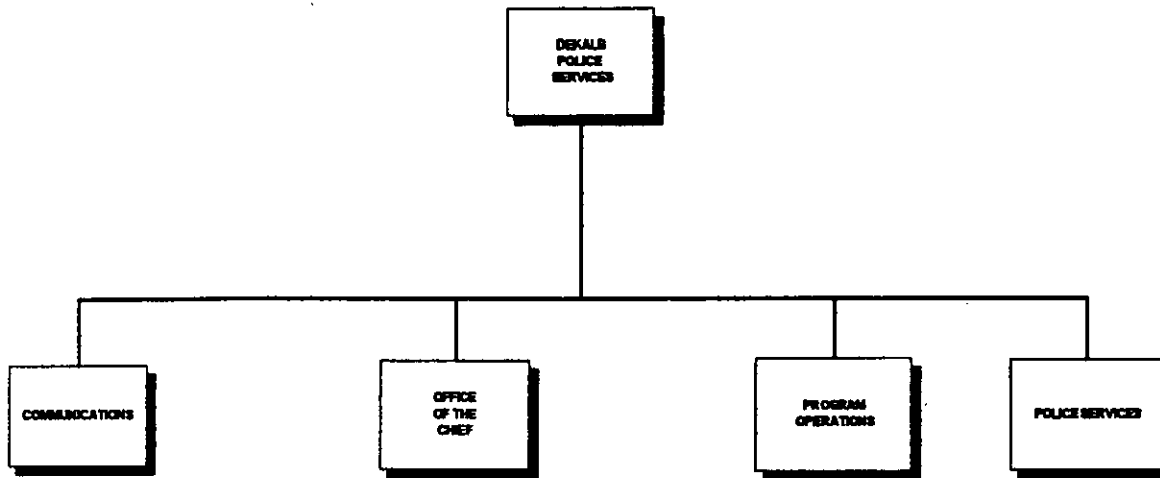
COST CENTER POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Administration				
Planning Director	AF	1	1	1
Deputy Director Planning Administration	AI	1	1	1
Micro Systems Specialist	28	1	1	1
Admin. Operations Manager	28	0	0	1
Planner, Sr.	26	1	1	1
Administrative Assistant	23	1	1	1
Office Assistant, Sr.	19	1	1	1
Sub- Total		6	6	7
Long Range Planning				
Deputy Director of Long Range Planning	AI	1	1	1
Planning Manager	31	1	1	1
Planning Supervisor	28	1	1	1
Planner, Sr.	26	4	4	4
Planning Tech., Sr.	21	2	2	2
Administrative Assistant	23	1	1	1
Sub- Total		10	10	10

PLANNING**AUTHORIZED POSITIONS BY COST CENTER**

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

COST CENTER POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Current Planning				
Asst. Director, Planning	34	1	1	1
Zoning Administrator	31	1	1	1
Planning Manager	31	1	1	1
Sr. Planners	26	5	5	5
Planning Tech, Sr.	21	1	1	1
Planning Comm. Asst.	21	3	3	3
Sub- Total		12	12	12
Development Support				
Chief Subdivision Engineer	29	1	1	1
Engineer Review Officer	28	3	3	2
Senior Engineer Technician	24	2	2	2
		6	6	5
Total Full-Time		34	34	34

POLICE SERVICES



CRITICAL MISSION STATEMENTS AND SUCCESS FACTORS

POLICE SERVICES GENERAL

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

POLICE SERVICES - STD DESIGNATED SERVICES

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

POLICE SERVICES CODE ENFORCEMENT - STD UNINCORPORATED

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

PROGRAM DESCRIPTION

The DeKalb Police Services consists of four major components: Office of the Chief (which includes the Office of Professional Standards); the Bureau of Police Services (which includes the Uniform Division, Criminal Investigation Division, Homeland Security, Special Services Division and Code Enforcement); the Bureau of Program Operations (which includes Administrative Services, Central Records and Animal Services & Enforcement) and Communications (which includes Telecommunications and the Emergency Operations

POLICE SERVICES

PROGRAM DESCRIPTION (continued)

Center). The organization is directed primarily toward the maintenance of safety and security for the individual, the community, and residential and business establishments. The Department provides the vital link between all persons in DeKalb County who may require an immediate response to an emergency situation. When required, various services such as criminal investigation or evidence collection are available for necessary follow-up action.

Currently, the Department's budget is divided among three funds as follows:

General Fund

The General Fund provides for the administrative support function of the Police Chief's Office and Management Services; it also provides the communications support function for all services within the County; and provides direct line services for Fire/Rescue Services, Animal Control, Civil Defense, and School Crossing Guards.

Pursuant to Executive Order 1-3 DeKalb County Fire and Rescue was formally established on November 20, 2001. The department is comprised of resources previously allocated to the DeKalb County Department of Public Safety. Administrative Services - The Administrative Services section has primary responsibility for the development and administration of the department's financial plan in conjunction with the implementation of fiscal controls. As an adjunct to fiscal management, this section is responsible for ordering supplies and materials, and for maintaining an accounting record of purchases and payments.

Emergency Management - The Emergency Management unit is responsible for planning and organizing the County's emergency management operations. The unit is also responsible for the maintenance of the emergency management shelter facilities.

Communications (Emergency Operations Center) - The Communications section represents the central contact point for any person requesting or requiring, police, fire, or rescue medical services within DeKalb County. The section is responsible for receiving and processing requests for emergency services and coordinating these requests through the selective assignment of primary and secondary field response units.

Animal Control - The Animal Control section is responsible for the enforcement of Animal Control Ordinances in DeKalb County and for the administration and operation of the Animal Control Shelter facility. The shelter unit is responsible for the administration and maintenance of the rabies vaccination records and tag system. As an adjunct to these primary responsibilities, the shelter conducts an animal adoption program and a public education program. The field units respond to citizen complaints on stray, unwanted, or injured animals.

Special Tax District - Designated Services Fund

The Special Tax Fund provides for the Uniform Patrol function of Police Services; the criminal and special investigative functions, and support functions of evidence collection, records, and crime prevention/citizen education.

The primary activities of Police Services include programs for the prevention, detection, and suppression of crime, identification and apprehension of offenders, and the enforcement of state criminal laws, traffic laws, and applicable County ordinances.

The Special Services Division - This section conducts specialized investigations into Organized Criminal Activity such as hate groups, organized crime figures, criminal gangs, vice related activity, internal County investigations, background checks, and all special operations. The Division exercises primary management responsibility over the Central Records, Police Training, and Special Operations Sections.

Records Department - The Records section processes and maintains all official records applicable to the police, fire, and emergency medical incident reporting systems. The Book-In Unit of this section processes prisoners for fingerprinting, photographing, and DUI/drug testing, as appropriate. The Criminal History Unit processes inked and latent fingerprints, including classification, search, comparison, and identification, and monitors dissemination of criminal and driver histories to authorized agencies.

Internal Affairs - The section conducts impartial investigations of incidents involving Department of Police Services personnel and other County agencies where violations of laws and/or rules and regulations are alleged. This section also conducts pre-employment investigations and performs polygraph examinations for the Department and other County agencies.

Criminal Investigation - The Criminal Investigation section performs the investigative function of the department, and is divided into two major areas: Crime Against Persons and Crime Against Property. The section is

POLICE SERVICES

PROGRAM DESCRIPTION (continued)

Special Tax District - Designated Services Fund (continued)

responsible for the documentation and compilation of facts on reported incidents of crime with the objective of identification and apprehension of the criminal offender.

Uniform Patrol - The Uniform Patrol section accounts for the greatest allocation of police resources and is the primary delivery system of police services for the citizens and businesses in DeKalb County. Through strategic patrol car allocation, the Patrol section deploys field units in the various areas of the County and during the hours of the day that enable a rapid response to citizens' requests for police services as well as provide for optimum patrol coverage for the prevention and suppression of crime and disorder. In addition specialized support units within the section include the helicopter unit, motorcycle unit, and the selective traffic enforcement unit. Intelligence/Permits - is responsible for issuance of permits and licenses for certain business activities and the enforcement of liquor laws. It investigates organized crime activity, the activities of subversive groups and gang related organizations. The narcotics unit is assigned to this section.

The Crime Scene section is responsible for the development and gathering of evidence at all crime scenes and incident sites, and is responsible for maintaining the chain of evidence through proper processing and safe storage throughout the investigative and judicial processes.

In November, 2001 an office of Homeland Security was established to interface with its Federal counterpart. Homeland Security provides support and assistance within DeKalb County relative to emergency response operations, incident management, responder safety and the public health consequences of terrorist incidents. The Technology Unit provides systems and analysis support to all the Police bureaus and divisions. The unit has primary responsibility for maintaining and developing technology within the department.

Special Tax District - Unincorporated Fund

Code Enforcement is responsible for the law enforcement function related to the enforcement of property maintenance codes, building codes, zoning ordinances, sign ordinances and other related ordinances.

PERFORMANCE INDICATORS	TARGET	2002	2003	2004
COMMUNICATIONS				
% OF CALLS DELAYED	10	15%	27.25%	18.40%
AVERAGE DELAY PER CALL (SECONDS)	8	16	26	15
AVERAGE TIME PER CALL (SECONDS)	80	95	93	102
ANIMAL CONTROL				
AVERAGE RESPONSE TIME PER CALL (MINUTES):				
PRIORITY ONE CALLS	45	43	43	43
AVERAGE RESPONSE TIME PER CALL (MINUTES):				
GENERAL CALLS	60 MIN OR LESS	49	59	57
% OF CALLS RESOLVED ON THE FIRST RESPONSE	70%	49%	46%	48%
POLICE SERVICES				
FBI PART 1 CRIME INDEX				
% OF CASES CLEARED COMPARED TO NATIONAL AVERAGE	ABOVE 31%	40% vs 31%	40% vs 31%	36% vs 31%

POLICE SERVICES

ACTIVITY MEASURES				
	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Communications:				
911 Call Received	990,727	919,340	1,117,149	1,200,000
Emergency Calls Dispatched:				
Police	662,518	N/A	883,914	900,000
Fire Alarms	53,523	N/A	89,499	100,000
Rescue Medical	57,958	N/A	N/A	N/A
Alarms	102,961	N/A	94,730	97,000
% False	99%	N/A	62%	60%
Animal Control:				
Calls Answered	27,979	27,774	31,929	32,500
Animals Handled	11,785	11,514	11,695	12,000
Bite Cases Investigated	609	611	640	650
Animals Reclaimed	994	973	1,013	1,200
Animals Adopted	613	718	989	1,050
Animals Euphemized	8,948	9,006	8,940	8,700
Citations Issued	2,747	2,096	2,439	2,550
Records:				
Case Reports Processed	139,069	127,390	134,535	145,822
GCIC - Data Entry	45,096	35,958	41,071	48,000
GCIC - Messages/Inquiries	45,459	45,877	43,333	46,000
Fingerprint Classification	1,400	1,233	1,263	1,000
Fingerprint Identification	90	191	411	200
Revenue, Sale of Records	\$250,385	\$296,293	\$267,303	\$275,000
Criminal Investigations:				
Crimes Against Persons				
Number of Incidents	13,140	15,590	10,310	12,000
Number of Cases Cleared	10,802	11,490	8,043	10,000
Number of Persons Arrested	954	1,011	710	1,000
Drug Investigations				
Number of Cases Cleared	626	2,690	1,916	2,000
Number of Cases Cleared	616	2,690	1,916	2,000
Drug Arrests	702	2,766	1,983	2,000
Burglaries				
Number of Incidents	7,267	7,498	7,637	7,800
Number of Cases Cleared	1,576	1,214	1,604	1,700
Number of Persons Arrested	639	614	686	700
General Investigations				
Number of Incidents	52,035	53,200	49,498	50,000
Number of Cases Cleared	21,002	19,677	21,841	22,000
Number of Persons Arrested	3,701	3,846	4,076	4,100
Uniform:				
General Calls	316,964	376,306	403,633	425,000
Citations Issued	162,306	215,896	229,282	240,000
Number of Persons Arrested	37,115	40,677	44,400	48,000
Traffic Calls	77,064	105,970	93,060	100,000
Hit and Run Accidents	2,332	2,568	2,621	2,675
Traffic Deaths Investigated	61	69	65	70
Aerial Support Hours	995	1,070	1,315	1,400

POLICE SERVICES

ACTIVITY MEASURES (continued)				
	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Special Investigations:				
Voice Stress Analysis Exams	359	364	228	360
Internal Investigations	121	135	178	180
Liquor Permits Issued	4,726	4,588	7,501	7,500
Pistol Permits Issued	1,102	1,002	1,050	1,100
Solicitor Permits Issued	22	27	14	20
Taxi Permits Issued	1147	973	1,592	2,000
Wrecker Permits Issued	15	62	14	20
Evidence Collection:				
Field Responses	3,924	3,517	4,382	4,800

MAJOR ACCOMPLISHMENTS IN 2004

The Star Team reduced pedestrian accidents by 15% and pedestrian-related injuries by 21%.
 The department reduced overtime expenditures by approximately \$1.7 million.
 The Center Precinct utilized the Neighborhood Enforcement Team (NET) to reduce apartment crime in three complexes by 67%.
 The North Precinct reduced the number of spontaneous crimes through the use of the Neighborhood Enforcement Team (NET).
 In the Tucker Precinct, the detectives led a multi-agency task force to crack a multi-million dollar theft ring.
 In the East Precinct, the targeting of burglary hot spots led to the arrest of five residential burglars.
 In the South Precinct, working together with the Strike Force, crime was reduced in the Eask Lake Community.

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Infrastructure

Provide the infrastructure (the basic facilities, equipment and installations needed for the functioning of a system) to ensure the highest level of police services in DeKalb County.

Organizational Effectiveness

Promote the idea of teamwork—unifying the efforts of all members—to foster a sense of trust, integrity and a sense of worth within the department.

Economic Development

Work closely together with our community partners in ways to resolve the problems of crime, physical and social disorders and neighborhood decay.

MAJOR BUDGETARY IMPACTS

Previous

2002

General Fund

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

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

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

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

POLICE SERVICES

MAJOR BUDGETARY IMPACTS (continued)

Previous

2002

Special Tax District - Designated Services

The 2002 budget included funding in the amount of \$202,404 for the addition of fifty (50) Police Officer positions per the Police Services Five Year Plan. This funding was the ten percent (10%) County Match for personal services for year one of the 2000 COPS Universal Hire Grant. The operating supplies, uniforms, eighteen vehicles and related equipment totaling \$553,583 will be funded in the 2003 budget. Funding in the amount of \$110,665 was appropriated for the County Match portion of four miscellaneous grants.

2003

General Fund

The 2003 budget included funding in the amount of \$37,954 for two Animal Control Officer positions at six months funding with one lease purchase vehicle and related equipment.

The budget included funding in the amount of \$169,613 for salary and benefits for ten 911-Communication Operator positions at eight months funding.

\$84,450 was appropriated for the replacement of 50 Mobile Radios and \$366,000 for the replacement of 150 Motorola Command and Line Portables.

Funding in the amount of \$575,098 was included for the CAD System upgrade and RTM mapping to accommodate Phase II Wireless Reporting.

\$55,233 was appropriated for the replacement of Dictaphone Recording System with CD Technology. This funding was for year one of a five year lease program. In addition, \$80,000 was funded for UPS Power Backup Units at two transmitter sites.

Special Tax District - Designated Services

The 2003 budget included funding in the amount of \$207,292 for the addition of fifty (50) Police Officer positions. This funding was the ten percent (10%) County Match for personal services for year one of the 2002 COPS Universal Hire Grant. The operating supplies, uniforms, eighteen vehicles and related equipment totaling \$553,583 was funded in the 2004 budget.

The budget included funding in the amount of \$746,054 for fifty (50) Police Officer positions. This funding was for the thirty-five percent (35%) County Match for personal services for year three of the 1999 COPS Universal Hire Grant. The budget also included funding in the amount of \$520,711 for fifty (50) Police Officer positions. This funding was the thirty percent (30%) County Match for personal services for year two of the 2000 COPS Universal Hire Grant. Funding in the amount of \$250,000 was included for rental real estate for the Mini-Precincts and a new Center Precinct. The budget included funding in the amount of \$535,364 for eighteen (18) vehicles and related equipment for 50 Police Officer positions. These items are for the Grant positions funded in the FY02 budget as part of the 2000 COPS Grant. The vehicles are to be acquired through the GE Master Lease Agreement at six months funding. Ten Investigation Aide positions were added to the FY03 budget at six months funding for a total of \$150,000. As part of the Police Services reorganization, one Assistant Director of Program Operations position was transferred from Code Enforcement to Police Services.

Special Tax District - Unincorporated

The 2003 budget included funding in the amount of \$46,541 for two Code Enforcement Officer positions at six months funding with two lease purchase vehicles and related equipment. A vacant Assistant Director of Program Operations position was transferred from Code Enforcement.

2004

General Fund

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

Funding in the amount of \$462,000 was included for the replacement of 110 CF27 laptop computers for

POLICE SERVICES

MAJOR BUDGETARY IMPACTS (continued)

Previous

2004

patrol vehicles. \$947,030 was appropriated for Personal Services and Related Equipment for thirty (30) additional 911 Communication Operator positions. Funding was approved for nine (9) months.

Special Tax District - Designated Services

Funding in the amount of \$35,941 was included for salary and benefits of two (2) Office Assistant positions at six months funding. Funding in the amount of \$500,000 was included in the basic budget for rental real estate relative to rental space for the Wesley Chapel Precinct and the new Toco Hills Center Precinct.

The FY04 funding included \$1,479,070 for salary and benefits of 50 Police Officers for the retention of positions from the 1999 COPS Grant. Retention of the positions for at least one budget cycle is a condition of the Grant Agreement.

Funding in the amount of \$159,080 was appropriated for additions to the fleet relative to the replacement of twenty-two (22) pool vehicles. The vehicles were acquired through the Master Lease Agreement at eight (8) months funding.

The 2004 budget included funding in the amount of \$701,792 for 18 vehicles and related equipment for 50 Police Officer positions. These items were for the Grant positions funded in the FY03 budget as part of the 2000 COPS Universal Hire Grant. The vehicles were acquired through the Master Lease Agreement at eight (8) months funding.

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

The 2004 budget contained funding for the 50 Police Officer Positions relative to the 2002 COPS Universal Hire Grant Application approved by the BOC on November 12, 2002. Funding in the amount of \$679,350 was for YR-2 thirty percent (30%) Match required for Personal Services. Funding in the amount of \$701,792 was also included for the related operating supplies, uniforms, eighteen vehicles and related equipment for the positions. These items were excluded from the FY03 budget. The FY04 budget contained funding for the 50 Police Officer positions relative to the 2002 COPS Universal Hire Grant. Funding in the amount of \$723,133 was included for the YR-3 thirty-five percent (35%) Match required for Personal Services.

Funding in the amount of \$651,511 was included to cover the Personal Services for 50 Police Officer positions for the last several months of FY04. The positions were first funded in 2002 as part of the 2000 COPS Universal Hire Grant. These 50 Police Officer positions were requested as additional positions in the 2005 budget submittal.

2005

General Fund

The 2005 budget includes funding for the following items:

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

\$498,750 for the replacement of 200 Command and Line portable radios for Police and Fire Rescue.

Funding is included within the Police Department budget for eleven (11) positions to begin implementation of the 311 telephone system. It is expected that this methodology for handling non-emergency calls will significantly increase the efficiency of providing County services.

Special Tax District - Unincorporated

There are no significant changes in the 2005 budget.

Special Tax District - Designated Services

The 2005 budget includes funding in the amount of \$1,027,230 for 50 Police Officer positions per the Police Services Five-Year Plan. This funding was the ten percent (10%) County Match for Personal Services for Yr-1 of the 1999 COPS Universal Hire Grant.

The 2005 budget also includes funding in the amount of \$374,285 for the additional two months funding for the 2002 Universal Hire Grant COPS Matching Funds.

POLICE SERVICES

**MAJOR BUDGETARY IMPACTS (continued)
Special Tax District - Designated Services**

The recommended budget includes \$1,536,685 for Grant-In-Aid Match:

COPS Universal Hire Grant (2002)	\$374,284*
COPS Universal Hire Grant (2000)	\$1,118,000**
Miscellaneous Grants	\$40,000***
Bullet Proof Vest Program (2005)	\$4,399

*The 50 Police Officer positions funded in the 2002 Budget for the 2002 COPS Universal Hire Grant. Funding in the amount of \$374,284 is recommended to cover the Personal Services for the last two months of FY05 for the 50 positions associated with this Grant. These positions will be requested in the 2006 budget.

**The 2005 Budget contains funding for the 50 Police Officer positions relative to the 2002 COPS Universal Hire Grant Application approved by the BOC on November 12, 2002. Funding in the 2005 Budget is for YR-3 of this Grant. Funding in the amount of \$1,118,000 is for YR-3 thirty percent (30%) Match Funding for Personal Services.

***Miscellaneous Grants: County Match
LLEBG - 2004 \$40,000 Projected for 2005

Funding in the amount of \$1,027,230 for salary and benefits of 50 Police Officers for the retention of positions from the 1999 COPS Grant. Retention of the positions for at least one budget cycle is a condition of the Grant agreement. Twenty-three (23) positions will be funded from vacant positions.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Director's Office	\$21	\$0	\$0	\$0
Administrative Services	1,365,996	2,097,555	2,712,925	2,712,925
Telecommunications	910,473	1,480,838	3,092,637	3,092,637
Communications	9,591,301	9,444,579	12,184,516	12,184,516
Records	1,741,641	1,897,782	2,175,638	2,175,638
Public Services	679,575	723,328	729,745	729,745
Firing Range	13,885	22,793	15,175	15,175
Assistant Director - Police Services	618,032	516,606	502,527	502,527
Police Services Support	1,034,351	2,132,462	1,343,096	1,343,096
Internal Affairs	655,811	732,567	802,950	802,950
Criminal Investigations	7,738,293	8,196,204	9,947,176	9,947,176
Special Investigations Unit	5,467,297	6,733,894	7,104,990	7,104,990
Police Training	2,426,620	1,621,448	2,261,811	2,261,811
Animal Control	1,947,523	2,182,528	2,206,534	2,206,534
Uniform Division	38,101,353	47,085,132	47,347,923	47,347,923
Precincts	256,050	225,566	196,835	196,835
Intelligence/Permits	433,836	452,505	478,947	478,947
Fire Training	(2,954)	0	0	0
Technical Services	(350)	0	0	0
Recruiting and Background	504,123	511,862	562,802	562,802
Homeland Security	880,798	1,143,934	1,216,534	1,216,534
Technology Unit	839,686	1,438	0	0
Crime Scene	971,950	969,344	1,110,141	1,110,141
Interfund Support - General Fund	(9,625,110)	(10,011,294)	(14,048,004)	(14,048,004)
Interfund Support - Special Tax District				
Designated Services	10,062,215	10,357,785	12,333,390	12,333,390
Code Enforcement	1,263,293	1,242,489	1,401,613	1,401,613
TOTAL	\$77,875,709	\$89,761,345	\$95,679,901	\$95,679,901

POLICE SERVICES

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Personal Services and Benefits	\$60,637,510	\$66,547,002	\$77,840,596	\$77,840,596
Purchased/Contracted Services	5,917,398	6,261,547	8,944,059	8,944,059
Supplies	1,871,274	2,342,637	2,884,914	2,884,914
Capital Outlays	2,267,555	1,013,623	815,551	815,551
Interfund/Interdepartmental Charges	5,390,492	6,807,776	3,658,096	3,658,096
Depreciation and Amortization	0	4,684,763	0	0
Other Cost	(3,304)	0	1,536,685	1,536,685
Other Financing	1,794,784	2,103,997	0	0
TOTAL	\$77,875,709	\$89,761,345	\$95,679,901	\$95,679,901

FUNDING SOURCES

	2003	2004	2005 Budget
General Fund	\$4,880,360	\$10,709,207	\$6,893,528
Special Tax District - Designated Serv.	71,732,056	77,841,263	87,384,760
Special Tax District - Unincorporated	1,263,293	1,210,875	1,401,613
TOTAL	\$77,875,709	\$89,761,345	\$95,679,901

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Administrative Services				
Assistant Director Program Operations	34	0	1	1
PS Chief Admin. Svcs.	33	0	1	1
Dept. Info. System Mgr.	31	0	1	1
PS Fiscal Mgmt. Officer	30	1	1	1
Facilities Planning Manager	30	1	1	1
Grants Project Manager	30	1	1	1
Dept. Microsystem Specialist	28	0	3	3
PS Grants Coordinator	26	2	1	1
PS Payroll Personnel Supv.	24	1	1	1
Administrative Assistant	23	0	2	2
PS Supply Supervisor	24	1	1	1
Purchasing Technician	21	3	3	3
PS Supply Coordinator	21	2	2	2
Custodian, Supervisor	21	1	1	1
PS Payroll Personnel Technician, Sr.	21	7	2	2
Principal Secretary	21	1	3	3
PS Payroll Personnel Technician	19	0	2	2
Office Assistant, Senior	19	1	2	2
Central Supply Technician	18	2	1	1
Senior Custodian	18	2	2	2
Sub-total		26	32	32

POLICE SERVICES

AUTHORIZED POSITIONS BY COST CENTER (continued)

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Telecommunications				
Telecommunications Administrator	28	0	0	1
Telecommunications Supervisor	26	0	1	0
Telecommunications Specialist	26	0	2	3
Telephone Systems Technician	25	0	1	1
Telecommunications Operator	19	0	2	3
	Sub-total	0	5	8
Communications				
Deputy Director, Communications	33	1	1	1
Emer. Mgt. Telecom Administrator	26	1	1	1
PS Telecommunications Analyst	26	1	1	1
PS Comm. Watch Commander	26	3	3	3
PS Comm. Shift Supervisor	25	9	9	9
PS Training Specialist	25	1	1	1
PS CAD System Specialist	25	1	1	1
Telephone Systems Technician	25	0	1	1
PS Comm. Operator, Senior	24	26	30	34
PS Communications Operator	23	75	95	99
Administrative Assistant	23	0	1	1
Cellular Communications Specialist	21	0	1	1
Office Assistant, Senior	19	3	3	3
Principal Secretary	19	1	1	1
PS Communications Operator P/T	19	4 PT*	4 PT*	4 PT*
	Sub-total	122	149	157
	Sub-total	4 PT*	4 PT*	4 PT*
* PT = Part Time				
Public Services				
School Safety Officer	4	146 PT*	146 PT*	146 PT*
	Sub-total	146 PT*	146 PT*	146 PT*
*PT = Part-time				
Animal Control				
Deputy Director, Animal Control	AJ	1	1	1
Administrative Coordinator	25	1	1	1
AC Supervisor	26	3	3	3
Administrative Clerk	21	1	1	1
Principal Secretary	21	1	1	1
Animal Control Officer, Master	21	24	12	12
Animal Control Officer, Senior	20	0	1	1
Animal Control Officer	19	0	13	13
Office Assistant, Senior	19	5	6	6
Administrative Assistant	23	0	1	1
Senior Data Entry Operator	18	2	2	2
	Sub-total	38	42	42

POLICE SERVICES

AUTHORIZED POSITIONS BY COST CENTER (continued)

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Code Enforcement				
Code Enforcement Manager	30	1	1	1
Code Enforcement Assistant Manager	29	0	1	1
Chief Code Enforcement Officer, Comm.	28	1	0	0
Chief Code Enforcement Officer, Supv.	28	1	1	1
Code Enforcement Officer III	25	3	4	4
Code Enforcement Officer II	24	0	1	1
Code Enforcement Officer I	23	13	11	11
Administrative Assistant	23	1	1	1
Office Assistant, Senior	19	6	6	6
	Sub-total	26	26	26
Records/Criminal History				
PS Records Manager	31	1	1	1
Administrative Assistant	23	0	2	2
Central Records Supervisor	25	5	5	5
Public Safety Training Specialist	25	1	1	1
Principal Secretary	21	2	1	1
PS Central Records Clerk, Senior	20	0	9	9
PS Central Records Clerk	19	43	34	34
	Sub-total	52	53	53
Assistant Director-Police Services				
Polices Services - Police Chief	AC	1	1	1
Deputy Assistant Chief	AH	1	0	0
Assistant Director Program Operations	34	1	0	0
Police Captain	31	1	0	0
Police Lieutenant	30	1	0	0
Staff Attorney	29	1	0	0
Police Officer, Master	27	0	1	1
Police Officer, Senior	26	0	1	1
Administrative Coordinator	25	0	1	1
Audiovisual Production Specialist	24	0	1	1
Administrative Assistant	23	1	0	0
Executive Secretary	23	1	0	0
	Sub-total	8	5	5
Internal Affairs				
Police Captain	31	0	1	1
Police Lieutenant	30	1	1	1
Police Sergeant	28	1	2	2
Police Officer, Master	27	4	5	5

POLICE SERVICES

AUTHORIZED POSITIONS BY COST CENTER (continued)

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Internal Affairs (continued)				
Police Officer, Senior	26	0	3	3
Police Officer	25	0	0	0
Investigative Aide, Senior	21	2	2	2
	Sub-total	8	14	14
Criminal Investigation Division				
Assistant Police Chief	AI	1	0	0
Police Major	33	1	1	1
Police Captain	31	4	3	3
Police Lieutenant	30	9	7	7
Crime Scene Investigator, Supr	28	0	1	1
Police Sergeant	28	23	19	19
Police Officer, Master	27	104	89	89
PS Pawn Detail Coordinator	25	1	1	1
Police Officer, Senior	26	4	5	5
Police Officer	25	2	1	1
Investigative Aide, Senior	21	11	6	6
Administrative Assistant	23	3	1	1
Investigative Aide	19	0	1	1
Office Assistant, Senior	19	8	8	8
	Sub-total	171	143	143
Special Operations Division				
Assistant Police Chief	AI	1	0	0
Police Major	33	0	1	1
Police Captain	31	1	1	1
Police Lieutenant	30	3	3	3
Police Sergeant	28	10	10	10
Police Officer, Master	27	54	61	61
Police Officer, Senior	26	0	2	2
Police Officer	25	0	2	2
Principal Secretary	21	3	1	1
Property and Evidence Technician	21	2	2	2
	Sub-total	74	83	83
Police Training				
Police Major	33	0	1	1
Police Captain	31	1	1	1
Police Lieutenant	30	2	1	1
Police Sergeant	28	3	8	8

POLICE SERVICES

AUTHORIZED POSITIONS BY COST CENTER (continued)

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Police Training (continued)				
Police Officer, Master	27	10	10	10
Police Firearms Instructor	25	1	0	0
Police Officer, Senior	26	4	1	1
Principal Secretary	21	2	2	2
	Sub-total	23	24	24
Uniform				
Assistant Director Police Services	AH	0	1	1
Deputy Police Chief	AI	1	2	2
Police Major	33	5	5	5
Police Captain	31	10	10	10
Police Lieutenant	30	42	46	46
Police Sergeant	28	86	86	86
Crime Scene Investigator, Supervisor	28	0	1	1
Police Officer, Master	27	262	277	289
Police Officer, Senior	26	92	140	161
Police Officer	25	107	82	99
Assistant Public Information Officer	25	0	1	1
Public Education Specialist	23	0	6	6
Administrative Assistant	23	2	3	3
Investigative Aide, Senior	21	10	15	15
Principal Secretary	21	3	5	5
Custodian	16	0	1	1
Crime Awareness Officer	19	5	5	5
Office Assistant, Senior	19	1	0	0
	Sub-total	626	686	736
Intelligence/Permits				
Police Captain	31	1	1	1
Police Lieutenant	30	2	1	1
Police Sergeant	28	1	2	2
Police Officer, Master	27	0	1	1
Police Officer, Senior	27	0	1	1
Administrative Assistant	23	0	1	1
Office Assistant	18	1	0	0
	Sub-total	5	7	7
Homeland Security				
Deputy Director, Homeland Security	34	1	1	1
Operations Manager, Emergency Mgt.	31	0	1	1
Police Lieutenant	30	1	1	1
Police Sergeant	28	3	1	1

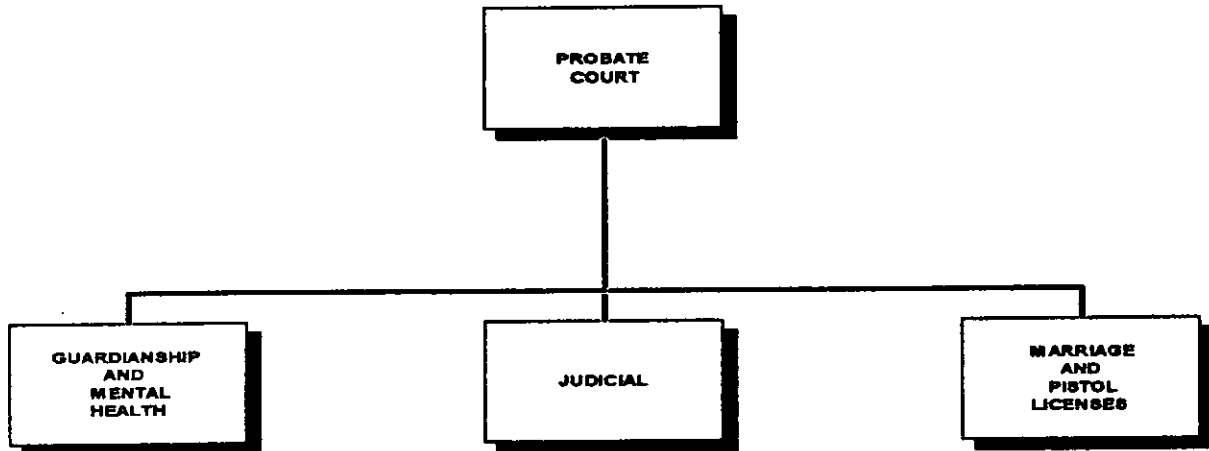
POLICE SERVICES

AUTHORIZED POSITIONS BY COST CENTER (continued)

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Homeland Security (continued)				
Police Officer, Master	27	6	9	9
Police Officer, Senior	26	1	1	1
Administrative Assistant	23	1	2	2
Investigative Aide, Senior	21	1	1	1
	Sub-total	14	17	17
Technology Unit				
PS Chief Admin. Svcs.	33	1	0	0
Dept. Info. System Mgr.	31	1	0	0
Dept. Microsystem Specialist	28	3	0	0
Administrative Assistant	23	1	0	0
Senior, Prop. Evidence Tech	21	2	0	0
	Sub-total	8	0	0
Recruiting and Background				
Police Lieutenant	30	0	1	1
Police Sergeant	28	1	0	0
Police Officer, Master	27	4	5	5
Senior Investigative Aide	23	3	3	3
	Sub-total	8	9	9
Crime Scene				
Police Sergeant	28	1	1	1
Crime Scene Investigator Shift Supv.	26	3	3	3
Master Crime Scene Investigator	25	3	3	3
Senior Crime Scene Investigator	24	3	3	3
Latent Fingerprint Examiner, Senior	24	3	3	3
Crime Scene Investigator	23	2	3	3
Forensic Photographer	23	2	1	1
	Sub-total	17	17	17
TOTAL FULL-TIME		1,226	1,312	1,373
PT = Part-Time		150PT	150PT*	150PT*

PROBATE COURT



MISSION STATEMENT

The Probate Court will strive to serve the citizens of DeKalb County while enforcing the law.

PROGRAM DESCRIPTION

The Judge of the Probate Court is elected by popular vote for a term of 4 years. The Probate Court has jurisdiction of estates in DeKalb County. This includes the probate of wills, the appointment of administrators, the granting of years supports, the appointment of guardians of both minors and incapacitated adults, and the hearing of disputes in any of these areas. The Probate Court's jurisdiction includes the supervision of mental illness patients, hospitalizations, and holding hearings to determine if the patient should remain involuntarily hospitalized for more than 35 other counties. All marriage licenses and pistol licenses are issued and recorded by this office.

MAJOR ACCOMPLISHMENTS IN 2004

Received, processed and adjudicated civil filings during 2004. We have continued our imaging project for estates and marriage licenses.

Implemented the adult guardianship management program.

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

Continue to make needed changes to the accounting system.

Continue the imaging project for estate and marriage licenses.

Human Services

Continue the adult guardianship management program.

MAJOR BUDGETARY IMPACTS

Previous

2004

None.

2005

There are no major changes to the budget in 2005.

Future

No significant budgetary impact is anticipated.

PROBATE COURT

ACTIVITY MEASURES

	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Wills probated, petitions filed, administrations & guardianships	16,085	15,834	16,563	17,300
Emergency hospitalization orders	211	203	200	205
Retardation hearings	6	0	6	6
Marriage licenses	4,223	4,324	4,776	5,100
Marriage license certified copies	9,688	9,475	11,300	12,800
Annual returns audited	1,372	1,311	1,314	1,400
First time pistol licenses	1,303	1,141	1,187	1,250
Renewal pistol licenses	1,094	1,155	873	1,000
Commitment Hearings	287	284	295	310
Continued habitation	7	1	1	1
Writs of Habeas Corpus	4	0	1	2

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Personal Services and Benefits	\$1,266,501	\$1,229,513	\$1,420,245	\$1,420,245
Purchased/Contracted Services	71,242	138,305	104,185	104,185
Supplies	33,636	57,413	35,800	35,800
Capital Outlays	49,843	0	0	0
Other Costs	8,593	7,984	5,000	5,000
TOTAL	\$1,429,815	\$1,433,215	\$1,565,230	\$1,565,230

FUNDING SOURCES

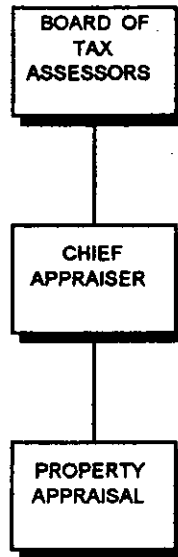
	2003	2004	2005 Budget
General Fund	\$1,429,815	\$1,433,215	\$1,565,230

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/ POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Probate Court				
Judge of Probate Court	\$122,818	1	1	1
Associate Judge/Chief Clerk	33	1	1	1
Attorney III	31	1	1	1
Administrative Operations Manager	28	1	1	1
User Liaison Coordinator	26	1	1	1
Administrative Supervisor	25	4	4	4
Probate Tech., Principal	21	12	13	13
Probate Tech., Senior	19	3	2	2
TOTAL FULL-TIME		24	24	24

PROPERTY APPRAISAL & ASSESSMENT



MISSION STATEMENT

The Department of Property Appraisal and Assessment will produce valuations for the Tax Digest that meet with the approval of the State of Georgia Revenue Commissioner. All property in DeKalb County will be listed in accordance with the rules and regulations established by the State Department of Revenue.

PROGRAM DESCRIPTION

The Board of Tax Assessors, a five member part time body appointed by the Board of Commissioners, oversees the following activities: establish fair market value for all real, personal, and public utility properties as of January 1 of each year; process all property tax returns; rule on all applications for exempt status; prepare and mail notices of assessment change to property owners; provide information to the Georgia Department of Revenue as requested, including but not limited to sales data; provide information as needed regarding digest valuations to the County Finance Department and the Board of Education. Property Appraisal and Assessment provides information to the Tax Commissioner for submission of the County Tax Digest to the Georgia Department of Revenue for approval; defends appraisals of all appeals before the Boards of Equalization and Superior Court; and attends approved training courses as required by the Georgia Department of Revenue and the Code of Georgia.

MAJOR ACCOMPLISHMENTS FOR 2004

Reassessment notices were mailed on April 17, 2004. Property Tax returns were reviewed and the Tax Digest valuations released to the Tax Commissioner before the Georgia Code mandated date of June 1, 2004.

MAJOR GOALS FOR 2005 AND LINKS TO COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Financial Strength

To complete the yearly reassessment by mid April.

To complete the review of the property tax returns by June 1, 2005.

To gain approval of the prior year Digest from the Georgia Department of Revenue.

MAJOR BUDGETARY IMPACTS

Previous

No previous budgetary impact.

PROPERTY APPRAISAL & ASSESSMENT

MAJOR BUDGETARY IMPACTS (cont)

Future

No considerations of future budgetary impact are anticipated.
 Approve 2005 Digest from the Georgia Department of Revenue.

ACTIVITY MEASURES				
	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Taxable Real Estate Parcels	204,373	209,425	213,020	216,600
Exempt Real Estate Parcels	4,714	4,712	4,777	4,900
Public Utility Parcels	318	314	275	275
Taxable Personal Property	19,191	13,015	13,048	13,600
Taxable Personal Prop. Freeport Accts.	572	580	560	568
Exempt Personal Property Accounts	1,250	6,844	7,128	7,000
Real Estate Tax Returns Processed	1,550	2,046	1,637	1,500
Building Permits Processed	5,000	5,000	4,500	4,500
New Real Estate Parcels	5,177	5,152	3,735	4,500
Assessment Changes Mailed	87,992	93,757	116,881	110,000
Appeals Received	4,210	4,043	4,588	4,000
Appeals to Board of Equalization	1,864	1,991	1,640	1,700
Board of Equalization Hearings	300	300	300	300
Appeals to Superior Court	56	96	70	70
Total Real & Personal Property Digest (IN 000's)	\$18,394,661	\$19,598,666	\$20,398,936	\$21,418,882
Total Public Utility Digest (IN 000's)	\$425,268	\$423,496	\$425,000	\$425,000

SUMMARY OF EXPENDITURES BY COST CENTER				
	Actual 2003	Actual 2004	CEO's Recommended 2004	Approved Budget 2005
Property Appraisal and Assessment	\$4,377,657	\$4,390,708	\$4,817,118	\$4,817,118
TOTAL	\$4,377,657	\$4,390,708	\$4,817,118	\$4,817,118

SUMMARY OF EXPENDITURES BY MAJOR CATEGORY				
	Actual 2003	Actual 2004	Recommended Budget	Budget 2005
Personal Services and Employee Benefits	\$3,968,426	\$3,963,665	\$4,418,094	\$4,418,094
Purchased/Contracted Services	312,160	311,963	312,124	312,124
Supplies	49,066	68,071	61,900	61,900
Capital Outlays	48,005	33,141	25,000	25,000
Interfund/Interdepartmental Charges	0	12,410	0	0
Depreciation and Amortization	0	1,458	0	0
TOTAL	\$4,377,657	\$4,390,708	\$4,817,118	\$4,817,118

FUNDING SOURCES			
	2003	2004	2005 Budget
General Fund	\$4,377,657	\$4,390,708	\$4,817,118

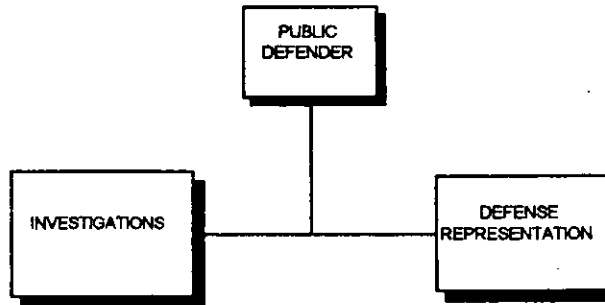
PROPERTY APPRAISAL & ASSESSMENT

AUTHORIZED POSITIONS BY COST CENTER

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

Cost Center	Salary Range	2003	2004	2005
Property Appraisal & Assessment				
Chief Appraiser	AG	1	1	1
Chief Appraiser, Asst.	33	1	1	1
Deputy Chief Appraiser	30	4	4	4
Appraiser, Sr.	28	6	6	6
Admin. Operations Mgr.	28	1	1	1
Network Coordinator	26	1	1	1
User Network Coordinator	26	1	1	1
Property Appraiser IV	26	17	17	17
Property Deed Supervisor	26	1	1	1
Property Appraisal Auditor	24	1	1	1
Property Appraiser III	23	13	13	13
Admin. Asst.	23	2	2	2
Purchasing Tech.	21	1	1	1
Admin. Clerk	21	1	1	1
Property Appraiser II	19	7	7	7
Property Deed Tech.	19	2	2	2
Office Asst., Sr.	19	13	13	13
Principal Secretary	21	1	1	1
Property Appraiser I	23	2	2	2
Total Full-Time		76	76	76

PUBLIC DEFENDER



MISSION STATEMENT

Government is required by law to provide for the defense of indigent persons charged with felony offenses, misdemeanors, and juvenile delinquency where incarceration is a possibility. We are also required to provide attorneys for appeals and to represent parents in child deprivation cases in Juvenile Court.

PROGRAM DESCRIPTION

The Public Defender's Office has a staff of 50 attorneys covering the ten divisions of Superior Court, the seven divisions of State Court, Juvenile Court and Magistrate's Court. The Office also handles appeals to the Supreme Court of Georgia and the Court of Appeals.

MAJOR ACCOMPLISHMENTS FOR 2004

Began representing defendants who can't make bond in Recorders Court.
Seven attorney positions and one Investigator were created to comply with state law which requires all criminal defendants to have access to the services of counsel within 72 hours of arrest.

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Financial Strength

Early interference in court cases reduces the jail population, saving the county money to provide for the caring for inmates.

MAJOR BUDGETARY IMPACTS

Previous

Three Attorneys and one Investigator were added in 2002.
One Attorney position was added to handle Recorders Court cases in 2003.
Cell telephones were added for investigators to replace obsolete radios, in 2004.
Eight attorney positions and one Investigator were created to comply with state law which requires all criminal defendants to have access to the services of counsel within 72 hours of arrest were added in 2004.

2005

Eight Attorney positions and one Investigator position created in 2004 are being fully funded in 2005. The law requires all criminal defendants to have access to the services of counsel within 72 hours of arrest.

Future

Making the transition to a State sponsored indigent defense system may require hiring additional personnel and additional changes in current procedures.

PUBLIC DEFENDER

ACTIVITY MEASURES

	Actual 2003	Actual 2004	Actual 2004	Estimated 2005
Death Penalty cases Opened	2	2	3	1
Felonies Opened	4,027	4,281	3,805	5,000
Juvenile Delinquency	2,799	2,800	1,953	2,500
Misdemeanors	2,159	3,778	3,061	3,500

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Personal Services and Employee Benefits	\$4,635,277	\$4,748,320	\$6,343,828	\$6,343,828
Purchased/Contracted Services	296,043	289,429	116,560	116,560
Supplies	50,021	62,340	65,725	65,725
Capital Outlays	14,954	9,591	9,000	9,000
Interfund /Interdepartmental Charges	92,950	74,984	66,077	66,077
Depreciation and Amortization	0	31,834	0	0
TOTAL	\$5,089,245	\$5,216,498	\$6,601,190	\$6,601,190

FUNDING SOURCES

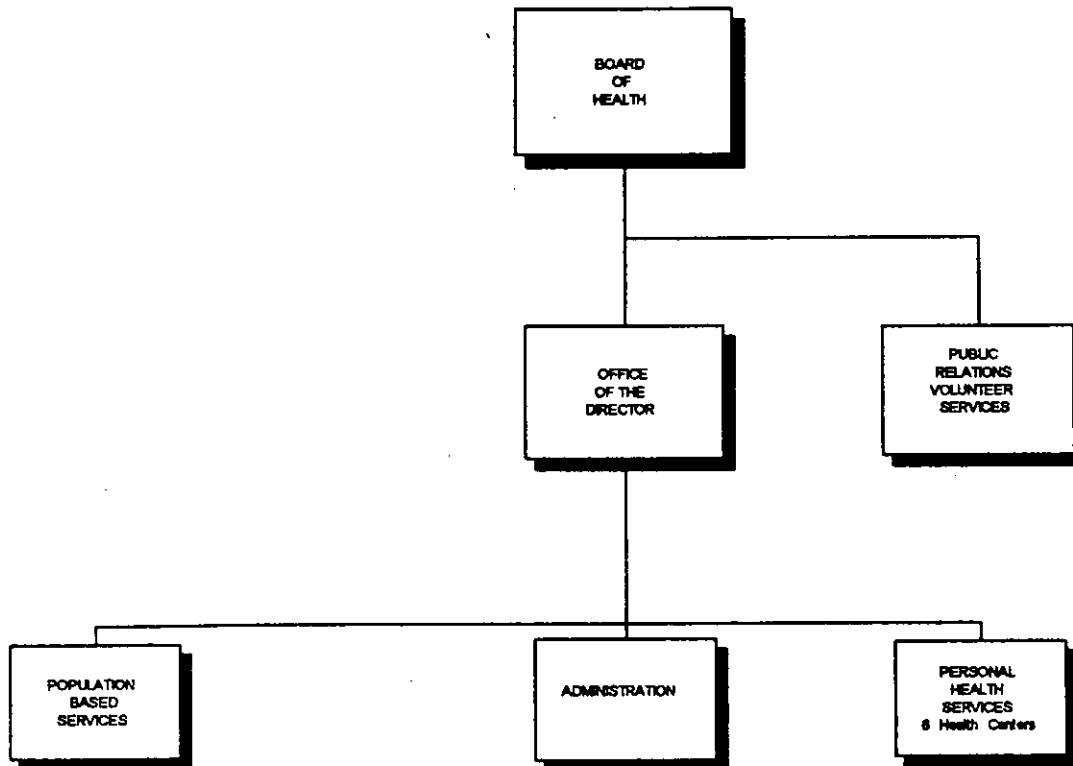
	2003	2004	2005 Budget
General Fund	\$5,089,245	\$5,216,498	\$6,601,190

AUTHORIZED POSITIONS BY COST CENTER

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

Cost Center	Salary Range	NUMBER OF POSITIONS		
		2003	2004	2005
Public Defender	DF	1	1	1
Chief Asst. Public Defender	35	1	1	1
Attorney IV	33	3	3	3
Attorney III	31	24	25	25
Attorney II	30	13	19	19
Legal Office Coord.	28	1	1	1
Chief Investigator	28	1	1	1
Principal Investigator	25	11	11	11
Senior Admin. Aide.	23	4	4	4
Investigator	21	1	3	3
Senior Office Asst.	19	2	2	2
Total Full-time		62	71	71

PUBLIC HEALTH



MISSION STATEMENT

Our mission is to promote and protect health and provide quality preventative care. The prevention of disease, injury, and disability, and premature death is the primary purpose of the DeKalb County Board of Health. We unite with individuals, families, and communities to serve the people who live, work, and play in DeKalb County.

PROGRAM DESCRIPTION

The DeKalb County Board of Health provides a wide range of public health services. With the completion of a recent organizational restructuring, the Board has three major functional units: Personal Health Services, Population Based Services, and Administration. Personal Health Services includes the six health centers located throughout the County. Its primary role is dedicated to protecting, maintaining, and improving the health of individuals and families, as well as, providing a broad spectrum of physical health services for children, adolescents, and adults.

Population Based Services includes the Environmental Health Division, the Health Assessment and Promotion Division, the Center for Public Health Preparedness and the Office of Vital Records. The Environmental Health Service Division provides on-site inspection of restaurants, hotels/motels, personal care homes, swimming pools, and ensures compliance with State, County, and Board of Health regulations. The Health Assessment and Promotion Division tracks and investigates health problems, collects and analyzes health status information, and promotes health and wellness by working with coalitions and neighborhood groups. The Center for Public Health Preparedness is one of three national Exemplar Projects funded by the Centers for Disease Control and Prevention. The Center's primary goal is to build and maintain public health capacity and to respond to public health emergencies including bioterrorism. The Office of Vital Records maintains birth certificates for children born in DeKalb County and death certificates of county residents.

PUBLIC HEALTH

PROGRAM DESCRIPTION (continued)

Administration includes the divisions of Finance, Personnel, Internal Services, and Information Technology, the Training Unit, and Bond Facilities Projects. Administration provides general administrative support to the other operating units within the Board of Health and serves as the business management arm of the Board of Health.

The Board of Health utilizes a combination of federal grant-in-aid funds, fee revenues, and county funds as major sources of revenues. This budget represents the county's contribution to the Board of Health for its operation and delivery of health care services to the citizens of DeKalb County. This budget also funds the personal service costs for the county merit positions assigned to the Board of Health.

MAJOR ACCOMPLISHMENTS IN 2004

Increased services for Women, Infant, and Children nutrition through expanded community outreach.
Expanded outreach services to homes, churches, schools, and other community sites to provide clinical patient education services, convened the Successful Youth Summit.
Conducted large scale larviciding, education, and community involvement campaign to prevent West Nile Virus human cases.
Conducted the Youth Risk Behavior Survey in 19 DeKalb County public high schools.

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Human Services

To increase access to comprehensive primary care services with emphasis on chronic and communicable diseases.

Increase immunization rate for children two years old to 90%.

To publish, disseminate, and evaluate the DeKalb County Status of Health 2004 Report.

To continue current mosquito control program and public education efforts and the development of an enhanced surveillance system that will result in the early detection of suspect human cases of West Nile Virus. These efforts should lead to timely programmatic interventions.

To facilitate community-wide planning and education efforts focused on clinical skills associated with biological agents that would most likely be used in a terrorist attack in order to enhance our ability to detect and respond to emerging health threats.

To focus on the reduction of recurring foodborne illness risk factors such as time/temperature abuse, poor employee hygiene, and contamination of foods, when conducting inspections of facilities.

Organizational Effectiveness

To continue quality improvement to ensure that a competent workforce delivers effective services to individuals and families at convenient locations throughout DeKalb County.

MAJOR BUDGETARY IMPACTS

Previous

The 2000 budget included funding in the amount of \$83,000 to provide 2 full-time state positions and 1 part-time state position for the Refugee Health Services Program. As part of the across-the-board reduction, the 2000 budget was reduced by \$31,310.

In 2001, three vacant county merit positions, 1 full-time Accounting Supervisor, 1 part-time Registered Nurse, and 1 part-time Health Care Aide were abolished. Based on the agreement between the Board of Health and the County, funding for these positions was transferred to the County's Contribution to the Board of Health.

The 2002 budget included funding in the amount of \$41,856 to provide 1 full-time state position for the Certified Food Manager program.

The 2003 Budget included funding in the amount of \$70,000 to continue the mosquito control and public education efforts supporting the West Nile Virus /Mosquito Control Program.

PUBLIC HEALTH

MAJOR BUDGETARY IMPACTS (continued)

Previous

The 2004 Budget included funding in the amount of \$100,000 to continue the mosquito control and public education efforts supporting the West Nile Virus /Mosquito Control Program.

2005

The Board of Health's 2005 Budget of \$32,813,899 consists of \$712,076 in federal grant-in-aid funds, \$13,153,901 in state grant-in-aid funds, and \$5,095,832 in county funds, and \$13,852,081 in fee revenues, prior year funds, and interest.

Future

Because of the current health care environment, the Board of Health will continue to formulate partnerships with primary care providers and managed care organizations. Keeping in mind its overall mission to improve the health of the entire community, the Board continues to emphasize with each partner the importance of population-based services.

ACTIVITY MEASURES				
	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Total Patient Encounters	234,565	236,621	226,610	225,838
Clinic Dental Visits	6,340	6,683	4,926	4,984
STD/HIV Services, Patients Served	6,220	5,828	10,748	13,893
Immunizations, Patients Served	56,677	45,328	53,605	54,881
WIC Average Monthly Caseload	19,283	20,900	21,358	22,294
Family Planning, Patients Served	6,195	6,064	5,990	5,859
Food Service Program	13,946	14,846	25,510	25,738
On-site Sewage Disposal	6,949	7,182	6,836	7,000
Rodent Control Baiting	5,896	5,496	5,527	5,800
Swimming Pool Activities	10,406	11,248	10,887	11,000
Radon Testing	1,728	2,486	2,700	2,500
West Nile Virus, Number of Contacts	9,656	7,931	6,901	6,500

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Personal Services and Benefits (County Funded Positions)	\$108,357	\$104,053	\$170,687	\$170,687
Purchased/Contracted Services	25,509	29,846	30,514	30,514
Other Costs	5,099,825	5,199,829	5,095,832	5,095,832
TOTAL	\$5,233,691	\$5,333,728	\$5,297,033	\$5,297,033

FUNDING SOURCES			
	2003	2004	2005 Budget
General Fund	\$5,233,691	\$5,333,728	\$5,297,033

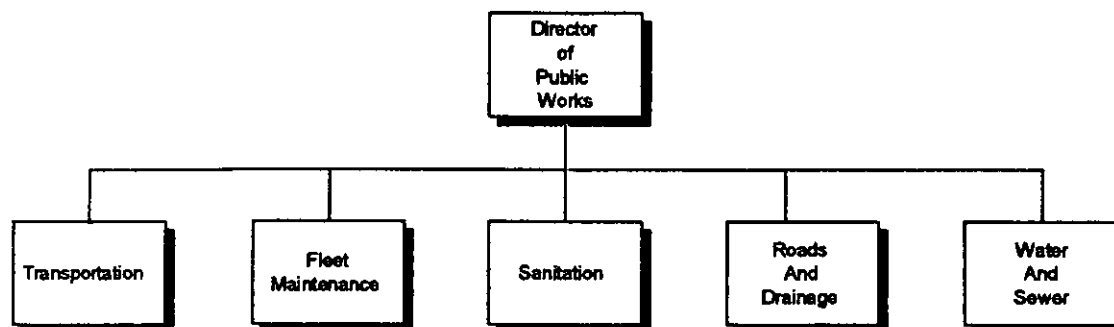
PUBLIC HEALTH

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
County Contribution				
Nurse Manager	29	0	1	1
Nurse Supervisor	28	1	0	0
Graphic Design Tech	23	1	1	1
Custodian	14	1	1	1
	Subtotal	3	3	3
TOTAL POSITIONS FULL-TIME		3	3	3

PUBLIC WORKS - DIRECTOR'S OFFICE



PROGRAM DESCRIPTION

The office of the Public Works Director was established in 1985 to provide central management, supervision and direction for the five divisions which now constitute Public Works: Fleet Maintenance, Roads & Drainage, Sanitation, Transportation, and Water & Sewer.

MISSION STATEMENT

To 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 five 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.

MAJOR ACCOMPLISHMENTS IN 2004

Continued to oversee the development and construction of projects contained in the County's Transportation Improvement Program which now totals over \$300 million.

Continued to oversee the development of the Seminole Landfill and preparations of a major modification to the operating permit for the landfill, the construction of the Phase 2A Up-slope Liner-Unit 2, and the expansion of the gas collection system, and complete bid process for the Phase 3/4, Unit 1 and the Infrastructure Improvements.

Continued construction of the Scott Candler Filter Plant and Reservoirs, concluded construction activities at the Snapfinger Creek and Pole Bridge Creek WTPs, continued design of the new Raw Water Intake and force main, and continued inventorying of the waste water collection system.

Collected Stormwater Utility Fees and began work on priority improvement projects.

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Infrastructure

Continue work on the design and construction of HOST Program and Infrastructure projects, water and sewer system improvements and sanitation system improvements.

Continue design and construction of Stormwater Utility projects; obtain intergovernmental agreements with municipalities.

Organizational Effectiveness

Evaluate department operations and implement organizational and operational improvements.

PUBLIC WORKS - DIRECTOR'S OFFICE

MAJOR BUDGETARY IMPACTS

Previous

The Transportation Division was separated from Roads and Drainage in 2002. One position, the Department Information Systems Manager, was transferred to the GIS department in 2002.

In 2003 \$285,584 was approved for basic operating expenses.

In 2004, \$313,702 was approved for operating expenses.

2005

The 2005 Basic Budget includes the reallocation of the Construction Manager position to an Assistant Director position. This position is being transferred from Non-Departmental.

Future

No changes of significant budgetary impact are anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO'S Recommended Budget	Approved Budget 2005
Personal Services and Benefits	\$287,511	\$283,821	\$439,832	\$439,832
Purchased/Contracted Services	13,488	6,714	9,500	9,500
Supplies	1,791	2,488	7,000	7,000
Capital Outlays	0	0	0	0
Interfund/Interdepartmental Charges	1,062	8,173	7,950	7,950
	0	5,307	0	0
TOTAL	\$303,852	\$306,503	\$464,282	\$464,282

FUNDING SOURCES

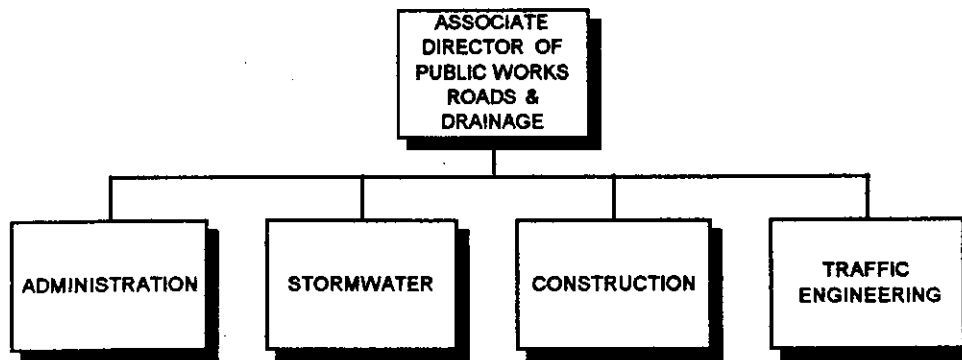
	2003	2004	2005 Budget
General Fund	\$303,852	\$306,503	\$464,282

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	2003	2004	2005
Public Works - Director's Office				
Director of Public Works	AC	1	1	1
Assistant Director of Public Works	AE	1	1	2
Executive Secretary	23	1	1	0
Administrative Coordinator	25	0	0	1
TOTAL FULL-TIME		3	3	4

PUBLIC WORKS- ROADS AND DRAINAGE



CRITICAL MISSION STATEMENTS AND SUCCESS FACTORS

- A. To improve the maintenance of all County paved and unpaved roads, bridges, and drainage structures.
- B. To improve the County's storm water drainage system.
- C. To improve the Citizen's Drainage program.
- D. To obtain parcels, tract of land, and easements necessary to complete scheduled State and County construction projects.
- E. To perform needed repairs, maintenance and construction on paved and unpaved County roads, bridges, and drainage structures.
- F. To increase safety, and expedite the movement of traffic through a comprehensive traffic control program.

PROGRAM DESCRIPTION

Public Works- Roads and Drainage is responsible for performing all needed repairs, maintenance, construction, and upgrade of the County's roadway system. The Division is also responsible for the management of the County's Stormwater and flood programs as well as bridges and drainage structures, and traffic engineering.

MAJOR ACCOMPLISHMENTS FOR 2004

Paved fifty three miles of County roads. Completed construction of thirty two major drainage projects over \$25,000. Completed approximately 7,388 service requests.

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

To continue serving the needs of DeKalb County's citizens by performing infrastructure improvements.

MAJOR BUDGETARY IMPACTS

Previous

In 2001 Public Works- Roads & Drainage was divided into two Departments: Roads/Drainage and Transportation. 119 positions were transferred to the Transportation Department. One Infrastructure Crew and one Construction crew was created in the Roads and Drainage budget to support the Stormwater Utility Fund, in 2004.

2005

All personal services, benefits and operating costs for Signals (5486) and Signs and Paint (5457) were transferred to Roads and Drainage in the 2005 Budget. Personnel Costs were also transferred for Traffic Engineering. The total amount of this transfer is \$3,3314,910 and 69 positions. \$200,000 is recommended for the Citizen's Drainage Program. Sixty one positions in Public Works, Roads and Drainage will be reimbursed by the Stormwater Utility Fund, in 2005. Seventeen positions including one Stream Cleaning crew were added and will be reimbursed by the Stormwater Utility Fund. The Stormwater Utility Fund will reimburse Public Works, Roads and Drainage a total of \$8,622,019.

PUBLIC WORKS- ROADS AND DRAINAGE

MAJOR BUDGETARY IMPACTS (cont)

Future

Continued implementation of the Stormwater utility fee and Drainage issues will be the future concern.

PERFORMANCE INDICATORS

	TARGET	2002	2003	2004
% OF STORMWATER DRAINAGE INDICATORS ACCOMPLISHED WITHIN PRESCRIBED TIME FRAME	75%	75%	80%	80%
% OF ROADS PAVED/REPAVED/ REPAIRED VS ROADS & DRAINAGE STANDARD TARGET	75%	90%	100%	100%

ACTIVITY MEASURES

	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Citizen Drainage Projects (linear feet)	1,540	1,900	2,461	2,461
Citizen Drainage Projects (Tons)	2,351	3,406	4,396	5,275
Retention Ponds Cleaned	105	110	210	280
Maintenance Complaints Received	8,719	12,500	10,785	8,400
Roads Resurfaced (miles by County)	30	30	20	20
Patching (Tons) County	36,664	29,050	48,000	50,000
Drainage Structures Built/Repaired	1,150	640	850	978
Pipe Installed or Replaced (Lin. Ft.)	8,605	6,960	8,200	9,840

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY DIVISION

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Administration	\$549,988	\$882,389	\$486,714	\$486,714
Stormwater*	242,972	133,590	(327,572)	(327,572)
Construction/Maintenance	18,426,692	20,575,333	24,580,213	24,580,213
Traffic	0	0	3,842,711	3,842,711
TOTAL	\$19,219,652	\$21,591,312	\$24,739,355	\$24,739,355

* Reimbursed by the Stormwater Utility Fund

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Personal Services and Employee Benefits	\$11,313,961	\$11,119,379	\$16,993,108	\$16,993,108
Purchased/Contracted Services	1,994,494	4,702,378	3,553,651	3,553,651
Supplies	2,948,196	3,255,230	4,852,763	4,852,763
Capital Outlays	172,650	573,415	43,600	43,600
Interdepartmental / Interfund Charges	2,790,351	531,519	(909,149)	(909,149)
Depreciation and Amortization	0	1,409,391	0	0
Other Costs	0	0	205,382	205,382
TOTAL	\$19,219,652	\$21,591,312	\$24,739,355	\$24,739,355

PUBLIC WORKS- ROADS AND DRAINAGE

FUNDING SOURCES

	2005		
	2003	2004	Budget
Special Tax District - Designated Services	\$19,219,652	\$21,591,312	\$24,739,355

AUTHORIZED POSITIONS BY FUNCTION

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

COSTCENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Administration				
Asst. Director R & D	AH	1	1	1
Assoc. Director of R & D	AF	1	1	1
Flood Mgmt. Coord.	29	1	1	1
Engineering Supervisor	33	0	0	1
Admin. Assistant	19	0	0	1
Secretary, Principal	21	0	0	1
Executive Secretary	22	1	1	1
Sub total		3	3	7
Stormwater/Drainage				
Dept. Microsystems Spec.	28	0	0	1
Admin. Clerk	21	0	0	1
Admin. Asst.	23	0	1	1
Payroll Personnel Tech. Sr.	21	0	0	1
Office Assistant, Sr.	19	0	2	3
Inventory Warehouse Spec.	25	0	0	1
Accountant	25	0	1	1
GIS Specialist	24	0	1	1
Financial Analyst	30	0	1	1
Stockworker	18	0	1	3
Crew Supervisor	24	0	1	1
Principal Equipment Operator	21	2	8	8
Foreman	25	0	1	1
Construction Inspector	25	0	5	5
Pollution Control Coord.	25	1	1	1
Engineering Tech.	23	1	1	1
		4	24	29
Traffic Engineering				
Office Asst. Senior	19	0	0	1
Secretary, Principal	21	0	0	2
Requisition Technician	21	0	0	1
Engineering Tech., Sr.	24	0	0	5
Engineer, Sr.	29	0	0	2
Engineer, Principal	30	0	0	1
Deputy Director, Traffic Engineering		0	0	1
Traffic Engineering Manager	33	0	0	1
Crew Worker, Sr.	18	0	0	2
Crew Supervisor	24	0	0	1
Equipment Operator	18	0	0	1
Equipment Operator, Sr.	19	0	0	1
General Foreman	26	0	0	2
Asst. Traffic Signal Installer	18	0	0	10

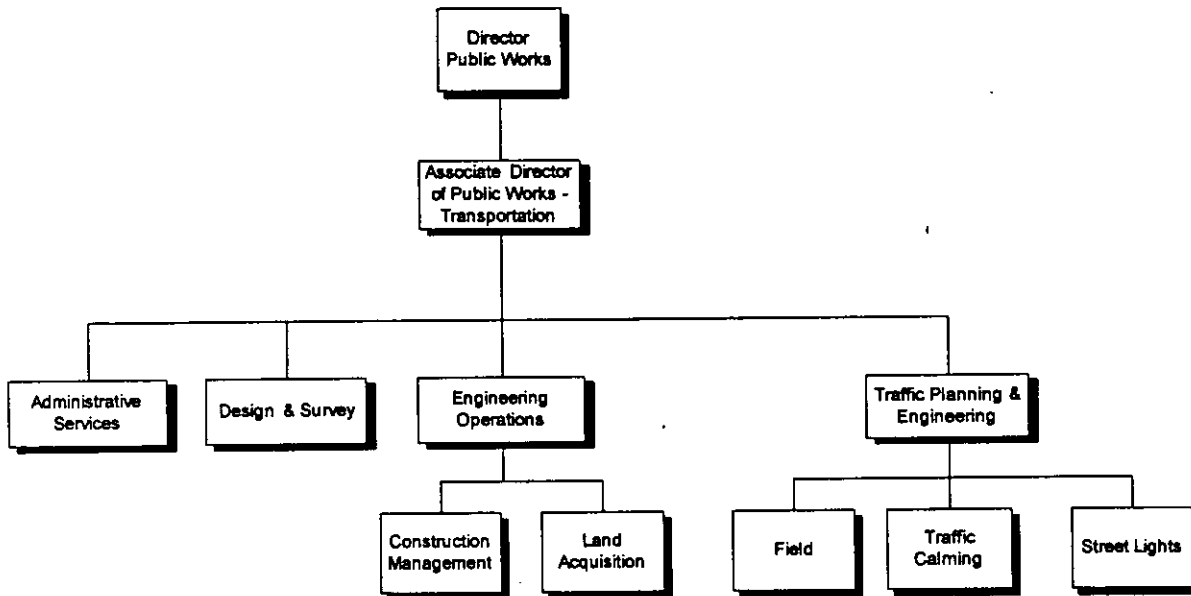
PUBLIC WORKS- ROADS AND DRAINAGE

AUTHORIZED POSITIONS BY FUNCTION

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

COSTCENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Traffic Engineering (cont.)				
Traffic Signal Installer, Sr.	23	0	0	12
Traffic Signal Tech.	21	0	0	6
Traffic Signal Tech., Sr	23	0	0	9
Traffic Signal Operations Supt.	28	0	0	1
Graphic Design Technician	23	0	0	2
Crew Supervisor CDL	24	0	0	3
General Foreman, Public Works	26	0	0	1
Traffic Signs/Markings Inst.	18	0	0	1
Traffic Signs/Markings Inst., Sr.	19	0	0	6
Traffic Signs/Markings Supt.	28	0	0	1
		<u>0</u>	<u>0</u>	<u>73</u>
Maintenance/Construction				
Prin. Engineer	30	1	1	1
Road Main. Supervisor	29	3	3	3
Construction Super.	29	1	1	1
Sr Engineer	29	1	1	1
Engineer	28	2	2	2
Senior Crew Supervisor	25	6	6	6
Construction Supv.	24	3	3	3
Construction Insp.	25	1	1	1
Inventory Warehouse Worker	25	1	1	1
Engineering Tech, Sr.	24	2	2	2
Crew Supervisor	23	17	17	17
Mason	18	2	2	2
Stockworker	18	3	3	3
Heavy Equipment Worker	23	2	2	2
Admin. Clerk	21	1	1	1
Equipment Operator	21	60	60	60
Office Assist., Sr.	19	1	1	1
Maintenance Mechanic	18	2	2	2
Senior Crew Worker	18	33	33	33
Sr. Crew Worker	18	69	77	77
Crew Worker	14	25	37	37
		<u>236</u>	<u>256</u>	<u>256</u>
Sub total				
Total Full- Time		243	283	365

PUBLIC WORKS - TRANSPORTATION



CRITICAL MISSION STATEMENTS AND SUCCESS FACTORS

To provide general guidance for all County surface transportation systems exclusive of rail, from the initial design of roads to the movement of traffic.

To manage all design, survey developments.

To increase safety, and expedite the movement of traffic through a comprehensive traffic control program.

PROGRAM DESCRIPTION

This organization is responsible for seeking State and Federal funding for all transportation improvements for the County.

The operations include the following: Board of Commissioners agenda items, project lists and reporting, Georgia Department of Transportation contracts, all State and Federal contracts, revenue documents, personnel actions, budgetary documents (Capital and Operating), property condemnations / abandonments / exchanges, and communications with citizens, commissioners and other departments, traffic signal installation, traffic engineering and traffic operations and maintenance.

The Design Section is responsible for the development of internal construction projects and the survey of major County roads and right-of-ways.

The Construction Section inspects the construction work of major utility companies, Georgia DOT projects, and other County-implemented projects. Land Acquisition is also a function of the Transportation Division where right-of-ways and easements are purchased for all state and local projects. Traffic Engineering provides timely and comprehensive support to the citizens of DeKalb County and the motoring public in the study, evaluation, authorization, and installation of traffic control devices within DeKalb County right-of-ways. The Division maintains and operates a Traffic Control Center that monitors all traffic throughout DeKalb County, as well as the Metro Atlanta area.

MAJOR ACCOMPLISHMENTS IN 2004

Year-to-date, a number of sidewalk projects have been completed. Right of Way has been certified for Covington Highway at Scarbrough Drive/Park Central Drive, Rainbow Drive at Kelly Chapel Road, and Mercer University Drive at Henderson Mill Road. Developed training programs to enhance skills of technical staff. Secured over \$227,000 in State funds for traffic signal improvements. Worked to maintain field service average wait time reduction from six (6) to four (4) weeks. Continued formalized preventive maintenance services for signal equipment and all signalized intersections. Installed over 134 citizen-approved traffic calming devices in support of the program.

PUBLIC WORKS - TRANSPORTATION

MAJOR ACCOMPLISHMENTS IN 2004 (continued)

Installed curbs in support of selected speed hump installations. Assisted Road and Drainage's Construction and Maintenance section in non-program related crew work activities. Sustained funding for street lights electrical costs. Successfully supported County Signs and Markings requirements. Provided special sign support for special events, Parks and Recreation, and other County Departments.

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Infrastructure

Implement all projects involving State and Federal funding on schedule.
Implement the list of HOST projects approved and funded by the Board of Commissioners.
Continue efforts to improve traffic conditions through the installation and maintenance of traffic control devices in accordance with the Manual on Uniform Traffic Control Devices (MUTCD).

Economic Development

Work with Georgia DOT, State and Federal agencies to capture funding for projects.

Human Services

Transmit Traffic Calming program information out to as many DeKalb County interested residents as possible.

Financial Strength

Sustain funding for any increase in street lights' electrical costs.

Organizational Effectiveness

Continue to develop training programs for Traffic Engineering personnel.
Work toward reducing filed services average wait time less than four (4) weeks.
Reduce the number of neighborhoods seeking program services through the increased use of initial interest petitions and the installation of measures.
Eliminate all internal errors associated with running an effective and responsive Traffic Calming Program.

MAJOR BUDGETARY IMPACTS

Previous

In the 2002 Budget, one Deputy Director was approved.
In the 2003 Budget, four Engineers were added.
In 2004, six Inspector III positions were transferred to the Water and Sewer Department.

2005

The Signals Section and the Signs and Paint Section were transferred to Roads and Drainage. One Purchasing Technician and thirteen other positions in the Traffic Engineering Section were also transferred. The total amount transferred was \$3,314,910 (including salaries, benefits and operating expenses) and 68 positions.

Future

Transportation's goal is to continue to seek funding for transportation projects through the State and Federal process and to maintain, operate, and meet deadlines in the department.
To implement the list of HOST projects approved and funded.

PUBLIC WORKS - TRANSPORTATION

PERFORMANCE INDICATORS

	TARGET	2002	2003	2004
% Of Traffic Engineering Complaints Within 24 Hours	75%	100%	100%	N/A
% Of Major Projects (\$25,000) Completed On Time	75%	90%	90%	90%
Completed Under Budget	75%	90%	90%	75%
% Completed Of Funded Sidewalks	95%	100%	100%	95%

ACTIVITY MEASURES

	Actual 2003	Actual 2004	Estimated 2005
Road Design Projects Completed	8	12	8
Construction Projects Managed	30	32	30
Acquisitions	42	76	100
Land Acquisitions Condemnations	1	4	19
Traffic Counts	300	320	320
Miles of Sidewalks Constructed	25	23	25

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Administrative Services	\$622,934	\$706,419	\$458,071	\$458,071
Host Project Mgr. Task Force	30	12	0	0
Engineering Operations	518,642	702,344	759,907	759,907
Design & Survey	524,580	486,520	523,018	523,018
Construction Management	901,324	477,521	759,184	759,184
Land Acquisition	282,019	263,968	388,601	388,601
Traffic Engineering Administration	968,352	1,084,205	642,049	642,049
Traffic Calming	314,417	215,262	342,690	342,690
Traffic Lights	346,645	355,723	785,000	785,000
Signals	2,304,586	2,296,806	0	0
Signs & Paint	1,051,495	910,570	0	0
Non-Classified ¹	31,671	2,626	0	0
TOTAL	\$7,866,695	\$7,501,976	\$4,658,520	\$4,658,520

¹ These are expenses charged to prior Roads & Drainage cost centers within the Transportation budget after the two divisions were separated in 2001.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Personal Services & Benefits	\$5,612,867	\$5,172,674	\$3,139,787	\$3,139,787
Purchased / Contracted Services	402,946	528,828	368,781	368,781
Supplies	1,049,137	1,018,310	898,850	898,850
Capital Outlays	83,456	111,988	28,500	28,500
Interfund / Interdepartmental Charges	718,289	670,176	222,602	222,602
TOTAL	\$7,866,695	\$7,501,976	\$4,658,520	\$4,658,520

PUBLIC WORKS - TRANSPORTATION

FUNDING SOURCES

	2003	2004	2005 Budget
Special Tax District - Designated Services	\$7,866,695	\$7,501,976	\$4,658,520

AUTHORIZED POSITIONS BY FUNCTION

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

COST CENTER/POSITION	Salary Range	NUMBER OF POSITIONS		
		2003	2004	2005
Administration				
Assistant Director, Transportation	AH	1	1	1
Associate Director, Transportation	AF	1	1	1
Deputy Director	AI	1	1	1
Admin. Operations Manager	28	1	1	1
Administrative Clerk	21	2	2	2
Payroll Personnel Tech Sr	21	1	1	1
Purchasing Technician	21	1	1	0
Office Assistant Senior	19	1	1	1
Subtotal		9	9	8
Engineering Operations				
Deputy Director, Engineering	AI	1	1	1
Engineering Supervisor	33	1	1	1
Engineer	28	5	5	3
Multi Use Trans. Coordinator	26	1	1	1
Utilities Coordinator	25	1	1	1
Engineer, Technician	23	2	2	2
Executive Secretary	23	1	1	1
Subtotal		12	12	10
Design & Survey				
Engineering Supervisor	33	2	2	2
Engineer	28	5	3	3
Design Specialist	25	1	1	1
Engineering Technician Senior	24	1	1	1
Engineer, Tech.	23	1	1	1
Subtotal		10	8	8
Construction Management				
Engineering Supervisor	33	1	1	1
Sr. Engineer	29	1	1	1
Chief Construction Inspector	28	1	1	1
Construction Inspector	25	4	4	4
Subtotal		7	7	7
Land Acquisition				
Land Acquisition Manager	31	1	1	1
Land Acquisition Supervisor	25	1	1	1
Land Acquisition Specialist	21	5	4	4
Subtotal		7	6	6

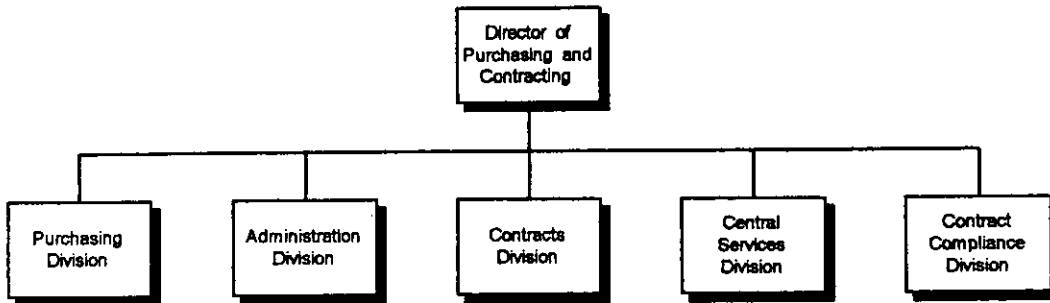
PUBLIC WORKS - TRANSPORTATION

AUTHORIZED POSITIONS BY FUNCTION

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

COST CENTER/POSITION	Salary Range	NUMBER OF POSITIONS		
		2003	2004	2005
Traffic Engineering Administration				
Deputy Director Traffic Engineering	Al	1	1	0
Traffic Engineering Manager	31	1	1	0
Engineer, Principal	30	1	1	0
Engineer, Senior	29	3	3	1
Engineer	28	3	1	3
Engineering Technician Senior	24	7	7	2
Engineering Technician	23	1	1	1
Secretary Principal	21	2	2	0
Office Assistant Senior	19	1	1	0
Subtotal		20	18	7
Traffic Calming				
Engineering Supervisor	33	1	1	1
Engineer, Senior	29	1	1	1
Engineer	28	1	1	1
Engineering Technician Senior	24	1	1	1
Office Assistant Senior	19	1	1	1
Subtotal		5	5	5
Signals				
Traffic Signal Operations Supt.	28	1	1	0
General Foreman	25	2	2	0
Traffic Signal Installer, Sr.	23	9	8	0
Traffic Signal Tech., Sr.	23	10	10	0
Traffic Signal Tech.	21	5	5	0
Asst. Traffic Signal Installer, Sr.	19	8	8	0
Asst. Traffic Signal Installer	18	6	6	0
Subtotal		41	40	0
Signs & Paint				
Traffic Signs / Markings Supt.	28	1	1	0
Crew Supervisor, Sr.	25	0	0	0
General Foreman	25	1	1	0
Crew Supervisor CDL	24	3	3	0
Graphic Design Technician	23	2	2	0
Traffic Signs / Markings Inst., Sr.	19	0	6	0
Traffic Signs / Markings Inst	18	7	1	0
Subtotal		14	14	0
TOTAL FULL-TIME		125	119	51

PURCHASING AND CONTRACTING



CRITICAL MISSION STATEMENTS AND SUCCESS FACTORS

- A. To provide centralized product search, purchasing, contracting services.
- B. To provide centralized bidding and contracting services for supplies and services.
- C. To operate the mail processing and the mail courier services for all departments.
- D. To provide review and processing of two party checks.
- E. To insure all vendors can participate in the procurement process.

PROGRAM DESCRIPTION

Purchasing and Contracting is responsible for preparing, advertising, and processing invitations to Bid and Request for Proposals, processing and maintenance of file for bidders, architects, engineers and consultants; product search; processing of all legal two party documents as to include license agreement, two party contracts, plats, insurance, bonds, change orders, leases; mail processing and courier service; office supply inventory and service; automotive repair parts purchasing and pick up and repair services.

PERFORMANCE INDICATORS

	TARGET	2002	2003	2004
% OF OPEN MARKET PURCHASE REQUISITIONS PROCESSED WITHIN 18 DAYS	75%	70%	73%	72%
% OF ITEMS ADVERTISED FOR BID WITHIN 2 WEEKS	75%	74%	74%	73%
% OF CONTRACTS PROCESSED FOR REVIEW WITHIN 4 WEEKS OF RECEIPT	70%	66%	68%	67%
% OF MAIL PROCESSED SAME DAY OF RECEIPT	85%	88%	89%	89%
% OF ANNUAL CONTRACTS PROCESSED PRIOR TO EXPIRATION	75%	75%	75%	73%
% OF CHANGE ORDERS PROCESSED WITHIN 5 DAYS	70%	69%	70%	69%
% OF 2 PARTY CONTRACTS EXECUTED WITHIN 30 DAYS AFTER AWARDED	80%	76%	78%	77%

PURCHASING AND CONTRACTING

ACTIVITY MEASURES				
	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
General Purchasing				
Invitations to Bid Processed	310	312	314	320
Requisitions Processed	2,291	2,298	2,340	2,400
Purchase Orders Issued	2,259	2,262	2,314	2,350
Commodity/Service Contracts Awarded	615	616	618	620
Request for Proposals Issued	28	25	26	30
Bid Addenda Issued	160	155	157	162
Number of invoices processed	160	155	157	162
Auction sales total	\$1,056,520	\$1,574,814	\$916,155	\$1,500,000
Contracts				
Construction bid package approved	19	22	23	30
Action on change orders	136	137	138	140
Action on contracts	319	321	323	335
Action on notice of award	84	86	87	90
RFP'S reviewed	32	31	33	35
Plats reviewed	112	113	114	116
Central Services/Mail Room				
Pieces of mail handled	2,333,350	2,333,980	2,334,500	2,335,100
\$ savings, presort	\$44,780	\$44,950	\$45,000	\$45,500
No. of Copies	1,254,210	1,255,100	1,256,000	1,257,000
Administration				
New Bidders Qualified	611	598	850	750
No. Blanket Contract zitemrs Entered	615	616	19,000	21,000
No. Bid openings	310	312	314	320
No. Agendas Items prepared	212	152	148	155
No. approved hierarchy resignations entered	N/A	N/A	2,111	1,900
No. help desk tickets resolved	N/A	N/A	756	400
Contract Compliance				
Small Business Seminars	6	8	11	11
Small Business Community Functions	6	14	21	26
Small Business Certification Requests	18	24	40	55

MAJOR ACCOMPLISHMENTS IN 2004

Revised Purchasing Policies and Procedures Manual.
 Implemented contracts for Financial Management Information System/Automated Purchasing System, I-net, Senior Citizens Center, and Engineering System.
 Implemented Purchasing Card program.
 Presented "How to do Business with Dekalb County" seminars and expositions.
 Continues contract work of vendor list purging.
 Continued work on "Reporting and Tracking System".
 Continued process improvement of Fleet Maintenance Information System relating to procurement function.
 Expanded ability of computerized Inventory System.
 Continued training program for new Purchasing and Contracting employees.
 Expanded monthly "Lunch and Learn" seminars for small businesses.

PURCHASING AND CONTRACTING

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

Complete reorganization of Purchasing and Contracting.

Infrastructure

Implement new Automated Purchasing System.

Implement Purchasing Card pilot program.

Expand Countywide Purchasing card program.

Human Services

Continue to expand small business seminars.

MAJOR BUDGETARY IMPACTS

Previous

The office of Contract Compliance was transferred in 2002.

One Assistant County Attorney was transferred to the Contracts Division in 2003.

In 2003, the Purchasing Department reorganized. The Fleet Maintenance section was abolished and five positions were transferred to Public Works- Fleet Maintenance Department in 2004. In 2004 one Assistant County Attorney was transferred to the Law Department.

2005

One Accountant was transferred from the Finance Department to manage the Purchasing card program.

Future

As the Purchasing Department becomes automated, tracking documents will be easier.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
General	\$1,299,149	\$1,607,327	\$929,814	\$929,814
Fleet Maintenance*	466,224	145,947	0	0
Purchasing Procurement	0	1,600	834,766	834,766
Central Services	370,867	180,389	317,473	317,473
Contracts	922,246	885,394	950,628	950,628
Contract Compliance	\$234,900	\$347,252	\$447,632	\$447,632
TOTAL	\$3,293,386	\$3,167,909	\$3,480,313	\$3,480,313

* Funded from and budgeted in the Fleet Maintenance Fund.

Funding and positions are shown here for information purposes since they are all within the responsibility of the Purchasing Department.

PURCHASING AND CONTRACTING

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Personal Services and Employee Benefits	\$2,931,093	\$2,826,894	\$3,009,218	\$3,009,218
Purchase/Contracted Services	188,659	198,662	327,150	327,150
Supplies	41,471	95,783	78,000	78,000
Capital Outlays	114,290	10,236	54,890	54,890
Interfund/Interdepartmental Charges	17,873	14,937	11,055	11,055
Depreciation and Amortization	0	21,397	0	0
TOTAL	\$3,293,386	\$3,167,909	\$3,480,313	\$3,480,313

FUNDING SOURCES

	2003	2004	2005 Budget
General Fund	\$2,827,162	\$3,167,909	\$3,480,313
Fleet Maintenance	466,224	0	0
TOTAL	\$3,293,386	\$3,167,909	\$3,480,313

AUTHORIZED POSITIONS BY COST CENTER

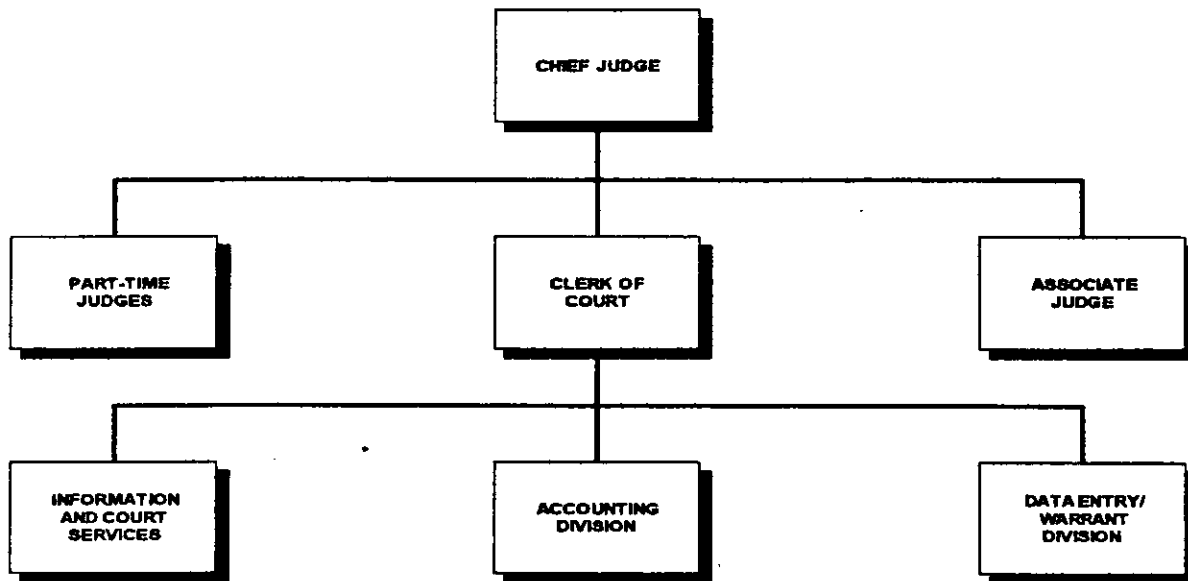
COST CENTER/POSITIONS	Salary Range	NUMBER OF POSITIONS		
		2003	2004	2005
General				
Director/Purchasing and Contracting	AE	1	1	1
Sr. Consultant	AB	0	0	1
Asst. Purchasing /Contracting & Legal Affairs	AH	0	0	1
Asst. Director Purchasing & Contr.	34	1	1	1
Specification Manager	28	6	6	0
Sr. Systems /Procedure Admin.	28	1	1	1
Deputy CPO Admin. Operations	29	0	0	1
Supervisor Administrative Operations	25	0	0	1
Admin. Operations Mgr.	28	1	1	0
Purchasing Assistant	22	0	0	5
Accountant	25	0	0	1
Principal Buyer	25	4	4	0
Senior Buyer	24	4	4	0
Buyer	25	0	0	1
Admin. Assistant	23	1	1	1
Executive Secretary	23	1	1	1
Specification Specialist	25	1	1	0
Office Assistant, Sr.	19	6	6	0
Sub total		27	27	16
Central Services				
Mail Room Clerk, (Lead)	26	1	1	1
Mail Room Clerk	23	1	1	3
Central Supply Tech.		5	5	0
Sub total		7	7	4

PURCHASING AND CONTRACTING

AUTHORIZED POSITIONS BY COST CENTER

COST CENTER/POSITIONS	Salary Range	NUMBER OF POSITIONS		
		2003	2004	2005
Contracts				
Deputy CPO Contracts	32	0	0	1
Contracts Administrator	28	0	0	7
Contract Assistant	22	1	1	3
Contract Officer	26	1	1	0
Contract Technician	23	10	10	0
Admin. Clerk	21	1	1	0
Principal Secretary	21	1	1	0
Specification Specialist	25	1	1	0
Data Entry Operator	18	2	2	0
Sub total		17	17	11
Purchasing Procurement				
Deputy CPO Purchasing	32	0	0	1
Senior Buyer	28	0	0	4
Buyer	25	0	0	1
Purchasing Assistant	22	0	0	4
Administrative Assistant	23	0	0	1
		0	0	11
Contract Compliance				
Contract Compliance Manager	31	0	0	1
Contract Compliance Deputy Director	31	1	1	0
Contract Compliance Assistant	19	0	0	1
Sr. Contract Compliance Officer	26	3	2	3
Contract Compliance Officer	25	0	0	1
Admin. Assistant	23	0	0	1
Contract Compliance Technician	23	1	1	1
		5	4	7
Total Full-Time		56	55	49

RECORDERS COURT



MISSION STATEMENT

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 violation of County Ordinances and Regulations, and State Traffic laws and regulations. The Recorders Court assesses fines, holds, trials and hearings, collects fines, issues bench warrants, and otherwise disposes of the cases and maintains court records for DeKalb County, MARTA, and Emory Police Department's traffic, parking and ordinance citations, Georgia State Patrol traffic citations, and ordinance violation citations issued by various DeKalb County departments.

MAJOR ACCOMPLISHMENTS IN 2004

Reorganized court scheduling process to include special calendars to hear cases involving past due parking citations, drag racing cases; auto theft cases; and drug cases.

Reorganized staff for better cross-training and improved customer service.

Constructed second floor security room for improved courtroom and building security.

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Human Services

Implementation of new court management system.

Implementation of new Warrant Enforcement Division.

Implementation of Online payments.

Financial Strength

Improve in-house collection process.

Organizational Effectiveness

Complete implementation of a new Court Management System.

RECORDERS COURT

MAJOR BUDGETARY IMPACTS

Previous

In 2002, two positions, a Court Tribunal Technician and a Senior Tribunal Technician were funded. Funding was included for computer software and equipment relative to a new Case Management System.

In 2003, one Data Entry Supervisor and one Records Technician position were funded at 8 months for a total of \$49,248. These positions were to increase the collection efforts on old outstanding citations returned to the Court by the collection agency Haggarty & Associates.

In addition, the Recorders Court budget was reduced by \$26,903 for an Attorney I position that was transferred to the Public Defenders office to assist indigent defendants.

In 2004, funding for equipment/software and the conversion to a new Court Management and Imaging System was not recommended. The project will be considered as part of a larger multi-department technology improvement endeavor. Funding for the enhanced program is bundled and financed through the GE Master Lease Agreement.

Funding in the amount of \$20,359 was appropriated for a new security system.

2005

There are no major changes to the budget in 2005.

Future

No significant future impacts.

ACTIVITY MEASURES				
	Actual 2002	Actual 2003	Actual 2004	Estimated 2,005
Citations Processed	157,001	195,472	211,297	232,425
Traffic Cases	137,687	179,346	193,112	212,423
Other Violations	19,314	16,126	18,185	20,002
Fines Collected	101,220	128,880	139,190	146,149
Revenue Produced	\$15,277,236	\$14,141,111	\$15,990,287	\$20,397,587
Court Sessions	1,341	1,443	1,479	1,500
Warrants Issued	12,610	4,866	952	1,200

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Personal Services and Benefits	\$1,932,700	\$1,951,660	\$2,386,553	\$2,386,553
Purchased/Contracted Services	141,591	196,408	214,000	214,000
Supplies	38,725	30,618	46,000	46,000
Capital Outlays	4,441	16,859	36,120	36,120
Interdepartment/Interfund Charges	404,532	710,352	584,954	584,954
Other Costs	0	0	1,000	1,000
TOTAL	\$2,521,989	\$2,905,897	\$3,268,627	\$3,268,627

FUNDING SOURCES			
	2003	2,004	2,005 Budget
Special Tax District -Unincorporated	\$2,521,989	\$2,905,897	\$3,268,627

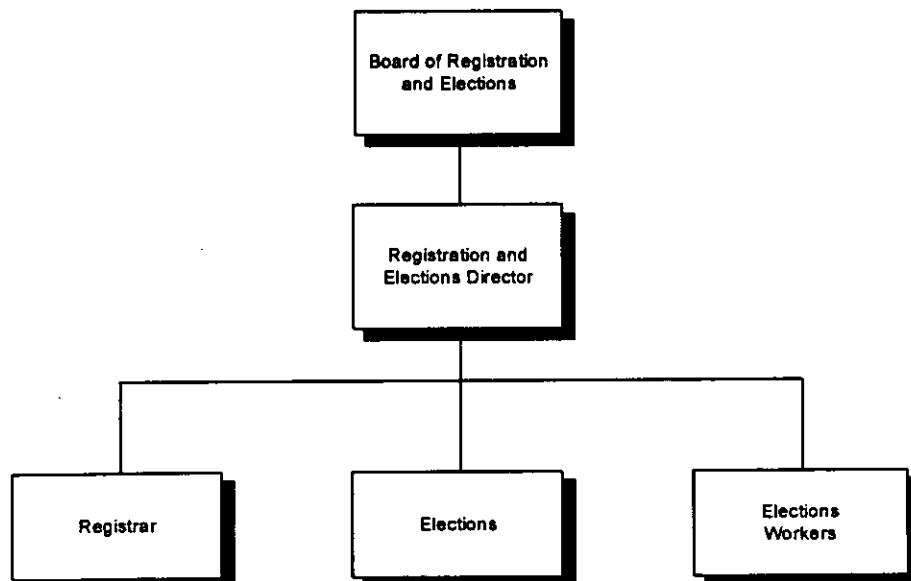
RECORDERS COURT

AUTHORIZED POSITIONS BY COST CENTER

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

Cost Center/Position	Salary Range	NUMBER OF POSITIONS		
		2003	2004	2005
Recorders Court				
Chief Judge	36	1	1	1
Associate Judge	34	3	3	3
Judge, Part-time	33	3 PT*	3 PT*	3 PT*
Recorders Ct., Clerk	29	1	1	0
Recorders Ct., Chief Deputy Clerk	24	1	1	1
Recorders Ct., Deputy Clerk	23	3	3	3
Administrative Assistant	23	1	1	1
Data Entry Supervisor	21	1	3	1
Administrative Clerk	21	0	1	1
Calendar Clerk	21	0	1	1
Tribunal Technician, Principal	21	0	1	1
Tribunal Technician, Senior	19	4	4	4
Accounting Technician, Senior	19	2	1	1
Accounting Technician	18	2	1	1
Office Assistant, Sr.	19	1	1	1
Recorders Ct., Tribunal Tech.	18	4	2	4
Recorders Ct., Technician	18	27	26	27
TOTAL FULL-TIME		51	51	51
Part Time *		3 PT*	3 PT*	3 PT*

REGISTRAR AND ELECTIONS



MISSION STATEMENT

The DeKalb County Registration and Elections Office is committed to serving the public; registering all eligible citizens to vote; assigning voters to respective precincts in accordance with state and federal law; maintaining accurate registration records; conducting with integrity all primaries, federal, state, county and municipal elections in accordance with the Georgia Election Code; serving candidates and the public by answering questions regarding elected officials and election districts, election statistics, and other registration and election-related matters; and operating all polling locations, including absentee poll for federal, state, county and municipal elections.

PROGRAM DESCRIPTION

The Registration Division is responsible for: registering of all eligible voters; recording voter changes of name/address; removal of voters for various reasons such as felonies, death, etc.; digitalizing each voter signature from new registration applications or change of name; securing polling locations that that are handicap accessible; consolidating, altering, and dividing precincts as outlined in the Georgia Election Code; maintaining and updating all district lines in accordance with applicable legislation; ensuring all new legislation is implemented as required for standard operating procedures; training temporary staff to assist in the day-to-day as well as election day events; and training. Staffing and operating the absentee poll in the use of Touch Screen and Optical Scan voting equipment.

The Elections Division is responsible for: qualifying Nonpartisan candidates; processing and maintaining Campaign Contribution Disclosure Reports and Financial Disclosure Statements; developing the digital ballot image for Touch Screen Voting Systems using the Global Election Management System (GEMs); calculating the requirements and ordering optical scan Absentee/Provisional/Challenged Ballots; recruiting staff and training poll officials, warehouse workers, and equipment delivery personnel; delivering supplies and equipment; exercising operational control over precincts on election day; performing ballot tabulation on election night; servicing and maintaining voting units; and applying electrical power to recharge back-up battery powered voting units on a rotational schedule.

REGISTRAR AND ELECTIONS

ACTIVITY MEASURES

	Actual 2002	Actual 2003	Actual 2004	Projected 2005
Registered Voters	395,000	375,000	404,539	395,000
New Registered Voters	32,242	34,154	74,400	20,000
Registration Cards Scanned	35,000	34,480	106,251	50,000
Name & Address Change	20,026	14,592	10,858	20,000
Deletions/Transfers	2,000	20,996	46,813	30,000
Total # of Precincts	184	184	189	189
Total # Poll Workers Trained	2,700	143	5,670	150

MAJOR ACCOMPLISHMENTS IN 2004

Implementation of rules and regulations regarding Help America Vote Act (HAVA). Added two new polling locations relocated five polling places and combined two polling places into one. Attended mandatory training including how to use new equipment in Absentee Voting. Operated absentee poll for seven municipalities for the first time using the Touch Screen units for all in-office voting and Optical Scan for voting by mail. As of August 31, 40,870 registration cards have been processed, including 21,020 new voter registration cards entered and signatures digitalized; 10,008 name/address changes, 1,574 deletions for deceased, moved out of state, voter requests and felonies; 10,043 transferred to other counties with the state; 8,603 duplicates (voters who were already requested in county).

In January, 17,555 NOGE2 (No Contact for Two General Elections) Confirmation Notices were mailed.

In October, approximately 56,000 NCOA (national change of address) confirmation notices were reviewed and mailed.

Created and affixed barcode labels and barcode scanned all voting units to capture essential data necessary for asset inventory and maintenance control. Revised election procedures to incorporate new election laws. Performed acceptance testing and technical inspections on TS voting units to validate minimum performance standards and operational status. Performed American with Disability Association (ADA) precinct compliance surveys.

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

Process new voter registration applications, which include the digitization of signatures, name/address changes, deletions and no contact confirmations.

Continue to train on new election equipment for use in absentee voting.

Enhance voter registration customer service skills and continue voter education on new election equipment.

Recruit poll officials and staff polls; train poll officials and election workers.

Perform election warehouse operations.

MAJOR BUDGETARY IMPACTS

Previous

In 2000, as part of an across-the-board reduction, the budget was reduced by \$15,222. In 2001 \$5,860 was approved for replacement equipment and \$150,000 was added for a special election to elect a new sheriff.

Ten (10) additional temporary election workers were approved for registration office, absentee and warehouse operations in 2002. Three major elections were held in 2002. The new electronic voting system was used in the November election. \$10,000 was approved for Vote Recorders. \$2,802,935 was approved for basic operating expenses.

REGISTRAR AND ELECTIONS

MAJOR BUDGETARY IMPACTS (continued)

Previous

In 2003 \$1,612,164 was approved for basic operating expenses. One Sr. Supply Specialist was approved to manage the inventory and maintenance of all equipment. Ten touch screen voting units were approved for the three new polling locations anticipated.

In 2004, \$3,586,148 was approved for the basic operating budget. This increase was due to multiple elections and the national election that were held in 2004. An additional Registration Technician (time-limited) position was added to assist with post-election duties.

2005

The approved budget of \$1,891,379 reflects that this period is not a major election year.

Future

Registrar responsibilities will continue to expand with the growth of DeKalb County. This will lead to the addition of new precincts and polling locations.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	2003 Actual	2004 Actual	CEO'S Recommended Budget	Approved Budget 2005
Registrar	\$803,814	\$1,141,357	\$757,746	\$757,746
Elections	819,586	1,896,164	1,133,633	1,133,633
Election Workers	8,220	1,595,400	0	0
TOTAL	\$1,631,620	\$4,632,921	\$1,891,379	\$1,891,379

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	2003 Actual	2004 Actual	CEO'S Recommended Budget	Approved Budget 2005
Personal Svcs and Employee Benefits	\$702,537	\$2,906,279	\$745,882	\$745,882
Purchased / Contracted Services	871,899	1,539,346	1,093,192	1,093,192
Supplies	20,488	173,256	36,500	36,500
Capital Outlays	36,456	6,477	6,000	6,000
Interfund / Interdepartmental Charges	240	5,696	9,805	9,805
Depreciation and Amortization	0	1,867	0	0
TOTAL	\$1,631,620	\$4,632,921	\$1,891,379	\$1,891,379

FUNDING SOURCES

	2003	2004	2005 Budget
General Fund	\$1,631,620	\$4,632,921	\$1,891,379

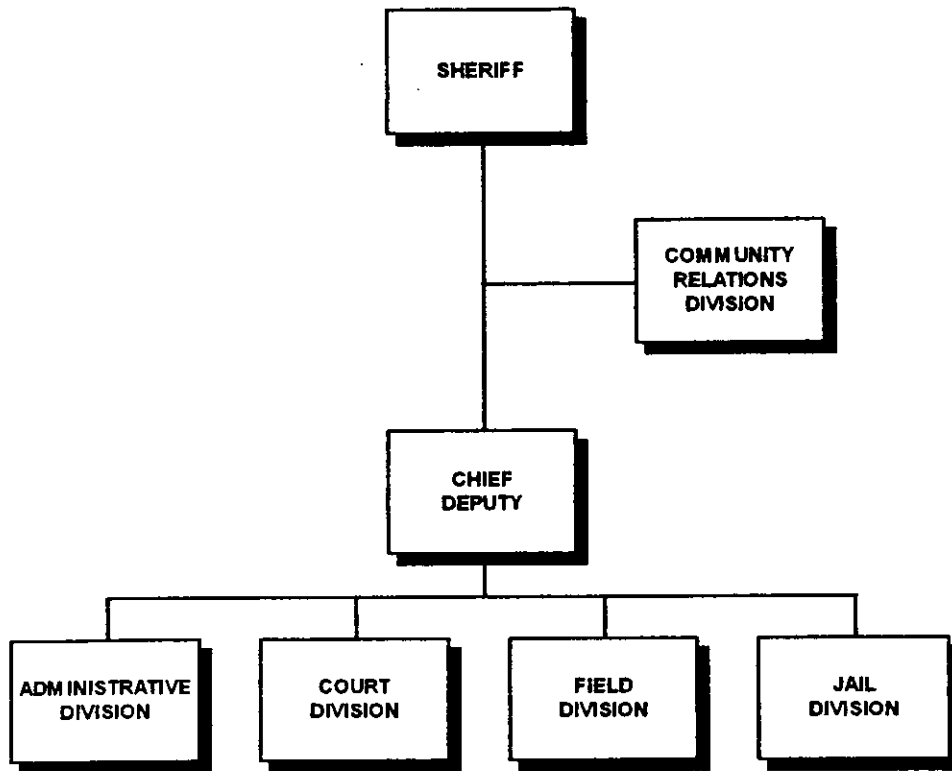
REGISTRAR AND ELECTIONS

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Registrar				
Director Elections	AH	1	1	1
Asst Director, Registrar & Elections	31	1	1	1
Supply Specialist, Sr.	24	1	1	1
Executive Secretary	23	1	1	1
Elections Coordinator	23	2	2	5
Voter Registration Technician	21	1	2	3
Data Entry Operator, Sr.	21	1	1	0
Supervisor, Data Entry	21	1	1	0
Office Assistant, Sr.	19	3	3	1
Sub-Total		12	13	13
Elections				
Temporary Election Worker	N/A	60T	60T	60T
Sub-Total		60T	60T	60T
TOTAL FULL-TIME		12	13	13
TOTAL TEMPORARY		60T	60T	60T

SHERIFF



MISSION STATEMENT

The DeKalb County Sheriff's Office is committed to managing the jail facility, court services, field division (processing warrants), and providing quality services in an efficient and effective manner. We espouse ethics, honesty, openness, and fairness in our professional and personal lives. We are dedicated to providing equal enforcement and protection of the law without prejudice or favor. We seek to establish goals in partnership with the community and to prioritize problems based on community concerns. We value respect, honoring the rights and dignity of each person we are called upon to serve. We hold ourselves and others accountable to maintain the highest degree of integrity, to present a professional demeanor, to obey all laws and ordinances, and to serve as role models in our community.

MOTTO: "Treat people as you would want to be treated."

PROGRAM DESCRIPTION

The Sheriff's Office is the executive arm of the overall agency responsible for planning, organizing, directing, and controlling the activities of the DeKalb County Sheriff's Headquarters and Jail. The Office of Professional Standards (OPS) conducts investigations and inspections of DKSO, personnel and facilities. The Public Information Office provides accurate and timely information to the media, community and employees of the DKSO. The Office of Accreditation reviews practices to ensure accountability of the services and formalizes essential management procedures. The Office of Labor Relations and Legal Affairs establishes standards and procedures whereby employees may resolve disputes or complaints and also reviews policies of various divisions to diminish legal liability inherent to law enforcement. The Office of Special Projects serves as the Sheriff's point of contact for complaints and time sensitive projects. The Office of Training is responsible for conducting state required training for all sworn personnel and ensure all personnel are adequately trained to perform their job duties.

SHERIFF

PROGRAM DESCRIPTION (continued)

In addition to the Sheriff's Office, the department is divided into five divisions with their major duties as follows:

Administrative: Provides the traditional administrative services for all divisions in the department, including design and maintenance of computer systems.

Field: Serves all writs, processes, or other orders of the courts. Executes criminal arrest warrants. Transports all prisoners for medical treatment or custodial detention, and mental patients under court order. Evicts respondents in domestic violence cases.

Jail: Receives all persons who are arrested in DeKalb County on State, County, or local charges by any law enforcement agency. Houses prisoners until they are either released on bond, or until they are sentenced or set free by the Courts.

Court: Provides security for the judges, counselors, prisoners, and the public assembled in court. Maintains order in the courts. Sequesters jurors and witnesses during trials.

Community Relations: Maintains liaison with neighborhood groups, and fosters the cooperation and active participation of the community to reduce and prevent crime.

ACTIVITY MEASURES				
	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Criminal				
Arrests	10,236	9,445	5,323	11,010
Arrests-Fugitives	652	961	1,528	1,200
Committals-Mental Evaluation	1,550	1,386	1,175	1,200
Warrants Processed	15,476	15,778	14,038	22,000
Citations Processed	700	692	222	215
Civil				
Writs Processed	8,796	8,970	8,413	8,700
Fi Fa's Executed	549	147	81	114
Court				
Regular Court Hours	123,400	124,536	153,251	133,121
Overtime Court Hours	2,466	3,092	3,648	3,758
Courthouse Security Contract Hours	19,920	19,948	13,920	14,058
Jail				
Avg. Daily Population	2,659	3,070	2,856	2,920
Inmate Days in Jail	971,931	1,087,362	1,045,012	1,067,250
Inmates Received	36,101	40,139	39,767	42,130
Inmates Released	36,738	40,916	40,509	42,100

MAJOR ACCOMPLISHMENTS IN 2004

The Sheriff's Office has been instrumental in accomplishing several complex projects during fiscal year 2004.

Such projects include:

1. Being released from the requirements of the court-appointed monitor as required by the Adams's Settlement Agreement, thus reducing professional services costs for the independent oversight. Funds previously used for a court monitor can now be used to maintain health care standards.
2. Began construction of the parking deck while minimizing cost and disruption to Sheriff's Office operations.
3. Transitioned Sheriff's Office Court Services operations from the New Courthouse to the Judicial Tower.
4. Implemented and trained personnel on the use of the Cardiac Science Automatic External Defibrillator (AED) in conjunction with CPR training conducted for all sworn personnel.

SHERIFF

MAJOR ACCOMPLISHMENTS IN 2004 (continued)

5. Maintained an historically low vacancy rate thus reducing costs associated with hiring, training, and uniforming new personnel.
6. Obtained Local Law Enforcement Block Grant (LLEBG) monies to fund a portion of much needed security enhancements in the visitor corridors of the jail.

MAJOR GOALS FOR 2005 AND LINKS TO COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

Improve the efficiencies of manpower by implementing the recommendations of an independent staffing study. Obtain the "Triple Crown" by completing American Jail Association (AJA) accreditation in addition to existing accreditations from NCCHC and Commission on Accreditation of Law Enforcement Agencies (CALEA). Improve security in the Jail and Courthouse complexes.

MAJOR BUDGETARY IMPACTS

Previous

The budget in 2000 included funding for 23 additional detention positions added by the Board of Commissioners in late 1999. Funds were included for 5 deputies as security for Recorder's Court, and a sergeant position to improve court supervision. To improve transportation, 2 prison transport buses were approved. As part of an across-the-board budget reduction, the 2000 budget was reduced by \$316,670.

Nineteen Detention Officer positions were eliminated and fifteen civilian positions were created in the Sheriff's Office, Administrative Division, and the Jail in 2001. \$255,818 in replacement equipment was approved for various items such as command radios and replacement of kitchen equipment in the jail.

In 2002, eleven Detention Technicians were reallocated to seven civilian positions, resulting in four new positions. No additional program modifications were approved for this department. \$12,500 was approved for twenty Sensaguard series 280 smoke detectors. \$99,693 was approved for replacement equipment such as twenty-five Motorola MTS line radios, six proximity electronic card readers, an alarm reset system backup, and three food grinders. \$55,304,947 was approved for basic operating expenses.

In 2003, \$57,397,543 was approved for basic operating expenses. Three Sheriff Deputy positions were approved for the new court house.

In 2004, \$61,656,018 was approved for basic operating expenses. No additions to personnel were approved.

2005

\$63,865,765 is approved for basic operating expenses. \$1,320,795 of additional funding is approved, including funding for 57 additional Detention Officers in the Jail Division (\$1,286,095) to address staffing needs highlighted in the 2003 Staffing Study, \$24,700 for 13 Automated External Defibrillators for the Courthouse, and \$10,000 for a scissor-lift unit in the Jail facility.

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.

SHERIFF

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	ACTUAL	Actual	CEO'S	Approved
	2003	2004	Recommended Budget	Budget 2005
Sheriff's Office	\$2,491,952	\$2,542,554	\$2,705,586	\$2,705,586
Admin. Division	1,685,048	1,713,832	1,868,615	1,868,615
Community Relations	149,247	151,889	169,814	169,814
Field Division	6,408,576	6,552,859	7,039,794	7,039,794
Jail	40,155,072	42,544,767	46,628,550	46,628,550
Inmate Services	56,707	144,641	112,520	112,520
Court	5,826,925	6,602,784	6,661,681	6,661,681
TOTAL	\$56,771,527	\$60,253,326	\$65,186,560	\$65,186,560

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual	Actual	CEO'S	Approved
	2003	2004	Recommended Budget	Budget 2005
Personal Services and Benefits	\$37,662,673	\$39,834,977	\$41,086,209	\$41,086,209
Purchased / Contracted Services	12,499,909	13,150,025	14,944,296	14,944,296
Supplies	5,091,392	5,561,606	8,012,365	8,012,365
Capital Outlays	441,999	412,439	250,820	250,820
Interfund / Interdepartmental Charges	968,574	1,015,482	746,378	746,378
Depreciation and Amortization	0	222,197	0	0
Other Costs	1,045	1,045	146,492	146,492
Other Financing Uses	105,935	55,556	0	0
	\$56,771,527	\$60,253,326	\$65,186,560	\$65,186,560

FUNDING SOURCES

	2003	2004	2005
			Budget
General Fund	\$56,771,527	\$60,253,326	\$65,186,560

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITIONS	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Sheriff's Office				
Sheriff	\$117,845	1	1	1
Deputy Sheriff, Chief	A1	1	1	1
Director Labor Relations	A1	0	1	1
Sheriff's Chief Administrator	33	1	1	1
Deputy Sheriff, Capt.	E31	0	1	1
Medical Service Coordinator	31	0	1	1
Public Information Officer	28	1	1	1
Special Projects Coordinator	28	0	1	1
Accreditation Manager Sheriff	28	0	1	1

SHERIFF

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITIONS	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Sheriff's Office (continued)				
Deputy Sheriff, Lt.	E29	0	2	2
Deputy Sheriff, Sgt.	E28	0	6	6
Deputy Sheriff, Master	E25	0	7	7
Administrative Coordinator	25	0	1	1
Detention Officer III	E24	0	2	2
Audiovisual Production Specialist	24	0	1	1
Deputy Sheriff	E23	0	1	1
Administrative Assistant	23	1	1	1
Licensed Practical Nurse	21	0	1	1
Administrative Clerk	21	0	3	3
Principal Secretary	21	0	2	2
Detention Technician	19	0	2	2
Deputy Sheriff, Major	E33	1	0	0
Sub-total		6	38	38
Administration				
Director of Labor Relations	AI/1	1	0	0
Deputy Sheriff Major	E33	0	1	1
Fiscal Officer	29	1	1	1
Accreditation Manager, Sheriff	28	1	0	0
Deputy Sheriff, Lieutenant	29	3	0	0
Sheriff's Special Project Coord.	14	1	0	0
IS Network Manager	31	1	1	1
Deputy Sheriff, Sergeant	E28	1	0	0
Administrative Operations Manager	28	0	1	1
Departmental Microsystems Spec.	28	0	4	4
User Liaison Coordinator	26	4	0	0
Finance Division Supervisor	25	1	1	1
Deputy Sheriff, Master	25	1	0	0
Deputy Sheriff, Senior	E24	2	0	0
Detention Officer III	E24	0	1	1
Audio/Visual Production Specialist	24	1	0	0
Deputy Sheriff, Capt.	E23	1	0	0
Secretary, Principal	21	1	0	0
Payroll Personnel Tech., Senior	21	0	4	4
Payroll Personnel Technician	19	0	1	1
Detention Technician	19	0	4	4
Property Technician	19	1	1	1
Office Assistant, Senior	19	4	2	2
Accounting Technician, Senior	19	1	0	0
Personnel Supervisor	28	1	0	0
Supply Supervisor	24	1	1	1
Sub-total		28	23	23

SHERIFF

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITIONS	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Community Relations				
Deputy Sheriff, Major	E33	1	0	0
Chaplin	26	0	1	1
Program Promotion Spec., Sr.	25	0	1	1
Detention Officer III	E24	1	1	1
Principal Secretary	21	0	1	1
Detention Technician	19	1	0	0
Sub-total		3	4	4
Field Division				
Deputy Sheriff, Major	E33	1	0	0
Deputy Sheriff, Captain	E31	2	3	3
Deputy Sheriff, Lieutenant	E29	5	5	5
Deputy Sheriff, Sergeant	E28	7	8	8
Civil Process Unit Coordinator	24	1	0	0
Warrant Division Manager	24	1	0	0
Field Training Officer	E26	12	11	11
Warrant Processing/Coordinator	26	0	1	1
Deputy Sheriff, Master	E25	21	35	35
Detention Officer III	E24	1	0	0
Deputy Sheriff, Senior	E24	11	3	3
Deputy Sheriff	E23	7	3	3
Warrant Supervisor	23	3	3	3
Communications Supervisor	23	1	0	0
Principal Secretary	21	0	1	1
Senior Investigative Aide	21	0	1	1
Office Assistant, Senior	19	4	0	0
Accounting Technician, Senior	19	2	0	0
Communications Operator	19	6	6	6
Warrant Technician	19	16	15	15
Sub-total		101	95	95
Jail				
Chief of Jail Operations	A1	1	1	1
Deputy Sheriff, Major	E33	2	2	2
Medical Services Coordinator	31	1	0	0
Deputy Sheriff, Captain	E31	9	6	6
Deputy Sheriff, Lieutenant	E29	11	10	10
Deputy Sheriff, Sergeant	E28	1	23	23
Detention Sergeant, Senior	E28	26	0	0
Detention Sergeant	E26	7	14	14
Jail Training Officer	E26	15	18	18
Deputy Sheriff, Master	E25	14	1	1
Detention Officer III	E24	110	161	161
Deputy Sheriff, Senior	E24	21	12	12
Detention Officer II	E23	134	103	103
Detention Recreation Supervisor	24	0	1	1
Sheriff Processing Unit Supervisor	24	0	5	5
Deputy Sheriff	E23	1	1	1

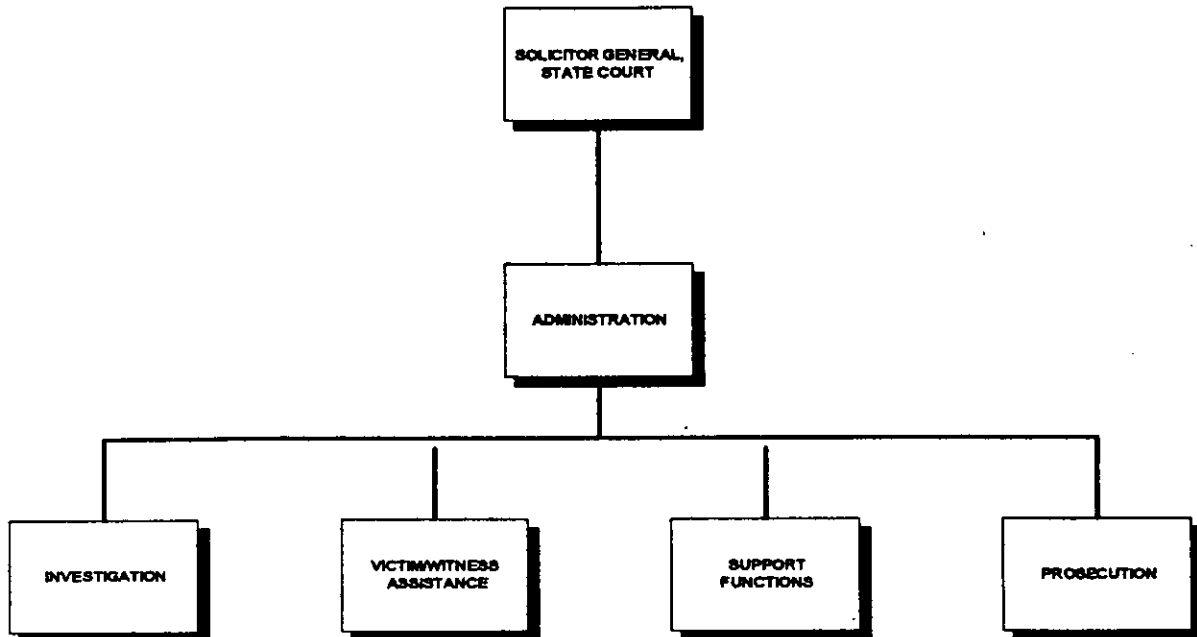
SHERIFF

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITIONS	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Jail (continued)				
Detention Officer I	E21	91	53	110
Secretary, Executive	23	1	0	0
Principal Secretary	21	0	1	1
Data Entry Supervisor	21	1	0	0
Administrative Clerk	21	3	0	0
Sheriff Processing Tech., Senior	20	0	22	22
Sheriff Processing Technician	19	0	5	5
Office Assistant, Senior	19	30	1	1
Library Specialist, Senior	23	1	1	1
Detention Technician	19	56	50	50
Accounting Technician, Senior	19	0	4	4
Accounting Technician	18	7	2	2
Office Assistant	19	6	0	0
Chaplain	23	1	0	0
Warrant Tech	19	0	1	1
Licensed Practical Nurse	19	1	0	0
Subtotal		551	498	555
Court				
Deputy Sheriff, Major	E33	1	2	2
Deputy Sheriff, Captain	E31	1	0	0
Deputy Sheriff, Lieutenant	E29	1	2	2
Deputy Sheriff, Sergeant	E28	6	8	8
Field Training Officer	E26	10	9	9
Deputy Sheriff, Master	E25	27	54	54
Deputy Sheriff, Senior	E24	9	11	11
Civil Process Unit Coordinator	24	0	1	1
Deputy Sheriff	E23	10	1	1
Communications Supervisor	23	0	1	1
Principal Secretary	21	0	1	1
Detention Officer I	E21	0	1	1
Sheriff Processing Tech., Senior	20	0	5	5
Sheriff Processing Technician	19	0	1	1
Accounting Technician, Senior	19	0	1	1
Office Assistant, Senior	19	1	0	0
Office Assistant	18	1	0	0
Sub-total		67	98	98
Total Full-Time		756	756	813

SOLICITOR GENERAL, STATE COURT



MISSION STATEMENT

To prosecute those responsible for misdemeanor crimes committed in DeKalb County diligently, fairly, justly, efficiently and effectively, while maintaining the highest ethical standards and ensuring that justice prevails for the victims, defendants, and citizens of DeKalb County.

PROGRAM DESCRIPTION

The Solicitor General is elected by popular vote for a four-year term. Gathering of documents; running criminal history and driving records; victim contact; investigation of cases; drafting and filing of accusations; making sentencing recommendations; arraignments; plea negotiations; bench and jury trials; other court appearances including preliminary hearings, jail plea arraignments, bad checks and motion hearings are the primary responsibilities of this office.

MAJOR ACCOMPLISHMENTS IN 2004

Efficiently processed 11,000 cases.

Continued to obtain federal funding for domestic violence prosecution.

Restructured the Domestic Violence Unit to increase efficiency and bring the County into compliance with state law.

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

Continue to improve efficiency in prosecution of and processing of misdemeanor cases by shortening disposition timeframe.

Decrease number of cases dismissed.

Human Services

Improve access and understanding of court system to non-English speaking individuals.

SOLICITOR GENERAL, STATE COURT

MAJOR BUDGETARY IMPACTS

Previous

In 2003, the budget contained full year funding for the positions added in 2002 to support the new State Court judgeship.

In 2004, there were no significant budgetary impacts.

2005

Four-part-time Attorney positions were reallocated to four full-time Attorney positions and four part-time Investigator positions were reallocated to four full-time Investigator positions.

Future

No significant budgetary impacts are anticipated in the future.

ACTIVITY MEASURES				
	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Domestic Violence cases received	2,797	2,797	2,187	2,406
Victim/Witness cases	2,200	2,200	1,946	2,141
Bad check cases received	380	380	660	726
DUI cases received	1,292	1,292	1,312	1,443
All other cases received	6,337	6,337	6,340	6,974
Total cases received	13,006	13,006	12,445	13,890
Warrants dismissed	1,672	2,366	1,252	1,252
Accusations filed	10,093	10,838	10,793	11,872
Guilty/Nolo pleas	10,799	10,082	12,963	14,259
Cases on Jury calendar	4,711	9,818	6,857	7,543
Cases tried by Jury	266	430	346	381
Probation Revocations	2,107	2,133	2,134	2,347
Jail Cases	3,901	4,831	6,082	6,690
Domestic Violence:				
Non-Arrest Cases Referred	3,372	3,167	not available	not available
Non-Arrest Cases Reviewed	1,300	2,111	not available	not available
Non-Arrest Cases Investigated	250	27	not available	not available

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Solicitor	\$2,851,341	\$2,870,424	\$3,490,348	\$3,490,348
Victim/Witness Assistance	460,118	393,333	633,845	668,845
TOTAL	\$3,311,459	\$3,263,757	\$4,124,193	\$4,159,193

SOLICITOR GENERAL, STATE COURT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Personal Services and Benefits	\$2,929,632	\$2,880,683	\$3,617,357	\$3,617,357
Purchased/Contracted Services	119,959	125,653	159,379	194,379
Supplies	97,492	68,792	133,324	133,324
Capital Outlays	21,015	3,996	10,580	10,580
Interfund/Interdepartmental Charges	45,527	59,053	79,073	79,073
Depreciation and Amortization	0	11,037	0	0
Other Financing	0	114,544	0	0
Other Costs	97,834	0	124,480	124,480
TOTAL	\$3,311,459	\$3,263,757	\$4,124,193	\$4,159,193

FUNDING SOURCES

	2003	2004	2005 Budget
General Fund	\$3,311,459	\$3,263,757	\$4,159,193

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Solicitor General				
Solicitor General, State Court	OH	1	1	1
Chief Assistant Solicitor	AI	1	1	1
Attorney IV	33	0	1	0
Attorney III	31	2	2	2
Attorney II	30	6	7	8
Attorney I	29	9	7	9
Attorney I, Part-time	29	6 PT	4 PT	1 PT
Legal Office Coordinator	28	1	1	1
Investigator, Principal	25	1	3	3
Administrative Coordinator	25	1	1	1
Investigator, Chief	28	0	1	0
Investigator, Senior	23	7	6	7
Investigator, Part-time	21	2 PT	2 PT	1 PT
Secretary, Senior Legal	23	15	14	14
Secretary, Executive	23	1	1	1
Office Assistant, Senior	19	8	8	8
Sub-total		53	54	56
		8 PT	6 PT	2 PT

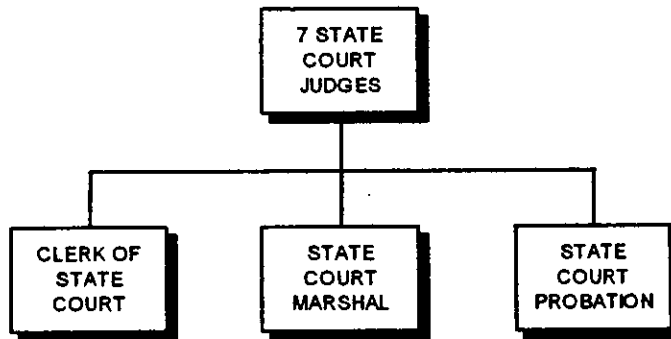
SOLICITOR GENERAL, STATE COURT

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Victim Witness Assistance				
Attorney I, Part-time	29	0	4 PT	1 PT
Investigator, Principal	25	2	2	4
Victim Witness Program Coordinator	25	1	1	1
Investigator, Part-time	21	4 PT	2 PT	1 PT
Victim Witness Asst Prog Coordinator	23	2	1	1
Office Assistant, Senior	19	1	1	1
	Sub-total	6	5	7
		4 PT	6 PT	2 PT
	TOTAL FULL-TIME	59	59	63
	PT= PART-TIME	12 PT	12 PT	4 PT

STATE COURT



MISSION STATEMENT

The State Court was created by the Acts of the Legislature of 1951, as amended. The State Court became a Constitutional Court in 1983, and has jurisdiction within the territorial limits of DeKalb County. The State Court is served by seven Judges who serve a four year term and are elected in a county-wide non-partisan election.

PROGRAM DESCRIPTION

The State Court has jurisdiction within the territorial limits of DeKalb County and concurrent with the Superior Court over the following matters:

- 1) The trial of criminal cases below the grade of felony;
- 2) The trial of civil actions without regard to the amount in controversy, except those in which exclusive jurisdiction is vested in the Superior Court;
- 3) The hearing of applications for and issuance of arrest and search warrants;
- 4) The holding of courts of inquiry;
- 5) The punishment of contempts by fine or imprisonment as provided by law;
- 6) Review of decisions of other courts as may be provided by law.

The State Court Clerk's Office is responsible for filing all actions, maintaining the records and docket books, and publishing the court calendars. This office also serves as Clerk of the Magistrate Court of DeKalb County.

The Probation Office is responsible for collecting fines from, and supervising those criminal defendants sentenced by the State Court. This office also serves as the probation office for the Magistrate Court of DeKalb County.

The State Court Marshal's Office is responsible for serving all processes filed with the court, executing all writs, levies, and conducting public sales. This office also serves as Marshal for the Magistrate Court of DeKalb County.

MAJOR ACCOMPLISHMENTS IN 2004

Developed an alternative to incarceration for shoplifting defendants by referring the defendant to an educational program.

Sentenced youthful criminal defendants to a Prison Awareness Program whereby youthful defendants are made aware of incarceration.

Sentenced family violence defendants to an intervention program as well as an anger management program.
Developed a web site which enables the public and attorneys to check State Court's scheduled calendars and status of all cases.

STATE COURT

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Human Services

Continue to explore alternatives to criminal sentences to reduce inmate population.

Organizational Effectiveness

Continue to expand electronic information available to the citizens of DeKalb County.

Develop a procedure for moving all types of actions more expeditiously through the system.

MAJOR BUDGETARY IMPACTS

Previous

In 2001, 3 Probation Officer positions were added to supervise Superior Court sentenced misdemeanor prisoners that were previously supervised by the State of Georgia. Also in 2001, 3 part-time interpreter positions were added; funding was offset by a reduction in contract interpreter fees. In 2002, a Calendar Clerk, Senior position was transferred to Magistrate Court. During 2002 an additional section of State Court was added, resulting in an increase of 6 court, 3 clerk, and 3 probation positions. In 2003, the State Court budget reflected full year funding for the additional court section added during 2002. One part-time interpreter position was reallocated to a fulltime position. One police package sedan was added to return the Marshal's fleet to full authorization. In 2004 \$10,594,317 was approved for operating expenses. This included adding three Sr. Record Technicians, four Deputy Marshals and reallocating two part-time interpreters to full time positions.

2005

\$10,690,380 is approved for basic operating expenditures. Also, \$113,347 is approved to fund 3 positions: 2 Office Assistants and 1 Deputy to address a 22% increase in service requests experienced by the Marshal's Office.

Future

There are no significant changes anticipated.

ACTIVITY MEASURES

	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Clerk's Office				
Civil Actions	12,933	13,912	13,284	14,500
Personal Property Foreclosure and Abandoned Motor Vehicles	324	299	239	300
Criminal Actions	11,746	12,501	12,247	12,000
Disposessory Warrants	34,369	36,910	35,057	36,000
Garnishments	3,532	3,857	3,966	4,000
Other	10	10	76	12
Appeals Filed	212	239	250	250
Total Filings	63,126	67,728	65,119	67,062
Marshal's Office				
Disposessory Warrants Served	37,526	41,238	39,317	42,000
Evictions	6,230	6,123	5,504	5,780
All Other Pleadings Served	34,892	38,152	44,000	46,200
All Other Tasks	51,151	51,776	65,421	68,700

STATE COURT

ACTIVITY MEASURES

	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Probation Office				
Cases Assigned	7,115	7,951	7,990	8,400
Revocations	2,245	2,534	2,793	2,664
Total Collected	\$2,845,498	\$3,173,049	\$3,180,676	\$3,250,000
Supervision Fees collected	\$1,075,899	\$612,988	\$761,177	\$687,082
Fines/fees forfeited due to sentence expiration	\$270,987	\$304,613	\$359,328	\$331,971

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Judge Wong	\$398,959	\$403,030	\$448,351	\$448,351
Judge DelCampo	443,958	450,235	458,245	458,245
Judge Purdom	403,367	519,802	450,787	450,787
Judge Panos	396,560	399,574	454,342	454,342
Judge Mobley	429,799	458,546	481,309	481,309
Judge Carriere	369,007	372,416	446,515	446,515
Judge Gordon	380,843	421,322	437,250	437,250
Clerk	3,281,744	3,516,288	4,046,464	4,046,464
Probation	1,556,152	1,521,763	1,696,801	1,696,801
Marshal	1,673,528	1,772,328	1,883,663	1,883,663
TOTAL	\$9,333,917	\$9,835,304	\$10,803,727	\$10,803,727

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Personal Services and Benefits	\$8,295,822	\$8,610,155	\$9,356,957	\$9,356,957
Purchased / Contracted Services	513,106	586,213	867,089	867,089
Supplies	231,231	268,652	298,650	298,650
Capital Outlays	69,592	23,115	46,929	46,929
Interfund / Interdepartmental Charges	215,566	251,984	230,102	230,102
Depreciation and Amortization	0	94,885	0	0
Other Costs	300	300	4,000	4,000
Other Financing Uses	8,300	0	0	0
TOTAL	\$9,333,917	\$9,835,304	\$10,803,727	\$10,803,727

FUNDING SOURCES

	2003	2004	2005 Budget
General Fund	\$9,333,917	\$9,835,304	\$10,803,727

STATE COURT

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Judge Wong				
Judge	OG	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Judicial Secretary	24	1	1	1
Court Reporter	24	1	1	1
Bailiff	18	1	1	1
	Sub-total	6	6	6
Judge DelCampo				
Judge	OG	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Judicial Secretary	24	1	1	1
Court Reporter	24	1	1	1
Bailiff	18	1	1	1
	Sub-total	6	6	6
Judge Purdom				
Judge	OG	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Judicial Secretary	24	1	1	1
Court Reporter	24	1	1	1
Bailiff	18	1	1	1
	Sub-total	6	6	6
Judge Panos				
Judge	OG	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Judicial Secretary	24	1	1	1
Court Reporter	24	1	1	1
Bailiff	18	1	1	1
	Sub-total	6	6	6
Judge Mobley				
Judge	OG	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Judicial Secretary	24	1	1	1
Court Reporter	24	1	1	1
Bailiff	18	1	1	1
	Sub-total	6	6	6

STATE COURT

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Judge Carriere				
Judge	OG	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Judicial Secretary	24	1	1	1
Court Reporter	24	1	1	1
Bailiff	18	1	1	1
	Sub-total	6	6	6
Judge Gordon				
Judge	OG	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Judicial Secretary	24	1	1	1
Court Reporter	24	1	1	1
Bailiff	18	1	1	1
	Sub-total	6	6	6
Clerk of State Court				
Clerk, State Court	AH	1	1	1
Departmental Microsystems Specialist	28	1	1	1
Chief Deputy Clerk	28	1	1	1
User Liaison Coordinator	26	1	1	1
Judicial Admin Coordinator	26	5	5	5
Administrative Coordinator	25	3	3	3
Court Liaison Officer	23	1	1	1
Records Technician, Principal	21	7	14	14
Accounting Tech, Senior	19	1	1	1
Office Assistant, Senior	19	2	2	2
Records Technician, Senior	19	30	22	22
Records Technician	18	9	13	13
Interpreter	25	1	3	3
	Sub-total	63	68	68
		2 PT	0 PT	0 PT
Probation Office				
Adult Probation Officer Chief	29	1	1	1
Adult Probation Officer, Asst Chief	28	1	1	1
Adult Probation Supervisor	25	2	2	2
Adult Probation Officer, Principal	24	2	2	2
Administrative Coordinator	25	1	1	1
Adult Probation Officer, Senior	23	7	7	7
Adult Probation Officer	21	14	14	14
Accounting Technician, Senior	19	2	2	2
Office Assistant, Senior	19	2	2	2
Office Assistant	18	1	1	1
Records Technician	18	3	3	3
	Sub-total	36	36	36

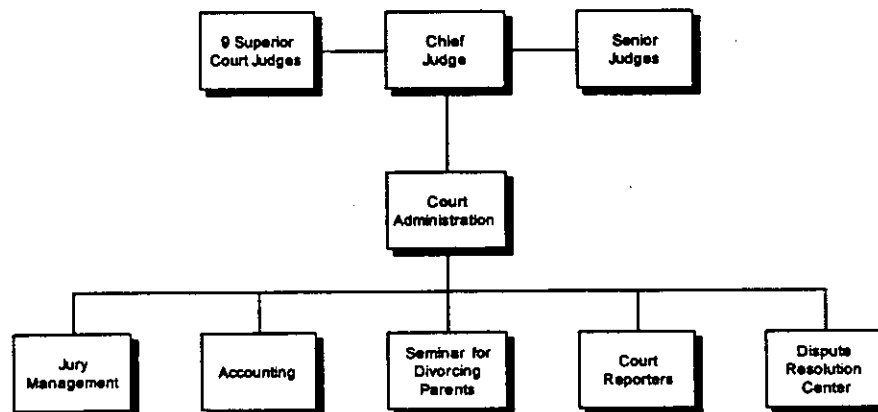
STATE COURT

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Marshal				
Marshal	AJ	1	1	1
Chief Deputy Marshal	29	1	1	1
Deputy Marshal, Major	28	1	1	1
Deputy Marshal, Captain	26	2	2	2
Deputy Marshal, Lieutenant	25	1	1	1
Deputy Marshal, Sergeant	24	8	6	6
Civil Process Unit Coordinator	24	0	1	1
Deputy Marshal, Senior	23	9	4	4
Deputy Marshal, Investigator	23	1	1	1
Administrative Assistant	23	0	2	2
Deputy Marshal	22	0	4	5
Office Assistant	19	0	0	2
	Sub-total	24	24	27
Total Full-Time		165	170	173
		2PT	0PT	0PT

SUPERIOR COURT



MISSION STATEMENT

To provide an independent, accessible, and responsive forum for the just resolution of disputes and criminal matters in a manner that preserves the rule of law and protects the rights of all parties. To act expeditiously in a way that will instill public trust and confidence that the court is fairly, efficiently, and effectively operated.

PROGRAM DESCRIPTION

The Superior Court is the highest court of original jurisdiction in the State of Georgia. The Court has jurisdiction over civil and criminal matters including cases in the areas of domestic relations, titles to land, equity, and felonies. The court also administers programs which 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.

MAJOR ACCOMPLISHMENTS IN 2004

Evidence presentation training for staff and other judicial branch agencies.
Transfer of Pre-Trial Services division to Magistrate Court for enhanced effectiveness.
Obtained grant funds for the continuation and expansion of the drug court operation.
Technology upgrade for some Superior Court staff; beginning of multi-year replacement program.

MAJOR GOALS FOR 2005 AND LINKS TO COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Human Services

Enhance and increase public trust and confidence in the judicial system.

Organization Effectiveness

Increase the use of technology in the Superior Court.
Expand and enhance disposition alternatives for civil and criminal matters.

MAJOR BUDGETARY IMPACTS

Previous

As part of the 1999 budget process, this budget was reduced by \$110,213 as a result of freezing 4 vacant positions. There was also an across-the-board reduction of \$29,495. In 2000 one position was added to coordinate domestic programs. The budget was also reduced by \$43,795 as an across-the-board reduction.

In 2001, \$3,600 was approved for bar code readers, \$13,361 for replacement equipment and \$500 was approved for one video monitor to be used by jury management. Due to a state law enacted in 1999 the primary function of the office of the Receiver of Child Support has now been assigned to the Georgia Family Support Registry. As a result, the position of Receiver of Child Support and the positions established in the DeKalb County Alimony and Support Unit to assist with the duties of the Receiver of Child Support were eliminated effective April 1, 2001.

SUPERIOR COURT

MAJOR BUDGETARY IMPACTS (CONTINUED)

Previous

In 2002 an increase was made in the annual salary supplement that is paid to the state District Court Administrator for the performance of the duties of Trial Court Administrator for the DeKalb Superior Court from \$11,136 to \$30,000. This cost was offset by eliminating one (1) vacant Accounting Technician position.

In 2003 plans were made for the Superior Court to operate in the new annex building. Four Office Assistants were approved to accommodate this change. \$7,382,625 was approved for basic operating expenses.

In 2004 \$7,668,087 was approved for the basic operating budget. \$42,000 was approved for the Federal Grant match for the DeKalb Drug Court.

2005

\$7,472,324 is approved for the basic operating budget. Also, \$29,713 is approved to fund one Calendar Clerk to handle scheduling of Drug Court calendars, and \$100,000 is approved for expanded treatment services for the Drug Court. The Pre-Trial Release Services program was transferred to Magistrate Court in the 2005 budget, including seven positions: 1 Administrative Assistant, 2 Senior Office Assistants, 2 Investigators, 1 Senior Investigator, and 1 Pre-Trial Release Coordinator. This decreased appropriations by \$335,591.

Future

No significant changes are anticipated in the near future.

ACTIVITY MEASURES

	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Civil Case Filings	2,030	2,076	3,298	3,100
Domestic Case Filings	10,439	9,967	9,831	11,000
Felony Case Filings	6,299	6,195	6,134	6,000
Civil & Domestic Case Dispositions	14,060	12,474	12,196	13,000
Felony Case Dispositions	6,301	6,195	5,835	6,100
Jury Trials	171	148	143	175
Alimony & Support	0	0	0	0
Div. Parents Seminar Participants	1,981	1,670	1,551	1,650
Cases to Dispute Resolution Center	741	745	950	1050
% Cases resolved by DRC	60	66	71	65
Releases by Pre-Trial Services *	344	699	397	0

* Pre-Trial Release Services to be administered by Magistrate Court beginning in 2005.

SUPERIOR COURT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2003	Actual 2004	CEO'S Recommended Budget	Approved 2005 Budget
Judges	\$2,292,794	\$2,434,368	\$2,520,333	\$2,535,333
Court Admin.	1,318,096	1,382,598	1,268,482	1,338,482
Court Reporters	1,545,923	1,509,692	1,591,705	1,591,705
Jury Management	812,652	851,727	1,012,129	1,012,129
Pre-trial Services	261,337	222,500	0	0
Dispute Resolution	539,630	70,908	78,395	78,395
Divorce Seminar	61,730	576,495	609,002	609,002
Grand Jury	65,348	70,140	101,400	101,400
TOTAL	\$6,897,510	\$7,118,429	\$7,181,446	\$7,266,446

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	2003 Actual	Actual 2004	CEO'S Recommended Budget	Approved Budget 2005
Personal Services and Benefits	\$4,360,561	\$4,609,085	\$4,708,726	\$4,708,726
Purchased / Contracted Services	2,263,292	2,172,769	2,220,770	2,290,770
Supplies	156,213	186,068	179,450	189,450
Capital Outlays	117,443	103,518	30,500	35,500
Interfund / Interdepartmental Charges	0	2,979	0	0
Depreciation and Amortization	0	2,009	0	0
Other Costs	0	0	42,000	42,000
Other Financing Uses	0	42,000	0	0
TOTAL	\$6,897,510	\$7,118,429	\$7,181,446	\$7,266,446

FUNDING SOURCES

	2003	2004	2005 Budget
General Fund	\$6,897,510	\$7,118,429	\$7,266,446

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	2003	2004	2005
Judge Adams				
Judge	OE	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Judicial Secretary	24	1	1	1
Sub-total		4	4	4

SUPERIOR COURT

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	2003	2004	2005
Judge Workman				
Judge	OE	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Judicial Secretary	24	1	1	1
	Sub-total	4	4	4
Judge Coursey				
Judge	OE	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Judicial Secretary	24	1	1	1
	Sub-total	4	4	4
Judge Castellani				
Judge	OE	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Judicial Secretary	24	1	1	1
	Sub-total	4	4	4
Judge Scott				
Judge	OE	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Judicial Secretary	24	1	1	1
	Sub-total	4	4	4
Judge Seeliger				
Judge	OE	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Judicial Secretary	24	1	1	1
	Sub-total	4	4	4
Judge Hunter				
Judge	OE	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Judicial Secretary	24	1	1	1
	Sub-total	4	4	4

SUPERIOR COURT

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	2003	2004	2005
Judge Becker				
Judge	OE	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Judicial Secretary	24	1	1	1
Sub-total		4	4	4
Judge Hancock				
Judge	OE	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Judicial Secretary	24	1	1	1
Sub-total		4	4	4
Judge Flake				
Judge	OE	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Judicial Secretary	24	1	1	1
Sub-total		4	4	4
Senior Judges				
Senior Judge	**	3PT	3PT	3PT
Judicial Secretary	24	1	1	1
Sub-total		1	1	1
		3PT	3PT	3PT
** Senior Judges' retirement supplement. Amount varies depending on date of retirement and years of service.				
Court Administration				
District Court Admin.	OE	1	1	1
Drug Court Program Mgr.	\$31	0	1	1
Dept. Microsystems Spec.	28	1	1	1
Law Clerk	26	1	0	0
Grants Coordinator	26	0	1	1
Accounting Supervisor	24	0	1	1
Judicial Secretary	24	0	1	1
Administrative Assistant	23	1	0	0
Calendar Clerk	23	0	0	1
Court Prog Coordinator	21	2	2	2
Office Assistant, Senior	19	3	8	8
Office Assistant	19	4	0	0
Sub-total		13	16	17

SUPERIOR COURT

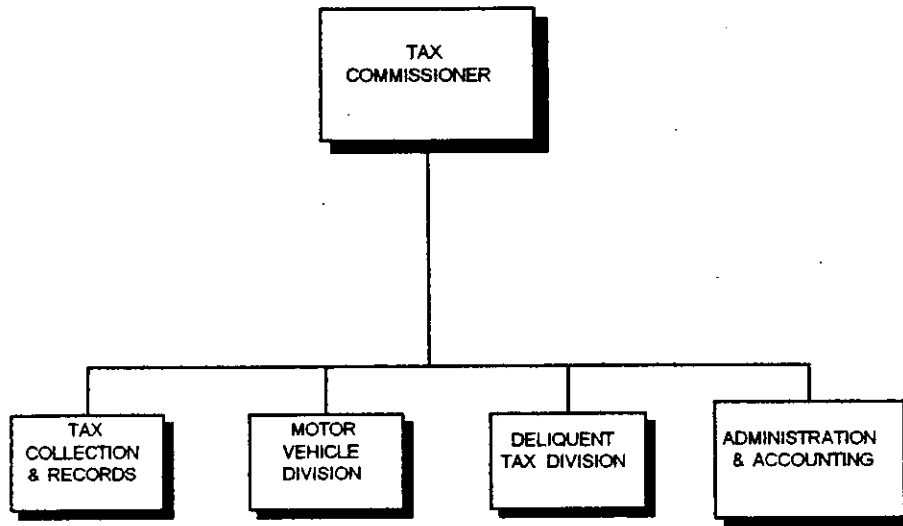
AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	2003	2004	2005
Court Reporters				
Court Reporter	24	17	17	17
Secretary, Legal	21	0	0	0
Office Assistant, Senior	19	0	0	0
	Sub-total	17	17	17
Pre-Trial Services *				
Accounting Technicians	18	3	0	0
Pre-Trial Services Coord.	26	1	1	0
Investigator, Senior	23	1	1	0
Administrative Asst.	23	1	1	0
Office Assistant, Senior	23	0	2	0
Investigator	21	2	2	0
Release Monitor	18	1	0	0
	Sub-total	9	7	0
Dispute Resolution Center				
Dispute Res Ctr Manager	DR	1	1	1
Administrative Assistant	23	2	2	2
Office Assistant, Senior	19	2	2	2
Office Assistant	18	1	1	1
	Sub-total	6	6	6
Jury Management				
Jury Services Supervisor	24	1	1	1
Jury Svcs Clerk Principal	21	1	1	1
Jury Services Clerk Senior	19	0	1	1
Jury Services Clerk	18	5	4	4
Office Assistant, Senior	19	2	1	1
	Sub-total	9	8	8
Seminar for Divorcing Parents				
Court Program Coordinator		1	1	1
Total Full-Time		96	96	90
		3PT	3PT	3PT

PT = Part-time

TAX COMMISSIONER



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 service 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 DOR; calculates and issues annual property tax statements; collects real, personal, public utility, motor vehicle, mobile home, timber, and heavy duty equipment taxes along with fees for car tags and titles; collects fees for insurance lapses, residential sanitation, stormwater utility, street lights, speed humps, and parking districts; issues motor vehicle title applications, temporary permits, license plates, and renewal decals; updates vehicle owner and payment data to state vehicle registration database; administers POS compliance for vehicle insurance and emissions; issues and record liens for delinquent taxes; levies, serves notices, advertises, and conducts sales of delinquent properties; maintains general ledger and provides detailed accounting and reporting of tag sales, adjustments, collections, refunds, and disbursements to the County governing authority, schools, cities, and the State.

MAJOR ACCOMPLISHMENTS FOR 2004

Implemented process changes in systems and customer service structures to include:

1. The billing and collection of stormwater utility fees as a line item charge on the 2004 property tax statements.
2. The collection of state mandated vehicle insurance lapse fees.

Achieved a 99.25% + collection rate as of September 1, 2004 for all taxes billed on the 2003 Digest. *

Achieved a 99.9% collection rate for all taxes billed over the preceding 7 years prior to their lapse under the statute of limitations. *

* These benchmarks for taxpayer compliance serve to assist the County and school levying authorities in holding down future year millage rates and in maintaining a favorable bond rating.

TAX COMMISSIONER

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

Modify IVR pay by phone system and self-service kiosk application to accept and process payment of vehicle insurance lapse fees.

Modify property tax system and customer service structures to accept and process homestead exemptions on a year-round basis.

MAJOR BUDGETARY IMPACTS

Previous

In 2003 debit card renewal was made available for tag renewals. Developed self service tag renewal through the use of credit cards and checks.

Acceptance of payments for vehicle registration and property taxes via Discover card.

Continuation of vehicle registration services to citizens on Saturdays at the Memorial Drive location.

A position was transferred from Finance to the Tax Commissioner to handle sanitation billing on the 2002 Real Property Tax Statements.

In 2004, the stormwater fee was added to the tax bills. In December 2004, three time limited Customer Service Representative positions were made permanent by Board action.

2005

\$6,311,414 is approved for the basic budget.

Future

There are no significant changes anticipated.

	ACTIVITY MEASURES			
	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Tax Collections and Records				
Real & Personal Receivables	\$519,131,754	\$590,615,787	\$626,832,297	\$640,137,046
Public Utilities	\$15,880,638	\$18,431,795	\$17,603,713	\$17,603,713
Tax Accounts				
Real & personal	229,614	234,323	238,141	241,948
Public Utility	47	49	48	48
No. Payments Processed	409,474	412,107	432,172	450,000
% of Levy Collected during year	96%	96%	96%	96%
Motor Vehicle Division				
Transactions:				
Customer Walk in	337,198	354,441	333,283	341,615
Mail	124,345	96,515	120,218	104,473
Dealers/Fleets	49,880	40,003	44,130	45,233
Total Registrations	523,345	518,754	524,242	525,552
Title Applications Processed	101,196	96,334	108,559	111,273
Total Collections (Dollars)	\$74,648,395	\$73,559,767	\$74,042,746	\$75,893,815
Delinquent Taxes				
Fi Fas Issued	15,952	16,190	18,131	16,000
Parcels to Tax Sale	4,935	7,207	5,330	6,000
Notices Mailed	52,125	54,386	53,913	60,000
Delinquent Accounts Collected (\$000's)	\$26,815,900	\$26,619,850	\$29,252,851	\$30,000,000
Tax Sales Conducted	9	9	9	9

TAX COMMISSIONER

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2004
TAX COLLECTION & RECORDS	\$892,173	\$1,010,607	\$1,140,263	\$1,140,263
MOTOR VEHICLE TAX	3,079,225	2,953,098	3,045,145	3,045,145
MOTOR VEHICLE TEMPORARY	58,859	62,144	60,284	60,284
MOTOR VEHICLE SECURITY	82,955	61,912	86,000	86,000
DELINQUENT TAX	724,754	864,816	914,650	914,650
ADMINISTRATION & ACCOUNTING	975,497	1,148,373	1,065,072	1,065,072
TOTAL	\$5,813,463	\$6,100,951	\$6,311,414	\$6,311,414

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Personal Services and Benefits	\$4,466,179	\$4,656,706	\$5,001,485	\$5,001,485
Purchased / Contracted Services	1,184,950	1,271,652	1,166,486	1,166,486
Supplies	96,657	86,157	102,600	102,600
Capital Outlays	54,382	61,463	25,000	25,000
Interfund / Interdepartmental Charges	10,095	18,582	13,443	13,443
Depreciation and Amortization	0	4,117	0	0
Other Costs	1,200	2,274	2,400	2,400
TOTAL	\$5,813,463	\$6,100,951	\$6,311,414	\$6,311,414

FUNDING SOURCES

	2003	2004	2005 Budget
General Fund	\$5,813,463	\$6,100,951	\$6,311,414

AUTHORIZED POSITIONS BY COST CENTER

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

Cost Center	Salary Range	2003	2004	2005
Tax Collection & Records				
Deputy Tax Commissioner	33	1	1	1
Tax Administrator	29	1	1	1
Branch Manager, Tax Commissioner	27	0	1	1
Property Tax Supervisor	24	2	1	1
Accounting Supervisor	24	0	1	1
Principal Secretary	21	1	1	1
Tax Technician Lead	20	0	1	1
Office Asst., Sr.	19	6	6	6
Tax Technician Senior	19	0	1	1
Customer Service Rep.	18	1	1	1
Office Asst.	18	5	1	1
Tag Worker		5T*	3T*	3T*
Sub total		17	16	16
		5T*	3T*	3T*

TAX COMMISSIONER

AUTHORIZED POSITIONS BY COST CENTER

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

Cost Center	Salary Range	2003	2004	2005
Motor Vehicle Tax				
Deputy Tax Commissioner	33	1	1	1
Tax Administrator	29	3	1	1
Branch Manager	27	0	3	3
Tax Technician Supervisor	24	6	4	4
Motor Vehicle Tax Tech., Sr.	19	14	12	12
Accounting Tech., Sr.	19	2	1	1
Principal Secretary	21	1	1	1
Tax Technician, Lead	20	0	6	6
Office Assistant	18	0	1	1
Accounting Tech	18	0	1	1
Customer Service Rep	18	0	2	2
Motor Vehicle Tax Tech.	18	42	36	36
Sub total		69	69	69
Motor Vehicle Temporary				
Tag Worker		7T*	7T*	7T*
Sub total		7T*	7T*	7T*
Delinquent Tax				
Deputy Tax Commissioner	33	1	1	1
Tax Administrator	29	1	1	1
Delinquent Tax Specialist	24	1	1	1
Delinquent Collection Officer	23	6	6	6
Customer Service Rep	18	0	1	1
Sub total		9	10	10
Tax Administration & Accounting				
Tax Commissioner	OM2	1	1	1
Assistant Tax Commissioner	AH	0	1	1
Deputy Tax Commissioner	33	1	1	1
Dept. Information Systems Mgr.	31	1	1	1
Tax Administrator	29	1	1	1
Network Coordinator	26	1	1	1
Accountant, Senior	26	1	1	1
Tax Technician Supervisor	24	0	1	1
Accounting Tech. Sr.	19	1	1	1
Tax Technician, Sr.	19	0	2	2
Executive Secretary	23	1	1	1
Office Assistant Sr.	19	1	0	0
Tag Worker		1T*	3T*	3T*
Sub total		9 1T*	12 3T*	12 3T*
Total Full-time Positions		104	107	107
Temporary Positions*		13T*	13T*	13T*

FUNDS GROUP: Special Revenue

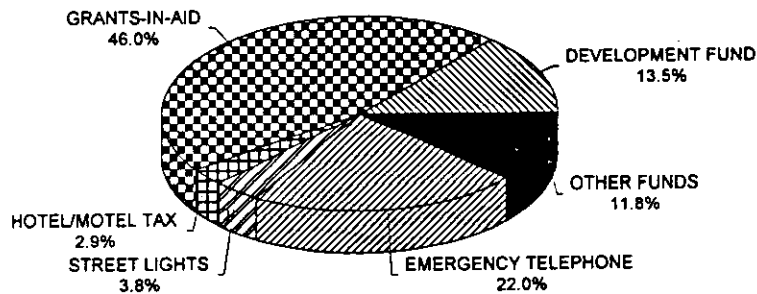
FUNDS GROUP DESCRIPTION

The Special Revenue Funds Group includes funds operated for specific programs or activities as required by law or Board of Commissioners' policy. Sources of revenue include funds from user fees, donations, excise taxes on hotel and motel rooms, state and federal grants with local match contributions, and penalty assessments on certain criminal and county ordinance violation cases.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
PERSONAL SERVICES BENEFITS	\$17,618,934	\$16,190,596	\$8,965,101	\$8,965,101
PURCHASED / CONTRACTED SERVICE	5,481,271	17,809,638	6,852,856	6,852,855
SUPPLIES	4,198,401	5,956,049	4,095,326	4,095,326
CAPITAL OUTLAYS	3,970,795	3,256,234	729,876	729,876
INTERFUND / INTERDEPARTMENTAL CHARGES	2,228,264	1,670,760	786,171	786,171
OTHER COSTS	13,845,669	10,391,346	2,982,816	3,029,316
DEBT SERVICE	207,829	1,078,790	1,077,190	1,077,190
OTHER FINANCING USES	9,344,285	10,140,103	11,608,169	11,608,169
HOLDING ACCOUNTS	0	139,702	41,351,390	41,351,930
TOTAL EXPENDITURES	\$56,895,449	\$66,633,220	\$78,448,895	\$78,495,934
PROJECTED FUND BALANCE			11,501,780	11,452,280
TOTAL BUDGET			\$89,950,675	\$89,948,214

SPECIAL REVENUE BUDGET DOLLAR - 2005



Other funds include Drug Abuse Treatment & Education, Juvenile Services, Public Education & Government Access (PEG), Victim Assistance, Child Support Incentive and Speed Humps Maintenance and Revenue Bonds Lease Payments.

FUNDS GROUP: Special Revenue

SUMMARY OF EXPENDITURES AND APPROPRIATIONS

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
RECREATION	\$1,345,792	\$1,299,238	\$1,999,617	\$1,996,617
LAW ENFORCEMENT				
CONFISCATED MONIES	1,763,105	908,880	1,564,062	1,564,061
HOTEL/MOTEL TAX FUND	1,909,802	2,050,928	2,609,476	2,609,476
GRANT-IN-AID	25,221,320	35,242,066	41,351,390	41,351,930
DRUG ABUSE TREATMENT AND EDUCATION FUND	135,721	131,627	102,732	102,732
JUVENILE SERVICES FUND	41,052	95,604	85,504	85,504
EMERGENCY TELEPHONE SYSTEM	8,360,291	9,742,651	19,762,460	19,762,460
COUNTY JAIL FUND	1,830,953	1,862,875	1,846,000	1,846,000
STREET LIGHT FUND	3,143,140	3,238,050	3,403,107	3,403,107
PEG SUPPORT FUND	645,196	188,446	1,752,326	1,752,326
VICTIM ASSISTANCE FUND	1,053,634	1,092,639	1,625,378	1,625,378
CHILD SUPPORT INCENTIVE FUND	18,386	5,112	0	0
REVENUE BONDS LEASE PAYMENT FUND	212,071	1,078,790	1,081,790	1,081,790
DEVELOPMENT FUND	11,214,080	9,691,959	12,183,951	12,183,951
SPEED HUMPS MAINTENANCE	906	4,355	582,882	582,882
TOTAL EXPENDITURES	\$56,895,449	\$66,633,220	\$89,950,675	\$89,948,214
NOTE: PROJECTED FUND BALANCE INCLUDED IN TOTAL			\$11,501,780	\$11,452,280

SUMMARY OF REVENUES BY FUND

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
CHILD SUPPORT INCENTIVE FUND				
Investment Income	\$309	\$0	\$0	\$0
Fund Balance Carried Forward	23,189	5,112	0	0
TOTAL	\$23,498	\$5,112	\$0	\$0
COUNTY JAIL FUND				
Intergovernmental	\$110,713	\$108,010	\$100,000	\$100,000
Fines and Forfeitures	1,726,754	1,748,352	1,746,000	\$1,746,000
Fund Balance Carried Forward	0	6,513	0	\$0
TOTAL	\$1,837,467	\$1,862,875	\$1,846,000	\$1,846,000
DEVELOPMENT FUND				
Licenses and Permits	\$8,484,448	\$8,534,959	\$11,543,104	\$11,543,104
Charges for Services	2,353	41,964	5,000	5,000
Investment Income	46,893	26,277	25,000	25,000
Miscellaneous	11,477	89,940	100,000	100,000
Fund Balance Carried Forward	4,178,394	1,509,485	510,847	510,847
TOTAL	\$12,723,565	\$10,202,625	\$12,183,951	\$12,183,951
DRUG ABUSE TREATMENT & EDUCATION FUND				
Fines and Forfeitures	\$61,450	\$67,349	\$65,000	\$65,000
Investment Income	1,365	(473)	1,000	1,000
Other Financing Sources	2,846	80,524	0	0
Fund Balance Carried Forward	90,182	20,122	36,732	36,732
TOTAL	\$155,843	\$167,522	\$102,732	\$102,732

FUNDS GROUP: Special Revenue

SUMMARY OF REVENUES BY FUND

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
<u>EMERGENCY TELEPHONE SYSTEM FUND</u>				
Investment Income	\$81,884	\$98,303	\$90,000	\$90,000
Miscellaneous	10,242,500	10,799,568	11,204,203	11,204,203
Fund Balance Carried Forward	4,688,943	6,653,035	8,468,257	8,468,257
TOTAL	<u>\$15,013,327</u>	<u>\$17,550,906</u>	<u>\$19,762,460</u>	<u>\$19,762,460</u>
<u>GRANT-IN-AID FUND</u>				
Contributions and Donations	\$0	\$6,232	\$400,000	\$400,000
Intergovernmental	28,771,184	20,120,269	36,686,796	36,686,796
Investment Income	14,200	10,008	0	0
Miscellaneous	1,556,719	75,847	124,970	124,970
Other Financing Sources	2,770,629	3,390,698	2,051,272	2,051,272
Fund Balance Carried Forward	(7,348,071)	547,528	2,088,892	2,088,892
TOTAL	<u>\$25,764,659</u>	<u>\$24,150,583</u>	<u>\$41,351,930</u>	<u>\$41,351,930</u>
<u>HOTEL/MOTEL TAX FUND</u>				
Taxes	\$1,951,283	\$2,061,899	\$2,400,000	\$2,400,000
Fund Balance Carried Forward	157,025	198,506	209,476	209,476
TOTAL	<u>\$2,108,308</u>	<u>\$2,260,405</u>	<u>\$2,609,476</u>	<u>\$2,609,476</u>
<u>JUVENILE SERVICES FUND</u>				
Charges for Services	\$71,911	\$75,067	\$71,151	\$70,000
Investment Income	159	192	0	0
Fund Balance Carried Forward	4,831	35,849	14,353	15,504
TOTAL	<u>\$76,901</u>	<u>\$111,108</u>	<u>\$85,504</u>	<u>\$85,504</u>
<u>LAW ENFORCEMENT CONFISCATED MONIES FUND</u>				
Intergovernmental	\$0	\$1,291,445	\$0	\$0
Investment Income	33,388	29,070	0	0
Miscellaneous	927,096	2,300	0	0
Fund Balance Carried Forward	1,952,748	1,150,126	1,564,062	1,564,061
TOTAL	<u>\$2,913,232</u>	<u>\$2,472,941</u>	<u>\$1,564,062</u>	<u>\$1,564,061</u>
<u>PUBLIC EDUCATION & GOVERNMENT ACCESS (PEG) FUND</u>				
Intergovernmental	\$0	\$1,028	\$0	\$0
Investment Income	21,686	20,667	20,000	20,000
Miscellaneous	720,486	121,965	150,000	150,000
Fund Balance Carried Forward	1,530,136	1,627,111	1,582,326	1,582,326
TOTAL	<u>\$2,272,308</u>	<u>\$1,770,771</u>	<u>\$1,752,326</u>	<u>\$1,752,326</u>
<u>RECREATION FUND</u>				
Charges for Services	\$1,234,657	\$1,076,418	\$1,895,075	\$1,895,075
Investment Income	6,471	6,100	0	0
Miscellaneous	0	12,577	0	0
Fund Balance Carried Forward	410,349	305,686	104,542	101,542
TOTAL	<u>\$1,651,477</u>	<u>\$1,400,781</u>	<u>\$1,999,617</u>	<u>\$1,996,617</u>

FUNDS GROUP: Special Revenue

SUMMARY OF REVENUES BY FUND

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
<u>REVENUE BONDS LEASE PAYMENTS FUND:</u>				
<u>BUILDING AUTHORITY PAYMENTS</u>				
Investment Income	\$1,314	\$276,241	\$0	\$0
Miscellaneous	96,676	120,598	1,121,283	1,121,283
Other Financing Sources	800,000	0	0	0
Fund Balance Carried Forward	0	685,919	(39,493)	(39,493)
	<u>\$897,990</u>	<u>\$1,082,758</u>	<u>\$1,081,790</u>	<u>\$1,081,790</u>
<u>STREET LIGHT FUND</u>				
Charges for Services	\$3,099,097	\$3,189,678	\$3,100,000	\$3,335,000
Investment Income	708	2,664	1,000	1,000
Fund Balance Carried Forward	156,149	112,814	302,107	67,107
TOTAL	<u>\$3,255,954</u>	<u>\$3,305,156</u>	<u>\$3,403,107</u>	<u>\$3,403,107</u>
<u>VICTIM ASSISTANCE FUND</u>				
Intergovernmental	\$280,089	\$115,725	\$175,000	\$175,000
Fines and Forfeitures	847,615	978,427	900,000	900,000
Fund Balance Carried Forward	429,128	503,199	550,378	550,378
TOTAL	<u>\$1,556,832</u>	<u>\$1,597,351</u>	<u>\$1,625,378</u>	<u>\$1,625,378</u>
<u>SPEED HUMPS MAINTENANCE</u>				
Charges for Services	\$174,160	\$206,854	\$150,000	\$150,000
Investment Income	1,265	3,292	1,500	1,500
Fund Balance Carried Forward	51,071	225,590	431,382	431,382
	<u>\$226,496</u>	<u>\$435,736</u>	<u>\$582,882</u>	<u>\$582,882</u>
GRAND TOTAL	\$70,477,857	\$68,376,631	\$89,951,216	\$89,948,214

COUNTY JAIL FUND

PROGRAM DESCRIPTION

The purpose of this fund is to provide an accounting entity for recording the transactions involving DeKalb County's appropriation of an additional 10% penalty assessment in criminal and traffic cases involving violations of ordinances of political subdivisions. The Board of Commissioners, in August 1989, adopted a resolution to place Article 5 of Chapter 21 of Title 15 of the Official Code of Georgia Annotated into effect in DeKalb County. This action enables the County to implement the "Jail Construction and Staffing Act" which provides for the imposition and collection of the additional 10% penalty assessment. The primary source of revenue for this fund is fines/penalties.

The proceeds must be used for constructing, operating and staffing county jails, county correctional institutions and detention facilities, or pledged as security for the payment of bonds issued for the construction of such facilities.

MAJOR BUDGETARY IMPACTS

Previous

There have been no budgetary changes for this fund.

2005

There are no significant changes in the 2005 Budget.

Future

The additional revenue that will be generated from this penalty assessment will continue to allow the County to offset some of the costs of jails, correctional institutions, and detention facilities at the expense of those who violate the law rather than at the expense of the general public.

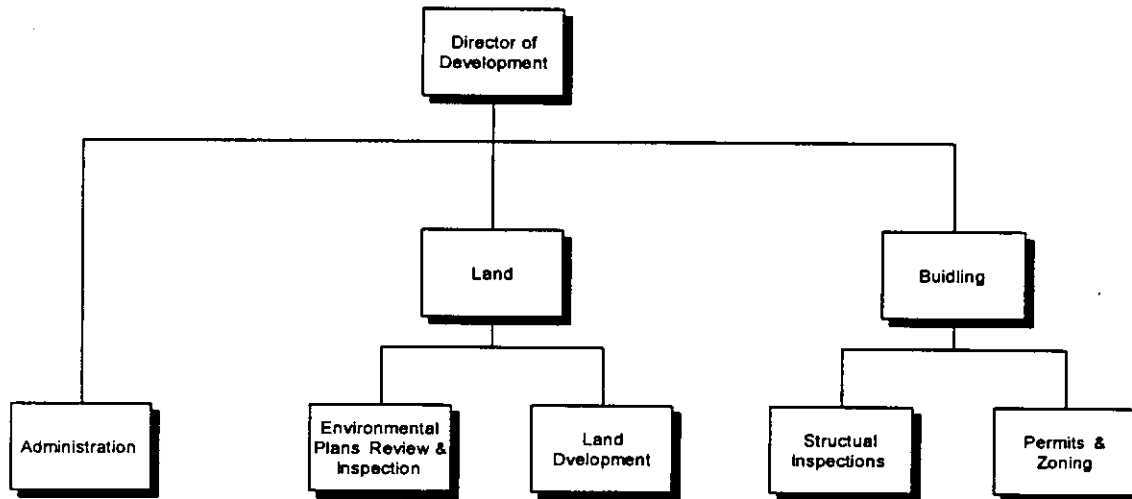
SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Interfund Transfers	\$1,830,953	\$1,862,875	\$1,846,000	\$1,846,000
Total	\$1,830,953	\$1,862,875	\$1,846,000	\$1,846,000

FUNDING SOURCES

	2003	2004	2005 Budget
County Jail Fund	\$1,830,953	\$1,862,875	\$1,846,000

DEVELOPMENT FUND



CRITICAL MISSION STATEMENTS AND SUCCESS FACTORS

To administer and enforce the County's ordinances applicable to land development and building construction.

To review development plans for compliance to the County's development codes.

To issue development permits, building and construction permits.

To conduct inspections on construction (residential and commercial) projects to ensure compliance with the County's building codes.

To investigate violations of zoning and property maintenance regulations and proceed with enforcement action where appropriate.

To administer and enforce the erosion and sediment control regulations and the County's tree protection ordinance.

To respond to citizens/customer inquiries regarding development issues in a timely manner.

PROGRAM DESCRIPTION

In 2001 the General Fund portion of the Development Division of Public Works was transferred to a Special Revenue Fund for Development. The primary sources of revenue for this fund are building, plumbing, electrical, inspection and HVAC fees.

The Development Department comprises three main divisions: Administration, Land and Building. The Land and Building Divisions have four sections: Land Development, Environmental, Plans Review/Permits, and Structural Inspections.

Administration provides guidance to the Department and advises the County Chief Executive Officer and the Board of Commissioners on matters pertaining to land development, building construction and applications for variances to ordinance standards.

Land Development is responsible for assuring that development plans are reviewed for conformance to County development codes. This section issues development permits, and also provides staff support to the DeKalb County Development Advisory Board.

Structural Inspections Division includes the building, HVAC, plumbing, and electrical inspections sections. This section is responsible for inspections to assure compliance with County building code provisions. Plans for proposed building construction are reviewed by this division. The supervisors of the appropriate sections provide staff support to the Electrical Advisory Board, the HVAC Advisory Board, and the Plumbing Advisory Board.

DEVELOPMENT FUND

PROGRAM DESCRIPTION (continued)

Permits and Zoning Division is composed of the Permits Section, and the Board of Zoning Appeals staff. This section issues all building and construction permits, and provides zoning ordinance information to the public.

The Environmental Plans Review and Inspections Division is responsible for erosion and sediment control regulations, and will be responsible for enforcement of the County's tree protection ordinance.

Development Support was created in 2002 and deals primarily with subdivision plats. The cost center is located in Planning but is a part of the Development Fund.

PERFORMANCE INDICATORS	TARGET	2002	2003	2004
% Of Structural Plans Reviewed By Type	100%	77%	44%	68%
% Of Development Plans Reviewed Within 10 Working Days	100%	30%	88%	90%
% Of Inspections Responded To Within 24 Hours of Request	100%	95%	93%	100%
# Of Inspections Per Day, Per Instructor	12/15 day	21	15	15

ACTIVITY MEASURES

	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Total Permits Issued:				
Buildings	9,695	9,652	9,433	8,867
Electrical	14,201	15,168	13,237	11,306
Heating, Venting, and Air Conditioning (HVAC)	7,932	7,402	7,188	6,774
Plumbing	8,133	8,558	7,439	6,778
Signs	493	570	593	650
Value in dollars	\$1,830,514,428	\$1,838,000,000	\$1,062,256,592	\$1,075,000,000
Permit Revenue:				
Buildings	\$5,343,633	\$5,611,374	5,452,339	\$5,453,000
Electrical	\$997,754	\$1,014,937	1,115,330	\$1,116,000
Heating, Venting, and Air Conditioning (HVAC)	\$862,660	\$882,871	\$841,018	\$842,000
Plumbing	\$708,581	\$666,006	\$605,120	\$606,000
Signs	\$13,592	\$22,695	\$21,329	\$22,000
Total Permit Revenues:	\$7,926,221	\$8,197,883	\$8,035,136	\$8,039,000
Total Inspections:				
Buildings	41,808	40,959	\$34,623	35,000
Electrical	79,649	75,204	\$57,363	58,000
HVAC	26,439	25,342	\$22,195	23,000
Plumbing	32,651	27,992	\$27,582	28,000

DEVELOPMENT FUND

MAJOR ACCOMPLISHMENTS IN 2004

Successfully negotiated a new M.O.A. with the DeKalb Soil and Water District which restored the plan review responsibility to the DeKalb Development Department.
Proceeding smoothly toward implementation completion of the Hansen System during first quarter, 2005.
Continuing with the bi-monthly environmental workshops and the building codes classes.
Organized another successful Contractors Environmental Fair.

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

Successfully implement the automated land development, permitting and inspections tracking system.
Complete the reorganization of the Development Department commensurate with the new office space and the Hansen System.

Human Services

Improve and expand our education programs for the development community.

MAJOR BUDGETARY IMPACTS

Previous

In 2000, an Assistant Manager of Structural Inspections was added to improve supervision in the Structural Inspections Section. A Secretary, Principal was approved to provide clerical support in the Environmental Review & Inspections Section. As part of an across-the-board budget reduction, this budget was reduced by \$42,825 in 2000.

One temporary position of Development Engineering Review Officer for Land Development, one fulltime county Arborist for Environmental Plans, Review and Inspection, one temporary Building Codes Inspector and three temporary Electrical Inspectors for Structural Inspections were added to improve the response rate and increase efficiency in 2001. The General Fund portion of the Development Division of Public Works was transferred to a Special Revenue Fund for Development in 2001. \$269,820 was approved for additional equipment, including an inspection system for structural inspections.

In 2002, two Development Engineering Review Officers and two Sr. Engineering Technicians were added for Land Development. \$24,000 was approved for replacement equipment such as copiers, desks and recorders. \$12,893,963 was approved for basic operating expenses.

In 2003 Development Support, one of the cost centers in the Planning Department, became part of the Development Fund. \$14,267,155 was approved for basic operating expenditures. One Office Assistant Sr. position was added for the Building Plans Review and Permits cost center.

In 2004, \$325,000 was approved for the lease-purchase of Hansen equipment, a computerized permitting system. The reserve decreased to \$625,472 due to a drop in permit revenue in 2003 and the resulting decrease in the fund balance.

In 2004, two part-time electrical inspector temporary positions were converted to one full-time electrical inspector position to allow the Electrical Inspection section to handle more inspections per day. There were no applicants for the temporary positions.

2005

\$124,426 was added to the budget for Hansen software licenses and \$456,000 was added for additional equipment (including \$41,000 for Fire and Rescue Services) for Hansen equipment.

DEVELOPMENT FUND

MAJOR BUDGETARY IMPACTS (continued)

Future

The County continues to experience new construction and expansion; this growth brings ongoing challenges for this department. Demand for services in this department will continue to be influenced by commercial and residential building activity, zoning enforcement and mandates from the federal and state governments.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Administration	\$4,765,957	\$3,084,009	\$4,736,792	\$4,736,792
Land	1,311,891	1,394,606	1,830,943	1,830,943
Structural Inspections	2,905,085	2,871,503	2,864,899	2,864,899
Permits & Zoning	745,387	734,100	902,989	902,989
Environmental Plans Review & Inspection	1,330,547	1,413,879	1,539,786	1,539,786
Development Support ¹	155,213	193,863	308,542	308,542
TOTAL	\$11,214,080	\$9,691,960	\$12,183,951	\$12,183,951

¹Development Support is part of Development Fund but is managed in the Planning Department. The positions for Development Support are included in the Planning Department.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO'S Recommended Budget	Approved Budget 2005
Personal Services & Benefits	\$6,659,973	\$6,952,846	\$7,670,398	\$7,670,398
Purchased/Contracted Svcs	1,349,393	346,122	648,391	648,391
Supplies	126,306	153,372	121,961	121,961
Capital Outlays	720,989	25,207	590,426	590,426
Interfund/Interdepartmental	2,127,127	1,975,147	786,171	786,171
Other Costs	230,292	239,266	2,366,604	2,366,604
TOTAL	\$11,214,080	\$9,691,960	\$12,183,951	\$12,183,951

FUNDING SOURCES

	2003	2004	2005 Budget
Special Revenue Fund/Development	\$11,214,080	\$9,691,960	\$12,183,951

DEVELOPMENT FUND

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Administration				
Director, Development	AF	1	1	1
Assoc Director, Development	AH	1	1	1
Deputy Director, Building	AJ	1	1	1
Dep. Dir., Land Development	32	1	1	1
Land Dev Asst Manager	29	1	1	0
Functional Project Coordinator	28	1	1	1
Quality Investigator Principal	28	1	1	1
Plans Review Supervisor	27	1	1	0
Database Administrator	26	1	1	1
Environ. Education	26	1	0	0
Quality Investigator Senior	26	1	1	1
Engineering Technician Senior	24	4	1	0
Zoning Officer	24	1	1	0
Administrative Assistant	23	1	1	1
Public Education Specialist	23	0	1	1
Secretary, Executive	23	1	1	1
Permits Coordinator	21	0	1	1
Purchasing Technician	21	1	1	1
Office Assistant, Senior	19	1	1	1
Sub-total		20	18	14
Code Enforcement - Police Services				
Code Enforcement Officer I		1	0	0
Sub-total		1	0	0
Land Development				
Land Development Manager	30	1	1	1
Asst. Mgr., Land Development	29	0	0	0
Chief, Dev/Eng Review	29	0	0	0
Land Dev Asst Manager	29	0	0	1
Chief Dev Construction Insp	28	1	1	1
Dev Eng Review Officer	28	1T	1T	1T
Engineering Review Officer III	28	8	6	6
Asst Chief Dev Const Insp	26	1	1	1
Engineering Review Officer II	26	0	3	4
Dev Construction Inspector III	25	4	4	4
Dev Construction Inspector II	24	1	3	3
Engineering Review Officer I	24	0	1	1
Engineering Technician, Sr	24	3	3	3
Dev Construction Inspector I	23	3	1	1
Secretary, Principal	21	1	1	1
Office Assistant, Senior	19	2	1	1
Sub-total		25	26	28
Temporary Sub-Total		1T	1T	1T

DEVELOPMENT FUND

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Structural Inspections				
Structural Inspection Manager	30	1	1	1
Chief Building Inspector	28	1	1	1
Chief Electrical Inspector	28	1	1	1
Chief HVAC Inspector	28	1	1	1
Chief Plumbing Inspector	28	1	1	1
Structural Inspection Asst Mgr	28	1	1	1
Asst Chief Building Inspector	26	1	1	1
Asst Chief Electrical Inspector	26	1	1	1
Asst Chief HVAC Inspector	26	1	1	1
Asst Chief Plumbing Inspector	26	1	1	1
Structural Plans Coordinator	26	2	2	2
Building Codes Inspector III	25	4	5	5
Electrical Inspector III	25	4	5	5
HVAC Inspector III	25	1	2	2
Plumbing Inspector III	25	0	2	2
Building Codes Inspector II	24	5	1	1
Electrical Inspector II	24	6	6	6
HVAC Inspector II	24	3	2	2
Plumbing Inspector II	24	2	2	2
Building Codes Inspector I	23	1T	1T	1T
Building Codes Inspector I	23	3	6	6
Electrical Inspector I	23	3T	1T	1T
Electrical Inspector I	23	4	4	4
HVAC Inspector I	23	1	1	1
Plumbing Inspector I	23	5	3	3
Secretary, Principal	21	2	2	2
Office Assistant, Senior	19	0	0	0
Sub-total		52	53	53
Temporary Sub-Total		4T	2T	2T
Permits and Zoning				
Permits/Zoning Review, Mgr	30	1	1	1
Permits/Zoning Rev, Asst Mgr	28	1	1	1
Plans Review Supervisor	27	0	0	1
Plans Review Coordinator	26	0	0	0
Eng Review Officer II	26	0	1	0
Permits Supervisor	25	1	1	1
Zoning Officer	24	2	2	3
Engineering Tech Senior	24	1	0	0
Zoning Coordinator	22	1	1	1
Administrative Clerk	21	1	1	1
Board of Appeals Coordinator	21	0	0	0
Office Assistant, Senior	19	8	9	9
Sub-total		16	17	18

DEVELOPMENT FUND

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Environmental Plans Review and Inspections				
Env Plns Rev & Insp Mgr	30	1	1	1
Env Plns Rev & Insp Asst Mgr	29	1	1	1
Chief Env Land Dev Inspector	28	2	2	2
Asst Chief Env Land Dev Insp	26	1	1	1
Env Land Development Insp III	25	1	5	5
Env Land Development Insp II	24	7	6	6
Eng Technician Senior	24	0	1	2
Env Land Development Insp I	23	10	7	7
Arborist	25	1	1	1
Secretary, Principal	19	1	1	1
Sub-Total		25	26	27
TOTAL FULL-TIME		139	140	140
		5T	3T	3T

Development Support is part of Development Fund but is managed in the Planning Department. The positions for Development Support are included in the Planning Department.

DISTRICT ATTORNEY CHILD SUPPORT INCENTIVE FUND

FUND DESCRIPTION

The Child Support Division of the District Attorney's Office is responsible for the prosecution and administration of all actions filed in DeKalb County pursuant to the Uniform Interstate Family Support Act (UIFSA). The State Office of Child Support Enforcement reimburses DeKalb County in full for the operating expenses of the Child Support Division of the Office of the District Attorney.

The purpose of this Fund is to anticipate and receive incentive payments from the State Child Support Enforcement Office. These payments are to be used to fund salary adjustments at the discretion of the District Attorney.

The incentive payment provisions are set forth in section 458A of the Federal Act. Incentive payments will be made to States each fiscal year based on their collections and their performance levels on five statutory performance measures; paternity orders; establishment of support orders; collections for current support; case collections for child support arrearages; and cost effectiveness.

MAJOR BUDGETARY IMPACTS

Previous

In fiscal year 2000, the incentive system used to reward the DA Child Support Division for its performance in administering a Child Support Enforcement Program was suspended.

2005

The DA Child Support Division is assigned a statutorily set percentage based on their performance levels on each measure or their improved performance levels over the preceding year. The precise amount the District Attorney's office would be entitled to receive would be determined based on a number of different formulae set forth in the statute. No formula has been established for FY 2005. The 2005 Appropriation for this fund represents the 2004 year end fund balance of zero. Additional revenues are not anticipated for FY 2005.

Future

This fund will have no activity.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Child Support Incentive	\$18,396	\$5,112	\$0	\$0
TOTAL	\$18,396	\$5,112	\$0	\$0

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Reserve for Appropriation	\$18,396	\$5,112	\$0	\$0
TOTAL	\$18,396	\$5,112	\$0	\$0

FUNDING SOURCES			
	2003	2004	2005 Budget
District Attorney Child Support Incentive Fund	\$18,396	\$5,112	\$0

DRUG ABUSE TREATMENT AND EDUCATION FUND

PROGRAM DESCRIPTION

This fund was established in 1990 by Georgia Law, which provides for additional penalties in certain controlled substance cases amounting to 50 percent of the original fine. The law further provides that these funds be held in a special fund and used only for drug abuse treatment and education programs. Only funds actually in hand are included in the 2005 budget.

MAJOR BUDGETARY IMPACTS

Previous

In 2001, funds were allocated and expended for several projects including:

- \$52,500 was allocated for the continuation of the Exercise Right Choice Scholarship program, \$25,727 was expended;
- \$10,500 was allocated for "The Prime for Life! Under 21 High Risk Drinking / Risk Reduction" program, \$6,700 was expended;
- \$5,577 was transferred to the Grant Fund to provide supplies, travel, 4-H leader supplements for the 4-H program;
- \$10,500 was allocated to provide additional scholarships for the Exercise Right Choice Scholarship program, \$0 was expended;
- \$36,096 was allocated as the Reserve for Appropriation.

In 2002, funds were allocated for the following projects:

- \$52,500 for the continuation of the Exercise Right Choice Scholarship program, \$24,850 was expended;
- \$86,717 for the Reserve for Appropriation.

In 2003, funds were allocated for the following projects:

- \$52,500 for the continuation of the Exercise Right Choice Scholarship program;
- \$50,000 to the DeKalb County Drug Court for drug abuse treatment services;
- \$58,182 for the Reserve for Appropriation.

In 2004, the Board of Commissioners adopted a budget for the Drug Abuse Treatment and Education Fund totaling \$83,122. This amount was appropriated in the fund's Reserve for Appropriation line item until the Board of Commissioners could take action to fully fund the programs administered by the DeKalb County Drug Court, Parks and Recreation, and Extension Services. At the February 10, 2004 meeting, the Board of Commissioners approved the transfer of \$80,476 from the General Fund Reserve to fully fund the programs administered by the DeKalb County Drug Court, Park and Recreation, and Extension Services and provide a Reserve for Appropriation in the Drug Abuse Treatment and Education Fund as follows:

- \$75,000 to the DeKalb County Drug Court for treatment services;
- \$52,500 to Parks and Recreation for the Exercise Right Choice program;
- \$26,100 to Extension Services for the Cooperative Extension Youth Development program;
- \$10,000 for the Reserve for Appropriation.

2005

In 2005, funds were allocated for the following projects:

- \$32,635 to the DeKalb County Drug Court for treatment services;
- \$22,845 to Parks and Recreation for the Exercise Right Choice program;
- \$11,357 to Extension Services for the Cooperative Extension Youth Development program;
- \$35,895 for the Reserve for Appropriation.

Future

Various departments, including Juvenile Court, Cooperative Extension, and Superior Court, are making plans to continue special programming for projects to make use of these funds.

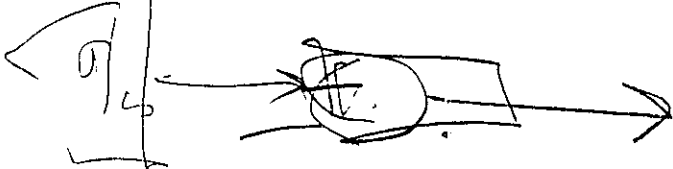
DRUG ABUSE TREATMENT AND EDUCATION FUND

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget
Purchased/Contracted Services	120,493	124,019	66,837	66,837
Supplies	6,728	\$7,608	0	0
Other Costs	8,500	0	35,895	35,895
TOTAL	\$135,721	\$131,627	\$102,732	\$102,732

FUNDING SOURCES

	2003	2004	2005 Budget
Drug Abuse Treatment & Education Fund	\$135,721	\$131,627	\$102,732



EMERGENCY TELEPHONE FUND

PROGRAM DESCRIPTION

The Emergency Telephone Fund was established in 1990 to account for financial transactions related to monies collected through user telephone billings of wired telephones. The user fees are used to fund certain expenses associated with the Emergency 911 Telephone Services in DeKalb County. During its 1998 session, the Georgia General Assembly extended the authority for counties to impose a 911 charge on wireless telephones, similar to the user fee for wired telephones. A separate cost center was established to account for the wireless user fees.

MAJOR BUDGETARY IMPACTS

Previous

Effective December 1, 1998, the Board of Commissioners imposed a user charge on wireless telephones at \$1.00 per month. In January 1999, the Board of Commissioners decreased the fee for wired telephones from \$1.35 to \$1.05 per month, effective July 1999. The fee for wireless telephones of \$1.00 remained the same. In March 2000, the Board of Commissioners decreased the fee for wired telephones from \$1.05 to \$1.00 per month, effective July 2000. The fee for wireless telephones of \$1.00 remained the same.

In February 2001, the Board of Commissioners increased the fee for wired telephones from \$1.00 to \$1.35 per month, effective July 2001. The Board of Commissioners increased the fee for wireless telephones from \$1.00 to \$1.35 per month, effective October 2001.

In February 2002, the Board of Commissioners reaffirmed the fees for wired and wireless telephones at \$1.35 per month. In January 2003, the Board of Commissioners reaffirmed the fees for wired at \$1.35 per month.

In February 2004, the Board of Commissioners reaffirmed the fees for wired and wireless telephones at \$1.35 per month.

2005

Of the total amount approved of \$19,762,460, \$2,762,838.28 will be appropriated for the wireless reserve account; \$8,686,200 will be available for transfer to the General Fund including \$6,951,723 for personnel costs, \$506,463 for supplies, \$447,300 for operating services and charges, \$780,714 for maintenance and repair; \$1,050,000 for E-911 telephone services, and \$7,263,421.28 as projected fund balance.

In January 2005, the Board of Commissioners increased the fees for wired and wireless telephones to \$1.50 per month, effective June 1, 2005.

Future

No significant changes are anticipated in the near future.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Purchased / Contracted Services	\$2,434,636	\$3,425,511	\$3,812,838	\$3,812,838
Capital Outlays	92,315	0	0	0
Other Costs	0	0	7,263,422	7,263,422
Other Financing Uses	5,833,340	6,317,140	8,686,200	8,686,200
TOTAL	\$8,360,291	\$9,742,651	\$19,762,460	\$19,762,460

FUNDING SOURCES

	2003	2004	2005 Budget
Emergency Telephone Fund	\$8,360,291	\$9,742,651	\$19,762,460

GRANTS - SUMMARY

PROGRAM DESCRIPTION

To provide an accounting entity whereby appropriations and expenditures for grant-funded programs can be accounted for separately and distinctly from other funds of the County. Sources of revenue include federal and state grants, local match contributions, private corporations, and other agencies.

MAJOR BUDGETARY IMPACTS

Previous

\$46,341,043 was budgeted to continue various grant programs in 2004. After adjustments have been made between various grants to close them out, \$153,098 was being transferred back to the General Fund, \$819,738 to Special Tax District-Designated Services, and \$46 was being transferred back to DATE Fund. \$23,046 was budgeted in the Grants Reserve Account. \$1,706,795 was budgeted in various pending grants which are grants that have been applied for and approved by the Board of Commissioners but final funding approval has not been received.

2005

\$37,035,495 is budgeted to continue various grant programs in 2005. In June our Police Department is expecting a grant from Justice Assistance Grant (JAG) previously known LLEBG, for the amount of \$310,348. As part of the FMIS implementation, Grants are being managed through a specialized module. This has required modification of most grant business processes.

Future

The County anticipates the receipt of additional funds in 2005 from the U.S. Department of Housing and Urban Development and the Georgia Department of Labor. The U. S. Department of Agriculture (USDA) Summer Food Program, which is administered by the Parks and Recreation Department, is also expected to be renewed in 2005. The implementation of the Projects and Grants module of the FMIS is expected to provide more information with greater flexibility to the grant managers.

ACTIVITY MEASURES			
Grantor/Grant Description	Total Grant Appropriation	Prior Years Expenditures	2005 Appropriation
Ga. Dept. of Labor/DeKalb Workforce Development	On-going program	On-going program	\$2,851,047
HUD/Community Development	On-going program	On-going program	15,397,374
Local Law Enforcement Block Grant #5 (253)	952,591	951,870	721
Local Law Enforcement Block Grant #6 (254)	39,515	970,993	39,515
Local Law Enforcement Block Grant #7 (255)	183,634	591,975	183,634
Local Law Enforcement Block Grant #8 (256)	503,669	0	503,669
Justice Assistance Grant #9 (257)	310,348	0	310,348
Fleet Maintenance Grants	206,207	0	206,207
Finance Department Grants	19,000	18,824	176
Sheriff's Department Grants	745,956	469,395	276,561

GRANTS - SUMMARY

ACTIVITY MEASURES			
Grantor/Grant Description	Total Grant Appropriation	Prior Years Expenditures	2005 Appropriation
Juvenile Court Grants	2,389,185	1,743,182	646,003
Superior Court Grants	654,458	28,932	625,526
State Court Grants	1,252	604	648
Solicitor - General Grants	454,409	258,581	195,828
District Attorney's Office Grants	388,156	214,269	173,887
Police Grants	20,520,705	11,000,375	9,520,330
Fire Department/EMS Grants	1,034,753	1,141	1,033,612
Magistrate Court Grants	541,035	424,430	116,605
Public Works Grants	10,000	0	10,000
Economic Development Department Grants	176,000	175,421	579
Parks and Recreation Department Grants	973,130	445,551	527,579
Extension Service Grants	617,560	307,580	309,980
DeKalb Family & Children's Services Grants	9,719,841	7,900,156	1,819,685
Human and Community Development Grants	189,767	155,818	33,949
Health Department	60,865	14,200	46,665
Sanitation Grants	235,711	140,684	95,027
Governor's Local Assistance Grants	953,818	508,625	445,193

GRANTS - SUMMARY

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY GRANT CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
COMMUNITY DEVELOPMENT	\$9,500,552	\$16,068,398	\$15,397,374	\$15,397,374
DEKALB WORKFORCE DEVELOPMENT	2,448,618	3,714,932	2,851,047	2,851,047
OTHER GRANTS	12,294,739	14,864,602	13,408,676	13,408,676
VARIOUS PENDING GRANTS	0	0	0	0
L. L. E. B. G. #251 *	(122)	0	0	0
L. L. E. B. G. #252 *	327,566	35,757	0	0
L. L. E. B. G. #253 *	356,493	38,793	721	721
L. L. E. B. G. #254 *	550,028	160,694	19,448	19,448
L. L. E. B. G. #255 *	0	358,891	9,486,719	9,486,719
L. L. E. B. G. #256 *	0	0	187,945	187,945
TOTAL	\$25,477,874	\$35,242,066	\$41,351,930	\$41,351,930

* Local Law Enforcement Block Grant

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
PERSONAL SERVICES AND BENEFITS	10,029,928	8,334,976	-	-
PURCHASED / CONTRACTED SERVICES	903,961	13,250,972	-	-
SUPPLIES	565,880	2,044,222	-	-
CAPITAL OUTLAYS	1,161,583	2,420,415	-	-
INTERFUND / INTERDEPARTMENTAL	29,008	(393,037)	-	-
DEPRECIATION AND AMORTIZATION	-	-	-	-
OTHER COSTS	11,377,412	7,807,034	-	-
OTHER FINANCING USES	176,137	1,043,649	-	-
HOLDING ACCOUNTS	-	139,702	31,657,097	41,351,930
VARIOUS PENDING GRANTS	1,233,965	594,135	9,694,833	0
TOTAL	\$25,477,874	35,242,066	\$41,351,930	\$41,351,930

Note:

Installation of the Projects and Grants module of the new FMIS/APS has dictated that all grant be budgeted in a Budget Holding Account. Expenditures will be reflected in the actual account in which they occur.

FUNDING SOURCES

	2005 Budget
INVESTMENT INCOME	\$0
FEDERAL	25,539,903
STATE	6,073,010
LOCAL GOVERNMENT GRANTS	5,073,883
MISCELLANEOUS REVENUE	124,970
OTHER FINANCING SOURCES (INTERFUND)	2,051,272
VARIOUS PENDING GRANTS	400,000
FUND BALANCE CARRIED FORWARD	2,088,892.00
TOTAL	\$41,351,930

GRANTS - SUMMARY

AUTHORIZED POSITIONS BY GRANT

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

Grant	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
<u>Ga. Dept. of Labor/Workforce Development</u>				
Director, Workforce Development	36	1	1	1
Deputy Director, Workforce Development	33	1	1	1
Workforce Development Financial Manager	29	1	1	1
Employment/Training Supervisor	26	1	1	1
Employment/Training Analyst, Senior	25	3	3	3
Employment/Training Analyst	23	3	3	3
Intake Officer	23	7	7	7
Case Manager	23	2	2	2
Executive Secretary	23	1	1	1
MIS Technician	23	1	1	1
Office Assistant, Senior	19	3	3	3
Financial Assistant	23	1	1	1
Office Assistant	18	2	1	1
Office Software Specialist	23	0	1	1
	Sub-total	27	27	27
<u>HUD/Community Development</u>				
Human and Community Development Director	36	1	1	1
Assistant Director	33	1	1	1
Planning & Neighborhood Services Manager	32	1	1	1
Senior Services Administrator	32	1	1	0
Deputy Senior Services Administrator	31	1	1	1
Housing Programs Manager	31	1	1	1
Special Projects Coordinator, Senior	29	1	1	1
Fiscal Coordinator	29	1	1	1
Housing Programs Supervisor	28	1	1	1
Housing and Financial Specialist	28	1	1	1
Housing Services Coordinator	28	1	0	0
Grants & Administrative Manager	28	1	1	1
Housing Programs Coordinator	26	2	2	2
Senior Planner	26	1	1	1
Financial Officer, Principle	26	1	1	1
Project Monitor	26	1	1	1
Community Services Coordinator	25	1	1	0
Program Operations Specialist	25	1	1	1
Financial Assistant	23	1	1	1
Office Software Specialist	23	1	1	1
Secretary, Executive	23	1	1	1
Administrative Assistant	23	1	2	2
Secretary, Principal	21	1	1	2
Office Assistant, Senior	19	2	2	2
Senior Custodian	18	1	1	1
Receptionist	14	0	1	0
Information & Referral Specialist	23	0	1	1
Information & Referral Specialist	23	0	0	1PT

GRANTS - SUMMARY

AUTHORIZED POSITIONS BY GRANT

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

Grant	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
HUD/Community Development	Sub-total	27	29	27 1PT
<u>Sheriff's Department Grants</u>				
Criminal Justice Coordinating Council/ STOP Violence Against Women				
Deputy Sheriff	E23	1	0	0
Deputy Sheriff, Master	E25	1	0	0
	Sub-total	2	0	0
<u>Superior Court Grants</u>				
AOC/Byrne/Drug Court				
Drug Court Program Manager	31	1	0	0
	Sub-total	1	0	0
LLEBG # 8 (Sept. 2005)/Drug Court				
Community Case Manger	21	0	1	1
	Sub-total	0	1	1
<u>District Attorney's Office Grants</u>				
Criminal Justice Coordinating Council/Victim Assistance				
Victim Witness Program Coordinator	25	2	2	2
Principal Investigator	25	1	1	1
	Sub-total	3	3	3
<u>Police Department Grants</u>				
U.S. Dept. of Justice/Universal Hiring/1999 & 2000				
Police Officer	23	100	100	50
	Sub-total	100	100	50
U.S. Dept. of Justice/Universal Hiring/2002				
Police Officer	23	50	0	50
	Sub-total	50	0	50
DeKalb Housing Authority/Public Housing				
Drug Elimination				
Police Officer, Master	25	4	0	0
	Sub-total	4	0	0

GRANTS - SUMMARY

AUTHORIZED POSITIONS BY GRANT

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

Grant	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Georgia Department of Natural Resources-EPD/				
Scrap Tire Code Enforcement				
Code Enforcement Officer	23	1	0	0
Office Assistant	19	1PT	0	0
	Sub-total	1 1PT	0 0	0 0
<u>Solicitor - General Grants</u>				
STOP Violence Against Women				
Attorney III	31	1	1	1
Secretary Legal, Senior	23	1	1	1
	Sub-total	2	2	2
Criminal Justice Coordinating Council/				
Victim Witness Assistance Program				
Asst. Program Coordinator	23	3	3	3
	Sub-total	3	3	3
<u>Magistrate Court Grants</u>				
U. S. Health and Human Services/Diversion Court				
Mental Health Diversion Project Manager	31	1	1	0
Records Technician	18	1	1	0
	Sub-total	2	2	0
<u>Sanitation</u>				
Georgia Department of Natural Resources-EPD/				
Scrap Tire Code Enforcement				
Code Enforcement Officer	23	0	1	0
Office Assistant	19	0	1PT	0
	Sub-total	0 0	1 1PT	0 0
<u>Parks and Recreation Department Grants</u>				
U.S. DOJ/Local Law Enforcement Block Grant				
Parks Watch Program				
Public Education Specialist Assistant	21	1	1	0
	Sub-total	1	1	0
Office of School Readiness (OSR)				
Summer Food Program				
	EO	7	7	8
	Sub-total	7	7	8

GRANTS - SUMMARY

AUTHORIZED POSITIONS BY GRANT

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

Grant	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
<u>Extension Service Grants</u>				
Ga. Dept. of Human Resources/Building Young Families				
Public Education Agent	23	1	1	0
Extension Outreach Aide	EO	2	2	0
	Sub-total	3	3	0
MHMRSA/Youth Violence Prevention				
County Extension Agent	25	1	0	0
County Outreach Aide	EO	1	0	0
County Outreach Aide	EO	1PT	0	0
	Sub-total	2 1PT	0	0
MHMRSA/Substance Abuse Block Grant				
Administrative Clerk	21	1	0	0
	Subtotal	1	0	0
DOJ/First Account Program				
County Extension Agent	25	1	1	0
Extension Outreach Aide	EO	2	2	0
	Subtotal	3	3	0
Mental Health, Development Disabilities and Additive Diseases/Parent Education				
County Extension Agent	25	1	0	0
Extension Outreach Aide	EO	1	0	0
	Subtotal	2	0	0
National Minority Mortgage Banker Association				
Financial Literacy Education Specialist		1	1	0
	Subtotal	1	1	0
United Way Metropolitan Atlanta/First Account Program				
County Extension Agent	25	0	0	1
	Subtotal	0	0	1
<u>Economic Development</u>				
Economic Development Revitalization				
Economic Development Coordinator	28	2	0	0
	Sub-total	2	0	0

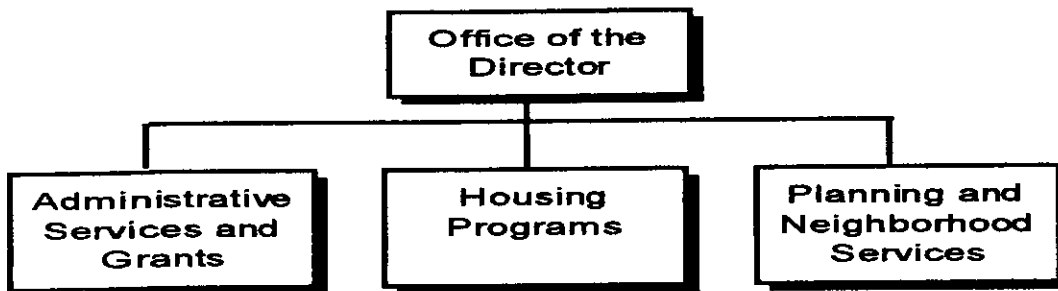
GRANTS - SUMMARY

AUTHORIZED POSITIONS BY GRANT

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

Grant	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Juvenile Court				
US HHS/Substance Abuse/Mental Health Services				
Grants and Administrative Manager	28	1	0	0
Administrative Assistant	23	1	0	0
	Sub-total	2	0	0
US DOJ/Sex Offender Management				
Juvenile Program Administrator	26	0	1	1
	Sub-total	0	1	1
Juvenile Drug Court/LLEBG (Rebound)				
Drug Court Coordinator	26	0	1	1
Drug Court Coordinator	26	0	1PT	1PT
	Sub-total	0	1	1
		0	1PT	1PT
Children and Youth Coordinating Council/ASAP				
Juvenile Probation Supervisor	25	1	1	0
Juvenile Probation Officer	21	2	2	2
Juvenile Probation Officer Aide	19	3	3	0
	Sub-total	6	6	2
US DOL/Young Offender Initiative/Youth Demonstration Program				
Grant Coordinator	26	1	1	0
Volunteer Service Coordinator	23	1	1	0
Case Manager	23	4	4	0
Office Assistant, Senior	19	1	1	0
	Sub-total	7	7	0
WDD-US DOL/Young Offender Initiative/Youth Demonstration Program				
Grant Coordinator	26	0	0	1
Volunteer Service Coordinator	23	0	0	1
Case Manager	23	0	0	4
Office Assistant, Senior	19	0	0	1
	Sub-total	0	0	7
	TOTAL:	FULL-TIME	259	198
		PART-TIME	2PT	2PT
				183
				2PT

GRANTS - COMMUNITY DEVELOPMENT



Community Development is a component of the Human and Community Development Department shown in Tax Funds Section.

CRITICAL MISSION STATEMENTS AND SUCCESS FACTORS

- A. To provide decent affordable housing for low-to-moderate income persons residing in DeKalb County.
- B. To provide a suitable living environment, public facilities, infrastructure and community services, principally benefiting low-to-moderate income persons.
- C. To expand economic opportunities, increase and retain new and existing jobs.
- D. To revitalize economically depressed areas that principally serve low-to-moderate income areas.

PROGRAM DESCRIPTION

The Community Development Division works to improve low-to-moderate income neighborhoods and address issues that affect the quality of life for low-to-moderate income persons. The Division administers the following Federal Grant Programs for DeKalb County: the Community Development Block Grant (CDBG) Program, the McKinney Emergency Shelter Grant Program (ESG), and the HOME Investment Partnership Act (HOME). These programs are funded by the U.S. Department of Housing and Urban Development.

MAJOR ACCOMPLISHMENTS IN 2004

In the year 2004, the Community Development Division continued to work with other County departments, nonprofit agencies, and other partnering entities to make significant progress in addressing critical issues affecting housing affordability, fair housing and economic viability of neighborhoods. One of the major initiatives of 2004 included the development of the new Micro-enterprise Assistance Program and a new Technical Assistance Program for small businesses. These programs assist women, minorities and low- to moderate-income persons gain access to traditional capital markets as well as create jobs, improve employment skills and the know-how of entrepreneurship.

In addition to the CDBG activities listed below, the Division continued to play a major role in implementing the Five Year Plan for Senior Services and planning for the Senior Multipurpose Facility. The Community Development Division has the primary responsibility for the financing and construction of the Facility. The Human Services Division has primary responsibility for programs operating in the Facility. Both divisions participated in planning of the facility. In 2004, efforts continued in affordable housing to expand initiatives to address predatory lending, and to improve the criteria for affordable housing while building strong communities. The Division played a leadership role in the redesign of the County's first-time home buyers assistance program. A partnership with United Way began that will provide for up to 40 individuals purchasing homes in DeKalb County to qualify for matching funds through the Individual Development Account (IDA) Program.

CDBG PROGRAM

I. *Public Facilities and Improvements*

These projects have been completed or are within the planning phase or developmental phase.

Buford Highway Sidewalks/Streetscape – The right-of-way easement acquisition is currently underway. The project is expected to go out for bids in July 2005.

Candler Road Streetscape – The right-of-way / easement acquisition is currently underway. The project is estimated to go out for bids in July 2005.

GRANTS - COMMUNITY DEVELOPMENT

Chamblee-Dunwoody Road Streetscape – The project began construction in October 2004. It is scheduled to be completed April 2005.

Citizens Drainage Program – In 2004, the County was unable to assist a low-to-moderate income person in eliminating a drainage problem due to lack of funds by the Public Works Department/Roads and Drainage Division to administer it's share of the program.

City of Lithonia Streetscape – During 2004, the City's Main street project was completed. The second phase of this project is currently under construction. This project will provide better pedestrian access in the downtown area with additional sidewalk, landscaping, and a MARTA bus stop.

City of Stone Mountain – During 2004, the Second Street Drainage Project experienced some problems with the acquisition of easements. After acquiring the easements, the project is estimated to be completed by the fall of 2005.

Clarkston Community Center – In 2004, the Community Center continued to raise funds to meet its funding match for CDBG funds for the renovation of the community center building.

DeKalb Multi-Purpose Center for Seniors – During 2004, a groundbreaking ceremony was held and construction began on the DeKalb Multipurpose Center for Seniors. The DeKalb Multipurpose Center for Seniors will be approximately 35,000 square feet and house a comprehensive array of programs including health, social, nutritional, recreational, and educational services for seniors. The architectural and engineering services will ensure appropriate space planning and design to meet the goals and requirements set forth by the County. The construction management services will assure quality control and budget management. The construction is scheduled to be completed in July 2005 with a grand opening in the fall of 2005.

DeKalb for Seniors, Inc. – In 2004, this organization assisted DeKalb County in managing the construction of the multipurpose facility for seniors.

DeKalb/Atlanta Human Services Center – Funds were provided to improve the sidewalk accessibility and a front door for ADA compliance. The project was completed in December 2003, but funds were not drawn down until early 2004.

DeKalb Rape Crisis Center, Inc. – The DeKalb Rape Crisis Center provides crisis counseling and support services to victims of sexual assault in DeKalb County. Additionally, they also carry out educational, awareness, and prevention activities in the community on this issue. Funds were provided for the agency to use towards the acquisition of a new facility to carry out these activities. For the period of January through the end of June 2004, a total of 22 persons received services from this agency.

Lynwood Park Capital Improvements – The purpose of the project is to provide a suitable living environment and quality of life for the residents in the Lynwood Park neighborhood by improving the physical condition of roads, sidewalks, water lines, drainage, other infrastructure and various neighborhood improvements. In 2004, a series of meetings were held with the community regarding the easements and necessary land acquisition. The construction of this revised project is estimated to begin in the fall of 2005.

Memorial Drive Streetscapes – During 2004, the engineering firm worked on Phase I of the engineering and streetscape design to enhance pedestrian safety and benefit people who are living, working and shopping in the area. Phase I of this project is in conjunction with the DOT as part of the widening of the Memorial Drive Bridge project over I-285. It is estimated to go to bid middle 2005 due to delays in right-of-way acquisition.

II. Public Services

Atlanta Legal Aid Society, Inc. - Legal services were provided for 333 DeKalb County households with CDBG funds. The agency also participated in a number of educational activities and homebuyer seminars on foreclosure and fraud prevention.

Center for Pan Asian Community Services, Inc. – Using FY 2004 CDBG funds, the agency provided services for 373 homeless Korean-speaking immigrants with little or no English skills. The services were inclusive of counseling, referrals for emergency shelter, food, transportation and medical care for clients.

GRANTS - COMMUNITY DEVELOPMENT

Consumer Credit Counseling, Inc. – A total of 717 DeKalb County residents received money management and credit counseling. They also conducted number of workshops on issues relating to homebuyer education.

Decatur Cooperative Ministry, Inc. – This agency received a combination of ESG and CDBG funding in 2003. Services provided included the provision of emergency shelter and transitional housing, counseling services, and homeless prevention assistance.

DeKalb Drug Court Emergency Housing – A total of 29 participants in DeKalb's Drug Court program were housed on an emergency basis for up to three months in 2004 with the use of CDBG funds upon their initial entry into the program. This allowed them to leave the jail and participate full-time in the intensive therapy programs required in Phase 1 of the program before having to begin employment.

DeKalb Housing Counseling Center, Inc. – During 2004, CDBG funding was used by Hagar's House to assist 96 families and the Transitional Housing program to serve 12 families. Services provided included the provision of emergency shelter, transitional housing, and counseling services. One-hundred percent (100%) of the families served were represented by a female head of household.

Green Forest Community Development Corporation – During 2004, there were 448 clients that received homebuyer's education and counseling. The agency also participated in ongoing homeowner training, foreclosure prevention, and loss mitigation programs.

Implementation Services for Senior Citizens Programs – In 2004, a total of 4,533 seniors received services including information & assistance, case management, homemaker services, home delivered meals, congregate meals and programming and transportation services at Senior Centers.

Interfaith Outreach Home, Inc. – During 2004, seventeen (17) persons and (5) families were provided transitional housing and social support services utilizing CDBG funds.

Jerusalem House, Inc. - This homeless shelter provided assistance to 26 homeless persons with HIV/AIDS during 2004. Other services included medical supervision, social service support, personal care services, counseling, and alcohol/drug recovery.

Latin American Association, Inc. – A total of 3,451 persons were assisted by this Agency in 2004. Of those served, almost 98% were Hispanics and approximately 428 were female head of households. Services included legal and financial counseling, medical assistance; pre-K and school enrollment; assistance to battered women; immigration referral; translation of interpretation services; DFACS referrals; tax referrals, and general information.

Marcus Jewish Community Center of Atlanta, Inc. (Housemate Match Program) - During 2004, CDBG funds were utilized for salaries and benefits for the following:

Housemate Match Program – A total of 158 persons were matched in the home-sharing program. One hundred and thirty two (132) were female heads of household. Additional services included referrals for assistance from other sources.

Metro Fair Housing Services, Inc. - This agency provided housing fair housing services. In the year 2004, this agency processed 141 fair housing inquiries, validated 9 fair housing complaints, and referred 4 of the valid complaints to HUD and attorneys for further action and actively investigated 5 of the complaints.

Nicholas House, Inc. - The agency provided transitional housing and supportive services to 113 persons (32 families) during 2004. Of the families served, the number of female heads of household was 30.

Our House, Inc. – Daycare services were provided to 80 homeless children with related support services provided to their family members during 2004. Eighty-five (85) percent of the families served were female heads of household.

Refugee Family Services Inc. – The agency provided financial literacy counseling and education for female members of the refugee community. During 2004, seventy-two (72) persons received services.

GRANTS - COMMUNITY DEVELOPMENT

Scottdale Child Development Center - Daycare services are provided primarily for Scottdale residents throughout the year. A total of 101 children were served during 2004.

The Sheltering Arms - Provided affordable early childcare and education, comprehensive support services for families, professional development, and community outreach. A total of 101 children were served during 2004.

Youth Set-Aside Program/Summer Recreation Voucher Program - A total of 750 youth participated in the 2004 summer voucher program that included 45 different program providers.

III. Housing

Down Payment Assistance - There was one down payment grant provided in 2004 with CDBG funds. A review and redesign of the County's program was begun in 2004 and is expected to become operational in early 2005 with the use of HOME and ADDI funds.

Housing Rehab - Eighty-four (84) rehab cases were set up in 2004, and eighty-one (81) single-family, owner-occupied units were completed with a combination of CDBG and HOME funds

United Way of Metropolitan Atlanta - CDBG funds were provided to the United Way of Metropolitan Atlanta in 2004 to be used as match for other funding they had in hand for an Individual Development Account (IDA) Program. As of the end of the year, participant recruitment was ongoing and the initial round of classes for those approved was underway. It is hoped that the first participants receiving match and purchasing homes will take place in 2005.

IV. Economic Development

South DeKalb Business Incubator, Inc. - During 2004, fourteen and one-half (14.5) Full Time Equivalent (FTE) jobs were created. The proposed light-manufacturing facility was established with the effect of creating jobs for low- to moderate-income individuals. Due to the economic condition, several manufacturing facilities experienced some difficulty.

DeKalb Enterprise Business Corporation - During 2004, six (6) loans were closed by the DeKalb Enterprise Business Corporation (DEBCO). Also, twenty-four (24) Full Time Equivalent (FTE) jobs were created; and twenty-one (21) FTE jobs are held by low- and moderate-income persons.

Micro-enterprise Assistance Program - During 2004, there were two training sessions implemented which provided three modules including business assessment, business finance & how to apply it, and business expansion. There were fifty-four (54) total trainees. Thirty-two (32) of those trainees were low and moderate-income persons. All trainees are the owners of existing micro-enterprise businesses or persons who have expressed interest and who, after an initial screening process, are expected to be actively working toward developing businesses. Each of these is expected to be a micro enterprise at the time it is formed. The program also refers micro-enterprises to and from DEBCO, South DeKalb Business Incubator, DeKalb Micro-Enterprise Training Program and ACCION USA. Thirty-eight (38) micro-enterprises were provided technical assistance during 2004. In addition, ten (10) micro loans and more than one thousand (1000) hours of technical assistance were provided to micro enterprise in DeKalb County.

IV. Demolition

Demolition and Clearance - A total of eleven (11) units were demolished in 2004. Upon receipt of the owner's approval, this program demolishes vacant, dilapidated housing units.

HOME PROGRAM

The purpose of the HOME Program is to expand the supply of decent, safe, sanitary, affordable housing units. Units may either be rental or homeownership.

- I. Affordable Housing-Homeownership** - During 2004, one new home was sold, which was constructed by the DeKalb Housing Authority.

GRANTS - COMMUNITY DEVELOPMENT

- II. Affordable Housing –Multifamily Rental** – During 2004, construction began on one new home in the Lynwood Park community. It was constructed by the DeKalb Housing Authority and is expected to be sold to an income-eligible buyer in 2005.
- III. HOME/CHDO Affordable Housing** – HOME funds assisted one Community Housing Development Organizations (CHDO) Initiative for Affordable Housing/DeKalb, Inc. (Initiative). The County's other CHDO was inactive in housing construction in 2004.

Lynwood Park Community Project, Inc. CHDO - In 2004, this agency began the process on reassessing their role in the community in the face of increasing gentrification. No construction or rehabilitation was carried out with CDBG or HOME CHDO funds.

Initiative for Affordable Housing, Inc. CHDO – This Agency sold one home in 2004 to an income-eligible purchaser and continued its renovation project of the Casa Rio Apartments with HOME funds.

EMERGENCY SHELTER GRANTS PROGRAM (ESG)

The ESG Program is designed to provide grants to assist people with facilities and services for the homeless and people who are at risk of becoming homeless. In 2004, the County provided CDBG and ESG funds for 24 organizations, including 23 nonprofit agencies, and one County Department to provide assistance to the homeless population or those at-risk of becoming homeless. A total of 3,131 families or households with a total of 5,976 persons were assisted with these funds.

The ESG Program is designed to provide grants to assist people with facilities and services for the homeless. Homeless prevention assistance was provided to 373 households (967 persons); referrals and case management services for 1,929 households (3,635 persons); housed 16 families (26 persons) who were victims of domestic violence; provided housing and support services for 213 persons from 213 homeless households in recovery from drug and alcohol abuse; day care for 80 homeless children; transitional housing and support services for 56 households (167 persons); and referrals for 155 households (205 persons) with HIV/AIDS.

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

During the 2003-2007 Comprehensive Planning process, the Human and Community Development Department identified three major goals, which will govern the Community Development Division for the remainder of the year.

Human Services

To provide decent, affordable housing for low-to-moderate income persons residing in DeKalb County.

To provide a suitable living environment, public facilities, infrastructure, and expanded community services, principally benefiting low-to-moderate income persons.

Economic Development

To expand economic opportunities, increase and retain new and existing jobs, and revitalize economically depressed areas that principally serve low-to-moderate income areas.

MAJOR BUDGETARY IMPACTS.

2004

In 2004, utilizing funds primarily from the CDBG program, CD will continue to undertake a variety of activities to achieve the objective of developing viable urban communities. For the 2004 Annual Action Plan, the County received a grant award of \$7,942,729 in CDBG funds, \$3,698,671 in HOME funds, and \$185,000 in ESGP funds. Program income in the amount of \$877,729 for CDBG and \$609,494 for HOME is anticipated.

2005

In 2005, utilizing funds primarily from the CDBG program, CD will continue to undertake a variety of activities to achieve the objective of developing viable urban communities. For the 2005 Annual Action Plan, the County received a grant award of \$7,116,492 in CDBG funds, \$3,555,902 in HOME funds, and \$252,114 in ESGP funds. Program income in the amount of \$611,696 for CDBG and \$437,062 for HOME is anticipated.

GRANTS - COMMUNITY DEVELOPMENT

ACTIVITY MEASURES

	2005 FUNDING
I. 2005 CDBG PROGRAMS	
REPAYMENT OF BONDS	
1. DeKalb County Senior Multi-Purpose Facility	<u>\$1,666,666</u>
SUBTOTAL	\$1,666,666
ECONOMIC DEVELOPMENT INITIATIVES	
2. DeKalb Enterprise Corporation (DEBCO) Economic Development Revolving Loan Fund	\$300,000.00
3. Micro-Enterprise Business Initiative Training/Education/Technical Assistance	120,000.00
4. South DeKalb Business Incubator, Inc.	<u>216,000.00</u>
SUBTOTAL	\$636,000.00
PUBLIC FACILITIES AND IMPROVEMENT	
5. Targeted Capital Improvement/Economic Development Projects Set Aside Fund 1	\$804,852
a) Eligible Micro-Enterprise Initiatives(\$150,000)	
b) *Boys & Girls Club of Metro Atlanta(\$500,000)	
c) *Clarkston Community Center, Inc. (\$750,000 Phase II)	
d) City of Lithonia - City Park Improvement (\$110,000)	
e) Metro Atlanta YMCA/South DeKalb Expansion and Redevelopment	
f) DeKalb Parks & Recreation/Tobie Grant Center(3,000,000)	
g) Buford Highway Streetscape Project	
h) Candler Road Streetscape Phase I	
i) Lynwood Park Infrastructure Project	
j) Memorial Drive Streetscape Project	
k) City of Clarkston - Sidewalk Improvements	
l) New Capital Improvement Projects developed in the four priority areas (Scottdale, Lynwood Park, Candler/McAfee, and Buford Hwy/Chamblee/Doraville)	
SUBTOTAL	\$804,852

* Indicates Project where Matching Funds are required.

¹ These funds are set aside to consider projects that are in various stages of development but are not to the point where a final recommendation can be made. The total of all projects listed exceeds the amount of funds available. The amount listed is for planning purposes only and to inform the public of the amount being considered. Some of these projects may not be funded. Projects may be funded based on availability of funds, readiness to proceed, priority need for service, and other factors. The floating fund method and pre-award method and Section 108 Loan Program will also be considered for applicable projects. The Economic Development Improvement Projects and the Revolving Loan Program - DEBCO are also considered economic development activities under 24 CFR.203.

² The estimated project cost has not been determined for items g-l. These projects are in various stages of development but are not to the point where a final recommendation can be made. The projects are listed for planning purposes only and to inform the public that they are being considered. Some of these projects may not be funded. Projects may be funded based on availability of funds, readiness to proceed, priority need for service, and other factors. The floating fund method, pre-award method and Section 108 Loan Program will also be considered for applicable projects.

GRANTS - COMMUNITY DEVELOPMENT

ACTIVITY MEASURES

	2005 FUNDING
PUBLIC SERVICES³	
6. Atlanta Legal Aid Society, Inc.	\$75,000
7. DeKalb Metro Housing Counseling Center, Inc.	94,320
8. Green Forest Community Development Corporation	45,000
9. Implementation Services for Senior Citizens Programs	207,769
10. Jerusalem House, Inc.	45,680
11. Latin American Association, Inc.	30,000
12. Marcus Jewish Community Center of Atlanta, Inc.	30,000
13. Metro Fair Housing Services, Inc.	54,910
14. Nicholas House, Inc.	30,000
15. Our House, Inc.	30,000
16. Refugee Family Services, Inc.	27,570
17. Scottdale Child Development and Family Resource Center, Inc.	95,340
18. The Sheltering Arms, Inc	27,570
19. Youth Voucher Program	144,990
20. Consumer Credit Counseling Service of Greater Atlanta, Inc.	27,570
21. DeKalb Drug Court-Transitional Housing/Supportive Program	<u>10,000</u>
SUBTOTAL	\$975,719
CLEARANCE AND DEMOLITION	
22. Clearance and Demolition	<u>\$100,000</u>
SUBTOTAL	\$100,000
HOUSING REHABILITATION	
23. Housing Authority Rehab Implementation Services	\$665,600
24. Emergency Home Improvement Set Aside Program ⁴	80,000
25. Housing Rehab Set-aside Fund ⁵	<u>275,000</u>
SUBTOTAL	\$1,020,600
<i>Other Economic Development Initiatives will be considered from the Targeted Capital Improvement Projects</i>	
PLANNING AND PROGRAM ADMINISTRATION	
26. Community Development Administration	<u>\$1,300,959</u>
SUBTOTAL	\$1,300,959
CDBG ANTICIPATED PROGRAM INCOME	
SUBTOTAL	<u>\$611,696</u> \$611,696
TOTAL CDBG	\$7,116,492

³ Upon written approval of a waiver from HUD, up to \$280,250 currently in Public Services will be paid for with funds from the Capital Improvement/Economic Development Set Aside Fund and the same amount will be reallocated to the Youth Voucher and/or the Implementation for Senior Citizen Programs.

⁴ This Set Aside fund will be used to address emergency repairs and housing accessibility modifications for senior citizens and persons with disabilities.

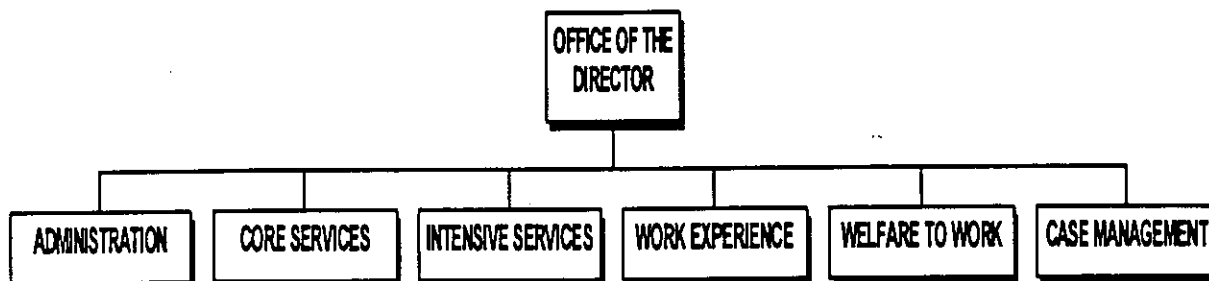
⁵ Housing Rehab Set-aside funds will be made available to income-eligible homeowners to correct Code deficiencies at their homes. In most instances, these funds will be provided in the form of a deferred payment forgivable loan. There may be times, however, when these funds will be provided in the form of a low-interest loan when funding is otherwise not available in the Housing Rehab Revolving Loan Fund.

GRANTS - COMMUNITY DEVELOPMENT

ACTIVITY MEASURES

	2005 FUNDING
II. 2005 EMERGENCY SHELTER GRANTS PROGRAM	\$252,114
III. 2005 HOME PROGRAM Allocation	\$2,990,333
American Dream Downpayment Initiative (ADDI)	\$128,507
HOME ANTICIPATED PROGRAM INCOME	
Sale of HOME Funded Single Family Houses/Recapture of HOME Investments	\$230,000
HUD Rental Rehabilitation Loan Payments	14,023
HOME Multi-family Loan Repayments	168,233
Habitat Homebuyers Mortgage Loan Repayments	17,584
Home Single Family Loan Repayments	7,222
TOTAL PROGRAM INCOME	\$437,062
TOTAL HOME	\$3,118,840
TOTAL COMMUNITY DEVELOPMENT	\$10,924,508

GRANTS - DEKALB WORKFORCE DEVELOPMENT



CRITICAL MISSION STATEMENTS AND SUCCESS FACTORS

- A. To provide workforce development services for adults (22 years and older), dislocated workers and youth (between the ages of 14 and 21) who reside in DeKalb County.
- B. To promote services to businesses through the DeKalb Workforce Center Business Services Center.
- C. To administer employment and training activities that meet and exceed the National Performance Standards under the Workforce Investment Act.

PROGRAM DESCRIPTION

The DeKalb Workforce Development Department administers various employment and training programs funded by the U. S. Department of Labor through the Workforce Investment Act. Funding for Adults and Dislocated Workers will provide Core, Intensive, and Training Services through a triage approach utilizing the One Stop Center delivery system. Core Services include job search and placement assistance, career counseling, labor market information, initial assessment of skills and needs, and some follow up services to help customers retain their jobs once they are placed. Intensive Services will include more comprehensive assessments, development of individual employment plans, career advisement services, and short term pre-vocational services. Training Services include occupational skills training through Individual Training Accounts, On-The-Job-Training and other employer based training opportunities. Funding for youth activities will promote youth development through year-round employment and training activities in addition to summer employment and training programs. Services will be provided to both in school and out of school youth (14-21 years of age) who are economically disadvantaged. Activities will include occupational skills training, work experience, tutoring and academic enrichment activities, leadership skills, mentoring and appropriate supportive services. Youth will receive guidance and career counseling, and follow up services as well.

MAJOR ACCOMPLISHMENTS DURING Program Year (PY)*

In addition to co-sponsoring a Youth Job Fair for DeKalb youth ages 16-21, DeKalb provided summer youth employment and training opportunities for 785 youth targeted at youth ages 14-18. The Workforce Development Department participated in 20 Rapid Response Sessions with employees of 5 companies who announced a major layoff or business closing. The department partnered with the DeKalb County Sheriff's Department to provide occupational skills training for 35 soon-to-be-released male inmates at the Jail. Female inmates were provided the opportunity to use equipment and software provided by the DWDD to prepare them for WIA funded opportunities upon their release from jail. The DWDD Department collaborated with ARC, Ethica Healthcare, Department of Technical & Adult Education, and Department of Community Health to continue the Nurses Assistant to LPN Bridge Program.

* Programs administered by the department operate on the State Fiscal Year.

GRANTS - DEKALB WORKFORCE DEVELOPMENT

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

Organizational Effectiveness

Provide employment and training activities with annual results that meet and exceed the National Performance Standards under the Workforce Investment Act.
Continue efforts to refine service delivery through the DeKalb Workforce Center.
Continue to provide quality employment and training services to DeKalb County residents including those living in Atlanta-in-DeKalb.
Continue to refine the comprehensive program for low income youth ages 14-21.
To expand access to workforce development services for DeKalb's international community, for persons in the Lithonia area, and for persons with special needs.
To enhance the departmental web site to promote information dissemination to potential customers.

MAJOR BUDGETARY IMPACTS

Previous

In Program Year (PY) 2003, DeKalb County received Workforce Investment Act Grant Awards totaling \$3,260,718 for the Program Year beginning July 2003 and ending June 2004. Individual WIA Grant Awards in the amount of \$1,356,329 for Adults, \$948,804 for Dislocated Workers and \$1,496,817 for Youth were received by the County. In addition, DeKalb County received an additional \$120,000 from the Georgia Department of Labor to provide summer job opportunities for low income youth ages 14-21.

In Program Year (PY) 2004

DeKalb County received Workforce Investment Act Grant Awards in the amount of \$1,578,492 for Adults, \$1,146,258 for Dislocated Workers, and \$1,701,570 for Youth. In addition, DeKalb County received an additional \$90,000 from the Georgia Department of Labor to provide additional summer job opportunities for low income youth ages 14-21.

Future

The federal budget for Program Year 2005 Workforce Investment Act appropriations has not been finalized at this time, however, it appears that funding for PY2005 Workforce Investment Act activities will be similar to PY2004 funding level. Separate bills for reauthorization of the Workforce Investment Act have been introduced in both the U.S. House of Representatives and the U.S. Senate.

ACTIVITY MEASURES

	Approximate No. Individuals Served		
	Actual 2002	Actual 2003	Estimated 2004
Core Services	11,730	15,000	18,000
Intensive Services	300	300	350
Training Services	155	180	225
Year Round Youth Programs	175	175	200
Summer Youth Employment Opportunities	608	785	750

GRANTS - DEKALB WORKFORCE DEVELOPMENT

ACTIVITY MEASURES

National Performance Measures	Program Year 2003 7/03-6/04	
	Negotiated Statewide Level	Actual Local Performance
<u>Adult Measures</u>		
Entered Employment Rate	72.5%	87.20% Exceeded
Employment Retention Rate	76.0%	85.4% Exceeded
Earnings Change	\$3,101	\$6,934 Exceeded
Employment and Credential Rate	57.0%	78.4% Exceeded
<u>Dislocated Worker Measures</u>		
Entered Employment Rate	77.0%	87.60% Exceeded
Employment Retention Rate	84.6%	91.4% Exceeded
Earning Replacement Rate	88.0%	92.4% Exceeded
Employment and Credential Rate	57.0%	71.3% Exceeded
<u>Youth Measures</u>		
Entered Employment Rate	67.5%	83.3% Exceeded
Employment Retention Rate	73.2%	71.4% Met
Earnings Change	\$2,520	\$2,133 Met
Credential Rate	40.0%	63.0% Exceeded
Skill Attainment Rate	75.0%	96.4% Exceeded
Diploma or Equivalent Rate	55.0%	94.0% Exceeded
Retention Rate	56%	54.5% Met
<u>Customer Satisfaction Measures</u>		
Participant	68.0%	78.3% Exceeded
Employer*	73.0%	74.3% Exceeded

Achieving 80% of planned goal is considered meeting performance

* Employer Customer Satisfaction is provided by the Georgia Department of Labor for the Atlanta Region

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY GRANT CATEGORY

GRANT ACTIVITY	Actual 2002	Actual 2003	Estimated 2004
Welfare to Work	\$635,895	\$235,111	\$0
WIA Grant - Adults	848,331	1,340,464	1,578,492
WIA Grant - Dislocated Workers	1,234,021	1,089,124	1,146,258
WIA Grant - Youth	1,745,317	1,761,801	1,701,570
Total Expenditures:	\$4,463,563	\$4,426,501	\$4,426,320

GRANTS - DEKALB WORKFORCE DEVELOPMENT

AUTHORIZED POSITIONS BY GRANT

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

GRANT	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
<u>Ga. Dept. of Labor/DeKalb Workforce Development</u>				
Director, Workforce Development	36	1	1	1
Deputy Director, Workforce Development	33	1	1	1
Financial Manager	29	1	1	1
Employment/Training Supervisor	26	1	2	2
Employment/Training Analyst, Senior	25	3	2	1
Employment/Training Analyst	23	2	2	3
Intake Officer	23	8	8	9
Case Manager	23	2	2	1
Executive Secretary	23	1	1	1
MIS Technician	23	1	1	1
Office Assistant, Senior	19	3	3	3
Financial Assistant	23	1	1	1
Office Assistant	18	2	1	1
Office Software Specialist	23	0	1	1
Total Full Time:		27	27	27

HOTEL/MOTEL TAX FUND

PROGRAM DESCRIPTION

The purpose of this fund is to provide an accounting entity for recording the transactions involving DeKalb County's appropriation for the additional 2% levy of the hotel-motel tax, which was initially approved by the Board of Commissioners (BOC) in December 1987. The law now permits the County to levy a hotel-motel tax at rate of 5%, rather than the 3% previously permitted. The additional 2% is to be used for promoting tourism, conventions, and trade shows; this revenue can be expended only through a contract or contracts with the State, a department of State government, a State authority, or a private sector nonprofit organization. The additional 2% levy of the hotel-motel tax became effective February 1, 1988; its renewal must be formally voted on by the BOC each year.

From 1988 to 1994, the County has contracted with the DeKalb Chamber of Commerce, Inc. to operate the DeKalb County Convention and Visitor's Bureau (DCVB). In June 1994, the DCVB became an independent 501(c)6 organization, separate from the DeKalb Chamber of Commerce. The BOC continued to contract solely with DCVB for promoting tourism, conventions, trade shows, until 2000.

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Economic Development

Position DeKalb County as the affordable and accessible destination for a vacation, group tour, or meeting in the Atlanta area.

Continue to promote the value of DeKalb County.

Continue to increase awareness of the arts community in DeKalb County.

MAJOR BUDGETARY IMPACTS

Previous

Since 1988, the BOC has approved the renewal of the 5% hotel-motel tax, annually.

In 2000, the Board of Commissioners approved a contract, in the amount of \$2,488,995, with the DCVB to promote tourism, conventions, and trade shows. Also, the Board approved a contract, in the amount of \$131,531, with the DeKalb Council for the Arts to promote cultural tourism.

In 2001, the Board of Commissioners approved a contract, in the amount of \$2,488,995, with the DCVB to promote tourism, conventions, and trade shows.

In 2002, the Board of Commissioners approved a contract authorizing payment to DCVB at 95% of the actual net collection available to promote tourism, conventions and trade shows, not to exceed \$2,488,995. Also the Board of Commissioners approved a contract authorizing payments to the DeKalb Council for the Arts at 5% of the actual net collections available to promote tourism, conventions, and trade shows.

In 2003, the Board of Commissioners approved a contract authorizing payment to DCVB at 95% of the actual net collection available to promote tourism, conventions and trade shows, not to exceed \$1,947,500. Also the Board of Commissioners approved a contract authorizing payments to the DeKalb Council for the Arts at 5% of the actual net collections available to promote tourism, conventions, and trade shows.

In 2004, the Board of Commissioners approved authorizing payment to DCVB at 95% of the actual net collections available to promote tourism, conventions and trade shows, without a not-to-exceed clause. Also the Board of Commissioners approved a contract authorizing payments to the DeKalb Council for the Arts at 5% of the actual net collections available to promote tourism, conventions, and trade shows.

2005

In 2005, the County plans to contract only with the DeKalb Convention and Visitors Bureau to promote tourism, conventions, and trade shows. The levy to support tourism, conventions and trade shows was approved for 2005.

HOTEL/MOTEL TAX FUND**Future**

Continuation of the hotel-motel tax through 2006 will probably be considered by the BOC in December 2005.

ACTIVITY MEASURES				
	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Gross Room Rentals	\$126,440,000	\$110,947,253	\$41,237,950	\$120,000,000
Total Tax Collected	\$5,929,861	\$5,349,441	\$5,778,565	\$6,000,000

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Other Costs	\$1,909,802	\$2,050,928	\$2,609,476	\$2,609,476

FUNDING SOURCES			
	2003	2004	2005 Budget
Hotel-Motel Tax	\$1,909,802	\$2,050,928	\$2,609,476

JUVENILE SERVICES FUND

PROGRAM DESCRIPTION

The Juvenile Services Fund was established in 1990 in response to State legislation permitting the collection of fees for certain probation services in the Juvenile Court. The purpose for which such fees may be expended are delineated by statute as follows:

1. Housing of juveniles in non-secure facilities.
2. Educational/tutorial services.
3. Counseling and diagnostic testing.
4. Transportation to and from Court ordered services.
5. Restitution and job development programs.

MAJOR BUDGETARY IMPACTS

Previous

None

2005

The 2005 appropriation represents the fund balance plus anticipated supervision fees.

Future

No significant budgetary impact to this fund is anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Operating Services and Charges	\$41,052	\$95,604	\$85,504	\$85,504
TOTAL	\$41,052	\$95,604	\$85,504	\$85,504

FUNDING SOURCES

	2003	2004	2005 Budget
Juvenile Services Fund	\$41,052	\$95,604	\$85,504

LAW ENFORCEMENT CONFISCATED MONIES FUND

FUND DESCRIPTION

This fund was established by the Board of Commissioners in 1984 to account for monies confiscated locally in controlled substance cases. These appropriations are limited by state law to uses in the criminal justice area and may not be used for salaries or informants' fees. Beginning July 1, 1991 in accordance with Georgia law, the Board of Commissioners authorized the District Attorney to receive 10% of all locally confiscated funds with the balance of the funds going to a local police agency. Local funds are appropriated to the departments when the funds are received. This fund is also used to account for federally confiscated funds which are given to the County for use in police activities and the use of these funds comes under Federal Statutes. Federal funds are appropriated to the department designated as recipient in the court order.

MAJOR BUDGETARY IMPACTS

Previous

The 1996 Budget appropriated \$273,500 for the start-up cost of the South Police Precinct, and \$700,000 was appropriated for renovation of the Public Safety Building. In 1997 \$425,000 was approved for the on-going renovation of the Public Safety Building and new South Precinct Building. In addition \$312,000 was appropriated for equipment/technology. In 1998 an additional \$270,000 was appropriated for the renovation of the Public Safety Building. During 1999 \$643,000 was appropriated for the on-going renovation of the Public Safety Building. The 2000 Budget appropriated \$133,000 for construction of an indoor firing range and a helicopter fueling station. In 2001 and 2002 \$672,639 and \$845,477 was appropriated respectively for equipment/technology purchases. In 2003 \$1,510,121 was appropriated for equipment and technology purchases.

2005

The 2005 Appropriation for this Fund represents the end of 2004 fund balances.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
District Attorney	\$240,401	\$123,435	\$182,788	\$182,788
Sheriff - State/Local Funds	0	43,022	77,404	77,404
Sheriff - Treasury Funds	0	21,252	(8,725)	(8,725)
Sheriff - Federal Funds	24,700	99,002	19,836	19,836
Police - State/local Funds	361,154	326,473	169,604	169,604
Police - Federal Funds	1,136,850	295,695	1,123,154	1,123,154
TOTAL	\$1,763,105	\$908,879	\$1,564,061	\$1,564,061

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Purchased/Contracted Services	\$145,402	\$95,763	\$271,303	\$271,303
Supplies	156,165	64,352	0	0
Capital Outlays	1,330,655	733,455	0	0
Interdepartment/Interfund Charges	0	15,309	0	0
Other Costs (Reserve for Appropriation)	0	0	1,292,758	1,292,758
Other Financing Uses	130,883	0	0	0
TOTAL	\$1,763,105	\$908,879	\$1,564,061	\$1,564,061

FUNDING SOURCES

	2003	2004	2005 Budget
Law Enforcement Confiscated Monies Fund	\$1,763,105	\$908,879	\$1,564,061

PUBLIC EDUCATION AND GOVERNMENT ACCESS (PEG) FUND

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 15 year program of maintaining, upgrading and replacing the government television infrastructure.

MAJOR BUDGETARY IMPACTS

Previous

In 2003, the PEG Fund was designated to receive the liquidated damages paid to the County as a result of the County's lawsuit against the Cable Franchisee. Proceeds in the amount of \$500,000 were transferred to the CIP Fund to help fund Phase II of the I-Net Project. One Cable Television Office Assistant was added as part of the settlement with the Cable Franchisee.

The 2004 Budget included \$100,000 for various items of telecommunications equipment.

2005

There are no significant budgetary impacts in 2005.

Future

The PEG Fund will allow for the County to upgrade and maintain its governmental television infrastructure.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Personal Services and Benefits	\$16,097	\$14,356	\$32,326	\$32,326
Purchased/Contracted Services	111,183	137,736	1,572,000	1,572,000
Supplies	17,197	17,543	18,000	18,000
Capital Outlays	719	18,811	130,000	130,000
Other Financing Uses	500,000	0	0	0
TOTAL	\$645,196	\$188,446	\$1,752,326	\$1,752,326

FUNDING SOURCES

	2003	2004	2005 BUDGET
PEG Fund	\$645,196	\$188,446	\$1,752,326

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/ POSITION	SALARY RANGE	NUMBER OF POSITIONS		2005
		2003	2004	
Peg Support				
Cable Television Office Assistant	18	1	1	1
Total Full-Time		0	1	1

RECREATION FUND

PROGRAM DESCRIPTION

The Recreation Fund was established in 1975 to enable the County to provide recreational and cultural art programs to the public on 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.

Through this fund the County provides classes, which include but are not limited to dance, gymnastics, sewing, martial arts, dog obedience training, and physical fitness. The fund also enables the County to provide swimming lessons and organized athletic programs such as adult softball and basketball. The fund's budget is based upon revenue projections which are monitored during the year to insure that funds are accumulating at the projected rates.

The fund is governed by the law of supply and demand. If enough people are interested in participating in a program, thereby covering the operating cost of that program, the program is offered. If the program does not have enough participants registered to cover the operating cost, the program will be cancelled.

MAJOR BUDGETARY IMPACTS

Previous

As compared to 1999, the beginning Fund Balance for FY2000 increased \$135,733 to \$392,452. As a result, \$10,689 was funded in additional temporary salaries for five Swim Instructors to implement an Aqua-Aerobics Program and Synchronized Swim Classes at several locations. In addition \$60,000 was funded for PC'S and software for the implementation of an Automated Recreation Registration System.

In November 2000, the Board of Commissioners approved the transfer of \$200,000 from various Recreation Fund expenditure accounts to the Parks & Recreation Operating Budget to fund the purchase and installation of an Integrated Computerized Management System that includes a reservation system integrated with a work order system and financial reporting capabilities. As a result, the beginning Fund Balance for FY 2001 decreased \$98,543 to \$293,909 compared to 2000. As compared to 2001, the beginning Fund Balance for FY 2002 increased \$30,273 to \$324,182. As compared to 2002, the beginning Fund Balance for FY 2003 increased \$86,167 to 410,349. As compared to 2003, the beginning Fund Balance for FY2004 decreased by \$104,664 to \$305,685.

2005

Two Senior Clerk positions in the Parks and Recreation Department will no longer be funded by Recreation Revenues.

In 2005, the balance in the beginning Fund Balance has dropped to \$101,542 from the previous balance of \$305,685.00

Future

No significant budgetary impact is anticipated.

RECREATION FUND

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Arabia Mountain	\$0	\$0	\$3,500	\$3,500
Outdoor Recreation	5,563	-8,783	0	0
Therapeutic Recreation Programs	31,938	26,966	93,433	93,433
Briarwood Recreation Center	28,681	14,891	97,987	97,987
Lucious Sanders Recreation Center	56,148	64,825	67,430	67,430
Gresham Recreation Center	116,062	103,755	117,885	117,885
Lynwood Recreation Center	10,247	31,841	68,217	68,217
Mark Trail Recreation Center	34,400	32,678	63,449	63,449
Midway Recreation Center	120,329	110,520	95,951	95,951
Tobie Grant Recreation Center	11,142	17,323	61,522	61,522
Tucker Recreation Center	320,883	289,586	443,827	440,827
Brownsmill Center	128,171	146,630	208,549	208,549
Playground Day Camp	32,002	692	0	0
Summer Swim Lessons	23,536	7,695	30,020	30,020
Dekalb Swim League	38,159	34,925	39,500	39,500
Sports Association	0	7,231	26,000	26,000
Hamilton Recreation Center	37,133	43,620	79,684	79,684
Adult Softball	121,033	101,623	186,778	186,778
Basketball	0	809	0	0
Youth Sports	97,596	79,009	230,986	230,986
Athletics Special Events	12,413	0	0	0
Administrative Support	122,549	195,163	84,899	84,899
Error Holding Account	-2,193	0	0	0
TOTAL	\$1,345,792	\$1,300,999	\$1,999,617	\$1,996,617

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Personal Services and Employee Benefits	\$817,309	\$806,305	\$1,186,627	\$1,186,627
Purchased/ Contracted Services	218,523	228,739	379,383	379,383
Supplies	214,836	168,336	320,615	320,615
Capital Outlays	22,995	9,592	8,450	8,450
Interfund/Interdepartmental Charges	72,129	88,027	0	0
Other Costs	0	0	104,542	101,542
TOTAL	\$1,345,792	\$1,300,999	\$1,999,617	\$1,996,617

FUNDING SOURCES

	2003	2004	2005 Budget
Recreation Fund	\$1,345,792	\$1,300,999	\$1,996,617

RECREATION FUND

AUTHORIZED POSITIONS

Although the Recreation Fund has a total of 332 authorized temporary personnel positions, these are not specified in the Budget document since they do not represent bona fide County employees. The positions were established in order to provide administrative oversight and to insure compliance with Federal requirements for employer's share of FICA and Worker's Compensation. Otherwise, these employees receive no other benefits nor do they acquire status under the DeKalb County Merit System.

REVENUE BONDS LEASE PAYMENT FUND

PROGRAM DESCRIPTION

The Building Authority Revenue Bonds Lease Payment Fund is a separate fund specifically designated to pay principal and interest on DeKalb County Building Authority bond issues. Payments are made from the fund for principal and interest requirements, paying agent and other fees for a new Juvenile Justice Center.

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

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

MAJOR BUDGETARY IMPACTS

Previous

The Board of Commissioners authorized the sale of the bonds on June 17, 2003 and the bonds were sold in 2003 at a premium. The first expenditures against this fund were made in 2003.

ACTIVITY MEASURES

	1/1/02	1/1/03	1/1/04	1/1/05
Principal Balance (000's)	N/A	N/A	\$15,000,000	\$14,420,000

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	2003 Actual	2004 Actual	CEO's Recommended Budget	Approved Budget 2005
Purchased / Contracted Services	\$4,241	\$0	\$4,600	\$4,600
Debt Service	207,829	1,078,790	1,077,190	1,077,190
Total	\$212,070	\$1,078,790	\$1,081,790	\$1,081,790

FUNDING SOURCES

	2003	2004	Approved Budget 2005
Revenue Bonds Lease Payment Fund	\$212,070	\$1,078,790	\$1,081,790

**2005 BUDGET OBLIGATION
BUILDING AUTHORITY REVENUE BONDS
AS OF 1/1/2005**

	Principal	Interest	Total P & I
Series 2003A	\$590,000	\$487,190	\$1,077,190
Total	\$590,000	\$487,190	\$1,077,190

REVENUE BONDS LEASE PAYMENT FUND

TOTAL BUDGET OBLIGATION BUILDING AUTHORITY REVENUE BONDS AS OF 1/1/2005
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	Principal	Interest	Total P & I
Series 2003A	\$14,420,000	\$6,082,801	\$20,502,801
Total	\$14,420,000	\$6,082,801	\$20,502,801

BUILDING AUTHORITY REVENUE BONDS TOTAL BUDGET OBLIGATION REVENUE BONDS SERIES 2003A AS OF 1/1/2005

	Principal	Interest	Total P & I
2005	590,000	487,190	1,077,190
2006	605,000	475,390	1,080,390
2007	615,000	463,290	1,078,290
2008	630,000	450,990	1,080,990
2009	640,000	438,390	1,078,390
2010	655,000	422,390	1,077,390
2011	675,000	406,015	1,081,015
2012	690,000	388,296	1,078,296
2013	710,000	367,596	1,077,596
2014	735,000	346,296	1,081,296
2015	755,000	324,246	1,079,246
2016	780,000	299,709	1,079,709
2017	805,000	273,189	1,078,189
2018	835,000	245,014	1,080,014
2019	865,000	214,119	1,079,119
2020	895,000	181,681	1,076,681
2021	930,000	147,000	1,077,000
2022	980,000	100,500	1,080,500
2023	1,030,000	51,500	1,081,500
Total	\$14,420,000	\$6,082,801	\$20,502,801

REVENUE BONDS PUBLIC SAFETY AND JUDICIAL FACILITIES LEASE PAYMENT FUND

PROGRAM DESCRIPTION

The Public Safety and Judicial Facilities Authority Revenue Bonds Lease Payment Fund is a separate fund specifically designated to pay principal and interest on the Public Safety and Judicial Facilities Authority bond issues. Payments are made from the fund for principal and interest requirements, paying agent and other fees for costs of the acquisition, construction, developing and equipping of the new Public Safety and Judicial facilities.

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

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

MAJOR BUDGETARY IMPACTS

Previous

The Board of Commissioners authorized the sale of the bonds on December 14, 2004 and the bonds were sold in 2004 at a premium. The first expenditures against this fund were made in 2004.

ACTIVITY MEASURES

	1/1/02	1/1/03	1/1/04	1/1/05
Principal Balance (000's)	N/A	N/A	\$50,000,000	\$50,000,000

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	2003 Actual	2004 Actual	CEO's Recommended Budget	Approved Budget 2005
Capital Outlays	N/A	\$20,407,012	\$2,950,000	\$2,950,000
Other Costs	N/A	42,758	0	0
Total	N/A	\$20,449,770	\$2,950,000	\$2,950,000

FUNDING SOURCES

	2003	2004	Approved Budget 2005
Revenue Bonds Public Safety and Judicial Facilities Lease Payment Fund	N/A	\$20,449,770	\$2,950,000

2005 BUDGET OBLIGATION PUBLIC SAFETY AND JUDICIAL FACILITIES AUTHORITY REVENUE BONDS AS OF 1/1/2005

	Principal	Interest	Total P & I
Series 2004	\$900,000	\$1,981,511	\$2,881,511
Total	\$900,000	\$1,981,511	\$2,881,511

REVENUE BONDS PUBLIC SAFETY AND JUDICIAL FACILITIES LEASE PAYMENT FUND

**TOTAL BUDGET OBLIGATION
PUBLIC SAFETY AND JUDICIAL FACILITIES AUTHORITY REVENUE BONDS
AS OF 1/1/2005**

	Principal	Interest	Total P & I
Series 2004	\$50,000,000	\$42,606,303	\$92,606,303
Total	\$50,000,000	\$42,606,303	\$92,606,303

**PUBLIC SAFETY AND JUDICIAL FACILITIES AUTHORITY REVENUE BONDS
TOTAL BUDGET OBLIGATION
REVENUE BONDS SERIES 2004
AS OF 1/1/2005**

	Principal	Interest	Total P & I
2005	900,000	1,981,511	2,881,511
2006	975,000	2,121,626	3,096,626
2007	1,000,000	2,092,376	3,092,376
2008	1,030,000	2,062,376	3,092,376
2009	1,065,000	2,031,476	3,096,476
2010	1,095,000	1,999,526	3,094,526
2011	1,125,000	1,966,676	3,091,676
2012	1,160,000	1,931,801	3,091,801
2013	1,200,000	1,894,101	3,094,101
2014	1,240,000	1,853,601	3,093,601
2015	1,285,000	1,810,201	3,095,201
2016	1,330,000	1,763,620	3,093,620
2017	1,380,000	1,713,745	3,093,745
2018	1,430,000	1,661,305	3,091,305
2019	1,490,000	1,605,535	3,095,535
2020	1,550,000	1,545,935	3,095,935
2021	1,610,000	1,483,935	3,093,935
2022	1,675,000	1,417,523	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	\$50,000,000	\$42,606,303	\$92,606,303

SPEED HUMPS MAINTENANCE FUND

PROGRAM DESCRIPTION

The Speed Humps Maintenance Fund was established in the 2002 Budget. The Speed Humps Maintenance Fund includes the County's appropriation for the \$25 annual maintenance fee charged within the Speed Hump Districts. These funds are to be used to provide required maintenance for the Speed Hump Maintenance program.

MAJOR BUDGETARY IMPACTS

Previous

This function was previously budgeted in the Roads and Drainage Department. Creation of this fund will provide a separate location for monies set aside for speed humps.

2005

Revenues have increased the fund balance; the need for maintenance continues.

Future

As roads age, the need for maintenance continues.

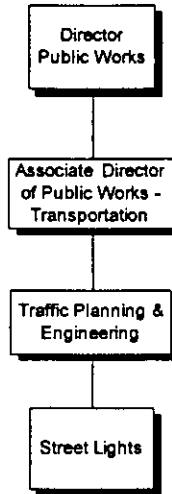
SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Supplies	\$906	\$4,355	\$377,500	\$377,500
Other Costs	0	0	205,382	205,382
TOTAL	\$906	\$4,355	\$582,882	\$582,882

FUNDING SOURCES

	2003	2004	2005 Budget
Speed Humps Maintenance Fund	\$906	\$4,355	\$582,882

STREET LIGHT FUND



PROGRAM DESCRIPTION

The Street Light Fund was established in the 1995 Budget to account for all revenues and expenses associated with existing and new street light districts within the County. The fund is also responsible for petitions from citizens requesting street lights within subdivisions, verification of property, identification of locations, design and location of proposed lighting fixtures (based on street lighting standards). Street lights are installed by utility companies to ensure compliance with code.

This function was previously budgeted in the Roads and Drainage Division of the Public Works Department. The creation of this Fund provides a separate location for monies set aside for utility fees.

MAJOR BUDGETARY IMPACTS

Previous

There have been no budgetary changes for this fund.

2005

There are no significant changes in 2005.

Future

No significant changes are anticipated in the near future.

ACTIVITY MEASURES

	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Total Number of Street Light Districts	1,522	1,874	1,897	1,927

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Personal Svcs & Employee Benefits	\$72,593	\$75,236	\$75,750	\$75,750
Purchased / Contracted Services	300	0	2,000	2,000
Supplies	3,070,051	3,162,814	3,257,250	3,257,250
Capital Outlays	196	0	1,000	1,000
Other Costs	0	0	67,107	67,107
TOTAL	\$3,143,140	\$3,238,050	\$3,403,107	\$3,403,107

STREET LIGHT FUND

FUNDING SOURCES

	2003	2004	2005
Street Light Fund	\$3,143,140	\$3,238,050	\$3,403,107

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Street Lights Engineer	28	1	1	1
TOTAL		1	1	1

VICTIM ASSISTANCE FUND

PROGRAM DESCRIPTION

The purpose of this fund is to provide an accounting entity for recording the transactions involving DeKalb County's appropriation of an additional 5% assessment imposed upon criminal offense fines for the purpose of funding victim assistance programs. These funds will be distributed at the local level for crime victim assistance projects approved by the Criminal Justice Coordinating Council of Georgia. This fund was authorized during the 1995 session of the Georgia General Assembly. When this fund was created, the Superior Court and the State Court were required to assess an additional 5% penalty to every fine and forfeiture for victim assistance programs. Effective July 1, 1997, the Recorder's Court was added to the courts already collecting this assessment for victim assistance programs. This addition has significantly increased the revenues for this fund.

MAJOR BUDGETARY IMPACTS

Previous

In 2001, funds were appropriated in the following amounts:

- \$578,354 to reimburse the costs for 13 positions, 3 in the District Attorney's Office and 10 in the Solicitor's Office from the Victim Assistance Fund,
- \$9,200 for a grant match to purchase 4 vehicles for the Solicitor's Office,
- \$93,496 for the recurring annual contract for Women Moving On,
- \$30,000 for the recurring annual contract for the Rape Crisis Center,
- \$33,000 for the recurring annual contract for the Georgia Center for Children.

In 2002, funds were appropriated in the following amounts:

- \$633,328 to reimburse the costs for 13 positions, 3 in the District Attorney's Office and 10 in the Solicitor's Office from the Victim Assistance Fund,
- \$57,000 for the recurring annual contract for Women Moving On,
- \$30,000 for the recurring annual contract for the Rape Crisis Center,
- \$33,000 for the recurring annual contract for the Georgia Center for Children,
- \$272,097 for the Reserve for Appropriation.

In 2003, funds were appropriated in the following amounts:

- \$872,971 to reimburse the costs for 14 positions, 4 in the District Attorney's Office and 10 in the Solicitor's Office from the Victim Assistance Fund,
- \$57,000 for the recurring annual contract for Women Moving On,
- \$30,000 for the recurring annual contract for the Rape Crisis Center,
- \$43,500 for the recurring annual contract for the Georgia Center for Children,
- \$20,000 for Safe Haven Transitional Inc. for utilities and rent,
- \$10,000 for International Women's House for crisis intervention services,
- \$18,600 to purchase 300 Polaroid cameras for the Police Department;
- \$10,000 to provide an interpreter for all non-English speaking petitioners and respondents in hearings and petitions for a temporary protective order,
- \$217,057 for the Reserve for Appropriation.

In 2004, funds were appropriated in the following amounts:

- \$858,317 to reimburse the costs for 17 positions, 7 in the District Attorney's Office and 10 in the Solicitor's Office from the Victim Assistance Fund,
- \$92,000 for the recurring annual contract for Women Moving On,
- \$38,800 for the recurring annual contract for the Rape Crisis Center,
- \$54,000 for the recurring annual contract for the Georgia Center for Children,
- \$43,200 for International Women's House for crisis intervention services,
- \$10,000 to provide an interpreter for all non-English speaking petitioners and respondents in hearings and petitions for a temporary protective order,
- \$356,882 for the Reserve for Appropriation.

VICTIM ASSISTANCE FUND

MAJOR BUDGETARY IMPACTS (continued)

2005

- \$1,075,969 to reimburse the costs for 18 positions, 7 in the District Attorney's Office and 11 in the Solicitor's Office from the Victim Assistance Fund,
- \$150,000 for the recurring annual contract for Women Moving On,
- \$43,650 for the recurring annual contract for the Rape Crisis Center,
- \$85,871 for the recurring annual contract for the Georgia Center for Children,
- \$48,000 for International Women's House for crisis intervention services,
- \$20,000 for Safe Haven Transitional Inc. for utilities and rent,
- \$10,000 to provide an interpreter for all non-English speaking petitioners and respondents in hearings and petitions for a temporary protective order,
- \$191,888 for the Reserve for Appropriation.

Future

The additional revenue that will be generated from this penalty assessment will allow the County to offset some of the costs of providing assistance to victims of crime.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Purchased / Contracted Services	\$2,463	\$6,322	\$10,000	\$10,000
Supplies	17,700	0	0	0
Other Costs	160,500	228,000	539,409	539,409
Other Financing Uses	872,971	858,317	1,075,969	1,075,969
TOTAL	\$1,053,634	\$1,092,639	\$1,625,378	\$1,625,378

FUNDING SOURCES			
	2003	2004	2005 Budget
Victim Assistance Fund	\$1,053,634	\$1,092,639	\$1,625,378

CAPITAL PROJECTS - SUMMARY

PROGRAM DESCRIPTION

DeKalb County adopted a Fiscal Policy on August 27, 1996 which addresses the capital budget by specifying that a capital project is "any project in excess of \$25,000 with an estimated useful life of five years or greater." The policy states the types of projects that capital monies should be used for, as well as the development of a five-year Capital Improvement Program (CIP), which is currently utilized to help prioritize the project selection process. The policy stresses the importance of realizing the impact of capital projects on the operating budget.

DeKalb County has eleven (11) capital project funds which are as follows: 2001 Bond Issue for Parks, 1987 Bond Issue for Parks, 1990, 1991 and 1998 Bond Issue for the Jail, 1993 Bond Issue for Health Facilities, Certificates of Participation, Capital Projects for Morgue/ Forensic Science Center, Capital Projects, (which includes all projects funded from other revenue sources), the Homestead Option Sales Tax (HOST) Capital Projects Fund, the Building Authority-Juvenile Court, Public Safety and Judicial Facilities Authority and the Greenspace Program Fund. The function of these capital projects funds is to provide a mechanism whereby appropriations and expenditures for multi-year capital projects can be accounted for separately and distinctly from other County funds. (NOTE: There are other capital projects funds for Water and Sewer, Sanitation, the DeKalb-Peachtree Airport and Stormwater Utility which can be found in the Enterprise Fund section.)

County departments submit requests for capital projects funding a few weeks earlier than they submit their operating budget requests. The Capital Projects Budget Committee reviews funding requests and makes recommendations to the Chief Executive Officer (CEO) after considering County needs and available funds. The CEO submits a proposed capital projects funding program to the Board of Commissioners (BOC) which makes the final decision.

A separate account is established for each project which is approved by the BOC to insure accurate cost reporting by project. This also assists the County staff in estimating costs for similar projects in the future.

Effective July 1, 1998, state legislation changed the way in which capital project budgets are portrayed. House Bill No.1364 amended Article 1 of Chapter 81 of Title 36 of the Official Code of Georgia Annotated by stating that capital projects funds are to be portrayed as project-length budgets rather than as annual budgets. Therefore, they are no longer adopted as part of the County's annual budget process.

MAJOR BUDGETARY IMPACTS

Previous

The DeKalb County voters approved a sales tax referendum on March 18, 1997. The Homestead Option Sales Tax (HOST) increased the sales tax by one penny effective July 1, 1997. The additional revenue provides up to 100% homestead exemption for single family residences and up to 20% of the sales tax revenue can be used for capital outlay beginning in 1999. The revenue collected in the initial 18 months of the tax could be used for any purpose, and the Board of Commissioners decided to use this initial revenue for capital expenditures.

In March, 2001, the DeKalb County voters approved the issue of \$125,000,000 in Parks Bonds for park land acquisition and development. In addition, DeKalb County also received \$3,027,127 in 2001 and \$3,067,915 in 2002 in Greenspace funding for park land acquisition.

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 a 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 Superior Courthouse.

The county implemented a new Automated Purchasing and Financial Management System. It will increase the overall efficiency and effectiveness of county operations.

CAPITAL PROJECTS - BOARD OF COMMISSIONERS

PROGRAM DESCRIPTION

The capital project assigned to the Board of Commissioners involves the purchase of property for the purpose of beginning to establish a new County-owned facility for arts in the South DeKalb area. The property was purchased in 1996.

IMPACT ON OPERATING BUDGET

None.

RECENT CHANGES

None.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Fund Balance Carried Forward	\$18,228
TOTAL	\$18,228

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Soapstone Arts Center	\$18,228	\$0	\$18,228
TOTAL	\$18,228	\$0	\$18,228

CAPITAL PROJECTS - BUILDING AUTHORITY

PROGRAM DESCRIPTION

In 2003, the County established the Building Authority which consists of a five member board for the purpose of issuing revenue bonds for a new Juvenile Court and related facilities. The first bond issue of \$15,000,000 is for Phase I: land acquisition, architectural and engineering design, and construction of a 500 car parking deck. The Authority intends to issue a separate series of revenue bonds to finance the remainder of the project, including the costs of construction and equipping the Juvenile Court.

IMPACT ON OPERATING BUDGET

None.

RECENT CHANGES

None.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Miscellaneous Revenue	15,158,125
TOTAL	\$15,158,125

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
New Juvenile Court Facility	\$15,158,125	\$13,120,096	2,038,029
TOTAL	\$15,158,125	\$13,120,096	\$2,038,029

CAPITAL PROJECTS - CERTIFICATES OF PARTICIPATION (C.O.P.S.)

PROGRAM DESCRIPTION

In 2003, the County issued certificates of participation to fund two projects. One project consists of the 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 130,000 square feet located in Decatur, Georgia.

IMPACT ON OPERATING BUDGET

Several county departments have been relocated to the 330 Ponce de Leon Building. The 2005 operating budget for Facilities Management has been adjusted to absorb the increase in utilities and security costs.

RECENT CHANGES

None.

ANTICIPATED REVENUES

**ANTICIPATIONS
BEGINNING 1998**

Interest on Investments	\$61,033
Miscellaneous Revenue	33,921,183
TOTAL	\$33,982,216

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
COPS-RESER.FOR APPROPRIATION	\$284,694	\$0	\$284,694
COPS-COST OF ISSUANCE	366,575	362,750	3,825
COPS-DEFEASANCE	8,424,914	1,363,445	7,061,469
COPS-330 PONCE BUILDING	15,300,000	12,322,560	2,977,440
COPS-COURTHOUSE RENOVATION	9,545,000	741,662	8,803,338
COPS-INTEREST	61,033	0	61,033
TOTAL	\$33,982,216	\$14,790,417	\$19,191,799

CAPITAL PROJECTS - CLERK OF SUPERIOR COURT

PROGRAM DESCRIPTION

In 2005, a new technology project for the Real Estate Division of the Clerk of Superior was approved by the Board of Commissioners. This system is a replacement of the Mainline system and will be used for the recording, scanning and indexing of the department's documents.

IMPACT ON OPERATING BUDGET

None.

RECENT CHANGES

None.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Interfund Transfers	\$350,000
TOTAL	\$350,000

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Real Estate Division New Technology Project	\$350,000	\$0	\$350,000
TOTAL	\$350,000	\$0	\$350,000

CAPITAL PROJECTS -ECONOMIC DEVELOPMENT

PROGRAM DESCRIPTION

In 2003, the County anticipates receiving a \$80,000 Livable Centers Initiative Grant (L.C.I.) from the Atlanta Regional Commission (A.R.C.) for the study of development oportunities surrounding the Gallery at South DeKalb Mall, Perimeter East industrial Park, & Georgia Perimeter College area. The County contributed \$20,000 as a match for this project.

IMPACT ON OPERATING BUDGET

None.

RECENT CHANGES

None.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
State Sources	\$148,000
Interfund Transfers	37,000
TOTAL	\$185,000

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
ARC/LCI Kensington MARTA Study	\$85,000	\$78,160	\$6,840
ARC/LCI Candler Road Study	100,000	0	100,000
TOTAL	\$185,000	\$78,160	\$106,840

CAPITAL PROJECTS -EXTENSION SERVICE

PROGRAM DESCRIPTION

In June 2001, the Board of Commissioners approved the sale of property at 1440 Carter Road, the former site of the Extension Service Food & Nutrition Office Building. The approved property sale proceeds of \$81,000 will be used for the renovation of the Extension Service's Environmental Education Center.

IMPACT ON OPERATING BUDGET

None.

RECENT CHANGES

None.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Interfund Transfers	\$80,100
TOTAL	\$80,100

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Extension Serv. Environ. Ed. Center	\$80,100	\$24,147	\$55,953
TOTAL	\$80,100	\$24,147	\$55,953

CAPITAL PROJECTS - FINANCE

PROGRAM DESCRIPTION

The capital projects budget for the Finance Department includes continuation funding for the purchase of an additional storage shed for surplus property. The new shed that was purchased is insufficient to store all the County's surplus property. The additional shed will allow property to maintain its value until auction.

IMPACT ON OPERATING BUDGET

None.

RECENT CHANGES

None.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Fund Balance Carried Forward	\$8,202
TOTAL	\$8,202

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Surplus Property Shed	\$8,202	\$1,275	\$6,927
TOTAL	\$8,202	\$1,275	\$6,927

CAPITAL PROJECTS - FIRE & RESCUE SERVICES

PROGRAM DESCRIPTION

The Department of Fire & Rescue Services provides fire protection as well as Emergency Medical Services(EMS) to the citizens of DeKalb County. A significant number of the capital projects for Fire & Rescue Services are now being funded by the HOST capital projects fund. (For additional information, see the HOST capital projects section.)

IMPACT ON OPERATING BUDGET

None.

RECENT CHANGES

In 2001, DeKalb County Fire & Rescue Services was established. The Department consists of personnel and other resources previously allocated to the DeKalb County Department of Public Safety, Bureau of Fire Services and the Emergency Medical Services Bureau.

ANTICIPATED REVENUES

ANTICIPATIONS BEGINNING 1998	
Interfund Transfers	\$2,663,868
Miscellaneous Revenue	143,000
TOTAL	\$2,806,868

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
FIRE-BURN BUILDING	\$500,000.00	\$498,250.00	\$1,750.00
FIRE-ESSENTIAL EQUIPMENT	169,910	107,755	\$62,155
FIRE-FIBER OPTIC PHASE II	82,500	0	\$82,500
FIRE-STATION #9 REPAIR	361,458	334,858	\$26,600
FIRE-UNDERGROUND FUEL TANKS	500,000	497,318	\$2,682
FIRE-REMOTE ACCESS	193,000	193,000	\$0
MISC. CIP	1,000,000	0	\$1,000,000
TOTAL	\$2,806,868	\$1,631,181	\$1,175,687

CAPITAL PROJECTS - GEOGRAPHIC INFORMATION SYSTEMS (GIS)

PROGRAM DESCRIPTION

The GIS Department supports all county departments in the development of a fully integrated geographic data environment. In 2004, the department received approval of two (2) in the Capital Improvement Projects fund (CIP), Base Mapping Update-\$632,180 and Zoning Landuse and Property Mapping-\$2,165,862.

IMPACT ON OPERATING BUDGET

None.

RECENT CHANGES

None.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Interfund Transfers	\$2,798,042
TOTAL	\$2,798,042

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
GIS-BASE MAPPING UPDATE	\$632,180	\$509,991	\$122,189
GIS-ZONING, LANDUSE, PROPERTY MAP	2,165,862	11,140	2,154,722
TOTAL	\$2,798,042	\$521,131	\$2,276,911

CAPITAL PROJECTS - GREENSPACE PROGRAM

PROGRAM DESCRIPTION

The Governor's Greenspace Program creates a mechanism for all eligible counties to apply for funding that will encourage urban counties to set an aggressive goal to permanently protect 20 percent of the County's total greenspace and establish a Community Greenspace Trust Fund. In 2001, the County received \$3,027,127 from the Georgia Department of Natural Resources for the Greenspace Program. In 2002, an additional \$3,067,915 was received for the Greenspace program. The total Greenspace funding received is \$6,095,042. Additional funds include interest that has accrued since the program's inception. The interest accrued is appropriated back into the program annually.

IMPACT ON OPERATING BUDGET

The land acquired under this program will require maintenance. The level of effort has yet to be fully determined, but funds have been budgeted in Parks & Recreation to begin this effort.

RECENT CHANGES

In 2004, the county completed the conversion for the new Financial Management System. Completed projects were not converted into the new system therefore decreasing the appropriations in 2005 for the Greenspace Program. Since these grants have now expired, the existing projects will be closed in 2005 as part of the annual CIP budgeting process.

ANTICIPATED REVENUES

ANTICIPATIONS BEGINNING 1998

Use of Money and Property	\$201,061
State Sources	4,098,617
Other Agencies	150
TOTAL	\$4,299,828

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT		BALANCE
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	
2001 Greenspace Acquisition			
GNSPACE-YELL. RIV.-EDWARDS	\$401,147	\$401,147	\$0
GREENSPACE- AVONDALE	12,530	12,530	0
GREENSPACE UNINCORP. DEKALB	20,576	20,576	0
GREENSPACE-CHAMBLEE	41,621	41,621	0
GREENSPACE-CLARKSTON	34,258	34,223	35
GREENSPACE-DORAVILLE	48,309	48,309	0
GREENSPACE-GEMA MATCH FPH	249,060	249,060	0
GREENSPACE-KITTREDGE	114,849	114,849	0
GREENSPACE-PINE LAKE	4,573	4,573	0
GREENSPACE-ROCK CHAPEL	4,000	4,000	0
GREENSPACE-STONE MT.	40,123	40,123	0
GRNSPACE-ARABIA MT.-KELLY	183,694	183,694	0
Subtotal:	\$1,154,740	\$1,154,705	\$35

CAPITAL PROJECTS - GREENSPACE PROGRAM

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
2002 Greenspace Acquisition			
GREENSPACE- AVONDALE	\$13,278	\$13,278	\$0
GREENSPACE UNINCORP. DEKALB	751	751	0
GREENSPACE-CHAMBLEE	48,613	48,613	0
GREENSPACE-CLARKSTON	36,162	36,162	0
GREENSPACE-DORAVILLE	46,819	46,819	0
GREENSPACE-HOWARD	3,250	3,250	0
GREENSPACE-KITTREDGE	868,461	868,461	0
GREENSPACE-LITHONIA	500	500	0
GREENSPACE-PINE LAKE	3,160	3,160	0
GREENSPACE-STONE MT.	2,380	2,380	0
GRNSPACE-CHESTNUT LAKES	37,250	37,250	0
GRNSPACE-DEABORN	96,492	86,537	9,955
GRNSPACE-HIDDEN ACRE-HEATH	137,055	137,055	0
GRNSPACE-HORSE FARM	1,125,000	1,124,999	1
GRNSPACE-TRENCHES	87,354	87,354	0
GRNSPACE-YELLOW RIVER	638,563	638,563	0
Subtotal:	\$3,145,088	\$3,135,132	\$9,956
TOTAL	\$4,299,828	\$4,289,837	\$9,991

CAPITAL PROJECTS - HOST

PROGRAM DESCRIPTION

On March 18, 1997, the DeKalb County voters approved a sales tax referendum. The Homestead Option Sales Tax (HOST) increased the sales tax by one cent effective July 1, 1997. The additional revenue provides up to 100% Homestead Exemption for single family dwellings and up to 20% of the sales tax revenue for capital improvement projects beginning in 1999. The revenue collected in the initial 18 months of the tax could be used for any purpose. The Board of Commissioners decided to use the initial revenue for capital expenditures.

The HOST revenue estimates for DeKalb County were based on the sales tax revenue collections of the Metropolitan Atlanta Rapid Transit Authority (MARTA). The initial revenue estimate for the first 18 months was \$133,445,400. The Board of Commissioners appropriated \$26 million in 1997 (estimated to be four months of anticipated receipts). The actual total receipts for 1997 were \$19,554,622.

The Board of Commissioners also created 28 time limited positions within various departments to support the HOST Capital Projects Program. Funding for these positions was provided by the sales tax revenue which was appropriated directly to the applicable operating fund.

RECENT CHANGES

The new FMIS system the County implemented in 2004 allows funding from one cost center to be appropriated in projects that are located in other cost centers. As such, the project totals for the Transportation and Roads & Drainage cost centers equal total appropriations and expenditures, but to account for the total revenue funding certain projects, some revenue would be found in other cost centers.

ANTICIPATED REVENUES

ANTICIPATIONS BEGINNING 1998

Interfund Transfers	\$5,657,496
Excise Tax	78,018,995
State Government	33,723,585
HOST Revenue Cost Center Adjustment	(16,041,772)
TOTAL	\$101,358,304

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT		BALANCE
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	
HOST D2-NANCY CREEK-OLD JOHNSON	\$0	\$0	\$0
HOST D1 FLOWERS @ N FORK	9,362	4,494	4,868
HOST D3 FLAT SHOAL @ DOOL	0	0	0
HOST D4 207 BEECHWOOD LN	9,000	0	9,000
HOST D3-BOULDCRT @ S. RVR	0	0	0
HOST D4 WELLS STREET	14,000	0	14,000
HOST D4 GLENFORDS ROADS	12,750	0	12,750
HOST D2 CHRYSLER DR	5,000	0	5,000
HOST D4 6861 MAIN ST.	50,000	0	50,000
HOST D3-CLOV/CEDRBK DRG	94,681	10,000	84,681
HOST D4 6499 REBELLA WAY	9,500	0	9,500
HOST D1 MERCER U DR @ N FRK	9,362	5,243	4,119
HOST D3-MILTON ST	25,000	0	25,000

CAPITAL PROJECTS - HOST

PROJECT DESCRIPTION	PROJECT		BALANCE
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	
HOST DST 2 CLAIRMONT	\$0	\$0	\$0
HOST D4 FRANKLIN @ LAKE ST.	5,500	0	5,500
HOST D3-HILLCREST DR.	25,000	0	25,000
HOST D1 DUNWOODY CLB DR	30,000	30,000	0
HOST D3-3149 MCCULLY DR	5,500	0	5,500
HOST D4 WELLBORN /STN.MTN.LITH	100,000	174	99,826
HOST D2 DCA BRIARWOOD ROAD	79,241	49,241	30,000
HOST D2 FAIR OAKS	9,096	0	9,096
HOST D4 MEMORIAL DR. IMPROV.	155,884	155,884	0
HOST D1 MISC. DRAIN PROJECTS	100,000	90,000	10,000
HOST D2 DRESDEN DR	30,000	30,000	0
HOST D3-THOMAS RD	35,000	1,473	33,527
HOST D4 N. INDIAN CREEK/MEM DR	45,000	42,557	2,443
HOST D1 ASH DUNWY.JOHN.FER	30,000	27,300	2,700
HOST D3-3181 CANDACE DR #1	7,000	0	7,000
HOST D3-3181 CANDACE DR #2	5,500	0	5,500
HOST D4 N. INDIAN CRK/IND. CRK	45,000	34,891	10,109
HOST D3-4005 WOBURN DR	15,000	169	14,831
HOST D4 REDAN & MARTIN	45,000	34,159	10,841
HOST D1 WINTERS CHPL @ PEELER RD.	25,000	0	25,000
HOST D4 WALKER @ S. STN MTN	55,000	24,110	30,890
HOST D1 HARDEE AVENUE	33,747	0	33,747
HOST D2 FAIR OAKS RD	215,317	168,450	46,867
HOST D3-BRK DR BASIN	10,000	0	10,000
HOST D3-CEDARBROOK CT	9,500	0	9,500
HOST D2 LAVISTA RD	75,000	0	75,000
HOST D1 MCCURDY ROAD	650,000	650,000	0
HOST D4 E. PONCE AVE @ N. CLA	45,000	0	45,000
HOST D3-EDGMR WY	7,000	0	7,000
HOST D3-ELENOR ST	11,000	0	11,000
HOST D4 NO. DESHON @ ROCKBRDG	45,000	28,630	16,370
HOST D3-MEM DR IMPR	44,547	44,547	0
HOST D2 BRIARCLIFF RD 001	45,000	25,789	19,211
HOST D3-MCLENDRON DR-W	50,000	0	50,000
HOST D2 BRIARCLIFF RD 002	45,000	24,721	20,279
HOST D3-GLENWOOD AVE SDWLKS	410,995	152,050	258,945
HOST D1 TCKER MN ST STRTSCLAPE	1,050,000	150,000	900,000
HOST D3-GLNWD RD @ MEADW LN	30,000	9,906	20,094
HOST D1 WINTRS CHPL @ DNWDY CLB	150,000	87,009	62,990
HOST D2 CLAIRMONT RD DRESDEN	45,000	35,000	10,000
HOST D3-GLNWD RD @ S. COL PL	30,000	9,906	20,094
HOST D 2 EAST HILL STREET	45,000	0	45,000
HOST D1 TILLY MILL RD-W	814,308	459,542	354,765
HOST D3-BOULDERCREST RD @ KEY RD	45,000	28,488	16,512
HOST D4 CENTRAL DR/ HAMBRICK	45,000	22,806	22,194
HOST D 2 HOUSTON MILL RD	45,000	0	45,000
HOST D3-BOULDERCREST RD & CLT CHR	45,000	26,084	18,916
HOST D4 PHILLIPS RD SOUTH	100,000	0	100,000
HOST D4 NORTHERN AVE SW	204,363	204,363	0
HOST D 2 STRIPING	38,817	0	38,817
HOST D3-BRKT RD @ COOL RD	45,000	30,299	14,701

CAPITAL PROJECTS - HOST

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
HOST D1 SDWLK/BUF.HWY DRVL	\$499,395	\$499,395	\$0
HOST D 2 CAPITAL IMPROV.	75,000	75,000	0
HOST D4 STREET LIGHTS	17,933	0	17,933
HOST D3-N DECATUR @ E. PONCE	90,000	52,447	37,553
HOST D1 SDWLKS-CHMBLEE DNWDY	389,244	239,325	149,919
HOST D3-BLDRCRT RD @ CONST	45,000	22,310	22,690
HOST D4 STRIPING	7,939	0	7,939
HOST D 2 STREETScape/FREEDOM	75,000	72,675	2,325
HOST D1 1177 W NANCY CRK	13,000	0	13,000
HOST D5 THOMPSON MILL DR/SNAPINGER	33,619	0	33,619
HOST D3-MCAFFEE RD @ SECOND AVE	45,000	14,020	30,980
HOST D 2 DISTRICT 2 CONT.	53,444	0	53,444
HOST D1 SPRINGFIELD DR.	86,764	89,064	(2,300)
HOST D3-FELL RD @ IDLEWOOD RD	45,000	0	45,000
HOST D3-FAY RD @ TRY HILL	45,000	16,779	28,222
HOST D 2 1144 COUNTY LINE	15,000	0	15,000
HOST D3- STREET LIGHTS	9,523	0	9,523
HOST D5 3539 SPRINGRUN DR	3,800	0	3,800
HOST D5 DOGWOOD FARM RD - E	0	0	0
HOST D 2 3660 CRAVEY RD	7,500	0	7,500
HOST D5 2300 PEBBLE ROCK W.	12,500	3,388	9,112
HOST D5 3425 CHARLEMAGNE DR	7,000	0	7,000
HOST D3-CONTINGENCY	36,059	0	36,059
HOST D 2 LANDOVER DRIVE	12,500	0	12,500
HOST D5 WESLEY CHAPEL RD-W	200,000	53,088	146,912
HOST D5 3574 BROOKFIELD LN	6,000	0	6,000
HOST D5 COLUMBIA ROAD	200,000	200,000	0
HOST D5 BOULDRCREST RD @ RIVER RD	45,000	3,903	41,098
HOST D5-ST LIGHTS	27,801	0	27,801
HOST D5 RAINBOW/KELLEY CHAP	70,000	45,014	24,986
HOST D5 KELY CHPL RD @ RNBW DR	45,000	14,091	30,909
HOST D5-STRIPING	58,994	0	58,994
HOST D5 MCAFFEE RD@ SHANON RIDGE CT	45,000	2,198	42,803
HOST D5 ARABIA PARK	40,000	0	40,000
HOST D5-COCK @ BORING RD	59,000	0	59,000
HOST D5-BORING RD @ FLAT SHOALS	30,000	9,906	20,094
HOST D5-RVR RD @ BLDRCRT	40,000	0	40,000
HOST D5-PANT @ RVR RD	251,757	6,225	245,532
HOST D5-NORRIS LAKE WAY	301,678	0	301,678
HOST-RECONSTRUCT TENNIS COURT	160,000	107,042	52,958
HOST-ARABIA MTN. PROP.ACQ.	1,040,524	1,031,660	8,864
HOST/PARKS/REPAIR & RENOVATION	0	0	0
HOST-ARTS CENTER/MATHIS DAIRY	3,041,429	133,225	2,908,204
HOST D1 MERCER UNIV DR	24,579	24,579	0
HOST-ADA IMPROVEMENTS	121,570	29,452	92,118
HOST-ADA IMP-CONSULTANT	60,000	0	60,000
HOST-RESER. FOR FUTURE APPROP.	3,521	0	3,521
HOST-RESERVE/LOCAL SHARE/TEA	8,000	0	8,000
HOST-PERIMETER CID	0	0	0
HOST-FLOWERS RD-N. PTREE CRK	184,654	168,262	16,392

CAPITAL PROJECTS - HOST

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
HOST- R & D PIPE ACCOUNT	\$275,000	\$266,838	\$8,162
HOST R & D-SANDSTONE-GRAVEL	125,000	124,842	158
HOST-CITIZENS DRAIN.PROG.	100,000	98,139	1,861
HOST-IS-CASE MGMT. SYSTEM	4,314,689	4,314,689	0
HOST-IS-TELEPHONE SYS.UPGRADE	1,637,569	1,562,555	75,014
HOST-IS-IMAGINING SYSTEM	1,505,238	1,505,238	0
HOST D5-BORING RD.-KELLY CHAP.	30,000	19,446	10,554
HOST D5-BOULDERCREST @PANTHERS	30,000	9,906	20,094
HOST D5-TS-RIVER RD @WALDROP	52,000	31,241	20,759
HOST D5-BORING@ FLAT SHOALS	0	0	0
HOST D2-BRIARWOOD@N.FORK PEACHTRE	171,485	170,289	1,196
HOST D1-CONTINGENCY	52,825	0	52,825
HOST D1-NANCY CREK@OLD JOHNSON	30,000	0	30,000
HOST D1- WITHMERE WAY	9,265	0	9,265
HOST D1-STRIPING	13,403	0	13,403
HOST D1-STREET LIGHTING	8,070	0	8,070
HOST D1-WINTERS CHAP.@DWDY CLUB	55,000	0	55,000
HOST D1-LWR'VILL HWY@N. ROYAL	30,000	20,880	9,120
HOST D1-DUNWDY CLUB DR./SIDEWALKS	200,000	200,000	0
HOST D1-MISC. SIDEWALKS	158,818	542	158,276
LITHONIA STREETScape	2,002,118	1,227,322	774,796
NORRIS LAKE WAY	275,000	330	274,670
PERIMETER CENTER PARKWAY	11,808,428	8,355,862	3,452,565
HOST D1 WINTERS CHAPEL-PEEL	72,087	0	72,087
HOST D1-HENDERSON. RD.SIDEWALK	105,000	25,218	79,782
HOST D1-JOHNSON FERRY N.	60,000	0	60,000
HOST D1- MABRY RD SDWLKS	150,000	150,000	0
HOST D1-MURPHY CANDLERSTUDY	794,058	794,057	1
HOST-SUPP. PAYMENT TO CITIES	43,965	43,965	0
HOST D3-TERRY MILL RD-S	150,000	6,275	143,725
HOST D2-BRIARCLIFF-SHERIDAN	469,334	469,334	0
HOST D2-FREEDOM PARK	50,000	48,131	1,869
HOST D3-FLAT SHOALS@DOOLITTLE	28,087	13,341	14,746
HOST D3-BOULDERCREST @S.RIVER	59,950	18,584	41,365
HOST D3-MILTON ST@ PONCE DE LEON	25,000	25,000	0
HOST D2-DRESDEN DRIVE N	373,780	356	373,424
HOST D3-PENNINGTON PLACE	38,892	38,892	0
HOST D3-DOROTHY DRIVE	73,000	73,000	0
HOST D3-CLIFTON SPRING.RD-W	250,000	250,000	0
HOST D3-FLINTWOOD DRIVE	50,000	50,000	0
HOST D3-STRIPING	12,603	0	12,603
HOST D4-REDAN@SNAPPFINGER	8,188	0	8,188
HOST D4-PANOLA@I-20/FARRING.	70,000	5,806	64,194

CAPITAL PROJECTS - HOST

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
HOST D4-RAY'S RD@ MAXEY HIL-L	\$50,000	\$49,370	\$630
HOST D4-STEVENSON@S.DESHON	70,000	21,856	48,144
HOST D5-PANOLA@ROCK SPRINGS	374,952	328,780	46,173
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	17,179,360	1,792,672	15,386,688
HOST-GRTA AGREEMENT	1,800,000	1,800,000	0
HOST-BRDG/BRWD@N.FORK P'TREE	199,732	199,732	0
HOST-PM-PBS&J AMD#5 98-7325	19,445	19,444	0
HOST-MURPHY CANDLER LAKE	20	0	20
HOST-II/ROCKBRIDGE @STEPHENSON	70,301	69,886	415
HOST-P/COUNTY ROADS	250,315	250,248	67
HOST-LYNWOOD PARK IMP./OSBORN	668,019	277,126	390,894
HOST-JUSTICE CENTER	36,649,283	36,648,778	505
BUFORD HWY.PHASE 1	2,500,000	0	2,500,000
BUFORD HWY. PHASE II	2,500,000	0	2,500,000
TOTAL	\$101,358,304	\$67,127,304	\$34,231,000

CAPITAL PROJECTS - HOST CAPITAL OUTLAY

PROGRAM DESCRIPTION

An amendment to the HOST Ordinance DeKalb County Code, Sections 2-117 through 2-129, allowed HOST funds for capital outlay projects to be included in the normal budgetary process as long as the funds are used for capital projects that are approved by the governing board. Prior to this amendment, HOST funds were distributed evenly among the five (5) commission districts.

IMPACT ON OPERATING BUDGET

None.

RECENT CHANGES

None.

ANTICIPATED REVENUES

ANTICIPATIONS BEGINNING 1998

Interfund Transfers	\$47,639,774
State Government	5,192,000
TOTAL	\$52,831,774

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
ROCKBRIDGE RD. SIDEWALKS	\$550,000	\$384,489	\$165,512
PEDESTRIAN BIKE - PERIMETER TRL	250,000	0	250,000
RAINBOW DR-COLUMBIA	245,000	244,947	53
MATCH LOCAL INITIATIVE	870,000	222,052	647,948
FLAKES MILL SIDEWALKS	650,000	495,764	154,235
PHILIPS ROAD SIDEWALK	225,000	213,473	11,527
PEDESTRIAN BIKE-ST. MTN. PHASE. 1	250,000	191,721	58,279
CONTRACT PAVEMENT REPAIR	1,589,131	1,589,131	0
TRANSPORTATION PLAN	2,548,257	2,265,900	282,358
MERCER BRIDGE REPAIR/REPLACE	0	0	0
FLAT SHOALS RD WHITE MILL	350,000	304,502	45,498
GDOT/LAVISTA RD IMPROVEMENTS	1,575,000	250,000	1,325,000
COLUMBIA DR. SIDEWALKS	200,000	200,000	0
RAINBOW DR @ KELLY CH RD	450,000	391,625	58,375
PEDESTRIAN BIKE TRAILS(SO.FORK)	250,000	0	250,000
TONY ELEMENTARY	135,000	0	135,000
DESHON/ROCKBRIDGE ROAD	600,000	390,363	209,637
HAYDEN QUARRY RD @ TURNER	650,000	350,000	300,000
BROWNS MILL RD @ KLONDIKE	600,000	76,455	523,545
CENTRAL DR @ RAYS RD	200,000	77,154	122,846
WESLEY CHAPEL ROAD-WESLEY	100,000	79,687	20,313
MARBUT RD @ WELLB	200,000	64,390	135,610

CAPITAL PROJECTS - HOST CAPITAL OUTLAY

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
SNAPPINGER WOODS	\$350,000	\$350,000	\$0
WINTERS ROAD SIDEWALKS	80,000	0	80,000
EVANS MILL RD RELOCATION @ I-20	1,236,149	59,550	1,176,599
W.AUSTIN RD LAKESPUR	20,000	0	20,000
PEDESTRIAN BIKE TRAIL(ARABIA MT)	1,450,000	517,596	932,404
LITHONIA IND. BLVD. PHASE 2	200,000	0	200,000
BORING @FLAT SHOALS PKWY	150,000	110,440	39,560
HAMBRICK RD-APPLE TREE	190,000	190,000	0
KENSINGTON RD. SCHOOL	100,000	100,000	0
WEST MOUNTAIN SIDEWALKS	140,000	0	140,000
VILLAGE SQUARE DRIVE	55,000	0	55,000
PANOLA RD THOMPSON	650,000	291,709	358,291
NORTH DECATUR SIDEWALKS	157,330	157,330	0
SALEM RD.MIDDLE SCHOOL	450,000	325,003	124,997
YOUNG RD. & MEADOWBK CH	200,000	99,764	100,236
INDIAN CREEK ELEMENTARY	100,000	0	100,000
CLIFTON SPRINGS SIDEWALKS	0	0	0
ROADWAY STRIPING	200,000	121,578	78,423
FLAT SHOALS RD ELEMENTARY	100,000	0	100,000
ARTERIAL PANOLA	2,200,000	452,818	1,747,382
19 COUNTYWIDE SIDEWALKS	2,200,000	1,924,535	275,465
ADA/PED SAFETY UPGRADES	300,000	194,090	105,910
ALLGOOD RD AT REDAN RD	725,075	165,151	559,924
BOULDERCREST RD AT RIVER RD	500,000	492,219	7,780
CANDLER RD STREETSCAPES-PH II	1,533,014	580,130	952,884
EMORY VILLAGE STREETSCAPE	2,867,000	349,593	2,517,408
FELLOWSHIP RD AT IDLEWOOD RD	800,088	210,765	589,323
FLAKES MILL RD AT RIVER RD	550,000	548,497	1,503
GUARD RAIL INSTALLATION	345,000	51,850	293,150
HENDERSON @ MERCER UNV.	125,000	19,948	105,052
HILLANDALE RD AT FAIRINGTON RD	700,000	166,844	533,157
LINECREST ROAD BRIDGE	0	0	0
MEMORIAL DRIVE STREETSCAPES	1,689,483	1,415,870	273,613
N DECATUR AT LULLWATER	462,448	447,423	15,026
N DECATUR RD AT WINN WAY	550,000	550,000	0
N DRUID HILLS AT CLAIRMONT	262,448	93,660	168,788
NORTHLAKE AREA PED. IMPROVEMENTS	400,000	261,780	138,220
PANOLA ROAD AT I-20	866,339	673,468	192,871
PANTHERSVILLE AT BOULDERCREST	1,180,000	198,989	981,011
PANTHERSVILLE AT OAKVALE	500,000	94,591	405,409
PHILLIPS RD AT MARBUT RD	571,279	649,658	-78,378
RIGHT-OF-WAY ACQUISITION	1,200,000	765,649	434,350
RIVER ROAD AT OAKVALE RD	450,000	250,000	200,000
ROCKBRIDGE RD AT MARTIN RD	260,000	15,920	244,080
S DESHON AT S STONE MTN LITH	239,115	128,046	111,070
SCHOOL SIGNAGE SAFETY	250,000	115,488	134,512
SCHOOL WARNING LIGHTS	350,000	167,070	182,930
STEPHENSON ROAD CORRIDOR	800,000	444	799,556
STREET LIGHTING SAFETY	150,000	15,626	134,374
TRAFFIC & INTER CONT DESIGN	1,701,743	1,487,845	213,897

CAPITAL PROJECTS - HOST CAPITAL OUTLAY

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
TRAFFIC SIGNALIZATION	\$1,350,000	\$1,243,949	\$106,051
UPGRADE TRAFFIC OPS CENTER	80,000	15,514	64,486
WELLBORN / S. STONE MTN LITH RD	650,000	87,715	562,285
CAPITAL OUTLAY-PAYMENT TO CITIES	517,875	404,847	113,028
DECATUR RR DEPOT	25,000	25,000	0
GDOT-ATLANTA DECATUR TRAIL	900,000	770,204	129,796
HOSEA/KIRKWOOD STREETScape	75,000	75,000	0
DOGWOOD FARMS	250,000	250,000	0
MILLER ROAD SIDEWALKS	225,000	225,000	0
CLIFTON SPRINGS SIDEWALKS	65,000	65,000	0
ROCKBRIDGE RD.-SCENIC CORRIDOR	250,000	0	250,000
KLONDIKE PEDESTRIAN BIKE	150,000	0	150,000
LOCAL MATCH-GDOT SYS.OPS.	350,000	0	350,000
ATL-TO-STONE MT.PERIM.COL.BIKE	250,000	0	250,000
CHAM.DUNWDY HIGH SCH.TO HARTS MILL	250,000	0	250,000
DUNWDY CLUB DR/BROOK/HAPPY	250,000	0	250,000
DUNWDY CLUB DR./HAPPY/GWINNETT	225,000	0	225,000
SPAULDING DR./FULTON/CHAM.DUNWDY	100,000	0	100,000
WINTER CHAP./PEELER/PEACHTREE IND.	100,000	0	100,000
CLIFTON/N.DECATUR/CLIFTON WAY	125,000	0	125,000
DRESDEN/BUFORD HWY/FIESTA PLAZA	150,000	0	150,000
DRESDEN/ELEM.SCHOOL CROSSING	40,000	0	40,000
OAK GROVE RD-LAVISTA/WOODLEAF	200,000	0	200,000
BRIARLAKE RD.-BRIAR-LAKESIDE	150,000	0	150,000
PANGHORN-COUNTRY SQ.-KAHANNA	250,000	0	250,000
MCNAIR HIGH SCHOOL AREA	125,000	0	125,000
SECOND AVE.-GLENWD-MACFEE	165,000	0	165,000
TILSON RD-MARK TRAIL-COLLIER	250,000	0	250,000
KNOLLWOOD ELEM. AREA SIDEWALKS	125,000	0	125,000
WESLEY CHAP.-GREGORY.-COVINGTON	110,000	0	110,000
CENTRAL DR.-ALPINE-RAYS	200,000	0	200,000
MARKET STREET SIDEWALKS	150,000	0	150,000
RAYS RD.-MEMORIAL DR.-ABINGDON	200,000	0	200,000
S.INDIAN CK.-ROCK-SABLE	60,000	0	60,000
MAIN ST. PARK-MILLER-S. HAIRSTON	50,000	0	50,000
REDAN RD. S.HAIRSTON-ALLGOOD	250,000	0	250,000
DEKALB MED.PKY.-COVINGTON.-MILLER	300,000	0	300,000
DOGWOOD FARM SAFE.IMPROV.	100,000	0	100,000
PHILLIPS(PHASE4)-REDAN PARK	200,000	0	200,000
WILKINS ROAD-EXISTING SDWLK	25,000	0	25,000
COVINGTON HWY. SIDEWALKS	150,000	0	150,000
TRAFFIC STUDY-I-85 SHALLOW	30,000	0	30,000
TRAFFIC STUDY-I-85-N.DRUID	50,000	0	50,000
N.AVENUE-CHURCH ST.-RAILROAD	30,000	0	30,000
ROCKBRIDGE@STEWART MILL	210,000	0	210,000
TRAFFIC STUDY-S.STONE MT.	30,000	0	30,000
TOTAL	\$62,831,774	\$25,764,619	\$27,067,159

CAPITAL PROJECTS - HUMAN AND COMMUNITY DEVELOPMENT

PROGRAM DESCRIPTION

Improvements at the senior center facilities will consist of emergency repairs that address health, security, and ADA compliance renovation issues at the Bruce Street, DeKalb/Atlanta, South DeKalb and Mountain View senior facilities. The improvements will also include installation of exterior security lights and restroom renovations in facilities owned by DeKalb County that serve low and moderate income elderly persons. The DeKalb/Atlanta Human Services Center improvement project consists of providing automatic doors to the facility in order to make it more accessible for the disabled and elderly. The Pool Facilities project in the Scottdale and Candler/McAfee Communities consists of needed improvements to the swimming pool facilities in these two communities. The Recreational Facilities in the Scottdale Community consists of renovations and improvements of recreational facilities.

IMPACT ON OPERATING BUDGET

There has been no additional impact on the operating budget.

RECENT CHANGES

The DeKalb/Atlanta HSC Disability Improvement project was completed in 2004 and will be closed as part of the 2005 CIP budget process.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Interfund Transfers	\$38,480
TOTAL	\$38,480

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
DeKalb/Atlanta HSC Disability Improvements	\$38,480	\$38,480	\$0
TOTAL	\$38,480	\$38,480	\$0

CAPITAL PROJECTS - INFORMATION SYSTEMS

PROGRAM DESCRIPTION

The capital projects budget for the Information Systems Department includes funding for the Jail Management System, the Payroll Personnel System and the Consolidated Purchase of Computer Equipment. The Jail Management System has now been integrated with the new Case Management System for the courts and is providing basic case information and full inquiry capabilities for all the judicial agencies. The following projects received additional funding as part of the 2005 Budget: Kronos Lease Purchase-\$88,254, Automated Purchasing System/Financial Management Information System-\$2,668,239, I-Net-\$5,578 and the PC Lifecycle Replacement Program-\$216,598.

IMPACT ON OPERATING BUDGET

The new systems will allow for better access to information with little to no impact on the operating budget.

RECENT CHANGES

None.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Interfund Transfers	\$20,557,952
TOTAL	\$20,557,952

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
IS- MACHINE ROOM IMPROV.	\$62,300	\$60,055	\$2,245
IS-2002 CTIP PURCHASES	800,000	796,181	3,819
IS-2003 CTIP PURCHASES	1,000,000	547,597	452,403
IS-APS/FMIS SYSTEM **	6,618,239	6,810,239	(192,000)
IS-AUTO. PURCH. PROCEDURES	2,000,000	523,400	1,476,600
IS-CASE MGMT. RELEASE 4.0	160,000	17,350	142,650
IS-COMBINED BILLING	955,000	893,145	61,855
IS-CONSOLIDATED PURCHASE	2,409,074	2,229,781	179,293
IS-CRIMINAL JUSTICE SYSTEM	150,000	0	150,000
IS-I-NET PHASE II & III	1,495,699	1,407,171	88,528
IS-JAIL MGMT. SYSTEM	775,966	716,203	59,763
IS-KRONOS LEASE PURCHASE	598,649	422,141	176,508
IS-PC LIFECYCLE REPLACEMENT	2,016,598	863,479	1,153,119
IS-PROP. APPRAIS. SYSTEM	250,000	0	250,000
IS-NETWORK BACKUP STOR.	229,500	229,450	50
IS-IMAGINING-RECORDER'S COURT	594,177	594,177	0
IS-CASE MGMT.-RECORDERS CT	442,750	442,750	0
TOTAL	\$20,557,952	\$16,553,119	\$4,004,833

**NOTE-The non-tax funds will pay their portion of the project in the form of a charge back. This will eliminate the negative balance in this project.

CAPITAL PROJECTS - LIBRARY

PROGRAM DESCRIPTION

In 2004 Budget, a project in the amount of \$225,000 was approved for Library Site Expansion. These funds will be utilized to acquire needed property adjacent to County libraries for expansion purposes.

IMPACT ON OPERATING BUDGET

None.

RECENT CHANGES

None.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Interfund Transfers	\$225,000
TOTAL	\$225,000

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Library Site Expansion	\$225,000	\$225,000	\$0

CAPITAL PROJECTS - MEDICAL EXAMINER

PROGRAM DESCRIPTION

During the latter part of 1994, funds were approved for the construction of a new Forensic Science Center to replace the existing facility which was unsafe, outdated, and too small to handle the number of cases. The new center is complete.

IMPACT ON OPERATING BUDGET

The Medical Examiner's new facility is now open. The new facility is able to generate revenue for the County from rental fees charged to the organ procurement organizations.

RECENT CHANGES

In 2004, the Morgue Forensic Science Center project was completed. The balance of the interest (\$697) was transferred to COPS fund. In 2005, interest of \$24.83 accrued. As part of the annual 2005 CIP budget process this fund will be closed and any additional interest will be transferred to the COPS fund.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Interest on Investment	\$25
TOTAL	\$25

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Morgue/Forensic Science Center	\$0	\$0	\$0
Unallocated Interest	25	0	25
TOTAL	\$25	\$0	\$25

CAPITAL PROJECTS - PARKS AND RECREATION

PROGRAM DESCRIPTION

Parks and Recreation is responsible for the improvement of existing parks and athletic fields, the acquisition and development of new park acreage, and the repairing, renovation, and construction of recreation centers, youth sports association facilities, and swimming pools. Funding for this department's capital improvements program is accounted for in three funds: the 1987 Bond Issue for Parks; the 2001 Bond Issue for Parks; and the Capital Projects Fund. Some projects are also now being funded by the HOST Capital Projects Fund. (For additional information, see the HOST Capital Projects section.)

1987 BOND ISSUE

In 1987, the voters of DeKalb County approved a \$33 million bond issue for the acquisition and development of park land for county parks. The County has chosen to expand the scope of the original \$33 million bond issue by appropriating interest earned on these monies (in excess of \$7.8 million) to additional projects.

IMPACT ON OPERATING BUDGET

During implementation of the 1987 bond issue, most of the park development, facility renovation, swimming pool construction, and design was contracted out to private companies. However, some of the design and minor construction was accomplished in-house with little impact on the departmental operating budget.

In order to operate the expanded parks, recreation, and athletic facilities resulting from the bond issue, 87 full-time and 13 temporary positions were added since 1989. The cost to maintain and staff the facilities for these expanded services was estimated to be \$3.5 million annually.

By 1996, due to budget cut-backs, 29 positions were eliminated which directly affected the expanded programs. As of 2003, a majority of the projects in the 1987 Bond Issue have been phased-out and the only new funding appropriated is the interest on the unexpended balance that accrues yearly. Therefore, the impact on the operating budget from the 1987 Bond Issue has been significantly reduced.

RECENT CHANGES

None.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Fund Balance Carried Forward	\$176,190
Interest on Investment	25,340
TOTAL	\$201,530

CAPITAL PROJECTS - PARKS AND RECREATION

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RECENT CHANGES

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Fund Balance Carried Forward	\$176,190
Interest on Investment	25,340
TOTAL	\$201,530

CAPITAL PROJECTS - PARKS AND RECREATION

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
ATHLETIC LIGHTING RENOVATIONS	\$111,190	\$19,332	\$91,858
DAVID.-ARABIA MTN.NATURE PRESERVE	65,000	27,579	37,421
87 PARK BONDS UNALLOCATED INTEREST	25,340	0	25,340
TOTAL	\$201,530	\$46,911	\$154,619

Note: Between 1987 and 1998, \$40,490,474 was expended for various park and athletic field improvements as a result of this bond issue.

2001 BOND ISSUE

In March 2001, the citizens of DeKalb County approved a Special Recreation Tax District General Obligation Bond issue in the amount of \$125,000,000.00 to provide for the acquisition of land for additional parks and natural areas, the preservation of green space, the protection of clean water, the improvement of existing parks and development of new facilities to be located in the unincorporated portion of DeKalb County. Three (3) bond funded positions were added to assist with the administration of the bond funds.

IMPACT ON OPERATING BUDGET

The land acquired under this program will require maintenance. The level of effort has yet to be fully determined, but funds have been budgeted in Parks & Recreation to begin this effort.

RECENT CHANGES

In 2003, the Parks Bond Program received a total of \$600,000 from the Arthur Blank Foundation. Of these funds, \$500,000 has been used to acquire property and \$100,000 is currently being used for development of acquired properties. In 2004, the Parks Bond Project received an additional \$1,355,000 from the Arthur Blank Foundation in which \$1,250,000 was used to acquire property and \$105,000 was used to develop existing parks.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Miscellaneous Revenue	\$130,310,033
Use of Money and Property	4,222,464
Other Agencies	1,955,000
TOTAL	\$136,487,497

CAPITAL PROJECTS - PARKS AND RECREATION

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Program Management Expense	\$1,700,000	\$1,499,408	\$200,592
District 1 Land Acquisition Projects	7,868,702	5,515,796	2,352,906
District 2 Land Acquisition Projects	7,868,702	1,280,909	6,587,793
District 3 Land Acquisition Projects	7,868,702	6,190,678	1,678,025
District 4 Land Acquisition Projects	7,868,702	3,114,647	4,754,055
District 5 Land Acquisition Projects	7,868,702	5,162,725	2,705,977
District 6 Land Acquisition Projects	7,868,702	6,063,099	1,805,604
District 7 Land Acquisition Projects	7,868,702	4,945,121	2,923,581
Arthur Blank Foundation-Acquisition	1,750,000	1,750,000	0
County-wide Acquisition Projects	37,411,127	29,518,917	7,892,210
County-wide Parks Development Expense	10,394,328	9,330,162	1,064,165
District 1 Development Projects	4,278,018	1,154,383	3,123,634
District 2 Development Projects	4,278,018	1,994,962	2,283,056
District 3 Development Projects	4,278,018	661,152	3,616,866
District 4 Development Projects	4,278,018	712,601	3,565,417
District 5 Development Projects	4,278,018	1,044,992	3,233,026
District 6 Development Projects	4,278,018	1,254,677	3,023,341
District 7 Development Projects	4,278,018	1,106,632	3,171,386
Arthur Blank Foundation-Development	205,000	27,160	\$177,840
TOTAL	\$136,487,497	\$82,328,023	\$54,159,474

CAPITAL PROJECTS FUND

The Parks & Recreation capital projects program is responsible for the improvement of existing parks and athletic fields, the acquisition and development of new park lands, the repairing, renovation and construction of recreation centers, youth sports association facilities, and swimming pools. Most of the park development, facility renovation, and swimming pool construction is contracted out to private companies, while much of the design and minor construction is accomplished in-house.

IMPACT ON OPERATING BUDGET

Most of the capital projects funded in recent years have been for contractual purchase and installation items, or small design and construction jobs, with little, if any, impact on the departmental operating budget.

RECENT CHANGES

Due to the 2001 Parks Bond issue, which provided funds for County-wide acquisition and development projects, it has not been necessary for County taxes to fund capital improvement projects for this department.

CAPITAL PROJECTS - POLICE SERVICES

PROGRAM DESCRIPTION

The Department of Police Services provides law enforcement, as well as investigative and protective services to the citizens of DeKalb County. Police Services also has capital projects funded by the HOST capital projects fund. (For additional information, see the HOST capital projects section.)

IMPACT ON OPERATING BUDGET

The addition of two new mini precincts will add additional costs to the operating budget.

RECENT CHANGES

In 2001, the Office of Public Safety Director was abolished and the Public Safety Department was integrated into two separate departments-Police Services and Fire Rescue Services. In 2004, in preparation for the new FMIS system, all the completed police projects were closed and all unreceived grants were unappropriated which significantly reduced the amount of projects in the Police capital projects budget.

ANTICIPATED REVENUES

**ANTICIPATIONS
BEGINNING 1998**

Interfund Transfers	\$66,441
TOTAL	\$66,441

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT		BALANCE
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	
POLICE-MINI POLICE PRECINCT	\$50,000	\$0	\$50,000
POLICE-EQUIPMENT-TECH	16,441	715	15,726
TOTAL	\$66,441	\$715	\$65,726

CAPITAL PROJECTS - PUBLIC HEALTH

PROGRAM DESCRIPTION

Funding for Public Health's capital projects is accounted for in the 1993 Bond Issue for Health Facilities. The DeKalb voters approved a \$29.7 million bond issue in November, 1992, for the purchase of three rented health facilities, the construction of four additional health facilities, and the renovation of other existing facilities. These bonds were sold and appropriated in June, 1993. Projected interest earnings were taken into consideration at the outset of the program when the total project cost was estimated at \$30,808,597. However, because construction prices were higher than initial estimates and because renovations required at the Vinson Health Center were more extensive than originally thought, interest earnings exceeding the amount originally estimated to be needed have been appropriated.

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 had no plans to increase its contribution to the Health Department as a result of these new facilities coming on line. However, because they are owned and maintained by the County, Facilities Management took on additional responsibility.

RECENT CHANGES

None.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Fund Balance Carried Forward	\$751,291
Interest on Investment	8,989
TOTAL	\$760,280

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
WINN WAY MENTAL HEALTH CTR	\$37,886	\$30,288	\$7,598
HEALTH FACILITY IMPROVEMENTS	62,703	0	62,703
CONSTR.HOLD. ACCT.(INTEREST)	537,328	528,338	8,989
HEALTH-RICHARDSON RENOV.	122,363	96,165	26,196
TOTAL	\$760,280	\$654,792	\$105,486

Note: Between 1993 and 1998, \$22,569,251 was expended for the purchase, construction, and renovation of various health facilities as a result of this bond issue.

CAPITAL PROJECTS - PUBLIC SAFETY AND JUDICIAL FACILITIES AUTHORITY

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 ON OPERATING BUDGET

None.

RECENT CHANGES

None.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Miscellaneous Revenue	\$50,095,558
TOTAL	\$50,095,558

APPROPRIATIONS:

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
POLICE & FIRE HEADQUARTERS	\$27,756,548	\$19,120,915	\$8,635,633
EQUIPMENT & MAINTENANCE FACILITY	5,300,000	2,476,333	2,823,667
COURTHOUSESE RENOVATIONS	10,400,000	14,615	10,385,385
FIRE STATIONS	4,200,000	5,010	4,194,990
POLICE STATIONS	1,000,000	0	1,000,000
AUTHORITY CONTINGENCY	1,189,010	42,758	1,146,252
POLICE AND FIRE WAREHOUSE	250,000	10,700	239,300
TOTAL	\$50,095,558	\$21,670,331	\$28,425,227

CAPITAL PROJECTS - PUBLIC WORKS - FLEET MAINTENANCE

PROGRAM DESCRIPTION

The Underground Fuel Tanks and Petroleum Fuel Tanks projects are needed to meet Federal and State requirements for environmental protection. In 2004, \$70,000 was included in the budget for a new vehicle lift system. This new system will improve mechanic efficiency & quality considerably.

IMPACT ON OPERATING BUDGET

As a result of funding a new North Lot Shop, the County departments will realize a time and cost savings in the future when vehicles are not out of use for long periods of time.

RECENT CHANGES

None.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Interfund Transfers	\$1,518,957
Fund Balance Carried Forward	861,544
TOTAL	\$2,380,501

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
FLEET-CAMP RD./REPAIR CRACK	\$15,000	\$0	\$15,000
FLEET-LIFT SYSTEM	70,000	70,000	0
FLEET-NORTH LOT SHOP	889,457	10,962	878,495
FLEET-PETROLEUM FUEL TANKS	65,000	32,250	32,750
FLEET-UNDERGROUND FUEL TANKS	779,185	829,708	(50,523)
FLEET-UNDERGROUND STOR.TANKS	561,859	394,400	167,459
TOTAL	\$2,380,501	\$1,337,320	\$1,043,181

CAPITAL PROJECTS - PUBLIC WORKS - TRANSPORTATION AND ROADS & DRAINAGE

PROGRAM DESCRIPTION

The Transportation/Roads and Drainage capital projects programs are responsible for constructing new roads, paving unpaved roads, obtaining right-of-way (ROW) for road improvements, installing traffic signals, drainage improvements, bridge improvements, providing for necessary utility relocations, and making improvements to departmental operating facilities. Traditionally, funding for these improvements has been appropriated in the Capital Projects Fund, coming primarily from state contracts, MARTA, and transfers from other funds. However, the majority of funding for Transportation/Roads and Drainage projects since 1997 has occurred within the HOST capital projects fund. (For additional information, see the HOST capital projects and HOST Capital Outlay sections.)

Because the funding DeKalb receives from outside sources for Transportation/Roads and Drainage improvements generally becomes available throughout the year, most of this department's projects are established during the year instead of upon approval of the annual budget.

IMPACT ON OPERATING BUDGET

While a portion of the road resurfacing, paving, and drainage improvements is accomplished with County forces, large jobs are contracted out due to lack of staffing or technical expertise, particularly in the area of drainage.

RECENT CHANGES

The new FMIS system the County implemented in 2004 allows funding from one cost center to be appropriated in projects that are located in other cost centers. As such, the project totals for the Transportation and Roads & Drainage cost centers equal total appropriations and expenditures, but to account for the total revenue funding certain projects, some revenue would be found in other cost centers.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
State Government	\$24,977,208
Other Agencies	13,096,352
Interfund Transfers	6,649,585
CIP Fund Revenue Cost Center Adjustment	15,444,156
TOTAL	\$60,167,301

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
TRAFFIC SIGNAL (TS)/ SIGNAL SYSTEM (SS)			
TS/BRIARCLIFF RD. @ MARCUS	\$55,695	\$13,160	\$42,535
TS/DOT/WINTERS CHAPEL-OAKCLIFF	83,011	79,206	3,805
TS/NO. DECATUR RD & LAWR	30,903	15,598	15,305
TS/CHAM TCKR RD & CUM	15,268	10,591	4,677
TS/E. PONCE DE LEON @ RAYS	16,539	9,917	6,622
TS/ROCKBRIDGE RD	85,298	10,700	74,598

CAPITAL PROJECTS - PUBLIC WORKS - TRANSPORTATION AND ROADS & DRAINAGE

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
TRAFFIC SIGNAL (TS)/ SIGNAL SYSTEM (SS) (Continued)			
TS/E PONCE DE LEON / SCOTT	263,971	44,400	219,571
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/CHAMB - DUNWDY RD @ GRAM	50,000	4,658	45,342
TS/E PONCE DE LEON @ RCK MTN	189,000	115,250	73,750
TS/BRIARCLF RD @ SOUTHLAND V	30,000	0	30,000
TS/CLAIRMT RD @ CENTURY CE	64,554	5,400	59,154
TS/CHAM DUNWDY SIGNAL SYS	51,115	17,298	33,819
TS/INSTL/TUR HILL RD AT	46,208	0	46,208
TS/LAWR HWY (LYNBRN. L	70,000	4,375	65,625
TS/E PONCE DE LEON AVE @ I	10,084	0	10,084
TS/D'TWN DECATUR SIG SYS	40,438	0	40,438
TS/LK HEARN DEV	34,715	0	34,715
TS/E PONCE DE LEON AVE @	29,024	0	29,024
TS/TRAFFIC CONTROL CNTR	32,258	8,236	24,022
TS/TRAF IMPR/MARTA/REARR FAC/	120,465	0	120,465
TS/PERIM CTR @ PERI	20,267	0	20,267
TS/EQUIPMENT-TRAFFIC SIGNALS	1,420,185	1,117,282	302,903
TS/N HAIR. @ STGATE IND	30,000	0	30,000
TS/WES CHAPEL RD & I-20 SIGN	103,938	47,145	56,793
TS/NEW TRAF SIGNALS	149,205	94,921	54,284
TS/HENDR MILL & BRCLF	15,494	0	15,494
TS/LAVISTA RD. SIGN.SYST.	16,384	0	16,384
TS/CHAM.TUCKER/I-285	129,091	126,623	2,468
TS/CHURCH ST@CLAIRMONT OAKS	47,724	26,286	21,438
TS/TRAF SIGNAL UPGRD	1,364,869	1,077,074	287,795
TS/CANDL RD SIGNAL SYS	145,622	47,227	98,395
TS/ASHF DUNWDY & ASHF	13,236	0	13,236
TS/PANOLA RD / I-20 SIG SYS	91,193	49,207	41,986
TS/N DRUID HILLS RD SIGN	110,053	0	110,053
SIGNAL SYSTEM/I-20	99	0	99
TSI/LAVISTA ROAD	236,648	217,029	19,619
Subtotal:	\$5,555,213	\$3,350,481	\$2,204,732
MISCELLANEOUS TRANSPORTATION PROJECTS			
ROAD IMPRV RESRV	\$0	\$0	\$0
DOT/MURP CANDL LK-DEEPE	1,468,502	1,463,813	4,689
ASHF DUNWDY @ NANCY CRE	400,000	346,399	53,601
INTERSECT/SIDEWALK MATERIALS	0	0	0
BOULDERCREST RD @S RIVE	390,939	202,532	188,407
ARABIA MTN TRAIL - PHASE 1	1,125,000	1,125,000	0
AVONDALE MIDDLE SCHOOL	145,000	67,430	77,570
BUENA LAKE VISTA DAM	726,041	337,985	388,056
BUFORD HIGHWAY STREETScape	2,388,238	1,645,422	742,816
CHAM DUNWOODY STREETScape	880,821	701,541	179,280
CANDLER STREETScaPES - PH 1	691,219	655,708	35,511

CAPITAL PROJECTS - PUBLIC WORKS - TRANSPORTATION AND ROADS & DRAINAGE

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
MISCELLANEOUS TRANSPORTATION PROJECTS			
(Continued)			
E.PONCE DE LEON @ HAMBRICK	811,996	199,388	612,608
E.PONCE DE LEON @ MCCLENDON	838,919	276,513	562,406
INTERSECTION/SIDEWALK MATERIAL	2,100,809	1,746,975	353,834
KENILWORTH LAKE DAM	690,000	575,893	114,107
LITHONIA IND BLVD - PHASE I	3,629,600	496,312	3,133,288
LITHONIA IND BLVD - PHASE II	5,700,000	358,775	5,341,225
LYNWOOD PARK REVITALIZATION	329,826	206,464	123,362
OLMSTED LINEAR PARK	800,000	800,000	0
PROGRAM MANAGEMENT SERVICES	2,196,102	2,102,269	93,833
SIDEWALKS/CHAMBLEE DUNWOODY	439,316	439,316	0
SNAPPINGER ROAD WIDENING	1,950,000	536,795	1,413,205
STONE MTN / ATLANTA TRAIL	800,000	1,222,975	-422,975
INTERSEC.CO.V. HWY@PHILLIPS	110,261	0	110,261
TRANS. MAJOR R.O.W. PURCHASES	962,118	815,850	146,268
GDOT-STONE MT. INDUST.PARK	116,320	67,117	49,203
TRANS.-ROCKBRIDGE OVER SNAP	441,531	237,466	204,065
TRANS.-STORMWATER SAMPLING	22,700	19,656	3,044
DCA-ZONOLITE/BRIARCLIFF	10,000	0	10,000
CD-BUFORD HIGWAY SDWLK	46,901	46,590	311
CLIFTON RD. BRIDGE CSX	1,600,000	0	1,600,000
DOT-COVINGTON-EVANS MILL	35,395	0	35,395
CD/CITIZENS DRAINAGE PROGRAM	320,669	316,424	4,245
CD-LUDOVIE LANE SDWLKS	60,000	0	60,000
TRANS.-ROAD IMPROV.RESERVE	35,153	0	35,153
S.RIV.GREENWAY TRL.	1,170,000	0	1,170,000
DOT-PERIMETER CID INTER/SW	1,250,000	0	1,250,000
Subtotal:	\$34,683,376	\$17,010,608	\$17,672,768
ROADS & DRAINAGE PROJECTS			
RESURF.COLD SPR/JANICE	\$18,642	\$18,642	\$0
RESURF./BERKLEY RD./AVONDALE	17,937	14,852	3,085
DORAVILLE MARTA STATION ROADS	12,719,672	6,987,358	5,732,314
RESURFACE-AVONDALE/MAJ	16,642	0	16,642
RESURF./LITHONIA/ALBERT/JOHN.	11,101	0	11,101
RESURF./LITHONIA/ARABIA MT.	7,518	0	7,518
RESURFACE-HARTS/JOHN FERRY/CHA	15,855	7,552	8,303
CHAM.-MANDENHALL ST. & N. PEA	25,100	4,104	20,996
R & D SPEED HUMPS PROGRAM	286,297	85,597	200,700
RESURF-LITHONIA RANDAL	7,794	0	7,794
DCA /FLOOD PRONE HOMES	6,442,325	3,585,385	2,856,940
MARTA/SAM'S CROSS BRDG	75,000	72,765	2,235
RESURF.CAPTAIN, CARMEL, HILD	26,945	22,495	4,450
RESURF.AVONDALE-CLAREN.	35,785	35,785	0
RESURF.LITHONIA-IDA ST.@ROGERS	9,636	9,605	31
GEMA-FPH-MCJENKINS	116,363	116,363	0
HAZARD MITIGATION-3-14-00	96,100	0	96,100
Subtotal:	\$19,928,712	\$10,960,503	\$8,968,209
TOTAL	\$60,167,301	\$31,321,592	\$28,845,709

CAPITAL PROJECTS - SHERIFF

PROGRAM DESCRIPTION

Funding for this department's capital improvements program is accounted for in two funds: the General Obligation Bond Fund for the 1990, 1991, and 1998 Jail Bond Issues and the Capital Projects Fund.

1990, 1991, AND 1998 BOND ISSUES

In late 1989, DeKalb voters approved a \$100,000,000 bond issue for the design and construction of a new jail. \$10,000,000 of the bonds were sold in 1990 and used for the initial design and development phase of the project. The remaining bulk of the issue (\$88,000,000) was sold in 1991 and used for construction. The jail facility, which has a capacity of 3,540, began receiving prisoners in May, 1995. DeKalb sold the remaining \$2,000,000 of the issue for the purpose of constructing a parking deck at the jail on August 11, 1998.

IMPACT ON OPERATING BUDGET

The new jail began operating in 1995 and almost immediately upon opening began experiencing higher than anticipated prisoner populations. The 1995 budget provided funding to support the operation of the new jail with an average daily population (ADP) of 1,800. The estimated ADP in 1996 was 2,360 and as a result, the 1996 budget included over \$1,000,000 for additional overtime in order to staff the jail. The 1997 budget included an additional 48 positions and the 1998 budget added an additional 47 new positions to handle the increased ADP. Twenty-three (23) new positions were added in late 1999. The latest 2005 ADP is estimated to be 2920.

RECENT CHANGES

In 2004, the projects in the Capital Projects fund were closed and not converted into the new FMIS system.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Fund Balance Carried Forward	\$2,389,017
TOTAL	\$2,389,017

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
JAIL BONDS-1991 ISSUE	\$121,031	\$40,274	\$80,757
'91 JAIL-UNALLOC.INTEREST	5,105	0	5,105
JAIL BONDS-1998 ISSUE	1,944,297	151,286	1,793,011
UPGRADE DRAINAGE SYSTEM	16,738	4,221	12,517
'98 JAIL-UNALLOC.INTEREST	301,846	0	301,846
TOTAL	\$2,389,017	\$195,781	\$2,193,236

Note: Between 1990 and 1998, \$104,311,186 was expended for design and construction of the new jail facility as a result of this bond issue.

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 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.

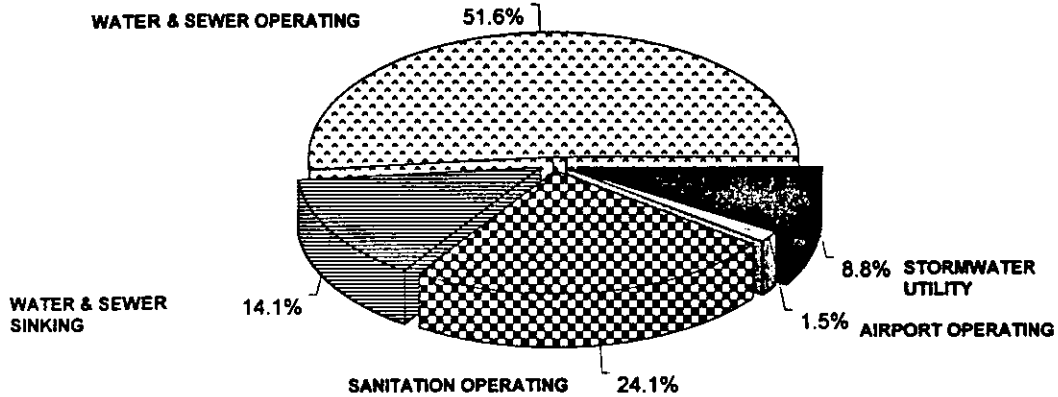
SUMMARY OF OPERATING EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
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	Actual 2003	Actual 2004	CEO'S Recommended Budget	Approved Budget 2005
PERSONAL SERVICES AND BENEFITS	\$55,246,365	\$59,007,440	\$70,390,755	\$70,390,755
PURCHASED/CONTRACTED SERVICES	4,994,850	11,210,612	13,810,078	13,810,078
SUPPLIES	11,823,228	16,472,701	15,687,560	15,687,560
CAPITAL OUTLAYS	708,379	421,090	367,281	367,281
INTERFUND/INTERDEPARTMENTAL CHGS	27,768,825	26,214,966	35,568,804	35,568,804
OTHER COSTS	12,946,652	13,731,518	21,944,733	21,944,733
DEBT SERVICE	31,482,587	31,507,571	32,140,372	32,140,372
OTHER FINANCING USES	58,158,228	66,807,258	77,368,330	77,368,330
HOLDING ACCOUNT	(426,659)	0	0	0
TOTAL EXPENDITURES	\$202,702,455	\$225,373,156	\$267,277,913	\$267,277,913
PROJECTED FUND BALANCE			17,739,814	17,739,814
TOTAL BUDGET			\$285,017,727	\$285,017,727

SUMMARY OF OPERATING EXPENDITURES AND APPROPRIATIONS BY FUND				
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	Actual 2003	Actual 2004	CEO'S Recommended Budget	Approved Budget 2005
WATER & SEWER OPERATING	\$113,907,104	\$119,597,724	\$147,054,976	\$147,054,976
WATER & SEWER SINKING	31,482,587	31,507,571	40,168,421	40,168,421
SANITATION OPERATING	53,960,589	63,923,846	68,550,996	68,550,996
AIRPORT OPERATING	2,754,420	2,640,289	4,249,716	4,249,716
STORMWATER OPERATING	597,755	7,703,726	24,993,618	24,993,618
TOTAL EXPENDITURES	\$202,702,455	\$225,373,156	\$285,017,727	\$285,017,727
NOTE: PROJECTED FUND BALANCE INCLUDED IN TOTAL			\$17,739,814	\$17,739,814
TOTAL BUDGET			\$285,017,727	\$285,017,727

ENTERPRISE FUNDS OPERATING BUDGET DOLLAR - 2005



SUMMARY OF OPERATING REVENUE BY FUND

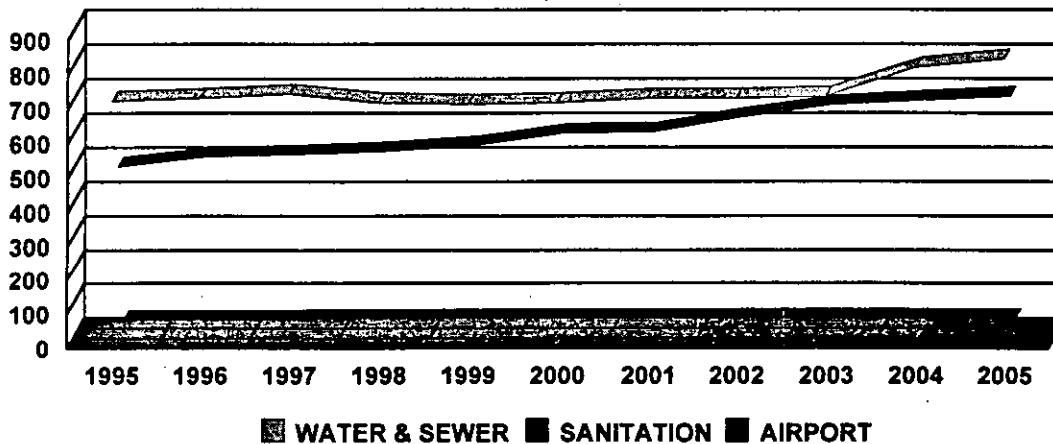
	Actual 2003	Actual 2004	CEO'S Recommended Budget	Approved Budget 2005
<u>WATER & SEWER OPERATING</u>				
Investment Income	\$128,976	\$221,401	\$171,500	\$171,500
Intergovernmental	0	64	0	0
Charges for Services	113,175,521	120,281,074	140,860,173	140,860,173
Miscellaneous	328,558	80,741	100,000	100,000
Fund Balance Carried Forward	3,709,978	5,624,929	5,923,303	5,923,303
TOTAL	\$117,343,033	\$126,208,209	\$147,054,976	\$147,054,976
<u>WATER & SEWER SINKING FUND</u>				
Investment Income	\$59,164	\$69,485	\$85,000	\$85,000
Other Financing Sources	30,919,372	32,187,012	32,339,234	32,339,234
Fund Balance Carried Forward	7,498,220	6,996,607	7,744,187	7,744,187
TOTAL	\$38,476,756	\$39,253,104	\$40,168,421	\$40,168,421
<u>SANITATION OPERATING FUND</u>				
Investment Income	\$311,253	\$425,692	\$350,000	\$350,000
Intergovernmental	1,402,398	0	0	0
Charges for Services	53,986,136	54,131,389	62,087,500	62,087,500
Miscellaneous	142,997	1,122,188	132,500	132,500
Fund Balance Carried Forward	12,342,756	14,224,949	5,980,996	5,980,996
TOTAL	\$68,185,538	\$69,904,218	\$68,550,996	\$68,550,996

FUNDS GROUP: ENTERPRISE

SUMMARY OF OPERATING REVENUE BY FUND

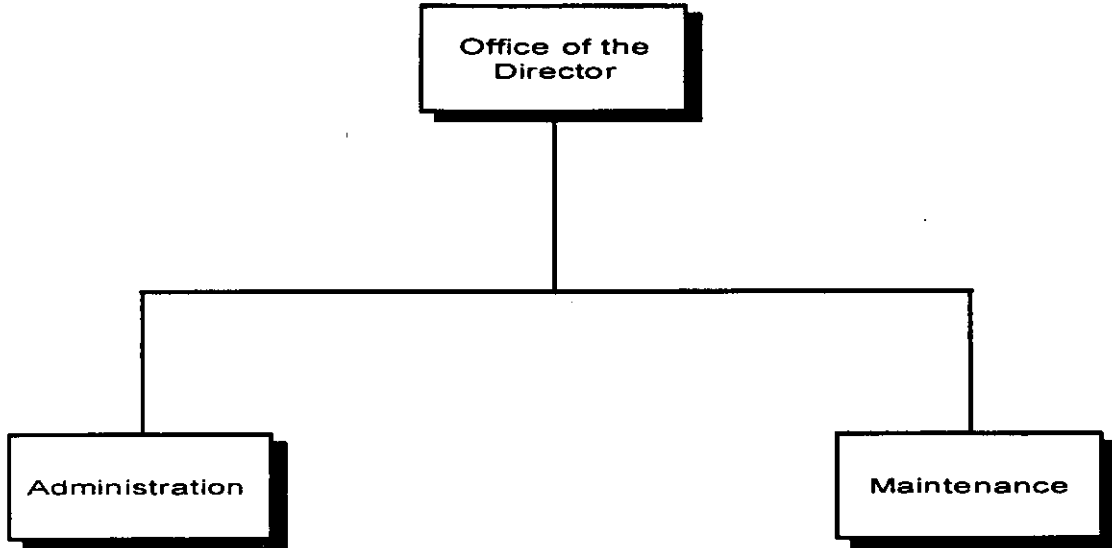
	Actual 2003	Actual 2004	CEO'S Recommended Budget	Approved Budget 2005
AIRPORT FUND				
Investment Income	\$26,311	\$31,344	\$27,000	\$27,000
Miscellaneous	2,681,693	3,214,630	3,072,500	3,072,500
Other Financing Sources	76,579	0	0	0
Fund Balance Carried Forward	514,788	544,950	1,150,216	1,150,216
TOTAL	\$3,299,371	\$3,790,924	\$4,249,716	\$4,249,716
STORMWATER UTILITY OPERATING FUND				
Investment Income	\$193	\$48,595	\$20,000	\$20,000
Charges for Services	0	15,948,556	16,600,000	16,600,000
Other Financing Sources	677,755	0	0	0
Fund Balance Carried Forward	0	80,193	8,373,618	8,373,618
TOTAL	\$677,948	\$16,077,344	\$24,993,618	\$24,993,618
GRAND TOTAL	\$227,982,646	\$255,233,799	\$285,017,727	\$285,017,727

TOTAL AUTHORIZED POSITIONS ENTERPRISE FUNDS - OPERATING



The major fluctuations in staffing levels are due to an across the board reduction in 1995 and the transfer of revenue collections personnel from the Water and Sewer and Sanitation Funds to the General Fund in 1998. Other changes are related to workload and service level issues, including additional collection crews added in Sanitation in 2002, 2003, and 2004. Also, in 2004 additional positions were added in Water and Sewer. No positions are budgeted in the Stormwater Utility Fund.

AIRPORT - OPERATING



CRITICAL MISSION STATEMENTS AND SUCCESS FACTORS

To operate a business-oriented airport in a safe, efficient, and fiscally responsible manner, and to preserve the quality of life, recognizing a partnership between residential and general aviation interests.

PROGRAM DESCRIPTION

The Airport Department operates and maintains the DeKalb Peachtree Airport; acts as liaison with the Federal Aviation Administration, Georgia DOT, A.R.C., F.C.C., and numerous other government agencies; prepares the Airport Master Plan, Airport Layout Plan and assists in preparation of land use plans for those areas surrounding the Airport performs security at the Airport; presents requests for federal and state assistance, and administers grants under the FAA Airport Improvement Program; participates on aviation boards and committees under the authority and direction of the County Board of Commissioners, leases airport land and facilities; provides noise abatement policies and procedures; provides airport/aviation staff assistance to the Airport Advisory Board and acts as general aviation information center for the public.

PERFORMANCE INDICATORS	TARGET	2002	2003	2004
REVENUE AS % OF BUDGET EXPECTATIONS	100.0%	106.5%	104.8%	110.1%

ACTIVITY MEASURES

	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Total Flight Operations	217,500	224,188	215,172	213,000
Open House Visitors	14,000	8,000	7,000	0
Airport Tenants	315	315	315	315
Based Aircraft	590	590	608	605
Acres Maintained	840	840	650	640
Buildings Maintained	14	14	14	14
Corporate Employees on Airport	1,100	1,100	1,100	1,100

AIRPORT - OPERATING

MAJOR ACCOMPLISHMENTS IN 2004

Continued implementation of the FAR Part 150 Noise Compatibility Study noise abatement recommendations. Began work on Environmental Assessment to institute formal, published departure procedures for jet aircraft for the south side of the airport to concentrate aircraft noise over industrial versus residential areas. Successfully conducted the annual Good Neighbor Day Open House and Air Show. Completed 2002 Pavement project.

MAJOR GOALS FOR 2005 AND LINKS TO COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Infrastructure

Continue proactive noise abatement actions above those recommended in FAR Part 150 Study, e.g., Formalized Departure Procedures to the South and Arrival Procedures from the North. Accomplish major CIP projects on the airside of the airport, specifically the continuation of the taxiway concrete rehabilitation project and enhancements to the Runway Safety Area (RSA) for Runways 02R / 20L. Accomplish landside infrastructure improvements to existing infrastructure including the Airport Administration Building, parking areas, T-Hangers, and community park.

MAJOR BUDGETARY IMPACTS

Previous

In 2000 \$435,778 was approved to fund various capital projects including: Land Acquisition (\$333,778), Continued Runway and Taxiway Repairs (\$80,000), Tree and Obstruction Removal (\$22,000). In addition, \$31,540 was budgeted as the Airport's contribution to various Technology Improvement Projects. Equipment totaling \$18,450 was approved, and included various pieces of maintenance equipment, a paint stripe remover, and various pieces of office equipment.

In 2001, \$438,059 was approved for funding capital projects as follows: \$93,200 for the Object Free Area Clearance, \$35,000 for the Master Plan for long-term development of the Airport, \$175,194 for the Taxiway Rehabilitation Project, \$10,000 for Tree and Obstruction Removal, \$104,665 for R/W and T/W repairs and \$20,000 for Airport land repairs and improvement. \$5,787 was budgeted as the Airport's contribution to technology improvement. \$6,850 was approved for additional equipment including a laptop computer and software. \$14,800 was approved for replacing equipment such as two tower radios and office furniture.

In 2002, \$526,111 was approved for funding capital projects as follows: \$111,111 for Sound Insulation (SIP), \$20,000 for tree and obstruction removal, \$135,000 for airport landside repairs and improvements, \$50,000 T-hangars/T-sheds, \$10,000 for maintenance facility for necessary repairs and \$200,000 for drainage improvements. \$14,250 was approved for one tower radio, two police radios, six air conditioners, three weed eaters and eight radios with headsets.

In 2003, \$3,086,537 was approved for basic operating expenses. \$2,875 was approved for additional equipment.

In 2004, \$13,300 in replacement equipment was approved. \$600,000 was recommended for nine CIP projects, including tree and obstruction removal, drainage improvements, rubber removal airport landside repair and improvement, airport noise operations monitor (ANOM), T-hangars/ T-sheds, runway taxiway repairs, object free area clearance and the airport master plan. During 2004, a Crew Worker Senior position was deleted.

2005

\$13,300 in replacement equipment was recommended. \$600,000 was recommended for nine CIP projects, including tree and obstruction removal, drainage improvements, rubber removal, airport landside repair and improvement, airport noise operations monitor (ANOM), T-hangars/T-sheds, runway taxiway repairs, object free area clearance and the airport master plan.

AIRPORT - OPERATING

MAJOR BUDGETARY IMPACTS (continued)

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 2003	Actual 2004	CEO'S Recommended Budget	Approved Budget 2005
Administration	\$2,015,082	\$1,983,558	3,552,638	3,552,638
Maintenance	739,339	707,773	697,078	697,078
TOTAL	\$2,754,421	\$2,691,331	\$4,249,716	\$4,249,716

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Personal Services and Benefits	\$1,136,153	\$1,117,032	\$1,220,518	\$1,220,518
Purchased/Contracted Services	130,119	59,878	145,654	145,654
Supplies	278,060	215,477	273,620	273,620
Capital Outlays	24,770	32,848	27,500	27,500
Interfund/Interdepartmental Charges	475,964	526,609	523,988	523,988
Depreciation and Amortization	0	51,043	0	0
Other Costs	56,029	88,444	1,458,436	1,458,436
Other Financing	653,326	600,000	600,000	600,000
TOTAL	\$2,754,421	\$2,691,331	\$4,249,716	\$4,249,716

FUNDING SOURCES

	2003	2004	2005 Budget
DeKalb-Peachtree Airport Fund	\$2,754,421	\$2,691,331	\$4,249,716

AIRPORT - OPERATING**AUTHORIZED POSITIONS BY COST CENTER**

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Administration				
Director, Airport	AG	1	1	1
Assistant Director Airport	AJ	1	1	1
Environmentalist and Noise Abatement Analyst	25	1	1	1
Secretary, Executive	23	1	1	1
Security Supervisor, Airport	24	1	1	1
Secretary, Principal	21	1	1	1
Security Guard Airport	19	6	6	6
Accounting Technician	18	1	1	1
Sub-total		13	13	13
Maintenance				
Crew Supervisor, Senior	26	1	0	0
General Foreman	25	0	1	1
Construction Supervisor	24	2	2	2
Electrician, Senior	23	1	1	1
Crew Worker Lead	21	0	2	2
Painter	18	1	0	0
Maintenance Mechanic	18	1	1	1
Grounds Service Technician	18	1	1	1
Custodian, Senior	18	1	1	1
Crew Worker, Senior	18	7	5	5
Sub-total		15	14	14
Department Total		28	27	27

AIRPORT-CAPITAL PROJECTS

PROGRAM DESCRIPTION

Because the Airport is a self-supporting enterprise, any County funds required to meet its capital needs come from the Airport Enterprise Fund instead of from the Tax Funds. An additional \$50,000 was appropriated as part of the 2005 Budget for Tree and Obstruction Removal from the flight path. The 2005 Budget also provided an additional \$130,000 for T-Hangars/T-Sheds project. An additional \$50,000 was added for Airport Noise Operations Monitor. An additional \$50,000 was added for Runway/Taxiway Repairs and an additional \$300,000 for the Airport Grounds Facilities Repair Project and \$20,000 for the Airport Master Plan.

IMPACT ON OPERATING BUDGET

The Airport has a maintenance staff of 15 which is responsible for maintenance and repairs on Airport grounds. However, major construction and renovation projects are either contracted out to private companies or accomplished with County forces from other departments.

RECENT CHANGES

None.

ANTICIPATED REVENUES

ANTICIPATIONS BEGINNING 1998

Use of Money and Property	\$24,294
Federal Government	10,989,888
State Sources	572,119
Interfund Transfers	4,683,864
Miscellaneous Revenue	3,964,396
TOTAL	\$20,234,560

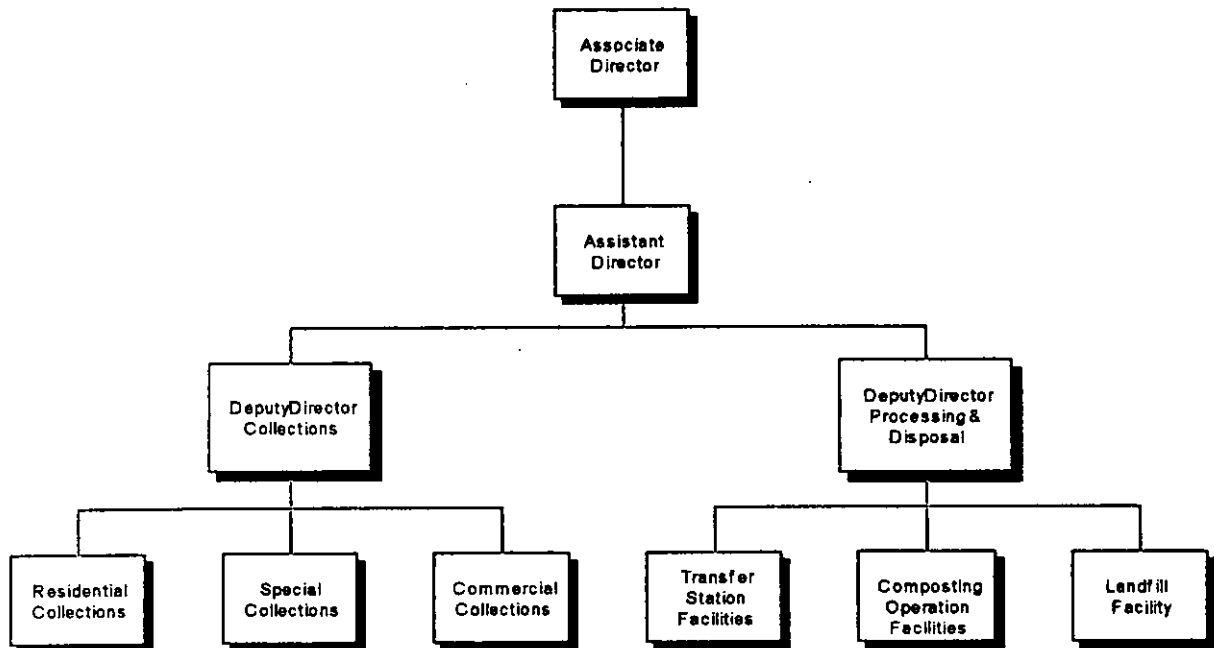
APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
2001-FAA/DOT-PAVEMENT PROJECT	\$1,961,584	\$1,961,019	\$585
2003-FAA/DOT/RUNWAY SAFETY	706,480	644,750	61,730
2003-FAA/DOT/TAXI REHABILITATION	1,675,671	1,652,826	22,845
2000 TAXIWAY REHABILITATION	25,000	0	25,000
DOT-TAXI K REHABILITATION	186,750	165,556	21,194
DRAINAGE IMPROVEMENTS	679,355	365,182	314,173
ENVIRONMENTAL STUDIES	122,132	91,586	30,546
FAA/LAND ACQ.(NCP8)	3,895,849	1,920,637	1,975,212
GROUND/FACILITY REPAIR	734,417	508,231	226,186
MAINTENANCE FACILITY	946,637	921,325	25,312
MASTER PLAN	575,422	41,171	534,251
NOISE MONITOR SYSTEM	650,000	545,094	104,906
OBJECT FREE ZONE	111,200	0	111,200
RUBBER REMOVAL	326,091	265,371	60,720

AIRPORT-CAPITAL PROJECTS**APPROPRIATIONS**

PROJECTS	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
RUNWAY-TAXIWAY REPAIR	\$1,717,266	\$948,634	\$768,632
SOUND INSTALLATION	111,111	0	111,111
T- SHED HANGARS	285,010	308,700	-23,690
TREE OBSTRUCTION REMOVAL	150,186	102,953	47,233
2002-FAA/DOT PAVEMENT PROJECT	2,003,992	1,821,615	182,377
RESERVE FOR APPROPRIATION	3,370,407	0	3,370,407
TOTAL	\$20,234,560	\$12,264,650	\$7,969,910

PUBLIC WORKS-SANITATION-OPERATING



CRITICAL MISSION STATEMENTS AND SUCCESS FACTORS

- A. To collect, transport and dispose of all solid waste generated in the unincorporated areas of DeKalb County for both commercial and residential customers.
- B. To manage the County's landfills and composting operations.
- C. To mow the rights of way in unincorporated DeKalb County and all County owned vacant lots.
- D. To respond to citizen's/customer's calls for service for all sanitation related matters.
- E. To implement policies that are in compliance with all state and federal regulations.
- F. To maintain present recycling levels and to increase these percentages in order to reach state goals through implementing new, innovative and the best management procedures economically practical.

PROGRAM DESCRIPTION

The Residential Collections Division provides twice-a-week curbside and back door collection of solid waste. It also provides twice-a-week curbside recycling, once-a-week yard debris collection, MARTA stop and litter collection services. It includes a Special Collections Section which provides periodic pickup and proper management of appliances, bulky items, passenger tires and deceased animals for residents, and also provides for the collection and proper management of trash illegally discarded on all rights of way in unincorporated DeKalb. The Commercial 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 permits to insure compliance with local, state and federal regulations.

PUBLIC WORKS-SANITATION-OPERATING

PERFORMANCE INDICATORS	TARGET	2002	2003	2004
COST OF RES REFUSE COLL*	\$72	\$50.31	\$51.22	\$62.51
COST OF COMM. REFUSE COLL*	\$35	N/A	N/A	\$28.12
COST OF REFUSE PROCESSED*	\$12.00	\$19.15	\$18.05	\$10.99
COST OF REFUSE DISPOSED*	\$8.00	\$5.89	\$6.25	\$7.22
COMPLAINTS PER 10,000 CUST	25	34	20	25
% OF RECYCLED MATERIALS PER TON OF REFUSE COLLECTED	25%	21%	23%	23%

*Per ton

	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Collections:				
Commercial Accounts	9,879	10,123	10,245	10,400
Total Commercial Tonnage	164,963	170,088	195,345	200,000
Residences Served	158,207	163,987	165,116	169,000
Total Residential Tonnage	279,568	293,930	286,702	295,000
Appliances Collected	7,103	7,325	7,523	7,600
Dead Animals Collected	6,621	6,687	6,854	6,900
Recycling:				
Scrap Metal (Tons)	1,441	1,447	1,438	1,500
Newspaper (Tons)	580	434	422	450
Mixed Papers Tons)	350	928	1,846	2,000
Aluminum Cans (Tons)	1	0	0	1
Glass (Tons)	33	22	161	180
CFC (Units)	1,601	1,070	987	1,000
Yard Debris (Tons)	101,526	123,930	94,897	100,000
Recycling Revenue	115,658	91,449	143,918	150,000
Processing:				
Buford Plant Tonnage	121,238	126,524	123,038	130,000
Central Transfer Tonnage	101,316	98,204	89,239	50,000
East Transfer Tonnage	60,373	63,987	62,272	65,000
Seminole Plant Tonnage	69,692	11,067	6,800	7,500
Pathological	310	308	312	315
Disposal:				
Seminole Landfill (Tons)	487,300	507,119	483,391	500,000

MAJOR ACCOMPLISHMENTS IN 2004

Administration - Established a full time health and safety program and expanded the headquarters office space.
 Processing and Transporting - Decreased cost drastically and met the performance indicator target.
 Collections - Reorganized the collection division into residential, special collections and commercial.
 Recycling - Increased mixed paper recycling participation by 100%.
 Disposal - Increased disposal capacity from 10 million to 49 million cubic yards available.

PUBLIC WORKS-SANITATION-OPERATING

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

Reorganize the Residential operating section into separate household garbage collection and special collections section to improve customer satisfaction, increase efficiencies and increase recycling opportunities to residential customers.

Infrastructure

Receive final permit approval for upgrades for the Seminole Road Landfill and begin construction of Unit 1 Phase 3 development. Complete final design of the Central Transfer Station and begin construction.

MAJOR BUDGETARY IMPACTS

Previous

In 2001, 2 inspectors were added to enhance the compliance program. A rate increase was approved in July, 2001 which raised residential rates to \$225 per year, and increased commercial rates to \$3.72 per cubic yard.

In 2002, 44 positions and 17 vehicles were added to create 15 crews: 8 residential, 6 yard waste, and 1 roll-off. Beginning in 2002, the Tax Commissioner began collecting residential sanitation bills as part of the annual property tax billing process.

In 2003, 29 positions and 7 vehicles were added to allow for residential routes of fewer than 1,000 residences. Two positions and 3 vehicles were added to expand the roll-off service. Two positions and 2 vehicles were included to add 2 commercial routes. A Collections Superintendent was created to better manage the commercial activities of the Division. 1 Administrative Assistant and 1 Assistant Superintendent-Landfill Operations were added to ease administrative workload.

In 2004, two Deputy Directors, two Safety and Training Officers, two more Roll-Off crews, and two more Collection Crews were added.

2005

In 2005, ten positions were added to provide better service; 1 Landfill Equipment Operator, 1 Collections Superintendent, 1 PIO, 4 Field Supervisors, 1 Supervisor Customer Service, 1 Senior Customer Rep., and 1 Roll-Off Cont. Operator,

Also included in the 2005 budget are contributions to Capital Projects for the following:

PROJECT	AMOUNT
Crymes Landfill	\$125,000
Major Modifications Phase 3&4	1,500,000
North Sanitation	3,500,000
South Sanitation	1,250,000
Central Transfer Station Replacement	3,725,000
Seminole Land Acquisition & Soil Management	300,000
TOTAL	\$10,400,000

Future

The rate increase of 2001 has enabled the Division to add the staff necessary to meet the increased service demand due to housing development in the County. The capital costs associated with the operation of the landfill remain significant. The recent rate increase has provided some relief, but the financial requirements of the Sanitation Fund will have to be closely monitored to insure that the Division will be able to meet its service requirements

PUBLIC WORKS-SANITATION-OPERATING

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Revenue Collection	\$217,135	\$229,892	\$214,605	\$214,605
Administration	13,628,834	19,231,977	21,624,269	21,624,269
Processing and Transporting	7,112,034	7,407,186	8,684,299	8,684,299
Residential Collection	21,282,862	24,102,258	25,207,482	25,207,482
Commercial Roll-Off Services	0	1,235,771	1,573,380	1,573,380
Commercial Collection	6,212,825	5,231,291	4,812,339	4,812,339
Disposal	4,084,014	4,947,085	4,678,319	4,678,319
Mowing	1,422,885	1,538,386	1,756,303	1,756,303
TOTAL	\$53,960,589	\$63,923,846	\$68,550,996	\$68,550,996

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Personal Services and Benefits	\$21,600,113	\$22,318,069	\$27,960,023	\$27,960,023
Purchased/Contracted Services	1,305,694	1,861,354	2,032,650	2,032,650
Supplies	1,152,137	1,638,508	1,489,429	1,489,429
Capital Outlays	627,230	333,188	246,101	246,101
Interfund/Interdepartmental Charges	19,401,620	17,148,010	19,062,891	19,062,891
Other Costs	570,630	674,717	7,359,902	7,359,902
Other Financing Uses	9,303,165	19,950,000	10,400,000	10,400,000
TOTAL	\$53,960,589	\$63,923,846	\$68,550,996	\$68,550,996

FUNDING SOURCES

	2003	2004	2005 Budget
Sanitation Fund	\$53,960,589	\$63,923,846	\$68,550,996

PUBLIC WORKS-SANITATION-OPERATING

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/ POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Administration				
Associate Director of Public Works-Sanitation	AF	1	1	1
Assistant Director - Sanitation	AJ	1	1	1
Deputy Director, Sanitation	32	0	2	2
Administrative Operations Manager	28	1	1	1
Public Works, Microsystems Coord.	28	1	1	1
Public Information Officer	28	0	0	1
Supervisor Customer Service	28	0	0	1
Sanitation Field Supervisor	25	1	0	0
Administrative Assistant	23	1	2	2
Sanitation Route Coordinator	23	0	1	1
Sanitation Inspector, Senior	23	1	1	1
Sanitation Inspector	21	3	3	3
Administrative Clerk	21	0	1	1
Sanitation Route Analyst	19	1	1	1
Payroll Technician, Senior	19	1	1	1
Office Assistant, Senior	19	5	4	4
Customer Service Rep Sr.	19	0	6	7
Telecommunications Operator	19	2	0	0
Public Works Dispatcher	19	1	0	0
Accounting Technician, Senior	19	2	0	0
Sub-total		22	26	29
Keep DeKalb Beautiful				
Director, Keep DeKalb Beautiful	26	1	1	1
Coord DeKalb Clean and Beautiful	21	0	1	1
Sub-total		1	2	2
Buford Plant				
Solid Waste Plant Manager	25	1	1	1
Solid Waste Plant Supervisor	24	2	2	2
Landfill Equipment Operator	21	0	5	5
Solid Waste Plant Mechanic	21	3	0	0
Equipment Operator - Principal	21	5	1	1
Sanitation-Tractor/Trailer Operator	21	14	16	16
Senior Welder	21	2	2	2
Equipment Monitor	19	0	1	1
Solid Waste Plant Operator	19	2	1	1
Scale Operator	18	2	2	2
Crew Worker, Senior	18	10	7	7
Sub-total		41	38	38

PUBLIC WORKS-SANITATION-OPERATING

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/ POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Seminole Shredder				
Solid Waste Plant Manager	25	1	1	1
Solid Waste Plant Supervisor	24	1	1	1
Landfill Equipment Operator	21	0	3	4
Roll-Off Container Operator	21	0	4	4
Solid Waste Plant Mechanic	21	4	3	3
Equipment Operator - Principal	21	1	0	0
Crew Worker, Senior	18	8	7	7
Sub-total		17	21	22
Transfer Station				
Superintendent of Processing and Disposal Operations	31	1	1	1
Assistant Superintendent of Processing and Disposal Operations	28	1	1	1
Solid Waste Plant Supervisor	24	2	2	2
Electrician, Senior	23	1	1	1
Transfer Station Incinerator Operator	21	3	3	3
Sanitation-Tractor/Trailer Operator	21	5	5	5
Sanitation Driver-Special Collections	19	1	0	0
Tractor/Trailer Oper/Trainee	19	2	1	1
Solid Waste Plant Operator	19	1	1	1
Office Assistant, Senior	19	2	2	2
Scale Operator	18	2	2	2
Crew Worker, Senior	18	3	2	2
Sub-total		24	21	21
East Transfer Station				
Solid Waste Plant Supervisor	24	1	1	1
Landfill Equipment Operator	21	2	2	2
Sanitation-Tractor/Trailer Operator- Principal	21	5	7	7
Sanitation-Tractor/Trailer Operator	19	1	0	0
Scale Operator	18	1	1	1
Crew Worker, Senior	18	2	2	2
Sub-total		12	13	13

PUBLIC WORKS-SANITATION-OPERATING

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/ POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Residential Collection-North Lot				
Sanitation-Field Supervisor, Senior	25	1	1	1
Sanitation-Field Supervisor	23	4	4	2
Supply Specialist	21	1	1	1
Sanitation Driver-Special Collections	19	3	3	0
Sanitation - Equipment Monitor	19	2	2	1
Sanitation Driver-Crew Leader	19	29	31	20
Driver-Crew Leader Trainee	18	6	5	4
Refuse Collector, Senior	18	27	38	26
Refuse Collector	14	43	34	23
Sub-total		116	119	78
North Special Collections				
Sanitation Supv Field	23	0	0	2
Sanitation Driver-Special Collections	19	0	0	3
Sanitation Driver-Crew Leader	19	0	0	11
Sanitation Equipment Monitor	19	0	0	1
Driver-Crew Leader Trainee	18	0	0	1
Refuse Collector, Senior	18	0	0	12
Refuse Collector	14	0	0	11
Sub-total		0	0	41
Residential Collection-Central Lot				
Sanitation Collections				
Superintendent-Residential	31	1	1	1
Sanitation-Field Supervisor, Senior	25	1	1	1
Safety & Driver Training Supervisor	24	0	1	1
Sanitation Field Supervisor	23	4	4	2
Supply Specialist	21	1	1	1
Equipment Monitor, Senior	20	1	0	0
Office Assistant Sr	19	0	1	1
Sanitation Driver-Special Collections	19	4	5	0
Equipment Monitor	19	2	3	2
Sanitation Driver-Crew Leader	19	20	23	16
Driver-Crew Leader Trainee	18	10	8	4
Refuse Collector, Senior	18	23	28	21
Refuse Collector	14	37	33	20
Sub-total		104	109	70

PUBLIC WORKS-SANITATION-OPERATING

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/ POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Central Special Collections				
Sanitation Collections Supt	31	0	0	1
Sanitation Supervisor Field	23	0	0	6
Sanitation Driver-Special Collections	19	0	0	5
Sanitation Driver-Crew Leader	19	0	0	7
Sanitation Equipment Monitor	19	0	0	1
Driver-Crew Leader Trainee	18	0	0	4
Refuse Collector, Senior	18	0	0	7
Refuse Collector	14	0	0	13
Sub-total		0	0	44
Residential Collection-East Lot				
Sanitation Field Supervisor, Senior	25	1	1	1
Sanitation Field Supervisor	23	4	4	2
Supply Specialist	21	1	1	1
Sanitation Driver-Special Collections	19	2	2	0
Equipment Monitor	19	2	2	1
Sanitation Driver-Crew Leader	19	26	28	20
Driver-Crew Leader Trainee	18	8	6	4
Refuse Collector, Senior	18	16	26	18
Refuse Collector	14	52	41	29
Sub-total		112	111	76
East Special Collections				
Sanitation Field Supervisor	23	0	0	2
Sanitation Driver-Special Collections	19	0	0	2
Sanitation Driver-Crew Leader	19	0	0	8
Sanitation Equipment Monitor	19	0	0	1
Driver-Crew Leader Trainee	18	0	0	2
Refuse Collector, Senior	18	0	0	8
Refuse Collector	14	0	0	12
Sub-total		0	0	35
Residential Collection-South Lot				
Sanitation Field Supervisor, Senior	25	1	1	1
Sanitation Field Supervisor	23	4	4	2
Supply Specialist	21	1	1	1
Sanitation Driver, Special Collections	19	2	2	0
Equipment Monitor	19	2	2	1
Sanitation Driver-Crew Leader	19	30	26	17
Driver-Crew Leader Trainee	18	5	9	7
Refuse Collector, Senior	18	33	44	31
Refuse Collector	14	37	26	16
Sub-total		115	115	76

PUBLIC WORKS-SANITATION-OPERATING

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/ POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
South Special Collections				
Sanitation Supervisor Field	23	0	0	2
Sanitation Driver, Special Collections	19	0	0	2
Equipment Monitor	19	0	0	1
Sanitation Driver-Crew Leader	19	0	0	9
Driver-Crew Leader Trainee	18	0	0	2
Refuse Collector, Senior	18	0	0	13
Refuse Collector	14	0	0	10
Sub-total		0	0	39
Roll-Off Collection Services				
Sanitation Collection Supt.	31	0	1	1
Safety & Driver Training Supervisor	24	0	1	1
Roll-Off Container Operator	21	0	7	8
Comm. Front End Loader Operator	19	0	1	1
Sub-total		0	11	12
Commercial Collection-Support				
Sanitation Collections				
Superintendent-Residential	31	1	0	0
Welder, Supervisor	23	1	1	1
Welder	19	4	4	4
Equipment Operator, Senior	19	2	2	2
Painter	18	1	1	1
Crew Worker, Senior	18	6	6	6
Sub-total		15	14	14
Commercial Collection-North Lot				
Sanitation Field Supervisor	23	1	1	1
Comm. Front End Loader/Operator	19	8	8	8
Sub-total		9	9	9
Commercial Collection-Central Lot				
Sanitation Field Supervisor	23	1	1	1
Roll Off Container Operator	21	5	0	0
Comm. Front End Loader/Operator	19	10	7	7
Comm. Front End Loader/Oper. Train	18	0	1	1
Sub-total		16	9	9

PUBLIC WORKS-SANITATION-OPERATING

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/ POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Commercial Collection-South Lot				
Sanitation Field Supervisor	23	1	1	1
Sanitation Driver/Crew Leader	19	1	0	0
Comm. Front End Loader/Oper.Train	18	0	0	0
Commercial Front End Loader/Oper. Tr	18	0	1	1
Sub-total		8	8	8
Commercial Collection-East Lot				
Sanitation Field Supervisor	23	1	1	1
Comm. Front End Loader/Operator	19	8	8	8
Commercial Front End Loader/Oper. Tra	18	0	1	1
Sub-total		9	10	10
Landfill				
Superintendent - Landfill Manage	31	1	1	1
Solid Waste Plant Mechanic	21	0	0	0
Landfill Operations Asst Supt	26	0	4	4
Landfill Equipment Operator	21	14	14	14
Equipment Operator, Senior	19	4	5	5
Office Assistant Sr	19	0	1	1
Solid Waste Plant Operator	19	1	0	0
Scale Operator	18	5	4	4
Crew Worker, Senior	18	8	8	8
Crew Worker	14	0	0	0
Sub-total		37	37	37
Mowing/Herbicide				
Sanitation-Field Supervisor	25	1	1	1
Crew Supervisor, CDL	24	0	1	1
Crew Supervisor	23	6	5	5
Herbicide Equipment Operator	19	1	1	1
Equipment Operator, Senior	19	17	16	16
Equipment Operator	18	0	1	1
Maintenance Mechanic	18	1	1	1
Sub-total		26	26	26
TOTAL		684	699	709

PUBLIC WORKS - SANITATION - CAPITAL PROJECTS

PROGRAM DESCRIPTION

Because the Sanitation Department is a self supporting enterprise, any county funds required to meet its capital needs come from the Sanitation Fund. In 2005, the following projects were approved for additional funding: \$125,000 for Crymes Landfill, \$1,500,000 for Major Modifications phases 3 & 4, \$3,725,000 for the Central Transfer Station Replacement, \$3,500,000 for the North Sanitation Station, \$1,250,000 for the South Station and \$300,000 for Seminole Land Acquisition & Soil Management

IMPACT ON OPERATING BUDGET

There will be no direct impact on the operating budget. The services required to implement these programs are either contracted out or Sanitation employees provide the services.

RECENT CHANGES

Effective July 1, 1998, state legislation changed the way in which capital project budgets are portrayed. House Bill No. 1364 amended Article 1 of Chapter 81 of Title 36 of the Official Code of Georgia Annotated by stating that capital projects funds are to be portrayed as project-length budgets rather than as annual budgets. Therefore, they are no longer adopted as part of the County's annual budget process.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Interfund Transfers	\$66,330,706
Fund Balance Carried Forward	6,224,949
TOTAL	\$72,555,655

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Sanitation Building/ Central Area	\$70,402	\$70,402	\$0
Landfill Liner	650,192	650,192	0
North Compost Facility	172,175	171,552	623
Landfill Closure	7,100,000	7,099,766	234
Buford Plant Red Light	30,000	0	30,000
Central Transfer Station	11,575,000	0	11,575,000
North Lot Access	30,474	30,474	0
South Lot	3,215,000	210,090	3,004,910
Methane Extraction System	5,665,100	5,168,183	496,917
RFP Construction Phase II Landfill	17,855,908	14,648,641	3,207,267
Seminole Land Acquisition	1,740,746	1,117,260	623,486
Buford Plant Roof	220,000	213,925	6,075
North Lot Facility	3,530,000	23,088	3,506,912
Demolition of Incinerator Chimney	59,584	59,584	0
Land Acquisition	745,000	736,170	8,830

PUBLIC WORKS - SANITATION - CAPITAL PROJECTS

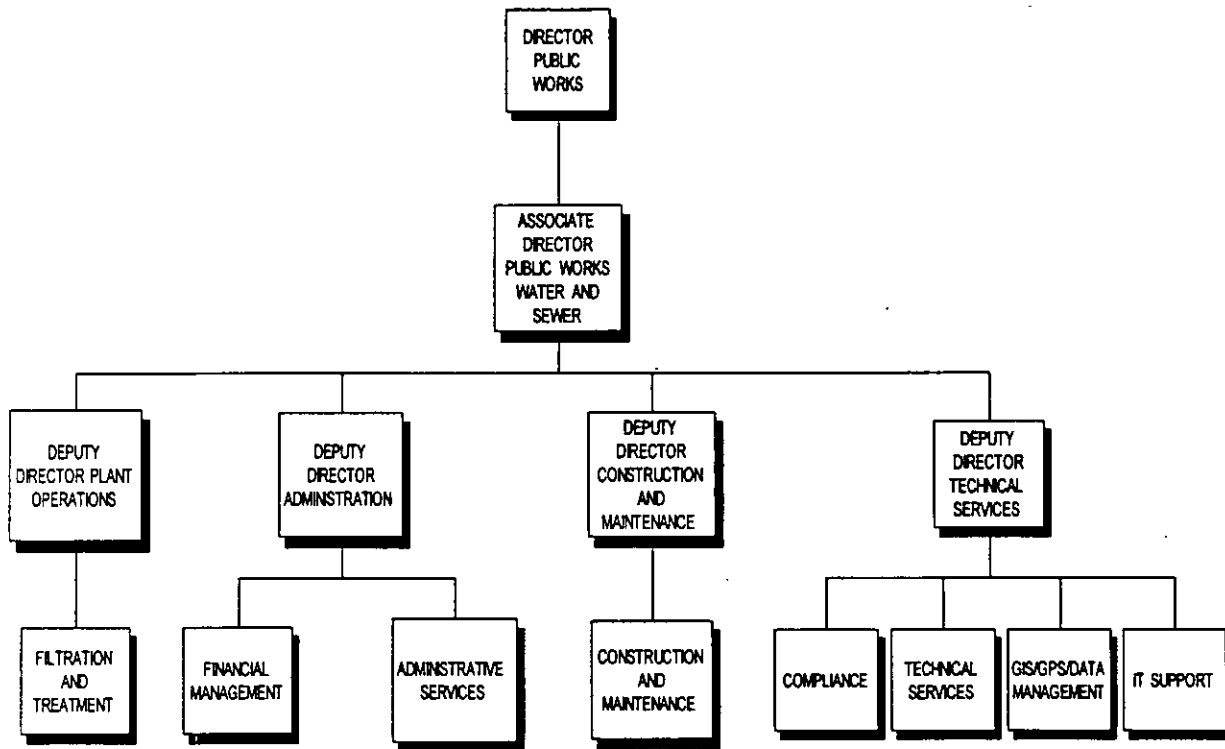
PROJECT DESCRIPTION	PROJECT		BALANCE
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	
Major Mods/Phases 3 & 4	3,375,000	1,871,402	1,503,598
Rogers Lake Property/Addition	500,000	408,766	91,234
Vehicle/Equipment Fueling Facility	560,000	467,079	92,921
Sanitary Sewer Upgrades	304,776	280,784	23,992
Linecrest Road Extension	2,695,000	484,587	2,210,413
Addition to Administration Building	320,000	162,906	157,094
Multi-use Trail	920,000	812,580	107,420
Stormwater Management	50,000	49,312	688
Gas Line Relocation	525,000	0	525,000
Transfer to Sanitation Fund	121,298	121,298	0
Crymes Landfill	525,000	26,362	498,638
Phase III Unit I	10,000,000	10,000,000	0
TOTAL	\$72,555,855	\$44,884,403	\$27,671,252

PROJECTS TO BE CLOSED*

PROJECT DESCRIPTION	PROJECT		BALANCE
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	
Sanitation Building/ Central Area	\$70,402	\$70,402	0
Landfill Liner	650,192	650,192	0
North Compost Facility	172,175	171,552	623
Landfill Closure	7,100,000	7,099,766	234
North Lot Access	30,474	30,474	0
Demolition of Incinerator Chimney	59,584	59,584	0
Transfer to Sanitation Fund	121,298	121,298	0
TOTAL	\$8,204,125	\$8,203,268	\$857

*It is expected that the Board of Commissioners will close these projects in June 2005.

PUBLIC WORKS - WATER and SEWER - OPERATING



MISSION STATEMENT

The DeKalb County Water and Sewer Division of the Public Works Department protects public health, safety and welfare through the provision of safe drinking water and advanced wastewater treatment. Our services provide a base for ensuring the quality of life both now and in the future.

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 Water and Sewer Division of the Public Works Department is the organizational entity charged with the responsibility of operating and maintaining the system, and its financial requirements are reflected in 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 Water and Sewer Associate Director's Office is responsible for the administration and policy direction of the Department, and for coordination of the operating budget. The Administration Division is responsible for payroll, personnel, purchasing, inventory control, and grounds keeping at all water and sewer facilities.

The Technical Service Division is responsible for Water and Sewer's computerized mapping, information technology, compliance, acquisition, data base management, and coordination with the County's Geographic Information System.

PUBLIC WORKS - WATER and SEWER - OPERATING

PROGRAM DESCRIPTION (continued)

The 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.

The Construction and Maintenance Division is primarily responsible for the maintenance of, and improvements to, the system's water distribution and sewage collection systems. The maintenance function entails both emergency repair and preventive maintenance.

The Production Control and Technical Services Division provides customer service, engineering services, and production control and quality control services.

PERFORMANCE INDICATORS	TARGET	2002	2003	2004
Complaints/Service Calls Per 10,000 Customers	< 1,100/year	628	729	715
% Of Unbilled Water	< 15%	14.3%	11.8%	12.5%
Water Main Failures Per 1,000 Miles Of Water Main	< 275/year	209	21	21
% Of Days In Compliance With Water And Wastewater Permits	90%	100%	100%	100%

ACTIVITY MEASURES				
	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Administrative Division:				
Procurement Purchase Amount	\$14,013,665	\$16,717,232	\$15,271,530	\$17,000,000
Filtration & Treatment Division				
Number of Water Customers	284,182	286,100	289,843	295,000
Number of Water Meters	178,579	179,500	181,747	185,000
Number of Sewer Customers	252,114	254,357	257,907	262,000
Filtration & Treatment Division-Water				
Water Pumped (Billions of Gallons)	29.82	28.23	28.79	29.00
Plant Capacity (Millions Gallons/Day)	128	128	128	128
Daily Average Consumption (Millions of Gallons)	70.03	N/A	67.95	68.50
Filtration & Treatment Division-Sewer				
No. of Lift Stations	51	53	57	65
Gal. of Wastewater Treated (Millions)	12,249	14,353	14,357	15,075
Avg. Gallons Wastewater Treated Per Day (Millions)	33.6	39.3	39.2	41.2
Plant Capacity (Millions Gallons/Day)	56	56	56	56
Laboratory Samples Tested/Analyzed	14,806	15,163	14,365	14,900
Consumer Complaints	32	48	28	36
Stormwater Discharge Characterization				
(Monitoring)	154	132	32	90
(All Sources)	171	156	62	115

PUBLIC WORKS - WATER and SEWER - OPERATING

ACTIVITY MEASURES				
	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Construction & Maintenance Division				
Water				
Main/Service Repair	2,652	N/A	N/A	N/A
Meters Repaired/Repl.	7,902	7,175	2,841	3,000
Renewed Water Service	2,482	2,416	1,383	1,500
Mains Installed (Ft.)	139,130	N/A	67,137	150,000
Mains Installed (Ft) Developer	N/A	87,351	96,741	100,000
Meters Installed (New)	3,500	3,465	2,764	3,000
Sewer				
Mains Cleaned (Ft.)	1,831,776	N/A	N/A	N/A
Mains Inspected/ Cleaned (Ft.) (Cont	N/A	989,783	1,116,817	1,253,000
Mains Rodded (Ft.)	4,585	N/A	N/A	N/A
Mains Installed (Ft.)	179,503	N/A	2,000	1,000
Mains Installed (Ft) Developer	N/A	111,055	71,542	80,000
Support				
Landscape Projects	8,487	4,865	6,212	6,800
Valve Boxes Raised	342	738	532	580
Manholes Raised	2,215	2,136	1,132	1,500

Note: N/A indicates data not available.

MAJOR ACCOMPLISHMENTS IN 2004

The Water and Sewer Division continued construction of the 150/200 million gallons per day (MGD) drinking water production plant, and completed the raw water reservoirs which gave the County 1 billion gallons of off-stream storage.

Design and regulatory permit applications continued for the new Chattahoochee River water supply intake, 200 MGD pump station and 96" transmission line to the reservoirs.

Implementation continued on the Division's Strategic Information Systems Master Plan, which will network the county's collection and distribution facilities for the first time. LIMS and CMMS programs are online, and SCADA is in the final year of construction.

Coordination of the Watershed Management Plan for the South River basin continued, including assessment for the proposed CIP for future wastewater treatment.

Major programs were maintained for identification and reduction of infiltration and inflow to the County's collection system, and for comprehensive inventory of collection system for preventive maintenance.

Expanded implementation of computerized maintenance management system with an interface to GIS database as well as to Oracle Financial and Purchasing Systems.

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S GOALS AND CRITICAL SUCCESS FACTORS

Infrastructure

Production of the highest quality drinking water in sufficient quantities to provide for all the needs of DeKalb County; and treatment of wastewaters in accordance with all federal and state mandates to provide a clean and supportive environment for our citizens and neighbors,

Utilization of innovation and technology in operation and maintenance of distribution and collection systems throughout the County, including replacement of aging systems to protect and serve our existing neighborhoods as well as the installation of new systems to sustain development.

Human Services

Provision of efficient and accountable service to all inhabitants of DeKalb while maintaining the lowest possible cost to our customers.

PUBLIC WORKS - WATER and SEWER - OPERATING

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S GOALS AND CRITICAL SUCCESS FACTORS (continued)

Organizational Effectiveness

Development and support of additional safety and training programs to enhance job knowledge for Division Staff and increase synergy with other Division goals.

MAJOR BUDGETARY IMPACTS

Previous

In FY 2000 a new cost center, GPS/GIS/Data Management, was created through reassignment of positions and responsibilities to better coordinate asset, data, and technology management. Funds were included to add two Information Technology Application Specialist positions as part of the Water and Sewer Information Systems Master Plan. \$3,937,500 was budgeted to fund the first phase of the Water and Sewer Information Systems Master Plan. \$3,000,000 was budgeted to continue funding the sanitary sewer inventory begun in 1999 budget. \$8,200,000 was budgeted for debt service on an anticipated \$214,525,000 bond issue during 2000.

In FY 2001 funds in the amount of \$25,568 were appropriated to add one Microsystems Coordinator position as part of the Water and Sewer Information Systems Master Plan. \$7,500,000 was budgeted to fund the second phase of the Water and Sewer Systems Master Plan. \$3,050,000 was budgeted to continue funding the sanitary sewer inventory begun in the 1999 budget. \$11,917,099 was budgeted for debt service on the \$214,525,000 Series Bond Issue. \$100,000 was appropriated to fund computer hardware replacements. In addition, \$52,322 was budgeted to fund three new Crew Supervisors positions and related equipment for the expansion of locating underground water and sewer mains. \$228,050 was appropriated to fund computer hardware replacement and 2002 Information Technology Projects. \$13,000 was appropriated to purchase a 20-ton Trailer and \$23,046 was budgeted for the addition of one Chevy Blazer and one Mobile Test Van to the GE Master Lease Agreement.

In FY 2002, \$11,918,373 was budgeted for principal and interest on the \$214,525,000 Series 2000 Bond Issue. The Board of Commissioners authorized a rate increase effective November 2003 in anticipation of future system expansion. The contract, in the amount of \$152,532,150, was signed and construction was started on the Scott Candler Water Filter Plant. In 2003, three positions were added to the organization, two FOG inspectors and one Administrative Assistant.

In FY 2004, nineteen positions were added including 1 Deputy Director, 1 Data Base Manager, 4 Engineering Technicians, and 13 positions to expand compliance inspections and rehabilitation of sewers. 6 Construction Inspector III positions have been transferred from Transportation to Water and Sewer. Also, a new cost center was established for Compliance Inspections and rehabilitations of sewers. As part of a reorganization realignment, the 57 positions in cost center 2130 (Finance - Revenue Collections) and 2 positions from cost center 2120 (Finance - Accounting Services) were transferred to a new cost center 2132 (Finance - Treasury) which is directly funded by the Water and Sewer Operating Fund.

2005

Nineteen positions will be added including: 1 Project Compliance Manager, 2 General Foremen, 6 Crew Supervisors, 1 Equipment Operator, and 9 Crew Workers for meter testing; expansion and rehabilitation of the County sewer mains, services, and reduction of sanitary sewer overflow; and to staff a weekend Construction Crew.

Effective January 1, 2005, a rate increase for the water and sewer commodity charges increased the water charge to \$2.19 per 1,000 gallons and the sewer charge to \$3.22 per 1,000 gallons.

Future

In 2005, it is anticipated that another bond issue will take place to fund capital projects.

PUBLIC WORKS - WATER and SEWER - OPERATING

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY DIVISION

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Director's Office	\$2,019,371	\$2,346,368	\$3,125,860	\$3,125,860
Administration	3,585,446	7,887,513	8,076,595	8,076,595
GPS/GIS/Data Management	1,933,730	2,338,501	3,220,101	3,220,101
Filtration and Treatment	30,266,136	32,064,360	34,790,864	34,790,864
Construction and Maintenance	28,357,742	30,164,490	34,671,843	34,671,843
Capitalization	(5,237,270)	(5,390,859)	(5,163,000)	(5,163,000)
Revenue Collections *	4,780,210	4,805,176	5,364,383	5,364,383
Transfers and Reserve	48,201,738	45,382,175	62,968,330	62,968,330
TOTAL	\$113,907,104	\$119,597,724	\$147,054,976	\$147,054,976

*Funding for Revenue Collections Division is provided by the Water and Sewer Revenue Fund but management is provided by the Finance Department. The positions for Revenue Collections are included in the Finance Department section of this Budget Book.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Personal Services	\$32,510,099	\$35,572,338	\$41,424,819	\$41,424,819
Purchased / Contracted Services	2,961,282	8,567,014	10,631,774	10,631,774
Supplies	10,393,031	11,948,688	11,924,511	11,924,511
Capital Outlays	56,379	55,054	93,680	93,680
Interfund / Interdepartmental Services	7,891,241	5,104,099	6,875,342	6,875,342
Other Costs	12,319,993	12,968,356	19,736,520	19,736,520
Other Financing Uses	48,201,738	45,382,175	56,368,330	56,368,330
Holding Accounts	(426,659)	0	0	0
TOTAL	\$113,907,104	\$119,597,724	\$147,054,976	\$147,054,976

FUNDING SOURCES

	2003	2004	2005 Budget
Water and Sewerage Operating Fund	\$113,907,104	\$119,597,724	\$147,054,976

PUBLIC WORKS - WATER and SEWER - OPERATING

AUTHORIZED POSITIONS BY FUNCTIONAL AREA

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Director's Office				
Associate Director, Public Works - Water and Sewer	AF	1	1	1
Assistant Director, Water and Sewer	AH	1	1	1
Deputy Director, Water and Sewer - Assets	AI	1	1	0
Deputy Director, Water and Sewer - General Operations	AI	1	1	0
Deputy Director, Water and Sewer - Technical/Prod. Services	AI	1	1	0
Deputy Director, Water and Sewer - Construction and Maintenance	AI	0	1	1
Deputy Director, Water and Sewer - Finance & Administration	AI	0	0	1
Deputy Director, Water and Sewer - Plant Operations	AI	0	0	1
Deputy Director, Water and Sewer - Eng & Tech Services	AI	0	0	1
Compliance Mgr., Sewer Collection	31	1	0	0
Water and Sewer Project Funds Mgr.	30	1	1	1
Departmental Safety Coordinator	26	0	0	1
Senior Accountant	26	1	1	1
Water and Sewer Project Analyst	25	1	1	1
Administrative Coordinator	25	2	2	1
W&S Certification Instructor	25	0	0	1
Asst Departmental Safety Coordinator	24	0	0	1
Public Education Specialist	23	0	0	1
Administrative Clerk	21	0	0	1
Secretary Principal	21	0	0	1
Accounting Technician Senior	19	0	0	1
Accounting Technician	18	0	1	0
Data Entry Operator, Senior	18	1	0	0
Sub-total		12	12	17

PUBLIC WORKS - WATER and SEWER - OPERATING

AUTHORIZED POSITIONS BY FUNCTIONAL AREA

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Administrative and Fiscal Control				
Manager, Administrative Services - Water and Sewer	33	1	1	1
Admin Operations Manager	28	0	1	1
Department Safety Coordinator	26	1	0	0
Department Training Officer	25	1	1	0
Crew Supervisor, Senior	25	1	0	0
Administrative Supervisor	25	1	0	0
Water Conservation Prog. Specialist	25	1	1	0
Assistant Departmental Safety General Foreman	25	0	1	1
Crew Supervisor	24	3	3	3
Asst. Departmental Safety Coord Coordinator	24	0	1	0
Coordinator	24	1	0	0
Administrative Assistant	23	0	0	1
Contract Technician, Water & Sewer	23	1	1	0
Purchasing Supervisor	23	1	1	1
Heavy Equipment/Truck Mechanic	23	1	1	1
Water Quality Control Electronic Specialist	23	1	1	0
Water Quality Control Electrical Specialist	23	0	0	1
Public Education Specialist	23	0	1	0
Purchasing Coordinator	22	0	1	1
Carpenter, Senior	21	1	1	1
Painter, Senior	21	1	1	1
Payroll Personnel Tech Sr.	21	0	0	3
Purchasing Technician	21	1	2	2
Secretary, Principal	21	2	2	0
Equipment Operator, Senior	19	0	0	1
Office Assistant, Senior	19	4	0	0
Payroll Technician, Senior	19	1	3	0
Crew Worker, Senior	18	9	11	13
Crew Worker	16	7	4	2
Sub-total		40	39	34
Administration-Warehouse				
Inventory/Warehouse Supervisor	25	1	1	1
Supply Specialist, Senior	24	1	1	1
Office Assistant, Senior	19	1	1	1
Stock Worker	18	5	5	5
Sub-total		8	8	8
Administration-Filter Plant Warehouse				
Supply Specialist, Senior	24	1	0	0
Sub-total		1	0	0

PUBLIC WORKS - WATER and SEWER - OPERATING

AUTHORIZED POSITIONS BY FUNCTIONAL AREA

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Management & Administration				
Engineering Supervisor	33	1	1	1
Engineer, Senior	29	1	2	3
Engineer	28	3	2	1
Crew Supervisor CDL	24	0	0	1
Engineering Technician, Senior	24	16	21	21
GIS Specialist Senior	24	1	1	1
GIS CAD Operator	23	1	1	1
Crew Supervisor	23	1	1	0
Equipment Operator, Principal	21	1	0	0
Office Assistant, Senior	19	1	1	1
Crew Worker, Senior	18	2	1	1
Sub-total		28	31	31
IT Support				
Database Manager	30	0	1	0
Network Administrator	29	0	0	1
Microsystems Specialist, Senior	29	1	1	0
Departmental Microsystems Specialist	28	4	4	5
Administrative Assistant	23	0	1	1
Sub-total		5	7	7
Filtration and Treatment Division				
Administration and Supervision				
Water Quality Control, Manager	33	1	1	1
Administrative Supervisor	25	1	1	0
Administrative Assistant	23	0	0	1
Sub-total		2	2	2
Water Production and Maintenance				
- Administration and Supervision				
Water Production/Pollution Control Branch Superintendent	31	1	1	1
Assistant Water Production/Pollution Control Branch Superintendent	30	1	1	1
Engineer, Senior	29	1	1	1
Administrative Clerk	21	1	1	1
Sub-total		4	4	4

PUBLIC WORKS - WATER and SEWER - OPERATING

AUTHORIZED POSITIONS BY FUNCTIONAL AREA

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Water Production Operation				
WQC Plant Supervisor	26	2	2	2
WQC Foreman	24	4	4	4
WQC Operator, Principal	23	2	2	2
WQC Operator, Senior	21	9	15	16
WQC Operator	19	0	0	2
WQC Operator	18	9	3	0
General Maintenance Worker	18	4	3	3
Sub-total		30	29	29
Water Maintenance				
Instrumentation & Controls Specialist	28	1	1	1
WQC Maintenance Supervisor	26	1	1	1
Crew Supervisor CDL	24	0	0	1
WQC Maintenance Supervisor, Asst.	24	1	1	1
Construction Supervisor	24	1	1	1
Supply Specialist, Senior	24	0	1	1
Water Maintenance Mechanic, Senior	23	2	2	2
Electronic Technician, Senior	23	1	3	3
WQC Maintenance Coordinator	23	2	2	2
Crew Supervisor	23	1	1	0
Water Quality Control Electronic Specialist	23	2	2	0
Water Quality Control Electrical Specialist	23	0	0	2
Water Maintenance Mechanic	21	7	8	10
Electronic Technician	21	2	0	0
Equipment Operator, Principal	21	2	2	2
Contractual Services Inspector	21	1	1	1
Water Maintenance Mechanic, Asst.	18	3	2	0
Crew Worker, Senior	18	1	2	2
Crew Worker	14	2	0	0
Sub-total		30	30	30
Water Laboratory				
Chemist, Senior	26	1	1	1
Chemist	24	1	1	1
Microbiologist	24	1	1	1
Cross Connection Control Specialist	24	1	1	0
Cross Connection Control Specialist Assistant	23	2	2	1
Water/Wastewater Laboratory Technician, Senior	23	4	4	4
Water/Wastewater Laboratory Technician	21	0	0	1
Water/Wastewater Laboratory				

PUBLIC WORKS - WATER and SEWER - OPERATING

AUTHORIZED POSITIONS BY FUNCTIONAL AREA

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Technician	19	1	1	0
Sub-total		11	11	9
Sewer Lab, Administration and Supervision				
Laboratory Monitoring Supervisor	30	1	1	1
Laboratory Monitoring Supervisor Assistant	28	1	1	1
Administrative Clerk	21	1	1	1
Sub-total		3	3	3
Sewer Laboratory				
Biologist	24	1	1	1
Chemist	24	3	2	2
Water/Wastewater Laboratory Technician, Senior	23	6	8	7
Water/Wastewater Laboratory Technician	21	0	0	2
Water/Wastewater Laboratory Technician	19	5	1	0
Sub-total		15	12	12
Sewer Monitoring				
Environmental, Senior	25	1	1	1
Environmental	24	1	1	1
Environmental Technician, Senior	23	4	4	3
Environmental Technician	21	0	0	3
Environmental Technician	19	2	2	0
Sub-total		8	8	8
WPC Snapfinger Plant				
Water Production/Pollution Control Branch Superintendent	31	1	1	1
Assistant Water Production/Pollution Control Branch Superintendent	30	1	1	1
Engineer, Senior	28	1	1	0
Engineer	28	0	0	1
WQC Plant Supervisor	26	2	2	2
Crew Supervisor CDL	24	0	0	1
WQC Foreman	24	6	5	6
WQC Operator, Principal	23	2	2	2
Water/Wastewater Laboratory Technician, Senior	23	1	1	1
Crew Supervisor	23	1	1	0
Equipment Operator, Principal	21	2	2	2
WQC Operator, Senior	21	7	7	5

PUBLIC WORKS - WATER and SEWER - OPERATING

AUTHORIZED POSITIONS BY FUNCTIONAL AREA

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Administrative Clerk	21	1	1	1
WQC Operator	19	0	0	5
WQC Operator	18	3	3	0
Crew Worker, Senior	18	1	3	3
General Maintenance Worker	14	1	1	0
Crew Worker	14	2	0	0
Sub-total		32	31	31
WPC Pole Bridge Creek Plant				
Water Production/Pollution Control				
Branch Superintendent	31	1	1	1
WQC Plant Supervisor	26	2	2	2
WQC Foreman	24	4	5	4
Administrative Clerk	21	1	1	1
WQC Operator, Senior	21	4	3	3
WQC Operator	19	0	1	1
Sub-total		12	13	12
WPC Pole Bridge Maintenance				
WQC Maintenance Supervisor	26	1	1	1
WQC Maintenance Supervisor, Asst.	24	1	1	1
Water Maintenance Mechanic, Senior	23	1	1	1
Electronic Technician, Senior	23	0	0	1
Electronic Technician, Senior	21	1	1	0
Water Maintenance Mechanic	21	0	0	1
Water Maintenance Mechanic	18	1	1	0
Crew Worker	16	0	0	2
Crew Worker	14	2	2	0
Sub-total		7	7	7
WPC Facilities Maintenance				
Instrumentation & Controls Specialist	28	1	1	1
WQC Maintenance Supervisor	26	1	1	1
WQC Maintenance Supervisor, Asst.	24	1	1	1
Water Maintenance Mechanic, Senior	23	3	3	3
Electronic Technician, Senior	23	1	1	1
WQC Maintenance Coordinator	23	1	1	1
Water Quality Control Electrical Specialist	23	0	0	1
Water Quality Control Electronic Specialist	23	1	1	0
Electronic Technician	21	1	1	1
Water Maintenance Mechanic	21	7	7	3
Electronic Technician	21	0	0	0
Office Assistant, Senior	19	1	1	1
Water Maintenance Mechanic, Asst.	18	3	3	7

PUBLIC WORKS - WATER and SEWER - OPERATING

AUTHORIZED POSITIONS BY FUNCTIONAL AREA

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Painter	18	0	0	0
Sub-total		21	21	21
Division Management and Administration				
Construction Maintenance Manager				
Water & Sewer	33	1	1	1
Production Control Manager	28	0	1	1
Customer Service Manager	28	1	1	0
Customer Service Supervisor	28	0	0	1
Administrative Supervisor	25	1	1	0
Env Proj Coordinator	24	0	1	1
Administrative Assistant	23	0	0	1
Crew Supervisor	23	1	1	1
Administrative Clerk	21	0	2	0
Customer Support Assistant	21	0	0	1
Environmental Tech	19	1	1	0
Sub-total		5	9	7
Technical Services				
Engineering Supervisor	33	1	1	1
Engineer, Senior	29	3	2	2
Engineer	28	2	1	2
Production Control Manager	28	2	1	1
Production Control Supervisor	26	1	1	1
Crew Supervisor, Senior	25	2	0	0
FOG Inspectors	25	2	0	0
Construction Inspector	25	13	10	10
General Foreman	25	0	0	1
Engineering Technician Supervisor	25	1	0	0
Cross Connection Control Spec	24	0	0	1
Geographic Information System Spec	24	1	0	0
Engineering Technician, Senior	24	3	1	0
Engineering Technician	23	0	0	1
Cross Connection Control Spc Asst	23	0	0	1
GIS CAD Operator	23	7	7	6
Contract Technician	23	0	0	1
Crew Supervisor	23	16	10	10
Administrative Assistant	23	1	0	2
Administrative Clerk	21	0	0	2
Office Assistant, Senior	19	2	1	1
Secretary, Principal	19	1	1	0
Crew Worker, Senior	18	9	2	1
Office Assistant	18	1	2	0
Crew Worker	14	2	0	0
Sub-total		70	40	44

PUBLIC WORKS - WATER and SEWER - OPERATING

AUTHORIZED POSITIONS BY FUNCTIONAL AREA

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
District 1-Maintenance				
Construction/Maintenance				
Superintendent	30	1	1	1
Crew Supervisor, Senior	25	4	4	0
Construction Inspector	25	1	1	1
General Foreman	25	0	0	4
Construction Supervisor	24	1	1	0
Crew Supervisor CDL	24	0	0	15
Supply Specialist, Senior	24	1	1	1
Crew Supervisor	23	14	14	0
Equipment Operator, Principal	21	6	6	6
Service Request Technician	20	0	0	1
Office Assistant, Senior	19	1	1	0
Equipment Operator, Senior	19	1	1	2
Crew Worker, Senior	18	26	26	37
Crew Worker	16	0	0	7
Crew Worker	14	19	19	0
Sub-total		75	75	75
Water and Sewer Construction				
Construction/Maintenance				
Superintendent	30	1	1	1
Special Project Coordinator	28	0	0	1
General Foreman	25	0	0	1
Construction Inspector	25	1	2	2
Crew Supervisor, Senior	25	4	4	0
General Foreman	25	0	0	5
Construction Supervisor	24	2	2	6
Construction Supervisor, W&S	24	1	1	0
Crew Supervisor CDL	24	0	0	17
Crew Supervisor	23	20	20	6
Electronic Technician	23	0	0	1
Electronic Technician	21	1	1	0
Equipment Operator, Principal	21	4	4	6
Service Request Technician	20	0	0	1
Equipment Operator, Senior	19	5	5	3
Field Service Representative	19	2	2	2
Meter Mechanic	18	4	4	4
Crew Worker, Senior	18	30	30	38
Crew Worker	16	0	0	29
Crew Worker	14	23	23	0
Sub-total		98	99	123

PUBLIC WORKS - WATER and SEWER - OPERATING

AUTHORIZED POSITIONS BY FUNCTIONAL AREA

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2004
District 2-Maintenance				
Construction/Maintenance				
Superintendent	30	1	1	1
Compliance Inspector	25	0	2	0
Construction Inspector	25	0	0	2
Crew Supervisor, Senior	25	5	5	0
General Foreman	25	0	0	6
Construction Supervisor	24	0	1	0
Crew Supervisor CDL	24	16	17	18
Public Works Dispatch Supervisor	23	1	1	1
Equipment Operator, Principal	21	8	10	8
Data Entry Supervisor	21	1	0	0
Service Request Technician	20	0	0	1
Dispatcher	19	0	0	7
Equipment Operator, Senior	19	2	2	2
Public Works Dispatcher	19	7	7	0
Office Assistant Sr.	19	0	1	0
Maintenance Mechanic	18	1	1	1
Crew Worker, Senior	18	26	31	34
Crew Worker	16	0	0	13
Crew Worker	14	21	18	0
Sub-total		89	97	94
District 3-Maintenance				
Construction/Maintenance				
Superintendent	30	1	1	1
Construction Inspector	25	1	1	1
Crew Supervisor, Senior	25	5	5	0
General Foreman	25	0	0	5
Crew Supervisor CDL	24	0	14	15
Construction Supervisor	24	1	1	0
Heavy Equipment/Truck Mechanic	23	3	3	3
Crew Supervisor	23	15	0	0
Equipment Operator, Principal	21	9	8	8
Data Entry Supervisor	21	0	1	1
Senior Welder	21	0	1	1
Welder	19	2	1	1
Equipment Operator, Senior	19	3	4	4
Office Assistant	18	1	0	1
Security Guard	18	1	1	0
Crew Worker, Senior	18	15	18	30
Crew Worker	16	0	0	8
Crew Worker	14	25	3	0
Sub-total		82	62	79

PUBLIC WORKS - WATER and SEWER - OPERATING

AUTHORIZED POSITIONS BY FUNCTIONAL AREA

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Compliance				
Compliance Mgr Sewer Collection	31	0	1	1
Compliance Mgr Assistant	30	0	1	0
Engineer, Principal	30	0	1	0
Senior Engineer	29	0	1	1
Special Projects Coordinator	28	0	0	1
Compliance Division Supervisor	26	0	0	3
Engineering Technician, Sr	25	0	1	0
Engineering Technician, Principal	25	0	1	0
Construction Inspector III	25	0	6	6
GIS Specialist Senior	24	0	1	1
Compliance Inspector	24	0	5	9
Compliance Inspector III	23	0	4	0
Crew Supervisor	23	0	6	4
Data Entry Supervisor	21	0	1	0
Office Assistant Senior	19	0	1	2
Data Entry, Senior	18	0	1	0
Crew Worker, Sr	18	0	9	13
General Maintenance Worker, Sr	18	0	1	0
Office Assistant	18	0	0	1
Crew Worker	16	0	1	3
Crew Worker Senior	14	0	3	0
Subtotal		0	45	45
TOTAL FULL-TIME		688	695	732

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 115 full-time positions assigned to Water and Sewer activities.

WATER AND SEWER CONSTRUCTION FUND

PROGRAM DESCRIPTION

The Water and Sewerage Construction Fund was created in 1990 to account for expenditures made from the proceeds of the 1990 and 1993 Revenue Bond issues, and local government contributions associated with the construction projects. As part of the 1996 budget, the remaining 1990 projects were transferred to the Renewal and Extension Fund. Payments from the Construction Fund are made in accordance with the bond resolution and local government agreements. State law requires that capital project funds be portrayed as project-length rather than annual budgets. Consequently, the budget for this fund is no longer adopted as part of the County's annual budget process.

MAJOR BUDGETARY IMPACTS

Previous

The County issued bonds in 1993 in order to fund its pro rata participation in the City of Atlanta's Phosphorous Reduction Program. Subsequent to issuing the bonds, the City abandoned the initial design and revised the treatment plan to include an expansion of the existing Clayton Plant facilities at a significantly higher cost. In 1997 the County paid its share of the prior project cost to Atlanta. In 1999 a rate increase was adopted which enabled a bond issue to raise funds to cover the added cost of the County's portion of the R.M. Clayton Plant upgrade, and to construct an additional raw water reservoir. In 2000, the County completed the Series 2000 Bond issue which yielded \$214,525,000. These funds will allow an expansion of the Scott Candler Filter Plant. In 2002, the contract was signed and the construction has begun on the Scott Candler Water Filter Plant. In 2003, Design and regulatory permit applications continued for the new Chattahoochee River water supply intake, 200 MGD water supply intake, 200 MGD pump station and 96" transmission line to reservoirs.

2005

During 2005, it is anticipated that there will be a \$75 million bond sale: approximately \$45 million for a raw water pumping station and transmission line, and approximately \$30 million for engineering studies for wastewater treatment processing.

Future

The County is continuing to develop improvements in the water treatment capacities of the system. Projects will be added to this fund as further improvements to the system are required.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Project Appropriation Beginning 1998	Expenditures Beginning 1998	Balance
Capital Projects	\$393,275,229	\$282,333,249	\$110,941,980
Interfund Transfers	6,264,171	1,267,762	4,996,409
TOTAL	\$399,539,400	\$283,601,011	\$32,063,434

FUNDING SOURCES

	Anticipations Beginning 1998
Construction Fund	\$399,539,400

WATER AND SEWER RENEWAL AND EXTENSION FUND

PROGRAM DESCRIPTION

The Water and Sewerage Renewal and Extension, (R&E), Fund is a separate fund to permit accounting for funds in excess of operating and debt service requirements used to renew or extend the current system. Expenditures from the Renewal and Extension Fund are made for replacements, additions, extensions and improvements or paying any obligations incurred for such purposes or paying the costs of any engineering studies, surveys or plans and specifications pertaining to future development or expansion of the system. State Law requires that capital project funds be portrayed as project-length rather than annual budgets. Consequently, the budget for this fund is no longer adopted as part of the County's annual budget process. The 1990 Bond Projects were moved from the Construction Fund to the R&E Fund in the 1996 budget.

MAJOR BUDGETARY IMPACTS

Previous

In 1997, a new account was established to handle physical plant renovations at the sewer plants which are more than maintenance items, but not large enough to warrant individual project status. Also, starting in 1997 computer equipment for Water and Sewer is no longer being purchased through this fund, but is now being provided by the Water and Sewer Operating Fund. In 1999 a rate increase was adopted which funded a bond issue, and increased the funds available for transfer to this fund. In 2000, \$1,188,739 was budgeted for additional equipment. In 2001, all equipment for Water and Sewer except desktop computers was funded from the Renewal and Extension Fund. In 2001, \$13,323,486 was budgeted for this purpose. The funding transfer from the Operating Fund was budgeted at \$16,146,178 for 2001. In 2002, \$228,050 was budgeted for computers and \$27,123,194 was transferred from the Operating Fund. In 2003, \$1,570,767 was budgeted for computers, and \$11,508,764 was transferred from the Operating Fund. In 2004, \$2,173,439 was budgeted for equipment with the exception of desktop computers..

2005

All equipment for Water and Sewer except desktop computers is funded from the Renewal and Extension Fund. In 2005, \$2,173,439 has been budgeted for this purpose. The funding transfer from the Operating Fund is budgeted at \$23,246,516 for 2005.

Future

The present rate structure and recent demand history indicate that the Water and Sewer System will be able to meet its operating and capital requirements for the foreseeable future.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Project Appropriation Beginning 1998	Expenditures Beginning 1998	Balance
Equipment	\$54,744,938	\$44,215,637	\$10,529,301
Capital Projects	256,459,808	243,598,529	12,861,279
Interfund Transfers	125,943	125,943	0
TOTAL	\$311,330,689	\$287,940,109	\$23,390,580

FUNDING SOURCES

	Anticipations Beginning 1998
Renewal and Extension Fund	\$311,330,689

WATER AND SEWER RENEWAL AND EXTENSION FUND

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR PROJECT CATEGORY

	Project Appropriation Beginning 1998	Expenditures Beginning 1998	Balance
Policy Projects	\$19,793,079	\$18,982,574	\$810,505
Reimbursable Projects	608,815	608,815	0
Miscellaneous Projects	236,183,857	224,133,083	\$12,050,774
Non-Project Expenditures	54,744,938	44,215,637	\$10,529,301
TOTAL	\$311,330,689	\$287,940,109	\$23,390,580

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WATER & SEWERAGE SINKING FUND

PROGRAM DESCRIPTION

The Water & Sewerage Sinking Fund is a separate fund specifically designated to pay principal and interest payments on Revenue Bond issues and to maintain required reserves. Revenue is derived from a transfer of funds from the Water & Sewerage System Revenue Fund and from earnings on Sinking Fund investments. The Water & Sewerage System's financial condition is sound as demonstrated by the ratings of its bonds as of year end:

	Moody's Investors Service	Standard & Poors
Water & Sewerage System Revenue	Aa2	AA

MAJOR BUDGETARY IMPACTS

Previous

The County issued revenue bonds in the amounts of \$145,665,000 and \$34,200,000 during 2003. The proceeds of these bonds will be utilized to make water plant improvements, renovation and reconstruction of trunk sewers and construction of a new Administration Building. As well, part of these funds will be used to refund the Series 1993 Revenue Bonds maturing 2005 through 2023.

Future

The County currently expects to issue additional bonds in future for various Water & Sewer projects.

ACTIVITY MEASURES

	1/1/02	1/1/03	1/1/04	1/1/05
Principal Balance (000's)	\$452,970	\$446,580	\$619,700	\$497,815,000

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	2003 Actual	2004 Actual	CEO's Recommended Budget	Approved Budget 2005
Other Costs	\$0	\$0	\$8,028,049	\$8,028,049
Debt Service	31,482,587	30,507,571	32,140,372	32,140,372
Total	\$31,482,587	\$30,507,571	\$40,168,421	\$40,168,421

FUNDING SOURCES

	2003	2004	Approved 2005 Budget
Water & Sewerage Sinking Fund	\$31,482,587	\$30,507,571	\$40,168,421

2005 BUDGET OBLIGATION WATER & SEWERAGE REVENUE BONDS BY SERIES AS OF 1/1/2005

	Principal	Interest	Total P & I
Series 1997 (Ref.)	5,600,000	722,188	6,322,188
Series 1999	0	4,774,733	4,774,733
Series 2000	875,000	11,043,513	11,918,513
Series 2003	440,000	8,654,938	9,094,938
Total	\$6,915,000	\$25,195,372	\$32,110,372

WATER & SEWERAGE SINKING FUND

**TOTAL BUDGET OBLIGATION
WATER & SEWERAGE REVENUE BONDS BY SERIES
AS OF 1/1/2005**

	Principal	Interest	Total P & I
Series 1997 (Ref.)	11,555,000	1,094,376	12,649,376
Series 1999	96,345,000	92,659,905	189,004,905
Series 2000	210,480,000	230,518,805	440,998,805
Series 2003 A & B	179,435,000	163,866,850	343,301,850
Total	\$497,815,000	\$488,139,936	\$985,954,936

**WATER & SEWERAGE SINKING FUND
TOTAL BUDGET OBLIGATION
WATER & SEWERAGE REVENUE BONDS, ALL SERIES
AS OF 1/1/2005**

	Principal	Interest	Total P & I
2005	6,915,000	25,195,372	32,110,372
2006	7,315,000	24,797,197	32,112,197
2007	5,550,000	24,374,809	29,924,809
2008	8,910,000	24,160,039	33,070,039
2009	9,445,000	23,802,476	33,247,476
2010	9,835,000	23,414,113	33,249,113
2011	10,245,000	22,999,787	33,244,787
2012	10,740,000	22,506,756	33,246,756
2013	11,265,000	21,979,769	33,244,769
2014	11,840,000	21,401,294	33,241,294
2015	12,440,000	20,809,394	33,249,394
2016	13,085,000	20,164,844	33,249,844
2017	13,760,000	19,486,819	33,246,819
2018	14,475,000	18,767,444	33,242,444
2019	15,225,000	18,023,819	33,248,819
2020	16,005,000	17,241,625	33,246,625
2021	16,820,000	16,419,306	33,239,306
2022	17,695,000	15,547,306	33,242,306
2023	18,600,000	14,646,206	33,246,206
2024	19,765,000	13,698,994	33,463,994
2025	20,770,000	12,692,618	33,462,618
2026	21,830,000	11,635,044	33,465,044
2027	22,930,000	10,533,506	33,463,506
2028	24,085,000	9,376,456	33,461,456
2029	19,375,000	8,161,119	27,536,119
2030	20,355,000	7,178,813	27,533,813
2031	21,385,000	6,146,806	27,531,806
2032	22,470,000	5,062,575	27,532,575
2033	23,640,000	3,891,825	27,531,825
2034	24,875,000	2,660,025	27,535,025
2035	26,170,000	1,363,780	27,533,780
Total	\$497,815,000	\$488,139,936	\$985,954,936

STORMWATER UTILITY FUND - OPERATING

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 collated 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.

MAJOR BUDGETARY IMPACTS

Previous

In 2004, forty positions have been established in the Roads and Drainage Department and are being reimbursed by the Fund. These positions will allow for work to begin on stormwater projects.

2005

\$8,622,019 will be transferred from the Stormwater Utility Fund to the Special Tax District-Roads & Drainage to cover cost related to the Stormwater Utility Program.

Revenues were stronger than anticipated leading to an anticipated Fund Balance Forward of \$8,290,193.

In 2005, seventeen additional positions were also added- of which eight positions make up the Stream Cleaning Crew and three of the seventeen were reclassifications.

A Stormwater Utility CIP Fund will be created and \$10 million will be transferred to this fund to cover expenses relating to Stormwater personnel and equipment.

Future

To be proactive to all stormwater issues including drainage, citizens complaints, stream pollution, and flooding.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Purchased/Contracted Services	\$597,755	\$722,368	\$1,000,000	\$1,000,000
Supplies	0	2,670,028	2,000,000	2,000,000
Interfund/Interdepartmental Charges	0	3,436,247	8,891,978	8,891,978
Other Costs	0	0	3,101,640	3,101,640
Other Financing Uses	0	875,083	10,000,000	10,000,000
TOTAL	\$597,755	\$7,703,726	\$24,993,618	\$24,993,618

FUNDING SOURCES

	2003	2004	2005 Budget
Stormwater Utility Fund	\$597,755	\$7,703,726	\$24,993,618

PUBLIC WORKS- STORMWATER UTILITY FUND - CAPITAL PROJECTS

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

This fund is being activated in 2005. The projects to be funded are in preparation.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Interfund Transfers	\$10,000,000
Fund Balance Carried Forward	0
TOTAL	\$10,000,000

APPROPRIATIONS

Appropriations for projects in this fund will be determined and finalized during 2005.

FUNDS GROUP: Internal Service

FUNDS GROUP DESCRIPTION

The purpose of the Internal Service Funds is to finance and account for services provided by designated departments to other County departments and various insurance services. Those departments so designated are Vehicle Maintenance, the Vehicle Replacement Fund, the Risk Management Fund, and Workers' Compensation Fund.

Revenue to support the Vehicle Maintenance Fund is obtained via interdepartmental and interfund transfers ("user charges") from those departments receiving these services. The financial objective of the fund is to recover the complete costs of operations resulting in a "break-even" status for the fund.

The Vehicle Replacement Fund is maintained as a separate group of accounts to ensure sufficient funding for the replacement of each vehicle in the County's fleet when its useful life has expired. Due to the variations in replacement cycles, significant fluctuations may occur in the reserve for appropriation from year-to-year.

The Risk Management Fund is also maintained as a separate group of accounts to ensure that there will be sufficient funds to meet claims, premiums and reserves for the various insurance coverages of the County. Revenues are generated by interfund charges to the various departmental budgets.

The Workers' Compensation Fund accounts for all financial transactions related to the County's Workers' Compensation activity. Prior to 2004, this activity was reported as part of the Risk Management Fund. The summaries below restate the 2003 Expenditures, Appropriations, and Revenues as if they had been already separated during that period.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
PERSONAL SERVICES AND BENEFITS	\$7,451,506	\$7,106,294	\$8,121,719	\$8,121,718
PURCHASED / CONTRACTED SERVICES	7,778,275	10,275,044	8,004,997	8,004,998
SUPPLIES	9,927,466	11,197,325	12,483,550	12,483,550
CAPITAL OUTLAYS	13,215,753	23,437,465	24,161,692	24,161,692
INTERFUND / INTERDEPARTMENTAL CHGS	3,594,794	4,392,381	8,221,351	8,221,351
OTHER COSTS	542,637	692,291	527,256	527,256
OTHER FINANCING USES	0	69,325	0	0
PAYROLL LIABILITIES	47,302,412	55,832,691	57,542,737	57,542,737
HOLDING ACCOUNTS	(897,432)	0	0	0
TOTAL EXPENDITURES	\$88,915,412	\$113,002,816	\$119,063,302	\$119,063,302
PROJECTED FUND BALANCE			23,426,770	23,426,770
TOTAL BUDGET			\$142,490,072	\$142,490,072

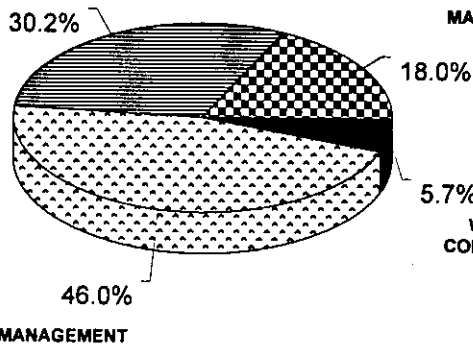
FUNDS GROUP: Internal Service

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY FUND

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Vehicle Maintenance Fund	\$19,998,105	\$21,647,009	\$25,697,826	\$25,697,826
Vehicle Replacement Fund	15,130,586	28,318,141	43,067,809	43,067,809
Risk Management Fund	50,562,627	59,783,058	65,612,196	65,612,196
Workers' Compensation Fund	3,224,094	3,254,608	8,112,241	8,112,241
TOTAL EXPENDITURES	\$88,915,412	\$113,002,816	\$142,490,072	\$142,490,072
NOTE: PROJECTED FUND BALANCE INCLUDED IN TOTAL			23,426,770	23,426,770

INTERNAL SERVICE FUNDS OPERATING BUDGET DOLLAR 2005

VEHICLE REPLACEMENT



RISK MANAGEMENT

VEHICLE MAINTENANCE

18.0%

5.7%

WORKERS' COMPENSATION

SUMMARY OF REVENUE BY FUND

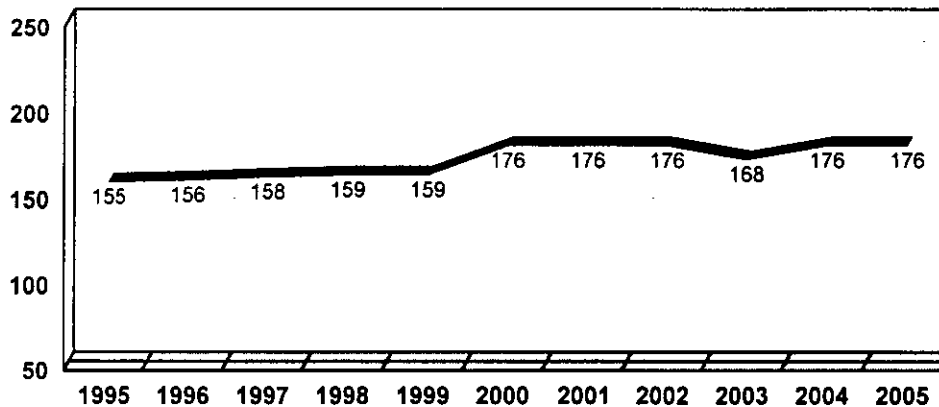
	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
VEHICLE MAINTENANCE FUND				
Intergovernmental Revenue	\$84,391	\$71,237	\$40,000	\$40,000
Charges for Services	20,230,203	20,964,761	24,151,766	24,151,766
Miscellaneous	259,945	273,340	100,000	100,000
Fund Balance Carried Forward	253,054	1,743,489	1,406,060	1,406,060
TOTAL	\$20,827,594	\$23,052,827	\$25,697,826	\$25,697,826

FUNDS GROUP: Internal Service

SUMMARY OF REVENUE BY FUND

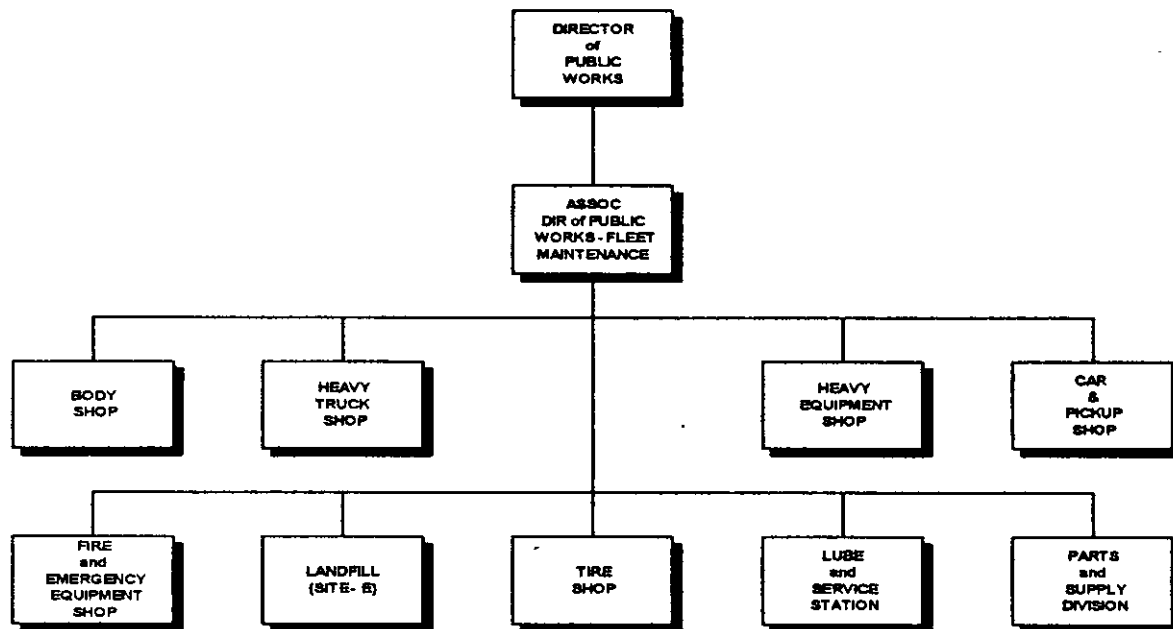
	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
VEHICLE REPLACEMENT FUND				
Charges for Services	\$20,375,098	\$19,559,052	\$21,247,134	\$21,247,134
Investment Income	348,085	408,154	325,000	325,000
Miscellaneous	3,179	0	50,000	50,000
Other Financing Sources	1,467,886	798,172	600,000	600,000
Fund Balance Carried Forward	21,334,776	28,398,438	20,845,675	20,845,675
TOTAL	\$43,529,024	\$49,163,816	\$43,067,809	\$43,067,809
RISK MANAGEMENT FUND				
Charges for Services	\$3,254,791	\$3,600,808	\$4,270,265	\$4,270,265
Miscellaneous	\$0	\$647	\$0	\$0
Payroll Deductions and Matches	51,880,578	55,661,411	57,042,580	57,042,580
Fund Balance Carried Forward	246,801	4,819,543	4,299,350	4,299,350
TOTAL	\$55,382,170	\$64,082,409	\$65,612,195	\$65,612,195
WORKERS' COMPENSATION FUND				
Charges for Services	\$1,954,338	\$3,289,004	\$5,046,248	\$5,046,248
Fund Balance Carried Forward	4,301,353	3,031,597	3,065,993	3,065,993
TOTAL	\$6,255,691	\$6,320,601	\$8,112,241	\$8,112,241
GRAND TOTAL	\$125,994,479	\$142,619,652	\$142,490,071	\$142,490,071

AUTHORIZED POSITIONS INTERNAL SERVICE FUNDS



The only positions in the Internal Service Funds are in Vehicle Maintenance. The reduction in 1995 resulted from an across the board cut. The increases in subsequent years are for increased workload and an additional facility funded in 1999. In 2003, as part of the Purchasing reorganization, the Fleet Maintenance - Purchasing unit was reorganized and 8 positions were abolished. In 2004, as part of the Budget Process, 3 positions were added. During June 2004, the requirements of the Oracle implementation necessitated adding an additional 5 positions.

PUBLIC WORKS - FLEET MAINTENANCE



MISSION STATEMENT

To support, specify, recommend, and provide County departments with the most efficient and economical vehicles and equipment available, and to maintain, repair, and service vehicles and equipment as efficiently and economically as possible with the least amount of downtime, while reducing harmful emissions and protecting the environment.

PROGRAM DESCRIPTION

The Fleet Maintenance Division of the Public Works Department is responsible for maintaining, repairing, and providing necessary operating supplies and services for the County's fleet of vehicles and ancillary equipment. The department also requisitions replacement vehicles according to an established schedule and additional vehicles as approved by the Board of Commissioners.

The department operates from four facilities. The Warren Road facility houses the heavy truck, heavy equipment, and body shops, as well as the administrative and purchasing activities of the department. The Camp Road facility houses the car/pickup shop, the fire/rescue shop, and also the lubrication, tire repair, service station and wash facilities. The Seminole Landfill facility services specialized heavy equipment, particularly landfill units. In addition to these facilities, satellite operations are also maintained at the North, Central and East lots of the Sanitation Department, and the Tire Shop at the Memorial Drive Complex.

The Fleet Maintenance organization and activities are broken down into various divisions and locations which include: (1) Body Shop; (2) Car and Pickup Shop (up to 10,000 lbs. GVW); (3) Heavy Equipment; (4) Preventive Maintenance; (5) Heavy Truck; (6) Fire and EMS; (7) The Special Services division that includes the Tire Shop, Lubrication, Fuel Facilities, and Car Wash. In addition to the main facilities, there are satellite operations covering on-site repairs and thirty-two (32) fuel sites throughout the County. The department also has a site that supports the landfill operations in a large capacity. On-site preventive maintenance is provided to County departments with off-road equipment, and on-site tire repairs are made in large department locations, as well as emergency road calls throughout the County.

The cost of the Fleet Maintenance Purchasing Unit is also charged to the Fleet Maintenance Fund. However, this activity is under the responsibility of the Purchasing Department. Due to reorganization of the Purchasing Department, this cost center has no appropriations for 2005.

PUBLIC WORKS - FLEET MAINTENANCE

PERFORMANCE INDICATORS	TARGET	2002	2003	2004
PREVENTIVE MAINTENANCE JOBS SCHEDULED/ BROUGHT IN BY DEPT	90%	76.38%	99.10%	87.04%
FUEL PURCHASED UNDER CONTRACT PRICE (PER GALLON) VS RETAIL / DIFFERENCE	Contract price lower than retail	\$0.65	\$0.81	\$0.81
TOTAL UNITS PER MECHANIC RATIO	30 Units	38	38	38
FLEET MAINTENANCE LABOR RATE vs. METRO ATLANTA REPAIR SHOP LABOR RATE	Rate lower than retail	(\$28.74)	(\$30.17)	(\$34.15)

ACTIVITY MEASURES

	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Body Shop				
Number of Employees	6	6	6	6
Number of Repair Orders	582	634	558	600
Hours	9,733	8,142	6,354	6,500
Car and Pick-up Shop				
Number of Employees	19	19	19	19
Number of Repair Orders	6,635	6,535	5,754	6,000
Hours	25,785	23,037	17,327	18,000
Heavy Equipment Shop				
Number of Employees	18	18	18	18
Number of Repair Orders	2,890	2,630	2,676	2,700
Hours	25,704	25,305	27,506	28,000
Heavy Truck Shop				
Number of Employees	45	45	46	46
Number of Repair Orders	9,213	8,091	6,716	6,800
Hours	67,182	58,169	61,364	62,000
Fire Equipment Shop				
Number of Employees	12	16	17	17
Number of Repair Orders	1,808	2,095	2,377	2,400
Hours	16,199	15,304	18,792	19,000
Tire Shop				
Number of Employees	10	10	12	12
Number of Repair Orders	6,489	6,740	6,528	6,000
Hours	17,505	20,900	18,479	19,000

PUBLIC WORKS - FLEET MAINTENANCE

MAJOR ACCOMPLISHMENTS IN 2004

Annual County auction was successful, with the cooperation and support of various departments.
Implemented Oracle System utilizing Faster Interface within department.
Acquired three positions and two vehicles due to the reorganization of the Purchasing Department.
Pursued the purchase of a new Public Safety Maintenance Facility.
Installed new fueling sites throughout the county for Fire & Rescue and Sanitation.
Maintained less than 5% out-of-service for the entire fleet.
Risk Management safety audit was successful and received an impressive commendation due to the implementation of the Safety and Loss Prevention Coordinator.

MAJOR GOALS FOR 2005 AND LINKS TO THE COUNTY'S PRIMARY GOALS AND CRITICAL SUCCESS FACTORS

Organizational Effectiveness

Proceed with the implementation of a new Public Safety Maintenance facility and additional renovations.
Purchase and install a new Frame Machine and Measuring System in our Body Shop to meet the needs of current vehicles.
Relocate and build a new Car Wash Facility with new equipment to meet our growing fleet requirements.
Relocate and construct a new Site "E" Shop to support Sanitation landfill operations.
Maintain a less than 5% out-of-service standard for all County vehicles.
Ensure that 90% of PMs are completed on time.
Transition Administrative offices and Fire & Rescue to the new Public Safety Maintenance Facility.
Provide and support "Customer Service Objectives" continually.
Improve our functionality with the Oracle Purchasing system.

MAJOR BUDGETARY IMPACTS

Previous

In 1999, staff including 2 supervisory positions, 7 mechanic positions, and 5 support positions were approved to staff and equip a North Service Center funded through the CIP. Also funded in 1999 were a service position to address Tire Shop workload, a mechanic at the Site E shop, and a mechanic to address emergency vehicle workload. In late 1999 the Department entered into a lease agreement for a facility to be used as a Tire Shop. The 2000 budget added one new tire service truck under the Master Lease Program to expand off premises tire service, with staff coming from personnel previously approved for the North Service Center.
In 2001, \$70,000 was budgeted for the full year rental and real estate tax charges on the new Tire Shop facility.
In 2002 there were no major budgetary impact additions.
In 2003 funding was appropriated in the amount of \$24,779 for the addition of one Auto Mechanic Supervisor.
In 2004 funding was appropriated in the amount of \$66,067 for the addition of three Heavy Equipment Mechanic positions for the Fire & Rescue Division. \$70,000 was appropriated for a Heavy Mobile Vehicle Lift apparatus. As part of the Purchasing Department reorganization, 5 positions were transferred from Purchasing to Fleet Maintenance in June, 2004. The positions are: 2 Fleet Parts Transport Clerks, 1 Office Asst. Senior, 1 Buyer, and 1 Departmental Microsystems Specialist.

2005

\$25,697,826 is approved for basic expenditures.

Future

The Fleet Maintenance Division will continue to be impacted by air quality, energy, and environmental legislation.

PUBLIC WORKS - FLEET MAINTENANCE

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Vehicle Maintenance	\$19,531,881	\$21,516,386	\$25,697,826	\$25,697,826
Purchasing *	466,224	130,622	0	0
FUND TOTAL	\$19,998,105	\$21,647,008	\$25,697,826	\$25,697,826

*Funding for this cost center comes from the Fleet Maintenance Fund while operational control resides with the Purchasing Department. The list of positions and other information pertaining to it can be found in the write-up for the Purchasing Department.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Personal Services and Benefits	\$7,451,506	\$7,106,294	\$8,121,718	\$8,121,718
Purchased / Contracted Services	2,754,827	2,863,477	3,738,949	3,738,949
Supplies	9,927,466	11,197,325	12,483,550	12,483,550
Capital Outlays	41,110	32,095	46,500	46,500
Interfund / Interdepartmental Charges	388,159	(8,130)	381,884	381,884
Other Costs	332,470	385,948	925,225	925,225
Other Financing Uses	0	70,000	0	0
Holding Accounts	(897,432)	0	0	0
FUND TOTAL	\$19,998,105	\$21,647,008	\$25,697,826	\$25,697,826

FUNDING SOURCES

	2003	2004	2005 Budget
Fleet Maintenance Fund	\$19,998,105	\$21,647,008	\$25,697,826

PUBLIC WORKS - FLEET MAINTENANCE

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2003	2004	2005
Public Works-Fleet Maintenance				
Associate Director Public Works, Fleet Maintenance	AG	1	1	1
Asst. Director, Fleet Maintenance	AJ	1	1	1
Fleet Specification Specialist	29	1	1	1
Automotive Shop Superintendent	28	5	5	5
Administrative Operations Manager	28	1	1	1
Network Coordinator	26	1	1	1
Automotive Body Repair Supervisor	24	14	1	1
Automotive Mechanic Supervisor	24	1	14	14
Fleet Parts Supervisor	24	1	1	1
Accounting Supervisor	24	1	1	1
Heavy Equipment/Truck Mechanic	23	66	69	69
Automotive Service Supervisor	23	3	3	3
Automotive Body Repair Worker, Sr.	23	1	1	1
Executive Secretary	23	1	1	1
Assistant Fleet Parts Supervisor	21	2	2	2
Automotive Mechanic, Senior	21	17	18	18
Automotive Body Repair Worker	21	4	4	4
Equipment Operator, Principal	21	3	2	2
Fleet Parts Expediter	21	0	3	3
Payroll Personnel Tech	19	0	1	1
Office Assistant, Senior	19	3	4	4
Accounting Technician, Senior	19	5	3	3
Automotive Mechanic	19	4	4	4
Fleet Parts Technician	19	8	8	8
Fleet Parts Transport Clerk	18	0	2	2
Accounting Technician	18	1	3	3
Office Assistant	18	2	0	0
Automotive Service Worker, Principal	18	2	5	5
Automotive Service Worker, Senior	16	14	11	11
Automotive Service Worker	14	5	5	5
Total Full-Time		168	176	176

RISK MANAGEMENT / WORKERS COMPENSATION FUNDS

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 and its officers and employees.

The Workers Compensation Fund provides coverage for workers' compensation insurance.

The rise in premium charges in health insurance led DeKalb County to enter a self-funding arrangement for employees and retired workers in 1988, contracting with a private provider to handle the administration of claims processing for group health, and provide stop-loss coverage, indemnifying the County against catastrophically heavy health insurance claims by any one individual. Health Maintenance Organization options are also available for all employees and retirees.

Revenues to the fund to support premiums and payments are generated by interfund charges to the various departmental budgets and employee payroll deductions. The charges for workers' compensation, unemployment compensation, and group health and life insurance are treated as fringe benefits expenditures within the personal services budget of the operating departments.

In 2004, the Risk Management Fund components began reporting as two separate individual funds. The Workers Compensation component is now reported under Fund 632. The Group Life & Health component along with all the other miscellaneous insurance components are part of Fund 631 for reporting purposes.

MAJOR BUDGETARY IMPACTS

Previous

The Fund's 2001 Budget of \$49,798,306 represented an increase of 2% as compared to the 2000 appropriation of \$48,640,111. The largest category, Group Life and Health, increased by \$804,382 to \$39,299,031 primarily due to projected rate increases. In addition due to less revenue and higher benefit expenditures than anticipated both Cigna and Kaiser ended the year with negative fund balances of (\$703,264) and (\$671,873) respectively. In 2001 due to good loss experience, the Funds' Group Life Insurance Company declared a dividend for the group policy. The one time rebate totaled \$983,559. As a result 2001 expenses for both employee and employer contributions for group life insurance were adjusted.

The Fund's 2002 Budget of \$52,146,345 represented an increase of 7% as compared to the 2001 appropriation of \$49,798,306. The largest category, Group Life and Health, increased by \$2,460,358 to \$41,759,390 primarily due to projected rate increases. In addition due to less revenue and higher benefit expenditures than anticipated both Cigna and Kaiser ended the year with negative fund balances of (\$913,759) and (\$986,118) respectively. In 2002 due to good loss experience, the Funds' Group Life Insurance Company declared a dividend for the group policy. The one time rebate totaled \$1,416,000. As a result 2003 expenses for both employee and employer contributions for group life insurance were adjusted. Also in 2002, several changes were made relative to the Funds' Group Life and Health Insurance Carriers. Cigna was dropped and Blue Choice and United Health Care were added as HMO and PPO providers.

The Fund's 2003 Budget of \$64,363,720 represented an increase of 23% as compared to the 2002 appropriation of \$52,146,345. The largest category, Group Life and Health, increased by \$12,288,720 to \$54,048,110 primarily due to projected rate increases. In addition due to less revenue and higher benefit expenditures than anticipated both Cigna and Kaiser ended the year with negative fund balances of (\$493,226) and (\$827,239) respectively. Due to post 9-11 circumstances substantial premium increases were incurred for 2003 relative to Building & Contents, Boiler & Machinery, and Airport Liability Insurance. In addition due to the replacement of one Police Helicopter with a newer and larger unit the Helicopter insurance premium increased substantially. Effective January 1, 2003, the county and employee contributions for group life insurance were suspended. The County contributions were reinstated on June 1, 2003, and the employee contributions restarted on December 1, 2003. This action is to offset part of the insurance company's rebate received in 2002.

RISK MANAGEMENT / WORKERS COMPENSATION FUNDS

MAJOR BUDGETARY IMPACTS (continued)

The 2004 Budget of \$70,460,095 represents an increase of 9% as compared to the 2003 appropriation of \$64,363,720. The largest category, Group Life and Health, increased by \$5,769,127 to \$59,817,237 primarily due to projected rate increases. Once again due to post 9-11 circumstances, substantial premium increases were received for 2004 relative to insurance for Building & Contents 12%, Boiler and Machinery 42%, Airport Liability 25% and Helicopters 14%. In 2004, the risk Management Fund components began reporting as two separate funds.

2005

The 2005 Budget of \$73,724,436 represents an increase of 5% as compared to the 2004 appropriation of \$70,460,095. The largest category Group Life and Health, increased by \$1,587,369 to \$61,404,605 primarily due to projected rate increases. Once again due to post 9-11 circumstances substantial premium increases are anticipated for 2005 relative to insurance for Building & Contents 14%. The replacement of one Police Helicopter with a newer and larger unit increased the helicopter insurance premium by 14%. In addition due to increased rates and compensation claims Worker's Compensation increased by 24%. Vehicle Liability insurance premiums increased by 7%.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Workers' Compensation	\$3,224,093	\$3,254,608	\$8,112,241	\$8,112,241
Unemployment Compensation	210,167	306,343	(172,233)	(172,233)
Group Health and Life Insurance	47,302,412	55,832,691	61,404,605	61,404,605
Building and Contents	572,474	419,532	965,700	965,700
Boiler and Machinery	46,935	46,100	51,700	51,700
Non-Immunity Expenses	284,374	1,246,240	995,626	995,626
Vehicle Insurance	1,843,980	1,765,367	2,041,965	2,041,965
Airport Liability	1,728	6,541	14,933	14,933
Police Helicopter	165,162	138,446	161,000	161,000
Monies, Securities and Blanket Bond	62,828	0	48,900	48,900
Loss Control	72,568	47,574	100,000	100,000
Payments to Refunded Bond Escrow	0	(675)	0	0
Prior Year Paid Adjustments	0	(25,100)	0	0
TOTAL	\$53,786,721	\$63,037,666	\$73,724,437	\$73,724,437

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Purchased/Contracted Services	\$3,077,630	\$2,560,076	\$4,262,049	\$4,262,049
Interfund/Interdepartmental Charges	3,196,512	4,339,231	4,318,607	4,318,607
Other Costs	210,167	306,343	7,601,044	7,601,044
Other Financing Uses	0	(675)	0	0
Payroll Liabilities	47,302,412	55,832,691	57,542,737	57,542,737
TOTAL	\$53,786,721	\$63,037,666	\$73,724,437	\$73,724,437

RISK MANAGEMENT / WORKERS COMPENSATION FUNDS

FUNDING SOURCES

	2003	2004	2005 Budget
Risk Management Fund	\$53,786,721	\$59,783,058	\$65,612,196
Workers Compensation Fund	0	3,254,608	8,112,241
TOTAL	\$53,786,721	\$63,037,666	\$73,724,437

VEHICLE FUND

PROGRAM DESCRIPTION

The Vehicle Fund is maintained as a separate group of accounts within the Internal Services Fund. It was established to insure that sufficient capital exists to replace each unit in the County fleet when replacement criteria indicate replacement is warranted. Revenues to the fund are vehicle replacement charges and contributions for additions to the fleet that are provided by other funds. All expenditures for purchase of County fleet units are made from the Vehicle Fund.

Vehicle replacement charges are based upon the cost and useful life of each unit in the County's fleet. These charges are assessed each year and are held in reserve until the replacement purchase is made. Any temporarily idle funds are invested to provide additional income as a hedge against inflation and unexpected or unusual price increases. Vehicle replacement decisions are based upon mileage (or hours of operation) and age and/or repair costs. The Associate Director of Public Works-Fleet Maintenance is responsible for requisitioning vehicle replacements as required.

Additions to the fleet must be specifically approved by the Board of Commissioners. Funding for additional fleet units is initially appropriated in the applicable department and transferred to the Vehicle Fund.

MAJOR BUDGETARY IMPACTS

Previous

In FY2000, the Board amended the budget to transfer \$1,443,841 from the Future Replacement -Tax account. This increased the amount owed this fund by the tax funds to \$3,943,841. Funds totaling \$12,440,800 were appropriated for the replacement of 298 vehicles. The addition of 92 vehicles was approved, 91 under terms of the Master Lease, and 1 purchased at a budgeted cost of \$90,000. The appropriation included reserves for future replacement of \$15,182,999.

In FY2001, funds totaling \$12,247,400 were appropriated for the replacement of 314 vehicles. The addition of 16 new and 7 replacement vehicles were approved under terms of the Master Lease agreement. The appropriation included reserves for future replacement of \$18,915,694.

In FY2002, funds totaling \$18,785,912 were appropriated for the replacement of 295 vehicles and 1 police helicopter. The addition of 23 new and 1 replacement vehicle were approved under terms of the Master Lease agreement. Twelve of the new vehicles were Sanitation vehicles. The appropriation included reserves for future replacement of \$16,696,533.

In FY2003, funds totaling \$12,189,298 were appropriated for the replacement of 292 vehicles and 1 landfill compactor. The addition of 40 new and 19 replacement vehicles were approved under terms of the Master Lease agreement. In addition 22 new vehicles were appropriated for purchase with funding of \$1,743,833. Seventeen of these were Sanitation vehicles. The appropriation included reserves for future replacement of \$25,995,742.

In FY2004, funds totaling \$13,780,242 were appropriated for the replacement of 221 vehicles and 1 police helicopter. The addition of 54 new and 8 replacement vehicles were approved under terms of the Master Lease agreement. In addition 39 new vehicles were appropriated for purchase with funding of \$2,159,605. The appropriation included reserves for future replacement of \$30,381,016.

2005

\$36,567,643 is appropriated for the replacement of 323 vehicles. \$6,500,166 is appropriated for the addition of 81 vehicles (including 25 under terms of the Master Lease agreement).

Future

The Vehicle Fund will continue to be impacted as the County takes steps to comply with the mandates of the Clean Air Act.

VEHICLE FUND

ACTIVITY MEASURES				
	Actual 2002	Actual 2003	Actual 2004	Estimated 2005
Vehicle Replacement				
Units Scheduled	296	292	222	323
Units Replaced	295	290	246	323
Vehicle Addition				
Units Added - Purchase	0	22	75	56
Units Added - Lease Purchase	23	40	55	25
Vehicles in Fleet	2,682	2,744	2,874	2,955

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Vehicle Replacement	\$10,738,936	\$19,185,907	\$36,567,643	\$36,567,643
Vehicle Addition	4,391,650	9,276,427	6,500,166	6,500,166
TOTAL	\$15,130,586	\$28,462,335	\$43,067,809	\$43,067,809

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2003	Actual 2004	CEO's Recommended Budget	Approved Budget 2005
Purchased / Contracted Services	\$1,945,817	\$4,851,492	\$4,000	\$4,000
Capital Outlays	13,174,644	23,405,370	24,115,192	24,115,192
Interfund / Interdepartmental Charge	10,125	61,280	3,520,860	3,520,860
Depreciation and Amortization	0	144,193	0	0
Other Costs	0	0	15,427,757	15,427,757
TOTAL	\$15,130,586	\$28,462,335	\$43,067,809	\$43,067,809

FUNDING SOURCES

	2003	2004	2005 Budget
VEHICLE FUND	\$15,130,586	\$28,462,335	\$43,067,809

SALARY SCHEDULE

SALARY RANGE	ANNUAL SALARY		SALARY RANGE	ANNUAL SALARY	
	Minimum	Maximum		Minimum	Maximum
10	\$13,680	\$21,228	28	\$39,048	\$60,576
11	\$14,496	\$22,500	29	\$41,388	\$64,212
12	\$15,372	\$23,844	30	\$43,872	\$68,064
13	\$16,296	\$25,272	31	\$46,512	\$72,144
14	\$17,268	\$26,796	32	\$49,764	\$77,196
15	\$18,312	\$28,404	33/ AJ/ AJF	\$53,244	\$82,596
16	\$19,404	\$30,108	34 / AI	\$56,976	\$88,380
17	\$20,568	\$31,908	35/ AH	\$60,960	\$94,572
18	\$21,804	\$33,828	36/ AG	\$65,232	\$101,184
19	\$23,112	\$35,856	37/ AF	\$69,792	\$108,276
20	\$24,504	\$38,004	38/ AE	\$74,676	\$115,848
21	\$25,968	\$40,284	39/ AD	\$79,908	\$123,960
22	\$27,528	\$42,708	40/ AC	\$85,500	\$132,636
23	\$29,184	\$45,264	41	\$91,488	\$141,924
24	\$30,924	\$47,976	42	\$97,884	\$151,860
25	\$32,784	\$50,856	AB	\$1	\$108,276
26	\$34,752	\$53,916	AA	\$112,586	\$174,640
27	\$36,840	\$57,720			

DEKALB COUNTY

ITEM NO.	
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BOARD OF COMMISSIONERS

ACTION TYPE

BUSINESS AGENDA /MINUTES

Resolution

MEETING DATE: January 25, 2005

HEARING TYPE
Public Hearing

SUBJECT: 2005 Budget

DEPARTMENT: C E O

PUBLIC HEARING:	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
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ATTACHMENT: Attachment <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <u>14</u> P
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INFORMATION CONTACT:	Vernon Jones, CEO
PHONE NUMBER:	404-371-2112

PURPOSE:

- (1) To consider adoption of the 2005 Budget, and
- (2) To consider approval of the adjustments to the authorized County position listing.

NEED/IMPACT:

A Public Hearing on the 2005 Recommended Budget must be held to comply with State Law and the DeKalb County Code.

The County Attorney has reviewed the document and approved it as to form.

RECOMMENDATION(S):

- (1) Adopt the 2005 Budget (Attachment A); and,
- (2) Approve the adjustments to the authorized County position listing (Attachment B).


**FOR USE BY COM
MISSION OFFICE/CLERK ONLY**

ACTION: H1


The following is an outline of the discussion/action on the 2005 Budget.

- I. Public Comments (heard on 1/11/05 and 1/25/05)
- II. Budget Adoption and Budget Review Committee Amendments to the CEO's 2005 Recommended Budget (heard on 1/25/05).

ADOPTED: JAN 25 2005
(DATE)


PRESIDING OFFICER
DEKALB COUNTY BOARD OF COMMISSIONERS

CERTIFIED: JAN 25 2005
(DATE)


CLERK,
DEKALB COUNTY BOARD
OF COMMISSIONERS

FOR USE BY CHIEF EXECUTIVE OFFICER ONLY

APPROVED: JAN 25 2005


CHIEF EXECUTIVE OFFICER
DEKALB COUNTY

VETOED: _____

CHIEF EXECUTIVE OFFICER
DEKALB COUNTY

VETO STATEMENT ATTACHED: _____

MINUTES:

	FOR	AGAINST	ABSTAIN	ABSENT
DISTRICT 1 - ELAINE BOYER		X		
DISTRICT 2 - GALE WALLDORFF	X			
DISTRICT 3 - LARRY JOHNSON	X			
DISTRICT 4 - BURRELL ELLIS	X			
DISTRICT 5 - HANK JOHNSON	X			
DISTRICT 6 - KATHIE GANNON	X			
DISTRICT 7 - CONNIE STOKES	X			

BUDGET RESOLUTION

A RESOLUTION ADOPTING A BUDGET FOR THE FISCAL YEAR 2005 FOR EACH FUND OF DEKALB COUNTY, APPROPRIATING THE AMOUNTS SHOWN IN EACH BUDGET AS EXPENDITURES, ADOPTING THE SEVERAL ITEMS OF REVENUE ANTICIPATIONS, PROHIBITING EXPENDITURES TO EXCEED APPROPRIATIONS, AND PROHIBITING EXPENDITURES TO EXCEED ACTUAL FUNDING AVAILABLE.

WHEREAS the Chief Executive Officer of DeKalb County has presented a proposed 2005 budget to the Board of Commissioners on each of the various funds of the County, and,

WHEREAS each of these budgets lists proposed expenditures for the fiscal year 2005, proposes certain levies and charges to finance these expenditures, and lists the anticipated revenues to be derived therefrom, and,

WHEREAS each of these budgets is a balanced budget, so that anticipated revenues for each fund equal proposed expenditures.

NOW, THEREFORE, BE IT RESOLVED that this budget, be and it is hereby approved and the several items of revenues shown in the budget for each fund in the amounts anticipated are adopted and that the several amounts shown in the budget for each fund as proposed expenditures are hereby appropriated to the departments named in each fund.

BUDGET RESOLUTION

H1

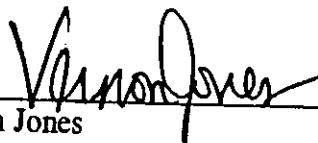
BE IT FURTHER RESOLVED that the expenditures shall not exceed the appropriations authorized by this budget or amendments thereto provided; however, that expenditures for the fiscal year shall not exceed actual funding available.

Adopted by the DeKalb County Board of Commissioners, this 25th day of January, 2005.



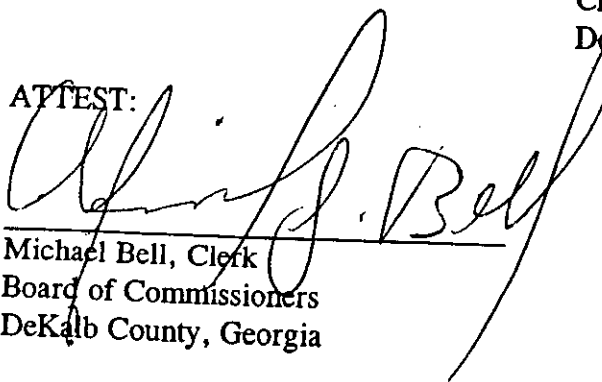
Burrell Ellis
Presiding Officer
Board of Commissioners
DeKalb County, Georgia

Approved by the Chief Executive Officer of DeKalb County, this 25th day of January, 2005.



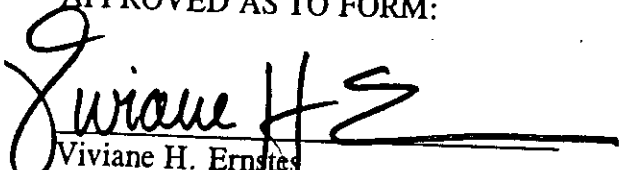
Vernon Jones
Chief Executive Officer
DeKalb County, Georgia

ATTEST:



Michael Bell, Clerk
Board of Commissioners
DeKalb County, Georgia

APPROVED AS TO FORM:



Viviane H. Ernstes
Acting County Attorney

BUDGET RESOLUTION

H1

TAX FUNDSGENERAL FUND2005 BUDGET

ANTICIPATED REVENUES:

Property Taxes	\$121,741,337
Excise Taxes	51,900,000
Use of Money & Property	257,917
Intergovernmental Revenue	13,454,842
Fines & Forfeitures	14,285,000
Charges for Services	6,280,500
Miscellaneous Revenue	3,241,600
Interfunds	23,260,763
Fund Balance Carried Forward	21,747,628
TOTAL - GENERAL FUND	\$256,169,587

PROPOSED EXPENDITURES:

Chief Executive Officer	\$1,842,757
Board of Commissioners	1,158,181
Ethics Board	2,000
Law Department	2,963,026
Geographic Info Systems	1,948,157
Facilities Management	13,553,390
Purchasing	3,480,313
Human Resources & Merit System	3,351,717
Information Systems	11,116,532
Finance	6,126,743
Property Appraisal	4,817,118
Tax Commissioner	6,311,414
Registrar	1,891,379
Sheriff	65,186,560
Juvenile Court	5,913,352
Superior Court	7,181,446
Clerk of Superior Court	4,699,533
State Court	10,803,727
Solicitor - General	4,124,193
District Attorney	9,156,216
Child Advocate's Office	718,671
Probate Court	1,565,230
Medical Examiner	2,133,204
Public Defender	6,601,190
Police	6,893,528
Magistrate Court	2,197,892
Fire & Rescue Services	16,450,256
Planning	1,196,329
Public Works - Director	464,282
Economic Development	918,563
Library	11,907,172
Cooperative Extension	1,008,253
Public Health	5,297,033
Community Service Board	2,193,854
D F A C S	2,032,000
Human & Community Development	1,421,715
Contributions to Capital Projects	2,128,687
Non - Departmental	25,413,974
TOTAL - GENERAL FUND	\$256,169,587

FIRE FUND**2005 BUDGET****H1****ANTICIPATED REVENUES:**

Property Taxes	\$33,955,094
Excise Taxes	13,580,500
Use of Money & Property	1,015
Intergovernmental Revenue	970,994
Miscellaneous Revenue	55,000
Interfund Transfers	1,075,000
Fund Balance Carried Forward	2,697,695
TOTAL - FIRE FUND	\$52,335,298

PROPOSED EXPENDITURES:

Fire & Rescue Services	\$49,232,211
Contributions to Capital Projects	0
Non - Departmental	3,103,087
TOTAL - FIRE FUND	\$52,335,298

HOSPITAL FUND**ANTICIPATED REVENUES:**

Property Taxes	\$13,767,288
Excise Taxes	5,190,000
Use of Money & Property	0
Intergovernmental Revenue	2,540,766
Fund Balance Carried Forward	107,245
TOTAL - HOSPITAL FUND	\$21,605,299

PROPOSED EXPENDITURES:**\$21,605,299****DEBT SERVICE FUND****ANTICIPATED REVENUES:**

Property Taxes	\$14,157,999
Use of Money & Property	35,375
Fund Balance Carried Forward	149,551
TOTAL - DEBT SERVICE FUND	\$14,342,925

PROPOSED EXPENDITURES:**\$14,342,925****SPECIAL TAX DISTRICT - DEBT SERVICE FUND****ANTICIPATED REVENUES:**

Property Taxes	\$12,501,506
Use of Money & Property	75,825
Fund Balance Carried Forward	1,526,839
TOTAL - STD - DEBT SERVICE FUND	\$14,104,170

PROPOSED EXPENDITURES:**\$14,104,170****SPECIAL TAX DISTRICT - DESIGNATED SERVICES****ANTICIPATED REVENUES:**

Property Taxes	\$46,592,758
Excise Taxes	1,203,042
Licenses & Permits	675,000
Use of Money & Property	114,903
Intergovernmental Revenue	2,961,530
Charges for Services	2,149,500
Miscellaneous Revenue	328,750
Interfunds	75,597,870
Fund Balance Carried Forward	10,139,573
TOTAL - S T D - DESIGNATED SERVICES FUND	\$139,762,926

2005 BUDGET

H1

SPECIAL TAX DISTRICT - DESIGNATED SERVICES

PROPOSED EXPENDITURES:

Police	\$87,384,760
Public Works - Transportation	4,658,520
Public Works - Roads & Drainage	24,156,473
Parks & Recreation	19,160,829
Arts, Culture, and Entertainment	792,298
Contributions to Capital Projects	0
Non - Departmental	3,610,046
TOTAL - S T D - DESIGNATED SERVICES FUND	<u><u>\$139,762,926</u></u>

SPECIAL TAX DISTRICT - UNINCORPORATED

ANTICIPATED REVENUES:

Property Taxes	\$582,118
Excise Taxes	46,301,958
Licenses & Permits	19,810,000
Use of Money & Property	15,225
Fines & Forfeitures	14,425,000
Charges For Services	190,000
Interfunds	(74,897,870)
Fund Balance Carried Forward	516,964
TOTAL - S T D - UNINCORPORATED FUND	<u><u>\$6,943,395</u></u>

PROPOSED EXPENDITURES:

C E O Office - Cable TV Support	\$163,765
Finance - Business License	1,142,732
Recorder's Court	3,268,627
Planning - Zoning Analysis	785,117
Police - Code Enforcement	1,401,613
Non - Departmental	181,541
TOTAL - S T D - UNINCORPORATED FUND	<u><u>\$6,943,395</u></u>

SPECIAL REVENUE FUNDS

DEVELOPMENT FUND

ANTICIPATED REVENUES:

Licenses & Permits	\$11,543,104
Use of Money & Property	25,000
Miscellaneous Revenue	105,000
Fund Balance Carried Forward	510,847
TOTAL - DEVELOPMENT FUND	<u><u>\$12,183,951</u></u>

PROPOSED EXPENDITURES:

Planning - Development Support	\$308,542
Development	11,875,409
TOTAL - DEVELOPMENT FUND	<u><u>\$12,183,951</u></u>

PUBLIC EDUCATION & GOVERNMENT ACCESS FUND

ANTICIPATED REVENUES:

Use of Money & Property	\$20,000
Miscellaneous Revenue	150,000
Fund Balance Carried Forward	1,582,326
TOTAL - P E G FUND	<u><u>\$1,752,326</u></u>

PROPOSED EXPENDITURES:

\$1,752,326

2005 BUDGET

H1

COUNTY JAIL FUND

ANTICIPATED REVENUES:

Fines & Forfeitures	\$1,846,000
TOTAL - COUNTY JAIL FUND	\$1,846,000

PROPOSED EXPENDITURES:

\$1,846,000

HOTEL / MOTEL TAX FUND

ANTICIPATED REVENUES:

Excise Taxes	\$2,400,000
Fund Balance Carried Forward	209,476
TOTAL - HOTEL / MOTEL TAX FUND	\$2,609,476

PROPOSED EXPENDITURES:

\$2,609,476

VICTIM ASSISTANCE FUND

ANTICIPATED REVENUES:

Other Local Governments/Agencies	\$175,000
Fines & Forfeitures	900,000
Fund Balance Carried Forward	550,378
TOTAL - VICTIM ASSISTANCE FUND	\$1,625,378

PROPOSED EXPENDITURES:

\$1,625,378

RECREATION FUND

ANTICIPATED REVENUES:

Charges for Services	\$1,895,075
Fund Balance Carried Forward	101,542
TOTAL - RECREATION FUND	\$1,996,617

PROPOSED EXPENDITURES:

\$1,996,617

LAW ENFORCEMENT CONFISCATED MONIES FUND

ANTICIPATED REVENUES:

Intergovernmental Revenue	\$0
Fund Balance Carried Forward	1,564,061
TOTAL - L.E.C.M. FUND	\$1,564,061

PROPOSED EXPENDITURES:

Sheriff	\$88,514
District Attorney	182,788
Public Safety - Police	1,292,759
TOTAL - L.E.C.M. FUND	\$1,564,061

GRANT - IN - AID FUND

ANTICIPATED REVENUES:

Use of Money & Property	\$0
Federal Government	25,539,903
State Sources	6,073,010
Other Agencies	5,073,883
Miscellaneous Revenue	124,970
Interfund Transfers	2,051,272
Various Pending grants	400,000
Fund Balance Carried Forward	2,088,892
TOTAL - GRANT - IN - AID FUND	\$41,351,930

2005 BUDGET

H1

GRANT - IN - AID FUND

PROPOSED EXPENDITURES:

Community Development	\$15,397,374
DeKalb Workforce Development	2,851,047
Commission Office	0
Finance	175
Sheriff	276,561
Juvenile Court	687,601
Superior Court	625,525
State Court	648
Solicitor - General	265,281
District Attorney	173,885
Public Defender	0
Police	1,945,995
Fire & Rescue Services	1,454,181
Magistrate Court	116,605
Public Works Grants	0
Economic Development	0
Parks & Recreation	1,233,578
Cooperative Extension	276,056
Public Health	9,295
D F A C S	1,839,432
Human & Community Development	480,044
Public Works - Water & Sewer	0
Public Works - Sanitation	71,861
Public Works-Fleet Maintenance	206,207
Non - Departmental	3,401,581
Pass - Thru Grants	0
Pending Grants	344,165
Local Law Enforcement Block Grants	9,694,833
TOTAL - GRANT - IN - AID FUND	\$41,351,930

CHILD SUPPORT INCENTIVE FUND

ANTICIPATED REVENUES:

Fund Balance Carried Forward	\$0
TOTAL - CHILD SUPPORT INCENTIVE FUND	\$0

PROPOSED EXPENDITURES:

\$0

JUVENILE SERVICES FUND

ANTICIPATED REVENUES:

Charges for County Services	\$70,000
Fund Balance Carried Forward	15,504
TOTAL - JUVENILE SERVICES FUND	\$85,504

PROPOSED EXPENDITURES:

\$85,504

DRUG ABUSE TREATMENT & EDUCATION FUND

ANTICIPATED REVENUES:

Use of Money & Property	\$1,000
Fines & Forfeitures	65,000
Fund Balance Carried Forward	36,732
TOTAL - D.A.T.E. FUND	\$102,732

PROPOSED EXPENDITURES:

431

\$102,732

2005 BUDGET

H1

STREET LIGHT FUND

ANTICIPATED REVENUES:

Use of Money & Property	\$1,000
Miscellaneous Revenue	3,335,000
Fund Balance Carried Forward	67,107
TOTAL - STREET LIGHT FUND	\$3,403,107

PROPOSED EXPENDITURES:

\$3,403,107

EMERGENCY TELEPHONE SYSTEM FUND

ANTICIPATED REVENUES:

Use of Money & Property	\$90,000
Charges for Services	11,204,204
Fund Balance Carried Forward	8,468,256
TOTAL - EMERGENCY TELEPHONE SYSTEM FUND	\$19,762,460

PROPOSED EXPENDITURES:

\$19,762,460

SPEED HUMPS MAINTENANCE FUND

ANTICIPATED REVENUES:

Use of Money & Property	\$1,500
Assessments	150,000
Fund Balance Carried Forward	431,382
TOTAL - SPEED HUMPS MAINTENANCE FUND	\$582,882

PROPOSED EXPENDITURES:

\$582,882

ENTERPRISE FUNDS

WATER & SEWERAGE OPERATING FUND

ANTICIPATED REVENUES:

Use of Money & Property	\$171,500
Intergovernmental Revenue	3,151,000
Charges for Services	137,599,173
Miscellaneous Revenue	210,000
Fund Balance Carried Forward	5,923,303
TOTAL - WATER & SEWERAGE OPERATING FUND	\$147,054,976

PROPOSED EXPENDITURES:

Public Works - Water & Sewer	\$141,690,593
Finance - Revenue Collections	5,364,383
TOTAL - WATER & SEWERAGE OPERATING FUND	\$147,054,976

WATER & SEWERAGE SINKING FUND

ANTICIPATED REVENUES:

Use of Money & Property	\$85,000
Interfund Transfers	32,339,234
Fund Balance Carried Forward	7,744,187
TOTAL - WATER & SEWERAGE SINKING FUND	\$40,168,421

PROPOSED EXPENDITURES:

\$40,168,421

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	<u>2005 BUDGET</u>
<u>SANITATION FUND</u>	
ANTICIPATED REVENUES:	
Use of Money & Property	\$350,000
Charges for Services	62,087,500
Miscellaneous Revenue	132,500
Fund Balance Carried Forward	5,980,996
TOTAL - SANITATION FUND	<u><u>\$68,550,996</u></u>
PROPOSED EXPENDITURES:	
Public Works - Sanitation	\$68,336,391
Finance - Revenue Collections	214,605
TOTAL - SANITATION FUND	<u><u>\$68,550,996</u></u>
<u>DEKALB - PEACHTREE AIRPORT</u>	
ANTICIPATED REVENUES:	
Use of Money & Property	\$27,000
Miscellaneous Revenue	3,072,500
Fund Balance Carried Forward	1,150,216
TOTAL - DEKALB - PEACHTREE AIRPORT	<u><u>\$4,249,716</u></u>
PROPOSED EXPENDITURES:	
Airport Operations	\$3,649,716
Transfer to Capital Projects	600,000
TOTAL - DEKALB - PEACHTREE AIRPORT	<u><u>\$4,249,716</u></u>
<u>STORMWATER UTILITY OPERATING FUND</u>	
ANTICIPATED REVENUES:	
Use of Money & Property	\$20,000
Charges for Services	16,600,000
Fund Balance Carried Forward	8,373,618
TOTAL - STORMWATER UTILITY FUND	<u><u>\$24,993,618</u></u>
PROPOSED EXPENDITURES:	
Stormwater Operations	\$11,891,978
Transfer to Capital Projects	10,000,000
Reserve for Appropriations	3,101,640
TOTAL - STORMWATER UTILITY FUND	<u><u>\$24,993,618</u></u>
<u>INTERNAL SERVICE FUNDS</u>	
<u>FLEET MAINTENANCE</u>	
ANTICIPATED REVENUES:	
Other Local Governments	\$40,000
Miscellaneous Revenue	100,000
Charges to User Departments	24,151,766
Fund Balance Carried Forward	1,406,060
TOTAL - FLEET MAINTENANCE	<u><u>\$25,697,826</u></u>
PROPOSED EXPENDITURES:	
Public Works - Fleet Maintenance	\$25,697,826
Purchasing - Fleet Maintenance	0
TOTAL - FLEET MAINTENANCE	<u><u>\$25,697,826</u></u>
<u>VEHICLE FUND</u>	
ANTICIPATED REVENUES:	
Use of Money & Property	\$325,000
Miscellaneous Revenue	650,000

VEHICLE FUND**2005 BUDGET****H1****ANTICIPATED REVENUES: (Continued)**

Interdepartmental Charges	21,247,134
Fund Balance Carried Forward	20,845,675
TOTAL - VEHICLE FUND	\$43,067,809

PROPOSED EXPENDITURES:

Vehicle Acquisitions	\$24,115,192
Interdepartmental Services	40,000
Reserves and Other Miscellaneous	18,912,617
TOTAL - VEHICLE FUND	\$43,067,809

RISK MANAGEMENT**ANTICIPATED REVENUES:**

Employee Contributions	\$17,682,566
Charges to Departments	43,630,280
Fund Balance Carried Forward	4,299,350
TOTAL - RISK MANAGEMENT	\$65,612,196

PROPOSED EXPENDITURES:

Unemployment Compensation	\$299,833
Group Health & Life	60,932,540
Buildings & Contents	965,700
Boiler & Machinery	51,700
Non- Immunity Expenses	995,626
Vehicle	2,041,965
Airport Liability	14,932
Helicopter	161,000
Money & Securities	48,900
Loss Control	100,000
TOTAL - RISK MANAGEMENT	\$65,612,196

WORKERS' COMPENSATION**ANTICIPATED REVENUES:**

Charges to Departments	\$5,046,248
Fund Balance Carried Forward	3,065,993
TOTAL - WORKERS' COMPENSATION FUND	\$8,112,241

PROPOSED EXPENDITURES:**\$8,112,241****REVENUE BONDS LEASE PAYMENT FUND****BUILDING AUTHORITY LEASE PAYMENTS****ANTICIPATED REVENUES:**

Rental Income	\$1,121,283
Fund Balance Carried Forward	(39,493)
TOTAL - BUILDING AUTHORITY	\$1,081,790

PROPOSED EXPENDITURES:**\$1,081,790****PUBLIC SAFETY AND JUDICIAL FACILITIES AUTHORITY LEASE PAYMENTS****ANTICIPATED REVENUES:**

Rental Income	\$2,950,000
Fund Balance Carried Forward	0
TOTAL - PS&J FACILITIES AUTHORITY	\$2,950,000

PROPOSED EXPENDITURES:

434

\$2,950,000

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2005 BUDGET
POSITION ADDITIONS, DELETIONS, & TRANSFERS

Department	Job Classification	Number of Positions	
		Additions	Deletions
Facilities Management	Production Control Coordinator		1
	Principal Secretary		1
	Contract Service Inspector		1
	Crew Worker		2
	Crew Worker, Senior		3
	Custodian, Senior		2
Purchasing	Accountant (Transfer from Finance Department)	1	
Information Systems	IS Database Management Administrator	1	
	IS Microsystems Specialist Senior	1	
Finance - General Fund	Accountant	1	
	Benefits Specialist	1	
	Accounting Manager	1	
	Accountant, Senior	1	
	(Transfer from Finance-Water & Sewer)		
Finance - STD-Unincorp.	Office Assistant Senior	1	
Sheriff	Detention Officer I	57	
Superior Court	Administrative Assistant		1
	Office Assistant Senior		2
	Investigator		2
	Investigator, Senior		1
	Pre-Trial Release Coordinator (Transfer to Magistrate Court)		1
	Calendar Clerk Senior	1	
State Court	Deputy Marshal	1	
	Office Assistant Senior	2	
Solicitor General	Attorney	2	
	Attorney (Part Time)		4
	Investigator	2	
	Investigator (Part Time)		4
Magistrate Court	Administrative Assistant	1	
	Office Assistant Senior	2	
	Investigator	2	
	Investigator, Senior	1	
	Pre-Trial Release Coordinator (Transfer from Superior Court)	1	

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**2005 BUDGET
POSITION ADDITIONS, DELETIONS, & TRANSFERS**

Department	Job Classification	Number of Positions	
		Additions	Deletions
Medical Examiner	Forensic Investigator	1	
Police - Support	311 Communications Operator	11	
Police - Operations	Police Officer	50	
	Police Officer - Grant Funded		50
Public Works - Director	Assistant Director - Public Works (Transfer and Reclassification from Non - Departmental)	1	
Human and Community Development	Human Service Facility Coordinator	1	
Non - Departmental	Construction Manager (Transfer and Reclassification to Public Works - Director's Office)		1
Public Works - Transportation	Deputy Director Traffic Engineering		1
	Traffic Engineering Manager		1
	Engineer Principal		1
	Engineer, Senior		2
	Traffic Signal Operations Superintendent		1
	Traffic Signs/Markings Superintendent		1
	General Foreman Public Works		3
	Engineering Technician Senior		5
	Crew Supervisor CDL		3
	Traffic Signal Installer, Senior		8
	Traffic Signal Tech, Senior		10
	Graphic Design Technician		2
	Traffic Signal Tech		5
	Secretary Principal		2
	Purchasing Technician		1
	Office Assistant Senior		1
	Traffic Signs/Markings Installer, Senior		6
	Asst Traffic Signal Inst, Senior		5
	Asst Traffic Signal Installer		9
	Traffic Signs/Markings Installer (All Transfer to PW-Roads & Drainage)		1
PW-Roads & Drainage	Deputy Director Traffic Engineering	1	
	Traffic Engineering Manager	1	
	Engineer Principal	1	
	Engineer, Senior	2	
	Traffic Signal Operations Superintendent	1	

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2005 BUDGET
POSITION ADDITIONS, DELETIONS, & TRANSFERS

Department	Job Classification	Number of Positions	
		Additions	Deletions
PW-Roads & Drainage (continued)	Traffic Signs/Markings Superintendent	1	
	General Foreman Public Works	3	
	Engineering Technician Senior	5	
	Crew Supervisor CDL	3	
	Traffic Signal Installer, Senior	8	
	Traffic Signal Tech, Senior	10	
	Graphic Design Technician	2	
	Traffic Signal Tech	5	
	Secretary Principal	2	
	Purchasing Technician	1	
	Office Assistant Senior	1	
	Traffic Signs/Markings Installer, Senior	6	
	Asst Traffic Signal Inst, Senior	5	
	Asst Traffic Signal Installer	9	
	Traffic Signs/Markings Installer (All Transfer from PW-Transportation)	1	
	Environmental Plans Inspector	1	
	Project Services Manager	1	
	Database Manager	1	
	Contract Services Manager	1	
	Construction Inspector	1	
	GIS Specialist	1	
	Crew Supervisor	1	
	Equipment Operator Principal	1	
	Equipment Operator Senior	2	
	Crew Worker Senior	4	
	Parks and Recreation	Recreation Center Director	1
Recreation Leader		1	
Recreation Assistant (Part Time)		1	
Nature Preserve Manager		1	
Park Ranger (Part Time)		2	
Finance - Water & Sewer	Accountant, Senior (Transfer To Finance-General Fund)		1
	Customer Service Representative	3	
Public Works - Water & Sewer	Special Projects Coordinator	1	
	Equipment Operator Senior	1	
	Crew Worker Senior	2	
	General Forman	2	
	Crew Worker	7	
	Crew Supervisor	6	

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2005 BUDGET
POSITION ADDITIONS, DELETIONS, & TRANSFERS

Department	Job Classification	Number of Positions	
		Additions	Deletions
Public Works - Sanitation	Landfill Equipment Operator	1	
	Sanitation Collections Superintendent	1	
	Public Information Officer	1	
	Sanitation Field Supervisors	4	
	Supervisor Customer Service	1	
	Senior Customer Service Rep	1	
	Roll-Off Container Operator	1	
	Full Time	264	137
	Part Time		8
	TOTAL	264	145

**BUDGET REVIEW COMMITTEE RECOMMENDED AMENDMENTS
CEO'S 2005 AMENDED BUDGET**

Item	Description	Amount
1	BOC - Add funds to each Commission District budget.	\$63,000
2	BOC - Add funds to BOC - Administration budget.	\$30,000
3	Superior Court - Add funds for furniture and computers, Judge Adams.	\$15,000
4	Superior Court - Increase funding for treatment services for Drug Court.	\$70,000
5	Solicitor General - Restore funding for travel/training and telecommunications.	\$35,000
6	Juvenile Court - Add funds to pay attorney fees in deprivation cases.	\$105,728
7	Non-Departmental - Reduce funding to cover items 1-6. Earmark \$50,000 remaining for Pre-Natal Services Program continuation.	(\$318,728)
8	Victim Witness Fund - Add funding from the Reserve for Appropriation to increase the funding for Women Moving On.	\$46,500
9	Apply 20% of HOST collections as follows:	
	HOST Capital Outlay Projects	\$16,750,000
	Reserve for Equalization	262,875
	HOST Total	<u>\$17,012,875</u>
	Net Change - Tax Funds	\$17,012,875
	CEO Amended Tax Fund Total 1/21/05	\$505,263,600
	BOC Adopted Tax Fund Total	\$522,276,475

Board of Commissioners Adopted 2005 Budget Adjustments

	<u>Anticipations</u>	<u>Appropriations</u>
C E O's Recommended Tax Funds Budgets	\$505,263,600	\$505,263,600
Item #	Department / Item	
	<u>Revenues:</u>	
1.	Property Taxes	17,012,875
	<u>Appropriations:</u>	
	Contributions to CIP	
2.	HOST Capital Outlays - Total all projects	16,750,000
3.	HOST Capital Outlays - Reserve for Equalization	262,875
4.	BOC - Add funding District budgets	63,000
5.	BOC - Add funding Administration budget	30,000
6.	Superior Court - Add funding Judge Adams	15,000
7.	Superior Court - Add treatment funding Drug Court	70,000
8.	Solicitor General - Restore funding-travel & telecomm	35,000
9.	Juvenile Court - Add funds-Attorney Fees	105,728
10.	Non-Departmental - Reduce Reserve for Appropriation Earmark \$50,000 for Pre-Natal Program	(318,728)
	Amended Tax Funds Budgets	\$522,276,475
	Amended Tax Funds Budgets	\$522,276,475
	Victim Witness Fund	
	<u>Appropriations:</u>	
1.	Women Moving On - Increase funding for program	\$46,500
2.	Reserve for Appropriation - Decrease reserve	(46,500)
	Amended Victim Witness Fund Budget	\$0

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Summary DeKalb County 2005 Host Budget Recommendations

I A. 2005 DeKalb County Local Match Commitments- Countywide

TE Sub-total:	\$550,000
LCI Sub-total:	\$650,000
PCID Sub-total:	\$1,500,000
TIP Sub-total:	\$2,900,000
Local Match Commitments Total	\$5,600,000

I B. On-Going Local Projects- Countywide:

	\$ 1,750,000
On-going Countywide Total	\$1,750,000

Local Match Commitments and Countywide Subtotal

\$7,350,000

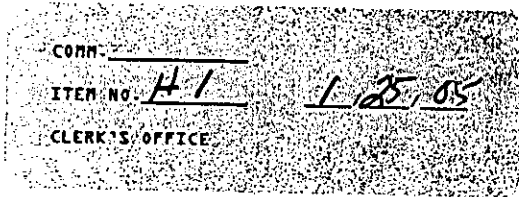
II. Completion of On-going and New District Projects:

\$ 9,400,000

Total Recommended 2005 Host Budget:

\$16,750,000

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IA. 2005 DeKalb County Local Match Commitments- Countywide
(TE, LCI, CMAQ, TIP Programs)

A. Transportation Enhancement Projects and CMAQ projects- Countywide matching funds

Districts

- 5,7 Downtown Lithonia Streetscapes-Phase II: (PE)
- 4,7 Main Street Tucker Streetscapes: (CST)
- 5,7 South River Multi-Use Path: (CST)
- 4,7 Kensington Road Sidewalks from Redan to Memorial (PE)

TE Sub-total: \$550,000

B. Livable Centers Initiative Projects- Countywide matching funds

Districts

- 2,6 Alliance to Improve Emory Village (AIEV): (PE, CST)
- 2,6 Northlake Community Alliance (NCA): (ROW, CST)

LCI Sub-total: \$650,000

C. Perimeter CID Projects- Countywide matching funds w/ DOT/GRTA bonds

Districts - Project #

- 1,6 DK-300 Ashford Dunwoody Road at Perimeter Center North: (ROW, CST)
- 1,6 DK-301 Ashford Dunwoody Road at Perimeter Summit Parkway: (PE)
- 1,6 DK-302 Ashford Dunwoody Road Ashford Green: (PE)
- 1,6 DK-303 Ashford Dunwoody Road at Ashford Pkwy (North): (PE)
- 1,6 DK-304 Ashford Dunwoody Road at Ashford Pkwy (South): (PE)
- 1,6 DK-305 Ashford Dunwoody Road at Lake Hearn Drive: (PE)
- 1,6 DK-306 Ashford Dunwoody Road at Mount Vernon Road: (PE)
- 1,6 DK-307 Perimeter Center Pkwy at Perimeter Mall Entrance: (PE)
- 1,6 DK-308 Perimeter Center West at Perimeter Center Pkwy: (ROW, CST)
- 1,6 DK-309 Perimeter Center West at Bellsouth Entrance: (ROW, CST)
- 1,6 DK-310 Perimeter Center West at Perimeter mall Entrance: (ROW, CST)
- 1,6 DK-311 Perimeter Center West at Meadow Lane/Crown Pointe Pkwy: (ROW, CST)
- 1,6 DK-313 Ashford Dunwoody Road at Asford Gables Drive/Valley View Road: (PE)
- 1,6 DK-314 Ashford Dunwoody Road at Ravinia Drive: (ROW, CST)
- 1,6 DK-315 Hammond Drive at Perimeter Mall Entrance: (ROW, CST)
- 1,6 DK-316 Perimeter Center Pkwy Streetscape from Hammond Drive to Perimeter Center West: (PE)
- 1,6 DK-317 Perimeter Center Area Sidewalks South of I-285N: (PE)
- 1,6 DK-318A Perimeter Center Area sidewalks East of Ashford Dunwoody Road: (CST)
- 1,6 DK-318B Perimeter Center Area sidewalks West of Ashford Dunwoody Road: (CST)
- 1,6 DK-322 Perimeter Center Area Wayfinding Signage: (PE)
- 1,6 DK-323 Perimeter Center West Streetscapes - Mount Vernon Highway to Ashford Dunwoody Road: (PE, CST)

PCID Sub-total: \$1,500,000

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D. Transportation Improvement Program- Countywide matching funds for DOT Projects In the TIP

Districts - Project #

5,7	Covington Hwy Sidewalks (PE)	
5,7 DK-065 A,B,C,E	Panola Road Concept from Browns Mill Road to Covington Hwy (PE)	\$150,000
5,7 DK-065D	Panola Road Interchange Interim Improvements: (CST)	\$350,000
4,7 DK-246	East Ponce de Leon Ave at Hambrick Road: (CST)	\$200,000
3,6 DK-267	Memorial Drive Streetscapes Phase I-B from Collingwood to Woodcroft: (ROW)	\$200,000
3,6 DK-273	E. Ponce de Leon Ave at McLendon Drive/Glendale Road: (ROW)	\$200,000
CW DK-320A	Countywide Sidewalks- Phase II: (PE)	\$250,000
1,6 DK-324B	Buford Hwy from Fulton County Line to I-285 North: (ROW)	\$250,000
5,7 DK-327A	Hayden Quarry Road from Turner Hill Road to Rockdale County Line (PE)	\$150,000
4,7 DK-342A	Rockbridge Road scenic corridor improvements/bicycle/pedestrian/safety (PE)	\$150,000
5,7 DK-AR-BP013	Klondike Bike/Ped (PE)	\$250,000
3,6 DK-268A, B	Candler Road Streetscapes (CST)	\$150,000
		\$600,000
	TIP Sub-total:	\$2,900,000

Total DeKalb County Local Match Commitments: \$5,600,000

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IB. 2005 DeKalb County Countywide HOST Projects

On-Going Local Projects

Countywide	Right of Way Acquisition for Intersections and Sidewalks- Countywide	
Countywide	Engineering Services for Intersections and Sidewalks- Countywide	\$400,000
Countywide	Pedestrian/Safety/ADA Upgrades- Countywide	\$500,000
Countywide	Intersection and Sidewalk Materials- Roads/Drainage in-house sidewalk construction- Countywide	\$100,000
Countywide	Local Match for GDOT System Operations & Safety Program- Countywide	\$300,000
Countywide	Guardrail- Countywide	\$350,000
		\$100,000
Completion of On-Going Local Projects- County Wide total:		\$1,750,000

II. District Recommended 2005 HOST Projects

IIA. Completion of On-Going Local Projects

Districts	Project	
1,7	Fellowship Road at Idlewood Road (ROW, CST)	
3,6,7	Candler Road-Phase II (ROW)	\$400,000
3,7	Buena Vista Dam	\$350,000
4,6	Bike/Ped Trail / Ped Trail - ATL to Strn Mtn, Perimeter College Spur	\$200,000
4,7	Allgood Road at Redan Road (ROW, CST)	\$250,000
5,7	DeKalb Medical Parkway to Panola Arterial (CST)	\$400,000
5,7	Browns Mill Road at Klondike Road (ROW, CST)	\$1,200,000
5,7	Wellborn Road at S. Stone Mountain Lithonia Road (CST)	\$500,000
5,7	Bike/Pedestrian Trail- Arabia Mountain-Phase 5	\$500,000
5,7	Bike/Pedestrian Trail- South River Trail-Phase II	\$850,000
		\$250,000
	Sub-total Completion of On-going District Project:	<u>\$4,900,000</u>

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IIB. New Sidewalk Projects

Districts	Side	Project Location	To	From	
1, 6		Chamblee Dunwoody HS		Harts Mill Road	\$250,000
1, 6	N-S	Dunwoody Club Drive	Brook Ridge Drive	Happy Hollow Road	\$250,000
1, 6		Dunwoody Club Drive	Happy Hollow Road	Gwinnett County	\$225,000
1, 6		Spalding Drive	Fulton Co. Line	Chamblee Dunwoody Road	\$100,000
1, 6		Winters Chapel Road	Peeler Road	Peachtree Industrial Blvd.	\$100,000
2, 6		Clifton Road Ped Safety	N. Decatur Road	Clifton Way	\$125,000
2, 6		Dresden Drive	Buford Hwy	Plaza Fiesta	\$150,000
2, 6		Dresden Elementary School Area Crossings			\$40,000
2, 6		Oak Grove Road s/w & curb	LaVista Road	Woodleaf Lane	\$200,000
2, 6		Pangborn Road	Country Squire Lane	Kahanna Drive	\$250,000
2, 7		Briarlake Road	Briarcliff Road	Lakeside High	\$150,000
3, 6		McNair High School Area			\$125,000
3, 6		Second Avenue	Glenwood Avenue	McAfee Road	\$165,000
3, 6, 7		Tilson Road	Mark Trail	Collier Drive	\$250,000
3, 7		Knollwood Elementary Area Sidewalks			\$125,000
3, 7	E	Wesley Chapel Road	Gregory Road	Covington Hwy	\$110,000
4, 6	E-W	Central Drive	Alpine Hills Court	Rays Road	\$200,000
4, 6		Market St sidewalks			\$150,000
4, 6	N	Rays Road	Memorial Drive	Abingdon Drive	\$200,000
4, 6	E	South Indian Creek	Rockbridge Road	Sable Drive	\$60,000
4, 7		Mainstreet Park Drive	Miller Elementary	S. Hairston Road	\$50,000
4, 7	N-S	Redan Road	S. Hairston Road	Allgood Road	\$250,000
5, 7		DeKalb Medical Pkwy	Covington Hwy	Miller Grove High School	\$300,000
5, 7		Dogwood Farms Safety Improvements			\$100,000
5, 7	NW	Phillips Rd (Phase 4)	Redan Park	Redan Elementary	\$200,000
5, 7		Wilkins Road	Existing Sidewalk	Existing Sidewalk	\$25,000
					\$4,150,000

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IIIC. New Intersection Projects

Districts

Project

2, 6	Traffic Impact study – I-85 @ Shallowford Road / Johnson Road	\$30,000
2, 6	Traffic impact study - I-85 @ N. Druid Hills Road	\$50,000
4, 6	Northern Avenue @ Church Street, Railroad Crossing Evaluation (PE)	\$30,000
4, 7	Rockbridge Road @ Stewart Mill Road (PE, ROW)	\$210,000
5, 7	Traffic impact study – South Stone Mountain Lithonia @Redan/Shadow Rock	\$30,000
	Sub-total New Intersection Projects:	\$350,000

District Projects Total: \$9,400,000

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GLOSSARY

ACCRUAL BASIS	The countywide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the proprietary fund and fiduciary fund financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows.
ADOPTED BUDGET	The funds appropriated by the Board of Commissioners at the beginning of the year. This may or may not be the same as the Requested Budget and/or the CEO's Recommended budget. The stages of the budget are: (1) the departments' requests for the upcoming year, (2) the CEO's recommendation to the Board of Commissioners and (3) the approval or adoption of the budget by the Board.
AD VALOREM TAX	A tax based on the value of property.
APPRAISED VALUE	The estimated value of the amount a knowledgeable buyer would pay for the property and a willing seller would accept for a property at an arm's length, bona fide sale.
APPROPRIATION	An authorization made by the Board of Commissioners which permits officials and department heads to incur obligations against and to make expenditures of governmental resources.
ASSESSED VALUATION	The value placed on property for purposes of taxation. DeKalb County assesses real and personal property at 40% of fair market value.
APPROVED BUDGET	See "ADOPTED BUDGET"
BANK SHARES TAX	Business license tax on depository financial institutions at the rate of 0.25 percent of gross receipts attributable to offices located within the jurisdiction.
BASIC BUDGET	The budget level required to maintain programs, service levels and activities at the same level as in the prior year.
BOND	A written promise to pay a specified sum of money (called principal or face value) at a specified future date along with periodic interest paid at a specified percentage of the principal. Bonds are typically used for long-term debt.
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. Assets included are buildings and related improvements, streets and highways, bridges, sewers and parks.
CARRYOVER	See "FUND BALANCE CARRIED FORWARD".

GLOSSARY

CERTIFICATES OF PARTICIPATION (COPS)	Lease purchase transactions which are structured in a manner similar to a bond issue. The certificates are secured through lease payments made by the County (lessee) to the Association of County Commissioners of Georgia (lessor). The lease payments are subject to annual appropriation by the County. The certificates do not constitute a debt obligation of the County.
CIP	Capital Improvements Program, see "CAPITAL PROJECTS".
CONTINGENCY	Funds set aside for unforeseen future needs and budgeted in a "non-departmental" account and can be transferred to a departmental budget only by action of the Board of Commissioners.
DEBT SERVICE FUND	The fund used to account for the accumulation of resources for, and the payment of, principal and interest on long-term debt, specifically Bond Issues.
DIGEST	See "TAX DIGEST".
ENCUMBRANCE	A commitment of funds against appropriations in which the expenditure has not actually been made at the time of recording. It may be in the form of a purchase order, purchase requisition, or a contract for goods and services.
ENTERPRISE FUND	A fund in which the activities are supported wholly or primarily by charges and fees paid by the users of the services.
EXCISE TAX	A tax levied on the production, sale or consumption of products or services such as alcohol, hotel rooms and insurance premiums.
EXPENDITURE	The actual payments made by the County for goods or services, whether by check or by an interfund transfer of funds.
FREEPOR T EXEMPTION	Exemption from ad valorem taxation for inventories consisting of materials, goods in the process of manufacture, finished goods manufactured in the ordinary course of business and held by the manufacturer and finished goods destined for shipment to a final destination outside the state of Georgia.
FUND	An independent fiscal and accounting entity with a self-balancing set of accounts. These accounts record cash and other assets together with all related liabilities, obligations, reserves and equities. Funds are segregated so that revenues will be used only for the purpose of carrying out specific activities in accordance with special regulations, restrictions or limitations.
FUND BALANCE CARRIED FORWARD	Funds on hand at year end resulting from collections of revenue in excess of anticipation's and/or unexpended appropriations which are included as a revenue source in the budget of the ensuing year.
GENERAL OBLIGATION BONDS	Those bonds issued to the benefit of the County as a whole, and thereby an obligation of a general nature applicable to countywide resources. Approval by referendum vote is required for general obligation bonds to be issued.

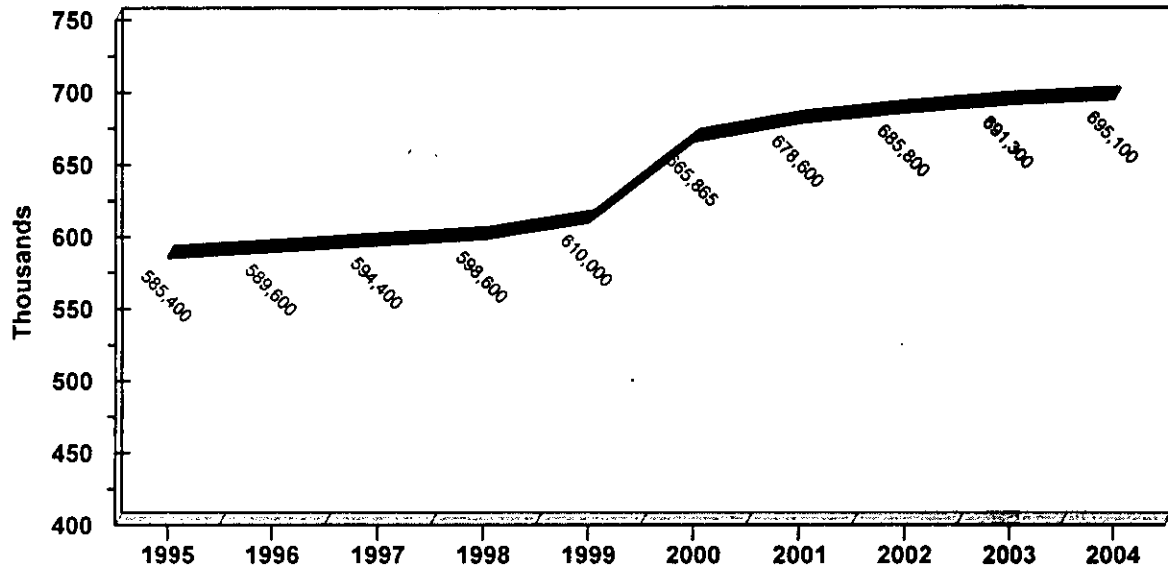
GLOSSARY

HOST	Homestead Option Sales Tax , a 1% sales tax with the revenue to be used, beginning in 1999, to offset residential property taxes by providing a current year homestead exemption equal to at least 80% of the proceeds from last year. Up to 20% of the amount of last year's revenue may also be used for capital outlay in the current year. The tax was levied beginning in July 1997. During the first eighteen months, these revenues could used for any purpose. The Board of Commissioners made the decision to use these funds for capital outlay.
INTANGIBLE RECORDING TAX	Tax on a long-term note secured by real estate measured by the amount of the debt as evidenced in the security instrument at the rate of \$1.50 for each \$500 or fraction thereof of the face amount of the note secured by the security instrument.
INTANGIBLE TAX	Tax on money, collateral security loans, stocks, bond and debentures of corporations, accounts receivable and notes not representing credits secured by real estate, long and short term notes secured by real estate, and patents, copyrights, franchises, and all other classes and kinds of intangible personal property not otherwise enumerated.
INTERNAL SERVICE FUND	A fund established to provide support services to county departments and supported by charges to the user departments.
MILLAGE RATE	The ad valorem tax rate expressed in the amount levied per thousand dollars of the taxable assessed value of property. One mill is equal to one dollar per thousand.
MODIFIED ACCRUAL BASIS	The governmental fund financial statements are reported using the current financial measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due. General capital asset acquisitions are reported as expenditures in the governmental funds.
MODIFIED CASH BASIS	For budgetary purposes a modified cash basis of accounting is reflected relative to the financial statements. Cash revenues, along with cash expenditures plus encumbrances treated as expenditures, are utilized for reporting and budgeting purposes.
MOTOR VEHICLE TAX	Taxes on vehicles designed primarily for use upon public roads at the assessment level and millage rate levied by the taxing authority on tangible property for the previous calendar year.
OPERATING BUDGET	Costs associated with the non-capitalized materials and services required in the daily operation of service delivery such as personal services, office supplies, maintenance supplies, professional services, and rental fees.

GLOSSARY

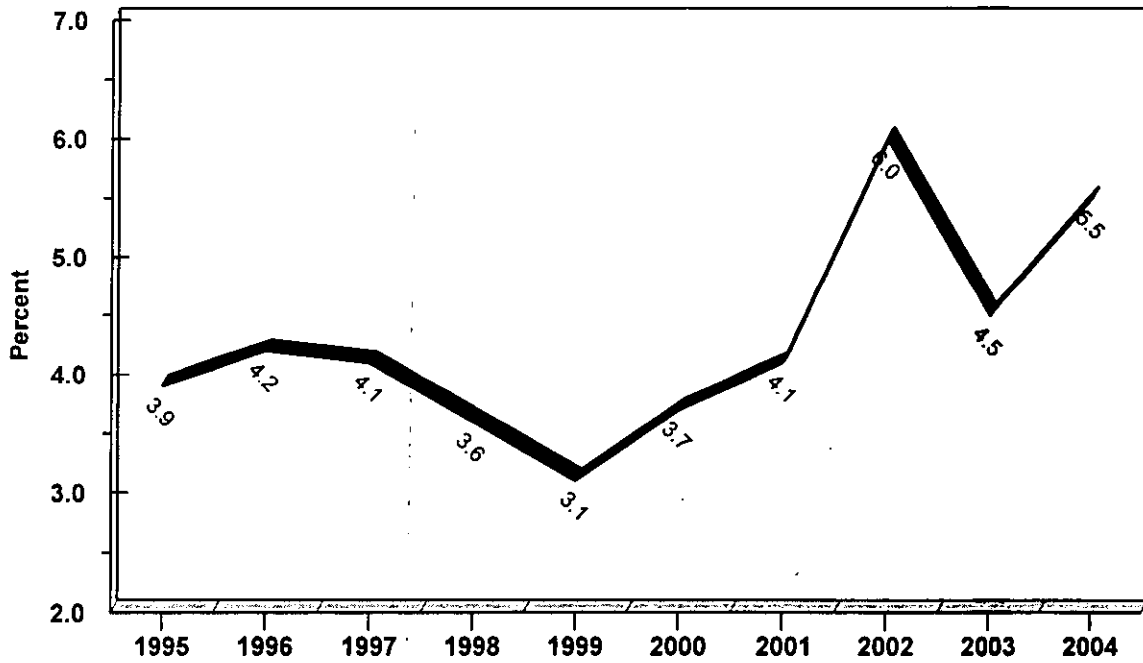
PERSONAL PROPERTY	Tangible property other than land and buildings and motor vehicles, including mainly business equipment, machinery, fixtures, leasehold improvements, boats and airplanes.
REAL PROPERTY	Land and buildings.
RESERVE	An account used to indicate that a portion of funds has been restricted for a specific purpose. A reserve for contingencies is a budgetary reserve set aside for emergencies or unforeseen expenditure.
REVENUE BONDS	Bonds whose principal and interest are payable exclusively from specific projects or special assessments, rather than from general revenues. These bonds do not require approval by referendum.
SINKING FUND	A reserve fund accumulated over a period of time for retirement of a debt.
SPECIAL REVENUE FUND	A fund in which the revenues are designated for use for specific purposes or activities.
SPECIAL TAX DISTRICT	A geographically established district in which taxes, fees and assessments are levied and expenditures are made for the provision of specific services. DeKalb County has four funds in which revenues are derived from special tax districts: Hospital Fund, Fire Fund, Special Tax District-Designated Services, and Special Tax District-Unincorporated.
TAX ANTICIPATION NOTE	Notes issued in anticipation of taxes to cover financial obligations until taxes are collected at which time a portion of the tax revenues are used to retire the notes.
TAX DIGEST	Official list of all property owners, the assessed value of the property (40% of fair market value), and the tax due on their property.
TAX FUND	A fund which is supported wholly or in part by revenues derived from ad valorem tax revenues.
TAX RATE.	See "MILLAGE RATE".

**DEKALB COUNTY POPULATION
1995 - 2004**



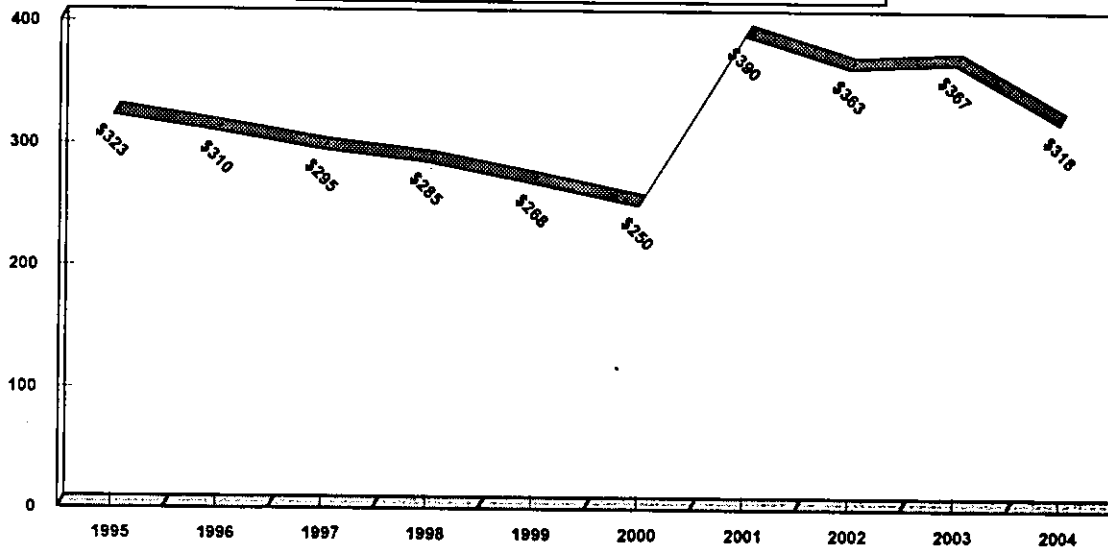
Source: 2000 U. S. Census; Other Years-Atlanta Regional Commission Estimates

**DEKALB COUNTY UNEMPLOYMENT RATE
1995 - 2004**



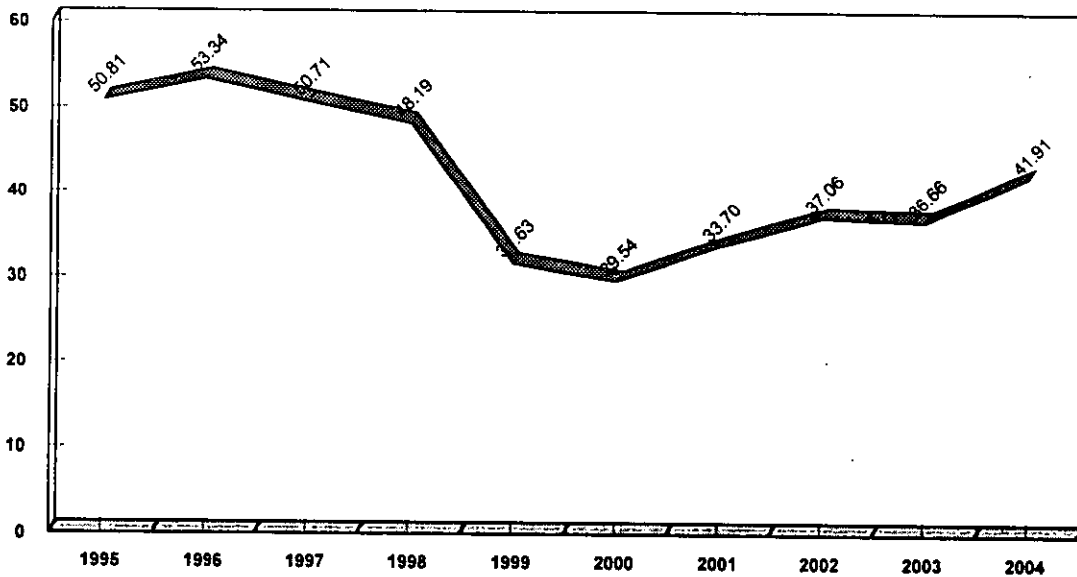
Source: U.S. Department of Labor

**NET BONDED DEBT PER CAPITA
1995 - 2004**



There were four general obligation bond issues between 1986 and 1993 which caused the increases starting in 1988. A Special Recreation Tax District GO Bond was issued in 2001 to acquire greenspace and improve park facilities.

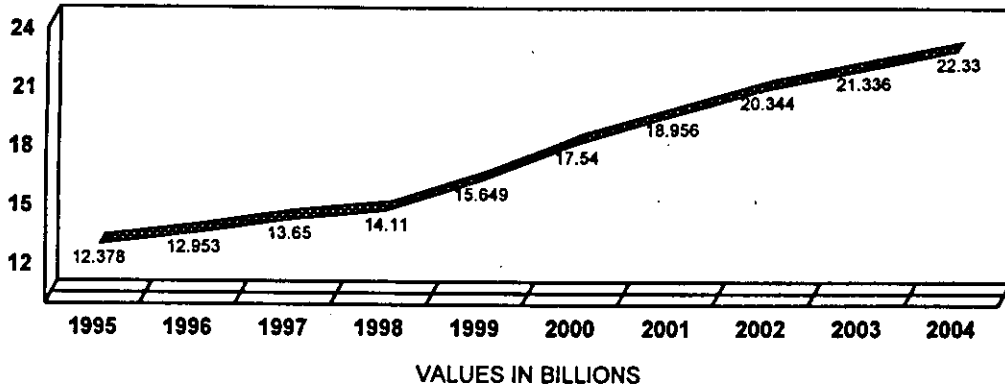
**PROPERTY TAX AS PERCENT OF TOTAL REVENUE
1995 - 2004**



Includes current year real and personal and public utility taxes as a percent of current year revenue excluding fund balance brought forward.

The sharp decline in 1999 is due to the implementation of the HOST legislation. This law provides for a minimum homestead exemption based on 80% of the prior year's tax proceeds; in 1999, 2000, and 2001 the exemption was 100%. This resulted in significantly decreased property tax revenue. The amount rose in 2001 due to the issuance of Special Recreation District General Obligation Bonds. The increase in 2002 was due to a decrease in the exemption to 86.8%, and the increase in 2003 was due to a decrease in the exemption to 60.58%. The increase in 2004 was due to a decrease in the exemption rate to 55.07%.

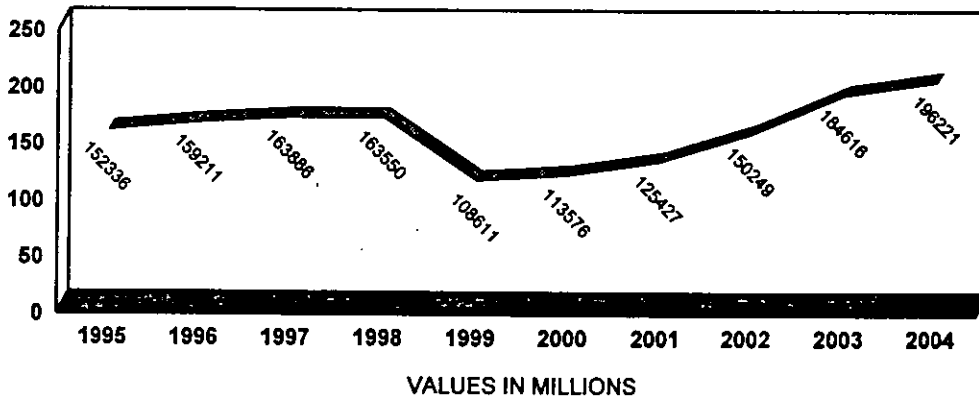
ASSESSED VALUE OF TAXABLE PROPERTY



Includes Real and Personal Property, Motor Vehicles, Motor Homes and privately owned Public Utility values. Property is assessed in DeKalb County at 40% of estimated market value.

There have been re-evaluations of property in the past few years due to significant increases in the real estate market for both residential and commercial property.

TAXES LEVIED - REAL AND PERSONAL PROPERTY



TAX IMPOSED FOR: (in thousands)	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
GENERAL PURPOSE	\$66,270	\$79,374	\$86,574	\$72,239	\$43,828	\$65,870	\$44,444	\$74,393	\$102,320	\$103,863
SPECIAL TAX DISTRICT	28,287	24,229	24,660	31,182	25,124	13,943	30,288	25,130	29,291	30,762
HOSPITAL SERVICE	18,099	17,445	12,822	20,017	7,511	9,504	10,226	9,728	10,730	10,999
FIRE PROTECTION	24,785	23,733	25,098	26,620	17,906	9,940	17,961	19,963	21,469	26,556
DEBT SERVICE	14,895	14,430	14,732	13,492	14,242	14,319	22,508	21,035	20,806	24,041
TOTAL	\$152,336	\$159,211	\$163,886	\$163,550	\$108,611	\$113,576	\$125,427	\$150,249	\$184,616	\$196,221

NOTE: The figures in this chart show the total amount of taxes "levied" or billed and not the amounts collected. For the total amount of property taxes collected, see the Tax Funds Summary of Revenues and Anticipations by Major Category and the Tax Funds Revenue by Source.

TAX RATES ON REAL AND PERSONAL PROPERTY

TAX IMPOSED FOR:	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
COUNTY GOVERNMENT											
General Purpose	\$7.51	\$7.14	\$8.19	\$8.44	\$6.46	\$6.36	\$9.01	\$5.65	\$8.03	\$8.73	\$8.31
Special Tax District- Designated Services: *											
Atlanta	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Avondale	5.75	3.97	2.34	2.38	2.37	4.03	3.72	4.29	3.49	2.76	2.89
Chamblee	1.70	1.30	0.95	0.97	0.96	1.64	1.51	1.74	1.42	1.12	1.17
Clarkston	4.64	3.25	1.98	2.01	2.00	3.40	3.14	3.62	2.94	2.33	2.44
Decatur	2.43	1.81	1.24	1.26	1.26	2.14	1.98	2.28	1.85	1.47	1.53
Doraville	2.51	1.88	1.32	1.34	1.33	2.27	2.09	2.41	1.96	1.56	1.62
Lithonia	4.72	3.32	2.05	2.08	2.07	3.53	3.26	3.75	3.05	2.42	2.53
Pine Lake	5.75	3.97	2.34	2.38	2.37	4.03	3.72	4.29	3.49	2.76	2.89
Stone Mountain	3.83	2.74	1.76	1.78	1.78	3.02	2.79	3.21	2.62	2.07	2.17
Unincorporated	3.26	3.27	2.71	2.60	3.05	3.93	1.96	4.20	2.94	2.76	2.69
Hospital Fund	2.31	1.95	1.80	1.25	1.79	1.09	1.30	1.30	1.05	0.92	0.88
Fire Protection	2.38	2.84	2.60	2.60	2.54	2.73	1.44	2.43	2.31	1.99	2.3
Sp Rev Tax Dist Dbt Svc	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.60	0.53	0.55	0.69
Debt Service	<u>1.17</u>	<u>1.43</u>	<u>1.33</u>	<u>1.29</u>	<u>1.09</u>	<u>1.07</u>	<u>0.97</u>	<u>0.85</u>	<u>0.72</u>	<u>0.63</u>	<u>0.61</u>
TOTAL COUNTY TAX	\$16.63	\$16.63	\$16.63	\$16.18	\$14.93	\$15.18	\$14.68	\$15.03	\$15.58	\$15.58	\$15.48
BOARD OF EDUCATION											
Operating	23.53	23.73	23.73	23.73	22.48	22.48	22.23	21.98	21.98	22.98	22.98
Debt Service ***	<u>1.10</u>	<u>0.90</u>	<u>0.90</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL SCHOOL TAX	\$24.63	\$24.63	\$24.63	\$23.73	\$22.48	\$22.48	\$22.23	\$21.98	\$21.98	\$22.98	\$22.98
STATE GOVERNMENT											
	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>
TOTAL UNINCORPORATED COUNTY TAX	\$41.51	\$41.51	\$41.51	\$40.16	\$37.66	\$37.91	\$37.16	\$37.26	\$37.81	\$38.81	\$38.71

* 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.

DEKALB COUNTY, GEORGIA

PRINCIPAL TAXPAYERS FOR 2004

	<u>Type of Business</u>	<u>Assessed Valuation (thousands)</u>	<u>Tax Paid (thousands)</u>
BellSouth Telecommunications	Utility	\$252,505	\$8,508
Georgia Power Company	Utility	\$109,161	\$4,053
General Motors Corporation	Industrial	\$99,205	\$3,757
Perimeter Mall LLC	Retail	\$65,658	\$2,713
Post Properties	Developer	\$65,842	\$2,533
Development Authority of DeKalb	Developer	\$99,647	\$2,367
Hewlett Packard	Retail	\$55,678	\$2,048
Stone Mountain Industrial Park	Developer	\$44,220	\$1,814
Highwoods/Forsyth LTD	Developer	\$43,116	\$1,648
Atlanta Gas Light	Utility	\$39,558	\$1,516

MAJOR EMPLOYERS FOR 2004

	<u>Number of Employees</u>
BellSouth Telecommunications	22,041
Emory University	14,398
DeKalb County Government	7,825
DeKalb County Board of Education	6,876
Cox Enterprises	5,322
U.S.Center for Disease Control	5,089
Internal Revenue Service	4,500
General Motors	3,500
Emory University Hospital	2,800
DeKalb Medical Center	2,300

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