

ANNUAL BUDGET

2003

DEKALB COUNTY, GEORGIA

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CHIEF EXECUTIVE OFFICER

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Gale Walldorff, Deputy Presiding Officer
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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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For the Fiscal Year Beginning
January 1, 2002

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, 2002. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a 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 2003 Budget Calendar.
- ** The Chief Executive Officer's Budget Message and a listing of the adjustments made by the Board of Commissioners. The full Budget Resolution is in the Appendix 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 and a schematic diagram giving an overview of the relationships between funds and fund groups and the flow of funds between funds and fund groups.

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.
- ** Summaries of events and issues which have had or are expected to have significant budgetary impact.
- ** 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 fiscal policies, salary schedule, budget resolution, general demographic and statistical information on DeKalb County and a glossary of terms used in the document.

DEKALB COUNTY, GEORGIA

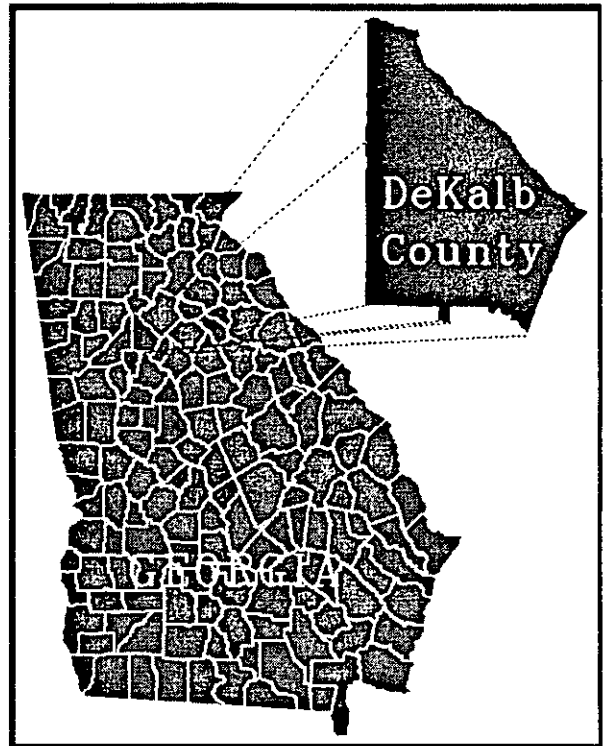
DeKalb County is situated immediately east of the city of Atlanta and encompasses within its borders a small portion of the corporate limits of Atlanta. DeKalb's population of 685,800 ranks second among Georgia's counties and is the most ethnically diverse in the state. DeKalb is also second in businesses, 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.

GOVERNMENTAL STRUCTURE

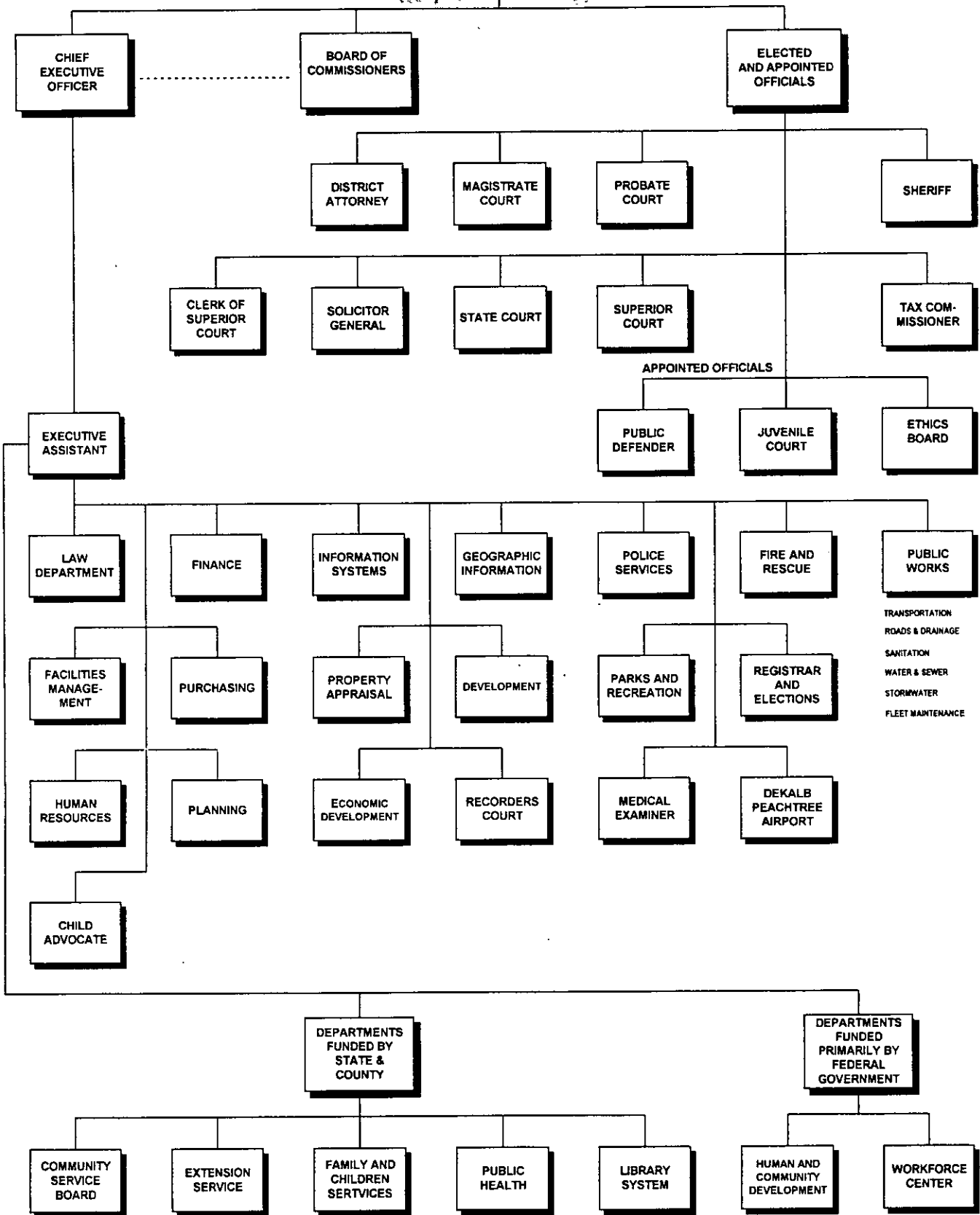
DeKalb County Government is administered by a seven-member Board of Commissioners and a full-time Chief Executive Officer. The Chief Executive Officer is elected county-wide and the seven commissioners are elected by districts. All commissioners and the Chief Executive Officer serve four-year staggered 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 7,889 authorized positions, of which 7,209 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.



**CITIZENS
OF
DEKALB COUNTY**



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.

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.

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 has produced 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 each year with the Chief Executive Officer's meeting with elected officials and department heads to establish priorities for the upcoming year. 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, which approves the budget in late January.

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.

**2003 BUDGET CALENDAR
DEKALB COUNTY, GEORGIA
OPERATING BUDGET**

BUDGET PROCEDURE	ACTION BY	TIMETABLE
Detailed Training Sessions	Finance Staff	Aug.7 & 8, 2002 10:00 a.m.
Budget Kickoff Meeting	CEO and Finance	Aug. 12, 2002 10:00 a.m.
Submit Operating Budget Requests to Finance Department	Elected Officials and Department Heads	Sept. 20, 2002
Human Services Coordinating Committee Recommendations for Non-Profit Organization Funding Due to Finance Department	HSCC	Oct. 11, 2002
Review of Initial Revenue Anticipation and Overall Budget	CEO, Executive Assistant and Finance Staff	Nov. 7, 2002
CEO's Budget Review:	CEO, Executive Assistant, Finance Staff and Department Officials	Nov. 7, 2002 - Dec. 13, 2002
Submit CEO's budget to Board of Commissioners	CEO	Dec. 13, 2002
Board of Commissioners Budget Review:		
A) Initial Review of Overall Budget	CEO and Board of Commissioners	Dec. 13, 2002
B) Department Reviews	Board of Commissioners, Executive Assistant, Finance Staff	Dec. 13, 2002 - Feb. 25, 2003
C) CIP Review		
Public Hearings	CEO	Jan. 13, 2003 - Feb. 25, 2003 *
Public Hearing (Board of Commissioners Meeting)	Board of Commissioners	Feb. 11, 2003 *
Revise Tentative Budget based on Public Hearings and Final Revenue Anticipations	Board of Commissioners Finance Staff	Feb. 11-25, 2003 *
Public Hearing and Operating Budget Adoption	Board of Commissioners	Feb. 25, 2003 *

* In late 2002, the Administration advanced the adoption date of the 2003 Operating Budget by one month. This changed the timetable for these budget procedures. The 2003 Operating Budget was adopted on January 28, 2003.

**2003 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. 3, 2002
Capital Projects Review Committee Recommendations to Finance Department	Capital Projects Budget Committee	Oct. 14, 2002
Review of CIP with Budget Review Committee	CEO, Budget Review Comm, Executive Assistant and Finance Staff	Nov. 7, 2002 - Dec. 13, 2002
Submit CEO's budget to Board of Commissioners	CEO	Dec. 13, 2002
Board of Commissioners Budget Review: CIP Review	Board of Commissioners, Executive Assistant, Finance Staff	Dec. 13, 2002 - Feb. 25, 2003
Public Hearings	CEO	Jan. 13, 2003 - Feb. 25, 2003
Public Hearing (Board of Commissioners Meeting)	Board of Commissioners	Feb. 11, 2003
Revise Tentative CIP Budget based on Public Hearings and Final Revenue Anticipations	Board of Commissioners Finance Staff	Feb. 11-25, 2003
Public Hearing and Adoption of Contributions to Capital Projects	Board of Commissioners	Feb. 25, 2003



MEMORANDUM

Vernon Jones
Chief Executive Officer

TO: Members, Board of Commissioners

FROM: Vernon Jones, Chief Executive Officer

DATE: December 13, 2002

SUBJECT: 2003 Budget Recommendations

In compliance with the Organizational Act, enclosed is the Executive Budget recommendation for a **balanced budget** for FY 2003 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.

The financial resources available for the FY 2003 Budget have been constrained as a result of the continued general slowing of the national economy and the lingering economic effects of the September 11, 2001 terrorist attacks on the United States. These events have had a negative impact upon sales taxes collected in the County for the HOST program, which comprise about 17% of the total revenues in the Tax Funds. In addition, the cumulative 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. The following table illustrates this trend:

Year	Sales Tax Collection	Funding Necessary to Provide	
		Minimum Legal Exemption	100% Homestead Exemption
2000	87,658,299	65,708,062	79,395,624
2001	85,975,664	70,126,639	89,863,380
2002 est.	81,500,000	68,780,531	98,951,486
2003 est.	82,595,412	65,200,000	105,817,681
2003 vs. 2002	1.3%	-5.2%	6.9%

Additional major impacts result from the continuing financial requirements for providing medical services to inmates at the DeKalb County Jail and from the previous withdrawal of the Immigration & Naturalization Service detainees.

This Executive Budget recommendation continues a number of the budgetary initiatives developed in last year's budget submission. One of the most important of these is the continuation of the Process Improvement Initiative. During FY 2002 specific areas that were examined were Parks & Recreation, Technology and Information Services, Financial Information Systems, Electronic Business Services and the Purchasing System.

During FY 2002, the County continued to see considerable population growth with a 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% growth, which validates the substantial growth in the demand for County services experienced in recent years. At the end of 2002 the County's population is estimated to be 687,227.

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. The FY 2003 Budget continues a commitment to technology improvement projects with \$6.3 million being allocated in this area.

FY 2003 Budget Summary

- Departmental requests for the FY 2003 Tax Funds Budget identified \$516,553,614 in Operating costs and \$56,572,745 in Capital costs for a total request of \$573,126,359. In order to balance the budget, the recommendation for FY 2003 is \$473,866,740. This represents a reduction of approximately \$100,000,000 from departmental requests. This represents an increase of 6.24% over the adjusted FY 2002 Budget. It should be recognized that of this increase, 3.37% is allocable to Courts, Criminal Justice and Public Safety and 2.87% is allocable to all other departments. It should also be noted that the FY 2003 Budget includes the debt service for the \$125,000,000 Parks General Obligation Bonds DeKalb County voters approved in March 2001 in the amount of \$12.0 million.
- **The HOST Homestead Exemption has been included in the recommended Tax Funds Budget at the maximum level established by the HOST Statute.** That 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 residential homeowners in the County. This provision contemplated that at least .1% of the HOST funds would be available for necessary capital expenditures. After three straight years of providing for a 100% Homestead Exemption (1999 through 2001), and the FY 2002 Tax Funds Budget providing for an 86.8% Homestead Exemption, the present recommended Tax Funds Budget, using the legal maximum under the HOST Statute, provides for a Homestead Exemption of 77%. The reduction results from two major impacts:
 1. The projected flat growth rate of sales tax collections in FY 2003 as reflected in the table.
 2. The substantial increase (14,555) in the number of new owner-occupied residences in the county over the last four years.

- 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 2003, the actual homestead exemption that a homeowner in DeKalb County will receive will be 77%. In three out of the last four years, homeowners have paid no property taxes to support general government functions. They have, of course, supported those operations through the payment of the 1-cent HOST tax, which amounts to \$100.00 per \$10,000.00 spent in DeKalb on applicable goods and services. Even with this change, the overall tax burden on DeKalb County homeowners for general government operations will remain the lowest in the metropolitan area.

The FY 2003 Executive Budget recommendation is based on no change in the FY 2002 millage rate. However, the Budget is based on current forecasts of tax digest values and estimates of year-end fund balances. Exact values will be available in June 2003 when the Board of Commissioners adopt the final millage rates for the FY 2003 Budget.

- Process Improvement Funds in the amount of \$500,000 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 2003, as in FY 2002, 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, 2002 in the County's Tax Funds will be \$22.1 million. Approximately \$17 million constitutes the Budgetary Reserve, and the remainder (\$5.1 million) is an operating reserve that is re-budgeted in the 2003 Budget. The maintenance of an appropriate reserve is a critical factor in retaining the County's excellent credit rating (Aaa by Moody's, AA+ by Standard & Poor's). This is an approximate \$10 million reduction in the fund balance compared to our same position last year. This negative impact in the fund balance is substantially related to the granting of a FY 2002 Homestead Exemption at a level of \$85.9 million when the FY 2002 projection was for HOST revenue to come in at \$81.5 million. Additional reasons for the fund balance reduction are less than anticipated EMS collections, less than anticipated Parks and Recreation revenue and, the continuing impact of the loss of the INS participation at the County Jail. One final component of the fund balance reduction has been the impact during FY 2002 of the Federal Reserve Board's discount rate adjustments. From the fourth quarter of FY 2001 through the present, there have been four discount rate reductions taking the rate from 2.5% to 1.25%. Such rate reductions have had a negative impact on the investment instruments in which the County must, by law, invest.

Additional Considerations of the 2003 Budget

- While a 77% Homestead Exemption is included in the 2003 Tax Funds Budget, this level of exemption requires the use of over 98% of the HOST Sales Tax receipts projected for year 2003. 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) of \$59.8 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 \$10.2 million for capital projects.

- Salary savings in the proposed 2003 Tax Funds Budget are anticipated at the level of \$9.6 million. This level of salary savings recognizes the high vacancy rate that currently exists in the Tax Funds Budget and assumes that approximately 288 positions will remain vacant during 2003.

Special Considerations

In developing the recommendations for the 2003 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 2003 Budget may be summarized as follows:

- Initial funding for the replacement of the County's Financial Management Information System including the implementation of a new Automated Purchasing System. This will be a multiple year effort with implementation scheduled for the start of the second quarter of 2004. The estimated project budget is \$8,442,784 over three years. The proposed new system will be server-based as opposed to the current mainframe-based system and will have built-in e-business capability. It represents a fundamental step in providing DeKalb County with a modern integrated financial management system with which to manage and control our operations.
- Implementation funding for the installation of the new Development Department system to track permitting and inspections. This will complete the comprehensive reorganization of the development function that has taken place over the last two years. Funding for this initiative is contained within the Development Fund budget.
- Initial funding for the purchase of the 330 East Ponce de Leon Building from the State Properties Commission. The purchase contract will be spread over several years. This initiative is in response to the critical shortage of space in the existing Maloof and Callaway facilities, and is being recommended as part of the development of a comprehensive County Facilities Development Plan.
- Funding to underwrite a new Certificates of Participation (COPs) finance program that will provide for the refinancing of the existing COPs issues and a new supplemental issue to complete the construction of the new courthouse facility and provide for the renovation of the current court facility and the renovation of the 330 East Ponce de Leon facility.
- Funding for Phase I of the construction of a new Juvenile Court facility. Phase I will include the purchase of land and the development of architectural plans and specifications. It is anticipated that the financing will be accomplished through the DeKalb County Building

Authority.

- Funding to address the settlement of on-going litigation with the DeKalb Homebuilder's Association.
- The creation of a small reserve to address cost issues surrounding the transfer of State prisoners on an expedited basis from the City of Atlanta.
- Funding for Phase II of the I-Net Project to connect DeKalb County facilities with the fiber optics network installed under the County's Cable Franchise Agreement. It is also anticipated that funds recovered from the cable company from liquidated damages accessed because of failure to complete the system will be programmed as part of the Phase II effort.
- Funding for the acquisition of land for future fire stations.
- A modest increase in the book budget for the DeKalb County Library System. The County has one of the lowest per capita book budget rates in Georgia. This item represents the highest priority for the library system.
- 2003 will also see the continuation of the integration of the County's Fire and Rescue Services into one operation. The effort, initiated as part of the on-going process improvement program in 2002, will continue to be the focus of management's attention in 2003. Also, an additional 20 positions are recommended for the Fire and Rescue Department in compliance with the current five-year plan to add an additional firefighter to each crew.
- The Administration is recommending the creation of a small Office of Cultural Affairs and Promotions within the Parks and Recreation Department. The office will be constituted from reclassified positions within the Department. In addition to providing focus to the County's efforts to promote cultural activities and events, the office will also seek to maximize local, state and federal grants for the arts and cultural events.
- Also in Parks and Recreation, the creation of a reserve fund has been recommended to provide necessary capabilities within the Department to address the added responsibility for maintaining property currently being acquired under the Parks and Greenspace Bond Issue and the Governor's Greenspace Program. While the details of the maintenance requirement has not yet been quantified, the recommendation is to utilize the reclassification of currently vacant Parks Department positions for the task, supplemented by seasonal employment (part-time) positions.
- In the public safety area, additional positions are recommended for the 911-dispatch operation in the Police Department. These positions should materially improve the County's ability to ensure that all 911 calls are answered in a timely manner and reduce the substantial outlay currently experienced for overtime. The positions will be funded from the current 911 charge placed on telephone bills. In addition, the budget includes funding for the creation of

10 positions of Investigative Aides to replace sworn officers currently manning clerical functions in the precincts. This effort is part of an on-going review to replace sworn personnel with civilians throughout the Department. This approach provides substantial savings in salary differentials and allows reassignment of qualified officers to the field.

- As a result of the adjustment of sanitation rates in 2002, the 2003 budget contains a number of positions contemplated in the new rates. The additional 35 positions will be utilized to reconfigure sanitation routes and strengthen our overall supervisory capabilities.

It is also important to consider issues that are not addressed in the recommended 2003 Budget. These issues include the following:

- The need for substantial additional funding for transportation improvement and sidewalk projects throughout the County. The current situation of traffic congestion must be addressed. The Administration has begun the staff work necessary to delineate a list of high priority street, intersection and traffic signalization projects that could substantially improve traffic flow in the County in the short term. Longer-range solutions must be considered within the context of the development of the new Transportation Plan for DeKalb County. The development of that plan, by outside consultants, is scheduled to commence in 2003. In addition to addressing traffic congestion, the construction of additional sidewalks, especially around new or proposed schools is also highly desirable.
- Resolution of the contract with the Immigration and Naturalization Service for services at the DeKalb County Jail. The Administration is hopeful that the Sheriff's Department can successfully negotiate a return of INS detainees to the DeKalb facility. Because of the question of timing and reimbursement levels, the Administration has not anticipated revenues from this source.
- Determination of the impact of the recommendations of the Chief Executive Officer's Task Force on Senior Tax Relief. The recommendations include substantial tax relief for senior citizens on limited income. However, the enactment of such recommendations would require State legislative approval and a popular vote of the electorate. The impact will probably be delayed until a future budget cycle. The Administration intends to initiate discussions with the County's Local Legislative Delegation about this situation.
- Determination of the financial impact of the recommendations of the Chief Executive Officer's Intercultural Task Force. The recommendations have only been finalized this past week and so have not been considered in the formulation of the 2003 Budget.
- The impact of recommendations to phase out the County's support of the Department of Family and Children's Services' (DFCS) Children's Shelter. DFCS is scheduled to open its new shelter in the first quarter of 2003. The tentative recommendation, not yet finalized, is to reprogram the funding for shelter support to provide an expanded program of child advocacy.

- The impact of the adoption of the Storm Water Utility Fee. Upon adoption, the initial phase of implementation will be the development of a comprehensive master plan that will address the scope and priorities of the program and commence the field work necessary to determine the appropriate charges for commercial entities in the County. It is anticipated that the fee will be access in 2003 tax billing cycle. It is assumed that necessary funding for further implementation expenses will be reimbursed from future utility revenue.

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 2003, the Administration will maintain the same level of control over the filling of vacant positions as in 2002 and further managerial controls will be installed to further strengthen control of overtime.
- The State of Georgia will continue with the implementation of the Homeowner's Tax Relief Credit program, including the increase in the level of credit from \$8,000 to \$10,000.

The Executive Budget recommendation also contains a major revision of the County's policy on annual salary adjustments. In the future, 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 2003 Budget

The recommended budget includes 119 additional positions for the provision of County services. These positions are allocated as follows:

	General/STD* Fund	Fire Fund	Sanitation Fund	Water/Sewer Fund	Other Fund	
Public Safety	27	20			10	
Public Works	3		35	7	2	
Administrative	<u>15</u>					
Total	45	20	35	7	12	119

As outlined in the table, of the 119 positions recommended, 57 are in the area of Public Safety, 47 are in Public Works (with 35 in the Sanitation Fund and 7 in the Water Sewer Fund) and 15 are in the Administrative area.

*Special Tax Districts

<u>Functional Area</u>	<u>Positions</u>	<u>Number</u>	<u>Funding Source</u>
Public Safety			
Police – Operations	Investigative Aide	10	STD Fund
Police – Support	Communications Operator	10	E-911 Fund
Police – Code Enforcement	Code Enforcement Officer	2	STD Fund
Police – Animal Control	Animal Control Officer	2	General Fund
Fire & Rescue Services	Supply Supervisor	1	Fire Fund
	Firefighter	15	Fire Fund
Recorder’s Court	Fire Protection Engineer (temp)	4	Fire Fund
	Data Entry Supervisor	1	STD Fund
	Records Technician	1	STD Fund
Sheriff	Deputy Sheriff	3	General Fund
District Attorney	Legal Secretary, Senior	1	General Fund
	Victim Witness Coordinator	1	General Fund
Juvenile Court	Grants & Administrative Manager	1	General Fund
Superior Court	Office Assistant	4	General Fund
Law Department	Assistant County Attorney	1	General Fund
Total		57	
Public Works			
Finance	Field Service Representative	4	Water & Sewer
PW – Water & Sewer	Administrative Assistant	1	Water & Sewer
	FOG Inspector	2	Water & Sewer
PW – Sanitation	Administrative Assistant	1	Sanitation Fund
	Roll-Off Container Operator	2	Sanitation Fund
	Sanitation Collection Superintendent	1	Sanitation Fund
	Sanitation Supervisors, Field	3	Sanitation Fund
	Sanitation Driver Crew Leader	5	Sanitation Fund
PW- Fleet Maintenance	Refuse Collector	21	Sanitation Fund
	Commercial Front End Loader Op	2	Sanitation Fund
	Specification Specialist	1	Veh. Maint. Fund
PW – Transportation	Executive Secretary	1	STD Fund
	Engineer	2	STD Fund
Development	Office Assistant, Senior	1	Development Fund
Total		47	

Administrative

Chief Executive Officer	Director of Process Improvement	1	General Fund
	Secretary, Principal	1	General Fund
GIS	GIS Specialist	1	General Fund
Economic Development	Office Assistant	1	General Fund
Community Development	Planner, Senior	1	General Fund
Human Resources	Human Resources Asst., Senior	1	General Fund
Information Systems	Telecommunications Tech, Senior	1	General Fund
	Program Analyst III	4	General Fund
	Network Engineer, Senior	1	General Fund
	Information Sys. Senior Proj. Mgr.	1	General Fund
Finance	Employee Benefits Specialist	1	General Fund
Registrar	Supply Specialist, Senior	1	General Fund

Total 15

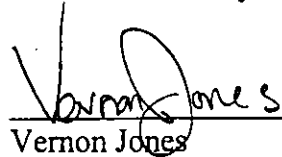
Grand Total 119

Summary

The FY 2003 Executive Budget recommendation has been developed after comprehensive and careful analysis of the County's needs and resources. Such consideration has required difficult decisions. However, the essence of leadership, especially elected leadership, is to face the hard decisions and focus on the long-range objective of maximizing results.

During FY 2002, 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 initiated in the last two years.

In FY 2003, the recommended Executive Budget provides for a continued focus on governmental efficiency, effectiveness, and integrity. The Executive Branch will also continue its emphasis on customer service to our clients – the citizens and businesses of DeKalb County.



Vernon Jones
Chief Executive Officer



MEMORANDUM

Vernon Jones
Chief Executive Officer

January 24, 2003

TO: Members, Board of Commissioners

FROM: Vernon Jones
Chief Executive Officer

SUBJECT: Amendment to the 2003 Recommended Budget

Revenue projections for 2003 have increased by \$583,285 from the time of my initial budget submittal to you on December 13, 2002. Revenue anticipations from year-end Fund Balance increased by \$933,285 while interfund transfers have decreased by \$350,000 to yield the net revenue increase of \$583,285. All other revenues remain the same as submitted with the exception of a shift of anticipations between the Interfund Charges and Interfund Transfers categories, which do not increase the total tax funds anticipations.

The net adjustments to appropriations of \$583,285 are detailed as follows:

* Law \$30,000

Increase funding for Training and Education for ongoing legal education for staff attorneys.

* Facilities Management \$8,845

Increase required for Boiler & Machinery insurance. The additional insurance charges are the result of the end of year 2002 actual expenses and the requirements for insurance coverage during 2003.

* Purchasing (\$31,929)

Transfer one Contract Compliance Assistant from the Department of Purchasing and Contracting to Human Resources, and reduce funding for the position.

* Human Resources \$31,929

Transfer one Contract Compliance Assistant from the Department of Purchasing and Contracting to Human Resources, and increase funding for the position.

- * Registrar & Elections (\$382,137)
Decrease the funding for lease purchase payments for new voting equipment in accord with the actual lease purchase schedule from GE Capital by \$392,637, and increase training funding by \$10,500..
- * Sheriff \$15,000
Add funding for inmate clothing to increase the individual undergarment issue in accord with certification guidelines.
- * Juvenile Court (\$100,565)
Decrease funding by \$139,341 from transferring two attorney positions and a legal secretary position from Juvenile Court to the newly created Child Advocate's Office. Add \$23,896 for an Administrative Assistant for the previously recommended Grants Manager. Add \$14,880 for a Tribunal Technician, Senior position to provide one such position for each judge.
- * District Attorney \$28,745
Add an Assistant District Attorney and funding equal to the difference between the cost of the position, and funds available from grant sources.
- * Child Advocate's Office \$304,341
Create a Child Advocate's Office in response to recent litigation that maintains that the County is not providing sufficient resources in this area. Create an Attorney IV position and two Attorney II positions to be supplemented by transferring two attorneys and a secretary from Juvenile Court.
- * Public Defender \$31,299
Add an Attorney II position to serve as Public Defender for Recorder's Court in compliance with the U. S. Supreme Court decision in *Shelton v. Alabama*.
- * Planning \$216,000
Increase Professional Services by \$200,000 to fund an Impact Fee Study, and by \$16,000 for a District Zoning Overlay Study.
- * Economic Development \$8,892
Substitute an Economic Development Coordinator, Senior position for a previously recommended Office Assistant position.

- * Board of Health \$20,000
Provide additional funding for the West Nile Virus Program.
- * Police \$48,102
Provide increased funding of \$3,602 for helicopter insurance in accordance with the Risk Management finalized insurance requirements for 2003. Transfer the newly reallocated position of Assistant Director Program Operations from the Special Tax District – Unincorporated to the Special Tax District – Designated Services, and increase the funding to cover the differential in the position salaries. Add \$9,228 in funding for equipment and training to implement the Noise Ordinance.
- * Public Works - Transportation \$264,500
Add \$75,000 for two Engineer positions to serve as project managers for high impact, high priority transportation projects. Add \$189,500 for contract road striping services.
- * Public Works – Roads and Drainage \$15,000
Add funds to purchase an additional Concrete Saw.
- * Parks and Recreation \$100,000
Provide funding to the Metro Regional Arts Council for funding of a special project impacting DeKalb County.
- * Recorder’s Court (\$26,903)
Delete an Attorney I position created to serve as Public Defender for Recorder’s Court, and place responsibility for this function with the Public Defender.
- * Non - Departmental (\$131,490)
Adjust funding for various insurance coverages within the Tax Funds as follows:

Unemployment Compensation	\$59,663
Boiler & Machinery	\$3,370
Non - Immunity	(\$179,146)
Loss Control	(\$15,377)
- * Contribution to CIP \$133,656
Increase funding to cover the Tax Funds portion of 2003 lease purchase payments for the Kronos time keeping system upgrade.

I am also adding two Senior Consultant positions. One will assist the Finance Department with implementation of the Financial Management Information System, and the other will assist Purchasing with the implementation of the Automated Purchasing System. Funding for these two positions is already recommended as part of the funding for the FMIS/APS system, and no additional funding will be required at this time.

Finally, you should be aware that we are in the process of reorganizing the Information Systems Department. This reorganization will be accomplished within the funding included in my original recommendation. It will involve re-configuring the department to better reflect its activities and responsibilities, and will allow greater flexibility in addressing the information technology issues that we currently face.

Including all of the adjustments above to the original Tax Funds Budget recommendation, the total budget will be increased by \$583,285 from \$473,866,740 to \$474,450,025.

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 2002 with \$67,711 more in fund balance than was initially projected. With a reduction of \$3,138 as a result of adjusted contributions needed to fund 2003 requirements in the Risk Management Fund, and an increase of \$70,849 in the reserve account, the recommended budget for this fund will increase from \$14,199,444 to \$14,267,155.

The **Recreation Fund** ended 2002 with \$162,958 less in fund balance than was initially projected. I am recommending increasing revenue anticipations by \$162,958, which will leave this recommended budget at \$1,791,376.

The **Law Enforcement Confiscated Monies Fund** ended 2002 with a fund balance of \$92,358 less than the original projection because of higher than expected expenditures. This will decrease the recommended budget from \$2,045,105 to \$1,952,747.

The **Hotel/Motel Tax Fund** ended 2002 with \$157,024 more in fund balance than was expected. With an addition of \$157,024 to the reserve account, this will increase my recommended budget for this fund from \$2,050,000 to \$2,207,024.

The **Victim Assistance Fund** ended 2002 with a fund balance that was \$129,128 more than expected. This will increase the recommended budget for this fund from \$1,150,000 to \$1,279,128.

The **Grant - In - Aid Fund** ended 2002 with a fund balance that was \$3,351,416 less than originally projected due to lower revenues than expected. With decreases to various appropriation accounts in the amount of \$3,075,029 primarily for Community Development and DeKalb Workforce

Development, the budget recommendation for this fund will decrease from \$53,819,081 to \$50,744,052.

The **Drug Abuse Treatment & Education Fund** ended 2002 with a fund balance of \$13,464 more than was originally estimated. I am also including an additional \$10,000 for Drug Court treatment services. The total recommended budget for this fund will increase from \$147,217 to \$160,681.

The **Juvenile Services Fund** ended 2002 with \$4,830 more in fund balance than was originally estimated. This will increase the recommended budget for this fund from \$47,000 to \$51,830.

The **Street Lights Fund** ended 2002 with \$82,602 less in fund balance than was originally estimated. This will decrease the recommended budget for this fund from \$3,250,750 to \$3,168,148.

The **Speed Humps Maintenance Fund** ended 2002 with \$38,930 less in fund balance than was originally estimated due to higher than anticipated expenditures. This coupled with a decrease in revenue anticipations of \$10,000 will decrease the recommended budget for this fund from \$200,000 to \$151,070.

The **Emergency Telephone System Fund** ended 2002 with \$107,041 more in fund balance than projected due to less than expected expenditures. This will increase the recommended budget from \$14,636,005 to \$14,743,046.

The **Public Education and Government Access Fund** ended 2002 with \$80,419 more in fund balance than projected. This will increase the recommended budget for this fund from \$2,119,716 to \$2,200,135.

The **Child Support Incentive Fund** ended 2002 with \$21 less in fund balance than projected. This will decrease the recommended budget for this fund from \$23,210 to \$23,189.

The **Water & Sewerage Operating Fund** ended 2002 with \$409,978 more in fund balance than expected due to lower than anticipated expenditures. There will also be a net budget decrease of \$11,811 as a result of adjusted contributions needed to fund the 2003 requirements for various insurance coverages in the Risk Management Fund. With a \$421,789 increase to the transfer to the R&E fund account, these changes will increase the budget recommendation for this fund from \$132,065,078 to \$132,475,056.

The **Water & Sewerage Sinking Fund** ended 2002 with \$2,439 more in fund balance than originally projected. With a \$2,439 decrease in revenues from interest earnings, this recommended budget will remain at \$37,520,524.

The **Sanitation Fund** ended 2002 with \$2,689,725 more in fund balance than originally estimated because of lower than expected expenditures and the continuing effect of the rate adjustment approved during 2001. Also, there is a net budget increase of \$12,600 as a result of a decrease in contributions needed to fund the 2003 requirements for various insurance coverages in the Risk Management Fund, and addition of an Assistant Superintendent of Landfill Operations funded for

eight months. With an increase of \$3,327,125 in the reserve account, the budget for this fund will increase from \$64,825,974 to \$68,165,699.

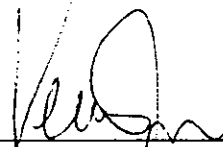
The **Airport Fund** ended 2002 with \$105,213 less in fund balance than projected. Also, there is a net budget decrease of \$326 as a result of adjusted contributions needed to fund the 2003 requirements for various insurance coverages in the Risk Management Fund. With a decrease of \$104,886 to the reserve account, the budget for this fund will decrease from \$3,191,750 to \$3,086,537.

The **Fleet Maintenance Fund** ended 2002 with \$139,511 more in fund balance than originally projected. Additionally, there is a net budget decrease of \$3,923 as a result of adjusted contributions needed to fund the 2003 requirements for various insurance coverages in the Risk Management Fund. With a reduction of \$135,588 to various revenue accounts, the budget for this fund will remain \$23,303,068.

The **Vehicle Fund** ended 2002 with \$1,069,792 more in fund balance than originally anticipated. With an increase in department charges of \$238,202, and an increase in the reserve of \$1,283,921, the budget for this fund will increase from \$41,120,351 to \$42,428,345.

The **Risk Management Fund** ended 2002 with \$651,015 more in fund balance than expected due to lower expenditures for insurance than projected. With other revenue decreases based on current requirements for various coverages for 2003 in the amount of \$976,038 the recommended budget will decrease from \$65,339,758 to \$64,363,720.

The **Stormwater Utility Fund** is being created pursuant to the Board's action in late 2002. We are anticipating revenues of \$8,000,000 from fees. With appropriations of \$750,000 for consulting and other professional services, and \$250,000 to repay the Water & Sewer Fund, the remainder of budget will consist of a reserve of \$7,000,000 pending determination of the optimal implementation strategy for this fund.



Vernon Jones
Chief Executive Officer

Board of Commissioners Adopted 2003 Budget Adjustments

		<u>Anticipations</u>	<u>Appropriations</u>
	C E O's Recommended Tax Funds Budgets	\$474,450,025	\$474,450,025
<u>Item #</u>	<u>Department / Item</u>		
	<u>Revenues:</u>		
1.	Property Taxes	16,468,517	
	<u>Appropriations:</u>		
	Contributions to CIP		
2	HOST Capital Outlays		16,468,517
		<hr/>	<hr/>
	Amended Tax Funds Budgets	\$490,918,542	\$490,918,542

EXECUTIVE SUMMARY

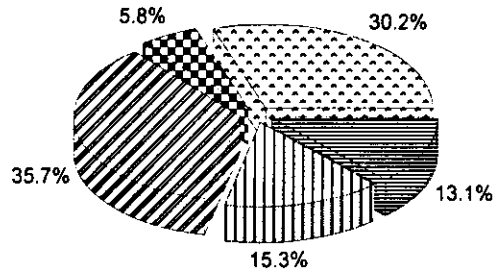
This Executive Summary provides a general overview of the entire budget.

TOTAL COUNTY FUNDS

The 2003 Budget for all funds totals \$1.509 million and includes budgets for 43 separate funds.

TAX FUNDS	\$490,918,542
SPECIAL REVENUE	94,284,931
ENTERPRISE	580,814,417
INTERNAL SERVICES	130,095,133
CAPITAL PROJECTS	212,958,087
TOTAL	\$1,509,071,110

TOTAL COUNTY FUNDS



TAX FUNDS

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

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

Appropriations

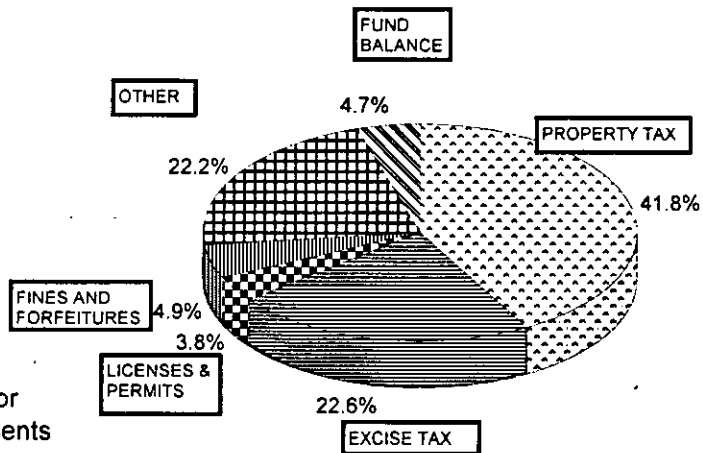
Notable items in the Tax Funds Budgets in 2003 include:

- * A HOST Capital Outlay of \$16.5 million for transportation improvements. This represents the maximum 20% usage of HOST Tax revenues for capital projects.
- * A net increase of 81 full-time positions, the addition of 7 part-time and 4 temporary positions.

Revenues

The Tax Funds derives revenue from a variety of sources, shown in the graph to the right. One significant change to the revenues is the 1% sales tax which was approved by referendum in 1997. A major portion of this tax offsets a decrease in property tax revenue as the homestead exemption has been increased using at least 80% of sales tax receipts.

TAX FUNDS REVENUE



Tax Funds Revenue

Property Tax	\$205,442,528
Other Taxes	52,601,862
Excise Tax	110,761,789
Licenses & Permits	18,414,000
Fines & Forfeitures	24,269,900
Intergovernmental Revenue	24,540,942
Other Sources	31,853,993
Fund balance brought forward	23,033,528
Total	\$490,918,542

EXECUTIVE SUMMARY

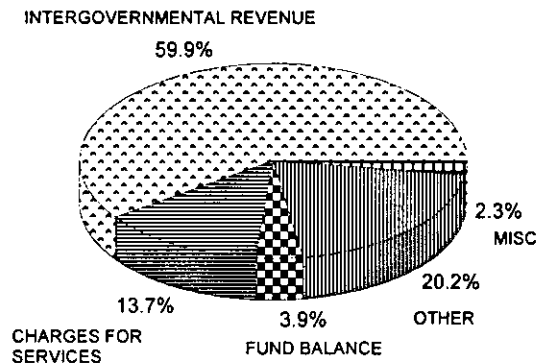
SPECIAL REVENUE FUNDS

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 53% 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. Other funds are detailed in the Special Revenue Funds section of this book.

Revenues

About 60% of the revenue is from other governments, primarily federal funds for various grant programs.

SPECIAL REVENUE FUNDS REVENUES



Appropriations

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

Special Revenue Funds Revenue

Intergovernmental Revenue	\$56,463,091
Charges for County Services	12,920,741
Miscellaneous Revenue	3,710,298
Other Sources	19,040,942
Fund balance brought forward	2,149,962
Total	\$94,285,034

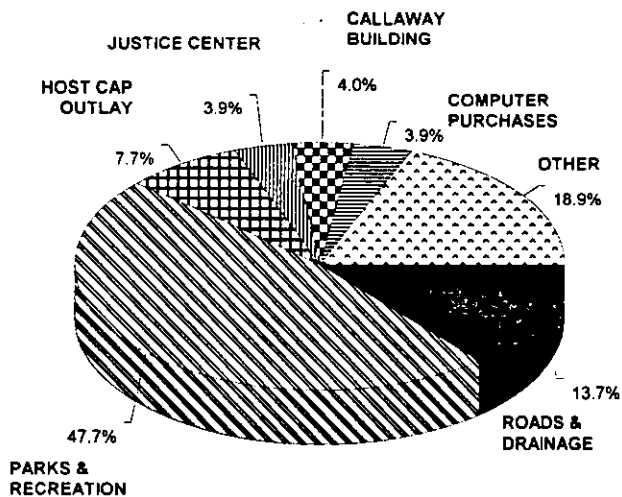
GENERAL CAPITAL PROJECTS FUNDS

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

Three 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, and
- 2) In 2001 voters approved a \$125 million bond issue to fund the acquisition of parks and greenspace.
- 3) In 2003 \$16,468,517 was appropriated for HOST Capital Outlay.

CAPITAL PROJECTS FUND

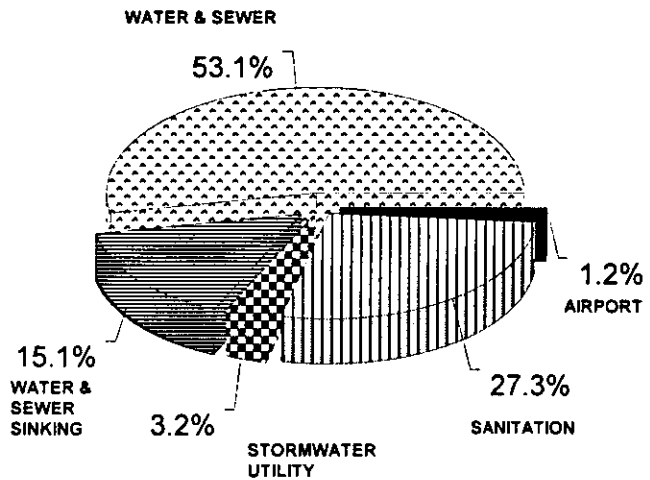


EXECUTIVE SUMMARY

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.

ENTERPRISE OPERATING FUNDS



Notable items in the Enterprise Operating Funds include:

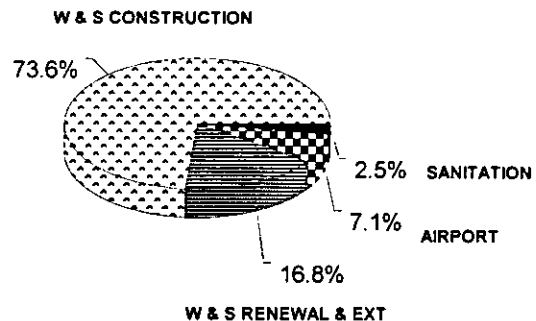
- * \$557,000 to fund airport improvement capital projects.
- * \$11.1 million for debt service on the \$214.5 million 2000 Water and Sewer Bond Issue.
- * 29 positions and 7 vehicles added to standardize residential routes at less than 1,000 residences
- * \$9.3 million for Sanitation capital projects
- * The establishment of a Stormwater Utility Fund

ENTERPRISE CAPITAL FUNDS

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

ENTERPRISE CAPITAL FUNDS

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.

EXECUTIVE SUMMARY

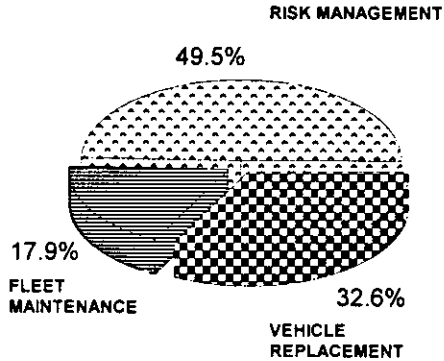
INTERNAL SERVICE FUNDS

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 2003 budget include:

- * 292 vehicles and 1 landfill compactor are scheduled to be replaced; and 22 additional additional vehicles are to be purchased, 17 of these are Sanitation vehicles. In addition, 40 new and 19 replacement vehicles will be acquired under the Master Lease Agreement.
- * The Risk Management Fund budget increased in 2003 by 23% or \$12,217,375 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 FUND:** 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 FUND:** 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 FUND:** Used to account for certain services and revenues related only to the unincorporated area of the County.
- FIRE FUND:** Accounts for the activities of the County Fire District.
- DEBT SERVICE FUND:** Accounts for principal and interest payments on General Obligation bonded debt.
- SPECIAL RECREATION DISTRICT-DEBT SERVICE FUND:** Accounts for principal and interest on Parks General Obligation Bond issues.
- HOSPITAL FUND:** 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:

- RECREATION FUND:** Operated to provide recreation and cultural arts programs on a fee for service basis.
- HOTEL/MOTEL TAX FUND:** 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.
- COUNTY JAIL FUND:** 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.
- GRANTS-IN-AID FUND:** Accounts for grant-funded programs separately and distinctly from county funds.
- LAW ENFORCEMENT CONFISCATED MONIES FUND:** Accounts for monies confiscated in controlled substance cases and designated by law or by court order for limited uses in criminal justice.
- EMERGENCY TELEPHONE SYSTEM FUND:** Accounts for monies collected through user telephone billings and used for certain Emergency 911 telephone system expenses.
- DRUG ABUSE TREATMENT & EDUCATION FUND:** Accounts for funds received under 1990 Georgia law imposing additional fines in substance abuse cases, for use for drug abuse treatment and education programs.
- JUVENILE SERVICES FUND:** Accounts for funds received under 1990 Georgia law which are to be used only for specified juvenile services.
- STREET LIGHT FUND:** Accounts for funds in street light districts. Revenue is from special assessments and is used to pay utilities for petitioned street lights.
- SPEED HUMP MAINTENANCE:** Accounts for funds collected for maintenance of speed humps. Revenue is collected from special assessments.
- VICTIM ASSISTANCE FUND:** Accounts for funds received under 1995 Georgia Law imposing a 5% penalty on criminal fines and designated for use in Victim Assistance programs.
- PUBLIC EDUCATION & GOVERNMENT CABLE TELEVISION FUND:** accounts for funds received from cable franchisees.
- DEVELOPMENT FUND:** accounts for funds received from development inspection fees.
- CHILD SUPPORT INCENTIVE FUND:** accounts for funds received from the State Office of Child Support Enforcement in the form of incentive payments to the District Attorney of DeKalb County

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:**
- WATER AND SEWERAGE OPERATING FUND:** Accounts for the normal operations and maintenance activities of the DeKalb Water and Sewerage System.
- WATER AND SEWERAGE RENEWAL AND EXTENSION FUND:** Accounts for transactions related to capital replacements, additions, extensions and improvements and future development or expansion of the system.
- WATER AND SEWERAGE SINKING FUND:** Accounts for principal and interest payments on Water and Sewer Revenue Bonds.
- WATER AND SEWERAGE CONSTRUCTION FUND:** 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 FUND:** Accounts for the activities of collection, transportation and disposal of solid waste generated in unincorporated DeKalb County.
- SANITATION CAPITAL PROJECTS:** Accounts for funds for capital projects funded by, and related to the Sanitation Fund.
- AIRPORT FUND:** Accounts for the activities of the operation of DeKalb-Peachtree Airport, a general aviation facility.
- AIRPORT CAPITAL PROJECTS:** Accounts for funds for capital projects funded by, and related to the Airport Fund.
- STORMWATER FUND:** Accounts for funds received from the annual stormwater utility fee for maintenance of the stormwater infrastructure.

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 FUND:** Accounts for activities related to the maintenance, repair and operation of County-owned vehicles.
- VEHICLE REPLACEMENT FUND:** 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 FUND:** Accounts for all financial transactions related to the County's various risk management programs.

CAPITAL PROJECTS FUNDS

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

- GENERAL OBLIGATION BOND FUNDS:** 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.
- COPS-CALLAWAY BUILDING:** Established to account for proceeds of sale of Certificates of Participation (COPS) sold to renovate existing building for use of State Court.
- CAPITAL PROJECTS FUNDS:** 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 FUND:** 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, 2002	\$32,434,520	\$6,615,625	\$18,553,600	\$20,847,107	\$78,450,852
ACTUAL REVENUES					
Property Taxes	203,225,582	0	0	0	203,225,582
Excise Taxes	110,469,877	2,125,978	0	0	112,595,855
Licenses & Permits	18,338,656	9,286,667	0	0	27,625,323
Use of Money & Property	343,749	763,410	4,373,391	472,901	5,953,451
Intergovernmental Revenue	20,163,703	19,988,454	2,376,295	64,081	42,592,533
Fines & Forfeitures	23,293,864	2,263,111	0	0	25,556,975
Charges for County Services	8,653,771	11,387,520	156,611,793	0	176,653,084
Miscellaneous Revenue	2,888,897	3,418,949	3,714,394	2,822,117	12,844,357
Interdepartmental Charges	10,143,014	0	29,990,195	0	40,133,209
Transfers From Other Funds	7,856,350	1,104,235	0	83,590,895	92,551,480
Total Revenue	405,377,463	50,338,326	197,066,067	86,949,994	739,731,849
TOTAL FUNDS AVAILABLE	437,811,983	56,953,951	215,619,667	107,797,101	818,182,701
EXPENDITURES:					
Operating	406,922,106	43,126,141	161,432,590	81,661,116	693,141,953
Transfers To Other Funds	7,856,350	7,823,733	30,118,897	0	45,798,980
Total Expenditures	414,778,456	50,949,874	191,551,487	81,661,116	738,940,933
Fund Balance, December 31, 2002	\$23,033,528	\$6,004,073	\$24,068,180	\$26,135,985	\$79,241,768
Fund Balance, January 1, 2003	\$23,033,528	\$6,004,073	\$24,068,180	\$26,135,985	\$79,241,768
ANTICIPATED REVENUES:					
Property Taxes	258,044,390	0	0	0	258,044,390
Excise Taxes	110,761,789	2,050,000	0	0	112,811,789
Licenses & Permits	18,414,000	10,025,262	0	0	28,439,262
Use of Money & Property	272,300	123,547	3,106,738	390,000	3,892,585
Intergovernmental Revenue	24,540,942	56,463,091	2,150,078	40,000	83,194,111
Fines & Forfeitures	24,269,900	820,000	0	0	25,089,900
Charges for County Services	9,127,446	13,216,662	186,196,016	0	208,540,124
Miscellaneous Revenue	3,296,300	3,710,298	3,834,500	750,000	11,591,098
Interdepartmental Charges	10,697,790	0	0	102,779,148	113,476,938
Transfers From Other Funds	8,460,157	1,872,001	29,892,305	0	40,224,463
Total Revenue	467,885,014	88,280,861	225,179,637	103,959,148	885,304,660
TOTAL FUNDS AVAILABLE	490,918,542	94,284,934	249,247,817	130,095,133	964,546,428
PROJECTED EXPENDITURES:					
Operating	444,073,800	75,422,631	197,270,215	121,811,754	838,578,400
Transfers To Other Funds	27,569,094	8,659,707	30,142,305	0	66,371,106
Total Expenditures	471,642,894	84,082,338	227,412,520	121,811,754	904,949,506
Projected Fund Balance, December 31, 2003	\$19,275,648	\$10,202,596	\$21,835,297	\$8,283,379	\$59,596,922

**SUMMARY OF ANTICIPATIONS AND REVENUES -
ALL OPERATING FUNDS
2001-2003**

SOURCE	FUND GROUP	TAX	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	TOTAL
2003 ANTICIPATED						
TAXES		\$368,806,179	\$2,050,000	\$0	\$0	\$370,856,179
LICENSES & PERMITS		18,414,000	10,025,262	0	0	\$28,439,262
USE OF MONEY & PROPERTY		272,300	123,547	3,106,738	390,000	\$3,892,585
INTERGOVERNMENTAL REVENUE		24,540,942	56,463,091	2,150,078	40,000	\$83,194,111
FINES & FORFEITURES		24,269,900	820,000	0	0	\$25,089,900
CHARGES FOR SERVICES		9,127,446	13,216,662	186,196,016	0	\$208,540,124
MISCELLANEOUS		3,296,300	3,710,298	3,834,500	750,000	\$11,591,098
INTERFUND TRANSFERS & CHARGES		19,157,947	1,872,001	29,892,305	102,779,148	\$153,701,401
FUND BALANCE BROUGHT FORWARD		23,033,528	6,004,073	24,068,179	26,135,985	\$79,241,765
TOTAL ANTICIPATIONS		\$490,918,542	\$94,284,934	\$249,247,816	\$130,095,133	\$964,546,425
2002 ACTUAL						
TAXES		\$313,695,459	\$2,125,978	\$0	\$0	\$315,821,437
LICENSES & PERMITS		18,338,656	9,286,667	0	0	\$27,625,323
USE OF MONEY & PROPERTY		343,749	763,410	\$4,373,391	472,901	\$5,953,451
INTERGOVERNMENTAL REVENUE		20,163,703	19,988,454	2,376,295	64,081	\$42,592,533
FINES & FORFEITURES		23,293,864	2,263,111	0	0	\$25,556,975
CHARGES FOR SERVICES		8,653,771	11,387,520	156,611,792	0	\$176,653,083
MISCELLANEOUS		2,888,897	3,418,949	3,714,394	2,822,117	\$12,844,357
INTERFUND TRANSFERS & CHARGES		17,999,364	1,104,235	29,990,195	83,590,895	\$132,684,689
FUND BALANCE BROUGHT FORWARD		32,434,520	6,615,625	18,553,600	20,847,107	\$78,450,852
TOTAL REVENUES		\$437,811,983	\$56,953,951	\$215,619,667	\$107,797,100	\$818,182,701
2001 ACTUAL						
TAXES		\$296,595,568	\$2,439,504	\$0	\$0	\$299,035,072
LICENSES & PERMITS		18,445,810	10,939,200	0	0	29,385,010
USE OF MONEY & PROPERTY		2,545,860	882,887	4,281,750	472,901	8,183,398
INTERGOVERNMENTAL REVENUE		21,224,885	20,480,337	2,433,282	69,733	44,208,237
FINES & FORFEITURES		20,816,465	2,180,450	0	0	22,996,915
CHARGES FOR SERVICES		7,377,624	8,522,583	149,598,379	0	165,498,586
MISCELLANEOUS		4,367,500	3,321,946	4,199,690	1,246,943	13,136,079
INTERFUND TRANSFERS & CHARGES		16,782,751	541,373	29,587,388	78,619,786	125,531,298
FUND BALANCE BROUGHT FORWARD		37,758,917	3,009,358	12,941,004	19,611,058	73,320,337
TOTAL REVENUES		\$425,915,380	\$52,317,638	\$203,041,493	\$100,020,421	\$781,294,932

**SUMMARY OF APPROPRIATIONS AND EXPENDITURES-
ALL OPERATING FUNDS
2001 - 2003**

SOURCE	FUND GROUP	TAX	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	TOTAL
2003 BUDGET						
PERSONAL SERVICES		\$263,797,707	\$15,953,308	\$59,053,382	\$7,878,491	\$346,682,888
SUPPLIES		7,748,946	1,028,084	4,071,875	5,596,530	18,445,435
OPERATING SERVICES & CHARGES		95,970,517	30,248,226	60,422,422	85,408,662	272,049,827
MAINTENANCE & REPAIR		17,821,431	569,845	9,368,512	8,495,000	36,254,788
AID TO OTHER AGENCIES		34,461,529	8,326,451	0	0	42,787,980
INTERDEPARTMENTALSERVICES		33,810,643	2,413,070	33,968,979	460,940	70,653,632
EQUIPMENT		3,640,466	1,573,130	831,887	13,972,131	20,017,614
INTERFUND CREDITS		(13,177,439)	537,386	(5,225,000)	0	(17,865,053)
JTPA TRAINING & SUPPORT		0	1,814,489	0	0	1,814,489
CONTR TO CAPITAL PROJECTS		26,289,095	0	34,778,158	0	61,067,253
INTERFUND TRANSFERS		1,279,999	8,659,708	30,142,305	0	40,082,012
PENDING GRANTS		0	12,958,641	0	0	12,958,641
PROJECTED FUND BALANCE		19,275,648	10,202,596	21,835,296	8,263,379	59,576,919
TOTAL APPROPRIATIONS		\$490,918,542	\$94,284,934	\$249,247,816	\$130,075,133	\$964,526,425
2002 ACTUAL						
PERSONAL SERVICES		\$254,240,002	\$14,013,761	\$53,351,432	\$7,505,479	\$329,110,674
SUPPLIES		7,013,011	1,036,631	3,299,882	3,106,414	14,455,938
OPERATING SERVICES & CHARGES		75,511,944	12,876,557	49,252,498	48,066,666	185,707,665
MAINTENANCE & REPAIR		16,406,890	564,593	8,341,911	7,700,629	33,014,023
AID TO OTHER AGENCIES		34,078,049	9,077,506	0	0	43,155,555
INTERDEPARTMENTALSERVICES		33,216,303	3,373,585	27,612,144	425,995	64,628,028
EQUIPMENT		2,223,477	1,754,548	775,358	14,855,933	19,609,316
INTERFUND CREDITS		(14,942,242)	(1,343,922)	(5,331,787)	0	(21,617,951)
JTPA TRAINING & SUPPORT		0	1,772,881	0	0	1,772,881
CONTR TO CAPITAL PROJECTS		0	0	24,131,152	0	24,131,152
INTERFUND TRANSFERS		7,031,022	7,823,733	30,118,897	0	44,973,652
ERROR HOLDING ACCOUNTS		0	0	0	0	0
TOTAL EXPENDITURES		\$414,778,456	\$50,949,874	\$191,551,487	\$81,661,116	\$738,940,933
2001 ACTUAL						
PERSONAL SERVICES		\$245,348,441	\$10,372,965	\$52,356,609	\$7,398,683	\$315,476,698
SUPPLIES		6,468,370	863,430	3,625,643	3,487,617	14,445,061
OPERATING SERVICES & CHARGES		65,745,994	10,109,669	52,436,566	48,208,681	176,500,910
MAINTENANCE & REPAIR		12,943,417	186,286	7,951,866	7,142,623	28,224,192
AID TO OTHER AGENCIES		33,790,355	9,823,839	0	0	43,614,194
INTERDEPARTMENTALSERVICES		32,029,938	3,411,316	26,195,795	499,429	62,136,478
EQUIPMENT		3,321,292	2,401,683	811,390	12,945,601	19,479,966
INTERFUND CREDITS		(14,624,636)	(1,456,331)	(4,867,819)	0	(20,948,786)
JTPA TRAINING & SUPPORT		0	1,542,107	0	0	1,542,107
CONTR TO CAPITAL PROJECTS		7,665,167	0	16,390,455	0	24,055,622
INTERFUND TRANSFERS		792,523	8,122,683	29,587,388	0	38,502,594
ERROR HOLDING ACCOUNTS		0	86	0	(200)	(114)
TOTAL EXPENDITURES		\$393,480,860	\$45,377,733	\$184,487,893	\$79,682,435	\$703,028,921

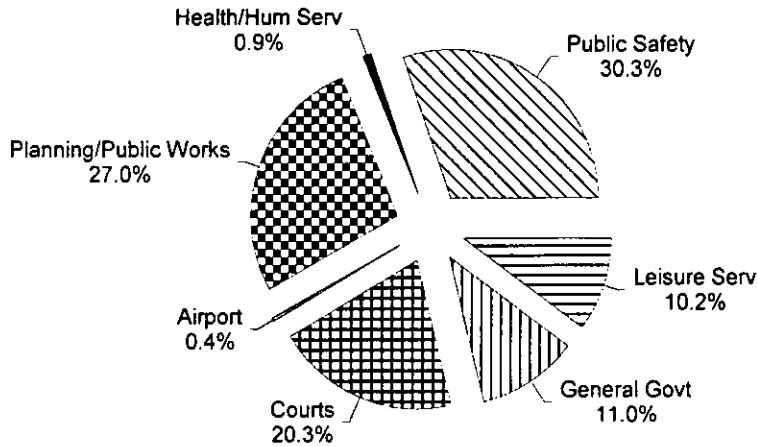
DEPARTMENTAL OPERATING BUDGET/EXPENDITURE COMPARISON - 2001-2003

TAX FUNDS	2001		2002		2003	
	Budget	Actual Expenditures	Budget	Actual Expenditures	Requested Budget	Approved Budget
CHIEF EXECUTIVE OFFICER	1,963,216	1,922,643	1,850,198	1,763,527	2,345,738	1,833,783
BOARD OF COMMISSIONERS	835,576	702,098	835,576	735,615	835,576	905,576
ETHICS BOARD	4,000	2,153	2,000	205	2,000	2,000
LAW DEPARTMENT	2,385,149	2,222,362	2,370,229	2,085,165	2,366,529	2,443,569
GEOGRAPHIC INFO SYSTEM	1,707,850	1,075,271	1,906,672	1,610,574	2,203,163	2,020,991
FACILITIES MANAGEMENT	8,533,113	8,474,241	8,222,448	8,284,970	12,170,882	11,082,892
PURCHASING	2,090,339	1,939,474	2,353,778	2,310,863	3,133,483	2,827,528
HUMAN RESOURCES	2,728,647	2,639,916	3,009,599	2,791,124	3,558,780	3,262,186
INFORMATION SYSTEMS	11,251,235	10,014,024	11,887,452	11,282,510	14,975,601	13,822,996
FINANCE	5,911,001	5,492,221	6,111,950	5,845,594	7,025,715	6,642,305
PROPERTY APPRAISAL	5,040,686	4,965,838	4,823,314	4,421,718	6,393,413	4,592,154
TAX COMMISSIONER	5,415,458	5,322,691	5,583,960	5,537,405	6,245,610	5,817,936
REGISTRAR & ELECTIONS	1,079,618	1,047,774	3,302,935	2,658,694	1,170,347	1,812,164
SHERIFF	51,726,636	51,040,917	55,304,947	52,825,030	63,986,564	57,397,543
JUV COURT SOLICITOR	0	721	0	6	0	0
JUVENILE COURT	5,101,736	5,185,307	5,233,368	5,214,092	6,050,128	5,555,256
SUPERIOR COURT	6,958,666	6,521,800	7,344,379	6,461,205	7,563,026	7,382,825
CLERK SUPERIOR COURT	3,761,045	3,404,118	3,742,402	3,638,971	6,275,317	4,051,606
STATE COURT	8,427,582	8,016,451	8,876,499	8,445,794	10,113,668	9,746,258
SOLICITOR STATE COURT	3,204,361	2,892,383	3,383,998	3,157,974	3,898,020	3,707,206
DISTRICT ATTORNEY	7,221,816	7,143,414	7,539,867	7,435,761	8,020,287	7,915,389
CHILD ADVOCATE	0	0	0	0	0	304,341
PROBATE COURT	1,342,185	1,327,065	1,370,900	1,374,972	1,481,348	1,477,846
MEDICAL EXAMINER	1,607,913	1,601,295	1,667,667	1,635,060	1,815,385	1,738,388
PUBLIC DEFENDER	4,436,898	4,435,489	4,700,519	4,777,373	5,105,005	5,085,991
POLICE SERVICES	72,588,572	71,878,768	75,192,302	73,439,997	95,099,964	79,848,107
RECORDERS COURT	2,593,634	2,567,873	2,661,650	2,499,754	3,703,451	2,752,462
MAGISTRATE COURT	1,358,916	1,221,159	1,387,405	1,310,309	1,436,868	1,404,028
FIRE and RESCUE	52,791,245	51,862,627	55,365,055	55,823,165	63,876,198	59,189,480
PLANNING	1,550,094	1,728,862	1,661,736	1,403,409	2,058,900	2,016,940
ECONOMIC DEVELOPMENT	540,335	533,866	645,525	628,624	932,405	748,761
PUB WORKS-DIRECTOR	404,919	402,649	375,765	323,785	265,584	285,584
PUB WORKS-TRANSPORTATION	0	0	8,481,729	7,998,684	10,609,747	8,931,095
PUB WORKS-ROADS & DRAIN	25,892,849	25,353,978	22,141,895	20,803,769	27,326,931	21,142,888
PARKS & RECREATION	17,307,819	16,336,090	18,518,070	17,779,520	20,861,015	17,337,098
LIBRARY	10,030,223	10,171,116	10,307,148	10,043,543	12,509,986	11,037,383
COOPERATIVE EXTENSION	939,004	938,442	1,059,872	1,057,125	1,137,156	1,094,684
PUBLIC HEALTH	4,948,158	4,917,179	5,107,783	5,105,108	6,136,134	5,304,528
COMMUNITY SERVICE BOARD	2,174,242	2,174,242	2,228,598	2,228,598	2,340,028	2,284,313
FAM & CHILDREN SERVICES	3,243,436	2,952,474	2,942,582	2,851,300	2,966,111	2,929,371
CONTRIBUTION TO CAPITAL	7,665,167	7,665,167	6,003,316	6,003,316	56,572,745	27,371,595
NON-DEPARTMENTAL	17,737,721	12,588,401	11,084,056	11,255,230	17,919,340	16,215,184
RESERVES	18,887,766	0	16,887,766	0	16,887,766	16,887,766
SP. REC. DIST. DEBT SERVICE	8,306,217	4,180,560	14,381,220	11,889,193	14,291,395	14,291,395
HUMAN & COMM DEVELOPMENT	674,068	572,130	687,477	632,201	837,195	774,165
HOSPITAL FUND	21,424,627	21,399,627	21,167,594	21,142,593	22,421,529	21,642,858
DEBT SERVICE FUND	16,679,470	16,645,983	16,399,530	16,367,033	16,200,328	16,200,328
TOTAL TAX FUNDS	430,473,209	393,480,860	446,112,731	414,778,456	573,126,359	490,918,542

DEPARTMENTAL OPERATING BUDGET/EXPENDITURE COMPARISON - 2001-2003

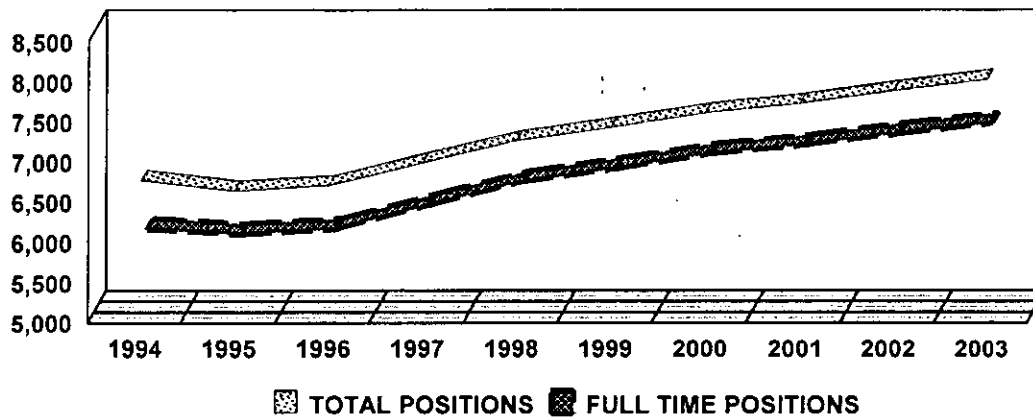
NON-TAX FUNDS FUND/DEPARTMENT	2001		2002		2003	
	Budget	Actual Expenditures	Budget	Actual Expenditures	Requested Budget	Approved Budget
Enterprise Funds						
PUB WORKS-WATER & SEWER:						
OPERATING	\$67,790,850	\$63,262,515	\$122,970,854	\$104,276,466	\$127,272,998	\$127,710,515
FINANCE-BILLING	3,881,555	3,874,457	4,541,706	4,480,879	4,792,080	4,764,541
TRANSFERS & RESERVE	45,518,095	43,508,284	56,606,514	43,460,104	58,001,674	58,423,463
SINKING FUNDS	37,520,940	30,003,175	37,521,687	29,998,098	37,520,524	37,520,524
TOTAL WATER & SEWER	\$154,711,440	\$140,648,431	\$221,640,761	\$182,215,547	\$227,587,276	\$228,419,043
PUB WORKS-SANITATION:						
-OPERATING	\$43,541,625	\$40,460,255	\$58,017,676	\$49,721,568	\$60,454,294	\$67,948,564
-FINANCE-BILLING	898,727	888,727	303,762	303,762	217,135	217,135
TOTAL SANITATION	\$44,440,352	\$41,348,982	\$58,321,438	\$50,025,330	\$60,671,429	\$68,165,699
AIRPORT:						
-OPERATING FUND	\$3,033,190	\$2,480,483	\$3,112,775	\$2,770,714	\$2,728,475	\$3,086,537
STORMWATER UTILITY	\$0	\$0	\$0	\$0	\$0	\$8,000,000
Internal Service Funds						
PUB WORKS-FLEET MAINT	\$21,058,818	\$19,184,408	\$21,998,469	\$19,400,608	\$23,752,392	\$23,303,068
PUB WORKS-VEHICLE FUND:						
-EQUIPMENT	\$12,273,900	\$12,903,879	\$18,987,888	\$14,810,914	\$13,933,131	\$13,933,131
-OPERATING EXPENSES	2,016,291	1,505,987	2,528,813	1,692,754	2,499,472	2,499,472
-RESERVES & TRANSFERS	18,915,694	0	16,661,627	0	25,995,742	25,995,742
TOTAL VEHICLE FUND	\$33,205,885	\$14,409,866	\$38,178,328	\$16,503,668	\$42,428,345	\$42,428,345
RISK MANAGEMENT FUND	\$49,798,306	\$46,088,161	\$52,146,345	\$45,756,840	\$64,363,720	\$64,363,720
Special Revenue Funds						
GRANTS	\$57,268,376	\$19,691,392	\$72,918,822	\$24,410,735	\$53,819,091	\$50,744,052
RECREATION FUND	\$1,980,603	\$1,483,506	\$1,902,796	\$1,220,841	\$1,792,076	\$1,791,376
CONFISCATED MONIES FD	\$3,164,372	\$1,060,255	\$3,326,833	\$1,424,642	\$2,045,105	\$1,952,747
HOTEL/MOTEL TAX FUND	\$2,744,324	\$2,281,579	\$2,605,667	\$2,126,878	\$2,050,000	\$2,207,024
COUNTY JAIL FUND	\$1,483,350	\$1,546,438	\$1,720,600	\$1,483,549	\$1,545,350	\$1,545,350
JUVENILE SERVICES FUND	\$61,771	\$63,218	\$59,848	\$55,145	\$47,000	\$51,831
EMERG TELEPHONE SYST	\$10,598,498	\$7,634,028	\$12,280,237	\$7,517,949	\$14,636,005	\$14,743,046
DRUG ABUSE/TREATMENT	\$104,673	\$38,004	\$139,217	\$58,124	\$147,217	\$160,681
STREET LIGHT FUND	\$3,038,567	\$2,873,068	\$3,127,620	\$3,048,250	\$3,200,589	\$3,168,148
VICTIM ASSISTANCE FUND	\$927,402	\$735,127	\$1,025,425	\$753,328	\$1,150,000	\$1,279,128
SPEED HUMP FUND	\$0	\$0	\$100,000	\$80,000	\$200,000	\$151,071
PEG FUND	\$1,255,080	\$135,658	\$1,577,956	\$359,166	\$2,119,716	\$2,200,136
CHILD SUPPORT INCENTIVE	\$57,178	\$18,386	\$40,791	\$18,386	\$23,210	\$23,189
DEVELOPMENT FUND	\$9,819,500	\$7,817,074	\$12,893,963	\$8,392,880	\$10,780,700	\$14,267,155

2003 TOTAL POSITIONS BY FUNCTION



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

TOTAL AUTHORIZED POSITIONS End of year and 2003 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 1998-2003 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-Sanitation to meet increased demand for service and 4) additional positions added in various departments to address increasing demand for service due to population growth.

DEKALB COUNTY AUTHORIZED POSITIONS BY FUNCTION

FUNCTION/DEPARTMENT	2001	2002	2003
AIRPORT	28	28	28
CIVIL & CRIMINAL COURTS			
CHILD ADVOCATE	0	0	6
CLERK OF SUPERIOR COURT	86	86	86
DISTRICT ATTORNEY	130	130	133
JUVENILE COURT	97	104	104
MAGISTRATE COURT	29	30	30
PROBATE COURT	24	24	24
PUBLIC DEFENDER	58	62	63
RECORDERS COURT	51	53	54
SHERIFF	751	755	758
SOLICITOR GENERAL, STATE COURT	68	76	76
SOLICITOR, JUVENILE COURT	0	0	0
STATE COURT	156	167	167
SUPERIOR COURT	96	96	100
TOTAL CIVIL & CRIMINAL COURTS	1,546	1,583	1,601
GENERAL GOVERNMENT			
BOARD OF COMMISSIONERS	17	17	24
CHIEF EXECUTIVE OFFICER	24	28	22
FACILITIES MANAGEMENT	93	84	119
FINANCE	197	197	203
GEOGRAPHIC INFORMATION SYSTEM	22	24	25
HUMAN RESOURCES	31	31	34
INFORMATION SYSTEMS	82	82	89
LAW DEPARTMENT	23	23	24
NON-DEPARTMENTAL	4	4	4
PROPERTY APPRAISAL	76	76	76
PURCHASING	51	52	60
REGISTRAR & ELECTIONS	61	71	72
TAX COMMISSIONER	116	117	117
TOTAL GENERAL GOVERNMENT	797	806	869
HEALTH & HUMAN SERVICES			
COOPERATIVE EXTENSION	24	28	28
FAMILY & CHILDREN SERVICES	4	4	4
HEALTH	3	3	3
HUMAN & COMMUNITY DEVELOPMENT	10	10	11
PRIVATE INDUSTRY COUNCIL	28	28	28
TOTAL HEALTH & HUMAN SERVICES	69	73	74
LEISURE SERVICES			
LIBRARIES	227	227	227
PARKS & RECREATION	626	608	572
TOTAL LEISURE SERVICES	853	835	799

**DEKALB COUNTY
AUTHORIZED POSITIONS BY FUNCTION**

FUNCTION/DEPARTMENT	2001	2002	2003
PLANNING & PUBLIC WORKS			
COMMUNITY DEVELOPMENT	24	27	27
DEVELOPMENT	122	143	144
ECONOMIC DEVELOPMENT	9	9	10
PLANNING	28	34	34
PUBLIC WORKS-DIRECTOR	4	3	3
PUBLIC WORKS-FLEET MAINTENANCE	167	167	168
PUBLIC WORKS-ROADS & DRAINAGE	364	244	244
PUBLIC WORKS-SANITATION	604	650	686
PUBLIC WORKS-TRANSPORTATION	0	120	125
PUBLIC WORKS-WATER & SEWER	685	685	688
TOTAL PLANNING & PUBLIC WORKS	2,007	2,082	2,129
PUBLIC SAFETY			
ANIMAL CONTROL	36	36	38
CODE ENFORCEMENT	27	27	26
COMMUNICATIONS	115	116	126
EMERGENCY MEDICAL SERVICE	208	0	0
FIRE	616	0	0
FIRE AND RESCUE SERVICES	0	824	840
MEDICAL EXAMINER	17	17	17
POLICE	1,101	1,079	1,097
OTHER	178	246	245
TOTAL PUBLIC SAFETY	2,298	2,345	2,389
GRAND TOTAL ALL POSITIONS			
	7,598	7,752	7,889

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 Fund 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; and Parks and Recreation.

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 2001	Actual 2002	CEO'S Recommended Budget	Approved Budget 2003
PERSONAL SERVICES	\$245,348,441	\$254,240,002	\$263,797,707	\$263,797,707
SUPPLIES	6,468,370	7,013,011	7,748,946	7,748,946
OPERATING SERVICES & CHARGES	65,745,994	75,511,944	95,970,517	95,970,517
MAINTENANCE AND REPAIR	12,943,417	16,406,890	17,821,431	17,821,431
AID TO OTHER AGENCIES	33,790,355	34,078,049	34,461,529	34,461,529
INTERDEPARTMENTAL SERVICES	32,029,938	33,216,303	33,810,643	33,810,643
EQUIPMENT	3,321,292	2,223,477	3,640,466	3,640,466
INTERFUND CREDITS	(14,624,636)	(14,942,242)	(13,177,439)	(13,177,439)
INTERFUND TRANSFERS	8,457,690	7,031,022	11,100,577	27,569,094
TOTAL EXPENDITURES	\$393,480,860	\$414,778,456	\$455,174,377	\$471,642,894
PROJECTED FUND BALANCE			19,275,648	19,275,648
TOTAL BUDGET			\$474,450,025	\$490,918,542

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY FUND

	Actual 2001	Actual 2002	CEO'S Recommended Budget	Approved Budget 2003
GENERAL FUND	\$189,123,822	\$198,128,916	\$226,527,195	\$242,995,712
SPECIAL TAX DISTRICT- DESIGNATED SERVICES	116,577,973	119,504,264	122,575,049	122,575,049
SPECIAL TAX DISTRICT- UNINCORPORATED	5,663,426	5,561,905	6,555,542	6,555,542
FIRE FUND	39,889,470	42,184,552	47,382,010	47,382,010
SPECIAL RECREATION DISTRICT- DEBT SERVICE	4,180,560	11,889,193	14,291,395	14,291,395
DEBT SERVICE FUND	16,645,983	16,367,033	16,200,328	16,200,328
HOSPITAL FUND	21,399,627	21,142,593	21,642,858	21,642,858
TOTAL EXPENDITURES	\$393,480,860	\$414,778,456	\$455,174,377	\$471,642,894
PROJECTED FUND BALANCE			19,275,648	19,275,648
TOTAL BUDGET			\$474,450,025	\$490,918,542

FUNDS GROUP: Tax

SUMMARY OF REVENUES AND ANTICIPATIONS

BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO'S Recommended Budget	Approved Budget 2003
PROPERTY TAXES	\$183,800,424	\$203,225,582	\$241,575,873	\$258,044,390
EXCISE TAXES	112,795,145	110,469,877	110,761,789	110,761,789
LICENSES AND PERMITS	18,445,810	18,338,656	18,414,000	18,414,000
USE OF MONEY & PROPERTY	2,545,860	343,749	272,300	272,300
INTERGOVERNMENTAL REVENUE	21,224,885	20,163,703	24,540,942	24,540,942
FINES AND FORFEITURES	20,816,465	23,293,864	24,269,900	24,269,900
CHARGES FOR SERVICES	7,377,624	8,653,771	9,127,446	9,127,446
MISCELLANEOUS REVENUE	4,367,500	2,888,897	3,296,300	3,296,300
INTERFUND CHARGES	9,252,921	10,143,014	10,697,790	10,697,790
INTERFUND TRANSFERS	7,529,830	7,856,350	8,460,157	8,460,157
FUND BALANCE CARRIED FORWARD	37,758,917	32,434,520	23,033,528	23,033,528
TOTAL	\$425,915,380	\$437,811,983	\$474,450,025	\$490,918,542

SUMMARY OF REVENUES AND ANTICIPATIONS

BY FUND

	Actual 2001	Actual 2002	CEO'S Recommended Budget	Approved Budget 2003
GENERAL FUND	\$212,884,287	\$216,960,098	\$243,414,961	\$259,883,478
SPECIAL TAX DISTRICT- DESIGNATED SERVICES	119,802,395	120,146,428	124,962,931	124,962,931
SPECIAL TAX DISTRICT- UNINCORPORATED	5,863,426	5,921,918	6,555,542	6,555,542
FIRE FUND	39,957,958	43,039,600	47,382,010	47,382,010
SPECIAL RECREATION DISTRICT- DEBT SERVICE	8,854,527	14,159,621	14,291,395	14,291,395
DEBT SERVICE FUND	16,974,388	16,402,912	16,200,328	16,200,328
HOSPITAL FUND	21,578,399	21,181,406	21,642,858	21,642,858
TOTAL	\$425,915,380	\$437,811,983	\$474,450,025	\$490,918,542

TAX FUNDS REVENUE HISTORY

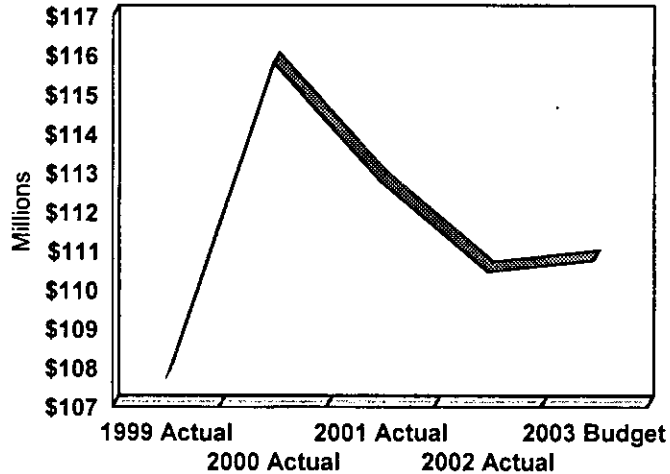
EXCISE TAXES

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

1999 Actual	\$107,713,460
2000 Actual	\$115,832,575
2001 Actual	\$112,795,145
2002 Actual	\$110,469,877
2003 Budget	\$110,761,789



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 2002 budget totaled \$82.3 million. With this fundamental change in the revenue structure of the County, excise taxes account for 19% of the annual revenue of the tax funds. Sales taxes are projected to remain flat during 2003. In 2002 hotel-motel taxes decreased 10% from the preceding year; alcoholic beverage taxes also decreased 10% and insurance premium taxes increased 10% over 2001. In 2003 these revenue elements are projected to decline 2%.

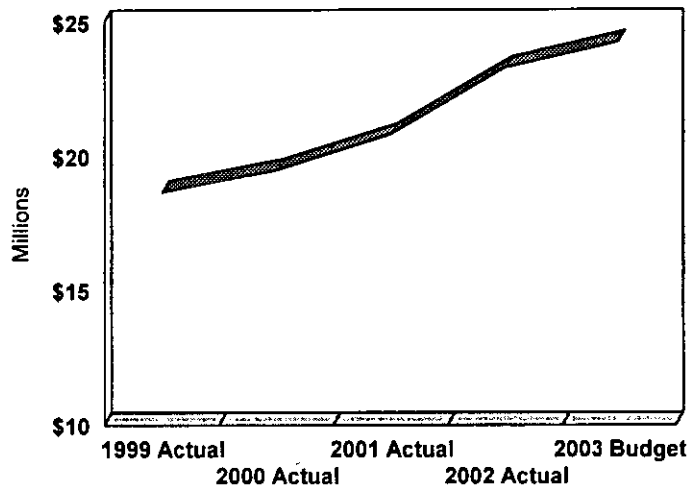
TAX FUNDS REVENUE HISTORY

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 2003, these revenues represent 5% of all tax fund revenues.

1999 Actual	\$18,674,281
2000 Actual	\$19,485,486
2001 Actual	\$20,816,465
2002 Actual	\$23,293,864
2003 Budget	\$24,269,900



Trends and History:

Revenues increased 12% in 2002 when compared to 2001. 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 not expected to change significantly during 2003. The projected rate of increase is 4%.

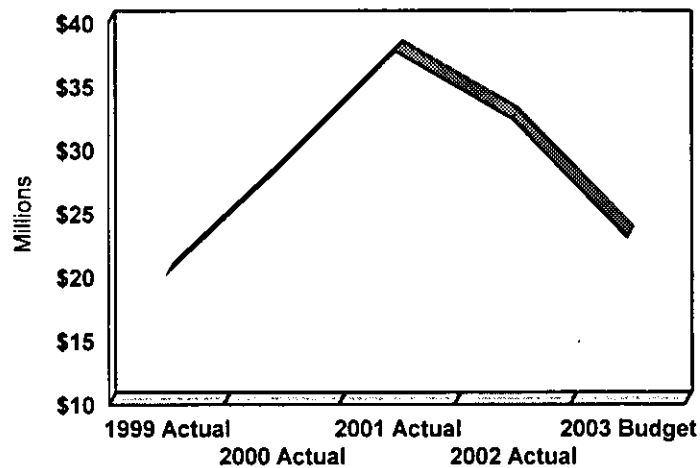
While not a fine or forfeiture, real estate transfer taxes are collected in the office of Clerk of the Superior Court at the time deeds are recorded. These tax collections have increased each year since 1996. The transfer tax is expected to remain high during 2003 and is a reflection of the continued high volume of real estate transactions within the County.

TAX FUNDS REVENUE HISTORY

FUND BALANCE FORWARD

Defined: The fund balance forward, represents 7.4% of total tax fund revenues in 2002. 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.

1999 Actual	\$20,201,851
2000 Actual	\$28,711,207
2001 Actual	\$37,758,917
2002 Actual	\$32,434,520
2003 Budget	\$23,033,528



Trends and History

Significant factors are highlighted for each year.

1999: The 1999 fund balance was composed of \$763,000 of unanticipated revenue and \$19.5 million in unexpended appropriations. Major factors in the \$19.5 million unexpended appropriations include \$5.8 million remaining in the operating reserve account and \$1.4 million in prior year adjustments.

2000: The 2000 fund balance was composed of \$8.5 million of unanticipated revenues and \$21.6 million of unexpended appropriations. The revenues in excess of anticipations were primarily sales taxes and permit revenues. The \$21.6 million in unexpended appropriations was composed of \$6.1 million in salary and benefits savings and \$9.8 million in reserves.

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 2002 fund balance is 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.

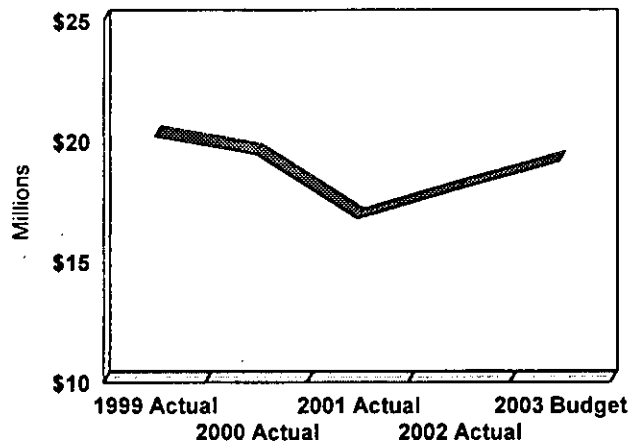
TAX FUNDS REVENUE HISTORY

INTERFUND TRANSFERS AND INTERFUND CHARGES

Defined:

Interfund transfers are 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. Interfund charges represent the charges to non-tax funds for services provided to them by the tax funds departments.

1999 Actual	\$20,212,177
2000 Actual	\$19,468,038
2001 Actual	\$16,782,751
2002 Actual	\$17,999,364
2003 Budget	\$19,157,947



Trends and History:

Interfund transfers and charges increased 7% in 2002 compared to 2001. The increase was attributable to elimination of transfers from the HOST (Homestead Option Sales Tax) Capital Improvement Fund. The 2003 revenues are expected to increase approximately 6% with the growth in administrative charges, Emergency Telephone, Jail Fund, and other interfund charges and 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 in 1999, 2000, and 2001.

TAX FUNDS REVENUE HISTORY

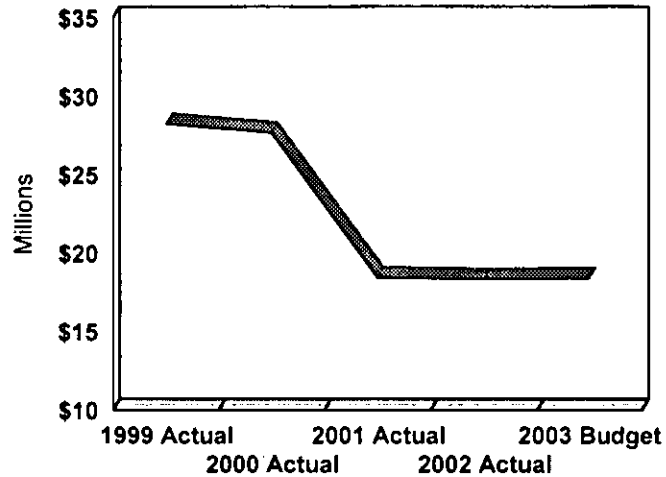
LICENSES AND PERMITS

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

History & Budget:

Licenses and Permits

1999 Actual	\$28,253,486
2000 Actual	\$27,686,656
2001 Actual	\$18,455,810
2002 Actual	\$18,338,696
2003 Budget	\$18,414,000



Trends and History:

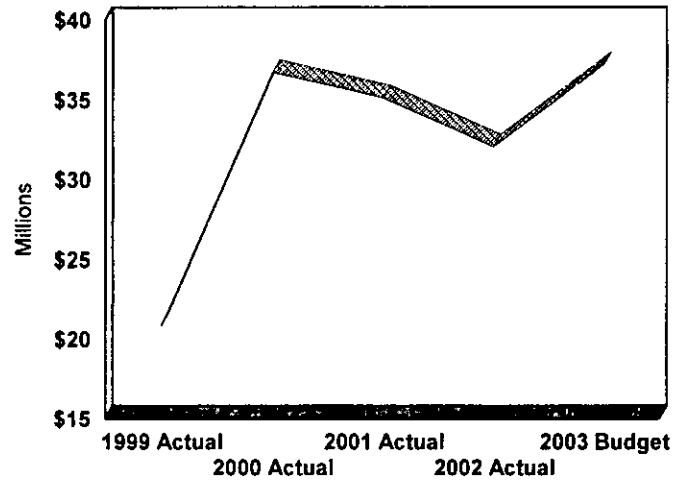
General business and occupation taxes, as well as beverage and franchise activities represented 4.19% of the total tax fund revenues in 2002. During year 2002, licenses and permits revenue was flat. All inspection permits and license fees associated with construction activities have been moved to the Development Fund, created in 2001, as the result of a lawsuit brought by the homebuilders' association.

TAX FUNDS REVENUE HISTORY

OTHER REVENUE SOURCES

Defined: Other revenue sources include interest income, intergovernmental revenue, charges for county services, and miscellaneous revenue. These sources account for 7.59% of total tax funds revenue in 2003.

1999 Actual	\$20,810,895
2000 Actual	\$36,729,512
2001 Actual	\$35,117,847
2002 Actual	\$32,050,121
2003 Budget	\$37,236,988



Trends and History

The other revenues category decreased 9.76% in 2002. The decrease was primarily associated with intergovernmental 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 2002, this trend is expected to continue in 2003.

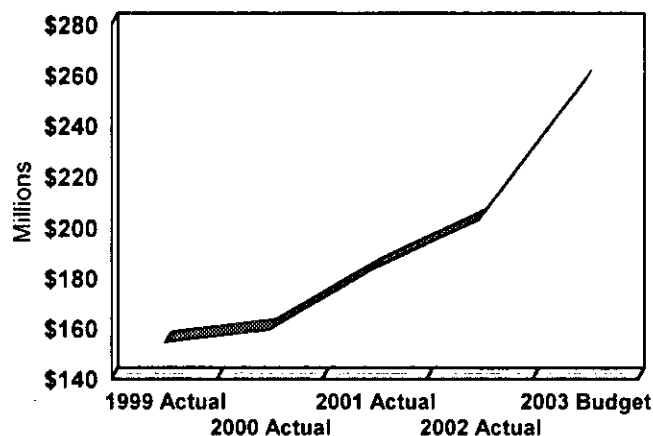
The revenue in this category is expected to increase during 2003 by approximately 16%. This increase is primarily associated with state revenues.

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 52.6% of tax fund revenues in 2003.

1999 Actual	\$154,643,551
2000 Actual	\$159,551,509
2001 Actual	\$183,800,424
2002 Actual	\$203,225,582
2003 Budget	\$258,044,390



Trends and History

Property tax collections remained relatively constant from 1997 through 1998. Real and personal taxes were significantly lower in 1999. Beginning in 1999, the County began incorporating general sales taxes (homestead option sales tax; HOST) into 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 has dramatically reduced the property tax levy in 1999, 2000, and 2001. In 2001, voters approved a GO bond issue for parks and greenspace which impacted collections. In 2002, the millage rate was increased because of a decline in the collection of sales tax proceeds. The 2003 budget supposes an 80% use of sales tax receipts for the homestead exemption, with the remainder of HOST proceeds to be used for capital improvements. This decrease in the exemption is reflected in a higher property tax anticipation.

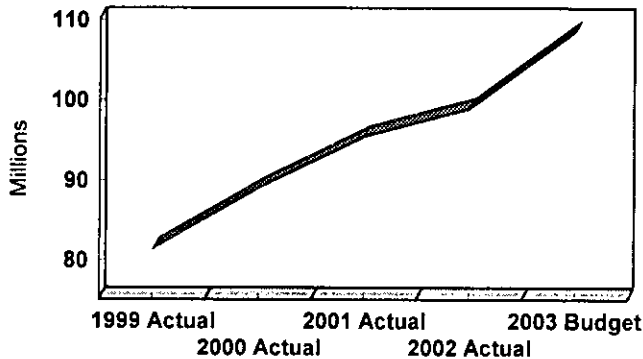
Collection of prior year taxes is typically very high in DeKalb County with approximately 80% of the most current year's receivables collected in the following year. Approximately 99.9% of all receivables are ultimately collected. The County initiated a thorough audit of existing homestead exemptions 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 2001, motor vehicle tax collections remained flat. No change is expected in motor vehicle taxes during 2003. 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. The audit is 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, Solicitor of Juvenile Court, Public Defender, and Child Advocate's Office.

1999 Actual	\$81,246,317
2000 Actual	\$88,934,331
2001 Actual	\$95,357,992
2002 Actual	\$98,776,301
2003 Budget	\$108,518,939

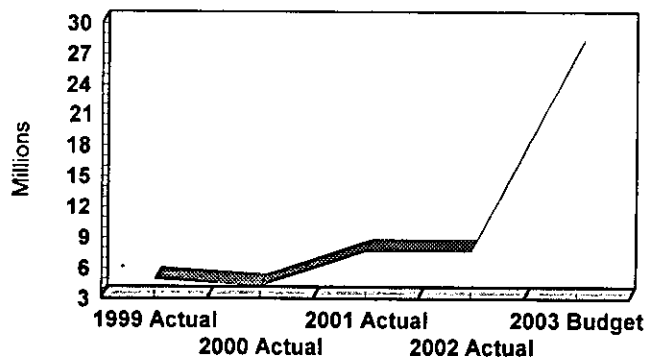


Trends and History: The increasing trend here is due mostly to the expansion of the inmate population in the jail. The increase in 1999 and 2000 is attributable to a contract with the INS to house federal inmates. In August 2001, the INS withdrew all federal inmates from the jail. Another factor is increased staffing in the court system. The Child Advocate's Office was established in the 2003 budget. The 2003 budget includes 11 additional positions.

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.

1999 Actual	\$4,922,456
2000 Actual	\$4,259,456
2001 Actual	\$7,665,167
2002 Actual	\$7,665,167
2003 Budget	\$27,371,595



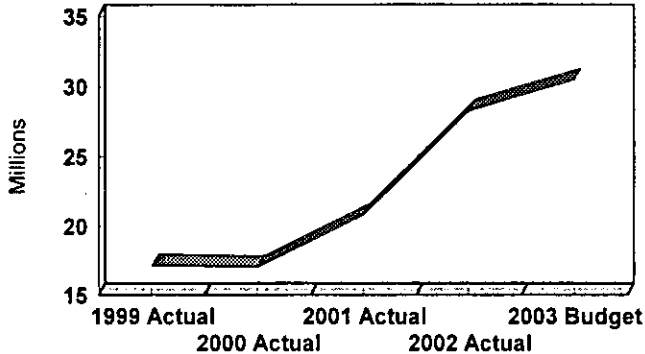
Trends and History: This category varies significantly due to need and funding availability from year to year. The increase in 2001 was for projects primarily related to roads and traffic improvements. The substantial increase in 2003 is attributable to the \$16,468,517 appropriation for HOST Capital Outlay.

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.

1999 Actual	\$17,135,983
2000 Actual	\$16,999,907
2001 Actual	\$20,826,226
2002 Actual	\$28,256,226
2003 Budget	\$30,491,723

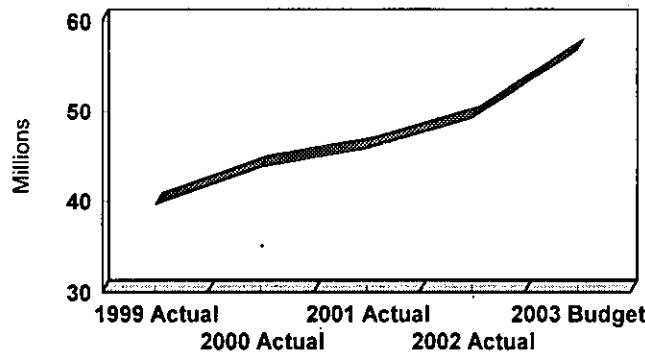


Trends and History: In 2001, voters approved a \$125 million GO Bond issue to acquire land for parks and greenspace. The 2002 actual and 2003 budget reflect the costs associated with this issue. Other variations in this period are due to the variations in the prior debt service schedules.

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, Planning, Property Appraisal, Purchasing, and Tax Commissioner.

1999 Actual	\$39,620,371
2000 Actual	\$43,788,895
2001 Actual	\$45,820,706
2002 Actual	\$49,227,964
2003 Budget	\$56,866,080



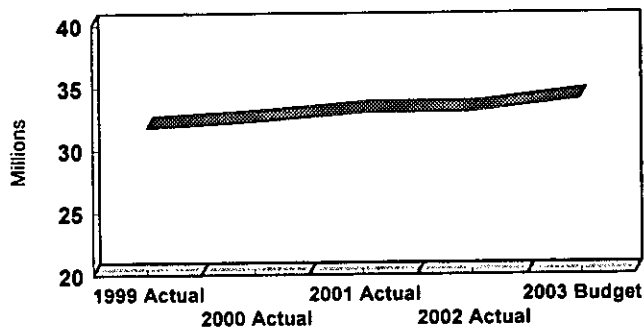
Trends and History: The increasing trend in this category is due primarily to significant software and development expenditures related to various departments; Y2K compliance and continued upgrades, network expansion and Information Systems Master Plan development; increases in utility and security costs; and increased personnel costs pursuant to implementation of a market pay and classification study in 2000.

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.

1999 Actual	\$31,792,014
2000 Actual	\$32,276,126
2001 Actual	\$32,954,095
2002 Actual	\$33,016,925
2003 Budget	\$34,029,919

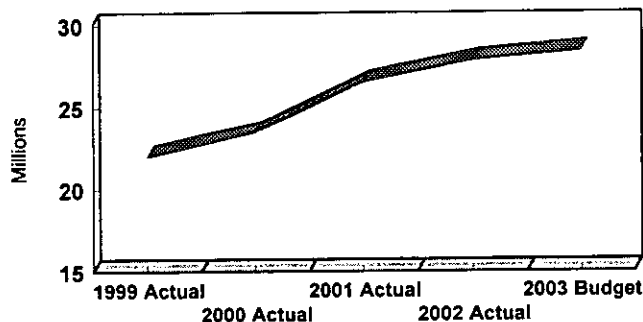


Trends and History: These fluctuations are due almost exclusively to varying levels of funding provided to the Fulton-DeKalb Hospital Authority. Since 1997, when funding was reduced due to the availability to the Authority of federal funds, the county's support has remained at a somewhat constant level.

LEISURE SERVICES

Defined: This category includes Parks and Recreation and Libraries.

1999 Actual	\$21,950,763
2000 Actual	\$23,404,784
2001 Actual	\$26,507,206
2002 Actual	\$27,823,063
2003 Budget	\$28,374,481



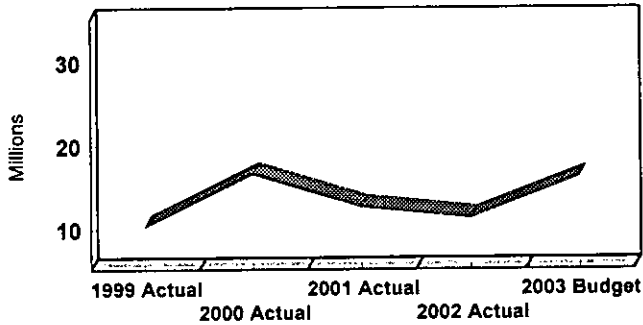
Trends and History: The increases in this function are due to the addition of 37 positions (14 in Libraries and 23 in Parks) in 2001 and 2002, increased salaries due to a pay and classification study, and some increases in the materials allocation for Libraries. In 2003, 35 positions in Parks were transferred to Facilities Management, a General Government function.

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.

1999 Actual	\$10,257,524
2000 Actual	\$16,557,033
2001 Actual	\$12,588,401
2002 Actual	\$11,255,230
2003 Budget	\$16,215,184

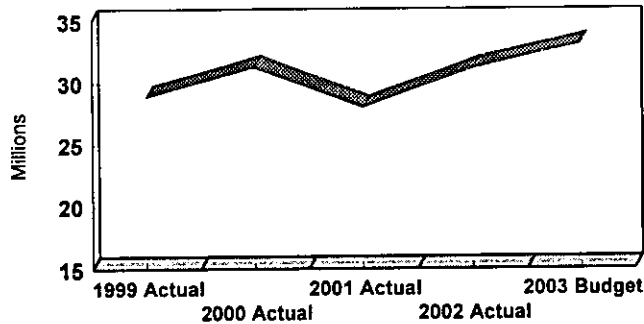


Trends and History: The increase in 2000 was due to a transfer of \$5.4 million to the Capital Projects fund for various traffic improvement and road projects. The increase in 2003 is primarily due to a \$18.4 million reserve, \$1,000,000 for economic development incentives, and \$880,000 for building authority debt service.

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.

1999 Actual	\$28,872,077
2000 Actual	\$31,288,378
2001 Actual	\$28,019,355
2002 Actual	\$31,156,271
2003 Budget	\$33,125,268



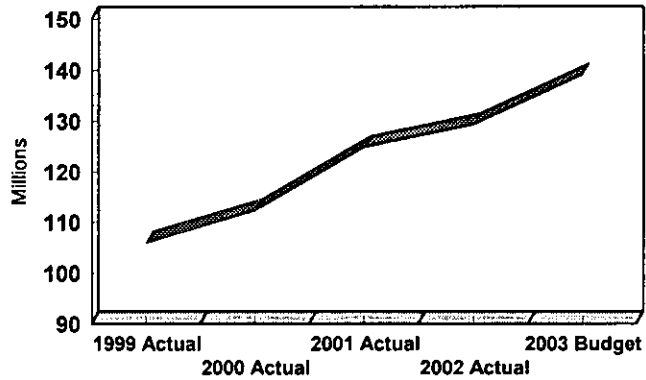
Trends and History: The increases through 2000 were due to the addition of 52 positions to address increased road and traffic projects and increased inspections related to development and environmental issues. The decrease in 2001 was due to the transfer of most of the development function to a special revenue fund. In 2002 a Transportation Division was created by reorganizing Roads and Drainage. The increase in the 2003 budget is primarily due to the pay and classification study implementation.

TAX FUNDS EXPENDITURE HISTORY

PUBLIC SAFETY

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

1999 Actual	\$105,895,431
2000 Actual	\$112,277,294
2001 Actual	\$124,741,395
2002 Actual	\$129,263,161
2003 Budget	\$139,037,587

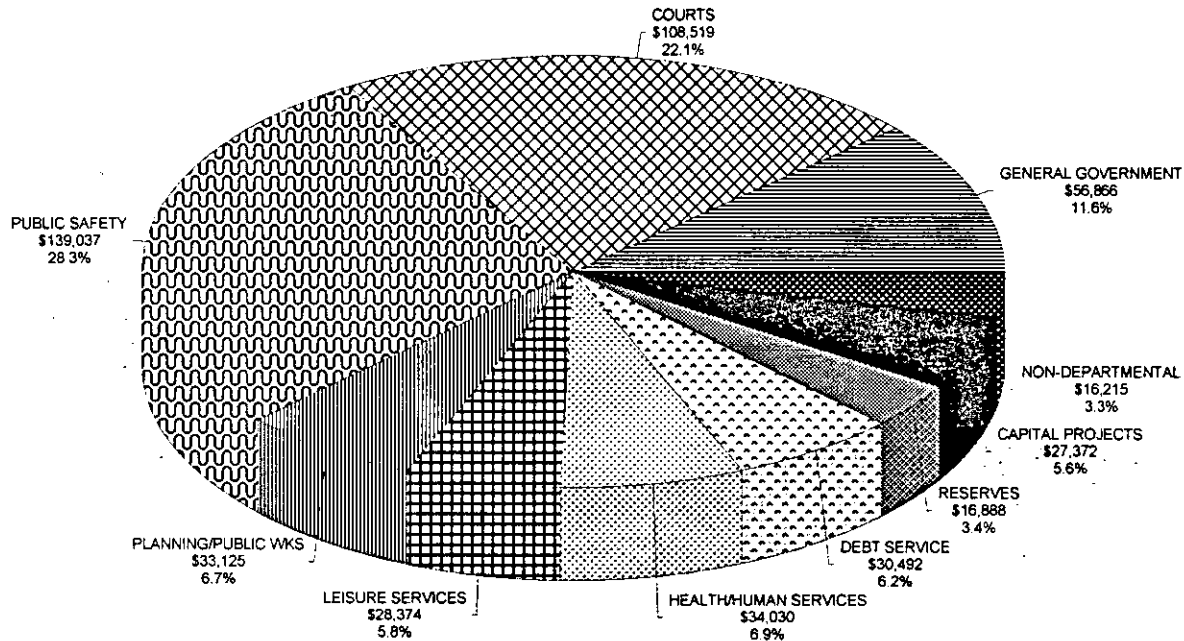


Trends and History:

Virtually all of this increase is due to the development and implementation of 5 year plans for both police and fire. Since 1997 280 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 in 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 2003 budget includes the addition of 40 full-time positions and 4 part-time positions.

2003 TAX FUNDS BUDGET

BY MAJOR FUNCTION

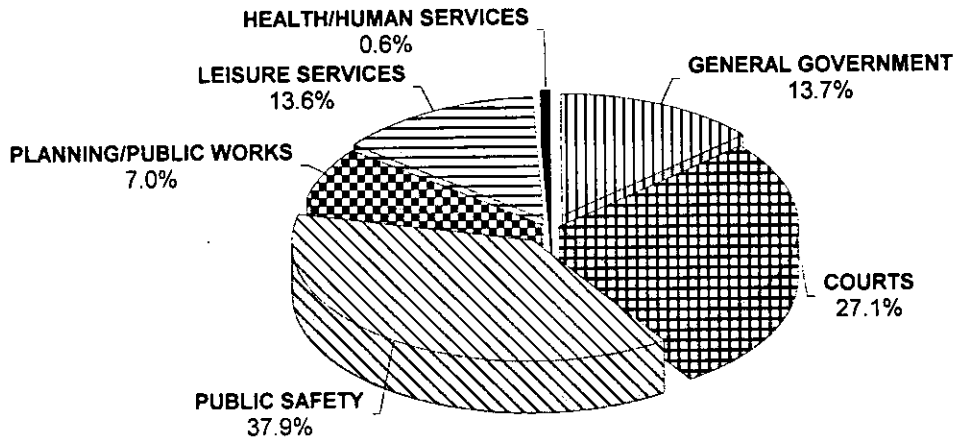


IN THOUSANDS

	1994 Budget	1995 Budget	1996 Budget	1997 Budget	1998 Budget	1999 Budget	2000 Budget	2001 Budget	2002 Budget	2003 Budget	ANNUALIZED % CHANGE 1994-2003
DEBT SERVICE	\$17,280	\$17,643	\$17,534	\$17,559	\$17,418	\$17,160	\$17,030	\$16,679	\$30,781	\$30,492	7.36%
CIVIL & CRIMINAL COURTS	\$53,837	\$60,180	\$62,142	\$66,953	\$74,117	\$82,146	\$90,538	\$96,923	\$103,008	\$108,519	9.16%
LEISURE SERVICES	\$20,531	\$19,769	\$19,530	\$20,949	\$22,286	\$23,217	\$24,596	\$27,514	\$27,885	\$28,374	4.13%
PUBLIC SAFETY	\$85,447	\$88,742	\$88,480	\$94,122	\$105,322	\$107,617	\$113,533	\$124,059	\$130,557	\$139,037	6.27%
HEALTH & HUMAN SERVICES	\$34,831	\$31,357	\$30,441	\$26,027	\$32,976	\$31,984	\$32,651	\$33,008	\$33,194	\$34,030	-0.29%
GENERAL GOVERNMENT	\$34,731	\$33,984	\$34,562	\$36,695	\$39,571	\$41,897	\$46,735	\$48,092	\$52,103	\$56,866	6.36%
PLANNING & PUBLIC WORKS	\$26,839	\$24,663	\$24,333	\$26,230	\$26,448	\$30,179	\$32,378	\$29,704	\$32,887	\$33,125	2.67%
NON-DEPARTMENTAL	\$10,417	\$8,187	\$11,585	\$15,310	\$14,109	\$14,505	\$21,794	\$18,412	\$11,772	\$16,215	5.69%
FIRE REFUND & RESERVES	\$3,941	\$5,282	\$7,473	\$12,642	\$5,874	\$9,818	\$17,913	\$17,913	\$17,888	\$16,888	19.95%
CAPITAL PROJECTS	\$1,673	\$1,924	\$2,419	\$2,476	\$5,021	\$4,923	\$4,259	\$7,172	\$4,503	\$27,372	41.82%
TOTAL	\$289,527	\$291,731	\$298,499	\$318,963	\$343,142	\$363,446	\$401,427	\$419,476	\$444,578	\$490,918	5.51%

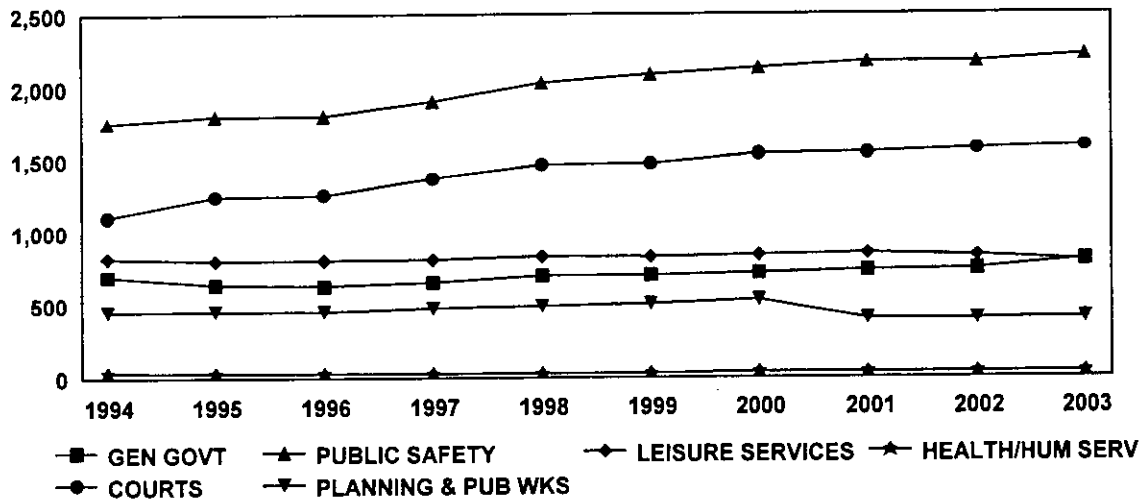
Increases in Civil and Criminal Courts are due to the opening of a new jail in 1995 and expansion of the court system with the addition of three judgeships and related support staff since 1997. Increases in Public Safety are related to the implementation of 5-year plans in Fire and Police in 1996 and 1997. The 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 for 2 years. 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.

2003 TAX FUND POSITIONS BY MAJOR FUNCTION



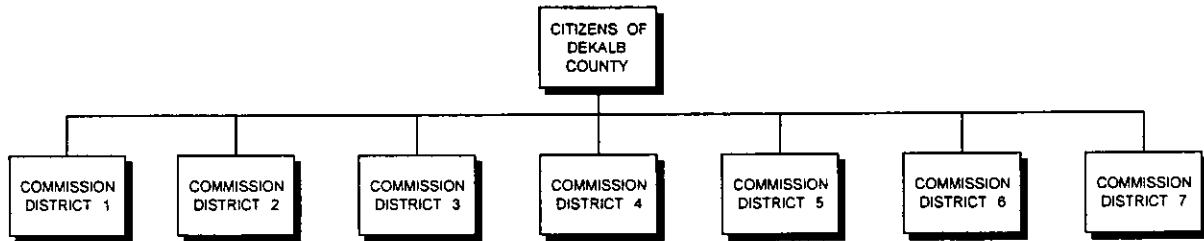
TAX FUNDS POSITIONS BY FUNCTION - 1994-2003

	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
GENERAL GOVERNMENT	708	641	632	656	703	711	719	737	746	805
CIVIL & CRIMINAL COURTS	1,240	1,251	1,262	1,370	1,468	1,509	1,539	1,545	1,571	1,589
PUBLIC SAFETY	1,819	1,813	1,813	1,910	2,036	2,104	2,132	2,175	2,174	2,218
PLANNING & PUBLIC WORKS	473	459	456	479	493	509	534	403	402	408
LEISURE SERVICES	830	807	810	815	834	830	841	852	834	798
HEALTH & HUMAN SERVICES	35	34	31	29	29	29	39	36	36	37
TOTAL	5,105	5,005	5,004	5,259	5,563	5,692	5,804	5,748	5,763	5,855



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 and 1997; 2) the staffing of a new jail which opened in 1995; and 3) the expansion of the court system with the addition of three judgeships and related support staff since 1997.

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 2003

To provide timely and accurate response to citizen inquiries.
To meet as required by law and as necessary to conduct the business of the board.

MAJOR BUDGETARY IMPACTS

Previous

In 1997, the budget was increased due to an increase in the number of hours budgeted for part-time Commission Office Coordinator positions. In 1998, one Internal Auditor position was added as provided by the DeKalb County Organizational Act.

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.

2003

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

Future

No significant changes are anticipated.

BOARD OF COMMISSIONERS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
District 1	\$93,175	\$97,663	\$105,000	\$105,000
District 2	71,184	97,186	\$105,000	\$105,000
District 3	83,062	87,033	\$105,000	\$105,000
District 4	91,117	86,486	\$105,000	\$105,000
District 5	85,235	92,988	\$105,000	\$105,000
District 6	91,038	92,055	\$105,000	\$105,000
District 7	98,593	89,456	\$105,000	\$105,000
BOC Administration	88,694	92,748	\$170,576	\$170,576
TOTAL	\$702,098	\$735,615	\$905,576	\$905,576

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Personal Services	\$557,074	\$630,882	\$712,851	\$712,851
Supplies	6,500	8,248	6,780	6,780
Operating Services and Charges	116,874	91,290	185,945	185,945
Interdepartmental Services	3,813	0	0	0
Maintenance and Repair	(5,700)	0	0	0
Equipment	23,537	5,195	0	0
TOTAL	\$702,098	\$735,615	\$905,576	\$905,576

FUNDING SOURCES

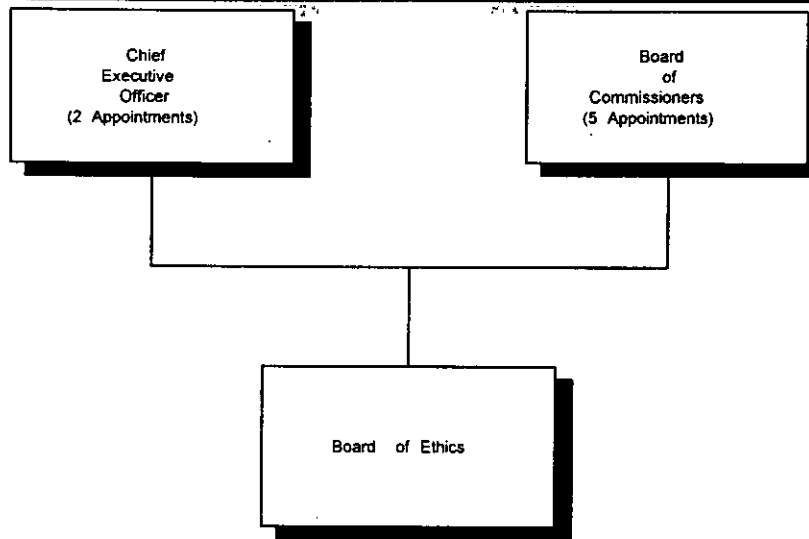
	2001	2002	2003 Budget
General	\$702,098	\$735,615	\$905,576

AUTHORIZED POSITIONS BY COST CENTER

COST CENTER/ POSITIONS		NUMBER OF POSITIONS		
		2001	2002	2003
Commissioner	\$20,576	7	7	4
Commissioner (Certified)	\$21,803	0	0	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	0	0	7PT*
Receptionist	14	1	1	1
TOTAL		17	17	17 7PT*

PT=Part-time

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 2002

The Board of Ethics developed a pamphlet which outlines the duties and responsibilities of the Board of Ethics and explains the process for filing a complaint. These pamphlets will be distributed to those elected officials and board appointees, who are under the jurisdiction of the Board of Ethics, and to the citizens of DeKalb County upon request.

MAJOR GOALS FOR 2003

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.

2003

There are no significant changes for 2003.

Future

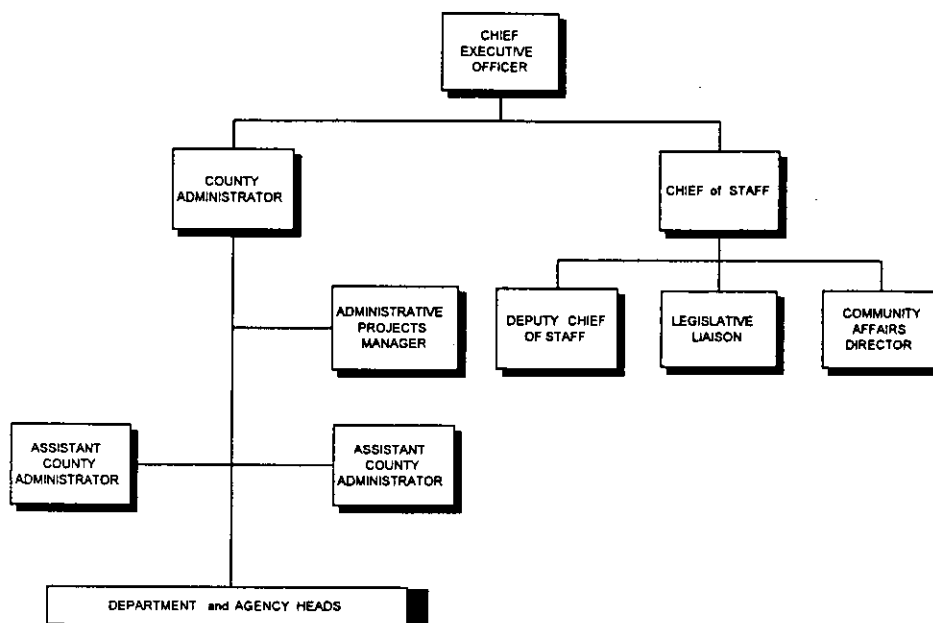
No significant changes are anticipated in the near future.

ACTIVITY MEASURES				
	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
Informal Inquiries	N/A	N/A	N/A	6
Formal Complaints Investigated	1	2	2	3
Advisory Opinions Rendered	0	1	1	1
Regular and Special Meetings Held	5	5	4	4

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Operating Services and Charges	\$2,153	\$205	\$2,000	\$2,000
TOTAL	\$2,153	\$205	\$2,000	\$2,000

FUNDING SOURCES			
	2001	2002	2003 Budget
General Fund	\$2,153	\$205	\$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 2003

1. Maintain constructive working relationship with the Board of Commissioners.
2. Continue to build confidence in DeKalb County Government.
3. Continue stressing of economic development.
4. Continued emphasis on effectiveness and efficiency in the delivery of government services.
5. Improve and maintain the quality of life in DeKalb County.
6. Successfully implement a new Financial Management Information/Automated Purchasing System.
7. Successfully implement a new Building and Development permitting and inspection system.
9. Create task group to define an integrated replacement for current tax appraisal, collection and property recording system.
10. Ensure that the County's response to the general public is handled in a courteous and effective manner.
11. Ensure that the codes and ordinances of DeKalb County are properly enforced.
13. Ensure that the County government operates in a safe, effective and efficient manner.
14. Recommend a balanced budget for the operation of county government.
15. Present periodic status reports to the BOC, grand jury, general public and citizens.
16. Provide direction to the departments in administering the policy directives of the Board of Commissioners and administrative directives of the CEO.
17. Ensure that the County's appropriations are correctly and effectively administered.

CHIEF EXECUTIVE OFFICER

MAJOR GOALS FOR 2003 (continued)

18. Establish an effective agenda process for handling the County's business.
19. Provide strategic planning and continued monitoring of project implementation and HOST process.

MAJOR BUDGETARY IMPACTS

Previous

In the 1997 Budget a second Assistant Administrator position was established and in 1998 a Senior Citizen Program Director position was established. In 2000, the Senior Citizens Program and Teenage Pregnancy Program was moved to the expanded Human & Community Development Department. In 2001, the new CEO reorganized the office and three positions were added: Legislative Liaison, Deputy Chief of Staff, and Administrative Assistant.

2003

The functions and personnel of the Contract Compliance/EEO cost center are being transferred to Human Resources (EEO), and Purchasing (Contract Compliance). One Assistant Public Information Officer position is being added to Public Information by transferring and reclassifying a position from Parks and Recreation. An Office of Process Improvement with one Director and one Principal Secretary is created in the budget.

Future

No significant future developments of budgetary impact are anticipated.

ACTIVITY MEASURES

	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
Agenda Items Processed	1,210	1,222	1,105	1,100
Ceremonial Documents Prepared	250	312	437	400
Press Releases Prepared	550	328	384	500
Audiovisual Projects for County Departments	240	253	200	300
Government TV Episodes Created	75	84	120	475

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Chief Executive Officer	\$317,574	\$273,242	\$289,904	\$289,904
CEO - Operations	546,091	651,665	623,883	623,883
CEO - Staff	544,052	384,102	452,122	452,122
Assistant Administrator	0	120	0	0
Contract Compliance/EEO *	246,908	156,713	0	0
Community Relations	171	60	0	0
Public Information	162,956	187,052	260,201	260,201
Office of Process Improvement	0	0	96,172	96,172
Cable TV Support	104,891	110,573	111,501	111,501
TOTAL	\$1,922,643	\$1,763,527	\$1,833,783	\$1,833,783

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

CHIEF EXECUTIVE OFFICER

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Personal Services	\$1,551,396	\$1,428,419	\$1,538,919	\$1,538,919
Supplies	48,402	79,227	45,600	45,600
Operating Services And Charges	208,704	208,401	196,150	196,150
Maintenance And Repair	27,290	21,276	24,600	24,600
Interdepartmental Services	124,670	130,977	126,015	126,015
Equipment	67,072	5,800	14,000	14,000
Interfund Credits	(104,891)	(110,573)	(111,501)	(111,501)
TOTAL	\$1,922,643	\$1,763,527	\$1,833,783	\$1,833,783

FUNDING SOURCES

	2001	2002	2003 Budget
General	\$1,817,752	\$1,652,954	\$1,722,282
Special Tax District-Unincorp	104,891	110,573	111,501
TOTAL	\$1,922,643	\$1,763,527	\$1,833,783

AUTHORIZED POSITIONS BY COST CENTER

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

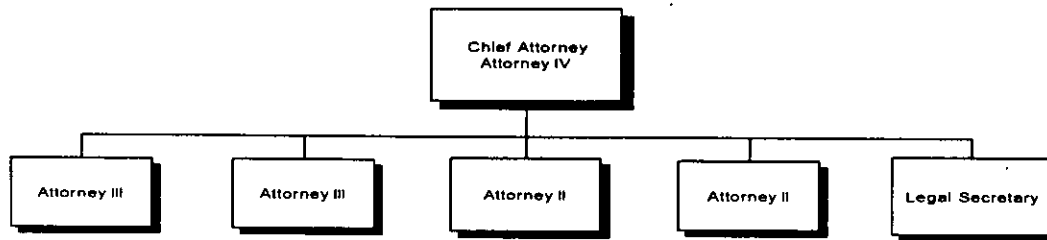
COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Chief Executive Officer				
Chief Executive Officer	\$97,089	1	1	1
Executive Secretary, Senior	25	1	1	1
Administrative Assistant	23	1	1	1
Sub-total		3	3	3
CEO - Operations				
County Administrator	42	1	1	1
Assistant County Administrator	37	1	1	1
Administrative Project Manager CEO	31	1	1	1
Executive Secretary, Senior	25	1	1	1
Executive Office Assistant, CEO	21	3	3	3
Sub-total		7	7	7
CEO Staff				
Chief of Staff	37	1	1	1
Legislative Liaison	34	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

CHIEF EXECUTIVE OFFICER**AUTHORIZED POSITIONS BY COST CENTER**

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Contract Compliance/EEO				
Director Contract Compliance/EEO	31	1	1	0
Contract Compliance Specialist, Sr.	26	1	4	0
EEO Officer	26	1	1	0
Contract Compliance Assistant	19	1	2	0
Secretary, Principal	21	1	1	0
Sub-total		5	9	0
Public Information				
Director, Communications	31	1	1	1
Assistant Public Information Officer	25	1	1	2
Audiovisual Production Specialist	24	1	1	1
Audiovisual Production Assistant	21	1	1	1
Sub-total		4	4	5
Process Improvement				
Director, Program Analysis and Process Improvement	33	0	0	1
Secretary, Principal	21	0	0	1
Sub-total		0	0	2
TOTAL		24	28	22

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 has been established in 2003, in response to recent litigation alleging that the County was not providing sufficient resources in this area. The Child Advocacy Group has been located within the Juvenile Court Organization and is now being separated. The DeKalb County 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 2002

Staff members have diligently advocated for abused and neglected children in DeKalb County, working with 300+ volunteers and 30+ intern students. The 02-28-02 analysis of the Juvenile Court by the DeKalb County Finance Department indicated that the Internship Program has provided \$138,065 in hours worked (offset value to the County). The Child Advocacy Group is being honored this year for founding Emory University's Barton Child Policy and Law Clinic

MAJOR GOALS FOR 2003

Effectively and ethically advocate for the interests of children, ensuring compliance with the American Bar Association and Georgia Supreme Court's Guardian ad Litem Standards.
Continue to improve the use of current technology to streamline production and maintenance of legal documents, statistics and client/case information.
Explore alternatives to the office space.
The department should begin operations in April 2003.

MAJOR BUDGETARY IMPACTS

Previous

None

2003

The Child Advocate's Office has been established as a department as part of the 2003 Budget adoption. The Child Advocacy Division was transferred from Juvenile Court to the newly created Child Advocate's Office and three positions, one Chief Attorney, one Attorney III, and one Legal Secretary were transferred to the Child Advocate's Office from Juvenile Court. Three positions, one Attorney IV and two Attorney II, were added to staff the new department. Funding in the amount of \$304,341 was approved for the 2003 budget.

CHILD ADVOCATE'S OFFICE

Future

Next year's funding will be for the entire year with the new organization.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY DIVISION

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Child Advocate's Office	\$0	\$0	\$304,341	\$304,341
TOTAL	\$0	\$0	\$304,341	\$304,341

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Personal Services	\$0	\$0	\$248,141	\$248,141
Supplies	0	0	8,000	8,000
Operating Services and Charges	0	0	33,800	33,800
Equipment	0	0	14,400	14,400
TOTAL	\$0	\$0	\$304,341	\$304,341

FUNDING SOURCES

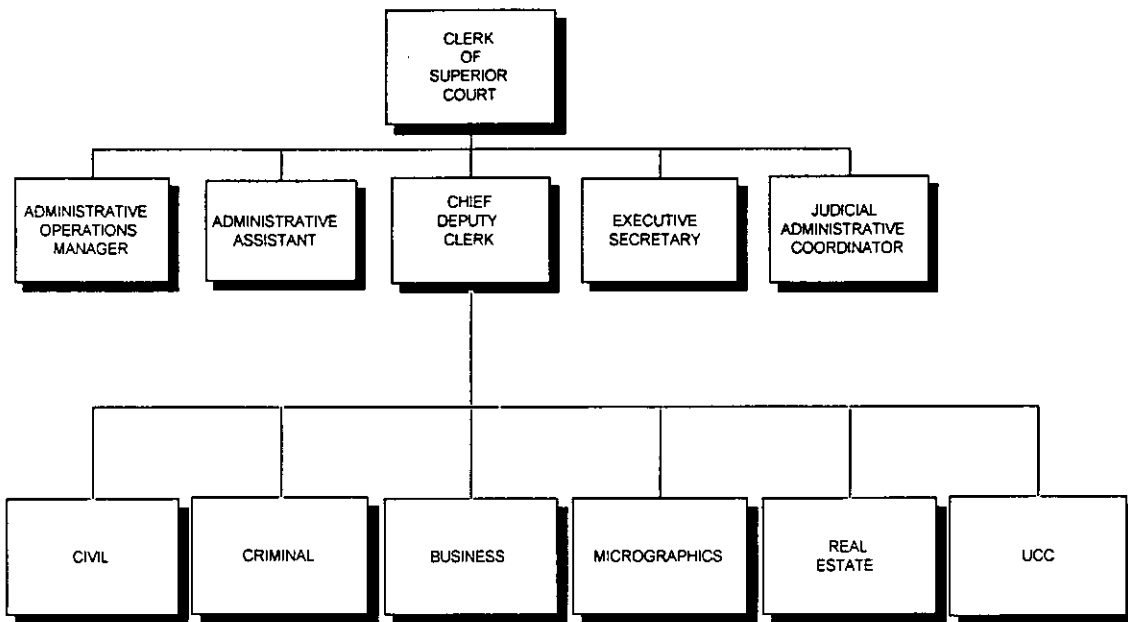
	2001	2002	2003 Budget
General Fund	\$0	\$0	\$304,341

AUTHORIZED POSITIONS BY FUNCTIONAL AREA

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

COST CENTER/POSITION	SALARY RANGE	2001	2002	2003
Attorney IV	33	0	0	1
Attorney III	31	0	0	2
Attorney II	29	0	0	2
Legal Secretary, Sr	23	0	0	1
TOTAL		0	0	6

CLERK OF SUPERIOR COURT



MISSION STATEMENT

The mission of the Clerk of Superior Court is to provide professional judicial and administrative services to the citizens of DeKalb County and to the ten Superior Court Judges. To provide accountability, integrity, and the highest caliber of ethical and professional standards to all. To assure the citizens of DeKalb County that the Clerk of Superior Court is committed and dedicated to the accuracy and protection of their most valuable records, which are stored in this office and will always strive to better serve the citizens of DeKalb County.

PROGRAM DESCRIPTION

The Clerk of Superior Court has duties and obligations to the Superior Court, attorneys and the general public that the state law mandates. The office is divided into three divisions: Real Estate and Uniform and Commercial Code (UCC), Micrographics, and Judicial and Business.

The Real Estate Division of the Clerk of Superior Court is comprised of Document Intake, Document Processing, Intangible Tax, Transfer Tax, Data Entry and Uniform Commercial Code. This division files, records, and indexes all documents relating to real and personal property located in DeKalb County. Real Estate and Personal Property records are public information and accessible to all. Real Estate records dating from 1842 to the present are stored on site in the record room of the Clerk's Office.

The Micrographics Division is responsible for copying, binding, and microfilming all Real Estate and Personal Property records recorded as well as all closed Civil and Criminal actions. In addition, Micrographics films all General Execution, Notary Public Commissions, Partnership and Trade Name documents and Military discharges. This division also provides plat copies and certified copies of deeds and Military discharges to the public.

The Judicial Division of the Clerk's Office is responsible for the management and preservation of records relating to civil and criminal matters. Among the documents are Divorces, Adoptions, Name Changes, Condemnations, Property Damage Claims and Criminal Indictments. The Business Division is responsible for recording of various documents and for the collection and disbursement of all fees collected in the Clerk of Superior Court's Office.

MAJOR ACCOMPLISHMENTS IN 2002

Repaired some of the plat books.

Reduced the processing time to record, index, scan, and return to the customers all Real Estate documents.

CLERK OF SUPERIOR COURT

MAJOR ACCOMPLISHMENTS IN 2002 (continued)

Provided county departments the capability to image and download Real Estate documents.

Upgraded the Banner System to 4.1 and trained staff to use this new system.

MAJOR GOALS FOR 2003

To repair badly deteriorated deed books and plat books.

To develop a web site so that records can be searched and documents can be downloaded via the Internet.

To develop and implement electronic filing for both civil and criminal matters.

MAJOR BUDGETARY IMPACTS

Previous

In 1998, \$500,000 for the Second Phase of the Clerk's Imaging Initiative was approved as a capital budget item through the Homestead Exemption Option Sales Tax (H.O.S.T.), as a part of the Justice Center Capital Project in Fiscal Year 1998. As part of the midyear budget, two positions were added and assigned to the Judicial and Business Division.

In 1999, three full-time positions, two Court Records Technicians and one Administrative Assistant were added. The Court Records Technicians positions were assigned to the Real Estate Division to reduce the processing time, overtime costs, and the backlog of the real estate transfer tax declaration transactions. The Administrative Assistant position was assigned to the Administrative Division. Five temporary part-time Court Records Technician positions were added and assigned to the Real Estate Division, for the period beginning September 14, 1999 and ending December 31, 1999.

Funding, in the amount of \$100,000, was included for the 1999 extended maintenance for the Clerk's Imaging System.

As part of the across-the board reduction, the 1999 budget was reduced by \$15,391.

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.

2003

The 2003 Budget includes funding, in the amount of \$108,000, to repair 212 Deed Books and 14 Plat books. This Budget also includes \$122,540 for an electronic filing system for criminal and civil files and \$110,000 for the 2002 extended maintenance of the 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 five years.

CLERK OF SUPERIOR COURT

ACTIVITY MEASURES				
	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
Real Estate Instruments Recorded	178,662	203,849	227,468	250,215
Pages Assigned	555,584	849,862	1,033,997	1,189,097
Documents Microfilmed	2,059,842	1,617,544	1,008,751	1,059,189
Criminal Indictments Processed	4,625	4,324	4,021	4,222
Civil Cases Disposed	12,565	11,257	12,785	13,424
Estimated Pages Intake (Judicial)	288,995	342,782	386,538	405,858
Criminal Cases Disposed	3,818	4,487	4,113	4,319

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Clerk of Superior Court	\$3,404,118	\$3,638,970	\$4,051,606	\$4,051,606
TOTAL	\$3,404,118	\$3,638,970	\$4,051,606	\$4,051,606

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Personal Services	\$2,934,438	\$3,099,182	\$3,268,185	\$3,268,185
Supplies	88,380	111,738	111,000	111,000
Operating Services and Charges	209,692	239,719	382,881	382,881
Maintenance and Repair	151,332	137,012	167,000	167,000
Equipment	20,276	51,319	122,540	122,540
TOTAL	\$3,404,118	\$3,638,970	\$4,051,606	\$4,051,606

FUNDING SOURCES			
	2001	2002	2003 Budget
General Fund	\$3,404,118	\$3,638,970	\$4,051,606

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

COST CENTER/ POSITION	SALARY RANGE	NUMBER OF POSITIONS		2003
		2001	2002	
Clerk of Superior Court				
Clerk of Superior Court	\$107,169	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	0	1
Court Records Supervisor	24	8	8	8

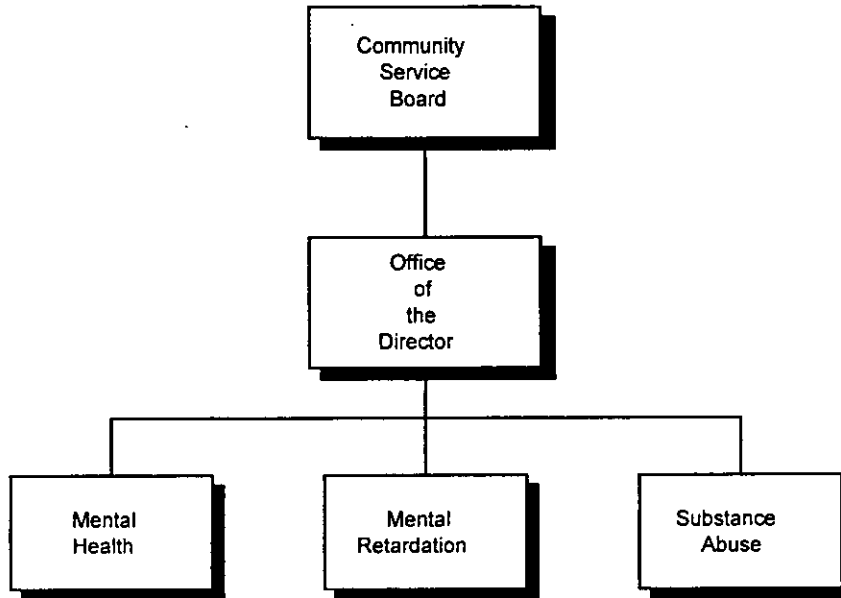
CLERK OF SUPERIOR COURT

AUTHORIZED POSITIONS BY COST CENTER (continued)

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

COST CENTER/ POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Clerk of Superior Court (continued)				
Administrative Assistant	23	1	1	1
Executive Secretary	23	1	1	1
Court Records Technician III	21	1	1	2
Court Records Technician II	19	43	43	42
Court Records Technician I	18	27	27	26
TOTAL		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 2002

Signed an agreement with the DeKalb County Sheriff's Office to provide services for the Residential Substance Abuse Treatment Program.

Provided services to consumers with the implementation of the Jail Diversion Mental Health Court Program.

Implemented and provided professional treatment services to the DeKalb County Drug Court Program.

MAJOR GOALS FOR 2003

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

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

COMMUNITY SERVICE BOARD

MAJOR GOALS FOR 2003 (continued)

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.

2003

The 2003 Budget for the Community Service Board of \$50,108,367 consists of \$3,556,852 in federal grant-in-aid funds \$13,663,228 in state grant-in-aid funds, \$2,340,028 in county funds, and \$30,548,259 in fee revenues, prior year funds and interest.

Future

No significant changes are anticipated in the future.

ACTIVITY MEASURES				
	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
Total Consumers	9,683	9,644	9,899	10,000
Consumer Enrolled in:				
Jail Services and DUI Program	3,136	1,874	563	644
Mental Health Services, Adult	6,160	4,513	5,231	5,500
Mental Health Services, Child & Adolescent Services	1,625	1,087	1,832	1,850
Mental Retardation Services	884	637	819	850
Substance Abuse Services, Adult	1,180	1,463	1,649	1,650
Substance Abuse Services, Child & Adolescent Services	51	70	85	90

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Aid To Other Agencies	\$2,174,242	\$2,228,598	\$2,284,313	\$2,284,313
TOTAL	\$2,174,242	\$2,228,598	\$2,284,313	\$2,284,313

FUNDING SOURCES			
	2001	2002	2003 Budget
General Fund	\$2,174,242	\$2,228,598	\$2,284,313

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, 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 2002, there were contributions totaling \$6,003,316 from the Tax Funds Group to the Capital Projects Fund. These contributions were distributed as follows:

Department	Project	Amount
Facilities Management	Renovations to Roberds Building	427,060
	Life Cycle Repair/Replacement Plan	800,000
	Purchase of Building (330 Ponce De Leon)	1,000,000
Roads & Drainage	Commission District Projects Cost to Complete	1,346,000
	Murphey Candler Lake Project	100,000
	Safe Dams	30,000
	Traffic Signal-Mall Parkway & Klondike Rd.	140,000
Information Systems	GE Capital/ Lease Purchase	1,000,000
	2002 Technology Improvements	800,000
	Human Resource Information System Upgrade	343,256
Economic Development	Match for Livable Centers Initiative Study for the Kensington MARTA Station	17,000
TOTAL		\$6,003,316

2003

The requests from County departments totaled \$56,572,745 for 2003. This total does not include \$16,468,517 that was appropriated from HOST funds for Capital Outlay. (See HOST Capital Outlay section for a specific list of projects).

Future

The County is currently in negotiations with the State of Georgia for the purchase of the office building at 330 Ponce De Leon Avenue. The building would potentially be used as an office building to house various County departments.

CONTRIBUTIONS TO CAPITAL PROJECTS

ACTIVITY MEASURES

The adopted 2003 Budget includes \$27,371,595 in Contributions to the Capital Projects Fund for the following projects:

Department	Project	Amount
Facilities Management	Purchase of Building (330 Ponce De Leon)	3,333,334
	Life Cycle Repair/Replacement Plan	1,000,000
Fire & Rescue Services	Fiber Optic Phase II Purchase Agreement	82,500
	Miscellaneous Fire Projects (to be determined)	1,000,000
Information Systems	Lease Purchase Y2K Systems	1,350,000
	2003 Technology Improvements	1,000,000
	Automated Purchasing System/Financial Management Information System	2,500,000
	Phase II I-Net	253,588
	New Property Appraisal System	250,000
	Kronos Lease Purchase Agreement	133,656
HOST Capital Outlay	Transportation/Intersection/Safety Traffic Improvements	4,210,000
	High Priority Sidewalks & Safety Projects	6,220,000
	Other High Priority Projects	6,038,517
	TOTAL	\$27,371,595

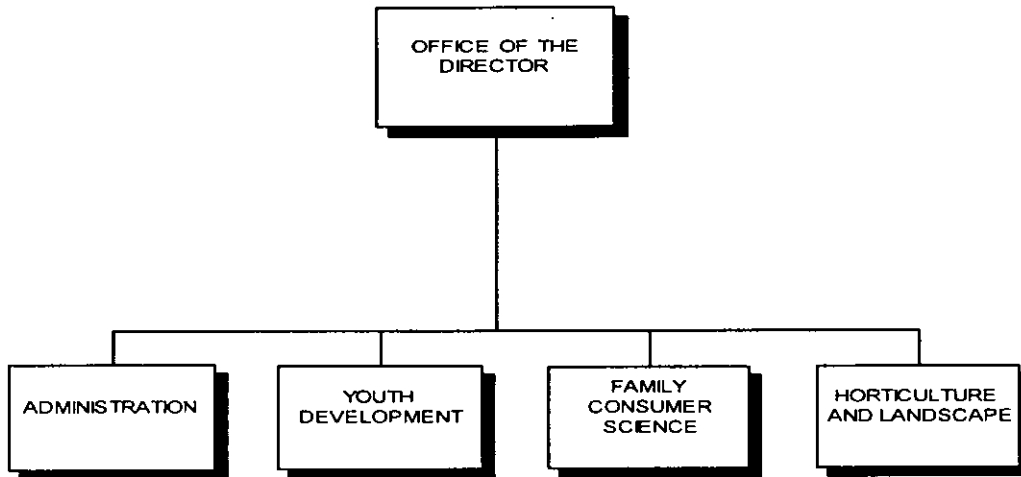
SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Interfund Transfers	\$7,665,167	\$6,003,316	\$27,371,595	\$27,371,595
TOTAL	\$7,665,167	\$6,003,316	\$27,371,595	\$27,371,595

FUNDING SOURCES

	2001	2002	2003 Budget
General Fund	\$3,121,426	\$4,527,316	\$9,820,578
Special Tax District - DS	4,367,539	1,476,000	0
Fire Fund	176,202	0	1,082,500
HOST Fund	0	0	16,468,517
Total	\$7,665,167	\$6,003,316	\$27,371,595

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	2001	2002
Locate additional sources of funding to expand and/or enhance educational programs.	30% of County Budget	50% \$472,000	48% \$503,353
Value Received from Master Gardner volunteers as a % of the cost of training and volunteer administration return.	200% or >	410%	750%
% of Teenage Mother Nutrition Education program participants delivering a baby 5.5 pounds or greater.	80%	94%	98%
% of participants in the Bilingual outreach program achieving a test score increase of 25% or greater.	75%	96%	95%

MAJOR ACCOMPLISHMENTS IN 2002

Received \$503,353 in grants and contracts.
 Received notification of \$271,000 award from U.S. Treasury Department to develop money management programs for low and moderate families. Became one of three finalists for the Jimmy Carter Paternership Award for developing a family child care training program for Hispanic women.

MAJOR GOALS FOR 2003

To locate alternative sources of funding to expand and enhance program efforts.
 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.

COOPERATIVE EXTENSION

MAJOR BUDGETARY IMPACTS

Previous

No significant previous changes.

2003

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 2000	Actual 2001	Actual 2002	Estimated 2003
CALLS ANSWERED	40,765	43,388	43,388	44,000
PUBLICATIONS DISTRIBUTED	46,400	44,586	44,586	45,000
NUMBER OF WORKSHOPS	3,000	3,557	3,557	3,600
NUMBER OF HOME VISITS	3,625	3,213	3,213	3,213
NUMBER OF VOLUNTEERS	1,689	1,372	1,372	1,400
VOLUNTEER HRS. CONTRIBUTED	15,900	15,855	15,855	16,000
YOUTHS REACHED BY PROGRAMS	12,644	12,314	12,314	15,500
PARTICIPANTS	65,131	90,297	90,297	90,000

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Administration	\$500,969	\$582,557	\$587,103	\$587,103
Youth Program	111,477	133,053	138,574	138,574
Family & Consumer Science	181,727	190,900	202,161	202,161
Horticulture & Landscape	144,270	150,613	166,846	166,846
TOTAL	\$938,443	\$1,057,123	\$1,094,684	\$1,094,684

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Personal Services	\$712,291	\$798,219	\$818,155	\$818,155
Supplies	21,230	16,552	18,200	18,200
Operating Services & Charges	181,412	213,809	231,019	231,019
Maintenance & Repair	3,500	3,489	4,450	4,450
Aid To Other Agencies	11,500	11,800	12,300	12,300
Interdepartmental Services	6,568	13,254	10,560	10,560
Equipment	1,942	0	0	0
TOTAL	\$938,443	\$1,057,123	\$1,094,684	\$1,094,684

FUNDING SOURCES

	2001	2002	2003 Budget
General Fund	\$938,443	\$1,057,123	\$1,094,684

COOPERATIVE EXTENSION

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER	Salary Range	2001	2002	2003
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.	**	1	1	1
Administrative Supervisor	**	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	**	1	1	1
	Sub-Total	3	3	3
FAMILY & CONSUMER SCIENCE				
Family/Consumer Science Program Ai	19	1-PT	1-PT	1-PT
County Extension Agent	25	2	2	2
County Extension Agent	**	2	2	2
	Sub-Total	4 1-PT	4 1-PT	4 1-PT
HORTICULTURE & LANDSCAPE				
Garden Instructor	21	1	1	1
County Extension Agent	**	1	1	1
Extension Service Manager	28	1	1	1
	Sub-total	3	3	3
TOTAL		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: 1991, \$88,000,000; 1991, \$5,525,000 (refunding bonds); 1992, \$64,775,000 (refunding bonds); 1993, \$29,700,000; 1993, \$81,125,000 (refunding bonds); and 1998, \$2,000,000.

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 *	Aaa	AAA

* 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 1998 Bonds were sold in August 1998. This Series represents the final portion of the original authorization of \$100,000,000 to construct jail facilities.

ACTIVITY MEASURES				
	1/1/00	1/1/01	1/1/02	1/1/03
Principal Balance (000's)	\$168,335	\$160,575	\$152,645	\$144,560
Millage Rate for Debt Service	0.97	0.87	0.85	0.72

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Operating Services & Charges	\$16,645,983	\$16,367,033	\$16,200,328	\$16,200,328
Total	\$16,645,983	\$16,367,033	\$16,200,328	\$16,200,328

FUNDING SOURCES			
	2001	2002	Approved Budget 2003
Debt Service Fund	\$16,645,983	\$16,367,033	\$16,200,328

DEBT SERVICE FUND

DIRECT AND OVERLAPPING DEBT December 31, 2002 (000's)

	Gross Debt less Debt Retirement Funds	% Applicable to DeKalb County	DeKalb County Share of Debt
DeKalb County	\$252,664	100.00%	\$252,664
DeKalb County School District (a)	\$0	100.00%	\$0
City of Atlanta (b)	\$238,510	2.60%	\$6,201
Fulton-DeKalb Hospital Authority (c)	\$272,790	25.28%	\$68,961
Total Direct & Overlapping Debt	\$763,964		\$327,826
Total Direct & Overlapping Debt Per Capita			\$478.02

(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, 2002 (000's)

Assessed Value	\$20,343,604
Debt limit 10% of Assessed Value	\$2,034,360
Debt Applicable to Debt Limit	\$252,664
Unused Legal Debt Limit	\$1,781,696

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.

2003 BUDGET OBLIGATION GENERAL OBLIGATION BONDS BY SERIES AS OF 1/1/2003

	Principal	Interest	Total P & I
Series 1991	2,190,000	136,875	2,326,875
Series 1991 (Ref.)	500,000	29,500	529,500
Series 1992 (Ref.)	4,195,000	2,199,560	6,394,560
Series 1993	870,000	1,318,785	2,188,785
Series 1993 (Ref.)	590,000	4,040,608	4,630,608
Series 1998	0	100,000	100,000
Total	\$8,345,000	\$7,825,328	\$16,170,328

DEBT SERVICE FUND

TOTAL BUDGET OBLIGATION GENERAL OBLIGATION BONDS BY SERIES AS OF 1/1/2003
--

	Principal	Interest	Total P & I
Series 1991	2,190,000	136,875	2,326,875
Series 1991 (Ref.)	500,000	29,500	529,500
Series 1992 (Ref.)	37,700,000	12,271,080	49,971,080
Series 1993	24,170,000	13,761,900	37,931,900
Series 1993 (Ref.)	78,000,000	43,173,730	121,173,730
Series 1998	2,000,000	1,700,000	3,700,000
Total	\$144,560,000	\$71,073,085	\$215,633,085

DEBT SERVICE FUND TOTAL BUDGET OBLIGATION GENERAL OBLIGATION BONDS, ALL SERIES AS OF 1/1/2003
--

	Principal	Interest	Total P & I
2003	8,345,000	7,825,328	16,170,328
2004	8,560,000	7,354,684	15,914,684
2005	8,705,000	6,903,383	15,608,383
2006	8,905,000	6,437,898	15,342,898
2007	9,200,000	5,953,468	15,153,468
2008	9,475,000	5,442,403	14,917,403
2009	9,755,000	4,915,363	14,670,363
2010	6,065,000	4,368,513	10,433,513
2011	6,460,000	4,043,375	10,503,375
2012	6,870,000	3,697,113	10,567,113
2013	7,310,000	3,328,900	10,638,900
2014	7,780,000	2,937,174	10,717,174
2015	8,290,000	2,520,263	10,810,263
2016	8,820,000	2,075,950	10,895,950
2017	9,385,000	1,603,300	10,988,300
2018	9,985,000	1,100,450	11,085,450
2019	10,650,000	565,525	11,215,525
Total	\$144,560,000	\$71,073,085	\$215,633,085

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 *	Aaa	AAA

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

MAJOR BUDGETARY IMPACTS

Previous

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

Present

The budget for 2003 includes a reserve for the first interest payment for FY2004.

ACTIVITY MEASURES				
	1/1/00	1/1/01	1/1/02	1/1/03
Principal Balance (000's)	N/A	N/A	\$121,700	\$114,995
Millage Rate for Debt Service	N/A	N/A	0.53	0.56

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	2001 Actual	2002 Actual	CEO's Recommended Budget	Approved Budget 2003
Operating Services & Charges	\$4,180,560	\$11,889,193	\$14,291,395	\$14,291,395
Total	\$4,180,560	\$11,889,193	\$14,291,395	\$14,291,395

FUNDING SOURCES				
	2000	2001	2002	Budget 2003
Special Tax District-Debt Service Fund	N/A	\$4,180,560	\$11,889,193	\$14,291,395

DEBT SERVICE FUND-SPECIAL RECREATION TAX DISTRICT

DIRECT AND OVERLAPPING DEBT
December 31, 2002 (000's)

	Gross Debt less Debt Retirement Funds	% Applicable to DeKalb County	DeKalb County Share of Debt
DeKalb County	\$252,664	100.00%	\$252,664
DeKalb County School District (a)	\$0	100.00%	\$0
City of Atlanta (b)	\$238,510	2.60%	\$6,201
Fulton-DeKalb Hospital Authority (c)	\$272,790	25.28%	\$68,961
Total Direct & Overlapping Debt	\$763,964		\$327,826
Total Direct & Overlapping Debt Per Capita			\$478.02

(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, 2002 (000's)

Assessed Value	\$20,343,604
Debt limit 10% of Assessed Value	\$2,034,360
Debt Applicable to Debt Limit	\$252,664
Unused Legal Debt Limit	\$1,781,696

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.

2003 BUDGET OBLIGATION
SPECIAL RECREATION DISTRICT- GENERAL OBLIGATION BONDS SERIES 2001
AS OF 1/1/2003

	Principal	Interest	Total P & I
Series 2001	\$6,915,000	\$4,983,213	\$11,898,213
Total	\$6,915,000	\$4,983,213	\$11,898,213

TOTAL BUDGET OBLIGATION
SPECIAL RECREATION DISTRICT- GENERAL OBLIGATION BONDS SERIES 2001
AS OF 1/1/2003

	Principal	Interest	Total P & I
Series 2001	\$114,995,000	\$41,278,739	\$156,273,739
Total	\$114,995,000	\$41,278,739	\$156,273,739

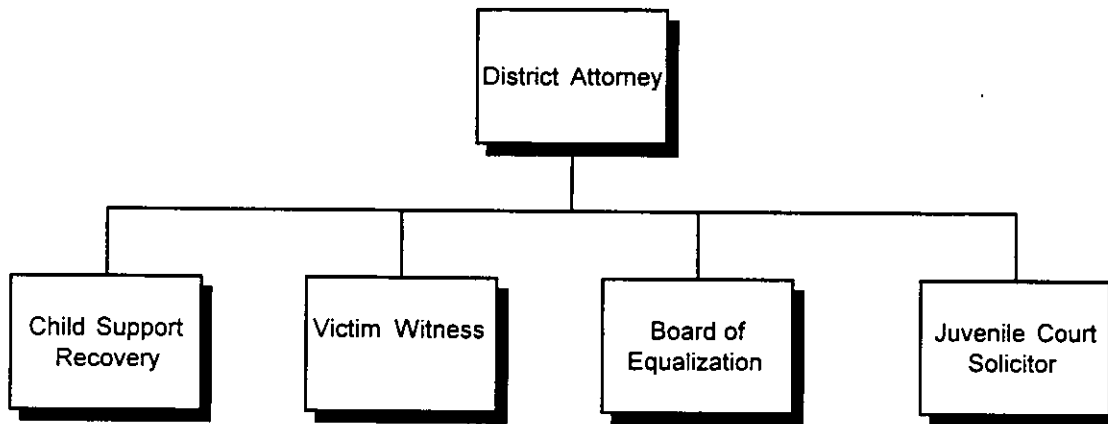
DEBT SERVICE FUND-SPECIAL RECREATION TAX DISTRICT

**SPECIAL RECREATION DISTRICT -DEBT SERVICE FUND
TOTAL BUDGET OBLIGATION
GENERAL OBLIGATION BONDS, SERIES 2001
AS OF 1/1/2003**

	Principal	Interest	Total P & I
2003	6,915,000	5,190,562	12,105,562
2004	7,170,000	4,938,165	12,108,165
2005	7,445,000	4,665,705	12,110,705
2006	7,735,000	4,375,350	12,110,350
2007	8,040,000	4,062,083	12,102,083
2008	8,360,000	3,724,403	12,084,403
2009	8,700,000	3,360,743	12,060,743
2010	9,060,000	2,969,243	12,029,243
2011	9,445,000	2,552,482	11,997,482
2012	9,850,000	2,108,568	11,958,568
2013	10,285,000	1,630,842	11,915,842
2014	10,750,000	1,121,735	11,871,735
2015	11,240,000	578,860	11,818,860
Total	\$114,995,000	\$41,278,739	\$156,273,739

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 2000	Actual 2001	Actual 2002	Estimated 2003
Number of Cases Opened	6,714	6,752	6,361	6,500
Number of Defendants Charged	6,866	7,357	6,981	7,050
Grand Jury:				
True Bills	1,779	2,234	1,765	1,800
No Bills	60	56	31	35
Accusations Filed	2,846	2,357	1,718	1,775
BOE Appeal Cases Heard	4,053	2,831	2,632	3,200
BOE Hearings	391	288	245	300
Juvenile Court Solicitor Charges for Prosecution:				
Delinquent	4,457	4,809	5,029	5,280
Unruly	221	258	129	135
Violations of Parole / Miscellaneous	111	152	203	213

MAJOR ACCOMPLISHMENTS IN 2002

The District Attorney's Office handled 4,591 total accusations and indictments last year. The office tried 143 defendants in 139 jury trials. The DA's office also increased its prosecution of telemarketing fraud, medical fraud, lawyer theft of client's assets, and other white collar crimes. The two special purpose grand juries investigating corruption under former Sheriff Sidney Dorsey and the murder of Sheriff-Elect Derwin Brown concluded their investigations; Dorsey was tried and convicted of murder, racketeering, violation of oath, and theft. A report on corruption under the Dorsey administration was released in September, 2002.

The County now receives 100% of the cost for Child Support Recovery from the State of Georgia Office of Child Support Enforcement (except for 5 employees approved by the Commissioners in the 2000 budget.)

Total Collections for Child Support Recovery for 2002 were \$12,489,095.

MAJOR GOALS FOR 2003

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 collect a million dollars per month in child support payments, and provide enhanced customer service to the DeKalb County citizens.

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.

2003

The 2003 budget included three new positions; one Legal Secretary, one Attorney and one Victim/Witness Coordinator

Future

The increasing cost of empaneling 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 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
District Attorney	\$4,782,264	\$4,993,898	\$5,164,834	\$5,164,834
Child Support Recovery	1,027,263	1,067,413	1,187,412	1,187,412
Board of Equalization	214,862	200,476	250,678	250,678
Victim/Witness Assistance	181,199	163,861	227,367	227,367
Juvenile Court Solicitor	937,826	1,010,113	1,085,098	1,085,098
TOTAL	\$7,143,414	\$7,435,761	\$7,915,389	\$7,915,389

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Personal Services	\$6,220,999	\$6,497,665	\$6,820,465	\$6,820,465
Supplies	78,480	75,791	100,380	100,380
Operating Services & Charges	643,466	655,947	826,222	826,222
Maintenance Services	15,886	17,677	24,000	24,000
Interdepartmental Services	131,134	117,846	126,746	126,746
Equipment	17,149	6,352	17,576	17,576
Interfund Transfers	36,300	64,483	0	0
TOTAL	\$7,143,414	\$7,435,761	\$7,915,389	\$7,915,389

FUNDING SOURCES

	2001	2002	2003 Budget
General Fund	\$7,143,414	\$7,435,761	\$7,915,389

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		
		2001	2002	2003
District Attorney				
District Attorney*	\$133,603	1	1	1
Senior District Attorney	N/A**	2	2	2
District Attorney, Attorney	N/A**	10	10	12
Attorney IV	33	1	1	1
Attorney III	31	15	15	15
Dept. Microsystems Specialist	31	1	1	1
Attorney II	30	3	3	3
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	15	15
Paralegal Supervisor	25	1	1	1
DA Records Supervisor	25	1	1	1
Administrative Supervisor	25	1	1	1
Paralegal	23	3	3	3
Victim/Witness Asst. Program Coord.	23	1	1	1
Administrative Aide, Senior	23	12	12	12
Legal Secretary, Senior	23	3	3	3
Investigative Intake Technician	21	3	3	3
URES A Coordinator	21	1	1	1
DA Investigative Aide	19	1	1	1
Office Assistant, Senior	19	3	3	3
Office Assistant	18	1	1	1
Receptionist	14	1	1	1
Subtotal		84	84	86
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
URES A 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)

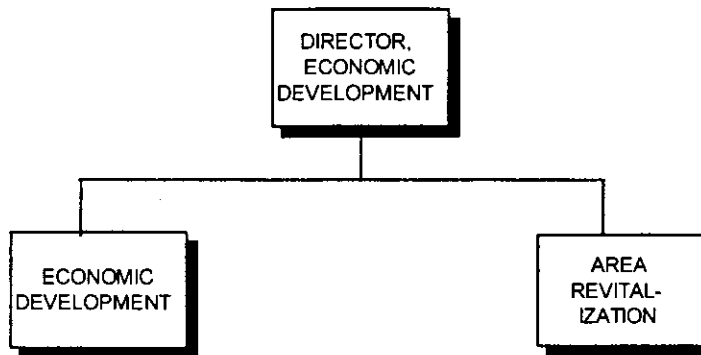
COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Board of Equalization				
BOE Coordinator	23	1	1	1
Office Assistant, Senior	19	1	1	1
Office Assistant ***	18	1T	1T	1T
Subtotal		2	2	2
Subtotal***		1T	1T	1T
Victim/Witness Assistance				
Principal Investigator	25	3	3	2
Victim/Witness Program Coordinator	25	1	1	2
Subtotal		4	4	4
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	2	1	1
Senior Investigator	23	1	2	2
Legal Secretary	21	2	2	3
Subtotal		15	15	16
TOTAL	FULL-TIME	126	126	129
	TEMPORARY	1T	1T	1T

* \$36,279 DeKalb County Supplement; \$97,324 authorized State salary; \$133,603 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 globally. OED partners to create quality jobs, investments and expand the tax base by supporting balanced growth. There is a special focus on redevelopment county-wide.

PROGRAM DESCRIPTION

The Office of Economic Development completes detailed industry assessments, targets industry types, recruits 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 incentives and recommends policies to benefit business expansion in DeKalb.

ACTIVITY MEASURES

	Actual 2002	Estimated 2003
Number of jobs created	1,100	1500
Amount of Investments	\$200 million	\$300 million
Number of marketing presentations	50	5000

These activity measures will now be the standard used and replace the previous measures.

MAJOR ACCOMPLISHMENTS IN 2002

1. Partnered with the Development Authority of DeKalb County to obtain investments of \$200 million and 1,100 jobs.
2. Sponsored the South DeKalb Bus Tour.
3. Implemented Enterprise Zones.
4. Recruited new companies to DeKalb including DWL, Global Data Center, North Brothers and others.
5. Secured funding through the Living Centers Initiative Grant for Transit Oriented Development opportunities.
6. Partnered with Leadership DeKalb to sponsor Leadership DeKalb Economic Development Day.
7. Partnered with Georgia Power to sponsor the CEO Presentation to Regional Economic Developers.
8. Recommended approval of first application as a designated Enterprise Zone business.
9. Made presentations to numerous civic and community organizations.

MAJOR GOALS FOR 2003

1. Partner to create 1,200 new jobs, to retain 500 jobs and to secure \$300 million in investments.
2. Implement the Revitalization Plans.
3. Partner with existing businesses and the South DeKalb Business Incubator to market the Foreign Trade Zone.

ECONOMIC DEVELOPMENT

- 4. Target investment along I-20 corridors: focusing on commercial, office and industrial sites.
- 5. Implement the Life Sciences project.

MAJOR BUDGETARY IMPACTS

Previous

In 1999 funds were budgeted for the salary and benefits of the Coordinator of the Candler Road Revitalization Plan. This position was transferred from the Grant Fund by Board action in November 1999.

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 2002 no program modifications or additional personnel were approved.

2003

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

Future

Efforts continue to revitalize the Candler Road and Memorial Dr. corridors through business development programs. Efforts continue to increase investment along the I-20 corridor. The Stonecrest Mall is expected to continue to bring new business investment to DeKalb county.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2001	Actual 2002	CEO'S Recommended Budget	Approved Budget 2003
Economic Development	\$495,496	\$662,573	\$748,761	\$748,761
Candler Rd.	25,502	(35,096)	0	0
Memorial Dr.	12,867	1,146	0	0
TOTAL	\$533,865	\$628,623	\$748,761	\$748,761

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	2001 Actual	2002 Actual	CEO'S Recommended Budget	Approved 2003 Budget
Personal Services	\$342,219	\$513,321	\$567,279	\$567,279
Supplies	23,533	11,631	25,000	25,000
Operating Services & Charges	60,944	88,855	151,582	151,582
Maintenance & Repair	1,388	2,922	4,900	4,900
Interdepartmental Services	0	20	0	0
Equipment	105,781	11,874	0	0
TOTAL	\$533,865	\$628,623	\$748,761	\$748,761

FUNDING SOURCES

	2001	2002	2003
General	\$533,865	\$628,623	\$748,761

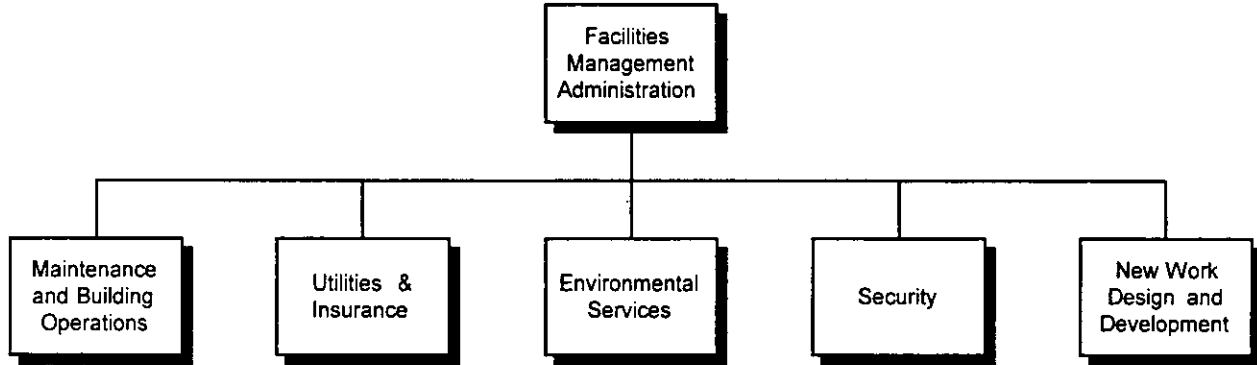
ECONOMIC DEVELOPMENT

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Economic Development				
Director, Economic Development	33	1	1	1
Assistant Director, Economic Devel.	31	2	2	2
Economic Devel. Coordinator, Sr.	29	0	0	2
Economic Development Coordinator	28	1	1	1
Administrative Assistant	23	2	2	2
Sub-total		6	6	8
Area Revitalization				
Economic Development Coordinator	28	1	1	0
Sub-total		1	1	0
Total Positions		7	7	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	Roberts 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 2000	Actual 2001	Actual 2002	Estimated 2003
Square Footage Maintained	3,524,551	3,591,039	3,591,039	3,868,039
Maintenance Cost Per Square Foot *	\$1.12	\$1.24	\$0.80	\$1.29
Number of Facilities	225	229	230	232
Construct. Renovation (Square Feet)	92,795	82,267	35,000	30,000
Custodial Sq. Footage	896,035	812,823	843,000	1,173,035
Security Sq. Footage	692,522	692,522	692,522	692,522
Maintenance/Construction Budget (\$)	\$3,979,008	\$4,533,380	\$2,875,615	\$4,992,276

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

MAJOR ACCOMPLISHMENTS IN 2002

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.

FACILITIES MANAGEMENT

MAJOR GOALS FOR 2003

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, investigate 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.

2003

Thirty-five positions have been transferred from Parks and Recreation to the Building Maintenance Operations Division. These positions include, 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.

Future

No significant budgetary impact is anticipated

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Administration	\$623,151	\$774,126	\$1,107,098	\$1,107,098
General Maintenance & Construction	4,436,494	2,885,121	4,992,276	4,992,276
Environmental Services	1,924,729	1,425,281	1,749,888	1,749,888
Utilities & Insurance	1,489,867	1,587,702	2,000,503	2,000,503
Construction	0	507,543	0	0
Security	0	1,012,105	918,656	918,656
Arch and Eng	0	93,092	314,471	314,471
TOTAL	\$8,474,241	\$8,284,970	\$11,082,892	\$11,082,892

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Personal Services	\$3,651,418	\$3,469,666	\$5,462,403	\$5,462,403
Supplies	186,438	99,333	113,542	113,542
Operating Services and Charges	2,804,964	3,105,228	3,634,064	3,634,064
Maintenance and Repair	1,445,378	1,127,314	1,030,550	1,030,550
Interdepartmental / Interfund Services	305,902	457,142	842,333	842,333
Equipment	80,141	26,287	0	0
TOTAL	\$8,474,241	\$8,284,970	\$11,082,892	\$11,082,892

FUNDING SOURCES

	2001	2002	2003 Budget
General Fund	\$8,474,241	\$8,284,970	\$11,082,892

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		
		2001	2002	2003
Administration				
Director of Facilities Management	36	1	1	1
Deputy Director, Architectural / Engineering	31	1	0	0
Administrative Operations Manager	28	1	1	1
Project Manager	28	2	0	0
Engineering Technician, Senior	24	1	0	0
Production Control Coordinator	24	1	1	1
Office Software Specialist	23	1	1	1
Executive Secretary	23	0	1	1
Administrative Assistant	23	1	1	1
Purchasing Technician	21	0	1	0
Office Assistant	18	1	1	1
Sub-total		9	7	7
Environmental Services				
FM Services and Material Forman	25	0	1	1
Manager, Custodial Services	24	1	1	1
Manager, Security Services	24	1	0	0
Administrative Assistant	23	1	0	0
Custodian, Supervisor	21	2	1	1
Security Guard	18	1	0	0
Custodian, Senior	18	10	10	10
Crew Worker, Senior	18	0	4	4
Crew Worker	14	0	1	1
Service Material Clerk	14	0	0	1
Custodian	14	1	0	0
Sub-total		17	18	19
Design and Development				
Deputy Director A&E	31	0	0	1
Cons/Renovation Superintendent	29	0	0	1
Project Manager	26	0	2	4
Sr. Engineering Tech	24	0	0	1
Sub-total		0	2	7
Security				
Security Manager	24	0	1	1
Sub-total		0	1	1

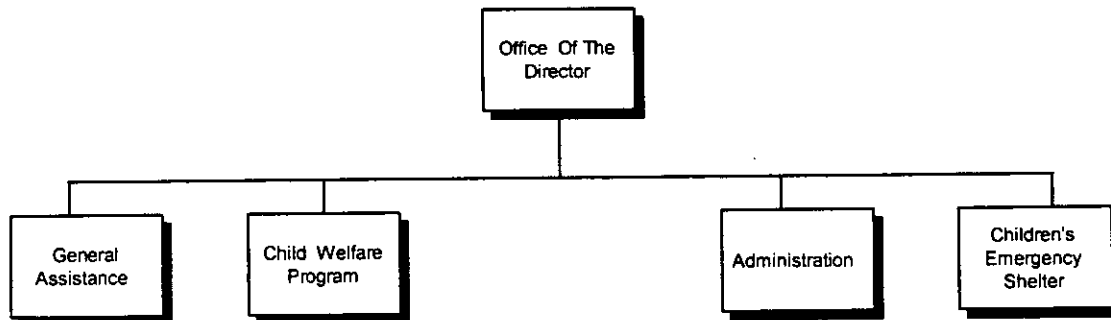
FACILITIES MANAGEMENT

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/ POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
General Maintenance and Construction				
Deputy Director, Building & Maintenance	31	1	1	1
Deputy Director, O&M	31	0	1	0
Superintendent, Const. & Renovation	30	1	0	0
Parks Facility Maint Mgr	29	0	0	1
Maintenance Coord Parks	26	0	0	5
Crew Supervisor, Senior	25	4	2	2
PPM Services and Materials Foreman	25	1	0	0
Sr. Supply Specialist	24	0	0	1
Production Control Coordinator	24	1	0	0
Parks Maint Supervisor	24	0	0	3
Crew Supervisor	23	0	0	1
Plumber, Senior	23	2	2	4
Graphic Design Tech	23	0	0	1
Electrician, Senior	23	6	6	9
HVAC Mechanic, Senior	23	7	7	7
Contractual Serv Ins	21	0	0	1
Painter, Senior	21	5	4	6
Facility Engineer	21	14	11	14
Carpenter, Senior	21	11	4	7
Senior Mason	21	1	1	2
Electrician	21	2	2	1
Welder, Senior	21	2	1	1
Swimming Pool Maint Mech	21	0	0	1
Equipment Operator	21	0	0	1
Principal Secretary	19	0	0	1
HVAC Mechanic	19	1	2	2
Maintenance Mechanic	18	0	0	1
Carpenter	18	1	1	2
Painter	18	0	0	1
HVAC Mechanic, Assistant	18	1	1	1
Crew Worker, Senior	18	4	0	4
Crew Worker	14	1	0	4
PPM Services & Materials Clerk	14	1	0	0
Sub-total		67	46	85
Construction				
Construction & Renovation Super	30	0	1	0
Project Manager	26	0	2	0
Sr. Crew Supervisor	25	0	1	0
Sr. Carpenter	21	0	6	0
Sub-total		0	10	0
TOTAL		93	84	119

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 four major divisions: Administration and Services, General Assistance, Child Welfare Program and Children's Emergency Shelter. 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.

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, Adult Protective Services and the Children's Emergency Shelter 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, Medicaid (for TANF recipients, SSI recipients and foster children); for 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.

MAJOR ACCOMPLISHMENTS IN 2002

1. Highest accuracy rate for the Food Stamp Program in the largest 25 counties in the Southeastern United States
2. Building a strong collaborative effort of community partners through the DeKalb Workforce Center and DeKalb Children's Initiative to assure that all families make a successful transition from Welfare to Work.
3. Plan developed to shift from emergency shelter care to therapeutic residential care for adolescents with improved facilities and mental health services; secured state financing for \$5.8 million in construction cost for the new continuum of care at the emergency shelter.
4. Received a grant of over \$15,000 from Community Development (federal funds) to expand the capacity to

FAMILY & CHILDREN SERVICES

MAJOR ACCOMPLISHMENTS IN 2002 (Cont.)

prevent homelessness for DeKalb families.

MAJOR GOALS FOR 2003

1. A reduction in welfare dependency among families remaining on TANF by increasing the number of cases leaving the rolls productively by 10%.
2. Improved customer service in the eligibility programs by improving accuracy, the standard of promptness, and the provision of compassionate service.
3. Implementation of the new continuum of care for adolescents; completion of the DeKalb Children's Campus and the two independent living group homes. Complete construction of the Assessment Center.
3. Prevent homelessness and eviction for 10,000 families.
4. Increase the timeliness of permanent decisions for children in state custody and reduce the number of foster care placements per child.
5. Implement an agreement for privatized operation of the new continuum of care for children.
6. Complete construction, programming and financing of the entire continuum of care program.

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 2001, with the advent of the recession, DeKalb DFCS continued on the first line of response to families in crisis. 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.

2003

\$2,929,371 was approved for basic operating expenses. No program modifications or additions to personnel were approved. Efforts to close the Children's Shelter are progressing. Instead of an Emergency Shelter there will be a residential care system for adolescents requiring residential treatment. Effective March 1, 2003 the DeKalb Children's Center will open with treatment services provided by the DeKalb Community Service Board. A Request for Proposals has been issued to seek privatized operation of the residential care provision for the DeKalb Children's Center and the two independent living group homes that will open, effective July, 2003. The Assessment Center is scheduled to open in January, 2004. This privatization will end the county's role in supporting the Emergency Shelter.

Future

Proposed federal changes in Welfare Reform to strengthen work requirements will present a challenge for the community in assisting families to achieve and maintain independence. Welfare reform has been a stellar success in this community because of the excellent partnerships in the community, the eagerness of the customers for assistance in becoming independent of public assistance, and the good work of the staff. DFCS will continue to have a major effort to recruit more foster homes. DFCS will continue to create a continuum of appropriate residential care for adolescents by maximizing federal and state revenues.

FAMILY & CHILDREN SERVICES

ACTIVITY MEASURES

	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
General Assistance Cases	2,050	2,400	2,792	2,800
Child Welfare Cases	4,492	4,675	4,707	4,800
Medicaid, TANF, Food Stamps	71,777	71,818	70,675	71,000

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2001	Actual 2002	CEO'S Recommended Budget	Approved Budget 2003
General Assistance	\$334,964	\$335,000	\$335,000	\$335,000
Child Welfare Program	693,000	693,000	693,000	693,000
Administration Services	1,627,154	1,531,743	1,581,100	1,581,100
Children's Emergency Shelter	297,356	291,557	320,271	320,271
TOTAL	\$2,952,474	\$2,851,300	\$2,929,371	\$2,929,371

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	2001 Actual	2002 Actual	CEO'S Recommended 2003	Approved Budget 2003
Personal Services	\$117,590	\$122,319	\$107,507	\$107,507
Supplies	120,494	120,721	135,500	135,500
Operating Services & Charges	298,694	128,185	151,575	151,575
Maintenance & Repair	3,277	7,892	18,500	18,500
Aid to Other Agencies	2,404,064	2,464,100	2,494,100	2,494,100
Interdepartmental Services	8,355	8,083	22,189	22,189
TOTAL	\$2,952,474	\$2,851,300	\$2,929,371	\$2,929,371

FUNDING SOURCES

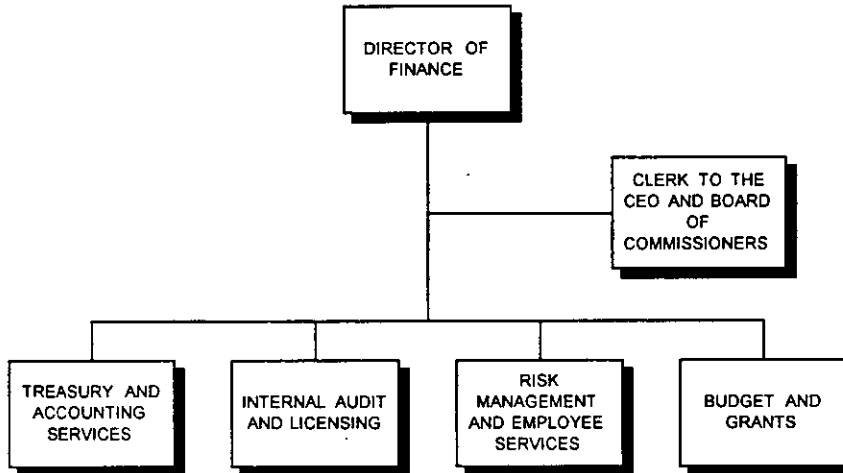
	2001	2002	2003
General	\$2,952,474	\$2,851,300	\$2,929,371

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
CHILDREN'S EMERG. SHELTER				
Food Service Specialist	21	1	1	1
Youth Group Coordinator	21	2	1	1
Custodian	14	1	1	1
Office Assistant, Sr.	19	0	1	1
TOTAL		4	4	4

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 maximize the return on the County's investments while adhering to the County's investment policies.
- E. To provide an independent appraisal of County operations to insure compliance with laws, policies, and procedures.
- F. To minimize losses to the County from accidents through data analysis and prevention programs.
- G. To administer the County's surety, liability, employee insurance and benefits programs.
- H. To record, codify, store and respond to inquiries regarding all official actions of the CEO and Board of Commissioners.
- I. To administer the records 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 insuring 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. This Division controls associated revenue collections, as well as providing assessment billings and revenue collections for Water & Sewer usage, and False Alarm Billings.

The Division of Internal Audit and Licensing provides an independent appraisal of County operations to insure compliance with laws, policies, and procedures. 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

FINANCE

PROGRAM DESCRIPTION (continued)

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 Division is responsible for minimizing losses to the County from accidents by data analysis and prevention programs as well as administering the County surety, liability, employee insurance and benefits programs. This Division is also responsible for payroll services and records retention.

PERFORMANCE INDICATORS	TARGET	2001	2002
% OF MINUTES PREPARED WITHIN 2 WEEKS OF THE MEETING	100%	99.0%	100.0%
FUND BALANCE, AS A PERCENTAGE OF TAX FUND EXPENDITURES	8.5%	8.7%	7.6%
COLLECTION RATE FOR WATER & SEWER BILLINGS	97%	99.30%	98.77%
COLLECTION RATE FOR SANITATION BILLINGS	97%	94.2%	98.1%
CONTRACTED COLLECTIONS RATE FOR EMS BILLINGS	57%	N/A	N/A
BOND RATING: GENERAL OBLIGATION DEBT: STANDARD & POOR'S MOODY'S	AA+ Aaa	AA+ Aaa	AA+ Aaa
BOND RATING: WATER & SEWER DEBT	AA	AA	AA
PAST DUE BUSINESS REGISTRATION FEES COLLECTED	N/A	\$333,986	\$551,058
EMPLOYEE DAYS LOST PER 100 WORKERS AS A RESULT OF WORK RELATED INJURIES	< 100 DAYS/100 WORKERS	78	68

	ACTIVITY MEASURES			
	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
Office of the Director:				
(Man-Years Allocated)				
General Administration	2.75	1.70	2.00	1.75
Financial Analysis	2.50	2.50	2.75	2.65
Clerk to Board of Commissioners	2.80	2.80	3.00	2.60
Treasury & Accounting Services:				
Journals Processed	1,778	2,364	2,539	2,600
Investment Transactions	240	290	310	320
Voucher Checks	57,518	57,186	55,577	56,000
Amount of Voucher Checks Written	\$303,995,630	\$348,908,117	\$349,973,879	\$350,000,000
Financial System Transactions	373,866	377,604	361,244	395,000

FINANCE

	ACTIVITY MEASURES			
	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
Treasury & Accounting Services: (continued)				
Number of Sanitation Accounts *	164,506	169,725	8,722	9,000
Number of Sanitation Billings *	640,779	696,883	65,676	66,000
Number of Water Accounts	272,563	277,837	284,182	288,000
Number of Water Billings	1,151,664	1,118,282	1,155,887	1,190,000
Number of Other Billings	99,447	29,051	40,136	40,000
Budget & Grants:				
Budget Amendments	2,097	1,848	1,791	1,851
Personnel Requisitions	3,180	1,347	1,230	1,248
Budget Changes Reviewed	341	381	313	344
Amount of Budgets Monitored (Millions)	\$1,316	\$1,491	\$1,508	\$1,466
Grant Drawdowns	337	227	193	254
Internal Audit & Licensing:				
Financial & Compliance Audits	1,569	1,670	1,733	1,730
Fiscal Consultation & System Design	23	11	39	170
Data Processing Audits	0	41	98	140
Administrative Research & Study	308	455	464	460
Projects	163	206	185	240
Business Licenses	19,778	20,430	20,843	21,000
Alcohol Licenses	9466	963	892	995
Risk Management:				
Management Safety Training Days	43	30	32	70
Employees Trained	466	483	540	700
Worker's Compensation Claims	1,124	1,277	1,159	1,200
Pension Requests	175	129	160	165
Audits	0	0	0	7
Vehicle Claims	923	822	744	740
Pension Refunds	655	589	497	437
Pension Checks	10124	7,018	6,581	6,181
Payroll Checks	105036	95,729	64,863	65,000
Direct Deposit - Payroll	69686	70,751	65,532	66,000
Direct Deposit - Pension	13669	15,681	17,189	18,907
Records and Microfilming:				
Records Transferred (cubic feet)	4,352	3,705	5,256	4,850
File Requests/Refiles	28,822	32,252	37,155	36,000
Documents Microfilmed	219,794	243,506	197,623	200,000

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

MAJOR ACCOMPLISHMENTS IN 2002

System for capitalizing infrastructure fixed assets was completed.

Implemented a new billing system for the County.

Identified approximately \$2,600,000 in potential recoveries from various audits.

Audited business permits of construction contractors and automotive sales.

Installed and integrated the PeopleSoft Pension Administration module.

Implemented 2 new employee benefits - new short term disability coverage, and optional life insurance.

Processed on time, 24 sets of regularly scheduled Board of Commissioners meeting minutes, and 39 sets of executive session and special called meeting minutes.

FINANCE

MAJOR GOALS FOR 2003

1. Continue to provide timely information and reporting to the CEO, Board of Commissioners and the public.
2. Maintain highly satisfactory bond ratings.
3. Implement a purchasing card program throughout the County to reduce the number of voucher checks written.
4. Maximize vendor discounts.
5. To initiate a program for the acceptance of credit cards relative to customer payments.
6. Complete work on financial reporting model (GASB 34) and capitalization of infrastructure fixed assets.
7. Complete implementation of the County's new billing system.
8. Propose further cost savings for retiree and employee medical insurance.
9. Audit business permits of retailers and wholesalers, and alcoholic beverage tax returns for 1998 through 2002.
10. Complete audit of PeopleSoft payroll and personnel functions.

MAJOR BUDGETARY IMPACTS

Previous

The 1998 budget included funding for a Grants Procurement Manager, one Administrative Assistant, and one Delinquent Account Technician position. A new Payroll & Personnel System was approved in the CIP Fund with the cost prorated back to individual user funds. Salary & Benefits for thirty-seven (37) full-time positions and two (2) part-time positions were transferred from Water & Sewer and Sanitation to the Revenue Collections cost center. Revenue Collections began using the General Administrative Charge to allocate overhead and processing charges to the Water & Sewer and Sanitation operating funds. In October, 1998 the BOC added four Customer Service Representative positions to handle Water & Sewer and Sanitation customer calls.

In 1999, two Auditor positions for Business License were added. As part of the 1999 budget process the budget was reduced by \$81,190 as a result of freezing two vacant positions. As part of an additional across-the-board budget reduction, this budget was further reduced by \$24,788. The mid-year budget adjustments approved one Budget/Management Analyst and one Senior Office Assistant. In addition two Meter Reader positions were funded effective 9/01/99.

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 (Fund 60).

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.

2003

A Senior Consultant position is 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 is created in Risk Management to improve services to employees and retirees. Four Field Service Representative positions are added with vehicles in Water & Sewer Revenue Collections to address service cut-off/turn-on workload.

Future

The implementation of the new Financial Management Information System along with conversion to the State of Georgia Uniform Chart of Accounts, will place a heavy workload on department staff over the next 18 months.

FINANCE

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Office Of Director	\$655,376	\$645,584	\$796,327	\$796,327
Treasury & Accounting	661,143	714,843	800,490	800,490
Revenue Collections	237,273	130,343	250,344	250,344
Internal Audit	266,291	600,865	576,671	576,671
Business License	865,464	857,304	1,079,560	1,079,560
Budget & Grants	810,210	808,299	881,962	881,962
Risk Management	1,643,498	1,718,193	1,855,726	1,855,726
Records & Microfilming	352,966	370,163	401,225	401,225
Water & Sewer *	3,874,457	4,480,879	4,764,541	4,764,541
Sanitation *	898,727	303,762	217,135	217,135
TOTAL	\$10,265,404	\$10,630,235	\$11,623,981	\$11,623,981

* 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 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Personal Services	\$8,561,245	\$8,943,147	\$9,564,214	\$9,564,214
Supplies	159,350	187,103	251,250	251,250
Operating Services & Charges	966,211	711,018	888,376	888,376
Maintenance & Repair	154,018	102,620	89,797	89,797
Interdepartmental Services	3,481,291	3,459,167	3,717,905	3,717,905
Equipment	149,900	37,129	42,900	42,900
Interfund Credits	(3,206,611)	(2,809,949)	(2,930,461)	(2,930,461)
TOTAL	\$10,265,404	\$10,630,235	\$11,623,981	\$11,623,981

FUNDING SOURCES

	2001	2002	2003 Budget
General Fund	\$4,626,757	\$4,988,290	\$5,562,745
Water & Sewer Fund	3,874,457	4,480,879	4,764,541
Special Tax District - Unincorporated	865,464	857,304	1,079,560
Sanitation Fund	898,727	303,762	217,135
TOTAL	\$10,265,404	\$10,630,235	\$11,623,981

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Office of the Director				
Director of Finance	38	1	1	1
Assistant Director of Finance	36	1	1	1
Senior Consultant	36	0	0	1
Grants Procurement Manager	30	1	1	0
Financial Management Analyst	30	2	2	2

FINANCE

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Office of the Director (continued)				
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		9	9	9
Treasury & Accounting Services				
Accounting Manager	31	1	1	1
Revenue Collections Manager	31	1	1	1
Accountant	25	1	1	1
Accounts Payable Supervisor	25	1	1	1
Accounting Technician, Senior	19	7	6	6
Principal Secretary	19	1	1	1
Accounting Technician	18	3	4	4
Sub-Total		15	15	15
Revenue Collections				
Deputy Director Fin.-Treasury and Accounting Services	34	1	1	1
Revenue Collections Manager	31	2	2	2
Administrative Operations Manager	28	2	2	2
Accountant	25	0	1	1
Revenue Collections Supervisor	25	3	3	3
Accounting Technician, Senior	19	10	11	11
Customer Service Representative, Sr.	19	5	6	6
Delinquent Accounts Technician	19	1	0	0
Office Assistant, Senior	19	3	3	3
Principal Secretary	19	1	1	1
Accounting Technician	18	0	0	0
Customer Service Representative	18	25	23	23
Customer Service Representative	18	2 PT	1 PT	1 PT
Parking Lot Attendant, Senior	18	1	1	1
Office Assistant	18	1	1	1
Courier	14	1	1	1
Parking Lot Attendant	14	1	1	1
Sub-Total		57	57	57
Sub-Total		2 PT	1 PT	1 PT
Water and Sewer				
Revenue Collections Supervisor, Sr.	25	3	3	3
Revenue Collections Supervisor	23	1	1	1
Accounting Technician, Senior	19	4	4	4
Field Service Representative	19	20	20	24
Accounting Technician	18	1	1	1
Meter Reader	18	18	18	18
Senior Crew Worker	18	0	0	0
Sub-Total		47	47	51

FINANCE

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Internal Audit & Licensing				
Deputy Director Fin.-Internal Audit & Licensing	34	1	1	1
Internal Audit Manager	31	1	1	1
Auditor, Senior	26	5	5	5
IS Auditor	26	1	1	1
Accounting Technician, Senior	19	1	1	1
Sub-Total		9	9	9
Business License				
Alcohol & Business License Manager	28	1	1	1
Auditor, Senior	26	1	1	1
Auditor	25	1	1	1
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	2
Sub-Total		11	11	11
Budget & Grants				
Deputy Director Fin.-Budgets and Grants	34	1	1	1
Budget Manager	31	2	2	2
Budget Management Coordinator	28	1	1	2
Accountant, Senior	26	1	1	1
Senior Budget and Management Analyst	26	2	2	2
Budget and Management Analyst	25	4	4	4
Budget Technician	21	1	1	1
Accounting Technician, Senior	19	2	2	2
Sub-Total		14	14	15
Risk Management and Employee Services				
Deputy Director Fin.-Risk Management and Employee Services	34	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 Supervisor	25	2	2	2
Administrative Assistant	23	1	1	1
Benefits Specialist, Senior	23	0	3	3
Workers' Compen. Claims Technician	23	2	0	0
Risk Control Analyst	23	1	1	1
Benefits Specialist	21	0	2	3
Payroll Technician, Senior	19	3	3	3

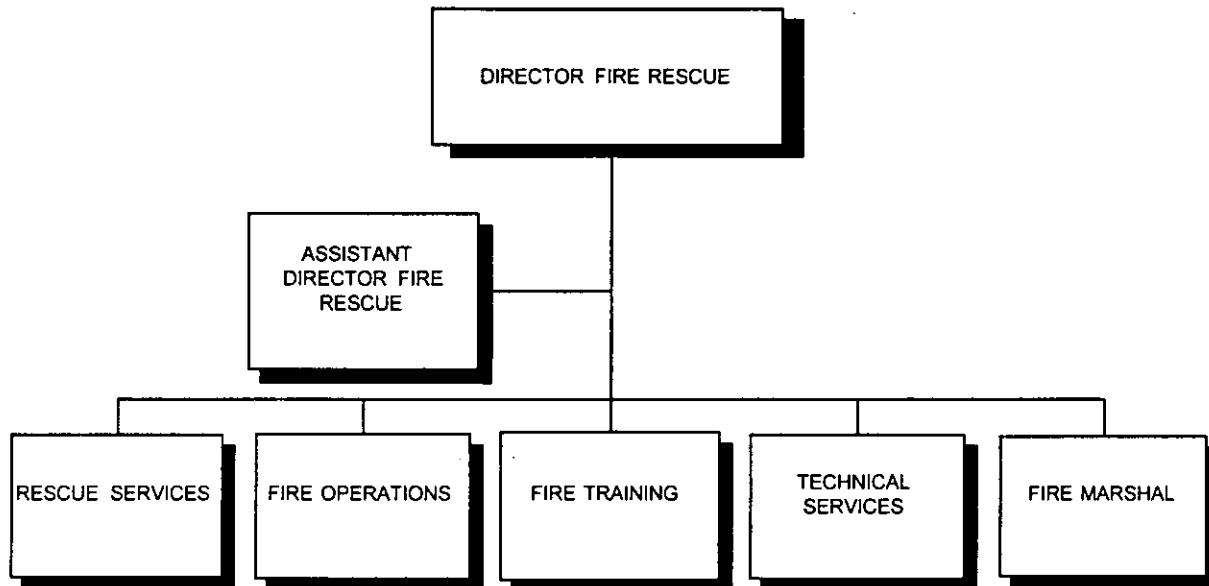
FINANCE

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Risk Management and Employee Services (continued)				
Principal Secretary	19	1	1	1
Office Assistant, Senior	19	4	2	2
Payroll Technician	18	0	0	0
Sub-Total		27	28	29
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	195	196	202
	PART-TIME	2 PT	1 PT	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 25 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:

FIRE AND RESCUE SERVICES

General Fund

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

Fire Fund

The Fire Fund provides the full range of fire services including the Suppression Division for rapid deployment to all reported fires, Fire Prevention Division for fire inspections and investigations, and the support activities of administration, training and station maintenance.

The role of Fire Services is to protect life and property from fire, to promulgate regulations related to fire and explosion hazards, and to conduct public education programs in fire prevention and safety.

Fire Training is responsible for all basic training of fire recruits, advanced in-service training of fire personnel, and the continual development of course material. This section tests all new and existing equipment to insure proper functioning. Technical Services supports Fire & Rescue Services through the management of information, budget, maintenance, and vehicle/equipment assets. The Public Education unit conducts demonstrations in fire safety and provides training in fire safety, upon request.

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 25 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	2001	2002
RESCUE MEDICAL SERVICES			
% OF ADVANCED LIFE SUPPORT CALLS ANSWERED IN EIGHT MINUTES OR LESS	90%	38%	34%
CARDIAC CONVERSION RATE VERUS NATIONAL STANDARD	30%	11%vs12%	15%vs12%
COST PER CALL/COST RECOVERY RATE	N/A	\$234/ N/A%*	\$145 / 65%**
* UNABLE TO COMPUTE COST RECOVERY RATE DUE TO NEW BILLING SYSTEM			
** 1ST QUARTER ONLY			
FIRE SERVICES			
% OF SMALL PLANS REVIEWED WITHIN 10 DAYS	100%	76%	63%
% OF MEDIUM PLANS REVIEWED WITHIN 10 DAYS	70%	57%	79%
% OF LARGE PLANS REVIEWED WITHIN 10 DAYS	70%	74%	74%
% OF EMERGENCY RESPONSES WITHIN 3 MINUTES	5.4%	10.0%	9.6%
% OF EMERGENCY RESPONSES WITHIN 3 - 6 MINUTES	55.1%	47.8%	47.0%
% OF EMERGENCY RESPONSES GREATER THAN SIX MINUTES	39.5% OR LOWER	41.2%	43.4%

FIRE AND RESCUE SERVICES

ACTIVITY MEASURES				
	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
Rescue Medical Services:				
Responses	54,405	56,590	55,121	56,500
Average response time per call	8.60 min.	9.10 min.	8.38 min.	8.30 min.
Fire Prevention:				
Building Inspections	6,424	7,661	7,765	7,800
Educational Presentations	287	258	199	250
Arson Investigations	353	358	393	400
Fire Suppression:				
Fire Dispatch Calls	15,266	33,330	33,129	34,000
Rescue Medical Calls	32,794	22,207	20,279	22,000

MAJOR ACCOMPLISHMENTS IN 2002

Completed the new Fire Station in the Ellenwood Community.
 Reviewed 1,827 site plans including the critical reviews to meet the timely opening of Stonecrest Mall.
 Completed the reorganization of the Inspection Section to include the positions of Fire Inspector I, II, and III.
 Completed the integration of computers and network systems into all fire stations.
 Developed line item replacement schedules for all departmental assets.
 Replaced mobile data terminals with laptop computers in all Fire Services vehicles.
 Implemented a Health and Wellness Program for all Fire & Rescue personnel.
 Started a new program to improve emergency medical care by funding new Automatic Defibrillators and Pulse Oximetry equipment for all vehicles.
 Completed contract for Mutual Aid Backup Ambulance Service with private outside partners.
 Completed the intergration/consolidation of EMS and Fire Bureau into the new Fire & Rescue Services Department.

MAJOR GOALS FOR 2003

1. Implement a Career Development and Enhancement Program to facilitate professional growth within Fire and Rescue Services.
2. Reallocate personnel and resources to staff additional Fire and Rescue units.
3. Initiate cross training programs and activate Advanced Life Support engine companies.
4. Implement the planning process for Engineering Services and Land Purchase for new fire station at Stonecrest.
5. Reduce the number of accidental injuries in the County through problem analysis and public education.
6. Complete certification of all Fire Inspectors and Fire Plan Examiners through an accredited program conducted by NFPA.
7. Complete planning, secure bids, and begin the construction of Fire Station #3 .
8. Increase the number of State mandated inspections performed.
9. Implement a hydrant-marking program.
10. Reduce vacancy rate of Fire Rescue personnel by increased recruitment efforts.

FIRE AND RESCUE SERVICES

MAJOR BUDGETARY IMPACTS

Previous

The 2000 budget included funding in the amount of \$311,789 for the addition of fifteen Firefighter positions per the Five Year Plan.

\$322,025 was appropriated for the replacement of SCBA (Self contained Breathing Apparatus) equipment. This funding was for year one of a two year replacement program for backpacks, pass devices, face plates, and air cylinders.

Funding in the amount of \$125,000 was approved for the replacement of fire hose equipment.

As part of the across-the-board budget reduction, the Fire Fund budget was reduced by \$243,754.

In addition \$175,000 was appropriated for the replacement of twenty-five KDT Mobile Terminals for Fire Services and EMS.

The 2000 budget included the addition of ten Paramedics and one EMS Lieutenant position along with one new ambulance unit for a total expenditure of \$325,505.

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 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 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

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 & Line portable radios for rescue services. In addition \$375,000 was funded for the replacement of fifty 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 AED's (Defibrillators) and Pulse Oxemetry Units. This was year one of a three year phase in of all units. The total project cost is \$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.

2003

General Fund

The Fire/Gen Fund basic personal services budget contains \$100,000 for cross training incentives and \$175,000 for new hire promotion increases after the probation period. Funding is included for the addition of three Rescue Transport and two Non-Transport Vehicles. These vehicles will be funded through the GE Master Lease Agreement for six months. Total FY03 funding for these vehicles and related equipment will be \$122,370.

FIRE AND RESCUE SERVICES

MAJOR BUDGETARY IMPACTS (continued)

Fire Fund

The Fire Fund basic personal services budget contains \$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 is included for the addition of one Supply Supervisor position at 9 month funding. Funding in the amount of \$60,000 is included for four temporary positions to help with the backlog in inspections and arson cases. The approved budget includes funding in the amount of \$340,357 for 15 additional Firefighter positions and related equipment at 6 month funding.

The FY03 budget includes an appropriation for \$210,000 for Grant-In-Aid Fund Match. These funds represent the 30% County Match portion of the 2002 Fire Act Grant Application which is pending approval and acceptance.

In addition the FY03 budget contains funding in the amount of \$555,272 for various replacement equipment projects.

Future

The acquisition of additional rescue vehicles, ambulances, and ALS engines.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Fire Training	\$583,508	\$490,783	\$0	\$0
Fire Technical Services	1,977,950	1,945,344	2,621,570	2,621,570
Fire Marshal	1,184,118	1,168,112	1,456,673	1,456,673
Fire Operations	33,242,195	35,869,793	38,761,810	38,761,810
Interfund Support - Fire Fund	1,545,695	1,325,644	1,552,679	1,552,679
Rescue Services Division	13,329,161	15,023,489	14,796,748	14,796,748
TOTAL	\$51,862,627	\$55,823,165	\$59,189,480	\$59,189,480

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Personal Services	\$42,465,479	\$46,000,270	\$48,106,706	\$48,106,706
Supplies	1,241,734	1,397,854	1,662,695	1,662,695
Operating Services & Charges	922,472	827,523	1,084,500	1,084,500
Maintenance & Repair	340,067	408,217	652,180	652,180
Interdepartmental Services	6,217,453	6,771,420	6,901,809	6,901,809
Equipment	675,422	417,881	781,590	781,590
TOTAL	\$51,862,627	\$55,823,165	\$59,189,480	\$59,189,480

FUNDING SOURCES

	2001	2002	2003 Budget
General	\$13,329,161	\$15,023,489	\$14,796,748
Fire Fund	38,533,466	40,799,676	44,392,732
TOTAL	\$51,862,627	\$55,823,165	\$59,189,480

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		
		2001	2002	2003
Rescue Services Division				
Fire & Rescue Deputy Chief	34	1	1	1
Deputy Chief	33	1	1	1
Fire & Rescue Battalion Chief	31	4	4	4
Captain - Fire & Rescue	29	10	10	10
Lieutenant - Fire & Rescue	28	25	25	25
Fire Medic I, II, III	24-26	0	0	158
Senior Paramedic	26	83	96	0
Paramedic	24	79	67	0
Emergency Medical Technician	23	2	1	6
Executive Secretary	23	1	1	1
Principal Secretary	19	1	1	1
Senior Office Assistant	19	1	1	1
	Sub-total	208	208	208
Fire Training				
Fire Battalion Chief	31	1	1	0
Fire Captain	29	2	1	0
Fire Lieutenant	28	2	1	0
Fire Instructor III	28	0	1	0
Fire Instructor II	25	0	1	0
Fire Instructor I	24	0	1	0
Senior Fire Fighter	24	0	2	0
Principal Secretary	19	1	1	0
	Sub-total	6	9	0
Technical Services				
Fire Assistant Chief	34	1	1	0
Fire Svcs Specialist	31	1	1	1
Fire Captain	29	1	2	1
Fire Lieutenant	28	1	1	1
Firefighter III	25	0	0	2
Supply Supervisor	24	0	0	1
Public Education Specialist	23	0	0	2
Fire Equipment Repair Tech	23	2	2	2
Administrative Assistant	23	0	0	1
Fire Svcs Facilities Engineer	21	1	1	1
Principal Secretary	21	1	1	0
Senior Data Entry Operator	18	1	1	1
	Sub-total	9	10	13

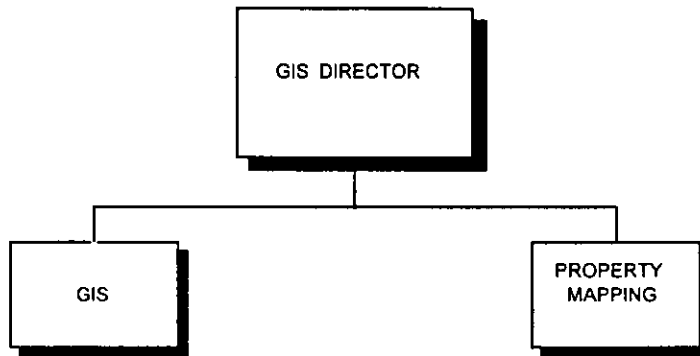
FIRE AND RESCUE SERVICES

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Fire Marshal				
Fire Rescue Assistant Chief	34	1	2	1
Fire Captain	29	2	2	2
Fire Protection Engineer	28	3	3	3
Fire Protection Engineer	28	0	0	4 T*
Fire Lieutenant	28	6	5	2
Fire Inspector III	28	0	2	7
Fire Investigator II	25	1	1	2
Driver Engineer	25	1	2	0
Sr. Fire Fighter	24	1	1	0
Principal Secretary	19	2	2	2
Fire Public Educ. Specialist	19	2	2	0
	Sub-total	19	22	19
T = Temporary	Sub-total			4 T
Fire Operations				
Director of Fire & Rescue Services	38	1	1	1
Deputy Director Fire & Rescue Services	37	1	1	1
Fire Rescue Fire Chief	34	2	1	2
Fire Deputy Chief	33	3	3	3
Fire Battalion Chief	31	12	12	13
Fire Captain	29	40	40	48
Fire Lieutenant	28	64	64	63
Fire Medic II - III	26-27	0	0	7
Fire Instructor II - III	25-28	0	0	3
Firefighter III	25	136	133	116
Firefighter I - II	23-24	321	318	340
Executive Secretary	23	1	1	1
Principal Secretary	19	1	1	2
	Sub-total	582	575	600
TOTAL FIRE & RESCUE SERVICES		824	824	840
T = Temporary				4 T

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	2001	2002
SYSTEM TIME AVAILABILITY EXCLUDING PLANNED DOWNTIME	100%	100%	100%
% OF USERS RECEIVING PRODUCTION ON TIME	100%	100%	100%
% OF COUNTY OWNED SURPLUS PROPERTY (NOT REQUIRED FOR COUNTY USE PROCESSED FOR DISPOSAL WITHIN 60 DAYS)	100%	96%	96%

ACTIVITY MEASURES

	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
Workstations Connected to GIS	125	130	130	135
Plotters connected to GIS	15	16	16	17
Technical support projects	50	114	114	100

GEOGRAPHIC INFORMATION SYSTEMS

MAJOR ACCOMPLISHMENTS FOR 2002

The property mapping function alleviated any backlog in processing deed books, data entry of ownership, and mapping subdivisions. Land ownership issues were addressed in a more timely manner and datasets previously maintained in a manual method were automated.

The GIS activities included support for quality control of the sewer inventory contract, the initiation of the basemap update contract, and the development of the GIS intranet site. Mapping support was expanded to include projects for the District Attorney, Economic Development, the Greenspace Program and the Parks Bonds program.

GIS data was used to support the Livable Communities Initiative Grants for Perimeter, Northlake, Emory, Memorial Drive revitalization and Candler Road projects. Seven Host projects and fourteen Water and Sewer contracts included GIS data exchange for conceptual design purposes.

The Data Exchange agreement was approved for the Decatur Stormwater project resulting in the exchange of valuable drainage facilities inventory.

MAJOR GOALS FOR 2003

- Continue annual Basemap update contract.
- Deploy the Intranet site.
- Create task force for Property layer development.

MAJOR BUDGETARY IMPACTS

Previous

Seventeen positions were transferred from Planning: One Principal Secretary, One Deed Technician, One Senior Planner, One Planning Manager, Two Planning Tech. Four Planning Tech., Srs., Two Title Research Techs., Four CAD Operators, and One GIS Supervisor in 2001. The number of projects supported by GIS Mapping increased by 20%. One GIS Specialist position was transferred from Public Works-Roads and Drainage in 2002. Also in 2002, one Departmental Information Systems Manager position was transferred from Public Works-Director's Office to the GIS Department.

2003

Basemap update contract will continue as well as support for the Development Permit and Inspections system installation. One full time GIS Specialist was added to support Greenspace.

Future

Mapping and database functions will continue with a focus on the development of the GIS property data layer.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
GIS	\$801,116	\$896,952	\$1,154,962	\$1,154,962
Property Mapping	274,155	713,622	866,029	866,029
	\$1,075,271	\$1,610,574	\$2,020,991	\$2,020,991

GEOGRAPHIC INFORMATION SYSTEMS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO'S Recommended Budget	Approved Budget 2003
Personal Services	\$546,443	\$998,934	\$1,291,558	\$1,291,558
Supplies	39,539	49,542	82,100	82,100
Operating Services & Charges	399,736	514,673	588,650	588,650
Maintenance & Repair	34,553	45,153	53,733	53,733
Interdepartmental Services	55,000	821	3,450	3,450
Equipment	0	1,451	1,500	1,500
TOTAL	\$1,075,271	\$1,610,574	\$2,020,991	\$2,020,991

FUNDING SOURCES

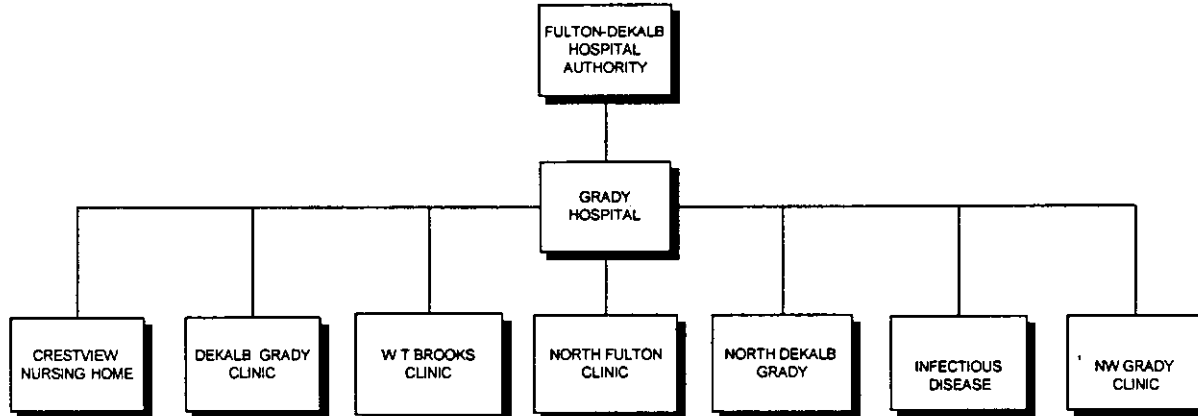
	2001	2002	Budget
General Fund	\$1,075,271	\$1,610,574	\$2,020,991

AUTHORIZED POSITIONS

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

COST CENTER/POSITION	Salary Range	NUMBER OF POSITIONS		
		2001	2002	2003
GIS				
GIS Director	34	1	1	1
Dept. Information Systems Mgr.	31	0	1	1
GIS Project Coordinator	29	1	1	1
GIS Technical Coordinator	29	1	1	1
GIS Specialist	24	1	1	2
Executive Secretary	23	1	1	1
	Sub total	5	6	7
Property Mapping				
Planning Manager	31	1	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	0	1	1
	Sub total	17	18	18
TOTAL		22	24	25

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

In 1997, DeKalb County reduced its contribution to the Fulton-DeKalb Hospital Authority by \$7.3 million as its share of a \$32.9 million payment received by the Authority in December 1996 from Medicaid funds for the years 1993 and 1994. Also in 1997, the County funded \$1.6 million for HMO startup expenses for Grady Hospital and \$125,000 for a portion of the management study being conducted at Grady Hospital. In 1998, the County restored its share of funding for the Fulton-DeKalb Hospital Authority back to the 1996 level and included an additional \$1,000,000 for computer upgrades.

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.

The Fulton-DeKalb Hospital Authority Board of Trustees has implemented and is considering several strategies to reverse a budget shortfall.

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.

2003

There are no significant changes for 2003.

HOSPITAL

MAJOR BUDGETARY IMPACTS (continued)

Future

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

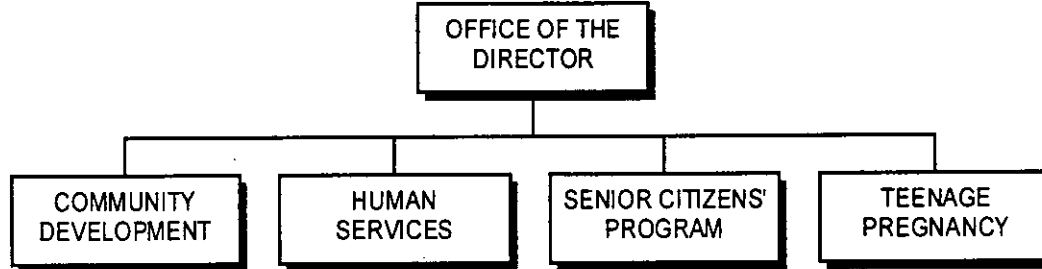
The Fulton-DeKalb Hospital Authority and DeKalb County Board of Health will continue to develop a network that combines primary medical services and preventive health care services. This network complies with the decision by the Georgia Department of Medical Assistance to move toward a voluntary program of managed care within the Medicaid program.

ACTIVITY MEASURES				
	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
Millage Rate	1.30	1.24	1.05	1.05
DeKalb % Deficit Share	23.92%	25.28%	25.28%	25.28%

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Operating Services and Charges	\$0	\$0	\$5,000	\$5,000
Aid to Other Agencies	21,292,748	21,056,763	21,534,094	21,531,094
Interdepartmental Services	106,879	85,830	106,764	106,764
TOTAL	\$21,399,627	\$21,142,593	\$21,645,858	\$21,642,858

FUNDING SOURCES			
	2001	2002	2003 Budget
Hospital Fund	\$21,399,627	\$21,142,593	\$21,642,858

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

- A. To promote and support County and nonprofit agencies in the planning and delivery of services that foster cooperation among providers, ensure coordination, maximize resources, and eliminate unproductive duplication.
- B. To continue management of the County's eight human services centers to ensure maximum feasible use by tenants and the community.
- C. To serve as the catalyst that brings together diverse stakeholder groups that work collaboratively to prevent teenage pregnancies, and to develop essential supports that enable youth to complete their education when pregnancies do occur.
- D. To organize a DeKalb Youth Council to address issues confronting youth.
- E. To address the diverse and expanding needs of seniors in DeKalb by coordinating the development and implementation of a Strategic Plan for Senior Services and Facilities.
- F. To provide decent affordable housing for low-to-moderate income persons residing in DeKalb County.
- G. To provide a suitable living environment, public facilities, infrastructure and community services, principally benefiting low-to-moderate income persons.
- H. To expand economic opportunities, increase and retain new and existing jobs.
- I. To revitalize economically depressed areas that principally serve low-to-moderate income areas.

PROGRAM DESCRIPTION

The Human Services Division contributes to the County's policy decision-making process by research, analyzing and commenting on issues, collecting and disseminating information, and by preparing reports related to human services. The Division reviews grant requests from nonprofit agencies, represents the County at public and community meetings, and operates the County's network of eight human services centers. The Teenage Pregnancy unit of the Division provides coordination and leadership for a wide range of organizations, and community groups that work collaboratively to advocate for teen issues, identify needs and gaps in services, and initiate programs and projects that prevent initial and repeat pregnancies among teens. The Office of Senior Affairs promotes a coordinated and comprehensive approach to the delivery of senior services to enhance the quality of life for older adults and their families/caregivers.

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, an entitlement grant provided by the U.S. Department of Housing and Urban Development (HUD) through Title I of the Housing and Community Development Act of 1974 as amended, the McKinney Emergency Shelter Grant Program (ESGP), and the HOME Investment Partnerships Act (HOME).

MAJOR ACCOMPLISHMENTS IN 2002

1. Developed and submitted to the Atlanta Regional Commission a proposal for becoming the Designated County-Based Agency for Aging Programs.
2. Designed and staffed the "Bridge Builders" Initiative as a forum for the development of a Five-Year Community Action Plan for Senior Services.
3. Managed all activities of the County's community-based planning effort for senior services, including planning, coordinating, and staffing the three major Bridge Builders meetings in May, July, and September 2002.
4. Provided staff support for the five (5) Bridge Builders Working Groups through attendance at twenty-four (24) Working Group Meetings.
5. Conducted three Public Information Briefings to prepare each group's work plan; organized and scheduled all group meetings; reviewed draft documents and assisted with writing and preparation of recommendations.

HUMAN AND COMMUNITY DEVELOPMENT

MAJOR ACCOMPLISHMENTS IN 2002 (Continued)

6. Used GIS applications to map senior population demographics.
7. Renovated the South DeKalb Senior Center through collaboration with the Facilities Management Department, using Local Assistance Grant funds.
8. Continued the Senior Medicare Patrol Watch Program, resulting in recruitment of 3 volunteers for 2001-2002; Medicare Watch volunteers served 126 persons.
9. Sponsored the play "Whose Money is it Anyway" to raise public awareness about Medicare Fraud and Abuse. An audience of 130 persons attended on August 15, 2002.
10. Continued refinements to the County's grant review and contracting process for nonprofits.
11. Provided services to 435 pregnant and parenting teens through the TAPPS, TAMS and Decatur programs.
12. Managed eight county Human Services Centers that provide a wide range of health and social services. There were 505,346 visits by citizens for services provided by the Centers.
13. Prepared an RFP to identify potential subcontractors with capacity to provide core Aging Services.
14. Responded to 1021 citizen/agency information and assistance requests.
15. An Administrative Assistant was certified as an Information and Referral Specialist.

MAJOR GOALS FOR 2003

1. To develop and implement a new monitoring and reporting system for non-profit grants.
2. To restructure the management of the County's network of eight Human Services Centers.
3. To participate in the development of a Continuum of Care Plan that helps families and individuals move from homelessness to self-sufficiency.
4. To sponsor a Youth Development Conference that addresses the needs of teens.
5. To publish and coordinate implementation of the five-year Strategic Plan for Senior Services.
6. To serve as the designated County-based Agency for senior services for DeKalb County and assume leadership for planning and coordinating the delivery of services through sub-contractual relationships with one or more public or private organizations.

MAJOR BUDGETARY IMPACTS

Previous

None.

2003

One position, a Senior Planner, was added to Human Services Division.

Future

None anticipated.

ACTIVITY MEASURES

	Actual 2001	Actual 2002	Estimated 2003
Number of citizen visits to Human Service Centers	474,322	505,346	499,000
Percentage of space occupied in Human Service Centers	99%	98%	98%
Number of grant applications reviewed	75	60	70
Number of incoming calls for senior Information & Referral	815	1021	1,400
Number of senior volunteer hours	1,115	989	1,100
Number of pregnant and parenting teens served	532	435	475
Percentage of births over 5.5 pounds	93%	93%	94%
Percentage of teens who completed/continued education	88%	92%	90%

HUMAN AND COMMUNITY DEVELOPMENT

BUDGET SUMMARY BY DIVISION/PROGRAM

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Human Services	\$402,294	\$458,650	\$573,309	\$573,309
Teenage Pregnancy	61,167	55,922	70,113	70,113
Senior Citizens Program	108,669	117,629	130,743	130,743
TOTAL	\$572,130	\$632,201	\$774,165	\$774,165

BUDGET SUMMARY BY MAJOR CATEGORY OF EXPENDITURE

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Personal Services	\$524,934	\$572,678	\$697,293	\$697,293
Supplies	7,575	7,162	16,290	16,290
Operating Services and Charges	21,381	38,240	40,920	40,920
Maintenance and Repair	16,349	14,121	18,462	18,462
Equipment	1,891	0	1,200	1,200
TOTAL	\$572,130	\$632,201	\$774,165	\$774,165

FUNDING SOURCE

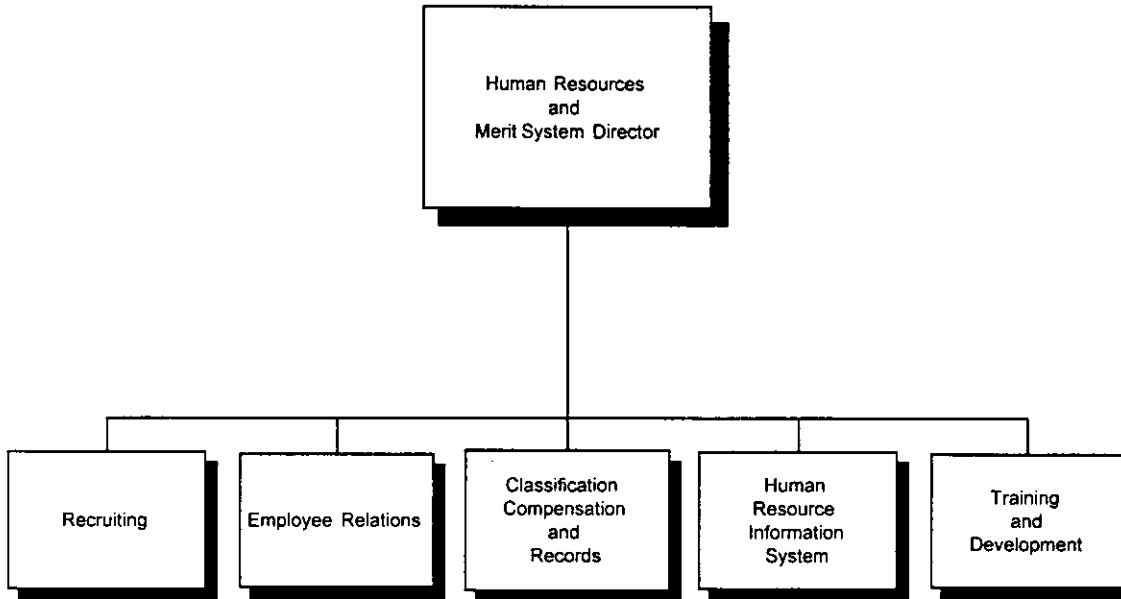
	2001	2002	2003
General	\$572,130	\$632,201	\$774,165

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Human Services				
Asst Director, Human Services	33	1	1	1
Planning Manager	31	1	2	2
Senior Planner	26	1	0	1
Human Services Facilities Coordinator	28	1	2	2
Asst. Human Services Facilities Crd.	25	3	2	2
Sub-total		7	7	8
Teenage Pregnancy				
Teen Project Coordinator	25	1	1	1
Sub-total		1	1	1
Senior Citizens Services				
Senior Citizen Program Director	31	1	1	1
Senior Office Assistant	23	1	1	1
Sub-total		2	2	2
TOTAL		10	10	11

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, 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 the Employee University. 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 handling grievances that are directed to the Merit System from employees and applicants; counseling employees and processing appeals to the Merit System Council, Hearing Officer, and Personnel Review Panel.

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 Employee University 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	2000	2001	2002
% 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%	73%	92%	97%
% OF REFERRALS FROM EXISTING REGISTER (FORWARDED TO REQUESTING DEPARTMENTS) WITHIN 5 WORK DAYS OF RECEIPT OF APPROVED PERSONNEL REQUISITION AND JOB SPECIFICATION	90%	92%	98%	100%
% OF DRUG AND ALCOHOL VIOLATIONS PER 100 FULL TIME EQUIVALENT EMPLOYEES, AMONG EMPLOYEES SUBJECT TO ADMINISTRATIVE CONTROL OF THE CEO	< 3%	0.63%	0.22%	0.15%
% OF PROMOTIONS AND NEW HIRES SUCCESSFULLY COMPLETING THE PROBATIONARY PERIOD	85%	94%	94%	99%
% OF TERMINATIONS, SUSPENSIONS, AND OTHER DISCIPLINARY ACTIONS UPHELD UPON APPEAL	100%	99%	94%	100%

ACTIVITY MEASURES

	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
Applications Received	16,039	23,218	17,623	20,000
Applications Referred for Job Vacancies	18,811	23,943	15,679	16,500
Vacancies Filled	1,494	1,484	776	700
Employment Registers	929	865	511	500
Upon receipt of request, average number of days to provide the requesting department with a certification list (when a lists exists)	2	2	2	2
Individuals Counseled	425	541	522	550
Employee Assistance Program Cases	1,011	1,156	1,376	1,200
Termination Appeals Processed	26	31	27	30
Termination Appeals Conducted	21	16	18	20
Number of Classifications Maintained	784	826	859	800
Number of Class Specification Reviews	204	436	465	470
Number of Classifications Established	25	66	44	30
Number of Classifications Abolished	1	13	16	50
Number of Reclassifications	40	96	29	30
Number of Title Changes	36	21	73	81
Number of Training Classes Held	169	160	159	200
Number of Employees Attended	1,420	3,201	3,097	2,400

HUMAN RESOURCES & MERIT SYSTEM

	ACTIVITY MEASURES (continued)			
	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
Number of Employment Verifications Processed	4,001	3,994	3,386	4,400
Number of Personnel Actions Processed	12,427	15,876	16,111	17,224

MAJOR ACCOMPLISHMENTS IN 2002

Continued to implement the salary and classification recommendations of the PricewaterhouseCoopers market pay and classification study.

Trained and utilized new Hearing Officers.

Implemented the Recruit Workforce module of the PeopleSoft payroll/personnel system.

Increased the pool of Hearing Officers.

Fully implemented and documented the Training module of PeopleSoft 7.51.

Conducted 171 classes for 3,097 County employees.

MAJOR GOALS FOR 2003

To continue the review of class specifications to consolidate the number of job classifications and update job duties as appropriate.

To train new supervisors and designated departmental personnel in the preparation and documentation of disciplinary actions.

To implement electronic processing of personnel action forms, personnel requisitions, and training registration forms.

To complete promotional testing for Police Services.

To establish a competitive bid process for training vendors.

MAJOR BUDGETARY IMPACTS

Previous

In 1999, one Senior Office Assistant position transferred from Property Appraisal to Personnel. As part of the across-the-board reduction, the 1999 budget was reduced by \$10,995. As part of an across-the-board reduction, the 2000 budget was reduced by \$14,633.

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.

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 has been transferred from Contract Compliance to Human Resources & Merit System. One Contract Compliance Assistant has been transferred from Purchasing to Human Resources & Merit System.

Future

No future budgetary considerations of significance are anticipated.

HUMAN RESOURCES & MERIT SYSTEM

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Human Resources & Merit System	\$2,290,263	\$2,667,746	\$2,941,057	\$2,941,057
Training and Development	349,653	123,378	321,129	321,129
TOTAL	\$2,639,916	\$2,791,124	\$3,262,186	\$3,262,186

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Personal Services	\$1,711,355	\$1,791,140	\$2,018,754	\$2,018,754
Supplies	48,902	42,599	37,000	37,000
Operating Services and Charges	843,127	933,470	1,198,940	1,198,940
Maintenance and Repair	5,839	6,930	3,000	3,000
Interdepartmental / Interfund Services	2,903	4,770	4,492	4,492
Equipment	27,790	12,215	0	0
TOTAL	\$2,639,916	\$2,791,124	\$3,262,186	\$3,262,186

FUNDING SOURCES

	2001	2002	2003 Budget
General Fund	\$2,639,916	\$2,791,124	\$3,262,186

AUTHORIZED POSITIONS BY COST CENTER

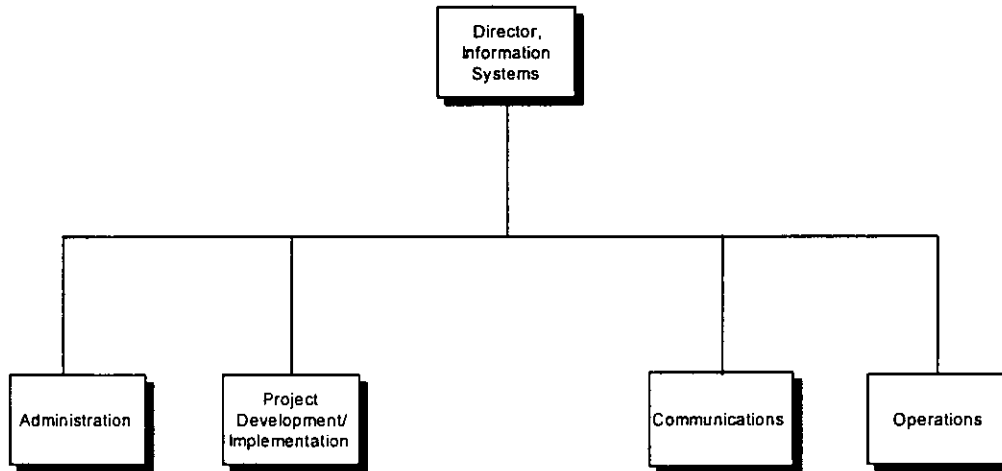
COST CENTER / POSITION	SALARY RANGE	2001	2002	2003
Human Resources & Merit System				
Director, Human Resources & Merit System	37	1	1	1
Deputy Director, Human Resources & Merit System	35	1	1	1
Personnel Manager	31	3	3	3
HRIS Manager	31	1	1	1
Personnel Supervisor Field Office	28	1	1	1
EEO Officer	26	0	0	1
Personnel Officer Senior	26	7	8	8
Personnel Officer	25	1	0	0
HRIS Specialist	25	1	1	1
Administrative Supervisor	25	0	1	1
Personnel Records Supervisor	24	1	1	1
Secretary Executive	23	1	0	0
Personnel Specialist	23	3	5	5
Human Resource Assistant	21	0	0	1
Personnel Assistant	21	6	4	4
Office Assistant Senior	19	1	1	1
Contract Compliance Specialist	19	0	0	1

HUMAN RESOURCES & MERIT SYSTEM

AUTHORIZED POSITIONS BY COST CENTER

COST CENTER / POSITION	SALARY RANGE	2001	2002	2003
Training and Development				
Training Coordinator	31	1	1	1
County Training Officer	25	1	1	1
Administrative Assistant	23	1	1	1
Total Positions		31	31	34

OFFICE OF 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 4300 programs. Connectivity to all departments is provided through a sophisticated Wide Area Network (WAN) linking 65 locations, more than 145 servers and 5000 + 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 centralized help desk function, problem identification, resolution, program enhancement, procurement assistance and standards enforcement. Major initiatives include managing the use of this versatile environment.

The Communications Division provides telephone, Interactive Voice Response and voice mail services for all County locations. This includes hardware and software administration and maintenance and billing for equipment, local, long distance and cellular service.

PERFORMANCE INDICATORS

	TARGET	2001	2002
% OF ALL PROBLEMS (TROUBLE) REQUESTS REPORTED TO THE HELP DESK RESOLVED TO THE CUSTOMERS SATISFACTION WITHIN 2 WORKING DAYS	70%	83%	94%
ENTERPRISE SERVER (MAINFRAME) AVAILABILITY	95%	98%	99%
DECATUR COMPLEX (MALOOF BUILDINGS, CALLAWAY BUILDING, AND COURTHOUSE) TELEPHONE SWITCH AVAILABILITY	95%	100%	100%

OFFICE OF INFORMATION SYSTEMS

ACTIVITY MEASURES

	Actual 2,000	Actual 2001	Actual 2002	Estimate 2003
Systems & Program				
Requests Received	1,131	1,215	1,206	1,326
Help Desk Calls	7,815	8,100	11,745	15,511
Telephone Requests	2,869	3,000	*	N/A

*Police Dept. has these records now

MAJOR ACCOMPLISHMENTS IN 2002

1. Implemented Utility Billing (water & sewer, sanitation, and miscellaneous) system as server based application.
2. Converted SISS Street to Access, Sequel and Oracle Databases.
3. Created Tax Commissioner's Online Payment System and website.
4. Developed Voter Registration Verification and poll locator web capability.
5. Developed AT&T Broadband problem website.
6. Redesigned volunteer DeKalb website.
7. Redesigned Greenspace website.
8. Redesigned Family Law website.
9. Established Board of Commissioner, clerk (meeting agendas, minutes, etc.) website.
10. Implemented Human Resources/Merit System automated Employment Applications system.
11. Completed Optika Acorde major upgrade to version 2.2.1 and Acord Web client implementation.
12. Developed customer imaging viewer to view the HR Employment Application from Peoplesoft.

MAJOR GOALS FOR 2003

1. Expand the use of advanced technologies to provide improved business processes and customer support.
2. Improve citizen electronic access to county services.
3. Improve reliability/robustness of integrated technology infrastructure.
4. Reduce the cost of providing IT services.
5. Implement a comprehensive I.S. Project Management Office (PMO).

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.

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

2003

\$13,822,996 was approved for basic operating expenses. The department was reorganized and two new cost centers were added for Operations and Project Development/Implementation. Four Program Analysts (III) were added, one Network Engineer, one Sr. Project Manager and one Sr. Telecommunications Technician.

Future

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

OFFICE OF INFORMATION SYSTEMS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	2001 Actual	2002 Actual	CEO'S Recommended Budget	Approved Budget 2003
Administration	\$8,485,011	\$9,798,681	\$7,323,125	\$7,323,125
Communications	1,529,013	1,483,829	2,464,778	2,464,778
Operations	0	0	3,475,312	3,475,312
Project Dev./Implementation	0	0	559,781	559,781
TOTAL	\$10,014,024	\$11,282,510	\$13,822,996	\$13,822,996

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	2001 Actual	2002 Actual	CEO'S Recommended Budget	Approved Budget 2003
Personal Services	\$4,225,316	\$4,773,995	\$5,212,272	\$5,212,272
Supplies	249,456	252,941	312,608	312,608
Operating Services & Charges	3,281,772	3,024,163	3,922,607	3,922,607
Maintenance & Repair	2,244,841	3,061,456	4,313,638	4,313,638
Equipment	3,256	154,355	41,700	41,700
Interdepartmental Charges	9,383	15,600	20,171	20,171
TOTAL	\$10,014,024	\$11,282,510	\$13,822,996	\$13,822,996

FUNDING SOURCES

	2001	2002	2003
General	\$10,014,024	\$11,282,510	\$13,822,996

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	2001	2002	2003
Administration				
Director, Information Systems	37	1	1	1
Assistant Director, Information System	34	1	1	1
Secretary, Principal	21	1	1	1
Secretary, Executive	23	1	1	1
Office Assistant, Senior	19	1	1	1
Customer Support Analyst	26	4	4	4
Customer Service Technician	26	1	1	0
EDP Security Manager	30	1	1	1
Sr. Project Manager	31	0	0	1
Accounting Technician	18	0	0	1

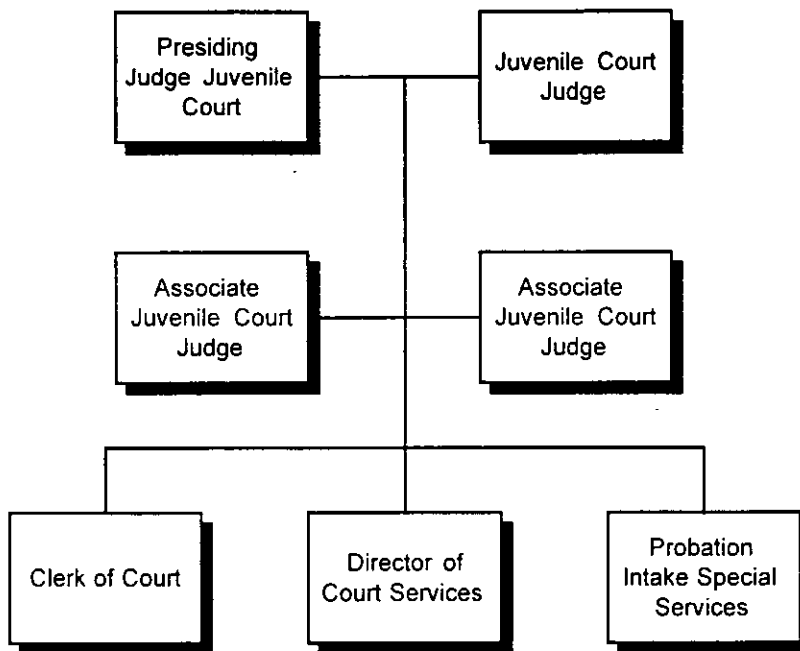
OFFICE OF INFORMATION SYSTEMS

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	2001	2002	2003
Administration (cont.)				
Contract Officer	26	0	0	1
Customer Serv. Manager	28	0	0	1
Microsynt. Specialist	29	0	0	2
Sub-Total		11	11	16
Operations				
Information Tech Sp Proj Manager	33	1	1	1
EDP Technical Support Manager	18	1	0	1
EDP Functional Project Leader	30	5	5	3
EDP CPU Manager	31	1	1	1
EDP Microsystems Manager	17	1	0	1
EDP Technical Support Analyst	30	3	3	3
EDP Database Manager	30	1	1	1
Network Control Manager	31	1	1	0
Network Engineer	31	0	0	3
EDP Programmer Analyst III	29	9	9	8
EDP Microsystems Specialist, Sr.	N/A	1	0	1
EDP Microsystems Specialist	29	6	6	5
EDP Engineering Technician	29	2	2	0
EDP Programmer Analyst II	28	11	13	13
EDP Programmer Analyst I	25	7	7	3
EDP CPU Operations Supervisor	28	3	3	3
Administrative Supervisor	25	1	1	0
EDP Production Control Supervisor	10	1	1	1
EDP CPU Operator	23	7	7	7
Data Control Technician, Senior	19	1	1	1
Data Control Technician	19	1	2	1
Duplicating Equipment Operator	14	1	1	0
Sub-Total		65	65	57
Proj. Dev./Implementation				
Programmer Analyst II	28	0	0	2
Programmer Analyst III	29	0	0	4
IS Funct. Proj.	30	0	0	2
Network Control Manager	31	0	0	1
Sub-Total		0	0	9
Communications				
Telecommunications Manager	31	1	1	1
Telecommunications Specialist	26	2	2	2
Telephone Systems Technician	25	1	1	1
Telecommunications Operator	19	2	2	2
Telecommunications Technician, Sr.	26	0	0	1
Sub-Total		6	6	7
Department Total		82	82	89

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 2002

Completed the transition to a new integrated case management process for the entire Juvenile Court; ended the use of two parallel systems.

Continued to refine and troubleshoot the new case management process for the entire Juvenile Court.

Obtained a third year of \$431,112 grant from a state agency to enhance supervision and accountability of services to delinquent and unruly children. This grant funds six positions.

MAJOR GOALS FOR 2003

To have fully implemented the transition to the new case management process for the Juvenile Court, including conversion of existing records from old platform to the new one and add imaging components to the overall process.
To successfully obtain outside grant-funding opportunities to address the therapeutic needs of Juvenile Court clientele, and successfully manage current grant activities at the court.

To increase the collection percentage of court ordered fees, and collect a record amount of fees.

To implement collection of fees for informally disposed cases (example: first offense shoplifting cases), as is done in other jurisdictions.

JUVENILE COURT

MAJOR BUDGETARY IMPACTS

Previous

In Fiscal Year 1998, one Legal Secretary position was funded to provide appropriate support to an Associate Judge who began in mid-year FY 1997. Also in Fiscal Year 1998, one Juvenile Court Probation Counselor position was funded in order to continue the truancy intervention program at the conclusion of grant funding. Equipment was already funded by the grant. 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 the DeKalb County CASA (Court Appointed Special Advocate's) program. Previous funding for this program was acquired through private grants and contributions. Funding in the amount of \$34,000 was appropriated for one Scan X-Ray machine. As part of the across-the-board reduction, this budget was reduced by \$36,970.

2003

In 2003, the Child Advocacy Division was transferred from Juvenile Court to the newly created Child Advocate's 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 one Administrative Assistant and one Sr. Tribunal Technician.

Future

No significant Budgetary impact is anticipated.

ACTIVITY MEASURES				
	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
Delinquent Charges	7,506	7,897	7,660	8,608
Unruly Charges	1,798	2,391	1,602	2,327
Deprived Charges	1,849	2,020	2,042	2,293
Traffic Charges	806	604	843	574
Special Proceedings	151	101	229	96
Warrants Issued *	0	0	1,241	1,250
*New Measurement in 2002				

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Administration	\$2,556,103	\$2,556,429	\$2,746,638	\$2,746,638
Probation Services	2,629,204	2,657,663	2,808,618	2,808,618
TOTAL	\$5,185,307	\$5,214,092	\$5,555,256	\$5,555,256

JUVENILE COURT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Personal Services	\$4,424,504	\$4,495,420	\$4,621,727	\$4,621,727
Supplies	56,398	58,110	67,250	67,250
Operating Services and Charges	670,188	623,698	819,640	819,640
Maintenance and Repair	12,584	15,923	18,968	18,968
Interdepartmental / Interfund Services	8,883	1,044	4,098	4,098
Equipment	12,750	10,897	18,400	18,400
Grant-in-Aide Fund	0	9,000	5,173	5,173
TOTAL	\$5,185,307	\$5,214,092	\$5,555,256	\$5,555,256

FUNDING SOURCES

	2001	2002	2003 Budget
General Fund	\$5,185,307	\$5,214,092	\$5,555,256

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER POSITION	SALARY RANGE	NUMBER OF POSITIONS		2003
		2001	2002	
Administration				
Juvenile Court Judge	\$128,602	2	2	2
Associate Judge	33	2	2	2
Juvenile Court Attorney, Chief	31	1	1	0
Director of Court Svcs.- Juvenile Court	31	1	1	1
Juvenile Court Attorney, Senior	31	1	1	0
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	0	0	1
Court Records Supervisor	24	1	1	1
Juvenile Court Probation Admin. Supvrs	24	1	1	1
Chief Deputy Clerk	24	1	1	1
Juvenile Court Probation Counselor, Sr.	23	3	2	2
Administrative Assistant	23	0	0	1
Executive Secretary	23	2	2	2
Calendar Clerk	21	4	4	4
Legal Secretary	21	4	4	3
Accounting Technician, Senior	19	1	1	1
Juvenile Court Tribunal Technician	19	1	3	4
Office Assistant, Senior	19	8	8	8
Subtotal		38	37	37

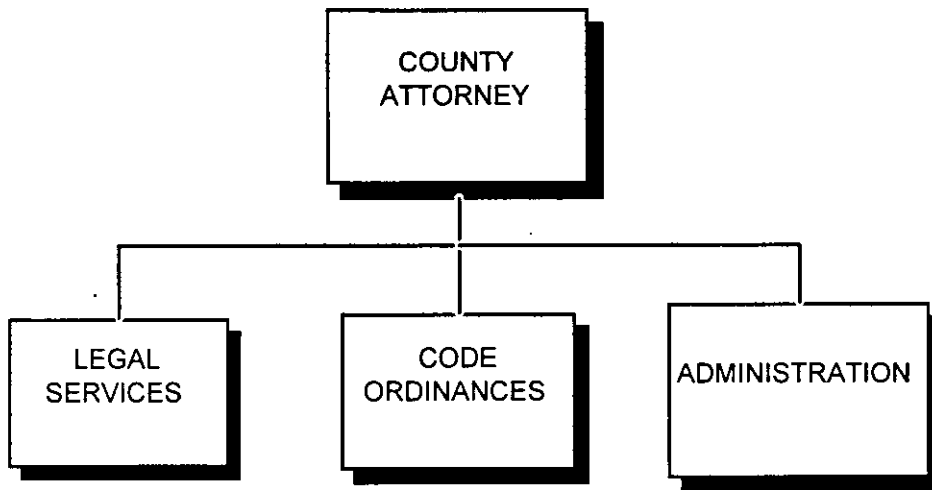
JUVENILE COURT

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Probation Services				
Chief Juvenile Probation Officer	29	1	1	1
Juvenile Court Probation Supervisor	25	4	4	4
Juvenile Court Probation Officer	24	0	0	4
Juvenile Court Probation Counselor, Sr.	23	31	40	38
Administrative Assistant	23	1	1	1
Juvenile Court Probation Counselor	21	14	6	4
Subtotal		51	52	52
TOTAL		89	89	89

LAW DEPARTMENT



MISSION STATEMENT

The prime objective of the Law Department is to serve the citizens of DeKalb County by providing high quality cost beneficial legal services to the elected officials and departments of the County government. We take a proactive professional approach with the county governing authority and its staff to create an environment that successfully anticipates legal issues and establishes the best way to efficiently and timely resolve those issues.

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 FOR 2001

Two Assistant County Attorney positions and one Secretary were added in 2001. Renovations to accommodate the new positions were initiated

PERFORMANCE INDICATORS

	TARGET	2001	2002
% OF CLOSED LITIGATION FILES WON OR SETTLED	90%	100%	100%
% OF LEGAL OPINIONS RESPONDED TO WITHIN 30 DAYS	90%	92%	97%
% OF STANDARD FORM CONTRACTS REVIEWED AND RETURNED WITHIN 20 DAYS	80%	100%	100%

LAW DEPARTMENT

ACTIVITY MEASURES				
	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
Total files Pending	1,404	1,100	1,492	1,899
Total files Opened	691	724	1,011	1,250
Total files Closed	995	332	604	825
Legal Opinions Requested	325	365	497	585
Litigation files opened	118	133	225	260
Litigation files closed	218	50	88	105
Tax appeal files opened	94	117	87	95
Tax appeal files closed	121	21	64	70
Demands (claims recvd.)	65	51	85	97
Contracts & agenda items reviewed	750	886	884	915
Expedite Requests	222	645	941	1,125

MAJOR BUDGETARY IMPACTS

Previous

During the latter part of 2000, 30% of the Law Department's staff positions were vacant. This caused a significant number of cases being referred to outside counsel. A time limited Assistant County position was converted to permanent.

2003

1. To win or settle 90% of litigation files closed in 2003.
2. To respond to 90% of legal opinion requests received in 2003 within fifteen days after receipt of all information from the register.
3. Review and return 90% of standard form contract review requests received in 2003 (without any specific request for a legal opinion) within 10 days.
4. An Attorney position was added to provide representation for code enforcement.

Future

Outside Counsel expenditures will continue to decrease.

LAW DEPARTMENT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
County Attorney	2,222,362	2,085,165	2,443,569	2,443,569

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Personal Services	\$1,295,720	\$1,482,465	\$1,554,319	\$1,554,319
Supplies	15,829	23,574	19,750	19,750
Operating Services and Ch	827,129	532,769	852,900	852,900
Maintenance and Repair	50,533	14,561	10,600	10,600
Equipment	33,151	31,796	6,000	6,000
TOTAL	\$2,222,362	\$2,085,165	\$2,443,569	\$2,443,569

FUNDING SOURCES

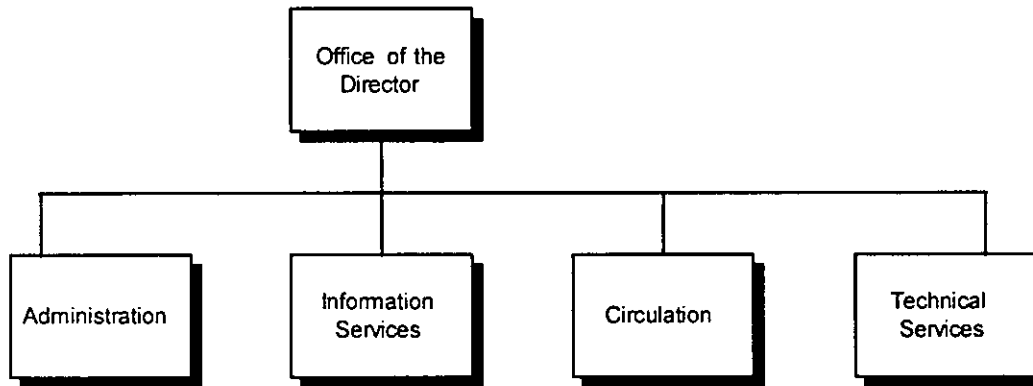
	2001	2002	2003 Budget
General Fund	\$2,222,362	\$2,085,165	\$2,443,569

AUTHORIZED POSITIONS BY COST CENTER

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

Cost Center	Salary Range	2001	2002	2003
County Attorney	CA	1	1	1
Chief Asst. County Attorney	37	2	2	2
Asst. County Attorney	33	11	11	12
Legal Coordinator	28	1	1	1
Legal Secretary, Sr.	23	1	1	1
Legal Secretary	21	6	6	6
Principal Secretary	21	0	0	0
Office Assistant, Sr.	19	1	1	1
Total Positions		23	23	24

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 vision 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.

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

The Technical Services division is responsible for maintaining the Library's electronic information network which includes over 585 personal computer workstations.

PERFORMANCE INDICATORS	TARGET	2001	2002
MATERIAL CIRCULATION PER CAPITA	4.52	4.38	4.52
LIBRARY VISITS PER CAPITA	4.2	4.1	4.22
REFERENCE TRANSACTIONS PER CAPITA	2.08	1.94	2.28
PERCENT OF POPULATION REGISTERED	30%	28%	30%

LIBRARY

ACTIVITY MEASURES				
	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
Patron Visits	2,487,503	2,582,391	2,799,195	2,800,000
Collection				
Books Collection	887,350	838,544	792,744	808,000
Books Purchased	66,034	80,979	64,000	75,000
Audiovisuals Collection	49,786	57,908	61,369	70,000
Audiovisuals Purchased	7,395	11,816	10,000	10,500
Periodical				
Subscriptions	2,163	2,246	1,730	1,730
On-line/CD ROM Databases	4	19	19	16
Materials Checked Out	2,619,144	2,726,465	2,970,430	3,020,000
Books	2,095,315	2,115,862	2,225,728	2,270,000
Audiovisuals	523,829	610,603	744,702	750,000
Registered Users	170,507	179,405	193,457	205,000
New Users Registered	35,383	48,476	47,051	46,500
Materials Transactions				
(internal)	4,455,226	4,501,558	4,945,370	5,360,000
Library Programs	1,024	2,132	1,830	1,720
Attendance	44,568	44,657	41,325	40,000
Community Meetings in Library	3,477	3,382	3,500	6,000
Attendance	52,709	60,671	47,700	55,000

MAJOR ACCOMPLISHMENTS IN 2002

Materials circulation increased 9% over FY 2001.

Library walk-in traffic increased 8.5% over FY 2001.

Open hours were increased at the Decatur, Chamblee and Wesley Chapel-William C. Brown libraries.

The library's automated telephone circulation system (Tele-cir) was upgraded.

The Library Foundation held its second annual literary dinner even to raise funds for additional library programs and services. The event was entitled "A Novel Affair".

The All Georgians Reading the Same Book program and Top 25 Georgia Books program (Georgia Center for the Book) were implemented.

Telephone systems were upgraded in eight community and neighborhood libraries.

Computer hardware and software for persons with special needs were installed in fifteen branches.

MAJOR GOALS FOR 2003

1. Increase availability of library materials to the public through collection growth and increased reliability of delivery mechanism.
2. Maintain operating effectiveness of the library's electronic information network.
3. Maintain quality library facilities and provide for future expansion of facilities as necessary.
4. 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.
5. Update the Library's Technology Plan.
6. Review services to immigrant and New American populations for future enhancements.

LIBRARY

MAJOR BUDGETARY IMPACTS

Previous

In 1998, nine positions were added to increase open hours at three neighborhood libraries to 36 hours per week and meet the high demand for youth services and programs. 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.

2003

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

Future

In 2000 DeKalb ranked 50th out of 57 public library systems in Georgia with 1.52 books per capita. There is an urgent 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.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2001	Actual 2002	CEO'S Recommended 2003	Approved Budget 2003
Administration	\$3,128,128	\$2,552,961	\$2,495,752	\$2,495,752
Information Services	2,956,524	3,097,530	3,512,812	3,512,812
Circulation	2,227,637	2,268,321	2,435,840	2,435,840
Technical Services	1,858,826	1,729,312	1,782,635	1,782,635
Automation	0	128,825	267,133	267,133
Maintenance & Operations	0	266,592	543,211	543,211
Total	\$10,171,115	\$10,043,541	\$11,037,383	\$11,037,383

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO'S Recommended Budget	APPROVED Budget 2003
Personal Services	\$8,168,885	\$8,026,707	\$8,752,639	\$8,752,639
Supplies	317	300	400	400
Operating Services & Charges	953,101	953,093	1,184,000	1,184,000
Maintenance & Repair	59,734	63,033	66,270	66,270
Aid to Other agencies	986,927	996,293	1,018,846	1,018,846
Equipment	0	0	0	0
Interdepartmental Services	2,151	4,115	15,228	15,228
TOTAL	\$10,171,115	\$10,043,541	\$11,037,383	\$11,037,383

LIBRARY

FUNDING SOURCES

	2001	2002	2003
General Fund	\$10,171,115	\$10,043,541	\$11,037,383

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Administration				
Director of Library	36	1	1	1
Assistant Director of Library	34	1	1	1
Manager-Administrative Servic	31	1	1	1
Librarian, Administrative	31	5	5	5
Librarian, Principal	28	1	1	1
Librarian, Senior	11	0	0	0
Library Public Information Spec	25	1	1	1
Library Statistical Analyst	24	1	1	1
Library Services Information Sp	10	0	0	0
Library Facilities Administrative	25	1	1	1
Graphics Design Technician	23	1	1	1
Librarian	23	1PT*	1PT*	1PT*
Secretary, Executive	23	1	1	1
Accounting Technician, Senior	19	1	1	1
Secretary, Principal	19	1	1	1
Library Technician, Senior	18	1	1	1
Custodian, Senior	18	7	7	7
Secretary, Senior	18	1	1	1
Office Assistant, Senior	19	2	2	2
Security Guard	18	2	2	2
Library Technician	14	1	1	1
Custodian	18	1	1	1
Custodian	18	8PT*	8PT*	8PT*
Sub-total		31 9PT*	31 9PT*	31 9PT*

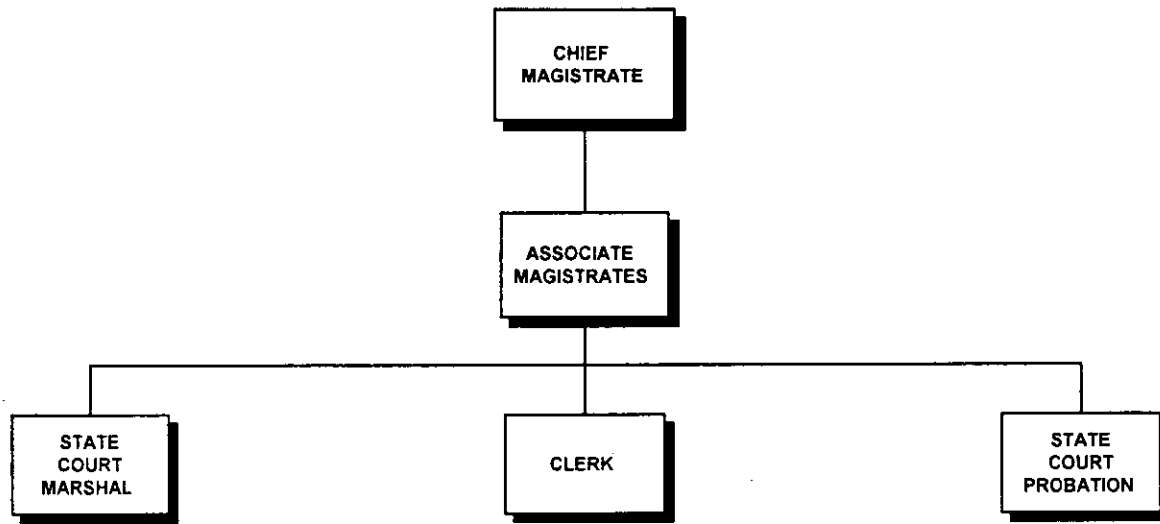
LIBRARY

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Information Services				
Librarian, Principal	28	7	7	7
Librarian, Senior	26	13	13	13
Librarian, Senior	26	3PT*	3PT*	3PT*
Librarian	23	21	21	21
Librarian	23	2PT*	2PT*	2PT*
Library Specialist, Sr.	23	21	21	21
Library Specialist, Sr.	19	6PT*	6PT*	6PT*
Library Technician	19	0	0	0
Custodian	18	1	1	1
Security Guards	18	3	3	3
Sub-total		66	66	66
		11PT*	11PT	11PT
Circulation				
Library Specialist	18	19	19	19
Library Technician, Sr.	23	12	12	12
Library Technician, Sr.	23	7PT*	7PT*	7PT*
Library Technician	14	28	28	28
Library Technician	14	25PT*	25PT*	25PT*
Sub-total		59	59	59
		32PT*	32PT*	32PT*
Technical Services				
Librarian, Administrative	31	2	2	2
Library Network Admin.	29	1	1	1
Library Systems Analyst	29	1	1	1
Librarian, Principal	28	2	2	2
Departmental Microsystems Sp	28	1	1	1
Senior Librarian	26	0	0	0
Librarian	23	1	1	1
Library Spec., Sr.	19	2	2	2
Library Spec., Sr.	19	0	0	0
Library Specialist	18	1	1	1
Office Assistant, Senior	19	1	1	1
Library Technician, Senior	18	3	3	3
Office Assistant	18	1	1	1
Receptionist	14	0	0	0
Library Technician	14	1	1	1
Library Technician	14	0	0	0
Courier	14	2	2	2
Sub-total		19	19	19
TOTAL		175	175	175
Part-Time		52PT	52PT*	52PT*

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, as provided in Article 10 of this chapter; or
- (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.

MAJOR BUDGETARY IMPACTS

Previous

The number of part-time hours was increased in 1997 and 1998 to deal with increasing numbers of hearings and trials that must be held within strict time frames, to meet increased demand for night and weekend court, and the addition of MARTA cases. Two additional part-time magistrate positions were also added to expand the pool of judges available to meet this demand. In 2002, one Calendar Clerk, Senior position was transferred from State Court to reflect the actual workload of the position.

2003

The City of Atlanta has decided to cease hearings of County arrestees in Municipal Court. At budget adoption the actual impact of this program was unknown, but potentially serious.

MAGISTRATE COURT

MAJOR BUDGETARY IMPACTS (continued)

Future

Magistrate Court has received a grant to establish a Mental Health Court. As this program becomes established, it will have a significant impact on Court operations.

ACTIVITY MEASURES				
	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
Criminal Division:				
Arrest & Search Warrants and Citations Issued	21,237	19,972	20,713	22,000
Warrant Applications	4,172	4,490	4,760	5,000
Bond Hearings	21,682	20,800	13,315	24,000
Committal Hearings	18,409	16,613	11,090	21,000
Ordinance Cases	270	392	362	500
Civil Division:				
Civil Actions	11,384	12,417	12,427	14,500
Total Activity All Divisions	77,154	74,684	62,667	87,000
Marshal's Office:				
Service All Actions	5,565	5,884	5,108	5,363

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Personal Services	\$1,084,343	\$1,193,386	\$1,273,628	\$1,273,628
Supplies	32,134	31,651	36,500	36,500
Operating Services & Charges	51,757	59,869	81,900	81,900
Maintenance And Repair	48,763	9,673	12,000	12,000
Equipment	4,162	15,730	0	0
	\$1,221,159	\$1,310,309	\$1,404,028	\$1,404,028

FUNDING SOURCES			
	2001	2002	2003 Budget
General Fund	\$1,221,159	\$1,310,309	\$1,404,028

AUTHORIZED POSITIONS BY COST CENTER				
COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Magistrate Court				
Chief Magistrate	\$107,169/yr	1	1	1
Associate Magistrate	\$96,452/yr	2	2	2
Sr. Assoc. Magistrate-Part-time	\$46.37/hr.	1PT*	1PT*	1PT*

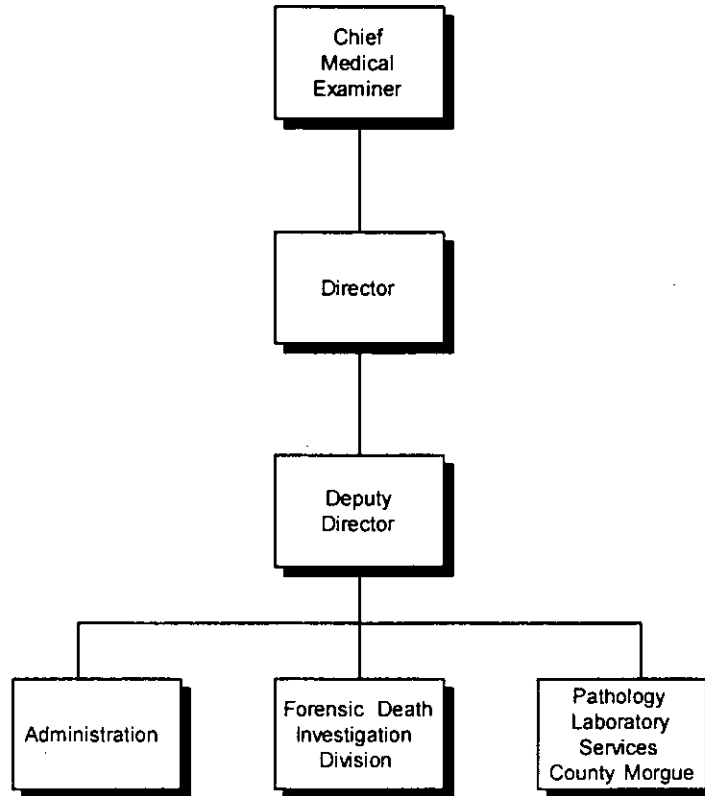
MAGISTRATE COURT

AUTHORIZED POSITIONS BY COST CENTER

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Magistrate Court (continued)				
Assoc. Magistrate-Part-time	\$46.37/hr.	22PT*	22PT*	22PT*
Calendar Clerk, Senior	23	0	1	1
Executive Secretary	23	1	1	1
TOTAL		4	5	5
		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 2000	Actual 2001	Actual 2002	Estimated 2003
Deaths Investigated	1,570	1,544	1,582	1,600

MAJOR ACCOMPLISHMENTS IN 2002

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 provision of a safe, user friendly environment for employees who are committed to injury and loss prevention; as a result, no on the job injuries were reported in 2002.
4. The Medical Examiner's office generated over \$100,000 in revenue for the county through the use of the sterile autopsy/operating room.

MAJOR GOALS FOR 2003

1. Continue to serve those who have lost a loved one with a professional staff of knowledgeable, caring and compassionate individuals.
2. 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.
3. 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.

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.

An increase of \$10,000 (2.11%) was approved in the annual Medical Examiner Contract in the 2001 budget. One Office Assistant, Sr. was approved to handle increased work load of typing and data entry. One heavy duty cargo van was also approved in order for the department to have immediate accessibility to death scenes/environments requiring a four wheel drive vehicle.

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

2003

\$1,738,388 was approved for basic operating expenses. \$16,268 was approved for three examining tables.

Future

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

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2001	Actual 2002	CEO'S Recommended Budget	Approved Budget 2003
Medical Examiner	\$1,601,295	\$1,635,060	\$1,738,388	\$1,738,388
Total	\$1,601,295	\$1,635,060	\$1,738,388	\$1,738,388

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	2001 Actual	2002 Actual	CEO'S Recommended Budget	Approved Budget 2003
Personal Services	\$941,511	\$1,001,737	\$1,020,137	\$1,020,137
Supplies	42,019	39,062	42,000	42,000
Operating Services & Charges	548,652	523,736	575,244	575,244
Maintenance & Repair	21,086	17,742	19,364	19,364
Equipment	364	0	16,268	16,268
Interdepartmental Services	47,663	52,783	65,375	65,375
TOTAL	\$1,601,295	\$1,635,060	\$1,738,388	\$1,738,388

FUNDING SOURCES

	2001	2002	2003
General Fund	\$1,601,295	\$1,635,060	\$1,738,388

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Medical Examiner				
Director, Medical Examiner	34	1	1	1
Deputy Director	33	1	1	1
Chief Forensic Investigator	29	1	1	1
Administrative Operations Mngr	28	1	1	1
Forensic Investigator	28	5	5	5
Forensic Lab Supervisor	24	1	1	1
Forensic Technician	21	2	2	2
Senior, Office Assistant	19	1	4	4
Office Assistant	18	3	0	0
Custodian	14	1	1	1
TOTAL		17	17	17

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 2002

Budgetary reserve account: \$16,887,766.

Provided funding in the amount of \$1,000,000 for economic development incentives.

Provided funding in the amount of \$1,250,000 for Reserve for Salary Adjustments due to the Price Waterhouse Coopers implementation.

Provided funding in the amount of \$1,010,000 for Lease Purchase of Information Systems.

MAJOR GOALS FOR 2003

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.

2003

The 2003 budget includes 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.

Future

No significant changes are anticipated in the near future.

NONDEPARTMENTAL

EXPENDITURE HISTORY - COMMUNITY SERVICE AGENCIES

Human/Community Serv. Agency	2000 Contract	2001 Contract	2002 Contract	2003 Contract
Crisis Intervention Services				
DeKalb Rape Crisis Center*	\$57,500	\$48,500	\$48,500	\$43,650
International Women's House	0	0	0	48,000
Metro Atlanta Task Force/Homeless	30,000	30,000	30,000	27,000
Women Moving On, Inc.*	144,521	115,000	115,000	103,500
Child Welfare and Family Serv.				
Big Brothers/Big Sisters, Inc.	0	30,000	30,000	0
Childkind, Inc.	32,000	32,000	32,000	28,800
Elaine Clark Center	0	0	0	25,000
Georgia Center for Children, Inc.*	108,000	55,000	55,000	60,000
Positive Growth	0	0	0	45,500
Quality Care for Children, Inc.	28,162	28,162	30,000	27,000
Total Family & Children Services (formerly NBA Columbia Community Connection)	0	30,000	30,000	15,000
YMCA/Ashford-Dunwoody	0	0	0	39,078
YMCA/Eastlake	0	0	0	38,992
YMCA/South DeKalb	68,850	68,850	68,850	0
Elderly Services				
Atlanta Legal Aid Society, Inc.	0	35,000	35,000	31,500
Ga. State University/RSVP	0	0	22,500	22,500
I CARE, Inc.	0	0	37,000	0
Marcus Jewish Comm. Ctr of Atl.	6,000	6,000	0	0
Senior Citizen Serv. Of Metro Atlanta	22,500	22,500	0	0
Senior Connections	726,938	726,938	761,938	403,469
Health/Human Services				
African Comm. Resource Center	0	10,000	0	0
Decatur Cooperative Ministry	0	0	65,747	0
Men Stopping Violence	56,000	56,000	69,000	62,100
Partnership for Community Action	121,000	121,000	20,253	18,230
Project Open Hand/Atlanta	30,000	35,000	35,000	31,500
St. Joseph's Mercy Care	0	0	0	17,500
Judicial System Support Services				
DeKalb Juvenile Foundation	0	0	0	40,000
Justice Center of Atlanta	57,000	57,000	57,000	28,500
Advocacy, PIng, & Educ. Serv.				
Compeer Atlanta	15,000	15,000	15,000	7,500
DeKalb Citizen Advocacy, Inc.	10,000	10,000	0	15,000
Developmental Disabilities Council	17,700	17,700	17,700	17,700
Literacy Volunteers of America	0	5,000	5,000	5,000
Prevent Child Abuse Georgia (formerly Ga. Council on Child Abuse)	16,200	16,200	16,200	14,580
Cultural Arts/Historic Preservation				
DeKalb Council for the Arts, Inc.	275,000	275,000	313,836	275,000
Total Contract Amounts	\$1,822,371	\$1,845,850	\$1,910,524	\$1,491,599
Less Victim Assistance Funds	(178,521)	(156,496)	(120,000)	(140,500)
Tax Fund Contribution	\$1,643,850	\$1,689,354	\$1,790,524	\$1,351,099

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

NONDEPARTMENTAL

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Nondepartmental	\$12,414,771	\$10,602,483	\$33,102,950	\$33,102,950
Construction Management	173,630	88,078	0	0
TOTAL	\$12,588,401	\$10,690,561	\$33,102,950	\$33,102,950

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO's Recommended 2003	Approved Budget 2003
Personal Services	1,628,528	1,505,848	\$ (3,137,741)	\$ (3,137,741)
Supplies	51,322	147,077	50,000	50,000
Operating Services & Charges	8,009,928	6,439,698	33,390,748	33,390,748
Maintenance & Repair	5,663	0	2,000	2,000
Aid to Other Agencies	2,174,249	2,114,084	2,021,051	2,021,051
Interdepartmental Services	307,962	423,852	776,892	776,892
Equipment	0	0	0	0
Interfund Transfers	410,749	60,002	0	0
TOTAL	\$ 12,588,401	\$ 10,690,561	\$ 33,102,950	\$ 33,102,950

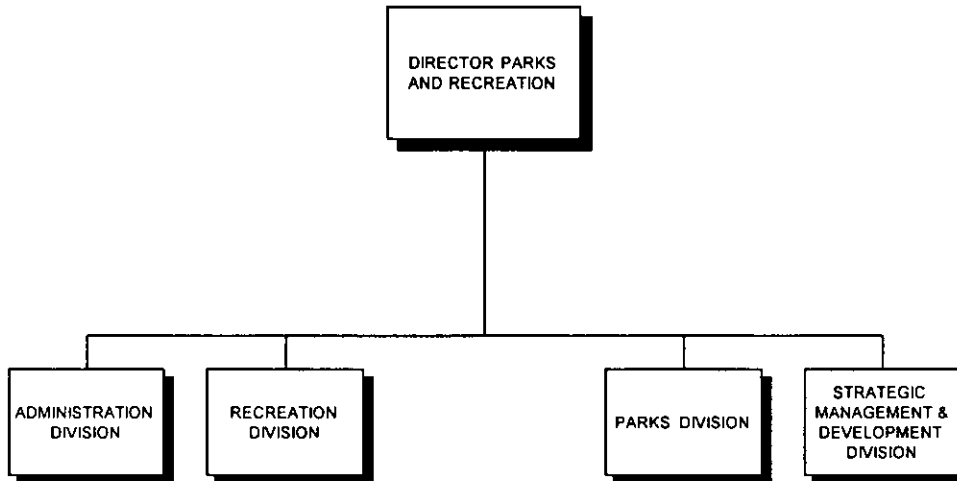
FUNDING SOURCES

	2001	2002	2003 Budget
General Fund	\$9,003,731	\$6,746,108	\$27,422,349
Fire Fund	1,179,801	1,384,876	1,906,778
Special Tax District/Desig. Serv. Fund	2,061,924	2,184,311	3,245,213
Special Tax District/Unincorp. Fund	342,945	375,266	528,610
TOTAL	\$12,588,401	\$10,690,561	\$33,102,950

AUTHORIZED POSITIONS BY COST CENTER

COST CENTER/ POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Construction Management				
Construction Manager	CMA 1	1	1	1
	Sub-total	1	1	1
2001 Parks Bond				
Assistant County Administrator	37	1	1	1
Senior Accountant	26	1	1	1
Administrative Assistant	23	1	1	1
	Sub-total	3	3	3
TOTAL		4	4	4

PARKS & RECREATION



CRITICAL MISSION STATEMENTS AND SUCCESS FACTORS

- A. To provide a variety of leisure time services/activities and promote a strong sense of community, foster pride and affirm individual self-renewal.
- B. To provide recreation opportunities for all ages, from pre-school through senior adult, and for the disabled at parks and recreation centers.
- C. To manage and maintain the parks system and infrastructure, the golf courses, other departmental facilities, and all public grounds excluding rights-of-way.
- D. 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 2000	Actual 2001	Actual 2002	Estimated 2003
Recreation Centers - Number Operated	11	11	11	11
Average Operating Cost/Center	\$84,580	\$97,267	\$179,687	\$157,211
Total Number Registered Patrons	58,929	64,821	N/A	N/A
Total Number Participants Served	N/A	N/A	81,445	108,594
Swimming Pools - Number Operated	11	11	12	12
Average Operating Cost/Pool	\$46,398	\$43,398	\$46,789	\$60,382
Average Revenue Collected/Pool	\$3,887	\$8,000	\$6,352	\$10,500
Average Attendance/Pool	2,628	4,000	N/A	N/A
Total Number Participants Served	N/A	N/A	2,995	5,000
Playgrounds - Number Sites Operated	8	8	*N/A	*N/A
Average Operating Cost/Site	\$68,000	\$68,000	**N/A	**N/A
Average Daily Attendance	1,700	1,800	*N/A	*N/A
Day Camps - Number Operated	2	3	10	11
Average Daily Attendance	340	550	150	118
Average Operating Cost Per Site	N/A	N/A	\$73,654	\$105,392
Summer Food Service Program- Number	N/A	N/A	57	63
Summer Food Service Program - ADA	4,231	4,443	6,100	13,000
Total Number Meals Served	N/A	N/A	225,256	507,000
Special Populations Day Camp - ADA	35	40	45	0
Inclusion Campers	N/A	N/A	60	80
Special Populations - Disabled Patrons	1,205	1,300	500	500
Special Populations - Senior Patrons	17,098	19,000	6,000	4,000
Sports and Athletics				
Total Number Youth Served	N/A	N/A	26,000	24,000
Total Number Adults Served	N/A	N/A	N/A	8,000
Volunteer Coaches Certified	1,100	1,100	1,400	1,000
Park Facilities				
Total Acreage	3,269	3,300	5,371	6,200
Acres Maintained	3,132	3,150	4,179	5,704
Maintenance Costs Per Acre Annually	\$2,226	\$2,595	\$1,964	\$1,157
Non-Park Sites Maintained	80	80	82	82
Non-Park Acreage Maintained	205	205	208	208
Average Maintenance Cost/Acre	\$2,940	\$4,350	\$3,953	\$4,709
Recreation & Parks Structures				
Maintained	215	215	215	**0
Average Maintenance Cost/Structure	\$8,984	\$9,481	\$10,566	**0
Golf Courses	2	2	2	2
Golf Course Acreage Maintained	496	496	496	496
Total Avg. County Cost/Golf Course	\$403,348	\$475,847	\$1,015,000	\$950,000
Total Average County Revenue/ Golf Course	\$447,500	\$500,000	\$841,445	\$950,000
Total Number of Rounds/Golf Course	21,814	26,358	31,033	35,000
Shelter Reservation Revenue	\$42,210	\$41,075	\$41,550	\$42,797
Shelter Reservations	190	189	192	197

*Included in Summer Day Camp

** Transferred to Facility Maintenance Dept

PARKS & RECREATION

MAJOR ACCOMPLISHMENTS 2002

Continued the transition of the department to a customer-service based model. Planned and hosted two major events for senior citizens in conjunction with May is Older Americans Month. Establishment of the Parks and Greenspace Office. Established a new maintenance team for productivity and innovation at the two golf courses. Clubhouse added new amenities for customer use and entertainment. New tee markers and outdoor lawn equipment was added at the golf courses. Secured over \$1.3 million dollars in grants for the department. Implemented a new work order system for the Parks and Recreation Divisions. Acquired 1699 acres of greenspace land as a result of the Parks Bond Program.

MAJOR GOALS FOR 2003

Begin the installation of the Integrated Computerized Management System for the implementation of Activity Based Costing. Update and evaluate job descriptions within the cost centers to ensure that roles, responsibilities, and accountabilities conform to standards. Enlarge the scope of cross training within the department. Evaluate the Centers programs and improve and add where necessary. Establish a junior golf program. Generate more revenue to supplement annual budget and to cover shortfalls. Establish Maintenance and Inspection Standards for the Parks. Improve the quality of maintenance and repairs to the picnic shelters and the playground equipment.

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.

2003

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.

Future

No significant budget impacts are anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Administration	\$1,332,326	\$1,430,683	\$1,368,639	\$1,368,639
Marketing and Promotions	128,899	70,947	81,213	81,213
Mystery Valley Operations	23,185	81,948	0	0
Mystery Valley Maintenance	496,756	1,025,774	1,111,414	1,111,414
Sugar Creek Operations	24,361	560,369	588,666	588,666
Sugar Creek Maintenance	470,135	427,577	525,299	525,299
Special Populations	234,947	205,283	157,448	157,448
Summer Programs	500,385	340,548	579,659	579,659
Recreation Administration	200,374	220,183	139,850	139,850

PARKS & RECREATION

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2001	Actual 2002	CEO'S Recommended Budget	Approved Budget 2003
Recreation Centers	1,683,691	1,617,592	2,051,692	2,051,692
Aquatics	575,371	513,304	724,583	724,583
Athletics	78,013	125,433	160,276	160,276
Departmental Planning	120,219	165,824	396,921	396,921
Parks Administration	948,732	1,094,513	1,080,372	1,080,372
North Service Center	2,489,548	2,322,879	2,450,307	2,450,307
South Service Center	2,629,243	2,765,332	2,991,725	2,991,725
East Service Center	813,395	877,043	946,974	946,974
Building Maintenance	2,010,960	2,077,736	213,137	213,137
Public Ground Maintenance	827,338	826,044	979,478	979,478
Operations and Tech Support	68,020	138,314	207,018	207,018
Brook Run	345,330	226,717	0	0
Natural Resource Management	163,488	200,004	224,628	224,628
Strategic Management & Development	89,893	176,423	181,310	181,310
Safety & Risk Management	81,481	62,313	65,524	65,524
Park Security	0	196,833	58,953	58,953
GAPS	0	29,904	52,012	52,012
Total	\$16,336,090	\$17,779,520	\$17,337,098	\$17,337,098

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Personal Services	\$11,739,243	\$11,341,979	\$11,236,338	\$11,236,338
Supplies	332,915	282,704	314,522	314,522
Operating Supplies	1,332,926	3,492,867	3,184,036	3,184,036
Maintenance & Supplies	983,826	679,562	441,600	441,600
Interdepartmental Services	1,932,244	2,047,443	2,198,281	2,198,281
Equipment	91,193	10,462	34,450	34,450
Interfund Transfers	0	7,250	0	0
Interfunds	(76,257)	(82,747)	(72,129)	(72,129)
Total	\$16,336,090	\$17,779,520	\$17,337,098	\$17,337,098

FUNDING SOURCES

	2001	2002	2003 Budget
Special Tax District Designated Services	\$16,336,090	\$17,779,520	\$17,337,098

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		
		2001	2002	2003
Administration				
Director, Parks and Recreation	36	1	1	1
Assistant Director, Parks and Recreation	35	0	0	1
Deputy Director, Revenue & Support Ser	33	1	1	1
Recreation Resource Mgt. Specialist	30	1	1	0
Support Services Manager	29	1	1	1
Greenspace Initiative Coord.	28	1	1	0
Senior Planner	26	1	1	0
Network Coordinator	26	1	1	0
Executive Secretary	23	1	1	0
Administrative Assistant	23	1	1	1
Contract Technician	23	0	0	1
Purchasing Technician	21	1	1	2
Principal Secretary	19	1	1	0
Payroll Personnel Technician	19	0	0	2
Office Assistant, Senior	19	4	4	2
Courier	14	0	0	1
Subtotal		16	16	13
Strategic Management & Development				
Dep. Dir. Strategic Management & Dev.	33	1	1	1
Principle Secretary	21	1	1	1
Subtotal		2	2	2
Special Events and Playgrounds				
Office Assistant	T	2T*	2T*	2T*
Playground Supervisor	T	5T*	5T*	5T*
Playground Leader	T	160T*	160T*	160T*
Bus Driver	T	17T*	17T*	21T
Subtotal		0	0	0
Subtotal*		184T*	184T*	188T
Recreation Division Administration				
Deputy Director, P&R-Recreation	33	1	1	0
Network Coordinator	26	0	0	1
Sports Program Coord. Mgr.	25	1	1	0
Youth Sports Program Coord.	21	1	1	0
Administrative Assistant	23	1	1	1
Office Assistant, Senior	19	1	1	0
Subtotal		5	5	2

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		
		2001	2002	2003
Swimming Pools				
Recreation Center Director	23	1	1	0
Office Assistant, Senior	19	1	1	1
Recreation Program Coordinator	19	2	2	1
Pool Coordinator	T	3T*	3T*	3T*
Pool Manager	T	12T*	12T*	12T*
Senior Lifeguard	T	15T*	15T*	15T*
Lifeguard	T	50T*	50T*	50T*
Subtotal		2	2	2
Subtotal*		80T	80T	80T
Recreation Centers				
Recreation Program Manager	28	1	1	3
Recreation Center Director	23	10	10	10
Recreation Center Leader	19	15	15	14
Office Assistant, Senior	19	1	1	2
General Maintenance Worker, Senior	18	9	9	8
Custodian	18	0	0	1
Courier	14	1	1	0
Recreation Center Aide	T	47T*	47T*	47T*
Recreation Aide	T	6T*	6T*	6T*
Subtotal		37	37	38
Subtotal*		53T*	53T*	53T*
Parks and Greenspace				
Financial Project Administrator	31	0	0	1
Comprehensive Planner	29	1	1	1
Principal Planner	27	1	1	1
Executive Secretary	23	1	1	1
Electrician	21	0	0	1
Welder	19	0	0	1
Mason	18	0	0	1
Data Entry Operator	18	0	0	1
Subtotal		3	3	8
Safety & Risk Management				
Parks & Rec. Admin. Officer	26	1	1	1
Subtotal		1	1	1

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		
		2001	2002	2003
North Service Center				
Park Maintenance Superintendent	28	1	1	1
Parks Maintenance Coordinator	26	2	2	2
Parks Maint. Construction Supervisor	24	3	3	0
Construction Supervisor	24	4	4	7
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	5	5	11
Senior Grounds Technician	18	14	14	13
Senior Crew Worker	18	3	3	3
Equipment Operator	18	4	4	0
Crew Worker	14	8	8	8
Data Clerk	14	0	0	1T*
Subtotal		49	49	50
Subtotal*				1T*
Parks Division Administration				
Deputy Director, Parks & Rec-Parks	33	1	1	1
Parks Operation Manager	31	1	1	1
Revenue Center Operations	30	0	0	1
Operations Mgr	29	0	1	0
Parks Facility Maintenance Manager	29	1	1	0
Golf Course Maintenance Manager	29	1	1	0
General Mgr. - Parks Admin. Services	28	0	1	1
Parks Maintenance Superintendent	28	2	2	0
Network Coordinator	26	1	1	1
Security Coordinator	25	0	1	0
Grounds Maintenance Chemical Supv.	24	1	1	0
Administrative Assistant	23	1	1	1
Principal Secretary	19	2	2	1
Office Assistant, Senior	19	3	4	4
Mgr. Parks Design & Development	16	0	1	0
Parks & Rec Map/Inv Technician	T	1T*	1T*	1T*
Subtotal		14	19	11
Subtotal*		1T*	1T*	1T*
Strategic Planning & Mgt/Marketing				
Recreation Program Prom	23	0	0	1
Subtotal*		0	0	1

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		
		2001	2002	2003
South Service Center				
Park Maintenance Superintendent	28	1	1	1
Parks Maintenance Coordinator	26	2	2	2
Parks Maint. Construction Supervisor	24	6	6	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	16	16	18
Sanitation Driver/Crew Leader	19	1	1	1
Senior Equipment Operator	19	5	5	5
Grounds Service Technician	18	2	2	2
Equipment Operator	18	4	4	4
Senior Crew Worker	18	2	2	4
Crew Worker	14	9	9	6
Data Clerk	14	0	0	1T*
Subtotal		52	52	54
Subtotal*				1T*
East Service Center				
Parks Maintenance Coordinator	26	1	1	1
Playground Equip. Safety Supervisor	26	1	1	1
Parks Maint. Construction Supervisor	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	2	2
Small Engine Mechanic	18	1	1	1
Equipment Operator	18	1	1	1
Senior Crew Worker	18	3	3	4
Crew Worker	14	3	3	3
Data Clerk	14	0	0	1T*
Subtotal		17	17	18
Subtotal*				1T*
GAPS				
Grants Coordinator	26	1	1	1
Subtotal		1	1	1

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		
		2001	2002	2003
Building Maintenance				
Park Maintenance Superintendent	28	1	1	1
Parks Maintenance Coordinator	26	3	3	0
Parks Maint. Construction Supervisor	24	2	3	0
Graphic Design Technican	23	1	1	0
Senior Electrician	23	4	3	1
Senior Plumber	23	4	4	1
Supply Specialist	21	1	1	0
Contractual Services Inspector	21	1	1	0
Senior Painter	21	2	2	0
Senior Carpenter	21	3	3	0
Senior Mason	21	1	1	0
Swimming Pool Maintenance Mechanic	21	1	1	0
Principal Equipment Operator	21	1	1	0
Welder	19	1	1	0
Maintenance Mechanic	18	2	2	1
Mason	18	1	1	0
Painter	18	1	1	0
Senior Crew Worker	18	7	7	0
General Maintenance Worker Senior	18	1	1	0
Crew Worker	14	1	1	0
Data Entry Operator	14	1	1	0
Subtotal		40	40	4
Public Grounds Maintenance				
Landscape Management Supervisor	28	1	1	1
Horticulturist	26	1	1	1
Parks Maintenance Coordinator	26	1	1	1
Grounds Maintenance	24	0	0	1
Construction Supervisor	24	1	1	1
Grounds & Nursery Supervisor	23	1	1	1
Senior Grounds Service Technician	19	7	7	0
Grounds Service Technician	18	5	5	12
Crew Worker	14	1	1	1
Greenhouse/Nursery Technician	11	2	2	2
Subtotal		20	20	20
Natural Resource Management				
Mgr. Natural Resource Management	29	1	1	1
Landscape Architect	27	1	1	1
Park Ranger- Interpretive Naturalist	25	1	1	1
Subtotal		3	3	3

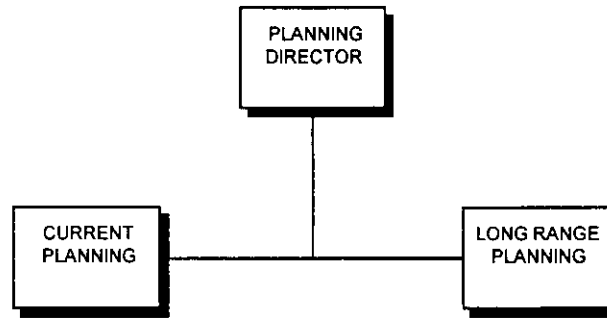
PARKS & RECREATION

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Special Populations				
Recreation Program Manager	28	1	1	0
Recreation Center Director	23	1	1	0
Recreation Program Coordinator	19	1	1	0
Day Camp Supervisor	T	2T	2T	2T
Recreation Center Aide	T	1T	1T	1T
Day Camp Leader	T	3T	3T	3T
Subtotal		3	3	3
Subtotal*		6T*	6T*	6T*
Operations and Tech Support				
Parks Design and Development Mgr	29	0	0	1
Project Manager P&R	28	0	0	2
Mapping/Inventory Tech	19	0	0	1
Subtotal		0	0	4
Youth Athletics				
Sports Program Coordinator	25	1	1	1
Youth Sports Coordinator	21	1	1	2
Office Assistant Sr.	23	1	1	1
Subtotal		3	3	4
TOTAL	FULL TIME	291	275	239
TOTAL	TEMPORARY*	334	332	332
*T = Temporary				
TOTAL POSITIONS		625	607	571

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 maintain complete records of property transfers, County controlled/owned real property, and the official tax maps.
- E.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	2001	2002
% OF ZONING APPLICATIONS ANALYZED AND RECOMMENDATIONS PREPARED WITHIN 60 DAYS	100%	100%	100%

PLANNING

	ACTIVITY MEASURES			
	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
Rezoning Applications				
Processed	122	70	73	77
Land Use Plan Amendments	81	27	53	56
Text Amendments	8	9	15	56
Revenue from Land Use & Zoning filing	\$161,335	\$130,400	\$168,150	\$76,557

MAJOR ACCOMPLISHMENTS in 2002

Completed first phase of the reorganization of the department by hiring Deputy Directors for Long Range and Current Planning, a Micro-System Specialist, and Research/Policy Analyst. A Transportation planning group was established and hired. New plat review procedures were implemented.

MAJOR GOALS FOR 2003

To redesign the department's web site and manage the Information Technology Communications Center. To establish a proactive research/policy analysis function to implement special quality of life and growth management planning projects, and to reconfigure the department's files into comprehensive data bases on land use that can be integrated with GIS. Establish more visible planning services through collaboration with other departments.

MAJOR BUDGETARY IMPACTS

Previous

The GIS Division of Planning was transferred to the GIS Department in 2001. In 2002, a new cost center was added to Planning funded by the Development Fund named Development Support, it consists of six additional positions: 1 Chief Engineer, 3 Engineer Review Officers, and 2 Senior Technicians. 1 Chief Engineer was transferred from the Development Fund.

2003

A Transportation Planning Group consisting of one Transportation Planning Manager and two Senior Planners has been consolidated to assist in the preparation of the Comprehensive Transportation Study.

Future

To establish a Community Planning program with Long Range Planning, and a comprehensive research and policy analysis function within the Administration/Special Projects divisions.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Administration	\$262,708	\$282,799	\$723,783	\$723,783
Long Range Planning	460,055	504,432	553,201	553,201
GIS	441,965	611	0	0
Development Support	0	0	329,550	329,550
Current Planning	564,130	615,565	739,956	739,956
TOTAL	\$1,728,858	\$1,403,407	\$2,346,490	\$2,346,490

PLANNING

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Personal Services	\$1,608,727	\$1,259,179	\$1,951,840	\$1,951,840
Supplies	32,074	42,614	58,500	58,500
Operating Services and Charges	59,365	95,528	327,550	327,550
Maintenance and Repair	8,735	3,972	3,500	3,500
Interdepartmental / Interfund Services	1,223	2,114	5,100	5,100
Equipment	18,734	0	0	0
TOTAL	\$1,728,858	\$1,403,407	\$2,346,490	\$2,346,490

FUNDING SOURCES

	2001	2002	2003 Budget
General Fund	\$1,164,727	\$662,048	\$1,276,984
Development Fund	0	125,794	\$329,550
Special Tax District - Unincorporated	564,131	615,565	739,956
TOTAL	\$1,728,858	\$1,403,407	\$2,346,490

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Administration				
Planning Director	36	1	1	1
Deputy Director Planning				
Int. Human Resources	34	1	1	1
Micro Systems Specialist	28	1	1	1
Planner, Sr.	26	1	1	1
Executive Secretary	23	1	1	1
Receptionist	14	1	1	1
	Sub- Total	6	6	6
Long Range Planning				
Deputy Director of Long Range Planning	34	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
Principal Secretary	19	1	1	1
Sr. Office Asst.	19	1	1	1
	Sub- Total	10	10	10

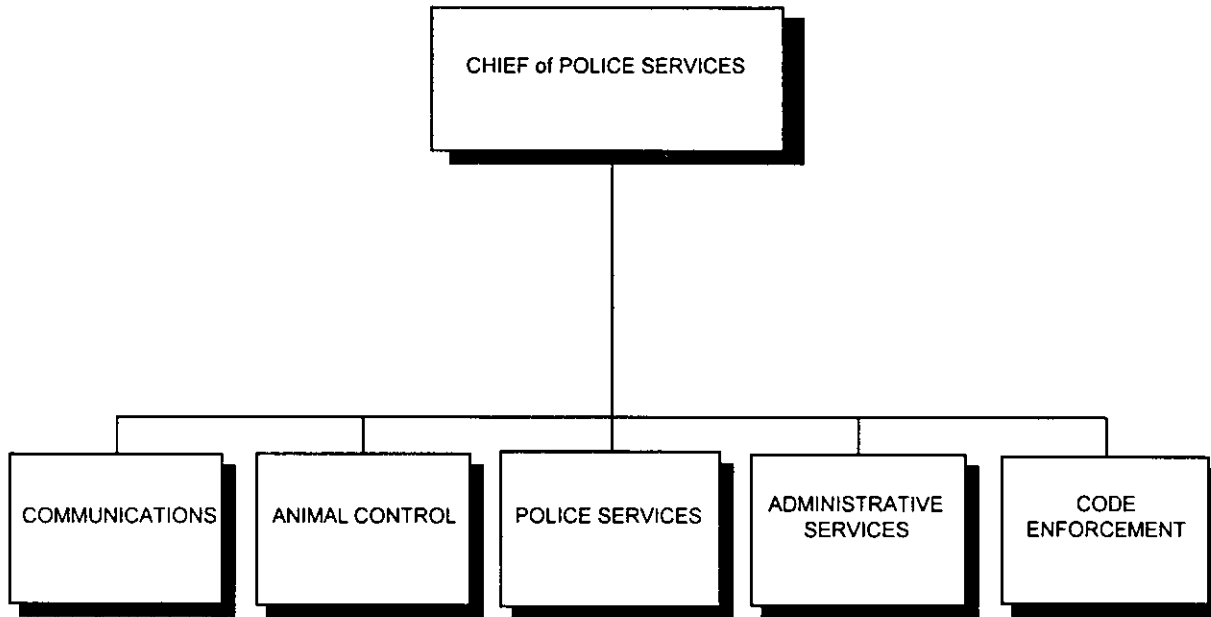
PLANNING

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Curent 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	0	1	1
Engineer Review Officer	28	0	3	3
Senior Engineer Technician	24	0	2	2
		0	6	6
Total Positions		28	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.

POLICE SERVICES

PROGRAM DESCRIPTION

The Police Services Department is a consolidation of Police, Communications, Civil Defense, Homeland Security, Animal Control and Code Enforcement services. 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.

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 responsible for the documentation and compilation of facts on reported incidents of crime with the objective of identification and apprehension of the criminal offender.

POLICE SERVICES

PROGRAM DESCRIPTION (Continued)

Special Tax District - Designated Services Fund

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	2001	2002
COMMUNICATIONS			
% OF CALLS DELAYED	10%	20.0%	15.0%
AVERAGE DELAY PER CALL (SECONDS)	8 SEC	12 SEC	16 SEC
AVERAGE TIME PER CALL (SECONDS)	80 SEC	83 SEC	95 SEC
ANIMAL CONTROL			
AVERAGE RESPONSE TIME PER CALL (MINUTES): PRIORITY ONE CALLS	45 MIN	45 MIN	43 MIN
AVERAGE RESPONSE TIME PER CALL (MINUTES): GENERAL CALLS	60 MIN OR LESS	42 MIN	49 MIN
% OF CALLS RESOLVED ON THE FIRST RESPONSE	70%	49%	49%
POLICE SERVICES			
FBI PART 1 CRIME INDEX % OF CASES CLEARED COMPARED TO NATIONAL AVERAGE	ABOVE 31%	38% vs 31%	40% vs 31%

POLICE SERVICES

ACTIVITY MEASURES				
	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
Communications:				
911 Calls Received	903,157	926,422	990,727	1,100,000
Emergency Calls Dispatched:				
Police	574,255	658,540	662,518	675,000
Fire	48,060	61,127	53,520	55,000
Rescue Medical	55,567	59,773	57,958	59,000
Alarms	N/A	109,114	102,961	102,000
% False	N/A	99%	99%	99%
N/A = Not Available due to system conversion problems				
Animal Control:				
Calls Answered	32,107	30,019	27,979	30,000
Animals Handled	13,928	13,476	11,785	12,500
Bite Cases Investigated	767	682	609	650
Animals Reclaimed	1,164	1,119	994	1,050
Animals Adopted	801	568	613	750
Animals Euthanized	10,128	9,375	8,948	9,000
Citations Issued	3,298	3,251	2,747	3,000
Records:				
Case Reports Processed	115,289	115,389	139,069	145,000
GCIC - Data Entry	23,513	23,131	45,096	50,000
GCIC - Messages/Inquiries	62,941	56,028	45,459	50,000
Fingerprint Classification	6,197	2,900	1,400	1,750
Fingerprint Identification	11,812	2,345	90	125
Revenue, Sale of Records	\$281,853	\$273,914	\$250,385	\$275,000
Criminal Investigations:				
Crimes Against Persons				
Number of Incidents	12,594	13,781	13,140	13,750
Number of Cases Cleared	10,389	10,786	10,802	11,000
Number of Persons Arrested	1,044	934	954	1,050
Drug Investigations				
Number of Cases Cleared	1,238	616	626	1,000
Drug Arrests	1,232	615	616	995
Burglaries				
Number of Incidents	1,312	697	702	995
Number of Incidents	6,964	7,102	7,267	7,500
Number of Cases Cleared	1,360	1,102	1,576	1,700
Number of Persons Arrested	563	471	639	675
General Investigations				
Number of Incidents	52,784	51,021	52,035	54,000
Number of Cases Cleared	20,720	19,904	21,002	22,000
Number of Persons Arrested	4,224	3,454	3,701	4,100

POLICE SERVICES

ACTIVITY MEASURES				
	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
Uniform:				
General Calls	304,481	318,599	316,964	32,000
Citations Issued	144,467	131,506	162,306	175,000
Number of Persons Arrested	32,138	32,332	37,115	42,000
Traffic Calls	79,176	79,056	77,064	80,000
Hit and Run Accidents	7,132	N/A	2,332	2,500
Traffic Deaths Investigated	80	86	61	65
Aerial Support Hours	672	923	995	1,500
Special Investigations:				
Voice Stress Analysis Examinations	371	419	359	375
Internal Investigations	148	127	121	130
Liquor Permits Issued	4,170	4,645	4,726	5,560
Pistol Permits Issued	1,008	1,239	1,102	1,200
Solicitor Permits Issued	91	70	22	40
Taxi Permits Issued	996	1111	1147	1,300
Wrecker Permits Issued	8	44	15	15
Evidence Collection:				
Field Responses	3,399	3,649	3,924	4,200

MAJOR ACCOMPLISHMENTS IN 2002

1. Completed and opened the new Tucker Precinct building.
2. Opened the new River Road Mini-Precinct.
3. Completed implementation of the 4/3 day work schedule in the Uniform Division.
4. Completed the development and implementation of the Enhanced Traffic Analysis System.
5. Completed the transition of Code Enforcement to the Police-Uniform Division.
6. Implemented the Homeland Security Division.
7. The Police Department was reaccredited by the Commission on Accreditation for Law Enforcement Agencies.

MAJOR GOALS FOR 2003

1. Stabilization of the vacancy crisis throughout Police Services.
2. During the first quarter FY03 complete the conversion of Accident Reports and Citations to the paperless process.
3. Decrease Animal Control field response times and increase first response resolution calls to 70 percent.
4. Relocate North Precinct to the Brook Run Facility and locate new property for relocation of the Center Precinct.
5. Complete training of approximately one hundred (100) new COPS Universal Hire Grant officer positions.
6. During the third quarter FY03 complete the conversion of Incident and Arrest Reports to the paperless process.

MAJOR BUDGETARY IMPACTS

Previous

2000

General Fund

The 2000 budget included funding in the amount of \$600,000 for year three of the Transmitter Replacement Program. Funding in the amount of \$305,620 was appropriated for the replacement of the Loop Microwave System for the County Radio System. This funding was for year one of a five year Lease Purchase Program. The lease purchase program provides for monthly payments in the amount of \$38,202.

Funding in the amount of \$28,747 was approved for the addition of one PS CAD System Specialist position. This position is funded from 911 user fees.

As part of the across-the-board budget reduction, the General Fund budget was reduced by \$93,702.

POLICE SERVICES

MAJOR BUDGETARY IMPACTS (Continued)

Previous

Special Tax District - Designated Services

Per the Police Services Five Year Plan, the 2000 budget included \$195,961 in funding for the creation of one Mini-Precinct. The funding included one additional Lieutenant position with one vehicle and related equipment. Funding in the amount of \$207,500 was approved for the replacement of (300) Ballistic Vests for uniform personnel and (35) SWAT Team Tactical Vests.

The 2000 budget included funding in the amount of \$196,606 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 new COPS Universal Hire Grant. \$581,184 was appropriated to fund the related equipment and vehicles for these fifty positions.

In addition funding in the amount of \$144,820 was appropriated for thirteen (13) police vehicles to be acquired through the Master Lease for the 50 Police Officer positions funded in November, 1999. An additional \$316,772 was funded in the 2000 budget relative to the additional equipment required for these vehicles as well as walkie talkies for these positions.

As part of the across-the-board budget reduction, the Polices Services budget was reduced by \$426,041.

2001

General Fund

Funding in the amount of \$407,514 was appropriated for the final year of the four year Radio Transmitter Replacement Program.

The 2001 budget included funding in the amount of \$626,675 for the replacement of 250 Command & Line portable radios for police.

Special Tax District - Designated Services

The 2001 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 is the ten percent (10%) County Match for personal services for year one of the 1999 COPS Universal Hire Grant. \$100,000 was appropriated to fund related operating supplies and uniforms/clothing for these fifty positions. The eighteen vehicles and related equipment for these fifty Officer positions were acquired in the FY2000 budget.

The 2001 budget did not include funding for the 50 Police Officer positions relative to the 2000 COPS Universal Hire Grant accepted by the Board of Commissioners on September 26, 2000.

In addition, funding in the amount of \$108,740 was appropriated for five (5) police vehicles to be acquired through the Master Lease for vehicles deleted from the FY2000 budget.

Funding in the amount of \$130,000 was appropriated for miscellaneous equipment such as Copiers, Emergency Generator, Telephone System and Furniture for the new Tucker Precinct.

The 2001 budget included funding to raise the starting salary for Police Officer positions to \$32,179. In addition each new Police Officer recruit is eligible for a \$1,000 bonus upon graduation from the Police Academy.

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 & Line portable radios for police.

The Office of the Public Safety Director was abolished and funding for the cost center eliminated.

Special Tax District - Designated Services

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.

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.

POLICE SERVICES

MAJOR BUDGETARY IMPACTS (continued) **2003**

General Fund

The 2003 budget includes funding in the amount of \$37,954 for two Animal Control Officer positions at six month funding with one lease purchase vehicle and related equipment.

The budget includes funding in the amount of \$169,613 for salary and benefits for ten 911-Communication Operator positions at eight month 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 is for year one of a five year lease program. In addition \$80,000 is being funded for UPS Power Backup Units at two transmitter sites.

Special Tax District - Designated Services

The 2003 budget includes funding in the amount of \$207,292 for the addition of fifty (50) Police Officer positions. This funding is 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 will be funded in the 2004 budget.

The budget includes funding in the amount of \$746,054 for fifty (50) Police Officer positions. This funding is for the thirty-five percent (35%) County Match for personal services for year three of the 1999 COPS Universal Hire Grant.

The budget also includes funding in the amount of \$520,711 for fifty (50) Police Officer positions. This funding is for the thirty percent (30%) County Match for personal services for year two of the 2000 COPS Universal Hire Grant.

Funding in the amount of \$698,956 is appropriated for the County Match portion of seven miscellaneous grants.

Funding in the amount of \$250,000 is included for rental real estate for the Mini-Precincts and the new Center Precinct.

The budget includes funding in the amount of \$535,364 for 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 Master Lease Agreement at six month funding.

Ten Investigative Aide positions were added to the FY03 budget at six month funding for a total of \$150,000. As part 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 includes funding in the amount of \$46,541 for two Code Enforcement Officer positions at six month funding with two lease purchase vehicles and related equipment. A vacant Assistant Director of Program Operations position was transferred from Code Enforcement to Police Services.

Future

Creation of Mini-Precinct in the Toco Hills Area and the Buford Highway Corridor.

Construction a new Indoor/Outdoor Firing Range and Police Training Center.

POLICE SERVICES

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Director's Office	\$63,974	\$1,415	\$0	\$0
Administrative Services	1,655,478	1,159,445	1,348,598	1,348,598
Civil Defense	583	0	0	0
Communications	8,469,692	8,800,592	9,837,450	9,837,450
Public Services	647,564	662,587	662,152	662,152
Training and Development	1,699	3,664	0	0
Firing Range	12,994	13,071	14,370	14,370
Animal Control	1,866,082	1,826,329	1,960,556	1,960,556
Interfund Support - General Fund	(10,515,861)	(9,400,263)	(9,625,109)	(9,625,109)
Records	1,658,273	1,604,814	1,877,201	1,877,201
Assistant Director - Police Services	414,033	1,080,199	494,938	494,938
Police Services Support	2,010,902	2,180,569	963,374	963,374
Internal Affairs	842,267	649,360	637,417	637,417
Criminal Investigations	8,449,933	9,774,461	11,172,540	11,172,540
Special Operations	0	4,776,138	5,853,669	5,853,669
Homeland Security	0	113	889,858	889,858
Technology Unit	0	1,898	859,354	859,354
Police Training	1,388,273	3,451,405	1,428,900	1,428,900
Uniform Division	40,335,229	32,556,640	37,633,811	37,633,811
Precincts	250,213	272,660	276,576	276,576
Intelligence/Permits	2,955,515	1,555,466	342,357	342,357
Recruiting and Background	0	287,208	482,384	482,384
Crime Scene	934,600	957,501	908,864	908,864
Interfund Support - Special Tax District				
Designated Services	9,219,204	10,115,548	10,485,394	10,485,394
Code Enforcement	1,218,122	1,103,442	1,343,453	1,343,453
TOTAL	\$71,878,768	\$73,434,262	\$79,848,107	\$79,848,107

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Personal Services	\$58,761,581	\$59,045,788	\$62,577,897	\$62,577,897
Supplies	1,512,282	1,643,023	1,670,640	1,670,640
Operating Services and Charges	1,653,782	2,852,567	5,266,052	5,266,052
Maintenance and Repair	1,885,303	2,319,716	2,633,621	2,633,621
Interdepartmental Services	17,304,790	17,175,504	15,931,379	15,931,379
Equipment	1,591,383	908,740	1,801,916	1,801,916
Interfund Credits	(11,082,920)	(11,253,160)	(10,063,348)	(10,063,348)
Interfund Transfers	252,567	742,084	29,950	29,950
TOTAL	\$71,878,768	\$73,434,262	\$79,848,107	\$79,848,107

FUNDING SOURCES

	2001	2002	2003 Budget
General Fund	\$2,202,204	\$3,066,840	\$4,198,017
Special Tax District - Designated Serv.	\$68,458,442	\$69,263,980	\$74,306,637
Special Tax District - Unincorporated	1,218,122	1,103,442	1,343,453
TOTAL	\$71,878,768	\$73,434,262	\$79,848,107

POLICE 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
		2001	2002	
Administrative Services				
PS Chief Admin. Svcs.	33	1	1	0
Dept. Info. System Mgr.	31	1	1	0
PS Fiscal Mgmt. Officer	30	1	1	1
Facilities Planning Manager	30	0	0	1
Dept. Microsystem Specialist	28	3	2	0
Grants & Administrative Manager	28	0	1	1
PS Grants Coordinator	26	1	2	2
Accountant	25	1	0	0
PS Personnel Supv.	24	1	1	1
Administrative Assistant	23	1	1	0
Public Information Officer	28	1	0	0
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 Personnel Technician	21	8	7	7
Principal Secretary	21	1	2	1
Office Assistant, Senior	19	1	1	1
Central Supply Technician	18	2	2	2
Senior Custodian	18	2	2	2
	Sub-total	32	31	26
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	3	1	1
PS CAD System Specialist	25	1	1	1
Senior, PS Comm. Operator	24	34	26	26
PS Communications Operator	23	54	65	75
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	111	112	122
* PT = Part Time	Sub-total	4 PT*	4 PT*	4 PT*
Public Services				
School Safety Officer	4	146 PT*	146 PT*	146 PT*
PT = Part-time	Sub-total	146PT	146PT*	146PT*

POLICE SERVICES

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Animal Control				
Deputy Director, Animal Control	33	1	1	1
Administrative Supervisor	25	1	1	1
AC Supervisor - Kennel	25	1	1	1
AC Supervisor	25	2	2	2
Administrative Clerk	21	0	1	1
Principal Secretary	21	1	1	1
Animal Control Officer	19	15	22	24
Animal Control Officer-Kennel	19	7	0	0
Office Assistant, Senior	19	6	5	5
Senior Data Entry Operator	18	2	2	2
Sub-total		36	36	38
Code Enforcement				
Police Captain	31	0	1	0
Code Enforcement Manager	30	1	1	1
Facilities Planning Manager	30	1	1	0
Code Enforcement Assistant Manager	29	1	1	0
Chief Code Enforcement Officer, Comm.	28	1	1	1
Chief Code Enforcement Officer, Field	28	1	1	1
Code Enforcement Officer, Senior	25	4	3	3
Code Enforcement Officer	23	11	11	13
Administrative Assistant	23	1	1	1
Office Assistant, Senior	19	6	6	6
Sub-total		27	27	26
Records/Criminal History				
PS Records Manager	31	1	1	1
Central Records Supervisor	25	5	5	5
Public Safety Training Specialist	25	1	1	1
Principal Secretary	21	3	2	2
PS Central Records Clerk	19	41	43	43
Central Supply Technician	18	2	0	0
Sub-total		53	52	52

POLICE SERVICES

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Assistant Director-Police Services				
Polices Services - Police Chief	39	1	1	1
Deputy Assistant Chief	35	0	0	1
Assistant Director Program Operations	34	0	0	1
Deputy Director - Homeland Security	34	1	1	0
Police Captain	31	1	1	1
Police Lieutenant	29	3	1	1
Staff Attorney	29	0	0	1
Police Sergeant	28	1	5	0
Master Police Officer	25	0	5	0
Administrative Assistant	23	1	2	1
Executive Secretary	23	1	1	1
Sub-total		9	17	8
Internal Affairs				
Police Captain	31	1	0	0
Police Lieutenant	29	1	1	1
Police Sergeant	28	1	1	1
Master Police Officer	25	0	4	4
Sr. Investigative Aide	23	2	2	2
Principal Secretary	19	1	0	0
Office Assistant, Senior	19	1	0	0
Sub-total		7	8	8
Criminal Investigation Division				
Assistant Police Chief	34	1	1	1
Police Major	33	0	1	1
Police Captain	31	3	4	4
Police Lieutenant	29	9	9	9
Departmental Microsystems Analyst	28	0	1	0
Police Sergeant	28	46	21	23
Master Police Officer	25	80	104	104
PS Pawn Detail Coordinator	25	1	1	1
Senior Police Officer	24	0	4	4
Police Officer	23	0	2	2
Senior Investigative Aide	23	11	13	11
Administrative Assistant	23	1	1	3
Office Assistant, Senior	19	5	4	8
Sub-total		157	166	171

POLICE SERVICES

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Special Operations Division				
Assistant Police Chief	34	1	1	1
Police Captain	31	1	1	1
Police Lieutenant	29	3	4	3
Police Sergeant	28	5	7	10
Master Police Officer	25	46	53	54
Police Officer	23	0	3	0
Principal Secretary	21	0	1	3
Property and Evidence Technician	21	2	2	2
Sub-total		58	72	74
Police Training				
Police Captain	31	1	1	1
Police Lieutenant	29	1	2	2
Police Sergeant	28	3	2	3
Master Police Officer	25	7	10	10
Police Firearms Instructor	25	1	1	1
Police Officer, Senior	24	1	4	4
Principal Secretary	19	2	2	2
Sub-total		16	22	23
Uniform				
Assistant Police Chief	34	1	1	1
Police Major	33	6	5	5
Police Captain	31	10	9	10
Staff Attorney	29	1	1	0
Police Lieutenant	29	43	43	42
Police Sergeant	28	94	88	86
Departmental Microsystems Analyst	28	0	1	0
Master Police Officer	25	263	254	262
Senior Police Officer	24	155	92	92
Police Officer	23	66	103	105
Administrative Assistant	23	2	2	2
Investigative Aide	21	4	0	10
Crime Awareness Officer	19	3	5	5
Principal Secretary	21	5	4	3
Senior, Prop. Evidence Tech	21	0	2	0
Office Assistant, Senior	19	0	1	1
Office Assistant	18	2	1	0
Sub-total		655	612	624

POLICE SERVICES**AUTHORIZED POSITIONS BY COST CENTER**

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Intelligence/Permits				
Police Captain	31	0	1	1
Police Lieutenant	29	1	1	2
Police Sergeant	28	2	3	1
Master Police Officer	25	7	10	0
Senior Investigative Aide	23	1	1	0
Office Assistant, Senior	19	4	4	0
Office Assistant	18	0	0	1
Sub-total		15	20	5
Homeland Security				
Deputy Director, Homeland Security	34	0	0	1
Police Lieutenant	29	0	0	1
Police Sergeant	28	0	0	3
Master Police Officer	25	0	0	6
Police Officer	23	0	0	1
Administrative Assistant	23	0	0	1
Investigative Aide	21	0	0	1
Sub-total		0	0	14
Technology Unit				
PS Chief Admin. Svcs.	33	0	0	1
Dept. Info. System Mgr.	31	0	0	1
Dept. Microsystem Specialist	28	0	0	3
Administrative Assistant	23	0	0	1
Senior, Prop. Evidence Tech	21	0	0	2
Sub-total		0	0	8
Recruiting and Background				
Police Sergeant	28	1	1	1
Master Police Officer	25	4	4	4
Senior Investigative Aide	23	3	3	3
Sub-total		8	8	8

POLICE SERVICES

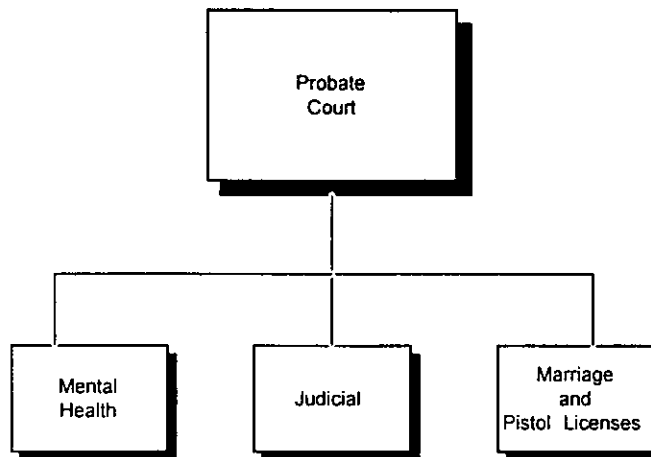
AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Crime Scene				
Police Sergeant	28	1	1	1
Crime Scene Investigator Shift Supv.	26	3	3	3
Master Crime Scene Investigator	25	2	3	3
Senior Crime Scene Investigator	24	2	3	3
Crime Scene Investigator	23	4	2	2
Forensic Photographer	23	2	2	2
Latent Fingerprint Examiner, Senior	24	3	3	3
Sub-total		17	17	17
TOTAL POLICE SERVICES		1,201 150PT*	1,200 150PT*	1,224 150PT*

*PT = Part-time

PROBATE COURT



MISSION STATEMENT

To insure that estates and guardianships are administered in accordance with the law and to 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, 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 2002

Received, processed and adjudicated civil filings during 2002. Continued the imaging project for estates and marriage licenses.

Designed procedure manuals at the "Self Help Center" for Attorneys and individuals to use in filing probate forms using the software program HotDocs.

In April, began using the new accounting system.

MAJOR GOALS FOR 2003

Complete the computer accounting system.

Continue the imaging project.

Prepare for the move to the new court house.

MAJOR BUDGETARY IMPACTS

Previous

None.

2003

There are no major changes to the budget for the year 2003.

Future

No significant budgetary impact is anticipated.

PROBATE COURT

ACTIVITY MEASURES				
	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
Wills probated, petitions filed, administrations & guardianships	8,665	16,401	16,085	16,130
Emergency hospitalization orders	185	196	211	215
Retardation hearings	3	3	6	6
Marriage licenses	4,359	4,449	4,223	4,275
Marriage license certified copies	10,609	10,474	9,688	9,740
Annual returns audited	1,297	1,337	1,372	1,400
First time pistol licenses	1,248	1,473	1,303	1,350
Renewal pistol licenses	1,756	1,319	1,094	1,150
Commitment Hearings	369	306	287	305
Continued habitation	2	9	7	7
Writs of Habeas Corpus	3	5	4	5

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Probate Court	\$1,327,065	\$1,374,972	\$1,477,846	\$1,477,846
TOTAL	\$1,327,065	\$1,374,972	\$1,477,846	\$1,477,846

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Personal Services	\$1,181,753	\$1,260,084	\$1,299,406	\$1,299,406
Supplies	24,902	25,211	36,000	36,000
Operating Services and Charges	77,549	69,463	100,440	100,440
Maintenance and Repair	14,391	13,015	22,000	22,000
Equipment	28,470	7,199	20,000	20,000
TOTAL	\$1,327,065	\$1,374,972	\$1,477,846	\$1,477,846

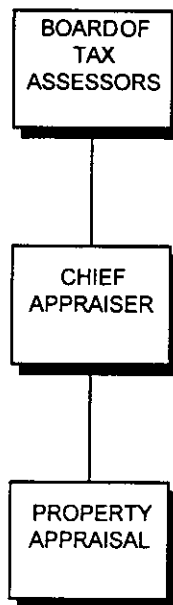
FUNDING SOURCES			
	2001	2002	2003 Budget
General Fund	\$1,327,065	\$1,374,972	\$1,477,846

PROBATE COURT**AUTHORIZED POSITIONS BY COST CENTER**

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

COST CENTER/ POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Probate Court				
Judge of Probate Court	\$122,240	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	12	12
Probate Tech., Senior	19	3	3	3
TOTAL		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 2002

Reassessment notices were mailed on April 13, 2002. Property Tax returns were reviewed and the Tax Digest valuations released to the Tax Commissioner before the Georgia Code mandated date of June 1, 2002.

MAJOR GOALS FOR 2003

- To complete the yearly reassessment by mid April.
- To complete the review of the property tax returns by June 1, 2003.
- To gain approval of the prior year Digest from the Georgia Department of Revenue.

PROPERTY APPRAISAL & ASSESSMENT

MAJOR BUDGETARY IMPACTS

Previous

No previous budgetary impact.

2003

Complete yearly reassessments for 2003.

Future

No considerations of future budgetary impact are anticipated.

Approve 2003 Digest from the Georgia Department of Revenue.

ACTIVITY MEASURES				
	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
Taxable Real Estate Parcels	194,246	199,196	204,373	209,425
Exempt Real Estate Parcels	4,612	4,675	4,714	4,700
Public Utility Parcels	320	317	318	315
Taxable Personal Property	18,755	19,009	19,191	18,500
Taxable Personal Prop. Freeport Accts.	626	599	572	600
Exempt Personal Property Accounts	1,405	1,233	1,250	1,250
Real Estate Tax Returns Processed	3,800	4,500	1,550	1,500
Building Permits Processed	4,200	4,900	5,000	5,000
New Real Estate Parcels	4,730	4,950	4,950	4,000
Assessment Changes Mailed	92,567	103,500	87,992	150,000
Appeals Received	6,369	5,342	4,210	4,100
Appeals to Board of Equalization	2,642	2,020	1,864	2,050
Board of Equalization Hearings	350	300	300	300
Appeals to Superior Court	60	74	56	60
Total Real & Personal Property Digest (IN 000's)	\$15,369,453	\$17,050,602	\$18,394,661	\$19,750,000
Total Public Utility Digest (IN 000's)	\$418,634	\$415,715	\$425,268	\$440,000

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2001	Actual 2002	CEO's Recommended 2003	Approved Budget 2003
Property Appraisal and Assessment	\$4,965,838	\$4,421,718	\$4,592,154	\$4,592,154
TOTAL	\$4,965,838	\$4,421,718	\$4,592,154	\$4,592,154

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	Recommended Budget	Budget 2003
Personal Services	\$3,796,230	\$3,841,025	\$3,994,154	\$3,994,154
Supplies	51,286	47,651	52,000	52,000
Operating Services and Charges	1,103,477	495,246	520,500	520,500
Maintenance and Repair	7,554	22,750	20,000	20,000
Equipment	7,291	15,046	5,500	5,500
TOTAL	\$4,965,838	\$4,421,718	\$4,592,154	\$4,592,154

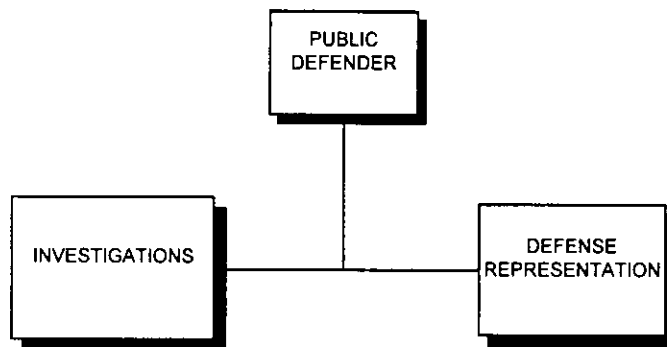
PROPERTY APPRAISAL & ASSESSMENT

FUNDING SOURCES			
	2001	2002	2003 Budget
General Fund	\$4,965,838	\$4,421,718	\$4,592,154

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

Cost Center	Salary Range	2001	2002	2003
Property Appraisal & Assessment				
Chief Appraiser	35	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 Positions		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 41 attorneys covering the ten divisions of Superior Court, the six 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 2002

Mental Health division was established and began working in Drug Court.

MAJOR ACCOMPLISHMENTS FOR 2003

Improve level of service to mentally ill and mentally challenged.
Continue to aggressively seek to reduce the jail populations.

MAJOR BUDGETARY IMPACTS

Previous

One Grant Attorney position was added on August 8, 2000.
Three Attorneys and One Investigator were also added in 2002.

2003

One Attorney position was added to handle cases in Recorders Court. Alabama v Shelton was decided on May 20, 2002. This law states that a person can not be jailed for any reason and for any charge unless he/she is offered an Attorney if indigent.

Future

Become more specialized with mental health and appeal cases.
Become involved in Recorders Court cases.

PUBLIC DEFENDER

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER					
		Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Public Defender		\$4,435,489	\$4,777,373	\$5,085,991	\$5,085,991
	TOTAL	\$4,435,489	\$4,777,373	\$5,085,991	\$5,085,991

ACTIVITY MEASURES				
	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
All Cases	11,476	12,587	11,913	12,540
Felony	3,680	4,456	3,918	4,100
Appeals	62	63	34	40
Juvenile Court Cases	2,677	3,022	2,799	3,000
Probation Violations	3,231	3,151	3,259	3,300
Misdemeanors	1,826	1,895	1,903	2,100

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Personal Services	\$4,071,986	\$4,356,940	\$4,651,937	\$4,651,937
Supplies	18,139	19,922	22,000	22,000
Operating Services and Charges	266,579	318,023	316,000	316,000
Maintenance and Repair	6,806	9,834	9,000	9,000
Interdepartmental / Interfund Services	70,265	66,093	84,554	84,554
Equipment	1,714	6,561	2,500	2,500
	TOTAL	\$4,435,489	\$4,777,373	\$5,085,991

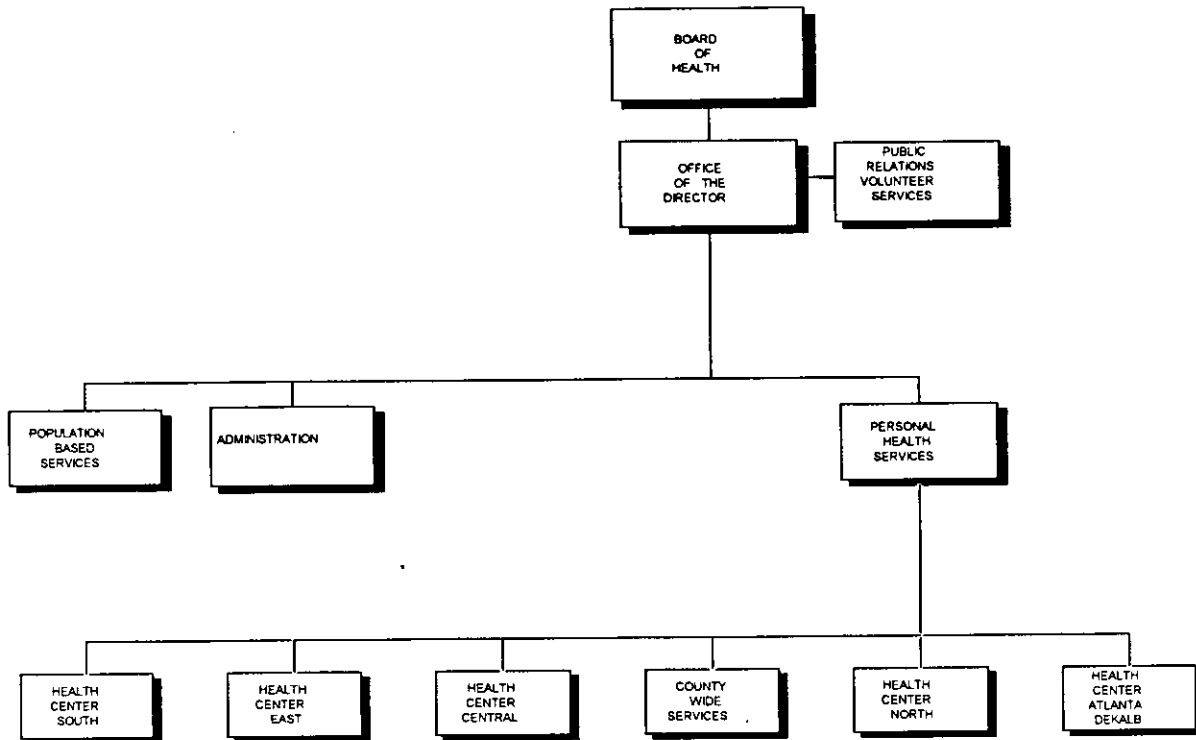
FUNDING SOURCES			
	2001	2002	2003 Budget
General Fund	\$4,435,489	\$4,777,373	\$5,085,991

PUBLIC DEFENDER**AUTHORIZED POSITIONS BY COST CENTER**

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

Cost Center	Salary Range	NUMBER OF POSITIONS		
		2001	2002	2003
Public Defender	\$133,603	1	1	1
Chief Asst. Public Defender	35	1	1	1
Attorney IV	33	3	3	3
Attorney III	31	24	24	25
Attorney II	30	8	11	11
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	2	2
Senior Office Asst.	19	2	2	2
Total Positions		57	61	62

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 five 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 Center 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.

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.

PUBLIC HEALTH

MAJOR ACCOMPLISHMENTS IN 2002

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.

Sustained prevention of an outbreak of human cases of West Nile Virus through mosquito trapping testing efforts and to identify priority areas for enhanced mosquito control and community education activities.

213 restaurant operators completed training and obtained the food manager certification.

Developed and facilitated the implementation of a "mock" small pox vaccination clinic at a three day interagency disaster training exercise.

Collaborated with DeKalb County Law Enforcement to develop suspicious package procedures and protocols.

MAJOR GOALS FOR 2003

To increase access to comprehensive primary care services with emphasis on chronic and communicable diseases.

Increase immunization rate for children two years old by 2%.

To increase the number of Family Planning visits in health center by 10%.

To improve access, remove barriers, locate pregnant women/teens and provide early prenatal care.

To continue quality improvement to ensure that a competent workforce delivers effective services to individuals and families at convenient locations throughout DeKalb County.

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 collaborate with DeKalb Fire and Rescue's Hazardous Materials Response Team and train Board of Health staff in hazardous material response.

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.

MAJOR BUDGETARY IMPACTS

Previous

The passage of a Bond Referendum in 1992 has provided funding for the purchase, construction, or renovation of several facilities including:

- the purchases of the Clifton Springs and Fox Recovery facilities in 1993,
- the purchase of the Richardson Building in 1994,
- the construction of the East DeKalb Health Center, which opened in 1997,
- the construction of the North DeKalb Comprehensive Mental Health Center, which opened in 1999,
- the renovation of the T.O. Vinson Health Facility in 1999,
- the construction of the DeKalb Atlanta Human Services Center in 1999.

In 1998, funding, in the amount of \$138,114, was approved to implement the County's New Drug and Alcohol Policy. These funds provided for 5 state positions, supplies, training, and equipment to operate this program. Also, funding for 1 state position to improve patient care and follow-up in the Tuberculosis Treatment Program was approved. One position, a Employee Health Clinic Lead Nurse, was reevaluated to a Nurse Supervisor position.

As part of the across-the-board reduction, the 1999 budget was reduced by \$21,455.

PUBLIC HEALTH

MAJOR BUDGETARY IMPACTS

Previous (continued)

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.

2003

The 2003 Budget includes funding in the amount of \$70,000 to continue the mosquito control and public education efforts supporting the West Nile Virus / Mosquito Control Program.

The Board of Health's 2003 Budget of \$33,179,632 consists of \$491,600 in federal grant-in-aid funds, \$15,131,215 in state grant-in-aid funds, \$5,934,361 in county funds, and \$11,622,456 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 2000	Actual 2001	Actual 2002	Estimated 2003
Total Patient Encounters	213,221	229,231	234,565	257,040
Clinic Dental Visits	4,446	5,116	6,340	7,117
STD/HIV Services, Patients Served	5,704	4,957	6,220	6,842
Immunizations, Patients Served	45,259	51,000	56,677	62,986
WIC Average Monthly Caseload	18,400	18,800	19,283	19,778
Family Planning, Patients Served	6,046	6,400	6,195	6,400
Food Service Program	9,642	13,716	13,946	14,204
On-site Sewage Disposal	6,495	6,792	6,949	7,203
Rodent Control Baiting	4,542	5,392	5,896	6,304
Swimming Pool Activities	6,810	9,429	10,406	10,726
Radon Testing	2,285	2,597	1,728	1,976
West Nile Virus, Number of Contacts	N/A	6,033	9,656	10,003

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Personal Services				
County Funded Positions	\$171,491	\$170,457	\$172,453	\$172,453
Aid To Other Agencies	4,746,624	4,907,146	5,099,825	5,099,825
Maintenance and Repair	(936)	27,505	32,250	32,250
TOTAL	\$4,917,179	\$5,105,108	\$5,304,528	\$5,304,528

PUBLIC HEALTH**FUNDING SOURCES**

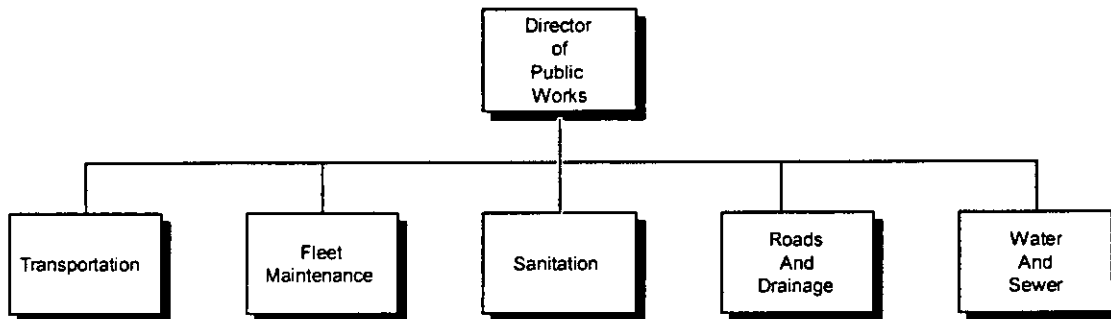
	2001	2002	2003 Budget
General Fund	\$4,917,179	\$5,105,108	\$5,304,528

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
County Contribution				
Nurse Manager	29	0	0	1
Nurse Supervisor	28	0	1	0
Employee Health Clinic Lead Nurse	26	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 coordinate the activities of the five divisions of the Public Works Department with other county departments, other government agencies, elected officials, the Georgia DOT, EPD, EPA and FHWA.

To provide the citizens of DeKalb county with the highest quality Public Works services at the lowest possible cost and in a timely manner.

MAJOR ACCOMPLISHMENTS IN 2002

Continued to oversee the development and construction of projects contained in the County's Transportation Improvement Program which now totals over \$250 million.

Continued to oversee the development of the Seminole Landfill and preparations of a major modification to the operating permit for the landfill.

Continued construction of the Scott Candler Filter Plant Raw Water Reservoirs and began construction of the new Scott Candler Water Filter Plant.

Continued construction of improvements at the Snapfinger Creek and Pole Bridge Creek Waste Water Treatment Plants.

Completed the feasibility Study and began implementation of the Storm Water Utility Fee which will become effective in FY 2003.

MAJOR GOALS FOR 2003

1. Continue work on the design and construction of HOST Program and Infrastructure projects, water system improvements and Seminole Landfill improvements.
2. Complete implementation of the Storm Water Utility Fee and proceed with design and construction of drainage improvements.
3. Evaluate department operations and implement organizational and operational improvements.

MAJOR BUDGETARY IMPACTS

Previous

In 2001 Development was moved to a Special Revenue Fund and is no longer under the authority of this department. Economic Development became a separate department and is part of the General Fund.

PUBLIC WORKS - DIRECTOR'S OFFICE

MAJOR BUDGETARY IMPACTS (continued)

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.

2003

\$285,584 was approved for basic operating expenses. No program modifications were requested.

Future

No changes of significant budgetary impact are anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2001	Actual 2002	CEO'S Recommended 2003	Approved Budget 2003
Public Works/Director	\$402,649	\$323,785	\$285,584	\$285,584
TOTAL	\$402,649	\$323,785	\$285,584	\$285,584

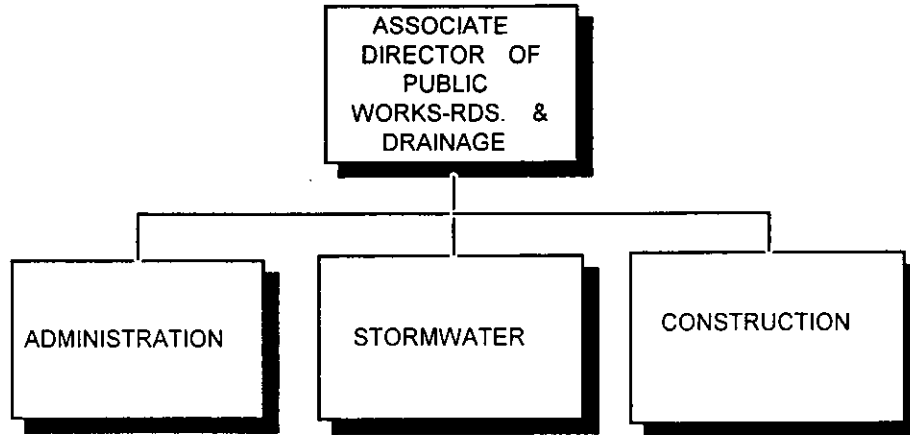
SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2001	Actual 2002	CEO'S Recommended Budget	Approved Budget 2003
Personal Services	\$392,590	\$315,488	\$273,234	\$273,234
Supplies	1,772	1,182	1,400	1,400
Operating Services & Charges	6,296	7,115	8,650	8,650
Maintenance & Repair	1,891	0	2,300	2,300
Equipment	100	0	0	0
TOTAL	\$402,649	\$323,785	\$285,584	\$285,584

FUNDING SOURCES			
	2001	2002	2003
General Fund	\$402,649	\$323,785	\$285,584

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

COST CENTER/POSITION	SALARY RANGE	2001	2002	2003
Public Works - Director's Office				
Director of Public Works	38	1	1	1
Assistant Director of Public Works	37	1	1	1
Department Information Systems Mgr	31	1	0	0
Executive Secretary	23	1	1	1
TOTAL POSITIONS		4	3	3

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.

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.

MAJOR ACCOMPLISHMENTS FOR 2002

The Division successfully managed and directly supported resurfacing of over 40 miles of County roads under the DOT LARP program, along with the actual resurfacing of 26 miles of roads using County forces and resources. This Division initiated design/engineering on major roadway upgrade and streetscape projects and intersection improvement projects. Completion of the acquisition of three homes under the flood plain buyout program along with acquiring over 123 acres of land for the County Seminole Landfill and numerous individual parcels in support of a major Water and Sewer Division project. Five new signal locations were added at critical intersections and fifteen of the more than 800 signal and school flashers were upgraded in 2002. The Division successfully underwent an extensive financial audit of appropriations and expenditures under the HOST Program, and the Traffic Calming program was expanded in 2002.

MAJOR GOALS FOR 2003

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 sections : Roads and Drainage will focus on Construction projects, the Drainage section will support infrastructure and drainage projects. Administration will control and manage all operations of this Division, and Stormwater on stormwater and infrastructure needs. Also, in 2002 119 positions in Roads and Drainage were transferred to the Public Works-Transportation, Division. One GIS Specialist was transferred to the GIS Department in 2002.

PUBLIC WORKS- ROADS AND DRAINAGE

MAJOR BUDGETARY IMPACTS (continued)

2003

Infrastructure improvements will be the focus as well as implementing a Stormwater Utility fee. The Stormwater utility fee was adopted in 2003.

Future

Full Implementation of the Stormwater utility fee and Drainage issues will be the future concern of Roads and Drainage.

PERFORMANCE INDICATORS

	TARGET	2001	2002
% OF STORMWATER DRAINAGE INDICATORS ACCOMPLISHED WITHIN PRESCRIBED TIME FRAME	75%	75%	80%
% OF ROADS PAVED/REPAVED/ REPAIRED VS ROADS & DRAINAGE STANDARD TARGET	75%	90%	100%
% OF MAJOR PROJECTS (\$25,000) COMPLETED ON TIME	75%	95%	100%
% OF MAJOR PROJECTS (\$25,000) COMPLETED UNDER BUDGET	100%	N/A	86%

ACTIVITY MEASURES

	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
Citizen Drainage Projects (linear feet)	3,010	2,800	1,540	3,000
Citizen Drainage Projects (Tons)	3,031	3,007	2,351	5,000
Retention Ponds Cleaned	69	95	105	200
Maintenance Complaints Received	8,073	8,245	8,719	9,555
Roads Resurfaced (miles by County)	26	25	30	30
Patching (Tons) County	21,616	31,783	56,000	58,000
Drainage Structures Built/Repaired	780	976	1,150	1,250
Pipe Installed or Replaced (Lin. Ft.)	9,850	8,244	8,605	12,000

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Administration	\$1,329,258	\$1,133,825	\$547,338	\$547,338
Stormwater	7,671,785	7,684,876	238,846	238,846
Construction/Maintenance	16,352,935	11,985,066	20,356,704	20,356,704
TOTAL	\$25,353,978	\$20,803,767	\$21,142,888	\$21,142,888

PUBLIC WORKS- ROADS AND DRAINAGE

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Personal Services	\$16,567,607	\$10,767,836	\$10,924,954	\$10,924,954
Supplies	476,651	305,800	354,300	354,300
Operating Services and Charges	1,349,419	602,366	346,516	346,516
Maintenance and Repair	3,522,754	7,072,227	5,732,200	5,732,200
Interfund Credits	(153,957)	(76,511)	0	0
Interdepartmental / Interfund Services	3,532,305	3,400,049	3,595,567	3,595,567
Equipment	59,199	12,000	189,351	189,351
TOTAL	\$25,353,978	\$22,083,767	\$21,142,888	\$21,142,888

FUNDING SOURCES

	2001	2002	2003 Budget
Special Tax District - Designated Services	\$25,353,978	\$22,083,767	\$21,142,888

AUTHORIZED POSITIONS BY FUNCTION

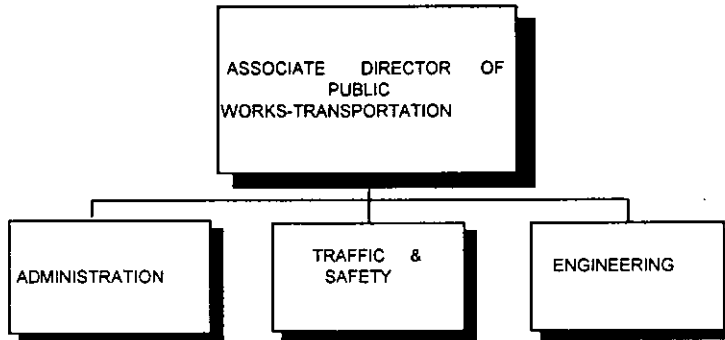
See Salary Schedule, Appendix A, for explanation of salary ranges)

COSTCENTER/POSITION	SALARY	NUMBER OF POSITIONS		
	RANGE	2001	2002	2003
Administration				
Associate Director R & D	37	1	1	1
Asst. Director R & D	35	1	1	1
Flood Mgmt. Coord.	29	1	1	1
GIS Specialist	24	1	0	0
Executive Secretary	22	1	1	1
Sub total		5	4	4
Stormwater				
Stormwater Engineering Supv.	29	1	1	1
Pollution Control Coord.	25	1	1	1
Engineering Tech.	23	1	1	1
Sub total		3	3	3

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		
		2001	2002	2003
Maintenance				
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	114	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	79	69	69
Crew Worker	14	80	25	25
Sub total		355	236	236
Total Positions		363	243	243

PUBLIC WORKS - TRANSPORTATION



CRITICAL MISSION STATEMENTS AND SUCCESS FACTORS

- A. To provide general guidance for all County surface transportation systems exclusive of rail, from the initial design of roads to the movement of traffic.
- B. To manage all design, survey developments.
- C. To increase safety, and expedite the movement of traffic through a comprehensive traffic control program.

PROGRAM DESCRIPTION

Public Works, Transportation Division of the Public Works Department is responsible for all facets of the County surface transportation system, from the initial design of roads to the movement of traffic.

MAJOR ACCOMPLISHMENTS FOR 2002

The Transportation Division of Public Works is a division within Public Works. It was formed by combining Engineering, Traffic Engineering and Administrative Services from Roads and Drainage, Public Works. This Division is responsible for Capital Project management of HOST Transportation projects, Georgia DOT projects, Traffic Engineering and Traffic Calming to ensure quality work and safety to the traveling public. This organization works closely with the Georgia Department of Transportation and local Federal and State governmental agencies.

MAJOR GOALS FOR 2003

Continue to seek State and Federal funding for all transportation improvements within DeKalb County.

MAJOR BUDGETARY IMPACTS

Previous

One Deputy Director was approved in the 2002 Budget.

2003

Five new positions were added: Four Engineers and one Executive Secretary.

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.

PUBLIC WORKS - TRANSPORTATION

PERFORMANCE INDICATORS

	TARGET	2001	2002
% OF TRAFFIC ENGINEERING COMPLAINTS WITHIN 24 HOURS	75%	100%	100%
% OF MAJOR PROJECTS(\$25,000) COMPLETED ON TIME	75%	90%	90%
% OF MAJOR PROJECTS(\$25,000) COMPLETED UNDER BUDGET	75%	95%	90%

ACTIVITY MEASURES

	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
Road Design Projects Completed	6	6	6	5
Construction Projects Managed	188	291	291	210
Acquisitions	150	390	390	250
Land Acquisitions Condemnations	6	0	0	5
Traffic Counts	240	400	400	400

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Administration	\$699,978	\$699,978	\$707,282	\$707,282
Engineering	1,920,743	2,067,683	2,349,579	2,349,579
Traffic	5,217,025	5,229,025	5,424,868	5,424,868
TOTAL	\$7,837,746	\$7,996,686	\$8,481,729	\$8,481,729

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Personal Services	\$5,455,010	\$5,886,064	\$6,271,191	\$6,271,191
Supplies	116,550	102,438	125,450	125,450
Operating Services and Charges	1,266,382	871,316	1,386,370	1,386,370
Maintenance and Repair	372,100	357,240	357,500	357,500
Interfund Credits	0	0	0	0
Interdepartmental / Interfund Services	600,804	779,625	713,727	713,727
Equipment	26,900	3	76,857	76,857
TOTAL	\$7,837,746	\$7,996,686	\$8,931,095	\$8,931,095

FUNDING SOURCES

	2001	2002	2003 Budget
Special Tax District - Unincorporated	\$7,837,746	\$7,996,686	\$8,931,095

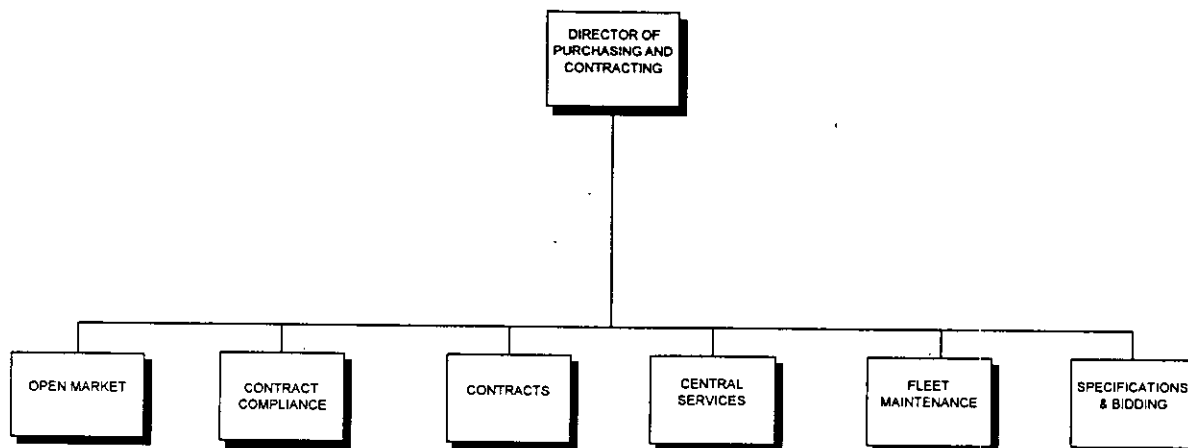
PUBLIC WORKS - TRANSPORTATION

AUTHORIZED POSITIONS BY FUNCTION

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

COST CENTER/POSITION	Salary Range	NUMBER OF POSITIONS		
		2001	2002	2003
Administration				
Associate Director R & D	37	1	1	1
Asst. Director R & D	35	1	1	1
GIS Specialist	24	1	1	1
Executive Secretary	22	1	1	1
Sub total		4	4	4
Engineering				
Deputy Director R & D Engineering	34	1	1	1
Sr. Engineer	29	1	1	1
Engineer	28	1	1	1
Multi Use Trans. Coord.	26	1	1	1
Utilities Coord.	25	1	1	1
Administrative Clerk	21	1	1	1
Sub total		6	6	6

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 provide pickup and delivery of repair parts and outside vehicle repair for Fleet Maintenance.
- D. To operate the supply stockroom, the mail processing and the mail courier services for all departments.
- E. To improve purchasing and contracting procedures through the use of technology.

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, charge orders, leases; mail processing and courier service; office supply inventory and service; and automotive repair parts purchasing and pick up.

PERFORMANCE INDICATORS	TARGET	2001	2002
% OF OPEN MARKET PURCHASE REQUISITIONS PROCESSED WITHIN 18 DAYS	75%	68%	70%
% OF ITEMS ADVERTISED FOR BID WITHIN 2 WEEKS	75%	73%	74%
% OF CONTRACTS PROCESSED FOR REVIEW WITHIN 4 WEEKS OF RECEIPT	70%	65%	66%
% OF MAIL PROCESSED SAME DAY OF RECEIPT	85%	87%	88%
% OF VEHICLE REPAIR PARTS PICKED UP FOR DELIVERY TO FLEET MAINTENANCE WITHIN 2 DAYS	90%	89%	90%
% OF ANNUAL CONTRACTS PROCESSED PRIOR TO EXPIRATION	75%	74%	75%
% OF CHANGE ORDERS PROCESSED WITHIN 5 DAYS	70%	69%	69%
% OF 2 PARTY CONTRACTS EXECUTED WITHIN 30 DAYS AFTER AWARDED	80%	75%	76%

PURCHASING AND CONTRACTING

ACTIVITY MEASURES				
	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
General Purchasing				
Invitations to Bid Processed	359	361	310	320
Requisitions Processed	2,245	2,259	2,291	2,310
Purchase Orders Issued	2,250	2,232	2,259	2,280
Commodity/Service Contracts Awarded	605	610	615	625
New Bidders Qualified	600	605	611	625
Request for Proposals Issued	27	28	25	30
Bid Addenda Issued	187	160	155	165
Contracts				
Construction bid package approved	32	29	19	30
Action on change orders	135	137	136	140
Action on contracts	290	315	319	330
Action on notice of award	89	90	84	90
RFP'S reviewed	31	32	32	35
Plats reviewed	115	111	112	115
Central /Service Mail room				
Pieces of mail handled	2,511,480	2,490,300	2,333,350	2,350,000
\$ savings, presort	\$42,020	\$42,340	\$44,780	48,000
Number supply items available	631	635	628	650
Central /Service Copy Service				
No. of Copies	1,251,400	1,275,000	1,254,210	1,260,000
Fleet Maintenance Unit				
Desk Forms Issued	9,718	9,792	9,799	9,850
Part requests/requisitions	19,500	19,628	19,748	19,800
Purchase orders issued	6,020	6,069	6,098	6,150
Stock items maintained	12,325	10,245	10,245	10,500
Parts orders picked up	6,389	6,340	5,204	5,100
Number of invoices processed	21,297	20,002	16,561	17,000
Auction sales total	1,334,013	1,286,266	1,056,520	1,100,000

MAJOR ACCOMPLISHMENTS IN 2002

Completed Purchasing Policies Procedures Manual.
 Completed Request for Information and finalized contract for Financial Management Information.
 Automated Purchasing System (FMIS/APS).
 Finalized authorizations and contract terminology for Purchasing Card program.
 Presented "How to do Business with DeKalb County" seminars.
 Expanded ability of computerized Inventory System.

MAJOR GOALS FOR 2003

Implement Purchasing Card pilot program.
 Expand use of contracts database.
 Complete Phase II of all inclusive Contract shop.
 Continue implementation of Tracking and Reporting System.

PURCHASING AND CONTRACTING

MAJOR BUDGETARY IMPACTS

Previous

One Assistant County Attorney transferred from the Law Department in 2002.

2003

One Senior Consultant was added to implement the automatic procurement system. Funding for this position is coming from the CIP.

Eight positions were transferred from Contract Compliance to Purchasing in 2002.

Future

No significant changes for the future.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
General	\$1,058,647	\$1,204,080	\$1,193,022	\$1,193,022
Fleet Maintenance*	417,914	447,972	461,998	461,998
Central Services	354,969	383,544	385,934	385,934
Contracts	525,858	723,239	900,517	900,517
Contract Compliance	0	0	348,055	348,055
TOTAL	\$2,357,388	\$2,758,835	\$3,289,526	\$3,289,526

* 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.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Personal Services	\$2,121,387	\$2,387,865	\$2,969,574	\$2,969,574
Supplies	41,938	125,944	91,680	91,680
Operating Services and Charges	132,973	152,391	172,260	172,260
Maintenance and Repair	11,655	25,071	18,400	18,400
Interdepartmental / Interfund Services	31,022	27,879	16,692	16,692
Equipment	18,413	39,685	20,920	20,920
TOTAL	\$2,357,388	\$2,758,835	\$3,289,526	\$3,289,526

FUNDING SOURCES

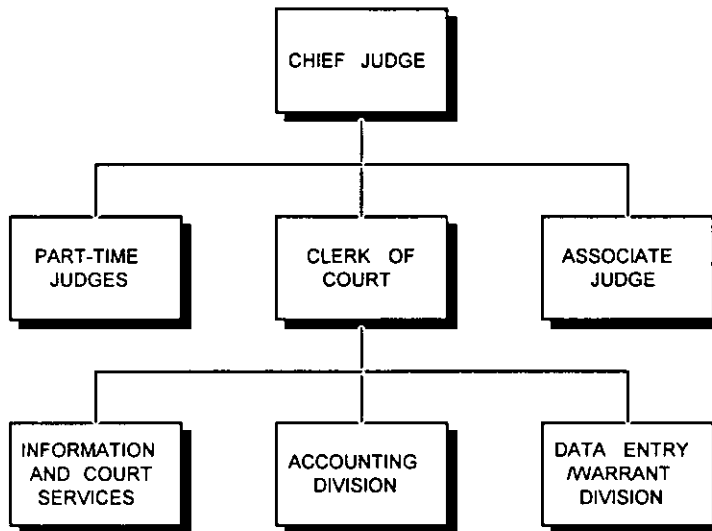
	2001	2002	2003 Budget
General Fund	\$1,939,474	\$2,310,863	\$2,827,528
Fleet Maintenance	417,914	447,972	461,998
TOTAL	\$2,357,388	\$2,758,835	\$3,289,526

PURCHASING AND CONTRACTING

AUTHORIZED POSITIONS BY COST CENTER

COST CENTER/POSITIONS	Salary Range	NUMBER OF POSITIONS		
		2001	2002	2003
General				
Director/Purchasing and Contracting	36	1	1	1
Asst. Director Purchasing & Contr.	34	1	1	1
Specification Manager	28	1	1	1
Purchasing Agent	28	1	1	1
Admin. Operations Mgr.	28	1	1	1
Principal Buyer	25	1	1	1
Senior Buyer	24	3	3	3
Admin. Assistant	23	1	1	1
Executive Secretary	23	1	1	1
Specification Specialist	25	1	1	1
Office Assistant, Sr.	19	6	6	6
Sub total		18	18	18
Central Services				
Central Supply Mgr.	26	1	1	1
Admin. Assistant	23	1	1	1
Central Supply Tech.	18	5	5	5
Sub total		7	7	7
Contracts				
Assistant County Attorney	33	0	1	1
Contracts Manager	29	1	1	1
Contract Officer	26	1	1	1
Contract Technician	23	10	10	10
Admin. Clerk.	21	1	1	1
Principal Secretary	21	1	1	1
Specification Specialist	25	1	1	1
Data Entry Operator	18	2	2	2
Sub total		17	18	18
Contract Compliance				
Director of Contract Compliance	31	0	0	1
Contract Compliance, Senior	26	0	0	3
Contract Compliance Officer	19	0	0	1
Contract Compliance Assistant	21	0	0	2
Principal Secretary	19	0	0	1
		0	0	8
Fleet Maintenance				
Purchasing Agent	28	1	1	1
Principal Buyer	25	1	1	1
Senior Buyer	24	3	3	3
Principal Secretary	21	1	1	1
Office Assistant, Sr.	19	1	1	1
Fleet Maint. Transport Clerk	18	2	2	2
		9	9	9
Total Positions		51	52	60

RECORDERS COURT



MISSION STATEMENT

To provide proficient and quality service to the public while processing court cases in an ethical and timely manner, and educating the public on the court's role with informative material made accessible through a variety of information channels.

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 FOR 2002

Initiated a new program to begin in-house collection of outstanding citations.
Implemented a new collection process on outstanding parking citations.
Reduced jail expenses by creating two pre-trial jail calendars for petty offenders.

MAJOR GOALS FOR 2003

Improve Customer Service.
Distribute public information through DeKalb Government access channels and the internet.
Implementation of a Probation Department.
Develop a program to provide attorneys for indigent defendants.
Improve in-house collection process.
Complete implementation of a new Court Management System.

MAJOR BUDGETARY IMPACTS

Previous

In 1999 five positions were added to the Sheriff's budget to provide full-time security for the court. \$15,188 was reduced from the department's budget in 1999 as part of an across the board reduction. An additional Judge was added in 2001.

RECORDERS COURT

MAJOR BUDGETARY IMPACTS (continued)

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.

2003

One Data Entry Supervisor and one Records Technician position are being funded at 8 months for a total of \$49,248. These positions are 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.

Future

No significant future impacts.

ACTIVITY MEASURES				
	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
Citations Processed	131,684	150,574	157,001	177,500
Traffic Cases	101,821	133,030	137,687	165,200
Other Violations	33,940	17,544	19,314	23,200
Fines Collected	96,609	98,983	101,220	111,300
Revenue Produced	\$14,273,664	\$11,907,759	\$15,277,236	\$16,800,000
Court Sessions	1,293	1,242	1,341	1,500
Warrants Issued	15,363	11,781	12,610	13,900

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Personal Services	\$1,882,027	\$1,904,580	\$2,131,330	\$2,131,330
Supplies	30,443	25,356	28,000	28,000
Operating Services and Charges	179,969	141,404	163,600	163,600
Maintenance and Repair	11,399	9,105	16,000	16,000
Interdepartmental / Interfund Services	403,272	416,900	404,532	404,532
Equipment	60,765	2,409	9,000	9,000
TOTAL	\$2,567,875	\$2,499,754	\$2,752,462	\$2,752,462

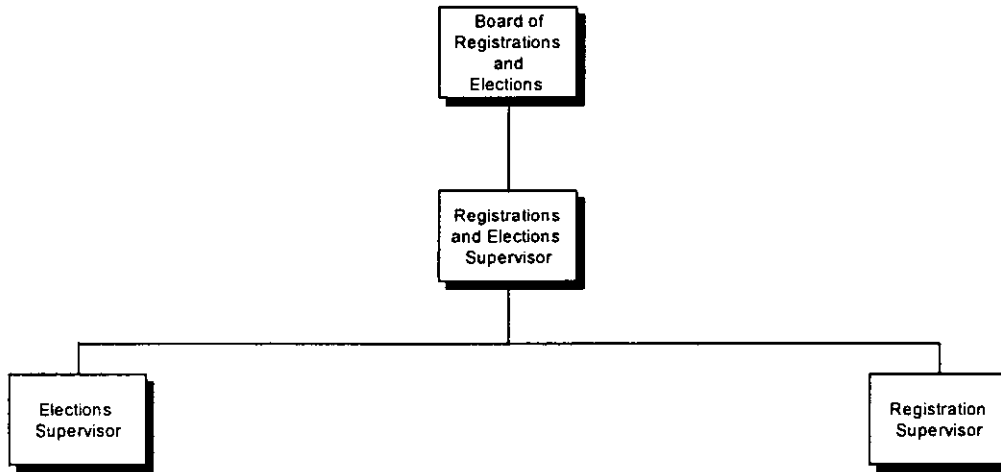
FUNDING SOURCES			
	2001	2002	2003 Budget
Special Tax District -Unincorporated	\$2,567,875	\$2,499,754	\$2,752,462

RECORDERS COURT**AUTHORIZED POSITIONS BY COST CENTER**

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

Cost Center	Salary Range	2001	2002	2003
Recorders Court				
Chief Judge	35	1	1	1
Associate Judge	33	3	3	3
Judge, Part-time	33	3 PT*	3 PT*	3 PT*
Recorders Ct., Clerk	29	1	1	1
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	0	0	1
Recorders Ct., Tribunal Tech., Sr.	19	3	4	4
Recorders Ct., Records Tech., Sr.	19	2	2	2
Accounting Tech., Sr.	19	2	2	2
Office Assistant, Sr.	19	1	1	1
Recorders Ct., Tribunal Tech.	18	3	4	4
Recorders Ct., Tech.,	18	27	27	27
Full Time		48	50	51
Part Time *		3 PT	3 PT	3 PT
Total Positions		51	53	54

REGISTRAR AND ELECTIONS



MISSION STATEMENT

The DeKalb County Registration and Elections Office is committed to providing the best service to the public by registering all eligible citizens to vote and assigning voters to respective precincts in accordance with state and federal laws; maintaining accurate registration records; maintaining accurate political district lines and operating absentee polls for federal, state, county and municipal elections. Other duties are performed under the jurisdiction of this office in accordance with the State Election Code.

PROGRAM DESCRIPTION

The Registration Division is responsible for: registration of all eligible voters, changes of name/address and removal for various reasons such as felonies, death, jury summons questionnaires and moving out of the county or state; securing polling locations that are handicapped accessible; consolidation, alterations and division of precincts as outlined in the Georgia Election Code; maintain and update district lines--congressional, senate, house, etc., in accordance with applicable legislation as required by reapportionment; conduct voter registration drives and training.

The Elections Division is responsible for: qualifying non partisan candidates, recruiting, staffing and training poll officials; tabulating ballots on election night and certifying election results; processing and maintaining campaign contribution financial disclosure reports and statements of candidates on the county level for public review; assisting candidates and the public with ordering lists, election results, qualifying requirements, and other election information.

ACTIVITY MEASURES

	Actual 2000	Actual 2001	Actual 2002	Projected 2003
Registered Voters	377,000	392,000	395,000	396,000
New Registered Voters	26,723	22,000	32,242	37,000
Registration Cards Scanned	42,723	32,000	35,000	44,000
Name & Address Change	16,000	10,000	20,026	12,000
Deletions/Transfers	20,000	17,000	20,000	21,000
Total # of Precincts	167	167	184	187
Total # Poll Workers Trained	1,800	80	2700	100

REGISTRAR AND ELECTIONS

MAJOR ACCOMPLISHMENTS IN 2002

Implemented new district lines as required per reapportionment; added 17 new precincts.

Operated absentee poll for special school board and sales use tax, general primary and runoff elections using the punch card system.

The new statewide electronic voting system was implemented for the November General Election.

As of August 31, 35,257 registration cards were processed, including 19,000 new voter registration cards entered and signatures scanned.

In January, 78,796 NCOA Confirmation Notices were mailed (national change of address); 14,710 were returned and processed, 15,259 were returned undeliverable and 48,827 were placed in inactive status per the Secretary of State.

MAJOR GOALS FOR 2003

1. Process new voter registration applications, name/address changes, deletions and reduce errors and the total process time; improve customer service and implement cross training techniques.
2. Continue to train and enhance skills on new statewide voting equipment.
3. Research and analyze reapportionment district lines; create three new precincts.

MAJOR BUDGETARY IMPACTS

In 1998 a scanner was acquired to capture voter history information. The addition of the scanner reduced the time required to process and post voter information history. In 1999 the Registrar and Elections Office moved to Memorial Drive from Decatur. 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.

2002

Ten (10) additional temporary election workers were approved for registration office, absentee and warehouse operations. 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.

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.

Future

This department has the task of training and educating the public about the new voter equipment. The objective is to enhance voter registration customer service and implement cross training techniques.

REGISTRAR AND ELECTIONS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	2001 Actual	2002 Actual	CEO'S Recommended Budget	Approved Budget 2003
Registrar	\$746,979	\$943,030	\$896,863	\$896,863
Elections	138,780	597,701	715,301	715,301
Election Workers	162,015	1,017,963	0	0
TOTAL	\$1,047,774	\$2,558,694	\$1,612,164	\$1,612,164

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	2001 Actual	2002 Actual	CEO'S Recommended Budget	Approved Budget 2003
Personal Services	\$787,716	\$1,975,392	\$720,845	\$720,845
Supplies	44,279	213,866	17,350	17,350
Operating Services & Charges	207,051	317,806	828,981	828,981
Maintenance & Repair	14,626	19,762	8,900	8,900
Equipment	(6,699)	28,988	31,838	31,838
Interdepartmental Services	801	2,880	4,250	4,250
TOTAL	\$1,047,774	\$2,558,694	\$1,612,164	\$1,612,164

Funding Sources

	2001	2002	2003
General Fund	\$1,047,774	\$2,558,694	\$1,612,164

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Registrar				
Election Supervisor	35	1	1	1
Assistant Election Supervisor	28	1	1	1
Executive Secretary	23	1	1	1
Data Entry Supervisor	21	1	1	1
Elections Data Coord.	23	2	2	2
Principal Clerk	19	0	0	0
Data Entry Operator, Sr.	21	1	1	1
Office Assistant, Sr.	19	3	3	3
Supervisor, Data Entry	21	1	1	1
Supply Specialist, Sr.	24	0	0	1
Sub-Total		11	11	12

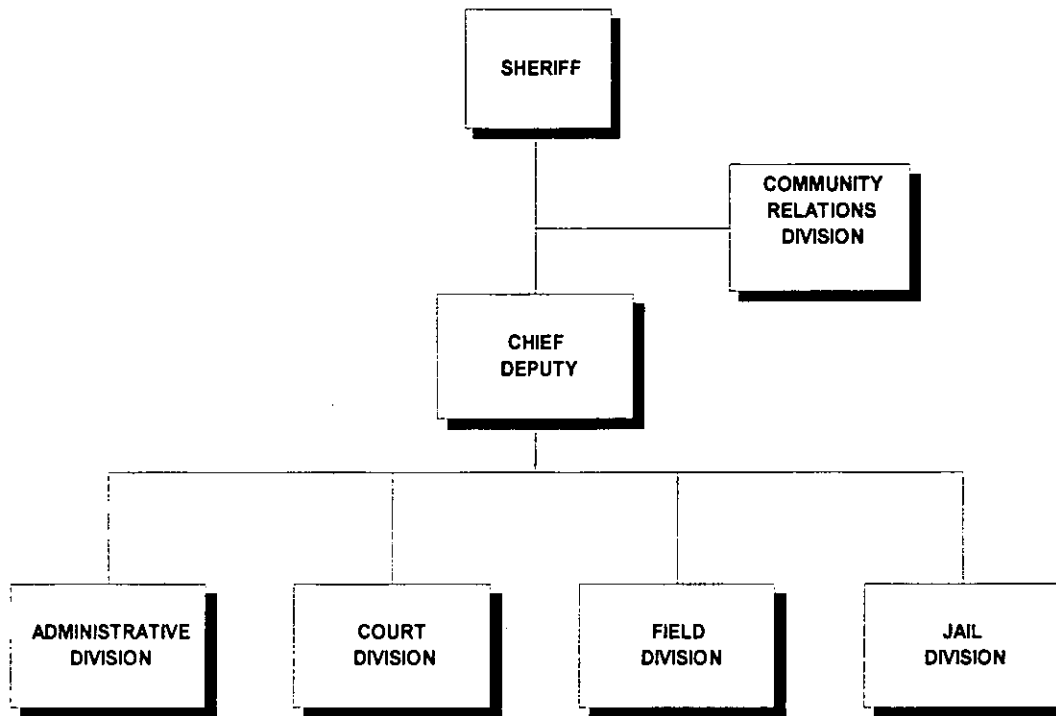
REGISTRAR AND ELECTIONS

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Elections				
Temporary Election Worker	N/A	50T	60T	60T
Sub-Total		50T	60T	60T
Total Full Time		11	11	12
Total Temporary		50T	60T	60T
Total Department		61	71	72

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.

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

SHERIFF

PROGRAM DESCRIPTION (continued)

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 2000	Actual 2001	Actual 2002	Estimated 2003
Criminal				
Citations Served in lieu of Arrests	257	296	165	180
Arrests	9,248	8,825	10,236	10,300
Arrests-Fugitives	547	260	652	625
Committals-Mental Evaluation	1,966	1,893	1,550	1,640
Warrants Processed	19,200	17,892	15,476	16,880
Citations Processed	714	758	700	700
Civil				
Writs Processed	9,042	9,342	8,796	9,100
Fi Fa's Executed	196	531	549	545
Process Served/Executed	6,552	6,769	5,682	6,130
Summons Delivered/ Mailed	5,104	4,061	4,971	5,100
Court				
Felons Secured	8,311	8,058	8,465	8,650
Misdemeanants Secured	5,295	6,180	7,043	7,000
Regular Court Hours	122,237	125,696	123,400	124,250
Overtime Court Hours	2,331	2,118	2,466	2,400
Courthouse Security Contract Hours	21,751	19,896	19,920	21,250
Jail				
Avg. Daily Population	3,139	2,521	2,659	2,700
Inmate Days in Jail	1,148,800	1,045,899	971,931	999,500
Inmates Received	38,670	36,419	36,101	36,250
Inmates Released	37,376	34,873	36,738	35,850

MAJOR ACCOMPLISHMENTS IN 2002

1. Overhauled the policy, practices and management of the jail in pursuit of National Commission on Correctional Health Care Accreditation Award.
2. Created a jail policy and procedure manual to include Immigration and Naturalization Services (INS) standards.
3. Implemented new procedures and training for Sheriff's Office and medical staff to ensure compliance with the Adam's Settlement.

SHERIFF

MAJOR ACCOMPLISHMENTS IN 2002 (Cont.)

4. Implemented management training and development for all executive management.

MAJOR GOALS FOR 2003

1. Prepare a standard training curriculum for all Civilian Personnel, newly hired detention staff and personnel promoted to other divisions within the agency.
2. Maintain a sufficient pool of qualified and diverse applicants to reduce vacant positions at the entry level.
3. Provide all DKSO policies and procedures in an electronic format accessible to all employees.

MAJOR BUDGETARY IMPACTS

Previous

The new jail began receiving prisoners in May 1995, and immediately began experiencing higher than anticipated prisoner populations. As a result, 48 detention positions were added in the 1997 budget, and 47 detention positions were added in the 1998 budget. In 1997, a contract was signed between the Sheriff and the INS for the boarding of detainees. To address workload concerns in other sections of the Sheriff's Department, 6 deputies were added in 1997, and 13 deputies were added in 1998. In 1999, 3 Warrant Technicians were added to insure compliance with GCIC regulations. The 1999 budget was reduced by \$1,637,283 as a result of freezing 49 vacant positions.

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. \$255,816 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.

2003

\$57,397,543 was approved for basic operating expenses. Three Sheriff Deputy positions were approved for the new court house.

Future

The jail is fully staffed in accordance with the original staffing plan. There are 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 apart from the jail. It is anticipated that the Immigration and Naturalization Service (INS) contract to house detainees will be reinstated.

SHERIFF

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2001	Actual 2002	CEO'S	Approved
			Recommended Budget	Budget 2003
Sheriff's Office	\$528,585	\$1,658,243	\$2,300,321	\$2,300,321
Admin. Division	1,846,007	2,080,133	2,162,432	2,162,432
Community Relations	115,314	156,071	143,726	143,726
Field Division	5,506,316	5,683,485	6,422,568	6,422,568
Jail	38,960,188	37,914,075	40,433,755	40,433,755
Inmate Services	3,916	83,616	63,500	63,500
Court	4,080,590	5,249,406	5,871,241	5,871,241
TOTAL	\$51,040,916	\$52,825,029	\$57,397,543	\$57,397,543

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO'S	Approved
			Recommended Budget	Budget 2003
Personal Services	\$34,405,660	\$34,749,523	\$35,929,997	\$35,929,997
Supplies	936,827	936,714	1,364,250	1,364,250
Operating Services & Charges	12,934,816	14,185,398	16,850,127	16,850,127
Maintenance & Repair	1,651,055	1,756,968	1,811,782	1,811,782
Interdepartmental Services	852,116	966,044	1,008,281	1,008,281
Equipment	167,535	149,608	270,730	270,730
Interfund Transfers	92,907	80,774	162,376	162,376
TOTAL	\$51,040,916	\$52,825,029	\$57,397,543	\$57,397,543

FUNDING SOURCES

	2001	2002	2003
General Fund	\$51,040,916	\$52,825,029	\$57,397,543

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITIONS	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Sheriff's Office				
Sheriff	\$108,026	1	1	1
Deputy Sheriff, Chief	34	1	1	1
Sheriff's Chief Administrator	33	1	1	1
Public Information Officer	28	1	1	1
Administrative Assistant	23	1	1	1
Deputy Sheriff, Major	E33	1	1	1
Sub-total		6	6	6

SHERIFF

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITIONS	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Administration				
Director of Labor Relations	34	1	1	1
Sheriff's Budget Manager	29	1	1	1
Accreditation Manager, Sheriff	28	1	1	1
Deputy Sheriff, Lieutenant	29	3	3	3
Sheriff's Special Project Coordinator	14	1	1	1
Information Systems Analyst	26	1	1	0
IS Network Mngr.	31	0	0	1
Deputy Sheriff, Sergeant	E28	1	1	1
User Liaison Coordinator	26	4	4	4
Finance Division Manager	25	1	1	1
Deputy Sheriff, Master	25	1	1	1
Deputy Sheriff, Senior	E24	2	2	2
Audio/Visual Production Specialist	24	1	1	1
Deputy Sheriff, Capt.	E23	0	1	1
Administrative Assistant	23	1	1	0
Secretary, Principal	21	2	2	1
Property Technician	19	1	1	1
Office Assistant, Senior	19	4	4	4
Accounting Technician, Senior	19	1	1	1
Personnel Supervisor	28	1	1	1
Contract Administrator	27	1	1	0
Supply Coordinator	24	1	1	1
Grants Administrator	26	1	1	0
Sub-total		31	32	28
Community Relations				
Deputy Sheriff, Major	E33	1	1	1
Detention Officer III	E24	1	1	1
Detention Technician	19	1	1	1
Sub-total		3	3	3
Field Division				
Deputy Sheriff, Major	E33	1	1	1
Deputy Sheriff, Captain	E31	2	2	2
Deputy Sheriff, Lieutenant	E29	5	5	5
Deputy Sheriff, Sergeant	E28	7	7	7
Civil Process Unit Coordinator	24	1	1	1
Warrant Division Manager	24	1	1	1
Field Training Officer	E26	12	12	12
Deputy Sheriff, Master	E25	21	21	21
Detention Officer III	E24	1	1	1
Deputy Sheriff, Senior	E24	11	11	11

SHERIFF**AUTHORIZED POSITIONS BY COST CENTER**

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

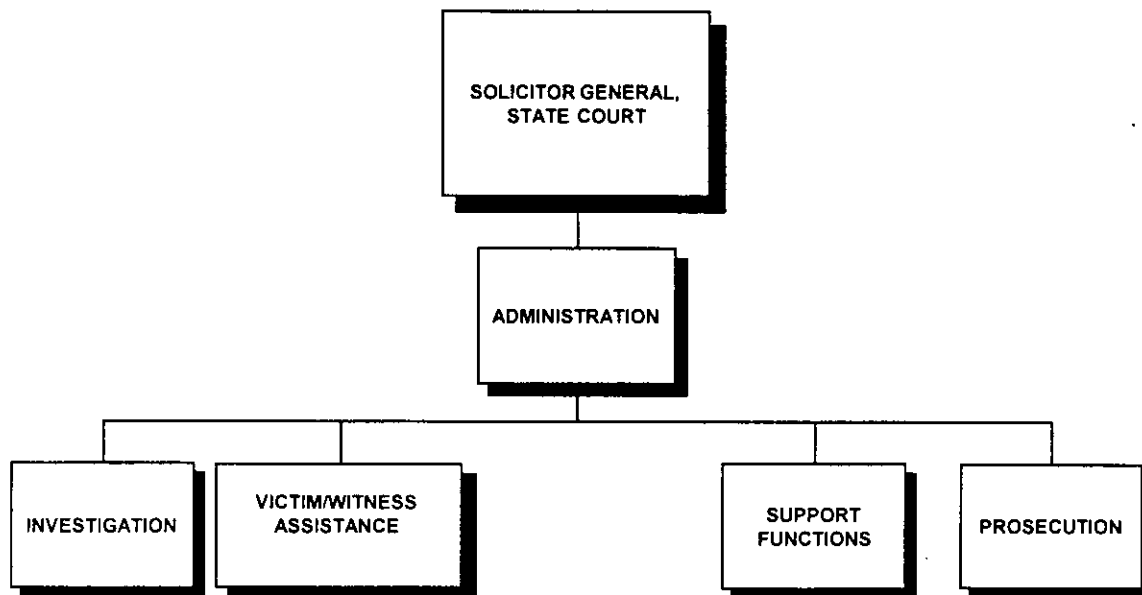
COST CENTER/POSITIONS	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Field Division (Cont.)				
Deputy Sheriff	28	7	7	7
Warrant Supervisor	23	3	3	3
Communications Supervisor	23	1	1	1
Office Assistant, Senior	19	4	4	4
Accounting Technician, Senior	19	2	2	2
Warrant Technician, Senior	N/A	11	0	0
Communications Operator	19	6	6	6
Warrant Technician	19	5	16	16
Sub-total		101	101	101
Jail				
Chief of Jail Operations	34	1	1	1
Deputy Sheriff, Major	E33	2	2	2
Medical Services Coordinator	31	1	1	1
Deputy Sheriff, Captain	E31	9	9	9
Deputy Sheriff, Lieutenant	E29	11	11	11
Deputy Sheriff, Sergeant	E28	1	1	1
Detention Sergeant, Senior	E28	26	26	26
Detention Sergeant	E26	7	7	7
Jail Training Officer	E26	15	15	15
Deputy Sheriff, Master	E25	14	14	14
Detention Officer III	E24	110	110	110
Deputy Sheriff, Senior	E24	21	21	21
Detention Officer II	E23	134	134	134
Detention Recreation Supervisor	N/A	1	0	0
Deputy Sheriff	E23	1	1	1
Detention Officer I	E21	91	91	91
Secretary, Executive	23	1	1	1
Administrative Assistant	23	1	1	0
Data Entry Supervisor	21	1	1	1
Administrative Clerk	21	3	3	3
Office Assistant, Senior	19	30	30	30
Library Specialist, Senior	19	1	1	1
Detention Technician	19	46	50	56
Accounting Technician	18	7	7	7
Office Assistant	19	6	6	6
Chaplain	23	1	1	1
Licensed Practical Nurse	19	0	1	1
Sub-total		542	546	551

SHERIFF**AUTHORIZED POSITIONS BY COST CENTER**

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

COST CENTER/POSITIONS	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Court				
Deputy Sheriff, Major	E33	1	1	1
Deputy Sheriff, Captain	E31	1	1	1
Deputy Sheriff, Lieutenant	E29	1	1	1
Deputy Sheriff, Sergeant	E28	6	6	6
Detention Sergeant, Senior	E28	1	0	0
Field Training Officer	E26	7	10	10
Deputy Sheriff, Master	E25	31	27	27
Deputy Sheriff, Senior	E24	8	9	9
Deputy Sheriff	E23	6	7	10
Office Assistant, Senior	19	3	1	1
Courthouse Security Specialist	19	0	1	0
Office Assistant	18	1	1	1
Sub-total		66	65	67
Dept Total		749	753	756

SOLICITOR GENERAL, STATE COURT



MISSION STATEMENT

To effectively, efficiently and justly prosecute misdemeanor crimes on behalf of the 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.

MAJOR ACCOMPLISHMENTS IN 2002

1. Efficiently processed over 12,000 cases due to full utilization of part-time employees.
2. Obtained additional \$180,000 in Federal grants to leverage costs of critical resources needed for office (bringing two year total to almost \$500,000).
3. Increased effectiveness, efficiency & Community Outreach by maximizing technical resources including introduction of office website, improved databases & statistical analyses, successfully implemented Banner 4.1 upgrade.

MAJOR GOALS FOR 2003

Continue to improve efficiency in prosecution of cases.

The seamless integration of the new State Court Division 7 personnel.

Improve access and understanding of court system to non-English speaking individuals.

MAJOR BUDGETARY IMPACTS

Previous

In 1997, five positions were added for the caseload associated with an additional State Court judgeship, three positions were added and one position transferred from the Grants Fund for Victim Assistance programs. The costs of the Victim Assistance program began being reimbursed from the Victim Assistance Fund. In 1998, an Administrative Supervisor position was added. In 2000, funds were provided for document examination and handwriting analysis in bad check cases due to the cessation of this service by the GBI crime lab. In 2001, an accusatory team of 6 part-time attorneys and 6 part-time investigators was funded for one year to expedite the filing of charging documents in all misdemeanor cases. During 2002, 5 positions were added to support the new State Court judgeship.

SOLICITOR GENERAL, STATE COURT . . .

MAJOR BUDGETARY IMPACTS (continued)

2003

The budget contains full year funding for the positions added in 2002 to support the new State Court judgeship.

Future

No significant budgetary impacts are anticipated in the near future.

ACTIVITY MEASURES				
	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
Domestic Violence cases received	3,393	3,340	3,740	3,800
Victim/Witness cases	1,770	1,654	2,197	2,200
Bad check cases received	428	480	393	400
DUI cases received	1,641	1,654	1,721	1,800
All other cases received	3,255	4,876	3,569	3,800
Total cases received	10,487	12,004	11,620	12,000
Warrants dismissed	1,804	2,344	1,672	1,500
Accusations filed	8,098	8,846	10,093	10,000
Guilty/Nolo pleas	4,690	6,376	10,799	10,000
Cases on Jury calendar	4,230	4,643	4,711	4,900
Cases tried by Jury	167	206	266	275
Probation Revocations	2,175	1,897	2,107	2,100
Jail Cases	3,185	3,926	3,901	3,900
Domestic Violence:				
Non-Arrest Cases Referred	NA	3,711	3,372	3,500
Non-Arrest Cases Reviewed	NA	600	1,300	1,300
Non-Arrest Cases Investigated	NA	310	250	300

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Solicitor	\$2,502,612	\$2,728,166	\$3,149,591	\$3,149,591
Victim/Witness Assistance	389,771	429,807	557,615	557,615
TOTAL	\$2,892,383	\$3,157,973	\$3,707,206	\$3,707,206

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Personal Services	\$2,630,258	\$2,818,426	\$3,273,147	\$3,273,147
Supplies	68,976	80,113	86,359	86,359
Operating Services & Charges	120,945	123,539	268,534	268,534
Maintenance & Repair	18,756	38,501	16,940	16,940
Interdepartmental Services	23,278	35,108	51,226	51,226
Equipment	30,170	13,799	11,000	11,000
Interfund Transfers	0	48,487	0	
TOTAL	\$2,892,383	\$3,157,973	\$3,707,206	\$3,707,206

SOLICITOR GENERAL, STATE COURT

FUNDING SOURCES

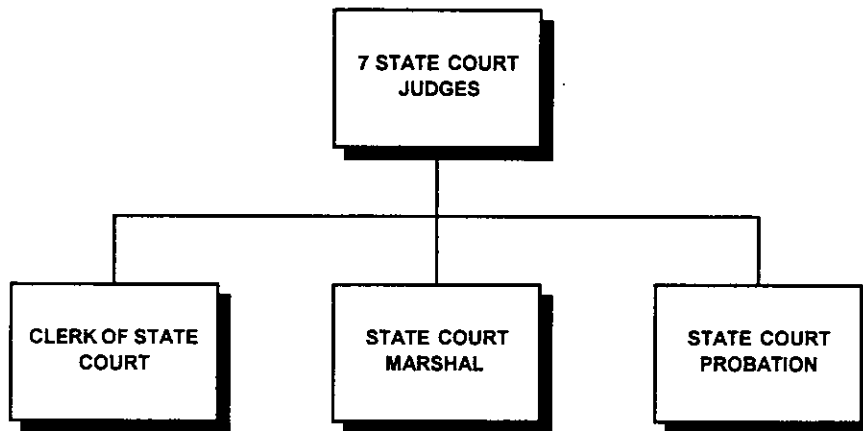
	2003		
	2001	2002	Budget
General Fund	\$2,892,383	\$3,157,973	\$3,707,206

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Solicitor General				
Solicitor General, State Court	\$128,602	1	1	1
Chief Assistant Solicitor	34	1	1	1
Attorney III	31	2	2	2
Attorney II	30	4	6	6
Attorney I	29	9	9	9
Attorney I, Part-time	29	6 PT	6 PT	6 PT
Legal Office Coordinator	28	1	1	1
Investigator, Principal	25	1	1	1
Administrative Supervisor	25	1	1	1
Investigator, Senior	23	6	7	7
Investigator, Part-time	21	2 PT	2 PT	2 PT
Secretary, Senior Legal	23	13	15	15
Secretary, Executive	23	1	1	1
Office Assistant, Senior	19	8	8	8
Sub-total		48 8 PT	53 8 PT	53 8 PT
Victim Witness Assistance				
Investigator, Principal	25	2	2	2
Victim Witness Program Coordinator	25	1	1	1
Investigator, Part-time	21	4 PT	4 PT	4 PT
Victim Witness Asst Prog Coordinator	23	2	2	2
Office Assistant, Senior	19	1	1	1
Sub-total		6 4 PT	6 4 PT	6 4 PT
TOTAL		54 12 PT	59 12 PT	59 12 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.

PROGRAM DESCRIPTION

The State Court is presently served by seven judges elected by popular vote for a term of four years. The 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 not exceeding \$500 or by imprisonment not exceeding 20 days, or both; and
- 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 GOALS FOR 2003

- Marshal:** Provide greater personal safety for staff to reduce the potential risk of serious bodily harm or risk.
Decrease the number of backlogged processes and writs for eviction.
- Probation:** To increase collections of fines, fees, restitution, child support and supervision fees by an estimated 2%.
To establish a Job Readiness Program, Job Placement Program and Life Skills Training Program to facilitate the rehabilitation of offenders and compliance with conditions of probation.
Develop and implement a Victim's Services Program to provide information and support to the victims of crime and child support recipients.

STATE COURT

MAJOR BUDGETARY IMPACTS

Previous

In 1997, 15 positions were added: 3 related to increased workload in probation, and 12 related to the addition of a sixth judgeship. The 1998 budget included 3 additional positions in Probation to enhance supervision, monitoring and accounting functions. In 2001, 3 Probation Officer positions were added to supervise Superior Court sentenced misdemeanor prisoners previously supervised by the state of Georgia, and 3 part-time interpreter positions were added and 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.

2003

The State Court budget reflects full year funding for the additional court section added during 2002. One police package sedan was added upgrade an administrative sedan and return the Marshal's fleet to full authorization.

Future

No significant changes are foreseen at this time.

ACTIVITY MEASURES

	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
Clerk's Office				
Civil Actions	10,775	12,005	12,933	13,500
Personal Property Foreclosure and Abandoned Motor Vehicles	659	514	324	500
Criminal Actions	10,701	11,987	11,746	12,000
Dispossessory Warrants	32,107	33,393	34,369	35,000
Garnishments	3,571	3,822	3,532	4,500
Other	44	42	10	50
Appeals Filed	202	167	212	225
Total Filings	58,059	61,930	63,126	65,775
Marshal's Office				
Dispossessory Warrants Served	33,865	37,230	37,526	39,402
Evictions	3,175	5,298	6,230	6,542
All Other Pleadings Served	28,707	39,285	34,892	36,637
All Other Tasks	49,618	52,634	51,151	53,709
Probation Office				
Cases Assigned	4,928	6,272	7,115	7,408
Revocations	2,216	2,034	2,245	2,335
Community Service Hours	105,373	118,839	140,856	145,900
Total Collected	\$2,767,558	\$2,667,685	\$2,845,498	\$2,994,216
Supervision Fees collected	\$584,619	\$1,006,082	\$1,075,899	\$1,112,061
Fines/fees forfeited due to sentence expiration	\$145,304	\$246,426	\$270,987	\$181,074

STATE COURT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Judge Wong	\$377,975	\$356,338	\$423,624	\$423,624
Judge DelCampo	360,938	341,105	434,521	434,521
Judge Purdom	391,772	402,782	429,381	429,381
Judge Mclaughlin	379,816	398,795	443,621	443,621
Judge Robins	416,795	428,664	428,551	428,551
Judge Carriere	347,142	371,526	426,367	426,367
Judge Gordon	0	31,809	449,813	449,813
Clerk	2,927,266	3,078,942	3,435,145	3,435,145
Probation	1,315,969	1,457,348	1,620,774	1,620,774
Marshal	1,498,778	1,578,485	1,654,461	1,654,461
TOTAL	\$8,016,451	\$8,445,794	\$9,746,258	\$9,746,258

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Personal Services	\$7,076,559	\$7,490,377	\$8,465,273	\$8,465,273
Supplies	153,803	173,916	210,400	210,400
Operating Services & Charges	479,010	501,311	751,166	751,166
Maintenance & Repair	42,112	19,827	54,829	54,829
Interdepartmental Services	178,598	119,799	212,552	212,552
Equipment	86,369	124,938	52,038	52,038
Interfund Transfers	0	15,626	0	0
TOTAL	\$8,016,451	\$8,445,794	\$9,746,258	\$9,746,258

FUNDING SOURCES

	2001	2002	2003 Budget
General Fund	\$8,016,451	\$8,445,794	\$9,746,258

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Judge Wong				
Judge	\$128,602	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		
		2001	2002	2003
Judge DelCampo				
Judge	\$128,602	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	\$128,602	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 McLaughlin				
Judge	\$128,602	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 Robins				
Judge	\$128,602	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 Carriere				
Judge	\$128,602	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		
		2001	2002	2003
Judge Gordon				
Judge	\$128,602	0	1	1
Law Clerk	26	0	1	1
Calendar Clerk, Senior	23	0	1	1
Judicial Secretary	24	0	1	1
Court Reporter	24	0	1	1
Bailiff	18	0	1	1
Sub-total		0	6	6
Clerk of State Court				
Clerk, State Court	34	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 Supervisor	25	2	3	3
Court Liaison Officer	23	1	1	1
Calendar Clerk, Senior	23	1	0	0
Records Technician, Principal	21	0	7	7
Accounting Tech, Senior	19	1	1	1
Office Assistant, Senior	19	2	2	2
Records Technician, Senior	19	18	31	30
Records Technician	18	26	8	9
Interpreter	25	3 PT	3 PT	3 PT
Sub-total		60 3 PT	62 3 PT	62 3 PT
Probation Office				
Chief Probation Officer	29	1	1	1
Adult Probation Officer, Asst Chief	28	1	1	1
Adult Probation Supervisor	25	1	2	2
Adult Probation Officer, Principal	25	1	2	2
Administrative Supervisor	25	1	1	1
Adult Probation Officer, Senior	23	9	7	7
Adult Probation Officer	21	11	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		33	36	36
Marshal				
Marshal	31	1	1	1
Chief Deputy Marshal	29	1	1	1
Deputy Marshal, Major	28	0	1	1
Deputy Marshal, Captain	26	0	2	2
Deputy Marshal, Lieutenant	25	0	1	1

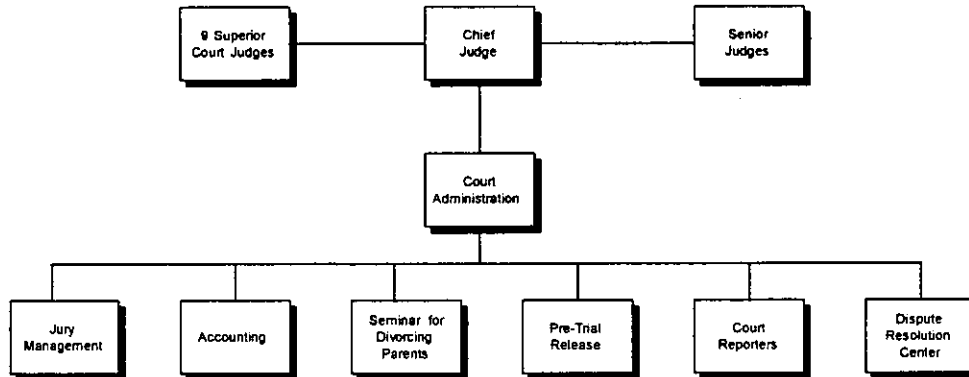
STATE COURT

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Marshal (continued)				
Deputy Marshal, Sergeant	24	7	8	8
Deputy Marshal, Senior	23	13	9	9
Deputy Marshal, Investigator	23	1	1	1
Office Assistant, Senior	19	1	0	0
	Sub-total	24	24	24
TOTAL		153 3 PT	164 3 PT	164 3 PT

SUPERIOR COURT



MISSION STATEMENT

To provide a fair, efficient and effective administration of justice and resolution of disputes through traditional and alternative methods that instill trust and confidence in the judicial system.

PROGRAM DESCRIPTION

The Superior Court is the highest court of original jurisdiction in the State of Georgia. The Superior Court has authority to exercise original, exclusive or current jurisdiction of cases, both civil and criminal, granted to them by the constitution. Case filings include domestic relations, titles to land, and felonies.

MAJOR ACCOMPLISHMENTS IN 2002

Successful start-up of pilot Drug Court program.
Acquired funding for installation of evidence presentation systems in Courthouse Annex.
Moved and expanded Family Law Information Center.

MAJOR GOALS FOR 2003

1. Enhance and increase public trust and confidence in the judicial system.
2. Increase the use of technology in the Superior Court.
3. 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.

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.

SUPERIOR COURT

MAJOR BUDGETARY IMPACTS (continued)

2003

The Superior Court will operate in the new annex building this year and four Office Assistants were approved to accommodate this change. \$7,382,625 was approved for basic operating expenses.

Future

No significant changes are anticipated in the near future.

ACTIVITY MEASURES

	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
Civil Case Filings	1,937	2,168	2,030	3,000
Domestic Case Filings	10,935	11,779	10,439	13,000
Felony Case Filings	7,066	6,994	6,299	6,000
Civil & Domestic Case Dispositions	16,876	11,832	14,060	12,750
Felony Case Dispositions	6,431	7,115	6,301	7,000
Jury Trials	210	205	171	200
Alimony & Support	3970	0	0	0
Div. Parents Seminar Participants	1,531	1,663	1,981	1,850
Cases to Dispute Resolution Center	668	702	741	800
% Cases resolved by DRC	60	68	60	68
Releases by Pre-Trial Services	511	381	344	400

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2001	Actual 2002	CEO'S Recommended Budget	Approved 2003 Budget
Judges	\$2,231,479	\$2,274,933	\$2,378,660	\$2,378,660
Court Admin.	1,036,549	865,150	1,194,706	1,194,706
Court Reporters	1,437,016	1,470,408	1,454,295	1,454,295
Jury Management	909,691	895,360	1,268,278	1,268,278
Alimony/Support	100,901	494	0	0
Pre-trial Services	228,239	304,891	363,390	363,390
Dispute Resolution	511,696	505,362	541,346	541,346
Accounting	700	64	0	0
Divorce Seminar	65,529	67,093	80,550	80,550
Grand Jury	0	77,450	101,400	101,400
TOTAL	\$6,521,800	\$6,461,205	\$7,382,625	\$7,382,625

SUPERIOR COURT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	2001 Actual	Actual 2002	CEO'S Recommended Budget	Approved Budget 2003
Personal Services	\$4,199,981	\$4,253,917	\$4,469,678	\$4,469,678
Supplies	151,633	108,055	143,450	143,450
Operating Services & Charges	2,075,626	1,970,643	2,670,505	2,670,505
Maintenance & Repair	56,582	27,619	62,700	62,700
Interdepartmental Services	12,861	0	0	0
Equipment	25,117	100,971	36,292	36,292
TOTAL	\$6,521,800	\$6,461,205	\$7,382,625	\$7,382,625

FUNDING SOURCES

	2001	2002	2003
General Fund	\$6,521,800	\$6,461,205	\$7,382,625

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	2002	2002	2003
Judge Fuller				
Judge	\$33,246*	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Executive Secretary	24	1	1	1
Sub-total		4	4	4
Judge Workman				
Judge	\$33,246	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Executive Secretary	24	1	1	1
Sub-total		4	4	4
Judge Coursey				
Judge	\$33,246*	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Executive Secretary	24	1	1	1
Sub-total		4	4	4
Judge Castellani				
Judge	\$33,246*	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Executive 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	2001	2002	2003
Judge Mallis				
Judge	\$33,246*	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Executive Secretary	24	1	1	1
Sub-total		4	4	4
* County supplement - Base salary is paid by State of Georgia				
Judge Seeliger				
Judge	\$33,246*	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Executive Secretary	24	1	1	1
Sub-total		4	4	4
Judge Hunter				
Judge	\$33,246*	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Executive Secretary	24	1	1	1
Sub-total		4	4	4
Judge Weeks				
Judge	\$33,246*	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Executive Secretary	24	1	1	1
Sub-total		4	4	4
Judge Hancock				
Judge	\$33,246*	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Executive Secretary	24	1	1	1
Sub-total		4	4	4
Judge Flake				
Judge	\$33,246*	1	1	1
Law Clerk	26	1	1	1
Calendar Clerk, Senior	23	1	1	1
Executive 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	2001	2002	2003
Senior Judges				
Senior Judge	**	3PT	3PT	3PT
Law Clerk	24	1	1	1
Sub-total		1	1	1
		3PT	3PT	3PT
* County supplement - Base salary is paid by State of Georgia				
** Senior Judges' retirement supplement. Amount varies depending on date of retirement and years of service.				
Court Administration				
District Court Admin.	\$30,000*	1	1	1
EDP Microsystems Specialist	28	1	1	1
Law Clerk	26	1	1	1
Administrative Assistant	23	1	1	1
Court Prog Coordinator	21	1	2	2
Office Assistant, Senior	19	1	3	3
Office Assistant	19	0	0	4
Sub-total		6	9	13
Court Reporters				
Court Reporter	24	16	17	17
Secretary, Legal	21	1	0	0
Office Assistant, Senior	19	1	0	0
Sub-total		18	17	17
Pre-Trial Services				
Accounting Technicians	18	0	3	3
Pre-Trial Services Coord.	26	1	1	1
Investigator, Senior	23	1	1	1
Administrative Asst.	23	1	1	1
Investigator	21	2	2	2
Release Monitor	18	1	1	1
Sub-total		6	9	9
Alimony and Support				
Court Coordinator Receiver	24	0	0	0
Accounting Technician, Sr.	7	0	0	0
Office Assistant, Sr.	19	0	0	0
Office Assistant	18	0	0	0
Sub-total		0	0	0
Accounting				
Accounting Supervisor	10	1	0	0
Accounting Technician	18	4	0	0
Sub-total		5	0	0

SUPERIOR COURT

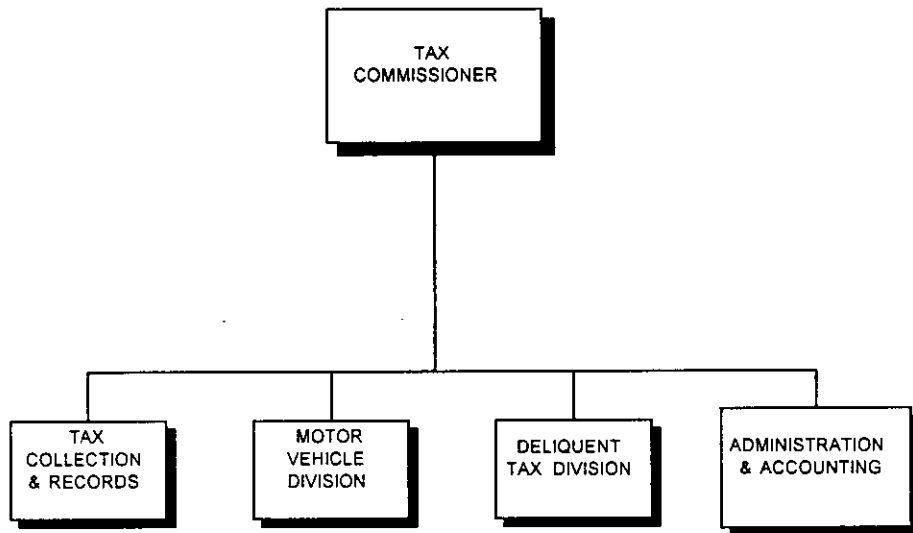
AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	2001	2002	2003
Dispute Resolution Center				
Dispute Res Ctr Manager	\$51,040	1	1	1
Administrative Assistant	23	2	2	2
Domestic Programs Coord.	8	1	0	0
Office Assistant, Senior	19	2	2	2
Data Entry Operator, Senior	18	1	1	1
Sub-total		7	6	6
* County supplement - Base salary is paid by State of Georgia				
Jury Management				
Jury Manager Supervisor	24	1	1	1
Jury Manager, Principal	21	1	1	1
Jury Manager, Senior	6	5	5	5
Jury Manager	18	2	2	2
Sub-total		9	9	9
Seminar for Divorcing Parents				
Court Program Coordinator		1	1	1
Total		93	92	96
		3PT	3PT	3PT

PT = Part-time

TAX COMMISSIONER



MISSION STATEMENT

The Office of Tax Commissioner exists under powers granted by the state constitution to inform and assist citizens in understanding ad valorem taxation requirements and payment obligations; to receive homestead exemption applications and to grant exemption applications to qualifying individuals; to prepare an annual digest that is correct and factual; to prepare accurate statements of taxes owed; to diligently seek out, collect, and to distribute ad valorem property taxes as required by state revenue and taxation statutes; to serve as county Tag Agent by administering all motor vehicle laws relating to registration, titling, and licensing of motor vehicles in DeKalb County; all while providing the highest possible level of quality customer service to county residents and businesses.

PROGRAM DESCRIPTION

To receive and process homestead exemption applications; prepare an annual consolidated digest for submission and approval of the State Revenue Commissioner; calculate, bill, collect deposit, distribute, and account for all ad valorem taxes and associated penalties and interest; issue liens for unpaid taxes, and levy and sell delinquent properties; prepare and receive applications for vehicle license plates, tag transfers, and titles, issue license plates and provide reporting and accounting of all tag sales and title transactions to the State Revenue Commissioner; administer point of sale compliance of state insurance and emission requirements.

MAJOR ACCOMPLISHMENTS FOR 2002

Added sanitation assessment as a line item on the 2002 Property Tax Statement.
Transitioned from a web site vendor to a DeKalb County operated web site.
Improved the interactive voice mail system to include acceptance of electronic checks for vehicle registration renewal and property taxes via voice response system.
Acceptance of credit card payments for vehicle registration renewal through the voice response system and internet.
Acceptance of debit card payments for walk in vehicle renewal and property tax payments.

MAJOR BUDGETARY IMPACTS

Previous

Internet renewal was made available on the internet for Vehicle and Property taxes in 2002.

TAX COMMISSIONER

MAJOR BUDGETARY IMPACTS (continued)

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.

2003

Added sanitation assessment as a line item on the 2002 Real Property Tax Statement.

Future

Continuation of Vehicle Registration services to citizens on Saturdays at the Memorial Drive location.
 Provide more convenient Tax Commissioner walk in services in East DeKalb County.
 Implore a property tax billing and collection system that is functional and will share property information with other county departments.

ACTIVITY MEASURES				
	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
Tax Collections and Records				
Real & Personal Receivables (\$000's)	\$405,124,000	\$438,329,076	\$519,131,754	545,088,341
Public Utilities	\$14,281,072	\$16,031,629	\$15,880,638	\$16,674,870
Tax Accounts				
Real & personal	219,203	224,249	229,614	235,071
Public Utility	32	43	47	47
No. Payments Processed	385,591	396,116	409,474	423,805
% of Levy Collected during year	94%	96%	96%	98%
Motor Vehicle Division				
Transactions:				
Customer Walk in	324,344	344,503	337,198	371,000
Mail	150,810	140,357	124,345	100,000
Dealers/Fleets	65,428	48,557	49,880	55,000
Total Registrations	540,582	533,417	523,345	576,000
Title Applications Processed	112,141	116,550	101,196	112,000
Total Collections (Dollars)	\$76,772,228	\$79,782,308	\$74,648,395	78,000,000
Delinquent Taxes				
Fi Fas Issued	18,640	14,818	15,952	18,500
Parcels to Tax Sale	3,642	4,240	4,935	7,207
Notices Mailed	51,631	34,184	52,125	70,000
Delinquent Accounts Collected (\$000's)	\$17,700,000	\$20,825,997	\$26,815,900	\$26,000,000
Tax Sales Conducted	9	9	9	9

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
TAX COLLECTION & RECORDS	\$791,956	\$773,581	\$885,079	\$885,079
MOTOR VEHICLE TAX	\$2,821,382	\$2,842,003	3,013,190	3,013,190
MOTOR VEHICLE TEMPORARY	56,289	65,739	61,814	61,814
MOTOR VEHICLE SECURITY	66,602	80,456	86,000	86,000
DELINQUENT TAX	685,163	812,368	783,613	783,613
ADMINISTRATION & ACCOUNTING	901,299	963,259	988,240	988,240
TOTAL	\$5,322,691	\$5,537,406	\$5,817,936	\$5,817,936

TAX COMMISSIONER

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Personal Services	\$4,201,849	\$4,349,396	\$4,469,941	\$4,469,941
Supplies	102,816	84,199	101,900	101,900
Operating Services and Charges	923,888	1,035,638	1,179,792	1,179,792
Maintenance and Repair	51,666	46,289	59,450	59,450
Interdepartmental / Interfund Services	24,827	2,304	6,853	6,853
Equipment	17,645	19,580	0	0
TOTAL	\$5,322,691	\$5,537,406	\$5,817,936	\$5,817,936

FUNDING SOURCES

	2001	2002	2003 Budget
General Fund	\$5,322,691	\$5,537,406	\$5,817,936

AUTHORIZED POSITIONS BY COST CENTER

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

Cost Center	Salary Range	2001	2002	2003
Tax Collection & Records				
Deputy Tax Commissioner	33	1	1	1
Tax Administrator	29	1	1	1
Property Tax Supervisor	24	2	2	2
Principal Secretary	21	1	1	1
Office Asst., Sr.	19	6	6	6
Customer Service Rep.	18	0	0	1
Office Asst.	18	5	5	5
Tag Worker		5T*	5T*	5T*
Sub total		16	16	17
		5T*	5T*	5T*
Motor Vehicle Tax				
Deputy Tax Commissioner	33	1	1	1
Tax Administrator	29	3	3	3
Motor Vehicle Tax Supv.	24	6	6	6
Motor Vehicle Tax Tech., Sr.	19	14	14	14
Accounting Tech., Sr.	18	2	2	2
Principal Secretary	21	1	1	1
Motor Vehicle Tax Tech.	18	42	42	42
Sub total		69	69	69
Motor Vehicle Temporary				
Tag Worker		7T*	7T*	7T*
Sub total		7T*	7T*	7T*

TAX COMMISSIONER

AUTHORIZED POSITIONS BY COST CENTER

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

Cost Center	Salary Range	2000	2001	2002
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
Sub total		9	9	9
Tax Administration & Accounting				
Tax Commissioner	\$110,887	1	1	1
Chief Deputy Tax Commissioner	34	1	1	1
Dept. Information Systems Mgr.	31	1	1	1
Tax Administrator	29	1	1	1
Network Coordinator	26	1	1	1
Accountant	26	1	1	1
Accounting Tech. Sr.	19	1	1	1
Executive Secretary	23	1	1	1
Office Assistant Sr.	19	1	1	1
Tag Worker		1T*	1T*	1T*
Sub total		9	9	9
		1T*	1T*	1T*
Total Positions		103	104	104
Temporary*		13T*	13T*	13T*

FUNDS GROUP: Special Revenue

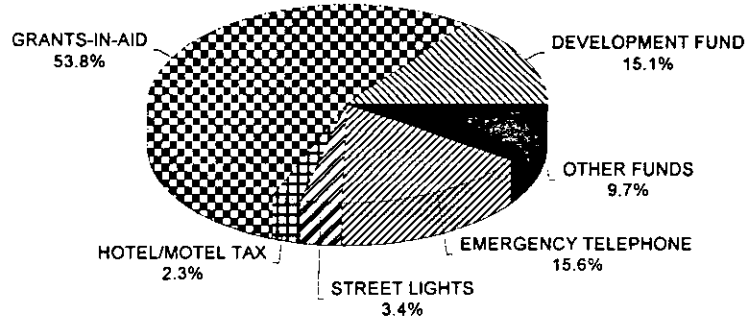
FUNDS GROUP DESCRIPTION

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 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
PERSONAL SERVICES	\$10,372,965	\$14,013,761	\$15,953,308	\$15,953,308
SUPPLIES	863,430	1,036,631	1,028,084	1,028,084
OPERATING SERVICES & CHARGES	10,109,669	12,876,557	30,248,226	30,248,226
MAINTENANCE & REPAIR	186,286	564,593	569,846	569,846
AID TO OTHER AGENCIES	9,823,839	9,077,506	8,326,451	8,326,451
INTERDEPARTMENTAL SERVICES	3,411,316	3,373,585	2,413,070	2,413,070
EQUIPMENT	2,401,683	1,754,548	1,573,131	1,573,131
JTPA PROGRAMS	1,542,107	1,772,881	1,814,489	1,814,489
INTERFUND CREDITS	(1,456,331)	(1,343,922)	537,386	537,386
INTERFUND TRANSFERS	8,122,683	7,823,733	8,659,707	8,659,707
PENDING GRANTS	0	0	12,958,641	12,958,641
ERROR HOLDING ACCOUNTS	86	0	0	0
TOTAL EXPENDITURES	\$45,377,733	\$50,949,874	\$84,082,338	\$84,082,338
PROJECTED FUND BALANCE			10,202,596	10,202,596
TOTAL BUDGET			\$94,284,934	\$94,284,934

SPECIAL REVENUE BUDGET DOLLAR - 2003



Other funds include Drug Abuse Treatment & Education, Juvenile Services, Public Education & Government Access (PEG), Victim Assistance, Child Support Incentive and Speed Humps Maintenance

FUNDS GROUP: Special Revenue

SUMMARY OF EXPENDITURES AND APPROPRIATIONS

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
RECREATION	\$1,483,506	\$1,220,841	\$1,791,376	\$1,791,376
LAW ENFORCEMENT				
CONFISCATED MONIES	1,060,255	1,424,642	1,952,747	1,952,747
HOTEL/MOTEL TAX FUND	2,281,579	2,126,878	2,207,024	2,207,024
GRANT-IN-AID	19,691,392	24,410,735	50,744,052	50,744,052
DRUG ABUSE TREATMENT AND EDUCATION FUND	38,004	58,124	160,681	160,681
JUVENILE SERVICES FUND	63,218	55,145	51,831	51,831
EMERGENCY TELEPHONE SYSTEM	7,634,028	7,517,949	14,743,046	14,743,046
COUNTY JAIL FUND	1,546,438	1,483,549	1,545,350	1,545,350
STREET LIGHT FUND	2,873,068	3,048,250	3,168,149	3,168,149
PEG SUPPORT FUND	135,658	359,166	2,200,136	2,200,136
VICTIM ASSISTANCE FUND	735,127	753,328	1,279,128	1,279,128
CHILD SUPPORT INCENTIVE FUND	18,386	18,386	23,189	23,189
DEVELOPMENT FUND	7,817,074	8,392,880	14,267,155	14,267,155
SPEED HUMPS MAINTENANCE	0	80,000	151,071	151,071
TOTAL EXPENDITURES	\$45,377,733	\$50,949,874	\$94,284,934	\$94,284,934

NOTE: PROJECTED FUND BALANCE INCLUDED IN TOTAL \$10,202,596 \$10,202,596

SUMMARY OF REVENUES BY FUND

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
CHILD SUPPORT INCENTIVE FUND				
Use of Money & Property	\$1,999	\$784	\$0	\$0
Intergovernmental Revenue	0	0	0	0
Fund Balance Carried Forward	57,178	40,791	23,189	23,189
TOTAL	\$59,177	\$41,575	\$23,189	\$23,189
COUNTY JAIL FUND				
Intergovernmental Revenue	\$118,792	\$87,781	\$0	\$0
Fines and Forfeitures	1,427,646	1,395,768	1,545,350	\$1,545,350
TOTAL	\$1,546,438	\$1,483,549	\$1,545,350	\$1,545,350
DEVELOPMENT FUND				
Licenses and Permits	\$10,939,200	\$9,286,667	\$10,025,262	\$10,025,262
Use of Money & Property	71,736	76,412	62,500	62,500
Miscellaneous Revenue	0	0	1,000	1,000
Fund Balance Carried Forward	14,333	3,208,195	4,178,393	4,178,393
TOTAL	\$11,025,269	\$12,571,274	\$14,267,155	\$14,267,155
DRUG ABUSE TREATMENT & EDUCATION FUND				
Use of Money and Property	\$3,301	\$1,920	\$500	\$500
Fines and Forfeitures	71,547	69,668	70,000	70,000
Interfund Transfers	0	0	0	0
Fund Balance Carried Forward	39,873	76,717	90,181	90,181
TOTAL	\$114,721	\$148,306	\$160,681	\$160,681

FUNDS GROUP: Special Revenue

SUMMARY OF REVENUES BY FUND

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
<u>EMERGENCY TELEPHONE SYSTEM FUND</u>				
Use of Money and Property	\$138,560	\$60,604	\$60,000	\$60,000
Charges for Services	6,968,479	10,030,081	9,994,104	9,994,104
Fund Balance Carried Forward	2,643,195	2,116,206	4,688,942	4,688,942
TOTAL	<u>\$9,750,234</u>	<u>\$12,206,891</u>	<u>\$14,743,046</u>	<u>\$14,743,046</u>
<u>GRANT-IN-AID FUND</u>				
Use of Money and Property	\$471,213	\$532,062	(\$1,453)	(\$1,453)
Continuing Grants	18,996,931	18,698,278	56,288,091	56,288,091
Miscellaneous Revenue	(80)	0	(70,703)	(70,703)
Interfund Transfers	541,373	1,104,165	1,872,001	1,872,001
Fund Balance Carried Forward	(3,585,600)	(3,267,654)	(7,343,884)	(7,343,884)
TOTAL	<u>\$16,423,836</u>	<u>\$17,066,851</u>	<u>\$50,744,052</u>	<u>\$50,744,052</u>
<u>HOTEL/MOTEL TAX FUND</u>				
Excise Tax	\$2,439,504	\$2,125,978	\$2,050,000	\$2,050,000
Fund Balance Carried Forward	0	157,925	157,024	157,024
TOTAL	<u>\$2,439,504</u>	<u>\$2,283,903</u>	<u>\$2,207,024</u>	<u>\$2,207,024</u>
<u>JUVENILE SERVICES FUND</u>				
Use of Money and Property	\$322	\$15	\$0	\$0
Charges for Services	58,774	60,242	47,000	47,000
Interfund Transfers	0	70	0	0
Fund Balance Carried Forward	3,771	(352)	4,831	4,831
TOTAL	<u>\$62,866</u>	<u>\$59,976</u>	<u>\$51,831</u>	<u>\$51,831</u>
<u>LAW ENFORCEMENT CONFISCATED MONIES FUND</u>				
Use of Money & Property	\$109,679	\$50,557	\$0	\$0
Intergovernmental Revenue	1,214,722	1,113,038	1,952,747	1,952,747
Interfund Transfers	0	0	0	0
Fund Balance Carried Forward	1,949,650	2,213,795	0	0
TOTAL	<u>\$3,274,051</u>	<u>\$3,377,390</u>	<u>\$1,952,747</u>	<u>\$1,952,747</u>
<u>PUBLIC EDUCATION & GOVERNMENT ACCESS (PEG) FUND</u>				
Use of Money & Property	\$60,629	\$28,706	\$0	\$0
Miscellaneous Revenue	397,906	282,639	670,000	670,000
Fund Balance Carried Forward	1,255,080	1,577,956	1,530,136	1,530,136
TOTAL	<u>\$1,713,614</u>	<u>\$1,889,302</u>	<u>\$2,200,136</u>	<u>\$2,200,136</u>
<u>RECREATION FUND</u>				
Fees	\$1,495,330	\$1,297,197	\$1,705,208	\$1,705,208
Use of Money and Property	\$18,449	\$9,811	0	0
Intergovernmental Revenue	\$0	0	0	0
Miscellaneous Revenue	0	0	0	0
Fund Balance Carried Forward	293,909	0	86,167	86,167
TOTAL	<u>\$1,807,688</u>	<u>\$1,307,008</u>	<u>\$1,791,375</u>	<u>\$1,791,375</u>

FUNDS GROUP: Special Revenue

SUMMARY OF REVENUES BY FUND

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
<u>STREET LIGHT FUND</u>				
Use of Money and Property	\$7,001	\$1,408	\$2,000	\$2,000
Miscellaneous Revenue	2,924,120	3,006,370	3,010,001	3,010,001
Fund Balance Carried Forward	138,567	196,620	156,148	156,148
TOTAL	\$3,069,688	\$3,204,398	\$3,168,149	\$3,168,149
<u>VICTIM ASSISTANCE FUND</u>				
Intergovernmental Revenue	\$149,892	\$89,357	\$100,000	\$100,000
Fines and Forfeitures	681,257	797,675	750,000	750,000
Fund Balance Carried Forward	199,402	295,425	429,128	429,128
TOTAL	\$1,030,551	\$1,182,456	\$1,279,128	\$1,279,128
<u>SPEED HUMPS MAINTENANCE</u>				
Miscellaneous Revenue	\$0	\$1,131	\$0	\$0
Assessments	0	129,940	100,000	100,000
Fund Balance Carried Forward	0	0	51,071	51,071
	\$0	\$131,071	\$151,071	\$151,071
GRAND TOTAL	\$52,317,638	\$56,953,951	\$94,284,934	\$94,284,934

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 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.

2003

There are no significant changes in the use of this money for the current year.

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.

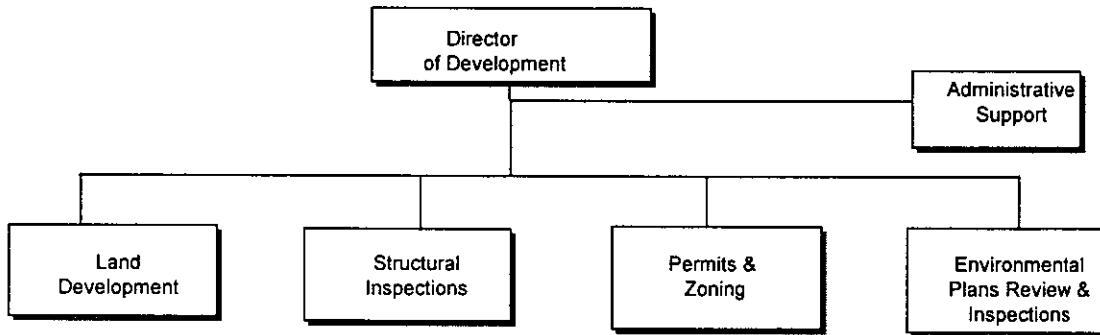
SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Interfund Transfers	\$1,546,438	\$1,483,549	\$1,545,350	\$1,545,350
Total	\$1,546,438	\$1,483,549	\$1,545,350	\$1,545,350

FUNDING SOURCES

	2001	2002	2003 Budget
County Jail Fund	\$1,546,438	\$1,483,549	\$1,545,350

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

This Department is responsible for the administration and enforcement of County ordinances applicable to land development, building construction, and property maintenance. The Department's work activities are divided into five operational areas:

The Administrative Support Division 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 for variances to ordinance standards.

The Land Development Division comprised of the Development Review and Development Inspections Sections, is responsible for assuring that development plans are reviewed for conformance to County development codes. This division issues development permits, and also provides staff support to the DeKalb County Development Advisory Board.

The Structural Inspections Division includes the building, HVAC, plumbing, and electrical inspections sections. This division 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.

The Permits and Zoning Division is composed of the Permits Section, and the Board of Zoning Appeals staff. This Division 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.

PERFORMANCE INDICATORS

	TARGET	2001	2002
% OF STRUCTURAL PLANS REVIEWED BY TYPE	100%	79%	77%
% OF DEVELOPMENT PLANS REVIEWED WITHIN 10 WORKING DAYS	100%	12%	30%
% OF INSPECTIONS RESPONDED TO WITHIN 24 HOURS OF REQUEST	100%	89%	95%

DEVELOPMENT FUND

PERFORMANCE INDICATORS (Continued)	TARGET	2001	2002
# OF INSPECTIONS PER DAY, PER INSPECTOR	12/15 day	17	21

ACTIVITY MEASURES

	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
Total Permits Issued:				
Buildings	9,526	10,829	9,695	9,500
Electrical	16,915	15,589	14,201	14,000
Heating, Venting, and Air Conditioning (HVAC)	9,175	7,978	7,932	7,900
Plumbing	8,518	7,616	8,133	8,000
Signs	726	672	493	500
Value in dollars	\$1,644,150,173	\$1,532,150,173	\$1,830,514,428	\$1,700,000,000
Permit Revenue:				
Buildings	\$7,192,026	\$7,597,474	\$5,343,633	\$5,000,000
Electrical	\$1,140,060	\$1,150,488	\$997,754	\$950,000
Heating, Venting, and Air Conditioning (HVAC)	\$841,472	\$818,457	\$862,660	\$850,000
Plumbing	\$708,635	\$781,872	\$708,581	\$700,000
Signs	\$38,086	\$32,895	\$13,592	\$12,000
Total Permit Revenues:	\$9,920,278	\$10,381,187	\$7,926,221	\$7,612,000
Total Inspections:				
Buildings	34,185	36,214	41,808	41,000
Electrical	43,465	54,718	79,649	79,000
HVAC	23,851	20,955	26,439	26,000
Plumbing	22,717	24,915	32,651	32,000

MAJOR ACCOMPLISHMENTS IN 2002

The department was reorganized for efficiency, accountability and transparency.

A new subdivision ordinance was adopted.

Text amendment to the building code was adopted.

A conservation subdivision regulation is being proposed.

Started negotiations for the automated land development, permitting and inspections tracking system.

MAJOR GOALS FOR 2003

1. Acquire and implement an automated land development, permitting and inspections tracking system.
2. Relocate development department operations to a new office space.
3. Open two satellite offices.

MAJOR BUDGETARY IMPACTS

Previous

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.

DEVELOPMENT FUND

MAJOR BUDGETARY IMPACTS (continued)

Previous

\$269,820 was approved for additional equipment, including an inspection system for structural inspections. \$1,300 was approved for replacement equipment.

In 2002 two (2) Development Engineering Review Officers and two (2) 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.

2003

Development Support, one of the cost centers in Plans and Development, became part of the Development Fund this year. \$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.

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 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Administrative	\$2,126,240	\$2,398,796	\$6,746,614	\$6,746,614
Land Development	1,289,610	1,374,615	1,767,779	1,767,779
Structural Inspections	2,649,579	2,773,716	2,868,980	2,868,980
Permits & Zoning	676,932	622,623	995,611	995,611
Environmental Plans Review & Inspection	1,074,713	1,177,711	1,558,621	1,558,621
*Planning Support	0	45,418	329,550	329,550
TOTAL	\$7,817,074	\$8,392,879	\$14,267,155	\$14,267,155

* Planning Support is part of Development Fund but is managed in the Planning Department. The positions for Planning Support are included in the Planning Department.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO'S Recommended Budget	Approved Budget 2003
Personal Services	\$5,304,902	\$5,828,282	\$7,626,521	\$7,626,521
Supplies	85,428	111,961	160,000	160,000
Operating Services & Charges	257,836	366,167	4,348,735	4,348,735
Maintenance & Repair	29,277	120,544	126,293	126,293
Interdepartmental Services	1,835,956	1,923,043	1,952,323	1,952,323
Equipment	303,675	42,882	53,284	53,284
TOTAL	\$7,817,074	\$8,392,879	\$14,267,156	\$14,267,156

DEVELOPMENT FUND

FUNDING SOURCES

	2001	2002	2003
Special Revenue Fund/Development	\$7,817,074	\$8,392,879	\$14,267,155

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Administration				
Director, Development	36	0	0	1
Associate Director, Development	35	1	1	1
Assistant Director, Development	33	1	1	0
Secretary, Executive	23	1	1	1
Purchasing Technician, Senior	21	1	1	1
Office Assistant, Senior	19	1	1	1
Admin. Assistant	23	0	1	1
Quality Investigator	26	0	1	1
Quality Investigator	28	0	1	1
Database Administrator	26	0	1	1
Funct. Project	28	0	1	1
Dep. Director, Building	33	0	1	1
Dep. Dir., Land	32	0	1	1
Environ. Education	26	0	1	1
Sub-total		5	13	13
Land Development				
Land Development Manager	30	1	1	1
Asst. Mngr., Land Development	29	0	1	1
Chief, Development/Engineering Review	29	1	1	1
Development Engineering Review Officer	28	5	9	9
Development Engineering Review Officer	28	1T*	1T*	1T*
Chief Development Construction Inspector	28	1	1	1
Assistant Chief Development Construction Inspector	26	1	1	1
Engineering Technician, Senior	24	3	7	7
Development Construction Inspect.	23	8	8	8
Secretary, Principal	19	1	1	1
Office Assistant, Senior	19	1	2	2
Sub-total		22	32	32
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		
		2001	2002	2003
Structural Inspections				
Structural Inspection Manager	30	1	2	2
Asst. Structural Inspection Manager	28	1	0	0
Chief Building Inspector	28	1	1	1
Structural Plans Coordinator	26	2	2	2
Chief HVAC Inspector	28	1	1	1
Chief Plumbing Inspector	28	1	1	1
Chief Electrical Inspector	28	1	1	1
Assistant Chief Building Inspector	26	1	1	1
Assistant Chief Electrical Inspector	26	1	1	1
Assistant Chief HVAC Inspector	26	1	1	1
Assistant Chief Plumbing Inspector	26	1	1	1
Building Codes Inspector, Commercial	23	4	0	0
Building Codes Inspector	23	1T*	1T*	1T*
Building Codes Inspector	23	8	13	13
Electrical Inspector	23	14	17	17
Electrical Inspector	23	3T*	3T*	3T*
HVAC Inspector	23	6	6	6
Plumbing Inspector	23	6	6	6
Secretary, Principal	21	2	1	1
Office Assistant, Senior	19	1	1	1
Sub-total		53	56	56
Temporary Sub-Total		4T*	4T*	4T*
Permits and Zoning				
Permits/Zoning Review, Manager	30	1	1	1
Permits/Zoning Review, Assistant Manager	28	1	1	1
Chief Permits Administrator	25	1	1	1
Zoning Officer	24	2	2	2
Board of Appeals Coordinator	21	1	1	1
Administrative Clerk	21	1	1	1
Office Assistant, Senior	19	6	6	7
Sub-total		13	13	14
Environmental Plans Review and Inspections				
Environmental Plans Review and Inspections Manager	30	1	1	1
Environmental Plans Review and Inspections Assistant Manager	28	1	1	1
Chief Environmental Land Development Inspector	26	1	1	1
Assistant Chief Environmental Land Development Inspector	26	1	1	1
Environmental Education Coordinator	26	1	1	1
Environmental Land Development Technician	23	18	18	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		
		2001	2002	2003
Environmental Plans & Inspections (continued)				
Secretary, Principal	19	0	0	0
County Arborist	25	1	1	1
Sub-Total		24	24	24
General Fund		0	0	0
Special Revenue Fund		117	138	139
		5T*	5T*	5T*

* TEMPORARY

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.

2003

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 2003. The 2003 Appropriation for this fund represents the 2002 year end fund balance of \$23,189. Additional revenues are not predicted for FY 2003.

Future

No significant budgetary impact to this fund is anticipated.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Child Support Incentive	\$18,386	\$18,386	\$23,189	\$23,189
TOTAL	\$18,386	\$18,386	\$23,189	\$23,189

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Reserve for Appropriation	\$18,386	\$18,386	\$23,189	\$23,189
TOTAL	\$18,386	\$18,386	\$23,189	\$23,189

FUNDING SOURCES

	2001	2002	2003 Budget
District Attorney Child Support Incentive Fund	\$18,386	\$18,386	\$23,189

DRUG ABUSE TREATMENT AND EDUCATION FUND

PROGRAM DESCRIPTION

This fund was mandated by Georgia Law in 1990 and provides for additional penalties of 50% of the original fine in certain controlled substance cases. The law provides that these funds be held in a separate fund and used only for drug abuse treatment and education programs. Only funds actually in hand are included in the 2003 budget.

MAJOR BUDGETARY IMPACTS

Previous

During 1999, funds were allocated for the following projects:

- \$52,500 for the continuation of the Exercise Right Choice Scholarship program,
- \$20,277 to fund the 4-H Youth Development Violence Prevention program from October 1, 1999 through December 31, 1999, a one-time allocation,
- \$11,277 to fund a formerly grant-funded Juvenile Court Probation Counselor position from October 1, 1999 through February 29, 2000.

In 2000, funds were allocated and expended for several projects including:

- \$52,500 for the continuation of the Exercise Right Choice Scholarship program,
- \$5,228 to fund a Juvenile Court Probation Counselor position for two months,
- \$13,434 to fund a 4-H and Youth Development Violence Prevention program for 6 months,
- \$19,100 was transferred to the Grant Fund to provide supplies, travel, and 4-H leader supplements for the 4-H program.

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.

2003

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.

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.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Personal Services	\$0	\$0	\$0	\$0
Supplies	0	0	0	0
Operating Services and Charges	32,427	24,850	160,681	160,681
Aid to Other Agencies	0	0	0	0
Interfund Transfers	5,577	33,274	0	0
TOTAL	\$38,004	\$58,124	\$160,681	\$160,681

DRUG ABUSE TREATMENT AND EDUCATION FUND

	FUNDING SOURCES		
	2001	2002	2003 Budget
Drug Abuse Treatment & Education Fund	\$38,004	\$58,124	\$160,681

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.

2003

In January 2003, the Board of Commissioners reaffirmed the fees for wired and wireless telephones at \$1.35 per month.

Of the total amount approved of \$14,743,046, \$750,000 will be expended for E-911 telephone services; \$3,074,025 will be appropriated for the wireless reserve account; \$1,407,250 will be appropriated to fund the payments for the Computer Aided Dispatch System; \$6,204,753 will be available for transfer to the General Fund including \$5,034,272 for personnel costs, \$83,300 for operating supplies, \$440,650 for operating services and charges, \$55,233 for a dictaphone machine, \$475,098 for upgrade of CAD software, \$100,000 for upgrade of the GEO file, \$16,200 for other communications related equipment; and \$3,307,018 is appropriated as the projected fund balance.

Future

No significant changes are anticipated in the near future.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Operating Services and Charges	\$2,318,755	\$2,253,820	\$8,538,293	\$8,538,293
Interfund Transfers	5,315,273	5,264,128	6,204,753	6,204,753
TOTAL	\$7,634,028	\$7,517,948	\$14,743,046	\$14,743,046

FUNDING SOURCES

	2001	2002	2003 Budget
Emergency Telephone Fund	\$7,634,028	\$7,517,948	\$14,743,046

GRANTS

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. Accounts are established for each individual grant received.

MAJOR BUDGETARY IMPACTS

Previous

Magistrate Court received a grant in the amount of \$362,209 from the U.S. Department of Health and Human Services to fund the second year of the Mental Health Diversion Court. The Cooperative Extension Service received a grant in the amount of \$331,082 from the Department of Treasury for the First Account Program. Some of the grants that the County receives require the County to provide matching funds. The County has also received several pass-thru grants from the Georgia Department of Community Affairs to be distributed to various agencies within DeKalb County.

2003

\$48,015,931 is budgeted to continue various grant programs in 2003. \$1,027,681 is budgeted in 2003 for expired grant programs which will be closed out at a later date. After adjustments have been made between various grants to close them out, \$2,753 is being transferred back to the General Fund, \$4,230 to Special Tax District-Designated Services, and \$2,846 is being transferred back to DATE Fund. \$41,434 is budgeted in Grants Reserve Account. \$1,649,177 is 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.

Future

The County anticipates the receipt of additional funds in 2003 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 2003.

ACTIVITY MEASURES

Grantor/Grant Description	Total Grant Appropriation	Prior Years Expenditures	2003 Appropriation
Ga. Dept. of Labor/DeKalb Workforce Development	On-going program	On-going program	\$2,000,014
HUD/Community Development	On-going program	On-going program	21,076,157
Local Law Enforcement Block Grant #6	1,005,212	613,260	391,952
Local Law Enforcement Block Grant #7	756,170	49,989	706,181
<u>Commission Office Grants</u>			
Various Donors/Teen Pregnancy Prevention	11,350	11,076	274
Tucker Federal Savings & Loan/Community Relations Commission	10,000	8,334	1,666
Ga. Dept. of Labor/Ga. Job TV Transmission Services	1,750	1,639	111
<u>Fleet Maintenance Grants</u>			
Clean Cities - Atlanta	206,207	0	206,207

GRANTS

Grantor/Grant Description	Total Grant Appropriation	Prior Years Expenditures	2003 Appropriation
<u>Finance Department Grants</u>			
AIG & J. Smith Lanier & Company/Safe Driving Competition	8,000	7,816	184
<u>Sheriff's Department Grants</u>			
Criminal Justice Coordinating Council/Stop Violence Against Women	200,000	125,165	74,835
Criminal Justice Coordinating Council/RSAT	531,247	0	531,247
U.S. Dept. of Justice/Bulletproof Vests	4,709	3,132	1,577
<u>Juvenile Court Grants</u>			
Council of Juvenile Court Judges/Purchase of Services	38,400	19,550	18,850
Children & Youth Coordinating Council/Augmented Supervision	431,112	87,654	343,458
U.S. Dept of Health and Human Services/Substance Abuse	156,199	79,735	76,464
DHR/DeKalb MHMRSA/Tobacco Education	32,000	14,545	17,455
U.S Department of Labor/Youth Demo Project	600,000	1,582	598,418
Children & Youth Coordinating Council/PSYCIP	129,000	21,070	107,930
Children & Youth Coordinating Council/Resiliency	50,000	5,460	44,540
<u>Superior Court Grants</u>			
AOC/Byrne/Drug Court Grant	81,250	43,375	37,875
Council of Superior Court Judges/Drug Court	25,000	11,111	13,889
<u>State Court Grants</u>			
U.S. DOJ/Bulletproof Vest	1,252	0	1,252
<u>Solicitor - General Grants</u>			
Criminal Justice Coordinating Council/Stop Violence Against Women	111,355	42,430	68,925
Criminal Justice Coordinating Council/Victim Assistance	158,806	37,842	120,964
<u>District Attorney's Office Grants</u>			
Criminal Justice Coordinating Council/Victim Assistance	181,413	38,151	143,262
HIDTA/Drug Court	25,002	441	24,561
<u>Police Grants</u>			
Various Donors/Police Services	8,700	974	7,726
Ga. Public Safety Training Center/Training Grant	48,820	0	48,820
Various Donors/DARE & GREAT Programs	5,000	4,669	331
U.S. Dept. of Justice/Universal Hiring	13,486,236	3,288,799	10,197,437

GRANTS

Grantor/Grant Description	Total Grant Appropriation	Prior Years Expenditures	2003 Appropriation
U.S. Dept. of Justice/COPS MORE Program	3,799,929	2,440,245	1,359,684
Governor's Office Highway Safety/MCSAP	206,250	2,543	203,707
GEMA/Weather Radios	37,500	20,257	17,243
DeKalb Housing Authority/Public Housing Drug Elimination	206,714	29,110	177,604
U.S. Dept. of Justice/Bulletproof Vest	4,709	0	4,709
Governor's Office Highway Safety/Pedestrian Safety	50,000	0	50,000
Governor's Office of Highway Safety/H.E.A.T.	145,200	692	144,508
<u>Fire Department/EMS Grants</u>			
Various Donors/Fire Services Education	1,195	1,141	54
GEMA/Hazard Mitigation/Flooding Alarms	183,266	0	183,266
Various Donors/Fire& Rescue	2,925	0	2,925
<u>Magistrate Court Grants</u>			
U.S. Health and Human Services/Diversion Court	724,418	266,460	457,958
<u>Public Works Grants</u>			
Federal Emergency Management Agency/Ga. Emergency Management Agency/Disaster Relief	17,054,000	16,730,541	323,459
Governor's Local Assistance/Briarcliff-LaVista Right-of-Way	10,000	0	10,000
Federal Emergency Management Agency/Ga. Emergency Management Agency/Ice Storm Cleanup	15,100,000	10,307,839	4,792,161
<u>Economic Development Department Grants</u>			
Economic Development Revitalization	176,000	142,938	33,062
<u>Parks and Recreation Department Grants</u>			
Ga. Dept. of Community Affairs/Shoal Creek Park	28,000	17,776	10,224
Governor's Local Assistance/Dresden Park	20,000	11,430	8,570
Governor's Local Assistance/Tennis Courts	10,000	1,743	8,257
Ga. Dept. of Community Affairs/Briarwood Rec. Lights	10,000	0	10,000
Georgia Greenspace/Arabia Mountain	5,642	0	5,642
U.S.Dept. of HUD/Arts Center - South DeKalb	100,000	0	100,000

GRANTS

Grantor/Grant Description	Total Grant Appropriation	Prior Years Expenditures	2003 Appropriation
<u>Extension Service Grants</u>			
Governor's Local Assistance/Environmental Education	10,000	9,519	481
MHMRSA/Youth Violence Prevention	86,270	3,481	82,789
GA Dept. of Human Resources/Building Young Families	84,450	7,613	76,837
GA Dept. of Human Resources/Resource Mothers Program	32,280	10,658	21,622
GA Dept. of Community Affairs/Steps for Success	38,000	22,446	15,554
U.S. Department of Treasury/First Accounts	331,082	0	331,082
MHDDAD - DeKalb/Parent Education	48,783	0	48,783
<u>DeKalb Family & Children's Services Grants</u>			
DFACS Building/Lease Purchase	8,077,904	6,338,597	1,739,307
<u>Human and Community Development Grants</u>			
ARC/Senior Medicare Watch Program	6,250	0	6,250
Various Donors/Older Americans Month	30,000	21,101	8,899
BOE/Teen Pregnancy Prevention	8,392	6,815	1,577
DCA/South DeKalb Senior Services	150,000	2,889	147,111
<u>Health Department</u>			
Georgia DNR-EPD/Scrap Tire Enforcement	41,117	0	41,117
<u>Keep DeKalb Beautiful Grants</u>			
Governor's Local Assistance/Keep DeKalb Beautiful	28,000	22,000	6,000
Governor's Local Assistance/Keep DeKalb Beautiful	10,000	0	10,000
Governor's Local Assistance/Keep DeKalb Beautiful	5,000	4,000	1,000
Governor's Local Assistance/Keep DeKalb Beautiful	5,000	4,250	750
Governor's Local Assistance/Keep DeKalb Beautiful	5,000	3,750	1,250
Governor's Local Assistance/Keep DeKalb Beautiful	5,000	4,000	1,000
Governor's Local Assistance/Keep DeKalb Beautiful	7,000	5,750	1,250
Governor's Local Assistance/Keep DeKalb Beautiful	10,000	8,500	1,500
Department of Natural Resources/Scrap Tire Enforcement and Education Grant	6,700	0	6,700
<u>Sanitation Grants</u>			
Department of Natural Resources/Scrap Tire Enforcement and Education Grant	61,616	21,818	39,798
<u>Water and Sewer Grants</u>			
EPA/Vulnerability Assessment	115,000	0	115,000

GRANTS

Grantor/Grant Description	Total Grant Appropriation	Prior Years Expenditures	2003 Appropriation
<u>Nondepartmental Grants</u>			
Governor's Local Assistance Grants			
W. White Resource Center	8,750	(4,693)	13,443
Scottdale Child Development & Family Center	15,000	(7,500)	22,500
Georgia Association of Prader- Willi Syndrome	5,000	0	5,000
Night Hospitality at Clifton	20,000	19,964	36
Women's Resource Center	8,000	6,000	2,000
Decatur 100 Black Women	40,000	30,000	10,000
Green Forest Dev. Corp.	21,000	15,750	5,250
South DeKalb Youth Choir	10,000	0	10,000
Belvedere Little League Prog	7,500	5,625	1,875
Mary Lin Mentoring Program	4,000	3,000	1,000
Redan High Touchdown Club	1,000	0	1,000
Redan Athletic Association	25,000	18,750	6,250
S.E.E.D.	2,000	1,500	500
Trinity Warriors	3,000	2,250	750
South DeKalb Arts Expo	75,000	56,250	18,750
E.L.L.A.	10,000	7,500	2,500
Mothers Voices	20,000	15,000	5,000
International Village	150,000	112,500	37,500
Action Community Development	180,000	138,750	46,250
Midway Heights Little League	16,500	12,375	4,125
Southeast Community Cultural Center	5,000	3,750	1,250
Stone Mountain Youth Soccer Assoc.	25,000	18,750	6,250
Scottdale Child Development & Family Center	3,000	2,250	750
Art Station, Inc	30,000	22,500	7,500
Scottdale Community Planning Council	2,000	1,500	500
Thankful Comm. Dev. Corp.	10,000	7,500	2,500
International Womens House	25,000	18,750	6,250
Frazer Center	30,000	22,500	7,500
Fernbank Museum	20,000	15,000	5,000
Candler Girls Softball	12,500	9,375	3,125
Candler Little League	12,500	9,375	3,125
100 Black Women - Legacy	50,000	37,500	12,500
YMCA Comm. Dev. LLC	5,000	3,750	1,250
Gresham Park Athletic Assoc.	2,500	1,875	625
Ga. Strike Out Stroke	7,500	5,625	1,875
War Between the States	75,000	56,250	18,750
Operation Dignity	15,000	0	15,000
Young Life South DeKalb	15,000	0	15,000
Georgia Gives Back	75,000	56,250	18,750
American Assoc. of Adapted Sports	10,000	7,500	2,500
Burnt-Fork Watershed Alliance	5,000	0	5,000
Computers in the Hood	10,000	7,500	2,500
Ga. Comm. Support & Solutions	44,000	0	44,000
Oakhurst Medical Center	15,000	0	15,000
Victory Outreach	20,000	0	20,000
Coalition of Concerned Africans	5,000	3,750	1,250
Decatur Alumnae Delta Life	35,000	0	35,000
Murphy Candler Girls Softball	5,000	0	5,000
Project New Direction	15,000	0	15,000
Wonderland Garden's	20,000	15,000	5,000
DeKalb Yellow Jackets	10,000	0	10,000
Gresham Park Baseball/Softball	2,700	0	2,700

GRANTS

Grantor/Grant Description	Total Grant Appropriation	Prior Years Expenditures	2003 Appropriation
Nondepartmental Grants (Continued)			
I AM, Inc.	5,000	0	5,000
Khadijaland	20,000	0	20,000
Murphy-Candler Girls Softball	12,500	0	12,500
Push Push Theatre	10,000	0	10,000
N. GA. Jaguars	8,000	0	8,000
MC Little League	5,000	0	5,000

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY GRANT CATEGORY

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
COMMUNITY DEVELOPMENT	\$9,130,954	\$8,415,514	\$21,076,157	\$21,076,157
DEKALB WORKFORCE DEVELOPMENT	3,500,233	6,437,019	2,000,014	2,000,014
OTHER GRANTS	6,119,822	8,390,137	24,557,507	24,557,507
VARIOUS PENDING GRANTS	0	0	1,649,177	1,649,177
LOCAL LAW ENFORCEMENT BLOCK GRANT #3	1,445	0	0	0
LOCAL LAW ENFORCEMENT BLOCK GRANT #4	723,700	129,278	103	103
LOCAL LAW ENFORCEMENT BLOCK GRANT #5	215,238	374,029	362,961	362,961
LOCAL LAW ENFORCEMENT BLOCK GRANT #6	0	614,769	391,952	391,952
LOCAL LAW ENFORCEMENT BLOCK GRANT #7	0	49,989	706,181	706,181
TOTAL	\$19,691,392	\$24,410,735	\$50,744,052	\$50,744,052

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
PERSONAL SERVICES	\$4,307,030	\$7,349,570	\$7,316,831	\$7,316,831
SUPPLIES	495,203	231,531	578,481	578,481
OPERATING SERVICES AND CHARGES	3,948,827	6,450,801	18,793,744	18,793,744
MAINTENANCE AND REPAIR	67,605	172,735	216,682	216,682
AID TO OTHER AGENCIES	7,385,764	6,864,401	6,115,951	6,115,951
INTERDEPARTMENTAL/INTERFUND SERVICES	1,499,103	1,367,795	387,418	387,418
EQUIPMENT	1,308,116	1,172,376	1,242,573	1,242,573
JTPA CONTRACTS	1,174,138	1,003,158	1,698,025	1,698,025
INTERFUND CREDITS	(1,456,331)	(1,343,922)	537,386	537,386
JTPA TRAINING	367,969	769,722	116,464	116,464
INTERFUND TRANSFERS	593,968	372,568	781,856	781,856
VARIOUS PENDING GRANTS	0	0	12,958,641	12,958,641
TOTAL	\$19,691,392	\$24,410,735	\$50,744,052	\$50,744,052

FUNDING SOURCES

	2003 Budget
USE OF MONEY AND PROPERTY	(\$1,453)
FEDERAL	34,981,959
STATE	17,726,791
OTHER AGENCIES	1,738,381
MISCELLANEOUS REVENUE	(70,703)
INTERFUND TRANSFERS	1,872,001
VARIOUS PENDING GRANTS	1,840,960
FUND BALANCE CARRIED FORWARD	(7,343,884)
TOTAL	\$50,744,052

GRANTS

AUTHORIZED POSITIONS BY GRANT

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

Grant	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
<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
PIC Intake Officer	23	5	7	7
PIC Case Manager	23	4	2	2
Executive Secretary	23	1	1	1
MIS Technician	23	1	1	1
Extension Education Agent	23	1	1	0
Financial Assistant	23	0	1	1
Office Assistant, Senior	19	4	3	3
Office Assistant	18	2	2	2
	Sub-total	28	28	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	0	1	1
Deputy Senior Services Administrator	31	0	1	1
Housing Programs Manager	31	1	1	1
Special Projects Coordinator, Senior	29	1	1	1
Fiscal Coordinator	29	0	1	1
Housing Programs Supervisor	28	1	1	1
Housing and Financial Specialist	28	1	1	1
Housing Services Coordinator	28	1	1	1
Grants & Administrative Manager	28	1	1	1
Housing Programs Coordinator	26	2	2	2
Senior Planner	26	1	1	1
Financial Officer, Senior	26	1	1	1
Project Monitor	26	1	1	1
Community Services Coordinator	25	0	1	1
Program Operations Specialist	25	1	1	1
Financial Assistant	23	1	1	1
Office Software Specialist	23	0	1	1
Secretary, Executive	23	1	1	1
Administrative Assistant	23	1	1	1
Secretary, Principal	21	3	1	1
Office Assistant, Senior	19	2	2	2
Custodian	18	1	1	1
	Sub-total	24	27	27

GRANTS

AUTHORIZED POSITIONS BY GRANT

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

Grant	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
<u>Sheriff's Department Grants</u>				
Criminal Justice Coordinating Council/ STOP Violence Against Women				
Deputy Sheriff	E23	1	1	1
Deputy Sheriff, Master	E25	1	1	1
	Sub-total	2	2	2
<u>Superior Court Grants</u>				
AOC/Byrne/Drug Court				
Drug Court Program Manager	31	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>Public Defender's Office Grants</u>				
Georgia Indigent Defense Council Attorney II				
	30	1	1	0
	Sub-total	1	1	0
<u>Police Department Grants</u>				
U.S. Dept. of Justice/Universal Hiring/1999 & 2000				
Police Officer	23	100	100	100
	Sub-total	100	100	100
U.S. Dept. of Justice/Universal Hiring/2002				
Police Officer	23	0	50	50
	Sub-total	0	50	50
DeKalb Housing Authority/Public Housing Drug Elimination				
Police Officer, Master	25	4	4	4
	Sub-total	4	4	4
Georgia Department of Natural Resources-EPD/ Scrap Tire Code Enforcement				
Code Enforcement Officer	23	1	1	0
Office Assistant	19	1PT	1PT	0
	Sub-total	1 1PT	1 1PT	0 0

GRANTS**AUTHORIZED POSITIONS BY GRANT**

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

Grant	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
<u>Solicitor - General Grants</u>				
Criminal Justice Coordinating Council/ 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	0	3	3
Sub-total		0	3	3
<u>Magistrate Court Grants</u>				
U. S. Health and Human Services/Diversion Court Mental Health Diversion Project Manager	31	1	1	1
Records Technician	18	1	1	1
Sub-total		2	2	2
<u>Sanitation</u>				
Georgia Department of Natural Resources-EPD/ Scrap Tire Code Enforcement Code Enforcement Officer	23	0	0	1
Office Assistant	19	0	0	1PT
Sub-total		0	0	1 1PT
<u>Parks and Recreation Department Grants</u>				
Environmental Protection Division of Ga. DNR/ Watershed Management Environmental Project Coordinator	24	1	1	0
Sub-total		1	1	0
U.S. DOJ/Local Law Enforcement Block Grant/ Parks Watch Program Public Education Specialist Assistant	21	0	1	1
Sub-total		0	1	1
<u>Extension Service Grants</u>				
The Children's Trust Fund Commission/Building Families Extension Education Agent	23	1	0	0
Sub-total		1	0	0
Ga. Dept. of Human Resources/Building Young Families Public Education Agent	23	1	1	1
Extension Outreach Aide	EO	2	2	2
Sub-total		3	3	3

GRANTS

AUTHORIZED POSITIONS BY GRANT

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

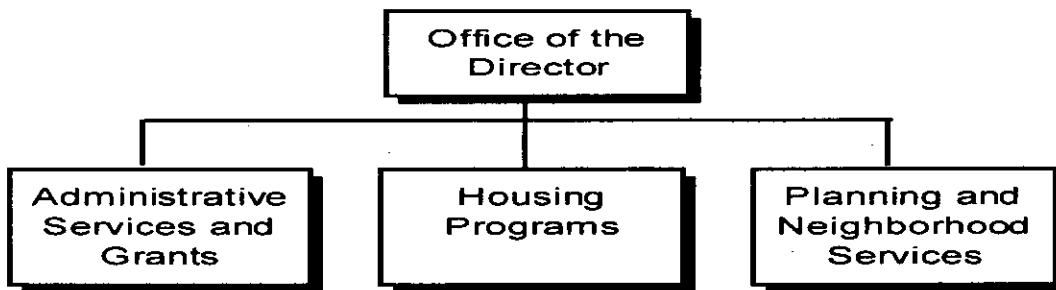
Grant	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
MHMRSA/Youth Violence Prevention				
County Extension Agent	25	1	1	1
County Outreach Aide	EO	0	0	1
County Outreach Aide	EO	0	1PT	1PT
	Sub-total	1	1 1PT	2 1PT
U.S. DOJ/Local Law Enforcement Block Grant/ 4-H Youth Violence Program				
County Extension Agent	25	1	1	0
	Sub-total	1	1	0
MHMRSA/Substance Abuse Block Grant				
Administrative Clerk	21	1	1	1
	Subtotal	1	1	1
DCA/Steps for Success				
Public Education Specialist	23	0	1	0
	Subtotal	0	1	0
DOJ/First Account Program				
County Extension Agent	25	0	0	1
Extension Outreach Aide	EO	0	0	2
	Subtotal	0	0	3
Mental Health, Development Disabilities and Additive Diseases/Parent Education				
County Extension Agent	25	0	1	1
Extension Outreach Aide	EO	0	1	1
	Subtotal	0	2	2
American Express/Literacy Education				
	EO	0	0	1
	Subtotal	0	0	1
<u>Economic Development</u>				
Economic Development Revitalization				
Economic Development Coordinator	28	2	2	2
	Sub-total	2	2	2
<u>Juvenile Court</u>				
US HHS/Substance Abuse/Mental Health Services				
Grants and Administrative Manager	28	1	1	1
Administrative Assistant	23	1	1	1
	Sub-total	2	2	2

GRANTS**AUTHORIZED POSITIONS BY GRANT**

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

Grant	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Children and Youth Coordinating Council//ASAP				
Juvenile Probation Supervisor	25	1	1	1
Juvenile Probation Officer	21	2	2	2
Juvenile Probation Officer Aide	19	3	3	3
	Sub-total	6	6	6
US DOL/Young Offender Initiative/Youth Demonstration Program				
Grant Coordinator	26	0	1	1
Volunteer Service Coordinator	23	0	1	1
Case Manager	23	0	4	4
Office Assistant, Senior	19	0	1	1
	Sub-total	0	7	7
TOTAL POSITIONS		185	252	252
		1PT	2PT	2PT

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 primary funding resource for the Community Development Program is the Community Development Block Grant (CDBG) Program, an entitlement grant provided by the U.S. Department of Housing and Urban Development (HUD) through Title I of the Housing and Community Development Act of 1974 as amended. The County also receives other grants from HUD that are administered by the Community Development Department including the McKinney Emergency Shelter Grant Program (ESGP), and the HOME Investment Partnerships Act (HOME).

MAJOR ACCOMPLISHMENTS IN 2002

In the year 2002 the Department 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. In addition to the CDBG activities listed below, the Division played a major role in preparing the Five Year Plan for Senior Services and working with the "Bridge Builders Process". The Department played a leadership role in developing a Micro Loan Enterprise Program, worked with other Special Economic Development Initiatives, and continued to provide extensive community education in financial literacy, homebuyers' education and predatory lending.

CDBG PROGRAM

I. Acquisition of Real Properties

DFACS Land Acquisition – A total of 1.8 acres of land was acquired using CDBG funds during 2002 for the construction of an Early Assessment/Crisis Intervention Center for the Department of Family and Children Services. The Center will be used for the assessment of children entering the system in a crisis capacity and for children that need intensive care prior to placement in a temporary shelter or foster care. This was the first of three sites to be acquired.

II. Public Facilities and Improvements

These projects are in the planning phase, developmental phase, or have been completed.

Buford Highway Sidewalks/ Streetscape - The project is designed to enhance pedestrian safety for the benefit of people who are living, working, and shopping in the area. The engineering firm completed the engineering and design at the end of 2002. Right-of-way and easement acquisition is currently underway.

Chamblee-Dunwoody Road Streetscape – CDBG funds will be used to complete engineering, and design services, utility relocation, sidewalk and streetscape improvements. The project extends in an area along Chamblee-Dunwoody Road, New Peachtree Road and Buford Highway. Right-of-way and easement acquisition is currently underway.

COMMUNITY DEVELOPMENT

Citizens Drainage Program – In 2002, in collaboration with the Road and Drainage Division, the Human and Community Development Department was able to assist one low-moderate-income citizen in eliminating a backyard drainage problem.

City of Decatur/Mead Road - In September of 2002, the Mead Road Park rehabilitation project was completed. The renovation included new landscaping, new playground equipment, sidewalks and water fountains.

Clarkston Community Center – In 2002, the Community Center continued to raise money toward the renovation of the building. In September 2002, the renovation of the field attached to the Community Center for use as a soccer field was completed.

DeKalb/Atlanta Human Services Center – Funds were provided to improve the sidewalk and main front door entrance for ADA compliance. Phase I of this project was completed and the second phase will be budgeted and completed by the fall of 2003.

Lynwood Park Capital Improvements – In 2002, the engineering firm completed work on this project. The County has reviewed the right-of-way plan and the easement and right-of-way acquisition is currently underway. The purpose of the project is to improve the physical condition of roads, sidewalks, water lines, drainage, and other infrastructure and various neighborhood improvements

III. Public Services

Marcus Jewish Community Center of Atlanta, Inc. - In the year 2002, a total of 148 persons were matched for housing through this project. Additional services include intake and referrals.

Atlanta Legal Aid Society, Inc. - Legal services were provided for 252 DeKalb County clients. The agency also provided educational activities and homebuyer seminars on foreclosure and fraud prevention to 53 persons residing within the County.

Consumer Credit Counseling, Inc. – A total of 229 persons within the County received credit counseling and an additional 729 residents attended and completed the homebuyer's seminar.

D&E, A Financial Education Institute - During 2002, 41 persons received assistance and 69 potential homebuyers completed the education seminar.

DeKalb Housing Counseling, Inc. – In the year 2002, a total of 488 DeKalb County residents were provided default counseling, and 344 potential homebuyers attended weekly homebuyer's seminars and 271 persons were issued certificates of completing the weekly homebuyer's seminar.

Green Forest Community Development Corporation – During 2002, 385 clients received homebuyer's education and counseling.

Jerusalem House, Inc. - This homeless shelter provided assistance to 33 persons with AIDS during 2002. Other services included medical supervision, social service support, personal care services, counseling, and alcohol/drug recovery.

Latin American Association, Inc. – A total of 1,285 persons were assisted by this agency in 2002. Of those served, 98% were Hispanics and approximately 15% were female head of household. Services included homeless prevention activities, legal and financial counseling, medical assistance, pre-K and school enrollment, assistance to battered women, immigration referral, translation or interpretation services, DFACS referrals, tax referrals, and general information.

Metro Fair Housing Services, Inc. - This agency provides fair housing services. In the year 2002, this agency received 258 fair housing inquiries, validated 11 new complaints, followed up on 11 complaints, and referred 9 complaints to HUD.

COMMUNITY DEVELOPMENT

Nicholas House, Inc. - The agency provided transitional housing and supportive services to 25 homeless families during 2002. Support services were also provided for their families. Of the families served, 78% were female head of household.

Our House, Inc. - Daycare services for homeless children and support services to other family members were offered during 2002. A total of 74 children were served. Of the families served, 74% were female head of household.

Scottdale Child Development Center - Daycare services are provided primarily for Scottdale residents throughout the year. A total of 91 children were served during 2002.

Youth Set Aside Program/Summer Recreation Voucher Program- A total of 1,086 youth participated in the 2002 summer voucher program that included 45 different program providers.

IV. Housing

Down Payment Assistance - In the year 2002, the program provided eight (8) down payment grants to first-time homebuyers.

Housing Rehab - A total of 92 single-family units were set up for rehabilitation in 2002 using CDBG funds and 107 units were completed.

Senior Connections Project Independence - One hundred twenty (120) households were provided with services that included minor home repairs, maintenance services, and accessibility improvements to the elderly and disabled. The majority of the households were elderly.

V. Economic Development

South DeKalb Business Incubator, Inc. - During 2002, five (5) Full Time Equivalent (FTE) jobs were created. The proposed light-manufacturing facility was established with the effect of creating a substantial number of jobs for low- to moderate-income individuals.

Economic Development Revolving Loans - As December 31, 2002, ten (10) loans have been closed by the DeKalb Enterprise Business Corporation (DEBCO). The ten businesses are anticipated to create seventy-seven and one-half (77.5) jobs within one year that will be available to low and moderate-income persons. As of December 31, 2002, twenty-one and one-half (21.5) jobs were created and low- and moderate- income persons held nineteen and one-half (19.5) of those positions.

VI. Demolition

Demolition and Clearance - A total of five (5) units were demolished in 2002. Upon receipt of the owner's approval, this program demolishes vacant, dilapidated housing units.

HOME PROGRAM

The HOME Program's purpose is to expand the supply of decent, safe, sanitary, affordable housing units. Units may either be rental or homeownership.

- I. **Affordable Housing-Homeownership** - During 2002, construction was completed on two separate ongoing HOME-funded activities involving the construction of new, single family residences for low- and moderate-income homebuyers in the Lynwood Park Community. The Housing Authority, in partnership with the Lynwood Park CHDO, implemented these activities. During calendar year 2002, six houses were completed and two were sold.
- II. **Affordable Housing-Rental Rehabilitation** - One new HOME Rental Program application was approved for funding in 2002 and two projects were closed out. These two projects are the Northwoods Apartments and the Lynwood Park Rental Project.
- III. **HOME/CHDO Affordable Housing** - HOME funds assisted two (2) Community Housing Development Organizations (CHDO's), the Lynwood Park Community Project, Inc. (LPCP, Inc.), and Initiative for Affordable Housing/DeKalb, Inc. (Initiative).

COMMUNITY DEVELOPMENT

Lynwood Park Community Project, Inc. CHDO – In 2002, the Lynwood Park CHDO completed the construction of three single-family houses. Two of the units were sold and the third was under contract as of December 31st. The CHDO also worked on site preparation and getting approval of house designs from the community for four additional lots located in Lynwood Park. It is anticipated that the construction of these additional affordable single-family houses will begin by the end of the second quarter of 2002.

Initiative for Affordable Housing, Inc. CHDO – This agency sold 2 homes in 2002 to income-eligible purchasers. Both were homes the agency acquired and rehabilitated with the use of HOME CHDO funds. The County recaptured most of its initial investment in these properties as program income at the time of sale. These funds were put into the Local HOME Trust Account to be used for other HOME-eligible activities. This agency also owns a lot in Scottdale upon which it plans to construct a single-family home and sell to an income-eligible purchaser.

EMERGENCY SHELTER GRANTS PROGRAM (ESGP)

The ESG Program is designed to provide grants to assist people with facilities and services for the homeless. In DeKalb County, ESG funds provided for Homeless Prevention (30%), Essential Services (Counseling) (30%), and Operational Costs (40%).

The ESG Program is designed to provide grants to assist people with facilities and services for the homeless. The County provided CDBG and ESGP funds for 16 nonprofit agencies, and one municipality, to provide assistance to the homeless population or those at risk of becoming homeless. A total of 481 households (1327 persons) were served. Funds were also provided to Decatur Cooperative Ministry to assist with the rehabilitation of a shelter for women with children in DeKalb County. This rehabilitation project was completed in October 2002 and services were rendered after the opening.

Homeless prevention assistance was provided to 1425 persons; referrals and case management services for 709 persons (723 persons); housed 5 victims of domestic violence; provided housing and support services for 25 households (37 persons) in recovery from drug and alcohol abuse; day care for 74 homeless children; transitional housing and support services for 25 households; and housing for 33 persons with AIDS.

MAJOR GOALS FOR 2003

During the 2002-2007 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.

- I. To provide decent affordable housing for low-to moderate-income persons residing in DeKalb County.
- II. To provide a suitable living environment, public facilities, infrastructure, and expanded community services, principally benefiting low- to moderate-income persons.
- III. 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

2002

For the 2002 Annual Action Plan, the County received a grant award of \$5,333,000 in CDBG funds, \$2,252,000 in HOME funds, and \$182,000 in ESGP funds. Program income in the amount of \$239,611 for CDBG and \$305,011 for HOME was also anticipated.

2003

In 2003, 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 2003 Annual Action Plan, the County received a grant award of \$6,840,000 in CDBG funds, \$2,255,000 in HOME funds, and \$181,000 in ESGP funds. Program income in the amount of \$818,021 for CDBG and \$640,475 for HOME is anticipated.

COMMUNITY DEVELOPMENT

ACTIVITY MEASURES

	2003 FUNDING
I. 2003 CDBG PROGRAMS	
PUBLIC FACILITIES AND IMPROVEMENT	
1. Targeted Capital Improvement/Economic Development Projects	\$3,125,400
Set Aside Fund 1	
a) Buford Highway Streetscape Project (\$206,000)	
b) Candler Road Streetscape Phase I (\$829,000)	
c) Chamblee Dunwoody Streetscape (\$250,000)	
d) Memorial Drive Streetscape Project (\$918,000)	
e) Lynwood Park Infrastructure Project (\$2,200,000)	
f) *Clarkston Community Center, Inc. (\$750,000 Phase II)	
g) *City of Decatur Recreation Field Renovation Project - Adjacent to Samuel Jones Boys and Girls Club (\$56,000)	
h) City of Lithonia - City Park Improvement (\$110,000)	
i) DeKalb Enterprise Business Corporation (DEBCO) (\$500,000) - Economic Development Revolving Loan Fund	
j) Training/Education/Technical Assistance for Micro-Enterprise Business Initiative (\$75,000)	
k) *City of Chamblee - Shallowford Road Sidewalk 2	
l) City of Clarkston - Montreal Road Sidewalk	
m) S.E. Quadrant of Candler Road and Glenwood Road	
n) Revolving Loan Fund to Attract Major Industry	
o) New Capital Improvement Projects developed in the four priority areas (Scottdale, Lynwood Park, Candler/McAfee, and Buford Hwy/Chamblee/Doraville)	
p) Targeted Capital Improvement / Economic Development Projects	
q) Section 108 Loan (The County is considering using the Section 108 Loan Program to provide Economic Development/Job Creation Initiatives. More details forthcoming.)	
r) *Metro Atlanta YMCA/Southeast YMCA Renovation Project	
s) Metro Atlanta YMCA/South DeKalb Expansion and Redevelopment	
t) Develop Senior Citizen Facilities per Strategic Plan	
u) DeKalb Rape Crisis Center Building Acquisition	
v) DeKalb County Parks and Recreation Park Improvement and Redevelopment Project	
SUBTOTAL	\$3,125,400

* 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 k-v. 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.

COMMUNITY DEVELOPMENT

PUBLIC SERVICES³

2. Atlanta Legal Aid Society, Inc.	\$75,000
3. Consumer Credit Counseling Service of Greater Atlanta, Inc.	20,000
4. Youth Voucher Program	150,000
5. Decatur Cooperative Ministry, Inc.	41,000
6. DeKalb Housing Counseling Center, Inc.	116,250
7. Green Forest Community Development Corporation	35,000
8. Interfaith Outreach Home, Inc.	27,570
9. Jerusalem House, Inc.	45,680
10. Latin American Association, Inc.	27,570
11. Marcus Jewish Community Center of Atlanta, Inc.	28,320
12. Metro Fair Housing Services, Inc.	54,910
13. Nicholas House, Inc.	27,570
14. Our House, Inc.	27,570
15. Scottdale Child Development and Family Resource Center, Inc.	95,340
16. Implementation Services for Senior Citizens Programs	226,650
17. Center for Pan Asian Community Services, Inc.	<u>27,570</u>
SUBTOTAL	\$1,026,000

ACQUISITION OF REAL PROPERTY

18. Affordable Housing Program	<u>\$100,000</u>
SUBTOTAL	\$100,000

HOUSING REHABILITATION

19. Housing Authority Rehab Implementation Services	\$665,600
20. Emergency Home Improvement Set Aside Program ⁴	100,000
21. Housing Rehab Set-aside Fund ⁵	<u>400,000</u>
SUBTOTAL	\$1,165,600

SPECIAL ECONOMIC DEVELOPMENT

22. South DeKalb Business Incubator, Inc.	<u>\$55,000</u>
SUBTOTAL	\$55,000

Other Economic Development Initiatives will be considered from the Targeted Capital Improvement Projects

PLANNING AND PROGRAM ADMINISTRATION

23. Community Development Administration	<u>\$1,368,000</u>
SUBTOTAL	\$1,368,000

CDBG ANTICIPATED PROGRAM INCOME

SUBTOTAL	<u>\$818,021</u>
	\$818,021

TOTAL CDBG **\$7,658,021**

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.

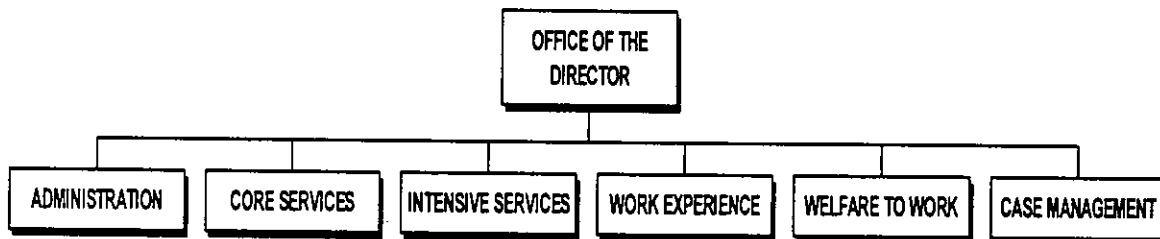
⁴ This Set Aside fund will be used to address emergency repairs and housing accessibility modifications for senior citizens and persons with disabilities.

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.

COMMUNITY DEVELOPMENT

II. 2003 EMERGENCY SHELTER GRANTS PROGRAM	\$181,000
III. 2003 HOME PROGRAM	
HOME INVESTMENTS PARTNERSHIP PROGRAM	
24. HOME Program Administration (10% Set-aside)	\$225,500
25. HOME CHDO Projects (15% Set-aside)	338,250
26. HOME Eligible Projects	
Single-family owner-occupied rehab	
Single-family homeownership new construction	
Single-family Rehab (Rental)	
Multi-family Rehab (Rental)	
Acquisition (including assistance to homebuyers)	
Tenant-based Rental Assistance	
Any other housing development activities considered eligible under HOME program regulations.	<u>1,691,250</u>
	SUBTOTAL
	\$2,255,000
HOME ANTICIPATED PROGRAM INCOME	\$640,475
TOTAL HOME	\$2,895,475
TOTAL COMMUNITY DEVELOPMENT	\$10,734,496

DEKALB WORKFORCE DEVELOPMENT DEPARTMENT



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 assist in the continued development of the DeKalb Workforce 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 (DWDD) administers various employment and training programs funded by the U. S. Department of Labor through Workforce Investment Act and Welfare Grants. 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. The Welfare to Work program provides welfare recipients with job placement services, transitional employment and training programs.

MAJOR ACCOMPLISHMENTS DURING 2002

DWDD implemented a comprehensive program for economically disadvantaged youth ages 14-21 which included a One Stop Center specifically for youth. Through a contract with the DeKalb Workforce Center, Inc., DWDD implemented the initial phase of its Business Services strategy focused on addressing the workforce related needs of DeKalb's businesses. In addition to co-sponsoring a Youth Job Fair for DeKalb youth ages 16-21, DWDD provided summer youth employment and training opportunities for 608 youth target at youth ages 14-15. The Workforce Development Department participated in twelve Rapid Response Sessions with employees of six companies who announced a major layoff or business closing. Staff provided information to the dislocated workers about opportunities available through the Workforce Investment Act and partner agencies. The Department provided information and assessments for individuals interested in training scholarships offered by Healthcare Corporation of America. In addition, departmental staff assisted with the screening of candidates for customized training with Bank of America.

DEKALB WORKFORCE DEVELOPMENT DEPARTMENT

MAJOR GOALS FOR 2003

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 to DeKalb's international community. To enhance the Business Service Strategy implemented in 2002 and to expand the number of businesses utilizing our services.

MAJOR BUDGETARY IMPACTS

Previous

In Program Year 2001, DeKalb County received Workforce Investment Act Grant Awards totaling \$3,306,409 for the Program Year beginning July 2001 and ending June 2002. Individual WIA Grant Awards in the amount of \$1,206,621 for Adults, 751,618 for Dislocated Workers and \$1,348,170 for Youth were received by the County. In Program Year 2002, DeKalb County received Workforce Investment Act Grant Awards totaling \$3,260,718 for the Program Year beginning July 2002 and ending June 2003. Individual WIA Grant Awards in the amount of \$1,108,814 for Adults, \$877,145 for Dislocated Workers and \$1,274,759 for Youth were received by the County.

2003

As the 2003 federal budget containing Workforce Investment Act funding for Program Year 2003 has just been approved, local allocations for 2003 are not available at this time. However, Workforce Investment Act funds for Program Year 2003 were reduced by \$650 million from the Program Year 2002 levels. Due to the reductions to federal appropriations for WIA, DeKalb County anticipates Program Year 2003 annual allocations to be 90% of the amount received for 2002 Workforce Investment Act activities.

Future

The Workforce Investment Act is scheduled for reauthorization during 2003. Based upon information contained in the President's 2004 Budget, funding for services to in school youth may be eliminated. In addition, funding for the Workforce Investment Act and Wagner- Peyser activities may be combined and distributed to the states in the form of Block Grants.

DEKALB WORKFORCE DEVELOPMENT DEPARTMENT

ACTIVITY MEASURES

	Approximate No. Individuals Served	
	Actual 2002	Estimated 2003
Core Services	11,730	10,000
Intensive Services	300	400
Training Services	155	450
Year Round Youth Programs	175	250
Summer Youth Employment Opportunities	608	550

National Performance Measures	Program Year 2001 7/01-6/02	
	Negotiated Statewide Level	Actual Local Performance
<u>Adult Measures</u>		
Entered Employment Rate	65.9%	66.70% Exceeded
Employment Retention Rate	76.2%	83.3% Exceeded
Earnings Change	\$3,106	\$4,692 Exceeded
Employment and Credential Rate	57.0%	50.0% Met
<u>Dislocated Worker Measures</u>		
Entered Employment Rate	70.9%	100.00% Exceeded
Employment Retention Rate	85.1%	75.0% Met
Earning Replacement Rate	85.1%	76.7% Met
Employment and Credential Rate	57.0%	75.0% Exceeded
<u>Youth Measures</u>		
Entered Employment Rate	66.5%	75.0% Exceeded
Employment Retention Rate	77.0%	100.0% Exceeded
Earnings Change	\$2,520	\$7,613 Exceeded
Credential Rate	47.5%	50% Exceeded
Skill Attainment Rate	72.0%	94.3% Exceeded
Diploma or Equivalent Rate	55.0%	88.5% Exceeded
Retention Rate	60%	27.3% Not Met
<u>Customer Satisfaction Measures</u>		
Participant	68.0%	85.5% Exceeded
Employer*	72.0%	72.5% Exceeded

Georgia Department of Labor policy is achieving 80% of the negotiated performance measure is considered meeting performance.

* Employer Customer Satisfaction is provided by the Georgia Department of Labor for the Atlanta Region.

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 2003

Position DeKalb County as the affordable and accessible destination for a vacation, group tours, meetings, conferences, or conventions in the Atlanta area.

Establish DCVB as the best resource for travel and meeting information in the marketplace.

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. From 1988 to 1999, the BOC contracted to expend the additional 2% levy for the operation of the DCVB. The contract with the DCVB stated that the County agreed to pay an amount equal to the amount collected for the additional 2% levy of the hotel-motel tax, minus a 3% administrative fee to be retained by the County.

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.

2003

The additional 2% tax was approved for 2003. The County plans to contract with the DCVB and the DeKalb Council for the Arts to promote tourism, conventions, and trade shows.

Future

Continuation of the hotel-motel tax through 2004 will probably be considered by the BOC in December 2003.

	ACTIVITY MEASURES			
	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
Gross Room Rentals	\$142,000,000	\$135,000,000	\$126,440,000	\$127,500,000
Total Tax Collected	\$7,109,315	\$6,679,955	\$5,929,861	\$6,000,000

HOTEL/MOTEL TAX FUND

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Aid to Other Agencies	\$2,281,579	\$2,126,879	\$2,207,024	\$2,207,024
TOTAL	\$2,281,579	\$2,126,879	\$2,207,024	\$2,207,024

FUNDING SOURCES

	2001	2002	2003 Budget
Hotel-Motel Tax	\$2,281,579	\$2,126,879	\$2,207,024

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

2003

The 2003 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 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Operating Services and Charges	\$63,218	\$55,145	\$51,831	\$51,831
TOTAL	\$63,218	\$55,145	\$51,831	\$51,831

FUNDING SOURCES

	2001	2002	2003 Budget
Juvenile Services Fund	\$63,218	\$55,145	\$51,831

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.

2003

The 2003 Appropriation for this Fund represents the end of 2002 fund balances.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
District Attorney	\$203,518	\$108,896	\$392,804	\$392,804
Sheriff - State/Local Funds	0	0	11,471	11,471
Sheriff - Treasury Funds	0	0	2,473	2,473
Sheriff - Federal Funds	8,973	9,790	125,881	125,881
Police - State/Local Funds	729,836	645,970	137,650	137,650
Police - Federal Funds	117,805	659,987	1,282,468	1,282,468
RICO Funds	123	0	0	0
TOTAL	\$1,060,255	\$1,424,642	\$1,952,747	\$1,952,747

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Supplies	\$42,133	\$191,535	\$0	\$0
Operating Services and Charges	275,513	235,425	1,706,352	1,706,352
Maintenance and Repair	58,036	142,205	0	0
Equipment	672,639	845,477	128,354	128,354
Interdepartmental Services	11,935	10,000	118,041	118,041
TOTAL	\$1,060,255	\$1,424,642	\$1,952,747	\$1,952,747

FUNDING SOURCES

	2001	2002	2003 Budget
Law Enforcement Confiscated Monies Fund	\$1,060,255	\$1,424,642	\$1,952,747

PUBLIC EDUCATION AND GOVERNMENT ACCESS (PEG) FUND

PROGRAM DESCRIPTION

This fund accounts for revenues received from fees paid to the County by the cable television franchises. The funds are used to provide capital and facility improvements for public education and government access cable television channels.

MAJOR BUDGETARY IMPACTS

Previous

This fund was established in 1997 to provide funding for a 15 year program of maintaining, upgrading and replacing the government television infrastructure.

2003

The PEG Fund has been designated to receive the liquidated damages paid to the County as a result of the County's lawsuit against the Cable Franchisee. These proceeds will be used to help fund Phase II of the I-Net Project by transferring the funds to the CIP Fund.

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 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Supplies	\$12,182	\$10,632	\$40,000	\$40,000
Operating Services and Charges	24,742	3,386	1,615,136	1,615,136
Maintenance and Repair	22,724	6,904	45,000	45,000
Interdepartmental Service	0	0	0	0
Equipment	76,010	338,244	100,000	100,000
Interfund Transfers	0	0	400,000	400,000
TOTAL	\$135,658	\$359,166	\$2,200,136	\$2,200,136

FUNDING SOURCES

	2001	2002	2003 BUDGET
PEG Fund	\$135,658	\$359,166	\$2,200,136

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 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

The 1998 Budget included \$196,918 for the expansion of the Summer Day Camp program at four new middle schools. The expansion required the addition of sixty temporary positions, four Program Supervisors, four Program Assistants, and fifty-two Camp Counselors. The approved budget also included funding in the amount of \$43,231 as a transfer to the CIP Fund. This charge is the Fund's allocated contribution for the new Payroll/Personel System.

In 1999, there were no major changes to the Fund's programs and actual 1998 expenditures left a fund balance of \$256,718 for 1998.

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 Intergrated 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.

2003

As compared to 2002, the beginning Fund Balance for FY2003 increased \$86,167 to \$410,349.

Two Senior Clerk positions in the Parks and Recreation Department continue to be funded by Recreation Fund revenues. The cost of \$72,129 is reflected as an interfund reimbursement to the Special Tax District-Designated Services Fund.

Future

No significant budgetary impact is anticipated

RECREATION FUND

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Prior Year Paid Adjustment	(\$623)	(\$75,939)	\$0	\$0
Outdoor Recreation	44,707	35,811	69,729	69,729
Therapeutic Recreation Programs	28,043	46,683	65,254	65,254
Senior Citizens Program	179,231	45,847	0	0
Briarwood Recreation Center	27,827	44,462	74,520	74,520
Lucious Sanders Recreation Center	51,241	54,719	85,035	85,035
Gresham Recreation Center	82,895	78,514	105,033	105,033
Lynwood Recreation Center	13,368	11,983	13,874	13,874
Mark Trail Recreation Center	87,115	31,123	67,013	67,013
Midway Recreation Center	46,452	57,114	94,526	94,526
Tobie Grant Recreation Center	22,037	17,444	36,399	36,399
Tucker Recreation Center	283,703	298,896	343,313	343,313
Recreation Special Events	42,012	0	0	0
Brownsmill Center	146,591	122,644	147,112	147,112
Playground Day Camp	12,860	17,311	0	0
Summer Swim Lessons	7,115	29,689	33,715	33,715
Dekalb Swim League	20,265	22,056	33,000	33,000
Sports Association	16,300	16,992	38,000	38,000
Hamilton Recreation Center	49,774	38,839	81,929	81,929
Adult Softball	157,549	130,905	185,168	185,168
Basketball	75,400	2,994	0	0
Youth Sports	0	101,330	171,110	171,110
Athletics Special Events	8,260	(40)	0	0
Administrative Support	79,676	92,222	146,646	146,646
Georgia Games	2,522	0	0	0
Error Holding Account	86	0	0	0
TOTAL	\$1,483,506	\$1,220,841	\$1,791,376	\$1,791,376

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Personal Services	\$695,570	\$790,624	\$937,867	\$937,867
Supplies	228,484	164,673	247,603	247,603
Operating Services and Charges	433,223	156,672	454,057	454,057
Maintenance and Repair	8,643	9,220	30,800	30,800
Interdepartmental Services	76,257	82,747	72,129	72,129
Equipment	41,243	16,905	48,920	48,920
Error Holding Accounts	86	0	0	0
TOTAL	\$1,483,506	\$1,220,841	\$1,791,376	\$1,791,376

FUNDING SOURCES

	2001	2002	2003 Budget
Recreation Fund	\$1,483,506	\$1,220,841	\$1,791,376

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.

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.

2003

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 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Maintenance & Repair	\$0	\$80,000	\$151,071	\$151,071
TOTAL	\$0	\$80,000	\$151,071	\$151,071

FUNDING SOURCES

	2001	2002	2003 Budget
Speed Humps Maintenance Fund	\$0	\$80,000	\$151,071

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.

ACTIVITY MEASURES				
	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
Total Number of Street Light Districts	1,743	1,818	1,522	1,900

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Personal Services	\$65,463	\$69,696	\$72,089	\$72,089
Supplies	0	649	2,000	2,000
Operating Services and Charges	2,807,605	2,977,904	3,094,059	3,094,059
TOTAL	\$2,873,068	\$3,048,249	\$3,168,148	\$3,168,148

FUNDING SOURCES

	2001	2002	2003 Budget
Street Light Fund	\$0	\$3,048,249	\$3,168,148

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITIONS	Salary Range	NUMBER OF POSITIONS		
		2001	2002	2003
Street Lights				
Engineer	28	1	1	1
Total Positions		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.

MAJOR BUDGETARY IMPACTS

Previous

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.

In 2000, funds were appropriated and expended for the following:

- the costs for 9 positions, 3 in the District Attorney's Office and 6 in the Solicitor's Office were reimbursed from the Victim Assistance Fund,
- \$30,000 for the recurring annual contract and \$9,000 for a copier and training for the DeKalb Rape Crisis Center,
- \$57,000 for the recurring annual contract and \$29,521 for a voice mail system, a computer network system, printer, security camera, and a door lock for Women Moving On,
- \$53,000 for furniture and renovation for Georgia Center for Children,
- \$36,500 for a septic tank system, laundry room facility, HVAC, and carpeting for Safe Haven Transitional, Inc.

In 2001, funds were appropriated in the following amounts:

- \$585,906 to reimburse the costs for 10 positions, 3 in the District Attorney's Office and 7 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 10 positions, 3 in the District Attorney's Office and 7 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.

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,
- \$245,657 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.

VICTIM ASSISTANCE FUND

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Operating Services and Charges	\$277	\$0	\$245,657	\$245,657
Aid to Other Agencies	156,496	120,000	160,500	160,500
Interdepartmental Services	0	0	0	0
Interfund Transfers	578,354	633,328	872,971	872,971
TOTAL	\$735,127	\$753,328	\$1,279,128	\$1,279,128

FUNDING SOURCES			
	2001	2002	2003 Budget
Victim Assistance Fund	\$735,127	\$753,328	\$1,279,128

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 nine (9) 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 for Renovation of the Callaway Building, 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, 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, and the DeKalb-Peachtree Airport 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.

MAJOR BUDGETARY IMPACTS

Previous

In March, 2001, the DeKalb County voters approved the issue of \$125,000,000 in Parks Bonds. In addition, DeKalb County also received \$3,027,127 in Greenspace funding. Both the Parks Bonds and Greenspace funding will be used for the acquisition and development of park land in DeKalb County. In 2002, the Greenspace Program received an additional \$2,878,258 for acquisition and park land development.

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.

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.

2003

The current Capital Projects Budget is \$392,573,442.

The Board appropriated \$16,468,517 in HOST funds for Capital Outlay into projects which include transportation/ intersection/traffic safety improvements, priority sidewalks/safety improvements and other high priority projects.

CAPITAL PROJECTS - SUMMARY

Future

The County is currently in negotiations with the State of Georgia to purchase an office building which could potentially be used to house various county departments. The 2001 Parks Bond Issue will continue the acquisition of new park lands as well as the development of existing DeKalb County parks. The Greenspace Program will also continue to encourage DeKalb County to permanently protect 20 percent of the County's total greenspace which will ensure the preservation of this natural resource for the enjoyment of future generations.

The passage of the HOST sales tax and the Board of Commissioners' decision to use the initial 18 months revenue for capital expenditures continues to allow the County to deal with infrastructure needs as well as new projects to improve services to the citizens. Also, as a result of the passage of the sales tax, the County has been able to provide funding for the renovation of the Courthouse and addition of an annex.

IMPACT ON OPERATING BUDGET

In 2001, DeKalb voters approved a bond issue in the amount of \$125,000,000 for land acquisition and development for parks and recreation purposes. \$86,415,000 has been designated for land acquisition and \$37,035,000 has been designated for parks development with the remaining dollars being designated for program management expenses. The future impact on the operating budget has not been determined at this time.

The expansion of the County's Justice Center is currently underway and future impact on the operating budget has not been determined at this time.

Most of the major capital improvement projects are related to maintenance projects which have little affect on the operating budget.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY DEPARTMENT

DEPARTMENT	PROJECT		BALANCE
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	
Board of Commissioners	\$18,228	\$0	\$18,228
Certificates of Participation Development	9,336,807 22,500	722,554 0	8,614,253 22,500
Economic Development	310,000	301,450	8,550
Extension Service	80,100	0	80,100
Facilities Management	10,265,475	3,190,036	7,075,439
Family & Children Services	14,200	13,420	780
Finance	8,202	1,275	6,927
Fire & Rescue Services	2,761,789	591,694	2,170,095
Greenspace Program	6,027,865	623,129	5,404,736
HOST Capital Outlay	16,468,517	0	16,468,517
Human & Community Development	777,372	530,766	246,606
Information Systems	18,283,850	9,976,847	8,307,003
Juvenile Court	41,000	41,000	0
Medical Examiner	317,680	306,159	11,521
Nondepartmental	1,506,949	603,762	903,187
Parks & Recreation	136,267,784	34,582,054	101,685,730
Police Services	2,983,724	2,609,454	374,270
Property Appraisal	120,000	0	120,000
Public Health	14,539,350	14,308,694	230,656
Public Works:			
Fleet Maintenance	2,310,500	677,980	1,632,520
Roads and Drainage/Transportation	25,799,228	11,922,740	13,876,488

CAPITAL PROJECTS - SUMMARY

DEPARTMENT	PROJECT		BALANCE
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	
Sheriff's Department	3,266,366	1,119,854	2,146,512
Solicitor, Juvenile Court	14,265	3,601	10,664
Tax Commissioner	77,000	68,723	8,277
HOST			
Roads and Drainage	31,589,806	16,206,323	15,383,483
District 1	7,103,910	3,941,050	3,162,860
District 2	5,945,352	4,068,222	1,877,130
District 3	6,099,351	3,197,134	2,902,217
District 4	6,198,351	3,559,798	2,638,553
District 5	6,234,454	3,842,746	2,391,708
Board of Commissioners	3,041,430	133,225	2,908,205
Justice Center	37,737,118	29,483,581	8,253,537
Information Systems	9,115,338	6,936,433	2,178,905
Fire & Rescue Services	7,213,002	7,042,109	170,893
Police Services	1,500,199	1,401,978	98,221
ADA	281,570	121,741	159,829
Parks	5,322,858	5,235,982	86,876
Nondepartmental	13,572,402	12,250,291	1,322,111
TOTAL	\$392,573,892	\$179,615,805	\$212,958,087

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

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
Fund Balance Carried Forward	\$18,228
TOTAL	\$18,228

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Arts Facility	\$18,228	\$0	\$18,228
TOTAL	\$18,228	\$0	\$18,228

CAPITAL PROJECTS - CERTIFICATES OF PARTICIPATION

PROGRAM DESCRIPTION

This project to convert the Callaway Building from general office use to use as a State Court Building was "on again - off again" for a number of years due to lack of funding availability. The design contract was awarded in June, 1994 and, during the latter part of 1994, the County was successful in obtaining Certificates of Participation (COP'S) to fully fund the entire project. The project was put on hold in 1995 and 1996 while the county attempted to pass a sales tax referendum to secure additional funding to further expand the courthouse project.

On March 18, 1997, DeKalb County voters approved a sales tax referendum, and a portion of this revenue can be used for capital improvements. The County is now in the process of building a courthouse annex and expansion project which calls for the State Court to remain in the courthouse.

At this point, the future of the Callaway Building renovation project has not been determined.

IMPACT ON OPERATING BUDGET

None

RECENT CHANGES

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ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Interest on Investment	\$1,467,621
Fund Balance Carried Forward	7,869,186
TOTAL	\$9,336,807

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Callaway Building/COP's	\$9,336,807	\$722,554	\$8,614,253
TOTAL	\$9,336,807	\$722,554	\$8,614,253

CAPITAL PROJECTS - DEVELOPMENT

PROGRAM DESCRIPTION

The capital project assigned to Development is associated with a larger comprehensive Public Works contract with the Metropolitan Atlanta Rapid Transit Authority (MARTA) to rearrange County facilities for the Dunwoody MARTA station. The Development portion covers the land development inspections to be conducted by County staff and reimbursed by MARTA.

IMPACT ON OPERATING BUDGET

None

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
Other Agencies	\$22,500
TOTAL	\$22,500

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Inspections/ Rearrangement of MARTA Facility/Dunwoody	\$22,500	\$0	\$22,500
TOTAL	\$22,500	\$0	\$22,500

CAPITAL PROJECTS -ECONOMIC DEVELOPMENT

PROGRAM DESCRIPTION

The purpose of this project is to hire a consultant to produce an economic development action plan for the revitalization of Memorial Drive. In 2002, the County received a \$68,000 grant from the Atlanta Regional Commission for the preparation of a Land Use and Connectivity Plan for the Kensington Station Livable Centers Initiative(LCI) Study Area. The County contributed \$17,000 as a match for this project bringing the project total to \$85,000.

IMPACT ON OPERATING BUDGET

None

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	
State Sources	\$68,000
Interfund Transfers	242,000
TOTAL	\$310,000

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Memorial Drive Economic Development Revitalization	\$225,000	\$225,000	\$0
ARC/LCI Kensington MARTA Study	85,000	76,450	\$8,550
TOTAL	\$310,000	\$301,450	\$8,550

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

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	\$80,100
TOTAL	\$80,100

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Extension Serv. Environ. Ed. Center	\$80,100	\$0	\$80,100
TOTAL	\$80,100	\$0	\$80,100

CAPITAL PROJECTS - FACILITIES MANAGEMENT

PROGRAM DESCRIPTION

The Facilities Management capital projects program consists of repairs and renovations to County facilities and maintenance of all roofs and Heating, Ventilation, and Air-Conditioning (HVAC) systems. Projects approved as part of the 2003 Budget include an additional \$1,000,000 for a Life Cycle Repair/Replacement Program and \$3,333,334 for purchase of the building at 330 Ponce De Leon Avenue.

IMPACT ON OPERATING BUDGET

Most of the HVAC repair projects are contracted out, having little impact on the department's operating budget. However, labor for most of the County's renovation work is provided by Facilities Management staff.

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	\$9,472,850
Fund Balance Carried Forward	792,625
TOTAL	\$10,265,475

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Roof Repairs/Various Buildings	\$257,407	\$205,090	\$52,317
New Courthouse Renovations	1,219	0	1,219
Maloo Building Lobby Flooring	100,000	100,000	0
Recarpeting Various County Facilities	70,315	65,635	4,680
Fire Station Repairs	42,150	21,638	20,512
HVAC Repl./Tucker Recreation Center	302,096	302,096	0
Callaway Building/Electrical Service	42,790	0	42,790
Courthouse HVAC Replacement	25,000	8,448	16,551
Various Roof Repairs	405,000	398,188	6,812
Painting Various Facilities	51,648	51,458	191
New Superior Court Courtroom	200,000	113,636	86,364
Halon Fire System-IS	89,600	4,073	85,527

CAPITAL PROJECTS - FACILITIES MANAGEMENT

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Maloof Office Renovation	170,000	153,391	16,609
Lynwood Center HVAC	18,000	17,442	558
Maloof Building Air Conditioning	235,000	220,695	14,305
Renovations/Relocations-Maloof to Roberds	400,000	167,166	232,834
HVAC Memorial Drive Facility	259,856	244,161	15,695
Callaway Building Security Improvements	35,000	5,150	29,850
Life Cycle Repair/Replacement	2,600,000	1,053,572	1,546,428
HVAC Medical Exam Facility	200,000	18,369	181,631
Renovations to Roberds Building	427,060	39,828	387,232
Purchase of Building (330 Ponce De Leon Avenue)	4,333,334	0	4,333,334
TOTAL	\$10,265,475	\$3,190,036	\$7,075,439

CAPITAL PROJECTS - FAMILY AND CHILDREN SERVICES

PROGRAM DESCRIPTION

In 1999, \$14,200 was received from the DeKalb County Department of Family and Children Services for purchasing and installing playground equipment for the younger children at the shelter.

IMPACT ON OPERATING BUDGET

None

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	\$14,200
TOTAL	\$14,200

APPROPRIATIONS

PROJECT DESCRIPTION	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Playground Equipment	\$14,200	\$13,420	\$780
TOTAL	\$14,200	\$13,420	\$780

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

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
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. In 2003, two new projects for Fire & Rescue Services were approved for funding: Miscellaneous Capital Projects and the Fiber Optic Phase II Purchase Agreement. 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

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.

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	2,184,717
Fund Balance Carried Forward	577,072
TOTAL	\$2,761,789

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT		BALANCE
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	
Fire Academy Trailers	175,000	174,533	467
Fire Station # 15/ Renov. & Repair	1,988	1,823	165
Burn Building - Fire Training	500,000	18,925	481,075
PS/Fire Underground Fuel Tanks	511,089	0	511,089
Fire Station Exhaust System	129,754	129,754	0
Fire Station #9 Repair	361,458	266,659	94,799
Miscellaneous CIP	1,000,000	0	1,000,000
Fiber Optic Phase II Purchase Agreement	82,500	0	82,500
TOTAL	\$2,761,789	\$591,694	\$2,170,095

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 November 2000, DeKalb County applied for \$3.3 million to create the DeKalb County Community Greenspace Program. The grant award that was received from the Greenspace Program for DeKalb County was \$3,027,127. In 2002, an additional \$2,878,285 was received from the Greenspace program as well as a Land & Water Conservation Fund Grant in the amount of \$75,000 from the Georgia Department of Natural Resources. The total Greenspace funding for 2003 will be \$6,027,865.

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

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
Use of Money and Property	\$47,453
State Sources	5,980,412
TOTAL	\$6,027,865

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
2001 Greenspace Acquisition	\$3,149,580	\$623,129	\$2,526,451
2002 Greenspace/Unincorporated DeKalb	2,695,579	0	2,695,579
2002 Greenspace/Avondale Estates	12,158	0	12,158
2002 Greenspace/Chamblee	44,513	0	44,513
2002 Greenspace/Clarkston	33,697	0	33,697
2002 Greenspace/Doraville	45,957	0	45,957
2002 Greenspace/Lithonia	10,191	0	10,191
2002 Greenspace/Pine Lake	2,894	0	2,894
2002 Greenspace/Stone Mountain	33,296	0	33,296
TOTAL	\$6,027,865	\$623,129	\$5,404,736

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

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	
Excise Tax	\$108,761,985
State Government	3,651,769
Use of Money & Property	15,049,286
Interfund Transfer	13,492,101
TOTAL	\$140,955,141

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
ROADS AND DRAINAGE			
Countywide			
Program Management Service	\$2,196,102	\$1,618,694	\$577,408
Road Improvements	21,097,062	7,550,261	13,546,801
Bridges	1,030,992	438,283	592,709
Drainage	593,829	583,649	10,180
Drainage/ Flood Control	1,510,505	991,311	519,194
Streambanks	3,620	3,620	0

CAPITAL PROJECTS - HOST

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Roads and Drainage Continued			
Countywide			
Environmental Projects	11,912	11,893	19
Sidewalks	778,874	778,874	0
Intersection Improvements	70,301	69,886	415
Paving	3,954,844	3,954,777	67
Speed Humps	119,543	119,543	0
Neighborhood Improvements	222,222	85,532	136,690
Sub- Total	31,589,806	16,206,323	15,383,483
District 1			
Bridges	68,547	30,299	38,248
Curbs	21,256	20,667	589
Drainage	479,579	54,994	424,585
Environmental Projects	794,058	781,391	12,667
Intersections	989,038	458,304	530,734
Paving	436,448	402,701	33,747
Road Improvements	423,300	61,100	362,200
Sidewalks	2,404,641	1,298,436	1,106,205
Signals	683,966	456,379	227,587
Speed Humps	4,000	4,000	0
Street Lights	120,065	111,995	8,070
Striping	274,187	260,784	13,403
District 1 Contingency	164,825	0	164,825
Traffic Calming	240,000	0	240,000
Sub- Total	7,103,910	3,941,050	3,162,860
District 2			
Bridges	6,485	5,188	1,297
Curbs	31,261	29,338	1,923
Drainage	556,746	404,765	151,981
Environmental Projects	109,115	109,115	0
Intersections	499,230	377,037	122,193
Paving	238,536	238,536	0
Road Improvements	75,000	50,000	25,000
Sidewalks	3,514,289	2,302,944	1,211,345
Signals	270,000	50,510	219,490
Speed Humps	12,000	12,000	0
Striping	314,284	273,847	40,437
District 2 Contingency	21,906	0	21,906
District 2 Interfund Transfers	21,500	21,500	0
District 2 Capital Improvements	275,000	193,442	81,558
Sub-Total	5,945,352	4,068,222	1,877,130
District 3			
Bridges	44,018	29,117	14,901
Curbs	6,573	5,974	599
Drainage	359,042	67,080	291,962

CAPITAL PROJECTS - HOST

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Roads & Drainage Continued			
District 3			
Environmental Projects	700,000	22,517	677,483
Intersections	349,758	81,339	268,419
Paving	229,066	190,173	38,893
Road Improvements	279,392	279,392	0
School Lights	971	971	0
Sidewalks	3,199,939	2,028,861	1,171,078
Signals	550,000	236,135	313,865
Streambanks	4,312	4,312	0
Street Lights	35,675	26,152	9,523
Striping	237,714	225,111	12,603
District 3 Contingency	102,891	0	102,891
Sub - Total	6,099,351	3,197,134	2,902,217
District 4			
Bridges	28,171	17,385	10,786
Curbs	2,043	1,778	265
Drainage	282,824	120,784	162,040
Environmental Projects	100,000	67,522	32,478
Intersections	1,430,757	248,274	1,182,483
Paving	269,012	269,012	0
Road Improvements	550,000	150,688	399,312
School Lights	242	242	0
Sidewalks	2,516,530	2,330,406	186,124
Signals	577,500	151,882	425,618
Street Lights	21,303	2,886	18,417
Striping	213,536	198,939	14,597
District 4 Contingency	206,433	0	206,433
Sub-Total	6,198,351	3,559,798	2,638,553
District 5			
Bridges	81,146	18,844	62,302
Curbs	4,602	3,062	1,540
Drainage	176,233	21,845	154,388
Intersections	1,387,445	477,183	910,262
Paving	892,941	849,816	43,125
Road Improvements	82,087	82,086	1
School Lights	10,605	10,059	546
Sidewalks	2,230,251	1,713,138	517,113
Signals	598,346	339,635	258,711
Streambanks	4,312	4,312	0
Street Lights	31,968	1,615	30,353
Striping	404,840	321,151	83,689
District 5 Contingency	329,678	0	329,678
Sub-total	6,234,454	3,842,746	2,391,708

CAPITAL PROJECTS - HOST

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
BOARD OF COMMISSIONERS			
Arts Center / Museum	3,041,430	133,225	2,908,205
JUSTICE CENTER	37,737,118	29,483,581	8,253,537
INFORMATION SYSTEMS	9,115,338	6,936,433	2,178,905
FIRE & RESCUE SERVICES			
Fire Station # 6 - McAfee	1,596,000	1,506,612	89,388
Fire Station #25 - Rockbridge	2,163,837	2,101,974	61,863
Fire Station #4 - River Rd.	3,401,707	3,382,065	19,642
Transfer to CIP/Fire Station # 9	51,458	51,458	0
POLICE SERVICES			
Tucker Precinct	1,500,199	1,372,757	127,442
ADA			
ADA Improvements/Consultant	60,000	0	60,000
ADA Improvements/ PPM	121,570	29,452	92,118
ADA Improvements /Parks & Recreation	100,000	92,289	7,711
PARKS			
Mystery Valley/Sugar Creek Golf Courses	309,256	309,256	0
Brook Run Acquisition	3,747,334	3,747,334	0
Tobie Grant Water Line	25,000	5,980	19,020
Reconstruction Tennis Courts	160,000	107,042	52,958
Arabia Mtn. Property Acquisition	1,040,524	1,027,660	12,864
Golf Course Improvements	40,744	38,710	2,034
NONDEPARTMENTAL			
Transfer to General Fund	9,973,297	9,973,297	0
Transfer to STD-DS	2,260,462	2,260,462	0
Transfer to CIP	16,531	16,531	0
Reserve for Appropriation	1,322,112	0	1,322,112
TOTAL	\$140,955,141	\$97,391,391	\$43,563,751

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

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ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Interfund Transfers	\$16,468,517
TOTAL	\$16,468,517

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Transportation/Intersection/Safety Traffic Improvements			
Panola Road @ I-20	\$225,000	\$0	\$225,000
Bouldercrest @ River Road	200,000	0	200,000
Panthersville @ Bouldercrest	100,000	0	100,000
Hillandale @ Farrington	300,000	0	300,000
Allgood @ Redan	100,000	0	100,000
S. Deshon @ S. St. Mtn. Lithonia Rd.	100,000	0	100,000
Wellborn @ S. St. Mtn. Lithonia Rd.	150,000	0	150,000
Fellowship @ Idlewood	225,000	0	225,000
Henderson Mill @ Mercer	175,000	0	175,000
North Druid Hills @ Clairmont	250,000	0	250,000
N. Decatur Rd. @ Oxford Roundabout	200,000	0	200,000
N. Decatur @ Lullwater	250,000	0	250,000
N. Decatur @ Winn Way	350,000	0	350,000

CAPITAL PROJECTS - HOST CAPITAL OUTLAY

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Rockbridge Rd. @ Martin Intersec. Imp.	60,000	0	60,000
Phillips Rd. @ Marbut Intersection	175,000	0	175,000
Stephenson Rd. Corridor	500,000	0	500,000
River Rd.@ Flakes Mill Inters. Improve.	250,000	0	250,000
River Rd.@ Oakvale Intersec. Improve.	250,000	0	250,000
Pathersville @ Oakvale Intersec. Improv.	200,000	0	200,000
Linecrest Road Bridge	150,000	0	150,000
Subtotal:	4,210,000	0	4,210,000
High Priority Sidewalks & Safety Improvements			
Rockbridge Road Sidewalks	150,000	0	150,000
Flakes Mill Sidewalks	400,000	0	400,000
S. Hairston Rd. Sdwks.-Freedom Mid.Sch.	90,000	0	90,000
Columbia Drive Sidewalks	200,000	0	200,000
Dogwood Farms Sidewalks	250,000	0	250,000
Phillips Road Sidewalks	125,000	0	125,000
Deshon/Rockbridge Sidewalks	300,000	0	300,000
Young Road Sidewalks	300,000	0	300,000
S.Hairston Rd. Sdwks.-Bethune Mid.Sch.	140,000	0	140,000
DeKalb Ind.Blvd./Way Sidewalks	90,000	0	90,000
McElroy Sidewalks	50,000	0	50,000
Winters Chapel Road Sidewalks	80,000	0	80,000
Womack Sidewalks	120,000	0	120,000
Winn Way Sidewalks	85,000	0	85,000
Northern Avenue Sidewalks	150,000	0	150,000
West Mountain Sidewalks	140,000	0	140,000
Miller Road Sidewalks	225,000	0	225,000
North Decatur Sidewalks	200,000	0	200,000
County-wide Sidewalks	900,000	0	900,000
Buford Highway Sidewalks	300,000	0	300,000
Memorial Drive Sidewalks	360,000	0	360,000
Clifton Springs Sidewalks	65,000	0	65,000
Dunwoody Club/Mt. Vernon Sidewalks	120,000	0	120,000
Tilly Mill Sidewalks	80,000	0	80,000
Northlake Area Pedestrian Improve.	400,000	0	400,000
School Signage Safety Upgrades	250,000	0	250,000
School Warning Lights	250,000	0	250,000
Guard Rail Installation	200,000	0	200,000
ADA/Pedestrian Safety Upgrades	100,000	0	100,000
Street Lighting Safety Program	100,000	0	100,000
Subtotal:	6,220,000	0	6,220,000

CAPITAL PROJECTS - HOST CAPITAL OUTLAY

PROJECT DESCRIPTION	PROJECT		BALANCE
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	
Other High Priority Projects			
Murphy Candler Lake Dredging	150,000	0	150,000
Traffic Sign. & Intersect. Cont. Design	500,000	0	500,000
Match for Local Initiatives	400,000	0	400,000
R/W Acquisition Intersect. & Sdwk Prjs.	400,000	0	400,000
Traffic Signalization	750,000	0	750,000
Upgrade Traf. Operations Center	80,000	0	80,000
Bike/Pedestrian Trail(S. Fork Creek)	250,000	0	250,000
Bike/Pedestrian Trail(Arabia Mt.)	250,000	0	250,000
Bike/Pedestrian (Perimeter Trail Phase I)	250,000	0	250,000
Bike/Pedestrian(St. Mountain Phase V)	250,000	0	250,000
Contract Pavements Repair	2,008,517	0	2,008,517
Transportation Plan	500,000	0	500,000
Mercer Bridge Rehab/Replacement	250,000	0	250,000
Subtotal:	6,038,517	0	6,038,517
TOTAL	\$16,468,517	\$0	\$16,468,517

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 Lynwood Park Recreation Center renovation will consist of refinishing the gymnasium floor, removing the existing bleachers, installing new electronic bleachers, installing a new roof, a new water pipe system, heating system, and renovating restrooms to meet ADA requirements. The renovations at the Hamilton Center include installation of a new gymnasium floor and upgrading the ballfield lights at the Hamilton Fields to better accommodate youth sports activities.

IMPACT ON OPERATING BUDGET

There has been no additional impact on the operating budget.

RECENT CHANGES

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ANTICIPATED REVENUES

ANTICIPATIONS BEGINNING 1998	
Interfund Transfers	\$769,052
Fund Balance Carried Forward	8,320
TOTAL	\$777,372

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION		BALANCE
	BEGINNING 1998	EXPENDITURES BEGINNING 1998	
Senior Center Facilities Improvements	\$253,320	\$185,148	\$68,172
Hamilton Center Gym Floor	99,902	99,902	0
Lynwood Park Recreation Center Renovation	205,000	205,000	0
Pool/Scottdale & Candler/McAfee	100,000	24,295	75,705
Recreational Facilities/Scottdale	100,000	7,878	92,122
DeKalb/Atlanta HSC Disability Improvements	19,150	8,543	10,607
TOTAL	\$777,372	\$530,766	\$246,606

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. In October 2002, a new project was established for the Human Resources Information System. The following new projects were added as part of the 2003 Budget: Kronos Lease Purchase, Human Resources Information System Upgrade, 2003 Capital Technology Improvement Project Purchases, Automated Purchasing System/Financial Management Information System, Phase II I-Net, and the Property Appraisal System.

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

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ANTICIPATED REVENUES

ANTICIPATIONS BEGINNING 1998

Other Agencies	\$293,120
Interdepartmental Charges	795,004
Interfund Transfers	17,093,161
Fund Balance Carried Forward	102,565
TOTAL	\$18,283,850

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT		BALANCE
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	
Carpet Replacement	\$2,265	\$2,265	\$0
IS Machine Room Improvements	62,300	55,325	6,975
Office Construction	38,000	35,323	2,677
Jail Management System	775,966	676,203	99,763
Payroll Personnel System	1,030,827	991,433	39,394
Consolidated Purchase	2,409,074	2,218,240	190,834
Library Terminals	227,007	227,007	0
Lease Purchase PC's/Servers	850,000	836,582	13,418
Standardize Network	170,000	170,000	0
County-wide Fiber Optic Network	1,196,520	1,110,184	86,336
Automation of Purchasing Process	2,000,000	523,400	1,476,600
Develop Countywide Intranet	18,082	0	18,082
PC Life Cycle Refresh Program	75,000	75,000	0

CAPITAL PROJECTS - INFORMATION SYSTEMS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Combined Billing/ Water & Sewer & Sanitation	955,000	570,363	384,637
Street Address Standardization	28,444	0	28,444
Electronic Forms	3,243	0	3,243
Expansion of County Imaging	22,500	0	22,500
Executive Level Billing	10,296	0	10,296
PW Hardware Replacement Items	244,824	235,217	9,607
Sanitation Assessment Account History	128,000	0	128,000
P & R Windows NT System	149,500	85,057	64,443
Case Management Release 4.0	160,000	142,650	17,350
Network Backup Storage Area	229,500	0	229,500
Jail Server/Increase Disk Capacity	79,626	79,405	221
Windows 2000 Upgrade-Server	43,200	22,950	20,250
PC Life Cycle Replacement Program	800,000	707,067	92,933
PeopleSoft Phase 2	326,000	323,435	2,565
Fire Services Site Plan	125,000	0	125,000
2002 CTIP Purchases	800,000	705,215	94,785
Kronos Lease Purchase	333,888	113,254	220,634
HRIS Upgrade	586,200	71,272	514,928
2003 CTIP Purchases	1,000,000	0	1,000,000
APS/FMIS	2,500,000	0	2,500,000
Phase II I-Net	653,588	0	653,588
Property Appraisal System	250,000	0	250,000
TOTAL	\$18,283,850	\$9,976,847	\$8,307,003

CAPITAL PROJECTS - JUVENILE COURT

PROGRAM DESCRIPTION

Funds were appropriated for the construction of a courtroom, Judge's chamber, secretarial office, and staff offices in the space formerly used to store supplies for the Sheriff's department and in space used for the Warrants Division. This project has been completed and is in the process of being closed-out.

IMPACT ON OPERATING BUDGET

None

RECENT CHANGES

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ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
General Fund	\$41,000
TOTAL	\$41,000

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Renovation of Juvenile Court Annex	\$41,000	\$41,000	\$0
TOTAL	\$41,000	\$41,000	\$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

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ANTICIPATED REVENUES

ANTICIPATIONS BEGINNING 1998	
Interest on Investment	\$33,631
Fund Balance Carried Forward	\$284,049
TOTAL	\$317,680

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Morgue/Forensic Science Center	\$316,983	\$302,259	\$14,724
Unallocated Interest	697	0	697
TOTAL	\$317,680	\$302,259	\$15,421

CAPITAL PROJECTS - NONDEPARTMENTAL

PROGRAM DESCRIPTION

The purpose of this Nondepartmental section is to house the following two types of appropriations: 1) those associated with grant awards that have been approved by the Board of Commissioners, but not yet finalized in the form of a contract or grant agreement (after the contract grant documents are finalized, the appropriations are transferred to the proper departmental section), and 2) those for completed projects that are scheduled to be transferred back to other funds and rebudgeted for other uses.

IMPACT ON OPERATING BUDGET

None

RECENT CHANGES

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ANTICIPATED REVENUES

ANTICIPATIONS BEGINNING 1998

Interfund Transfer	\$10,302
Various Pending Grants	752,024
Fund Balance Carried Forward	744,623
TOTAL	\$1,506,949

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Transfer to General Fund	\$191,452	\$191,452	\$0
Transfer to Fire Fund	10	10	0
Transfer to STD-DS	49,131	49,131	0
Transfer to HOST Fund	2,500	2,500	0
Transfer to Water & Sewer Operating Fund	2,850	2,850	0
Transfer to Water & Sewer R & E Fund	298,925	298,925	0
Transfer to Sanitation Operating Fund	2,394	2,394	0
Transfer to Fleet Maintenance	30,000	30,000	0
Transfer to Vehicle Maintenance Fund	26,500	26,500	0
DOT/TS/I-20/F. Shoals/I-285	42,954	0	42,954
Co.Match /GEMA Hazard Mitigation	151,163	0	151,163
Transit-Oriented Sidewalks	657,769	0	657,769
Flood Prone Homes	51,301	0	51,301
TOTAL	\$1,506,949	\$603,762	\$903,187

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

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ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Fund Balance Carried Forward	\$335,390
Interest on Investment	47,262
TOTAL	\$382,652

CAPITAL PROJECTS - PARKS AND RECREATION

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT		BALANCE
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	
1994 Interest Allocation	\$50,037	\$50,037	\$0
Park Development	11,545	11,545	0
Athletic Improvements	9,220	9,220	0
Special Facilities	2,928	2,928	0
Miscellaneous	211,260	61,320	149,940
1990 Interest Allocation	20,683	20,682	1
1992 Interest Allocation	76,979	76,979	0
TOTAL	\$382,652	\$232,711	\$149,941

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.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Miscellaneous Revenue	\$130,240,959
Use of Money and Property	2,280,210
TOTAL	\$132,521,169

CAPITAL PROJECTS - PARKS AND RECREATION

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT		BALANCE
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	
Program Management Expense	\$1,550,000	\$972,711	\$577,289
District 1 Land Acquisition Projects	7,792,784	1,721,062	6,071,722
District 2 Land Acquisition Projects	7,792,784	621,297	7,171,487
District 3 Land Acquisition Projects	7,792,784	4,888,151	2,904,633
District 4 Land Acquisition Projects	7,792,784	222,230	7,570,554
District 5 Land Acquisition Projects	7,792,784	260,118	7,532,666
District 6 Land Acquisition Projects	7,792,784	72,905	7,719,879
District 7 Land Acquisition Projects	7,792,784	3,047,413	4,745,371
County-wide Acquisition Projects	37,130,329	19,118,553	18,011,776
County-wide Parks Development Expense	9,492,310	498,321	8,993,989
District 1 Development Projects	4,257,006	5,000	4,252,006
District 2 Development Projects	4,257,006	250,000	4,007,006
District 3 Development Projects	4,257,006	0	4,257,006
District 4 Development Projects	4,257,006	0	4,257,006
District 5 Development Projects	4,257,006	0	4,257,006
District 6 Development Projects	4,257,006	0	4,257,006
District 7 Development Projects	4,257,006	6,012	4,250,994
TOTAL	\$132,521,169	\$31,683,773	\$100,837,396

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 - PARKS AND RECREATION

ANTICIPATED REVENUES

ANTICIPATIONS BEGINNING 1998	
State Sources	\$1,053,000
Miscellaneous Revenue	107,897
Interfund Transfers	1,796,593
Fund Balance Carried Forward	406,473
TOTAL	\$3,363,963

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Olmsted Linear Park	\$800,000	\$800,000	\$0
Murphy Candler Nature Preserve	9,948	9,948	0
Davidson-Arabia Mt. Nature Preserve	10,000	9,761	239
Southeast Athletic Complex	14,000	14,000	0
Browns Mill Landside Repair	100,000	81,406	18,594
Murphey Candler Pool	685,000	667,209	17,791
CD/ Scottdale Public Improvements	49,800	49,800	0
Davidson-Arabia Mountain Park	4,381	3,780	601
Wooden Bleacher Replacement	32,000	32,000	0
Tennis/Multi-Purpose Court Renovation	6,368	6,368	0
Mason Mill Park/Garden & Sanctuary	2,051	1,736	315
Briarwood Park Retaining Wall	5,241	1,180	4,061
Improvements @ 4 Parks/Rec. Asst.	24,100	24,100	0
Wade Walker Park Improvements	27,825	25,190	2,635
Redan Property	57,250	57,250	0
Murphy Candler Improvements	17,030	16,094	936
Laurelwood Site/EPD Requirements	22,000	13,400	8,600
Mark Trail Park Improvements	3,119	3,119	0
EPD Non Point Water Pollution Grant	139,543	3,305	136,238
Lucious Sanders Recreation Cen. Renovation	22,294	22,294	0
Replace Pump/ Filter Building	76,997	76,506	491
Pool Covers	38,393	38,393	0
Lynwood Park Infrastructure	\$57,600	\$0	\$57,600
Redan Park Restrooms	74,453	74,273	180
Sugar Creek Golf Course Sign	9,020	5,481	3,539
Dresden Park	138,557	0	138,557
Arabia Mountain Interpretive Center	50,000	48,492	1,508

CAPITAL PROJECTS - PARKS AND RECREATION

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Parks Continued			
Renovate Sugar Creek Soft Court	32,404	31,740	664
Brook Run Property/Site Inspection	26,250	20,010	6,240
Comprehensive Strategic Plan	150,000	125,827	24,173
2000 Acquisitions	300,000	224,636	75,364
2000 Parks Repairs	150,000	68,710	81,290
Repair/Resurface W. Walker	15,840	14,688	1,152
Tobie Grant Pool Repairs	12,500	180	12,320
Hidden Acres Parks	165,000	90,000	75,000
Murphey Candler Dock/Board	25,000	7	24,993
Ferwood Park/Pedestrian Path	10,000	4,688	5,312
TOTAL	\$3,363,964	\$2,665,571	\$698,393

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 cost to the operating budget.

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.

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.

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Miscellaneous Revenue	\$560,230
Interfund Transfers	2,085,925
Fund Balance Carried Forward	337,569
TOTAL	\$2,983,724

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT		BALANCE
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	
Helicopter Fueling Station	100,027	0	100,027
Renovate Public Safety Building-State	219,369	219,369	0
Renovate Public Safety Building-Federal	1,487,994	1,480,781	7,213
Public Safety Annex Renovation	9,243	9,243	0
Equipment/ Technology	997,091	880,061	117,030
Mini Police Precinct	50,000	0	50,000
Indoor Firing Range	100,000	0	100,000
Transfer for LLEBG Match	20,000	20,000	0
TOTAL	\$2,983,724	\$2,609,454	\$374,270

CAPITAL PROJECTS - PROPERTY APPRAISAL

PROGRAM DESCRIPTION

The entire Property Appraisal Department will be relocated to a smaller area in the Callaway Building. They will need modular furniture to fit every employee in the space that they will be provided.

IMPACT ON OPERATING BUDGET

None

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	\$120,000
TOTAL	\$120,000

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Remodel Property Appraisal	\$120,000	\$0	\$120,000
TOTAL	\$120,000	\$0	\$120,000

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.

The purchase of three rented facilities (the Clifton Springs Comprehensive Center and Fox Recovery Center in South DeKalb, and the Richardson Comprehensive Center in central DeKalb) were completed in 1994.

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).

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. In 1994, Facilities Management's budget included an additional \$18,000 in maintenance cost for the two purchased facilities. Facilities Management's 1999 budget included an additional \$18,000 for a Facility Engineer to maintain the East DeKalb Health Center.

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
Fund Balance Carried Forward	\$13,121,618
Interest on Investment	822,732
Miscellaneous Revenue	595,000
TOTAL	\$14,539,350

CAPITAL PROJECTS - PUBLIC HEALTH**APPROPRIATIONS**

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Construction	\$8,069,620	\$8,010,509	\$59,111
Other	4,700,604	4,697,962	2,642
Information Technology/Other	1,769,126	1,600,223	168,903
TOTAL	\$14,539,350	\$14,308,694	\$230,656

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 WORKS - FLEET MAINTENANCE

PROGRAM DESCRIPTION

The 2003 budget did not include any additional funds for Fleet Maintenance.

The Underground Fuel Tanks and Petroleum Fuel Tanks projects are needed to meet Federal and State requirements for environmental protection.

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

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	\$1,448,957
Fund Balance Carried Forward	861,543
TOTAL	\$2,310,500

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Underground Fuel Storage Tanks	\$779,185	\$272,618	\$506,567
Camp Road/Repair	15,000	0	15,000
North Lot Shop - Fleet Maintenance	889,456	10,962	878,494
Underground Storage Tanks/FM Sites	561,859	394,400	167,459
Petroleum Fuel Tanks	65,000	0	65,000
TOTAL	\$2,310,500	\$677,980	\$1,632,520

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

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
Federal Government	\$12,544
State Government	10,063,237
Other Local Governments	511,805
Other Agencies	7,856,844
Miscellaneous Revenue	1,564,420
Interfund Transfers	6,036,739
Fund Balance Forward	(246,361)
TOTAL	\$25,799,228

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
TRAFFIC SIGNAL (TS)/ SIGNAL SYSTEM (SS)			
TS/Briarcliff Rd. @ The Marcus	\$55,695	\$0	\$55,695
TS/Church St. @ Clairmont Oaks	47,724	26,286	21,438
TS/DOT/Winters Chapel/Oakcliff	83,011	79,206	3,805
TS/N. Decatur & Lawrenceville Highway	30,903	15,598	15,305
TS/ Chamblee-Tucker & Cumberland Rd.	15,268	10,591	4,677

CAPITAL PROJECTS - PUBLIC WORKS - TRANSPORTATION AND ROADS & DRAINAGE

PROJECT DESCRIPTION	PROJECT		BALANCE
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	
TRAFFIC SIGNAL (TS)/ SIGNAL SYSTEM (SS) (continued)			
TSU/Hugh Howell & Lilburn-St. Mtn. Rd.	\$27,506	\$27,506	\$0
TS/ E. Ponce de Leon @ Rays Rd.	16,539	9,916	6,623
TSS/ Rockbridge Road	85,297	900	84,397
TSS/E. Ponce de Leon/ Scott/Lawrenceville	263,971	44,400	219,571
TSS/Columbia - Memorial	327,019	327,019	0
TSS/Buford Highway	577,430	577,430	0
TSS/Peachtree Ind,P'tree Rd- N. Peachtree	284,411	208,900	75,511
Traffic Signal Installation	180,000	176,215	3,785
TS/SR124/Rock Chapel @ Maddox	41,223	0	41,223
TS/SR124/Rock Chapel @ Pleasant Hill Rd.	17,023	0	17,023
TS/Chamblee-Dunwoody Rd.@ Gramercy	50,000	4,658	45,342
T/S E. Ponce @ Rock Mtn. Blvd.	189,000	58,718	130,282
T/S Motors Ind. Blvd. @ GM	83,000	58,000	25,000
Traffic Evaluation Near Schools	50,000	42,863	7,137
Traffic Calming Evaluation	100,000	94,496	5,504
Five Traffic Calming Projects	85,000	63,355	21,645
T/S Briarcliff Rd. @ Southland	30,000	0	30,000
T/S Covington Hwy. @ Towers Middle School	58,065	25,570	32,495
Sheffield Drive Speed Hump Installation	4,500	2,489	2,011
T/S Clairmont Road @ Century	64,554	5,400	59,154
SS/LaVista Rd.	16,384	0	16,384
TS/Turner Hill Rd. at Mall Parkway	46,208	0	46,208
TS/ Chamblee-Tucker Rd. - I-285-I-85	129,091	126,623	2,468
TS/ Buford Hwy at Oakcliff Rd.	2,117	2,117	0
TS/Lawrenceville(Lynburn, LaVista,Old Norcross)	70,000	4,375	65,625
SS/Downtown Decatur	40,438	0	40,438
SS/ I-20	99	0	99
TS/ E. Ponce De Leon Ave.	10,084	0	10,084
TS/ Mount Vernon Rd. @ Tilly Mill	7,368	0	7,368
TS/ Lake Hearn Development	34,715	0	34,715
ATMS Traffic Control Center	32,258	6,956	25,302
Rearrange Co. Fac. (Dunwoody)	120,465	0	120,465
TS/ E.Ponce de Leon at I-285	29,024	0	29,024
TS/Perimeter Center Parkway	20,267	0	20,267
SS/LaVista Rd. (Northlake)	236,648	217,029	19,619
TS/Ashford Dunwoody(Ashford Park)	11,725	5,843	5,882
Traffic Signal Upgrades	1,283,170	589,519	693,651
SS/ Candler Rd.	145,622	47,227	98,395
TS/Ashford-Dunwoody & Ashford Ctr.Pkwy.	13,236	0	13,236
Panola Rd./I-20 Signal System	91,193	49,207	41,986
T/S N. Druid Hills System	110,053	0	110,053
New Traffic Signals	149,205	94,921	54,284
T/S Henderson Mill & Briarcliff	15,495	0	15,495
Wesley Chapel Rd. & I-20	103,938	47,145	56,793
Chamblee Dunwoody Signal System	51,116	17,296	33,820
TS/N. Hairston @ Stonegate Industrial	30,000	0	30,000
TS/Mall Parkway @ Klondike Road	140,000	0	140,000
Subtotal:	\$5,707,058	\$3,067,774	\$2,639,284

CAPITAL PROJECTS - PUBLIC WORKS - TRANSPORTATION AND ROADS & DRAINAGE

PROJECT DESCRIPTION	PROJECT		BALANCE
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	
ROAD IMPROVEMENTS			
Speed Humps Program	\$250,000	\$26,649	\$223,351
Resurface/Avondale Estates	2,028	2,028	0
Resurface/ Clarkston	5,313	5,313	0
Transit-Oriented Sidewalks	64,651	64,651	0
DOT/TEA/Streetscape	565,000	69,849	495,151
DOT/Perimeter Area Sidewalks	439,316	0	439,316
Intersections/Sidewalk Materials	507,539	365,038	142,501
DOT/Intersection/Covington Hwy. @ Phillips	110,261	106,030	4,231
Major Right-Of-Way Purchases	731,193	679,459	51,734
Candler Road Streetscape	461,219	375,930	85,289
Resurface 3 Streets/Chamblee/DOT	10,848	7,315	3,533
Resurface 5 Streets/Chamblee/DOT	30,719	30,719	0
Resurface 5 Streets/Chamblee/DOT	26,946	22,495	4,451
Resurface Sexton Woods Drive	13,558	12,298	1,260
Avondale Estates/Clarendon Avenue	35,785	35,785	0
Lithonia/Ida Street & Rogers Lane	9,636	9,605	31
Chamblee-Mendenhall Street	25,100	4,089	21,011
Chamblee-Chamblee-Dunwoody Rd.	22,319	22,319	0
Avondale Estates/Kensington Road	7,616	7,616	0
Resurf/Coldspring/Janice/Chamblee	18,642	18,642	0
CD/ City of Lithonia Streetscapes	15,000	0	15,000
Resurface/Harts/Johnson Ferry/Chamblee	15,855	7,552	8,303
Resurface/Berkley/Avondale Estates	17,937	14,852	3,085
Lithonia Industrial Boulevard Extension	149,600	0	149,600
Doraville MARTA Station/Roads	6,705,020	972,706	5,732,314
Resurface Avondale Estates/Majestic	16,642	0	16,642
Resurface Clarkston/ Rowland Street	17,386	5,743	11,643
Sidewalk/ New Peachtree Rd.	300,000	298,750	1,250
Resurface/ Lithonia/Albert Way	11,101	0	11,101
Resurface/ Lithonia/Arabia	7,518	0	7,518
Resurface/ Lithonia/Randall	7,794	0	7,794
Eng. Services/Buford Highway	123,000	121,713	1,287
Eng. Services/Memorial Dr. Streetscape	625,300	215,177	410,123
Resurface/6 Streets Doraville	19,858	19,858	0
Resurface Shallowford Rd/Doraville	18,506	18,506	0
Resurface Clarkston/ Smith St.	12,742	12,742	0
Resurface 3 Streets/Lithonia	37,426	37,426	0
Scottdale Paving & Drainage/Zion St.	24,264	24,264	0
Lithonia/Braswell & Reagin	7,125	7,125	0
Lithonia-College Ave & Par	7,079	7,079	0
Pine Lake/Popular Rd. & Spring Dr.	5,678	5,678	0
Pine Lake/Ridge Rd.	6,593	6,593	0
Road Improvements	84,902	84,902	0

CAPITAL PROJECTS - PUBLIC WORKS - TRANSPORTATION AND ROADS & DRAINAGE

PROJECT DESCRIPTION	PROJECT		BALANCE
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	
ROAD IMPROVEMENTS (continued)			
GA DOT/Stonecrest Mall Tran.	\$1,420,185	\$957,282	\$462,903
DOT/ Covington Hwy.-Evans Mill	35,395	0	35,395
Resurface 4 Streets/Avondale Estates	19,982	19,982	0
DOT/Stone Mountain Industrial Park	116,320	0	116,320
Safety Improvements/Avondale Middle School	20,000	0	20,000
Bidez Road Extension	220	0	220
Resurface Clarkston/DOT/3 Streets	15,494	15,494	0
Resurface 3 Streets/Clarkston	12,090	12,090	0
Subtotal:	\$13,213,701	\$4,731,344	\$8,482,357
DRAINAGE IMPROVEMENTS (DI)			
DI/East Lake Area	\$39,279	\$0	\$39,279
CD/Parson Drive/DI	20,408	13,750	6,658
Citizens Drainage Program	320,669	306,424	14,245
Murphey Candler Lake Deepening	1,288,502	1,127,241	161,261
Replace Buena Vista Dam	76,041	859	75,182
DI/ Allgood Rd.	189,400	0	189,400
South Fork Peachtree Creek	18,605	476	18,129
Kenilworth Dam	390,000	2,550	387,450
Bridge/Ashford-Dunwoody @ Nancy Creek	400,000	258,590	141,410
Bridge/Bouldercrest Road @ S. River	390,939	105,936	285,003
Subtotal:	3,133,843	1,815,826	1,318,017
MISCELLANEOUS PROJECTS			
Flood Prone Homes/2000 McJenkins Dr.	\$116,363	\$116,363	\$0
Hazard Mitigation	96,100	0	96,100
Flood Prone Homes	2,300,440	1,429,200	871,240
Bridge Maintenance Program	2,264	2,264	0
Restroom Renovation Camp Road	31,953	31,953	0
Rockbridge Road Bridge/Snapfinger Creek	441,531	204,196	237,335
Stormwater Sampling Program	22,700	19,656	3,044
CD/ Lynwood Infrastructure	229,826	143,504	86,322
CD/Buford Highway Sidewalk	46,901	40,000	6,901
CD/Chamblee-Dunwoody/ Int'l Village	156,000	67,500	88,500
MARTA/Sam's Crossing Bridge	75,000	72,765	2,235
DCA/Re-engineer Intersection/Briarwood-Zonolite	10,000	0	10,000
Transfer to Grant Fund	176,000	176,000	0
Transfer to HOST	4,395	4,395	0
Road Improvements Reserve	35,153	0	35,153
Subtotal:	\$3,744,626	\$2,307,796	\$1,436,830
TOTAL	\$25,799,228	\$11,922,740	\$13,876,488

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 2003 ADP is estimated to be 2,700.

RECENT CHANGES

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CAPITAL PROJECTS - SHERIFF

ANTICIPATED REVENUES

ANTICIPATIONS BEGINNING 1998	
Fund Balance Carried Forward	\$874,135
Interest on Investment	397,567
Miscellaneous Revenue	1,983,000
TOTAL	\$3,254,702

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
1991 Jail Bonds	\$119,031	\$40,274	\$78,757
HVAC Upgrade	48,762	46,762	2,000
Unallocated Interest	5,104	0	5,104
Transfer to Debt Service	750,000	750,000	0
Jail Bond Issue 1998	1,925,932	137,532	1,788,400
Fire Sprinkler Heads Replacement	152,160	133,795	18,365
Upgrade Drainage System	16,738	0	16,738
Unallocated Interest 1998 Bond	236,975	0	236,975
TOTAL	\$3,254,702	\$1,108,363	\$2,146,339

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.

CAPITAL PROJECTS - SHERIFF

CAPITAL PROJECTS FUND

In 1994, a project was established within the Capital Projects fund for the purpose of purchasing inmate service supplies and equipment, such as those needed for the exercise and education programs, to be used in the new jail. The funding was provided by the interest earnings on the investment of cash bail bonds.

IMPACT ON OPERATING BUDGET

None

ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Fund Balance Carried Forward	\$11,664
TOTAL	\$11,664

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Inmate Service Supplies & Equipment/New Jail	\$11,664	\$11,491	\$173
TOTAL	\$11,664	\$11,491	\$173

CAPITAL PROJECTS - SOLICITOR, JUVENILE COURT

PROGRAM DESCRIPTION

Funds are appropriated for the renovation and expansion of office space for the Solicitor of the Juvenile Court which has been operating in overcrowded conditions with little privacy. Project funds are being used for space planning and materials only, with Facilities Management providing the labor. A portion of the funds expended were used to convert the bathrooms for handicapped accessibility.

IMPACT ON OPERATING BUDGET

None

RECENT CHANGES

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ANTICIPATED REVENUES

	ANTICIPATIONS BEGINNING 1998
Fund Balance Carried Forward	\$14,265
TOTAL	\$14,265

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Office Renovation & Expansion	\$14,265	\$3,601	\$10,664
TOTAL	\$14,265	\$3,601	\$10,664

CAPITAL PROJECTS - TAX COMMISSIONER

PROGRAM DESCRIPTION

The capital project assigned to the Tax Commissioner involved the renovation of property for the purpose of moving the North Tag Office to a new location.

IMPACT ON OPERATING BUDGET

None

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	\$77,000
TOTAL	\$77,000

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
Dresden Drive Renovation	\$77,000	\$68,723	\$8,277
TOTAL	\$77,000	\$68,723	\$8,277

FUNDS GROUP: ENTERPRISE

FUNDS GROUP DESCRIPTION

The Enterprise Funds Group includes funds which are operated in the same manner as private enterprise, on a self-supporting basis. In the case of Water and Sewer Funds and the Sanitation Fund, fees (rates) are set by the Board of Commissioners. The Airport Fund operates essentially on income from leased space. The Stormwater Utility Operating 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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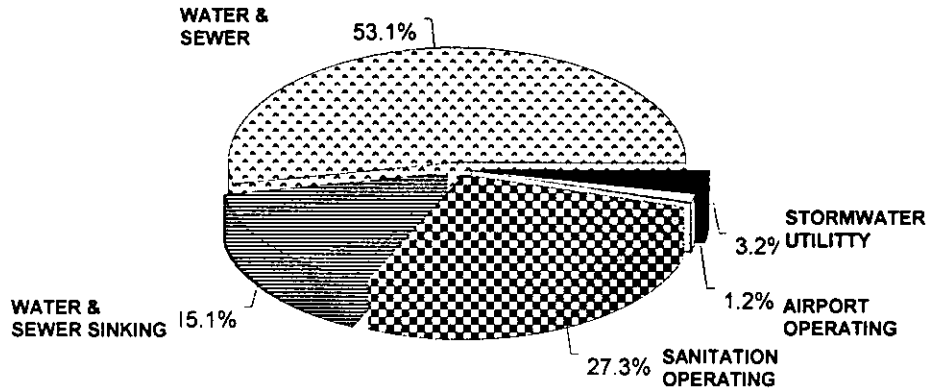
	Actual 2001	Actual 2002	CEO'S Recommended Budget	Approved Budget 2003
PERSONAL SERVICES	\$52,356,609	\$53,351,432	\$59,053,382	\$59,053,382
SUPPLIES	3,625,643	3,299,882	4,071,875	4,071,875
OPERATING SERVICES & CHARGES	52,436,566	49,252,498	60,422,422	60,422,422
MAINTENANCE & REPAIR	7,951,866	8,341,911	9,368,512	9,368,512
INTERDEPARTMENTAL SERVICES	26,195,795	27,612,144	33,968,979	33,968,979
EQUIPMENT	811,390	775,358	831,887	831,887
CONTRIBUTION TO CAPITAL PROJECTS	16,390,455	24,131,152	34,778,158	34,778,158
INTERFUND CREDITS	(4,867,819)	(5,331,787)	(5,225,000)	(5,225,000)
INTERFUND TRANSFERS	29,587,388	30,118,897	30,142,305	30,142,305
TOTAL EXPENDITURES	\$184,487,893	\$191,551,487	\$227,412,520	\$227,412,520
PROJECTED FUND BALANCE			21,835,296	21,835,296
 TOTAL BUDGET			 \$249,247,816	 \$249,247,816

SUMMARY OF OPERATING EXPENDITURES AND APPROPRIATIONS BY FUND				
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WATER & SEWER OPERATING	\$110,645,256	\$108,757,345	\$132,475,056	\$132,475,056
WATER & SEWER SINKING	30,003,172	29,998,098	37,520,524	37,520,524
SANITATION OPERATING	41,358,982	50,025,330	68,165,699	68,165,699
AIRPORT OPERATING	2,480,483	2,770,714	3,086,537	3,086,537
STORMWATER	0	0	8,000,000	8,000,000
TOTAL EXPENDITURES	\$184,487,893	\$191,551,487	\$249,247,816	\$249,247,816

NOTE: PROJECTED FUND BALANCE INCLUDED IN TOTAL \$21,835,296 \$21,835,296

ENTERPRISE FUNDS OPERATING BUDGET DOLLAR - 2003



SUMMARY OF OPERATING REVENUE BY FUND

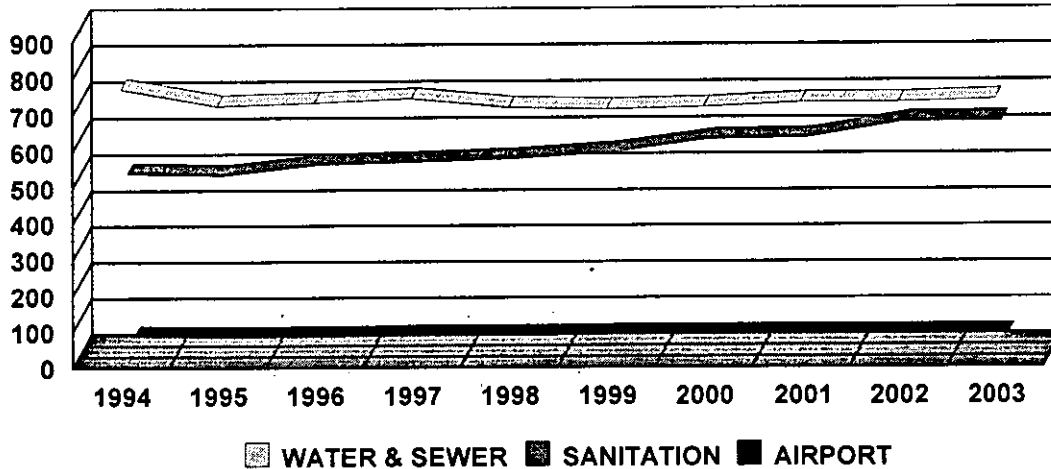
	Actual 2001	Actual 2002	CEO'S Recommended Budget	Approved Budget 2003
<u>WATER & SEWER OPERATING</u>				
Use of Money and Property	\$479,231	\$1,301,880	\$235,000	\$235,000
Intergovernmental Revenue	2,433,282	2,097,407	2,150,078	2,150,078
Charges for Services	107,272,544	105,230,022	125,950,000	125,950,000
Miscellaneous Revenue	460,199	538,016	430,000	430,000
Interfund Transfers	0	0	0	0
Fund Balance Carried Forward	3,300,000	3,300,000	3,709,978	3,709,978
TOTAL	\$113,945,256	\$112,467,325	\$132,475,056	\$132,475,056
<u>WATER & SEWER SINKING FUND</u>				
Use of Money and Property	\$415,128	\$131,492	\$127,561	\$127,561
Miscellaneous Revenue	0	0	0	0
Interfund Transfers	29,587,388	29,868,897	29,892,305	29,892,305
Fund Balance Carried Forward	7,499,023	7,498,367	7,500,658	7,500,658
TOTAL	\$37,501,539	\$37,498,756	\$37,520,524	\$37,520,524
<u>SANITATION OPERATING FUND</u>				
Use of Money and Property	\$652,616	\$254,577	\$173,927	\$173,927
Intergovernmental Revenue	0	278,889	0	0
Charges for Services	42,325,835	51,381,770	52,246,016	52,246,016
Miscellaneous Revenue	3,736,247	3,167,595	3,403,000	3,403,000
Interfund Transfers	0	121,298	0	0
Fund Balance Carried Forward	1,808,242	7,163,958	12,342,756	12,342,756
TOTAL	\$48,522,940	\$62,368,085	\$68,165,699	\$68,165,699

FUNDS GROUP: ENTERPRISE

SUMMARY OF OPERATING REVENUE BY FUND

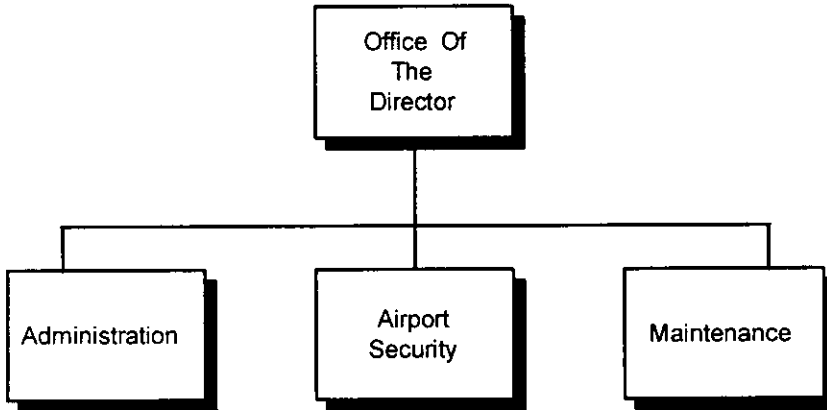
	Actual 2001	Actual 2002	CEO'S Recommended Budget	Approved Budget 2003
AIRPORT FUND				
Use of Money and Property	\$2,734,775	\$2,685,443	\$2,570,250	\$2,570,250
Miscellaneous Revenue	3,244	8,783	1,500	1,500
Interfund Transfers	0	0	0	0
Fund Balance Carried Forward	333,740	591,275	514,787	514,787
TOTAL	\$3,071,759	\$3,285,501	\$3,086,537	\$3,086,537
STORMWATER UTILITY OPERATING FUND				
Charges for Services	\$0	\$0	\$8,000,000	\$8,000,000
Fund Balance Carried Forward	0	0	0	0
TOTAL	\$0	\$0	\$8,000,000	\$8,000,000
GRAND TOTAL	\$203,041,494	\$215,619,667	\$249,247,816	\$249,247,816

TOTAL AUTHORIZED POSITIONS ENTERPRISE FUNDS



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. No positions are budgeted in the Stormwater Utility Fund.

AIRPORT



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

	2000	2001	2002
REVENUE AS % OF BUDGET EXPECTATIONS	109.6%	101.3%	106.5%

ACTIVITY MEASURES

	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
Total Flight Operations	244,879	215,652	217,500	218,000
Scheduled Tour Visitors	1,200	800	0	0
Open House Visitors	9,500	11,000	14,000	13,500
Airport Tenants	315	315	315	315
Based Aircraft	590	590	590	590
Acres Maintained	820	838	840	840
Buildings Maintained	14	14	14	14
Corporate Employees on Airport	1,100	1,100	1,100	1,100

AIRPORT

MAJOR ACCOMPLISHMENTS IN 2002

1. Continued implementation of the FAR Part 150 Noise Compatibility Study recommendations and the acquisition of the remaining 21 properties using FAA Airport Improvement Program (AIP) grant funding in those areas most directly affected by noise on both the north and south ends of the airport, nearest the airport's main runways.
2. Successfully conducted the annual Good Neighbor Day Open House and Airshow.
3. Completed 2001 Airfield Pavement Rehabilitation Project.

MAJOR GOALS FOR 2003

1. Continue land acquisition under the FAA's approved AIP programs for: (a) acquisition of remaining noise-affected residential properties, (b) acquisition of 4 community properties in the OFA for runway 20L, and (c) relocate Sanitation Dept. facilities out of the OFA for runway 20L.
2. Accomplish major CIP projects on the airside of the airport, specifically the accomplishment of the Taxiway Concrete Rehabilitation Project, dependent upon federal funding availability.
3. Begin initial test phase of Sound Insulation Program (SIP) dependent upon federal funding availability.

MAJOR BUDGETARY IMPACTS

Previous

The 1999 budget included two additional positions: a custodial position in maintenance to allow termination of the custodial services contract, and a 5 year time limited maintenance position to improve maintenance capability in buy out areas. In 2000 \$435,778 was approved to fund various capital projects including: Land Acquisition (\$333,778), 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.

2003

\$3,086,537 was approved for basic operating expenses. \$2,875 was approved for additional equipment.

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.

AIRPORT

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2001	Actual 2002	CEO'S Recommended Budget	Approved Budget 2003
Administration	\$1,708,743	\$1,901,609	2,328,679	2,328,679
Maintenance	771,740	869,105	757,858	757,858
TOTAL	\$2,480,483	\$2,770,714	\$3,086,537	\$3,086,537

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Personal Services	\$1,202,948	\$1,153,072	\$1,188,648	\$1,188,648
Supplies	33,893	38,176	49,000	49,000
Operating Services & Charges	213,664	231,710	688,397	688,397
Maintenance & Repair	104,607	246,226	68,718	68,718
Interdepartmental Services	359,194	401,483	505,929	505,929
Equipment	36,618	23,935	28,845	28,845
Interfund Charges	529,559	676,111	557,000	557,000
TOTAL	\$2,480,483	\$2,770,713	\$3,086,537	\$3,086,537

FUNDING SOURCES

	2001	2002	2003
DeKalb-Peachtree Airport Fund	\$2,480,483	\$2,770,714	\$3,086,537

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Administration				
Director, Airport	33	1	1	1
Assistant Director, Airport	36	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

AIRPORT

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Maintenance				
Crew Supervisor, Senior	26	1	1	1
Construction Supervisor	24	2	2	2
Electrician, Senior	23	1	1	1
Painter	18	1	1	1
Maintenance Mechanic	18	1	1	1
Grounds Service Technician, Sr.	18	1	1	1
Custodian, Senior	18	1	1	1
Crew Worker, Senior	18	7	7	7
Sub-total		15	15	15
Department Total		28	28	28

CAPITAL PROJECTS - AIRPORT

PROGRAM DESCRIPTION

Because the Airport is a self-supporting enterprise, any County funds required to meet its capital needs come from the Airport Enterprise Fund instead of from the Tax Funds. An additional \$30,000 was appropriated as part of the 2003 Budget for Tree and Obstruction Removal from the flight path. The 2003 Budget also provided an additional \$195,000 for T-Hangars/T-Sheds project. An additional \$50,000 was added for Airport Landside Repairs/Improvements. An additional \$45,000 was added for Rubber Removal & Remarketing as well as an additional \$7,000 for the Maintenance Facility. There was an additional \$165,000 added for the Pavement Project and \$10,000 for an 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

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

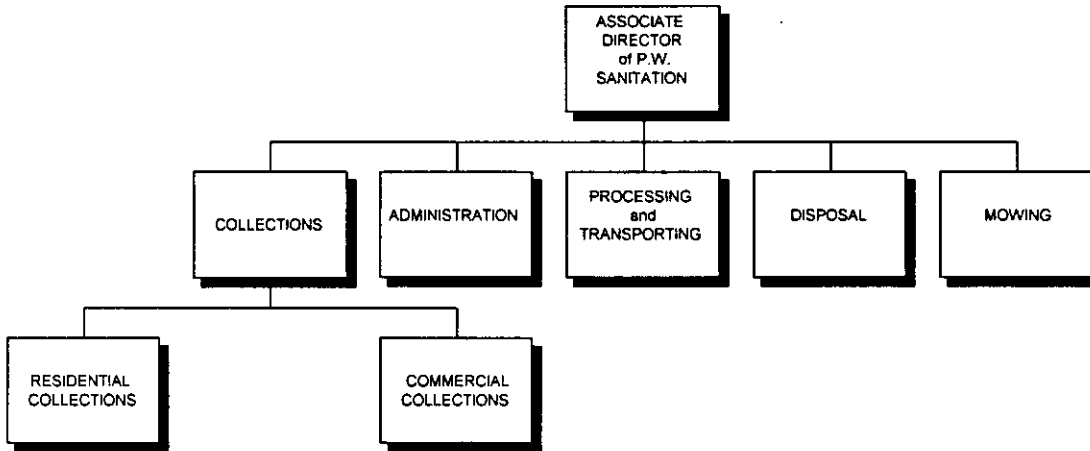
**ANTICIPATIONS
BEGINNING 1998**

Use of Money and Property	\$24,294
Federal Government	27,546,464
State Sources	702,195
Interfund Transfers	3,932,840
Various Pending Grants	450,291
Miscellaneous Revenue	593,988
Fund Balance Carried Forward	1,641,810
TOTAL	\$34,891,882

APPROPRIATIONS

PROJECT DESCRIPTION	PROJECT		BALANCE
	APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	
T- Hangars/T-Sheds	\$245,010	\$0	\$245,010
Tree & Obstruction Removal	130,186	79,453	50,733
Drainage Improvements	655,335	365,181	290,154
Rubber Removal & Remarketing	129,221	84,221	45,000
Environ. Stud./Prog./Proj.	122,132	67,181	54,951
Airport Grounds/ Fac. Repair	524,049	256,126	267,923
Helicopter Area Improvements	3,275	0	3,275
Runway & Taxi Repair	136,572	29,169	107,403

PUBLIC WORKS, SANITATION



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 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 periodical 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 Division provides six days per week collection of front load, compactor and roll-off container services. It also provides mixed paper and recycling drop-off location collection services.

The Processing and Transporting 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.

The Disposal Division 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 solid waste handling permits to insure compliance with local, state and federal regulations.

The Mowing Division provides for mowing, trimming of tree branches and herbicide control requirements along all unincorporated DeKalb County rights of way, and Municipalities assigned. The Division is also responsible for the mowing of all County owned vacant lots.

PERFORMANCE INDICATORS	TARGET	2000	2001	2002
COST OF REFUSE COLLECTED PER TON	\$39.00	\$35.72	\$43.64	\$50.31
COST OF REFUSE PROCESSED PER TON	\$12.00	\$16.39	\$15.34	\$19.15
COST OF REFUSE DISPOSED PER TON	\$8.00	\$7.57	\$6.95	\$5.89

PUBLIC WORKS, SANITATION

PERFORMANCE INDICATORS	TARGET	2000	2001	2002
COMPLAINTS PER 10,000 CUSTOMERS	25	48	32.5	34
% OF RECYCLED MATERIALS PER TON OF REFUSE COLLECTED	25%	16%	20%	21%

ACTIVITY MEASURES				
	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
Collections:				
Commercial Accounts	9,509	9,783	9,879	10,175
Total Commercial Tonnage	153,594	147,360	164,963	173,211
Residences Served	157,000	173,244	158,207	160,000
Total Residential Tonnage	264,968	266,943	279,568	287,955
Appliances Collected	6,928	6,991	7,103	7,245
Dead Animals Collected	6,363	6,562	6,621	6,687
Recycling:				
Scrap Metal (Tons)	1,873	1,247	1,441	1,672
Newspaper (Tons)	1,578	1,187	580	610
Aluminum Cans (Tons)	1	1	1	1
Glass (Tons)	46	41	33	36
CFC (units)	1,500	1,580	1,601	1,622
Yard Debris (Tons)	96,447	100,746	101,526	102,541
Recycling Revenue	\$108,529	\$78,701	\$115,658	\$121,441
Processing:				
Buford Plant Tonnage	118,225	132,553	121,238	127,300
Central Transfer Tonnage	93,358	92,511	101,316	100,000
East Transfer Tonnage	47,932	44,494	60,373	66,411
Seminole Plant Tonnage	127,442	24,940	69,692	72,000
Pathological	290	305	310	325
Disposal:				
Seminole Landfill (Tons)	409,392	476,702	487,300	532,323

MAJOR ACCOMPLISHMENTS IN 2002

Administration - Implemented Kronos Payroll System complete with interface to PeopleSoft Personnel System.
 Processing and Transporting - Added tire recovery and mixed paper recycling programs.
 Residential - Added radio communications in front-line residential vehicles.
 Commercial - Implemented roll-off and recycling services.
 Disposal - Completed the gravity sewer line project to manage leachate and sanitary waste generation on site.
 Mowing - Implemented a tree trimming program to increase sight safety at intersections and other areas.

MAJOR GOALS FOR 2003

Administration - Develop comprehensive training programs for administrative staff and supervisory personnel.
 Processing and Transporting - Reduce processing costs by 10% from prior years.
 Residential - Accommodate anticipated growth and maintain present efficiencies.
 Commercial - Increase availability and services in roll-off and recycling to businesses in DeKalb County.
 Disposal - Finalize the closure for Phases 1 & 2, and complete upslope cell development in Phase 2A.
 Mowing - Implement a planted tree and bush median program.

MAJOR BUDGETARY IMPACTS

Previous

Seventeen new positions were funded in 1998 to enhance yard waste disposal operations; establish 6 residential routes and 1 yard waste route; and one mowing crew. Eight positions were transferred to the Finance Department.

Seventeen new positions were added in 1999 to enhance mowing operations; to assume responsibility for dead animal pickup; establish 3 yard waste routes in north and east DeKalb; and establish 2 residential routes in east and south DeKalb.

PUBLIC WORKS, SANITATION

MAJOR BUDGETARY IMPACTS (continued)

Previous

Thirty-five positions were added in 2000 to enhance mowing operations, expand commercial, residential and yard waste collection to meet increased demand for transfer capability and monitor methane extraction at the landfill.

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.

2003

A total of 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. One Administrative Assistant and 1 Assistant Superintendent-Landfill Operations were added to ease administrative workload.

Also included in the 2003 budget are contributions to Capital Projects for the following:

PROJECT	AMOUNT
Landfill Stormwater Management	\$1,450,000
South Lot Relocation	2,800,000
Linecrest Road Extension	2,025,000
Vehicle and Equipment Fueling Facility	400,000
Various Other Landfill Projects	2,615,000
TOTAL	\$9,290,000

Future

The rate increase of 2001 has enabled the Division to add the staff necessary to meet the increased service demand resulting from 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.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Revenue Collection	\$888,727	\$303,762	\$217,135	\$217,135
Administration	3,456,607	3,563,992	15,443,656	15,443,656
Processing and Transporting	7,309,638	6,613,829	7,618,796	7,618,796
Residential Collection	17,704,221	19,167,272	22,555,797	22,555,797
Commercial Collection	5,195,760	5,455,237	7,097,306	7,097,306
Disposal	3,729,826	3,789,973	4,551,369	4,551,369
Mowing	1,124,203	1,281,006	1,391,640	1,391,640
Contribution to Capital Projects	1,940,000	9,850,258	9,290,000	9,290,000
TOTAL	\$41,348,982	\$50,025,329	\$68,165,699	\$68,165,699

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Personal Services	\$19,694,004	\$20,525,709	\$23,422,514	\$23,422,514
Supplies	567,093	571,571	698,013	698,013
Operating Services and Charges	1,839,961	1,638,090	13,118,452	13,118,452
Maintenance and Repair	998,600	846,356	773,652	773,652
Interdepartmental Services	15,643,277	15,835,390	20,060,026	20,060,026
Equipment	676,047	744,379	803,042	803,042
Interfund Transfers	1,940,000	9,863,834	9,290,000	9,290,000
TOTAL	\$41,358,982	\$50,025,329	\$68,165,699	\$68,165,699

PUBLIC WORKS, SANITATION

FUNDING SOURCES

	2001	2002	2003 Budget
Sanitation Fund	\$41,358,982	\$50,025,329	\$68,165,699

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/ POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Administration				
Associate Director of Public Works- Sanitation	36	1	1	1
Assistant Director - Sanitation	33	1	1	1
Administrative Operations Manager	28	1	1	1
Public Works, Microsystems Coord.	28	1	1	1
Administrative Assistant	23	1	1	2
Sanitation Inspector, Senior	23	1	1	1
Sanitation Inspector	21	3	3	3
Sanitation Route Analyst	19	1	1	1
Payroll Technician, Senior	19	1	1	1
Office Assistant, Senior	19	5	5	5
Telecommunications Operator	19	2	2	2
Public Works Dispatcher	19	1	1	1
Accounting Technician, Senior	19	2	2	2
Sub-total		21	21	22
Keep DeKalb Beautiful				
Director, Keep DeKalb Beautiful	25	1	1	1
Sub-total		1	1	1
Buford Plant				
Solid Waste Plant Manager	25	1	1	1
Solid Waste Plant Supervisor	24	2	2	2
Solid Waste Plant Mechanic	21	3	3	3
Equipment Operator - Principal	21	5	5	5
Sanitation-Tractor/Trailer Operator	21	14	14	14
Solid Waste Plant Operator	19	2	2	2
Welder, Senior	21	2	2	2
Scale Operator	18	2	2	2
Crew Worker, Senior	18	10	10	10
Sub-total		41	41	41
Seminole Shredder				
Solid Waste Plant Manager	25	1	1	1
Solid Waste Plant Supervisor	24	2	1	1
Solid Waste Plant Mechanic	21	2	4	4
Equipment Operator - Principal	21	4	1	1
Sanitation-Tractor/Trailer Operator	21	6	0	0
Solid Waste Plant Operator	19	2	0	0
Welder, Senior	21	2	2	2
Crew Worker, Senior	18	7	8	8
Sub-total		26	17	17
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	1	2	2

PUBLIC WORKS, SANITATION

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/ POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Transfer Station (continued)				
Electrician, Senior	23	1	1	1
Transfer Station Incinerator Operator	21	3	3	3
Sanitation-Tractor/Trailer Operator	21	4	5	5
Sanitation Driver, Special Collections	19	1	1	1
Sanitation-Tractor/Trailer Oper/Trainee	19	0	2	2
Solid Waste Plant Operator	19	0	1	1
Office Assistant, Senior	19	2	2	2
Scale Operator	18	2	2	2
Crew Worker, Senior	18	3	3	3
Sub-total		<u>19</u>	<u>24</u>	<u>24</u>
East Transfer Station				
Solid Waste Plant Supervisor	24	1	1	1
Equipment Operator, Sr.	21	1	2	2
Sanitation-Tractor/Trailer Operator- Principal	21	3	5	5
Sanitation-Tractor/Trailer Operator	19	1	1	1
Scale Operator	18	1	1	1
Crew Worker, Senior	18	2	2	2
Sub-total		<u>9</u>	<u>12</u>	<u>12</u>
Residential Collection-North Lot				
Sanitation - Field Supervisor, Senior	25	1	1	1
Supply Specialist	21	1	1	1
Sanitation - Field Supervisor	23	4	4	4
Sanitation Driver, Special Collections	19	2	3	3
Sanitation - Equipment Monitor	19	2	2	2
Sanitation Driver-Crew Leader	19	30	27	29
Sanitation Driver- Crew Leader Trainee	18	1	6	6
Refuse Collector, Senior	18	18	27	27
Refuse Collector	14	43	37	43
Sub-total		<u>102</u>	<u>108</u>	<u>116</u>
Residential Collection-Central Lot				
Sanitation Collections				
Superintendent-Residential	31	1	1	1
Sanitation - Field Supervisor, Senior	25	1	1	1
Sanitation Field Supervisor	23	3	3	4
Supply Specialist	21	1	1	1
Equipment Monitor, Senior	20	1	1	1
Sanitation Driver, Special Collections	19	5	4	4
Equipment Monitor	19	2	2	2
Sanitation Driver-Crew Leader	19	27	19	20
Sanitation Driver-Crew Leader Trainee	18	0	10	10
Refuse Collector, Senior	18	5	23	23
Refuse Collector	14	48	34	37
Sub-total		<u>94</u>	<u>99</u>	<u>104</u>
Residential Collection-East Lot				
Sanitation - Field Supervisor, Senior	25	1	1	1
Supply Specialist	21	1	1	1
Sanitation Field Supervisor	23	3	3	4
Sanitation Driver, Special Collections	19	2	2	2
Equipment Monitor	19	2	2	2
Sanitation Driver-Crew Leader	29	25	24	26

PUBLIC WORKS, SANITATION

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/ POSITION	SALARY RANGE	NUMBER OF POSITIONS		
		2001	2002	2003
Residential Collection-East Lot (continued)				
Sanitation Driver-Crew Leader Trainee	18	2	8	8
Refuse Collector, Senior	18	7	16	16
Refuse Collector	14	43	44	52
Sub-total		86	101	112
Residential Collection-South Lot				
Sanitation - Field Supervisor, Senior	25	1	1	1
Supply Specialist	21	1	1	1
Sanitation Field Supervisor	23	3	3	4
Sanitation Driver, Special Collections	19	2	2	2
Equipment Monitor	19	2	2	2
Sanitation Driver-Crew Leader	19	29	30	30
Sanitation Driver-Crew Leader Trainee	18	1	5	5
Refuse Collector, Senior	18	19	33	33
Refuse Collector	14	36	33	37
Sub-total		94	110	115
Commercial Collection-Support				
Sanitation Collections				
Superintendent-Residential	31	0	0	1
Welder, Supervisor	23	1	1	1
Welder	19	3	4	4
Painter	18	1	1	1
Equipment Operator, Senior	19	2	2	2
Crew Worker, Senior	18	6	6	6
Sub-total		13	14	15
Commercial Collection-North Lot				
Sanitation Field Supervisor	23	1	1	1
Commercial 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	2	3	5
Commercial Front End Loader/Operator	19	9	10	10
Comm. Front End Loader/Oper. Trainee	18	2	0	0
Sub-total		14	14	16
Commercial Collection-South Lot				
Sanitation Field Supervisor	23	1	1	1
Sanitation Driver/Crew Leader	19	1	1	1
Commercial Front End Loader/Operator	19	5	5	6
Sub-total		7	7	8
Commercial Collection-East Lot				
Sanitation Field Supervisor	23	1	1	1
Commercial Front End Loader/Operator	19	6	7	8
Sub-total		7	8	9
Landfill				
Superintendent - Landfill Management	31	1	1	1
Assistant Superintendent - Landfill Oper.	26	3	3	4

PUBLIC WORKS, SANITATION

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/ POSITION	SALARY RANGE	NUMBER OF POSITIONS		2003
		2001	2002	
Landfill (continued)				
Landfill Equipment Operator	21	14	14	14
Equipment Operator, Senior	19	4	4	4
Solid Waste Plant Operator	19	0	1	1
Scale Operator	18	5	5	5
Crew Worker, Senior	18	8	8	8
Sub-total		35	36	37
Moving/Herbicide				
Sanitation - Field Supervisor, Senior	25	1	1	1
Crew Supervisor	23	6	6	6
Herbicide Equipment Operator	19	1	1	1
Maintenance Mechanic	18	1	1	1
Equipment Operator, Senior	19	17	17	17
Sub-total		26	26	26
TOTAL		604	648	684

CAPITAL PROJECTS - PUBLIC WORKS - SANITATION

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 2003, the following projects were approved for additional funding: \$2,025,000 for Linecrest Road Extension, \$400,000 for Vehicle & Equipment Fueling Facility, \$500,000 for the Methane Extraction System, \$300,000 for the Seminole Land Acquisition & Soil Management, and \$2,800,000 for the Design of the New South Lot Facility. The following new projects were approved for funding in the 2003 Budget: \$320,000 for the Addition to the Administration Building, \$970,000 for the Multi-use Trail, \$1,450,000 for Stormwater Management and \$525,000 for Gasline Relocation.

IMPACT ON OPERATING BUDGET

The addition of the North Compost Facility has increased operating cost by \$209,889. These additional costs are associated with the need for additional personnel to deal with the compost sites (\$18,889) and a tractor type bucket loader to increase compost production and usage (\$191,000). The redesign of the North Lot Facility should cut down on future downtime. The services required to implement these programs are either contracted out or provided by Sanitation employees.

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	\$37,807,420
Fund Balance Carried Forward	5,668,715
TOTAL	\$43,476,135

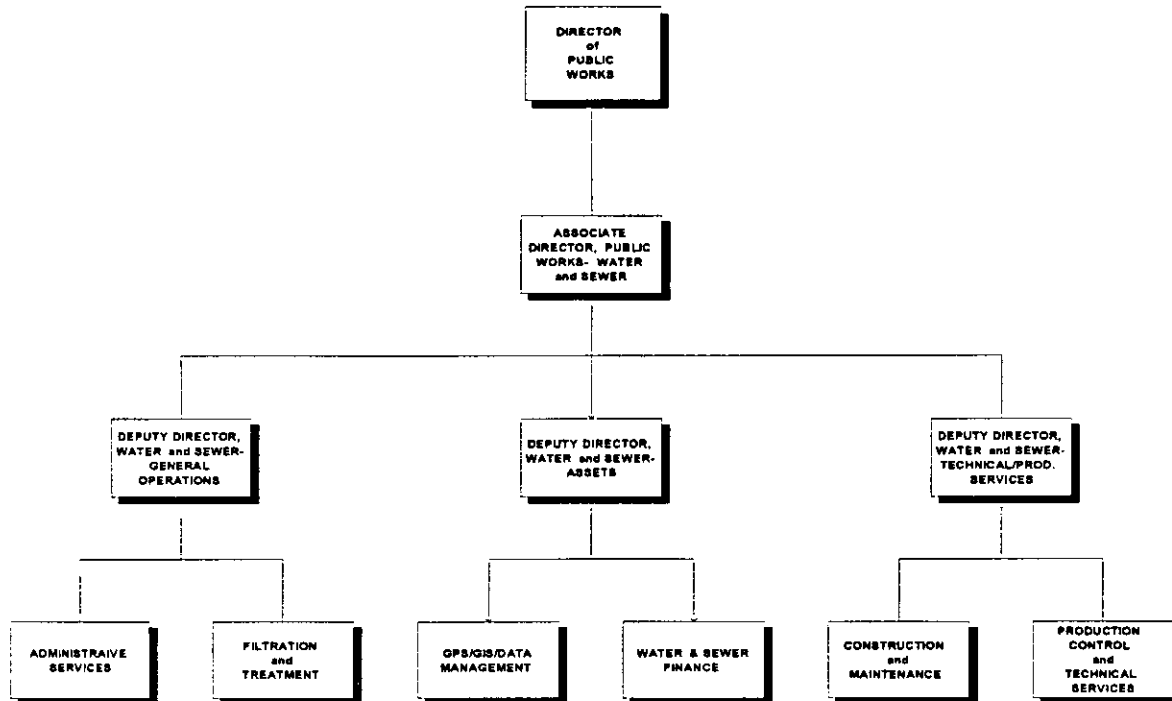
APPROPRIATIONS

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	163,927	8,248
Landfill Closure	7,100,000	7,058,893	41,107
Buford Plant Red Light	30,000	0	30,000
Redesign Central Transfer Station	100,000	0	100,000
North Lot Access	30,474	30,474	0
Design New South Lot	2,900,000	0	2,900,000
Methane Extraction System	5,665,100	2,451,147	3,213,953
Ward Lake Property Purchase	1,052,287	1,052,287	0

CAPITAL PROJECTS - PUBLIC WORKS - SANITATION

PROJECT DESCRIPTION	PROJECT APPROPRIATION BEGINNING 1998	EXPENDITURES BEGINNING 1998	BALANCE
RFP Construction Phase II Landfill	14,755,684	5,578,136	9,177,548
Seminole Land Acquisition	1,140,746	840,682	300,064
Buford Plant Roof	245,000	196,147	48,853
Redesign North Lot Facility	120,000	8,151	111,849
Demolition of Incinerator Chimney	59,584	59,584	0
Land Acquisition	745,000	735,720	9,280
Major Mods/Phases 3 & 4	425,000	258,211	166,789
Rogers Lake Property/Addition	500,000	0	500,000
Vehicle/Equipment Fueling Facility	810,000	0	810,000
Sanitary Sewer Upgrades	605,000	280,784	324,216
Linecrest Road Extension	2,695,000	0	2,695,000
Addition to Administration Building	320,000	0	320,000
Multi-use Trail	970,000	0	970,000
Stormwater Management	1,450,000	0	1,450,000
Gasline Relocation	525,000	0	525,000
Transfer to CIP	40,199	40,199	0
Transfer to Sanitation Fund	299,292	299,292	0
TOTAL	\$43,476,135	\$19,774,228	\$23,701,907

PUBLIC WORKS-WATER and SEWER



MISSION STATEMENT

The Water and Sewer Division of the Public Works Department is a world class utility, achieving the highest possible levels of quality, reliability, and service for the inhabitants of DeKalb County.

PROGRAM DESCRIPTION

The DeKalb County Water and Sewerage System is comprised of the following funds: Water and Sewerage Revenue Fund; Water and Sewerage Construction Fund; Water and Sewerage Renewal and Extension Fund; and the Water and Sewerage Sinking Fund.

The Water and Sewerage Revenue 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 the revenue 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 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 GPS/GIS/Data Management Division is responsible for Water and Sewer's computerized mapping, information technology, acquisition, data base management, and coordination with the County's Geographic Information System.

The Filtration and Treatment Division operates 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.

PUBLIC WORKS-WATER and SEWER

Program Description (continued)

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	2001	2002
COMPLAINTS /SERVICE CALLS PER 10,000 CUSTOMERS	< 1,100/year	628	554
% OF UN-BILLED WATER	< 15%	13.4%	14.3%
WATER MAIN FAILURES PER 1,000 MILES OF WATER MAIN	< 275/year	229	209
% OF DAYS IN COMPLIANCE WITH WATER AND WASTEWATER PERMITS	90%	100%	100%

ACTIVITY MEASURES				
	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
Administrative Division:				
Procurement Purchase Amount	\$15,105,432	\$17,847,437	\$14,013,665	\$15,000,000
Filtration & Treatment Division				
Number of Water Customers	272,563	277,837	284,182	289,700
Number of Water Meters	170,318	175,079	178,579	182,300
Number of Sewer Customers	240,898	245,933	252,114	257,300
Filtration & Treatment Division-Water				
Water Pumped (Billions of Gallons)	31.78	30.52	29.82	30.80
Plant Capacity (Millions Gallons/Day)	128	128	128	128
Daily Average Consumption (Millions of Gallons)	73.98	72.09	70.03	73.80
Filtration & Treatment Division-Sewer				
No. of Pumping Stations	48	51	51	53
Gal. of Wastewater Treated (Millions)	11,845	12,407	12,249	12,900
Avg. Gallons Wastewater Treated Per Day (Millions)	32.4	34	33.6	35.3
Plant Capacity (Millions Gallons/Day)	56	56	56	56
Laboratory Samples Tested/Analyzed	15,398	15,771	14,806	14,500
Consumer Complaints	54	43	32	30

PUBLIC WORKS-WATER and SEWER

ACTIVITY MEASURES (continued)				
	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
Filtration & Treatment Division-Sewer (cont'd)				
Stormwater Discharge Characterization:				
(Monitoring)	218	248	154	200
(All Sources)	309	270	171	225
Construction & Maintenance Division				
Water				
Main/Service Repair	2,266	2,260	2,652	2,800
Meters Repaired/Repl.	2,402	5,488	7,902	8,000
Renewed Water Service	1,387	2,221	2,482	2,750
Mains Installed (Ft.)	197,168	185,072	139,130	150,000
Meters Installed (New)	4,497	4,761	3,500	3,700
Sewer				
Mains Cleaned (Ft.)	1,317,651	1,508,801	1,831,776	1,900,000
Mains Rodded (Ft.)	7,108	5,036	4,585	5,300
Mains Installed (Ft.)	232,839	200,138	179,503	180,000
Support				
Landscape Projects	7,221	7,361	8,487	9,000
Valve Boxes Raised	540	592	342	500
Manholes Raised	2,043	2,096	2,215	2,200

MAJOR ACCOMPLISHMENTS IN 2002

The Water & Sewer Division began construction of the new 150/200 Million Gallons per Day drinking water production plant in September 2002, and continued construction of the raw water reservoirs, which will give the County 950 Million Gallons of storage. The third new reservoir went online in May 2002. Construction on the 20 MGD Pole Bridge Creek WPC Plant's aerobic digesters expansion and flow equalization facilities at the 36 MGD Snapfinger WPC Plant was substantially completed in 2002. Design started on upgrades for the Chattahoochee River intake pump station and 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. Installation Contracts were started for LIMS, CMMS, and SCADA. Continued implementation and coordination of the watershed Management Plan for the South River Basin, and for the Proposed CIP for future wastewater treatment. Continued major programs for identification and reduction of infiltration and reduction and to the county's collection system, and for comprehensive inventory of collection system preventative maintenance.

MAJOR GOALS FOR 2003

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, Operation of modernized infrastructure supporting distribution and collection systems throughout the County, including replacement of aging systems to protect and serve existing neighborhoods as well as the installation of new systems to encourage growth and development. Provision of efficient and quality service to all inhabitants of DeKalb while maintaining the lowest possible costs to our customers.

PUBLIC WORKS-WATER and SEWER

MAJOR BUDGETARY IMPACTS

Previous

In 1999, four painter positions were eliminated, and painting was outsourced. Also, in 1999 a rate increase was instituted, the first increase since 1992. An additional Deputy Director position was created during 1999 to supervise asset management.

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 Trailor 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 has just authorized a rate increase effective November 2003 in anticipation of future system expansion. The contract, in the amount of \$152,532,150, has been signed and construction has started on the Scott Candler Water Filter Plant.

2003

There are three positions being added to the organization. There are two FOG Inspectors and one Administrative Assistant.

Future

In 2004, it is anticipated that another bond issue will take place to fund capital projects.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY DIVISION

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Director's Office	\$2,570,622	\$2,324,712	\$3,374,431	\$3,374,431
Administration	6,015,749	6,170,823	8,147,791	8,147,791
GPS/GIS/Data Management	1,643,464	1,847,732	2,161,595	2,161,595
Filtration and Treatment	28,010,361	28,869,628	30,371,581	30,371,581
Construction and Maintenance	29,890,137	26,935,254	30,456,655	30,456,655
Capitalization	(4,867,819)	(5,331,787)	(5,225,000)	(5,225,000)
Revenue Collections *	3,874,458	4,480,879	4,764,540	4,764,540
Transfers and Reserve	43,508,284	43,460,104	58,423,463	58,423,463
TOTAL	\$110,645,256	\$108,757,345	\$132,475,056	\$132,475,056

*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.

PUBLIC WORKS-WATER and SEWER

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Personal Services	\$31,459,657	\$31,672,650	\$34,442,220	\$34,442,220
Supplies	3,024,657	2,690,136	3,324,862	3,324,862
Operating Services and Charges	20,379,768	17,384,599	23,180,344	23,180,344
Maintenance and Repair	6,848,659	7,249,329	8,526,142	8,526,142
Interdepartmental Services	10,193,324	11,375,270	13,403,025	13,403,025
Equipment*	98,726	7,044	0	0
Interfund Credits	(4,867,819)	(5,331,787)	(5,225,000)	(5,225,000)
Interfund Transfers	43,508,284	43,710,104	54,823,463	54,823,463
TOTAL	\$110,645,256	\$108,757,345	\$132,475,056	\$132,475,056

FUNDING SOURCES

	2001	2002	2003 Budget
Water and Sewer Revenue Fund	\$110,645,256	\$108,757,345	\$132,475,056

AUTHORIZED POSITIONS BY FUNCTIONAL AREA

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

COST CENTER/POSITION	SALARY RANGE	2001	2002	2003
Director's Office				
Associate Director, Public Works - Water and Sewer	37	1	1	1
Assistant Director, Water and Sewer	35	1	1	1
Deputy Director, Water and Sewer - Assets	34	1	1	1
Deputy Director, Water and Sewer - General Operations	34	1	1	1
Deputy Director, Water and Sewer - Technical/Prod. Services	34	1	1	1
Compliance Mgr., Sewer Collection	31	1	1	1
Water and Sewer Project Funds Mgr.	30	1	1	1
Senior Accountant	26	1	1	1
Environmental Project Coordinator	24	1	1	1
Water and Sewer Project Analyst	25	1	1	1
Administrative Supervisor	25	2	2	2
Data Entry Operator, Senior	18	1	1	1
Sub-total		13	13	13

PUBLIC WORKS-WATER and SEWER

AUTHORIZED POSITIONS BY FUNCTIONAL AREA

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

COST CENTER/POSITION	SALARY RANGE	2001	2002	2003
Administrative and Fiscal Control				
Manager, Administrative Services -				
Water and Sewer	33	1	1	1
Department Safety Coordinator	26	1	1	1
Department Training Officer	25	1	1	1
Crew Supervisor, Senior	25	1	1	1
Administrative Supervisor	25	1	1	1
Water Conservation Prog. Specialist	25	1	1	1
Assistant Departmental Safety				
Coordinator	24	1	1	1
Contract Technician, Water & Sewer	23	1	1	1
Purchasing Supervisor	23	1	1	1
Heavy Equipment/Truck Mechanic	23	1	1	1
Crew Supervisor	23	3	3	3
Water Quality Control Electronic				
Specialist	23	1	1	1
Carpenter, Senior	21	1	1	1
Painter, Senior	21	1	1	1
Purchasing Technician	21	1	1	1
Secretary, Principal	21	2	2	2
Office Assistant, Senior	19	4	4	4
Payroll Technician, Senior	19	1	1	1
Crew Worker, Senior	18	9	9	9
Crew Worker	14	5	7	7
Sub-total		38	40	40
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	1	1
Sub-total		1	1	1

PUBLIC WORKS-WATER and SEWER

AUTHORIZED POSITIONS BY FUNCTIONAL AREA

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

COST CENTER/POSITION	SALARY RANGE	2001	2002	2003
GPS/GIS/Data Management				
Engineering Supervisor	33	1	1	1
Engineer, Senior	29	0	1	1
Engineer	28	4	3	3
Engineering Technician, Senior	24	17	16	16
GIS Specialist	24	0	1	1
GIS CAD Operator	23	2	1	1
Crew Supervisor	23	3	1	1
Equipment Operator, Principal	21	1	1	1
Office Assistant, Senior	19	1	1	1
Crew Worker, Senior	18	2	1	2
Sub-total		31	27	28
Asset Management				
Microsystems Specialist, Senior	29	1	1	1
P.W. Microsystems Coordinator	28	4	4	4
Sub-total		5	5	5
Filtration and Treatment Division				
Administration and Supervision				
Water Quality Control, Manager	33	1	1	1
Administrative Supervisor	25	1	1	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
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	8	9	9
WQC Operator	18	9	9	9
General Maintenance Worker	18	4	4	4
Sub-total		29	30	30

PUBLIC WORKS-WATER and SEWER

AUTHORIZED POSITIONS BY FUNCTIONAL AREA

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

COST CENTER/POSITION	SALARY RANGE	2001	2002	2003
Water Maintenance				
Instrumentation & Controls Specialist	28	1	1	1
WQC Maintenance Supervisor	26	1	1	1
WQC Maintenance Supervisor, Asst.	24	1	1	1
Construction Supervisor	24	1	1	1
Water Maintenance Mechanic, Senior	23	2	2	2
Electronic Technician, Senior	23	3	1	1
WQC Maintenance Coordinator	23	2	2	2
Crew Supervisor	23	1	1	1
Water Quality Control Electronic Specialist	23	2	2	2
Water Maintenance Mechanic	21	7	7	7
Electronic Technician	21	0	2	2
Equipment Operator, Principal	21	1	2	2
Contractual Services Inspector	21	1	1	1
Water Maintenance Mechanic, Asst.	18	3	3	3
Crew Worker, Senior	18	0	1	1
Crew Worker	14	2	2	2
Sub-total		28	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	1
Cross Connection Control Specialist Assistant	23	2	2	2
Water/Wastewater Laboratory Technician, Senior	23	4	4	4
Water/Wastewater Laboratory Technician	19	1	1	1
Sub-total		11	11	11
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

PUBLIC WORKS-WATER and SEWER

AUTHORIZED POSITIONS BY FUNCTIONAL AREA

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

COST CENTER/POSITION	SALARY RANGE	2001	2002	2003
Sewer Laboratory				
Biologist	24	1	1	1
Chemist	24	3	3	3
Water/Wastewater Laboratory Technician, Senior	23	6	6	8
Water/Wastewater Laboratory Technician	19	5	5	2
Environmental Technician	19	0	0	1
Sub-total		15	15	15
Sewer Monitoring				
Environmentalist, Senior	25	1	1	1
Environmentalist	24	1	1	1
Environmental Technician, Senior	23	4	4	5
Environmental Technician	19	2	2	1
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	1
WQC Plant Supervisor	26	2	2	2
WQC Foreman	24	6	6	6
WQC Operator, Principal	23	2	2	2
Water/Wastewater Laboratory Technician, Senior	23	1	1	1
Crew Supervisor	23	1	1	1
Equipment Operator, Principal	21	2	2	2
WQC Operator, Senior	21	7	7	7
Administrative Clerk	21	1	1	1
WQC Operator	18	3	3	3
Crew Worker, Senior	18	1	1	1
General Maintenance Worker	14	1	1	1
Crew Worker	14	2	2	2
Sub-total		32	32	32
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	4	4
Administrative Clerk	21	1	1	1
WQC Operator, Senior	21	4	4	4
Sub-total		12	12	12

PUBLIC WORKS-WATER and SEWER

AUTHORIZED POSITIONS BY FUNCTIONAL AREA

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

COST CENTER/POSITION	SALARY RANGE	2001	2002	2003
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	21	1	1	1
Water Maintenance Mechanic	18	1	1	1
Crew Worker	14	2	2	2
Sub-total		7	7	7
WPC Facilities Maintenance				
Instrumentation & Controls Specialist	28	0	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 Electronic Specialist	23	1	1	1
Electronic Technician	21	1	1	1
Water Maintenance Mechanic	21	11	7	7
Electronic Technician	21	1	0	0
Office Assistant, Senior	19	1	1	1
Water Maintenance Mechanic, Asst.	18	0	3	3
Painter	18	0	0	0
Sub-total		22	21	21
Construction and Maintenance Division				
Division Management and Administration				
Construction Maintenance Manager				
Water & Sewer	33	1	1	1
Customer Service Manager	28	1	1	1
Administrative Supervisor	25	1	1	1
Crew Supervisor	23	1	1	1
Sub-total		4	4	4
Technical Services				
Engineering Supervisor	33	1	1	1
Engineer, Senior	29	3	3	3
Engineer	28	2	2	2
Production Control Manager	28	2	2	2
Production Control Supervisor	26	1	1	1
Crew Supervisor, Senior	25	2	2	2
FOG Inspectors	25	0	0	2
Construction Inspector	25	15	13	13
Engineering Technician Supervisor	25	1	1	1
Geographic Information System Spec	24	1	1	1
Engineering Technician, Senior	24	2	3	3

PUBLIC WORKS-WATER and SEWER

AUTHORIZED POSITIONS BY FUNCTIONAL AREA

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

COST CENTER/POSITION	SALARY RANGE	2001	2002	2003
Technical Services (cont'd)				
GIS CAD Operator	23	6	7	7
Crew Supervisor	23	13	16	16
Administrative Assistant	23	1	1	1
Office Assistant, Senior	19	3	2	2
Secretary, Principal	19	1	1	1
Crew Worker, Senior	18	3	9	9
Office Assistant	18	1	1	1
Crew Worker	14	2	2	2
Sub-total		61	68	70
District 1-Maintenance				
Construction/Maintenance				
Superintendent	30	1	1	1
Crew Supervisor, Senior	25	4	4	4
Construction Inspector	25	1	1	1
Construction Supervisor	24	0	1	1
Supply Specialist, Senior	24	1	1	1
Crew Supervisor	23	14	14	14
Equipment Operator, Principal	21	6	6	6
Office Assistant, Senior	19	0	1	1
Equipment Operator, Senior	19	1	1	1
Crew Worker, Senior	18	24	26	26
Crew Worker	14	26	19	19
Sub-total		78	75	75
Water and Sewer Construction				
Construction/Maintenance				
Superintendent	30	1	1	1
Construction Inspector	25	0	1	1
Crew Supervisor, Senior	25	4	4	4
Construction Supervisor	24	2	2	2
Construction Supervisor, W&S	24	3	1	1
Crew Supervisor	23	20	20	20
Electronic Technician	21	1	1	1
Equipment Operator, Principal	21	5	4	4
Equipment Operator, Senior	19	5	5	5
Field Service Representative	19	2	2	2
Meter Mechanic	18	4	4	4
Crew Worker, Senior	18	29	30	30
Crew Worker	14	28	23	23
Sub-total		104	98	98

PUBLIC WORKS-WATER and SEWER

AUTHORIZED POSITIONS BY FUNCTIONAL AREA

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

COST CENTER/POSITION	SALARY RANGE	2001	2002	2003
District 2-Maintenance				
Construction/Maintenance Superintendent	30	1	1	1
Crew Supervisor, Senior	25	5	5	5
Crew Supervisor	23	16	16	16
Public Works Dispatch Supervisor	23	1	1	1
Equipment Operator, Principal	21	8	8	8
Data Entry Supervisor	21	0	1	1
Equipment Operator, Senior	19	2	2	2
Public Works Dispatcher	19	7	7	7
Maintenance Mechanic	18	1	1	1
Crew Worker, Senior	18	24	26	26
Crew Worker	14	22	21	21
Sub-total		87	89	89
District 3-Maintenance				
Construction/Maintenance Superintendent	30	1	1	1
Crew Supervisor, Senior	25	5	5	5
Construction Inspector	25	0	1	1
Construction Supervisor	24	1	1	1
Heavy Equipment/Truck Mechanic	23	3	3	3
Crew Supervisor	23	17	15	15
Equipment Operator, Principal	21	9	9	9
Welder	19	2	2	2
Equipment Operator, Senior	19	3	3	3
Office Assistant	18	1	1	1
Security Guard	18	1	1	1
Crew Worker, Senior	18	18	15	15
Crew Worker	14	21	25	25
Sub-total		82	82	82
Public Works - Water & Sewer Total		685	685	688

See Finance Department Section of this Budget Book for the total authorized positions for the Revenue Collections Cost Center. The Water and Sewer Revenue Fund fully funds those Treasury and Accounting Services division positions that are assigned to water/sewer work. There are 51 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.

2003

There are no other major program modifications being added at this time.

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	\$238,483,840	\$196,941,695	\$41,542,145
Interfund Transfers	5,558,037	0	5,558,037
TOTAL	\$244,041,877	\$196,941,695	\$47,100,182

FUNDING SOURCES

	Anticipations Beginning 1998
Construction Fund	\$244,041,877

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.

MAJOR BUDGETARY IMPACTS

Previous

The 1990 Bond Projects were moved from the Construction Fund to the R&E Fund in the 1996 budget. 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 Revenue Fund was budgeted at \$16,146,178 for 2001.

2003

All equipment for Water and Sewer except desktop computers is funded from the Renewal and Extension Fund. In 2003, \$1,570,767 has been budgeted for this purpose. The funding transfer from the Revenue Fund is budgeted at \$11,508,764 for 2003.

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	\$29,281,788	\$20,040,245	\$9,241,543
Capital Projects	199,856,506	153,474,693	46,381,813
Interfund Transfers	125,943	125,943	0
TOTAL	\$229,264,237	\$173,640,881	\$55,623,356

FUNDING SOURCES

	Anticipations Beginning 1998
Renewal and Extension Fund	\$229,264,237

WATER AND SEWER RENEWAL AND EXTENSION FUND

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR PROJECT CATEGORY

	Project		Balance
	Appropriation Beginning 1998	Expenditures Beginning 1998	
Policy Projects	\$5,073,619	\$3,592,826	\$1,480,793
Reimbursable Projects	608,815	608,815	0
Miscellaneous Projects	194,300,016	149,537,467	44,762,549
Non-Project Expenditures	29,281,787	19,901,773	9,380,014
TOTAL	\$229,264,237	\$173,640,881	\$55,623,356

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
Water & Sewerage Refunding Revenue	Aaa	AAA

MAJOR BUDGETARY IMPACTS

Previous

The County issued revenue bonds in the amount of \$214,525,000 during 2000. The proceeds of these bonds will be utilized to make water plant improvements, water reservoir expansion and sewage treatment plant improvements at both County owned plants.

Future

The County currently expects to issue additional bonds in future for various Water & Sewer projects.

ACTIVITY MEASURES

	1/1/00	1/1/01	1/1/02	1/1/03
Principal Balance (000's)	\$250,435	\$459,925	\$452,970	\$446,580

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	2001 Actual	2002 Actual	CEO's Recommended Budget	Approved Budget 2003
Operating Services & Charges	\$30,003,172	\$29,998,098	\$37,520,524	\$37,520,524
Total	\$30,003,172	\$29,998,098	\$37,520,524	\$37,520,524

FUNDING SOURCES

	2001	2002	Approved 2003 Budget
Water & Sewerage Sinking Fund	\$30,003,175	\$29,998,098	\$37,520,524

2003 BUDGET OBLIGATION WATER & SEWERAGE REVENUE BONDS BY SERIES AS OF 1/1/2003

	Principal	Interest	Total P & I
Series 1993	\$960,000	\$6,013,501	\$6,973,501
Series 1997 (Ref.)	4,985,000	1,344,381	6,329,381
Series 1999	0	4,774,733	4,774,733
Series 2000	800,000	11,115,263	11,915,263
Total	\$6,745,000	\$23,247,878	\$29,992,878

WATER & SEWERAGE SINKING FUND

**TOTAL BUDGET OBLIGATION
WATER & SEWERAGE REVENUE BONDS BY SERIES
AS OF 1/1/2003**

	Principal	Interest	Total P & I
Series 1993	\$116,300,000	\$83,586,956	\$199,886,956
Series 1997 (Ref.)	21,815,000	3,484,038	25,299,038
Series 1999	96,345,000	102,209,473	198,554,473
Series 2000	212,120,000	252,714,331	464,834,331
Total	\$446,580,000	\$441,994,798	\$888,574,798

**WATER & SEWERAGE SINKING FUND
TOTAL BUDGET OBLIGATION
WATER & SEWERAGE REVENUE BONDS, ALL SERIES
AS OF 1/1/2003**

	Principal	Interest	Total P & I
2003	6,745,000	23,247,977	29,992,977
2004	7,120,000	22,870,579	29,990,579
2005	7,530,000	22,464,503	29,994,503
2006	7,965,000	22,025,545	29,990,545
2007	8,435,000	21,559,636	29,994,636
2008	8,825,000	21,166,137	29,991,137
2009	9,250,000	20,745,324	29,995,324
2010	9,695,000	20,297,981	29,992,981
2011	10,170,000	19,821,906	29,991,906
2012	10,690,000	19,302,544	29,992,544
2013	11,240,000	18,754,888	29,994,888
2014	11,820,000	18,170,444	29,990,444
2015	12,440,000	17,554,206	29,994,206
2016	13,100,000	16,893,694	29,993,694
2017	13,795,000	16,198,118	29,993,118
2018	14,535,000	15,459,319	29,994,319
2019	15,300,000	14,694,082	29,994,082
2020	16,105,000	13,888,550	29,993,550
2021	16,950,000	13,040,619	29,990,619
2022	17,850,000	12,140,431	29,990,431
2023	18,785,000	11,208,744	29,993,744
2024	19,765,000	10,228,244	29,993,244
2025	20,770,000	9,221,868	29,991,868
2026	21,830,000	8,164,294	29,994,294
2027	22,930,000	7,062,756	29,992,756
2028	24,085,000	5,905,706	29,990,706
2029	10,845,000	4,690,369	15,535,369
2030	11,405,000	4,134,562	15,539,562
2031	11,985,000	3,550,056	15,535,056
2032	12,600,000	2,935,825	15,535,825
2033	13,280,000	2,258,575	15,538,575
2034	13,995,000	1,544,775	15,539,775
2035	14,745,000	792,544	15,537,544
Total	\$446,580,000	\$441,994,798	\$888,574,798

STORMWATER FUND

PROGRAM DESCRIPTION

The Stormwater Fund has been established in the 2003 Budget. The Stormwater Fund includes the County's appropriation for the annual fee charged to residents and commercial property owners as a stormwater utility fee. These funds are to be used to provide required maintenance, new stormwater projects, and the Stormwater program.

MAJOR BUDGETARY IMPACTS

Previous

None.

2003

This is the first year for assessment of fees and usage. This Fund will help to maintain the stormwater infrastructure and meet Federal requirements in the area of water initiatives, flood plain, and green space issues.

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 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Operating Services & Charges	\$0	\$0	\$7,750,000	\$7,750,000
Interfund Transfers	0	0	250,000	250,000
TOTAL	\$0	\$0	\$8,000,000	\$8,000,000

FUNDING SOURCES

	2001	2002	2003 Budget
Stormwater Fund	\$0	\$0	\$8,000,000

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 Fleet Maintenance (including Fleet Maintenance Purchasing, an activity of the Purchasing Department which supports the Fleet Maintenance Department), the Vehicle Fund, and the Risk Management Fund.

Revenue to support the Fleet 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 Fund is maintained as a separate group of accounts to insure 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 insure 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.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

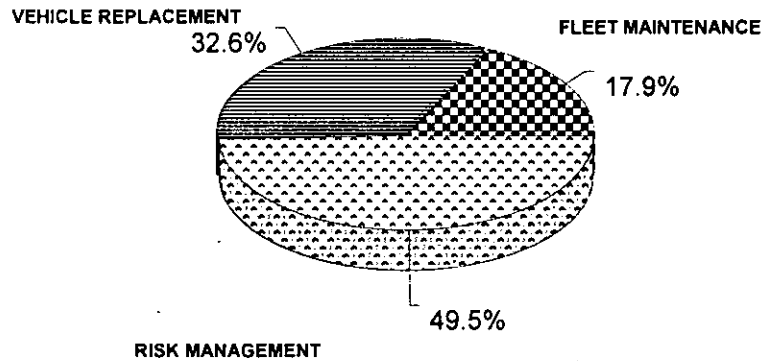
	Actual 2001	Actual 2002	CEO'S Recommended Budget	Approved Budget 2003
PERSONAL SERVICES	\$7,398,683	\$7,505,479	\$7,878,491	\$7,878,491
SUPPLIES	3,487,617	3,106,414	5,596,530	5,596,530
OPERATING SERVICES & CHARGES	48,208,681	48,066,666	85,408,662	85,408,662
MAINTENANCE & REPAIR	7,142,624	7,700,629	8,495,000	8,495,000
INTERDEPARTMENTAL SERVICES	499,429	425,995	460,940	460,940
EQUIPMENT	12,945,601	14,855,933	13,972,131	13,972,131
INTERFUND TRANSFERS	0	0	0	0
ERROR HOLDING ACCOUNT	(200)	0	0	0
TOTAL EXPENDITURES	\$79,682,435	\$81,661,116	\$121,811,754	\$121,811,754
PROJECTED FUND BALANCE			8,283,379	8,283,379
TOTAL BUDGET			\$130,095,133	\$130,095,133

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY FUND

	Actual 2001	Actual 2002	CEO'S Recommended Budget	Approved Budget 2003
FLEET MAINTENANCE	\$19,184,408	\$19,400,608	\$23,303,068	\$23,303,068
VEHICLE FUND	14,409,866	16,503,668	42,428,345	42,428,345
RISK MANAGEMENT FUND	46,088,161	45,756,840	64,363,720	64,363,720
TOTAL EXPENDITURES	\$79,682,435	\$81,661,116	\$130,095,133	\$130,095,133

NOTE: PROJECTED FUND BALANCE INCLUDED IN TOTAL 8,283,379 8,283,379

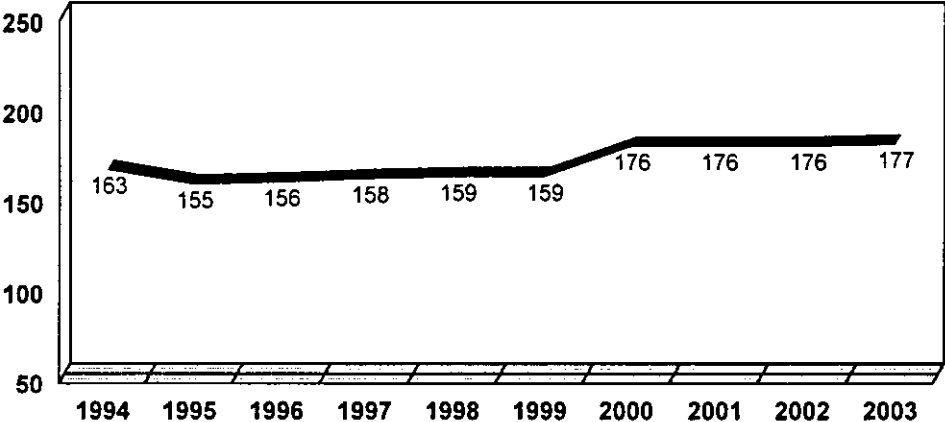
INTERNAL SERVICE FUNDS OPERATING BUDGET DOLLAR 2003



SUMMARY OF REVENUE BY FUND

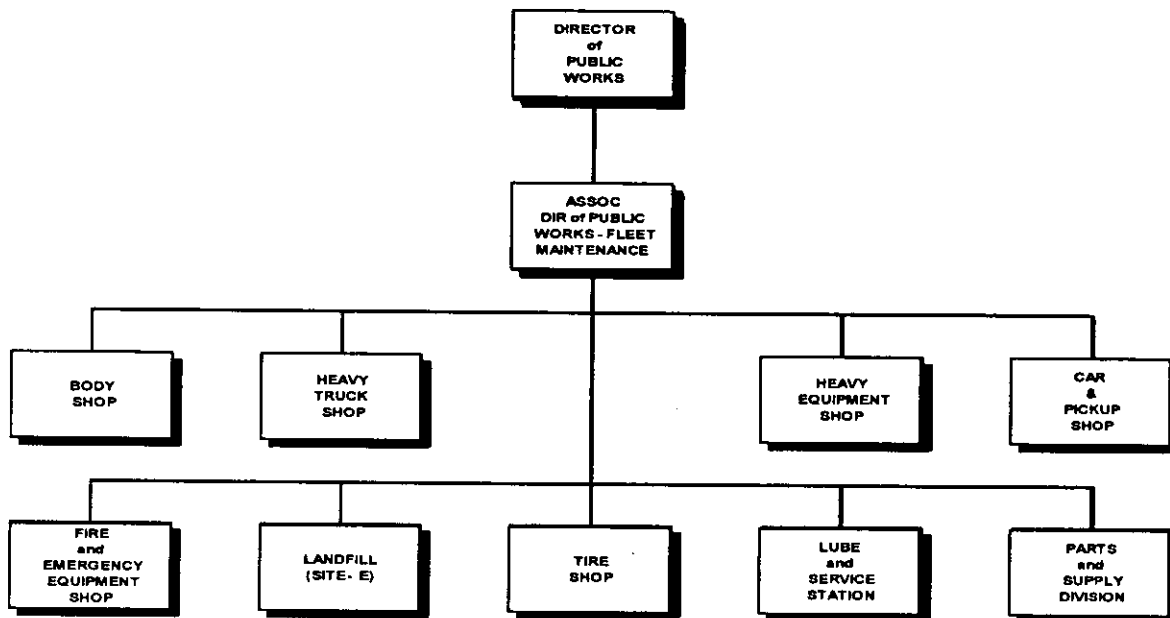
	Actual 2001	Actual 2002	CEO'S Recommended Budget	Approved Budget 2003
FLEET MAINTENANCE				
Intergovernmental Revenue	\$69,733	\$64,081	\$40,000	\$40,000
Miscellaneous Revenue	211,346	369,474	100,000	100,000
Interdepartmental Charges	18,947,601	18,981,536	22,910,014	22,910,014
Interfund Transfers	30,000	0	0	0
Fund Balance Carried Forward	164,298	238,571	253,054	253,054
TOTAL	\$19,422,978	\$19,653,662	\$23,303,068	\$23,303,068
VEHICLE FUND				
Use of Money and Property	\$982,021	\$472,901	\$390,000	\$390,000
Miscellaneous Revenue	1,035,597	1,035,922	650,000	650,000
Interdepartmental Charges	16,152,519	17,033,845	20,053,570	20,053,570
Interfund Transfers	26,500	0	0	0
Fund Balance Carried Forward	15,509,004	19,295,775	21,334,775	21,334,775
TOTAL	\$33,705,641	\$37,838,444	\$42,428,345	\$42,428,345
RISK MANAGEMENT FUND				
Miscellaneous Revenue	\$0	\$1,416,721	\$0	\$0
Interdepartmental Charges	\$31,275,672	\$33,938,806	\$42,456,286	\$42,456,286
Employee & Retiree Contributions	12,187,493	13,636,707	17,359,280	17,359,280
Fund Balance Carried Forward	3,937,756	1,312,760	4,548,154	4,548,154
TOTAL	\$47,400,921	\$50,304,994	\$64,363,720	\$64,363,720
GRAND TOTAL	\$100,529,540	\$107,797,100	\$130,095,133	\$130,095,133

**AUTHORIZED POSITIONS
INTERNAL SERVICE FUNDS**



The only positions in the Internal Service Funds are in Fleet 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 opened in 1999.

PUBLIC WORKS - FLEET MAINTENANCE



CRITICAL MISSION STATEMENTS AND SUCCESS FACTORS

- A. To provide using departments with efficient and economical vehicles and equipment and replace the fleet according to the County's guidelines.
- B. To maintain, repair, and service vehicles and equipment as efficiently and economically as possible.
- C. To manage the fleet and implement policies that support air quality, energy, and environmental legislation/regulations.
- D. To provide fossil fuel and alternative sources that are efficient and economical.

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 department is organized into seven "direct labor" shops and four support activities. The direct labor shops are those for which work efforts can be directly allocated to specific vehicles. The support activities consist of the Associate Director's office, which is responsible for directing all the activities of the department; the Parts and Supply section, which handles parts and maintains the inventory; the Service section, which handles fueling and washing facilities; and the Cost Accounting section which is responsible for maintaining cost accounting information, personnel records, etc.

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.

PUBLIC WORKS - FLEET MAINTENANCE

PERFORMANCE INDICATORS	TARGET	2001	2002
PREVENTIVE MAINTENANCE JOBS SCHEDULED/ BROUGHT IN BY DEPT.	90%	64.37%	76.54%
FUEL PURCHASED UNDER CONTRACT PRICE (PER GALLON) VS RETAIL / DIFFERENCE (av diff, all types)	Contract price lower than retail	\$0.86	\$0.65
TOTAL UNITS PER MECHANIC RATIO	30 Units	38	38
FLEET MAINTENANCE LABOR RATE vs METRO ATLANTA REPAIR SHOP LABOR RATE	Rate lower than retail	(\$23.38)	(\$28.74)

ACTIVITY MEASURES				
	Actual 2000	Actual 2001	Actual 2002	Estimated 2003
Body Shop				
Number of Employees	6	6	6	6
Number of Repair Orders	673	520	582	600
Hours	10,027	8,782	9,733	10,000
Car and Pick-up Shop				
Number of Employees	19	19	19	19
Number of Repair Orders	8,029	7,318	6,635	7,000
Hours	29,906	34,883	25,785	29,000
Heavy Equipment Shop				
Number of Employees	18	18	18	18
Number of Repair Orders	2,499	2,422	2,890	3,000
Hours	29,489	25,301	25,704	27,000
Heavy Truck Shop				
Number of Employees	45	45	45	45
Number of Repair Orders	11,768	10,783	9,213	9,500
Hours	75,607	76,065	67,182	69,000
Fire Equipment Shop				
Number of Employees	12	12	12	12
Number of Repair Orders	2,658	1,458	1,808	1,900
Hours	15,564	12,941	16,199	17,000
Tire Shop				
Number of Employees	N/A	10	10	10
Number of Repair Orders	N/A	6,086	6,489	6,500
Hours	N/A	11,086	17,505	17,800

MAJOR ACCOMPLISHMENTS IN 2002

Completed implementation process for utilizing the "Bar Coding" system in the parts department to improve inventory accountability.
 Implemented the utilization of the Faster Vehicle Maintenance Information System at the Landfill Site E location to support the maintenance operation.

PUBLIC WORKS - FLEET MAINTENANCE

MAJOR GOALS FOR 2003

1. Upgrade the Car Wash Facility with new equipment to improve efficiency and availability.
2. Implementation of new performance plans for all personnel within the department.
3. Complete storm water upgrade at Warren Road B Shop to meet State requirements.
4. Continue the purchase of alternative fuel vehicles in compliance EPA Clean Air Mandates and Energy Conservation Act.
5. Utilize the training facility for shop specific training for mechanics to improve product knowledge and efficiency.
6. Ensure that vehicles identified for replacement meet the specifications of the using department and are ordered in a timely manner.

MAJOR BUDGETARY IMPACTS

Previous

Budget reductions in 1995 eliminated 8 vacant positions. In the 1996 and 1997 budgets, a service position, a parts position, and a heavy truck mechanic position were restored to the Department from cuts made in the 1995 budget. In 1998 a Heavy Truck and Equipment Mechanic and a lubrication truck were added to address preventive maintenance workload for off road equipment. 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.

2003

Funding was appropriated in the amount of \$24,779 for the addition of one Fleet Specification Specialist.

Future

The Fleet Maintenance Division will continue to be impacted by air quality, energy, and environmental legislation.

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Vehicle Maintenance	\$18,766,494	\$18,952,636	\$22,841,070	\$22,841,070
Purchasing *	417,914	447,972	461,998	461,998
FUND TOTAL	\$19,184,408	\$19,400,608	\$23,303,068	\$23,303,068

*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.

PUBLIC WORKS - FLEET MAINTENANCE

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Personal Services	\$7,398,683	\$7,505,479	\$7,878,491	\$7,878,491
Supplies	3,487,617	3,106,414	5,596,530	5,596,530
Operating Services and Charges	717,130	666,272	896,357	896,357
Maintenance and Repair	7,142,623	7,700,629	8,495,000	8,495,000
Interdepartmental Services	396,633	376,795	397,690	397,690
Equipment	41,722	45,019	39,000	39,000
FUND TOTAL	\$19,184,408	\$19,400,608	\$23,303,068	\$23,303,068

FUNDING SOURCES

	2001	2002	2003 Budget
Fleet Maintenance Fund	\$19,184,408	\$19,400,608	\$23,303,068

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	2001	2002	2003
Public Works-Fleet Maintenance				
Associate Director Public Works, Fleet Maintenance	35	1	1	1
Asst. Director, Fleet Maintenance	33	1	1	1
Fleet Specification Specialist	29	1	1	2
Automotive Shop Superintendent	28	5	5	5
Administrative Operations Manager	28	1	1	1
Network Coordinator	26	1	1	1
Automotive Mechanic Supervisor	24	14	14	14
Fleet Parts Supervisor	24	1	1	1
Accounting Supervisor	24	1	1	1
Heavy Equipment/Truck Mechanic	23	66	66	66
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	17	17
Automotive Body Repair Worker	21	4	4	4
Equipment Operator, Principal	21	3	3	3

PUBLIC WORKS - FLEET MAINTENANCE

AUTHORIZED POSITIONS BY COST CENTER

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

COST CENTER/POSITION	SALARY RANGE	2001	2002	2003
Public Works-Fleet Maintenance (cont'd)				
Office Assistant, Senior	19	3	3	3
Accounting Technician, Senior	19	6	5	5
Automotive Mechanic	19	4	4	4
Fleet Parts Technician	19	8	8	8
Accounting Technician	18	0	1	1
Office Assistant	18	2	2	2
Automotive Service Worker, Principal	18	3	2	2
Automotive Service Worker, Senior	14	11	14	14
Automotive Service Worker	12	7	5	5
TOTAL POSITIONS		167	167	168

RISK MANAGEMENT FUND

FUND DESCRIPTION

The Risk Management Fund includes the following coverages: workers' compensation insurance; 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 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.

MAJOR BUDGETARY IMPACTS

Previous

The FY2000 Budget of \$48,640,111 represented an increase of 7% as compared to the 1999 appropriation of \$45,577,991. The largest category, Group Life and Health, increased by \$4,571,140 to \$38,494,649 primarily due to increases in the Group Health Reserves. Due to a reduction in pending litigation, the 2000 Non-Immunity appropriation decreased 23% from \$1,046,000 to \$800,000. In addition the Workers' Compensation appropriation decreased by \$1,016,624 due to an decrease in the compensation claims.

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 will be 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.

2003

The Fund's 2003 Budget of \$64,363,720 represents 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.

RISK MANAGEMENT FUND

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER

	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Workers' Compensation	\$2,721,806	\$2,411,029	\$6,253,295	\$6,253,295
Unemployment Compensation	196,719	275,462	200,000	200,000
Group Health and Life Insurance	41,096,749	40,387,423	54,048,110	54,048,110
Building and Contents	326,471	399,895	759,361	759,361
Boiler and Machinery	34,393	52,730	39,552	39,552
Non-Immunity Expenses	413,688	317,413	1,000,000	1,000,000
Vehicle Insurance	1,173,900	1,695,825	1,655,858	1,655,858
Airport Liability	5,300	11,360	12,000	12,000
Police Helicopter	79,950	190,212	190,000	190,000
Monies, Securities and Blanket Bond	0	455	95,545	95,545
Loss Control	39,185	15,037	110,000	110,000
TOTAL	\$46,088,160	\$45,756,840	\$64,363,720	\$64,363,720

FUNDING SOURCES

	2001	2002	2003 Budget
Risk Management Fund	\$46,088,160	\$45,756,840	\$64,363,720

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 1993 \$5,000,000 was transferred from the Vehicle Fund Reserve for Appropriation to the tax funds; \$2,500,000 is still owed the Vehicle Fund by the tax funds. Subsequent to this action, the Reserve for Appropriation in this fund has been replaced with a Future Replacement-Tax account, and a Future Replacement-Non Tax account.

In 1996 the philosophy of replacement charges was changed from "recovery of vehicle cost" to "accumulation for replacement vehicle cost". The increased cost for replacement charges under the new philosophy has been phased in over a period of years to minimize the financial impact on departmental operating budgets.

In 1997 the County entered into a Master Lease Purchase agreement for vehicles in order to provide an alternative source of funding for vehicle purchases. Also in 1997, maintenance charges for vehicles disposed by auction were charged against auction proceeds in the Vehicle Fund.

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.

2003

Funds totaling \$12,189,298 are appropriated for the replacement of 292 vehicles and 1 landfill compactor. The addition of 40 new and 19 replacement vehicles are approved under terms of the Master Lease agreement. In addition 22 new vehicles are appropriated for purchase with funding of \$1,743,833. Seventeen of these are Sanitation vehicles. The appropriation includes reserves for future replacement of \$25,995,742.

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 2000	Actual 2001	Actual 2002	Estimated 2003
Vehicle Replacement				
Units Scheduled	298	314	296	292
Units Replaced	300	308	295	292
Vehicle Addition				
Units Added - Purchase	1	0	1	22
Units Added - Lease Purchase	91	23	20	40
Vehicles in Fleet	2,623	2,646	2,667	2,729

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY COST CENTER				
	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Vehicle Replacement	\$13,095,034	\$14,465,846	\$38,430,023	\$38,430,023
Vehicle Addition	1,314,832	2,037,822	3,998,322	3,998,322
TOTAL	\$14,409,866	\$16,503,668	\$42,428,345	\$42,428,345

SUMMARY OF EXPENDITURES AND APPROPRIATIONS BY MAJOR CATEGORY				
	Actual 2001	Actual 2002	CEO's Recommended Budget	Approved Budget 2003
Operating Services and Charges	\$1,403,390	\$1,643,554	\$28,431,964	\$28,431,964
Interdepartmental Services	102,797	49,200	63,250	63,250
Equipment	12,903,879	14,810,914	13,933,131	13,933,131
Error Holding Account	(200)	0	0	0
TOTAL	\$14,409,866	\$16,503,668	\$42,428,345	\$42,428,345

FUNDING SOURCES			
	2001	2002	2003 Budget
VEHICLE FUND	\$14,409,866	\$16,503,668	\$42,428,345

SALARY SCHEDULE

<u>SALARY</u>	<u>ANNUAL SALARY</u>		<u>SALARY</u>	<u>ANNUAL SALARY</u>	
<u>RANGE</u>	<u>Minimum</u>	<u>Maximum</u>	<u>RANGE</u>	<u>Minimum</u>	<u>Maximum</u>
10	\$13,680	\$21,228	27	\$36,840	\$57,720
11	\$14,496	\$22,500	28	\$39,048	\$60,576
12	\$15,372	\$23,844	29	\$41,388	\$64,212
13	\$16,296	\$25,272	30	\$43,872	\$68,064
14	\$17,268	\$26,796	31	\$46,512	\$72,144
15	\$18,312	\$28,404	32	\$49,764	\$77,196
16	\$19,404	\$30,108	33	\$53,244	\$82,596
17	\$20,568	\$31,908	34	\$56,976	\$88,380
18	\$21,804	\$33,828	35	\$60,960	\$94,572
19	\$23,112	\$35,856	36	\$65,232	\$101,184
20	\$24,504	\$38,004	37	\$69,792	\$108,276
21	\$25,968	\$40,284	38	\$74,676	\$115,848
22	\$27,528	\$42,708	39	\$79,908	\$123,960
23	\$29,184	\$45,264	40	\$85,500	\$132,636
24	\$30,924	\$47,976	41	\$91,488	\$141,924
25	\$32,784	\$50,856	42	\$97,884	\$151,860
26	\$34,752	\$53,916			

BUDGET RESOLUTION

A RESOLUTION ADOPTING A BUDGET FOR THE FISCAL YEAR 2003 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 2003 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 2003, 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

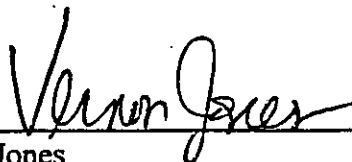
BE IT FURTHER RESOLVED that the expenditures shall not exceed the appropriations authorized by this budget or amendments thereto provided; however, that expenditures for the fiscal year shall not exceed actual funding available.

Adopted by the DeKalb County Board of Commissioners, this 28th day of January, 2003.



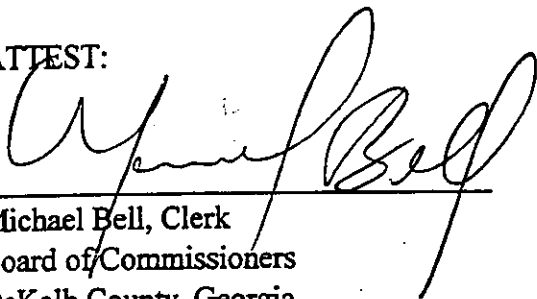
Burrell Ellis
Presiding Officer
Board of Commissioners
DeKalb County, Georgia

Approved by the Chief Executive Officer of DeKalb County, this 28th day of
January, 2003.



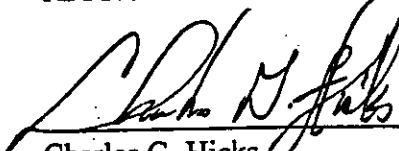
Vernon Jones
Chief Executive Officer
DeKalb County, Georgia

ATTEST:



Michael Bell, Clerk
Board of Commissioners
DeKalb County, Georgia

APPROVED AS TO FORM:



Charles G. Hicks
County Attorney

BUDGET RESOLUTION

TAX FUNDS

GENERAL FUND

2003 BUDGET

ANTICIPATED REVENUES:

Property Taxes	\$146,330,795
Excise Taxes	\$39,820,412
Use of Money & Property	\$57,800
Intergovernmental Revenue	\$15,720,942
Fines & Forfeitures	\$11,769,900
Charges for Services	\$6,297,000
Miscellaneous Revenue	\$2,672,500
Interfunds	\$18,382,947
Fund Balance Carried Forward	\$18,831,182
TOTAL - GENERAL FUND	\$259,883,478

PROPOSED EXPENDITURES:

Chief Executive Officer	\$1,722,282
Board of Commissioners	905,576
Ethics Board	2,000
Law Department	2,443,569
Geographic Info Systems	2,020,991
Facilities Management	11,082,892
Purchasing	2,827,528
Human Resources & Merit System	3,262,186
Information Systems	13,822,996
Finance	5,562,745
Property Appraisal	4,592,154
Tax Commissioner	5,817,936
Registrar	1,612,164
Sheriff	57,397,543
Juvenile Court	5,555,256
Superior Court	7,382,625
Clerk of Superior Court	4,051,606
State Court	9,746,258
Solicitor - General	3,707,206
District Attorney	7,915,389
Child Advocate's Office	304,341
Probate Court	1,477,846
Medical Examiner	1,738,388
Public Defender	5,085,991
Police	4,198,017
Magistrate Court	1,404,028
Fire & Rescue Services	14,796,748
Planning	1,276,984
Public Works - Director	285,584
Economic Development	748,761
Library	11,037,383
Cooperative Extension	1,094,684
Public Health	5,304,528
Community Service Board	2,284,313
D F A C S	2,929,371
Human & Community Development	774,165
Contributions to Capital Projects	26,289,095
Non - Departmental	27,422,349
TOTAL - GENERAL FUND	\$259,883,478

2003 BUDGETFIRE FUND

ANTICIPATED REVENUES:

Property Taxes	\$28,396,862
Excise Taxes	\$14,750,000
Use of Money & Property	\$1,000
Intergovernmental Revenue	\$3,234,000
Miscellaneous Revenue	\$70,100
Interfund Transfers	\$75,000
Fund Balance Carried Forward	\$855,048
TOTAL - FIRE FUND	\$47,382,010

PROPOSED EXPENDITURES:

Fire & Rescue Services	\$44,392,732
Contributions to Capital Projects	\$1,082,500
Non - Departmental	\$1,906,778
TOTAL - FIRE FUND	\$47,382,010

HOSPITAL FUND

ANTICIPATED REVENUES:

Property Taxes	\$14,359,045
Excise Taxes	\$5,775,000
Use of Money & Property	\$0
Intergovernmental Revenue	\$1,470,000
Fund Balance Carried Forward	\$38,813
TOTAL - HOSPITAL FUND	\$21,642,858

PROPOSED EXPENDITURES:

\$21,642,858DEBT SERVICE FUND

ANTICIPATED REVENUES:

Property Taxes	\$16,134,449
Use of Money & Property	\$30,000
Fund Balance Carried Forward	\$35,879
TOTAL - DEBT SERVICE FUND	\$16,200,328

PROPOSED EXPENDITURES:

\$16,200,328SPECIAL TAX DISTRICT - DEBT SERVICE FUND

ANTICIPATED REVENUES:

Property Taxes	\$11,965,967
Use of Money & Property	\$55,000
Fund Balance Carried Forward	\$2,270,428
TOTAL - STD - DEBT SERVICE FUND	\$14,291,395

PROPOSED EXPENDITURES:

\$14,291,395SPECIAL TAX DISTRICT - DESIGNATED SERVICES

ANTICIPATED REVENUES:

Property Taxes	\$40,307,272
Excise Taxes	\$1,700,000
Licenses & Permits	\$375,000
Use of Money & Property	\$113,500
Intergovernmental Revenue	\$4,116,000
Charges for Services	\$2,655,446
Miscellaneous Revenue	\$553,700
Interfunds	\$74,499,848
Fund Balance Carried Forward	\$642,165
TOTAL - S T D - DESIGNATED SERVICES FUND	\$124,962,931

2003 BUDGET

SPECIAL TAX DISTRICT - DESIGNATED SERVICES

PROPOSED EXPENDITURES:

Police	\$74,306,637
Public Works - Transportation	\$8,931,095
Public Works - Roads & Drainage	\$21,142,888
Parks & Recreation	\$17,337,098
Contributions to Capital Projects	\$0
Non - Departmental	\$3,245,213
TOTAL - S T D - DESIGNATED SERVICES FUND	\$124,962,931

SPECIAL TAX DISTRICT - UNINCORPORATED

ANTICIPATED REVENUES:

Property Taxes	\$550,000
Excise Taxes	\$48,716,377
Licenses & Permits	\$18,039,000
Use of Money & Property	\$15,000
Fines & Forfeitures	\$12,500,000
Charges For Services	\$175,000
Interfunds	(\$73,799,848)
Fund Balance Carried Forward	\$360,013
TOTAL - S T D - UNINCORPORATED FUND	\$6,555,542

PROPOSED EXPENDITURES:

C E O Office - Cable TV Support	\$111,501
Finance - Business License	1,079,560
Recorder's Court	2,752,462
Planning - Zoning Analysis	739,956
Police - Code Enforcement	1,343,453
Non - Departmental	528,610
TOTAL - S T D - UNINCORPORATED FUND	\$6,555,542

SPECIAL REVENUE FUNDS

DEVELOPMENT FUND

ANTICIPATED REVENUES:

Licenses & Permits	\$10,025,262
Use of Money & Property	\$62,500
Miscellaneous Revenue	\$1,000
Fund Balance Carried Forward	4,178,393
TOTAL - DEVELOPMENT FUND	\$14,267,155

PROPOSED EXPENDITURES:

Planning - Development Support	\$329,550
Development	13,937,605
TOTAL - DEVELOPMENT FUND	\$14,267,155

PUBLIC EDUCATION & GOVERNMENT ACCESS FUND

ANTICIPATED REVENUES:

Miscellaneous Revenue	\$670,000
Fund Balance Carried Forward	1,530,135
TOTAL - P E G FUND	\$2,200,135

PROPOSED EXPENDITURES:

\$2,200,135

2003 BUDGET

COUNTY JAIL FUND

ANTICIPATED REVENUES:

Fines & Forfeitures	\$1,545,350
TOTAL - COUNTY JAIL FUND	<u>\$1,545,350</u>

PROPOSED EXPENDITURES:

\$1,545,350

HOTEL / MOTEL TAX FUND

ANTICIPATED REVENUES:

Excise Taxes	\$2,050,000
Fund Balance Carried Forward	157,024
TOTAL - HOTEL / MOTEL TAX FUND	<u>\$2,207,024</u>

PROPOSED EXPENDITURES:

\$2,207,024

VICTIM ASSISTANCE FUND

ANTICIPATED REVENUES:

Other Local Governments/Agencies	\$100,000
Fines & Forfeitures	750,000
Fund Balance Carried Forward	429,128
TOTAL - VICTIM ASSISTANCE FUND	<u>\$1,279,128</u>

PROPOSED EXPENDITURES:

\$1,279,128

RECREATION FUND

ANTICIPATED REVENUES:

Charges for Services	\$1,381,026
Fund Balance Carried Forward	410,350
TOTAL - RECREATION FUND	<u>\$1,791,376</u>

PROPOSED EXPENDITURES:

\$1,791,376

LAW ENFORCEMENT CONFISCATED MONIES FUND

ANTICIPATED REVENUES:

Intergovernmental Revenue	\$0
Fund Balance Carried Forward	\$1,952,747
TOTAL - L.E.C.M. FUND	<u>\$1,952,747</u>

PROPOSED EXPENDITURES:

Sheriff	\$139,825
District Attorney	392,805
Public Safety - Police	1,420,117
TOTAL - L.E.C.M. FUND	<u>\$1,952,747</u>

GRANT - IN - AID FUND

ANTICIPATED REVENUES:

Use of Money & Property	(\$1,453)
Federal Government	34,981,959
State Sources	17,726,791
Other Agencies	1,738,381
Miscellaneous Revenue	(70,703)
Interfund Transfers	1,872,001
Various Pending grants	1,840,960
Fund Balance Carried Forward	(7,343,884)
TOTAL - GRANT - IN - AID FUND	<u>\$50,744,052</u>

2003 BUDGETGRANT - IN - AID FUND

PROPOSED EXPENDITURES:

Community Development	\$21,076,157
DeKalb Workforce Development	2,000,014
Commission Office	2,051
Finance	184
Sheriff	605,021
Juvenile Court	1,207,115
Superior Court	51,764
State Court	1,252
Solicitor - General	213,396
District Attorney	197,500
Public Defender	0
Police	12,555,061
Fire & Rescue Services	193,351
Magistrate Court	457,958
Public Works Grants	5,125,620
Economic Development	33,062
Parks & Recreation	373,159
Cooperative Extension	587,663
Public Health	53,833
D F A C S	1,739,307
Human & Community Development	164,563
Public Works - Water & Sewer	115,000
Public Works - Sanitation	78,498
Public Works-Fleet Maintenance	206,207
Non - Departmental	51,263
Pass - Thru Grants	544,679
Pending Grants	1,649,177
Other	1,461,197
TOTAL - GRANT - IN - AID FUND	<u>\$50,744,052</u>

CHILD SUPPORT INCENTIVE FUND

ANTICIPATED REVENUES:

Fund Balance Carried Forward	\$23,189
TOTAL - CHILD SUPPORT INCENTIVE FUND	<u>\$23,189</u>

PROPOSED EXPENDITURES:

\$23,189JUVENILE SERVICES FUND

ANTICIPATED REVENUES:

Charges for County Services	\$47,000
Fund Balance Carried Forward	4,830
TOTAL - JUVENILE SERVICES FUND	<u>\$51,830</u>

PROPOSED EXPENDITURES:

\$51,830DRUG ABUSE TREATMENT & EDUCATION FUND

ANTICIPATED REVENUES:

Use of Money & Property	\$500
Fines & Forfeitures	70,000
Fund Balance Carried Forward	90,181
TOTAL - D.A.T.E. FUND	<u>\$160,681</u>

PROPOSED EXPENDITURES:

\$160,681

2003 BUDGET

STREET LIGHT FUND

ANTICIPATED REVENUES:	
Use of Money & Property	\$2,000
Miscellaneous Revenue	3,010,000
Fund Balance Carried Forward	156,148
TOTAL - STREET LIGHT FUND	\$3,168,148

PROPOSED EXPENDITURES:	\$3,168,148
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EMERGENCY TELEPHONE SYSTEM FUND

ANTICIPATED REVENUES:	
Use of Money & Property	\$60,000
Charges for Services	9,994,104
Fund Balance Carried Forward	4,688,942
TOTAL - EMERGENCY TELEPHONE SYSTEM FUND	\$14,743,046

PROPOSED EXPENDITURES:	\$14,743,046
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SPEED HUMPS MAINTENANCE FUND

ANTICIPATED REVENUES:	
Assessments	\$100,000
Fund Balance Carried Forward	51,070
TOTAL - SPEED HUMPS MAINTENANCE FUND	\$151,070

PROPOSED EXPENDITURES:	\$151,070
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ENTERPRISE FUNDS

WATER & SEWERAGE OPERATING FUND

ANTICIPATED REVENUES:	
Use of Money & Property	\$235,000
Intergovernmental Revenue	2,150,078
Charges for Services	125,950,000
Miscellaneous Revenue	430,000
Fund Balance Carried Forward	3,709,978
TOTAL - WATER & SEWERAGE OPERATING FUND	\$132,475,056

PROPOSED EXPENDITURES:	
Public Works - Water & Sewer	\$127,710,515
Finance - Revenue Collections	4,764,541
TOTAL - WATER & SEWERAGE OPERATING FUND	\$132,475,056

WATER & SEWERAGE SINKING FUND

ANTICIPATED REVENUES:	
Use of Money & Property	\$127,561
Interfund Transfers	29,892,305
Fund Balance Carried Forward	7,500,658
TOTAL - WATER & SEWERAGE SINKING FUND	\$37,520,524

PROPOSED EXPENDITURES:	\$37,520,524
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SANITATION FUND

ANTICIPATED REVENUES:	
Use of Money & Property	\$173,927
Charges for Services	52,246,016

2003 BUDGET

SANITATION FUND

ANTICIPATED REVENUES (continued):

Miscellaneous Revenue	3,403,000
Fund Balance Carried Forward	12,342,756
TOTAL - SANITATION FUND	\$68,165,699

PROPOSED EXPENDITURES:

Public Works - Sanitation	\$67,948,564
Finance - Revenue Collections	217,135
TOTAL - SANITATION FUND	\$68,165,699

DEKALB - PEACHTREE AIRPORT

ANTICIPATED REVENUES:

Use of Money & Property	\$2,570,250
Miscellaneous Revenue	1,500
Fund Balance Carried Forward	514,787
TOTAL - DEKALB - PEACHTREE AIRPORT	\$3,086,537

PROPOSED EXPENDITURES:

Airport Operations	\$2,584,537
Transfer to Capital Projects	502,000
TOTAL - DEKALB - PEACHTREE AIRPORT	\$3,086,537

STORMWATER UTILITY OPERATING FUND

ANTICIPATED REVENUES:

Charges for Services	\$8,000,000
Fund Balance Carried Forward	0
TOTAL - WATER & SEWERAGE OPERATING FUND	\$8,000,000

PROPOSED EXPENDITURES:

Stormwater Operations	\$750,000
Transfer to Capital Projects	250,000
Reserve for Appropriations	7,000,000
TOTAL - DEKALB - PEACHTREE AIRPORT	\$8,000,000

INTERNAL SERVICE FUNDS

FLEET MAINTENANCE

ANTICIPATED REVENUES:

Other Local Governments	\$40,000
Miscellaneous Revenue	100,000
Charges to User Departments	22,910,014
Fund Balance Carried Forward	253,054
TOTAL - FLEET MAINTENANCE	\$23,303,068

PROPOSED EXPENDITURES:

Public Works - Fleet Maintenance	\$22,841,070
Purchasing - Fleet Maintenance	461,998
TOTAL - FLEET MAINTENANCE	\$23,303,068

VEHICLE FUND

ANTICIPATED REVENUES:

Use of Money & Property	\$390,000
Miscellaneous Revenue	650,000
Interdepartmental Charges	20,053,570
Fund Balance Carried Forward	21,334,775
TOTAL - VEHICLE FUND	\$42,428,345

2003 BUDGET

VEHICLE FUND

PROPOSED EXPENDITURES:

Vehicle Acquisitions	\$16,369,353
Interdepartmental Services	63,250
Reserves and Other Miscellaneous	25,995,742
TOTAL - VEHICLE FUND	\$42,428,345

RISK MANAGEMENT

ANTICIPATED REVENUES:

Employee Contributions	\$17,359,280
Charges to Departments	\$41,984,084
Fund Balance Carried Forward	\$5,020,356
TOTAL - RISK MANAGEMENT	\$64,363,720

PROPOSED EXPENDITURES:

Workers Compensation	\$6,253,295
Unemployment Compensation	\$200,000
Group Health & Life	\$54,048,110
Buildings & Contents	\$759,361
Boiler & Machinery	\$39,552
Non-Immunity Expenses	\$1,000,000
Vehicle	\$1,655,857
Airport Liability	\$12,000
Helicopter	\$190,000
Money & Securities	\$95,545
Loss Control	\$110,000
TOTAL - RISK MANAGEMENT	\$64,363,720

**2003 BUDGET
POSITION ADDITIONS, DELETIONS, & TRANSFERS**

Department	Job Classification	Number of Positions		
		Additions	Deletions	
Chief Executive Officer	Director of Program Analysis and Process Improvement	1		
	Secretary, Principal	1		
	Program Promotion Specialist Senior (Transfer from Parks & Recreation)	1		
	Director Contract Compliance/EEO (Transfer to Purchasing)		1	
	Contract Compliance Officer, Sr. (Transfer to Purchasing)		3	
	Contract Compliance Officer, (Transfer to Purchasing)		1	
	Contract Compliance Assistant (Transfer to Purchasing)		2	
	Secretary Principal (Transfer to Purchasing)		1	
	EEO Officer (Transfer to Human Resources)		1	
	Law Department	Assistant County Attorney	1	
	GIS	GIS Specialist	1	
Facilities Management	Graphic Design Technician	1		
	Supply Specialist Senior	1		
	Swimming Pool Maintenance Mechanic	1		
	Maintenance Coordinator Parks	3		
	Contractual Services Inspector	1		
	Parks Maintenance Supervisor	3		
	Crew Worker	4		
	Crew Worker Senior	4		
	Equipment Operator	1		
	Electrician Senior	2		
	Painter	1		
	Painter Senior	2		
	Plumber Senior	3		
	Maintenance Mechanic	1		
	Mason Senior	1		
	Carpenter	1		
	Carpenter Senior	2		
	Parks Facility Maintenance Manager	1		
	Secretary Principal	1		
	Parks Maintenance Coord (All Transfers from Parks and Recreation)	1		

**2003 BUDGET
POSITION ADDITIONS, DELETIONS, & TRANSFERS**

Department	Job Classification	Number of Positions	
		Additions	Deletions
Purchasing	Director Contract Compliance/EEO	1	
	Contract Compliance Officer, Sr.	3	
	Contract Compliance Officer,	1	
	Contract Compliance Assistant	2	
	Secretary Principal	1	
	(All Transfers from Chief Executive Officer)		
	Contract Compliance Assistant (Transfer to Human Resources)		1
	Senior Consultant	1	
Human Resources	H.R. Assistant, Senior	1	
	EEO Officer	1	
	(Transfer from Chief Executive Officer)		
	Contract Compliance Assistant (Transfer from Purchasing)	1	
Information Systems	Telecommunications Technician, Senior	1	
	Program Analyst III	4	
	I.S. Senior Project Manager	1	
	Network Engineer, Senior	1	
Finance	Employee Benefits Specialist	1	
	Senior Consultant	1	
Registrar	Supply Specialist, Senior	1	
Sheriff	Deputy Sheriff	3	
Juvenile Court	Chief Attorney Juvenile Court		1
	Attorney III		1
	Legal Secretary, Senior		1
	(All Transfers to Child Advocate's Office)		
	Grants & Administrative Manager	1	
	Administrative Assistant	1	
	Tribunal Technician, Senior	1	
Superior Court	Office Assistant	4	
District Attorney	Legal Secretary, Senior	1	
	Victim Witness Coordinator	1	
	Assistant District Attorney (Attorney III)	1	
Child Advocate's Office	Chief Attorney Juvenile Court	1	

**2003 BUDGET
POSITION ADDITIONS, DELETIONS, & TRANSFERS**

Department	Job Classification	Number of Positions	
		Additions	Deletions
Child Advocate's Office (continued)	Attorney III	1	
	Legal Secretary, Senior (All Transfers to Child Advocate's Office)	1	
	Attorney IV	1	
	Attorney II	2	
Public Defender	Attorney II	1	
Police - Support	Communications Operator	10	
	Animal Control Officer	2	
Police - Operations	Investigative Aide	10	
	Assistant Director - Program Operations (Transfer from Police-Code Enforcement)	1	
Police - Code Enforcement	Code Enforcement Officer	2	
	Assistant Director - Program Operations (Transfer to Police-Operations)		1
Economic Development	Economic Development Coordinator, Sr.	1	
Human and Community Development	Planner, Senior	1	
Fire & Rescue - Fire	Supply Supervisor	1	
	Firefighter	15	
	Fire Protection Engineer (Temporary)	4	
Public Works - Transportation	Executive Secretary	1	
	Engineer	4	
Parks and Recreation	Graphic Design Technician		1
	Supply Specialist Senior		1
	Swimming Pool Maintenance Mechanic		1
	Maintenance Coordinator Parks		3
	Contractual Services Inspector		1
	Parks Maintenance Supervisor		3
	Crew Worker		4
	Crew Worker Senior		4
	Equipment Operator		1
	Electrician Senior		2
	Painter		1
Painter Senior		2	

**2003 BUDGET
POSITION ADDITIONS, DELETIONS, & TRANSFERS**

Department	Job Classification	Number of Positions	
		Additions	Deletions
Parks and Recreation (continued)	Plumber Senior		3
	Maintenance Mechanic		1
	Mason Senior		1
	Carpenter		1
	Carpenter Senior		2
	Parks Facility Maintenance Manager		1
	Secretary Principal		1
	Parks Maintenance Coord (All Transfers to Facilities Management)		1
	Program Promotion Specialist Senior (Transfer to Chief Executive Officer)		1
	Recorder's Court	Data Entry Supervisor	1
	Records Technician, Recorder's Court	1	
	Attorney I		1
Finance - Water & Sewer	Field Service Representative	4	
Public Works - Water & Sewer	Administrative Assistant	1	
	FOG Inspector	2	
Public Works - Sanitation	Administrative Assistant	1	
	Roll-Off Container Operator	2	
	Sanitation Collection Superintendent	1	
	Sanitation Supervisor, Field	3	
	Sanitation Driver Crew Leader	5	
	Refuse Collector	21	
	Commercial Front End Loader Operator	2	
	Landfill Operations Asst. Superintendent	1	
Public Works - Fleet Maintenance	Specification Specialist	1	
Development	Office Assistant, Senior	1	
	Full Time	177	51
	Temporary	4	
	TOTAL	181	51

2003 Special Infrastructure Improvement Project List

Projects	District	Estimated Cost
Transportation/Intersection/Safety Traffic Improvements		
Panola Road at I-20 (Interim Interchange Improvements)		\$ 225,000.00
Bouldercrest at River Road (Turn Lane)		\$ 200,000.00
Panthersville at Bouldercrest (Realign, Turn Lanes, Signalization)		\$ 100,000.00
Hillandale at Farrington (Safety, Realignment Improvements)		\$ 300,000.00
Allgood at Redan (Turn Lane and Signalization)		\$ 100,000.00
South Deshon at South Stone Mountain Lithonia Road (Turn Lanes)		\$ 100,000.00
Wellborn at South Stone Mountain Lithonia Road (Turn Lane on S. Stone Mountain Lithonia Road)		\$ 150,000.00
Fellowship at Idlewood (Left Turn Lanes/Signal Improvements on both Roads)		\$ 225,000.00
Henderson Mill at Mercer (Turn Lane on Mercer)		\$ 175,000.00
North Druid Hills at Clairmont (Turn Lane on North Druid Hill Roads)		\$ 250,000.00
North Decatur Road at Oxford Roundabout		\$ 200,000.00
North Decatur Road at Lullwater (Intersection Safety Improvements)		\$ 250,000.00
North Decatur Road at Winn Way Intersection Improvements		\$ 350,000.00
Rockbridge Road at Martin Intersection Improvements		\$ 60,000.00
Phillips Road at Marbut Intersection Improvements		\$ 175,000.00
Stephenson Road Corridor (Turn Lanes/Signal Improvements)		\$ 500,000.00
River Road at Flakes Mill Intersection Improvements		\$ 250,000.00
River Road at Oakvale Intersection Improvements		\$ 250,000.00
Panthersville at Oakvale Intersection Improvements		\$ 200,000.00
Linecrest Road Bridge (Preliminary Engineering) (2003 TIP Project Match)		\$ 150,000.00
		\$ 4,210,000.00

High Priority Sidewalks and Safety Projects

	From	School	To	
Rockbridge Road Sidewalks	Northern	Avondale Middle School	Memorial	\$ 150,000.00
Flakes Mill Sidewalks		Narvie Harris Elem.		\$400,000.00
South Hairston Road Sidewalks	School	Freedom Middle School	Rockbridge	\$90,000.00
Columbia Drive Sidewalks		Columbia Middle School		\$200,000.00
Dogwood Farms Sidewalks		Salem High School		\$250,000.00
Phillips Road Sidewalks	Marbut	Lithonia High School	Phillips Pl.	\$125,000.00
Deshon/Rockbridge Sidewalks		Wynbrooke Elem.		\$300,000.00
Young Road Sidewalks		Redan Middle School		\$300,000.00
South Hairston Road Sidewalks	Covington Hwy	Bethune Middle School	Hidden Hills	\$140,000.00
Dekalb Industrial Blvd/Way Sidewalks	N. Arcadia		East Ponce	\$90,000.00
McElroy Sidewalks	Buford Hwy		Pleasant Valley	\$50,000.00

Winters Chapel Road Sidewalks			Peachtree Ind. Blvd	\$80,000.00
Womack Sidewalks				\$120,000.00
Winn Way Sidewalks	Perimeter College	Dunwoody High		\$85,000.00
Northern Avenue Sidewalks	N. Arcadia		Health Center	\$150,000.00
West Mountain Sidewalks	N. Decatur		Memorial Drive	\$140,000.00
Miller Road Sidewalks	Memorial		Stone Mountain limit	\$225,000.00
North Decatur Sidewalks		Miller Grove Middle		\$200,000.00
County Wide Sidewalks (Preliminary Engineering and ROW) (2003 TIP Project Match)(19 Projects)	DeKalb Industrial		Winn Way	\$900,000.00
Buford Highway Sidewalks (2003 TIP Project Match)(From City of Chamblee to City of Atlanta Limits)				\$300,000.00
Memorial Drive Sidewalks (2003 TIP Project Match)(From Columbia to Goldsmith)				\$360,000.00
Clifton Springs Sidewalks				\$65,000.00
Dunwoody Club/Mt Vernon Sidewalks				\$120,000.00
Tilly Mill Sidewalks				\$80,000.00
Northlake Area Pedestrian Improvements				\$400,000.00
School Signage Safety Upgrades				\$250,000.00
School Warning Lights (County Wide)				\$250,000.00
Guard Rail Installation (County Wide)				\$200,000.00
ADA/Pedestrian Safety Upgrades (County Wide)				\$100,000.00
Street Lighting Safety Program (County Wide)				\$100,000.00

\$ 6,220,000.00

Other High Priority Projects

Murphy Candler Lake Dredging	\$ 150,000.00
Traffic Signalization and Intersection Contract Design	\$ 500,000.00
Match for Local Initiatives (LCIs) (Emory \$150,000 and Northlake \$250,000)	\$ 400,000.00
R/W Acquisition Intersection and Sidewalk Projects	\$ 400,000.00
Traffic Signalization (Corridor Synchronization, including Rockbridge, Panola, Wesley Chapel, Clarmont, Chamblee Tucker)	\$ 750,000.00
Upgrade Traffic Operations Center for Synchronization	\$ 80,000.00
Bike/Pedestrian Trail (South Fork Peachtree Creek)	\$ 250,000.00
Bike/Pedestrian Trail (Arabia Mountain)	\$ 250,000.00
Bike/Pedestrian (Perimeter Trail Phase I)	\$ 250,000.00
Bike/Pedestrian (Stone Mountain Phase V)	\$ 250,000.00
Contract Pavements Repair	\$ 2,008,517.00
Transportation Plan (2003 TIP Project Match)	\$ 500,000.00
Mercer Bridge Rehab/Replacement	\$ 250,000.00

\$ 6,038,517.00

\$ 16,468,517.00

GLOSSARY

ACCRUAL BASIS - Method of accounting which recognizes revenues and expenditures as they are earned or incurred, even if they have not been received or paid in cash. Consequently, encumbrances are treated as expenditures for reporting and budgeting purposes.

ADOPTED BUDGET (OR APPROVED 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.

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".

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".

GLOSSARY (continued)

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.

FREEMPORT EXEMPTION - Exemption from ad valorem taxation for inventories consisting of materials, goods in the process of manufacture, finished goods manufactured in the ordinary course of business and held by the manufacturer and finished goods destined for shipment to a final destination outside the state of Georgia.

FUND - An independent fiscal and accounting entity with a self-balancing set of accounts. These accounts record cash and other assets together with all related liabilities, obligations, reserves and equities. Funds are segregated so that revenues will be used only for the purpose of carrying out specific activities in accordance with special regulations, restrictions or limitations.

FUND BALANCE CARRIED FORWARD - Funds on hand at year end resulting from collections of revenue in excess of anticipations 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 county-wide resources. Approval by referendum vote is required for general obligation bonds to be issued.

HOST - Homestead Option Sales Tax, a 1% sales tax with the revenue to be used, beginning in 1999, to offset residential property taxes by providing a current year homestead exemption equal to at least 80% of the proceeds from last year. Up to 20% of the amount of last year's revenue may also be used for capital outlay in the current year. The tax was levied beginning in July 1997. During the first eighteen months, these revenues could be used for any purpose. The Board of Commissioners made the decision to use these funds for capital outlay.

INTANGIBLE RECORDING TAX - Tax on a long-term note secured by real estate measured by the amount of the debt as evidenced in the security instrument at the rate of \$1.50 for each \$500 or fraction thereof of the face amount of the note secured by the security instrument.

GLOSSARY (continued)

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.

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.

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.

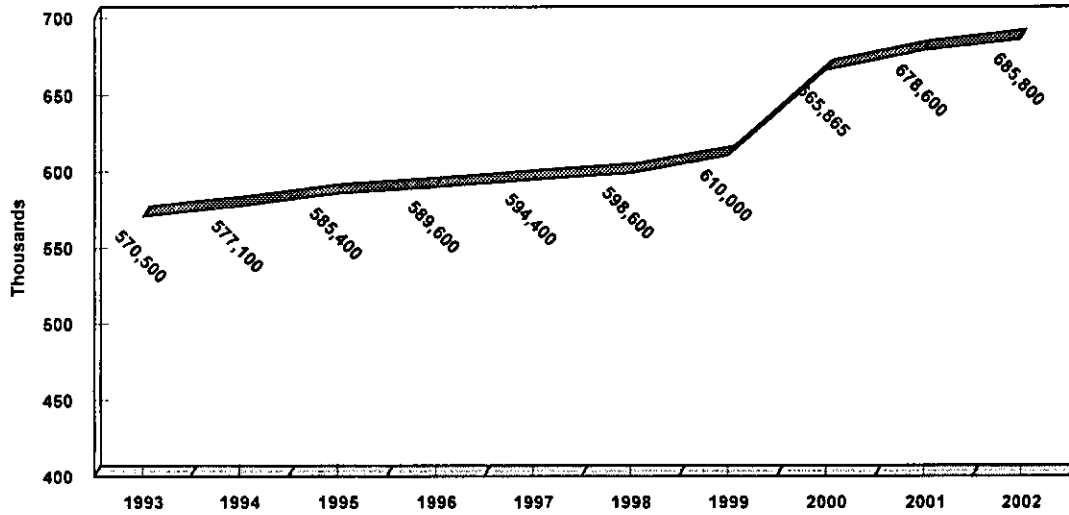
TAX ANTICIPATION NOTE - Notes issued in anticipation of taxes to cover financial obligations until taxes are collected at which time a portion of the tax revenues are used to retire the notes.

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.

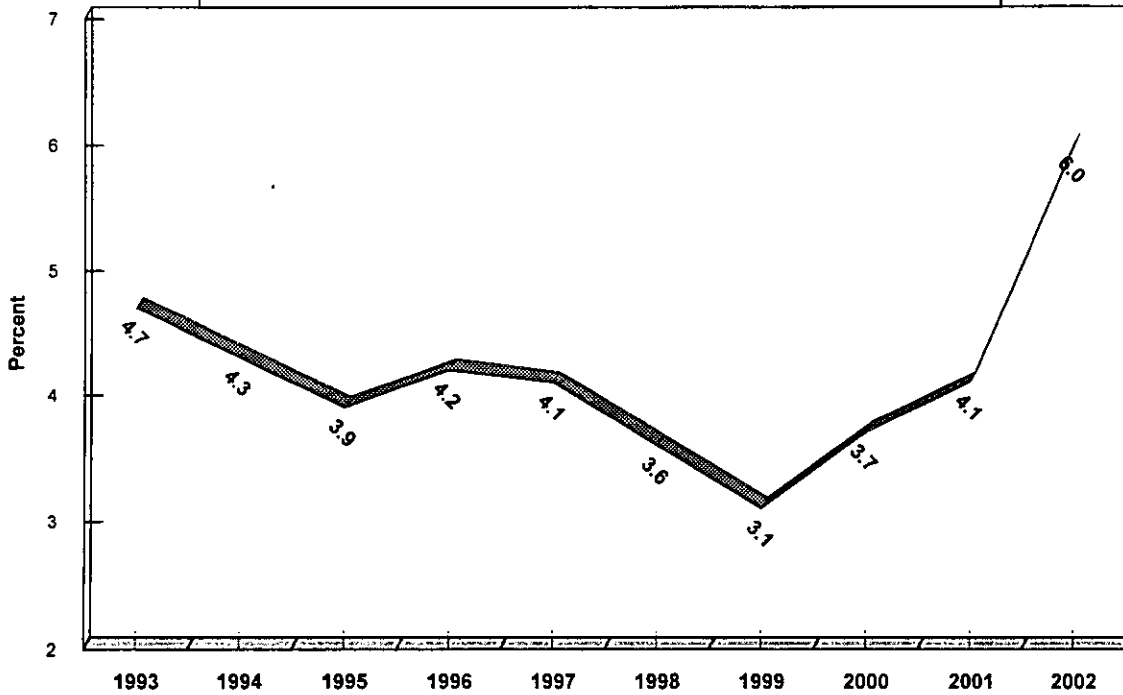
TAX RATE - See "MILLAGE RATE".

DEKALB COUNTY POPULATION 1993- 2002



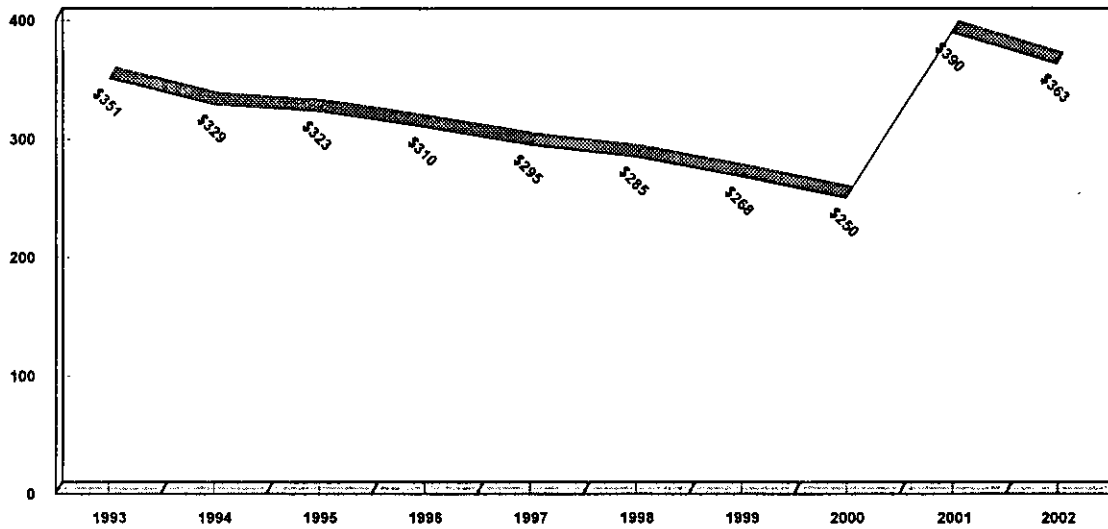
Source: 2000-U.S. Census; Other Years-Atlanta Regional Commission Estimates

DEKALB COUNTY UNEMPLOYMENT RATE 1993 - 2002



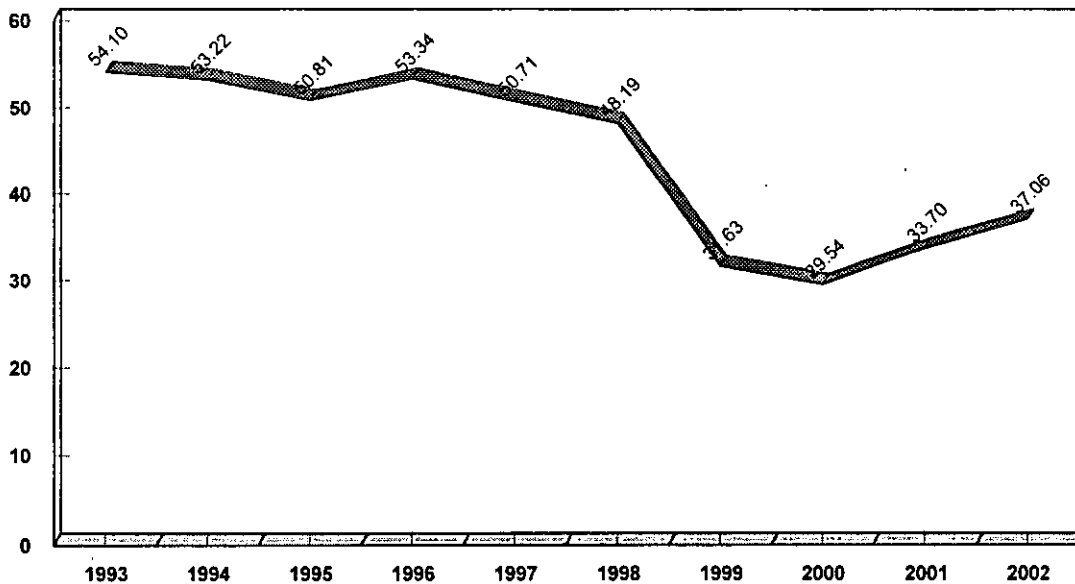
Source: Georgia Department of Labor

NET BONDED DEBT PER CAPITA
1993 - 2002



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.

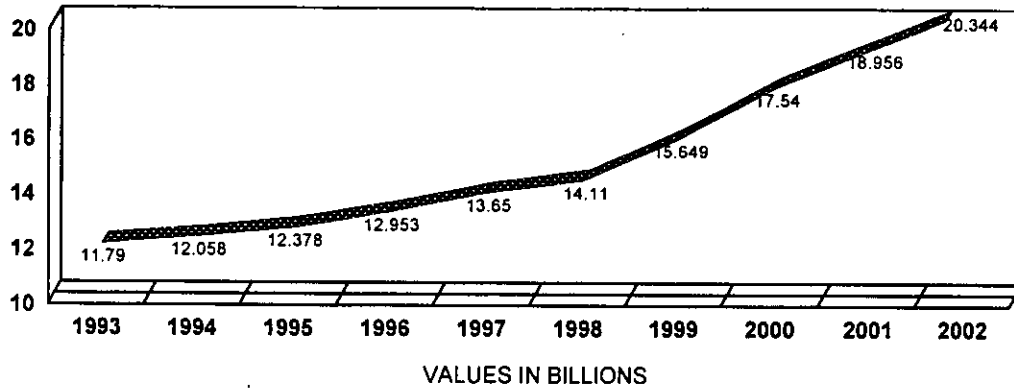
PROPERTY TAX AS PERCENT OF TOTAL REVENUE
1993 - 2002



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%.

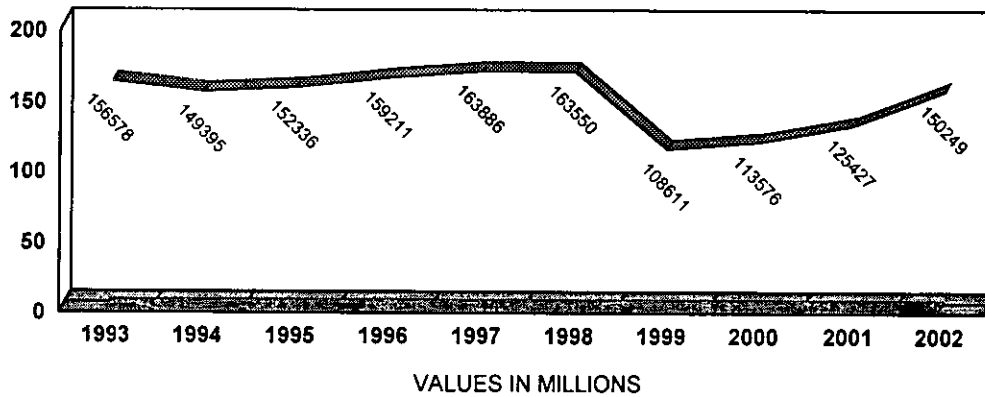
ASSESSED VALUE OF TAXABLE PROPERTY



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)	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002
GENERAL PURPOSE	\$62,066	\$67,753	\$66,270	\$79,374	\$86,574	\$72,239	\$43,828	\$65,870	\$44,444	\$74,393
SPECIAL TAX DISTRICT	26,767	28,056	28,287	24,229	24,660	31,182	25,124	13,943	30,288	25,130
HOSPITAL SERVICE	21,198	20,840	18,099	17,445	12,822	20,017	7,511	9,504	10,226	9,728
FIRE PROTECTION	24,719	20,895	24,785	23,733	25,098	26,620	17,906	9,940	17,961	19,963
FIRE TAX REFUNDS *	8,036	0	0	0	0	0	0	0	0	0
DEBT SERVICE	13,792	11,851	14,895	14,430	14,732	13,492	14,242	14,319	22,508	21,035
TOTAL	\$156,578	\$149,395	\$152,336	\$159,211	\$163,886	\$163,550	\$108,611	\$113,576	\$125,427	\$150,249

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 earlier in this section.

* The Fire Tax Refunds levy resulted from a court ruling that homestead exemptions must be applied to the Fire Tax digest and requiring that refunds be made for the three prior years. This special one-time levy was to cover the cost of these refunds.

TAX RATES ON REAL AND PERSONAL PROPERTY

TAX IMPOSED FOR:	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002
COUNTY GOVERNMENT										
General Purpose	\$6.91	\$7.51	\$7.14	\$8.19	\$8.44	\$6.46	\$6.36	\$9.01	\$5.65	\$8.03
Special Tax District- Designated Services: *										
Atlanta	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Avondale	3.16	5.75	3.97	2.34	2.38	2.37	4.03	3.72	4.29	3.49
Chamblee	1.59	1.70	1.30	0.95	0.97	0.96	1.64	1.51	1.74	1.42
Clarkston	3.16	4.64	3.25	1.98	2.01	2.00	3.40	3.14	3.62	2.94
Decatur	2.28	2.43	1.81	1.24	1.26	1.26	2.14	1.98	2.28	1.85
Doraville	2.35	2.51	1.88	1.32	1.34	1.33	2.27	2.09	2.41	1.96
Lithonia	3.16	4.72	3.32	2.05	2.08	2.07	3.53	3.26	3.75	3.05
Pine Lake	3.16	5.75	3.97	2.34	2.38	2.37	4.03	3.72	4.29	3.49
Stone Mountain	3.16	3.83	2.74	1.76	1.78	1.78	3.02	2.79	3.21	2.62
Unincorporated	3.16	3.26	3.27	2.71	2.60	3.05	3.93	1.96	4.20	2.94
Hospital Fund	2.36	2.31	1.95	1.80	1.25	1.79	1.09	1.30	1.30	1.05
Fire Protection	2.83	2.38	2.84	2.60	2.60	2.54	2.73	1.44	2.43	2.31
Fire Tax Refunds**	0.92	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sp Rev Tax Dist Dbt Svc	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.60	0.53
Debt Service	<u>1.37</u>	<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>
TOTAL COUNTY TAX	\$17.55	\$16.63	\$16.63	\$16.63	\$16.18	\$14.93	\$15.18	\$14.68	\$15.03	\$15.58
BOARD OF EDUCATION										
Operating	23.53	23.53	23.73	23.73	23.73	22.48	22.48	22.23	21.98	21.98
Debt Service ***	<u>1.10</u>	<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>
TOTAL SCHOOL TAX	\$24.63	\$24.63	\$24.63	\$24.63	\$23.73	\$22.48	\$22.48	\$22.23	\$21.98	\$21.98
STATE GOVERNMENT										
	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>	<u>0.25</u>
TOTAL UNINCORPORATED COUNTY TAX	\$42.43	\$41.51	\$41.51	\$41.51	\$40.16	\$37.66	\$37.91	\$37.16	\$37.26	\$37.81

* 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.

**The Fire Tax Refunds millage results from a court ruling that homestead exemptions must be applied to the Fire Tax digest and requiring that refunds be made for the years 1989, 1990, 1991, and 1992. This special, one-time levy was made to cover the cost of these refunds.

*** 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 2002

	<u>Type of Business</u>	<u>Assessed Valuation (thousands)</u>	<u>Tax Paid (thousands)</u>
Bell South	Utility	\$295,243	\$9,321
EOP - Perimeter Center LLC	Investment	\$162,477	\$5,922
Perimeter Mall Inc	Retail	\$108,906	\$2,742
General Motors Corporation	Industrial	\$100,029	\$3,284
Georgia Power Company	Utility	\$99,477	\$3,749
Post Properties	Developer	\$64,017	\$3,111
Hewlett Packard	Retail	\$54,667	\$2,060
Highwoods/Forsyth LTD	Developer	\$47,309	\$1,603
Ravinia III Associates Ltd	Developer	\$47,000	\$1,742
Media One of Colorado	Utility	\$33,172	\$1,541

MAJOR EMPLOYERS FOR 2002

	<u>Number of Employees</u>
Emory University	10,300
DeKalb County Board of Education	10,000
DeKalb County Government	7,752
General Motors	4,800
Internal Revenue Service	4,500
Cox Enterprises	4,000
Emory University Hospital	2,800
DeKalb Medical Center	2,300
Children's Health Care of Atlanta	2,100
Veteran's Administration Hospital	2,000

Source: DeKalb County Planning Department

FISCAL POLICIES OF DEKALB COUNTY

Due to the effect of merging the new Homestead Exemption Sales Tax into the County's operating and capital projects budget, the fiscal policies are currently under review by the Budget Review Committee for update by the Board of Commissioners. The unrevised version of the fiscal policies is included herein.

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.

FISCAL POLICIES OF DEKALB COUNTY

13. DeKalb County will prepare an annual budget document as soon as practicable, after budget adoption. This document will be submitted to GFOA's Distinguished Budget Preparation Award Program for review.
14. DeKalb County will maintain a program to replace authorized vehicles and mobile equipment by use of a Vehicle Replacement Internal Service Fund, and/or an outside tax exempt leasing program whose assets will be used only for such purposes consistent with the provisions of these operating budget policies.

CAPITAL BUDGET POLICIES

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

FISCAL POLICIES OF DEKALB COUNTY

REVENUE ADMINISTRATION POLICIES

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

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.

FISCAL POLICIES OF DEKALB COUNTY

6. An ongoing system of financial reporting will be maintained to meet the needs of the County. The system will promote budgetary control and comparative analysis.

DEBT POLICIES

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

INVESTMENT POLICIES

1. DeKalb County will maintain a prudent but aggressive program of investing all funds under the direction of the Governing Authority.
2. The investment program will be operated based on a formally adopted Investment Policy, which will include the following:
 - A. Legality - all investments comply with federal, state and local laws.

FISCAL POLICIES OF DEKALB COUNTY

- B. Safety - principal is protected from loss with secure investment practices and collateralization.
 - C. Liquidity - investments are readily convertible to cash when needed without losses.
 - D. Yield or Return on Investment - earnings are maximized within the confines of A, B, and C above.
3. The investment program will use a competitive selection process for investments except when use of the state investment pool is appropriate. Investments will be placed only with "qualified" financial institutions.
 4. The investment program will provide for a system of internal control over investments and timely financial reporting over investing activities.

OTHER POLICIES

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

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