



COBB COUNTY GOVERNMENT

2007 - 2008
Biennial Budget



Helen Goreham
Commissioner
District 1



Samuel S. Olens
Chairman



Joe L. Thompson
Commissioner
District 2



Tim Lee
Commissioner
District 3

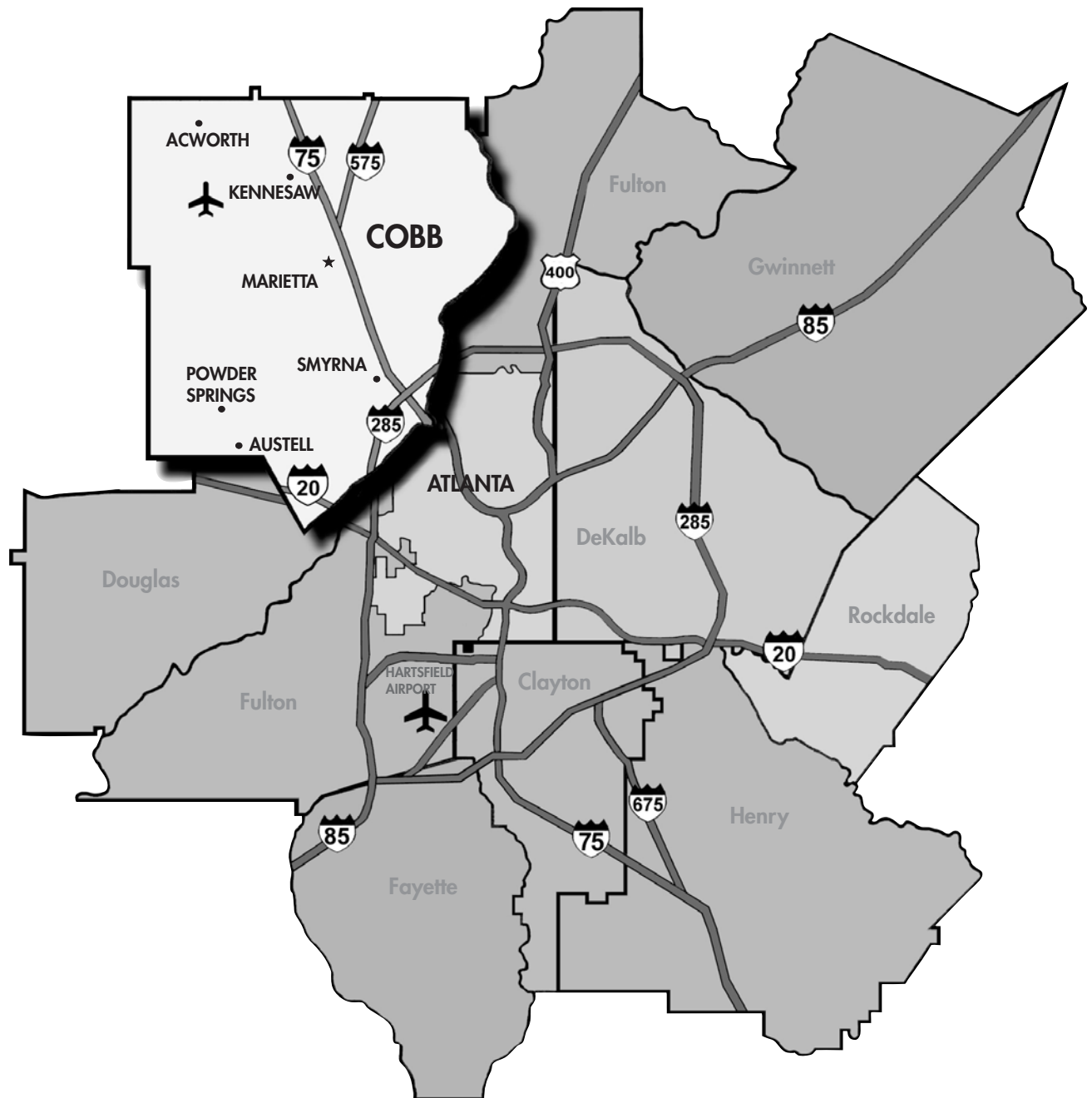


David Hankerson
County Manager
appointed by
Board of Commissioners



Annette Kesting
Commissioner
District 4

Metro Atlanta



Cobb County, Georgia Biennial Budget

Adopted for the fiscal year ending September 30, 2007
Proposed for the fiscal year ending September 30, 2008

David Hankerson
County Manager

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Cobb County
Georgia**

For the Biennium Beginning

October 1, 2004

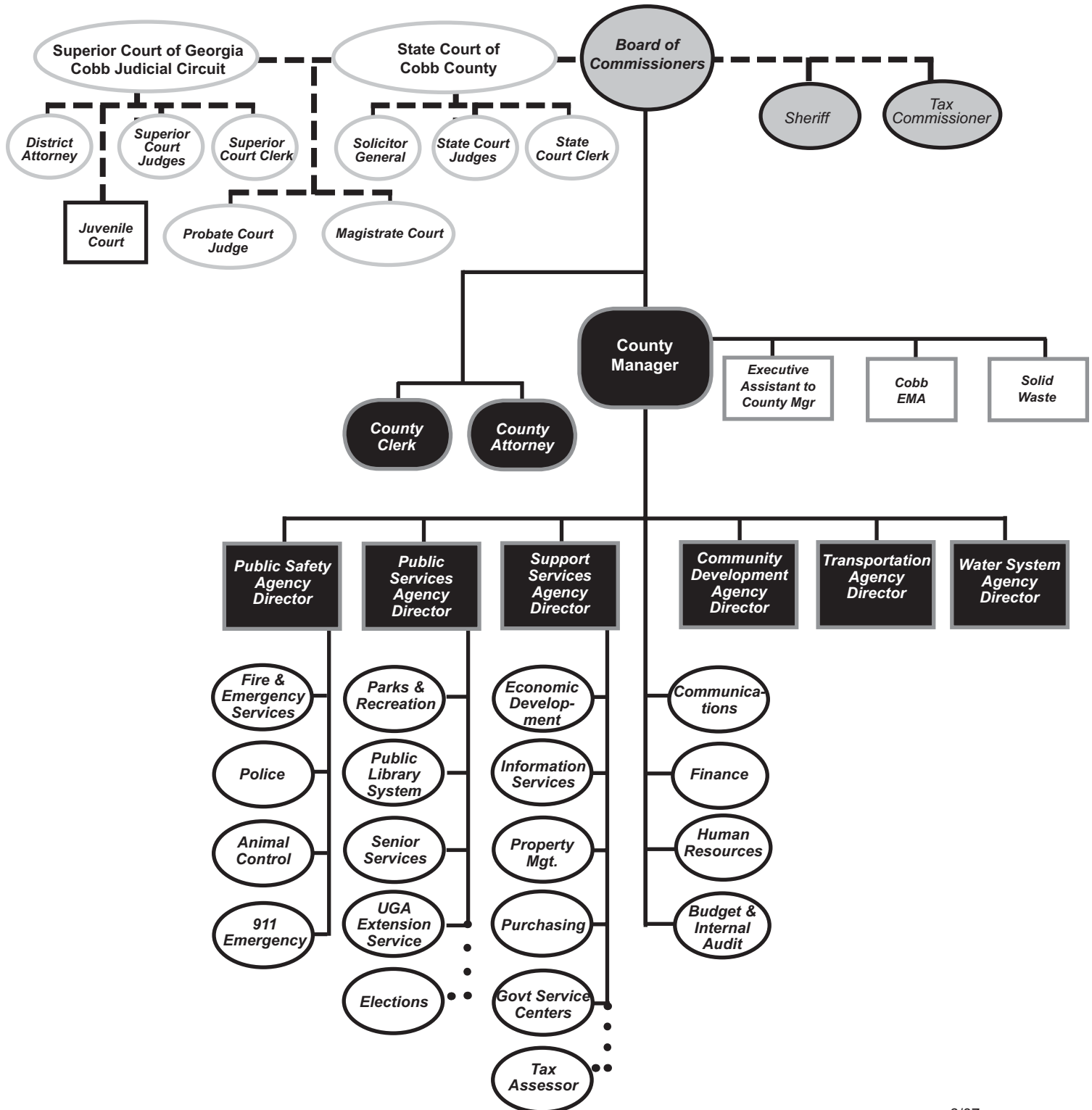
President

Executive Director



Cobb County...Expect the Best!

Cobb County Government Organizational Chart



rev 6/07

KEY



Elected Office



Elected Court Office



Appointed Court Office



Appointed by the Board of Commissioners



Agency Director



Department Director



County Manager's Staff

--- For budget purposes

..... Liaison responsibilities only.

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FINE PRINT

This section includes the Chairman's Budget Message, the Board of Commissioners' vision for the future, policies and procedures and specific budgetary goals for FY 07/08. Discussion of the budget plan and process provides insight into the operation of Cobb County Government.

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JUST THE FACTS

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CAPITAL IDEAS

This section describes Cobb County's grant and capital funds. While "The Bottom Line" section provides an overview of the budgets at the fund level, this section gives a more detailed description of the specific grants included in the grant funds, and details of the capital projects in the capital funds. Specific operating impacts of capital projects are discussed and then summarized for all funds affected.

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The background of the page features a large, light blue, semi-transparent seal of Cobb County, Georgia. The seal is circular and contains the text "COBB COUNTY" at the top and "1832-2000" at the bottom. In the center of the seal is a bell, flanked by two olive branches. The text "The Fine Print" is centered over the seal.

The Fine Print

175th Annive
1832-2000

September 11, 2007

Fellow Commissioners:

In accordance with state law, I am pleased to present the FY 07/08 Biennial Budget. The FY 07/08 Biennial Budget maintains the long-term goals of the Board of Commissioners while recognizing the immediate demands for county services.

BUDGET AT A GLANCE

The FY 07/08 combined operating and capital budgets total approximately \$1.8 billion. Approximately \$272 million is budgeted for capital projects of which \$170 million is budgeted for major Water System capital projects. Cobb has made a strong commitment to accommodate both existing and anticipated wastewater flows in an environmentally and fiscally responsible manner.

The FY 07/08 operating budgets account for more than 83% of the \$1.8 billion budget. The FY 08 operating budgets decreased by \$50.2 million or 6.59% over the FY 07 adjusted operating budgets. Thirty-six percent of the decrease is attributed to a decision to discontinue budgeting the principal bond payments for the Enterprise Funds. As of FY 08, the principal payments will be reflected in the balance sheet to follow generally accepted accounting principles (GAAP). In previous years, the principal bond payments were budgeted for the Water System and Solid Waste Division. Seventy-two percent of the decrease is attributed to a reduction in the funding requirements for debt service principal payments, casualty & liability, 800 MHz radio system, Fire Fund capital improvements, and Water System improvement projects. The remaining twenty-eight percent is attributed to countywide reductions in operating expenditures related to supplies, maintenance, vehicle replacement, overtime usage, postage, inmate costs, contingency, water sales, and deferring select technology and capital improvements based on a revised project schedule.

The following table shows the history of the budgets each year for the last four years.

| Budget History | | | |
|----------------|------------------|------------------------|---------------|
| Year | Operating Budget | Capital & Grant Budget | Total Budget |
| FY 05 Actual | \$607,299,286 | \$144,141,935 | \$751,441,221 |
| FY 06 Actual | \$639,424,428 | \$178,109,758 | \$817,534,186 |
| FY 07 Adjusted | \$762,225,831 | \$157,354,059 | \$919,579,890 |
| FY 08 Adopted | \$712,009,237 | \$140,455,491 | \$852,464,728 |

The FY 07/08 Capital Budget is in excess of \$272.1 million over the two-year period, which accounts for approximately 15.6% of the total budget. The Capital Budget decreased .93% from 2007 to 2008. This net decrease is attributed to a reduction in capital requirements for the 800 MHz radio system replacement and Water System improvements.

General Fund. The General Fund budget is the largest component of the operating budgets with an FY 08 budget of \$337.9 million, or a decrease of 6.0% over the FY 07 adjusted budget. The decrease reflects a reduction in various expenditure accounts for reserves, contingency, legal fees, interfund transfers for capital projects, casualty and

liability, and professional services. The FY 07/08 Biennial Budget presented some opportunities for growth in various General Fund departments. The FY 07/08 Biennial Budget includes a substantial increase in staffing and operating costs to allow for expansion of services within county departments and elected offices. The FY 07/08

Biennial Budget provides for 112 additional full-time positions and 6 additional part-time positions in various county departments. Judicial Services will receive 13 of the 112 full-time positions and 3 part-time Bailiff positions as a result of the new Superior Court judgeship, effective July 1, 2007. The Magistrate Court will receive 1 part-time position to coordinate court

General Fund

| FY 06 Actual | FY 07 Adjusted | % Increase | FY 08 Adopted | % Decrease |
|-----------------|-------------------|---------------|------------------|---------------|
| \$310,459,245 | \$359,743,523 | 15.87% | \$337,946,081 | -6.06% |

activities. Probate Court will receive an administrative position to handle the added workload. Community Development will receive 4 full-time positions to assist with code enforcement compliance. Elections & Registration will receive 5 positions to maintain current levels of service. In addition to receiving 3 new positions as a result of the new judgeship, the Sheriff's Office is budgeted to receive 10 new Deputy Sheriff positions to enhance court security, 4 positions for the Sex Offender Unit and 26 new positions for current jail staffing. Public Safety will receive 10 new Police Officer and 5 Animal Control positions in FY 07 and an additional 12 Police Officers in FY 08. Public Safety's Report Line Processor position will be reclassified to a Criminal Intelligence Analyst. The Tax Assessor will receive 1 position to assist with personal property audits. The Water System is budgeted to receive 12 new positions to maintain current level of service, 9 new positions for stormwater management, and 1 part-time position to assist with communications. Also, included in the budget is additional funding for 9 Police Department COPS positions previously funded by the Federal COPS grant.

Approximately \$14.1 million is budgeted for capital projects in the FY 07/08 Biennial Budget. Included is \$2 million for the county's road resurfacing and sidewalk projects. Over \$17.8 million is budgeted over the next two years for technology improvements including funds to upgrade the county's financial and human resources systems, as well as funds to continue expanding the county's Geographic Information System database. Also, in FY 07/08, approximately \$6.4 million is budgeted to fund the 800 MHz system upgrade.

Expenditure increases are only possible with revenue growth. An average 7% net digest growth is budgeted in the General Fund for FY 07 and 5% for FY 08. The General Fund experienced an increase in revenues due to growth in the insurance premium revenues collected, change in the law related to assessing fees for missed court appointments, additional revenues as a result of new Parks & Recreation programs, and an increase in the tax digest.

Approximately one-third of residential properties are revalued each year; however, the General Fund will not realize any related revenue growth due to the county's Floating Homestead Exemption law. The intent of this legislation is to eliminate property tax increases, due to residential property reassessment, by increasing the homestead exemption amount equal to the property reassessment amount. Prior to the Homestead Exemption law, growth in the digest was attributed mainly to residential property revaluations. The law does not affect taxes for schools, bond indebtedness, and fire protection. This law applies only to the General Fund portion of each tax bill.

Claims Funds. The Claims Funds include Casualty/Liability, Medical, Dental, and Workers' Compensation. Each is funded by payments received from the operating funds. The FY 08 budget for the Claims Funds increased 7.6% over FY 07 adjusted budget. The majority of this increase is attributed to increased medical and prescription expenses related to new and existing positions.

Debt Service Fund. A majority of this fund's revenues is determined by the tax digest and millage rate. Expenditures, however, are determined by the level of debt incurred by the county for general obligation purposes.

In FY 07, the Cobb County voters approved a \$40 million bond over a two-year period, and the Board of Commissioners ratified, the issuance of a \$25 million General Obligation Parks Bond, which increased our debt service budget by 11.8%. In FY 08, an additional \$15 million is scheduled to be issued for a total issuance of \$40 million. The Parks Bond will allow Cobb County to acquire land for use as public parks in perpetuity.

E911 Fund. E911 is supported almost entirely by a \$1.25 fee paid by all residential and non-exempt commercial telephone customers in unincorporated Cobb County, the City of Powder Springs and the City of Marietta, and a \$1.00 monthly fee paid by wireless telephone customers within the county's service area.

The FY 08 budget is 13.9% less than the FY 07 adjusted budget. Thirty-seven percent of the decrease is due to a reduction in the budgeted portion of the capital projects interfund expenditure. In the FY 07/08 budget, an interfund expenditure was budgeted for a new telephone system switch upgrade. The FY 08 funding requirement for the telephone system switch upgrade was less than the FY 07 funding requirement. Fifty percent of the decrease is attributed to a decision to appropriate the wireless reimbursements during the year, as needed. The balance of the reduction is related to personal services.

Any revenue collected in excess of expenditures are, by law, reinvested in the E911 system. The excess revenues over expenditures are placed in undesignated contingency, which requires the Board of Commissioners' approval for expenditure.

| | FY 06 Actual | FY 07 Adjusted | FY 08 Adopted | % Increase/ (Decrease) |
|-----------------|-----------------|-------------------|------------------|------------------------------|
| Claims | \$48,404,953 | \$65,005,753 | \$69,935,031 | 7.58% |
| Debt Service | \$8,001,755 | \$7,897,690 | \$8,832,316 | 11.83% |
| E911 | \$8,338,928 | \$11,697,701 | \$10,069,738 | -13.92% |
| Fire | \$60,027,847 | \$81,315,486 | \$70,061,783 | -13.84% |
| Senior Services | \$5,048,286 | \$6,319,773 | \$6,013,444 | -4.85% |

Fire Fund. Property taxes are the primary source of revenue for the Fire Fund. The projected growth of the net taxable digest increased the Fire Fund budget approximately

6% for FY 07, and 5% in FY 08. The county's Floating Homestead Exemption law does not apply to the Fire Fund. The FY 08 net taxable digest growth was reduced to reflect the slowing trend in the housing market.

The FY 08 budget is 13.8% less than the FY 07 adjusted budget. Eighty-two percent of the decrease is due to a reduction in the budgeted portion of the capital projects interfund expenditure. In the FY 07/08 budget, an interfund expenditure was budgeted for various capital projects related to the improvement of several Fire facilities and the acquisition of equipment. In FY 08, the funding requirements for various capital projects were no longer required or deferred for further review. Eighteen percent of the decrease is attributed to a reduction in funding requirements related to capital equipment and designated reserves related to capital projects.

Senior Services Fund. The funding for Senior Services is a composite of federal, state, and local grants, along with a General Fund subsidy. The FY 08 budget decreased 4.8% below the FY 07 adjusted budget. The majority of this decrease is attributed to the reduction in contingency requirement for Senior Services.

Solid Waste/Compost Funds. The combined budgets for FY 08 decreased 17% from the FY 07 adjusted budget. Fifty-six percent of the decrease is due to a decision to discontinue budgeting the annual principal payments. The balance of the decrease is due to a reduction in various expenditure accounts to include depreciation, administrative fees, construction equipment and designated reserves.

| | FY 06 Actual | FY 07 Adjusted | FY 08 Adopted | % Increase/ (Decrease) |
|-------------------------|-----------------|-------------------|------------------|------------------------------|
| Solid Waste/ Compost | \$11,393,088 | \$18,144,521 | \$14,942,540 | -17.65% |
| Transit | \$14,602,037 | \$16,388,175 | \$16,875,870 | 2.98% |
| Water | \$157,049,927 | \$180,035,581 | \$161,672,074 | -10.20% |
| Other Operating | \$16,097,389 | \$15,677,628 | \$15,660,360 | -0.11% |

Transit Fund. Passenger fares are the single operating revenue source generated by Cobb Community Transit. Federal and state grants are available to share the costs of some operating and most capital improvements. The FY 08 Transit operating budget is 3.0% more than the FY 07 adjusted budget. This increase is primarily attributed to a rate increase in the contracted operator service fee. The rate increase went into effect in the last quarter of FY 07. Therefore, FY 08 reflects a full-year impact of the rate increase.

Water Fund. Revenue projections for FY 07/08 are in line with the expense projections. The two largest revenue sources for the Water Fund are water sales and sewerage service fees, with nearly \$67 million and \$90 million collected annually, respectively. Revenues in excess of expenses support the ongoing expansion and

replacement of county water and sewer lines, as well as water reclamation facility expansions.

The Water System FY 08 budget is 10.2% less than the FY 07 adjusted budget. Eighty-nine percent of the decrease is due to a decision to discontinue budgeting the principal payments. The balance of the decrease is due to a reduction in various operating expenditure accounts to include debt service and water sales. As of FY 08, the principal debt service payments will be reflected in the balance sheet to follow generally accepted accounting principles (GAAP).

Cobb County is one of three independently funded water systems in the nation with three Triple "A" bond ratings from the top three rating agencies. In June 2007, the Water System's Triple-Triple A credit rating was reconfirmed.

Other Operating Funds. Other funds include Community Services Block Grant, Golf Course, Law Library, Child Support Enforcement, Parking Deck and Hotel/Motel Tax. All of these funds are self-funded with the exception of Child Support Enforcement, which is funded by local and state funds. Combined, the FY 08 budget for these funds is baseline with the FY 07 adjusted budget. The FY 07/08 budgets are based upon current revenue trends and future expenditure commitments.

With the adoption of the FY 07/08 budget, the hotel/motel tax revenues are now committed to fund the county's \$3.4 million annual contribution (over the next 19 years) to the Cobb Energy Performing Arts Centre, which opened in FY 07. The Performing Arts Centre is the collaboration of local government, private sector, the Board of Regents, Kennesaw State University, and Southern Polytechnic State University. The Cobb-Marietta Coliseum and the Exhibit Hall Authority manage the centre. The multifaceted center occupies 16 acres to include a 2,750-seat theatre.

FY 07/08 BUDGET GOALS

The FY 07/08 Biennial Budget accomplishes several goals that were identified as imperative in the early stages of budget preparation. The following is a list of four major goals that influenced the operating and capital budgets:

Provide increased services while maintaining the current millage rate. The FY 07/08 Biennial Budget provides for 112 additional full-time and 6 additional part-time positions in various county departments and elected offices, to include positions for Judicial Services; Public Safety; Elections; Community Development; Tax Assessor; Sheriff's Office; and Water System. The 112 new positions include funding for 13 full-time and 3 part-time positions for judicial services as a result of the new Superior Court judgeship, effective July 1, 2007.

Over the last nine years, the Board of Commissioners has managed to maintain one of the lowest millage rates in the Atlanta metropolitan area.

Millage Rate History

| FY 99 | FY 00 | FY 01 | FY 02 | FY 03 | FY 04 | FY 05 | FY 06 | FY 07 | FY 99 vs. FY 08 |
|-------|-------|-------|-------|-------|-------|-------|-------|-------|-----------------|
| 9.97 | 9.84 | 9.72 | 9.72 | 9.72 | 9.72 | 9.72 | 9.60 | 9.60 | -3.7% |

Recruit and retain quality employees by offering a competitive salary. The FY 07/08 budget includes funding for the Compensation and Classification System study conducted in FY 07. In addition, the budget plans for an average 4% merit increase for employees. The merit increase assists in retaining employees who perform in an exemplary manner. The total cost of the merit increase countywide is \$5.8 million in FY 07 and \$6.2 million in FY 08. To remain competitive in the local market, a compensation plan adjustment is budgeted in FY 07/08. The compensation plan adjustment upgrades the minimum, market, and maximum of the salary grades by 2% (effective February 10, 2008). The current compensation plan also allows for periodic position reclassification reviews, upgrades and transfers to maximize human resources or increase efficiency levels in Cobb County's workforce.

Continue funding for capital replacements. The Capital Plan is the primary means for funding the county's capital needs. In the past, all capital replacements and improvements were addressed in the same process. During earlier biennial budget preparations, a new process was developed whereby the merits of capital improvements and capital replacements were considered separately. As a result of this separate consideration and the availability of funds, approximately \$29.2 million is budgeted in FY 07/08 for countywide capital replacements. Replacement of the 800 MHz system, road resurfacing, and technology improvements represent approximately 78% of the Capital Replacement Schedule (CRS) budget.

Maintain a strong Capital Improvement Program. The Capital Improvement Program (CIP) is often cited as the primary reason Cobb County remains a leader in the Atlanta metropolitan area. The FY 07/08 Biennial Budget maintains this emphasis on capital improvements with over \$176.2 million budgeted. Over 97% of the capital improvement budget is for major water and sewerage projects to include building the three Water Reclamation Facilities, local and state roadway improvements related to the relocation of infrastructure, Southwest Cobb Sewage Tunnel construction, and Water Reclamation Facility expansions to accommodate the increased wastewater flows within the county's service area.

FY 07/08 AND BEYOND

The FY 07/08 Biennial Budget is a continuation of efforts by the Board of Commissioners to anticipate and adequately fund future demands on services provided by Cobb County. Several planning tools aid in the identification of potential needs and the effective management of countywide growth.

Capital Plan. The Capital Improvement Program is a process that involves all departments each year during budget preparation. Departments are asked to identify all future capital needs for a five-year period. Through the Capital Improvement Program, major funding requirements are recognized far in advance of the actual fiscal year in which the project is anticipated. This schedule enables the planned budgeting of funds required.

The Capital Improvement Program assists in identifying the county's future needs and allows adequate planning time to fund these needs. In the FY 07/08 budget process, the capital improvement requirements for the county were identified through FY 11.

In the FY 07/08 Biennial Budget, over \$272 million was budgeted for capital projects to include the 800 MHz radio system replacement, Mountain View Library expansion and the construction of the Powder Springs Library, technology improvements, regional sewer projects, stormwater management, Water Reclamation Facility expansions and water and sewer main replacements. The FY 07/08 Biennial Budget continues to

maintain an emphasis on capital improvements with more than \$176 million budgeted for capital improvements.

Comprehensive Plan and Future Land Use Map. With a surge in residential and commercial development throughout the 1980's, the Board of Commissioners enacted several land use policy changes in 1994 in an effort to effectively manage development while preserving environmentally sensitive areas. Ultimately, the Board of Commissioners reduced the residential land use density ranges and established land use categories. The Future Land Use Map was amended in conjunction with these policy changes.

Based on the density within a designated land use category, this map facilitates planning for services, infrastructure, and transportation. As a result, the planning process assists in projecting future funding requirements.

Economic Development. With the assistance of an Economic Development Incentives Ordinance, nonresidential development, including high-tech manufacturing and redevelopment of commercial areas, is encouraged in coordination with the Comprehensive Plan and Land Use Map. The effectiveness of this ordinance is represented in employment growth. As a result of the county's diverse economy, its unemployment rate is .6% less than the state average.

Cobb County has been active in encouraging the economic revitalization of its major thoroughfare corridors. The revitalization efforts include the redevelopment of older properties through the adoption of corridor studies such as the Canton Road Corridor Study and the Austell Road Corridor Study. These corridor studies contain strategies specific to encouraging new investment in these older commercial corridors, so to maintain the nodal concept of development and discourage commercial expansion into established residential areas.

With the senior population in Cobb County projected to double in the next 20 years, Cobb Senior Services remains flexible to these changes in demographics, trends and funding. The county intends to continue to advocate for the older adult population regarding housing, transportation, and needed social services.

Cobb County has established three Enterprise Zones in areas primed for development. Businesses that invest within these Enterprise Zones are eligible for incentives such as tax abatements and reduced fees. Cobb has taken an aggressive approach to recruit businesses that best complement the community while revitalizing areas targeted for an economic boost.

CONCLUSION

The FY 07/08 Biennial Budget is the seventh biennial budget prepared and presented for Cobb County. The two-year budget process is yet another planning tool implemented to clearly define immediate and future budget needs. The merit of the biennial budget was highlighted by Moody's Investors Service in 1995 when the Cobb County General Obligation Bonds were upgraded from Aa1 to Aaa, referencing strong financial controls, performance and long-term strategic and capital planning. For similar reasons, Fitch IBCA was the second rating agency to rate Cobb's credit Triple "A" in 1996.

In 1997, Standard and Poors became the third of the nation's top three bond rating agencies to rate Cobb's credit Triple "A" - the highest grade possible. In June 2007, Cobb County's Triple - Triple "A" credit rating for the general obligation and revenue

bonds was reconfirmed by all three rating agencies. Thus, the county has maintained its Triple - Triple "A" credit rating for the tenth consecutive year.

In March 2007, the county received the same excellent credit rating for the Tax Anticipation Notes (TANs), which are issued annually. This outstanding credit rating allows Cobb County to incur short-term and long-term debt at the lowest possible interest rate. As a result, Cobb County remains in the top 1% of financially secure counties across the nation.

The three rating agencies cited several factors that attributed to the county's renewed ratings. Those factors included the county's low property tax rates, low debt levels, financial management fund balance reserve policy, diverse economy, a significant use of current resources for capital needs and the practice of biennial budgeting.

It is with great pride that I present to you, my fellow Commissioners, the FY 07/08 Biennial Budget that communicates the leadership and vision of the Board of Commissioners to define our present opportunities and anticipate our future challenges.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read "Samuel S. Olens", with a stylized, flowing script.

Samuel S. Olens, Chairman
Cobb County Board of Commissioners

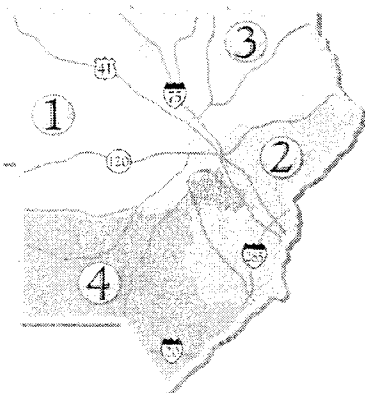
Did You Know?

According to the U.S. Census, Cobb County's 1950 population was 61,830. Cobb's 2007 population is estimated at 679,481 residents.

Cobb Tid-Bits

Approximately 84% of the county is developed. Residential property accounts for approximately 64% of all existing land use, with single-family development being dominant.

Cobb County Commission District Map



MISSION

To help make Cobb County the best place to live and work through efficient, effective and responsive government that delivers quality services.

DESCRIPTION

A five-member Board of Commissioners governs Cobb County. The Board of Commissioners is comprised of one chairman, elected countywide, and four commissioners, each elected from a separate commission district serving four-year staggered terms. A County Manager, who is appointed by and responsible to the Board of Commissioners, directs the daily operation of the county. This commission-county manager form of government combines the policy leadership of elected officials with the administrative abilities of a County Manager. The Board of Commissioners is primarily responsible for the establishment of tax levies and service fees, approval of planning and zoning requests, amendment and adoption of county codes and ordinances, as well as the creation and adoption of a balanced budget.

STATEMENT OF COMMITMENT

In order to accomplish our mission, we are committed to achieving excellence in government by:

- ▶ Insisting upon Customer Satisfaction
- ▶ Ensuring High Value for Tax Dollars
- ▶ Adhering to the Highest Ethical Standards
- ▶ Appreciating Diversity
- ▶ Being Open, Accessible, and Responsive
- ▶ Empowering and Supporting Employees
- ▶ Striving for Continuous Improvement
- ▶ Working Together as a Team
- ▶ Being Accountable

PHILOSOPHY

Provide equal opportunity for all regardless of sex, race, religion, national origin, color, age, disability, citizenship or veteran status.

Respect and recognize the importance and contribution of individuals, and foster their personal and professional growth.

Encourage excellence and enthusiasm from our employees.

Maintain a work environment that motivates the employee to do the best job possible and encourages ethics befitting employees of a government in a vibrant, thriving, cosmopolitan community.

Promote a team spirit in the operation of Cobb County government in order to more effectively and efficiently serve the residents of the county.

Keep lines of communication open so that all voices can be heard.

Provide reliable, efficient, high-quality service to the residents and businesses of the county.

The future as defined by the Board of Commissioners expands services, stabilizes taxes, and maintains the infrastructure of Cobb County so that growth continues to be an opportunity rather than a hindrance. *Destination Success* reflects the county's intent to address future growth while maintaining a high standard of living that is synonymous with Cobb County.

MANAGING & PLANNING GROWTH

Maintain a healthy, balanced and stable tax base by maintaining quality residential and commercial growth.

- ▶ Monitor the future land use map and land use element of the Comprehensive Plan and prepare amendments as necessary.
- ▶ Amend ordinances and development standards that complement the new plan and its objectives.
- ▶ Ensure adequate infrastructure by coordinating planning and development among county agencies including Department of Transportation, Water, and Community Development.
- ▶ Maintain stable and competitive tax rates.

Enhance the county's infrastructure to address future demands for land use and county services related to community development, transportation, and water and sewer management.

- ▶ Coordinate the acceptance of public infrastructure constructed as part of new development projects.
- ▶ Complete the 2005 Transportation Improvement Program (TIP) with approved SPLOST funds.
- ▶ Refine and utilize the Geographic Information System as an aid to effective management of infrastructure.
- ▶ Plan and implement adequate water delivery and wastewater collection and treatment to meet future projected growth.
- ▶ Expand and upgrade the current capacity of the Water Reclamation Facilities.
- ▶ Implement the Transit Management and Operating Study to improve access to stops and shelters, public satisfaction and fare structure.
- ▶ Develop a Comprehensive Transportation Plan that will inventory existing facilities and identify transportation requirements over the next 20 years, to include improvements to the impact of neighboring traffic, senior adult transportation, and livable center initiatives.
- ▶ Expand Intelligent Transportation Systems (ITS), including the use of technology embedded in vehicles and traffic controllers to increase safety and capacity.
- ▶ Maintain an Airport Master Plan that will identify air transportation requirements over the next 20 years and inventory existing facilities.

Continue to use the stormwater management master plan on a basin level to resolve drainage and run-off storage problems within existing high-density urban areas.

- ▶ Expand the storm drainage inventory database so that all public and private stormwater management facilities will be inventoried and incorporated into the county's database by the end of 2013, in accordance with District mandates.
- ▶ Update and expand 100-year floodplain determinations for current basin buildout conditions and carry these upstream to the 100-acre drainage area

limit in each watershed. Schedule completion of this work by the end of 2013 in accordance with District mandates.

- ▶ Develop long-range stormwater Capital Improvement Plans in accordance with District mandates.
- ▶ Inventory and annually maintain at least 10% of the dedicated Stormwater Management facilities in Cobb County, in accordance with District mandates.
- ▶ Contract USGS to retrofit 13 existing USGS continuous streamflow monitoring gauges to collect long-term ambient water quality data, in accordance with District mandates.
- ▶ Develop Watershed Improvement Plans for areas negatively impacted by urbanization in accordance with District mandates.
- ▶ Develop a countywide Umbrella Mitigation Banking Instrument (UMBI) with the U.S. Army Corps of Engineers.
- ▶ Acquire floodplain properties as opportunities arise, prioritizing acquisitions on Noonday Creek, Nickajack Creek and Noses Creek watersheds.

Initiate an enhanced water conservation program with the Cobb County residents, public, schools, business community and the Metropolitan North Georgia Water Planning District (MNGWP) organization.

- ▶ Determine appropriate conservation projects and establish a multi-year timetable for completing the projects.
- ▶ Work with existing organizations currently involved in existing water conservation efforts, and the State of Georgia, regarding required water conservation planning.
- ▶ Implement new programs as needed and strengthen existing regulatory programs.
- ▶ Pursue accomplishment of the 11 conservation actions recommended by MNGWP as would be appropriate for Cobb County to potentially reduce water demand and wastewater over the next 25 years.
- ▶ Maintain 10 percent reduction in water usage mandated by Governor Purdue.

Encourage quality development or redevelopment in the established Enterprise Zones.

- ▶ Serve as a liaison to all existing and relocating companies interested in establishing or expanding their business in Cobb County.
- ▶ Provide targeted businesses with an incentive package within 30 days of the request.
- ▶ Submit all business requests to the review committee for possible recommendation to the Board of Commissioners for approval.
- ▶ Perform annual audits of the enterprise zones.
- ▶ Focus redevelopment efforts on older commercial corridors to increase land values.
- ▶ Effectively manage the Tax Allocation District (TAD) Program.
- ▶ Provide information and technical assistance to the Cumberland and Town Center Community Improvement Districts.
- ▶ Foster small business development and appropriate land use/zoning in qualifying areas of the county.

BUILDING FOR SUCCESS

Maintain an aggressive Capital Improvement Program.

- ▶ Maintain with a yearly update the ten-year capital improvement plan and financial model.
- ▶ Reinvest fund balance in excess of reserves into capital projects.
- ▶ Protect capital investments by maintaining and replacing equipment in a timely, cost-effective manner.
- ▶ Recommend capital improvements guided by the following criteria:
(1) Federal, State or other mandates; (2) critical need to avoid or prevent public harm; (3) long-term economic development value; (4) useful life of project; and (5) annual expenditure and/or revenue increases or decreases required.

TAKING CARE OF BUSINESS

Proactively maintain all county facilities to minimize unanticipated maintenance expenses.

- ▶ Regularly update the Capital Replacement Schedule for facilities maintenance.
- ▶ Regularly update the comprehensive preventive maintenance action plan for each facility including structural integrity, aesthetics, exterior envelope, mechanical systems, code compliance, liability exposure and space allocation.
- ▶ Analyze and determine preventive maintenance needs incorporating the most efficient and effective solution.

Maintain a safe, serviceable fleet of vehicles that meet the operational needs of county departments.

- ▶ Continue to advance Fleet staff technical capabilities to stay abreast of advancements in automotive equipment.
- ▶ Evaluate the merits of evolving new technology for alternative fuel vehicles as appropriate for county fleet.
- ▶ Selectively recycle vehicles among departments to maximize use and to properly meet requirements.
- ▶ Review vehicle replacement needs annually based on vehicle policy, department prioritization and available budgetary resources.
- ▶ Continue to use new alternative fuels or blends in current equipment to ensure reliable fuel supply and support environmental standards.

Enhance the quality of life by maintaining and improving the stability, appearance and value of residential and commercial properties.

- ▶ Identify opportunities for parks, libraries and other community services compatible with residential and commercial development.
- ▶ Enhance enforcement powers and improve the code violation process through the Magistrate Court.
- ▶ Increase resources to provide for proactive administration of codes.
- ▶ Provide required legal and technical training needed to effectively execute state and local codes.
- ▶ Continue to conduct town hall meetings to promote public awareness of current and future projects.

Protect and enhance the health and well-being of Cobb County residents and protect the natural environment.

- ▶ Protect the county's environment by improving water, sewer and solid waste services, greenspace designations and donations, and historic sites.
- ▶ Promote partnerships with first-responder agencies, state and federal authorities, and neighboring utilities.
- ▶ Utilize the latest technology for water security.
- ▶ Conduct regular assessments of system vulnerabilities and routinely update the system emergency response plans.
- ▶ Conduct periodic water sampling and testing to meet state and federal water quality initiatives.
- ▶ Operate the sewer system according to the Environmental Protection Agency's Capacity, Management, Operation and Maintenance (CMOM) Program.
- ▶ Continue to support activities for improving the region's air quality in conjunction with the Clean Air Campaign.
- ▶ Improve safety on thoroughfare roads by performing safety-related studies and implementing safety improvement projects.

Maintain professional, efficient public safety services that correspond to increases in population.

- ▶ Maintain sufficient Public Safety (Police, Fire, E-911, Animal Control and Sheriff) personnel based on projected population growth.
- ▶ Implement the Police Department's Quality of Life Unit to improve the quality of life of Cobb residents through the enforcement of state laws and local ordinances.
- ▶ Increase interaction and presence with citizens in the urbanized communities through foot/bicycle patrols.
- ▶ Restructure Police patrol districts/beats to improve response times.
- ▶ Maintain a renovation schedule for all public safety facilities and a replacement schedule for all public safety equipment.
- ▶ Relocate and/or expand public safety facilities, as required, to serve population growth and centers of activity.
- ▶ Maintain sufficient education, information and training initiatives to promote public safety and awareness such as:
 - Baron's Weather System
 - Community Emergency Response Team (CERT)
 - Fire Safety Village
 - National Incident Management System (NIMS)
 - Police Email Notification System (PENS)
 - StormReady
 - Emergency Simulation

Continue to update the Geographic Information System (GIS) to provide location-based information to internal and external users.

- ▶ Work with select county departments to develop their departmental GIS plans to address issues related to database development, update cycles, hardware and software needs and application development.
- ▶ Maintain and update databases, applications, and hard/software on an ongoing basis.
- ▶ Regularly update the digital orthophoto base map deployed on the intranet/internet.

FISCAL CONSERVATISM

Maintain conservative debt management and reserve policies.

- ▶ Confine long-term borrowing to capital improvements or projects that cannot be financed from current revenues.
- ▶ Retire bonds for capital projects within the useful life of the project.
- ▶ Publish an official statement for each bond and note issue.
- ▶ Limit general obligation debt to less than 10% of the total assessed value of taxable property.
- ▶ Retire tax anticipation debt annually.
- ▶ Maintain reserves equal to 1/10th of the adopted budget for the General Fund.
- ▶ Maintain reserves equal to 1/20th of the adopted budget for the Fire Fund.

Focus the operating budget on expanded services while maintaining the lowest taxes in the Metro Atlanta area.

- ▶ Maintain a diversified revenue base by attracting new commercial ventures through the Economic Development Incentives Ordinance.
- ▶ Maintain a competitive tax rate to include the Floating Homestead Exemption and the \$10,000 homestead exemption on the General Fund portion of property taxes.
- ▶ Apply for and accept federal and state funds for current and new public services throughout county government.
- ▶ Plan funding for all anticipated operating expenditures that are generated by new capital projects.

The above goals and objectives were defined as key areas requiring the attention of the Board of Commissioners in both the near and distant future.

With the emphasis on planning, Cobb County has successfully accepted the challenges commensurate with its growth. Cobb's success with managing growth and planning for the future is highlighted by the nation's top three rating agencies by reconfirming the county's Triple-Triple "A" credit rating in 2007. The Triple-Triple "A" credit rating is the highest grade possible.

With continued success behind Cobb County, it is obvious that leading the way to the future is the Board of Commissioners primary focus during the annual retreat. The product of those planning retreats is another means to aggressively meet the future needs and demands of a growing population.

Cobb County is part of a very select group to achieve the coveted Triple "A" credit rating from the nation's top three bond rating agencies. Less than one-half of 1% (20 out of 3,043) of all counties nationwide achieve this highly acclaimed status. This Triple "A" rating reflects the overall strength of the community and the county's commitment to sound fiscal policies and conservative management.

Summarized below are the more significant sections of the policies which have guided Cobb County to be recognized as a leader both locally and nationally.

BUDGET AND REVENUE ADMINISTRATION

Cobb County operates under an annual balanced budget (budgeted revenues equal budgeted expenditures), which is adopted by resolution and administered in accordance with State law. Although departments within each fund are not required to have balanced budgets, each fund as a whole is balanced.

The legal level of budget control is at the fund/department level as specified by State law. However, county policy requires further controls for the administration of all budgets. A department's budget can be divided into as many as seven separate appropriation units with spending controlled at each unit. Monies can be transferred within and between these appropriation units using the following guidelines adopted by the Board of Commissioners:

- ▶ All budget transactions require the approval of the Budget & Internal Audit Director and must include a statement from the Department Manager or Elected Official justifying the transfer.
- ▶ All budget transfers from operating or capital to personal services require approval by the Board of Commissioners.
- ▶ All budget transfers from designated contingency to a non-designated item require approval by the Board of Commissioners.
- ▶ All budget transfers from undesignated contingency to a non-designated item require approval by the Board of Commissioners.

The two tax supported operating funds are required to maintain a fund reserve of at least 1/10th of the total budgeted appropriation, with the exception of the Fire Fund. The Fire Fund must maintain a fund balance reserve of at least 1/20th of the total budgeted appropriation. This policy demonstrates the county's commitment to maintain a high standard of fiscal responsibility.

In addition to the required reserves, an average ten percent (annually) of all tax-related funds are set aside for capital improvements, unless circumstances in a particular year dictate a greater/lesser amount. The General Fund also has contingency set aside for unforeseen expenditures. This contingency is at least \$1,500,000 annually. Use of contingency funds must be approved by the Board of Commissioners.

The county also has a Water System Transfer Policy that was adopted by the Board of Commissioners on November 9, 1997. The foundation of this policy is based upon criteria set forth in the 1985 and 1996 Water System Refunding Bond Resolution. According to the resolution, the county may transfer funds from the Water System Fund to the General Fund. However, the Water System Enterprise Fund must meet its daily cash flow requirements, provide for proper system maintenance and infrastructure growth, as well as maintain reasonable and competitive utility fees before any funds are transferred.

Summarized below are the criteria set forth in the 1985 and 1996 bond resolution:

- ▶ Funds may not be transferred within the first 60 days of the fiscal year.
- ▶ Transfers between funds require approval by the Board of Commissioners.
- ▶ Funds must be uncommitted.
- ▶ The uncommitted Water Renewal & Extension funds must be greater than 5% of the operating revenue from the previous fiscal year.
- ▶ If a Debt Service Surety Bond has been issued by the Municipal Bond Insurance Association (MBIA), the uncommitted Water Renewal & Extension balance must be greater than \$3 million.
- ▶ Transfers cannot exceed 10% of the prior year's gross revenue.

The county has adopted a maximum transfer limit of 10% of the prior fiscal year gross revenue.

To ensure the financial integrity of the Water System Enterprise operation, the county adopted a transfer policy designed to keep the Water System's operational structure strong and minimize the General Fund's dependence on Water System funds.

PURCHASING

The Board of Commissioners amended the Cobb County Policy on Contract Management on August 12, 2003. The policy establishes the bidding limits and the methods by which county contracts for services (professional and non-professional), maintenance, public works/construction, commodity purchases, emergency and sole source procurements, revenue-generating contracts and lease contracts are originated, approved, signed, and managed. This policy applies to all county departments and elected officials' offices.

The primary amendments to the original policy are as follows:

- ▶ Revise limit from \$500 to \$1,000 for purchases made by departments without competitive bidding.
- ▶ Revise limit from \$2,500 to \$5,000 for verbal and written quotes made by the Purchasing Department with a minimum of three quotes for each.
- ▶ Revise policy to clarify Purchasing authority to "piggyback" purchases on competitively bid or proposed Federal, State or other governmental cooperative purchase agreements/programs.
- ▶ Revise policy to clarify other various contract management procedures included in the policy.

The Purchasing Department ensures the purchase of quality equipment, goods and services through a fair and competitive approach. This approach is defined by state law as well as county adopted policies. While some procurements are allowed to be accomplished by other departments and agencies, the Purchasing Department in conjunction with the Finance Department, assures all purchases are procured in an acceptable, legal manner. Purchasing procures goods and services at the lowest possible price which is accomplished in two ways: competitive quotes and sealed bids. Purchases costing more than \$1,000, but less than \$30,000, are accomplished through securing and documenting competitive quotes. Purchases beginning at \$30,000 and above are advertised with sealed bids delivered to the Purchasing Department, at a designated time, and opened in a posted public meeting.

In addition to following the requirements of state purchasing laws, the county periodically adopts or updates its own policies. Two of the most important are Policy

for Procurement of Professional Services and the Policy on Contract Management. Such policies apply to all county departments as well as to the elected officials' offices.

The current policy allows the Purchasing staff to focus on larger dollar transactions with the greatest savings potential through competitive bidding, using cooperative purchase agreements that have already been through the competitive bidding and proposal process, and provide a more timely purchase of minor goods and services costing less than \$1,000 needed by departments and elected offices. Also, the use of the current master price agreement is required for field purchase orders (PD) under \$1,000, when applicable.

The Purchasing Department responsibilities are to prepare and keep a current list of approved vendors, establish standards and verify specifications for the requested goods and services.

The Policy on Contract Management is summarized by the table below. The table provides a concise guideline to all county staff on how to properly procure goods and services as follows:

| <i>Purchase</i> | <i>Quotes Required</i> | <i>Approval Required</i> |
|--|--|--|
| Goods less than \$1,000 | Direct placement of order at the discretion of the Department Manager. | Department Manager |
| Services less than \$1,000 | Direct placement of order at the discretion of the Department Manager. | Department Manager |
| \$1,000 to \$4,999.99 | Minimum of three (3) verbal quotes. | County Manager* |
| \$5,000 to \$29,999.99 | Minimum of three (3) written quotes. | County Manager* |
| Public Works/ Construction \$29,999.99 or less | Minimum of three (3) written quotes. | Board of Commissioners* |
| \$30,000 to \$100,000 | Sealed bids - minimum of two (2) weeks advertisement. | Board of Commissioners* |
| Public Works/Construction \$100,000 or more | Sealed bids - minimum of four (4) weeks advertisement. | Board of Commissioners* |
| Lease of property | N/A | Reviewed per County Lease Review Policy* |
| Lease of equipment | Sealed bids - minimum of two (2) weeks advertisement. | Reviewed per County Lease Review Policy* |

* Applicable if expenditure is not budgeted and approved by the BOC as a line item in the department's budget.

TREASURY AND DEBT MANAGEMENT

Investments are made in accordance with sound business principles and applicable laws to ensure that prudent investment decisions are made to protect public funds, minimize market and security risks, and maximize utilization of funds with respect to liquidity and yield. When issuing debt, the county abides by all State laws and requirements and follows sound budgetary and fiscal policies to sustain its strong financial position and favorable credit rating.

Excess idle funds are invested in accordance with the laws of the State of Georgia and the county's own Investment and Portfolio Policies and Procedures approved by the Board of Commissioners. Management and implementation of these policies are delegated to the Finance Director/Comptroller who, in turn, establishes the internal procedures for the investment program. No person may engage in an investment transaction except as provided under the terms of the county's Investment and Portfolio Policies and Procedures. The securities purchased by the county are safekept by a third-party custodian. Cash balances are maintained in interest-bearing accounts that are collateralized in accordance with the laws of the State of Georgia.

Due to the county's policy of billing property taxes at the end of its fiscal year, General Fund and Fire District revenue cash flows don't coincide with expenditure requirements throughout the year necessitating the issuance of Tax Anticipation Notes ("TANs") in the middle of the fiscal year. State law mandates that TANs be paid off by December 31st of the calendar year in which they are borrowed. Accordingly, the county sets aside an appropriate amount of the property tax proceeds for the purpose of retiring the TANs by December 31st. Because of their relatively short duration and the fact that they are fully backed by the county's pledge of the required tax proceeds for their payment, TANs are a low-cost method of borrowing. The county's TANs are reviewed and rated by three major credit rating agencies, Standard & Poor's Rating Services, Moody's Investors Service and Fitch Ratings, prior to their issuance and consistently receive the highest available ratings.

Capital projects of a long-term nature for which sufficient money is not available in renewal or special purpose funds require the issuance of long-term debt. These bonds undergo an extensive review by the three rating agencies prior to their issuance and periodically thereafter. Currently, all of the county's outstanding general obligation and revenue bonds have been assigned the rating of "AAA" by all three rating agencies. The county has maintained this "Triple-Triple A" rating since 1997.

Factors cited by the agencies as contributing to the high ratings include: the county's low property tax rate; low debt levels; strong financial management; its fund balance reserve policy; the diverse economy in the county and Atlanta metro area; the use of current resources for capital needs when available; and the practice of biennial budgeting.

The county adheres to the following guidelines to manage the payback of its debt:

- ✓ Long-term borrowing will be confined to capital improvements or projects that cannot be financed from current revenues.
- ✓ Payback period on bonds for capital projects will not exceed the expected useful life of the project.
- ✓ Average maturity for General Obligation Bonds will be kept at, or below, twenty years.
- ✓ Current revenues, whenever possible, will be used to make a down payment of at least ten percent of a project's total cost for all debt-financed projects.
- ✓ General obligation debt will not exceed ten percent of total annual locally-generated operating revenue.
- ✓ General obligation debt will not exceed ten percent of the assessed value of taxable property, net of applicable exemptions.
- ✓ Special assessment revenue or other self-supporting bonds will be used instead of general obligation bonds.
- ✓ Long-term debt will not be used for current operations.
- ✓ Tax anticipation debt will be retired annually.

- ✓ Good communication will be maintained with each bond rating agency regarding the county's financial condition, to include the policy of full disclosure on every financial report and bond prospectus.

ACCOUNTING AND GRANTS ADMINISTRATION

Cobb County's financial statements are prepared in conformity with generally accepted accounting principles (GAAP), as applied to government units. The Governmental Accounting Standards Board (GASB) is the accepted standard-setting body for establishing governmental accounting and financial reporting principles. Adhering to Georgia Code, Cobb County's books of account, financial records and transactions of all administrative departments are audited annually by independent certified public accountants.

A Comprehensive Annual Financial Report (CAFR) is prepared each year to present the county's financial position and results of the last fiscal year's operations, as measured by the financial activity of its various funds. All disclosures necessary to enable interested citizens to gain a reasonable understanding of the county's financial affairs are included.

Cobb County's accounting system employs the Fund as the basic accounting entity. Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions or activities. All governmental funds are accounted for using a current financial resource measurement focus. The modified accrual basis of accounting is used by all governmental fund types. Proprietary and fiduciary funds are accounted for on a flow of economic resources measurement focus. The accrual basis of accounting is utilized by these two fund types.

The county's internal accounting controls are designed to provide reasonable assurance, related to the safeguarding of assets against loss from unauthorized use or disposition, and the reliability of financial records for preparing statements and maintaining accountability for assets. This concept of reasonable assurance is based on recognizing the cost of control should not exceed the benefits likely to be derived, and the evaluation of those costs and benefits will require estimates and judgements be made by management.

The Board of Commissioners is responsible to the citizens of Cobb County for the faithful stewardship of public money. It is the Board's duty to ensure public money is expended prudently and to fully document all expenditures.

Not all public monies are expended directly by agencies of county government. A large number of non-profit and intergovernmental organizations request financial assistance from the Board of Commissioners. When these organizations (grantees) receive county-funded grants, they become expenders of public money. It is also the Board of Commissioners' responsibility to ensure judicious management of public funds awarded to grant recipients. Therefore, the Board of Commissioners may require a detailed accounting of all expenditures from recipients.

The acceptance of public money constitutes an agreement with the recipient to faithfully account for all monies received from the county. Grant recipients agree to maintain accurate records of the receipt and disposition of all county funds, and to make these records available for inspection and audit.

RISK MANAGEMENT

The mission of the Risk Management Division is to defend any actions which may be brought against the Board of Commissioners, Elected Officials and/or their employees, pursuant to the provision of the Official Code of Georgia Annotated (O.C.G.A.) 45-9-21, and to administer the casualty and liability claims generated by Cobb County Government. Internal policies and procedures are in place to accomplish the following objectives of the Risk Management and Safety Program:

- ▶ Protect the county against the financial consequences of accidental losses which are catastrophic in nature, and preserve county assets and public service capabilities from destruction or depletion.
- ▶ Minimize the total long-term cost to the county of all activities related to the identification, prevention and control of accidental losses and their consequences, and for personal health and hospitalization costs related to claims.
- ▶ Establish, to the fullest extent, a safe work and service environment in which employees and members of the general public can enjoy safety and security in the course of their daily pursuits.

To meet the above objectives, the county established a self-funded risk management program for casualty, liability and medical claims in 1985. The claims and administrative costs associated with these programs are paid into the Claims Funds by other operating funds. Excess coverage policies are maintained for workers' compensation and medical claims to protect the county if claims exceed established per occurrence limits.

Cobb County also has in place numerous programs to provide employees with the information and skills needed to accomplish the objectives of this policy. A Cobb County Employee Safety Handbook has been approved by the Board of Commissioners, which is distributed to each employee. This handbook serves as a general guideline for employee safety and responsibility. The safety handbook also includes a Cobb County Vehicle and Equipment Policy that details the criteria to be followed for the purchase, maintenance, use and administrative oversight of vehicles and equipment controlled by the Board of Commissioners.

The policies and procedures outlined above are included in detail in the Cobb County Employee's Safety Handbook, as revised and approved by the Cobb County Board of Commissioners on February 12, 2002.

In FY 07/08, Cobb County continues a policy of moderate budgetary growth for adopted operating budgets.

| | |
|--------|---------------|
| FY 05 | \$607,299,286 |
| FY 06 | \$639,424,428 |
| FY 07* | \$762,225,831 |
| FY 08 | \$712,009,237 |

* FY 07 Adjusted Budget as of October 24, 2007

As a foundation of the FY 07/08 budget preparation process, the Chairman and County Manager outlined key goals for the next two fiscal years. These goals reflect the short-term financial and operational policies that guided the development of the biennial budget. All goals were met with the adoption of the FY 07/08 Biennial Budget. Following are highlights of these key goals:

Allow only moderate budgetary growth for departments. Most departments received modest operating increases in the FY 07/08 budget. The increases were deemed necessary to maintain current service levels for a Cobb population growing at an estimated annual rate of 1.5% over the next two years.

Provide increased services to accommodate county growth and demand for services. The FY 07/08 Biennial Budget provides for 112 additional full-time positions and 6 additional part-time positions in various county departments. Judicial Services will receive 13 of the 112 full-time positions

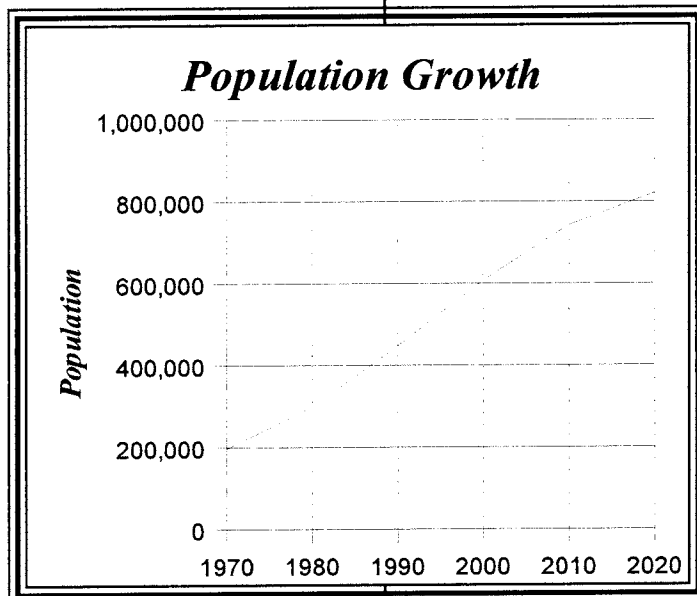
and 3 part-time Bailiff positions as a result of the new Superior Court judgeship, effective July 1, 2007. The Magistrate Court will receive 1 part-time position to coordinate court activities. Probate Court will receive an administrative position to handle the added workload. Community Development will receive 4 full-time positions to assist with code enforcement compliance. Elections & Registration will receive 5 positions to maintain current levels of service. In addition to receiving 3 new positions as a result of the new judgeship, the Sheriff's Office is budgeted to receive 10 new Deputy Sheriff positions to enhance court security, 4 positions for the Sex Offender Unit and 26 new positions for current jail staffing. Public Safety will receive 10 new Police Officer and 5 Animal Control positions in FY 07 and an additional 12 police officers in FY 08. Public Safety's Report Line Processor position will be reclassified to a Criminal Intelligence Analyst. The Tax Assessor will receive 1 position to assist with personal property audits. The Water System is budgeted to receive 12 new positions to

maintain current level of service, 9 new positions for stormwater management, and 1 part-time position to assist with communications.

Also, included in the budget is additional funding for 9 Police Department COPS positions previously funded by the Federal COPS grant.

Maintain a competitive salary structure and merit plan that rewards performance. The FY 07/08 budget includes funding for the Compensation and Classification System study. In addition, the budget plans for an average 4% merit increase for employees. The merit increase assists in retaining employees who perform in an exemplary manner. To remain competitive in the local market, a compensation plan adjustment is budgeted in FY 07/08, which upgrades the minimum, market and maximum of the salary grades by 2%. The current compensation plan also allows for periodic position reclassification reviews and upgrades as requested by department managers and elected officials.

Maintain Competitive Tax Rates. Maintaining competitive tax rates is one of the primary goals of the Board of Commissioners and is reflected in the FY 07/08 Biennial



Budget. The Board of Commissioners held the 2007 tax rate at 9.60, which is the same millage rate adopted in 2006.

The Board of Commissioners also supports the county's floating homestead exemption law enacted in January 2001. Since the enactment of this law, Cobb County homesteaded property owners have benefitted from the floating homestead exemption. In 2007, countywide this exemption amounts to over \$3.5 billion in property value. As a result, county taxpayers saved approximately \$24.2 million in 2007 and a cumulative savings of \$105.1 million since the law was enacted in 2001.

The intent of Cobb's floating homestead exemption is to keep residential property taxes for the General Fund from increasing solely as a result of property reassessment. If a homeowner's property values increase as a result of a reassessment, then the homeowner's homestead exemption, in the General Fund tax levy, increases by the same amount; thus the exemption offsets the property value increase. The law does not affect commercial property revaluations, taxes for schools, debt service or fire protection.

Cobb County's property tax millage rate is the lowest in the Metro Atlanta area, which reflects the Board of Commissioners' commitment to provide the best services for the lowest possible costs.

The FY 07 growth rate for the net taxable digest for General, Fire and Debt Service Funds combined averaged 7.5%. As a result of the local and national housing forecast, the net taxable digest growth rate for FY 08 is budgeted at a 5% average for all funds combined.

Maintain current level of grants funding. Each year, as part of the budget process, many non-county governmental and non-profit service agencies submit requests for funding. The non-profit grant request process is a competitive process in which agencies define the funding needs and benefits of their programs to the community. The county met the goal to at least maintain funding for non-profit human services grants within the county. Some of the agencies receiving funds in FY 07/08 include:

- ▶ Assisting Needs of the Disabled
- ▶ Boys & Girls Club
- ▶ Center for Family Resources
- ▶ Center for Children and Young Adults
- ▶ Cobb Literacy Council
- ▶ Habitat for Humanity
- ▶ Good Samaritan of Cobb
- ▶ Latin American Association
- ▶ MUST Ministries
- ▶ Safe Path Child Advocacy Center
- ▶ The Extension
- ▶ Tommy Nobis Center
- ▶ Traveler's Aid
- ▶ WellStar Foundation
- ▶ YWCA Battered Women's & Rape Crisis Centers

Continue funding for the capital replacement policy. The County Manager, with support from the Chairman, focused attention on the renovation and maintenance of county facilities, the replacement of equipment and technology improvements. The FY 07/08 budget includes \$38.2 million for replacing the 800 MHz radio system's core transmitters and repeaters to include the replacement of radios as needed during phase I and II of the program. In addition, the countywide capital replacement budget for FY

07/08 is funded at \$29.2 million. The budget includes \$1 million each year for road resurfacing to keep Cobb's roads safe under the demands of an ever-growing county. To remain efficient and responsive to the public, over \$17.8 million is budgeted for technology improvements. Included in the \$17.8 million is funding for PC replacements, integrated library system, financial management and Human Resources system upgrades, Community Development business application replacement, Judicial case management system upgrades, E-911 telephone system switch replacement, Cobb Addressing Repository Computer System, Police and Sheriff Records Management System (RMS) replacement, weather warning sirens, Voice Over IP system, and Integrated Voice Response system as well as funds to continue expanding the county's Geographic Information System (GIS) database. Also, in FY 07/08, approximately \$6.4 million is budgeted for the replacement of the 800 MHz Core System.

Continue infrastructure funding through the Capital Improvement Program. The FY 07/08 budget maintains funding for capital projects in excess of \$176.2 million over the two-year period. Included in the \$176.2 million is \$6 million for document imaging, Mountain View Library expansion and renovation, Powder Springs Library construction, West Sandtown Soccer road work, E-911 improvements and Web Strategy Implementation. The balance of the funding is related to our largest component of the Capital Improvement Program (CIP), Water System projects. The ongoing water/sewer projects account for over 63% of the total capital budgets. The water/sewer projects address the future needs of the county and protect water quality by planning for growth. The majority of these projects are meter installations, construction services, sewer main replacement and extensions, stormwater control, water main replacement and extensions, water reclamation facility (treatment plant) expansions and regional sewer upgrades.

Provide operating funds necessitated by capital improvements, personnel improvements and prior year commitments. The FY 07/08 budget includes additional funding associated with the full year impact of several new programs and facilities for the Parks & Recreation Department. Included in the FY 08 budget is additional funding for the county's administration building renovation. The renovation project will relocate several offices within the building as well as relocate Information Services from the neighboring judicial building into the administration building. The renovation project is scheduled for completion in FY 08.

The budget also includes funding for the county's portion of the Performing Arts Centre contribution budgeted at approximately \$3.4 million for each year. The Hotel/Motel Tax revenues will be used to fund the county's annual portion of Performing Arts Centre contribution.

Planning for smart growth. With a surge in residential and commercial development throughout the 1980's and 1990's, the Board of Commissioners enacted several land use policy changes in 1994 in an effort to effectively manage development while preserving environmentally sensitive areas. Ultimately, the Board of Commissioners reduced the residential land use density ranges and established land use categories.

Cobb County has been active in encouraging the economic revitalization of its major thoroughfare corridors. The revitalization efforts include the redevelopment of older properties through the adoption of corridor studies such as the Canton Road Corridor Study and the Austell Road Corridor Study. These corridor studies contain strategies specific to encouraging new investment in these older commercial corridors so to maintain the nodal concept of development and discourage commercial expansion into established residential areas.

In 2007, the Department of Transportation, in conjunction with the Community Development Agency and the Office of Economic Development, completed the Austell Road (State Route 5) Corridor Study. The study was funded in part by the Atlanta Regional Commission's Livable Centers Initiative (LCI) program, the study focused on balancing economic growth and redevelopment of blighted properties along the corridor with the improvements in transportation infrastructure, with an emphasis on making the area more livable by facilitating efficient vehicular circulation, congestion relief and pedestrian and transit mobility. Study objectives included encouraging redevelopment of underutilized shopping areas into vibrant mixed-use centers, creating a variety of housing choices at appropriate densities to enable area residents to remain in their community, creating enhanced mobility and transportation options within the corridor for all ages and income levels, and reducing automobile dependency and improving air quality.

With the senior population in Cobb County projected to double in the next 20 years, Cobb Senior Services remains flexible to these changes in demographics, trends and funding. The county intends to continue to advocate for the older adult population regarding housing, transportation, and needed social services.

During the last few years, the county has acquired greenspace as a result of the Georgia Greenspace Commission grant fund and a recently approved Parks Bond. The combined funding will help the county purchase and protect select acreage from development for non-organized passive recreational uses.

To bring more money and jobs to languishing developed areas of the county, the Board of Commissioners has established three enterprise zones within the county. Enterprise zones offer tax breaks and additional economic incentives for businesses in these areas. Enterprise zones generate millions in land investment, building, and construction.

In addition to the enterprise zones, the Historic Mableton Preservation and Improvement Plan is another one of Cobb County's initiatives for embracing the "smart growth" concept. Mableton is one of Cobb's oldest unincorporated areas. Between 1912 and 1916 the town of Mableton was an incorporated city. Similar to what has occurred in some of Georgia's established and mature communities, Mableton's infrastructure has deteriorated and long-standing businesses have relocated, leaving behind a community that falls short of its potential.

With careful planning and guidance, Mableton can be transformed into a desirable, transit-oriented, pedestrian-friendly, mixed-use community. Recognizing this opportunity in Mableton, the Georgia Department of Community Affairs (DCA) has provided Cobb County with a special grant to begin the revitalization of Historic Mableton. Its proximity to a proposed commuter rail line and the existing street network, make Mableton a prime location to implement the principles of smart growth.

The FY 07/08 Biennial Budget was prepared in anticipation of future economic growth that necessitates expanded services. Indeed, the long-term goal for balanced and quality economic development is furthered by the consistent accomplishment of the short-term budgetary goals outlined in the preceding paragraphs. Attention to restrained budgetary growth, high quality public safety services, motivated quality county staff, very competitive tax rates, nurturing family-oriented community support organizations and the maintenance and improvement of the capital infrastructure are a few key examples of the forward-thinking nature of Cobb County's leadership.

INTRODUCTION

The FY 07/08 Cobb County Biennial Budget, created to support short and long-range planning, focuses on the use of financial resources over the next two fiscal years. Annually, Cobb County receives and accounts for more than \$800 million from a variety of sources. Cobb County is committed to providing low cost, high quality products and services to its residents, businesses, employees and visitors. Cobb County is bound by a basic obligation to prudently oversee the collection and disbursement of all public funds. At the direction of the Chairman and County Manager, the county's policies and procedures are strictly enforced to ensure that all financial and management decisions result in actions that reflect the best interests of Cobb County.

THE PROCESS

This Biennial Budget process began in early October 2005 and concluded in early September 2006. The Budget and Internal Audit Department (B&IA) served as liaison and facilitator for the Chairman and County Manager, working with all Elected Officials and county departments.

At the direction of the Chairman and County Manager, B&IA played a significant role in the FY 07/08 Biennial Budget process. The FY 07/08 process incorporated new forms and procedures that encouraged departments to work closely with B&IA at the outset to establish fiscally sound budget requests. The Budget and Internal Audit department conducted several "Budget Prep 101" sessions to educate department managers and budget contacts on the FY 07/08 budget process and new forms.

The budget process is organized into these four segments:

- (1) Management Plan
- (2) Financial Plan
- (3) Capital Plan
- (4) Consolidation

THE BUDGET SEGMENTS

Management Plan

Each department is required to prepare and submit a Management Plan. Once their Management Plan has been submitted, Budget and Internal Audit distributes the Financial and Capital Plans. The Financial and Capital Plans are not distributed to departments until their Management Plans are received. Management Plans were due to B&IA on February 24, 2006.

The Management Plan provides both narrative and performance statistic information, which lends support to the department's operations. This is helpful when considering staffing and funding levels. Additionally, this information provides an overview of how taxpayer dollars are being spent. The Management Plan includes the following components: mission statement, department description, goals and objectives, key performance objective, key performance measure and performance measures. Management Plans are reviewed and edited by B&IA for incorporation into both the Proposed and Biennial Budget Book.

In an effort to assist departments with the development of an effective and useful Management Plan, B&IA distributed a comprehensive instruction booklet that included a budget calendar, key points to remember and specific related examples. Instruction booklets were distributed to all departments during the Budget Kick-Off/Budget Prep 101 training sessions. The Budget Prep 101 training sessions provide an overview of the county's biennial budget process. The Budget Prep 101 sessions were held from December 5- 12, 2005. As a result of implementing a new budget system in 2005,

B&IA provided hands-on BRASS training sessions throughout the months of January and February 2006. In addition to the training classes, departments requiring additional assistance with their management plans could schedule individual tutorial sessions with B&IA.

Financial Plan

The Financial Plan outlines the funding levels required to carry out planned activities during the upcoming fiscal years. State law mandates a balanced Financial Plan, which means budgeted expenditures must equal budgeted revenues. Although departments within funds are not required to have balanced budgets, each fund as a whole must be balanced.

Cobb County employs the traditional 'Line-Item' (objects of expenditure and sources of revenue) method of budgeting at departmental level. Some departments budget activities or programs, however, each activity or program eventually accounts for its financial resources within the framework of their departmental line-item budget. Although the county tracks activity and program performance, it is not directly tied to budgeted dollars in the budget system.

Funding required to support current levels of service were analyzed, discussed and then mutually agreed upon by key staff of each department and B&IA. Any line item lacking this agreement between B&IA and the department would be flagged as an outstanding issue needing Chairman or County Manager consideration. The mutually agreed upon Financial Plans were submitted by the departments approximately two weeks after the Management Plans were due to Budget & Internal Audit. In turn, Budget & Internal Audit reviewed the Financial Plans with the County Manager. Departmental budget requests above and beyond continuation levels required further discussion with the County Manager to include his approval for consideration.

On March 10, 2006 departmental continuation budgets (Financial Plan) and justification/explanation forms were due to B&IA. All Financial Plan information, Management Plans and five-year history of spending patterns were used to formulate the B&IA recommendations for FY 07/08 budgets.

Departments and elected officials with personnel and capital improvement requests were directed to submit concise justification and cost estimates for each improvement by March 17, 2006. In July, these requests were reviewed by the County Manager for possible inclusion in the proposed operating budgets.

By March 15, 2006 B&IA had formed initial budget recommendations. After receiving the Financial Plans from departments on or before March 10th, the original budget requests were entered into the budget system by March 17, 2006. By May 5, 2006, B&IA had reviewed the requests and finalized funding recommendations. The funding recommendations were entered into the budget system by May 8, 2006. During May 2006, the County Manager met with B&IA to review the budget recommendations and outstanding issues. B&IA obtained concurrence on the recommended figures and received further guidance on outstanding issues. Also, departments were given the opportunity to meet with the County Manager to discuss outstanding issues. At the direction of the County Manager, approved outstanding items were incorporated into, and other disapproved items were deleted from, the B&IA recommendations. The County Manager reviewed the increases in departments' discretionary budgets. The initial review meetings with the County Manager were complete in late May 2006. Final budget review meetings were held in June 2006 and all management recommendations were finalized and entered into the BRASS budget system by July 2006.

Grant funding is a component of the Financial Plan. The county's Grant Application Process determines the level of General Fund support provided to nonprofit organizations. Grant application forms and instructions were distributed to various nonprofit organizations in January 2006. Completed applications were due April 4, 2006. These applications were reviewed by the Cobb Community Collaborative, a local alliance of nonprofit agencies. This organization then made funding recommendations. The Chairman reviewed the grant requests and Collaborative recommendations the first week in June. His recommendations were finalized in July 2006 and were incorporated in the proposed FY 07/08 Operating Budget.

Capital Plan

The Capital Plan consists of two parallel components, the Capital Replacement Schedule (CRS) and the Capital Improvement Program (CIP), which eventually integrate into the Operating and Capital Budgets. The departmental Capital Plans were due to B&IA six weeks after the Management Plans.

The CRS is a management tool used to anticipate and plan for the county's comprehensive capital replacement needs over a 20-year horizon. The CRS focuses on replacement of existing facilities and equipment costing more than \$25,000. This component of the Capital Plan allows the county to proactively plan for long-range infrastructure projects to avoid straining current or future financial resources.

On March 10, 2006 CRS forms were due to B&IA, along with justifications and explanations. These documents were reviewed and consolidated during April for presentation to the Chairman and County Manager for further guidance and approval. During April and May 2006, B&IA examined these projects and/or items for accuracy, potential cost allocation between funds and actual need. Requesting departments met with the County Manager in June and July to explain and justify the projects requested. By July 17, 2006 the countywide proposed CRS was finalized.

The other component of the Capital Plan is the CIP. The CIP is used to identify needs for new capital items or projects costing more than \$25,000. Departments with potential capital improvement requests were instructed to submit concise justifications and accurate cost estimates for each of their improvements. The capital improvement proposals were due to B&IA on March 10, 2006, along with the corresponding justification.

The review process for CIP items was similar to that of the CRS. During April and May 2006, B&IA examined these projects or items for accuracy, potential cost allocation between funds and actual need. Requesting departments met with the County Manager in June and July to explain and justify the projects requested. By July 17, 2006 the countywide proposed CIP was finalized with a few exceptions.

The Chairman, County Manager and B&IA met in late July 2006 to review the CRS and CIP proposals. At the direction of the Chairman and County Manager, B&IA incorporated designated CRS and CIP proposals into the draft FY 07/08 Capital Budget for further consideration.

With the draft Capital Plan decided, the capital recommendations were integrated into the FY 07/08 Proposed Budget. By late July 2006, the Chairman and County Manager had a preliminary overview of the FY 07/08 Proposed Operating and Capital Budgets. A draft of the proposed FY 07/08 Biennial Budget was presented to the Chairman and County Manager for review on July 27, 2006.

CONSOLIDATION

After the first three budget segments were complete, B&IA compiled the information and completed the FY 07/08 Biennial Budget Book. This document included all elements contained in the Management, Financial and Capital Plans used to formulate the Operating and Capital Budgets.

On August 2, 2006 the final FY 07/08 Proposed Budget was presented to the Chairman and County Manager. On August 8, 2006 the Chairman presented the FY 07/08 Proposed Budget to the Board of Commissioners (BOC) for review.

The Operating and Capital Budgets were advertised in the Marietta Daily Journal on August 15, 2006 and September 8, 2006. A public hearing was held on August 22, 2006. At this hearing, citizens were invited to comment on the FY 07/08 Proposed Budget. Consistent with Georgia law, the FY 07 Operating and Capital Budgets were adopted, and the FY 08 Proposed Budget was approved at the BOC's special-called meeting on September 15, 2006.

Although a Biennial Budget is prepared, Georgia law only allows adoption of the fiscal year budgets one year at a time. Therefore, the FY 08 Amended Budget was presented to the Board of Commissioners on August 14, 2007; a public hearing was held on August 28, 2007; and the adoption of the FY 08 Amended Budget was conducted on September 11, 2007.

On the following page is a planning calendar which provides a snapshot of the budget plan and process utilized for the compilation of the FY 07/08 Biennial Budget.

BUDGET AMENDMENTS AFTER ADOPTION

The budget is a plan for future operations. Sometimes it is necessary to modify the adopted budget. Georgia law regulates how and under what circumstances budgets may be amended. There are two general types of amendments: budget transfers and appropriation changes.

Budget transfers are primarily transfers from one or more line-item account(s) to another within a department's budget, and this does not change the "bottom line" total for the department. However, appropriation changes do change the "bottom line" and therefore require the Board of Commissioners' approval. The following are examples of how the adopted budget may be amended:

Transfers. All transfers require the approval of the Budget & Internal Audit Director and must include a justification statement from the Department Manager or Elected Official.

| Transfers Allowed Without Board Approval | |
|--|--------------------------|
| From: Part-time/Overtime Salary | To: Operating or Capital |
| From: Operating | To: Operating or Capital |
| From: Capital | To: Operating or Capital |
| From: Designated Contingency | To: Designated Item |

All transfers to or from capital are reviewed by the Chairman and/or County Manager.

Transfers Requiring Board Approval

| | |
|--------------------------------|------------------------------|
| From: Operating or Capital | To: Personal Services (PS) |
| From: Designated Contingency | To: Non-Designated Item |
| From: Undesignated Contingency | To: PS, Operating or Capital |

Appropriations. An appropriation is an authorization made by the Board of Commissioners which permits the county to collect revenue, incur obligations and make expenditures. All revenue or expenditure appropriation increases or decreases to the adopted budget, for a department or fund, must be approved by the Board of Commissioners. The list below represents several examples:

- ▶ The appropriation of additional revenue, such as retained earnings or fund balance, to support operating expenses or fund a major capital project.
- ▶ The appropriation of revenue and expenditures for a new facility, program or department.
- ▶ The reappropriation of funding, or transfers, from one fund to another.
- ▶ The appropriation of funding for additional employees, both full-time and part-time.

| <i>Planning Calendar</i> | <i>October</i> | <i>November</i> | <i>December</i> | <i>January</i> | <i>February</i> | <i>March</i> | <i>April</i> | <i>May</i> | <i>June</i> | <i>July</i> | <i>August</i> | <i>September</i> |
|---|----------------|-----------------|-----------------|----------------|-----------------|--------------|--------------|------------|-------------|-------------|---------------|------------------|
| <i>Assess & Request</i> | | | | | | | | | | | | |
| Prepare budget plans & guidance | | → | | | | | | | | | | |
| Milestones & guidance to departments | | | → | | | | | | | | | |
| Departments prepare and submit Management Plans | | | | → | | | | | | | | |
| BRASS Users Training | | | | → | | | | | | | | |
| Non-profit agencies prepare and submit grant applications | | | | | → | | | | | | | |
| Departments prepare and submit operating budget requests (Financial Plan) | | | | | → | | | | | | | |
| Departments prepare & submit the CRS/CIP requests (Capital Plan) | | | | | → | | | | | | | |
| <i>Review & Recommend</i> | | | | | | | | | | | | |
| B&IA reviews & edits Management Plans | | | | | | → | | | | | | |
| B&IA reviews Financial Plans and meets with each department to assess needs | | | | | | → | | | | | | |
| Cobb Collaborative reviews grant applications | | | | | | | → | | | | | |
| B&IA reviews Capital Plans (CIP & CRS) | | | | | | | → | | | | | |
| Operating Budget (Financial Plan) analysis and management review | | | | | | | | → | | | | |
| Capital Plan management review & draft Capital Plan recommended | | | | | | | | | → | | | |
| <i>Finalize & Adopt</i> | | | | | | | | | | | | |
| Funding for Grants finalized | | | | | | | | | → | | | |
| Operating and Capital Budget drafts reviewed and finalized | | | | | | | | | | → | | |
| Public Hearings & BOC approval of current year Property Tax Millage Rates | | | | | | | | | | → | | |
| Chairman proposes Operating and Capital Budgets to BOC | | | | | | | | | | | → | |
| Public Hearing for Budgets by the BOC | | | | | | | | | | | | → |
| Adoption of the Operating and Capital Budgets by the BOC | | | | | | | | | | | | ✓ |



Just the Facts

175th Anniversary
1832-2007

Government

- ◆ Created by the Georgia Legislature in 1832.
- ◆ Named for Thomas Willis Cobb (1784 - 1830).
- ◆ Within the boundaries of Cobb County are six cities, each governed by a mayor and city council.

Acworth (pop. 17,932)

Austell (pop. 6,254)

Kennesaw (pop. 26,981)

Marietta* (pop. 63,176)

Powder Springs (pop. 13,810)

Smyrna (pop. 46,109)

*County seat

Cobb County (estimated pop. 679,481)

- ◆ Cobb County is governed by a five-member Board of Commissioners. The board is comprised of one chairman and four district commissioners (one from each of the four districts of the county) who serve staggered terms.
- ◆ The daily operations of the county are run by a county manager appointed by and responsible to the Board of Commissioners.

Fun Fact!

"The Big Chicken," a famous Atlanta area landmark for several decades, has long been the subject of humor, curiosity, and legend. However, it serves Cobb's businesses as an easily recognizable landmark for the traveling public. What is "The Big Chicken"? It is a Kentucky Fried Chicken restaurant -- certainly one of a kind!



Historical Fact!

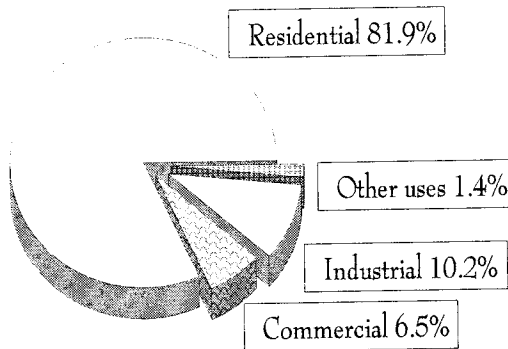
During the Civil War, Cobb was the site of numerous battles. The Confederate defense at Kennesaw Mountain temporarily blocked Union General Sherman's advance on Atlanta.

Land Use and Development

The following tables and graphs provide an overview of the geographic characteristics of Cobb County.

| <i>Geographic Characteristics of Cobb County</i> | | | |
|---|-----------|---------|------------|
| | Land Area | Climate | Topography |
| Square Miles | 340.2 | | |
| Acres | 220,144 | | |
| Average Annual Temperature | | 61.3° | |
| Average Annual Rainfall | | 49" | |
| Average Annual Snowfall | | 2" | |
| Mean Elevation | | | 1,050 ft. |
| Highest Point (Kennesaw Mountain) | | | 1,808 ft. |
| Lowest Point (Chattahoochee River at Douglas County) | | | 750 ft. |

Undeveloped/Marginally Developed Land



Per Future Land Use

***Undeveloped/Underdeveloped Acres in
Unincorporated Cobb County
2006***

| <u>Commission District</u> | <u>Estimated Acres</u> |
|----------------------------|------------------------|
| 1 (West Cobb) | 13,725.50 |
| 2 (South East Cobb) | 1,899.21 |
| 3 (North East Cobb) | 4,280.91 |
| 4 (South Cobb) | 12,756.05 |
| Total | 32,661.67 |

Demographics

The following tables depict information related to the population of Cobb County. Figures are based on the 2000 Census.

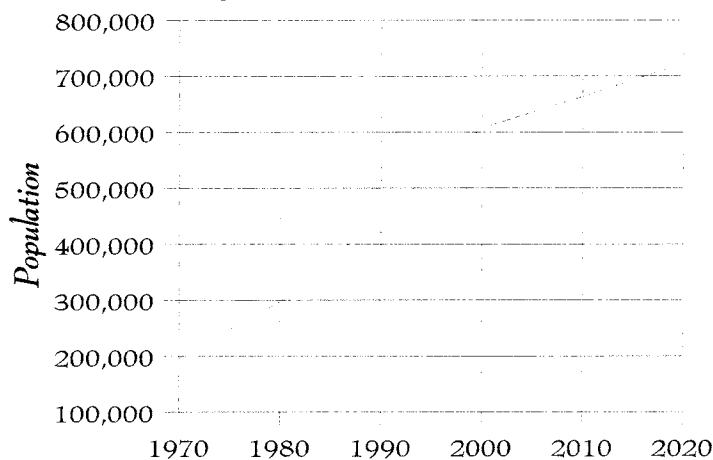
Census 2000

Cobb County has experienced a 35% increase in population during the past ten years.

Age, Race, & Gender Composition

| | |
|--------------------------|-------|
| Non-Hispanic White | 72% |
| Non-Hispanic Black | 18% |
| Hispanic | 7% |
| Non-Hispanic Asian | 3% |
| Male | 49.6% |
| Female | 50.4% |
| Age 19 & Under | 28.4% |
| Age 20-34 | 24.8% |
| Age 35-59 | 36.9% |
| Age 60+ | 9.8% |

Population Growth



The population of Cobb County is expected to grow more than 55,000 in the next ten years.

Cobb's Growth Rates

| <u>Year</u> | <u>Population</u> | <u>Employment</u> |
|-------------|-------------------|-------------------|
| 1980-1990 | 50.4% | 108.0% |
| 1990-2000 | 35.7% | 43.9% |
| 2000-2010 | 14.7% | 19.7% |
| 2010-2020 | 9.0% | 13.0% |

Economy

The following information reveals the many economic highlights in Cobb County.

***Top Ten Employers in
Cobb County***

| Company | Employees |
|------------------------------------|-----------|
| #1 Cobb County Schools | 14,840 |
| #2 WellSar Health System, Inc. | 11,131 |
| #3 The Home Depot, Inc. | 7,000 |
| #4 Lockheed Martin Aeronautics Co. | 7,000 |
| #5 Cobb County Government | 5,629 |
| #6 Kennesaw State University | 3,254 |
| #7 Publix Supermarket, Inc. | 3,150 |
| #8 Six Flags Atlanta Properties | 2,718 |
| #9 IBM Corporation | 1,400 |
| #10 Marietta City Schools | 1,258 |

Cobb has over 41,324 licensed businesses.

Unemployment within
Cobb County has
remained lower than the
state and national rates.

2007

U.S. 4.4%
Georgia 4.7%
Cobb 4.0%

Cobb County Occupation Profile

2000

Management/Professional 42%

Production/Transportation 8%

Construction/Maintenance 9%

Service 11%

Sales/Office 30%

Economic Incentives

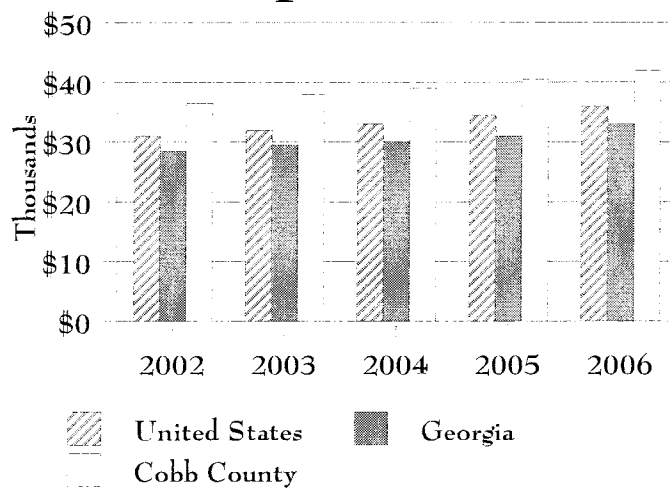
Cobb County's Economic Development Incentives Ordinance was designed to enhance the county's pro-business climate. Businesses must offer at least 25 new jobs and have an economic impact of at least \$500,000 to be eligible for the incentives.

Cobb County's median household income in 2000 was \$56,857.

Housing Statistics 2006

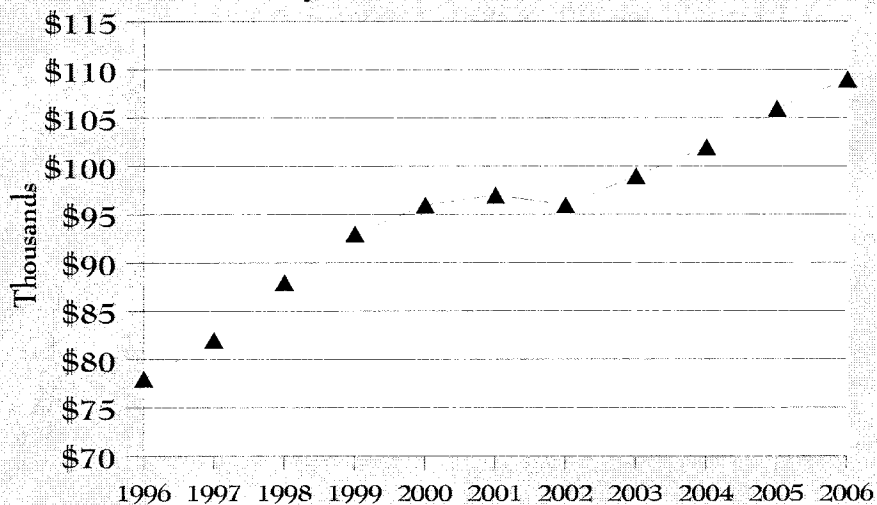
| | |
|-----------------------------------|---------|
| Number of Housing Units | 265,715 |
| Single-Family Housing Units | 72% |
| Multi-Family Housing Units | 26% |
| Mobile Housing Units | 2% |

Per Capita Income



Cobb County has the 3rd highest per capita income in the state.

Cobb County Mean Household Income



Taxes in Cobb

The chart below details exactly how a citizen's annual property tax dollars are distributed. For the purpose of the chart, a home appraised at \$180,000 is presented. This example includes eligible homestead exemptions for county, state, and school. The credit shown below is due to the homeowner tax relief enacted by the Governor and General Assembly. It is calculated by multiplying the sum of the county M&O millage + Fire millage + the Board of Education M&O millage + the state millage by the current Governor's tax credit of \$8,000. Obviously, this tax credit will differ from county to county. [i.e., $(6.82 + 2.56 + 19.00 + .25) \times \$8,000/1000 = \$229.04$]

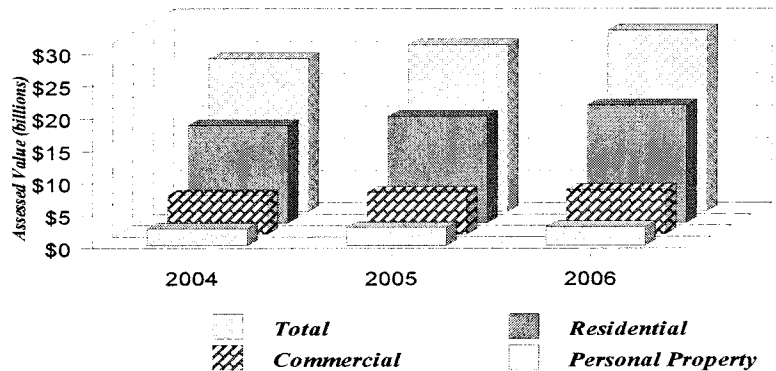
2006 Residential Tax Bill

| | General Fund | Fire | Debt Service | State | School M&O | School Bond | Governor's Credit | Total Tax Bill |
|-------------|--------------|-----------|--------------|----------|-------------|-------------|-------------------|----------------|
| Millage | 6.82 | 2.56 | 0.22 | 0.25 | 19.00 | 0.90 | 28.63 | 29.75 |
| Tax Dollars | \$ 422.84 | \$ 184.32 | \$ 15.84 | \$ 17.50 | \$ 1,178.00 | \$ 64.80 | \$(229.04) | \$ 1,654.26 |

Did You Know?

One mill represents 1/10th of a penny. A mill is a measure used to assess property tax so that \$1,000 of assessed value amounts to \$1 of property tax.

Tax Digest History-Real/Personal Property



Millage Rates: A Local Comparison Tax on a \$180,000 Home

| County/ City | Millage Rate | Local Exemptions | State Exemptions | Governor's Credit | Total Tax Bill |
|-----------------|-----------------|---------------------|---------------------|----------------------|-------------------|
| Cobb | 29.75 | \$10,000 | \$2,000 | \$(229.04) | \$1,654.26 |
| DeKalb | 39.30 | \$10,000 | \$2,000 | \$(298.40) | \$2,102.75 |
| Fulton | 34.441 | \$15,000 | \$2,000 | \$(272.77) | \$1,930.52 |
| Gwinnett | 30.32 | \$10,000 | \$2,000 | \$(242.56) | \$1,885.40 |
| Atlanta | 42.34 | \$15,000 | \$2,000 | \$(338.69) | \$2,187.66 |

Service Statistics

The charts below describe several of the services provided in Cobb County.

**Public Safety
2006**

Fire Protection

| | |
|--------------------------|--------------|
| Fire Stations | 27 |
| Sworn Employees | 596 |
| Civilian Employees | 27 |
| EMS Calls | 27,548 |
| Fire Calls | 1,417 |
| Total Calls | 42,182 |
| Total Fire Losses . | \$24,588,883 |

Police Protection

| | |
|----------------------------|---------|
| Precincts | 5 |
| Sworn Employees* | 567 |
| Civilian Employees* | 162 |
| Part-time Employees* | 23 |
| Calls for Service | 849,625 |
| Police Dispatches | 520,575 |

**employee figures are 2006 YTD*

Transportation

Roads

| | |
|--------------------------------|-------|
| Miles of Road Maintained | 2,440 |
| Traffic Signals | 537 |

Transit

| | |
|----------------------|-------------|
| Annual Ridership ... | 3.8 million |
| Paratransit | 63,000 |

Aviation

| | |
|-----------------------|---------|
| Based Aircraft | 430 |
| Take-Off/Landings ... | 140,000 |

Keeping Cost Down

The Cobb County Water System has the second lowest, typical combined water and wastewater monthly bill of 11 comparable utilities in the metro Atlanta region.

**Water, Sewer, and Solid Waste
2006 Statistics**

| | |
|---|------------|
| Customer Accounts Served | 170,946 |
| Miles of Water Lines | 3,000 |
| Fire Hydrants | 25,000 |
| Water Storage Capacity (Gallons) | 36 million |
| Type of Items Recycled | 14 |
| Solid Waste Facility Transactions | 161,629 |

Did You Know?

Cobb County's Parks System is one of the largest and most comprehensive in the Southeast. Available activities and services include:

| | |
|--------------|---------------|
| softball | baseball |
| football | soccer |
| archery | arts & crafts |
| volleyball | swimming |
| tennis | BMX |
| gymnastics | golf |
| summer camps | |

More Service Statistics**Parks, Recreation & Cultural Affairs**

| | |
|---------------------------------|-------|
| County Park Properties | 65 |
| Total Acres | 5,114 |
| Developed Acres | 1,798 |
| County-Owned Golf Courses | 2 |
| Recreation Centers | 5 |
| Community Centers | 4 |
| Tennis Centers | 6 |
| Cultural Affairs Centers | 3 |
| Gymnastic Centers | 1 |
| Aquatic Centers | 4 |
| Civic Center | 1 |
| Theater/Amphitheatre | 2 |

Senior Services

Five multipurpose community centers and four neighborhood centers serve Cobb's senior population. More than 900 volunteers -- many seniors themselves -- provide assistance with home meal delivery, transportation, and social activities. Volunteers contributed about 19,400 hours of work during the past year - work that would have cost the county an estimated \$340,000.

Library System

| | |
|------------------------------------|-----------|
| Branches | 17 |
| Library Materials | 1,113,111 |
| Annual Visitors | 1,573,399 |
| Items Checked Out | 2,640,845 |
| Public Internet Use Sessions | 681,611 |

Higher Education Institutions

Kennesaw State University
Southern Polytechnic State University
Life University
Chattahoochee Technical Institute

On May 25, 2006 Cobb County held a ribbon-cutting ceremony for the South Cobb Regional Library in Mableton. Over 800 people visited the library during its first two days of operation checking out 1,023 materials and signing up for 137 new library cards.

The Cobb County Public School District is the 2nd largest school system in Georgia and among the largest in the United States.

Cobb County was recently ranked first in Georgia and 15th in the nation by the *U.S. Census Bureau - Most Educated Counties.*

Educational System

| | |
|--|----|
| Elementary Schools | 67 |
| Middle Schools | 22 |
| High Schools | 14 |
| Special Schools | 7 |
| www.cobb.k12.ga.us | |

Interesting Places

The following are a few of the many attractions visitors and citizens of Cobb County have available to enjoy.

Amusement Parks

American Adventures
Six Flags White Water
Six Flags Over Georgia

National Recreation Areas

Kennesaw Mountain National Battlefield Park is a Civil War historic site covering 2,888 acres. This popular area offers passive recreational opportunities including hiking, jogging, and picnicking.

The Chattahoochee River National Recreation Area spans 4,109 acres with 1,829 acres located in Cobb County. Activities include canoeing, rafting, fishing, hiking, jogging, and picnicking.

Lakes

Lake Acworth
Lake Allatoona

Silver Comet Trail

Cobb County's section of the Silver Comet Trail is a 16-mile paved multi-use trail that begins in the city of Smyrna and travels west through southern parts of the county. The trail follows the abandoned railroad line once traveled by the Silver Comet passenger train.

The Silver Comet Trail was built by the Cobb County Department of Transportation and is maintained by the Cobb County Parks, Recreation and Cultural Affairs Department.

Historic Sites

Atlanta Frasier Street Historic District
Northwest Marietta Historic District
Church Street - Cherokee Street Historic District
Concord Covered Bridge Historic District
Lost Mountain Store
Mable House
J.C. Bankston Rock House
Riverview Carousel at Six Flags

Mable House Amphitheatre

The Mable House Amphitheatre is a publicly-owned mid-sized, yet intimate, outdoor venue located in a natural setting off Floyd Road in south Cobb County. The facility has the capacity to host 2,410 people through the use of 156 table seats (each table seats four), 1,254 fixed seats, and 1000 lawn seats.

It is designed to accommodate performances of all types- concerts, musical theatre, dance, symphony orchestras, plays and multi-discipline performances.

For More Information

If you would like more information about Cobb County, please visit the Cobb County Government website at www.cobbcounty.org, call Cobb County information at (770) 528-1000/(770) 528-1103 (TDD), or contact the Chamber of Commerce, PO Box 671868, Marietta, Georgia 30006.

Other Government Services

The chart below lists organizations in other jurisdictions that provide services within Cobb County.

| | | |
|---|--------------|--|
| Acworth City Hall | 770-974-3112 | www.acworth.org |
| Austell City Hall | 770-944-4300 | www.austell.org |
| Board of Education - Cobb County | 770-426-3300 | www.cobb.k12.ga.us |
| Board of Education- Marietta City | 770-422-3500 | www.marietta-city.k12.ga.us |
| C-MAR Credit Union | 770-427-1463 | www.cmarcu.org |
| Cobb Chamber of Commerce | 770-980-2000 | www.cobbchamber.com |
| Cobb Convention and Visitors Bureau (CCVB) | 800-451-3480 | www.cobbcvb.com |
| Cobb Humane Society | 770-428-5678 | www.humanecobb.org |
| Department of Family and Children Services (DFCS) | 770-528-5000 | www.cobbdhcs.state.ga.us |
| Department of Driver Services | 678-413-8400 | www.dds.ga.gov |
| Georgia Department of Labor | 770-528-6100 | www.dol.state.ga.us |
| Georgia State Patrol | 404-624-7000 | www.ganet.org/dps |
| Health Department | 770-514-2300 | www.cobbanddourlaspublichealth.org |
| Kennesaw City Hall | 770-424-8274 | www.kennesaw.ga.us |
| Marietta City Hall | 770-794-5501 | www.city.marietta.ga.us |
| Post Office (Marietta) | 770-590-9771 | www.usps.com |
| Powder Springs City Hall | 770-943-1666 | www.cityofpowdersprings.org |
| Smyrna City Hall | 770-434-6600 | www.ci.smyrna.ga.us |
| Social Security Administration | 770-424-4871 | www.ssa.gov |

Just the Facts

LEADING BY EXAMPLE

The Cobb County Board of Commissioners lead by example with the \$5.2 million purchase and redevelopment of a vacant shopping center. The center on Whitlock Avenue transformed into the West Park Government Center and will house multiple agencies, including the Cobb Police Crimes Against Children's Unit, the Board of Equalization, Tax Assessor's Office, Tax Commissioner's Office, Cobb Elections and Registration, and SafePath Children's Advocacy Center.

Need More Info?

Economic Development
100 Cherokee Street
Suite 450
Marietta, Georgia 30090
(770) 528-2607
www.cobbcounty.org

Prior Year Highlights

FY 05 and FY 06 were exciting years for Cobb County. While we're proud and thankful for our past accomplishments listed below, those of us in county government are most excited about the road ahead. We realize that much of Cobb's success - its safe roads, clean water and remarkable quality of life - stem from progressive, big picture policies that anticipate and plan for Cobb's needs well in advance. So, as we reflect on achievements past, our focus remains on the future.

Economic Development

Wall Street took notice of Cobb's strong, decisive management. The county's finances were ranked a stellar Triple "A" by all three of the nation's top bond rating agencies, making us one of only a few counties nationwide to hold this prestigious rating. The county has maintained a Triple "A" rating for the past nine years.

RENOVATIONS

A long-awaited renovation to Cumberland Mall is now underway. This \$65 million renovation will consist of a complete refurbishment of the food court and the interior of the mall, as well as the demolition of the former Macy's to be replaced with an "open-air" lifestyle center that will include additional retail space and restaurants.

The Board of Commissioners unanimously adopted the results of the Canton Road Corridor study in July 2006, which recommended an assortment of transportation projects and land-use improvements along a 4.5-mile section from the Sandy Plains Connector to the Cherokee County border.

The planning process motivated the formation of the Canton Road Business Association - now with 150 members - that is earmarking \$30,000 to fund gateway markers on both ends of the corridor to demonstrate the progress of the area.

Total Unincorporated Tax Millages

| KEY | FY 02 | FY 03 | FY 04 | FY 05 | FY 06 |
|----------|-------|-------|-------|-------|--------|
| Fulton | 17.28 | 17.28 | 15.63 | 16.38 | 16.084 |
| DeKalb | 15.58 | 15.58 | 15.58 | 15.48 | 16.070 |
| Gwinnett | 11.32 | 11.32 | 11.50 | 11.47 | 11.600 |
| COBB | 9.72 | 9.72 | 9.72 | 9.72 | 9.600 |

Figures are without school & state taxes (based on Financial Year).

Infrastructure

TRANSIT

For the third year in a row, Cobb County Community Transit (CCT) reached a ridership record with an 11% increase over Fiscal Year 2004, with ridership exceeding 3.7 million trips. Replacing the last nine local busses, all of CCT's local fleet is now comprised of modern low-floor design busses, further improving comfort and reliability.

CCT added two new express routes. Route 470 provides service from Hiram and the Silver Comet Trail Park and Ride Lot to downtown Atlanta, and Route 480 provides service from the Acworth Park and Ride Lot to downtown Atlanta.


SPLOST

Voters approved the Special Purpose Local Option Sales Tax (SPLOST) in September 2005. Years of needed transportation improvements and public safety necessities around Cobb County will now be funded by this one cent sales tax program largely supported by non-residents.

A 15-member Citizens Oversight Committee was assembled by the Board of Commissioners to work with the County to review proposed projects and ensure the integrity of the program. The committee selected its officers in November.

All of Cobb's cities will receive a portion of the funds which will be allocated according to population figures in the 2000 Census. This total is projected to be \$165,894,246.

The program will run from January 2006 until December 2011, funding improvements to help our community well beyond that time. A complete list of projects and further details about spending under the program is available at www.cobbcip.org.

 Cobb County DOT Operations is completing a three-year program for retiming all traffic signals countywide to improve travel times. As a part of our efforts, we have implemented Georgia's first adaptive traffic signal control system. The new system counts vehicles approaching the intersection and makes decisions on changes in the signal timing to adjust to differing volumes and demand. Phase One is complete and includes 15 intersections south of Interstate 285 on Paces Ferry Road. Phase Two began in September and includes 54 intersections in the Cumberland/Galleria area.

WATER SYSTEM

The state honored Cobb for its water stewardship, designating the county as one of only six WaterFirst communities in Georgia. The title brings with it reduced interest rates for water and sewer project loans as well as improved chances for Community Development Block Grants and Regional Assistance Program Grants.

WATER SYSTEM FACILITIES

The American Society of Civil Engineers selected the \$113 million, 9.5-mile long Chattahoochee Tunnel Project as the civil engineering achievement of the year. The 18-foot diameter tunnel now serves as the primary wastewater conveyance for most of east Cobb.

WATER SYSTEM RATED TRIPLE "A"

The nation's top three credit rating agencies, Moody's Standard and Poor's and Fitch IBCA, each gave Cobb County Water System "Triple A" ratings for its revenue bonds for the fourth year in a row.

Keepp Cobb Beautiful was honored for its superior environmental efforts with three national awards, including a first place affiliate award, given by the Keep America Beautiful program in December. Two months previously, Keep Georgia Beautiful also presented the Cobb organization three first-place awards - the affiliate award for populations over 500,000, waste reduction and recycling, and the award for environmental improvement.

Public Safety

In 2005, the Neighborhood Safety Commission, in conjunction with Public Safety, organized seven Gang Awareness seminars. The programs emphasized education about gangs, the importance of the community partnering with government and advice for helping at-risk children.

Fire Station 11 in Acworth was relocated to a new facility and began operations in February 2006. This station had been located on Lakewood Drive since March 1964.

In September 2006, Fire Station 14 was relocated to the Mountain View campus in East Cobb. This station had been located on Sandy Plains Road in Marietta since April 1965.

A new Critical Incident Support Vehicle was placed into service in January. The vehicle, a 2005 Farber Command Bus, was purchased for \$119,000 with Homeland Security Office of Domestic Preparedness funds. The vehicle is available for use by the Crisis Negotiation Teams but has proven to be useful in various incidents where a field command post is necessary. The vehicle has been used in homicide cases, road races, hurricane evacuee processing and other incidents.

NEW EQUIPMENT

Our Bomb Response Unit placed into service two bomb response trucks in August and September. The trucks are equipped with the latest bomb response equipment. In addition, a new ADNROS wireless bomb robot was purchased taking the entire cost package to \$923,000, paid with a Homeland Security Office of Domestic Preparedness grant.

Our Department of Public Safety became the first in the state to have its police department, fire department and 911 agency achieve national accreditation. Cobb Police received national law enforcement agency accreditation from the Commission on Accreditation of Law Enforcement Agencies (CALEA) this past year. The Commission on Fire Accreditation International (CFAI) awarded Cobb County Fire and Emergency Services accredited status. Cobb 911 was re-accredited by CALEA after obtaining its initial accreditation in 2002.

ANIMAL CONTROL

Cobb County Animal Control completed the development of the state's first 40-hour Animal Control training course. The course is intended as a "basic requirement" for all animal control officers within the state and will be reviewed by the State Agricultural Animal Protection Division as required training certification for all animal control officers.

A 12-member Medical Operations Team was selected, trained and placed in service at Fire Station 10 on Powder Springs Road. The Med Ops Team staffs the department's 39-foot Medical Operations vehicle, which can function as a mobile emergency room. The unit can be used for medical monitoring and treatment of patients and emergency responders during mass casualty incidents, as well as for transporting patients with infectious diseases.

Judicial Services

All real estate records from 1977 forward are online and our Clerk of Superior Court is working to put court information online. It is also researching the preservation of records and books dating from 1864.

The Cobb County District Attorney's Office added a special prosecutor for financial crimes such as identity theft and real estate mortgage fraud.

The Sheriff's Office made security enhancements a priority within the Judicial Complex in Marietta this past year. The improvements include enhancements to the perimeter screening systems and expansion of the video surveillance system. These measures, and other changes awaiting funding, will make the courthouse safer for the public, employees, prosecutors and judges.

The Sheriff's Office and our Public Safety Department have developed new custom identification cards which use 3D technology to prevent them from being duplicated. The cards are used in accessing high security areas within county buildings.

In August, Magistrate Court began conducting "no bond" hearings via video conference to the Adult Detention Center, thus saving time and reducing security risks. At the same time, Magistrate Court began placing the no bond hearing calendars on its website for the convenience of the public.

The Cobb County Sheriff's Office is completing the Automated Victim Notification System which will enable Cobb County crime victims to obtain timely information about the custody status of offenders, 24 hours a day - over the telephone, through the Internet or by e-mail. Victims can also register to be notified of an inmate's status change, such as a release or court appearance.

Our State Court Clerk's Office received a grant to purchase digital video recorders, which will provide added security for the \$33 million processed annually by the department.

The office of the Solicitor General underwent an estimated \$230,000 renovation and relocation project beginning in February 2006. Due to a fifth Division II judgeship added to the Cobb State Court, the Solicitor's Office was relocated to the third floor of 10 East Park Square. We gained an additional 2,000-square-feet to allow for five new personnel to serve the needs of a new courtroom. Property Management saved an estimated \$45,000 to \$50,000 using inmate labor.

Juvenile Court, working with the Cobb and Marietta City Schools, devised a program to deal with truant elementary school students through their parents. After a school social worker files a complaint, a hearing is held with the child's parents and the case is scheduled for mediation 30 days later. If the child has no absences during that time, the case is dismissed.

Quality of Life

RECREATION

The South Cobb Aquatic Center opened in July 2006. It features a 130,000 gallon pool with zero depth entry. The pool has water spray stations and geysers, a "lazy river" and a 150 foot water slide. Swim lessons, open swim, water exercise classes, lap swimming, family swim sessions and lifeguard classes are some of the many opportunities offered to the public at the new facility. The pool was constructed with a Community Development Block Grant of \$2.8 million.

We installed 12 playgrounds throughout the park system from monies received through a program utilizing cell tower revenues. The playgrounds were installed at Sweat Mountain, Shaw, Bells Ferry, Sandy Plains, Kennworth, Tramore, Lost Mountain, Clarkdale, Rhyne, Nickajack, Wallace and Thompson Parks.

TECHNOLOGY

We implemented the Vendor Self-Service System, allowing those who wish to do business with Cobb County to register their company online. The new system allows vendors to view pending solicitations and submit bid quotation responses online.

Our Web Division made several improvements to our Internet services, including new e-commerce sites for CCT bus passes, Geographic Information Services (GIS) data sales, Keep Cobb Beautiful/Cobb Trees contributions and Meals on Wheels donations.

Information Services reduced our risk of data loss by implementing an enterprise backup system for the county's major computer applications.

GIS generated more than \$135,000 in sales of maps and data from the base map of Cobb County on which topography, transportation features and waterways are located.

The Cobb Senior Services Department instituted a 10-year Master Plan to forecast the needs of the county's increasing senior population. The panel of 13 community leaders and five staff members reviewed current practices and services. It made numerous recommendations, including implementing more health and wellness programs, keeping up with changing technology, including social areas in future facilities and educating the public about senior issues.

Free wireless access was established at the Central Library, enabling owners of laptops with library cards to access the Internet. Wireless services will be installed at the South Cobb Regional Library next, with other branches following over the next year.

Our employees helped run a shelter for Hurricane Katrina evacuees at Boots Ward Recreation Center in September 2005. More than 190 people were housed at the center for two weeks. Employees assisted Red Cross volunteers in many ways, including installation of washers and dryers, cleaning and maintenance of the building and transportation of evacuees to medical treatment and other services.

When hundreds of evacuees were flown to Dobbins Air Force Base, Cobb Community Transit (CCT) provided transportation to various shelter and aid locations in metro Atlanta. CCT also provided free transit vouchers, while our Parks and Recreation Department provided two vans to transport evacuees during their stay.

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On the Job

175th Anniversary
1832-2007

The Personal Services component of the budget consists of employee salaries and benefits. The largest portion of the Personal Services budget is made up of employee salaries. Salary accounts include regular salaries for full-time employees, part-time salaries and overtime salaries for hours exceeding the Fair Labor Standards Act (FLSA) thresholds.

The Board of Commissioners is charged with establishing the rate of pay for each position, which is accomplished through the adoption of the Classification and Compensation Plan that includes the salary structure designating minimum, midpoint (MCP), and maximum amounts for each pay grade. All salary adjustments are limited to the established salary range, and no employee can be advanced above the maximum salary approved for his/her specific position. Periodically, the plan is adjusted to account for inflation and to allow the county to maintain a competitive position in the job market.

DELETIONS

The following positions are deleted from the FY07/08 budget to be effective October 1, 2006 unless otherwise stated.

Elections & Registration

- ▶ 1 Clerk Supervisor (8100-274), part-time
- ▶ 3 Election Assistant (8901-025), part-time

Magistrate Court

- ▶ 1 Court Reporter (1080-022), grade 33

Water System

- ▶ 1 Technician (8302-002), part-time
- ▶ 1 Laborer (8403-010), part-time
- ▶ 1 Clerk (8100-294), part-time

ADDITIONS

The following new full time positions are included in the FY 07/08 budget effective October 1, 2006 unless otherwise stated. The grades shown reflect the current grade per the approved Classification and Pay Schedule.

Animal Control

- ▶ 1 Custodial Supervisor, grade 47
- ▶ 3 Animal Control Officer I, grade 44
- ▶ 1 Public Service Technician III, grade 45

Circuit Defender

- ▶ 1 Investigator Circuit Defender, grade 50 (07/01/2007)

Clerk of Superior Court

- ▶ 1 Judicial Administrative Technician III, grade 45 (07/01/2007)

Community Development

- ▶ 1 Code Enforcement Officer, grade 47
- ▶ 2 Code Enforcement Officer, grade 47 (10/07/2007)
- ▶ 1 Senior Code Enforcement Officer, grade 49

District Attorney

- ▶ 1 Assistant District Attorney (07/01/2007)
- ▶ 1 Assistant District Attorney (state funded) (07/01/2007)
- ▶ 1 Investigator, grade 50 (07/01/2007)
- ▶ 1 Legal Administrative Specialist, grade 46 (07/01/2007)

Elections & Registration

- ▶ 1 Administrative Specialist II, grade 31
- ▶ 1 Fiscal Technician II, grade 29
- ▶ 2 Election Technician, grade 30
- ▶ 1 Election & Registration Manager, grade 38
- ▶

Police

- ▶ 1 Police Lieutenant, grade 56 (12/30/2007)
- ▶ 8 Police Officer II, grade 36 (06/01/2007)
- ▶ 9 Police Officer II, grade 51 (12/30/2007)
- ▶ 2 Police Sergeant, grade 38 (06/01/2007)
- ▶ 2 Police Sergeant, grade 53 (12/30/2007)

Probate Court

- ▶ 1 Judicial Administrative Technician II, grade 42

Sheriff's Office

- ▶ 1 Administrative Supervisor, grade 50 (10/07/2007)
- ▶ 3 Administrative Specialist II, grade 44 (10/07/2007)
- ▶ 5 Deputy Sheriff II, grade 51 (01/01/2007)
- ▶ 1 Deputy Sheriff II, grade 51 (07/01/2007)
- ▶ 5 Deputy Sheriff II, grade 51 (10/07/2007)
- ▶ 1 Judicial Administrative Technician IV, grade 48 (10/07/2007)
- ▶ 1 Warehouse Worker II, grade 43 (10/07/2007)
- ▶ 3 Detention Specialist, grade 44 (12/30/2007)
- ▶ 4 Deputy Sheriff II, grade 51 (12/30/2007)
- ▶ 1 Deputy Sheriff Sergeant, grade 53 (12/30/2007)
- ▶ 2 Detention Specialist, grade 44 (04/06/2008)
- ▶ 5 Deputy Sheriff II, grade 51 (04/06/2008)
- ▶ 1 Detention Specialist, grade 44 (06/29/2008)
- ▶ 10 Deputy Sheriff II, grade 51 (06/29/2008)

Superior Court

- ▶ 1 Superior Court Judge (07/01/2007)
- ▶ 1 Court Reporter, grade 49 (07/01/2007)
- ▶ 1 Staff Attorney, grade 55 (07/01/2007)
- ▶ 1 Judicial Administrative Specialist, grade 49 (07/01/2007)

Tax Assessor

- ▶ 1 Personal Property Auditor, grade 37

Water System

- ▶ 1 Biologist, grade 37
- ▶ 1 Process Control Analyst I, grade 37
- ▶ 3 Public Service Technician II, grade 29
- ▶ 1 WW Instrumentation Technician, grade 36
- ▶ 2 Maintenance Technician IV, grade 37
- ▶ 1 Work Order Coordinator, grade 33
- ▶ 1 Crew Chief, grade 33
- ▶ 1 Utility Worker I, grade 33
- ▶ 1 Utility Worker II, grade 28
- ▶ 1 Contract Project Administrator, grade 40
- ▶ 1 Project Manager I, grade 38
- ▶ 4 Construction Inspector, grade 35
- ▶ 2 Environmental Compliance Technician I, grade 34
- ▶ 1 Code Enforcement Officer, grade 33

The following new part time/per diem positions are included in the FY 07/08 budget effective October 1, 2007.

Magistrate Court

- ▶ 1 Coordinator, per diem

Superior Court

- ▶ 3 Bailiff, per diem (07/01/2007)

Tax Assessor

- ▶ 1 Clerk, part-time

Water System

- ▶ 1 Communications Operator, part-time

EXPIRED GRANT

The following positions will be moved from the grant fund to the General Fund's budget FY07 as a result of the expiring Police Department COPS grant, effective dates as stated below. The grades shown reflect the current grades per the approved Classification and Pay Schedule.

- ▶ 2 Police Officer II, grade 51 (10/27/2006)
- ▶ 1 Police Officer II, grade 51 (11/06/2006)
- ▶ 1 Police Officer II, grade 51 (11/10/2006)
- ▶ 1 Police Officer II, grade 51 (12/04/2006)
- ▶ 1 Police Officer II, grade 51 (12/08/2006)
- ▶ 1 Police Officer II, grade 51 (12/19/2006)
- ▶ 1 Police Officer II, grade 51 (02/02/2007)
- ▶ 1 Police Officer II, grade 51 (06/07/2007)

REALLOCATIONS

Periodically, departmental position allocations are reviewed for transfer opportunities to maximize human resources or to increase the efficiency levels in Cobb County's workforce.

The following positions will be reallocated effective October 1, 2006 but not the associated salary and fringe budget amounts. The grades shown reflect the current grade per the approved Classification and Pay Schedule.

| <u>Position</u> | <u>From</u> | <u>To</u> |
|--|-----------------|---------------------------|
| Background Research Specialist, grade 48 | Fire Department | Police (Internal Affairs) |
| Maintenance Technician III, grade 48 (#4012-030) | Fire Department | Property Management |
| Emergency Management Program Manager, grade 58 | Fire Department | County Manager (EMA) |
| Technology Services Supervisor, grade 60 | Water System | Information Services |

The following positions, along with the associated salary and fringe budget amounts, will be reallocated effective October 1, 2006.

| <u>Reallocated FROM:</u> | | <u>Reallocated TO:</u> | |
|--------------------------|------------------------|------------------------|------------------------|
| Information Services | 1 Part-time Mail Clerk | Support Services | 1 Part-time Mail Clerk |
| Risk/Casualty | 1 Accountant II | Finance Department | 1 Accountant II |

The following positions, along with the associated salary and fringe budget amounts, will be reallocated effective October 7, 2007.

| <u>Reallocated FROM:</u> | | <u>Reallocated TO:</u> | |
|-------------------------------|---|------------------------|---|
| Grant Fund | 1 Economic Development Coord., grade 53 | General Fund | 1 Economic Development Coord., grade 53 |
| 5% Crime Victim's Rights Fund | 2 Assistant Solicitor | General Fund | 2 Assistant Solicitor |

The following positions will be reclassified and reallocated, but not the associated salary and fringe budget amounts, effective October 7, 2007.

| <u>Reallocated FROM:</u> | | <u>Reallocated TO:</u> | |
|--------------------------|--|-------------------------------|--|
| Emergency 911 | 1 Administrative Specialist II, grade 44 | County Manager's Office (EMA) | 1 Public Program Coordinator, grade 54 |

RECLASSIFICATIONS

Periodically, positions are reviewed to ensure position titles and compensation are adequate for the position duties and requirements. If inequities are found, reclassifications are recommended. The following reclassifications will be effective October 1, 2006.

| <u>Department</u> | <u>Current Title</u> | <u>New Title</u> |
|-------------------|--|--|
| Police Department | Report Line Processor (#1180-002), grade 27 | Criminal Intelligence Analyst, grade 48 |
| Tax Assessor | Administrative Technician III, grade 30 | Administrative Supervisor, grade 35 |

The following reclassifications will be effective October 7, 2007.

| <u>Department</u> | <u>Current Title</u> | <u>New Title</u> |
|-------------------|---|---|
| Support Services | 1 Clerk/Courier, part-time | 1 Mail Services Technician, grade 41 |
| Police Department | 1 Police Report Technician, grade 40 | 1 Public Service Technician II, grade 43 |
| Property Mgt. | 1 Maintenance Technician III, grade 48 | 1 Maintenance Technician IV, grade 51 |
| Solid Waste | 1 Compost Plant Manager, grade 57 | 1 Solid Waste Operations Manager, grade 58 |
| Purchasing | 1 Purchasing Technician I, grade 45 | 1 Purchasing Technician II, grade 48 |

UPGRADES

Periodically, positions are reviewed to ensure compensation is adequate and fair for the position duties and requirements. If inequities are found, upgrades are recommended. The following upgrade will be effective October 7, 2007.

| <u>Department</u> | <u>Current Grade</u> | <u>New Grade</u> |
|-------------------|--|--|
| Purchasing | Fleet Administrative Specialist, grade 45 | Fleet Administrative Specialist, grade 49 |

ADJUSTMENTS

The following salary adjustment will be effective October 7, 2007 for positions within the Police Department.

School Supervisor - \$25.00 per diem
School Patrol - \$21.00 per diem

Salary adjustments totaling \$33,386 will affect the following positions within the District Attorney's Office, effective October 7, 2007.

Assistant District Attorney, position #2105-003, 2105-004, 2105-014, 2105-022, 2105-025, 2105-028, 2105-031

Senior Assistant District Attorney, position #2106-002, 2106-003

HEALTH BENEFIT

The Health Plan requires continuous review to optimize benefit solutions for a diverse population. We continue to work to find better ways to manage both the current cash cost and the future retiree costs for the health benefits program. To balance the need to control costs, and to provide quality coverage, employees and retirees will become more engaged in their choice for health care coverage.

To protect health care benefits for the future, both the County and employees/retirees are paying more for benefits. To comply with GASB accounting practices, last year a 30% increase was added to the health premiums as we began to plan for the needed cash to fund the other post-employment benefits (OPEB). The 30% increase to the premiums is approximately 7% of payroll.

Wellness initiatives will continue with more education to employees encouraging self management of their health. BlueCross BlueShield of Georgia introduced the 360° Health Program to employees offering tools, guidance and support for better management of health. The Wellness Committee sponsored a six-month "Journey to Wellness" pilot program, introduced in June, 2007. In partnership with WellStar Corporate and Community Health, approximately 150 of the county's 4,300 full-time employees engaged in the program to develop ways for a healthful lifestyle. The program was designed to identify risk factors which may lead to serious illnesses and encourage participants to make improvements toward weight management, nutrition and fitness.

An offering of additional medical plan options, without diminishing quality health care will allow participants more choice. The current PPO plan covers a network of healthcare providers who have negotiated fees for services. The individual has the choice of seeing nonparticipating doctors; however, out of network doctors' services may not be fully covered. The HMO and a new Open Access Point of Service (OA POS) offer a smaller network of providers who have lower negotiated fees. In Cobb County 85% of the healthcare providers in the PPO are also in the OA POS network. The new OA POS option will provide the same plan design as the current PPO. Individuals will have access to the BCBS-GA HMO/OA POS provider network, resulting in a lower cost structure on provider fees, with no requirement to choose a Primary Care Physician (PCP) and the ability to choose specialty providers without the need of a referral. The savings from this change is estimated to impact the claims costs by over a million dollars.

In response to requests from retirees and the Commissioners a lower cost benefit option for over-65 retirees will be offered for 2008. The new option is a group Medicare Advantage Private Fee for Service (MA-PFFS) medical plan through Blue Cross. These plans have been around for just a few years and offer Medicare-eligible retirees a good value with simpler claims administration when compared to traditional Medicare combined with traditional group insurance. This is not a network-based plan and retirees may see any Medicare accepting healthcare provider. In most cases this plan will provide more benefit at a lower cost than our current PPO plan. Retirees who choose this option will retain the same Medco drug benefit as in the other plans. Retiree meetings and mailings will introduce this new option.

We have negotiated improved pricing on our Prescription Drug program with Medco for 2008. Getting the improved pricing was contingent on the County adopting some additional step-therapy claims management programs. We adopted an initial step-therapy program last year which has been successful. For 2008 we plan to add the following categories: Antidepressants, Osteoporosis Therapy, Sleep Medication, and Intra-nasal Steroids. This will only apply prospectively so that members currently using medications in these therapeutic classes will not be impacted.

SUMMARY OF CHANGES-2008

- a) **Pharmacy program** - Revised contract terms with Medco involving discounts, dispensing fees and guaranteed rebates are projected to save the overall plan \$350,000. Step therapy programs are projected to create additional savings, approximately \$50,000 in the first year.
- b) **Active and Pre-65 Retiree Medical** - The County plans to offer a third plan option, Open Access POS, which will have the same plan design as the current PPO, but will utilize the discounts that are available in the HMO network. We estimate the savings over the current PPO will be 15% and that 50% of the members currently enrolled in the PPO will migrate to the OA POS.
- c) **Post-65 Retiree Medical** - The County plans to offer a third plan option, Medicare Advantage, which will be for medical only. The current contract with Medco for drug coverage will continue through 2008. We estimate that 50% of the members currently enrolled in the PPO will migrate to the Medicare Advantage plan, saving the medical plan about \$150,000.

RETIREE MEDICAL ELIGIBILITY REQUIREMENTS

1) Effective October 1, 2007

During annual enrollment, all retirees will be required to sign an affidavit stating whether or not other medical coverage is available from their current employer. If other medical coverage is available, retirees will be required to select their current employer's plan as primary and the Cobb County Medical plan will convert to a secondary plan. Retirees may opt to waive coverage under the Cobb County Medical Plan. If there is a loss of the other coverage, re-enrollment in the Cobb County Plan will be allowed.

2) Effective January 1, 2008

All employees who meet eligibility for retiree medical coverage as of January 1, 2008, will only be able to continue coverage for those dependents who were covered at the time of retirement. No new dependents will be eligible to participate in the retiree medical plan after the employee commences retirement.

3) Effective January 1, 2008

For all new hires as of January 1, 2006, after meeting the eligibility for retiree medical coverage, the cost for single coverage will be the same cost as the current active single coverage. To continue coverage for dependents: employee + 1 or family coverage, the premium cost will be one hundred percent (100%) of the cost (Employer and Employee) less the current active employer monthly premium for single coverage for the selected plan.

Example:

| | Employee | County |
|--|------------|----------|
| PPO Single Coverage Current Monthly rate | \$91.22 | \$556.96 |
| PPO Single + 1 = \$1,312.65 - (556.96) | \$755.69 | \$556.96 |
| PPO Family = \$1,794.67 - (556.96) | \$1,237.71 | \$556.96 |

2008 BENEFIT PREMIUMS

Bi-weekly Premiums for the PPO Plan

| | Effective 10/12/2007 paydate | | Effective 01/04/2008 paydate | |
|------------|------------------------------|----------|------------------------------|----------|
| Coverage | Employee | County | Employee | County |
| Single | \$ 27.85 | \$257.77 | \$ 42.10 | \$257.06 |
| Single + 1 | \$ 100.94 | \$477.47 | \$ 130.96 | \$474.88 |
| Family | \$ 138.01 | \$652.80 | \$179.05 | \$649.26 |

Bi-weekly Premiums for the Open Access POS Plan

| | Effective 01/04/2008 paydate | |
|------------|------------------------------|----------|
| Coverage | Employee | County |
| Single | \$ 28.56 | \$257.06 |
| Single + 1 | \$ 103.54 | \$474.88 |
| Family | \$ 141.55 | \$649.26 |

Bi-weekly Premiums for the HMO Plan

| | Effective 10/12/2007 paydate | | Effective 01/04/2008 paydate | |
|------------|------------------------------|----------|------------------------------|----------|
| Coverage | Employee | County | Employee | County |
| Single | \$ 20.04 | \$185.48 | \$ 20.55 | \$184.97 |
| Single + 1 | \$ 71.74 | \$339.32 | \$ 73.58 | \$337.48 |
| Family | \$ 96.84 | \$458.08 | \$ 99.33 | \$455.59 |

Monthly Premiums for the Medicare Advantage - PFFS

| | Effective January 2008 | |
|------------|------------------------|----------|
| Coverage | Retiree | County |
| Single | \$ 50.59 | \$455.29 |
| Single + 1 | \$ 199.46 | \$914.83 |

The Dental Plan experience was favorable and costs have been contained, therefore, there will be no change from the previous year:

| | Effective 10/12/2007 paydate | | Effective 01/04/2008 paydate | |
|----------|------------------------------|----------|------------------------------|----------|
| Coverage | Employee | County | Employee | County |
| Single | \$ 0.00 | \$ 12.05 | \$ 0.00 | \$ 12.05 |
| Family | \$ 20.74 | \$ 12.05 | \$ 20.74 | \$ 12.05 |

COBRA benefits will be administered based upon the following monthly premiums:

October 2007 - December 2007

| Coverage | PPO | HMO | Dental |
|------------|-------------|----------|----------|
| Single | \$ 473.40 | \$340.65 | \$ 26.63 |
| Single + 1 | \$ 958.70 | \$681.31 | \$ n/a |
| Family | \$ 1,310.74 | \$919.76 | \$ 72.47 |

January 2008 - September 2008

| Coverage | PPO | OAP | HMO | Dental |
|------------|-------------|------------|-----------|---------|
| Single | \$ 508.57 | \$485.55 | \$ 349.39 | \$26.63 |
| Single + 1 | \$ 1029.92 | \$983.30 | \$ 698.79 | \$n/a |
| Family | \$ 1,408.12 | \$1,344.38 | \$ 943.37 | \$72.47 |

RETIREMENT PLAN ADJUSTMENT

Previously adopted and upon recommendation of the Board of Trustees, the employer/employee contribution partnership of the County's 2/3 and the Employee's 1/3 share will increase by the following schedule:

| Effective Paydate | County % | Effective Date Upon Merit Increase | Employee % |
|-------------------|----------------|---------------------------------------|--------------|
| October 12, 2007 | 10.25 to 10.50 | February 10, 2008 | 4.75 to 5.00 |

CLASSIFICATION AND COMPENSATION PLAN

The following amended Classification and Compensation Plan will be effective December 31, 2006.

| <u>CODE</u> | <u>CLASS TITLE</u> | <u>GRADE</u> |
|-------------|--|--------------|
| 5110 | 911 Analyst | 48 |
| 2097 | A/V Staging Coordinator | 52 |
| 6257 | Academy Director | 61 |
| 5045 | Academy Instructor | 52 |
| 1155 | Accountant I | 48 |
| 1156 | Accountant II | 50 |
| 1157 | Accountant III | 53 |
| 1914 | Accounting Coordinator | 51 |
| 6000 | Accounting Manager | 57 |
| 1905 | Accounting Supervisor | 55 |
| 1913 | Administrative Coordinator | 49 |
| 6197 | Administrative Division Manager | 56 |
| 1005 | Administrative Specialist I | 41 |
| 1006 | Administrative Specialist II | 44 |
| 1007 | Administrative Specialist III | 47 |
| 1901 | Administrative Supervisor | 50 |
| 5914 | AFIS Services Specialist | 52 |
| 1924 | Agency Director Assistant | 50 |
| 6005 | Airport Division Manager | 61 |
| 5012 | Animal Care Specialist | 47 |
| 5013 | Animal Control Assistant | 43 |
| 5930 | Animal Control Assistant Manager | 52 |
| 1187 | Animal Control Dispatcher | 45 |
| 6011 | Animal Control Manager | 56 |
| 5011 | Animal Control Officer I | 44 |
| 5020 | Animal Control Officer II | 46 |
| 5903 | Animal Control Supervisor | 48 |
| 5017 | Animal Control Technician | 46 |
| 3045 | Appraiser I | 45 |
| 3046 | Appraiser II | 47 |
| 3047 | Appraiser III | 49 |
| 3048 | Appraiser IV | 52 |
| 6267 | Assistant Chief Criminal Investigator | 64 |
| 6010 | Assistant Comptroller | 60 |
| 2911 | Assistant County Attorney | 67 |
| 1910 | Assistant County Clerk | 52 |
| 3009 | Assistant Drug Court Coordinator | 51 |
| 3981 | Assistant Emergency Communications Manager | 60 |
| 6236 | Assistant Police Chief | 64 |
| 2009 | Associate County Attorney | 57 |

| <u>CODE</u> | <u>CLASS TITLE</u> | <u>GRADE</u> |
|-------------|---|--------------|
| 6174 | Associate Library Manager | 59 |
| 4018 | Automotive Parts Specialist | 47 |
| 4020 | Automotive Technician I | 44 |
| 4021 | Automotive Technician II | 46 |
| 4022 | Automotive Technician III | 48 |
| 5091 | Background Investigator | 48 |
| 1113 | Bankruptcy/Mobile Home Administrator | 54 |
| 3070 | Biologist | 52 |
| 2085 | Bond Administrator | 50 |
| 1133 | Budget & Grant Coordinator | 53 |
| 1130 | Budget Analyst | 52 |
| 1135 | Budget Specialist | 54 |
| 6129 | Building Maintenance Superintendent | 56 |
| 3125 | Business Analyst | 59 |
| 2041 | Business License Auditor | 53 |
| 2040 | Business License Compliance Official | 47 |
| 6154 | Business License Division Manager | 58 |
| 6297 | Business Manager | 55 |
| 1031 | Chairman's Assistant | 51 |
| 3105 | Chemist | 53 |
| 5027 | Chief Fire Investigator | 58 |
| 6243 | Chief of Police | 68 |
| 1070 | Child Support Enforcement Agent I | 44 |
| 1071 | Child Support Enforcement Agent II | 47 |
| 6302 | Circuit Defender Administrator | 61 |
| 1967 | Clerk - Juvenile Court | 55 |
| 3028 | Client Support Analyst I | 55 |
| 3020 | Client Support Analyst II | 57 |
| 6153 | Code Enforcement Division Manager | 58 |
| 3171 | Code Enforcement Officer | 47 |
| 6150 | Community Development Agency Director | 69 |
| 1030 | Commission Assistant | 50 |
| 3000 | Communications Coordinator I | 48 |
| 3002 | Communications Coordinator II | 52 |
| 6140 | Communications Director | 63 |
| 3915 | Communications Manager | 56 |
| 6121 | Compost Maintenance Superintendent | 56 |
| 4041 | Compost Operator I | 44 |
| 4042 | Compost Operator II | 46 |
| 4043 | Compost Operator III | 48 |
| 6114 | Compost Plant Manager | 57 |
| 6127 | Compost Plant Operations Superintendent | 56 |
| 3086 | Compost Process Control Analyst | 53 |

| <u>CODE</u> | <u>CLASS TITLE</u> | <u>GRADE</u> |
|-------------|--|--------------|
| 4911 | Compost Supervisor | 50 |
| 3040 | Computer Operator I | 45 |
| 3041 | Computer Operator II | 47 |
| 3005 | Computer Programmer | 54 |
| 3145 | Construction Inspector | 49 |
| 3902 | Construction Inspector Supervisor | 54 |
| 6069 | Contract / Projects Manager | 53 |
| 6280 | County Clerk | 58 |
| 1080 | Court Reporter | 49 |
| 1081 | Court Reporter (Floater) | 49 |
| 5100 | Crime Scene Technician | 47 |
| 5080 | Criminal Intelligence Analyst | 48 |
| 5090 | Criminal Investigator | 53 |
| 4944 | Custodial Supervisor | 47 |
| 4029 | Custodian | 38 |
| 6131 | Customer Service Division Manager | 58 |
| 3024 | Database Administrator | 61 |
| 1020 | Department Personnel Coordinator | 51 |
| 1021 | Department Personnel Representative | 47 |
| 3037 | Department System Support Specialist | 49 |
| 6094 | Deputy Chief Appraiser | 62 |
| 1085 | Deputy County Clerk | 49 |
| 6234 | Deputy Fire Chief | 64 |
| 5059 | Deputy Sheriff I | 50 |
| 5060 | Deputy Sheriff II | 51 |
| 5070 | Deputy Sheriff III | 51 |
| 5907 | Deputy Sheriff Lieutenant | 56 |
| 6264 | Deputy Sheriff Major | 61 |
| 5906 | Deputy Sheriff Sergeant | 53 |
| 4013 | Detention Facilities Technician | 51 |
| 5052 | Detention Officer | 48 |
| 1191 | Detention Specialist | 44 |
| 5935 | Detention Training Coordinator | 51 |
| 6151 | Development & Inspections Division Manager | 61 |
| 6145 | Director - Budget & Internal Audit | 63 |
| 6290 | Director - Elections & Registration | 64 |
| 6320 | Director - Juvenile Court Services | 61 |
| 6303 | Director - State Court Services | 62 |
| 6095 | Director - Tax Assessor | 64 |
| 1185 | Dispatch Operator | 42 |
| 1907 | Dispatch Supervisor | 48 |
| 3130 | Drafting Technician | 41 |
| 6002 | Drug Court Coordinator | 55 |

| <u>CODE</u> | <u>CLASS TITLE</u> | <u>GRADE</u> |
|-------------|--|--------------|
| 2075 | Economic Development Coordinator | 53 |
| 6158 | Economic Development Director | 61 |
| 6291 | Election and Registration Manager | 58 |
| 6289 | Election and Registration Supervisor | 50 |
| 1009 | Elections Equipment Technician | 45 |
| 6251 | Emergency Communications Manager | 64 |
| 5913 | Emergency Communications Operations Supervisor | 54 |
| 5114 | Emergency Communications Operator I | 46 |
| 5115 | Emergency Communications Operator II | 48 |
| 5910 | Emergency Communications Shift Supervisor | 51 |
| 5021 | Emergency Communications Training Coordinator | 51 |
| 6255 | Emergency Management Program Manager | 58 |
| 3010 | Employee Communications Specialist | 55 |
| 1119 | Employee Relations Specialist | 56 |
| 2005 | Employment Counselor | 51 |
| 1121 | Employment Facilitator | 48 |
| 5050 | EMS Training Coordinator | 55 |
| 5047 | EMS Training Instructor | 50 |
| 1175 | Energy Analyst | 54 |
| 3120 | Engineer I | 52 |
| 3121 | Engineer II | 56 |
| 3122 | Engineer III | 59 |
| 3123 | Engineer IV | 61 |
| 6133 | Engineering & Records Division Manager | 63 |
| 3060 | Engineering Specialist | 48 |
| 3903 | Environmental Compliance Manager | 57 |
| 6012 | Environmental Compliance Supervisor | 53 |
| 3065 | Environmental Compliance Technician I | 47 |
| 3066 | Environmental Compliance Technician II | 49 |
| 3069 | Environmental Compliance Technician III | 51 |
| 3034 | Environmental Programs Coordinator | 52 |
| 3033 | Environmental Programs Specialist | 47 |
| 4025 | Equipment Operator I | 40 |
| 4026 | Equipment Operator II | 42 |
| 4027 | Equipment Operator III | 44 |
| 4028 | Equipment Operator IV | 46 |
| 4053 | Equipment Operator V | 48 |
| 3958 | Erosion Control Section Supervisor | 56 |
| 5085 | Evidence Technician | 47 |
| 6172 | Executive Assistant to County Manager | 61 |
| 1025 | Executive Secretary | 52 |
| 2045 | Extension Services Agent | 49 |
| 1105 | Extension Services Aide | 43 |

| <u>CODE</u> | <u>CLASS TITLE</u> | <u>GRADE</u> |
|-------------|------------------------------------|--------------|
| 6155 | Extension Services Director | 63 |
| 6116 | Facilities & Grounds Manager | 53 |
| 4915 | Facilities Construction Supervisor | 54 |
| 6070 | Facilities Projects Manager | 56 |
| 4910 | Facilities Supervisor | 50 |
| 2000 | Family Therapist | 52 |
| 1909 | Field Operations Manager | 52 |
| 1912 | Field Operations Supervisor | 50 |
| 6160 | Finance Director/Comptroller | 66 |
| 6110 | Finance Division Manager | 59 |
| 1150 | Financial Management Analyst | 55 |
| 6232 | Fire Apparatus Maintenance Manager | 54 |
| 6244 | Fire Battalion Chief | 61 |
| 6230 | Fire Captain | 59 |
| 6231 | Fire Captain 40 Hour | 59 |
| 6235 | Fire Chief | 68 |
| 6245 | Fire Division Chief | 61 |
| 5016 | Fire Driver/Engineer | 53 |
| 5022 | Fire Inspector I | 53 |
| 5023 | Fire Inspector II | 56 |
| 5019 | Fire Inspector Technician | 52 |
| 5025 | Fire Investigator I | 53 |
| 5026 | Fire Investigator II | 56 |
| 5024 | Fire Investigator Technician | 52 |
| 5901 | Fire Lieutenant | 56 |
| 6014 | Fire Protection Engineer | 58 |
| 5014 | Firefighter I | 50 |
| 5015 | Firefighter II | 51 |
| 5030 | Firefighter III | 51 |
| 1010 | Fiscal Technician I | 41 |
| 1011 | Fiscal Technician II | 43 |
| 1012 | Fiscal Technician III | 45 |
| 4017 | Fleet Administration Specialist | 45 |
| 6035 | Fleet Manager | 59 |
| 1173 | Fleet Service Writer | 48 |
| 4906 | Fleet Shop Supervisor | 53 |
| 2908 | Food Services Supervisor | 46 |
| 5005 | Forensic Investigator | 53 |
| 6055 | Forensic Operations Manager | 61 |
| 5004 | Forensic Technician | 47 |
| 4014 | Fuel Facilities Technician | 44 |
| 4037 | General Crew Chief | 46 |
| 3134 | GIS CADD Specialist | 49 |

| <u>CODE</u> | <u>CLASS TITLE</u> | <u>GRADE</u> |
|-------------|--|--------------|
| 3912 | GIS CADD Supervisor | 54 |
| 3133 | GIS CADD Technician | 47 |
| 1921 | Government Services Administrator | 53 |
| 3901 | Grants Development Specialist | 55 |
| 3090 | Horticulturist | 49 |
| 1918 | Human Resources Analyst | 55 |
| 6185 | Human Resources Director | 65 |
| 6060 | Human Resources Manager | 58 |
| 1117 | Human Resources Senior Specialist | 52 |
| 1116 | Human Resources Specialist | 48 |
| 1114 | Human Resources Technician | 46 |
| 3165 | HVAC Technician | 48 |
| 4007 | Industrial Maintenance Technician I | 44 |
| 4008 | Industrial Maintenance Technician II | 47 |
| 4009 | Industrial Maintenance Technician III | 50 |
| 6165 | Information Services Director | 66 |
| 6982 | Information Services Division Manager | 63 |
| 2001 | Inmate Counselor | 49 |
| 3052 | Inspection and Compliance Auditor | 53 |
| 3085 | Instrumentation Technician | 51 |
| 3077 | Interior Design Specialist | 54 |
| 3075 | Interior Design Technician | 48 |
| 5092 | Investigator | 50 |
| 6050 | Judicial Administrative Manager | 56 |
| 1045 | Judicial Administrative Specialist | 49 |
| 1904 | Judicial Administrative Supervisor | 50 |
| 1060 | Judicial Administrative Technician I | 40 |
| 1061 | Judicial Administrative Technician II | 42 |
| 1062 | Judicial Administrative Technician III | 45 |
| 1059 | Judicial Administrative Technician IV | 48 |
| 6053 | Judicial Program Administrator | 57 |
| 1965 | Judicial Program Coordinator | 50 |
| 1055 | Jury Administrator | 50 |
| 2090 | Juvenile Probation Officer | 48 |
| 2100 | Juvenile Probation Specialist | 50 |
| 3905 | Laboratory Superintendent | 57 |
| 3067 | Laboratory Technician | 49 |
| 3135 | Land Acquisition Agent | 46 |
| 3136 | Land Acquisition Coordinator | 53 |
| 3050 | Landscape Architect | 53 |
| 3956 | Landscape Manager | 56 |
| 3955 | Landscape Supervisor | 53 |
| 1076 | Law Clerk | 49 |

| <u>CODE</u> | <u>CLASS TITLE</u> | <u>GRADE</u> |
|-------------|---|--------------|
| 5040 | Law Enforcement Planner | 51 |
| 2025 | Law Library Manager | 54 |
| 1186 | Lead Dispatch Operator | 43 |
| 1050 | Legal Administrative Specialist | 46 |
| 1052 | Legal Support Specialist | 48 |
| 1928 | Levy Enforcement Manager | 54 |
| 1101 | Levy Enforcement Officer | 48 |
| 2030 | Librarian I | 48 |
| 2031 | Librarian II | 50 |
| 2901 | Librarian III | 52 |
| 2903 | Librarian IV | 55 |
| 1095 | Library Assistant I | 40 |
| 1096 | Library Assistant II | 42 |
| 1097 | Library Associate I | 44 |
| 1098 | Library Associate II | 46 |
| 1094 | Library Courier | 40 |
| 6175 | Library Director | 64 |
| 1999 | Library Services Supervisor | 50 |
| 4054 | Life Safety Systems Technician | 49 |
| 6304 | Magistrate Court Administrator | 59 |
| 6310 | Magistrate Court Clerk | 53 |
| 1903 | Mail Services Supervisor | 49 |
| 1035 | Mail Services Technician | 41 |
| 4909 | Maintenance District Superintendent | 56 |
| 4902 | Maintenance Supervisor | 50 |
| 4010 | Maintenance Technician I | 44 |
| 4011 | Maintenance Technician II | 46 |
| 4012 | Maintenance Technician III | 48 |
| 4035 | Maintenance Worker I | 38 |
| 4036 | Maintenance Worker II | 40 |
| 2096 | Medical Contract Compliance Administrator | 56 |
| 4032 | Meter Repair Technician I | 41 |
| 4033 | Meter Repair Technician II | 43 |
| 4039 | Meter Repair Technician III | 45 |
| 4016 | Meter Services Technician | 42 |
| 3197 | Network Engineer | 57 |
| 3196 | Network Support Analyst | 54 |
| 6180 | Parks & Recreation Director | 65 |
| 6293 | Parks & Recreation Division Director | 60 |
| 6295 | Parks District Operations Manager | 56 |
| 4904 | Parks Shop Supervisor | 49 |
| 1938 | Payroll Manager | 55 |
| 1136 | Payroll Specialist | 46 |

| <u>CODE</u> | <u>CLASS TITLE</u> | <u>GRADE</u> |
|-------------|---------------------------------------|--------------|
| 3049 | Personal Property Auditor | 54 |
| 5095 | Photo Identification Technician | 45 |
| 5071 | Physical Fitness Coordinator | 50 |
| 3100 | Plan Review Technician | 45 |
| 2035 | Planner I | 50 |
| 2036 | Planner II | 53 |
| 2037 | Planner III | 55 |
| 6152 | Planning Division Manager | 61 |
| 3149 | Plans Examiner | 52 |
| 6238 | Police Captain | 59 |
| 5905 | Police Lieutenant | 56 |
| 6237 | Police Major | 61 |
| 5054 | Police Officer I | 50 |
| 5055 | Police Officer II | 51 |
| 5053 | Police Officer III | 51 |
| 1003 | Police Records Technician I | 44 |
| 1004 | Police Records Technician II | 46 |
| 1180 | Police Report Technician | 40 |
| 5904 | Police Sergeant | 53 |
| 4024 | Pool Mechanic | 47 |
| 1950 | Pretrial Division Director | 53 |
| 1066 | Pretrial Release Officer | 48 |
| 3140 | Printing Center Technician | 43 |
| 2099 | Probation Officer | 48 |
| 2991 | Probation Supervisor | 52 |
| 3087 | Process Controls Analyst I | 52 |
| 3088 | Process Controls Analyst II | 54 |
| 3089 | Process Controls Analyst III | 58 |
| 3006 | Programmer/Analyst I | 56 |
| 3007 | Programmer/Analyst II | 58 |
| 1040 | Property/Evidence Control Technician | 46 |
| 6190 | Property Management Director | 63 |
| 6081 | Property Management Division Manager | 58 |
| 1102 | Property Tax/Exemptions Manager | 54 |
| 6099 | Property Tax Business Service Manager | 58 |
| 6091 | Property Tax Operations Manager | 58 |
| 1948 | Property Tax Supervisor | 50 |
| 1033 | Property Tax Technician I | 43 |
| 1032 | Property Tax Technician II | 45 |
| 3035 | Public Programs Coordinator | 54 |
| 6250 | Public Safety Agency Director | 70 |
| 5130 | Public Safety Services Coordinator | 54 |
| 5902 | Public Safety Supply Supervisor | 52 |

| <u>CODE</u> | <u>CLASS TITLE</u> | <u>GRADE</u> |
|-------------|--|--------------|
| 6276 | Public Services Agency Director | 69 |
| 1902 | Public Services Supervisor | 50 |
| 1015 | Public Services Technician I | 41 |
| 1016 | Public Services Technician II | 43 |
| 1017 | Public Services Technician III | 45 |
| 6195 | Purchasing Director | 63 |
| 6096 | Purchasing Division Manager | 56 |
| 1906 | Purchasing Supervisor | 53 |
| 1090 | Purchasing Technician I | 45 |
| 1091 | Purchasing Technician II | 48 |
| 6038 | Radio Systems Manager | 59 |
| 3180 | Radio Systems Specialist | 55 |
| 1949 | Record Systems Manager | 54 |
| 6043 | Records Management & Print Center Division Mgr | 54 |
| 1908 | Records Management Coordinator | 46 |
| 1008 | Records Management Technician | 43 |
| 2094 | Recreation Program Coordinator | 52 |
| 6181 | Recreation Program Manager | 56 |
| 2092 | Recreation Programmer | 49 |
| 2093 | Recreation Specialist | 47 |
| 6173 | Regional/Central Library Manager | 57 |
| 2095 | Registered Nurse | 54 |
| 3118 | Registered Surveyor | 55 |
| 1145 | Risk Analyst | 53 |
| 6080 | Risk Manager | 59 |
| 2015 | Safety Technician I | 49 |
| 2016 | Safety Technician II | 51 |
| 1916 | Scale Operations Supervisor | 51 |
| 1022 | Scale Operator | 41 |
| 1190 | Security & Control Technician | 45 |
| 3201 | Security Administrator | 58 |
| 5908 | Senior 911 Analyst | 51 |
| 3051 | Senior Appraiser | 54 |
| 2012 | Senior Associate County Attorney | 63 |
| 5094 | Senior Background Investigator | 52 |
| 3172 | Senior Code Enforcement Officer | 49 |
| 3148 | Senior Construction Inspector | 52 |
| 3200 | Senior Contract/Project Manager | 56 |
| 1982 | Senior Court Reporter | 52 |
| 5105 | Senior Crime Scene Technician | 49 |
| 5006 | Senior Forensic Investigator | 56 |
| 2051 | Senior Services Aide | 40 |
| 2055 | Senior Services Case Manager | 48 |

| <u>CODE</u> | <u>CLASS TITLE</u> | <u>GRADE</u> |
|-------------|---|--------------|
| 6200 | Senior Services Director | 64 |
| 6201 | Senior Services Division Manager | 57 |
| 2050 | Senior Services Program Coordinator | 52 |
| 2902 | Senior Services Program Leader | 45 |
| 2900 | Senior Services Program Specialist | 47 |
| 3021 | Server Administrator | 58 |
| 4040 | Sign Fabrication Technician | 45 |
| 4913 | Signs & Markings Supervisor | 53 |
| 4046 | Signs & Markings Technician | 43 |
| 6296 | Site Plan Review Manager | 56 |
| 4019 | Small Engine Mechanic | 44 |
| 6138 | Solid Waste Division Manager | 60 |
| 2010 | Staff Attorney | 55 |
| 1140 | Staff Auditor I | 52 |
| 1141 | Staff Auditor II | 54 |
| 3916 | Station & Production Manager | 56 |
| 6132 | Storm Water Management Division Manager | 62 |
| 6117 | Storm Water Management Superintendent | 58 |
| 3116 | Storm Water Systems Technician | 48 |
| 1110 | Street Light Program Administrator | 52 |
| 1171 | Subdivision Compliance Administrator | 53 |
| 6277 | Support Services Agency Director | 69 |
| 3911 | Survey Crew Supervisor | 51 |
| 3124 | Survey Technician | 43 |
| 3025 | Systems Administrator | 58 |
| 1014 | Tag & Title Technician I | 44 |
| 1018 | Tag & Title Technician II | 45 |
| 1019 | Tag & Title Technician III | 48 |
| 1952 | Tag/Title Branch Manager | 52 |
| 6090 | Tag/Title Operations Division Manager | 61 |
| 6076 | Tag/Title Operations Manager | 58 |
| 6100 | Tax Assessor Division Manager | 60 |
| 1153 | Tax/Tag Auditor I | 45 |
| 1154 | Tax/Tag Auditor II | 48 |
| 3023 | Technology Programs Manager | 59 |
| 6141 | Technology Service Manager | 60 |
| 3062 | Traffic Control Center Manager | 55 |
| 1064 | Traffic Court Coordinator | 48 |
| 3115 | Traffic Engineering Technician | 47 |
| 6015 | Traffic Operations Superintendent | 57 |
| 3112 | Traffic Signal Maintenance Dist. Superintendent | 56 |
| 6177 | Traffic Signal Systems Manager | 60 |
| 3110 | Traffic Signal Technician I | 45 |

| <u>CODE</u> | <u>CLASS TITLE</u> | <u>GRADE</u> |
|-------------|--|--------------|
| 3111 | Traffic Signal Technician II | 48 |
| 3063 | Traffic Timing Analyst | 53 |
| 4908 | Transfer Station Supervisor | 51 |
| 1164 | Transit Operations Coordinator | 55 |
| 1170 | Transit Operations Monitor | 50 |
| 1165 | Transit Operations Specialist | 54 |
| 6210 | Transportation Agency Director | 69 |
| 3061 | Transportation Analyst | 53 |
| 6105 | Transportation Division Manager | 63 |
| 6006 | Transportation Planning Division Manager | 61 |
| 4050 | Truck/Equipment Technician I | 45 |
| 4051 | Truck/Equipment Technician II | 47 |
| 4052 | Truck/Equipment Technician III | 49 |
| 4023 | Truck/Equipment Technician IV | 50 |
| 4907 | UT Systems Maintenance Supervisor | 50 |
| 4038 | Utilities Crew Chief | 48 |
| 4903 | Utilities Equipment Maintenance Supervisor | 50 |
| 4000 | Utilities Mechanic I | 45 |
| 4001 | Utilities Mechanic II | 48 |
| 4002 | Utilities Mechanic III | 52 |
| 6115 | Utilities Maintenance Superintendent | 57 |
| 6007 | Utility Permitting Manager | 57 |
| 4030 | Utility Worker I | 39 |
| 4031 | Utility Worker II | 41 |
| 4034 | Utility Worker III | 43 |
| 1053 | Victim Advocate | 48 |
| 4901 | Warehouse Supervisor | 50 |
| 4055 | Warehouse Technician | 45 |
| 4005 | Warehouse Worker I | 42 |
| 4006 | Warehouse Worker II | 43 |
| 6136 | Water Business Services Manager | 61 |
| 6137 | Water Distribution Division Manager | 60 |
| 6139 | Water Operations Manager | 62 |
| 6134 | Water Protection Division Manager | 60 |
| 6215 | Water System Agency Director | 69 |
| 6142 | Water System GIS Manager | 60 |
| 3068 | Watershed Technician | 50 |
| 5131 | Weapons & Equipment Technician | 48 |
| 3004 | Web Master | 56 |
| 4045 | Welding & Fabrication Specialist | 51 |
| 1172 | Work Order Coordinator | 47 |
| 6120 | WW Maintenance Superintendent | 57 |
| 6125 | WW Operations Superintendent | 57 |

*On The Job**Positions and Benefits*

| <u>CODE</u> | <u>CLASS TITLE</u> | <u>GRADE</u> |
|-------------|--------------------------|--------------|
| 3904 | WW Operations Supervisor | 53 |
| 3080 | WW Plant Operator I | 41 |
| 3081 | WW Plant Operator II | 43 |
| 3082 | WW Plant Operator III | 46 |
| 3083 | WW Plant Operator IV | 49 |
| 3102 | Zoning Analyst | 50 |
| 6156 | Zoning Division Manager | 61 |

To maintain our competitive status in the metro area job market, the pay structure for the following salary grades will be effective February 10, 2008.

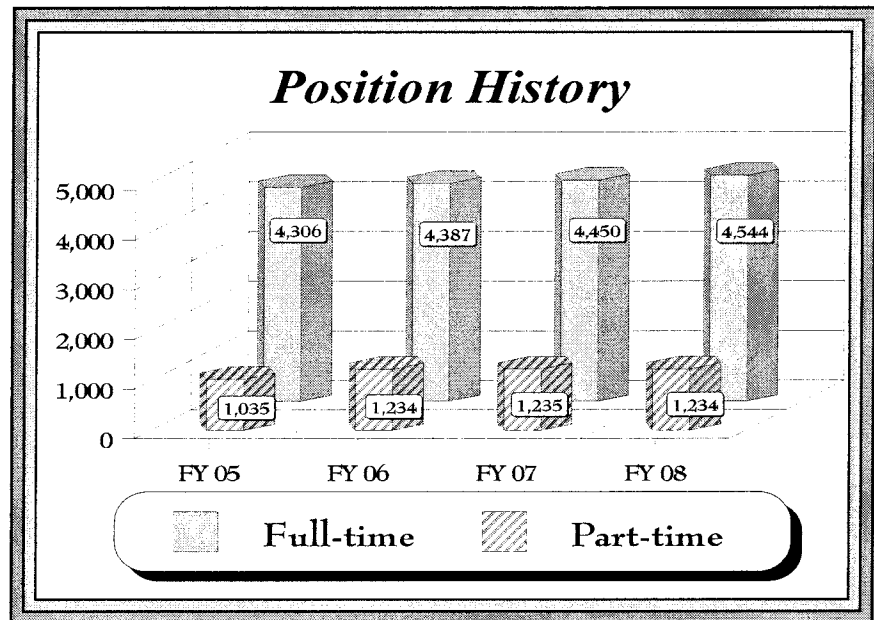
Cobb County Pay Structure

| <u>Grade</u> | <u>Minimum</u> | <u>Market</u> | <u>Maximum</u> |
|--------------|----------------|---------------|----------------|
| 35 | \$18,449.60 | \$22,443.20 | \$28,038.40 |
| 36 | \$19,364.80 | \$23,566.40 | \$29,473.60 |
| 37 | \$20,300.80 | \$24,772.80 | \$30,804.80 |
| 38 | \$21,320.00 | \$26,020.80 | \$32,323.20 |
| 39 | \$22,443.20 | \$27,331.20 | \$34,174.40 |
| 40 | \$23,566.40 | \$28,662.40 | \$35,817.60 |
| 41 | \$24,668.80 | \$30,076.80 | \$37,627.20 |
| 42 | \$25,896.00 | \$31,616.00 | \$39,478.40 |
| 43 | \$27,248.00 | \$33,155.20 | \$41,516.80 |
| 44 | \$28,558.40 | \$34,881.60 | \$44,179.20 |
| 45 | \$29,972.80 | \$36,628.80 | \$46,508.80 |
| 46 | \$31,532.80 | \$38,459.20 | \$48,859.20 |
| 47 | \$33,051.20 | \$40,393.60 | \$51,188.80 |
| 48 | \$34,777.60 | \$42,328.00 | \$53,955.20 |
| 49 | \$36,504.00 | \$44,470.40 | \$57,220.80 |
| 50 | \$38,355.20 | \$46,716.80 | \$60,278.40 |
| 51 | \$40,185.60 | \$49,067.20 | \$63,148.80 |
| 52 | \$42,224.00 | \$51,521.60 | \$66,518.40 |
| 53 | \$44,366.40 | \$54,558.40 | \$69,763.20 |
| 54 | \$46,508.80 | \$56,825.60 | \$74,256.00 |
| 55 | \$48,859.20 | \$59,571.20 | \$78,041.60 |
| 56 | \$51,292.80 | \$62,628.80 | \$81,910.40 |
| 57 | \$53,851.20 | \$65,686.40 | \$86,091.20 |
| 58 | \$56,596.80 | \$69,056.00 | \$90,563.20 |
| 59 | \$59,467.20 | \$72,404.80 | \$95,264.00 |
| 60 | \$62,420.80 | \$76,107.20 | \$100,048.00 |
| 61 | \$65,499.20 | \$79,851.20 | \$106,808.00 |
| 62 | \$68,744.00 | \$83,844.80 | \$112,112.00 |
| 63 | \$72,217.60 | \$88,129.60 | \$117,416.00 |
| 64 | \$75,899.20 | \$92,518.40 | \$123,323.20 |
| 65 | \$79,644.00 | \$97,115.20 | \$129,646.40 |
| 66 | \$83,636.80 | \$102,003.20 | \$136,260.80 |

| <i>Cobb County Pay Structure</i> | | | |
|----------------------------------|----------------|---------------|----------------|
| <u>Grade</u> | <u>Minimum</u> | <u>Market</u> | <u>Maximum</u> |
| 67 | \$87,817.60 | \$107,099.20 | \$143,104.00 |
| 68 | \$92,206.40 | \$112,403.20 | \$150,363.20 |
| 69 | \$96,803.20 | \$118,019.20 | \$157,809.60 |
| 70 | \$101,587.20 | \$123,926.40 | \$165,651.20 |
| 71 | \$106,288.00 | \$130,166.40 | \$173,284.80 |

HUMAN RESOURCES HIGHLIGHTS

The following graph displays the history of full-time and part-time employment positions for FY 07/08. A narrative is also provided discussing major position changes.



Animal Control. The FY 07/08 Biennial Budget provides additional funding for one Custodial Supervisor, three Animal Control Officer I and one Public Service Technician III. These positions are needed to maintain the current level of service for the increased number of animals housed in the kennels.

Judicial. The FY 07/08 Biennial Budget includes the Judicial Services receiving 13 of the 112 full-time positions and 3 part-time Bailiff positions as a result of the new Superior Court judgeship, effective July 1, 2007. These positions will include one Investigator Circuit Defender, one Judicial Administrative Technician III, two Assistant District Attorney's, with one attorney being state-funded, one Investigator, one Legal Administrative Specialist, one Deputy Sheriff II in FY 07, two Deputy Sheriff II in FY08, one Superior Court Judge, one Court Reporter, one Staff Attorney, one Judicial Administrative Specialist, and three part-time Bailiffs.

Community Development. The FY 07/08 Biennial Budget provides additional funding for four positions within Community Development. One Code Enforcement Officer and one Senior Code Enforcement Officer was added in FY 07 to assist with code compliance. Two Code Enforcement Officers were added in FY 08 for the Quality of Life Unit.

Elections & Registration. The FY 07/08 biennial budget includes additional funding for five new positions for Elections & Registration. One Administrative Specialist II, one Fiscal Technician II, two Election Technicians, and one Election & Registration Manager will be added to maintain current levels of service.

Magistrate Court. The FY 07/08 Biennial Budget includes additional funding for a part-time Coordinator position to coordinate court activities.

Public Safety. The FY 07/08 Biennial Budget provides additional funding for nine positions previously funded through the Community Oriented Policing Services (COPS) grant. These positions will transfer to the Police Department's budget as they expire during FY 07. The budget also supports the addition of nine Police Officer II positions, two Police Sergeants and one Police Lieutenant. Two of the Police Officer II positions will be assigned to the Quality of Life Unit. There will also be one Report Line Processor position reclassified to a Criminal Intelligence Analyst.

Probate Court. The FY 07/08 Biennial Budget includes the addition of one Judicial Administrative Technician II added to the Probate Court. This position will handle the added workload.

Sheriff. The FY 07/08 Biennial Budget includes the addition of ten new Deputy Sheriff II positions to enhance court security. To staff the Sex Offender Unit, the Sheriff's Office will receive three Deputy Sheriff II positions and one Administrative Specialist II. In FY 08, the Sheriff will receive twenty-six new positions to staff the jail. These positions include: fifteen Deputy Sheriff II, six Detention Specialists, one Judicial Administrative Technician, two Administrative Specialists, one Administrative Supervisor and one Warehouse Worker.

Tax Assessor. The FY 07/08 Biennial Budget supports the addition of one Personal Property Auditor and one part-time Clerk. These personnel improvements will afford the county the resources necessary to expand its field service efforts and better serve the residents of Cobb County.

Water Fund. The FY 07/08 Biennial Budget supports the addition of several new positions for stormwater management and to maintain the current level of service for the Water Fund. These positions include: one Biologist, one Process Control Analyst, three Public Service Technicians, one Wastewater Instrumentation Technician, two Maintenance Technicians, one Work Order Coordinator, one Crew Chief, one Utility Worker I, one Utility Worker II, one Contract Project Administrator, one Project Manager, four Construction Inspectors, two Environmental Compliance Technicians, one Code Enforcement Officer and one part-time Communications Operator.

DEPARTMENTAL POSITION SUMMARY

This table summarizes the four-year history of full and part-time positions in each Cobb County Government department and fund.

| Department/Fund | Totals | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted |
|------------------------------|---------------------|-----------------|-----------------|------------------|------------------|
| 800 MHz | Full-time Positions | 3 | 3 | 3 | 3 |
| Animal Control | Full-time Positions | 38 | 38 | 43 | 43 |
| | Part-time Positions | 2 | 2 | 2 | 2 |
| Board of Commissioners | Full-time Positions | 10 | 10 | 10 | 10 |
| Budget & Internal Audit | Full-time Positions | 10 | 10 | 10 | 10 |
| Business License | Full-time Positions | 11 | 11 | 11 | 11 |
| | Part-time Positions | 4 | 4 | 4 | 4 |
| Circuit Defender | Full-time Positions | 9 | 9 | 10 | 10 |
| | Part-time Positions | 3 | 3 | 3 | 3 |
| Clerk of State Court | Full-time Positions | 72 | 75 | 75 | 75 |
| | Part-time Positions | 9 | 9 | 9 | 9 |
| Clerk of Superior Court | Full-time Positions | 94 | 94 | 95 | 95 |
| | Part-time Positions | 5 | 5 | 5 | 5 |
| Code Enforcement | Full-time Positions | 11 | 11 | 13 | 15 |
| Communications | Full-time Positions | 12 | 12 | 12 | 12 |
| | Part-time Positions | 5 | 5 | 5 | 5 |
| Community Development Admin | Full-time Positions | 5 | 5 | 5 | 5 |
| | Part-time Positions | 1 | 1 | 1 | 1 |
| County Clerk | Full-time Positions | 4 | 4 | 4 | 4 |
| County Manager | Full-time Positions | 6 | 7 | 8 | 8 |
| Department of Transportation | Full-time Positions | 161 | 168 | 171 | 171 |
| | Part-time Positions | 2 | 2 | 2 | 2 |
| Development and Inspections | Full-time Positions | 56 | 56 | 56 | 56 |
| | Part-time Positions | 4 | 4 | 4 | 4 |
| District Attorney | Full-time Positions | 75 | 75 | 79 | 79 |
| | Part-time Positions | 5 | 6 | 6 | 6 |
| Drug Treatment & Education | Full-time Positions | 4 | 4 | 4 | 4 |
| | Part-time Positions | 1 | 1 | 1 | 1 |
| Economic Development | Full-time Positions | 4 | 4 | 4 | 4 |
| Elections & Registration | Full-time Positions | 16 | 16 | 21 | 21 |
| | Part-time Positions | 73 | 121 | 119 | 119 |
| Erosion Control | Full-time Positions | 6 | 6 | 6 | 6 |
| Extension Service | Full-time Positions | 10 | 10 | 10 | 10 |
| | Part-time Positions | 5 | 5 | 5 | 5 |

*On the Job**Positions and Benefits*

| Department/Fund | Totals | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted |
|-----------------------------------|---------------------|-----------------|-----------------|------------------|------------------|
| Finance Department | Full-time Positions | 34 | 35 | 36 | 36 |
| | Part-time Positions | 4 | 4 | 4 | 4 |
| Fleet Management | Full-time Positions | 36 | 36 | 36 | 36 |
| G I S - Mapping | Full-time Positions | 6 | 6 | 6 | 6 |
| | Part-time Positions | 1 | 1 | 1 | 1 |
| Government Service Centers | Full-time Positions | 9 | 9 | 9 | 10 |
| | Part-time Positions | 4 | 4 | 5 | 4 |
| Human Resources | Full-time Positions | 25 | 25 | 25 | 25 |
| | Part-time Positions | 5 | 5 | 5 | 5 |
| Information Services | Full-time Positions | 95 | 96 | 97 | 97 |
| | Part-time Positions | 9 | 9 | 8 | 8 |
| Juvenile Court | Full-time Positions | 64 | 70 | 70 | 70 |
| | Part-time Positions | 6 | 8 | 8 | 8 |
| Law Department | Full-time Positions | 14 | 14 | 14 | 14 |
| Library | Full-time Positions | 119 | 126 | 126 | 126 |
| | Part-time Positions | 180 | 196 | 196 | 196 |
| Magistrate Court | Full-time Positions | 42 | 42 | 41 | 41 |
| | Part-time Positions | 24 | 24 | 25 | 25 |
| Medical Examiner | Full-time Positions | 7 | 7 | 7 | 7 |
| Parks, Rec. & Cultural Affairs | Full-time Positions | 195 | 195 | 195 | 195 |
| | Part-time Positions | 314 | 449 | 449 | 449 |
| Planning | Full-time Positions | 6 | 6 | 6 | 6 |
| Police Department | Full-time Positions | 626 | 638 | 639 | 651 |
| | Part-time Positions | 123 | 123 | 123 | 123 |
| Probate Court | Full-time Positions | 15 | 15 | 16 | 16 |
| | Part-time Positions | 2 | 2 | 2 | 2 |
| Property Management | Full-time Positions | 61 | 68 | 69 | 69 |
| | Part-time Positions | 11 | 11 | 11 | 11 |
| Public Safety - Director's Office | Full-time Positions | 19 | 19 | 31 | 31 |
| | Part-time Positions | 1 | 1 | 1 | 1 |
| Public Safety Training (Fire) | Full-time Positions | 8 | 8 | 8 | 8 |
| Public Safety Training (Police) | Full-time Positions | 12 | 12 | 12 | 12 |
| Public Services | Full-time Positions | 2 | 2 | 2 | 2 |
| | Part-time Positions | 1 | 0 | 0 | 0 |
| Purchasing | Full-time Positions | 13 | 13 | 13 | 13 |
| | Part-time Positions | 0 | 1 | 1 | 1 |
| Records Management | Full-time Positions | 6 | 6 | 6 | 6 |
| Sheriff's Office | Full-time Positions | 636 | 641 | 647 | 689 |

*On the Job**Positions and Benefits*

| Department/Fund | Totals | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted |
|-----------------------------|---------------------|-----------------|-----------------|------------------|------------------|
| | Part-time Positions | 59 | 58 | 58 | 58 |
| Solicitor | Full-time Positions | 64 | 67 | 67 | 67 |
| | Part-time Positions | 2 | 2 | 2 | 2 |
| State Court | Full-time Positions | 60 | 64 | 64 | 64 |
| | Part-time Positions | 50 | 54 | 54 | 54 |
| Superior Court | Full-time Positions | 58 | 58 | 62 | 62 |
| | Part-time Positions | 51 | 51 | 54 | 54 |
| Support Services | Full-time Positions | 2 | 2 | 2 | 2 |
| Tax Assessor | Full-time Positions | 52 | 54 | 55 | 55 |
| | Part-time Positions | 2 | 2 | 3 | 3 |
| Tax Commissioner | Full-time Positions | 100 | 112 | 112 | 112 |
| | Part-time Positions | 6 | 0 | 0 | 0 |
| Victim Witness | Full-time Positions | 9 | 10 | 10 | 10 |
| Zoning | Full-time Positions | 7 | 7 | 7 | 7 |
| Casualty & Liability Claims | Full-time Positions | 6 | 6 | 5 | 5 |
| Child Support Grant Fund | Full-time Positions | 18 | 18 | 18 | 18 |
| | Part-time Positions | 4 | 4 | 4 | 4 |
| Compost Facility Fund | Full-time Positions | 26 | 25 | 25 | 25 |
| E911 Fund | Full-time Positions | 110 | 115 | 114 | 114 |
| Fire Fund | Full-time Positions | 613 | 614 | 610 | 610 |
| | Part-time Positions | 3 | 3 | 3 | 3 |
| Law Library Fund | Full-time Positions | 2 | 2 | 2 | 2 |
| Parking Deck Fund | Full-time Positions | 1 | 1 | 1 | 1 |
| | Part-time Positions | 1 | 1 | 1 | 1 |
| Senior Services Fund | Full-time Positions | 56 | 57 | 57 | 57 |
| | Part-time Positions | 39 | 39 | 39 | 39 |
| Solid Waste Fund | Full-time Positions | 31 | 33 | 33 | 33 |
| | Part-time Positions | 2 | 2 | 2 | 2 |
| Transit Fund | Full-time Positions | 6 | 6 | 6 | 6 |
| Water Fund | Full-time Positions | 417 | 419 | 439 | 439 |
| | Part-time Positions | 12 | 12 | 10 | 10 |
| Cobb County Government | Full Time Positions | 4,306 | 4,387 | 4,450 | 4,544 |
| | Part Time Positions | 1,035 | 1,234 | 1,235 | 1,234 |



The Bottom Line

175th Annive

1832-2007

'Adjusted Budget'

The Fiscal Year Budget changes or is 'adjusted' throughout the budget year. Specific 'as-of-dates' are necessary to delineate where the budget is at any particular time in the year.

The earlier "Fine Print" section described how the budget was prepared. "The Bottom Line" section presents an overview of the county's budgets at the fund level. This particular page provides a summary comparison of the FY 2007 Adjusted Budget versus the FY 2008 Adopted Budget for all operating funds.

FY 07 ADJUSTED EXPENDITURE BUDGET

The adjusted 2007 fiscal year budget, on this page, is as of October 24, 2007. It includes all expenditure budget adjustments since the initial budget adoption. These changes in budgets, both revenue and expenditure, occur throughout the year by agenda items approved by the Board of Commissioners.

OPERATING BUDGET - BY FUND

The FY 07/08 operating budget combines all the operating funds' budgets. This table summarizes the expenditures budget differences between years for all the county operating funds.

| <u>Operating Fund</u> | <u>FY 07 Adjusted</u> | <u>FY 08 Adopted</u> | <u>Inc./.(Dec.) % Comparison</u> |
|--------------------------|---------------------------|--------------------------|--------------------------------------|
| General Fund | \$359,743,523 | \$337,946,081 | (6.06)% |
| Claims | \$65,005,753 | \$69,935,031 | 7.58% |
| Compost | \$8,222,968 | \$5,759,161 | (29.96)% |
| CSBG | \$527,682 | \$527,077 | (0.11)% |
| Debt Service | \$7,897,690 | \$8,832,316 | 11.83% |
| E911 | \$11,697,701 | \$10,069,738 | (13.92)% |
| Fire | \$81,315,486 | \$70,061,783 | (13.84)% |
| Golf Course | \$2,341,066 | \$2,258,879 | (3.51)% |
| Grant-Child Support | \$1,011,465 | \$1,055,240 | 4.33% |
| Hotel/Motel Tax | \$10,712,988 | \$10,712,988 | 0.00% |
| Law Library | \$594,163 | \$635,532 | 6.96% |
| Mable House Amphitheatre | \$0 | \$0 | N/A |
| Parking Deck | \$490,264 | \$470,644 | (4.00)% |
| Senior Services | \$6,319,773 | \$6,013,444 | (4.85)% |
| Solid Waste | \$9,921,553 | \$9,183,379 | (7.44)% |
| Transit | \$16,388,175 | \$16,875,870 | 2.98% |
| Water | \$180,035,581 | \$161,672,074 | (10.20)% |
| Total | \$762,225,831 | \$712,009,237 | (6.59)% |

What is a Fund?

A fund is an accounting means for recording various revenue-generating activities and their related expenditures.

This section continues with the overview of the county's budgets at the fund level, now using FY 07 'Adopted' budgets. It presents a summary of the outcome of the policies outlined in the "Fine Print".

FY 07/08 BIENNIAL BUDGET - OPERATING & CAPITAL FUNDS

The FY 07/08 Biennial Budget consists of two major components: 1) operating fund's budgets and 2) grant/capital funds' budgets. The operating funds provide funding for the daily operations of the county government such as police, fire, courts, libraries and parks. The grant and capital funds include funding for CDBG, HOME, and JAG grants, and major capital items and projects such as transportation improvements, wastewater treatment facilities and the recapitalization plan. In FY 08 the operating budgets total more than \$712 million and the capital and grant budgets total \$140.5 million, for a combined budget in excess of \$852 million.

For ease of discussion, the operating funds and the grant/capital funds are addressed separately in "The Bottom Line" section. Detailed information about individual operating funds is in the order shown on the table below. The grant and capital funds follow the operating funds.

OPERATING BUDGETS - BY FUND

The FY 07/08 operating budgets are a combination of multiple operating funds. The operating budgets account for about 83.6% of the total FY 08 budget of \$852 million. The table below summarizes the Cobb County operating budget expenditures for FY 05 through FY 08.

| <u>Operating Fund</u> | <u>FY 05 Actual</u> | <u>FY 06 Actual</u> | <u>FY 07 Adopted</u> | <u>FY 08 Adopted</u> |
|--------------------------|-------------------------|-------------------------|--------------------------|--------------------------|
| General Fund | \$283,288,246 | \$310,459,244 | \$326,493,647 | \$337,946,081 |
| Claims | \$46,648,661 | \$48,510,344 | \$63,688,097 | \$69,935,031 |
| Compost | \$6,920,434 | \$5,219,300 | \$8,203,748 | \$5,759,161 |
| CSBG | \$371,766 | \$360,199 | \$314,111 | \$527,077 |
| Debt Service | \$27,166,438 | \$8,001,755 | \$7,897,690 | \$8,832,316 |
| E911 | \$8,861,863 | \$8,339,053 | \$10,863,968 | \$10,069,738 |
| Fire | \$56,413,307 | \$60,027,847 | \$67,132,266 | \$70,061,783 |
| Golf Course | \$1,904,107 | \$1,830,831 | \$2,320,490 | \$2,258,879 |
| Grant-Child Support | \$946,924 | \$905,757 | \$1,011,465 | \$1,055,240 |
| Hotel/Motel Tax | \$3,327,163 | \$10,452,605 | \$3,526,347 | \$10,712,988 |
| Law Library | \$547,242 | \$578,263 | \$529,163 | \$635,532 |
| Mable House Amphitheatre | \$1,372,708 | \$1,503,018 | \$1,564,873 | \$0 |
| Parking Deck | \$451,737 | \$462,609 | \$468,264 | \$470,644 |
| Senior Services | \$4,772,587 | \$5,048,286 | \$6,165,167 | \$6,013,444 |
| Solid Waste | \$5,492,983 | \$6,173,788 | \$8,221,809 | \$9,183,379 |
| Transit | \$13,172,107 | \$14,602,037 | \$16,020,462 | \$16,875,870 |
| Water | \$145,632,985 | \$157,049,927 | \$178,455,438 | \$161,672,074 |
| Total | \$607,291,258 | \$639,524,863 | \$702,877,005 | \$712,009,237 |

OPERATING BUDGETS - BY CATEGORY

This table presents revenues and expenditures by category for all operating funds combined. It provides a four-year comparison of actual and adopted budgets.

Note: The capital outlays or expenditures in the operating funds is considered 'routine' in nature, and is therefore part of the departments' and funds' on-going operations. We often refer to it as "operating-capital" because it is different in size, scope and purpose from the 'non-routine' major capital expenditures found in capital funds.

| Category | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted |
|-----------------------------|----------------------|----------------------|----------------------|----------------------|
| REVENUES: | | | | |
| General Property Taxes | \$205,053,432 | \$219,391,139 | \$244,641,241 | \$248,719,007 |
| Penalties & Interest | \$3,697,434 | \$4,462,721 | \$4,353,601 | \$4,660,933 |
| Other Taxes | \$34,376,458 | \$37,346,581 | \$38,015,803 | \$46,571,312 |
| Licenses & Permits | \$21,955,010 | \$21,477,430 | \$21,637,641 | \$21,156,761 |
| Intergovernmental Revenue | \$21,848,389 | \$20,566,150 | \$11,361,465 | \$20,279,887 |
| Charges for County Services | \$201,921,799 | \$229,524,583 | \$233,116,019 | \$233,080,975 |
| Fines & Forfeitures | \$19,953,205 | \$17,833,850 | \$18,072,469 | \$17,171,484 |
| Miscellaneous Revenue | \$4,563,894 | \$10,312,320 | \$19,133,010 | \$17,903,366 |
| Other Financing Sources | \$97,808,383 | \$91,806,398 | \$112,545,756 | \$102,465,512 |
| TOTAL REVENUES | \$611,178,004 | \$652,721,172 | \$702,877,005 | \$712,009,237 |
| EXPENDITURES: | | | | |
| Personal Services | \$258,423,052 | \$272,992,188 | \$291,932,560 | \$314,279,467 |
| Operating | \$301,279,937 | \$336,114,330 | \$341,974,087 | \$354,229,520 |
| Debt Service | \$36,477,643 | \$21,148,308 | \$36,899,370 | \$18,383,534 |
| Capital Outlay | \$11,110,626 | \$9,270,037 | \$5,114,355 | \$3,572,639 |
| Contingency | \$0 | \$0 | \$26,956,633 | \$21,544,077 |
| TOTAL EXPENDITURES | \$607,291,258 | \$639,524,863 | \$702,877,005 | \$712,009,237 |

The Bottom Line

Operating Budgets Summary

This table consolidates the FY 08 operating budgets by major fund type and presents revenues and expenditures by category. Below that is a listing of the operating funds included in each fund type.

| FY 08 ADOPTED | Enterprise Funds | Governmental Funds | Internal Service Funds | Special Revenue Funds | Total All Funds |
|------------------------|----------------------|-----------------------|------------------------------|-----------------------------|-----------------------|
| REVENUES: | | | | | |
| General Property Taxes | \$0 | \$181,528,847 | \$0 | \$67,190,160 | \$248,719,007 |
| Penalties & Interest | \$0 | \$4,512,232 | \$0 | \$148,701 | \$4,660,933 |
| Other Taxes | \$0 | \$35,343,753 | \$0 | \$11,227,559 | \$46,571,312 |
| Licenses & Permits | \$0 | \$21,154,011 | \$0 | \$2,750 | \$21,156,761 |
| Intergovernmental | \$4,447,431 | \$13,308,065 | \$0 | \$2,524,391 | \$20,279,887 |
| Charges for Services | \$172,178,383 | \$48,917,343 | \$0 | \$11,985,249 | \$233,080,975 |
| Fines & Forfeitures | \$0 | \$16,551,260 | \$0 | \$620,224 | \$17,171,484 |
| Miscellaneous | \$8,463,025 | \$5,261,339 | \$0 | \$1,103,394 | \$14,827,758 |
| Other Financing | \$10,660,524 | \$20,201,547 | \$69,935,031 | \$4,744,018 | \$105,541,120 |
| TOTAL | \$195,749,363 | \$346,778,397 | \$69,935,031 | \$99,546,446 | \$712,009,237 |
| EXPENDITURES: | | | | | |
| Personal Services | \$31,300,778 | \$217,534,422 | \$346,654 | \$65,097,613 | \$314,279,467 |
| Operating | \$154,673,316 | \$102,245,086 | \$69,271,797 | \$28,039,321 | \$354,229,520 |
| Debt Service | \$5,921,821 | \$11,026,283 | \$0 | \$1,435,430 | \$18,383,534 |
| Capital | \$640,475 | \$2,543,842 | \$0 | \$388,322 | \$3,572,639 |
| Contingency | \$3,212,973 | \$13,428,764 | \$316,580 | \$4,585,760 | \$21,544,077 |
| TOTAL | \$195,749,363 | \$346,778,397 | \$69,935,031 | \$99,546,446 | \$712,009,237 |

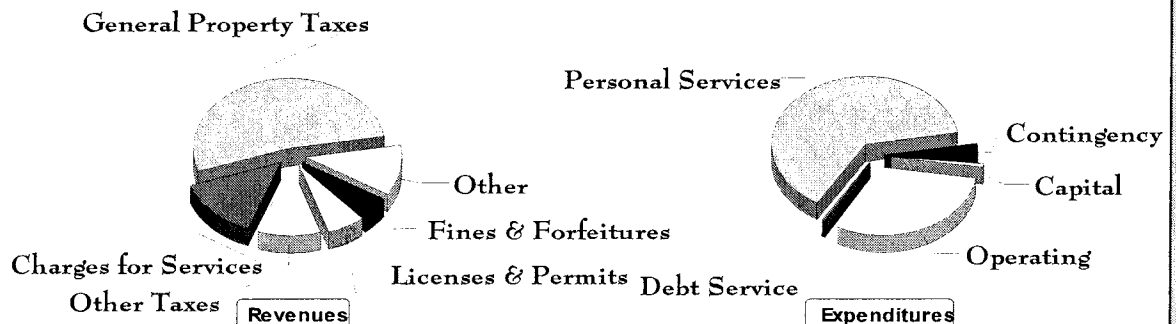
| <u>Enterprise</u> | <u>Governmental</u> | <u>Internal Services</u> | <u>Special Revenue</u> |
|-------------------|---------------------|--------------------------|------------------------|
| Compost | Debt Service | Casualty/Liability | CSBG |
| Golf Course | General Fund | Medical/Dental | E911 |
| Solid Waste | | Workers Comp | Fire |
| Transit | | | Hotel/Motel Tax |
| Water | | | Law Library |
| | | | Parking Deck |
| | | | Senior Services |
| | | | 800MHz |
| | | | Child Support |

An explanation of the factors that impacted each of the FY 07/08 operating budgets follows:

FUND STRUCTURE

The General Fund is a Governmental Fund which contains the operating budgets for departments that provide general purpose government services to the citizens of Cobb County. This fund includes the budgets for a myriad of county services including police, sheriff, library, parks and road maintenance. The primary revenue category, General Property Taxes, makes up 53% of the total budgeted revenue for FY 07/08. The Personal Services component of the budget, which consists of employee salaries and benefits, is 64% of the total budgeted expenditures for the two-year period.

FY 07/08 Sources & Uses of Funds



ISSUES & TRENDS

The General Fund is the county's largest operating fund and contains the budgets for most of the county's departments and agencies. The FY 07/08 General Fund Biennial Budget reflects a modest average annual increase of 2.1% (for the two years) over the prior year's actual budget. Although the FY 07 Adopted Budget reflects an increase of \$12.1 Million (or 3.8%) over the FY 06 Actual Budget, the Adopted Budget for FY 08 only increases 3.5% over FY 07, or \$11.5 million.

Within the expenditure categories of the General Fund, the Personal Services budget will increase \$13.9 million in FY 07 and \$12.4 million in FY 08, or 7.2% and 6.0% respectively. These increases are a result of the full-year impact of FY 07 merit pay, new positions, and the increased cost of benefits to include the impact of funding the county's medical liability for future retirees.

The Contingency category increases by \$2.6 million in FY 07, and \$.1 million in FY 08. The FY 07 Contingency budget contains funding for several new positions to include twelve full-time Judicial and Sheriff positions, most of which relate to the new FY 07 Superior Court Judgeship. Additionally, the Police Department will add ten Police Officers and five Animal Control positions. The FY 08 Contingency budget adds another ten full-time Police Officers.

The FY 07/08 Contingency budget includes additional funding for the full-year impact of several new programs and facilities at the Parks & Recreation Department, including the Wright Nature Center, Silver Comet Trail, South Cobb Aquatic Center and the leased U.S. Army Corps of Engineers property.

*The Bottom Line**General Fund*

Together, the overall Operating, Debt Service and Capital categories within the General Fund increase by only \$5 million in FY 07, and then increase by only \$2.5 million in FY 08. Overall, this reflects a very modest average annual increase of 3.7% (for the two years) over the prior year's adopted budget. Restraining the growth in these categories helps to offset the larger increases in Personal Services and Contingency.

REVENUE & EXPENDITURE SUMMARY

The following table is a five-year presentation of revenues and expenditures by category for the General Fund.

| Category Description | FY 04 | FY 05 | FY 06 | FY 07 | FY 08 |
|-----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | | |
| General Property Taxes | \$137,921,296 | \$145,616,376 | \$153,158,181 | \$175,533,026 | \$174,561,865 |
| Penalties & Interest | \$3,528,093 | \$3,551,816 | \$4,293,349 | \$4,200,033 | \$4,495,149 |
| Other Taxes | \$28,116,793 | \$30,402,082 | \$32,729,034 | \$34,054,893 | \$35,292,002 |
| Licenses & Permits | \$20,081,455 | \$21,952,259 | \$21,400,893 | \$21,634,891 | \$21,154,011 |
| Intergovernmental | \$12,542,665 | \$12,870,365 | \$12,215,390 | \$4,217,756 | \$13,308,065 |
| Charges for Services | \$41,418,337 | \$40,315,209 | \$44,863,441 | \$45,509,990 | \$48,754,644 |
| Fines & Forfeitures | \$15,295,516 | \$17,764,842 | \$15,822,207 | \$16,196,001 | \$15,188,647 |
| Miscellaneous | \$2,447,012 | \$2,532,590 | \$8,407,440 | \$4,122,306 | \$4,990,151 |
| Other Financing | \$21,800,101 | \$18,290,725 | \$21,419,159 | \$21,024,751 | \$20,201,547 |
| TOTAL | \$283,151,268 | \$293,296,264 | \$314,309,094 | \$326,493,647 | \$337,946,081 |
| Expenditure Category | | | | | |
| Personal Services | \$171,593,448 | \$180,773,669 | \$191,238,954 | \$205,198,396 | \$217,534,422 |
| Operating | \$128,107,172 | \$96,023,804 | \$112,565,109 | \$102,015,321 | \$102,132,320 |
| Debt Service | \$621,476 | \$933,774 | \$1,406,625 | \$2,003,733 | \$2,306,733 |
| Capital | \$5,165,033 | \$5,513,717 | \$5,248,557 | \$2,786,713 | \$2,543,842 |
| Contingency | \$0 | \$0 | \$0 | \$14,489,484 | \$13,428,764 |
| TOTAL | \$305,487,129 | \$283,244,964 | \$310,459,245 | \$326,493,647 | \$337,946,081 |

A comparison of all General Fund department expenditure budgets follows.

The Bottom Line

General Fund

| Department | FY 06 | FY 07 | FY 08 |
|-------------------------------|--------------|--------------|--------------|
| | Actual | Adopted | Adopted |
| 800 MHz Radio Comm. | \$2,343,304 | \$1,043,891 | \$1,475,337 |
| Animal Control | \$2,199,456 | \$2,257,227 | \$2,578,007 |
| Bd. of Commissioners | \$832,987 | \$862,026 | \$900,937 |
| Budget & Inter. Audit | \$587,079 | \$707,649 | \$687,501 |
| Business License | \$692,806 | \$734,831 | \$750,715 |
| Circuit Defender | \$5,964,606 | \$5,466,257 | \$5,685,382 |
| Clerk of State Court | \$3,786,777 | \$4,043,123 | \$4,213,934 |
| Clerk of Superior Ct. | \$4,579,110 | \$4,885,602 | \$5,132,207 |
| Code Enforcement | \$593,665 | \$658,436 | \$796,176 |
| Communications | \$1,446,772 | \$1,206,035 | \$1,272,520 |
| Community Dev.-Admin | \$883,700 | \$454,935 | \$485,017 |
| County Clerk | \$318,803 | \$337,761 | \$352,879 |
| County Manager | \$703,496 | \$658,735 | \$756,139 |
| Dept of Transportation | \$17,256,752 | \$19,003,541 | \$19,893,215 |
| Development & Inspect. | \$3,709,186 | \$3,817,794 | \$3,981,121 |
| District Attorney | \$6,071,060 | \$5,777,146 | \$5,771,415 |
| Drug Treatment Educ. | \$459,996 | \$557,586 | \$559,126 |
| Economic Development | \$399,107 | \$431,974 | \$380,297 |
| Elections & Registration | \$2,503,320 | \$2,768,767 | \$3,494,606 |
| Erosion Control | \$383,142 | \$370,105 | \$390,517 |
| Ethics Board | \$1,077 | \$1,130 | \$1,130 |
| Extension Service | \$435,349 | \$506,728 | \$509,430 |
| Finance | \$2,395,048 | \$2,720,891 | \$2,934,382 |
| Fleet Management | \$3,430,175 | \$3,730,635 | \$3,804,172 |
| General Fund Admin. | \$40,901,344 | \$29,415,965 | \$27,740,517 |
| General Fund Cont. | \$240,010 | \$13,385,683 | \$12,793,912 |
| GIS- Mapping | \$365,012 | \$369,841 | \$341,173 |
| Govt. Service Centers | \$1,538,480 | \$1,994,455 | \$2,003,319 |
| Human Resources | \$2,212,477 | \$2,242,540 | \$2,301,132 |
| Information Services | \$11,662,406 | \$13,179,595 | \$13,321,509 |
| Juvenile Court | \$4,772,278 | \$4,767,418 | \$5,082,109 |
| Law Department | \$2,399,625 | \$2,002,130 | \$1,924,797 |
| Library | \$11,205,176 | \$11,413,113 | \$11,790,707 |
| Magistrate Court | \$2,886,212 | \$3,029,778 | \$3,232,496 |
| Medical Examiner | \$929,221 | \$1,008,209 | \$993,589 |
| Other Govt./Non-Profit | \$7,663,549 | \$9,239,990 | \$9,126,844 |
| Parks, Rec & Cultural Affairs | \$18,606,634 | \$19,788,449 | \$21,784,343 |
| Planning | \$381,810 | \$401,175 | \$401,597 |
| Police | \$46,104,027 | \$49,578,385 | \$51,230,078 |
| Probate Court | \$958,328 | \$1,008,021 | \$1,136,956 |

FY 07/08 BIENNIAL BUDGET

| Department | FY 06 | FY 07 | FY 08 |
|------------------------|----------------------|----------------------|----------------------|
| | Actual | Adopted | Adopted |
| Property Management | \$7,866,444 | \$8,744,557 | \$8,939,542 |
| Public Safety-Admin | \$1,298,233 | \$1,394,238 | \$2,380,576 |
| Public Safety Training | \$1,652,188 | \$1,725,234 | \$1,619,258 |
| Public Services-Admin | \$229,298 | \$227,048 | \$246,114 |
| Purchasing | \$886,297 | \$929,875 | \$920,722 |
| Records Management | \$1,343,401 | \$1,338,159 | \$1,334,790 |
| Sheriff | \$52,236,735 | \$56,975,555 | \$59,182,184 |
| Solicitor | \$4,681,528 | \$4,083,715 | \$4,274,360 |
| State Court | \$5,957,708 | \$6,094,631 | \$6,417,148 |
| Superior Court | \$4,836,874 | \$4,914,795 | \$5,381,792 |
| Support Service-Admin | \$260,866 | \$266,299 | \$279,028 |
| Tax Assessor | \$5,133,789 | \$5,124,794 | \$5,394,819 |
| Tax Commissioner | \$5,821,675 | \$6,316,285 | \$7,037,219 |
| Vehicle Acquisition | \$2,884,516 | \$1,926,300 | \$1,901,300 |
| Zoning | \$566,331 | \$604,610 | \$625,989 |
| TOTAL | \$310,459,245 | \$326,493,647 | \$337,946,081 |

SOURCES OF REVENUE

The General Fund collects many sources of revenue from library fines to gifts and grants. These numerous revenue sources are grouped into larger revenue categories as shown in the previous table. A brief explanation of these revenue categories follows:

General Property Taxes: This category includes revenue from taxes on real and personal property; taxes on motor vehicles and mobile homes; railroad equipment car tax; and the timber tax. The real and personal property tax digest is comprised of residential, commercial, agricultural, industrial and public utilities.

Penalties and Interest: This category includes revenue for penalties on delinquent taxes, motor vehicle license tags, business license renewals; penalties for sign violations; interest on delinquent taxes and business license renewals; and filing fees for delinquent tax Fi Fa's (Fieri Facias) and tax liens.

Other Taxes: This category includes revenue from the following taxes: beer, wine, liquor, cable TV, insurance premiums and real estate transfers.

Licenses and Permits: This category includes revenue for inspection and building permits, alcoholic beverage licenses, business licenses and other miscellaneous licenses and permits such as for marriage, signs, fuel tanks, blasting, pistols, house-moving and land-use/zoning.

Intergovernmental: This category includes revenue from federal, state and local governments or agencies. Also included is revenue from the two Community Improvement Districts (CID) and the Cobb Chamber of Commerce.

Charges for Services: This category includes revenue from a vast array of fees and commissions charged to users of specific county services. Some examples are fees for parking, fingerprinting, animal shelter, divorcing parents seminar, election qualifying,

FY 07/08 BIENNIAL BUDGET

drug testing, deed recording, intangible recording, recreation admission, parks/recreation rental, tournament/league play and the street light districts. Additionally, included are commissions for the tax collection on behalf of the Cobb Board of Education, the Cobb municipalities and the State of Georgia. The Administrative Services fee, a major revenue source, is also accounted for here. The General Fund collects this fee from other county operating and capital funds to the extent to which the departments in the General Fund provide administrative support to these other funds.

Fines and Forfeitures: This category includes revenue from court fines, library fines, bond forfeitures, parking violation fines and other miscellaneous fines/forfeitures. Also included are surcharges on fines as mandated or authorized by Georgia law for such things as the Drug Treatment and Education Program, the Victim Assistance Program and the county's jail staffing and construction.

Miscellaneous: This category includes revenue from interest earnings, earned discounts, and the rentals, concessions and royalties from the use of county property.

Other Financing: This category includes revenue from various sources including: interfund transfers; proceeds from loans, bonds, capital leases and refunded debt; developer contributions (to share in costs of infrastructure modifications); gifts and donations; insurance recoveries; the sale of maps, books, copies, unclaimed evidence and surplus county property. This category also includes the appropriations of fund balance, both designated and undesignated.

THE TOP FIVE SOURCES

The five largest sources of General Fund revenue account for more than 67% of all General Fund revenue budgeted in FY 07/08. Real and Personal Property Taxes, Motor Vehicle Tax, Insurance Premium Tax, Business License Fees and Administrative Service Fees are traditionally the five largest sources of General Fund revenue.

Real and Personal Property Taxes. This source represents almost 92% of FY 07/08 total budgeted revenues in the General Property Taxes category. Growth in the net taxable digest increases property tax revenue. In recent years, about 50% of the annual growth in the residential digest has come from new construction, and the other 50% from increased property valuations. For commercial properties, the annual growth ratio is about 30% new construction and 70% revaluation. Property value assessments are performed annually across the county, with the typical cycle for most revaluation being every three years. State law mandates Cobb's gross assessments be maintained within at least 90% of current fair market values per property type. About one-third of all residential property will be revalued in 2007 and 2008.

Consistent digest growth has permitted steady drops in the property tax millage rates of the county's three tax earning funds. The FY 03/04 rate of 6.85 has been maintained through the FY 05/06 biennial budget. The table that follows outlines the most recent ten-year history of General Fund Property Tax Millage.

Millage Rate Reduction History

The combined (General, Fire & Debt Service Funds) property tax millage rate of 9.60 remains at its lowest rate in over ten years, as shown in the following table. The 2006 General Fund millage is 0.05 mills lower than that of 1997.

| General Fund-Property Tax | |
|---------------------------|--------------|
| Year | Millage Rate |
| 1997 | 6.87 |
| 1998 | 6.57 |
| 1999 | 6.57 |
| 2000 | 6.57 |
| 2001 | 6.57 |
| 2002 | 6.80 |
| 2003 | 6.85 |
| 2004 | 6.85 |
| 2005 | 6.85 |
| 2006 | 6.82 |

The FY 07 property tax revenues assume 6% growth in the tax digest and a millage rate of 6.82. The FY 08 property tax revenues assume the same 6% tax digest growth and 6.82 millage rate. By assuming a constant millage rate of 6.82, minimal growth in property tax collections is projected for FY 07/08.

The projected growth in tax revenues from the residential digest is reduced from years prior to 2001 because of Cobb's 'floating' Homestead Exemption, currently in effect for the General Fund only. This exemption floats upward to exactly match the increased property assessments on homesteaded property (that doesn't change owners). This curtails any future revenue growth from "homesteaded" residential property reassessments for current owners. Generally, about half of the annual growth in the residential property tax digest comes from revaluations. The table below provides a history of property tax revenue.

| FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted |
|---------------|---------------|---------------|---------------|
| \$176,636,802 | \$140,505,395 | \$163,489,334 | \$161,391,052 |

Motor Vehicle Tax. This source represents 7.2% of FY 07/08 total budgeted revenues in the General Property Taxes category. Since FY 01, the value of the taxable digest has grown on average about 5% per year. Since 2002, State legislation (GA House Bill 1224) requires motor vehicle appraisal values to be set by averaging the wholesale and retail value of the vehicle. This change, that essentially lowers the value of the digest, was phased in during the FY 03/04 period. FY 05 values were 50% retail and 50% wholesale, as it will be for FY 06 and beyond. The FY 07/08 budget for motor vehicle tax digest assumes a very small decrease below the FY 06 actual budget. It is also assumed that the current millage rate of 6.82 will be maintained. The following table provides a history of motor vehicle tax revenue:

| FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted |
|--------------|--------------|---------------|---------------|
| \$17,167,219 | \$12,627,702 | \$12,045,692 | \$13,170,813 |

Insurance Premium Tax. This source represents 62.9% of FY 07/08 total budgeted revenues in the Other Taxes category. The insurance premium tax is collected by the State Tax Commissioner from insurance companies conducting business in the State of Georgia. The tax is calculated at 1% of the gross direct premium for life insurance, and 2.5% for all other insurance types. Funds are distributed to the county based on the population of unincorporated areas of Cobb while the six municipalities located within the county receive distributions from the state based on their municipal populations. Therefore, revenue growth reflects the increase in Cobb's population in the unincorporated areas of the county only.

From 1992 to 2005, the annual rate of increases in insurance premium tax revenues has varied from a high of 9% to a low of 1%. The rates of increase have correlated with the general economic conditions in the region. The FY 05 actual revenue is now projected to be about 7% higher than FY 06 actual. The FY 07/08 budgets assume that the revenue growth for FY 07 to be 7%, and 4% for FY 08. The table below provides a history of insurance premium tax revenue:

| FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted |
|--------------|--------------|---------------|---------------|
| \$18,776,151 | \$20,050,624 | \$21,554,419 | \$22,063,070 |

Business License Fees. This source represents 62.6% of FY 07/08 total budgeted revenues in the Licenses and Permits category. According to state law, localities may assess fees on the basis of number of employees, profitability or gross receipts. The fee for a Cobb County business license is determined based on gross receipts. Annual rates of growth in business license revenue have recently varied from a high of 4% to a low of less than 1%. Latest projections for FY 06 actual revenue have it increasing by about 3.3% over FY 05 actual. The FY 07 budget assumes no growth, and the assumed growth in FY 08 is less than 1%.

The variation in annual revenue growth rates are largely a result of active Business License efforts to identify businesses that appear to be avoiding compliance with business license requirements. These successes appear as large single-year revenue increases. Recently, county staff had success identifying rental properties in prime locations which were not paying business license fees. Those firms were targeted because of the amount of revenue they represented. Now that those companies have been identified and license fees are being collected, the large revenue growth is followed by a period of low or no growth. The major reason for the overall decline in the rate of growth in business license revenue is that many small businesses appear to be moving to residential areas, making identification and enforcement more difficult.

The table below provides a history of business license revenue:

| FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted |
|--------------|--------------|---------------|---------------|
| \$12,693,636 | \$13,141,685 | \$13,074,445 | \$13,719,024 |

Administrative Service Fees. This source represents 30.5% of FY 07/08 total budgeted revenues in the Charges for Services category. Administrative service fees represent an indirect cost allocation imposed on those funds that receive services from the General Fund, but do not directly support the General Fund. The fee is a General Fund cost recovery for accounting, payables, human resources, budgeting, purchasing and other services provided by the General Fund to these other funds. The fee charged to each fund is determined by the services consumed by each fund. The allocation of fees

is calculated by an annual comprehensive countywide indirect cost study which is conducted by contracted outside consultants. The table below provides a history of administrative service fees:

| FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted |
|--------------|--------------|---------------|---------------|
| \$9,534,384 | \$11,040,087 | \$13,619,796 | \$15,086,991 |

THE NEXT TOP TEN SOURCES

The next top ten largest sources of General Fund revenue account for more than 20% of all General Fund revenue budgeted in FY 07/08. These ten sources are: Other Fines & Forfeitures; Interfund Transfers; Commission on Board of Education Tax Collection; Street Light District Fees; Cable TV Franchise Tax; Beer Wholesalers Excise Tax; Deed Recording Fees; Intangible Recording Fees; Penalties on Delinquent Taxes; and Court Cost Fees from civil litigation.

DEBT SUMMARY

Debt Service is less than 0.4% of the total FY 07/08 General Fund budget. The Tax Anticipation Notes (TAN's) borrowing does not exceed 75% of the total tax income collected in the calendar year. The TAN's borrowing is much less than 1% of the tax revenue. The table below summarizes the General Fund debt service for FY 07/08.

| Description | FY 07 | FY 08 |
|---|--------------------|--------------------|
| Tax Anticipation Notes-Interest Expense | \$1,815,200 | \$2,118,100 |
| Records Management-Lease Payments | \$186,533 | \$186,533 |
| Total General Fund Debt Service | \$2,001,733 | \$2,304,633 |

Tax Anticipation Notes (TANs) Interest Expense. TANs are notes issued, normally in April, in anticipation of future property tax revenues received in September, October and November. The General Fund shares the cost of projected interest expense related to TANs with the Fire Fund.

Records Management. Capital lease, January 2004 to December 2008, for the Print Shop's high capacity copiers: two (2) Xerox Network Doc-U-Tech 6135 black & white, and one (1) Xerox model 5252 Color.

FUND BALANCE SUMMARY

The following table is a presentation of a five-year history of beginning and ending fund balances. The more detailed information on revenues and expenditures by category can be found in the Revenue and Expenditure Summary table. Variances between the FY 05/06 actual amounts shown on the Fund Balance Summary table and those shown on the Revenue and Expenditure Summary Table are due to auditor reclassifications and adjustments to the financial statements.

*The Bottom Line**General Fund*

| | FY 04 Actual | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted |
|---------------------|-----------------|-----------------|-----------------|------------------|------------------|
| Beginning Balance | \$68,222,628 | \$46,071,724 | \$56,630,730 | \$60,611,512 | \$60,611,512 |
| Revenues | \$283,335,812 | \$293,301,023 | \$314,440,026 | \$326,493,647 | \$337,946,081 |
| Expenditures | \$305,486,716 | \$282,742,017 | \$310,459,244 | \$326,493,647 | \$337,946,081 |
| Ending Balance* | \$46,071,724 | \$56,630,730 | \$60,611,512 | \$60,611,512 | \$60,611,512 |
| Designated/Reserved | \$5,632,515 | \$16,253,930 | \$19,256,021 | \$19,256,021 | \$19,256,021 |
| Undesignated | \$40,439,209 | \$40,376,800 | \$41,355,491 | \$41,355,491 | \$41,355,491 |

*County policy requires a minimum fund balance reserve to be maintained equal to 1/10th of the annual appropriated budget. This reserve amount is included in the ending balance figures shown above.

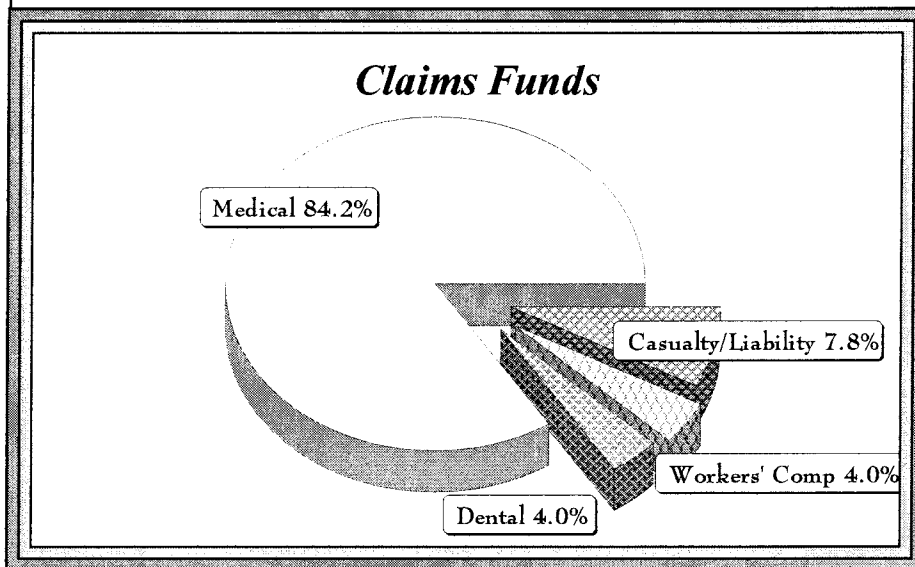
BUDGET BASIS

Budgets for governmental fund types are adopted on the modified accrual basis. Under the modified accrual basis of accounting, revenues are recognized when they become both measurable and available. Measurable means the amount of the transaction can be determined. Available means collectible within the current period, or soon enough thereafter, to be used to pay liabilities of the current period.

The Comprehensive Annual Financial Report (CAFR) reports the status of the county's finances on the basis of "generally accepted accounting principles" (GAAP). This conforms to the way the county prepares its budget with one exception. In the CAFR, fund balance is reserved to cover outstanding encumbrances at fiscal year end. For budgetary purposes, however, these encumbrances are treated as budgeted expenditures for the next fiscal year.

FUND STRUCTURE

The Claims Funds are Proprietary Funds used to account for the financial activity associated with the county's Medical/Dental, Workers' Compensation and Casualty/Liability Funds.



The activities of these funds are supported primarily by internal service charges to other funds. The Medical/Dental and Workers' Comp Funds are responsible for ensuring funding required for related benefits. The Casualty/Liability Fund is responsible for paying all casualty and liability claims which may be brought against the County.

ISSUES & TRENDS

Since FY 00, several outside entities have joined the Cobb County Health Plan. These entities include the City of Smyrna, City of Austell, Cobb-Marietta Coliseum and Exhibit Hall Authority and the City of Powder Springs. Effective December 1, 2004, the City of Powder Springs terminated their participation in the Cobb County Health Plan. This arrangement is financially rewarding for all entities because a larger employee base provides deeper discounts. Cobb County, along with the nation, experienced some of the largest increases in claims cost in FY 03 since the 1980's. New drug costs and medical costs from providers are driving the rise in medical costs. The largest single item increase was in the use of prescription drugs. In an effort to combat these rising costs, Cobb County has made several changes for FY 05. These changes include:

- ▶ Increased employee premiums for the PPO Plan
- ▶ Strengthened language to enforce the dropping of ineligible dependants
- ▶ Continued to provide more efforts in wellness program

Due to the benefits pay-out cap of \$1,000 from our Dental Plan, the dental claim costs have remained consistent, therefore, no increases were planned for FY 07.

During the FY 04 session the state legislature adopted to terminate the subsequent Injury Trust Fund by 2008. This trust fund pays for the treatment of second injuries of the same body part. Cobb County regularly receives reimbursement from the state for claims resulting from subsequent injuries. The termination of this trust will reduce revenue received in proportion to the pay-out for subsequent injury claims.

SOURCES OF REVENUE

More than 97% of the Claims Funds revenue is comprised of payments received from all operating funds. Each operating fund makes payments to the Claims Funds for medical, dental, workers' comp, and casualty/liability coverage. The cost for the various benefit plans are competitively bid and contracted accordingly.

REVENUE & EXPENSE SUMMARY

Below is a presentation of revenues and expenses by category. This provides a five-year comparison of actual and adopted budgets.

Medical & Dental Benefit Fund:

| Category Description | FY 04 | FY 05 | FY 06 | FY 07 | FY 08 |
|-------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | Actual | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | | |
| Miscellaneous | \$0 | \$0 | \$0 | \$40,000 | \$175,000 |
| Other Financing | \$33,058,106 | \$38,995,790 | \$42,951,139 | \$56,144,321 | \$61,826,051 |
| TOTAL | \$33,058,106 | \$38,995,790 | \$42,951,139 | \$56,184,321 | \$62,001,051 |
| Expense Category | | | | | |
| Operating | \$37,117,948 | \$38,812,770 | \$40,235,942 | \$56,184,321 | \$62,001,051 |
| TOTAL | \$37,117,948 | \$38,812,770 | \$40,235,942 | \$56,184,321 | \$62,001,051 |

Workers' Comp Fund:

| Category Description | FY 04 | FY 05 | FY 06 | FY 07 | FY 08 |
|-------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | Actual | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | | |
| Miscellaneous | \$0 | \$0 | \$0 | \$0 | \$50,000 |
| Other Financing | \$1,501,664 | \$1,697,748 | \$1,773,465 | \$2,560,464 | \$2,718,634 |
| TOTAL | \$1,501,664 | \$1,697,748 | \$1,773,465 | \$2,560,464 | \$2,768,634 |
| Expense Category | | | | | |
| Operating | \$2,863,179 | \$4,105,712 | \$3,252,388 | \$2,560,464 | \$2,768,634 |
| TOTAL | \$2,863,179 | \$4,105,712 | \$3,252,388 | \$2,560,464 | \$2,768,634 |

*The Bottom Line**Claims Funds**Casualty & Liability Claims Fund:*

| Category Description | FY 04 | FY 05 | FY 06 | FY 07 | FY 08 |
|-------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | Actual | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | | |
| Miscellaneous | \$266 | \$0 | \$0 | \$300,000 | \$300,000 |
| Other Financing | \$4,322,189 | \$4,850,501 | \$4,746,783 | \$4,643,312 | \$4,865,346 |
| TOTAL | \$4,322,455 | \$4,850,501 | \$4,746,783 | \$4,943,312 | \$5,165,346 |
| Expense Category | | | | | |
| Personal Services | \$367,208 | \$376,275 | \$365,557 | \$393,916 | \$346,654 |
| Operating | \$3,249,272 | \$3,350,998 | \$3,515,139 | \$4,103,641 | \$4,502,112 |
| Capital | \$0 | \$2,906 | \$0 | \$17,300 | \$0 |
| Contingency | \$0 | \$0 | \$0 | \$428,455 | \$316,580 |
| TOTAL | \$3,616,480 | \$3,730,179 | \$3,880,696 | \$4,943,312 | \$5,165,346 |

BUDGET BASIS

The accrual basis of accounting is used to prepare budgets for proprietary and fiduciary fund types. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

The Comprehensive Annual Financial Report (CAFR) reports the status of the county's finances on the basis of "generally accepted accounting principles" (GAAP). This conforms to the way the county prepares its budget with one exception. In the CAFR, fund balance is reserved to cover outstanding encumbrances at year-end. For budgetary purposes, however, these encumbrances are treated as budgeted expenses for the next fiscal year.

Did You Know?

General obligation bonds are backed by the full faith and credit of the taxpayers and must have voter approval before issuance is allowed.

FUND STRUCTURE

The Debt Service Fund is a governmental fund established to account for the county's general obligation bond tax rate levied against real and personal property. General obligation bonds are primarily used to finance Capital Improvement Projects for general governmental activities and/or public purposes such as: public buildings, parks, judicial facilities, jails, etc. Debt Service revenues are dependent upon the tax digest and millage rate. Expenditures, however, are determined by the level of debt incurred by the county for general obligation purposes.

ISSUES & TRENDS

All General Obligation bonds and the Recreation Authority Refunding bond are paid from the Debt Service Fund. All the Revenue bonds are paid from their respective funds. Currently, Cobb County has two outstanding general obligation bond issues totaling over \$78 million. Additionally, the Recreation Authority Refinancing is found in this fund. Bond payments will continue in FY 07/08 and beyond on the 1997 Recreation Authority Refunding, the 1996 Parks and Recreation Bond and the 2003 Refunding, which combined the 1993 Pretrial Detention Facility and Animal Control Facility Bonds.

REVENUE & EXPENDITURE SUMMARY

Below is a presentation of revenues and expenses by category. This provides a five-year comparison of actual and adopted budgets.

| Category Description | FY 04 | FY 05 | FY 06 | FY 07 | FY 08 |
|-----------------------------|--------------------|---------------------|--------------------|--------------------|--------------------|
| | Actual | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | | |
| General Property Taxes | \$6,238,002 | \$5,802,291 | \$6,265,310 | \$6,057,356 | \$6,966,982 |
| Penalties & Interest | \$16,143 | \$15,632 | \$16,640 | \$17,083 | \$17,083 |
| Other Taxes | \$47,556 | \$57,471 | \$61,561 | \$51,751 | \$51,751 |
| Charges for Services | \$207,257 | \$189,454 | \$188,516 | \$162,699 | \$162,699 |
| Fines & Forfeitures | \$1,462,915 | \$1,655,181 | \$1,521,653 | \$1,362,613 | \$1,362,613 |
| Miscellaneous | \$154,064 | \$194,837 | \$256,312 | \$246,188 | \$271,188 |
| Other Financing | \$2,180 | \$19,250,128 | \$0 | \$0 | \$0 |
| TOTAL | \$8,128,117 | \$27,164,994 | \$8,309,992 | \$7,897,690 | \$8,832,316 |
| Expenditure Category | | | | | |
| Operating | \$158,132 | \$6,205 | \$136,476 | \$99,853 | \$112,766 |
| Debt Service | \$8,091,918 | \$27,115,921 | \$7,865,279 | \$7,797,837 | \$8,719,550 |
| Contingency | \$0 | \$0 | \$0 | \$0 | \$0 |
| TOTAL | \$8,250,050 | \$27,122,126 | \$8,001,755 | \$7,897,690 | \$8,832,316 |

Believe it or Not!

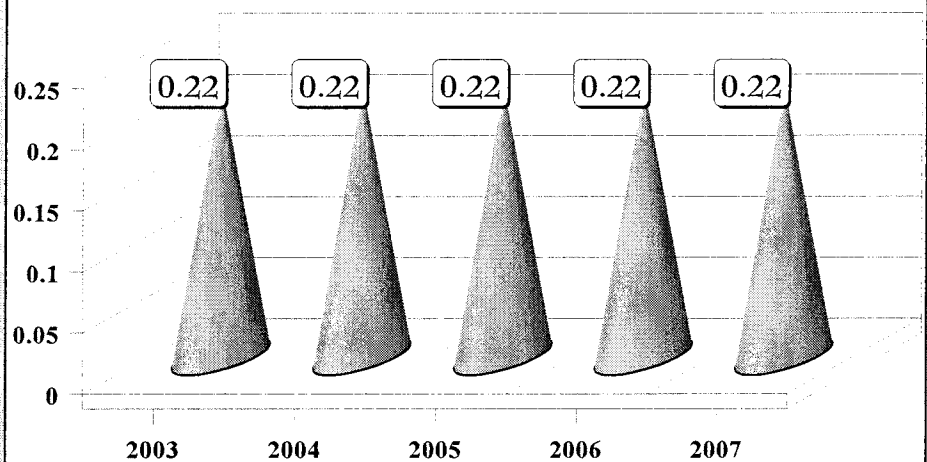
Cobb County is one of only a few counties in the country to have the Triple-Triple A credit rating. In order to achieve this distinction, a county must receive a Triple A credit rating from each of the three premier rating agencies.

SOURCES OF REVENUE

A portion of the county millage is dedicated to funding Debt Service, therefore, the two largest sources of revenue for the Debt Service Fund are property taxes and motor vehicle taxes. These two sources combined account for more than --% of the total Debt Service Fund revenue.

Property Tax. Though the gross tax digest has grown 32.85% since 2003, the debt service revenue from property tax has decreased due to a reduction in the Debt Service millage rate. In 2003, the Board of Commissioners approved a 18.5% reduction in the County millage rate, lowering the Debt Service millage from .27 to .22 mills.

Debt Service Millage Rate History



Motor Vehicle Tax. Motor vehicle tax is collected based on ownership of the vehicle as of the birth date of the owner. Since 1993, the value of the taxable digest has steadily increased, but the decrease of the Debt Service millage rate in 2003 has caused a decrease in Motor Vehicle Tax revenue.

DEBT SUMMARY

Cobb County holds a Triple-Triple A credit rating for its General Obligation Bonds from Moody's Investors Services, Fitch Investors, and Standard and Poor's. Moody's selected Cobb as the first county in its eight-state southeastern region to achieve the AAA (Triple A) rating citing Cobb's sound financial management, strong economy, low debt burden and conservative leadership. The other rating firms noted Cobb's vital economic base, long-term capital plan and strong financial controls as reasons for awarding the top rating. This high credit rating results in lower interest rates on general obligation bonds.

Below is the schedule of payments for each outstanding general obligation bond. Payments include principal and interest.

| | Animal Control/ Pretrial Detention | Parks & Recreation | Total |
|-------|---------------------------------------|-----------------------|--------------|
| FY 07 | \$5,337,938 | \$2,341,356 | \$7,679,294 |
| FY 08 | \$5,313,313 | \$2,339,231 | \$7,652,544 |
| FY 09 | \$5,283,000 | \$2,338,419 | \$7,621,419 |
| FY 10 | \$5,285,250 | \$2,333,856 | \$7,619,106 |
| FY 11 | | \$2,335,169 | \$2,335,169 |
| FY 12 | | \$2,332,231 | \$2,332,231 |
| FY 13 | | \$2,334,669 | \$2,334,669 |
| FY 14 | | \$2,337,169 | \$2,337,169 |
| FY 15 | | \$2,337,531 | \$2,337,531 |
| FY 16 | | \$2,341,511 | \$2,341,511 |
| FY 17 | | \$2,339,597 | \$2,339,597 |
| Total | \$21,219,501 | \$25,710,739 | \$46,930,240 |

A description of the three outstanding general obligation bond issues is shown below:

2003 Combined Refunding of the 1993 Animal Control Facility and Pretrial Detention Facility - (\$14,925,000 principal outstanding in FY2008)

1993 Animal Control Facility. Bonds in the amount of \$2,340,000 were issued in 1993 to build a new Animal Control Complex. The facility was fully operational in FY 99 and debt payments will end January 2010.

1993 Pretrial Detention Facility. Bonds in the amount of \$39,225,000 were issued during 1993, with debt payments complete in January 2010. The purpose of the bonds was to enhance and expand the Sheriff's Adult Detention Facility to meet Cobb County's needs into the next century. The first phase of the expansion was completed in March of 1997. In 1999, additional space was operational with 21 new positions required to effectively manage the increase in detainee population. Payment for this debt will end in FY 2010.

1996 Parks and Recreation (\$18,145,000 principal outstanding in FY2008). Bonds in the amount of \$30,000,000 were issued in 1996 to acquire, construct, develop, improve and equip additional park and recreation areas and facilities. Debt payments for these bonds will end during FY 2017.

A schedule of payments and description for the 1997 Recreation Authority Refunding is shown below. Payments include principal and interest.

| Recreation Authority Refunding | |
|--------------------------------|------------------|
| FY 05 | \$110,798 |
| FY 06 | \$106,210 |
| FY 07 | \$111,265 |
| Total | \$328,273 |

1997 Recreation Authority Refunding (\$310,000 principal outstanding). In 1997, the Recreation Authority issued Revenue Bonds in the amount of \$890,000 for the 1989 Arts Center Bond. The lower interest rates at the time allowed the county to refinance its debt and resulted in less overall debt. The debt payments for these refunding bonds will end in FY 07.

Legal Tid-Bit!

Georgia law requires that the total amount of any county's general obligation debt incurred shall never exceed 10% of the total assessed value of all taxable property in the county. This is referred to as the Legal Debt Limit.



This 10% of assessed value, minus the dollar amount of general obligation bonds outstanding, is classified as a government's legal debt margin. The computation of Cobb's legal debt margin follows:

| | |
|---|------------------|
| Assessed Value of Taxable Property for Debt Service | \$32,572,081,456 |
| Debt Limit: 10% of Assessed Value | \$3,257,208,146 |
| Less General Obligation Bonds Outstanding | \$58,070,000 |
| Legal Debt Margin | \$3,199,138,146 |

Cobb County is currently utilizing only 1.8% of its debt limit with outstanding general obligation bonds totaling \$58,070,000 (principal only). This is possible because the county maintains a strong Capital Improvement Program, choosing to pay cash for capital improvements rather than issuing general obligation bonds. The most important benefit to Cobb County citizens in using cash to build capital projects is the tremendous cost savings realized. Additionally, because Cobb County has so little general obligation bonds outstanding for its size, it is able to obtain lower interest rates when it chooses to issue debt. Cobb County's low debt translates into a lower tax burden on Cobb's taxpayers.

FUND BALANCE SUMMARY

The following table is a five year presentation of beginning and ending fund balances. For the purposes of summarizing fund balance, revenues and expenses do not include use of fund balance or undesignated contingency as presented in the Debt Service Revenue & Expenditure Summary.

| | FY 04 Actual | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted |
|---------------------|-----------------|-----------------|-----------------|------------------|------------------|
| Beginning Balance | \$1,985,667 | \$8,060,029 | \$8,058,583 | \$8,366,821 | \$8,366,821 |
| Revenues | \$8,128,118 | \$7,919,114 | \$8,309,993 | \$7,897,690 | \$8,832,316 |
| Expenditures | \$8,250,050 | \$7,920,560 | \$8,001,755 | \$7,897,690 | \$8,832,316 |
| Ending Balance | \$1,863,735 | \$8,058,583 | \$8,366,821 | \$8,366,821 | \$8,366,821 |
| Designated/Reserved | \$1,863,735 | \$8,058,583 | \$8,366,821 | \$8,366,821 | \$8,366,821 |
| Undesignated | \$0 | \$0 | \$0 | \$0 | \$0 |

BUDGET BASIS

Budgets for governmental fund types are adopted on the modified accrual basis. Under the modified accrual basis of accounting, revenues are recognized when they become both measurable and available. Measurable means the amount of the transaction can be determined. Available means collectible within the current period, or soon enough thereafter, to be used to pay liabilities of the current period.

The Comprehensive Annual Financial Report (CAFR) reports the status of the county's finances on the basis of "generally accepted accounting principles" (GAAP). This conforms to the way the county prepares its budget with one exception. In the CAFR, fund balance is reserved to cover outstanding encumbrances at fiscal year end. For budgetary purposes, however, these encumbrances are treated as budgeted expenditures for the next fiscal year.

Legal Tid-Bit

Special Revenue Funds are used to account for the proceeds of specific revenue sources. Generally, the use of these revenues are legally restricted to be expended for specific purposes.

FUND STRUCTURE

E911 is a Special Revenue Fund used to account for system fee collections and the operation of the Emergency 911 System within unincorporated Cobb County, City of Marietta, and Powder Springs. A \$1.25 monthly fee paid by land-line customers and a \$1.00 monthly fee paid by wireless telephone customers within the county's service area support E911 almost entirely. These fees account for approximately 99% of the revenue collected for this fund.

ISSUES & TRENDS

Any revenues collected in excess of expenditures are reinvested in the E911 Fund as required by law. The FY 05 budget is 4.25% lower than the FY 04 adopted budget. This decrease reflects the termination of debt service payments for equipment. The assessment of the fee on wireless telephone service has significantly impacted revenue collections. Projected excess revenues are usually balanced by a contingency expense budget. For FY 07/08, the excess revenues have been budgeted for personnel improvements with the Board of Commissioners' approval.

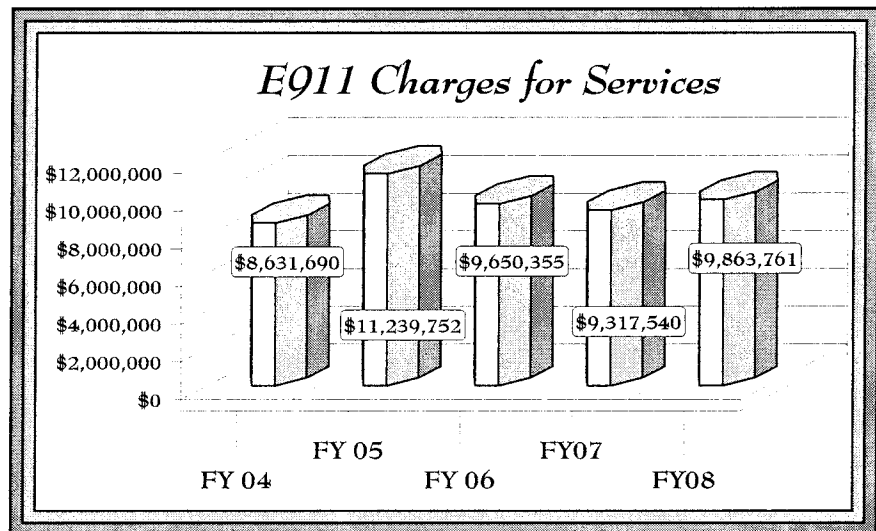
REVENUE & EXPENDITURE SUMMARY

Below is a presentation of revenues and expenses by category. This provides a five-year comparison of actual and adopted budgets.

| Category Description | FY 04 | FY 05 | FY 06 | FY 07 | FY 08 |
|-----------------------------|---------------------|---------------------|--------------------|---------------------|---------------------|
| | Actual | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | | |
| Intergovernmental | \$0 | \$795 | \$4,866 | \$0 | \$0 |
| Charges for Services | \$8,361,690 | \$11,239,752 | \$9,650,355 | \$10,462,948 | \$9,863,761 |
| Miscellaneous | \$0 | \$0 | \$0 | \$100,000 | \$175,000 |
| Other Financing | \$1,165 | \$2,786 | \$87,617 | \$301,020 | \$30,977 |
| TOTAL | \$8,362,855 | \$11,243,333 | \$9,742,838 | \$10,863,968 | \$10,069,738 |
| Expenditure Category | | | | | |
| Personal Services | \$4,898,099 | \$4,936,154 | \$5,309,062 | \$6,487,569 | \$6,449,060 |
| Operating | \$6,852,166 | \$3,647,986 | \$2,989,897 | \$3,989,982 | \$3,393,159 |
| Debt Service | \$169,040 | \$0 | \$0 | \$0 | \$0 |
| Capital | \$50,716 | \$277,723 | \$40,094 | \$9,625 | \$22,500 |
| Contingency | \$0 | \$0 | \$0 | \$376,792 | \$205,019 |
| TOTAL | \$11,970,021 | \$8,861,863 | \$8,339,053 | \$10,863,968 | \$10,069,738 |

SOURCES OF REVENUE

As noted earlier, the E911 system is almost entirely supported by a fee charged to both telephone and wireless phone customers within unincorporated Cobb County, the City of Marietta and Powder Springs. All local telephone and wireless service providers collect the fees on a monthly basis and remit a percentage of all collections to Cobb County. Schools and governmental agencies are exempt from the E911 fee. This revenue generated by these fees account for 99% of revenue collected by E911.

FUND BALANCE SUMMARY

The following table is a five-year presentation of beginning and ending fund balances. Revenues and expenditures are not separated by category since that information is presented earlier in the E911 Revenue & Expenditure Summary.

| | FY 04 Actual | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted |
|---------------------|-----------------|-----------------|-----------------|------------------|------------------|
| Beginning Balance | \$5,039,054 | \$1,497,238 | \$3,987,962 | \$5,680,261 | \$5,680,261 |
| Revenues | \$8,428,205 | \$9,322,610 | \$10,031,352 | \$10,863,968 | \$10,069,738 |
| Expenditures | \$11,970,021 | \$8,861,520 | \$8,339,053 | \$10,863,968 | \$10,069,738 |
| Restatement* | \$0 | \$2,029,634 | \$0 | \$0 | \$0 |
| Ending Balance | \$1,497,238 | \$3,987,962 | \$5,680,261 | \$5,680,261 | \$5,680,261 |
| Designated/Reserved | \$1,497,238 | \$3,987,962 | \$5,680,261 | \$5,680,261 | \$5,680,261 |

* For FY 05, the County made prior period adjustments to fund balances and net assets in the following items: debt payments, deferred interest revenue, prior year escrow revenue, intergovernmental payable, intergovernmental receivable, intergovernmental revenue and the net pension asset.

BUDGET BASIS

Budgets for governmental fund types are adopted on the modified accrual basis. Under the modified accrual basis of accounting, revenues are recognized when they become both measurable and available. Measurable means the amount of the transaction can be determined. Available means collectible within the current period, or soon enough thereafter, to be used to pay liabilities of the current period.

The Comprehensive Annual Financial Report (CAFR) reports the status of the county's finances on the basis of "generally accepted accounting principles" (GAAP). This conforms to the way the county prepares its budget with one exception. In the CAFR, fund balance is reserved to cover outstanding encumbrances at fiscal year-end. For budgetary purposes, however, these encumbrances are treated as budgeted expenditures for the next fiscal year.

FUND STRUCTURE

The Fire Fund is a Special Revenue Fund established to account for monies received from a specific property tax levy as well as fees charged for services provided by the 28 stations within the county's service area. This area includes all of unincorporated Cobb County along with the cities of Acworth, Kennesaw and Powder Springs. Property taxes collected are the primary source of revenue for the Fire Fund, accounting for almost 97% of the total budgeted revenue.

ISSUES & TRENDS

The Fire Fund budget continues to increase at a modest rate, reflecting the residential and commercial growth within Cobb County. Projected excess revenue is budgeted in contingency, which is available for ongoing facility renovation and equipment replacement, as needed, with the Board of Commissioners' approval.

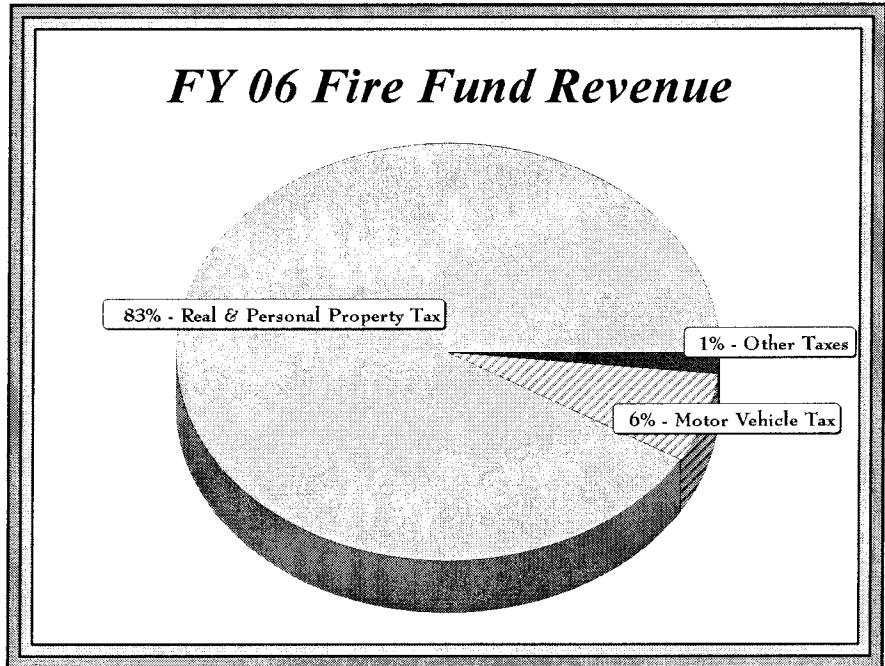
REVENUE & EXPENDITURE SUMMARY

Below is a presentation of revenues and expenses by category. This provides a five-year comparison of actual and adopted budgets.

| Category Description | FY 04 | FY 05 | FY 06 | FY 07 | FY 08 |
|-----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | Actual | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | | |
| General Property | \$51,877,192 | \$53,634,768 | \$57,428,838 | \$63,050,859 | \$67,190,160 |
| Penalties & Interest | \$113,786 | \$129,986 | \$152,732 | \$136,485 | \$148,701 |
| Other Taxes | \$442,310 | \$589,740 | \$636,259 | \$382,812 | \$514,571 |
| Licenses & Permits | \$1,950 | \$2,750 | \$2,800 | \$2,750 | \$2,750 |
| Intergovernmental | \$2,873,806 | \$2,868,749 | \$2,834,458 | \$0 | \$0 |
| Charges for Services | \$2,129,959 | \$2,050,919 | \$2,037,792 | \$1,502,450 | \$1,503,525 |
| Miscellaneous | \$156,767 | \$268,740 | \$804,501 | \$675,000 | \$675,000 |
| Other Financing | \$522,863 | \$446,346 | \$530,612 | \$1,381,910 | \$27,076 |
| TOTAL | \$58,118,633 | \$59,991,998 | \$64,427,992 | \$67,132,266 | \$70,061,783 |
| Expenditure Category | | | | | |
| Personal Services | \$40,412,145 | \$42,767,214 | \$45,534,387 | \$46,269,966 | \$53,619,833 |
| Operating | \$11,265,537 | \$10,109,154 | \$11,143,669 | \$13,358,506 | \$10,790,415 |
| Debt Service | \$163,067 | \$363,338 | \$646,801 | \$948,875 | \$1,107,650 |
| Capital | \$6,249,153 | \$3,171,600 | \$2,702,991 | \$408,395 | \$363,392 |
| Contingency | \$0 | \$0 | \$0 | \$6,146,524 | \$4,180,493 |
| TOTAL | \$58,089,902 | \$56,411,306 | \$60,027,847 | \$67,132,266 | \$70,061,783 |

SOURCES OF REVENUE

The two largest sources of revenue for the Fire Fund are real/ personal property taxes and motor vehicle taxes. These two sources combined account for more than 83% of total Fire Fund revenue.



Property Tax. Property tax collection growth has been moderate from 1992-2006. Considering the net tax digest growth, along with the need for expansion of services, replacement of equipment and renovation of facilities, the Board of Commissioners has lowered the Fire Fund millage rate five times since 1992. During 2006, residential and commercial properties were revalued in accordance with state law. The revaluation led to a 7.9% increase in budgeted property tax collections for FY 07.

DEBT SUMMARY

Approximately 1.4% of the Fire Fund budget is for debt service expenses. Along with the General Fund, the Fire Fund shares the projected interest expense related to the use of Tax Anticipation Notes (TANs). These short term notes are used to borrow against current year anticipated tax revenues as needed to fund projects/operations. Current projected interest expense lowers the available amount in contingency, which is used with the Board of Commissioners' approval to fund equipment and expand facilities. Below are the amounts budgeted in the Fire Fund for projected FY 05/06 interest expenses:

| <i>TANs Interest Expense</i> | |
|------------------------------|--------------|
| <i>FY 07</i> | <i>FY 08</i> |
| \$948,875 | \$1,107,650 |

Legal Tid-Bit

There are no legal debt limits for Special Revenue Funds.

FUND BALANCE SUMMARY

The following table is a five year presentation of beginning and ending fund balances. Revenues and expenditures are not separated by category since that information is presented earlier in the Fire Fund Revenue & Expenditure Summary.

The Bottom Line

Fire Fund

In FY 05, the fund balance increased approximately \$3.6 million above FY 04 due to the increase in tax revenue.

In February FY 06 Fire Station 11 in northwest Cobb County was relocated and began operations at the new facility at 4550 Cowan Road in Acworth. The new location addressed concerns about having a more central location for Fire & Emergency Response in that area. Also, in October the new Station 14 was built on Library Lane, which is part of the Mountain View campus in Marietta.

In August FY 06 CCFES received two new rescue units at Fire Stations 11 and 24. Two new Pierce fire engines began operation in September at stations 7 and 14. A new 40-foot, custom-chassis technical rescue unit went into service at Station 4 in December. Also in August, CCFES placed into service a new inflatable water rescue boat and trailer. This boat has been assigned to the Technical Rescue Team at Station 4, where it will be used for swift-water rescue.

| | FY 04 Actual | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted |
|--------------------------|-----------------|-----------------|-----------------|------------------|------------------|
| Beginning Balance | \$14,774,663 | \$14,803,859 | \$18,427,418 | \$22,720,645 | \$22,720,645 |
| Revenues | \$58,119,097 | \$60,034,862 | \$64,321,074 | \$67,132,266 | \$70,061,783 |
| Expenditures | \$58,089,901 | \$56,411,303 | \$60,027,847 | \$67,132,266 | \$70,061,783 |
| Ending Balance * | \$14,803,859 | \$18,427,418 | \$22,720,645 | \$22,720,645 | \$22,720,645 |
| Designated/Reserved | \$14,803,859 | \$18,427,418 | \$22,720,645 | \$22,720,645 | \$22,720,645 |
| Undesignated | \$0 | \$0 | \$0 | \$0 | \$0 |

*County policy requires a minimum fund balance reserve be maintained equal to 1/20th of the annual appropriated budget. This reserve amount is included in the ending balance figures shown above.

BUDGET BASIS

Budgets for governmental fund types are adopted on the modified accrual basis. Under the modified accrual basis of accounting, revenues are recognized when they become both measurable and available. Measurable means the amount of the transaction can be determined. Available means collectible within the current period, or soon enough thereafter, to be used to pay liabilities of the current period.

The Comprehensive Annual Financial Report (CAFR) reports the status of the county's finances on the basis of "generally accepted accounting principles" (GAAP). This conforms to the way the county prepares its budget with one exception. In the CAFR, fund balance is reserved to cover outstanding encumbrances at fiscal year-end. For budgetary purposes, however, these encumbrances are treated as budgeted expenditures for the next fiscal year.

Did You Know?

Enterprise Funds account for activities that are usually self-sustaining, principally through user charges for services.

FUND STRUCTURE

The Other Operating Funds include Child Support, Community Services Block Grant (CSBG), Golf Course, Hotel/Motel Tax, Law Library and Parking Deck. CSBG, Hotel/Motel Tax, Child Support, Law Library and Parking Deck are categorized as Special Revenue Funds, while the Golf Course is categorized as Enterprise Fund. All of these Other Operating Funds are funded by user fees and/or grants.

Child Support: The Child Support Recovery Unit was established to act as the enforcement agency for the Department of Human Resources on behalf of children in need of financial support. The State of Georgia reimburses 100% of eligible expenditures to include operating expenses, salaries, and fringe benefits associated with the Child Support Recovery Program. However, the State considers 25% of the assistant District Attorney's salary as ineligible. Therefore, the county subsidizes all ineligible costs.

CSBG: The CSBG Fund was established to account for grant monies received from the Georgia Department of Human Resources for the Community Services Block Grant program. CSBG provides operating contributions to community service organizations or programs designed to assist low to moderate income citizens of Cobb County.

Golf Course: The Golf Course Fund was established to account for the operation and maintenance of the Cobblestone Golf Course. Operations are funded through charges for use of the golf course, concessions and pro shop sales.

Hotel/Motel Tax: This fund was created in FY 02 to account for Hotel/Motel Tax revenue collected which is then interfund transferred to the General Fund's Business License Division. In previous years, the Hotel/Motel Tax Revenue was recognized directly in the Business License Division of the Community Development Agency. In FY 04, the Board of Commissioners committed approximately \$3.4 million of Hotel/Motel Tax revenues annually for the next nineteen years for the Cobb Performing Arts Centre project. This project is a collaboration among local government, private businesses and two local universities.

Law Library: The Law Library provides the operation and maintenance of the county's law library. Approximately 96% of the revenue collected is provided through legal costs exacted from each action or case filed within the county. Approximately 55% of the Law Library's operating budget is for library materials.

Mable House Barnes Amphitheatre: This fund was created in FY 03 to account for the operation and maintenance of the Mable House Barnes Amphitheatre facility. Admission fees, parking fees and facility rental fees are the primary revenue sources, accounting for approximately 64% of the total revenue collected. This fund was moved back to the General Fund in FY08.

Parking Deck: The Parking Deck is responsible for the operation and maintenance of the Marietta Square parking deck. Their primary revenue source are fees collected from the public and county employees for use of parking spaces. Approximately 73% of budgeted expenses are for the debt service payments on revenue bonds.

ISSUES & TRENDS

In FY 04, the Parking Deck fees for the public were changed to a flat fee of \$3 per entry. As a result of this fee change, the parking revenues increased approximately 4%, which eliminated the need for an annual interfund transfer from the General Fund. Any excess revenues over expenditures will be used to fund capital improvements or towards the retirement of debt.

The Bottom Line

Other Operating Funds Summary

REVENUE & EXPENSE/EXPENDITURE SUMMARY

Below is a presentation of revenues and expenses by category. This provides a five-year comparison of actual and adopted budgets.

Child Support:

| Category Description | FY 04 | FY 05 | FY 06 | FY 07 | FY 08 |
|----------------------|------------------|------------------|------------------|--------------------|--------------------|
| | Actual | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | | |
| Intergovernmental | \$982,894 | \$942,835 | \$0 | \$933,135 | \$970,057 |
| Other Financing | \$0 | \$4,089 | \$0 | \$78,330 | \$85,183 |
| TOTAL | \$982,894 | \$946,924 | \$0 | \$1,011,465 | \$1,055,240 |
| Expenditure Category | | | | | |
| Personal Services | \$879,110 | \$896,721 | \$889,039 | \$976,192 | \$1,015,240 |
| Operating | \$104,979 | \$42,487 | \$16,718 | \$35,273 | \$38,709 |
| Contingency | \$0 | \$7,716 | \$0 | \$0 | \$1,291 |
| TOTAL | \$984,089 | \$946,924 | \$905,757 | \$1,011,465 | \$1,055,240 |

CSBG:

| Category Description | FY 04 | FY 05 | FY 06 | FY 07 | FY 08 |
|----------------------|------------------|------------------|------------------|------------------|------------------|
| | Actual | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | | |
| Intergovernmental | \$395,615 | \$373,869 | \$363,892 | \$314,111 | \$527,077 |
| Miscellaneous | \$115 | \$276 | \$304 | \$0 | \$0 |
| TOTAL | \$395,730 | \$374,145 | \$364,196 | \$314,111 | \$527,077 |
| Expenditure Category | | | | | |
| Operating | \$394,160 | \$367,433 | \$360,199 | \$314,111 | \$527,077 |
| TOTAL | \$394,160 | \$367,433 | \$360,199 | \$314,111 | \$527,077 |

*The Bottom Line**Other Operating Funds Summary**Golf Course:*

| Category Description | FY 04 | FY 05 | FY 06 | FY 07 | FY 08 |
|----------------------|-------------|-------------|-------------|-------------|-------------|
| | Actual | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | | |
| Charges for Services | \$1,917,566 | \$1,951,680 | \$2,160,556 | \$2,200,384 | \$2,117,313 |
| Miscellaneous | \$5,801 | \$4,241 | \$10,184 | \$0 | \$0 |
| Other Financing | \$406 | \$2,225 | \$2,323 | \$120,106 | \$141,566 |
| TOTAL | \$1,923,773 | \$1,958,146 | \$2,173,063 | \$2,320,490 | \$2,258,879 |
| Expenditure Category | | | | | |
| Personal Services | \$48,955 | (\$1,091) | \$0 | \$0 | \$0 |
| Operating | \$1,369,017 | \$1,511,101 | \$1,483,591 | \$1,606,243 | \$1,661,336 |
| Debt Service | \$268,810 | \$252,314 | \$194,917 | \$661,247 | \$194,399 |
| Capital | \$1,465 | \$141,782 | \$152,323 | \$53,000 | \$29,100 |
| Contingency | | \$0 | \$0 | \$0 | \$374,044 |
| TOTAL | \$1,688,247 | \$1,904,106 | \$1,830,831 | \$2,320,490 | \$2,258,879 |

Hotel/Motel Tax:

| Category Description | FY 04 | FY 05 | FY 06 | FY 07 | FY 08 |
|----------------------|-------------|-------------|--------------|-------------|--------------|
| | Actual | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | | |
| Other Taxes | \$3,038,009 | \$3,327,163 | \$10,452,605 | \$3,526,347 | \$10,712,988 |
| TOTAL | \$3,038,009 | \$3,327,163 | \$10,452,605 | \$3,526,347 | \$10,712,988 |
| Expenditure Category | | | | | |
| Operating | \$3,038,009 | \$3,327,163 | \$10,452,605 | \$3,526,347 | \$10,712,988 |
| TOTAL | \$3,038,009 | \$3,327,163 | \$10,452,605 | \$3,526,347 | \$10,712,988 |

*The Bottom Line**Other Operating Funds Summary**Law Library:*

| Category Description | FY 04 | FY 05 | FY 06 | FY 07 | FY 08 |
|----------------------|-----------|-----------|-----------|-----------|-----------|
| | Actual | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | | |
| Fines & Forfeitures | \$498,583 | \$540,629 | \$493,465 | \$513,855 | \$620,224 |
| Miscellaneous | \$3,713 | \$10,012 | \$16,235 | \$10,000 | \$10,000 |
| Other Financing | \$4,211 | \$6,807 | \$4,843 | \$5,308 | \$5,308 |
| TOTAL | \$506,507 | \$557,448 | \$514,543 | \$529,163 | \$635,532 |
| Expenditure Category | | | | | |
| Personal Services | \$96,867 | \$91,723 | \$103,935 | \$114,459 | \$230,764 |
| Operating | \$437,210 | \$455,519 | \$474,328 | \$351,227 | \$351,227 |
| Contingency | \$0 | \$0 | \$0 | \$63,477 | \$53,541 |
| TOTAL | \$534,077 | \$547,242 | \$578,263 | \$529,163 | \$635,532 |

Mable House Barnes Amphitheatre:

| Category Description | FY 04 | FY 05 | FY 06 | FY 07 | FY 08 |
|----------------------|-------------|-------------|-------------|-------------|---------|
| | Actual | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | | |
| Charges for Services | \$374,800 | \$589,952 | \$625,294 | \$667,789 | \$0 |
| Miscellaneous | \$66,231 | \$7,172 | (\$19,580) | \$897,084 | \$0 |
| Other Financing | \$17,600 | \$2,044 | \$0 | \$0 | \$0 |
| TOTAL | \$458,631 | \$599,168 | \$605,714 | \$1,564,873 | \$0 |
| Expenditure Category | | | | | |
| Operating | \$1,294,695 | \$1,370,600 | \$1,503,018 | \$1,559,873 | \$0 |
| Capital | \$4,450 | \$2,108 | \$0 | \$5,000 | \$0 |
| TOTAL | \$1,299,145 | \$1,372,708 | \$1,503,018 | \$1,564,873 | \$0 |

*The Bottom Line**Other Operating Funds Summary**Parking Deck:*

| Category Description | FY 04 | FY 05 | FY 06 | FY 07 | FY 08 |
|----------------------|------------------|------------------|------------------|------------------|------------------|
| | Actual | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | | |
| Charges for Services | \$493,244 | \$495,351 | \$453,641 | \$457,729 | \$460,109 |
| Miscellaneous | \$2,602 | \$5,877 | \$16,831 | \$10,535 | \$10,535 |
| Other Financing | \$330 | \$739 | \$0 | \$0 | \$0 |
| TOTAL | \$496,176 | \$501,967 | \$470,472 | \$468,264 | \$470,644 |
| Expenditure Category | | | | | |
| Personal Services | \$37,616 | \$39,395 | \$32,256 | \$46,240 | \$48,084 |
| Operating | \$115,618 | \$80,558 | \$86,593 | \$64,665 | \$70,193 |
| Debt Service | \$337,460 | \$331,784 | \$339,185 | \$331,085 | \$327,780 |
| Capital | \$0 | \$0 | \$4,575 | \$0 | \$0 |
| Contingency | \$0 | \$0 | \$0 | \$26,274 | \$24,587 |
| TOTAL | \$490,694 | \$451,737 | \$462,609 | \$468,264 | \$470,644 |

SOURCES OF REVENUE

Child Support, CSBG, Golf Course, Hotel/Motel Tax, Law Library, Mable House Barnes Amphitheatre and Parking Deck each have one primary revenue source. The revenue sources, as well as the services, vary from each fund.

Child Support: State and local funds support the Child Support Recovery efforts in Cobb County. There are two different reimbursements received from the state for Child Support Recovery that require a local match. Salaries, operating and capital are reimbursed 75% by the state, with a 25% match required by the local government. Revenue is projected on the basis of the state reimbursement and local match requirement.

CSBG: The state provides the county with funds to operate the Community Services Block Grant Program. There are no matching funds required by the local government. The state distributes the funds to counties based on poverty levels statewide. Approximately 85%-90% of all funds received by Cobb County are distributed to community activity agencies.

Golf Course: The Cobblestone Golf Course generates approximately 99% of total revenue from user fees. The fees include charges paid by patrons for green fees, golf cart rental, membership cards, driving range practice and concessions. In FY 07/08, the budget again reflects the ability of the Cobblestone Golf Course to operate as a self-supporting Enterprise Fund as revenues continue to increase.

Hotel/Motel Tax: In compliance with the Georgia Uniform Chart of Accounts, this fund collects Hotel/Motel Tax revenue only. In previous years, the Hotel/Motel Tax Revenue was recognized directly in the Business License Division of the Community Development Agency.

Law Library: Funding for the Law Library is primarily generated by court fines. A fee, not to exceed \$3.00 per case, is imposed on each criminal or civil case filed within Cobb County. This fee increased in FY08 to \$5.00. Less than 1% of revenue is generated from sales of copies.

Mable House Barnes Amphitheatre: Fees collected from patrons for admission and parking make up the majority of revenue for the Mable House Barnes Amphitheater. Rental fees and concession sales also contribute to the revenue collected. As the Amphitheatre enters into its third season, revenues continue to steadily increase. This fund was moved back to the General Fund in FY08.

Parking Deck: The main source of revenue for the Parking Deck is parking fees. Fees are paid by both county employees and the general public. Employees pay a monthly fee for a reserved or unreserved parking space, and the public is charged a flat rate of \$3.00. Presently, the deck is operating at full capacity, with revenues projected to remain relatively stable. FY 07/08 revenue collections will adequately fund all operations and debt service payments budgeted.

DEBT SUMMARY

Golf Course: Approximately 28% of budgeted expenses for the Golf Course Fund are for debt service payments on the Recreation Authority Refunding Serial Bonds issued in 1997. These bonds provided funds for acquiring, constructing, developing, improving, and equipping an 18-hole golf course, clubhouse, and related facilities. Revenue bonds are payable from a specific source of revenue and do not affect the property tax rate. There are no legal debt limits for revenue bonds. Below is the debt service schedule for the Golf Course Fund:

Golf Course
Debt Service Schedule

| | | | | | | | |
|-------|-----------|-------|-----------|-------|-----------|-------|-----------|
| FY 05 | \$590,686 | FY 08 | \$590,250 | FY 11 | \$583,755 | FY 14 | \$584,250 |
| FY 06 | \$588,185 | FY 09 | \$589,345 | FY 12 | \$588,750 | | |
| FY 07 | \$589,785 | FY 10 | \$582,153 | FY 13 | \$587,125 | | |

Capital purchases and accumulation of retained earnings are limited to the amount of revenues generated in excess of expenditures for the Golf Course, until FY 14 when the debt is retired.

Parking Deck: Approximately 71% of the Parking Deck budget is for debt service payments on the 1997 Refunding Bonds, through the Downtown Marietta Development Authority (DMDA), to advance refund revenue bonds issued during 1992. The bonds provided funding to acquire, construct, and equip parking facilities to benefit the employees and citizens of Cobb County. Revenue bonds are payable from a specific source of revenue and do not affect the property tax rate. Revenue bonds are not subject to any legal debt limits. The schedule for these payments follows:

Parking Deck
Debt Service Schedule

| | | | | | | | |
|-------|-----------|-------|-----------|-------|-----------|-------|-----------|
| FY 05 | \$330,091 | FY 09 | \$331,475 | FY 13 | \$328,500 | FY 17 | \$324,875 |
| FY 06 | \$337,160 | FY 10 | \$326,745 | FY 14 | \$326,125 | FY 18 | \$324,813 |
| FY 07 | \$329,060 | FY 11 | \$326,384 | FY 15 | \$328,063 | FY 19 | \$324,000 |
| FY 08 | \$325,653 | FY 12 | \$325,313 | FY 16 | \$329,250 | | |

FUND BALANCE SUMMARY

The following tables are a five-year presentation of beginning and ending fund balances. Revenues and expenditures are not separated by category since that information is presented earlier in the Other Operating Funds Revenue & Expenditure Summary.

Child Support Recovery: The Child Support Recovery Unit is one of many grants within the Grant Fund. Since the Child Support Recovery Unit is a continuously funded state program, it is budgeted on an annual basis. All other grants are budgeted as funds become available from the state or federal government.

Grant Fund:

| | FY 04 Actual | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted |
|---------------------|-----------------|-----------------|-----------------|------------------|------------------|
| Beginning Balance | \$862,881 | \$643,122 | \$856,151 | \$856,151 | \$856,151 |
| Revenues* | \$15,141,297 | \$15,667,196 | \$10,543,996 | \$1,011,465 | \$1,055,240 |
| Expenses* | \$15,045,501 | \$15,454,167 | \$10,543,996 | \$1,011,465 | \$1,055,240 |
| Ending Balance | \$958,677 | \$856,151 | \$856,151 | \$856,151 | \$856,151 |
| Designated/Reserved | \$958,677 | \$856,151 | \$856,151 | \$856,151 | \$856,151 |
| Undesignated | \$0 | \$0 | \$0 | \$0 | \$0 |

* Fund balances shown include all grants in the FY 05 and FY 06 actual amounts and the FY 06 Actual amount. However, the FY 07 adopted and FY 08 adopted amounts reflect Child Support Recovery only since it is budgeted on an annual basis.

CSBG:

| | FY 04 Actual | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted |
|---------------------|-----------------|-----------------|-----------------|------------------|------------------|
| Beginning Balance | \$8,866 | \$10,436 | \$8,708 | \$12,705 | \$12,705 |
| Revenues | \$395,730 | \$374,145 | \$364,196 | \$314,111 | \$527,077 |
| Expenditures | \$394,160 | \$375,873 | \$360,199 | \$314,111 | \$527,077 |
| Ending Balance | \$10,436 | \$8,708 | \$12,705 | \$12,705 | \$12,705 |
| Designated/Reserved | \$0 | \$0 | \$0 | \$0 | \$0 |
| Undesignated | \$10,436 | \$8,708 | \$12,705 | \$12,705 | \$12,705 |

The Bottom Line

Other Operating Funds Summary

Hotel/Motel Tax:

| | FY 04 Actual | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted |
|---------------------|-----------------|-----------------|-----------------|------------------|------------------|
| Beginning Balance | \$0 | \$0 | \$0 | \$0 | \$0 |
| Revenues | \$3,038,009 | \$3,327,163 | \$10,452,605 | \$3,526,347 | \$10,712,988 |
| Expenditures | \$3,038,009 | \$3,327,163 | \$10,452,605 | \$3,526,347 | \$10,712,988 |
| Ending Balance | \$0 | \$0 | \$0 | \$0 | \$0 |
| Designated/Reserved | \$0 | \$0 | \$0 | \$0 | \$0 |
| Undesignated | \$0 | \$0 | \$0 | \$0 | \$0 |

Law Library:

| | FY 04 Actual | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted |
|---------------------|-----------------|-----------------|-----------------|------------------|------------------|
| Beginning Balance | \$299,950 | \$272,367 | \$282,587 | \$218,869 | \$218,869 |
| Revenues | \$506,493 | \$557,448 | \$514,545 | \$529,163 | \$635,532 |
| Expenditures | \$534,076 | \$547,228 | \$578,263 | \$529,163 | \$635,532 |
| Ending Balance | \$272,367 | \$282,587 | \$218,869 | \$218,869 | \$218,869 |
| Designated/Reserved | \$0 | \$0 | \$0 | \$0 | \$0 |
| Undesignated | \$272,367 | \$282,587 | \$218,869 | \$218,869 | \$218,869 |

Parking Deck:

| | FY 04 Actual | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted |
|---------------------|-----------------|-----------------|-----------------|------------------|------------------|
| Beginning Balance | \$69,034 | \$282,167 | \$332,413 | \$340,276 | \$340,276 |
| Revenues | \$496,159 | \$501,967 | \$470,472 | \$468,264 | \$470,644 |
| Expenditures | \$490,691 | \$451,721 | \$462,609 | \$468,264 | \$470,644 |
| Ending Balance | \$74,502 | \$332,413 | \$340,276 | \$340,276 | \$340,276 |
| Designated/Reserved | \$0 | \$0 | \$0 | \$0 | \$0 |
| Undesignated | \$74,502 | \$332,413 | \$340,276 | \$340,276 | \$340,276 |

BUDGET BASIS

CSBG, Hotel/Motel Tax, Law Library, Child Support and Parking Deck:

Budgets for Governmental Fund types are adopted on the modified accrual basis. Under the modified accrual basis of accounting, revenues are recognized when they become both measurable and available. Measurable means the amount of the transaction can be determined. Available means collectible, within the current period or soon enough thereafter, to be used to pay liabilities of the current period.

The Comprehensive Annual Financial Report (CAFR) reports the status of the county's finances on the basis of "generally accepted accounting principles" (GAAP). This conforms to the way the county prepares its budget with one exception. In the CAFR, fund balance is reserved to cover outstanding encumbrances at fiscal year-end.

The Bottom Line

Other Operating Funds Summary

For budgetary purposes, however, these encumbrances are treated as budgeted expenditures for the next fiscal year.

Golf Course and Mable House Barnes Amphitheater: The accrual basis of accounting is used to prepare budgets for Proprietary and Fiduciary Fund types. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

The Comprehensive Annual Financial Report (CAFR) reports the status of the county's finances on the basis of "generally accepted accounting principles" (GAAP). This conforms to the way the county prepares its budget with one exception. In the CAFR, fund balance is reserved to cover outstanding encumbrances at fiscal year-end. For budgetary purposes, however, these encumbrances are treated as budgeted expenditures for the next fiscal year.

FUND STRUCTURE

Senior Services is a Special Revenue Fund established to account for funds received from various state and local agencies expended for social programs, including services for senior citizens. The majority of revenue collected in the Senior Services Fund is received from local, state and federal governments. Approximately 73% of the revenue budgeted is an interfund transfer from the General Fund, while 22% is budgeted to be received from various other government agencies.

ISSUES & TRENDS

Currently there are a total of four multipurpose Senior Centers located in Cobb County. A new center to serve senior citizens in North Cobb County was opened for operations in FY 04. FY 05 was the first year to bear the full-year impact of its operations. The level of funding provided through federal and state grants remains fairly constant, with a modest increase anticipated for FY 07/08. This will allow Senior Services to accommodate growth in the senior citizen population and continue to provide the quality services that Cobb County's seniors currently enjoy. The Private Pay Program continues to be successful. This program allows seniors who do not meet grant qualifications to receive various services offered by paying a reduced rate.

REVENUE & EXPENDITURE SUMMARY

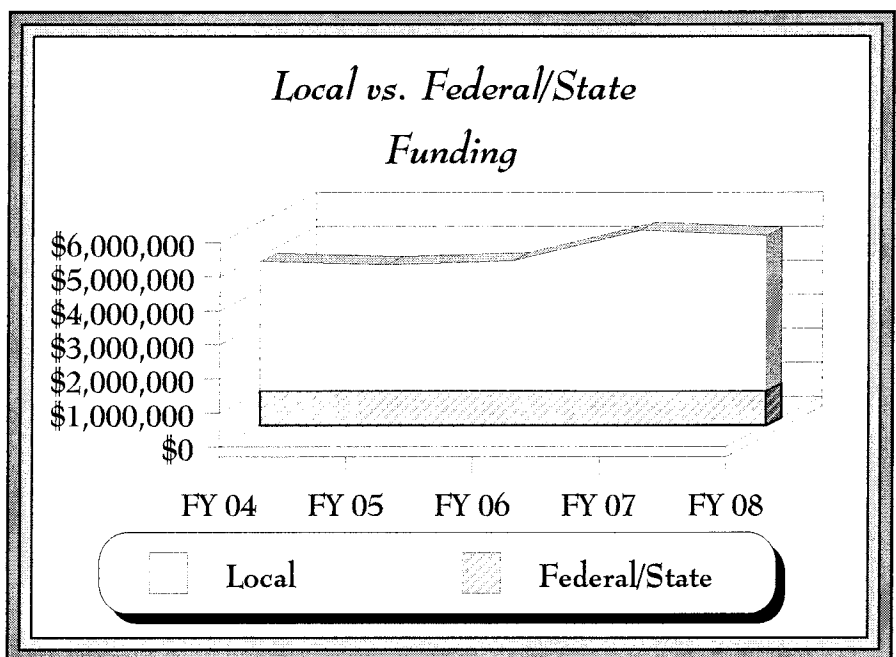
Below is a presentation of revenues and expenses by category. This provides a five-year comparison of actual and adopted budgets.

| Category Description | FY 04 | FY 05 | FY 06 | FY 07 | FY 08 |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | Actual | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | | |
| Intergovernmental | \$1,125,309 | \$1,009,691 | \$1,126,667 | \$1,097,697 | \$1,097,697 |
| Charges for Services | \$72,894 | \$79,569 | \$80,017 | \$81,222 | \$81,507 |
| Miscellaneous | \$12,362 | \$19,838 | \$12,505 | \$14,592 | \$14,592 |
| Other Financing | \$3,891,853 | \$3,715,650 | \$3,864,249 | \$4,971,656 | \$4,819,648 |
| TOTAL | \$5,102,419 | \$4,824,747 | \$5,083,438 | \$6,165,167 | \$6,013,444 |
| Expenditure Category | | | | | |
| Personal Services | \$3,080,140 | \$3,110,977 | \$3,280,876 | \$3,571,553 | \$3,734,632 |
| Operating | \$1,714,907 | \$1,655,099 | \$1,764,936 | \$2,118,613 | \$2,155,553 |
| Capital | \$41,525 | \$6,511 | \$2,473 | \$10,570 | \$2,430 |
| Contingency | \$0 | \$0 | \$0 | \$464,431 | \$120,829 |
| TOTAL | \$4,836,572 | \$4,772,587 | \$5,048,286 | \$6,165,167 | \$6,013,444 |

SOURCES OF REVENUE

Senior Services is supported primarily by a combination of federal, state, and local grants. Federal funding is filtered through the Atlanta Regional Commission in concert with the Older Americans Act of 1965, the Social Services Block Grant Program, and the Community Services Block Grant. Local funding is provided through an interfund transfer from the Cobb County General Fund.

Grants. The largest grant received by Senior Services is in the form of local funding from the Cobb County General Fund. The amount of local funding required to support Senior Services is determined by defining the variance between projected expenditures and projected revenues from other sources. The General Fund contribution to Senior Services has increased each year from FY 04 - FY 08 to compensate for increases in services and facilities. In recent years Senior Services has added three facilities for a total of four multi-purpose senior centers, four neighborhood senior centers and one senior day center. FY 05 is the first year in many that the General Fund contribution has decreased. The FY 08 contribution from the General Fund decreases 3.2% below the FY 07 amount.



State and federal funding is projected to remain fairly consistent for the next two budget years. The General Fund contribution for FY 07/08 has decreased approximately 1.43% from the FY 06 contribution level.

FUND BALANCE SUMMARY

The following table is a five-year presentation of beginning and ending fund balances. Revenues and expenditures are not separated by category since that information is presented earlier in the Senior Services Revenue & Expenditure Summary.

| | FY 04 Actual | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted |
|---------------------|-----------------|-----------------|-----------------|------------------|------------------|
| Beginning Balance | (\$287,669) | (\$21,823) | \$30,336 | \$65,490 | \$65,490 |
| Revenues | \$5,102,418 | \$4,824,746 | \$5,083,440 | \$6,165,167 | \$6,013,444 |
| Expenditures | \$4,836,572 | \$4,772,587 | \$5,048,286 | \$6,165,167 | \$6,013,444 |
| Ending Balance | (\$21,823) | \$30,336 | \$65,490 | \$65,490 | \$65,490 |
| Designated/Reserved | (\$21,823) | \$30,336 | \$65,490 | \$65,490 | \$65,490 |
| Undesignated | \$0 | \$0 | \$0 | \$0 | \$0 |

BUDGET BASIS

Budgets for governmental fund types are adopted on the modified accrual basis. Under the modified accrual basis of accounting, revenues are recognized when they become both measurable and available. Measurable means the amount of the transaction can be determined. Available means collectible within the current period, or soon enough thereafter, to be used to pay liabilities of the current period.

The Comprehensive Annual Financial Report (CAFR) reports the status of the county's finances on the basis of "generally accepted accounting principles" (GAAP). This conforms to the way the county prepares its budget with one exception. In the CAFR, fund balance is reserved to cover outstanding encumbrances at fiscal year-end. For budgetary purposes, however, these encumbrances are treated as budgeted expenditures for the next fiscal year.

FUND STRUCTURE

The Solid Waste and Compost Funds are Enterprise Funds established to account for operating revenues and expenses related to the disposal of solid waste.

ISSUES & TRENDS

Solid Waste's disposal revenues have increased as a result of assumption of the Vegetative Waste Site operations in April 2006. Increased revenues were also seen in the combined funds as a result of a 3% increase in both transactions and tonnage in FY 07. Due to the highly-trained and experienced operators staffing the compost facility, a major portion of required annual maintenance/repair work was performed in-house, resulting in significant savings to the FY07 total expenditures. This savings is projected to continue to be realized in future budget years. Although revenues have increased and expenditure savings are continually identified/realized, revenues are not substantial enough to fully fund the division's operating budget.

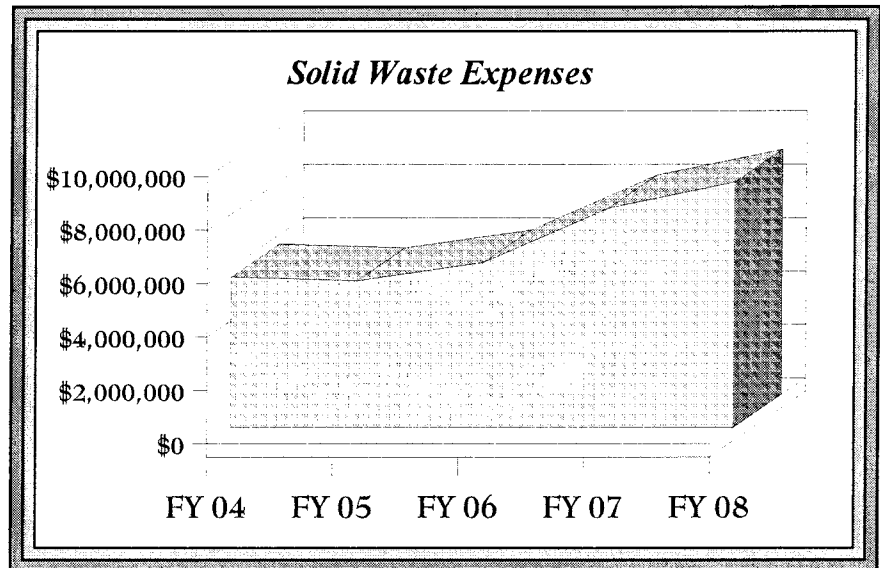
REVENUE & EXPENSE SUMMARY

Below is a presentation of revenues and expenses by category. This provides a five-year comparison of actual and adopted budgets.

Solid Waste Fund:

| Category Description | FY 04 | FY 05 | FY 06 | FY 07 | FY 08 |
|-------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | Actual | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | | |
| Charges for Services | \$3,624,219 | \$4,045,025 | \$4,460,610 | \$4,874,694 | \$4,874,694 |
| Miscellaneous | \$4,260 | \$14,109 | \$73,603 | \$1,556,983 | \$2,133,196 |
| Other Financing | \$3,294,624 | \$5,196,063 | \$2,583,792 | \$1,790,132 | \$2,175,489 |
| TOTAL | \$6,923,103 | \$9,255,197 | \$7,118,005 | \$8,221,809 | \$9,183,379 |
| Expense Category | | | | | |
| Personal Services | \$1,695,968 | \$1,725,414 | \$1,929,849 | \$1,988,316 | \$2,076,673 |
| Operating | \$3,658,051 | \$3,680,162 | \$4,220,330 | \$4,296,277 | \$4,947,968 |
| Debt Service | \$14,208 | \$1,711 | \$0 | \$1,715 | \$1,800 |
| Capital | \$268,968 | \$85,696 | \$23,609 | \$135,350 | \$145,000 |
| Contingency | \$0 | \$0 | \$0 | \$1,800,151 | \$2,011,938 |
| TOTAL | \$5,637,195 | \$5,492,983 | \$6,173,788 | \$8,221,809 | \$9,183,379 |

Less than 2% of the Solid Waste Fund's operating budget is debt service. Because this is an Enterprise Fund, there is no legal debt limit. The budgeted debt service is for amortization costs associated with the Compost Fund Revenue Bonds and for capital equipment lease payments.



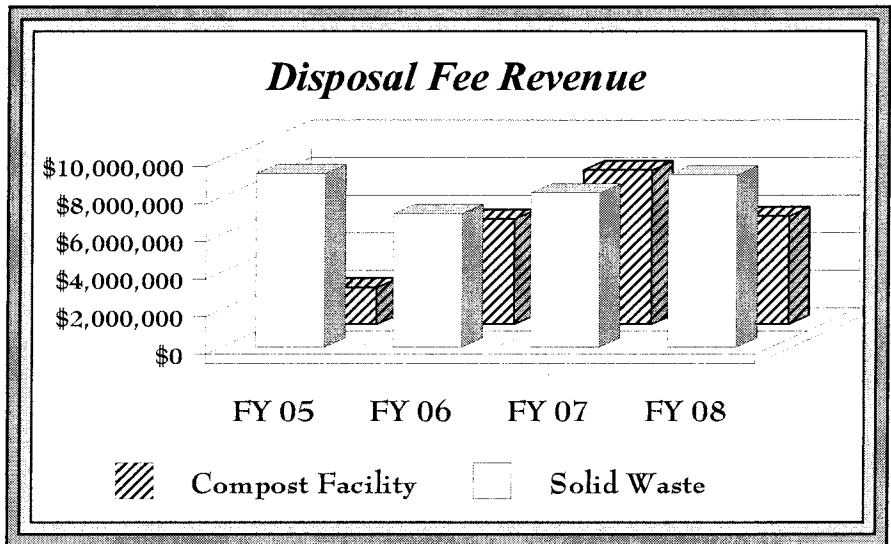
Compost Operating Fund:

| Category Description | FY 04 | FY 05 | FY 06 | FY 07 | FY 08 |
|-------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | Actual | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | | |
| Charges for Services | \$2,305,466 | \$1,829,862 | \$1,488,778 | \$1,521,277 | \$1,580,250 |
| Miscellaneous | \$5,301 | \$13,719 | \$4,405 | \$6,677,692 | \$4,163,952 |
| Other Financing | \$3,386,421 | \$116,345 | \$4,112,722 | \$4,779 | \$14,959 |
| TOTAL | \$5,697,188 | \$1,959,926 | \$5,605,905 | \$8,203,748 | \$5,759,161 |
| Expense Category | | | | | |
| Personal Services | \$1,383,491 | \$1,431,095 | \$1,520,416 | \$1,610,374 | \$1,618,836 |
| Operating | \$5,394,502 | \$4,493,043 | \$2,719,019 | \$3,766,710 | \$3,459,920 |
| Debt Service | \$1,247,153 | \$980,799 | \$726,099 | \$2,508,928 | \$622,597 |
| Capital | \$0 | \$15,498 | \$253,766 | \$261,000 | \$17,500 |
| Contingency | \$0 | \$0 | \$0 | \$56,736 | \$40,308 |
| TOTAL | \$8,025,145 | \$6,920,435 | \$5,219,300 | \$8,203,748 | \$5,759,161 |

SOURCES OF REVENUE

Tipping fees, also known as disposal fees, are the single source of revenue generated by the Compost and Solid Waste Funds. During FY 06, tipping fees increased from \$32.50 to \$35.00 per ton. As a result of the fee change and the potential impact it may have on the annual tonnage activity, a conservative revenue projection is budgeted for FY 07/08. Also during FY 06, the privatized operation of the Vegetative Waste Site was brought back in-house. Solid Waste took over operations at this site in April

2006, creating an additional significant source of revenue from residential and commercial disposal of green waste material.



DEBT SUMMARY

Approximately 11% of the Compost Fund's operating budget is debt service. Because this is an Enterprise Fund, there is no legal debt limit. The budgeted debt service is for the costs associated with retiring revenue bonds. Revenue bonds for \$25,930,000 were issued during 1995 to construct the Compost Facility. Below is the schedule of remaining payments for debt service budgeted in the Compost Fund:

| Compost Facility Debt Service Schedule | | | | | |
|---|-------------|-------|-------------|-------|-------------|
| FY 07 | \$2,480,113 | FY 11 | \$2,470,600 | FY 15 | \$2,050,000 |
| FY 08 | \$2,477,969 | FY 12 | \$2,203,750 | FY 16 | |
| FY 09 | \$2,476,563 | FY 13 | \$2,355,000 | FY 17 | |
| FY 10 | \$2,480,750 | FY 14 | \$2,201,250 | | |

Until FY 15, when the final debt service payment is made, the Compost Fund will require financing from other sources; therefore, this fund is unable to accumulate fund balance.

BUDGET BASIS

The accrual basis of accounting is used to prepare budgets for proprietary and fiduciary fund types. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

The Comprehensive Annual Financial Report (CAFR) reports the status of the county's finances on the basis of "generally accepted accounting principles" (GAAP). This conforms to the way the county prepares its budget with one exception. In the CAFR, fund balance is reserved to cover outstanding encumbrances at fiscal year-end.

The Bottom Line

Solid Waste/Compost Funds

For budgetary purposes, however, these encumbrances are treated as budgeted expenditures for the next fiscal year.

FUND STRUCTURE

Transit funding is currently budgeted in two funds; however, for purposes of the Comprehensive Annual Financial Report, it is considered a single Enterprise Fund. In FY 02, this fund was reclassified from a Special Revenue (Governmental) Fund to an Enterprise (Proprietary) Fund as a result of GASB 34. The two budgeted funds are Transit Operating and Transit Capital. Prior to FY 97, revenues and expenses for transit capital projects were included in the operating fund. The Transit Operating Fund has been established to account for revenues and expenses of the day-to-day operations of Cobb's public transit system. The operating fund receives revenues from the Federal Transit Administration (FTA), Georgia Department of Transportation (GDOT) and interfund transfers from the county's General Fund.

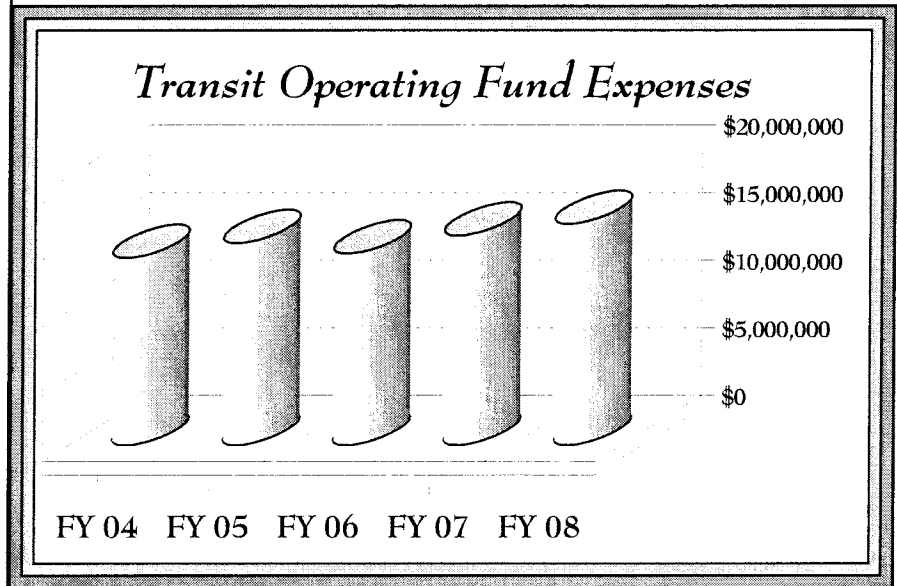
ISSUES & TRENDS

Cobb's public transit system is known as Cobb Community Transit (CCT). CCT operates buses and para-transit minibuses that serve the needs of Cobb's commuters. A business is contracted to operate and maintain CCT facilities, equipment and vehicles. This service contract is awarded after a competitive bid process. The current transit service provider's five-year contract ends June 30, 2010 and will be re-bid for the next five-year period. County Transit staff administer and supervise the contractor. The bulk of operating expenses are associated with the payments to the company providing the service. User fees and most other types of revenue are receipted in the operating fund only. Passenger fare revenue is the primary operating revenue generated by CCT. Efforts to increase fare revenue are ongoing through an improved and expanded marketing program.

REVENUE & EXPENSE SUMMARY

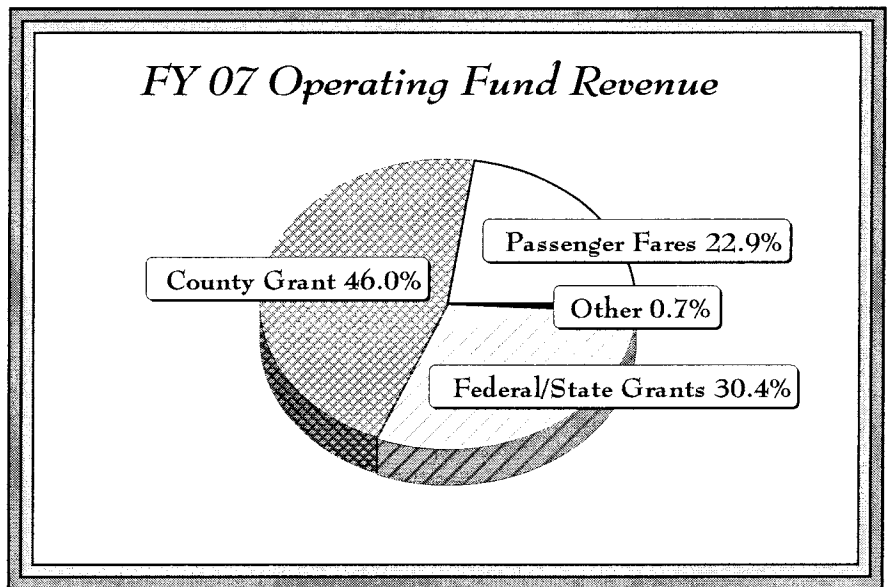
Below is a presentation of revenues and expenses by category. This provides a five-year comparison of actual and adopted budgets.

| Category Description | FY 04 | FY 05 | FY 06 | FY 07 | FY 08 |
|-------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | Actual | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | | |
| Intergovernmental | \$10,753,606 | \$7,342,104 | \$8,974,184 | \$4,869,206 | \$4,447,431 |
| Charges for Services | \$2,785,230 | \$3,220,558 | \$3,703,228 | \$3,773,145 | \$4,085,569 |
| Miscellaneous | \$11,477 | \$118,483 | \$146,826 | \$0 | \$0 |
| Other Financing | \$6,653,106 | \$5,510,353 | \$8,622,412 | \$7,378,111 | \$8,342,870 |
| TOTAL | \$20,203,419 | \$16,191,498 | \$21,446,650 | \$16,020,462 | \$16,875,870 |
| Expense Category | | | | | |
| Personal Services | \$391,729 | \$401,272 | \$404,910 | \$429,371 | \$467,986 |
| Operating | \$13,874,359 | \$14,962,022 | \$17,146,602 | \$15,528,175 | \$16,388,470 |
| Capital | \$0 | \$0 | \$0 | \$9,000 | \$0 |
| Contingency | \$0 | \$0 | \$0 | \$53,916 | \$19,414 |
| TOTAL | \$14,266,088 | \$15,363,294 | \$17,551,512 | \$16,020,462 | \$16,875,870 |



SOURCES OF REVENUE

The primary sources of funding for Transit are grants and user fees (fares) paid by the riders of CCT. Grants are provided at the federal, state, county, and other local governments or entities to support CCT.



County Grant. The largest grant received by Transit is in the form of local funding transferred from the Cobb County General Fund. The amount of this county grant is determined by defining the gap between projected expenses and the revenue from all other sources. The table below provides a history of the county interfund transfer support of the Transit Operating Fund.

| FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted |
|--------------|--------------|---------------|---------------|
| \$5,000,000 | \$6,700,000 | \$7,378,111 | \$8,342,870 |

Federal, State & Other Local Grants. Federal and state grants provide both operating and capital funding. The FTA currently reimburses operating expenses on a limited basis only, and this level of support of operations may decrease nationally in the future. The table below provides the recent history of non-county grant funding.

| FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY08 Adopted |
|--------------|--------------|---------------|--------------|
| \$3,357,728 | \$4,020,878 | \$4,869,206 | \$4,447,431 |

Passenger Fares. The number of bus routes, riders and the passenger fare rates are factors that collectively determine the total amount of revenue received from passenger fares. Passengers that transfer between Atlanta's MARTA system and Cobb's CCT pay their fare to the trip-originating transit system only, not to both. The table below details the revenue from passenger fares.

| FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY08 Adopted |
|--------------|--------------|---------------|--------------|
| \$3,032,184 | \$3,598,289 | \$3,666,945 | \$3,979,369 |

FUND NET ASSETS SUMMARY - COMBINED TRANSIT FUNDS

In FY 02, this fund was reclassified from a Special Revenue Fund to an Enterprise Fund as a result of GASB 34. Previously this table would display the changes in Fund Balance or as it is called in Enterprise Funds: Retained Earnings. Now with GASB 34, this summary table reflects changes in 'Net Fund Assets' as reported by the Comprehensive Annual Financial Report (CAFR). The following table is a five-year presentation of beginning and ending Net Fund Assets for the combined Transit Funds. The more detailed information on revenues and expenses by category is found in the Revenue and Expense Summary table.

| | FY 04 Actual | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted |
|---------------------|-----------------|-----------------|-----------------|------------------|------------------|
| Beginning Assets | \$28,901,999 | \$34,839,330 | \$35,667,534 | \$39,562,672 | \$39,562,672 |
| Revenues | \$20,203,419 | \$16,191,498 | \$21,446,650 | \$16,020,462 | \$16,875,870 |
| Expenses | \$14,266,088 | \$15,363,294 | \$17,551,512 | \$16,020,462 | \$16,875,870 |
| Ending Assets | \$34,839,330 | \$35,667,534 | \$39,562,672 | \$39,562,672 | \$39,562,672 |
| Designated/Reserved | \$34,839,330 | \$35,667,534 | \$39,562,672 | \$39,562,672 | \$39,562,672 |

BUDGET BASIS

The accrual basis of accounting is used to prepare budgets for proprietary and fiduciary fund types. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

The Comprehensive Annual Financial Report (CAFR) reports the status of the county's finances on the basis of "generally accepted accounting principles" (GAAP). This conforms to the way the county prepares its budget with one exception. In the CAFR, fund balance is reserved to cover outstanding encumbrances at fiscal year-end. For budgetary purposes, however, these encumbrances are treated as budgeted expenditures for the next fiscal year.

FUND STRUCTURE

The Water Fund is an Enterprise Fund established to account for the operating revenue and expense of the Water Distribution System, sewage collection and processing plants. The primary revenue sources for the Water Fund are sewerage service fees, with annual collections over \$90 million and water sales with annual collections over \$69 million.

ISSUES & TRENDS

Revenue projections for FY 07/08 are in line with the expense projections. However, any revenues in excess of expenses support the ongoing capital expansion and replacement plan for Cobb County water and sewer lines, as well as water reclamation facilities. The FY 07 Water Fund operations are budgeted for a \$21 million increase over FY 06. The increase is attributed to several key factors such as: depreciation and debt service expenses, water purchases, capital replacements, costs related to outsourcing the fire hydrant repair and maintenance, and extensive sewer line repair and maintenance to meet both state and federal regulations.

REVENUE & EXPENSE SUMMARY

Below is a presentation of revenues and expenses by category. This provides a five-year comparison of actual and adopted budgets.

| Category Description | FY 04 | FY 05 | FY 06 | FY 07 | FY 08 |
|-------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | | |
| Charges for Services | \$134,799,446 | \$135,902,192 | \$160,850,359 | \$161,754,955 | \$159,435,640 |
| Fines and Forfeitures | \$14,678 | (\$7,448) | \$3,176 | \$0 | \$0 |
| Miscellaneous | \$1,133,025 | \$1,104,906 | \$2,556,908 | \$1,716,830 | \$2,161,830 |
| Other Financing | (\$263,412) | \$235,286 | \$350,466 | \$14,983,653 | \$74,604 |
| TOTAL | \$135,683,737 | \$137,234,936 | \$163,760,909 | \$178,455,438 | \$161,672,074 |
| Expense Category | | | | | |
| Personal Services | \$20,829,002 | \$21,817,635 | \$22,382,947 | \$24,846,209 | \$27,137,283 |
| Operating | \$100,290,860 | \$115,428,797 | \$126,880,566 | \$126,244,484 | \$128,215,622 |
| Debt Service | \$5,494,131 | \$6,498,001 | \$6,695,764 | \$22,645,950 | \$5,103,025 |
| Capital | \$1,191,880 | \$1,892,616 | \$1,090,650 | \$1,668,402 | \$448,875 |
| Contingency | \$0 | \$0 | \$0 | \$3,050,393 | \$767,269 |
| TOTAL | \$127,805,873 | \$145,637,049 | \$157,049,927 | \$178,455,438 | \$161,672,074 |

SOURCES OF REVENUE

There are two sources of revenue that account for more than 89% of Water System revenue: sewerage service fees and water sales. Historically, the Water System collects more revenue than budgeted expenses. The result is an annual surplus that is reinvested in the two Water System capital projects funds.

Highest Marks!

Cobb County Water System's Revenue Bonds have achieved the highest combined ratings, nationally for any municipal water system, from the three major national rating agencies.

Moody's rating: Aaa
Fitch's rating: AAA
S&P's rating: AAA

The triple Triple-A's are the highest ratings that a municipal utility can receive.

Sewerage Service Fees. Cobb County provides sewerage collection and treatment services to its residents, the City of Atlanta, and other counties. Fees collected for these services account for over 50% of the total revenue collected by the Water System.

Water Sales. The other major revenue component to Water System revenue is subject to fluctuation on an annual basis. Water sales vary annually with the severity of the summer seasons. For example, extremely hot and dry summers yield a higher volume of water consumption while normal to mild and wet summers yield a lower amount of water consumption. As a result, the water sales revenue fluctuates accordingly.

DEBT SUMMARY

Between 1986 and 1993, three series of revenue bonds were issued to fund water/sewer line installations, new water mains, new water line replacements and expansion of water reclamation facilities. The expansion of several facilities resulted in lower overall operating expenses for the Water Fund. Advanced technology allows for a reduction in personnel and supplies necessary to run plant operations. In 1996 and 2003, portions of the water and sewer issues were refunded, resulting in lower debt service. Below is a debt service schedule of the interest payments for the Water Fund. The final debt service payment will occur in FY 08.

| Water Fund's Revenue Bond Debt Service-Interest Payment Schedule | | | |
|---|-------------|-------|-------------|
| FY 05 | \$3,017,852 | FY 07 | \$1,444,603 |
| FY 06 | \$2,243,463 | FY 08 | \$627,708 |

In April of 2004, the national rating agencies of Moody's, Fitch, and Standard & Poor all renewed the triple Triple-A bond rating for Cobb County's outstanding Water Revenue Bonds.

BUDGET BASIS

The accrual basis of accounting is used to prepare budgets for proprietary and fiduciary fund types. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

The Comprehensive Annual Financial Report (CAFR) reports the status of the county's finances on the basis of "generally accepted accounting principles" (GAAP). This conforms to the way the county prepares its budget with one exception. In the CAFR, fund balance is reserved to cover encumbrances at fiscal year-end. For budgetary purposes, however, these encumbrances are treated as budgeted expenses at fiscal year-end.

GRANT & CAPITAL BUDGETS

The combined FY 07/08 biennial grant and capital funds' budgets total in excess of \$255 million. The FY 07 grant and capital budgets are approximately \$58 million more than the FY 06 adopted budget, due to the addition of the new 800MHz Radio System Fund and increases in three other capital funds. Capital expenditures in these capital funds are 'non-routine' major projects with potential impact on operating funds. Details are on subsequent pages for funds with FY 07/08 appropriations.

| <u>Grant Funds</u> | <u>FY 05 Actual</u> | <u>FY 06 Actual</u> | <u>FY 07 Adopted</u> | <u>FY 08 Adopted</u> |
|-----------------------------------|-------------------------|-------------------------|--------------------------|--------------------------|
| CDBG & ESG Program | \$4,630,983 | \$4,842,021 | \$3,335,621 | \$3,752,021 |
| HOME Program | \$2,216,500 | \$2,012,091 | \$1,609,672 | \$1,752,573 |
| JAG (formerly LLEBG) Program | \$94,846 | \$97,834 | \$70,742 | \$154,076 |
| Sub-Total | \$6,942,329 | \$6,951,946 | \$5,016,035 | \$5,658,670 |
| <u>Capital Funds</u> | <u>FY 05 Actual</u> | <u>FY 06 Actual</u> | <u>FY 07 Adopted</u> | <u>FY 08 Adopted</u> |
| 800 MHz Radio System Replace. | \$0 | \$9,538,748 | \$24,366,649 | \$13,847,106 |
| Transit Capital | \$2,986,266 | \$5,569,042 | \$0 | \$0 |
| Capital Projects | \$46,000,256 | \$33,682,804 | \$20,202,954 | \$16,892,216 |
| Water Renewal, Ext. & Improvement | \$45,193,625 | \$36,115,233 | \$47,724,500 | \$44,558,744 |
| Water System Development | \$16,500,795 | \$3,482,109 | \$18,043,000 | \$59,498,755 |
| Water & Sewerage 2003 Bond | \$18,096,206 | \$51,697,605 | \$0 | \$0 |
| Water-Stormwater Capital | \$0 | \$566,590 | \$0 | \$0 |
| 1990 Transportation Improvement | \$512,188 | \$0 | \$0 | \$0 |
| 1994 Transportation Improvement | \$7,907,627 | \$4,013,992 | \$0 | \$0 |
| 2005 SPLOST Fund | \$0 | \$25,871,686 | \$0 | \$0 |
| Community Greenspace Trust | \$2,723 | \$620,003 | \$0 | \$0 |
| Sub-Total | \$137,199,686 | \$171,157,812 | \$110,337,103 | \$134,796,821 |
| Total | \$144,142,015 | \$178,109,758 | \$115,353,138 | \$140,455,491 |

Note: All funds with FY 05/06 actual expenditures and/or FY 07/08 Adopted Budgets are listed in the above table.

In the Grant Funds, the adopted budgets for FY 07/08 are lower than the actual expenses in FY 05/06 because these funds are conservatively budgeted at no more than 80% of the prior year's actual grant award amounts.

In the Capital Funds, the three SPLOST, the Greenspace, and the Water & Sewerage Bond funds were previously fully appropriated (funded) and are being spent down over time. The Transit Capital fund is funded through the year-round Agenda process, as FTA Grants are accepted and/or as new projects are developed.

Community Development Block Grant Program

FUND STRUCTURE

The Community Development Block Grant Program (CDBG) is a Special Revenue Fund established to serve low to moderate income families and individuals. CDBG is funded entirely by federal and state agencies.

ISSUES & TRENDS

The CDBG Program funds various projects for Cobb County, local municipalities and non-profit organizations. Since this is a multi-year fund which allows spending of previous years' budgets in the current fiscal year, actual fiscal year expenditures are expected to exceed the current fiscal year adopted budget.

REVENUE & EXPENDITURE SUMMARY

Below is a presentation of revenues and expenses by category. This provides a five-year comparison of actual and adopted budgets.

| Category Description | FY 04 Actual | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Revenue Category | | | | | |
| Intergovernmental | \$4,937,742 | \$5,917,537 | \$4,620,016 | \$3,335,621 | \$3,752,021 |
| Miscellaneous | \$183,451 | \$76,725 | \$154,703 | \$0 | \$0 |
| TOTAL | \$5,121,193 | \$5,994,262 | \$4,774,719 | \$3,335,621 | \$3,752,021 |
| Expenditure Category | | | | | |
| Operating | \$4,154,488 | \$5,966,043 | \$3,541,816 | \$3,335,621 | \$3,752,021 |
| Capital | \$1,034,991 | \$114,159 | \$1,300,205 | \$0 | \$0 |
| TOTAL | \$5,189,479 | \$6,080,202 | \$4,842,021 | \$3,335,621 | \$3,752,021 |

The amounts shown represent the year-end budget. This is a multi-year fund which allows spending of previous year grant funds within the current year; therefore, the year-end budget provides a more accurate comparison than year-end expenditures.

SOURCES OF REVENUE

The Community Development Block Grant Program receives the majority of its funds from the U.S. Department of Housing and Urban Development (HUD) to support programs serving low and moderate income families and individuals. The miscellaneous revenue indicated in the above table is interest earnings and Program Income, which is loan repayments from the clients of the program. There is no local matching requirement to receive and distribute CDBG funds. The FY 07/08 funding level is projected to remain fairly consistent with past years' funding.

FUND BALANCE SUMMARY

The following table is a five-year presentation of beginning and ending fund balances. Revenues and expenditures are not separated by category since that information is presented earlier in the CDBG Revenue & Expenditure Summary.

| | FY 04 Actual | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted |
|---------------------|-----------------|-----------------|-----------------|------------------|------------------|
| Beginning Balance | \$0 | \$0 | \$0 | \$0 | \$0 |
| Revenues | \$5,121,193 | \$5,994,262 | \$4,774,719 | \$3,335,621 | \$3,747,211 |
| Expenditures | \$5,121,193 | \$5,994,262 | \$4,774,719 | \$3,335,621 | \$3,747,211 |
| Ending Balance | \$0 | \$0 | \$0 | \$0 | \$0 |
| Designated/Reserved | \$0 | \$0 | \$0 | \$0 | \$0 |
| Undesignated | \$0 | \$0 | \$0 | \$0 | \$0 |

*Actual fund balance information for this fund is not available at this time. Instead, the table assumes that the fund's revenues will equal the actual expenditures. However, a combined summary of the HUD-funded grants will follow the Supportive Housing section.

BUDGET BASIS

Budgets for governmental fund types are adopted on the modified accrual basis. Under the modified accrual basis of accounting, revenues are recognized when they become both measurable and available. Measurable means the amount of the transaction can be determined. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period.

The Comprehensive Annual Financial Report (CAFR) reports the status of the county's finances on the basis of "generally accepted accounting principles" (GAAP). This conforms to the way the county prepares its budget with one exception. In the CAFR, fund balance is reserved to cover outstanding encumbrances at fiscal year-end. For budgetary purposes, however, these encumbrances are treated as budgeted expenditures for the next fiscal year.

FUND STRUCTURE

The Home Investment Partnership Act (HOME) Program is a Special Revenue Fund established to serve low to moderate income families and individuals. The HOME Program provides for activities such as housing rehabilitation, first-time home buyers and rental rehabilitation.

ISSUES & TRENDS

Cobb County is designated as the lead entity for the Georgia Urban County Consortium. All federal funding for the three member consortium is passed through Cobb County. In FY 01, Cherokee County joined Cobb County and the City of Marietta in consortium membership. Since this is a multi-year fund which allows spending of prior years' appropriations in the current fiscal year, actual fiscal year expenditures may vary from the fiscal year adopted budget.

REVENUE & EXPENDITURE SUMMARY

Below is a presentation of revenues and expenses by category. This provides a five-year comparison of actual and adopted budgets.

| Category Description | FY 04 Actual | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Revenue Category | | | | | |
| Intergovernmental | \$2,558,099 | \$3,337,062 | \$2,222,850 | \$1,609,672 | \$1,752,573 |
| Miscellaneous | \$479,074 | \$309,886 | \$279,931 | \$0 | \$0 |
| TOTAL | \$3,037,173 | \$3,646,948 | \$2,502,781 | \$1,609,672 | \$1,752,573 |
| Expenditure Category | | | | | |
| Operating | \$3,277,218 | \$3,643,212 | \$2,603,770 | \$1,609,672 | \$1,752,573 |
| TOTAL | \$3,277,218 | \$3,643,212 | \$2,603,770 | \$1,609,672 | \$1,752,573 |

The amounts shown represent the year-end budget. This is a multi-year fund which allows spending of previous year grant funds within the current year; therefore, the year-end budget provides a more accurate comparison than year-end expenditures.

SOURCES OF REVENUE

The HOME Program is funded by the U.S. Department of Housing and Urban Development (HUD). The miscellaneous revenue indicated in the above table is Program Income which is repayment of loans to the program from the clients. There is no requirement for local matching funds. In FY 07/08, funding for the HOME Program remains consistent with past years' funding.

FUND BALANCE SUMMARY

The following table is a five-year presentation of beginning and ending fund balances. Revenues and expenditures are not separated by category since that information is presented earlier in the HOME Program Revenue & Expenditure Summary.

| | FY 04 Actual | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted |
|---------------------|-----------------|-----------------|-----------------|------------------|------------------|
| Beginning Balance | \$0 | \$0 | \$0 | \$0 | \$0 |
| Revenues | \$3,037,173 | \$3,646,948 | \$2,502,781 | \$1,609,672 | \$1,752,573 |
| Expenditures | \$3,037,173 | \$3,646,948 | \$2,502,781 | \$1,609,672 | \$1,752,573 |
| Ending Balance | \$0 | \$0 | \$0 | \$0 | \$0 |
| Designated/Reserved | \$0 | \$0 | \$0 | \$0 | \$0 |
| Undesignated | \$0 | \$0 | \$0 | \$0 | \$0 |

*Actual fund balance information for this fund is not available at this time. Instead, the table assumes that the fund's revenues will equal the actual expenditures. However, a combined summary of the HUD-funded grants will follow the Supportive Housing section.

BUDGET BASIS

Budgets for governmental fund types are adopted on the modified accrual basis. Under the modified accrual basis of accounting, revenues are recognized when they become both measurable and available. Measurable means the amount of the transaction can be determined. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period.

The Comprehensive Annual Financial Report (CAFR) reports the status of the county's finances on the basis of "generally accepted accounting principles" (GAAP). This conforms to the way the county prepares its budget with one exception. In the CAFR, fund balance is reserved to cover outstanding encumbrances at fiscal year-end. For budgetary purposes, however, these encumbrances are treated as budgeted expenditures for the next fiscal year.

FUND STRUCTURE

The Justice Assistance Grant Program is a Special Revenue Fund established to underwrite projects aimed at reducing crime and improving public safety.

ISSUES & TRENDS

The JAG Program is federally funded by the Department of Justice, Bureau of Justice Assistance. Currently, five projects are being funded by this grant. Among the service providers are Cobb County Department of Public Safety, Marietta Housing Authority and Cobb County Juvenile Court, along with others. Since this is a multi-year fund which allows spending of previous years' budgets in the current fiscal year, actual fiscal year expenditures are expected to exceed the current fiscal year adopted budget.

REVENUE & EXPENDITURE SUMMARY

Below is a presentation of revenues and expenses by category. This provides a five-year comparison of actual and adopted budgets.

| Category Description | FY 04 Actual | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted |
|-----------------------------|-----------------|------------------|-----------------|-----------------|------------------|
| Revenue Category | | | | | |
| Intergovernmental | \$67,587 | \$161,063 | \$90,750 | \$70,742 | \$154,076 |
| Miscellaneous | \$1,991 | \$2,487 | \$3,846 | \$0 | \$0 |
| TOTAL | \$69,578 | \$163,550 | \$94,596 | \$70,742 | \$154,076 |
| Expenditure Category | | | | | |
| Operating | \$75,011 | \$154,555 | \$97,834 | \$70,742 | \$154,076 |
| TOTAL | \$75,011 | \$154,555 | \$97,834 | \$70,742 | \$154,076 |

The amounts shown represent the year-end budget. This is a multi-year fund which allows spending of previous year grant funds within the current year; therefore, the year-end budget provides a more accurate comparison than year-end expenditures.

SOURCES OF REVENUE

The Justice Assistance Grant Program receives the majority of its funds from the U.S. Department of Justice (DOJ) to support crime prevention and public safety programs. The miscellaneous revenue indicated in the above table is interest earnings. There is no local matching requirement to receive and distribute JAG funds. The FY 07/08 funding level is projected to remain fairly consistent with past years' funding.

FUND BALANCE SUMMARY

The following table is a five-year presentation of beginning and ending fund balances. Revenues and expenditures are not separated by category since that information is presented earlier in the JAG Revenue & Expenditure Summary.

*The Bottom Line**Justice Assistance Grant Program*

| | FY 04 Actual | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted |
|---------------------|-----------------|-----------------|-----------------|------------------|------------------|
| Beginning Balance | \$0 | \$0 | \$0 | \$0 | \$0 |
| Revenues | \$69,578 | \$163,550 | \$94,596 | \$70,742 | \$154,076 |
| Expenditures | \$69,578 | \$163,550 | \$94,596 | \$70,742 | \$154,076 |
| Ending Balance | \$0 | \$0 | \$0 | \$0 | \$0 |
| Designated/Reserved | \$0 | \$0 | \$0 | \$0 | \$0 |
| Undesignated | \$0 | \$0 | \$0 | \$0 | \$0 |

*Actual fund balance information for this fund is not available at this time. Instead, the table estimates that the fund's revenues will equal the actual expenditures.

BUDGET BASIS

Budgets for governmental fund types are adopted on the modified accrual basis. Under the modified accrual basis of accounting, revenues are recognized when they become both measurable and available. Measurable means the amount of the transaction can be determined. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period.

The Comprehensive Annual Financial Report (CAFR) reports the status of the county's finances on the basis of "generally accepted accounting principles" (GAAP). This conforms to the way the county prepares its budget with one exception. In the CAFR, fund balance is reserved to cover outstanding encumbrances at fiscal year-end. For budgetary purposes, however, these encumbrances are treated as budgeted expenditures for the next fiscal year.

FUND STRUCTURE

This is a special revenue fund that accounts for revenues and expenses related to the county's radio network. The fund was established during FY 06 by action of the BOC. The fund contains projects and items related to the enhancement and upgrade of the network infrastructure and equipment. Major goals are replacing the system's core transmitters and repeaters, and the replacement of radios as needed during phase 1 and 2 of the program, as the system transitions from analog to digital.

Revenue sources include earmarked contributions from the SPLOST (Special Purpose Local Option Sales Tax) Fund, other county funds, Cobb's cities, the Cobb Board of Education, and various other agencies.

The computer-based system management is located at the Cobb County E911 Center. The system network operates using both voice and data communication. It primarily supports the public safety agencies and departments of the county government and each of Cobb's six cities. Additional users include other county/municipal departments and agencies including ambulance companies, hospitals, and schools. Currently, 5,108 radios can access the system; of these, 3,275 are used by county government, with 1,833 held by Cobb municipalities, schools, malls, hospitals, universities, and ambulances. Shared agreements are in force with Georgia public safety agencies, several neighboring fire departments, the City of Douglasville, the Kennesaw Mountain National Park, and the Norfolk Southern Railroad.

ISSUES & TRENDS

This budget decreases as the SPLOST revenue for the 800MHz core replacement winds down by FY 08. Other projects within the fund will continue for several years.

REVENUE & EXPENSE SUMMARY

This table is a presentation of revenues and expenses by category for the 800MHz Fund. This provides a picture of two years actual and two years adopted budgets.

| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
|---|------------|---------------------|---------------------|---------------------|
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Local Revenue | \$0 | \$287,887 | \$501,294 | \$501,294 |
| SPLOST - Interfund Transfer | \$0 | \$0 | \$19,797,432 | \$2,828,200 |
| Interfund Transfer - General Fund | \$0 | \$1,360,652 | \$859,173 | \$539,694 |
| Interfund Transfer - Other Governmental | \$0 | \$3,004,032 | \$329,754 | \$329,754 |
| Interest Earnings | \$0 | \$45,423 | \$15,000 | \$15,000 |
| Proceeds-Capital Lease | \$0 | \$7,019,390 | \$0 | \$0 |
| Fund Balance Reserve | \$0 | \$0 | \$2,863,996 | \$9,633,164 |
| TOTAL | \$0 | \$11,717,384 | \$24,366,649 | \$13,847,106 |

| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
|--------------------------------------|------------|--------------------|---------------------|---------------------|
| | Actual | Actual | Adopted | Adopted |
| Expenditure Category | | | | |
| Core Replacement | \$0 | \$0 | \$9,257,044 | \$3,243,847 |
| Debt Service Capital Lease | \$0 | \$0 | \$5,461,441 | \$1,893,412 |
| Capital - Radio Equip Phase I and II | \$0 | \$9,538,748 | \$0 | \$0 |
| Designated Contingency | \$0 | \$0 | \$15,000 | \$15,000 |
| Fund Balance | \$0 | \$0 | \$9,633,164 | \$8,694,847 |
| TOTAL | \$0 | \$9,538,748 | \$24,366,649 | \$13,847,106 |

BUDGET BASIS

Budgets for governmental fund types are adopted on the modified accrual basis. Under the modified accrual basis of accounting, revenues are recognized when they become both measurable and available. Measurable means the amount of the transaction can be determined. Available means collectible within the current period, or soon enough thereafter, to be used to pay liabilities of the current period.

The Comprehensive Annual Financial Report (CAFR) reports the status of the county's finances on the basis of "generally accepted accounting principles" (GAAP). This conforms to the way the county prepares its budget with one exception. In the CAFR, fund balance is reserved to cover outstanding encumbrances at fiscal year-end. For budgetary purposes, however, these encumbrances are treated as budgeted expenditures for the next fiscal year.

FUND STRUCTURE

The Capital Projects Fund is used to account for financial resources for the acquisition or construction of major capital facilities and improvements (CIP) over multi-year periods. Also included in the fund are most departments' Capital Replacement Schedule (CRS) projects. The CRS is a countywide recapitalization plan that determines when items need replacement. However, most vehicle replacement funding is included in each of the operating funds, and not in this fund. The Capital Projects Fund is funded primarily through interfund transfers from various operating funds for specifically appropriated capital projects. Some of these projects have costs allocated between funds.

ISSUES & TRENDS

In the FY 07/08 biennial budget there is funding of both capital improvement and replacement projects totaling over \$37 million. The \$14 million annual funding for the FY 09-11 period is projected as a minimal level of funding needed to address the county's infrastructure needs. Within this two year biennial budget, the funding of the largest project groupings are:

- ▶ \$24.2 million for technology upgrades: computer, telephone & radio systems
- ▶ \$4.4 million for Library & Parks facilities

REVENUE & EXPENDITURE SUMMARY

The following table presents seven years of revenues and expenditures by category for the Capital Projects Fund. More details are found in the 'Capital Ideas' section later.

| Category Description | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted | FY 09 Projected | FY 10 Projected | FY 11 Projected |
|-----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Revenue Category | | | | | | | |
| Interfund Transfer | \$18,817,015 | \$26,076,191 | \$19,829,490 | \$16,787,336 | \$13,895,120 | \$13,895,120 | \$13,895,120 |
| CID & Other Local | \$1,860,699 | \$2,150,813 | \$286,104 | \$17,520 | \$17,520 | \$17,520 | \$17,520 |
| State DOT Grant | \$1,778,454 | \$2,562,241 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Government | \$1,000 | \$1,464 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Miscellaneous | \$599,275 | \$72,749 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Financing | \$2,369,884 | \$184,826 | \$87,360 | \$87,360 | \$87,360 | \$87,360 | \$87,360 |
| TOTAL | \$25,426,327 | \$31,048,284 | \$20,202,954 | \$16,892,216 | \$14,000,000 | \$14,000,000 | \$14,000,000 |
| Expenditure Category | | | | | | | |
| Construct/Renovate | \$12,620,356 | \$12,979,022 | \$5,962,694 | \$2,979,103 | \$3,500,000 | \$3,500,000 | \$3,500,000 |
| Computer HW/SW | \$2,286,310 | \$240,157 | \$5,560,811 | \$7,025,790 | \$2,500,000 | \$2,500,000 | \$2,500,000 |
| Equip/Furnishings | \$16,954,879 | \$2,370,181 | \$3,168,055 | \$1,661,165 | \$2,600,000 | \$2,600,000 | \$2,600,000 |
| Veh. & Heavy Equip. | \$328,269 | \$9,634 | \$0 | \$0 | \$400,000 | \$400,000 | \$400,000 |
| Other | \$12,679,382 | \$12,174,156 | \$5,511,394 | \$5,226,158 | \$5,000,000 | \$5,000,000 | \$5,000,000 |
| Interfund-Other Fd | \$1,131,060 | \$5,909,654 | \$0 | \$0 | \$0 | \$0 | \$0 |
| TOTAL | \$46,000,256 | \$33,682,804 | \$20,202,954 | \$16,892,216 | \$14,000,000 | \$14,000,000 | \$14,000,000 |

SOURCES OF REVENUE

The Capital Projects Fund normally does not generate its own operating revenue. The only major exception to this is: revenue generated by the Geographic Information Systems (GIS) project for the sale of GIS tiles and other copyrighted GIS information to Cobb cities and businesses. By far, most revenue is the result of interfund transfers from various county funds. The General, Fire, E911 and Water funds are historically the largest sources of interfunds to the Capital Projects Fund. Often the interfund revenue for a project is realized before the corresponding expenses occur, because multi-year encumbrances need to be matched with revenues.

In FY 05/06 the other major sources of revenue were: \$4.3 million in Georgia Department of Transportation (GDOT) funding for countywide road projects, \$4 million from the Cumberland Community Improvement District (CID) for roadway improvements, and about \$2.2 million from capital lease proceeds (Other Financing). The county's annual road resurfacing projects are usually completed with a sizable state participation. Although continued GDOT funding is anticipated in FY 07 and beyond, this source of funding is not budgeted until GDOT funding is officially approved. When any grant funding is included in a project, it is brought to the Board of Commissioners (BOC) for approval before it is appropriated. Therefore it is normal that the size of the funding for capital projects in this fund will grow throughout the year as grants and new projects are appropriated by the BOC.

FUND BALANCE SUMMARY

The following table presents five years of beginning and ending fund balances. The more detailed information on revenues and expenditures by category is found in the Revenue and Expenditure Summary table above and in the 'Capital Ideas' section later in the document.

| | FY 04 Actual | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted |
|---------------------|-----------------|-----------------|-----------------|------------------|------------------|
| Beginning Balance | \$13,484,755 | \$50,451,748 | \$29,626,011 | \$26,991,491 | \$26,991,491 |
| Revenues | \$71,872,994 | \$25,426,327 | \$31,048,284 | \$20,202,954 | \$16,892,216 |
| Expenditures | \$34,906,001 | \$45,669,804 | \$33,682,804 | \$20,202,954 | \$16,892,216 |
| Restatement* | \$0 | (\$582,260) | \$0 | \$0 | \$0 |
| Ending Balance | \$50,451,748 | \$29,626,011 | \$26,991,491 | \$26,991,491 | \$26,991,491 |
| Designated/Reserved | \$50,451,748 | \$29,626,011 | \$26,991,491 | \$26,991,491 | \$26,991,491 |

* For FY 05, the County made prior period adjustments to fund balances and net assets in the following items: debt payments, deferred interest revenue, prior years escrow revenue, intergovernmental payable, intergovernmental receivable, intergovernmental revenue, and the net pension asset. Also the actual revenues exclude \$88,403 which is primarily some Local Assistance Resurfacing Program (LARP) receivables from Cobb cities.

* For FY 06, the actual revenues exclude \$83,196 in Local Assistance Resurfacing Program (LARP) receivables from Cobb cities, and \$471,460 in proceeds from the sale county property (sold at a loss).

BUDGET BASIS

Budgets for governmental fund types are adopted on the modified accrual basis. Under the modified accrual basis of accounting, revenues are recognized when they become both measurable and available. Measurable means the amount of the transaction can be determined. Available means collectible, within the current period or soon enough thereafter, to be used to pay liabilities of the current period.

The Comprehensive Annual Financial Report (CAFR) reports the status of the county's finances on the basis of "generally accepted accounting principles" (GAAP). This conforms to the way the county prepares its budget with one exception. In the CAFR, fund balance is reserved to cover outstanding encumbrances or funds committed to specified projects at fiscal year end. For budgetary purposes, however, these encumbrances are treated as budgeted expenditures for the next fiscal year.

FUND STRUCTURE

Water System funding is currently budgeted in four funds (one operating and three capital); however, for purposes of the Comprehensive Annual Financial Report, this funding is considered a single Enterprise (Proprietary) Fund. The Water Renewal, Extension, and Improvement (RE&I) Fund was established to fund capital renewals, extensions, and improvements of the water system. Projects are funded primarily through retained earnings appropriations from the Water System's operating fund.

ISSUES & TRENDS

In FY 05 the fund bought the Kennesaw City Water System using an interfund from the Water Operating Fund. Funding for stormwater and utility relocation projects are increasing beginning in FY 06. Stormwater increases come primarily from General Fund funding. Utility relocations primarily result from SPLOST funded roadway improvements, which are now increasing.

REVENUE & EXPENSE SUMMARY

Below is a presentation of revenues and expenses by category. This provides a seven-year picture of actual, adopted, and projected budgets.

| Category Description | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted | FY 09 Projected | FY 10 Projected | FY 11 Projected |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Revenue Category | | | | | | | |
| Water Meter Install. | \$2,701,837 | \$2,930,270 | \$2,768,440 | \$2,715,843 | \$2,414,276 | \$2,113,720 | \$2,064,156 |
| Other Water Fees | \$538,866 | \$727,529 | \$349,063 | \$341,549 | \$334,182 | \$326,960 | \$319,879 |
| System Devel. Fees | \$3,087,309 | \$3,072,722 | \$2,500,000 | \$2,500,000 | \$2,500,000 | \$2,500,000 | \$2,500,000 |
| Interest Earnings | \$21,607 | \$22 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 |
| State & Local | \$1,012,687 | \$1,445,712 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Interfund Revenue | \$12,000,000 | \$622,348 | \$3,000,000 | \$22,822,461 | \$9,537,000 | \$3,000,000 | \$3,000,000 |
| Other Financing | \$417,802 | \$278,240 | \$39,006,997 | \$16,078,891 | \$31,226,042 | \$38,061,820 | \$47,510,465 |
| TOTAL | \$19,780,108 | \$9,076,843 | \$47,724,500 | \$44,558,744 | \$46,111,500 | \$46,102,500 | \$55,494,500 |
| Expense Category | | | | | | | |
| Construction | \$22,584,611 | \$28,094,272 | \$42,019,320 | \$39,188,061 | \$37,640,600 | \$37,654,000 | \$45,941,000 |
| Equip/Furnishings | \$2,327,939 | \$2,232,418 | \$1,250,000 | \$1,250,000 | \$1,250,000 | \$1,250,000 | \$1,250,000 |
| Engineering/Design | \$4,606,714 | \$1,765,584 | \$4,357,680 | \$4,034,400 | \$4,121,400 | \$4,098,000 | \$5,202,000 |
| Land Acquisition | \$1,553,103 | \$2,703,564 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Admin & Contingency | \$97,613 | \$66,286 | \$97,500 | \$86,283 | \$99,500 | \$100,500 | \$101,500 |
| Other Expenses | \$1,914,708 | \$669,257 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Purchase Kennesaw City Water System | \$12,000,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Interfund Transfer | \$108,937 | \$583,852 | \$0 | \$0 | \$0 | \$0 | \$0 |
| TOTAL | \$45,193,625 | \$36,115,233 | \$47,724,500 | \$44,558,744 | \$43,111,500 | \$43,102,500 | \$52,494,500 |

Note for table above: FY 05/06 actual revenues appear low because funding for that year's expenses came from a residual equity transfer from the Water System operating fund that appears on the balance sheet and not on the annual income statement (budget reports).

SOURCES OF REVENUE

Almost 80% of the FY 05/06 revenue of the Water RE&I Fund is a residual equity transfer from the Water System operating fund. This residual equity transfer is not reported on annual budget reports, instead it is shown on financial statements of the Balance Sheet. The excess revenue generated by water sales, sewerage collection and treatment fees will be invested in the improvement of the water system infrastructure. All infrastructure replacement is planned and conducted on a proactive basis to avoid problems and prevent failures from occurring.

BUDGET BASIS

The accrual basis of accounting is used to prepare budgets for proprietary and fiduciary fund types. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

The Comprehensive Annual Financial Report (CAFR) reports the status of the county's finances on the basis of "generally accepted accounting principles" (GAAP). This conforms to the way the county prepares its budget with one exception. In the CAFR, fund balance is reserved to cover encumbrances at fiscal year end. For budgetary purposes, however, these encumbrances are treated as budgeted expenses at fiscal year end.

FUND STRUCTURE

Water System funding is currently budgeted in four funds (one operating and three capital); however, for purposes of the Comprehensive Annual Financial Report, this funding is considered a single Enterprise (Proprietary) Fund. The Water System Development Fund (SDF) was established to fund capital development and expansion of the water system. Projects are funded by system development fees and sometimes by interfund transfers from the Water RE&I Fund.

ISSUES & TRENDS

The large decrease in FY 06 expenses marks the completion of the county's largest-ever single capital project, the Chattahoochee Sewerage Tunnel. The FY 07 increase is attributed to two reclamation plant projects. The even larger increases in FY 08 are to fund two major sewer projects. The largest being the Southwest Cobb Sewerage Tunnel which will be funded over several years. This tunnel will convey sewerage to the South Cobb plant, which is one of the two plants being expanded starting in FY 07.

REVENUE & EXPENSE SUMMARY

Below is a presentation of revenues and expenses by category. This provides a seven year picture of actual, adopted, and projected budgets.

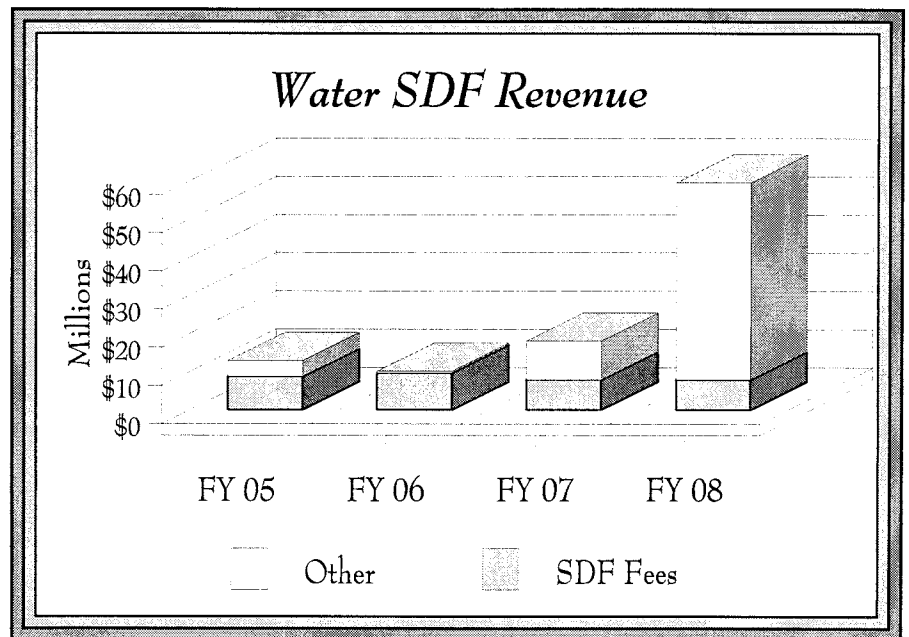
| Category Description | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted | FY 09 Projected | FY 10 Projected | FY 11 Projected |
|-------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Revenue Category | | | | | | | |
| State Revenue | \$1,148,284 | \$975,986 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Local-Fulton Co. | \$4,061,457 | \$420,863 | \$0 | \$0 | \$0 | \$0 | \$0 |
| System Develop. Fees | \$8,725,262 | \$9,675,362 | \$7,890,000 | \$7,900,000 | \$7,880,000 | \$7,860,000 | \$7,840,000 |
| Interest Earnings | \$70,169 | \$10,246 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 |
| Interfund-RE&I | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Financing | \$13,570 | \$0 | \$10,053,000 | \$51,498,755 | \$31,600,000 | \$28,083,000 | \$26,103,000 |
| TOTAL | \$12,870,458 | \$10,106,471 | \$18,043,000 | \$59,498,755 | \$39,580,000 | \$36,043,000 | \$34,043,000 |
| Expense Category | | | | | | | |
| Engineer/Design | \$3,900,365 | \$3,121,037 | \$2,160,000 | \$4,680,000 | \$3,960,000 | \$4,320,000 | \$4,080,000 |
| Construction | \$11,437,848 | \$227,018 | \$15,840,000 | \$34,320,000 | \$29,040,000 | \$31,680,000 | \$29,920,000 |
| Land Acquisition | \$1,814 | \$12,673 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Equipment | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Administration | \$42,813 | \$32,542 | \$36,004 | \$36,043 | \$37,767 | \$37,767 | \$37,767 |
| Other Expenses | \$1,117,955 | \$88,839 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Interfund-RE&I | \$0 | \$0 | \$0 | \$20,457,000 | \$6,537,000 | \$0 | \$0 |
| Contingency | \$0 | \$0 | \$6,996 | \$5,712 | \$5,233 | \$5,233 | \$5,233 |
| TOTAL | \$16,500,795 | \$3,482,109 | \$18,043,000 | \$59,498,755 | \$39,580,000 | \$36,043,000 | \$34,043,000 |

SOURCES OF REVENUE

The Water System Development Fund is funded by four primary sources of revenue: system development fees, interest earnings, interfund transfers and retained earnings. The system development fees are used to recover a portion of the sewerage collection and treatment facilities costs from developers, the cities within Cobb County and regional users. In the FY 05/06 period system development fees as well as Fulton County's contribution to Cobb's projects accounted for over 99% of total revenues. In FY 07/08, the system development fees proportionately account for about 20% of total revenues, with the balance coming from the appropriation of retained earnings.

In FY 01 and earlier, system development fee revenue was reported as contributed capital on the balance sheet. In FY 02 and later, because of GASB-34 standards, these revenues are reported on the proprietary fund's operating statement (i.e., budget reports).

The graph below illustrates the variation of annual revenues to support the capital projects, and the relationship of System Development fees which vary less than the other revenue sources.



BUDGET BASIS

The accrual basis of accounting is used to prepare budgets for proprietary and fiduciary fund types. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

The Comprehensive Annual Financial Report (CAFR) reports the status of the county's finances on the basis of "generally accepted accounting principles" (GAAP). This conforms to the way the county prepares its budget with one exception. In the CAFR, retained earnings is reserved to cover encumbrances at fiscal year end. For budgetary purposes, however, these encumbrances are treated as budgeted expenses at fiscal year end.



Behind the Scenes

175th Anniversary
1832-2007

MISSION

To provide radio communications access for all Cobb County governmental agencies, municipal agencies and surrounding counties that require such capability, enabling direct contact to the Cobb County E911 Center as well as direct contact among individual users through the use of computer-based system management.

DESCRIPTION

Through the use of computer-based system management for 800 MHz operations, user agencies realize quicker transmitter access than is customary in conventional radio systems. An adjunct to the 800 MHz Radio system is the Mobile Data Terminal System, which provides Public Safety field users (e.g. Police Officers, Fire Department) immediate access to Computer-Aided Dispatch (CAD) information and Georgia Crime Information Center/National Crime Information Center (GCIC/NCIC) data. This enables Public Safety officials to efficiently obtain vital information without necessitating voice transmission to a dispatcher. This office is responsible for programming all radios using the system and overseeing daily operations to ensure the integrity of the system is maintained.

FY 07/08 GOALS

GOAL #1 - Maintain quality mobile data services while evaluating a migration plan for secure modern high-performance mobile data service solution.

- ▶ Work in conjunction with Information Services to identify and recommend a mobile data system migration solution from the current antiquated data network to a more secure, and modern high-performance data network by evaluating the needs and requirements of Public Safety users by September 2007.
- ▶ Draft the findings of the above evaluation and present the results to Public Safety and County Management by September 2008.

GOAL #2 - Resolve cellular interference to the 800 MHz voice and data radio communications network as mandated by the Federal Communications Commission (FCC) for Public Safety radio networks.

- ▶ Work in conjunction with Sprint Nextel, the FCC, Transition Administrator (TA), county personnel, city municipalities, service shop personnel and Motorola Engineering to identify the radios and radio communications infrastructure that is affected by the FCC mandate.
- ▶ Develop a transition plan and have it approved by Sprint Nextel by November 2006.
- ▶ Implement and complete the approved plan by March 2007.

FY 07/08 KEY PERFORMANCE OBJECTIVE

Locate alternate funding sources for capital improvement changes or upgrades. Changes, which are necessary in order to remain current with the modern communications technology and equipment, needed to foster and support communications interoperability with federal, state, and local public safety responder agencies.

| KEY PERFORMANCE MEASURE | | | | |
|---------------------------|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Effectiveness Measurement | | | | |
| Funds Applied For | 1 | 0 | 2 | 2 |
| % of Funds Received | 0% | 0% | 100% | 100% |

| PERFORMANCE MEASURES | | | | |
|--|--------------|--------------|---------------|---------------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Demand Measurement | | | | |
| Radios on System | 5,040 | 5,110 | 5,110 | 5,150 |
| Mobile Data Terminals (MDTs) on System | 399 | 399 | 385 | 385 |
| Workload Measurement | | | | |
| Annual Voice Trans (old) | 14.5 million | 12.7 million | 11.4 million | 10.3 million |
| Annual Airtime/Sec (new) | n/a | n/a | 107.8 million | 118.6 million |

| BUDGET SUMMARY | | | | |
|----------------------|------------------|--------------------|--------------------|--------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Intergovernmental | \$679,456 | \$79,667 | \$617,758 | \$33,424 |
| TOTAL | \$679,456 | \$79,667 | \$617,758 | \$33,424 |
| Expenditure Category | | | | |
| Personal Services | \$185,358 | \$218,247 | \$222,218 | \$228,535 |
| Operating | \$779,634 | \$2,105,067 | \$801,673 | \$1,246,802 |
| Capital | \$0 | \$19,990 | \$0 | \$0 |
| Contingency | \$0 | \$0 | \$20,000 | \$0 |
| TOTAL | \$964,992 | \$2,343,304 | \$1,043,891 | \$1,475,337 |

MISSION

To enforce State of Georgia laws and Cobb County ordinances pertaining to animal control and management, to educate the community in responsible pet ownership, and wildlife care; to provide housing for homeless animals, and coordinate their adoption when possible, and to render humane euthanasia when adoption is not possible.

DESCRIPTION

Animal Control operates under the guidance of the Cobb County Police Department. This department consists of the management, field services, kennel and administrative divisions.

The Management Division of Animal Control consists of the manager, assistant manager and an Administrative Specialist II. This division has the responsibility of the overall supervision and management of Animal Control.

The Field Services Division is responsible for managing complaints from citizens. The Animal Control Officers attempt to resolve problems resulting from violations of state laws and county ordinances. Calls for assistance vary from minor nuisances to severe cruelties. Animal Control Officers are required to investigate complaints, pick up animals, serve citations and appear in court to testify in many of the cases. Animal Control Officers routinely assist the Police Department, Fire Department, Sheriff's Office and Code Enforcement for the county and all the cities within the county where animals are present. Animal Control Officers answer and return an average of 28,000 monthly phone calls to and from citizens.

The Kennel Division of Animal Control maintains the cleanliness of the shelter and disease prevention. These Animal Control Officers are required to feed, water and medicate all animals housed in the shelter. This division is also responsible for the euthanasia of animals when required. Animal Control Officers assigned to the kennel assist the public with selecting an animal for adoption or finding their lost animal to reclaim. Animal Care Specialists take care for the sick and/or injured animals at the shelter. Animal Care Specialists also work with veterinarians in the area to spay/neuter many of the animals prior to adoption.

The Administrative Division of Animal Control provides assistance to the public as well as operates the front office area. These employees are responsible for the adoption and reclamation of animals from the shelter. They also do the paperwork and computer input on all animals turned into the shelter; as well as assist the public with information on the animals they are interested in. Employees follow-up on all adoptions to make sure the required spay/neuter procedure has been completed. The employees in this division prepare the paperwork for court cases so the Solicitor has proper documentation of the incident as well as any previous history regarding the individual and the individual's animal. This division is also responsible for maintaining all records and release of records for Animal Control. Employees assigned to this area are also required to have an overall knowledge of Animal Control to assist the public in all areas.

FY 07/08 GOALS

GOAL #1 - Improve Field Service Division response time to citizen inquiries/complaints and strengthen ability to investigate cases.

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- ▶ Increase the Animal Control Officer field staff by six per fiscal year to provide each precinct with one additional officer per day shift and one additional officer per night shift by December 2006 and 2007, respectively.
- ▶ Increase efficiency and effectiveness of the Field Division by ensuring the entry of all documents into the computer system, comprehensively tracking incident/bite reports and preparing documents for court by adding one Public Service Tech III to handle the administrative work by November 2006.

GOAL #2 - Improve the Kennel Division by providing adequate Animal Control Officers to handle the number of animals housed in the Kennel.

- ▶ Increase the Animal Control Officer kennel staff by three per fiscal year to provide ample staffing to care for the animals and to provide the level of customer service needed by December 2006 and 2007, respectively.

GOAL #3 - Enhance customer service provided to citizens requesting Animal Control services and in the field.

- ▶ Provide better response to calls coming into Animal Control by adding a full-time Radio Dispatcher/Call Taker to the staff. This addition would better handle the incoming calls to Animal Control/return calls to citizens (averaging 28,000 per month) and provide personal customer service to those that call for assistance by December 2006.
- ▶ Conduct an internal desk audit of all positions within Animal Control to evaluate positions and redefine associated job requirements by January 2007.

GOAL #4 - Improve the overall appearance of the shelter by making needed changes/repairs of areas that over time need attention.

- ▶ Develop an Animal Control Education Program for school age children in the area of pet responsibility that is similar to DARE and/or the Partners in Education programs by July 2007.
- ▶ Develop an Animal Control Training Program to provide information to civic groups in the area of animal control ordinance issues, and to companies in the county regarding employee safety when approached by vicious animals, by July 2007.
- ▶ Create an Animal Control Education Officer to manage both programs by July 2007.

FY 07/08 KEY PERFORMANCE OBJECTIVE

Of the animals impounded, increase the percentage adopted or reclaimed in FY 07 and FY 08.

| KEY PERFORMANCE MEASURE | | | | |
|-----------------------------|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Effectiveness Measurement | | | | |
| % Animals Adopted/Reclaimed | 44.46% | 44.75% | 45.02% | 45.02% |

| PERFORMANCE MEASURES | | | | |
|---|---------|-----------|---------|---------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| All Animals Impounded | 18,880 | 18,900 | 18,950 | 18,975 |
| Dogs/Cats Impounded | 14,282 | 14,300 | 14,325 | 14,350 |
| Dogs/Cats Adopted/Reclaimed | 6,350 | 6,400 | 6,450 | 6,460 |
| Citations/Warnings | 4,460 | 4,475 | 4,480 | 4,490 |
| Field Responses to Calls Received | 28,979 | 29,150 | 29,200 | 29,250 |
| Telephone Calls Into & Out of Animal Control | 335,183 | 335,750 | 336,000 | 336,500 |
| Telephone Calls Into & Out of Shelter per Dispatch Days (6 Days a Week) | 1,071 | 1,072 | 1,073 | 1,075 |
| Efficiency Measurement | | | | |
| Citations/Warnings Issued per Field Officer (15) | 297 | 298 | 299 | 300 |
| Field Responses to Calls per Field Officer (15) | 1,932 | 1,943 | 1,946 | 1,950 |
| # of Animals Handled per Kennel Officer (8) | 1,888 | 1,890 | 1,895 | 1,897 |

| BUDGET SUMMARY | | | | |
|-------------------------|--------------------|--------------------|--------------------|--------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Charges for Services | \$142,341 | \$165,969 | \$167,165 | \$167,165 |
| Other Financing | \$21,549 | \$21,398 | \$3,000 | \$3,000 |
| TOTAL | \$163,890 | \$187,367 | \$170,165 | \$170,165 |
| Expenditure Category | | | | |
| Personal Services | \$1,685,941 | \$1,769,473 | \$1,849,582 | \$2,183,882 |
| Operating | \$376,757 | \$427,910 | \$400,025 | \$394,125 |
| Capital | \$22,289 | \$2,073 | \$7,620 | \$0 |
| TOTAL | \$2,084,987 | \$2,199,456 | \$2,257,227 | \$2,578,007 |

Behind the Scenes

Did You Know?

Cobb County has managed to maintain one of the lowest property tax rates in the metro Atlanta area!

Cobb Tid-Bits

The Board of Commissioners of Cobb County consists of five elected officials, with four Commissioners elected and representing one district each, and a Chairman of the Board elected countywide.

Board of Commissioners

MISSION

To formulate and establish policies that reflect the best interests of both Cobb County Government and the citizens of Cobb County; to provide products and services to residents, businesses, workers and visitors of Cobb County in an efficient, economical and prudent manner; and to create an environment that will preserve the quality of life in Cobb County.

DESCRIPTION

The Board develops policies that will effectively guide and manage county operations. These policies are then implemented by personnel of various county departments through the County Manager's Office.

The Board strives to make county information readily available via public hearings, county publications and cable TV programs to enable the citizens to better understand county government operations.

FY 07/08 GOALS

GOAL #1 - Enhance the services provided to the citizens of Cobb County.

- ▶ Improve water quality and quantity on an ongoing basis.
- ▶ Begin construction of the South Cobb Wastewater Management Tunnel project by March 2008.
- ▶ Complete half of the Bridge Rehabilitation and Intersection Safety projects in the 2005 SPLOST by September 2008.
- ▶ Complete construction of East Cobb Senior Center expansion by April 2007.
- ▶ Complete renovation of Gymnastic Center by May 2007.
- ▶ Complete construction of Ron Anderson Community Center renovation and expansion by May 2007.
- ▶ Maintain overall budget growth during FY 07/08.

| PERFORMANCE MEASURES | | | | |
|---|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| Commission Meetings | 24 | 24 | 24 | 24 |
| Agenda Work Sessions | 24 | 24 | 24 | 24 |
| Special-Called Meetings | 18 | 10 | 10 | 10 |
| Special-Called Work Sessions | 6 | 5 | 5 | 5 |
| Public Hearings | 4 | 4 | 4 | 4 |
| Executive Sessions | 15 | 7 | 7 | 7 |
| Zoning Meetings | 11 | 11 | 11 | 11 |
| Various Joint Meetings | 1 | 0 | 0 | 0 |
| Solid Waste Management Authority Meetings | 2 | 2 | 2 | 2 |

| BUDGET SUMMARY | | | | |
|-------------------------|-----------|-----------|-----------|-----------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| TOTAL | \$0 | \$0 | \$0 | \$0 |
| Expenditure Category | | | | |
| Personal Services | \$761,055 | \$774,759 | \$793,711 | \$832,722 |
| Operating | \$55,242 | \$58,228 | \$68,315 | \$68,215 |
| TOTAL | \$816,297 | \$832,987 | \$862,026 | \$900,937 |

MISSION

To prepare and publish the Biennial Budget of the Cobb County Board of Commissioners (BOC), monitor all department budgets so budgetary concerns may be effectively communicated to departments and management, and enforce the statutory functions of Georgia Code Section 36-5-22.1 while operating under established management principles and adhering to established policies, procedures and generally accepted accounting principles (GAAP).

To provide the executive level of Cobb County government with an independent, objective source of information regarding county-related activities and to enhance the efficiency and effectiveness of county operations for the benefit of the citizens of Cobb County.

DESCRIPTION

The Budget & Internal Audit department reports directly to the County Manager's Office. Responsibilities include monthly analysis of all revenues and expenditures to project year-end deficits/surpluses, operational audits and management of the county's contract database.

Budget & Internal Audit offers guidance to all departments on daily budgetary and financial issues. The department reviews all agenda items prior to the printing of each BOC Agenda Book in preparation for the bi-monthly BOC meetings.

This department also provides internal assessment services to all Cobb County departments. Specific services provided include: management and compliance audits; operational enhancement and expenditure control reviews; preparation and evaluation of Request for Qualification and Requests for Proposal; staff scheduling and evaluations; feasibility studies; and program evaluations.

Additionally, this department provides oversight and monitors the contractual performance of the administration of the County's Federal Housing and Urban Development (HUD) grant funding, programming and reporting.

FY 07/08 GOALS

GOAL #1 - Augment services provided by Budget & Internal Audit to better serve internal and external customers.

- ▶ Continue to work with departments to develop and improve their Key Performance Objectives and Measure for inclusion in the FY 07/08 Biennial Budget Book.
- ▶ Continue offering assistance related to the County's budget process, budget inquiries and transactions, BRASS reporting too, and BRASS/Advantage Financial budget classes on an ongoing basis.
- ▶ Complete the FY 07/08 Biennial Budget Book for distribution to the public, departments, Government Service Centers and libraries by December 2007.
- ▶ Convert the Revenue Manual from WordPerfect to Microsoft Word format and place on departmental website by December 2008.
- ▶ Update Account Dictionary and place on departmental website by December 2008.

GOAL #2 - Continue to utilize BRASS/SBFS to streamline the Biennial Budget process in order to reduce the Budget & Internal Audit's preparation time by two weeks or more.

- ▶ Work with Human Resources to ensure that the SBFS module is updated and posted to BRASS within 60 days of the initial interface.

- ▶ Continue to train and work with departments to make sure all Financial and Capital Plans are loaded into BRASS by the established deadlines.
- ▶ Continue to issue the Budget Calendar to departments at least three months before the budget submission deadline.
- ▶ Complete preliminary budget preparation activities the second week in July.

GOAL #3 - Continue to increase staff development and participation in monitoring financial and operational controls placed on grant-funded programs.

- ▶ Review and evaluate the administration of all grant programs based on their contractual conformance on an ongoing basis.
- ▶ Develop and implement recommendations to confront inefficiencies or non-compliance, within 30 days of variance identification, on an ongoing basis.

FY 07/08 KEY PERFORMANCE OBJECTIVE

Decrease the time delay between Board of Commissioner meetings and the processing of the corresponding agenda item budget transactions to 48 hours by FY 07.

| KEY PERFORMANCE MEASURE | | | | |
|--|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Efficiency Measurement | | | | |
| % Agenda Item Transactions Processed Within 48 Hrs | 95% | 95% | 100% | 100% |

| PERFORMANCE MEASURES | | | | |
|-------------------------------|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Demand Measurement | | | | |
| Operating Budgets | 151 | 151 | 152 | 148 |
| Workload Measurement | | | | |
| Audits Assigned | 23 | 36 | 28 | 28 |
| Budget Transactions Processed | 3,996 | 3,548 | 3,723 | 3,750 |
| Operating Budgets Analyzed | 127 | 126 | 127 | 124 |
| Cobb Grant Budgets Maintained | 31 | 29 | 32 | 31 |
| Capital Budgets Maintained | 197 | 197 | 228 | 246 |

| PERFORMANCE MEASURES | | | | |
|--|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Community Development Block Grant Budgets Maintained | 393 | 226 | 270 | 270 |
| Efficiency Measurement | | | | |
| Budget Transactions Processed Per Day Per Technician | 16 | 14 | 15 | 15 |

| BUDGET SUMMARY | | | | |
|-------------------------|-----------|-----------|-----------|-----------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Other Financing | \$0 | \$66 | \$0 | \$0 |
| TOTAL | \$0 | \$66 | \$0 | \$0 |
| Expenditure Category | | | | |
| Personal Services | \$615,984 | \$568,746 | \$681,864 | \$664,755 |
| Operating | \$20,885 | \$18,333 | \$25,785 | \$22,746 |
| TOTAL | \$636,869 | \$587,079 | \$707,649 | \$687,501 |

Did You Know?

The Business License Office provides information about businesses in Cobb County such as ownership, activity, location and other related data. It also serves the needs of small businesses as a key source of information and education related to business practices, available support organizations, governmental support and regulations.

MISSION

To issue business and occupational licenses, administer and regulate alcoholic beverage and vehicle-for-hire licenses, collect corresponding taxes and fees and enforce the relevant business license codes of Cobb County.

The authority for these functions is given by the following County and State laws/ordinances: O.C.G.A. (Official Code of Georgia Annotated 48-13-d:26, 7-1-1:958, 48-6-9:98 and Cobb County Code: Chapters 6, 78, 22, 114-56:67, and 126-116:172.

DESCRIPTION

Cobb County Business License is a division of the Community Development Agency. The Cobb County Business License Division reviews, approves and processes business license applications.

All businesses located in unincorporated Cobb County are required to obtain a business or occupational license. The Cobb County Business License Division issues over 29,000 licenses annually. In addition to the collection of Occupation Taxes, the Business License Division participates in the annual regulation of over 620 alcoholic beverage establishments, over 400 taxicabs and vehicles for hire. The Business License Division also regulated an average annually: 25 peddlers, 75 door-to-door solicitors, 179 massage practitioners, 27 pawnshops and adult entertainment establishments. The Business License Manager and staff coordinate closely with the Cobb County Police Department and other County Departments and divisions to ensure that all alcoholic beverage licenses, taxicab and vehicle for hire, and other regulated business applications and renewals comply with all local and state laws and regulations. The Business License Division coordinates all appeals, and show-cause hearings on violations of state law or local ordinances for the bi-monthly License Review Board meetings, and likewise coordinates all appeals to the Board of Commissioners bi-monthly meetings.

Annually, the Cobb County Business License Division also collects and deposits over \$11,500,000 in Business License Fees annually. Over \$10,000,000 is collected in other fees and tax payments to Cobb County, such as: Alcoholic Beverage Privilege License Fees, taxes from alcoholic beverage distributors for sales within unincorporated Cobb County and fees from Cable TV franchises.

FY 07/08 GOALS

GOAL #1 – Enhance customer service and increase productivity and efficiency of the Business License Division by 3% for FY 07 and 2% FY 08.

- ▶ Public and citizens of Cobb County can check for Business License information on the internet.
- ▶ Implement internet processing of both new and renewals of Business Licenses by September 2008.
- ▶ Develop and implement a program to the Cobb County website to accept credit/debit card payments by September 2008.

GOAL #2 – Increase productivity, efficiency and effectiveness of the Business License Compliance Officers.

- ▶ Continued use of 6 laptop computers by the Business License Compliance Officers through 2008.
- ▶ Continued use of Cingular Wireless Internet Data cards on an ongoing basis.

- ▶ Provide an office environment by September 2008 able to process new and renewal business license applications without compliance officers.
- ▶ Reduce yearly inspections per officer to 1,300 by September 2007.

GOAL #3 – Increase productivity of Business License Compliance Officers and clerks through enhanced record keeping capabilities.

- ▶ Initiate a study to determine requirements for new media storage solution to enhance record keeping capabilities by September 2007.
- ▶ Analyze potential media storage solutions, convert all previously stored applications to new electronic format by September 2007.
- ▶ Implement an electronic media process to store all Business License records by September 2008.
- ▶ Purchase new locking file cabinets to ensure permanent and secure storage by March 2007.

FY 07/08 KEY PERFORMANCE OBJECTIVE

Increase efficiency of field officers by initiating use of Cingular Wireless Internet Data cards with existing laptops, resulting in an increased number of complete investigations and inspections by 5% in FY 07 and FY 08.

| KEY PERFORMANCE MEASURE | | | | |
|---|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Effectiveness Measurement | | | | |
| Avg # of Investigations & Inspections per Field Officer per Month | 90 | 85 | 80 | 75 |

| PERFORMANCE MEASURES | | | | |
|-------------------------------------|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Demand Measurement | | | | |
| Telephone Calls | 10,400 | 10,600 | 10,800 | 11,000 |
| Walk-In Applicants | 17,000 | 17,500 | 18,000 | 18,500 |
| New Applicants | 6,500 | 7,200 | 7,500 | 7,800 |
| Workload Measurement | | | | |
| Inspections Conducted | 6,800 | 7,000 | 7,200 | 7,400 |
| Business License Audits | 375 | 450 | 500 | 550 |
| Bills Issued for Incorrect Payments | 358 | 400 | 450 | 500 |

| PERFORMANCE MEASURES | | | | |
|----------------------------|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Internet Information | 20,000 | 25,000 | 30,000 | 35,000 |
| Business Licenses Issued | 26,000 | 26,500 | 27,000 | 27,500 |

| BUDGET SUMMARY | | | | |
|-------------------------|--------------|--------------|--------------|--------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Penalties & Interest | \$112,378 | \$114,698 | \$105,209 | \$105,209 |
| Other Taxes | \$8,905,449 | \$9,565,441 | \$9,743,889 | \$9,843,889 |
| Licenses & Permits | \$14,594,661 | \$15,021,525 | \$14,989,969 | \$15,002,549 |
| Charges for Services | \$19,346 | \$17,358 | \$15,848 | \$15,848 |
| TOTAL | \$23,631,834 | \$24,719,022 | \$24,854,915 | \$24,967,495 |
| Expenditure Category | | | | |
| Personal Services | \$645,689 | \$660,146 | \$697,355 | \$713,607 |
| Operating | \$28,868 | \$31,178 | \$35,876 | \$35,508 |
| Capital | \$9,582 | \$1,482 | \$1,600 | \$1,600 |
| TOTAL | \$684,139 | \$692,806 | \$734,831 | \$750,715 |

MISSION

To maintain an indigent defense program as required by state law, and as specified by the Georgia Indigent Defense Council,¹ for those persons who are not able to afford legal representation in criminal cases in Cobb County; to determine eligibility of those individuals requesting a court-appointed attorney and assign appointments to those eligible as set forth in the Guidelines of the Georgia Indigent Defense Council;² to continue encouragement of court-ordered reimbursement in State, Superior and Juvenile Court;³ to provide improved support services to the courts and the court-appointed attorneys; and to increase efficiency while decreasing costs to various courts through the utilization of new technology.

DESCRIPTION

This office is charged with the appointment of counsel for defendants charged with criminal offenses in Cobb County. Defendants requesting a court-appointed attorney must complete an application, which includes a financial statement, before indigent status is declared. The Circuit Defender's Office appointed over 20,000 adult and juvenile cases in 2005.

Attorneys are appointed from the private sector. Attorneys wishing to accept court-appointed cases must meet certain qualifications and submit an application to be placed on one of the following offense lists: Juvenile, Misdemeanor, Felony, Murder, Death Penalty, or Appeal.

FY 07/08 GOALS

GOAL #1 - Enhance support services provided to appointed attorneys with the use of the Judicial Integrated Computer System.

- ▶ Obtain copies of indictments and accusations via the network using the new integrated system of Superior Court Clerk on an ongoing basis.
- ▶ Continue to conduct workshops and develop training materials for the attorneys to keep them abreast of changes in the law and procedures on an ongoing basis.

GOAL #2 - Improve the accuracy of statistical data maintained.

- ▶ Continue development and enhancement of the new internal database system on an ongoing basis.
- ▶ Utilize new reporting software to compile more accurate data tables on an ongoing basis.

GOAL #3 - Expand intern program utilizing law students to assist attorneys.

- ▶ Arrange for interns to assist with clerical work, track case information and maintain case files on an ongoing basis.

¹Official Code of Georgia Annotated, 17-12-4; and Georgia Indigent Defense Act, 17- 12-30.

²Guidelines of the Georgia Indigent Defense Council. Approved and adopted by the Supreme Court of Georgia, 10/3/89.

³Official Code of Georgia Annotated, 17-22-40.

GOAL #4 - Reduce indigent application processing time by 30%.

- ▶ Utilize law student interns to participate in legal research to reduce attorney costs on an ongoing basis.
- ▶ Cross-train staff to assist in appointing cases to attorneys.

| PERFORMANCE MEASURES | | | | |
|---|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| Warrants/Indictments Retrieved for Attorneys | 37,500 | 38,000 | 39,000 | 41,000 |
| Adult Defendants Interviewed Out of Jail | 5,940 | 6,500 | 6,600 | 6,800 |
| Adult Defendants Interviewed in Jail | 9,900 | 11,000 | 12,000 | 15,000 |
| Juvenile Cases Appointed | 1,300 | 1,400 | 1,500 | 1,800 |
| Adult Defendant Cases Appointed | 17,500 | 18,000 | 19,500 | 20,000 |
| Adult Defendants Represented at Statutory Bond Hearings | 2,050 | 2,250 | 2,450 | 2,600 |
| Defense Attorney Invoices Processed (felony, misdemeanor, juvenile and no charge) | 8,200 | 8,950 | 9,000 | 9,100 |
| Efficiency Measurement | | | | |
| Defense Attorney Invoices Processed - Average per Clerical Employee (1) | 4,100 | 4,475 | 5,100 | 5,475 |
| Defendants Interviewed In Jail - Average per Investigator (5) | 4,950 | 5,500 | 5,950 | 6,500 |
| Defendants Interviewed Out of Jail - Average per Investigator (5) | 1,980 | 2,167 | 2,300 | 2,467 |

| BUDGET SUMMARY | | | | |
|-------------------------|-------------|-------------|-------------|-------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Intergovernmental | \$408,846 | \$634,100 | \$500,000 | \$500,000 |
| Other Financing | \$313,033 | \$342,468 | \$291,000 | \$308,000 |
| TOTAL | \$721,879 | \$976,568 | \$791,000 | \$808,000 |
| Expenditure Category | | | | |
| Personal Services | \$561,167 | \$579,001 | \$605,016 | \$712,142 |
| Operating | \$4,851,403 | \$5,385,605 | \$4,861,241 | \$4,973,240 |
| Capital | \$1,807 | \$0 | \$0 | \$0 |
| TOTAL | \$5,414,377 | \$5,964,606 | \$5,466,257 | \$5,685,382 |

Did You Know?

In January of 2005, to enhance customer service to the public, the State Court Clerk's Office assumed the responsibility of collecting over \$1 million in Sentence Enforcement Unit supervision fees.

MISSION

To perform all administrative functions of the State Court as prescribed by law and court rules in a professional and effective manner and to provide accurate information while maintaining the highest quality of customer service to judges, attorneys and the general public in the processing of traffic, misdemeanor and civil case filings.

DESCRIPTION

The Clerk of State Court is responsible for efficiently maintaining accurate and complete records of all court proceedings, including all traffic offenses, misdemeanors and civil actions while ensuring all records are readily available for public inspection and use.

All fines and fees received from these case types are receipted and disbursed by the Clerk's Office. It is also the responsibility of this office to provide support staff to eleven courtrooms. Support staff is responsible for maintaining case information on all court proceedings and assisting in all court sessions.

FY 07/08 GOALS

GOAL #1 - Improve the efficiency of court processes through utilization of automation.

- ▶ Implement a process where fine payments are taken through the Interactive Voice Response (IVR) phone system by October 2006.
- ▶ Initiate electronic submission of criminal histories to Georgia Crime Information Center (GCIC) by October 2007.
- ▶ Establish on-line query access to civil docket information by April 2008.
- ▶ Automate preparation of sentencing form via the current computer system by August 2008.

GOAL #2 - Improve maintenance of court records.

- ▶ Explore countywide imaging system with the Information Services Department by December 2006.
- ▶ Collaborate with Records Management in an effort to convert court records to compact disc by June 2007.
- ▶ Analyze current business practices and determine what technology exists to create efficiencies by September 2008.

| PERFORMANCE MEASURES | | | | |
|---|----------|-----------|----------|----------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| Accounting transactions per fine payment | 188,914 | 192,692 | 196,545 | 200,475 |
| Transaction per employee | 17,174 | 16,057 | 16,378 | 16,706 |
| Employees accepting fine payments | 11 | 12 | 12 | 12 |
| Fine payments collected | \$33.84m | \$34.52m | \$35.21m | \$35.91m |
| Civil cases filed and processed | 33,124 | 34,117 | 35,140 | 36,194 |
| Traffic citations filed and processed | 151,003 | 154,023 | 157,103 | 160,245 |
| Misdemeanor cases filed and processed | 6,470 | 6,534 | 6,599 | 6,664 |
| Efficiency Measurement | | | | |
| Cases initiated Annually | 157,473 | 160,557 | 163,702 | 166,909 |
| Traffic Citations/ Misdemeanor Cases Processed per Day per Employee | 125 | 107 | 109 | 111 |
| Employees initiating cases | 5 | 6 | 6 | 6 |

| BUDGET SUMMARY | | | | |
|-------------------------|---------------------|---------------------|---------------------|---------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Charges for Services | \$1,882,947 | \$2,073,389 | \$2,049,388 | \$2,049,388 |
| Fines & Forfeitures | \$13,451,001 | \$11,443,486 | \$12,335,298 | \$11,250,291 |
| Miscellaneous | \$35,851 | \$56,694 | \$0 | \$0 |
| Other Financing | \$726 | \$0 | \$0 | \$0 |
| TOTAL | \$15,370,525 | \$13,573,569 | \$14,384,686 | \$13,299,679 |
| Expenditure Category | | | | |
| Personal Services | \$3,370,742 | \$3,659,812 | \$3,908,365 | \$4,079,043 |
| Operating | \$123,199 | \$117,639 | \$133,091 | \$133,091 |
| Capital | \$590 | \$9,326 | \$1,667 | \$1,800 |
| TOTAL | \$3,494,531 | \$3,786,777 | \$4,043,123 | \$4,213,934 |

Did You Know?

Clerk of Superior Court documents are now accessible through the Clerk's website within three hours or less of recording time.

Clerk of Superior Court

MISSION

To maintain the county's court records and real estate property records in the most accurate and efficient manner possible while making them readily available for public inspection and use.

DESCRIPTION

The Clerk of Superior Court has duties and obligations to Superior Court attorneys and the general public as mandated by state law. The office is organized into three divisions: Court, Accounting & Central Services and Real Estate.

The Court Division duties include filing cases, attending all sessions of court, keeping evidence and maintaining records of all court proceedings. All pleadings in Superior Court cases are scanned, docketed and indexed into the computer system and microfilmed for security.

The Accounting & Central Services Division issues Notary Public Commissions for residents of Cobb County. The division also creates and maintains accounting records for the court, issues receipts and disbursements as directed by law and controls inventory. This division processes and monitors all personnel, budget and purchasing activities.

The Real Estate Division creates and maintains the Official Record, which evidences the ownership of all Cobb County property, as well as Federal Tax Liens, General Execution Documents (money judgments) and Uniform Commercial Code.

FY 07/08 GOALS

GOAL #1A - Renovate the Clerk of Superior Court facility to meet the needs of both the public and employees.

- ▶ Implement the floor plan layout of the Court Division, as evaluated by Property Management, by June 2007.
- ▶ Install modular workstations to compliment all office areas by December 2007.

GOAL #1B - Oversee the construction of the new Courthouse.

- ▶ Assist county administration in determining necessary resources to assure the design and construction of the proposed courthouse adequately meets the needs of the public as well as the Clerk of Superior Court office.

GOAL #2 - Enhance image-based computer system.

- ▶ Continue to upgrade and replace outdated technology.
- ▶ Enable e-filing.
- ▶ Store filtered court images on the internet.
- ▶ Collaborate with Information Systems in the development of a new Cobb County website.

GOAL #3 - Provide exceptional staff support to the new Superior Court Judge.

- ▶ Attempt to staff two Deputy Clerk positions as well as two administrative positions in order to support the workload impact from the 10th judgeship.

GOAL #4 - Develop process to preserve historical documents.

- ▶ Obtain large format scanner in order to scan and preserve historic handwritten documents, including court and land records.
- ▶ Ensure that the scanner is available to all county departments by June 2008.

GOAL #5 - Formulate a comprehensive disaster relief plan.

- ▶ Determine if a comprehensive study is needed in order to identify the necessary elements of the plan.
- ▶ Implement the disaster relief plan by December 2007.

| PERFORMANCE MEASURES | | | | |
|---|-----------|-----------|-----------|-----------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| Civil Cases Filed | 10,512 | 10,600 | 10,650 | 10,700 |
| Criminal Cases Filed | 5,840 | 5,640 | 5,700 | 5,750 |
| Real Estate Instruments Filed | 278,387 | 289,522 | 301,103 | 313,147 |
| Transfer Tax Collected | \$8.01m | \$8.33m | \$8.66m | \$9.01m |
| Intangible Tax Collected | \$26.53m | \$27.59m | \$28.69m | \$29.84m |
| Restitution Collected | \$1.65m | \$1.67m | \$1.68m | \$1.69m |
| Fines Collected | \$2.35m | \$2.36m | \$2.37m | \$2.39m |
| Bond Forfeiture Collected | \$133,214 | \$134,546 | \$135,891 | \$137,249 |
| Efficiency Measurement | | | | |
| Real Estate Documents Filed per Filing Clerk (12) per day | 93 | 97 | 100 | 104 |
| Civil and Criminal Cases Processed per Deputy Clerk (18) | 908 | 902 | 908 | 913 |

| BUDGET SUMMARY | | | | |
|----------------------------|---------------------|---------------------|---------------------|---------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Other Taxes | \$1,802,136 | \$1,929,431 | \$1,801,506 | \$1,801,506 |
| Charges for Services | \$10,231,423 | \$10,188,926 | \$8,187,737 | \$8,215,287 |
| Fines & Forfeitures | \$1,430,317 | \$1,518,008 | \$1,364,202 | \$1,364,202 |
| Miscellaneous | \$6,024 | \$7,439 | \$35 | \$35 |
| Other Financing Sources | \$91 | \$0 | \$0 | \$0 |
| TOTAL | \$13,469,991 | \$13,643,804 | \$11,353,480 | \$11,381,030 |
| Expenditure Category | | | | |
| Personal Services | \$4,162,712 | \$4,398,731 | \$4,698,807 | \$4,957,162 |
| Operating | \$158,971 | \$164,142 | \$170,035 | \$158,285 |
| Capital | \$10,402 | \$16,237 | \$16,760 | \$16,760 |
| TOTAL | \$4,332,085 | \$4,579,110 | \$4,885,602 | \$5,132,207 |

Did You Know?

This division also assists in issuing citations for the following chapters of the Cobb County Code after the appropriate department follows through with their notification process: Technical Code Violations; Housing; Mechanical; One and Two-Family Dwelling; Unsafe Abatement; Excavating and Trenching; Land-Disturbing Activities; Chattahoochee River Corridor Tributary Protection Area; Tree Preservation Replacement; Fire Prevention and Protection; Flood Damage Prevention; Historic Preservation; Streets, Sidewalks and Other Public Places; and Water and Wastewater System.

MISSION

To provide efficient code enforcement services to the citizens of Cobb County, the Board of Commissioners, and other county agencies through the investigation process of county codes and ordinances, and to provide superior customer service in the issuance of permits for signs and house moves within unincorporated Cobb County.

DESCRIPTION

Code Enforcement is a division of the Community Development Agency. The division is responsible for investigating and enforcing code violations of the Zoning, Sign, and Solid Waste chapters of the Cobb County Code, through complaints and/or inquiries received, as well as through proactive enforcement. Enforcement involves placing the owner on notice of the violation, establishing a time frame for compliance, and issuance of citations to appear in Magistrate Court if the violation is not brought into compliance.

Other services provided by Code Enforcement include processing and issuing sign permit applications for all freestanding, wall, banner, balloon, semi-permanent directional and weekend directional signs. On-site inspections are required to ensure compliance of the Sign Ordinance. The division coordinates with the Department of Transportation and the Police Department when processing house move permit applications for houses being moved into or through Cobb County.

FY 07/08 GOALS

GOAL #1 – Improve the quality of enforcement provided to the citizens of Cobb County.

- ▶ Reduce the yearly investigations per officer to 1,707 by December 2007.
- ▶ Continue to increase the number of proactive investigations yearly.
- ▶ Continue to strengthen relationship with Magistrate Court by quarterly meetings with judges and solicitors in regard to current and proposed code amendments.

GOAL #2 – Design and implement a program to effectively enforce the sign codes in regard to illegally-placed signs along the roadways.

- ▶ Decrease the number of signs placed illegally on right-of-way by assigning a Sign Code Enforcement Investigator to research and locate said habitual violators to issue citations to appear in court by December 2006.
- ▶ Continue to work with D.O.T. and the Water System in a combined effort to assist in removing illegal signs on the right-of-way when needed.

FY 07/08 KEY PERFORMANCE OBJECTIVE

Increase efficiency of zoning code enforcement officers by initiating use of Cingular Wireless Internet Data cards with two (2) existing laptops resulting in an increased number of complete investigations and inspections by 5% in FY 07 and FY 08. Increase efficiency of Sign Field Officer by decreasing the number of signs removed by 5%.

| KEY PERFORMANCE MEASURE | | | | |
|---|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Effectiveness Measurement | | | | |
| Avg # of Investigations & Inspections per Field Officer per Month | 1,239 | 1,084 | 853 | 896 |
| Avg # of Signs Removed. per Sign Field Officer per Month | 1,469 | 1,395 | 1,325 | 1,259 |

| PERFORMANCE MEASURES | | | | |
|--|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| Total Investigations/ Inspections | 12,390 | 13,010 | 13,660 | 14,343 |
| Signs Removed from the Right-of-Way | 52,919 | 50,273 | 47,759 | 45,371 |
| Citations Issued | 609 | 639 | 672 | 704 |
| Signs Permitted | 848 | 890 | 934 | 981 |
| Efficiency Measurement | | | | |
| # of Investigations/ Inspections per Field Officer | 2,478 | 2,168 | 1,707 | 1,792 |

| BUDGET SUMMARY | | | | |
|-------------------------|------------------|------------------|------------------|------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Licenses & Permits | \$94,694 | \$91,873 | \$80,935 | \$80,935 |
| Other Financing | \$0 | \$30 | \$0 | \$0 |
| TOTAL | \$94,694 | \$91,903 | \$80,935 | \$80,935 |
| Expenditure Category | | | | |
| Personal Services | \$557,838 | \$565,164 | \$626,314 | \$764,054 |
| Operating | \$27,211 | \$28,501 | \$32,122 | \$32,122 |
| Capital | \$2,724 | \$0 | \$0 | \$0 |
| TOTAL | \$587,773 | \$593,665 | \$658,436 | \$796,176 |

Interesting Facts:

TV23, the county's government cable television channel, currently reaches over 250,000 households within Cobb County.

TV990, the C.O.B.B. (Creating Opportunities to Be your Best) Academy training channel provides continuous programming seven (7) days a week. The programming is primarily provided by Human Resources - Training, the Fire Department and the Fire Emergency Training Network (FETN).

MISSION

To develop and implement professional programs designed to provide Cobb County's residents and business community with accurate, up-to-date information regarding the operation of county government in an efficient manner.

DESCRIPTION

The Communications Department is responsible for utilizing county-operated mediums, as well as external resources, to facilitate effective communication with the public. Internal mechanisms include: government television channel TV23, Direction Cobb newspaper, the water bill insert, county website and internally produced materials such as annual/financial reports. External communication mechanisms include: press releases, press conferences, speakers' bureau, facility tours and assisting the media with government-related news stories.

FY 07/08 GOALS

GOAL #1 - Expand the effective reach of county public relations efforts to promote the county image.

- ▶ Increase the number of community-based and Internet distribution points for county publications by September 2007.
- ▶ Develop and implement a marketing plan to provide maximum reach and frequency among targeted audience by September 2008.
- ▶ Increase the number of subscribers to the electronic newsletter and increase the percentage of click-throughs on the website.
- ▶ To survey county residents on the effectiveness of communication mediums.
- ▶ Translate existing key publications into Spanish for distribution to the growing Spanish-speaking population.

GOAL #2 - Further develop Internet-based services available to the public.

- ▶ Consolidate existing online reporting forms to a central secure system which will allow data to be shared between departments and provide a unified tracking system from submission to resolution by June 2007.
- ▶ Select and deploy a new countywide content management system to better manage data and allow administrative personnel in each department to update and add content to department websites by January 2008.
- ▶ Launch an RSS feed for real-time delivery of county news and alerts information to the news media and county residents by January 2007.
- ▶ Enhance existing streaming video and video-on-demand services with a new media console to incorporate text and graphics with video presentations by March 2007.

GOAL #3 - Expand the quality and range of programming provided.

- ▶ Identify, record and produce programs focusing on government-related functions within the community by utilizing the TV23 video production vehicle by January 2007.
- ▶ Integrate a playback schedule that includes a variety of government-based programs while reducing reliance on program rebroadcasts by May 2008.
- ▶ Generate local public safety training programming for Cobb's public safety departments and integrate a comprehensive knowledge testing system by February 2008 utilizing the county's training channel.
- ▶ Provide Training Channel content simulcast via the Cobb Web to serve county facilities without access to the closed circuit training channel by September 2008.

FY 07/08 KEY PERFORMANCE OBJECTIVE

Increase profitability rate of providing e-commerce service in terms of man hours spent on maintaining the e-commerce system.

| KEY PERFORMANCE MEASURE | | | | |
|---|----------|-----------|----------|----------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Effectiveness Measurement | | | | |
| Monthly E-commerce Revenue per 10 hrs of Site Maintenance | \$14,000 | \$16,000 | \$18,000 | \$20,000 |

| PERFORMANCE MEASURES | | | | |
|--|---------|-----------|---------|---------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Demand Measurement | | | | |
| # Depts. Utilizing E-commerce Services | 5 | 7 | 8 | 9 |
| # Depts. With Independent Content Access to Website | 16 | 20 | 24 | 28 |
| Workload Measurement | | | | |
| TV23 Field Produced Programs (Month. avg.) | 0.5 | 1.0 | 2.0 | 4.0 |
| Website Visitors (Monthly Avg.) | 150,000 | 180,000 | 200,000 | 220,000 |
| CobbLine Weekly | 2,000 | 3,000 | 4,000 | 5,000 |
| CobbLine Circulation (Monthly-Dependent on Water Accounts) | 170,000 | 175,000 | 175,000 | 175,000 |

| BUDGET SUMMARY | | | | |
|-------------------------|-------------|-------------|-------------|-------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Charges for Services | \$8,663 | \$32,598 | \$0 | \$0 |
| Other Financing | \$206 | \$99 | \$0 | \$0 |
| TOTAL | \$8,869 | \$32,697 | \$0 | \$0 |
| Expenditure Category | | | | |
| Personal Services | \$795,800 | \$843,860 | \$886,537 | \$953,022 |
| Operating | \$305,198 | \$297,657 | \$319,498 | \$319,498 |
| Capital | \$46,530 | \$305,254 | \$0 | \$0 |
| TOTAL | \$1,147,528 | \$1,446,772 | \$1,206,035 | \$1,272,520 |

MISSION

To advise the Board of Commissioners and the general public on development and planning issues as they affect the environmental, financial, economic, legal and social welfare of Cobb County, and to maintain and increase the quality of life in the county as deemed necessary by the Board of Commissioners and county residents.

DESCRIPTION

Community Development acts as the development-coordinating agency for Cobb County while maintaining the responsibility for implementing federal and state environmental mandates.

Community Development's Administration Division is responsible for planning, directing, supporting and supervising the functions of various divisions and sections including Business License, Code Enforcement, Development and Inspections, Erosion Control, Geographic Information Systems (GIS), Planning and Zoning.

The Administration Division is also responsible for coordinating the acceptance of public infrastructure constructed as part of new development projects.

The Administration Division also develops county policies and procedures regarding land use and development and collects revenues through licensing and fine assessment.

FY 07/08 GOALS

GOAL #1 – Enhance Cobb County's public infrastructure through the county's project acceptance process.

- ▶ Increase the number of subdivision applications accepted by 5% over prior year by January 2007.
- ▶ Increase the linear footage of streets accepted by 5% over prior year by January 2007.
- ▶ Increase the number of townhome projects accepted by 5% over prior year by January 2008.

GOAL #2 - Enhance the County's bi-annual Code Amendment process.

- ▶ Publish first draft of winter 2007 Code Amendments by December 2006.
- ▶ Publish first draft of summer 2007 Code Amendments by June 2007.

FY 07/08 KEY PERFORMANCE OBJECTIVE

Increase efficiency of subdivision compliance administrator by decreasing time dedicated to preparing punch lists for subdivision and townhome projects by 5% in each of FY 07 and FY 08.

| KEY PERFORMANCE MEASURE | | | | |
|--|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Effectiveness Measurement | | | | |
| Sub. Comp. Admin. Hours per Punchlist for Subdivision | 6.0 | 8.0 | 7.5 | 7.0 |
| Sub. Comp. Admin. Hours per Punchlist for Townhome Proj. | 6.0 | 6.0 | 5.5 | 5.0 |

| PERFORMANCE MEASURES | | | | |
|---|--------|-----------|---------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| Subdivisions Accepted | 35 | 87 | 88 | 45 |
| Road projects Accepted | 1 | 2 | 1 | 2 |
| Townhome Projects Accepted | 1 | 4 | 3 | 2 |
| Subdivision Streets Accepted | 56 | 155 | 92 | 50 |
| Road Project Streets Accepted | 1 | 1 | 2 | 3 |
| Townhome Streets Accepted | 0 | 8 | 4 | 5 |
| Feet of Subdivision Streets Accepted | 39,943 | 105,000 | 102,000 | 45,000 |
| Feet of Road Projects Accepted | 335 | 1,500 | 2,150 | 5,280 |
| Feet of Townhome Projects Accepted | 0 | 12,000 | 6,000 | 4,500 |
| Miles Driven by Sub. Comp. Admin. | 6,000 | 6,000 | 6,000 | 6,000 |

| BUDGET SUMMARY | | | | |
|----------------------------|------------------|------------------|------------------|------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Intergovernmental | \$18,939 | \$18,117 | \$18,000 | \$38,945 |
| Other Financing Sources | (\$91) | \$0 | \$0 | \$0 |
| TOTAL | \$18,848 | \$18,117 | \$18,000 | \$38,945 |
| Expenditure Category | | | | |
| Personal Services | \$366,504 | \$393,609 | \$414,203 | \$444,285 |
| Operating | \$35,515 | \$490,091 | \$40,732 | \$40,732 |
| TOTAL | \$402,019 | \$883,700 | \$454,935 | \$485,017 |

MISSION

To accurately record, maintain and retrieve records and minutes from meetings of the Board of Commissioners (BOC), the Planning Commission (PC), the Board of Zoning Appeals (BZA), and the Solid Waste Management Authority (SWMA); to provide an environment where those complete minutes and records are readily retrievable for review and inspection by interested parties; and to prepare timely and complete meeting agendas for the BOC and SWMA.

DESCRIPTION

This office records and maintains minutes and records of all official acts, orders and proceedings of the BOC, PC, BZA and SWMA. The office provides an environment where those minutes and records are available for retrieval, review and inspection by the citizens and staff of the county. The office is responsible for preparing and printing the BOC meeting agendas and maintaining the Official Code of Cobb County. It also maintains a board appointee tracking system for those boards, commissions and authorities to which the BOC make appointments.

Agendas for all twice-monthly meetings of the BOC are prepared and published in bound books at least four (4) days prior to each meeting. Each of the BOC members receive an Agenda Book the same day it is published. The Agenda Book contains the required agenda memo that fully describes the purpose, background, funding and recommendation of each item on the agenda cover list. Pertinent backup materials are also published in the Agenda Book.

FY 07/08 GOALS

GOAL #1 - Improve the County Code Amendments process to increase timeliness and accuracy.

- ▶ Standardize format for submission of code amendments by July 2007.
- ▶ Develop procedure manual for submission of code amendments by July 2007.

GOAL #2 - Improve accessibility to official records for use by citizens and county staff.

- ▶ Develop quick reference instructions for searching and printing LaserFiche records within the County Clerk website by December 2007.
- ▶ Provide "read only" access to the Official Documents portion of County Clerk records currently deployed on the website to county department users by July 2008.
- ▶ Back-scan into LaserFiche all previous agendas and minutes from January 1, 2000 to present by December 2008.
- ▶ Provide "read only" access to the County Clerk Routing Log currently on the county intranet to county department users by December 2008.
- ▶ Provide "read only" access to County Clerk Folio Minutes currently on the county intranet to county department users by December 2008.

GOAL #3 - Improve the minutes preparation process.

- ▶ Upgrade VoiceIQ digital recording system to the latest version of software available by July 2007.
- ▶ Complete VoiceIQ training for all members of the County Clerk's office by December 2008.
- ▶ Update the procedure manual for BOC/SWMA agenda item submission by July 2007.
- ▶ In addition to the signed original, require the electronic submission of all final BOC/SWMA agenda items for inclusion in the minutes by December 2008.

FY 07/08 KEY PERFORMANCE OBJECTIVE

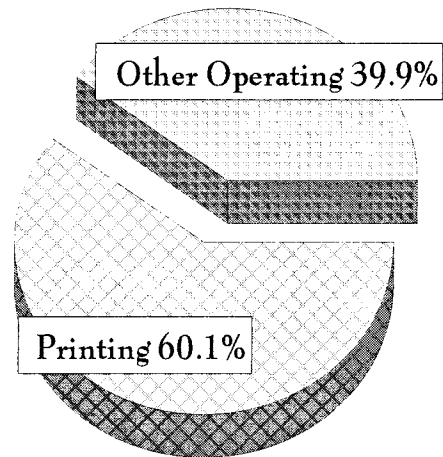
Reduce the rate of growth in staff time spent producing the minutes for the Planning Commission (PC) and Board of Commissioners (BOC) Zoning minutes.

| KEY PERFORMANCE MEASURE | | | | |
|--|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Productivity Measurement | | | | |
| Staff hours required to prepare Minutes per one hour of meeting duration: PC & BOC Zoning. | 3.0 | 4.0 | 4.25 | 4.25 |

| PERFORMANCE MEASURES | | | | |
|---|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| BOC, SWMA, BZA and Planning Commission Meetings Attended | 199 | 200 | 200 | 200 |
| Pages of Agendas and Minutes Prepared and Scanned | 13,545 | 14,900 | 16,390 | 18,000 |
| Official Documents Routed for Chairman's Execution | 2,589 | 2,848 | 3,133 | 3,446 |
| Pages of Official Documents Scanned | 7,175 | 7,893 | 8,682 | 9,550 |
| Efficiency Measurement | | | | |
| Agenda Items Processed per Employee Hour | 8 | 10 | 10 | 10 |
| Effectiveness Measurement | | | | |
| % of Minutes Approved Without Amendments | 99% | 99% | 99% | 99% |
| % of Agenda Books Published and Distributed to BOC Prior to Deadline | 100% | 100% | 100% | 100% |
| % of Minutes Prepared for Adoption Within Time Established by State Law | 100% | 100% | 100% | 100% |

| BUDGET SUMMARY | | | | |
|-------------------------|-----------|-----------|-----------|-----------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Other Financing | \$9,743 | \$6,891 | \$0 | \$0 |
| TOTAL | \$9,743 | \$6,891 | \$0 | \$0 |
| Expenditure Category | | | | |
| Personal Services | \$271,051 | \$278,298 | \$291,144 | \$306,262 |
| Operating | \$38,756 | \$39,755 | \$46,617 | \$46,617 |
| Capital | \$0 | \$750 | \$0 | \$0 |
| TOTAL | \$309,807 | \$318,803 | \$337,761 | \$352,879 |

County Clerk - Operating Expense Budget



Costs associated with printing agenda books and code supplements account for approximately 60% of the operating expenses for the Clerk's Office.

Did You Know?

Although required to attend all board meetings, the County Manager is not authorized to vote.

MISSION

To manage Cobb County in accordance with state law, local ordinance and policies adopted by the Board of Commissioners; to ensure the continued prosperity of our county; to enhance the lives of Cobb County citizens; and to instill public confidence in Cobb County Government.

DESCRIPTION

Through the teamwork of more than twenty departments employing a workforce of more than 5,000, the County Manager's Office is responsible for achieving goals and objectives as set forth by the Board of Commissioners. By overseeing the activities of all county departments and working closely with the Board of Commissioners, this office enables Cobb County Government to maintain service levels that meet the demands of growth, provide a safe community for all residents, and enhance the quality of life that attracts businesses and residents to Cobb County.

FY 07/08 GOALS

GOAL #1 - Enhance the customer service plan to better serve Cobb County citizens and ensure the goals, policies and procedures set forth by the Board of Commissioners are accurately portrayed.

- ▶ Continue to identify services that could be conducted via the Internet (e.g., payment of fines and information requests) and implement additional elements of E-Commerce on an ongoing basis.
- ▶ Continue to expand the Cobb County website with pertinent information for more departments on an ongoing basis.
- ▶ Continue implementation of the Geographic Information System (GIS) by deploying GIS to the countywide network on an ongoing basis.
- ▶ Augment communication efforts throughout the county by participating in the County Speaker's Bureau Program on an ongoing basis.
- ▶ Coordinate efforts of various departments to quickly resolve citizen complaints to commissioners.
- ▶ Work with the Customer Service Council to maintain a strong focus on customer service programs such as: the Mystery Shopper Program, Customer Response Cards and resolving customer complaints on an ongoing basis.

GOAL #2 - Expand training and recruitment programs to ensure that all departments reporting to the Board of Commissioners recruit and retain a highly qualified workforce that reflects the diverse community in which we live.

- ▶ Continue conducting a proactive and targeted recruitment program which includes participating in job fairs, recruiting from out-of-state, various forms of advertisement and minority forums on an ongoing basis.
- ▶ Encourage succession planning to ensure the availability of qualified management staff to succeed retiring management on an ongoing basis.
- ▶ Facilitate and encourage cross-training throughout the workforce to provide employees with additional skills, increase employee efficiency and effectiveness, and broaden the county's coverage of responsibilities on an ongoing basis.
- ▶ Enhance the countywide training program by offering specialized training courses to reach more employees, meet changing demands and to foster employee growth and development on an ongoing basis.
- ▶ Identify specialized training needs and develop appropriate training programs to meet those needs within each department on an annual basis.
- ▶ Continue to encourage use of E-Learning and the Training Library of books and videos to supplement the existing training programs on an ongoing basis.

- ▶ Encourage use of Employee Development Plans as a tool to assist employees in reaching their full potential on an ongoing basis.

GOAL #3 - Work with all county departments to closely monitor and manage the budget.

- ▶ Require each department to closely monitor budget status and report any unexpected trends or expenses on a monthly basis.
- ▶ Meet with Finance and Budget & Internal Audit staff to review budget status on a monthly basis.
- ▶ Meet with Finance and Budget & Internal Audit staff to review each fund's expense and revenue summary on a quarterly basis.
- ▶ Provide the Board of Commissioners with budget updates at least semiannually.
- ▶ Implement an Employee Wellness Program to reduce medical costs.

FY 07/08 KEY PERFORMANCE OBJECTIVE

Increase the rate of management audits to three per year to improve the efficiency of departments with the intent to evaluate all departments within five years.

| KEY PERFORMANCE MEASURE | | | | |
|--------------------------------------|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Effectiveness Measurement | | | | |
| % Annual Management Audits Conducted | 0 | 0 | 100% | 100% |

| PERFORMANCE MEASURES | | | | |
|-------------------------------------|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| Depts. Supported | 22 | 22 | 24 | 24 |
| Effectiveness Measurement | | | | |
| Agenda Items Approved Without Delay | 100% | 100% | 100% | 100% |

| BUDGET SUMMARY | | | | |
|-------------------------|-----------|-----------|-----------|-----------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Miscellaneous | \$41 | \$0 | \$0 | \$0 |
| TOTAL | \$41 | \$0 | \$0 | \$0 |
| Expenditure Category | | | | |
| Personal Services | \$594,838 | \$662,536 | \$615,430 | \$713,029 |
| Operating | \$43,494 | \$40,960 | \$42,705 | \$42,510 |
| Contingency | \$15,830 | \$0 | \$600 | \$600 |
| TOTAL | \$654,162 | \$703,496 | \$658,735 | \$756,139 |

MISSION

To plan, design, construct, operate and maintain a multi-modal transportation system that allows for safe, efficient and economic travel throughout Cobb County.

DESCRIPTION

The Department of Transportation (DOT) plans, designs, manages and operates the county's transportation systems. These systems include a vast network of roadways for automotive travel; sidewalks and pathways for bicycle and pedestrian travel; a transit system that provides public transportation services; and a general aviation airport that serves business and recreational flying needs.

Additionally, this department manages a Community Improvement Projects (CIP) program funded by revenue from a 1% sales tax. This Special Local Option Sales Tax (SPLOST) program was approved on September 20, 2005 and will last for 6 years. Sales tax revenues are projected to be in excess of \$633 million and will be applied towards the county's transportation-related capital projects as outlined in the CIP document. The department is nearing the end of a previous Transportation Improvement Program (TIP) funded by 1% sales tax revenues, approved by Cobb voters in 1994. DOT's divisions administer the responsibilities of these programs.

The Cobb County Department of Transportation is comprised of six divisions. Their respective functions and responsibilities follow:

Administration: Consists of the department's director and administrative staff; oversees all functions of the department. This division manages the department's personnel matters, budget and finances, as well as providing transportation review and analysis of land development activity to ensure Cobb's streets are safe, functional and in compliance with local codes.

Transportation Planning: Tracks development and population patterns to project future transportation needs and develop strategies to address those needs. These activities include modeling efforts, sidewalk and pathway system development and transit planning. The division works closely with the Atlanta Regional Commission (ARC), the Georgia Regional Transportation Authority (GRTA), Georgia Department of Transportation (GDOT), Cobb's municipalities and adjacent counties in the planning and programming of projects.

Engineering: Implements solutions to needs by designing new roadways and roadway improvements, acquiring rights-of-way and easements for their construction, and supervising the construction process, as well as providing surveying services for the roadway projects and other county improvement projects. The Engineering Division also provides consultation, survey and design services, and construction support for other county departments. Engineering staff also supplies Geographic Information System (GIS) support and coordinates the development and implementation of GIS in DOT, as well as for countywide GIS initiatives.

Operations: Operates and maintains the county's roadway systems, including traffic signal systems, pavement markings, signs and right-of-way infrastructure. The Operations Division measures and tracks traffic volumes, speeds, accidents and other data to help address current transportation-related issues, to aid in engineering design, and to help anticipate future needs. This division operates an Advanced Traffic Management System (ATMS) as a part of the county's traffic signalization efforts, administers the street lighting program and reviews and issues utility permits in the interest of protecting the public right-of-way and providing construction coordination with new development.

Transit: Manages Cobb Community Transit (CCT), which is the county's public transportation system including paratransit services for citizens with disabilities. This division oversees the contracted daily operations of CCT, works to ensure user satisfaction, and plans for system enhancements and expansion of safe, affordable, and efficient services.

Airport: Exercises operational control and management of Cobb County's airport, McCollum Field. This division also initiates and implements programs to enhance the safety and efficiency of the facility, while planning for the expansion of safe and efficient airport operations.

FY 07/08 GOALS

GOAL #1 - Administration Division: Manage Department of Transportation (DOT) to ensure that activities are performed efficiently and the traveling public receives maximum benefit from monies spent on system improvements. Monitor expenditures to ensure compliance with laws governing the outlay of monies.

- ▶ Plan and manage the county's financial aspects of the new SPLOST program.

GOAL #2 - Transportation Planning Division: Analyze future transportation needs and develop a dynamic plan to address those needs.

- ▶ Coordinate with ARC and other regional partners in development of future transportation studies and the 2030 Regional Transportation Plan to secure federal funding for high-priority Cobb County projects on an ongoing basis.
- ▶ Coordinate with ARC and adjacent jurisdictions on corridor and other special studies.
- ▶ Explore implementation of additional activities for improving the Atlanta region's air quality in conjunction with the Clean Air Campaign on an ongoing basis.
- ▶ Develop short-range plans for additional infrastructure improvements including pedestrian facilities, multi-use trails and trail connections, safety and operational improvements and road widenings on an ongoing basis.
- ▶ Develop long-range countywide comprehensive multi-modal transportation plan to meet county, regional and state requirements.
- ▶ Improve departmental communications with the public.
- ▶ Enhance departmental grants development and management procedures.
- ▶ Develop and implement a pilot program to address travel needs of senior citizens.
- ▶ Explore the implementation of various forms of alternate transportation options for Cobb County residents such as vanpooling and carpooling programs.

GOAL # 3 - Engineering Division: Continue development of projects for enhanced traffic safety and efficient roadway network.

- ▶ Implement projects in the SPLOST (Special Purpose Local Option Sales Tax) that was approved by Cobb County voters on September 20, 2005. Projects within this \$1.2 billion, 2005 Transportation Improvements Program (TIP), should be implemented in accordance with the approved budget and schedule. Continue providing support to the six Cobb County cities to help them implement their projects included in the 2005 TIP.
- ▶ Utilize funding included in the 2005 TIP and all available state and federal funding to increase the number and miles of county roads resurfaced annually. Fully implement the Transportation Information System to inventory existing conditions of all county roads to effectively manage the resurfacing program.
- ▶ Utilize funding included in the 2005 TIP and all available state and federal funding to replace or rehabilitate weight-restricted and substandard bridges.

- ▶ Utilize the services of the Construction Management consultant and the Program Right-of-way consultant to accelerate the 2005 TIP to the maximum extent feasible.
- ▶ Provide accurate and timely engineering information and services to the Board of Commissioners, the County Manager, all Cobb County departments, and, foremost, the citizens of Cobb County.
- ▶ Inform the private surveying firms and the general public about the information and technology available from the department's highly-regarded Survey Section.
- ▶ Continue to support the efforts of the Cumberland Community Improvement District and the Town Center Area Community Improvement District in making substantial improvements to their respective transportation infrastructure.

GOAL #4 – Operations Division: Continue the effective operation and maintenance of an expanding, more urbanized and aging transportation infrastructure.

- ▶ Protect the integrity of asphalt pavement by repairing potholes within three (3) days of becoming aware that they exist.
- ▶ Continue to maintain the structural condition of county bridges by reducing the number of bridges with a sufficiency rating below 50.
- ▶ Improve roadway aesthetics by establishing a typical landscape template for rural and urban streetscapes.
- ▶ Improve safety on Cobb County roads by reducing the number of "Struck Fixed Object" type crashes on the Minor Collector System by ten (10) percent.
- ▶ Improve safety on Cobb County roads by developing countermeasures, and implementing those that are feasible, for the top ten (10) crash locations; defined by severity index.
- ▶ Reduce the impact of nonrecurring incidents on congestion by improving DOT incident management response.
- ▶ Improve roadside safety by identifying and working with utility companies to have them remove or relocate 100 utility obstacles from the clear zone annually.
- ▶ Minimize the adverse impacts to roadway safety, congestion and roadway infrastructure from the increased utility construction activities in county rights-of-way.
- ▶ Maintain the efficiency of traffic signals by repairing failed signal loops within five (5) days of notification of problem.
- ▶ Keep pace with changing traffic patterns and traffic growth by retiming all traffic signals every three (3) years and implementing more advanced controller technology.
- ▶ Improve the structural integrity of traffic signals by replacing existing wood poles with steel.
- ▶ Respond to and address all traffic signal timing complaints within two (2) days of receipt.

GOAL #5 - Transit Division: Expand public transit services to address growth in both the population and employment base, reduce congestion, and to improve air quality.

- ▶ Partner with regional providers to promote seamless transfers between providers.
- ▶ Expand service to areas not currently served.
- ▶ Complete the bus replacement program.
- ▶ Expand the bus fleet to address future service expansions, as needed.
- ▶ Continue the renovation of CCT facilities on an on-going basis.
- ▶ Continue to introduce ITS technology.
- ▶ Improve passenger safety and comfort.
- ▶ Reduce the total average unit cost of fixed-route ridership by approximately 8% over the next two years.

GOAL #6 - *Airport Division*: Initiate, promote, and implement programs that will contribute to the safe, effective, and efficient operation of McCollum Field.

- ▶ Increase aircraft storage capacity at the airport to meet the demand.
- ▶ Improve safety and efficiency of McCollum Field by constructing improvements identified on the Airport Layout Plan and additional oversight of operations.
- ▶ Improve aesthetics to favorably impress visitors to McCollum Field.
- ▶ Provide a professional and business-friendly environment that encourages on-airport development and provides opportunities for airport businesses.
- ▶ Operate McCollum Field to be as financially self-sufficient as possible.

FY 07/08 KEY PERFORMANCE OBJECTIVE

Reduce the rate of decline in pavement condition to less than 3% per year at the current levels for state and county funding.

| KEY PERFORMANCE MEASURE | | | | |
|---|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Effectiveness Measurement | | | | |
| Pavement Condition (average - Thoroughfares) | 65 | 67 | 69 | 68 |

| PERFORMANCE MEASURES | | | | |
|------------------------------------|-----------|-----------|-----------|-----------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Demand Measurement | | | | |
| Road Miles Inventory | 2,434 | 2,434 | 2,434 | 2,437 |
| Average Speed | 24.9 | 24.2 | 24.0 | 23.5 |
| All-Pavement Condition | 58 | 64 | 62 | 61 |
| Thoroughfare-Pavement Condition | 73 | 71 | 69 | 68 |
| Bridge Sufficiency | 79.98 | 81.73 | 80.56 | 79.39 |
| ROW Acres Inventory | 5,900 | 6,143 | 6,385 | 6,628 |
| Bridges | 208 | 209 | 210 | 211 |
| Sidewalk Miles | 1,030 | 1,050 | 1,070 | 1,090 |
| Trail Miles | 30 | 32 | 35 | 38 |
| Traffic Signals | 503 | 519 | 529 | 539 |
| ATMS Cameras | 60 | 60 | 70 | 75 |
| Transit Ridership | 3,793,253 | 4,096,000 | 4,423,737 | 4,777,635 |

| PERFORMANCE MEASURES | | | | |
|--|---------|-----------|---------|---------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Airport Fuel Usage (thousand gallons) | 2,160 | 2,200 | 2,400 | 2,600 |
| Airport Take-offs and Landings | 128,785 | 130,000 | 135,000 | 140,000 |
| Aircraft Based at Airport | 393 | 420 | 425 | 430 |
| Crashes/100 Million Vehicle Miles Travelled | 439 | 443 | 441 | 440 |
| Workload Measurement | | | | |
| Projects under Engineering Design | 35 | 61 | 68 | 72 |
| Projects under Construction | 21 | 24 | 47 | 66 |
| Accident Analysis | 437 | 450 | 460 | 470 |
| GIS Projects Completed | 80 | 80 | 80 | 80 |
| Street Lights Installed | 1,068 | 1,075 | 1,100 | 1,125 |
| Site Plans Reviewed | 411 | 420 | 425 | 430 |
| Sign Work Orders Completed | 1,197 | 1,350 | 1,500 | 1,550 |
| Road Maintenance Work Orders Completed | 6,015 | 4,000 | 4,100 | 4,200 |
| Traffic Signal Work Orders Completed | 757 | 700 | 715 | 725 |
| Traffic Signal Calls Reported | 3,893 | 3,950 | 4,000 | 4,050 |
| Efficiency Measurement | | | | |
| Traffic Signal Call Reports Performed (average in minutes) | 41 | 51 | 51 | 51 |
| Traffic Signal Work Orders Completed (average in hours) | 8.42 | 8.76 | 8.93 | 9.00 |
| Productivity Measurement | | | | |
| Sign Work Orders Completed per Crew | 399 | 337 | 375 | 387 |

| PERFORMANCE MEASURES | | | | |
|---|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Traffic Signal Work Items Completed Correctly per Crewman | 465 | 465 | 471 | 477 |

| BUDGET SUMMARY | | | | |
|-------------------------|--------------|--------------|--------------|--------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Inter-governmental | \$145,673 | \$2,582 | \$0 | \$0 |
| Charges for Services | \$4,550,396 | \$4,866,508 | \$4,747,899 | \$4,845,902 |
| Miscellaneous | \$450,061 | \$464,104 | \$497,426 | \$529,095 |
| Other Financing | \$532,319 | \$345,414 | \$186,231 | \$186,231 |
| TOTAL | \$5,678,449 | \$5,678,608 | \$5,431,556 | \$5,561,228 |
| Expenditure Category | | | | |
| Personal Services | \$8,797,777 | \$9,251,207 | \$10,348,552 | \$11,297,612 |
| Operating | \$8,193,910 | \$7,683,089 | \$8,384,443 | \$8,384,443 |
| Capital | \$321,039 | \$322,456 | \$270,546 | \$211,160 |
| TOTAL | \$17,312,726 | \$17,256,752 | \$19,003,541 | \$19,893,215 |

Did You Know?

The Development and Inspections staff reviews commercial construction plans, issues permits, collects revenues, and conducts field inspections to ensure compliance with Cobb County codes and ordinances.

Development and Inspections

MISSION

To provide for safe, quality development according to all applicable federal, state and local laws and regulations.

DESCRIPTION

Development and Inspections is a division of the Community Development Agency and inspects residential, commercial and industrial construction to ensure compliance with building, plumbing, electrical, HVAC and site development codes and enforces county ordinances. Additionally, the division is also responsible for providing the following services to the community: site-plan review and tree preservation; street-naming and numbering; architectural and structural plan review; building inspections and permitting; code enforcement; jurisdictional consultation; unsafe house abatement; electrical inspections; plumbing inspections; heating, ventilation and air-conditioning inspections; site inspections; erosion and sediment control; and flood-plain analysis.

FY 07/08 GOALS

GOAL #1 - Improve communication procedures between the Development and Inspection Division and its customers.

- ▶ Implement mobile inspection system to allow builders and contractors to receive instant inspection results via a mobile phone and/or personal computer interface by January 1, 2008.

GOAL #2 - Improve service to customers and efficiency of employees.

- ▶ Replace permitting and inspection software and support system with a reliable product that is compatible with existing systems and/or future systems or other departments and divisions in order to share information that is either required or helpful for other workflow by January 1, 2008.

FY 07/08 KEY PERFORMANCE OBJECTIVE

Increase employee productivity by decreasing the downtime of the permitting and inspections computerized system in each of FY 07 and FY 08.

| KEY PERFORMANCE MEASURE | | | | |
|--|--------|-----------|--------|-------------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Effectiveness Measurement | | | | |
| Down-Time of Permitting & Inspections System per Month (hours) | 3.5 | 3.5 | 3.5 | 10 minutes* |

*if real-time mobile system is implemented

| PERFORMANCE MEASURES | | | | |
|--|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Demand Measurement | | | | |
| Footing/Framing & Final Inspections Conducted | 48,018 | 56,660 | 50,000 | 50,000 |
| Routine Inspections Conducted | 11,170 | 8,759 | 12,175 | 12,287 |
| Site Plans Reviewed- Commercial & Residential (including those resubmitted) | 1,479 | 510 | 1,440 | 1,470 |
| Single & Multi-Family Permits Issued | 3,810 | 3,105 | 4,000 | 4,000 |
| Commercial Building Permits Issued | 3,158 | 2,886 | 3,500 | 3,500 |
| HVAC & Plumbing Inspections Conducted | 59,752 | 47,670 | 62,000 | 62,000 |
| Structural Plans Reviewed | 4,277 | 4,419 | 4,405 | 4,538 |
| Electrical Inspections Conducted | 58,433 | 40,575 | 60,000 | 60,000 |
| Pool Permits Issued | 329 | 252 | 300 | 300 |
| Productivity Measurement | | | | |
| Minutes Used for Office Work Related Inspection Results | 120 | 120 | 120 | 60* |

| BUDGET SUMMARY | | | | |
|-------------------------|-------------|-------------|-------------|-------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Licenses & Permits | \$6,700,318 | \$5,781,094 | \$6,103,352 | \$4,911,578 |
| Charges for Services | \$312,065 | \$459,817 | \$438,242 | \$462,861 |
| Fines & Forfeitures | \$3,000 | \$23,952 | \$39,124 | \$39,124 |
| Other Financing | \$2,266 | \$19,575 | \$3,316 | \$3,316 |
| TOTAL | \$7,017,649 | \$6,284,438 | \$6,584,034 | \$5,416,879 |
| Expenditure Category | | | | |
| Personal Services | \$3,392,813 | \$3,491,204 | \$3,681,941 | \$3,847,727 |
| Operating | \$119,761 | \$201,295 | \$135,853 | \$133,394 |
| Capital | \$826 | \$16,280 | \$0 | \$0 |
| TOTAL | \$3,513,400 | \$3,708,779 | \$3,817,794 | \$3,981,121 |

MISSION

To prosecute all indictable or accusable offenses in the Superior Courts; to protect and assist victims of crime; to enhance the judicial system; to diligently enforce child support orders and collection of support; to provide the residents of Cobb County with legal services as cited in O.C.G.A. in the most efficient and effective manner; and to enhance the quality of life for the citizens of Cobb County.

DESCRIPTION

The duties of the District Attorney are established by the Georgia Constitution and laws passed by the General Assembly, and include those outlined in the Official Code of Georgia 15-18-6. These duties primarily involve the prosecution of criminal offenses committed in Cobb County.

This office is divided into the following divisions to accomplish its mission:

| | |
|--|---------------------------|
| Office Administration | PC/Bond/Indictment |
| Criminal Investigations | Pretrial Diversion |
| Victim-Witness Assistance Unit | Trial Division |
| Crimes Against Women and Children Unit | Appellate Division |
| Drug Prosecution/Organized Crime | Juvenile Court Division |
| Prosecutorial Clinic (Internship) | Child Support Enforcement |

FY 07/08 GOALS

GOAL #1 – Decrease time between arrest and prosecution by continuing vertical prosecution.

- ▶ Assign one assistant district attorney to handle each case from inception through disposition, thereby eliminating duplication of work on an ongoing basis.
- ▶ Maintain workflow system to prevent backlog of cases on an ongoing basis.
- ▶ Present all accusable and indictable cases within 180 days of arrest on an ongoing basis.

GOAL #2 – Expedite the prosecution of criminal cases by improving the current system utilized to obtain reports and documents.

- ▶ Review the process by which reports and documents are received on an ongoing basis.
- ▶ Assist various police agencies to establish, implement and develop procedures that will facilitate more timely submission of reports and documents necessary to prosecute felony cases.
- ▶ Standardize request forms and foster communication channels with each agency on an ongoing basis.
- ▶ Highlight and review cases in which reports have been requested but not yet received on an ongoing basis.
- ▶ Assist the State Crime Laboratory to maintain the timely submission of reports on an ongoing basis.

FY07/08 KEY PERFORMANCE OBJECTIVES

Increase office effectiveness 10% in FY 07 and maintain that level in FY 08 by accusing and indicting all cases within 180 days of arrest.

| KEY PERFORMANCE MEASURES | | | | |
|---|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Effectiveness Measurement | | | | |
| Cases Indicted or Accused Within 180 Days of Arrest | 90% | 90% | 100% | 100% |

| PERFORMANCE MEASURES | | | | |
|--|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| Warrants Received | 7,138 | 7,283 | 7,428 | 7,573 |
| Investigations Processed | 18,298 | 18,847 | 19,412 | 19,994 |
| Petitions for Diversion | 313 | 315 | 320 | 325 |
| Criminal Cases Filed in Superior Court | 5,840 | 6,015 | 6,195 | 6,380 |
| Crimes Against Women & Children Cases Received | 501 | 575 | 600 | 650 |

| BUDGET SUMMARY | | | | |
|----------------------|--------------------|--------------------|--------------------|--------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Charges for Services | \$71,859 | \$63,870 | \$71,730 | \$71,730 |
| Other Financing | \$30,648 | \$113,461 | \$9,200 | \$9,200 |
| TOTAL | \$102,507 | \$177,331 | \$80,930 | \$80,930 |
| Expenditure Category | | | | |
| Personal Services | \$4,686,224 | \$5,592,302 | \$5,428,229 | \$5,432,537 |
| Operating | \$282,589 | \$478,758 | \$347,267 | \$337,228 |
| Capital | \$3,699 | \$0 | \$1,650 | \$1,650 |
| TOTAL | \$4,972,512 | \$6,071,060 | \$5,777,146 | \$5,771,415 |

*Drug Treatment and Education Program Grant***MISSION**

To invest fines and forfeitures collected from drug related crimes into drug education and treatment programs.

DESCRIPTION

On July 1, 1990 provisions of Georgia Law (15-21-100-101) were enacted imposing additional monetary penalties for specified drug offenses. These penalties are collected by the Clerks of State and Superior Court and paid to the governing authority of Cobb County. All monies must be placed in the Drug Treatment/Education Fund, which is "established solely and exclusively for drug abuse treatment and education programs relating to controlled substances and marijuana." These funds are designated for the specified purpose and are collected by the General Fund. Currently, this program is fully funded by the appropriate fines and forfeitures and does not require an additional General Fund subsidy. The Board of Commissioners approved funding for the following programs:

| Program | FY 05 Actual | FY 06 Adopted | FY 07 Adopted | FY 08 Adopted |
|--|------------------|------------------|------------------|------------------|
| Juvenile Court ASAP Program | \$370,171 | \$390,825 | \$404,734 | \$420,059 |
| Corrections ANA Program | \$0 | \$57,232 | \$59,521 | \$61,902 |
| Commission on Children & Youth School Programs | \$38,500 | \$38,500 | \$38,500 | \$38,500 |
| Drug & Alcohol Awareness Program | \$51,582 | \$55,000 | \$55,000 | \$55,000 |
| Justice Accountability Block Grant Program | \$0 | \$20,299 | \$0 | \$0 |
| TOTAL | \$460,253 | \$561,856 | \$557,755 | \$575,461 |

| BUDGET SUMMARY | | | | |
|-------------------------|-----------|-----------|-----------|-----------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Fines & Forfeitures | \$473,368 | \$504,205 | \$487,569 | \$487,569 |
| TOTAL | \$473,368 | \$504,205 | \$487,569 | \$487,569 |
| Expenditure Category | | | | |
| Personal Services | \$240,453 | \$238,521 | \$325,438 | \$326,978 |
| Operating | \$219,800 | \$221,475 | \$232,148 | \$232,148 |
| TOTAL | \$460,253 | \$459,996 | \$557,586 | \$559,126 |

Cobb Tid - Bits

The Office of Economic Development was established by the Cobb County Board of Commissioners on August 24, 1993.

MISSION

To administer the county ordinances and Board of Commission policies pertaining to Economic Development and manage a comprehensive program that encourages and promotes business development, retention, rehabilitation and job creation.

DESCRIPTION

The Office of Economic Development is responsible for supporting the continued development of Cobb County's diverse economic climate by promoting and developing quality business and job growth. This office has at its disposal certain administrative and technological resources that can be used to assist in attracting and retaining quality businesses that complement the County's long-term economic development strategy.

FY 07/08 GOALS

GOAL #1 - Support the development of small businesses, microenterprises and the creation of new jobs.

- ▶ Continue assistance to the South Cobb Development Authority with the implementation of the Historic Mableton Preservation and Improvement Plan as adopted by the Cobb County Board of Commissioners.
- ▶ Assist the business community with the identification and pursuit of federal, state and/or local grant funding available for small business development to include the establishment of microenterprises, revolving loan funds and small business incubators.
- ▶ Develop Grant Funding Matrix by August 2007.

GOAL #2 - Serve as a facilitator/liaison to all existing and relocating companies interested in establishing or expanding their businesses in Cobb County.

- ▶ Utilize technical resources (GIS, the Internet) to produce and provide customized incentive/marketing packages for economic development agencies or companies inquiring about relocating in Cobb County as requested. Update County Economic Development website quarterly with available industrial and office space data by March 31, June 30, September 30 and December 31 each year.
- ▶ Resolve procedural issues that periodically arise between the County and developers/business owners.
- ▶ Notify appropriate departments of all incentive packages offered to companies for verification and review of budget status as necessitated.
- ▶ Maintain a filing system of all development-related paperwork to efficiently track the permitting, zoning and fire inspection process for each company.
- ▶ Administer the Enterprise Zone Program in Cobb County by providing a response on incentive awards within 30 days, perform annual audits of the zone, and bring forward business requests to the Board of Commissioners for final approval.

GOAL #3 - Work with county departments, the Chamber of Commerce and other agencies to identify and promote redevelopment of appropriate business district areas, through incentives and small business development, in keeping with the county's most recently adopted Comprehensive Plan and Future Land Use Map.

- ▶ Focus attention on older commercial corridors (i.e. Canton Road, Veteran's Memorial Highway, Atlanta Road, Mableton Area, etc.) to stimulate business development and increase property values.

- ▶ Utilize Enterprise Zone incentives to stimulate small business development in those qualifying areas of the county and to encourage land use/zoning appropriate for enhancing the local economy.
- ▶ Provide information to, and serve as technical resources for the Cumberland and Town Center Community Improvement Districts on an ongoing basis.
- ▶ Monitor the activities of the Local Workforce Investment Board and provide semi-annual updates to the Cobb County Board of Commissioners by June 30, 2007 and December 30, 2007.
- ▶ Administer the county's Tax Allocation District (TAD) Program in accordance with adopted TAD Financing Policies and Guidelines. Monitor and provide compliance updates to the Board of Commissioners as they relate to certain provisions included in Intergovernmental Agreements (IGA's). Ensure all TAD financing requests are brought forward for the Board of Commissioner's consideration in an efficient and timely manner.

GOAL #4 - Communicate the viability of Cobb County as a business location to citizens, local and global businesses and acquaint them with the functions of the Office of Economic Development.

- ▶ Work with local real estate professionals, local Chamber's of Commerce and municipal representatives to effectively market the entire County on an ongoing basis.
- ▶ Serve as liaison to the Chamber Executive Committee and Board of Directors providing regular communication between Cobb County and the Chamber on an ongoing basis.
- ▶ Attend monthly business association meetings and others as required.
- ▶ Attend quarterly meetings of the Cobb County Economic Development Professionals Roundtable.
- ▶ Keep the public and business community informed on issues relating to business, Cobb County and the Office of Economic Development through publication of collateral materials, TV23 programming, public speaking and regular updates on the Economic Development section of Cobb County's website.
- ▶ Provide assistance as the liaison to the Cobb Legislative Delegation by providing regular communication between Board of Commissioners and executive management staff.
- ▶ Compile and disseminate Fact Sheet information on business growth, development activity, property taxes and crime rates by December 15th each year.

GOAL #5 - Support and encourage the acquisition of outside funding for capital and special projects.

- ▶ Research, disseminate and facilitate opportunities to fund all county departments, including elected officials, from Federal, State and Local funding sources.
- ▶ Provide technical assistance training for county department representatives in order to enhance their skills and abilities to facilitate outside funding through the grants council quarterly by March 31, June 30, September 31 and December 31 each year.

GOAL #6 - Serve as a strategist for elected officials and county departments for outside funding activities inclusive of annual appropriations, set-asides and state-driven initiatives.

- ▶ Utilize the comprehensive plan, the capital budget plan, as well as management requests to develop strategies for the acquisition of outside funding on an annual basis.
- ▶ Conduct the annual process of compiling Federal appropriation projects with elected officials and department heads to be submitted by January of each year. Management of the request packages will continue through September of each year.

FY 07/08 KEY PERFORMANCE OBJECTIVE

Increase the effectiveness of the grant application process through the utilization of proprietary and non-proprietary information collected, compiled, and presented by the INPUT grant subscription.

| KEY PERFORMANCE MEASURE | | | | |
|---------------------------|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Effectiveness Measurement | | | | |
| Grant Attainment Rate | 20% | 25% | 30% | 35% |

| PERFORMANCE MEASURES | | | | |
|--|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Demand Measurement | | | | |
| New Business Development | 16 | 17 | 19 | 21 |
| Redevelopment Projects | 2 | 3 | 4 | 5 |
| Grants Council Training | 2 | 2 | 3 | 3 |
| Effectiveness Measurement | | | | |
| Community Outreach (Direction Cobb, TV23, etc) | 55 | 60 | 65 | 70 |
| Incentive/Marketing Packages Prepared | 50 | 55 | 60 | 65 |
| Enterprise zone Applications Processed | 5 | 10 | 10 | 12 |
| Review & Distribute Legislation for Comments | 375 | 400 | 450 | 500 |

| PERFORMANCE MEASURES | | | | |
|---|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Attend Cobb Delegation Meetings | 12 | 12 | 12 | 14 |
| Effectiveness Measurement | | | | |
| Change in Tax Digest for Enterprise Zones | 2% | 2% | 2% | 2% |

| BUDGET SUMMARY | | | | |
|-------------------------|-----------|-----------|-----------|-----------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Intergovernmental | \$21,346 | \$0 | \$7,500 | \$2,500 |
| Other Financing | \$0 | \$93 | \$0 | \$0 |
| TOTAL | \$21,346 | \$93 | \$7,500 | \$2,500 |
| Expenditure Category | | | | |
| Personal Services | \$237,429 | \$232,239 | \$239,253 | \$244,285 |
| Operating | \$82,787 | \$166,868 | \$192,721 | \$136,012 |
| Capital | \$4,147 | \$0 | \$0 | \$0 |
| TOTAL | \$324,363 | \$399,107 | \$431,974 | \$380,297 |

MISSION

To register the citizens of Cobb County to vote, and to conduct fair and impartial elections by providing excellent customer service to candidates, the media and to voters; to enforce strict adherence to all current federal, state, and local laws, as well as State Election Board rules concerning voting and elections, and to help the public understand and follow these laws and rules.

DESCRIPTION

The Elections and Registration Office is responsible to the Cobb County Board of Elections and Registration. The department conducts all local, state and national elections held in the county. It also conducts all special elections, Cobb Board of Education elections, and contracted Cobb municipal elections. The department operates 204 precinct polling locations on each of the countywide election days. It fields 1,800 to 2,800 trained poll workers per countywide election, depending on the type of election. The department maintains registration records of 380,000 eligible voters, registers new voters and removes legally unqualified voters from the registration list. Voter registration is done at the main office and several satellite offices, as well as through the mail. Additional major responsibilities include the following:

- ▶ Qualify local candidates and nonpartisan candidates for special elections, and receive candidates' campaign and financial disclosure reports, and qualifying fees.
- ▶ Conduct Cobb County Government's Civil Service Board elections and Georgia Soil and Water Conservation District elections.
- ▶ Ensure that each voting location is ADA-compliant and therefore accessible to all Cobb citizens.
- ▶ Thoroughly test each piece of voting equipment before each election to ensure fair and accurate recording of citizens' intentions.
- ▶ Tabulate election results and maintain records for access by the public.
- ▶ Provide election and registration information to the public, candidates, elected officials, and the press.
- ▶ Conduct school elections (i.e. student government, etc.) as requested. These elections serve as good training for staff and valuable education for the students.
- ▶ Conduct voter education events to familiarize voters with voting equipment and Georgia laws.
- ▶ Publish and maintain maps of voting districts and precincts.
- ▶ Conduct Reapportionment (alter district lines and reassign voters) whenever the Legislature or the Courts make changes to the district lines. Create or delete polling places as necessary.
- ▶ Process precinct and registration changes due to city annexations.
- ▶ Operate Absentee and Advance Voting locations at the Main Office as well as at several satellite locations around the county.

FY 07/08 GOALS

GOAL #1 - Improve customer service and efficiency by completing the imaging of all voter registration applications.

- ▶ Continue imaging new applications as they are received.
- ▶ Complete the "backfile" imaging of applications already on file.
- ▶ Plan for the imaging of crucial portions of records of deleted voters.
- ▶ Work towards a law change so that imaged records can be destroyed.

GOAL #2 - Improve efficiency of processing voter registration applications while maintaining accuracy of the Voter Registration List.

- ▶ Increase the percentage of voter registration applications that are processed within one week of receipt.
- ▶ Delete deceased voters within ten days of receiving notification.
- ▶ Conduct monthly hearings and delete voters who have moved out of Cobb County.
- ▶ Add all new eligible registrants by two weeks prior to each election.

GOAL 3 - Improve voter satisfaction with the voting process as measured by responses to the Post-Election Survey.

- ▶ Meet with corporations to recruit additional poll workers with increased proficiency in customer-focused skills.
- ▶ Actively recruit students to improve the technical skill-set of poll workers.
- ▶ Update the poll worker training program for the next election cycle to improve the poll workers' customer service skills.
- ▶ Begin written evaluations of poll worker performance.
- ▶ Participate in statewide Voter Awareness programs like *Kids Voting GA*.
- ▶ Improve signage at polls.

GOAL #4 - Decrease the number of voting precincts, which will reduce the cost of conducting elections while still maintaining voter satisfaction.

- ▶ Improve Advance Voting locations to encourage people to vote in person before Election Day.
- ▶ Improve efficiency of processing Absentee applications by mail, which will further reduce the need for polling locations.
- ▶ Reconfigure precinct lines to eliminate polling places with low voter satisfaction, and with low numbers of registered voters.

FY 07/08 KEY PERFORMANCE OBJECTIVE

Increase the average percentage of all polling locations that are able to transmit election results by modem to the central election tabulation computer. This increases the speed that results can be tabulated. Note-Regardless of transmission success, all polls' results are re-tabulated and verified when the Poll Manager brings the election media/results to the main office, usually within two to three hours of the Polls closing.

| PERFORMANCE MEASURES | | | | |
|--------------------------------|---------|-----------|---------|---------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Demand Measurement | | | | |
| Precinct Poll Locations | 205 | 195 | 185 | 175 |
| Electronic Poll Book Inventory | 412 | 464 | 475 | 500 |
| Precinct Voting Unit Inventory | 2,066 | 2,066 | 2,100 | 2,200 |
| Registered Voters-Active | 333,212 | 350,000 | 340,000 | 370,000 |

| PERFORMANCE MEASURES | | | | |
|--|---------|-----------|---------|---------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Registered Voters-Inactive | 48,276 | 50,000 | 40,000 | 45,000 |
| Workload Measurement | | | | |
| Countywide Elections Conducted | 2 | 2 | 1 | 3 |
| Voters that Vote-Total of all elections | 345,848 | 250,000 | 250,000 | 350,000 |
| New Voters Registered | 69,393 | 80,000 | 60,000 | 90,000 |
| City Annexations with Impacts Worked | 57 | 40 | 60 | 40 |
| Campaign Disclosures | 251 | 370 | 280 | 400 |
| Poll Training Sessions | 46 | 80 | 75 | 145 |
| Poll Workers Trained | 4,809 | 1,370 | 1,170 | 2,320 |
| Voter Awareness Sessions | 10 | 10 | 10 | 10 |
| Public Demonstrations of Touch Screen units | 30 | 15 | 50 | 15 |
| Effectiveness Measurement | | | | |
| Average number of Poll Workers needed per Poll | 8 | 7 | 6 | 6 |
| Average % of Precincts able to transmit election results by modem | 60% | 75% | 80% | 80% |
| % of Voters who vote by mail or in advance | 20% | 30% | 40% | 50% |
| # of registered Voters per Touch Screen Unit | 185 | 193 | 183 | 188 |
| Productivity Measurement | | | | |
| Voter Registration (correct) Applications Processed w/in one week of receipt | 36% | 40% | 50% | 50% |

| BUDGET SUMMARY | | | | |
|-------------------------|-------------|-------------|-------------|-------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Charges for Services | \$30,511 | \$34,437 | \$3,000 | \$3,000 |
| Other Financing | \$1,000 | \$0 | \$0 | \$0 |
| TOTAL | \$31,511 | \$34,437 | \$3,000 | \$3,000 |
| Expenditure Category | | | | |
| Personal Services | \$2,159,854 | \$1,573,567 | \$1,658,052 | \$2,337,979 |
| Operating | \$474,693 | \$674,779 | \$647,966 | \$693,878 |
| Capital | \$0 | \$254,974 | \$40,913 | \$40,913 |
| Contingency | \$0 | \$0 | \$421,836 | \$421,836 |
| TOTAL | \$2,634,547 | \$2,503,320 | \$2,768,767 | \$3,494,606 |

MISSION

To enforce State Laws and Cobb County Ordinances related to erosion and sediment control in an effort to continue to preserve the natural resources of Georgia.

DESCRIPTION

The Erosion Control Division is a branch of the Community Development Agency. The Division is responsible for implementing the Erosion and Sedimentation Act (O.C.G.A. 12-7-1 et. seq.) and for enforcement of SS 50-75 of the Cobb County Erosion and Sediment Control Ordinance, which in return provides a better quality of life for Cobb County citizens. The Division also provides technical assistance to staff, developers and engineers. In addition, the Erosion Control Division teaches a quarterly trenching class to local contractors who, with proper training, will be able to work more safely.

FY 07/08 GOALS

GOAL # 1 - Enforce all applicable State Laws and Cobb County Ordinances.

- ▶ Continue to provide technical assistance by determining if state water exists on individual sites.
- ▶ Conduct inspections of all residential building lots for erosion and sediment control on an ongoing basis.
- ▶ Provide technical assistance to Cobb County citizens to resolve complaints on an ongoing basis.
- ▶ Continue to update the Erosion and Sediment Control (E&SC) website.
- ▶ Resubmit current E&SC plans and Notice of Intent (NOI) information.

GOAL # 2 - Improve the efficiency and consistency of the Erosion Control Division.

- ▶ Improve the erosion inspection procedures to provide the best customer service by December 2008.
- ▶ Decrease the number of re-inspections necessary by increasing the knowledge of builders and developers by December 2007.
- ▶ Develop a GIS mapping system that will track subdivisions from the initial development through completion by December 2007.
- ▶ Improve the efficiency of the Erosion and Sediment Control Unit by 5% by 2008.
- ▶ Improve the quality of inspections by reducing the number of inspections per inspector to an average of 11,000 per year.
- ▶ Continue to maintain the Erosion and Sediment Control Class database for all of the active participants.

| PERFORMANCE MEASURES | | | | |
|--------------------------------------|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Demand Measurement | | | | |
| Residential Inspections | 54,081 | 56,785 | 59,489 | 62,193 |
| # Trenching Courses | 4 | 4 | 4 | 4 |
| Trenching Course Participants | 153 | 160 | 165 | 170 |
| Workload Measurement | | | | |
| 5 Day Warnings Issued | 1,897 | 1,992 | 2,087 | 2,182 |
| Stop Work Orders Issued | 438 | 460 | 482 | 503 |
| Complaints Received/ Investigated | 631 | 663 | 694 | 725 |
| Miles Driven by Insp. | 45,955 | 48,253 | 50,551 | 52,848 |
| Efficiency Measurement | | | | |
| # of Inspections per Inspector | 13,520 | 14,196 | 14,872 | 15,548 |

| BUDGET SUMMARY | | | | |
|-------------------------|------------------|------------------|------------------|------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Charges for Services | \$205 | \$0 | \$205 | \$205 |
| Other financing Sources | \$14 | \$0 | \$0 | \$130 |
| TOTAL | \$219 | \$0 | \$205 | \$335 |
| Expenditure Category | | | | |
| Personal Services | \$321,670 | \$371,367 | \$357,661 | \$378,074 |
| Operating | \$11,691 | \$11,775 | \$11,943 | \$11,943 |
| Capital | \$0 | \$0 | \$500 | \$500 |
| TOTAL | \$333,361 | \$383,142 | \$370,104 | \$390,517 |

MISSION

To receive, hear and investigate complaints of violations of standards set forth by Cobb County's Ethics Code.

DESCRIPTION

The Ethics Board was established in 1989 by a resolution of the Board of Commissioners. The Board of Commissioners makes one appointment to the seven member board. The other appointing groups are: Elections Board, Civil Service Board, county employees, Cobb Bar Association, Homeowners-East and Homeowners-West. Each board member serves a four-year term.

The Ethics Board investigates complaints received upon an affirmative vote of at least four members. Members must be registered voters residing in Cobb County, cannot be an employee of county government or any political party, and cannot hold any elected or appointed office or be a candidate for federal, state, or county office.

| BUDGET SUMMARY | | | | |
|-------------------------|--------|---------|---------|---------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| TOTAL | \$0 | \$0 | \$0 | \$0 |
| Expenditure Category | | | | |
| Operating | \$0 | \$1,077 | \$1,130 | \$1,130 |
| TOTAL | \$0 | \$1,077 | \$1,130 | \$1,130 |

Believe It or Not!

During a normal business day, the Extension Service responds to 120 calls on issues related to horticulture and the environment, and 40 calls on issues related to family, nutrition, food and safety.

MISSION

The mission of the University of Georgia Cooperative Extension is to extend lifelong learning to the people of Georgia through unbiased, research-based education in agriculture, the environment, communities, youth and families. The Learning for Life approach is a cooperative effort of Cobb County Government, the United States Department of Agriculture, and the University of Georgia College of Agriculture and Environmental Sciences and Family and Consumer Sciences.

DESCRIPTION

Cobb Cooperative Extension Service is committed to providing technical support to commercial and home horticulture consumers, as well as helping Cobb County citizens become healthier, more productive, financially independent and environmentally responsible. In addition, the Extension strives to build coalitions to address issues facing communities, families and youth. Educational programs and resources are based on unbiased research from the University of Georgia. Timely, accurate and comprehensive information is disseminated through programs, classes, training, office and telephone consultations, volunteer development, publications, technology and media.

FY 07/08 GOALS

GOAL #1 - Educate the 'Green Industry', homeowners, government employees, restaurant managers, volunteers, general public and students on critical environmental issues such as pesticide usage and management, recycling, water conservation, landscape waste management and integrated pest management, indoor air-quality utilizing the media, technology (e-mail/website/FAX), telephone responses, office consultations, site visits, mail-outs and educational programs and displays.

- ▶ Conduct twelve Commercial Pesticide Certification classes for pesticide users in a collaborative effort with Georgia Department of Agriculture, Georgia Green Industry, Georgia Turfgrass Association and Metro Atlanta Turf and Landscape Association by September 2008.
- ▶ Conduct twelve Private/Commercial Pesticide Recertification training sessions for forty participants upon request. (Ongoing)
- ▶ Conduct six Commercial & Municipal Grounds Maintenance Workshops for grounds employees in November 2006 and September 2008.
- ▶ Promote twenty Cobb County Master Gardener programs such as Smith Gilbert Arboretum, Garden Tour and Plant Doctor Clinics to educate Cobb Citizens and recruit and train volunteers to assist.
- ▶ Conduct ten programs in cooperation with Atlanta Regional Commission (ARC) and Cobb County Water on Integrated Pest Management (IPM), Rain Gardens, Composting and Xeriscape, Tree Selectives & Care. (Ongoing)
- ▶ Conduct two "Blueberry & Blackberry Culture" programs to compliment the 4-H Plant sales in February 2007 and 2008.
- ▶ Teach Integrated Pest Management (IPM) in conjunction with the ServSafe training.
- ▶ Conduct two research projects: 1) Three-year study on "WeatherTRAK" technology and water conservation in conjunction with Cobb County Water and Master Gardener Volunteers; 2) Multi-year study on the perenniation of new ornamental grasses selections in metro Atlanta/Cobb County.
- ▶ Collaborate with Public Safety and Communications departments to develop an educational/media program that addresses landscape waste management.

- ▶ Teach new agri-science 4-H curriculum to Cobb County and Marietta City schools fifth-grade students during the school year. The new curriculum will follow the guidelines of new Georgia performance standards. Subjects to be included in the curriculum are rocks and minerals, mold, asthma, inherited traits and microorganisms.
- ▶ Collaborate with Cobb Water System to incorporate water conservation programming in the 4-H curriculum. Middle school and high school 4-H clubs will participate in the Adopt-A-Stream program. Work with the Water System to identify streams located on or near school property and offer Adopt-A-Stream program to 4-H clubs.
- ▶ Research and answer consumer requests for information on Indoor Air-Quality mold and mildew. Provide moisture control publications. Promote Healthy Homes month in October 2006 and 2007.
- ▶ 4-H and Horticulture will develop a volunteer led 4-H Forestry judging team for competition. Will collaborate with Georgia Forestry Commission.

GOAL #2 - Educate the public across all age groups on nutrition, healthy lifestyles and chronic diseases utilizing training, programs, media, technology, telephone and office visits as a delivery method. Educate food managers and food-handlers on safety and sanitation to reduce the risk of food borne illnesses, and provide consumers with up-to-date preservation information.

- ▶ Educate middle and high school 4-H'ers on nutrition and healthy lifestyles as a major programming issue.
- ▶ Provide monthly Cobb Senior centers with nutrition education lesson plans, and the Centers will conduct monthly lessons for 80 seniors.
- ▶ Conduct six two-day ServSafe Manager Certification trainings for food service professionals and collaborate with Cobb County Board of Public Health Center for Environmental Health.
- ▶ Offer ten Diabetes Self-Management programs for participants in collaboration with the Diabetes Association of Atlanta.
- ▶ Conduct two cancer cooking schools utilizing UGA Extension curriculum.
- ▶ Answer consumer requests for food preservation information and test pressure canners for temperature accuracy.
- ▶ Distribute *Diabetes Life Lines* newsletter to mail list and agencies bi-monthly.
- ▶ Distribute Baby Bouncer newsletter via mail to consumers upon request.
- ▶ Distribute quarterly *Senior Sense* newsletter to mail list and agencies.
- ▶ Provide spanish publications to agencies that work with the Hispanic population.

GOAL #3 - Provide financial literacy training for adults and youth to assist families and individuals in becoming financially self-sufficient and to build savings.

- ▶ Conduct four advanced financial management programs in 2007 and 2008 and include information on developing a financial plan, savings and investments.
- ▶ Conduct two basic financial management programs including basic budgeting, paying bills on time, and managing credit.
- ▶ Teach youth financial literacy utilizing the high school financial literacy curriculum.
- ▶ Distribute *Cobb Cares* resource directory to agency staff and consumers upon request.

GOAL #4 - Provide young people with information, education and leadership skills through the 4-H program.

- ▶ Work with 125 4-H members in grades 5-12 to prepare for county, district and state oral competitions.
- ▶ Conduct monthly junior and senior County Council meetings. Recruit 100 4-H members to participate in County Council during the school year.
- ▶ Participate in summer camps as scheduled by state 4-H.
- ▶ Participate in statewide 4-H activities as scheduled.
- ▶ Train 20 4-H volunteers to establish 4-H community clubs.
- ▶ Provide support to Cobb County 4-H Horse and Pony Club led by volunteers on an ongoing basis.

GOAL #5 - Use media and technology to educate the public and promote the programs, activities and telephone and office consultations offered by Extension Service.

- ▶ Tape educational segments for TV23 *Spotlight on Cobb* on an ongoing basis.
- ▶ Write a weekly article in the Marietta Daily Journal by Master Gardeners.
- ▶ Provide information to local media for feature articles and market programs on an ongoing basis.
- ▶ Update www.cobbextension.com website with plants of the month, bugs of the month, 4-H activities and family and consumer sciences information on a monthly basis.
- ▶ Utilize county employee website to market Extension programs and publications.
- ▶ Initiate new public services on-line registration for program registrations.

FY 07/08 KEY PERFORMANCE OBJECTIVE

Increase participants passing ServSafe® exam by 1% in FY 07 & FY 08.

| KEY PERFORMANCE MEASURE | | | | |
|--|--------|--------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Target | Target |
| Effectiveness Measurement | | | | |
| Passing ServSafe® participants receiving certification | 83% | 83% | 84% | 85% |

| PERFORMANCE MEASURES | | | | |
|--|-----------|-----------|-----------|-----------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Target | Target |
| Workload Measurement | | | | |
| Soil, Water, Plant, Insect and Disease Samples Processed | 1,072 | 1,244 | 1,444 | 1,644 |
| 4-H Participants in School and Community | 2,205 | 2,400 | 2,500 | 2,600 |
| Participants Enrolled in ServSafe® Food Managers Training | 65 | 108 | 160 | 160 |
| Master Gardener Participants Completing Training | 21 | 24 | 27 | 30 |
| Master Gardener Volunteer Hours Completed | 13,299 | 14,628 | 16,090 | 17,699 |
| Horticulture Telephone Contacts Made by Master Gardeners | 2,054 | 2,259 | 2,484 | 2,732 |
| Horticulture Face-to-Face Contacts Made by Master Gardeners | 13,643 | 14,974 | 16,471 | 18,118 |
| Meals Served Per Day by Food Managers | 10,281 | 15,000 | 20,000 | 20,000 |
| Employees Supervised by Food Service Managers | 800 | 1,296 | 2,000 | 2,000 |
| Effectiveness Measurement | | | | |
| Participants scoring 90% or above, becoming certified ServSafe instructors | 37% | 38% | 39% | 39% |
| Productivity Measurement | | | | |
| Value of Service at \$16.54 Per Hour | \$228,606 | \$251,469 | \$276,615 | \$304,276 |

| BUDGET SUMMARY | | | | |
|-------------------------|-----------|-----------|-----------|-----------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Intergovernmental | \$15,371 | \$14,530 | \$15,928 | \$0 |
| TOTAL | \$15,371 | \$14,530 | \$15,928 | \$0 |
| Expenditure Category | | | | |
| Personal Services | \$394,311 | \$403,932 | \$478,030 | \$480,682 |
| Operating | \$30,563 | \$31,417 | \$28,698 | \$28,748 |
| TOTAL | \$424,874 | \$435,349 | \$506,728 | \$509,430 |

MISSION

To professionally manage the overall financial and risk management service area of Cobb County government in a professional, efficient, and cost-effective manner. The department will operate under established management principles, and adhere to established policies, procedures and generally accepted accounting principles (GAAP) to protect the integrity of Cobb County's assets.

DESCRIPTION

Serving the needs of the Board of Commissioners, the County Manager, all county departments and the citizens and business community, the Finance Department is separated into six divisions: Administration, Treasury, Payroll, Contracts/Projects (Payables), General Accounting/Grants and Risk Management.

All divisions work together to measure and report on financial position and results of operations; to project and manage cost; to plan, recommend and manage all short/long-term financial needs including County debt; and to maintain records of properties and inventories. This department is also responsible for advising the Board of Commissioners and the County Manager on financial matters; examining all casualty and liability claims against the County; and providing accurate, relevant financial/operational information to user departments on a timely basis.

FY 07/08 GOALS

GOAL #1 - Maintain Triple Triple-A credit ratings for the General Obligation Bonds and Water System Bonds.

- ▶ Maintain open communication with the rating agencies through timely submission of annual disclosure requirements (i.e. Comprehensive Annual Financial Report (CAFR) and budget updates by April each year.)
- ▶ Communicate with the rating agencies every March in association with the annual Tax Anticipation Note issuance.
- ▶ Conduct open discussions each spring with rating agencies' personnel regarding annual financial results and the County's financial direction.
- ▶ Obtain counsel of County's Financial Advisor in preparing the above requirements and discussion points as needed.

GOAL #2 - Maintain the County's Ten-Year Capital Plan.

- ▶ Coordinate with County departments by December each year to ensure the ten-year capital plan is updated and consistent with County and departmental long-term goals.
- ▶ Present updated model at annual management retreat each winter.
- ▶ Update plan by March each year with annual audited numbers to provide a current base-year cost for future projections.

GOAL #3 - Keep Disaster Recovery Plan updated for each new hardware and software architecture deployed with upgrades.

- ▶ Coordinate efforts with Information Services to evaluate options for business continuity in the financial system function by January 2007.
- ▶ Work with Information Services and Human Resources to identify options for recovery of data to ensure business continuity in the Human Resources/Payroll system by June 2007.
- ▶ Test and finalize plan identified by working with Information Services and Human Resources by September 2007.

GOAL #4 - Continually monitor revisions to generally accepted accounting principles as well as key County policies for possible updates/revisions.

- ▶ Review all Governmental Accounting Standards Board activities and issue statements for its possible affects on Cobb County on an ongoing basis each year.
- ▶ Review County's investment policy by January 1, 2007.
- ▶ Review County's travel policy by July 1, 2007.

FY 07/08 KEY PERFORMANCE OBJECTIVE

Continue to increase the accounts payable transactions per employee by 1% in FY 07 and FY 08. Increase the number of wire transfers by 50 in FY 07 and FY 08.

| KEY PERFORMANCE MEASURE | | | | |
|--|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Effectiveness Measurement | | | | |
| Accounts Payable Transactions Processed per Employee per Day | 68.69 | 69.03 | 69.72 | 70.42 |
| Fund/Wire Transfer | 1,676 | 1,700 | 1,750 | 1,800 |

| PERFORMANCE MEASURES | | | | |
|--|----------|-----------|---------|---------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| Interest Earnings | \$6.6m | \$7.9m | \$8.8m | \$10.6m |
| Investment Yield | 2.71% | 3.50% | 3.75% | 4.00% |
| Avg. Invested Portfolio | \$242.8m | \$225m | \$235m | \$265m |
| Paychecks Issued (Incl. Election Payroll) | 129,430 | 131,692 | 133,996 | 136,340 |
| Efficiency Measurement | | | | |
| Cost per Accounts Payable Check Issued | \$8.50 | \$8.90 | \$9.50 | \$10.00 |
| Accounts Payable Transactions per Employee (8) | 17,860 | 17,949 | 18,128 | 18,309 |

| BUDGET SUMMARY | | | | |
|--------------------------|---------------------|---------------------|---------------------|---------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Other Taxes | \$19,694,497 | \$21,234,162 | \$22,509,498 | \$23,246,607 |
| Fines and Forfeitures | \$347,754 | \$374,941 | \$0 | \$0 |
| Charges for Services | \$9,818,230 | \$11,368,687 | \$337,773 | \$14,998,784 |
| Intergovernmental | \$0 | \$6,746 | \$0 | \$0 |
| Miscellaneous | \$487,822 | \$1,020,296 | \$2,739,040 | \$3,514,040 |
| Other Financing | \$65,902 | \$115,940 | \$5,800 | \$5,800 |
| TOTAL | \$30,414,205 | \$34,120,772 | \$25,592,111 | \$41,765,231 |
| Expenditure Category | | | | |
| Personal Services | \$2,129,210 | \$2,178,893 | \$2,397,044 | \$2,620,419 |
| Operating | \$195,049 | \$216,155 | \$321,847 | \$311,863 |
| Debt Service | \$2,000 | \$0 | \$2,000 | \$2,100 |
| TOTAL | \$2,326,259 | \$2,395,048 | \$2,720,891 | \$2,934,382 |

MISSION

To provide efficient and effective support of assigned vehicles and equipment of Cobb County Government through responsive customer service in our maintenance, repair, fueling and replacement acquisition services.

DESCRIPTION

Fleet Management is a division of the Purchasing Department. The division consists of five sections: management, fleet administration, vehicle/equipment parts support, automotive/light trucks, and medium/heavy trucks, off-road equipment and fabrication.

The Management Section includes the Fleet Management Division Manager and staff. This section provides day-to-day management and clerical support to Fleet Management, budgeting, application of the Cobb County Vehicle Policy and the purchasing functions for new and replacement vehicles.

The Fleet Administration Section is responsible for the operation of the "Fleet Anywhere" automated fleet record management system, manages vehicle registrations and record-keeping activities, administers the county "fleet pool vehicles," the preparation of new vehicle specifications, processing of new vehicles and disposal of used vehicles, processing of emergency equipment installations/removals, and scheduling and inspecting collision repairs.

The Vehicle Parts Support Section is responsible for conducting the ordering, inventory and issuance of repair parts for over 1,615 inventory items. This section is also responsible for ordering and issuing all non-inventory parts for the automotive, truck, and equipment shops, as well as preparing support parts and servicing for new vehicles and equipment, processing invoices, charging appropriate expenses to non-General Fund departments, and managing eleven fuel storage and dispensing facilities using the "Fuel Master" automated fuel-dispensing system.

The Automotive/Light-Duty Truck Section is responsible for all maintenance, repairs and inspections of automobiles, light duty trucks (less than 11,500 gross vehicle weight), mini-busses, motorcycles, and light vehicle tire buildup. This section, commonly referred to as the Car Shop, is responsible for 870 vehicles.

The Medium/Heavy Duty Truck and Off-Road Equipment Sections are divided into two specialty areas: Medium/Heavy Duty Trucks and Off-Road Equipment. The Medium/Heavy duty truck area is responsible for all maintenance, repairs, inspections and the processing of new medium and heavy duty trucks (above 11,500 lbs gross vehicle weight excluding Fire Department apparatus), road calls. This section, commonly referred to as the Truck Shop, is responsible for 637 vehicles.

The Off-Road equipment area is responsible for all maintenance, repairs, inspections and the processing of new off-road vehicles and associated equipment, fabrication of equipment modifications, maintenance and servicing of installed small engines, emergency generator fueling and preventive maintenance servicing (excluding Water Department and E911 generators), mobile fueling and field services. This section, commonly referred to as the Equipment Shop, is responsible for 261 off-road vehicles and equipment.

FY 07/08 GOALS

GOAL #1 - Implement a scheduled (appointment) system for preventative maintenance of county vehicles to optimize facility and manpower resources by March 2007.

- ▶ Verify the accuracy of current preventative vehicle dates/miles/hours in the Fleet Focus System by June 2006.
- ▶ Update the Fuel Master database with vehicle fuel tank quantities and number of gallons authorized per day by June 2006.
- ▶ Begin implementing scheduling process for preventative maintenance inspections when they are within 10% of their due date/miles/hours by September 2006.
- ▶ Finalize process and publish "Standard Operating Procedure" for inspection scheduling by March 2007.

GOAL #2 - Expand tire program to include buildup/teardown of medium/heavy truck and trailer tires.

- ▶ Request funding for purchase of tire equipment to handle medium/heavy-duty truck and trailer tires in March 2006.
- ▶ Perform minor upgrades of small engine shop facility to support installing current light tire equipment and requested heavy tire equipment by July 2006.
- ▶ Move light tire equipment to small engine repair shop bay by August 2006.
- ▶ Assign one Mechanic I as the designated tire person, then certify all technicians in tire safety and proper use of equipment by November 2006.
- ▶ Install medium/heavy-duty truck and trailer tire equipment in small engine shop and begin tire buildup/tear down by November 2006.

GOAL #3 - Improve and upgrade fleet facilities.

- ▶ Initiate contract for design of new auto/light truck maintenance facility and modifications to existing auto/light truck facility to accommodate medium/heavy-duty trucks by December 2007.
- ▶ Obtain funding for construction of new automotive/light truck facility by October 2007 with construction to begin by June 2008.
- ▶ Secure funding to replace obsolete heavy lift in medium/heavy-duty truck shop by October 2007 and replace lift in January 2008.
- ▶ Acquire funding (in conjunction with Public Safety) and assign fleet facility space necessary to support implementing a "radio shop" for installing/removing and minor repairs of emergency equipment and radios by July 2007.
- ▶ Assign fleet facility space to accommodate radio shop by September 2007.
- ▶ Implement radio shop by January 2008.

GOAL #4 - Upgrade Fleet Management positions to support growth in the areas of parts room operations, fuel facilities and automotive/light truck shop.

- ▶ Upgrade Mechanic I position in the automotive/light truck shop to Mechanic IV by November 2006 if approved and funded.
- ▶ Seek approval and funding for the following new positions:
 - Fiscal Technician III position for the Parts Room to be filled by November 2006.
 - Mechanic II position for fuel facility support to be filled by November 2006. Current Mechanic I position to be returned to the Equipment Shop and used to support tire person duties.

- Garage Supervisor position to manage the Equipment Shop by November 2007.
- If the "radio shop" is approved, Mechanic II position by November 2007.
- Intern technician position for the automotive/light truck shop to be filled by November 2007.

GOAL #5 - Expand wireless communication technology to mobile service trucks.

- ▶ Equip each field service truck with a laptop computer and wireless capability by October 2007.
- ▶ Equip all Fleet Management support vehicles with GPS tracking system by December 2007.

GOAL #6 - Obtain approval and funding to purchase and evaluate alternative fuel source to replace Compressed Natural Gas (CNG).

- ▶ Submit FY-07 funding request and justification for 3,000 gallon self-contained above-ground fuel tank/dispenser system for ethanol by March 2006.
- ▶ Order non-Public Safety vehicles with flexible fuel option to make them compatible with both ethanol and gasoline fuels.
- ▶ Bid fuel tank/dispenser system by November 2006.
- ▶ Prepare fuel tank/dispenser site at Fleet Management by December 2006.
- ▶ Install fuel tank/dispenser, incorporate county's fuel management system, and begin fueling with ethanol by January 2007.

| PERFORMANCE MEASURES | | | | |
|--|-------------------------------------|-----------|-----------|-----------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| Number of unscheduled (drop-in) preventive maintenance inspections | 2,224 | 1,975 | 987 | 493 |
| Number of scheduled (appointment) preventive maintenance inspections | 1,243 | 1,596 | 2,655 | 3,788 |
| Demand Measurement | | | | |
| Gasoline Pumped (thousand gallons) | 1,270,421 | 1,246,643 | 1,280,852 | 1,319,380 |
| Ultra Low Sulfur Diesel Pumped (thousand gallons) | New Fuel to Meet EPA 2007 Standards | 51,243 | 297,810 | 381,010 |
| Compressed Natural Gas Dispensed (gallons) | 42,172 | 44,233 | 42,650 | 40,866 |

| PERFORMANCE MEASURES | | | | |
|--|---------|-----------|--------|-------------------------------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Ethanol Pumped (gallons) | N/A | N/A | 2,500 | 3,100 |
| Low Sulfur Diesel Pumped (gallons) | 371,385 | 323,757 | 81,190 | No Longer Meets EPA Standards |
| Effectiveness Measurement | | | | |
| Increase the efficiency of repairs by reducing the amount of "down time" waiting on the delivery of repair parts by 10% in both FY07 and FY08. | | | | |
| Number of delay hours waiting parts per vehicle Out-of-Services | 7.5 | 7.2 | 5.6 | 5.1 |

| BUDGET SUMMARY | | | | |
|----------------------|--------------------|--------------------|--------------------|--------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Intergovernmental | \$0 | \$19,371 | \$0 | \$0 |
| Charges for Services | \$104 | \$115 | \$0 | \$0 |
| Other Financing | \$9,909 | \$8,430 | \$11,326 | \$8,826 |
| TOTAL | \$10,013 | \$27,916 | \$11,326 | \$8,826 |
| Expenditure Category | | | | |
| Personal Services | \$1,940,166 | \$1,969,118 | \$2,162,955 | \$2,254,643 |
| Operating | \$1,620,961 | \$1,452,500 | \$1,558,680 | \$1,533,028 |
| Capital | \$31,566 | \$8,557 | \$9,000 | \$16,500 |
| TOTAL | \$3,592,693 | \$3,430,175 | \$3,730,635 | \$3,804,171 |

MISSION

This is an accounting entity only, not an operational organization; therefore, a mission statement is not applicable.

DESCRIPTION

General Fund Administration accounts for expenditures that are made on a county-wide basis. The policy change in FY 91 states that all countywide expenditures shall be appropriated and designated for such expenditure in both the General Fund Administration and Contingency organizational units. The intent of the Contingency unit is to set aside funds for appropriation during the course of the fiscal year as deemed necessary by the County Manager and/or the Board of Commissioners, in accordance with the budget control policies. The budget guidelines authorize the County Manager to transfer up to \$2,500 at a time from Undesignated Contingency. Any amount greater than \$2,500 per transfer requires Board approval. When contingency transfers are approved, the amount is transferred to the requesting department's budget. As a result, there is no actual expenditure of contingency in General Fund Administration and Contingency.

| BUDGET SUMMARY | | | | |
|-----------------------------|---------------------|---------------------|---------------------|---------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Charges for County Services | \$0 | \$0 | \$13,619,796 | \$441,514 |
| Miscellaneous | \$900,572 | \$1,644,058 | \$40,388 | \$40,388 |
| Other Financing | \$16,139,018 | \$21,260,671 | \$20,585,763 | \$19,749,480 |
| TOTAL | \$17,039,590 | \$22,904,729 | \$34,245,947 | \$20,231,382 |
| Expenditure Category | | | | |
| Personal Services | \$0 | \$0 | \$23,000 | \$23,000 |
| Operating | \$29,038,619 | \$39,890,208 | \$27,131,765 | \$25,599,417 |
| Debt Service | \$752,083 | \$1,251,146 | \$1,815,200 | \$2,118,100 |
| Capital | \$552,000 | \$0 | \$0 | \$0 |
| Designated Contingency | \$0 | \$0 | \$3,619,752 | \$2,560,863 |
| Salary Contingency | \$0 | \$0 | \$8,265,931 | \$8,733,049 |
| Undesignated Contingency | \$0 | \$0 | \$1,500,000 | \$1,500,000 |
| Fund Balance | \$0 | \$0 | \$446,000 | \$0 |
| TOTAL | \$30,342,702 | \$41,141,354 | \$42,801,648 | \$40,534,429 |

The table below lists funded items.

| Item Funded | FY 06 | FY 07 | FY 08 |
|-------------------------------------|--------------|-------------|-------------|
| | Adopted | Adopted | Adopted |
| 800 MHz Fund Interfund | \$0 | \$0 | \$539,694 |
| ACCG Membership | \$27,833 | \$27,833 | \$27,833 |
| ADCI Grant Local Match | \$15,000 | \$0 | \$0 |
| ARC-Planning Services | \$645,700 | \$656,900 | \$656,900 |
| Aeronautical Museum | \$250,000 | \$0 | \$0 |
| Board of Health Renovations | \$144,000 | \$0 | \$0 |
| B.O.C. Undesignated Contingency | \$1,314,033 | \$1,500,000 | \$1,500,000 |
| Capital Projects | \$11,665,235 | \$8,835,729 | \$9,007,537 |
| Casualty and Liability | \$2,939,346 | \$2,968,707 | \$0 |
| Child Support Interfund | \$0 | \$0 | \$2,025 |
| Cobb Chamber of Commerce | \$5,500 | \$5,500 | \$5,500 |
| Compensation Plan Implementation | \$0 | \$1,840,853 | \$1,070,399 |
| Contributions to Non-Profits | \$115,000 | \$80,000 | \$80,000 |
| Capital Contingency | \$0 | \$0 | \$1,058,357 |
| Death Penalty Cases | \$300,000 | \$200,000 | \$200,000 |
| Drug Court-Superior Ct. | \$300,000 | \$300,000 | \$300,000 |
| ECCHO Interns | \$26,000 | \$21,400 | \$21,000 |
| ECCHO Activity Event and Gift | \$1,500 | \$0 | \$0 |
| Economic Development Grant Position | \$0 | \$0 | \$76,544 |
| EMA Personnel Services | \$0 | \$53,238 | \$0 |
| Expired COPS Grant | \$87,659 | \$393,241 | \$0 |
| Family Fun Day | \$0 | \$8,000 | \$8,000 |
| Fund Balance FY06 | \$0 | \$446,000 | \$0 |
| HB 489 Payment | \$400,000 | \$2,500,000 | \$2,500,000 |
| Hensley Property | \$0 | \$500,000 | \$0 |

| Item Funded | FY 06 | FY 07 | FY 08 |
|--|---------------------|---------------------|---------------------|
| | Adopted | Adopted | Adopted |
| Hispanic Outreach & Drug Court Deputy | \$61,611 | \$0 | \$0 |
| Inmate Ambulance Service | \$0 | \$20,000 | \$21,000 |
| Merit Pay-General Fund | \$4,147,739 | \$4,335,318 | \$4,563,486 |
| Merit Pay-Child Support | \$21,439 | \$20,529 | \$22,026 |
| Metro-Atlanta Chamber | \$5,000 | \$5,512 | \$5,512 |
| NACO Membership | \$11,311 | \$11,282 | \$11,282 |
| Part-Time Fringe Benefit | \$517,209 | \$0 | \$0 |
| Pay Plan Adjustments | \$0 | \$40,707 | \$40,880 |
| Personnel Improvements | \$3,414,573 | \$1,226,203 | \$2,329,027 |
| Personnel Improvements-Operating Impacts for DA | \$28,866 | \$10,560 | \$0 |
| Powder Springs Library Operating Impact | \$0 | \$21,273 | \$174,448 |
| Public Safety Reward Fund | \$0 | \$0 | \$25,000 |
| Ron Anderson | \$0 | \$177,729 | \$49,031 |
| Sheriff's Office Court Security Contingency | \$0 | \$107,672 | \$0 |
| Sheriff Uniforms & Equip. for Jail & Sex Offender Unit | \$0 | \$0 | \$239,136 |
| Sick Pay Buy Back Prog. | \$0 | \$334,442 | \$347,820 |
| Solid Waste Interfund | \$1,572,183 | \$1,706,910 | \$2,054,803 |
| Specialty Pay | \$903,623 | \$0 | \$0 |
| Stormwater Interfund | \$0 | \$3,000,000 | \$2,365,461 |
| Strand Theater | \$0 | \$250,000 | \$0 |
| Sworn Position Comp. for Compression | \$0 | \$0 | \$261,867 |
| TAN's Interest Expense | \$1,222,777 | \$1,815,200 | \$2,118,100 |
| Transfer Station/GA State Patrol | \$0 | \$2,024,518 | \$485,891 |
| Transit Operating Fund | \$6,985,626 | \$7,333,392 | \$8,342,870 |
| Unemployment Insurance | \$28,000 | \$23,000 | \$23,000 |
| TOTAL | \$37,156,763 | \$42,801,648 | \$40,534,429 |

MISSION

To provide excellent service to our customers for countywide addressing and zoning through the development and maintenance of the Community Development Agency's Geographic Information System (GIS) database as it contributes to the Enterprise GIS.

DESCRIPTION

In 1999, the Cobb County Board of Commissioners implemented a countywide GIS. In support of this effort, the agency's drafting office was reorganized into the GIS section and placed under the Administration Division in 2000.

GIS section employees support agency divisions in development and planning issues as they affect the environment, financial, economic, legal and social welfare of Cobb County. The GIS section's primary responsibility is countywide addressing, which includes maintaining the Master Address Database (MAD). Through the use of specialized computers, mapping and aerial photography technologies, the department assists the Site Plan Review process, provides addresses for new development projects, and verifies existing addresses. It also assists citizens regarding other addressing, zoning, and map-related inquiries.

FY 07/08 GOALS

GOAL #1 – Develop and maintain the Master Address Database (MAD).

- ▶ Determine standards and procedures by which newly-established addresses will be posted to the MAD by January 2007.
- ▶ Develop Quality Assurance/Quality Control procedures for establishing accuracy of the MAD by January 2007.
- ▶ Define a process and time frame by which "problem" addresses will be identified, rectified, and reconciled by January 2007.
- ▶ Develop internal procedures for accessing real-time data and scheduled dumps/comparisons by August 2007.
- ▶ Assist in the development of a strategic plan specific to the "unified" MAD that can be utilized by all county departments by August 2007.

GOAL #2 - Develop and maintain a countywide zoning GIS layer.

- ▶ Assist in the development of a zoning GIS layer, including RFP development by January 2007.
- ▶ Determine standards and procedures for posting to the zoning GIS layer by January 2007.
- ▶ Develop Quality Assurance/Quality Control procedures for establishing the accuracy of the zoning layer by January 2007.

GOAL #3 - Maintain and enhance the city limits GIS layer.

- ▶ Determine standards and procedures for posting city limits GIS layer updates by January 2007.
- ▶ Develop Quality Assurance/Quality Control procedures for establishing accuracy of the zoning layer by January 2007.
- ▶ Coordinate with county departments and outside agencies to establish procedures for notifying the GIS Section of annexations and layer updates by January 2007.

GOAL #4 - Provide support for the Planning Commission and Board of Commissioners Zoning Hearings.

- ▶ Increase the efficiency for creating zoning-related hard copy maps by 25% by January 2007.
- ▶ Increase the efficiency for maintaining the zoning case GIS layer by 25% by January 2007.
- ▶ Increase the efficiency for preparing GIS layout presentations for Zoning Hearings by 25% by August 2007.

GOAL #5 - Provide enhanced support to our customers.

- ▶ Improve the efficiency for completing Site-Plan Review and Land-Disturbance Permit comments by 33% by January 2007.
- ▶ Ensure employees are trained properly within their first year of service. Skills are kept up-to-date each year thereafter.
- ▶ Improve the efficiency for completing customer telephone and walk-in inquiries by 20% by January 2007.
- ▶ Enhance the trouble ticket system that tracks telephone and walk-in customer inquiries by January 2007.
- ▶ Return all customer messages on the same business day by January 2007.

FY 07/08 KEY PERFORMANCE OBJECTIVE

Increase productivity of GIS Technicians by at least 10% in each of FY07 and FY08.

| KEY PERFORMANCE MEASURE | | | | |
|--|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Effectiveness Measurement | | | | |
| GIS Tech Min. per New Address | n/a | 15 | 10 | 9 |
| GIS Specialist Min. per New Address | 20 | 10 | 8 | 7 |
| Staff Min. per request (Zoning GIS Layer) | n/a | n/a | 20 | 18 |
| GIS Tech Min per Map (City Limits GIS Layer) | n/a | n/a | 25 | 23 |
| GIS Tech Min per Map (Zoning - Related Maps) | n/a | 60 | 45 | 40 |
| GIS Tech Min per Case (Zoning Hearings) | n/a | 20 | 15 | 13 |
| GIS Tech Days to Complete Telephone & Walk-in Requests | n/a | 2.50 | 2.00 | 1.75 |

| PERFORMANCE MEASURES | | | | |
|--------------------------------|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| Addresses Assigned | n/a | 15,000 | 20,000 | 22,000 |
| Addresses Posted to MAD | n/a | 15,500 | 21,000 | 22,250 |
| Zoning Layer Changes | n/a | n/a | 600 | 650 |
| City Limits Layer Changes | n/a | 100 | 200 | 50 |
| Zoning Related Maps Created | 922 | 1,200 | 1,200 | 1,200 |
| Zoning Cases Layer Updated | 272 | 275 | 275 | 275 |
| Customers Assisted | n/a | 850 | 100 | 1,200 |

| BUDGET SUMMARY | | | | |
|-------------------------|------------------|------------------|------------------|------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Licenses & Permits | \$931 | \$1,486 | \$1,295 | \$1,295 |
| Other Financing | \$4,335 | \$3,726 | \$4,925 | \$6,370 |
| TOTAL | \$5,266 | \$5,212 | \$6,220 | \$7,665 |
| Expenditure Category | | | | |
| Personal Services | \$292,287 | \$352,258 | \$355,669 | \$324,082 |
| Operating | \$10,287 | \$10,911 | \$13,491 | \$12,291 |
| Capital | \$0 | \$1,844 | \$681 | \$4,800 |
| TOTAL | \$302,574 | \$365,012 | \$369,841 | \$341,173 |

Did You Know?

Government Services Administration is a division of the Support Services Agency. The Government Service Centers are located in East Cobb and South Cobb. Mail Services is located in the Barrett Complex on the Marietta Square.

Government Service Centers & Mail Services

MISSION

Government Service Centers: To provide high quality customer service that is convenient and efficient through two neighborhood Government Service Centers.

Mail Services: To provide cost-effective and timely pick-up, delivery and processing of postal and interoffice correspondence to the agencies of Cobb County.

DESCRIPTION

Government Service Centers: The business offices are revenue centers for the collection of property tax and water bill payments; the sale and renewal of business licenses; and "fast" tag renewals (with no change of owner, vehicle, or address). Other services include homestead exemption applications, property returns, Cobb Transit ticket sales, and information about county services. As a courtesy, each Service Center sells U.S. postage stamps, provides free Notary service and offers public meeting room accommodations. Each staff person is trained to efficiently provide this wide range of services, thereby representing multiple county departments and elected officials with maximum efficiency. The county's residents, businesses and visitors have the convenience of "one-stop shopping" for county business.

Mail Services: The Mail Services Division provides U.S. postal and interoffice correspondence pickup and delivery to the staff of the widely dispersed county government offices and facilities. Outgoing U.S. postal mail is metered in a central mail facility where most interoffice correspondence is sorted. County departments are connected to Mail Services by means of two couriers who drive county vehicles and make daily stops at each department or its centralized drop location. Other services include shipping, information on mailing requirements, and tracking of accountable mail, as well as the tracking of departmental postage costs. As educational tools, Mail Services designs and conducts classes for employees which provide information on low-cost mail processing. In addition, Mail Services produced and distributed printed mail guidelines to employees as a desk reference. A presentation on correct mail procedures is provided on the county's intranet website as an additional means of education. Mail Services will continue to revise and provide these resources to continue the education process, and to increase postal savings for the county.

FY 07/08 GOALS

GOAL #1 - In order to better serve all customers at the Government Service Centers, continue the conversion of basic forms, instructions and applications into Spanish.

GOAL #2 - In accordance with U.S. Postal Service requirements, proceed with replacement of postage metering equipment in the Mail Services Department.

GOAL #3 - Update and refine the customer service delivery standards for the Mail Services Department and the Government Service Centers.

GOAL #4 - Continue to increase postal savings by promoting awareness of less expensive mailing methods. Provide ongoing assistance to departments in designing mail pieces that meet U.S. Postal requirements for less expensive mail rates.

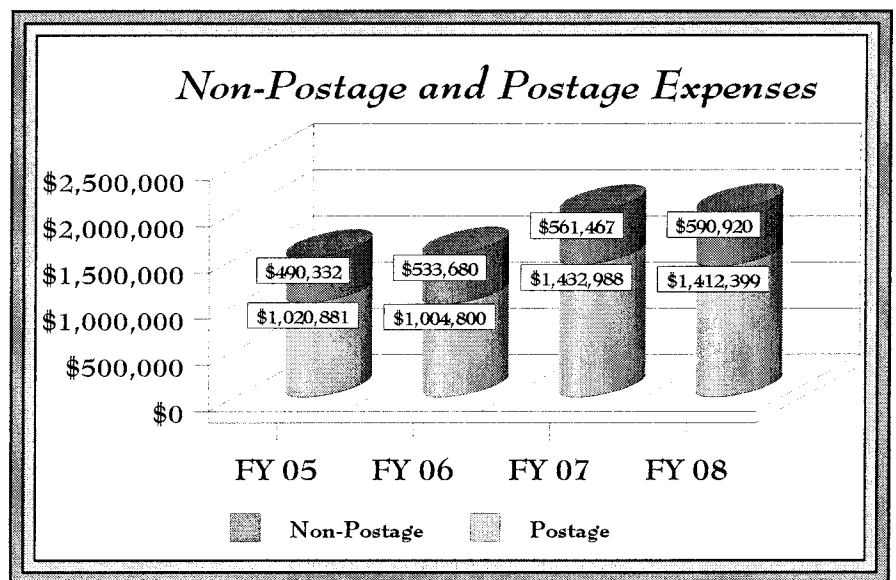
FY 07/08 KEY PERFORMANCE OBJECTIVE

Increase postage savings by successfully diverting more mail to presort discounts with the objective of increasing presort volume by 4% in FY 07 and 5% in FY 08.

| KEY PERFORMANCE MEASURE | | | | |
|---|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Effectiveness Measurement | | | | |
| % of Pre-sort Mail that Qualifies for Discounts | 49% | 51% | 53% | 56% |

| PERFORMANCE MEASURES | | | | |
|--|--------------|--------------|--------------|--------------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| Total Mail Services-In & Out | 3,941,676 | 4,141,476 | 4,348,550 | 4,565,978 |
| Water Bill Payments | 8,870 | 8,959 | 9,049 | 9,954 |
| Business Licenses Issued | 3,274 | 3,405 | 3,541 | 3,682 |
| Property Tax Payments | 4,395 | 4,439 | 4,883 | 4,932 |
| Property Tax Exemptions | 5,959 | 6,257 | 6,569 | 6,897 |
| Auto Tag Renewals | 7,088 | 7,230 | 7,374 | 7,522 |
| GSC - Other Services | 134,748 | 141,485 | 148,559 | 155,987 |
| Total Cash Processed (thousands) | \$10,113,535 | \$10,619,212 | \$11,150,173 | \$11,707,682 |
| Efficiency Measurement | | | | |
| Mail Pieces Processed Daily per Handler | 4,487 | 4,714 | 4,950 | 5,197 |
| Daily-Core Transactions per GSC Employee | 21 | 22 | 23 | 24 |

| PERFORMANCE MEASURES | | | | |
|---------------------------------------|---------|-----------|---------|---------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Daily-Other Services per GSC Employee | 98 | 102 | 108 | 113 |
| Daily-Cash Collected per Employee | \$7,326 | \$7,692 | \$8,077 | \$8,481 |



In FY 08 the postage expenses represent over 70% of the total expense budget. Personal Services represent about 97% of the remaining non-postage expenses.

| BUDGET SUMMARY | | | | |
|-------------------------|-------------|-------------|-------------|-------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Other Financing | \$80 | \$80 | \$0 | \$0 |
| TOTAL | \$80 | \$80 | \$0 | \$0 |
| Expenditure Category | | | | |
| Personal Services | \$467,895 | \$482,176 | \$543,579 | \$572,218 |
| Operating | \$1,038,227 | \$1,027,747 | \$1,450,876 | \$1,431,101 |
| Capital | \$5,091 | \$28,557 | \$0 | \$0 |
| TOTAL | \$1,511,213 | \$1,538,480 | \$1,994,455 | \$2,003,319 |

MISSION

Cobb County Human Resources, a unified team, partnering to provide innovative and efficient human resources services and solutions, which contribute to the excellence of Cobb County Government.

DESCRIPTION

The Department consists of seven functional areas:

1. Employee Benefits administers and delivers a wide variety of benefits to employees and retirees.
2. Compensation and Records serves as a resource to ensure compliance with established policies, to guarantee equitable and accurate compensation, and maintain employee records.
3. Classification and HR Systems researches salary distribution trends, develops classification descriptions and serves as the System Administrator for the human resource/payroll system.
4. Recruitment and Selection assists departments in the selection process, ensuring the placement of the most suitable applicants.
5. Employee Communications provides information to employees on county news, events and other issues of interest.
6. Employee Relations monitors the county's compliance with Federal and State employment laws and the equitable application of county policies and procedures.
7. Employee Training and Development coordinates the countywide employee development program that assists employees in enhancing their job skills and provides opportunities for career development.

FY 07/08 GOALS

GOAL #1 - Provide an equitable classification and pay framework including an effective delivery system that allows Cobb County to respond to the ever-changing market.

- ▶ Implement recommendations from HR Management Partners, Inc. in reference to the classification and compensation study by March 2007.
- ▶ Enhance the capability of the Advantage Human Resource System (Advantage HR) and the Time and Attendance System for the different pay delivery groups (i.e. Human Resources staff, department personnel representatives, timekeepers, supervisors, etc.) by December 2007.
- ▶ Develop cost projections for personal services for all departments by June 2007 and again by June 2008.
- ▶ Survey the marketplace for an overall competitive position in pay and classification to address Cobb County's needs in specialty skill areas by June 2008.
- ▶ Review and update all class specifications on an ongoing basis.
- ▶ Pursue employee records storage solution including document imaging system by December 2008.

GOAL #2 - Recruit and select the most suitable applicants for County positions.

- ▶ Implement full-service Employment Center that allows applicants to apply online and complete skills and selection testing by January 2007.
- ▶ Provide resources and technical assistance to hiring managers to enable them to select the most suitable applicants on an ongoing basis.
- ▶ Continue to review and enhance the web-based applicant tracking system that allows on-line application process on an ongoing basis.
- ▶ Conduct recruitment strategies that promote workforce diversity.
- ▶ Develop selection procedures that minimize adverse impact and identify the best-qualified candidates for open positions.
- ▶ Enhance and expand the County's ECCHO (Experiencing Cobb County Hands On) Internship Program to aid in the placement of diverse talent in the Cobb County workforce on an ongoing basis.
- ▶ Increase community and Hispanic recruitment efforts on an ongoing basis.
- ▶ Conduct exit interviews with employees who are leaving the county on an ongoing basis.

GOAL #3 - To provide a fringe benefit package for employees, retirees and their dependents.

- ▶ Bid Deferred Compensation by January 2007.
- ▶ Bid Life and Long-Term Disability (LTD) insurance or obtain approval for contract extension by January 2008.
- ▶ Bid health, dental and prescription drug benefits administration by May 2008.
- ▶ Negotiate intergovernmental agreements with jurisdictions participating in the health benefit plan by June 2008.
- ▶ Continue enhancement of self-service applications by September 2008.
- ▶ Continue to monitor the industries to ensure our competitive position in the marketplace on an ongoing basis.
- ▶ Expand the employee wellness and educational programs on an ongoing basis.

GOAL #4 - To provide employee development programs that meet the changing requirements of the Cobb County workforce.

- ▶ Design Executive Leadership Program to provide upper level managers with ongoing skill development opportunities by June 2007.
- ▶ Expand the course evaluation process to better determine training effectiveness by December 2007.
- ▶ Monitor the effectiveness of EXCEL, Supervisory Development Plan (SDP, and Executive Support Professionals (ESP) and make adjustments as necessary on an ongoing basis.
- ▶ Enhance Employee Development Plans and implement training programs to meet employees needs on an ongoing basis.
- ▶ Maintain a performance appraisal system that ensures employees are productive and effective on an ongoing basis
- ▶ Monitor and enhance GED, Tuition Assistance and E-Learning programs on an ongoing basis.

GOAL #5 - Enhance practices, develop processes, provide training and promote employee awareness that encourage a progressively diverse, mutually respectful and legally compliant workforce.

- ▶ Implement "Breakfast with the County Manager" by October 2006.
- ▶ Develop an internal dispute resolution program to address employee grievances by December 2006.
- ▶ Continue to develop the Employee Relations Council participation by January 2007.
- ▶ Continue to provide training and guidance that enhances the County's equal employment opportunity policy on an ongoing basis.
- ▶ Collaborate with the County Attorney's office in reviewing policies, practices and procedures to ensure equal employment opportunities on an ongoing basis.
- ▶ Review formal employee feedback (i.e. exit interviews, department audits and employee appraisals) to identify potential employee relation issues and compile statistical summary on an ongoing basis.
- ▶ Administer the drug-Free Workplace policy to ensure compliance with federal regulations and ensuring a safe work environment on an ongoing basis.

GOAL #6 - To communicate to employees Cobb County's vision, values, mission and new directions.

- ▶ Implement programs and events that recognize employee service and achievements and foster goodwill and fellowship on an ongoing basis.
- ▶ Continue to develop and enhance the Cobb Web (Intranet) with more automation and development of individual department content management on an ongoing basis.
- ▶ Coordinate, with Information Services and other departments, the implementation of dedicated personal computers to serve as employee kiosk for employee self-service, time and attendance, Cobb Web access and E-learning.
- ▶ Continue to develop and promote an employee communications plan to focus on key HR initiatives on an ongoing basis.

FY 07/08 KEY PERFORMANCE OBJECTIVE

Increase online benefit enrollment by 200 employees each year and increase county employee participation in Wellness initiatives by 5% each year.

| KEY PERFORMANCE MEASURE | | | | |
|--|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Effectiveness Measurement | | | | |
| Employees that Used On-line Application during Annual Benefit Enrollment Process | 1,322 | 1,522 | 1,722 | 1,922 |
| Wellness Initiatives Attendees | 951 | 999 | 1,049 | 1,102 |

| PERFORMANCE MEASURES | | | | |
|---|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Demand Measurement | | | | |
| Full-Time Positions | 4,306 | 4,370 | 4,500 | 4,630 |
| Part-Time Positions | 1,036 | 1,210 | 1,220 | 1,230 |
| Number of Retirees | 1,132 | 1,212 | 1,292 | 1,372 |
| Workload Measurement | | | | |
| Full-Time New Hires | 359 | 390 | 495 | 510 |
| Full-Time Termination | 371 | 385 | 400 | 420 |
| Part-Time New Hires | 442 | 570 | 460 | 475 |
| Part-Time Termination | 514 | 520 | 530 | 540 |
| Job Apps. Received | 32,510 | 33,000 | 33,500 | 34,000 |
| Examinations Administered | 3,823 | 4,000 | 4,200 | 4,400 |
| Jobs Announced | 459 | 475 | 500 | 515 |
| Workers Comps Claims | 571 | 589 | 580 | 575 |
| Employee Relations Interventions | 36 | 75 | 80 | 80 |
| Classes Offered | 302 | 360 | 390 | 420 |
| Efficiency Measurement | | | | |
| Employee Trained Classes Offered | 14 | 15 | 18 | 20 |
| Effectiveness Measurement | | | | |
| Payroll Paperwork Input by Deadline | 98% | 100% | 100% | 100% |
| Employment Verifications Processed within 3 Days | 99% | 100% | 100% | 100% |
| Vacant Positions Opened within 5 Days | 95% | 95% | 97% | 97% |
| Referral Lists Sent to Managers within 5 Days of Position Closing | 95% | 95% | 97% | 97% |
| Benefit Plan Eligibility Processed by Coverage Effective Date | 99% | 100% | 100% | 100% |

| PERFORMANCE MEASURES | | | | |
|---|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Training Confirmations Sent 1 Week Prior to Training Date | 100% | 100% | 100% | 100% |
| New Hires Attending Mandatory Training within 60 Days of Hire Date | 97% | 100% | 100% | 100% |

| BUDGET SUMMARY | | | | |
|-------------------------|--------------------|--------------------|--------------------|--------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Miscellaneous | \$0 | \$71,788 | \$0 | \$0 |
| Other Financing | \$59,295 | \$712 | \$100 | \$100 |
| TOTAL | \$59,295 | \$72,499 | \$100 | \$100 |
| Expenditure Category | | | | |
| Personal Services | \$1,645,917 | \$1,702,600 | \$1,760,857 | \$1,838,658 |
| Operating | \$359,233 | \$498,986 | \$481,683 | \$462,474 |
| Capital | \$0 | \$10,890 | \$0 | \$0 |
| TOTAL | \$2,005,150 | \$2,212,477 | \$2,242,540 | \$2,301,132 |

MISSION

To deliver effective and efficient information technology solutions providing citizens, the business community and county staff with convenient access to appropriate information and services.

DESCRIPTION

The Information Services Department is organized into four divisions - Administration, Business Implementations, Client Services and Technical Operations.

The Administration Division consists of the Director of Information Services and an administrative staff. The Director oversees all functions of the department and interacts on a daily basis with the county's top level managers and elected officials. Management and administrative functions include strategic planning, decision-making, budgeting, purchasing, accounting, contract administration and human resources activities.

The Business Implementations Division provides applications development and implementation services for all departments. Applications development includes Geographic Information Systems (GIS), Web applications and document imaging.

The Client Services Division consists of support for desktops and printers, operation of the Call Center and support for all existing applications including tax, financial/human resources, public safety and judicial systems.

The Technical Operations Division is composed of four operational teams. The Communications and Security Team is responsible for the design, support, maintenance, operation and security of the countywide voice and data networks. The UNIX Server Administration and the Windows Server Administration teams are responsible for the design, support, maintenance, administration and operation of the UNIX and Windows-based servers. The Operations team is responsible for production scheduling, processing, volume printing, data control, data retention and backup operations for servers located in the main computer room. The Operations Team also provides after-hours Call Center support.

FY 07/08 GOALS

GOAL #1 - Provide a reliable communication and computer infrastructure foundation on which to efficiently conduct county business operations today and in the future.

Infrastructure Improvements:

- ▶ Implement, expand and upgrade wireless infrastructure in targeted areas.
- ▶ Upgrade Active Directory by 1st quarter FY 07.
- ▶ Upgrade and expand the TMS Enterprise Backup System to manage, share and protect electronic data.
- ▶ Implement schedule to replace aging and obsolete Windows servers by replacing twenty Windows servers by 4th quarter FY 07, and twenty more by 4th quarter FY 08.
- ▶ Implement schedule to replace aging and obsolete UNIX servers by 4th quarter FY 08.

GOAL #2 - Work with county departments and agencies to improve business operations by understanding their business needs and by planning, implementing and managing the best information technology solutions available.

Management and Administrative Support:

- ▶ Upgrade to latest release of Financial Management, Human Resources Management and Vendor Self Service products by 3rd quarter FY 08.

Enterprise Records Management:

- ▶ Integrate Water, Fire, Sheriff and DOT into the Enterprise Content Management System based on 4th quarter FY 07.
- ▶ Integrate other departments into Enterprise Content Management System as funding is identified.

Land Management:

- ▶ Complete annual update to digital orthophoto base map by 1st quarter each fiscal year.
- ▶ Implement zoning data layer by 2nd quarter FY 07.
- ▶ Implement new address layer by 3rd quarter FY 07.
- ▶ Implement 3-D models for selected facilities by 4th quarter FY 07.
- ▶ Implement countywide addressing with access for prioritized departments in accordance with funding availability.
- ▶ Develop applications and GIS web services and integrate with county applications in accordance with funding availability.
- ▶ Develop extensions to GIS desktop software.

Public Security:

- ▶ Begin upgrade to Judicial Case Management System by 1st quarter FY 07.
- ▶ Begin replacement of Police and Sheriff's Record Management Systems by 4th quarter FY 07.
- ▶ Evaluate options for Juvenile Court Program Management by 4th quarter FY 08.
- ▶ Begin replacement of Animal Control system by 4th quarter FY 08.

Real Estate Management:

- ▶ Begin implementation of replacement of business applications in Community Development Agency by 4th quarter FY 07.

Tax and Revenue Management:

- ▶ Issue RFP and evaluate proposals to replace Tax Assessment/Collection System by 3rd quarter FY 08.

Web Portal:

- ▶ Implement prioritized Web initiatives in accordance with funding availability.

GOAL # 3 - Develop and maintain a technically-skilled staff that is competent in current and emerging information technology.

- ▶ Improve skill-set of communications team by cross-training on converged communications.
- ▶ Train employees in core competencies including Computer Professional with MCSE, Cisco, Security and Project Management.
- ▶ Obtain skills in Web technologies.

GOAL # 4 - Effectively communicate information about plans, projects and achievements to county staff and customers.

- ▶ Conduct meetings for department, divisions and sections in accordance with established schedule.
- ▶ Conduct quarterly meetings of the Technology Advisory Board.
- ▶ Hold strategic planning discussions between the IS Director and department managers two times per year.
- ▶ Provide project status updates countywide through a coordinated effort using the Cobb Web and other means.
- ▶ Publish and distribute a monthly system availability report.

FY 07/08 KEY PERFORMANCE OBJECTIVE

Increase employee effectiveness through cross-training in technology and applications by 43% in FY 07 and 13% in FY 08.

| PERFORMANCE MEASURES | | | | |
|---|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Demand Measurement | | | | |
| PCs Supported | 3,216 | 3,235 | 3,250 | 3,265 |
| Printers, Scanners, Laptops, & Other Equipment Supported | 2,240 | 2,265 | 2,290 | 2,315 |
| Workload Measurement | | | | |
| Call Center-Calls Received | 18,339 | 19,000 | 19,000 | 19,000 |
| PC Installations | 2,199 | 970 | 1,000 | 1,000 |
| GIS Tile Requests/Sales Processed | 1,327 | 1,300 | 1,300 | 1,300 |
| Effectiveness Measurement | | | | |
| % of "critical" problems acknowledged within 15 minutes and resolved within 8 business hours | 86.98% | 90% | 92% | 94% |
| % of "immediate" problems acknowledged within 30 minutes and resolved with 8 business hours | 87.48% | 90% | 92% | 94% |
| % of "important" services acknowledged within 1 hour and completed within 2 business days | 81.89% | 90% | 92% | 94% |

| PERFORMANCE MEASURES | | | | |
|---|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| % of "normal" services acknowledged within same day and completed within 5 business days | 86.11% | 90% | 92% | 94% |

| BUDGET SUMMARY | | | | |
|-------------------------|--------------|--------------|--------------|--------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Intergovernmental | \$0 | \$3,021 | \$0 | \$0 |
| Miscellaneous | \$0 | \$1,874,078 | \$0 | \$0 |
| Other Financing | \$5,766 | \$2,390 | \$1,000 | \$1,000 |
| TOTAL | \$5,766 | \$1,879,489 | \$1,000 | \$1,000 |
| Expenditure Category | | | | |
| Personal Services | \$7,233,860 | \$7,787,544 | \$8,541,338 | \$8,773,652 |
| Operating | \$3,390,244 | \$3,861,383 | \$4,608,235 | \$4,517,835 |
| Capital | \$76,877 | \$13,479 | \$30,022 | \$30,022 |
| TOTAL | \$10,700,981 | \$11,662,406 | \$13,179,595 | \$13,321,509 |

MISSION

To serve the residents of Cobb County by hearing all cases involving allegations of deprivation, unruly conduct, delinquency, or traffic violations concerning children found within its jurisdiction and to assist the Cobb County Superior Court.

DESCRIPTION

The Juvenile Court of Cobb County is an independent juvenile court organized under Chapter 11 of Title 15 of the Official Code of Georgia. The Court is charged with handling all status allegations of any youth under the age of 18 and all delinquent allegations made toward any youth under the age of 17 living in Cobb County. Additionally, the Court is charged with hearing all cases involving allegations of deprivation. Appropriate delinquent and status cases may be handled informally through the Court's Youth Diversion Program or the Mediation Program. Those cases not appropriate for either diversion program are heard by one of the Juvenile Court Judges. In addition to delinquent and status offense cases, the Court handles traffic violations of youth 16 years of age living in Cobb.

The Juvenile Court provides probation supervision services and offers a number of specialized programs and groups to help families gain insight into behavioral issues and assist youth in making better choices in the future.

The Court offers Cobb County residents many volunteer opportunities to work with our youth. The Court Appointed Special Advocate (CASA) Program and the Citizen Panel Review Program allow volunteers to make a difference in the lives of deprived children. Volunteers wishing to work with delinquent youth may serve on one of the Court's Diversion Panels or become a trained Mediator.

FY 07/08 GOALS

GOAL #1 - To increase Probation Officer knowledge and coordination of outside and inside resources available to aid clients in being successful on probation.

- ▶ Increase the Probation Units knowledge of community based resources currently available by inviting current providers to speak at the monthly staff meeting.
- ▶ Increase the Probation Units knowledge of inside resources currently available by providing updated information to officers on a regular basis and speaking about changes and improvement quarterly.

GOAL #2 - Develop a new software application to include a caseload management system and a risk and needs tool.

- ▶ Collaborate with the Information Services Department to determine the best utilization of current resources.
- ▶ Identify the requirements needed and explore the options available.

GOAL #3 - Develop a comprehensive training program for newly hired Probation Officers.

- ▶ By September 30, 2008 develop and implement a 6 week new hire training program.
- ▶ By September 30, 2008 develop a comprehensive updated policy and procedure manual to be provided to all new hires.

GOAL #4 - Identify areas of improvement in the relationship between law enforcement and the Intake Unit for more efficient processing of juvenile complaints.

- ▶ By September 30, 2007 coordinate an in-service training session for police departments and campus police regarding the proper completion of juvenile complaints and review the intake procedures and laws regarding the detention of juveniles.

GOAL #5 - Within the Clerk's Office, cross train the staff in the Records section and the Courtroom Clerks section to increase efficiency and productivity.

- ▶ Review the procedures manual in both divisions by August 2007.
- ▶ Revise the procedures and distribute the updated manual to staff by January 2008.
- ▶ Implement a cross training program between the Courtroom Clerks and the Records section by February 1, 2008. Supervisors and the staff have to complete the training by December 31, 2008.

GOAL #6 - Improve electronic imaging procedures in order to decrease the quantity of paper files that require off-site storage.

- ▶ Locate and identify the problem areas in the imaging and indexing process by December 1, 2007.
- ▶ Implement the revised changes to improve the imaging process by April 30, 2008.
- ▶ Implement a testing period to check the quality of the electronic imaging from May 1, 2008 to July 30, 2008.
- ▶ Reduce the percentage rate by 25% of the paper files held in storage by using the electronic imaging data by September 30, 2008.

FY 07/08 KEY PERFORMANCE OBJECTIVES

Increase Probation Officer efficiency each year by requiring ongoing training.

| KEY PERFORMANCE MEASURES | | | | |
|---|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Efficiency Measurement | | | | |
| Probationers Managed per Probation Officer (average caseload) | 32 | 38 | 41 | 44 |

| PERFORMANCE MEASURES | | | | |
|-------------------------|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| New Cases Received | 7,991 | 8,100 | 8,200 | 8,300 |
| Hearings Scheduled | 17,868 | 18,004 | 18,455 | 19,025 |
| Deprivation Cases | 1,629 | 1,695 | 1,754 | 1,790 |
| Probationers Supervised | 1,594 | 1,625 | 1,680 | 1,710 |

| BUDGET SUMMARY | | | | |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Intergovernmental | \$191,250 | \$194,119 | \$191,250 | \$191,250 |
| Charges for County Services | \$149,635 | \$139,829 | \$0 | \$0 |
| Fines & Forfeitures | \$138,107 | \$110,300 | \$110,000 | \$110,000 |
| Other Financing Sources | \$943 | \$4,378 | \$350 | \$350 |
| TOTAL | \$479,935 | \$448,626 | \$301,600 | \$301,600 |
| Expenditure Category | | | | |
| Personal Services | \$3,902,059 | \$4,304,133 | \$4,445,946 | \$4,760,637 |
| Operating | \$174,582 | \$467,125 | \$321,472 | \$321,472 |
| Capital | \$2,518 | \$1,020 | \$0 | \$0 |
| TOTAL | \$4,079,159 | \$4,772,278 | \$4,767,418 | \$5,082,109 |

MISSION

To promptly provide high quality and cost-effective legal services to all units of county government, including the Board of Commissioners and other constitutional county officers, the County Manager and all the departments which report to him, and all otherwise unrepresented Cobb County boards and agencies appointed by elected officials.

DESCRIPTION

The County Attorney is appointed by the Board of Commissioners and serves as Director of the County Attorney's Office, which was established in November 1991. In addition to the County Attorney, the office consists of eight Assistant and Senior Associate County Attorneys, four Legal Administrative Specialists and one Administrative Specialist III. Except where legal conflicts of interest require separate representation, the County Attorney's Office provides legal services to the County Manager and departments which answer directly to him, the Board of Commissioners, the Superior Court Clerk, the State Court administration and judges, the State Court Clerk, the Magistrate Court, and the Probate Court. Legal services include advice and counseling; representation in legal matters and judicial proceedings; preparation and review of county ordinances, resolutions, legislative bills, deeds, contracts, and other legal documents; recruitment of and coordination with outside legal counsel; and responses to citizens inquiries regarding legal matters.

FY 07/08 GOALS

GOAL #1 - Provide prompt, high-quality legal representation for all governmental units.

- ▶ Meet with all department managers as deemed necessary to assess needs and evaluate service currently being rendered and likely to be needed in the foreseeable future.
- ▶ Maintain flexible organization of in-house staff, generally along departmental lines, to allow development of expertise tailored to each department's needs, with overlap to enable cross-training on an ongoing basis.
- ▶ Develop and maintain ongoing relationships with outside counsel to provide access to specialized expertise and overflow capability as needed.

GOAL #2 - Control legal costs through cost-effective service delivery.

- ▶ Maintain costs for in-house legal services at a level well below the cost for similar outside legal services on an ongoing basis.
- ▶ Control costs for outside legal services at a competitive but discounted rate, reflecting the outside attorney's commitment to public service, on an ongoing basis.

GOAL #3 - Implement preventive legal measures.

- ▶ Maintain close working relationship with various agencies and departments to anticipate legal problems and provide training and guidance on an ongoing basis.
- ▶ Maintain contact with the Association of County Commissioners of Georgia to seize opportunities to use its resources and advocate Cobb County's position on pending legislation and policy continuously

FY 07/08 KEY PERFORMANCE OBJECTIVE

Increase overall productivity by decreasing the average cost ratio between in-house attorneys and out-side counsel by 1% over the next two years.

| KEY PERFORMANCE MEASURE | | | | |
|---|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Productivity Measurement | | | | |
| Average hourly cost of in-house attorneys as a percentage of the average hourly cost of outside counsel | 72% | 65% | 65% | 65% |

| PERFORMANCE MEASURES | | | | |
|--|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| Number of Active Litigation Files Handled by In-House Attorneys at Fiscal Year-End | 88 | 108 | 118 | 120 |
| Number of Active Litigation Files Handled by Outside Attorneys at Fiscal Year- End | 127 | 130 | 140 | 140 |
| In-House Attorney Billable Hours | 14,972 | 15,000 | 15,120 | 15,420 |

| PERFORMANCE MEASURES | | | | |
|---|---------|-----------|---------|---------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Efficiency Measurement | | | | |
| Hourly Billing Rate for In-House Attorneys for Services Billed to Non- General Fund Departments | \$65 | \$65 | \$80 | \$80 |
| Cost per Billable Hour for In-House Attorneys | \$89.75 | \$91.45 | \$91.00 | \$90.00 |
| Hourly Billing Rate for Outside Attorneys, Established by the BOC | \$125 | \$140 | \$140 | \$140 |

| BUDGET SUMMARY | | | | |
|----------------------------|--------------------|--------------------|--------------------|--------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Other Financing Sources | \$290,991 | \$253,312 | \$288,693 | \$292,150 |
| TOTAL | \$290,991 | \$253,312 | \$288,693 | \$292,150 |
| Expenditure Category | | | | |
| Personal Services | \$1,313,012 | \$1,380,142 | \$1,408,165 | \$1,470,332 |
| Operating | \$625,569 | \$1,019,481 | \$593,965 | \$454,465 |
| Capital | \$1,049 | \$0 | \$0 | \$0 |
| TOTAL | \$1,939,630 | \$2,399,623 | \$2,002,130 | \$1,924,797 |

MISSION

To promote interest in reading and provide materials and services in support of research, knowledge and cultural enrichment for all people.

DESCRIPTION

The Cobb County Public Library System serves the informational, recreational, cultural and educational needs of all residents in Cobb County through a distributed system of a Central Library, major regional libraries and community, neighborhood and special-purpose branch libraries. Excellent general and specialized information resources are provided to people of all ages by well-trained staff using extensive collections, state-of-the-art web-based library technology and databases, innovative outreach services and traditional library services and programs.

FY 07/08 GOALS

GOAL #1 - Expand and upgrade online services to the public.

- ▶ Expand WebFeat federated searching provided by GALILEO to our local licensed databases by October 2006.
- ▶ Add Sirsi Content Module to our online catalog by January 2007.
- ▶ Provide emailed book-related newsletters such as *Bookletter* or Nextreads.com the for public by October 2006.
- ▶ Investigate providing online reference by January 2007.
- ▶ Create a web page for young adults as part of library website by December 2006.

GOAL # 2 - Increase efficiency in providing new materials to the libraries and public.

- ▶ Utilize full capacity of Unicorn Acquisitions module to give public service staff access to expenditures by January 2007.
- ▶ Work with the Collection Development Coordinator to place orders within three business days from receipt in department by March 2007.
- ▶ Ensure that customers have access to popular titles within 24 hours of receipt by the library or on the same day that they are available in bookstores by November 2007.
- ▶ Handle all requests for changes (call number, location code, etc.) within one business day of receipt by February 2007.

GOAL # 3 - Increase programs and services to youth of all ages.

- ▶ Expand young adult participation in the Vacation Reading Program by Summer 2007.
- ▶ Expand the scope of young adult collection to include more popular items by Summer 2007.
- ▶ Develop young adult programming by Fall 2007.
- ▶ Create young adult areas in libraries by Spring 2007.
- ▶ Increase story times for babies and toddlers by Summer 2007.

GOAL # 4 - Improve the appearance of buildings.

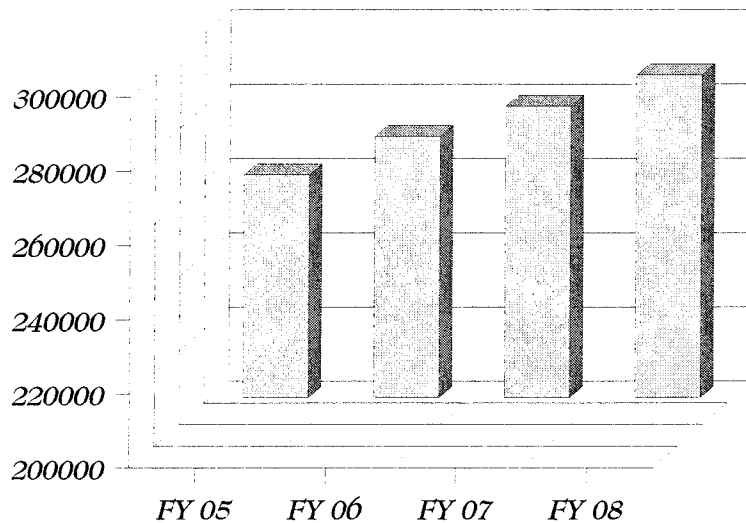
- ▶ Replace carpet in the Central Library by December 2006.
- ▶ Improve the signage at all facilities by Spring 2007.
- ▶ Work with Property Management on a plan to paint and make repairs at all libraries by Spring 2007.

GOAL #5 - Expand computer access for the public.

1. Expand wireless service for public access to all facilities by Fall 2007.
2. Install self-checkout systems at Central and Regional Libraries by Spring 2007.
3. Install self-checkout systems at all libraries by Spring 2008.
4. Install SAM Internet Management System reservation module by January 2007.
5. Investigate wireless network for all public access computers by Spring 2007.

| PERFORMANCE MEASURES | | | | |
|--------------------------------|-----------|-----------|-----------|-----------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| Items Circulated | 3,761,208 | 3,949,268 | 4,146,732 | 4,354,068 |
| Efficiency Measurement | | | | |
| Circulation Per Capita | 5.58 | 5.61 | 5.90 | 6.21 |
| Circulation Per Item | 3.51 | 3.28 | 3.32 | 3.37 |
| Demand Measurement | | | | |
| Number of Registered Patrons | 260,047 | 270,404 | 278,516 | 286,872 |
| Intrabranh Loans | 943,723 | 970,236 | 989,641 | 1,009,434 |
| Young Adult program attendance | 8,256 | 8,504 | 8,759 | 9,022 |

Number of Registered Patrons



The number of registered Library patrons represents almost half the population of Cobb County and increases every year.

| BUDGET SUMMARY | | | | |
|----------------------|---------------------|---------------------|---------------------|---------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Intergovernmental | \$407,876 | \$427,943 | \$404,322 | \$426,071 |
| Fines & Forfeitures | \$533,863 | \$515,629 | \$537,065 | \$565,628 |
| Other Financing | (\$115,362) | \$50 | \$0 | \$0 |
| TOTAL | \$826,377 | \$943,622 | \$941,387 | \$991,699 |
| Expenditure Category | | | | |
| Personal Services | \$7,370,155 | \$7,545,415 | \$8,213,752 | \$8,537,566 |
| Operating | \$3,362,186 | \$3,608,677 | \$3,199,361 | \$3,253,141 |
| Capital | \$0 | \$51,084 | \$0 | \$0 |
| TOTAL | \$10,732,341 | \$11,205,176 | \$11,413,113 | \$11,790,707 |

Did You Know?

Weddings are performed in the Magistrate's Office seven days a week. The Magistrate will also perform weddings at home or in church.

Did You Know?

Magistrate Court is often referred to as the people's court because of its ease of accessibility to the public in addressing civil and criminal matters.

MISSION

To provide the highest degree of judiciary and supportive services to those seeking judicial remedy from civil and criminal acts and to diligently uphold state law to ensure that victims and defendants receive the entitlement prescribed by law.

DESCRIPTION

The Official Code of Georgia Annotated, Section 15-10-2, provides the basis and parameters for addressing those matters under the Court's authority. The Cobb County Magistrate Court is committed to providing service to the public by relying upon technological advancements in communication devices and traditional forms of customer service.

The Magistrate Court issues search and arrest warrants, conducts weddings, and has jurisdiction through court proceedings over ordinance cases and civil matters involving dispossessory actions, garnishments and small claim cases in which the plaintiff may seek relief for up to \$15,000 in damages.

The Court interviews in-custody defendants to determine their eligibility for the Court's Pretrial Release Program and is responsible for the supervision of such defendants to ensure the strict compliance with court-ordered bond conditions. Magistrate Court also manages a Mediation Program utilizing a third party intermediary to intervene and encourage resolution in civil and criminal cases between parties, thus eliminating the need for cases to be heard in court.

In addition, the Magistrate Court assists the State and Superior Courts of Cobb County by hearing bond matters, domestic violence cases, temporary protective orders cases, determining probable cause in criminal cases and hearing undercover drug cases.

FY 07/08 GOALS

GOAL #1 - Improve manager and employee productivity in Pretrial Court Services and the Clerk's Office by continuing to rely upon technological advances to eliminate manual work, duplicate entry and control the need to increase staffing.

- ▶ Obtain software amendments to allow interface capability of bad checks, application hearing entries and rejected warrants in the Electronic Warrant Interchange System with the Banner System by November 2006.
- ▶ Obtain software amendments to the Electronic Interchange System to allow for appropriate juvenile victim notification of defendant's release as required by law by November 2006.
- ▶ Obtain software amendments to current Pretrial Court Services computer program by March 2007.
- ▶ Obtain a voice automated answering system to direct customers electronically by November 2007.

GOAL #2 - Improve office space functionality to increase employee safety, communication, customer service, as well as conserve energy.

- ▶ Collaborate with Property Management to ensure that the Civil and Criminal Division sliding glass windows are replaced by March 2007.
- ▶ Collaborate with Property Management to ensure that the Administration Division's wall height is reduced by June 2007.
- ▶ Collaborate with Property Management to ensure that the Accounting and Warrant Division have two-way voice amplification devices installed by December 2007.

- ▶ Collaborate with Property Management to ensure that the Criminal Division and the EWI Office have light timers installed by March 2008.

GOAL #3 - Gain efficiency by significantly reducing the percentage of errors in all phases of the court.

- ▶ Review current procedures and identify necessary improvements in order to develop written documentation of essential checks and balances by March 2007.

GOAL #4 - Increase amount of mediations scheduled in order to reduce the number of court hearings needed.

- ▶ Increase the average number of mediations by 5% per budget year beginning October 2006.

GOAL #5 - Improve functionality of the public waiting area for citizens.

- ▶ Replace public seating by November 2006.

| PERFORMANCE MEASURES | | | | |
|---|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| Small Claims Filed | 5,745 | 5,954 | 6,171 | 6,396 |
| Warrant Applications/ Commitment Hearings Held | 8,352 | 9,172 | 10,079 | 11,080 |
| Dispossessions Filed | 5,672 | 6,839 | 8,246 | 9,942 |
| Garnishments Filed | 1,094 | 1,258 | 1,448 | 1,665 |
| Bad Check Citations | 751 | 667 | 593 | 527 |
| Ordinance Violations Issued | 3,652 | 3,758 | 3,868 | 3,980 |
| First Appearance Hearings Held | 12,482 | 13,903 | 15,485 | 17,248 |
| Warrants Issued | 15,410 | 15,862 | 16,327 | 16,805 |
| Number of Counts Involved in Warrants Noted Above | 29,275 | 30,163 | 31,078 | 32,020 |
| Foreclosures & Attachments | 5,046 | 5,653 | 6,332 | 7,094 |
| Out of Custody Defendants Supervised | 861 | 904 | 949 | 996 |

| PERFORMANCE MEASURES | | | | |
|--|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Criminal History/Profiles Generated | 13,336 | 14,064 | 14,831 | 15,640 |
| Efficiency Measurement | | | | |
| Civil Cases Processed per Employee (10) | 1,755 | 1,980 | 2,219 | 2,509 |
| Criminal Cases Processed per Employee (6) | 3,703 | 4,042 | 4,415 | 4,826 |
| Warrants Processed per Part-Time Magistrate Judge (14) | 1,101 | 1,133 | 1,166 | 1,200 |
| Defendants Interviewed per Pretrial Officer (6) | 364 | 397 | 435 | 476 |
| Defendants Supervised per Pretrial Officer (4.5) | 191 | 200 | 210 | 221 |

| BUDGET SUMMARY | | | | |
|-------------------------|-------------|-------------|-------------|-------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Charges for Services | \$1,086,992 | \$1,207,396 | \$1,110,821 | \$1,151,711 |
| Fines & Forfeitures | \$12,350 | \$21,291 | \$0 | \$0 |
| Miscellaneous | \$156 | \$446 | \$7,000 | \$7,000 |
| Other Financing Sources | \$6,841 | \$0 | \$0 | \$0 |
| TOTAL | \$1,106,339 | \$1,229,133 | \$1,117,821 | \$1,158,711 |
| Expenditure Category | | | | |
| Personal Services | \$2,674,193 | \$2,772,019 | \$2,900,293 | \$3,114,861 |
| Operating | \$109,752 | \$92,305 | \$106,385 | \$106,385 |
| Capital | \$32,639 | \$21,888 | \$23,100 | \$11,250 |
| TOTAL | \$2,816,584 | \$2,886,212 | \$3,029,778 | \$3,232,496 |

MISSION

To serve the citizens of Cobb County and the justice system by investigating the circumstances surrounding the death of an individual where the causation of death occurred within the geographic boundaries of Cobb County. This death investigation is focused on determining the "cause" and "manner" of death as directed by Title 45 of the O.C.G.A., otherwise known as the "Georgia Death Investigation Act." This law requires this office to gather data to support the findings and rulings of the Medical Examiner and make those findings available to the judicial system on criminal and civil proceedings. These findings are also made available to the public under the rules of the Open Records Act.

DESCRIPTION

The Medical Examiner's Office currently staffs one forensic operations manager, three forensic investigators, two forensic technicians and one administrative specialist. Under the guidance of the Chief Medical Examiner, this office is called upon to determine the cause and manner of death for over 1,150 cases annually. Methods of determination include: death scene investigations, evidence collection, postmortem examinations and autopsies. At times, in-depth family interviews are necessary, as well as consultations with treating physicians. Results of investigations are available to law enforcement agencies, judicial agencies and Cobb County citizens. In certain cases, staff may be called to serve as witnesses in legal proceedings.

FY 07/08 GOALS

GOAL #1 - Continue to meet industry standards through compliance with local, state and federal statutes and regulations in regard to the investigation of deaths occurring within Cobb County jurisdiction.

- ▶ Ensure conformity to standards and regulations required by the Georgia Death Act upon the Medical Examiner's Office and/or by any other Federal, State or local act requiring investigation by this office.
- ▶ Continue the prompt reaction and arrival of members of the Medical Examiner's personnel to death scenes upon request by first-responder's agencies.
- ▶ Complete basic MedicoLegal training of newly-employed personnel by December 2006.
- ▶ Ensure the continued education of Forensic Investigators and Technicians in the areas of Forensic Sciences by various formal instructional courses by March 2007.

GOAL #2 - Continue the development for the capability to provide and receive assistance from other Medical Examiners Offices within the metro Atlanta area with deaths resulting from mass disasters that have mass fatalities.

- ▶ Continuation of monthly meetings of the Metro Atlanta Medical Examiner's Directors/Operations Managers Association (MAMEA).
- ▶ Establishment of interagency training with other members of MAMEA at the Forensic Investigator level by January 2008.
- ▶ Development of multi-agency mass fatalities tabletop exercise with "key" personnel of MAMEA by July 2007.
- ▶ Development and execution of multi-agencies drill with staff MAMEA by July 2008.

GOAL #3 - Evaluation and assessment of safety procedures and protocol used by the Medical Examiner's Office and the use of personal protective equipment (PPE) by the Medical Examiner's staff.

- ▶ Review all policies, procedures and directives established by the Medical Examiner's Office, and ensure these policies, procedures and directives meet industry standards on protection of employees assigned to the office.
- ▶ Standardization of all policies, procedures and directives into one format so these policies, procedures and directives are disseminated in a more orderly fashion by March 2008.
- ▶ Ensure that all safety equipment and accountable equipment assigned to the Medical Examiner's Office is servable for use by the Medical Examiner's staff by November 2006.

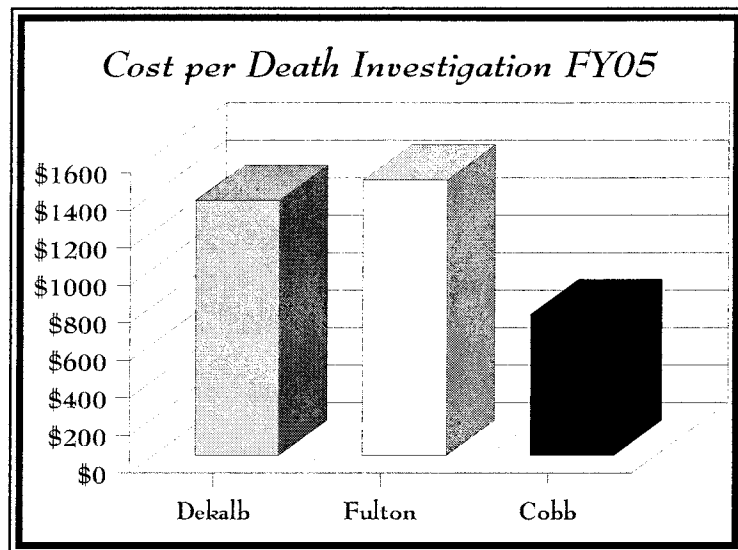
FY 07/08 KEY PERFORMANCE OBJECTIVE

Increase investigator's productivity through the utilization of external training opportunities, internal cross-training support and cross-jurisdictional communication in FY 07 and FY 08.

| KEY PERFORMANCE MEASURE | | | | |
|---|----------|-----------|----------|----------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Effectiveness Measurement | | | | |
| Cases Ruled Undetermined as of Manor of Death | 1.43% | 1.25% | 1.10% | 1.00% |
| Cost per Investigation | \$751.87 | \$729.31 | \$706.43 | \$685.23 |

| PERFORMANCE MEASURES | | | | |
|---|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| Examinations Performed | 333 | 342 | 353 | 363 |
| Cases Investigated | 1,184 | 1,220 | 1,256 | 1,293 |
| Efficiency Measurement | | | | |
| Cases Investigated per Investigator (4) | 303 | 312 | 321 | 331 |
| Effectiveness Measurement | | | | |
| Investigations Initiated within 1 Hour of Notification of Death | 100% | 100% | 100% | 100% |

| BUDGET SUMMARY | | | | |
|----------------------|-----------|-----------|-------------|-----------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| TOTAL | \$0 | \$0 | \$0 | \$0 |
| Expenditure Category | | | | |
| Personal Services | \$418,094 | \$476,978 | \$465,285 | \$501,450 |
| Operating | \$443,416 | \$448,259 | \$476,630 | \$482,095 |
| Capital | \$7,788 | \$3,984 | \$66,294 | \$10,044 |
| TOTAL | \$869,298 | \$929,221 | \$1,008,209 | \$993,589 |



MISSION

To account for funds appropriated and disbursed to other governmental agencies and non-profit organizations which provide services to the citizens of Cobb County. The Board of Commissioners approved funding for the following agencies:

| Non-Profit Agency | FY 05 | FY 06 | FY 07 | FY 08 |
|--|-----------|-----------|-----------|-----------|
| | Actual | Actual | Adopted | Adopted |
| 20 th Century Veterans Memorial | \$25,000 | \$0 | \$0 | \$0 |
| 21 st Century Leaders | \$0 | \$0 | \$11,000 | \$11,000 |
| American Lung Association | \$0 | \$0 | \$11,000 | \$11,000 |
| ARC Cobb- Cobb Association for Retarded Citizens, Inc. | \$0 | \$0 | \$2,500 | \$2,500 |
| Assisting the Needs of the Disabled | \$0 | \$0 | \$11,000 | \$11,000 |
| Atlanta Legal Aid Society | \$120,814 | \$115,564 | \$112,515 | \$112,515 |
| Big Brothers/Big Sisters | \$25,286 | \$24,152 | \$0 | \$0 |
| Blacks United For Youth-Cobb | \$5,806 | \$6,524 | \$0 | \$0 |
| Blind & Low Vision Services - N. Ga. | \$0 | \$0 | \$11,275 | \$11,275 |
| Celebrate Life International | \$0 | \$0 | \$15,000 | \$15,000 |
| Children's Therapy Services | \$5,250 | \$5,014 | \$17,325 | \$17,325 |
| Cobb Boys & Girls Club | \$99,750 | \$95,275 | \$80,439 | \$80,439 |
| Cobb Commission on Children & Youth | \$12,000 | \$11,462 | \$0 | \$0 |
| Cobb Community Collaborative | \$0 | \$10,000 | \$41,000 | \$41,000 |
| Cobb Habitat for Humanity | \$95,000 | \$90,738 | \$66,101 | \$66,101 |
| Cobb Housing, Inc. | \$27,319 | \$28,466 | \$22,187 | \$22,187 |

| Non-Profit Agency | FY 05 | FY 06 | FY 07 | FY 08 |
|--|-----------|----------|----------|----------|
| | Actual | Actual | Adopted | Adopted |
| Cobb Human Services Coalition | \$6,500 | \$6,208 | \$0 | \$0 |
| Cobb Literacy Council | \$20,000 | \$19,103 | \$18,501 | \$18,501 |
| Communities in Schools of Marietta/Cobb | \$0 | \$0 | \$15,750 | \$15,750 |
| Devereux GA Treatment Network | \$0 | \$0 | \$15,000 | \$15,000 |
| Enrichment of Life Movement | \$5,000 | \$0 | \$9,000 | \$9,000 |
| Families First | \$5,250 | \$5,014 | \$10,500 | \$10,500 |
| Feed the Hungry Foundation | \$6,500 | \$6,208 | \$9,000 | \$9,000 |
| Friends of Disabled Adults & Children | \$0 | \$0 | \$11,000 | \$11,000 |
| Georgia Council on Child Abuse | (\$2,043) | \$0 | \$0 | \$0 |
| Girls Incorporated of Cobb County | \$23,750 | \$22,685 | \$20,500 | \$20,500 |
| Good Samaritan | \$0 | \$0 | \$11,000 | \$11,000 |
| Housemate Match-Atlanta Jewish Community Center of Atlanta, Inc. | \$0 | \$15,000 | \$12,075 | \$12,075 |
| Lake Allatoona Preservation Authority | \$25,000 | \$0 | \$0 | \$0 |
| Latin American Association | \$15,000 | \$14,327 | \$12,810 | \$12,810 |
| Lea's Kids | \$15,000 | \$14,327 | \$13,828 | \$13,828 |
| Mt. Bethel United Methodist Church | \$0 | \$0 | \$13,000 | \$13,000 |
| MUST Ministries | \$0 | \$0 | \$15,750 | \$15,750 |
| Osborne Prevention Task Force | \$0 | \$0 | \$11,000 | \$11,000 |
| Prevent Child Abuse Georgia, Inc. | \$0 | \$0 | \$13,600 | \$13,600 |

| Non-Profit Agency | FY 05 | FY 06 | FY 07 | FY 08 |
|--|--------------------|--------------------|--------------------|--------------------|
| | Actual | Actual | Adopted | Adopted |
| Retired Seniors Volunteer Program | \$10,829 | \$17,722 | \$0 | \$0 |
| SafeAmerica Foundation | \$0 | \$0 | \$15,000 | \$15,000 |
| SafePath Child Advocacy Center | \$57,173 | \$54,608 | \$59,115 | \$59,115 |
| Sweetwater Valley C.A.M.P. | \$0 | \$0 | \$13,650 | \$13,650 |
| TellTale Theater | \$5,000 | \$4,776 | \$15,000 | \$15,000 |
| The Center for Children and Young Adults, Inc. | \$139,650 | \$133,385 | \$125,754 | \$125,754 |
| The Center for Family Resources | \$241,944 | \$231,091 | \$220,945 | \$220,945 |
| The Center for Pan-Asian Community Services | \$6,500 | \$6,208 | \$0 | \$0 |
| The Community Foundation for Cobb County | \$21,860 | \$48,880 | \$47,250 | \$47,250 |
| The Edge Connection | \$0 | \$0 | \$9,000 | \$9,000 |
| The Extension, Inc. | \$6,127 | \$5,852 | \$12,300 | \$12,300 |
| Tommy Nobis Center | \$25,286 | \$24,152 | \$28,530 | \$28,530 |
| Travelers Aid of Metro Atlanta, Inc. | \$19,000 | \$18,148 | \$21,249 | \$21,249 |
| Wellstar Foundation | \$5,000 | \$4,776 | \$15,750 | \$15,750 |
| YMCA | \$0 | \$0 | \$9,000 | \$9,000 |
| YWCA | \$78,465 | \$74,945 | \$0 | \$0 |
| TOTAL | \$1,153,016 | \$1,114,610 | \$1,206,199 | \$1,206,199 |

| Other Governmental Agency | FY 05 | FY 06 | FY 07 | FY 08 |
|---|--------------------|--------------------|--------------------|--------------------|
| | Actual | Actual | Adopted | Adopted |
| Cobb Board of Health | \$1,292,332 | \$1,220,332 | \$1,342,332 | \$1,342,332 |
| Cobb Community Services Board | \$586,335 | \$514,335 | \$615,652 | \$615,652 |
| Dept. of Family & Children Services | \$422,047 | \$422,047 | \$422,047 | \$438,929 |
| Indigent Services | \$565,328 | \$630,116 | \$691,398 | \$713,777 |
| North Central Georgia Law Enforcement Academy | \$243,605 | \$243,605 | \$243,605 | \$243,605 |
| Senior Services Department | \$2,000,000 | \$3,525,000 | \$4,718,757 | \$4,566,350 |
| TOTAL | \$5,109,647 | \$6,555,435 | \$8,033,791 | \$7,920,645 |

| BUDGET SUMMARY | | | | |
|-------------------------|--------------------|--------------------|--------------------|--------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Adopted | Adopted | Adopted |
| Revenue Category | | | | |
| TOTAL | \$0 | \$0 | \$0 | \$0 |
| Expenditure Category | | | | |
| Operating | \$6,262,663 | \$7,670,045 | \$9,239,990 | \$9,126,844 |
| TOTAL | \$6,262,663 | \$7,670,045 | \$9,239,990 | \$9,126,844 |

Staff Credo:

We shall endeavor to always remain faithful to that public trust, ensuring continuing credibility with our public, our governing authority, our management, our advisory board, our peers, and among ourselves, through utilizing the resources entrusted to us.

MISSION

To be an accountable steward of public park lands and recreation resources and an efficient provider of quality, wholesome leisure services to benefit the body, mind, and spirit of all citizens of Cobb County.

DESCRIPTION

The Department provides recreational activities to Cobb County residents by facilitating and providing technical support to volunteer organizations and by offering department-sponsored activities at county facilities. The department also performs all maintenance and capital improvements on county-owned and managed recreational facilities.

FY 07/08 GOALS

GOAL #1 - Work in conjunction with the Board of Commissioners to establish a stable funding source to fund land acquisitions and capital improvements in the park system.

- ▶ Update the department's master plan by December 2007.
- ▶ Develop, plan, and identify funding sources by January 2007.
- ▶ Attain decision from voters by November 2007.
- ▶ Initiate capital improvement plan by January 2008.

GOAL #2 - Develop a comprehensive marketing strategy for the computerized registration software for all department programs, and to inform and encourage optimum usage by the citizens of Cobb County.

- ▶ Secure approval by the Board of Commissioners to fund and hire a marketing position by October 2006.
- ▶ Develop a marketing plan and secure Board of Commissioners' approval by March 2007.
- ▶ Implement a marketing plan beginning April 2007.

GOAL #3 - Develop and execute an operational and staffing plan for the Ron Anderson Community Center.

- ▶ Hire facility coordinator by December 2006.
- ▶ Hire and train other staff by February 2007.
- ▶ Develop a comprehensive operational plan in conjunction with the City of Powder Springs by February 2007.
- ▶ Open facility by March 2007.

GOAL #4 - Further enhance and promote the comprehensive outdoor recreation program to provide educational and passive recreational opportunities.

- ▶ Develop programming for Cato, Thomas and Stout Properties by December 2006.
- ▶ Obtain approval by the Board of Commissioners to hire additional staff to implement programs and maintain these properties by February 2007.

GOAL #5 - Plan and implement programs to increase accessibility to quality arts programs and promote participation in the performing arts, as well as increased education in the arts.

- ▶ Obtain grants and funding for community outreach programs.
- ▶ Promote the Mable House Complex and utilize the unified staffing to create summer performing opportunities.

- ▶ Plan and obtain approval for staffing for the Arts & Cultural Affairs Division by October 2007.

GOAL #6 - Establish a comprehensive small-engine cyclic replacement program.

- ▶ Obtain approval for a cyclic replacement of small-engine equipment by October 2007.
- ▶ Conduct the first round of replacements by November 2007.
- ▶ Continue replacement of equipment as it becomes eligible under the approved plan on an ongoing basis.

| PERFORMANCE MEASURES | | | | |
|--|------------------|------------------|------------------|------------------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Demand Measurement | | | | |
| Tennis Courts | 112 | 112 | 112 | 112 |
| Workload Measurement | | | | |
| Contracted Days - Miller Park | 286 | 312 | 315 | 318 |
| Contracted Events - Anderson Theater | 279 | 279 | 279 | 279 |
| Therapeutic Recreation Classes/Registrants | 90/2,850 | 90/2,850 | 92/2,900 | 95/2,900 |
| Aquatics Programs/Registrants | 1,259/ 19,077 | 1,280/ 19,960 | 1,400/ 20,880 | 1,500/ 21,100 |
| Facilities Inspected | 24 | 25 | 26 | 26 |
| Performance Concerts | 15 | 15 | 20 | 20 |
| Daily Revenue Reports Verified | 4,572 | 5,112 | 5,112 | 5,112 |
| Special Events Setup-Countywide | 106 | 115 | 125 | 130 |
| Equipment Repairs | 2235 | 2,240 | 2,245 | 2,250 |
| Tennis Teams/Participants | 683/ 8,800 | 690/ 8,884 | 694/ 8,932 | 698/ 8,980 |
| Tournaments/Participants | 32/2,269 | 32/2,300 | 32/2,300 | 32/2,300 |
| Classes/Participants | 348/2,166 | 340/2,060 | 345/2,090 | 345/2,090 |

| BUDGET SUMMARY | | | | |
|-------------------------|---------------------|---------------------|---------------------|---------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Charges for Services | \$2,672,743 | \$2,647,872 | \$3,161,789 | \$3,674,112 |
| Miscellaneous | \$471,074 | \$694,388 | \$30,000 | \$61,461 |
| Other Financing | \$21,258 | \$0 | \$0 | \$0 |
| Intergovernmental | \$0 | \$14,380 | \$0 | \$0 |
| TOTAL | \$3,165,075 | \$3,356,640 | \$3,191,789 | \$3,735,573 |
| Expenditure Category | | | | |
| Personal Services | \$10,947,635 | \$11,652,038 | \$12,730,159 | \$13,429,325 |
| Operating | \$6,590,904 | \$6,498,535 | \$6,962,006 | \$8,261,655 |
| Capital | \$693,231 | \$456,061 | \$27,920 | \$25,000 |
| Contingency | \$0 | \$0 | \$68,364 | \$68,364 |
| TOTAL | \$18,231,770 | \$18,606,634 | \$19,788,449 | \$21,784,344 |

Interesting Facts:

The Cobb County Historic Preservation Commission is responsible for the protection and enhancement of places, districts, sites, buildings, structures, and works of art having a special historical, cultural, or aesthetic interest or value.

MISSION

To provide quality, professional planning assistance and expertise to elected officials, appointed boards, county management and citizens of Cobb County; and to coordinate development with the utilization of current data, professional analysis, coordination with City, County and State agencies, as well as citizen participation.

DESCRIPTION

Planning is a division of the Community Development Agency. It maintains the Cobb County Comprehensive Plan by monitoring annexation, zoning and other changing land-use conditions on a yearly basis. Recommendations for amendments to the plan are developed and proposed to the Board of Commissioners with input from the Planning Commission and other stakeholders, as appropriate. The Comprehensive Plan is developed according to Georgia Department of Community Affairs standards as required by the Georgia Planning Act to maintain Cobb County's Qualified Local Government status.

The division is responsible for short-range planning activities in the development of special area studies as requested by the Board of Commissioners. These studies require a broad range of knowledge of a variety of data, as well as professional design skills.

The division is responsible for the coordination of the Cobb County Greenspace Program established in 2000.

The division oversees the County's Historic Preservation program, including the provision of professional technical assistance to the Cobb County Historic preservation Commission, maintenance of the county's inventory of historic properties, and the Cobb County (Local and National) Register of Historic Sites and Places.

The division accurately tracks development activity and maintains GIS data with regard to undeveloped/underdeveloped acreage throughout the County. GIS is also employed for a variety of analyses and illustrative activities related to special area studies and comprehensive planning activities.

The division maintains a relationship with staff in each of Cobb's six (6) cities, coordinating planning, zoning and annexation activities. Information specific to annexation and development changes on municipal boundaries is maintained. The division also facilitates communications with our metropolitan planning organization, the Atlanta Regional Commission.

The Planning Division is the host and coordinator for mandatory intergovernmental planning retreats with Cobb's cities, as well as scheduled Cobb County Planning Commission and Historic Preservation Commission retreats.

FY 07/08 GOALS

GOAL #1 - Increase annual land acreage acquired in Cobb County as part of the Greenspace Program through property purchases/donations or Open Space Community (OSC) and Conservation Subdivision (CS) ordinance approvals.

- ▶ Promote the partnership of Greenspace funds with District Commissioners in order to acquire large-scale land tract, which may increase the potential for passive recreation and improve water quality through natural terrain filtration by April 2007.
- ▶ Research innovative funding programs designed to promote the acquisition of additional Greenspace through potential leveraging public/private investments by June 2007.

- ▶ Promote and pursue property donation into the County Greenspace inventory when opportunities arise by September 2007.
- ▶ Cobb County enlist the services of Trust for Public Land to develop a planning process program designed to prioritize and assign a ranking order for potential Greenspace acquisitions; based on passive recreation potential, environmental sensitivity, water quality and/or long-term jurisdictional benefit by September 2007.
- ▶ Planning Division to evaluate residential cluster zoning ordinances related to the Open Space Community (OSC) and Conservation Subdivision (CS) land-use classifications, which encourage the dedication of permanently protected land while minimizing disruptions in environmentally sensitive locations. The Planning Division will provide possible program revisions by September 2007.
- ▶ Promote quality Greenspace acquisitions through the County's rezoning process for cluster residential communities under the OSC and CS land-use categories, which will assist in permanently protecting land that serves recreational, habitat preservation and water quality demands.
- ▶ Seek grant opportunities designed to pursue open space dedication along historic sites through Federal/State/Private historic preservation agencies, through a matching fund program, by October 2007.

GOAL #2 - Increase annual amount of historic properties listed on the local and/or National Register of Historic Places in Cobb County.

- ▶ Develop a historic marker program designed to educate future generations about historic places and events that took place in Cobb County through the addition of new informational sign markers placed along roadway corridors where appropriate by June 2007.
- ▶ Create a Geographic Information System that will map historic sites in Cobb County, while additionally identifying past Civil War earthworks to assist in reviewing development impacts and potential preservation plans by July 2007.
- ▶ Increase the educational level of the Historic Preservation Commission members in determining the historical importance of specific building architecture and assign a prioritization on the possible ranking of these properties to be considered for Local/National Register inclusion, by August 2007.
- ▶ Promote the sites added to the Local/National Register in Cobb County by way of news articles, academic periodicals, cable access television, etc. by September 2007.
- ▶ Increase the level of involvement with the Cobb Land Trust, Cobb Landmarks, and the Vinings Historical Preservation Society in promotion and protection of historic sites in perpetuity, once listed on the Local/National Register by October 2007.
- ▶ Enlist consulting services to develop a comprehensive program to establish an evaluation criteria and prioritization methodology for potential historic sites to be considered for nomination to the Local/National Register by November 2007.

FY 07/08 KEY PERFORMANCE OBJECTIVE

Increase Greenspace acreage by at least 12% in FY 07 and FY 08 by setting aside 20% of total county acreage as Greenspace through land acquisition and cluster residential zoning approvals.

| KEY PERFORMANCE MEASURE | | | | |
|--------------------------------|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Productivity Measurement | | | | |
| Acres set aside for Greenspace | 260 | 290 | 325 | 375 |

| PERFORMANCE MEASURES | | | | |
|---|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| Short-Term Work Program Projects | 30 | 35 | 40 | 45 |
| Zoning and Site Plans to Review | n/a | 375 | 375 | 375 |
| Annexations Requiring Response | 36 | 35 | 30 | 30 |
| Historic Preservation Commission Meetings | 21 | 22 | 22 | 22 |
| Other Planning Projects Completed | 4 | 4 | 5 | 5 |
| Local Register Nominations | 0 | 2 | 2 | 2 |
| National Register Nominations | 0 | 1 | 1 | 1 |
| Greenspace Acreage Acquired | 260 | 330 | 340 | 360 |
| Current Cty. Acreage Preserved for Greenspace | 2,912 | 3,242 | 3,582 | 3,942 |
| Efficiency Measurement | | | | |
| Short-Term Work Program Projects Completed per Year | 30 | 35 | 40 | 45 |
| Productivity Measurement | | | | |
| Short-Term Work Program Projects per Planner | 2 | 3 | 3 | 4 |

| PERFORMANCE MEASURES | | | | |
|--|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Other BOC Approved Projects per Planner | 1 | 1 | 2 | 3 |

| BUDGET SUMMARY | | | | |
|-------------------------|-----------|-----------|-----------|-----------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Miscellaneous | \$10,000 | \$0 | \$0 | \$0 |
| Other Financing | \$240 | \$0 | \$0 | \$0 |
| TOTAL | \$10,240 | \$0 | \$0 | \$0 |
| Expenditure Category | | | | |
| Personal Services | \$346,424 | \$375,541 | \$389,448 | \$390,970 |
| Operating | \$18,469 | \$6,269 | \$11,727 | \$10,627 |
| TOTAL | \$364,893 | \$381,810 | \$401,175 | \$401,597 |

MISSION

The Cobb County Police Department is committed to serving the community of Cobb County. This department demonstrates professional excellence by utilizing proven police methodology, new technology and superb training. All laws are aggressively enforced in an impartial manner wherever people live, work or visit, to enhance public safety and to relieve the fear and incidence of crime. The Police Department is entrusted with the sacred obligation of protecting Cobb County, and does so with honor, integrity and respect for the dignity of all citizens. The Cobb County Police Department will execute all duties and tasks in a skillful, proficient and professional manner and will be responsive to the changing needs of the community.

DESCRIPTION

The Cobb County Police Department is a division of the Cobb County Department of Public Safety. The Department is managed and lead by the Chief of Police who is assisted by two Deputy Chief's of Police along with the appropriated staff. This additional staff includes an adjutant of lieutenant's rank, a legal information officer of sergeant's rank, two public information officers and a secretary.

The Uniform Bureau is comprised of five precincts, the Police Rangers and Special Operations. The precincts, strategically located throughout the County, provide day-to-day law enforcement service to the community through uniform patrols along with the Ranger Unit which serves the County's large Parks and Recreation program and facilities. The Special Operations Division is comprised of the following units. The Selective Traffic Enforcement Program (STEP) responds to traffic fatalities and serious injury vehicle crashes. The Canine Unit provides a specialized field response to incidents where the deployment of a highly-trained police dog is required. The Cobb Anti-Gang Enforcement Unit provides a response to incidents related to gang activity through the gathering of intelligence and enforcement. The Bomb Unit responds around-the-clock to incidents involving an actual or suspected explosive device. The department's Underwater Search and Recovery Team (USRT) is trained to respond to incidents upon any body of water within the County. The department has two Public Information Officers (PIO's) that work out of the Chief's Office under the supervision of the Legal Information Officer.

The Detective Bureau is comprised of the Crimes Against Property Unit which provides criminal investigators to each precinct. The Bureau also includes the High-Tech Crimes Unit, the Pawn Shop Unit, Auto Theft Unit, Crime Prevention Unit and the Permits Unit. Each is responsible for initiating the appropriate investigative response requiring their particular area of expertise. The Crimes Against Persons Unit includes the Homicide Unit, Robbery Unit and Crimes Against Children Unit. Investigators for intelligence and organized crime activities are assigned to the Department of Public Safety along with Training, Personnel and Internal Affairs.

The Administrative Division operates under the direction of the Chief of the Detective Bureau. Included are the Central Records Unit, Crime Data Analysis Unit, Property and Evidence Unit and the Special Projects Unit. Central Records is responsible for the maintenance of all records generated by the units within the Department in accordance with Georgia law. The Crime Data Analysis Unit gathers, processes and analyzes the data for an effective and efficient response to criminal activity. The Property and Evidence Unit is charged with the retrieval, storage and final disposition (conversion, sale or destruction) of all items.

The Special Projects Unit is responsible for coordinating the Department's biennial budget process along with the maintenance of compliance measures concerning the Department's National Accreditation and State Certification. The Unit also responds

to the Department's needs regarding various types of special projects such as job-task evaluations and manpower analysis and allocation.

The Cobb County Animal Control Unit operates under the administration of the Police Department through the office of the Deputy Chief for Detectives and Administration while maintaining its own department manager and fiscal budget. The Unit is housed in a state-of-the-art facility and responds to incidents concerning the care and treatment of animals throughout the County.

FY 07/08 GOALS

GOAL #1 - Maintain the Department's ability to provide a timely response to calls for service.

- ▶ The addition of twenty-three (23) Police Officers by 2007 and the addition of twenty-one (21) Police Officers by 2008. These additions are to include two Sergeant positions by 2007 and one Sergeant position by 2008. These additions will allow the department to maintain a superior level of service to Cobb residents concerning initial requests for police services.
- ▶ The addition of a "mini-precinct," to be located in the southern portion of Cobb County, that will provide for a more concentrated field enforcement initiative and enhance customer service to the citizens in that area.

GOAL #2 - Enhance managerial efficiency within the department.

- ▶ The addition of eight (8) Captain positions for the restructuring of middle command staff by 2008.
- ▶ The addition of a third Deputy Chief position to oversee administrative and support operations by 2007.
- ▶ The implementation of the COBBSTAT anti-crime management program designed to provide a greater level of control, efficiency and accountability of departments operational resources by 2007.
- ▶ Conduct a Command Training Seminar focused on the department's near-term goals and objectives in 2007 and 2008.

GOAL #3 - Improve the impact of departmental support operations.

- ▶ The addition of a ten-officer (10) plain clothes, Crime Reduction Team to enhance a directed response to specific criminal activity by 2008.
- ▶ The addition of two (2) Crime Scene Technicians by 2007, and the addition of two (2) Crime Scene Technicians by 2008 in response to public expectation and the growing technological enhancements now available for the processing of the crime scene.
- ▶ The addition of two (2) Community Education Officers in support of the new Safety Village concept and the maintenance of community education programs for an ever growing county populace by 2007.
- ▶ The addition of eleven (11) School Crossing Guards by 2008 due to the approved addition of middle school facilities.
- ▶ The addition of two (2) Police Officers for the staffing of an Ordinance Enforcement Unit in response to the pending False Alarm Ordinance and the Red-Light Photo Enforcement Program by 2008.
- ▶ The addition of three (3) Admin Tech II positions in support of the additional administrative requirements by 2008.
- ▶ The creation of two (2) civilian, Crime Data Analysis Technician positions in support of the "COBBSTAT" management objective by 2007 and in an effort to increase the amount of reports (9,000+) reviewed in 2005.

GOAL #4 - Continue to increase the efficiency of the Property and Evidence Unit in response to the ever growing accumulation of various types of property subjected to court disposition (destroy, sale or conversion) in 2007 and 2008.

- ▶ Process property marked by the courts for destruction or sale within three (3) months after receiving notification of its disposition annually.
- ▶ Implement the BOC approved program of disposing of property through internet sales by January 1, 2007.
- ▶ Increase available storage capacity by 10% by processing all property items designated for destruction or sale prior to January 1, 2001 by 2007.

FY 07/08 KEY PERFORMANCE OBJECTIVE

Increase the processing rate of items from property and evidence storage, after receipt of court disposition by 20% in FY 07 and 30% in FY 08.

| KEY PERFORMANCE MEASURE | | | | |
|--|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Productivity Measurement | | | | |
| % Items Processed post Court Disposition | 31% | 50% | 70% | 100% |

| PERFORMANCE MEASURES | | | | |
|---|---------|-----------|---------|---------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Demand Measurement | | | | |
| Calls for Service Received | 532,989 | 546,337 | 557,162 | 566,912 |
| Workload Measurement | | | | |
| Murders Investigated | 28 | 31 | 34 | 37 |
| Rapes Investigated | 75 | 75 | 77 | 78 |
| Robberies Investigated | 363 | 384 | 390 | 396 |
| Automobile Accidents Investigated | 17,604 | 17,905 | 18,263 | 18,628 |
| Larceny/Thefts Investigated | 6,517 | 6,678 | 6,828 | 6,965 |
| DUI Arrests | 2,412 | 2,436 | 2,460 | 2,485 |
| Efficiency Measurement | | | | |
| Items Processed, Marked for Sale or Destruction | 1,677 | 2,000 | 3,000 | 4,000 |

| BUDGET SUMMARY | | | | |
|-------------------------|---------------------|---------------------|---------------------|---------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Intergovern-mental | \$252,498 | \$330,334 | \$242,328 | \$269,907 |
| Charges for Services | \$147,080 | \$85,320 | \$146,798 | \$146,798 |
| Other Financing | \$67,315 | \$99,519 | \$89,314 | \$91,442 |
| TOTAL | \$466,893 | \$515,173 | \$478,440 | \$508,147 |
| Expenditure Category | | | | |
| Personal Services | \$39,701,446 | \$41,555,503 | \$45,835,436 | \$47,588,587 |
| Operating | \$3,705,351 | \$4,070,771 | \$3,608,682 | \$3,514,202 |
| Capital | \$486,015 | \$477,752 | \$134,267 | \$127,289 |
| TOTAL | \$43,892,812 | \$46,104,027 | \$49,578,385 | \$51,230,078 |

MISSION

To provide the highest quality of service to the general public and attorneys while professionally and efficiently carrying out those powers and duties of the Probate Court established by the Official Code of Georgia Annotated § 15-9-30.

DESCRIPTION

The primary function of the Probate Court is to ensure that estates and guardianships are administered in accordance with law. The Judge of the Probate Court determines controversies involving estates and guardianships by conducting trials with or without a jury.

The Cobb County Probate Court is comprised of two divisions: the Estate Division and the License Division. The Probate Court has exclusive jurisdiction in matters that are administered in each of these Divisions. The Real Estate Division oversees the probate of wills, appointment and removal of personal representatives of estates, sale and disposition of estate property, appointment and removal of guardians of minors and incapacitated adults, audit of returns of personal representatives and guardians, commitment of the mentally ill, alcoholics and drug abusers, issuance of fireworks permits, and recording of elected official's oaths and bonds. The License Division administers the issuance of marriage licenses, issuance of firearm licenses and issuance of certificates of residence.

FY 07/08 GOALS

GOAL #1 - Improve the record storage process to ensure adequate space for both storage and operations.

- ▶ Finalize renovation of new secured storage space by December 2007.
- ▶ Collaborate with Records Management Division to find climate-controlled archive space by September 2007.
- ▶ Collaborate with countywide task force to obtain an optimal digital system for Probate Court by September 2008.
- ▶ Attempt to staff two full-time estate processors by September 2008.

| PERFORMANCE MEASURES | | | | |
|-----------------------------|---------------|------------------|---------------|---------------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Demand Measurement | | | | |
| Customers Assisted | 20,220 | 22,242 | 23,354 | 24,522 |
| Workload Measurement | | | | |
| Marriage Licenses Issued | 5,600 | 6,100 | 6,650 | 7,250 |
| Firearm Licenses Issued | 3,700 | 4,200 | 4,300 | 4,500 |
| Court Filings Processed | 3,700 | 3,800 | 3,900 | 4,000 |

| BUDGET SUMMARY | | | | |
|-------------------------|-----------|-----------|-------------|-------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Licenses & Permits | \$180,165 | \$244,985 | \$181,235 | \$197,444 |
| Charges for Services | \$428,364 | \$428,285 | \$444,294 | \$452,502 |
| TOTAL | \$608,529 | \$673,270 | \$625,529 | \$649,946 |
| Expenditure Category | | | | |
| Personal Services | \$821,735 | \$878,963 | \$930,481 | \$1,059,416 |
| Operating | \$72,858 | \$79,365 | \$77,540 | \$77,540 |
| TOTAL | \$894,593 | \$958,328 | \$1,008,021 | \$1,136,956 |

Did You Know?

Property Management's responsibility areas include:
Construction Supervision
Contract Management
Custodial Services
Facilities Management
Maintenance
Parking
Renovations
Utilities

MISSION

Provide timely and cost-effective management of existing and future properties by proactively delivering quality services while maximizing customer satisfaction.

DESCRIPTION

The department operates as a full service real estate provider, including land acquisition, design, construction, renovation, building management, maintenance, custodial services, etc. as may be required by various county departments.

The department is comprised of two operating divisions: Maintenance and Construction.

The Maintenance Division handles all routine and special request customer service issues, as well as preventative maintenance and repairs of facilities and equipment. This includes custodial services, parking lots/deck operations, building maintenance and repairs, energy management, capital replacements/upgrades and grounds maintenance.

The Construction Division handles all planning for changes to the facility infrastructure, new construction, and renovations. This includes program/project management services for new facilities, in-house design and renovation of existing facilities, and in-house millwork/cabinetry production.

FY 07/08 GOALS

GOAL #1 - *Department Management*: Increase department effectiveness by improving timeliness and consistency of inter-division communications and reporting.

- ▶ Improve procedures for sharing information and updates on projects and other work between divisions on a routine, timely basis. Due by January 2007.
- ▶ Improve the timeliness and consistency of division reports. Due by January 2007.
- ▶ Update operating procedures and department policies applicable to all divisions. Due by January 2008.

GOAL #2 - *Department Management*: Improve management effectiveness by ensuring appropriate staffing levels and organizational structures are in place.

- ▶ Conduct internal assessment of staffing needs, especially in support of business and project management functions. Due by March 2007.
- ▶ Conduct internal assessment of organizational structure to ensure appropriate alignment of functional responsibilities. Due by March 2007.

GOAL #3 - *Maintenance Division*: Improve energy efficiency, customer comfort and compliance with county temperature standards.

- ▶ Retrofit or upgrade HVAC management control systems to provide centralized monitoring and control of HVAC systems in selected county facilities. Upgrade four control systems by October 2007 and four control systems by October 2008.

GOAL #4 - *Maintenance Division*: Improve responsiveness to maintenance work orders and service requests and improve resource management.

- ▶ Purchase and implement a new work order management software system tool to reduce response times, improve repair scheduling and improve data collection on repairs. Due by October 2007.

GOAL #5 - *Maintenance Division*: Improve the consistency of evaluating utility costs and reporting cost-savings.

- ▶ Implement an improved procedure for capturing utility bill data into the FASER software for evaluation. Enter 80% of bills within thirty days of receipt in FY 07, and 90% of bills in FY 08.

GOAL #6 - *Maintenance Division*: Improve the safety, maintainability and appearance of county facilities.

- ▶ Perform immediate repairs/restoration of ceramic tile restrooms in five buildings. Due by October 2007.
- ▶ Initiate a bi-annual maintenance program for tile restroom floors starting in FY08. Due by September 2008.
- ▶ Replace entrance mats at selected buildings in FY 07.
- ▶ Housekeeping staff shall proactively report maintenance items for repair. Due by October 2006.
- ▶ Implement a streetscape project to unify the appearance of the downtown county facilities. Due by April 2008.

GOAL #7 - *Construction Division*: Improve the accuracy of initial project budgets and schedules.

- ▶ Deliver completed designs on or ahead of the schedule established in the division's Service Delivery Standards. Achieve 95% compliance measured quarterly by October 2007, and 100% by October 2008.
- ▶ Purchase and implement a new project management and scheduling software system tool. Due by October 2007.

GOAL #8 - *Construction Division*: Improve delivery of projects on time and in budget.

- ▶ Complete all projects within initially approved budgets. Establish compliance on 95% of projects scheduled for completion in FY 07. Reach budgetary compliance on all projects due in FY 08.
- ▶ Deliver projects to customers within initial project schedule. Achieve compliance on 95% of projects due in FY 07. All scheduled projects should finish on schedule in FY 08.
- ▶ Complete final project closeout and release project funding balances within schedule established at substantial completion. Reach compliance on 95% of projects due in FY 07, with all projects achieving substantial completion in FY 08.

GOAL #9 - *Construction Division*: Improve facility maintainability through increased use of standard project specifications and improved plan review process.

- ▶ Incorporate standard specifications into all project designs beginning on or after October 1, 2007.
- ▶ Implement a formal plan review process by January 2007.

GOAL #10 - *Construction Division*: Ensure continual improvements are made to county facilities toward compliance with the Americans with Disabilities Act (ADA).

- ▶ Revise and update the county's ADA transition plan to identify facility renovation needs and associated funding requirements for future years. Due May 1, 2007.

| PERFORMANCE MEASURES | | | | |
|--|---------|-----------|---------|---------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Demand Measurement | | | | |
| Square footage maintained by janitorial staff | 707,000 | 707,000 | 750,000 | 750,000 |
| Work Orders received | 7,350 | 7,350 | 7,250 | 7,150 |
| Workload Measurement | | | | |
| Utility Bills entered into FASER database | 1,380 | 2,400 | 5,400 | 5,400 |
| Annual Maintenance Agreements managed | 75 | 80 | 80 | 80 |
| Restore tile in restrooms - Phase I | 0 | 0 | 5 | 0 |
| Restore tile in restrooms - preventive maintenance | 0 | 0 | 15 | 20 |
| Efficiency Measurement | | | | |
| Square footage maintained by janitorial staff per FTE | 34,237 | 34,237 | 36,320 | 36,320 |
| Effectiveness Measurement | | | | |
| Acknowledge Work Order requests in 4 work hours | 100% | 100% | 100% | 100% |
| Average # days to closeout work order | 7 | 7 | 6 | 5 |
| Temperature complaints (average per location with HVAC monitoring) with temperature outside standard (target=10% per yr reduction) | 20 | 20 | 18 | 16 |
| Utility bills entered in FASER database within 30 days of receipt (% of total bills tracked) | 20% | 30% | 80% | 90% |
| Bid Packages submitted to Purchasing at least 2 days prior to published deadline | 15% | 35% | 95% | 95% |

| PERFORMANCE MEASURES | | | | |
|--|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Maximum average cost of county's natural gas as a percent of the statewide residential average | 91% | 87% | 90% | 90% |
| New project documents entered in project database prior to construction start (% meeting standard) | 65% | 70% | 85% | 85% |
| Project Designs that meet the delivery timetable per the service delivery standard | 65% | 70% | 80% | 90% |
| Projects' final costs within originally approved budgets | 70% | 85% | 90% | 95% |
| Projects delivered within original project schedule | 60% | 75% | 90% | 95% |
| Average Variance beyond project delivery date | 10% | 10% | 0% | 0% |
| Productivity Measurement | | | | |
| Recover credits/refunds on utility bill errors within 45 day at least 90% of time | 77% | 80% | 90% | 90% |

| BUDGET SUMMARY | | | | |
|-------------------------|--------------------|--------------------|--------------------|--------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Charges for Services | \$140,531 | \$147,445 | \$149,802 | \$152,439 |
| Miscellaneous | \$14,800 | \$15,800 | \$16,800 | \$16,800 |
| Other Financing | \$181 | \$0 | \$0 | \$0 |
| TOTAL | \$155,512 | \$163,245 | \$166,602 | \$169,239 |
| Expenditure Category | | | | |
| Personal Services | \$3,419,425 | \$3,497,632 | \$4,032,448 | \$4,253,383 |
| Operating | \$4,399,842 | \$4,343,183 | \$4,703,059 | \$4,677,059 |
| Capital | \$182,895 | \$25,629 | \$9,050 | \$9,100 |
| TOTAL | \$8,002,162 | \$7,866,444 | \$8,744,557 | \$8,939,542 |

MISSION

To provide Law Enforcement Services, Fire & Emergency Services and Enhanced 911 Services in a professional, efficient and cost-effective manner to both citizens and visitors of Cobb County. Ingrained in that philosophy of service is a commitment to teamwork and excellence combined with a responsive, problem-solving philosophy that fosters daily interaction with the citizens we serve in a compassionate, positive manner that encourages public involvement and leads to public confidence in the county's Public Safety departments.

DESCRIPTION

The Department of Public Safety (DPS) oversees the functions of the Fire Department, Police Department and E911. DPS manages the various departments' day-to-day budget and personnel issues with input from the department managers, which enables the department managers to spend the majority of their time on operational issues and delivery of services to the citizens of Cobb County. Assigned to the Director's Office are the Intelligence Unit, the Training Unit, Internal Affairs Unit, Personnel Unit, Budget Unit, Supply/Inventory & Property Control and Fleet/Technology. Policies and procedures are also a function of this office. The Director's Office is responsible for working with each of the departments to update their existing policies and to implement new policies when necessary.

The Organized Crime/Intelligence Unit gathers, correlates, maintains and disseminates criminal intelligence information which will enhance the effectiveness of public safety service to the citizens of Cobb County. Intelligence provides technical support and assistance to law enforcement personnel in the performance of critical case investigation. Intelligence also investigates organized crime and vice crimes which are recognized publicly and legislatively as detrimental to the public welfare and quality of life in our community.

The Internal Affairs Unit regulates professional conduct and standards for the departments within DPS. This is accomplished by the investigation of complaints filed both internally and externally regarding DPS employee conduct and actions. In addition to investigations, this unit is responsible for several other functions including community affairs, recruitment, background investigations and polygraph examinations.

The Personnel Unit exists for two main purposes: 1) to support Public Safety upper management staff to include the DPS Agency Director, Public Safety Administration Division Manager, and Department Managers as well as other County departments (i.e. Human Resources Department, Finance Department and County Attorney's Office) with those duties associated with managing the department's human resources according to county and departmental policy and procedure. 2) To act as liaison between Public Safety's 1,500 plus employees and the Human Resources Department and Finance Department with issues related to employee status changes, worker's compensation, information dissemination, benefits, payroll, etc.

The Budget Unit monitors and maintains control of spending in all DPS departments. There are seven departments that are assisted daily with various issues (i.e. budget, agenda items, purchasing, etc.). This office works closely with each public safety department during the Biennial Budget process from the original request to the final approval from the Board of Commissioners.

The Supply/Inventory & Property Control Unit is managed by the Budget Unit and handles all transactions from supply requests to the actual receipt of items. This unit provides supplies to all public safety departments and controls the ordering of all DPS capital equipment, as well as the requisitioning of all general supplies, uniforms and

equipment necessary for each department's operation. This unit works closely with Property Management to maintain all DPS facilities.

The Director's Office also tracks all fleet and technology assets assigned to public safety personnel. This unit researches emerging technology that would benefit public safety responders and coordinates the implementation of the technology. The unit tracks and maintains all fleet issues to include budgeting, purchasing of equipment and the management of claims. This unit works directly with Risk Management, Purchasing and Fleet Management to achieve these objectives.

The Public Safety Director and the Cobb County Sheriff are the co-chairs of Cobb County Homeland Security Task Force. This task force is comprised of representatives from multiple agencies from within Cobb County Government. The task force meets regularly to cooperatively develop preparation and response strategies that will benefit the Cobb County community.

FY 07/08 GOALS

GOAL #1 - Improve public safety response capability throughout Cobb County.

- ▶ Effectively implement ten additional police officers to increase visibility and impact crime within Cobb County.
- ▶ Reduce the percentage of false alarm dispatches and first-responder responses to false alarms within Cobb County for both police and fire.
- ▶ Continue to improve the enforcement and the implementation of the animal control ordinance in cooperation with municipalities.
- ▶ Continue to develop capabilities and practical applications of specialty public safety vehicles that can be applied to public safety scenarios.

GOAL #2 - Foster goodwill and positive public relations with the citizens of Cobb County through communication, partnerships and community involvement.

- ▶ Identify and enlist community stakeholders representing specific areas of Cobb County who will regularly meet with Cobb Public Safety and collectively work to solve community problems.
- ▶ Continue to develop interactive community education programs that allow Cobb County residents to learn about public safety.
- ▶ For the Department of Public Safety to be actively involved in charitable and community outreach endeavors.
- ▶ To create public service announcements for Police, Fire and E911 that provides Cobb County residents with important educational information.

GOAL #3 - Continue to increase the level of public confidence by citizens, business leaders, community leaders and state and local government in Department of Public Safety agencies.

- ▶ Promote further education and professionalism within employees by supporting and implementing new training initiatives.
- ▶ For all Department of Public Safety employees to complete National Incident Management System (NIMS) training classes for appropriate command levels.
- ▶ Continue management audits of public safety departments and ensure that the most efficient management practices are in place.
- ▶ Support the Police, Fire and E911 in maintaining national professional accreditation requirements.

- ▶ Progressively recruit to attract the best-qualified candidates for Public Safety employment in Cobb County, with emphasis on mirroring community composition and diversity.

GOAL #4 - Improve public safety services by the progressive use of existing or emerging technology.

- ▶ Further improve the compilation and the application of crime analysis data for a proactive response to criminal activity.
- ▶ Continue the upgrade of the E911 radio system so that improved communication capabilities and enhanced record management collection and analysis will provide more efficient utilization of resources of manpower.
- ▶ Obtain interoperability connectivity with the Urban Area Security Initiative with Fulton County, Dekalb County, the City of Atlanta and the State of Georgia.
- ▶ Continue to evaluate the effectiveness of all issued equipment provided to first-responders so that public safety employees can continue to provide a high level of service to citizen needs and ensure safety is the highest priority.

GOAL #5 - Improve services to the community through strategic public safety planning, fiscal management and administrative policies and procedures.

- ▶ Update appropriate Department of Public Safety policies and procedures.
- ▶ Formulate strategic long-term (ten-year) plan for expansion and growth of the Department of Public Safety Training Center utilizing a 2.5% annual growth rate for sworn personnel.
- ▶ Relocate Department of Public Safety Supply Unit and develop procedures to enhance customer service.
- ▶ Develop a work order system for Department of Public Safety Maintenance Unit.

| PERFORMANCE MEASURES | | | | |
|---|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Demand Measurement | | | | |
| Public Safety Workforce (FT & PT) | 1,558 | 1,571 | 1,586 | 1,611 |
| Effectiveness Measurement | | | | |
| Internal Affairs Investigations | 48 | 55 | 60 | 65 |
| DPS Applicants processed by Internal Affairs | 1,532 | 1,577 | 1,625 | 1,674 |

| BUDGET SUMMARY | | | | |
|-------------------------|-------------|-------------|-------------|-------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Intergovernmental | \$1,000 | \$0 | \$0 | \$0 |
| Other Financing | \$1,378 | \$521 | \$50 | \$50 |
| TOTAL | \$2,378 | \$521 | \$50 | \$50 |
| Expenditure Category | | | | |
| Personal Services | \$1,162,775 | \$1,228,859 | \$1,297,515 | \$2,287,353 |
| Operating | \$59,733 | \$69,374 | \$96,723 | \$93,223 |
| Capital | \$29,230 | \$0 | \$0 | \$0 |
| TOTAL | \$1,251,738 | \$1,298,233 | \$1,394,238 | \$2,380,576 |

MISSION

To provide comprehensive, state-of-the-art basic and advanced training to Police and Fire employees on an ongoing, year-round basis, enabling Public Safety personnel to provide exceptional, quality service to the public they are sworn to serve and protect.

DESCRIPTION

The Public Safety Training Center provides training, professional development opportunities and assistance to public safety employees. Training provided to sworn employees includes Basic Mandate, Recruit Indoctrination, Field Training, Leadership/Supervision Training, Defensive Tactics, Driving, Firearms, Physical Fitness, In-Service and Advanced Training. The Emergency Vehicle Operations Course (EVOC) benefits many county departments including Public Safety. The Firearms Range also is well-utilized by the police municipalities in Cobb County as well as the North Central Georgia Law Enforcement Academy. Training provided to Fire employees includes Recruit Training, Probationary Initial Transition Training, Paramedic Training, Diversity in the Workplace Training, Instructor Training, Officer Training, Driver/Pumper Operator Training, monthly continuing Education Training, Special Operations Training including: (HazMat, Trench Rescue, Swift Water Rescue, Heavy Rescue, High Angle Rope Rescue and Medical Operations Training), NIMS, EVOC Training, Physical Training, Command Staff Training and supports the promotional process for engineer and lieutenant.

FY 07/08 GOALS

GOAL #1 - Improve, standardize and streamline training provided to Police, Fire and E911 personnel and their instructors.

- ▶ Identify and assist in the implementation of the training needs of specialized units (HazMat, Heavy Rescue, SWAT, Bomb, Dive, etc.) by December 2008.
- ▶ Develop and facilitate annual multi-company fire drills for all extinguishment personnel by 2008.
- ▶ Fire Training to host a department-wide, one-day contact training class to include subjects such as: conflict resolution, station life and diversity in the workplace. These classes will be taught every third year starting in 2007.
- ▶ Upgrade the ICS training program for Command Officers (Battalion Chief and above) to be taught every three years starting 2008.
- ▶ Update the Strategy and Tactics Training Program for Fire Lieutenants and administer the 16-hour class every three years starting in 2008.
- ▶ Joint Police and Fire Department training in various types of response - i.e. domestics, homicides and structure fires - to understand and coordinate responses.
- ▶ Develop an Advanced 16-hour Instructor Training Course targeting DPS personnel by December 2007.
- ▶ Develop and implement an Advanced Field Training Officer course directed specifically to Cobb County Police Field Training Officers by January 2007.
- ▶ Expand on police defensive tactics during annual training. This training includes a high intensity rate and more realistic conditions.
- ▶ Develop and conduct an 80-hour Basic Investigators Course which would benefit new investigators and patrol officers in the field.
- ▶ Develop and conduct a 120-hour P.O.S.T. Management Certification course for Police Supervisors by 2007.

GOAL #2 - Improve the ability of the training staff to provide increased/expanded training programs in less time to increase overall productivity.

- ▶ Improve computer technology in the classrooms by obtaining a laptop computer and projector in each classroom to facilitate required classroom training/presentations by December 2008.
- ▶ Expand upon current efforts to institutionalize the National Incident Management System (NIMS) departmentally as well as across jurisdictional entities in Cobb County.
- ▶ Complete and implement the leadership three-week training program for newly-promoted sergeants or officers who are on the promotion list. While in the course, students participate in classes focusing on the role of the supervisor, as well as leadership, resolving conflict, managing diversity, monitoring officer performance, professional image, legal issues for supervisors, ethics, interpersonal communication, effective written communication, making decisions, solving problems, managing critical incidents, public speaking, emotional survival, budgeting, media relations and others.
- ▶ Acquire additional training of staff personnel to more effectively deliver supervised training by December 2007.
- ▶ Coordinate efforts utilizing the DPS Video Unit to produce and duplicate quality training videos for distribution to departmental personnel by December 2007.
- ▶ Identify specific training courses that could be presented on diskette/CD for use by field personnel to reduce out-of-service time incurred for required training by May 2007.
- ▶ Host specialized courses (minimum two per month) which is essential for Cobb County Police Officers.

GOAL #3 - Consolidate training for all Public Safety Departments to promote the concept of a united Department of Public Safety organization.

- ▶ Develop and conduct an Incident Management System/Unified Command class to key personnel as required by Federal Mandate.
- ▶ Institutionalize TIME training for both Fire and Police Departments.
- ▶ Pursue opportunities to enhance instructor developments, such as seminars and networking, for both Fire and Police by December 2007.
- ▶ Develop joint training exercises for both Police and Fire departments by May 2007.
- ▶ Schedule at least two courses a year for Fire and Police Command Staff Training with nationally recognized speakers.

GOAL #4 - Improve the training complex to closely reflect the quality that Cobb County has set as a standard.

- ▶ Improve the appearance of the main building by having a brick facade built on the front. This will be similar in design to the West Park Government Center and the Fire Headquarters building.
- ▶ Enclose the range building for the creation of an additional classroom area. This addition would include enclosing the front of the building, installation of heating/air-conditioning system and furnishing the interior for a classroom environment.
- ▶ Reconstruct the range safety barriers to decrease the grade and give additional space behind the turning target system.
- ▶ Replace worn-out chairs and tables in the classrooms.

- ▶ Pour a concrete sidewalk behind the turning target system that would allow a platform for the track runner moving target system and an area for maintenance of the turning targets.
- ▶ Replace the carpet in classrooms, auditorium and staff offices.
- ▶ Replace the tiles in restrooms and hallways.
- ▶ New sound and speaker system in the auditorium. System currently in use is worn-out and delivers poor sound.
- ▶ Contract professional landscaping services to ensure the training center grounds are consistently maintained and to promote a professional appearance.
- ▶ Enhance the exterior break area to better serve those students who utilize that aspect of the facility.
- ▶ Improve the rear break area entrance to the training center to alleviate congestion in the hallways and the classrooms of that wing.

FY 07/08 KEY PERFORMANCE OBJECTIVE

Continue to meet all requirements mandated by the State of Georgia for completeness, accuracy and deadlines for the annual tax digest.

| KEY PERFORMANCE MEASURE | | | | |
|------------------------------|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Efficiency Measurement | | | | |
| % Personnel Trained per Year | 97.96% | 98.98% | 99.97% | 99.98% |

| PERFORMANCE MEASURES | | | | |
|--|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Demand Measurement | | | | |
| Fitness Program Participants | 540 | 567 | 596 | 626 |
| Firearms Training/Qualification Participants | 1,450 | 1,460 | 1,520 | 1,600 |
| Workload Measurement | | | | |
| In Service Classroom Hours | 32,018 | 65,900 | 69,195 | 72,650 |
| Fire Dept. Training Class Hours | 12,840 | 13,480 | 14,532 | 15,258 |
| EMS & Paramedic Recertification Hours | 22,655 | 24,199 | 25,408 | 26,679 |
| Training Hours Presented | 67,751 | 71,559 | 39,940 | 41,937 |

| BUDGET SUMMARY | | | | |
|-------------------------|-------------|-------------|-------------|-------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| TOTAL | \$0 | \$0 | \$0 | \$0 |
| Expenditure Category | | | | |
| Personal Services | \$1,360,295 | \$1,409,656 | \$1,436,120 | \$1,365,736 |
| Operating | \$260,476 | \$197,628 | \$255,829 | \$233,483 |
| Capital | \$42,191 | \$44,905 | \$33,285 | \$20,039 |
| TOTAL | \$1,662,962 | \$1,652,188 | \$1,725,234 | \$1,619,258 |

Did You Know?

The Public Services Agency was created in FY 98 with oversight responsibilities for the following departments:

Parks
Library
Senior Services
Extension Service
Elections

MISSION

To provide direction, planning and management for Cobb County departments which produce the educational, leisure and quality of life services for all county residents and to serve a coordinating/liaison role between the Elections and Registration Department and the Board of Commissioners/County Manager.

DESCRIPTION

The Public Services Agency is directly responsible for oversight and general guidance of the Public Library System, the University of Georgia Extension Service, Elections Parks, Recreation and Cultural Affairs Department and Senior Services. This responsibility includes ensuring compliance by the departments with Board of Commissioners policies and ongoing special directives. Agency duties also include providing information to the Board of Commissioners on departmental issues and activities, as well as assisting in the formulation of policies (to be approved by the Board of Commissioners) which govern departmental operations. The Agency also functions as a conduit for information between the Board of Commissioners and the Board of Elections and Registration. Assistance with special operational needs is provided when requested by this Board. The Public Services Agency Director reports to the County Manager.

FY 07/08 GOALS

GOAL #1 – Review disciplinary action plans for Public Service departments and develop a consistent program of discipline for all departments.

OBJECTIVES:

- ▶ Collect and review all disciplinary plans from departments by December 2006.
- ▶ Compare discipline plans to county policy by January 2007.
- ▶ Meet with department managers to discuss county policy and best potential practices for agency by April 2007.
- ▶ Prepare draft of agency policy by May 2007.
- ▶ Provide draft policy to Human Resources representatives for review and comment by June 2007.
- ▶ Complete final draft of policy and present to County Manager by July 2007.

Goal #2 – Complete Management Review of Library and Elections & Registration departments.

OBJECTIVES:

- ▶ Establish review schedule with concurrence of County Manager by November 2006 and November 2007 for respective reviews.
- ▶ Develop review objectives and report format by December 2006 and December 2007.
- ▶ Select review committee by January 2006 and January 2007.
- ▶ Complete review for presentation to County Manager and BOC by April 2006 and April 2007.
- ▶ Develop implementation plan for adopted recommendations by June 2006 and June 2007.

Goal #3 – Develop guidelines for department directors on “limits of authority” which clearly delineate approval levels, commitment of funds and resources, use of equipment and the chain of command regarding approvals for activity outside this authority.

OBJECTIVES:

- ▶ Review county ordinances for authority given to managers and meet with County Attorney on same by February 2007.
- ▶ Review standard operating procedure documents in current departments for statements of authority and confirm source of the authority assignment by April 2007.
- ▶ Based on above review, draft “limits of authority” document and review with department managers by June 2007.
- ▶ Review draft document with County Manager by August 2007.
- ▶ Complete and print document for distribution to departments by October 2007.

GOAL #4 – Review Public Service policies on asset management and establish consistency within agency for same.

OBJECTIVES:

- ▶ Collect and review all asset management policies from departments and review for consistency by December 2007.
- ▶ Appoint committee from department representatives as assigned by directors to develop a draft document of asset management for all departments by March 2008.
- ▶ Review draft of policy with Finance Department by April 2008.
- ▶ Complete document and distribute to departments by June 2008.

GOAL #5 – Develop standards for screening and hiring/selecting full-time, part-time and volunteers for departments in the agency to ensure consistent application of the selection process.

OBJECTIVES:

- ▶ Collect and review all hiring/selection processes from departments by March 2007.
- ▶ Review all county-published hiring criteria and compare to department practices to insure compliance by April 2007.
- ▶ Complete draft of Public Services hiring/selection policy by June 2007.
- ▶ Review policy with Human Resources and legal staff to ensure compliance with county policy and legal requirements by July 2007.
- ▶ Complete final draft and review with County Manager by August 2007.
- ▶ Print and distribute policy to Public Services departments by September 2007.

KEY PERFORMANCE OBJECTIVE

Improve agenda item review and processing by increasing the percentage of items submitted on or before the deadline by 10% in FY 07 and FY 08.

| KEY PERFORMANCE MEASURE | | | | |
|--------------------------------|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Effectiveness Measurement | | | | |
| Agenda Items Submitted On Time | 70% | 75% | 80% | 85% |

| PERFORMANCE MEASURES | | | | |
|---|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| Days to draft Service Strategy Plan | 98 | N/A | 90 | N/A |
| Days to form committee | 60 | N/A | 45 | N/A |
| Days to implement plan | 180 | N/A | 150 | N/A |
| Days to produce progress plan | 45 | N/A | 30 | N/A |
| Days to complete review | 120 | 120 | 90 | 90 |
| Days to implement recommendations | 90 | 90 | 60 | 60 |
| Monthly reports reviewed on enterprise operations | 12 | 12 | 12 | 12 |
| Quarterly meetings with management firms to review operations | 4 | 4 | 4 | 4 |
| Efficiency Measurement | | | | |
| Annual Report on Enterprise Operations Completed Within 45 Days After Fiscal Year-End | 90% | 100% | 100% | 100% |
| Effectiveness Measurement | | | | |
| Agenda Items Submitted On Time | 70% | 70% | 80% | 90% |

| PERFORMANCE MEASURES | | | | |
|--------------------------------|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Agenda Items Redrafted | 30% | 25% | 20% | 10% |
| Agenda Items Pulled | 15% | 12% | 10% | 5% |
| Enterprise Operations Improved | 10% | 15% | 25% | 25% |

| BUDGET SUMMARY | | | | |
|-------------------------|-----------|-----------|-----------|-----------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| TOTAL | \$0 | \$0 | \$0 | \$0 |
| Expenditure Category | | | | |
| Personal Services | \$197,359 | \$225,243 | \$222,453 | \$241,489 |
| Operating | \$5,023 | \$4,055 | \$4,595 | \$4,625 |
| TOTAL | \$202,382 | \$229,298 | \$227,048 | \$246,114 |

MISSION

To purchase quality equipment, goods and services in a cost-effective and responsive manner, in a fair and competitive environment.

DESCRIPTION

The Purchasing Department consists of four divisions: Purchasing, Records Management, Fleet and Vehicle Acquisition.

The Purchasing Division consists of two sections:

The Sealed Bid Section is responsible for the performance of all formal sealed bid purchases made by the county in the amount of \$30,000 or greater. Sealed bid purchases require formal advertisement and must be opened at a public bid opening. Sealed bid opportunities are advertised in the official legal organ (newspaper), on government access television channel 23 (TV23) and on the Cobb County website. Regularly-scheduled sealed bid openings are televised live on TV23. The Sealed Bid Section is also responsible for managing and bidding all annual master price agreements, including the countywide office copier lease program.

The Small Purchase Section is responsible for all purchases from \$1000 up to \$30,000. Purchases up to \$999.99 require no bidding, but are monitored by the Small Purchase Section. This section also monitors all maintenance and service contracts and maintains a portion of the vendor and commodity databases, which are utilized by user departments.

Additionally, the Purchasing Department is charged with disposing of all county-owned equipment and commodities declared surplus in the most cost-effective and efficient manner and establishing cooperative purchasing opportunities with the Cobb County Board of Education and all municipalities within the county.

The Purchasing Department is responsible for compliance with all federal, state and county laws, policies and procedures.

FY 07/08 GOALS

GOAL #1 – Support staff development to improve service and cost savings to internal and external customers.

- ▶ Achieve Certified Professional Purchasing Buyer (CPPB) certification for all Purchasing Technicians by December 2008 and Certified Professional Purchasing Official (CPPO) certification for Division Manager by December 2006.
- ▶ Facilitate staff education by encouraging all staff to attend at least three in-house training classes by July 2007.

GOAL #2 – Provide educational opportunities for County employees involved in the Purchasing Process to better understand purchasing policies and procedures.

- ▶ Continue to assist with quarterly Advantage Financial training on the purchasing process.
- ▶ As requested by County employees, teach a course titled "Purchasing Procedures – Basics You Should Know".
- ▶ As requested by County employees, teach a course titled "Purchasing Procedures – Law, Policy & Procedures".

- ▶ Develop a Specification Writing training manual and class curriculum and conduct at least two classes by December 2006.

GOAL #3 – Expand use of computer technology and the Internet to make vendor registration bidding/proposal opportunities, disclosing bid results and “doing business” with the County more vendor-friendly.

- ▶ Achieve an on-line account activation rate of at least 65% of all vendors of record in the vendor self service module of CGI-AMS Financial System by September 2007.
- ▶ Develop and implement standard forms of terms and conditions for use with manually-generated and online bid document distribution by December 2006.
- ▶ Expand “Online Bid Document Distribution and Bidding” of vendor self service module to include Sealed Bids and Proposals by July 2007.
- ▶ Expand the use of the Advantage Financial – Purchasing System into contract management module by October 2007.
- ▶ Develop and implement an online ordering system interface for use with high volume vendors by July 2007.

GOAL #4 – Expand use of cooperative purchasing agreements to accomplish increased cost-savings through consolidated volume purchases.

- ▶ Conduct annual cooperative purchasing business plan reviews with the Board of Education and municipalities and authorities by June of each year.
- ▶ Expand the use of the U.S. Communities Cooperative Contract and other cooperative purchasing agreements.

GOAL #5 – Achieve national recognition for the professionalism, procedures and policies of the Purchasing Department.

- ▶ Receive the Achievement of Excellence in Procurement award from the National Purchasing Institute by December 2006.

GOAL #6 – Create a “Purchasing Information” brochure and add to the Purchasing Department website a listing of the commodities purchased by each Purchasing Technician by December 2007 (revise annually).

GOAL #7 – Implement a departmental digital document imaging system consistent with the Countywide digital imaging initiative led by Information Services by October 2007.

| PERFORMANCE MEASURES | | | | |
|--|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Demand Measurement | | | | |
| Sealed Bids Responses Received From Vendor | 972 | 1,600 | 1,625 | 1,600 |

| PERFORMANCE MEASURES | | | | |
|---|-------------|-----------|-----------|-----------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Sealed Bids (Over \$30,000) Received | 228 | 290 | 300 | 277 |
| Workload Measurement | | | | |
| Purchase Requisitions Processed | 2,260 | 2,500 | 2,700 | 2,700 |
| Departmental Purchase Orders (PD) Processed | 17,674 | 18,300 | 19,000 | 19,000 |
| Price Agreement (DO) Orders Processed | 13,966 | 15,500 | 17,000 | 17,500 |
| Purchase Orders (PO) Processed | 3,442 | 3,650 | 3,750 | 3,900 |
| Surplus Property Lots Auctioned | 615 | 550 | 520 | 525 |
| Sealed Bids Sent To Vendors | 3,035 | 3,200 | 3,250 | 3,200 |
| Annual Maintenance Contracts Processed | 296 | 300 | 300 | 300 |
| Surplus Property Gross Sales | \$1,000,005 | \$675,000 | \$560,000 | \$565,000 |
| Effectiveness Measurement | | | | |
| Sealed Bids Sent to Vendor as a % of Sealed Bid Responses Received From Vendors | 32% | 50% | 50% | 50% |

| BUDGET SUMMARY | | | | |
|-------------------------|-----------|-----------|-----------|-----------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Other Financing | \$297,624 | \$303,100 | \$300,600 | \$300,600 |
| TOTAL | \$297,624 | \$303,100 | \$300,600 | \$300,600 |
| Expenditure Category | | | | |
| Personal Services | \$833,921 | \$831,883 | \$879,164 | \$870,011 |
| Operating | \$79,514 | \$53,164 | \$50,712 | \$50,712 |
| Capital | \$1,456 | \$0 | \$0 | \$0 |
| TOTAL | \$914,891 | \$885,047 | \$929,876 | \$920,723 |

Did You Know?

Records Management is a division of the Purchasing Department. Staff provide consultations, on-site visits and written proposals for county departments and elected officials in all areas of records management.

MISSION

Records Management and Printing Center: To provide effective and efficient administration and management of records in compliance with all record retention laws, policies, procedures and service delivery standards; provide timely and efficient reproduction of print job requests in compliance with established service delivery standards.

DESCRIPTION

Records Management and Printing Center is a division of the Purchasing Department. The division is comprised of two units: Records Management and Printing Center.

The Records Management Unit is responsible for the retention, storage, retrieval, re-file and destruction of official county records placed under its custody, in accordance with all federal, state, county record retention laws, policies and procedures. The Records Center and satellite storage facility are the central storage facilities for nearly 38,000 cubic feet of official county records. The Records Management Unit also provides funding for all office copier leases, microfilm equipment and facsimile (FAX) machine maintenance services throughout the county.

The Printing Center Unit provides high-volume black and white/color copier service, in addition to, bookbinding and folding services to all departments and agencies of the county. The Printing Center utilizes volume networking color as well as black and white copier systems, to produce over 12 million copies each year from paper originals or electronically-transferred document files.

FY 07/08 GOALS

Records Management:

GOAL # 1 – To develop a 10-year plan for Records Management by December 2006.

GOAL # 2 - To maximize the storage capacity by expanding the Records Center to provide approximately 5,000 square feet of additional space.

- ▶ Replace current pallet shelving with mezzanine-style shelving by September 2007.

GOAL # 3 – To place paint sealant on Records Center floor .

- ▶ Apply sealant to reduce the dust particles from traffic on the floor and provide a clean and environmentally-safe warehouse by July 2007.

GOAL # 4 – To reduce paper records by twenty percent in the Records Center

- ▶ Convert paper records to microfilm by September 2008.
- ▶ Destruction of inactive records, to include, reduction in changes to retention period for certain record titles by September 2008.
- ▶ Coordinate with the courts system (Probate Court, Superior, State Civil/Criminal, Juvenile and Magistrate) to transfer ownership of historical docket books to Georgia State Archives for proper climate control preservation by September 2008.

GOAL # 5 – To continue intra-division cross-training and when available, attend records management training classes .

- ▶ Provide cross-training between Records Technician and Print Shop Technician positions by December 2006.
- ▶ When available, provide Records Technicians with the ability to attend local records management training classes.

Printing Center:

GOAL #1 – To provide employees countywide with EPrintshop Web Submission training through the Cobb Web training program.

- ▶ Ensure 100 percent of employees, who submit print job requests, are trained on how to efficiently use the Web Submission program by September 2008.

GOAL #2 – To continue intra-division cross-training and when available, attend printing industry trade shows.

- ▶ Provide cross-training between Print Shop Technician and Records Technician positions by December 2006.
- ▶ When available, provide Print Shop Technicians with the ability to attend local print trade shows.

| PERFORMANCE INDICATORS | | | | |
|--|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Records Management | | | | |
| Workload Measurement | | | | |
| Records Holding (cubic feet) | 37,746 | 36,991 | 35,142 | 30,573 |
| Boxes Brought In | 4,106 | 4,024 | 3,823 | 3,326 |
| Records Pulled & Re-filed | 45,097 | 44,195 | 41,985 | 36,527 |
| Boxes Destroyed | 796 | 3,627 | 979 | 1,106 |
| Efficiency Measurement | | | | |
| Boxes Transferred Per Month | 196 | 192 | 182 | 158 |
| Total Pulls Per Day | 188 | 184 | 175 | 152 |
| Boxes Destroyed Per Quarter | 796 | 907 | 245 | 277 |
| Effectiveness Measurement | | | | |
| Percentage of Eligible Boxes Destroyed | 81% | 75% | 95% | 95% |

| PERFORMANCE INDICATORS | | | | |
|--|---------------|---------------|---------------|---------------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Ratio of Boxes Transferred to Boxes Destroyed | 5.2 | 1.1 | 3.9 | 3.1 |
| Productivity Measurement | | | | |
| Boxes Transferred Per Man Hour | 25 | 24 | 23 | 20 |
| Pulls & Re-files Per Man Hour | 24 | 23 | 22 | 19 |
| Images/Rolls Filmed Per Year | 1,039,999/169 | 1,091,999/177 | 1,146,598/186 | 1,203,928/195 |
| Copiers Supported | 260 | 268 | 276 | 284 |
| FAX Machines Supported | 208 | 213 | 223 | 234 |
| Micrographic Equipment Supported | 22 | 23 | 23 | 24 |
| Printing Center | | | | |
| Workload Measurement | | | | |
| B&W Print Jobs | 15,096,436 | 15,549,329 | 16,015,808 | 16,496,282 |
| Color Print Jobs | 220,078 | 226,680 | 233,480 | 240,484 |
| Print Jobs Per Year | 15,316,514 | 15,776,009 | 16,249,288 | 16,736,766 |
| Effectiveness Measurement | | | | |
| Percentage of B&W Print Jobs Completed By Due Date | 100% | 100% | 100% | 100% |
| Percentage of Color Print Jobs Completed By Due Date | 100% | 100% | 100% | 100% |

| BUDGET SUMMARY | | | | |
|-------------------------|-------------|-------------|-------------|-------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Other Financing | \$41,288 | \$26,877 | \$20,680 | \$31,680 |
| TOTAL | \$41,288 | \$26,877 | \$20,680 | \$31,680 |
| Expenditure Category | | | | |
| Personal Services | \$233,182 | \$270,539 | \$283,240 | \$297,869 |
| Operating | \$748,123 | \$893,544 | \$846,258 | \$846,258 |
| Debt Service | \$179,691 | \$155,478 | \$186,533 | \$186,533 |
| Capital | \$5,126 | \$23,840 | \$22,130 | \$4,130 |
| TOTAL | \$1,166,122 | \$1,343,401 | \$1,338,161 | \$1,334,790 |

Did You Know?

Sheriff Warren, who took office January 1, 2004 is the 42nd Sheriff in an unbroken line of succession in Cobb County.

Cobb Tid-Bits

The Cobb County Sheriff's Office was established in 1833 and is now in the 172nd consecutive year of ensuring public safety for the citizens of this county. The Sheriff is elected to office every four years.

MISSION

To provide professional law enforcement services to all citizens of Cobb County through a trained, motivated and focused workforce of men and women dedicated to public service.

DESCRIPTION

The Georgia Constitution created the Sheriff's Office, and its duties are grounded in the common law. The Sheriff is the chief law enforcement officer of the county and is ultimately responsible for the delivery of law enforcement services for the county.

The Sheriff's Office performs a wide variety of duties specified in the Official Code of Georgia relating to civil and criminal matters. As the cities and then the county created local police departments, these departments began assuming responsibility for certain law enforcement functions within their respective jurisdictions. The Sheriff refocused areas of his operations in order to eliminate a duplication of service and cost. However, as the Constitutional Law Enforcement Authority, he must stand ready to assume the duties exercised by the local police departments should they fail or act inappropriately.

Currently, the Sheriff's Office is organized into three divisions with major duties as follows:

Administrative Services

Administration of the Agency
Bonding Administration
Accounting
Equipment
Legal Services
Policy Development
Fleet Maintenance Training
Personnel
Planning and Research
Volunteer Services
Inspectional Services
Security for Judicial Complex

Operations

Communications
Records Management
Service of Court Orders
Criminal Investigations
Inmate Transportation
Attendance at Court
Funeral Escorts
Tactical Operations
Honor Guard
Juvenile Apprehension
Domestic Violence

Detention

Custody of Pretrial and Sentenced Inmates
Crime Scene Processing
Maintenance of Incarceration Records
Photo Processing Services for County Agencies
Marijuana Testing Lab
Inmate Processing
Work Release Program

FY 07/08 GOALS

GOAL #1 - Identify additional operational efficiencies, service enhancements and cost-savings through self-evaluation and program modification.

- ▶ Implement an agency-wide document imaging solution by March 2007.
- ▶ Define and implement a unified records management strategy by June 2007.
- ▶ Complete the definition and installation of a new records management computer system by September 2007.

- ▶ Continue a routine and cyclical process of internal audits of agency operations to ensure effectiveness of, and employee compliance with, policies and procedures on an ongoing basis
- ▶ Install mobile data computers in all vehicles assigned to the Operations Division by June 2007, in order to facilitate mobile data reporting and access to 911 call history data prior to attempting warrant service.

GOAL #2 - Institute a comprehensive planning process to define agency direction and long-term goals to provide for orderly growth and effective delivery of services.

- ▶ Establish a Sheriff's Office substation in Northeast Cobb in order to increase the efficiency of operations and to better serve the public by March 2008.
- ▶ Establish and staff a satellite office in the Emergency Room area of WellStar Kennestone Hospital to manage inmates awaiting treatment or medical clearance prior to incarceration by June 2008.
- ▶ Enhance the inmate transport unit by providing adequate staffing and vehicles to transport inmates from the various precinct locations to jail, thus eliminating the interruption of duties of the Field Service Deputies and other offices by December 2008.
- ▶ Define, bid and install a new Jail Management System (JMS) by September 2007.
- ▶ Identify specific staff resources and equipment to meet the rapidly increasing demand for traffic escorts of funeral processions in Cobb County and to refine procedures for such escorts by March 2007.
- ▶ Initiate policy and operational changes necessary to achieve State certification by September 2008.

GOAL #3 - Improve and expand the quality of service provided to the citizens of Cobb County.

- ▶ Allocate staffing and resources to address the statutorily required registering and monitoring of sex offenders by September 2006.
- ▶ Increase the staffing and capabilities of the Domestic Violence Unit to deal with a greater incidence and severity of cases related to domestic violence by December 2007.
- ▶ Increase the staffing allocated to forgery function in order to address a more complex workload by September 2007.
- ▶ Enhance the size and response capability of the Tactical Response Unit by March 2007.
- ▶ Improve security screening and inmate management capabilities in Juvenile Court by December 2007.
- ▶ Continue commitment to provide quality programs to youth in the community on various topics (e.g. responsible decision-making and the consequences of inappropriate behavior) on an ongoing basis.

GOAL #4 - Identify and initiate administrative and operational strategies to enhance employee development and safety.

- ▶ Provide all sworn law enforcement officers in the Sheriff's Office with backup weapons by December 2006.
- ▶ Equip all marked vehicles in the Sheriff's Office with window-mounted video and audio equipment by March 2007.
- ▶ Continue to expand and enhance the level of training provided to Sheriff's Office staff.

- ▶ Provide security access control for all judges chambers in Superior Court by September 2007.
- ▶ Increase the presence of deputies in all active courtrooms and upgrade video surveillance of inmate holding areas by December 2008.
- ▶ Recruit and hire the number of qualified employees necessary to staff and efficiently operate the expanded jail facilities by the completion of construction.
- ▶ Provide staff at the detention facilities with portable 800 MHz radio equipment no later than September 2007.

GOAL #5 - Safely and securely house pre-trial and under-sentence inmates while complying with all applicable State and Federal statutes and standards.

- ▶ Design and construct an 1,152 bed expansion of the jail facilities, including all related support space by September 2008.
- ▶ Implement a detailed inmate classification strategy by June 2007.
- ▶ Define and implement an inmate video visitation system that will address the needs for family visitation, as well as professional interaction with the courts and attorney by September 2008.
- ▶ Review and implement a comprehensive, electronic key-control system in all detention facilities by March 2007.
- ▶ Address physical plant deficiencies at the Detention Facilities by December 2008.
- ▶ Continue flexible strategies to optimize the use of existing jail beds and to deal with overcrowding while awaiting the construction of new facilities.
- ▶ Replace the jail security access system by December 2007.
- ▶ Replace Pods A-D control panels in the jail by March 2007.
- ▶ Remove the outdated phone system at the Prison Unit and integrate phone services currently used by the Sheriff's Office by June 2007.
- ▶ Maintain National and State Accreditation pertaining to the Inmate Medical Services Program.
- ▶ Define, bid, award and fund full-service maintenance contracts, for all major mechanical systems, at the detention facilities by March 2008.

| PERFORMANCE MEASURES | | | | |
|---|--------|-----------|--------|---------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| Warrants & Civil Processes Cleared | 73,580 | 81,100 | 89,495 | 98,871 |
| Forgery/Fraud, Fugitive, Family Violence Cases Cleared | 4,321 | 4,411 | 4,618 | 4,847 |
| Juvenile Warrants/Processes Cleared | 2,823 | 3,681 | 3,882 | 4,094 |
| Total Transports | 29,279 | 30,433 | 31,632 | 32,831 |
| Funeral Escorts | 2,033 | 2,094 | 2,155 | 2,216 |
| Demand Measurement | | | | |
| Warrants & Civil Processes Received | 85,946 | 92,063 | 98,682 | 105,844 |
| Forgery/Fraud, Fugitive, Family Violence Cases Received | 7,553 | 7,810 | 8,052 | 8,302 |
| Juvenile Warrants/Processes Received | 2,838 | 3,715 | 3,935 | 4,166 |
| Average Number of Inmates (Jail, Prison & Work Release Facilities) | 2,582 | 2,794 | 3,027 | 3,255 |
| Inmate Meals Served | 2.81m | 2.92m | 3.03m | 3.14m |
| Efficiency Measurement | | | | |
| Warrants & Civil Process Served per Full-Time Employee | 4,623 | 4,997 | 5,405 | 5,847 |
| Forgery/Fraud, Fugitive, Family Violence Cases Cleared per Full-Time Employee | 663 | 686 | 721 | 735 |
| Juvenile Warrants Cleared per Full-Time Employee | 1,412 | 1,841 | 1,941 | 2,047 |
| Inmates per Sworn Jail Personnel | 25 | 31 | 34 | 37 |
| Number of Inmates Booked | 34,940 | 36,336 | 37,790 | 39,306 |

| BUDGET SUMMARY | | | | |
|-------------------------|--------------|--------------|--------------|--------------|
| Category Description | FY05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Licenses & Permits | \$5,415 | \$6,690 | \$6,929 | \$6,929 |
| Intergovernmental | \$1,533,720 | \$1,134,594 | \$1,534,353 | \$534,353 |
| Charges for Services | \$1,056,432 | \$1,109,092 | \$1,100,677 | \$1,123,963 |
| Fines & Forfeitures | \$1,136,547 | \$1,095,060 | \$1,176,285 | \$1,225,375 |
| Other Financing | \$4,403 | \$9,421 | \$5,725 | \$7,083 |
| TOTAL | \$3,736,517 | \$3,354,857 | \$3,823,969 | \$2,897,703 |
| Expenditure Category | | | | |
| Personal Services | \$36,122,939 | \$38,893,625 | \$41,732,866 | \$43,786,774 |
| Operating | \$12,668,110 | \$13,207,224 | \$15,134,594 | \$15,301,065 |
| Capital | \$214,722 | \$135,886 | \$97,095 | \$83,345 |
| Contingency | \$0 | \$0 | \$11,000 | \$11,000 |
| TOTAL | \$49,005,771 | \$52,236,735 | \$56,975,555 | \$59,182,184 |

MISSION

To prosecute all county traffic, misdemeanor and ordinance violation cases in the most efficient and effective manner to enhance the quality of life for the citizens of Cobb County.

DESCRIPTION

The Solicitor General's Office is responsible for the prosecution of all misdemeanor, traffic, and county ordinance violation cases in Cobb County. These cases include all misdemeanor warrants issued in Cobb County and all traffic citations issued by Cobb County Police Department, the Cobb County Sheriff's Office or Georgia State Patrol.

Other cases prosecuted by the Solicitor's Office include citations issued by the Cobb County Park Rangers, Cobb County Animal Control, Cobb County Water Department, Cobb County Business License Division, Kennesaw State University Police, Southern Poly Tech Police Department, cases transferred to Cobb State Court from various municipal courts and those transferred from Cobb Superior Court.

This office serves all citizens of Cobb County on a general level, and more specifically serves the victims of crimes. Crimes are investigated, victims and witnesses are interviewed, decisions are made regarding prosecution, accusations are filed and cases are prosecuted. Case prosecution involves subpoenaing witnesses, collecting evidence, preparing for trial, negotiating pleas and trying cases in court.

FY 07/08 GOALS

GOAL #1 - Expand services provided to victims of crimes.

- ▶ Provide in-court support for victims and witnesses of crimes on an ongoing basis.
- ▶ Develop informational programs for a better understanding of resources available by September 2007.
- ▶ Investigate other financing sources for expansion of the Victim Witness Unit on an ongoing basis.

GOAL #2 - Enhance communication among all law enforcement entities.

- ▶ Develop programs of instruction dealing with recent changes in the law for police agencies by September 2007.
- ▶ Conduct instruction at the North Central Georgia Law Enforcement Academy (NCGLEA) for new law enforcement recruits on an ongoing basis.
- ▶ Assist and involve law enforcement agencies in programs designed to better unify relations and understand job responsibilities on an ongoing basis.

| PERFORMANCE MEASURES | | | | |
|---|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| Warrants Processed | 6,302 | 7,236 | 7,703 | 7,931 |
| Criminal Accusations Filed | 6,317 | 6,637 | 7,094 | 7,217 |
| Criminal Traffic Cases Processed | 43,758 | 52,185 | 56,399 | 60,519 |
| Investigations Opened | 11,285 | 13,347 | 14,378 | 15,433 |
| Traffic Violation Bureau Cases | 78,859 | 71,160 | 74,718 | 78,454 |
| County Ordinance Violations in Magistrate Court | 4,584 | 3,604 | 3,785 | 3,986 |
| Domestic Violence Hearings in Magistrate Court | 1,269 | 2,142 | 2,249 | 2,361 |

| BUDGET SUMMARY | | | | |
|----------------------|--------------------|--------------------|--------------------|--------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Intergovernmental | \$99,016 | \$32,830 | \$25,250 | \$25,250 |
| Charges for Services | \$30,961 | \$27,700 | \$30,000 | \$30,000 |
| Other Financing | \$149 | \$817 | \$150 | \$150 |
| TOTAL | \$130,126 | \$61,347 | \$55,400 | \$55,400 |
| Expenditure Category | | | | |
| Personal Services | \$3,796,792 | \$4,583,482 | \$4,037,283 | \$4,227,928 |
| Operating | \$36,832 | \$83,077 | \$46,432 | \$46,432 |
| Capital | \$753 | \$14,969 | \$0 | \$0 |
| TOTAL | \$3,834,377 | \$4,681,528 | \$4,083,715 | \$4,274,360 |

MISSION

To serve as a court of record within Cobb County with jurisdiction conferred by law including, but not limited to, criminal cases below the grade of felony and civil actions without regard to the amount in controversy, except those actions in which exclusive jurisdiction is vested in the Superior Court.

DESCRIPTION

The State Court of Cobb County, created by a Legislative Act, is composed of twelve elected judges, their support staff, State Court Services and the Sentence Enforcement Unit (S.E.U.). Cases brought before the judges are completed by way of jury and non-jury trials in addition to pleas and settlements.

The Court Services Office is the administrative arm of the court and serves as a liaison to all other agencies. The responsibilities of this office include preparing and maintaining the annual budget, managing a jury system, and all other administrative duties of the Court.

The Sentence Enforcement Unit monitors the judgments of the court for compliance including the collection of fines, fees and restitution.

FY 07/08 GOALS

GOAL #1 - Gain efficiency within the court through technological advances.

- ▶ Utilizing laptop computers in the courtroom enables judges and law clerks to complete research without leaving the bench therefore decreasing the length of trials. The current laptops need to be upgraded in the Division I State Court.
- ▶ Utilizing laptop computers in the courtroom enables judges and law clerks to complete research without leaving the bench therefore decreasing the length of trials. And Division II State Court need laptops assigned to create the same efficiency as the Division I State Court.

GOAL #2 - Enhance seating capacity for the public and improve the appearance of the lobby areas of the State Court building.

- ▶ Increase the number of benches to the courthouse lobby area by September 2007.
- ▶ Increase the number of benches to the courthouse lobby area by September 2008.

| PERFORMANCE MEASURES | | | | |
|--|---------|-----------|---------|---------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Demand Measurement | | | | |
| Jury Summons Mailed | 9,500 | 9,600 | 9,700 | 9,800 |
| Workload Measurement | | | | |
| Criminal Case Dispositions | 6,790 | 6,970 | 7,170 | 7,370 |
| Civil Case Dispositions | 23,990 | 24,100 | 24,300 | 24,500 |
| Traffic Case Dispositions | 124,824 | 126,000 | 128,000 | 130,000 |
| Sentence Enforcement Unit Cases Processed | 9,139 | 9,339 | 9,539 | 9,739 |
| Efficiency Measurement | | | | |
| Civil & Criminal Dispositions per Division I Judge (7) | 4,397 | 4,440 | 4,480 | 4,520 |
| Traffic Dispositions per Division II Judge (5), (4) in 2005. | 31,208 | 25,200 | 25,600 | 26,000 |
| Sentence Enforcement Unit Cases per Officer (9) | 914 | 940 | 954 | 974 |
| Effectiveness Measurement | | | | |
| Jurors Reporting | 5,239 | 5,289 | 5,340 | 5,390 |

| BUDGET SUMMARY | | | | |
|-------------------------|--------------------|--------------------|--------------------|--------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Charges for Services | \$904,733 | \$922,496 | \$910,100 | \$920,100 |
| Other Financing | \$639 | \$89 | \$0 | \$0 |
| TOTAL | \$905,372 | \$922,585 | \$910,100 | \$920,100 |
| Expenditure Category | | | | |
| Personal Services | \$4,871,828 | \$5,444,377 | \$5,483,246 | \$5,807,363 |
| Operating | \$621,549 | \$503,729 | \$601,885 | \$602,385 |
| Capital | \$21,081 | \$9,602 | \$9,500 | \$7,400 |
| TOTAL | \$5,514,458 | \$5,957,708 | \$6,094,631 | \$6,417,148 |

MISSION

To provide the Cobb County Superior Court system with the proper programs, resources and assistance needed to maintain effective and expeditious court processes.

DESCRIPTION

The Superior Court of Cobb County is the highest-ranking local court, having jurisdiction over all criminal felony cases and major civil cases involving Cobb County Government. The responsibilities of the Court include determination of a defendant's competence to stand trial, the admissibility of a confession and the legality of a written document. The Court also resolves cases involving child custody, criminal cases with or without a jury, and issues fines and/or sentences upon conviction.

Superior Court Administration is responsible for summoning jurors to serve in the Superior Court and the Probate Court. Jurors are also summoned to serve on the Grand Jury for issuing indictments, to investigate and audit offices of local government agencies, and other duties set forth in the Official Code of Georgia Annotated.

Additionally, Superior Court Administration ensures jurors are present for all scheduled trials. The court accommodates the needs and arranges the sequestering of jurors. The Court also issues daily calendars of all court proceedings and provides information to the public concerning court activities, upon request. The Superior Court Administrator prepares and maintains the annual budget for Superior Court, and is administratively responsible for the Circuit Defender's Office, Guardian ad Litem Program, Mediation Program, Seminar for Divorcing Parents, Focus on Forever Marital Workshop, What About Me Children's Seminar on Divorce, Interpreter Program, Law Library, Permanent Process Servers, Child Support Receiver, Juvenile Court, Superior Court Volunteer Probation, Video-Conferencing, Drug Treatment Court and Superior Court Bailiffs.

FY 07/08 GOALS

GOAL #1 - Augment the Drug Treatment Court Program to help reduce the recidivism rate in Cobb County's court and correction system.

- ▶ Provide intensive alcohol and drug rehabilitation six days a week for at least 18 months.
- ▶ Monitor offenders progress in the program with weekly court sessions.
- ▶ Conduct random drug screening as much as seven days a week.
- ▶ Ensure that the offender is responsible for the entire cost of treatment and drug screens.
- ▶ Provide public with Drug Treatment Court statistics.
- ▶ Collaborate with local colleges for yearly evaluations of the program to determine the effectiveness and cost-savings to the community.
- ▶ Publish a quarterly Drug Treatment Court newsletter to be circulated in the community.

GOAL #2 - Assure the availability of qualified interpreters to non-English speakers to ensure that their rights are protected during court proceedings.

- ▶ Implement web programming to efficiently and conveniently manage scheduling and assignments of interpreter services, allowing for certified interpreters first access to assignments.

GOAL #3 - Create a web page for public access to information regarding Permanent Process Servers on the web.

- ▶ Create convenience by placing the application, renewal forms and list of approved Permanent Process Servers on the web.

GOAL #4 - Utilize the most advanced technology available to aid in assisting the judges and court staff in improving the administration of justice.

- ▶ Evaluate and implement current technological trends in court management on an ongoing basis.

| PERFORMANCE MEASURES | | | | |
|--|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Demand Measurement | | | | |
| Mediation Cases Referred | 1,419 | 1,500 | 1,550 | 1,575 |
| Requests for Interpreter | 2,067 | 1,529 | 2,220 | 2,300 |
| Jurors Summoned for Duty | 13,111 | 14,577 | 15,977 | 17,377 |
| Workload Measurement | | | | |
| Seminar for Divorcing Parents Participants | 2,376 | 2,447 | 2,675 | 2,850 |
| Drug Treatment Court Participants | 43 | 64 | 96 | 144 |
| Mediation Cases Resolved | 1,046 | 1,077 | 1,109 | 1,142 |
| Volunteer Probation Cases | 2,600 | 2,702 | 2,850 | 3,000 |
| Permanent Process Servers Appointed | 160 | 165 | 193 | 215 |
| Efficiency Measurement | | | | |
| Reporting Jurors Processed per Employee (2) | 3,225 | 3,539 | 3,639 | 3,739 |
| Guardian Ad Litem Appointments per Case Worker (3) | 41 | 46 | 51 | 56 |
| Mediations Facilitated per Mediator (3) | 514 | 529 | 545 | 561 |

| BUDGET SUMMARY | | | | |
|-------------------------|--------------------|--------------------|--------------------|--------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Charges for Services | \$77,245 | \$78,240 | \$77,272 | \$81,900 |
| Intergovernmental | \$312,639 | \$336,456 | \$364,274 | \$349,913 |
| Other Financing | \$529 | \$828 | \$100 | \$100 |
| TOTAL | \$390,413 | \$415,524 | \$441,646 | \$431,913 |
| Expenditure Category | | | | |
| Personal Services | \$3,598,839 | \$3,807,885 | \$4,027,148 | \$4,496,145 |
| Operating | \$761,436 | \$1,000,632 | \$884,147 | \$882,147 |
| Capital | \$27,465 | \$28,357 | \$3,500 | \$3,500 |
| TOTAL | \$4,387,740 | \$4,836,874 | \$4,914,795 | \$5,381,792 |

MISSION

To provide leadership and support in coordinating and prioritizing the delivery of services provided by the Support Services Agency departments to the public, county departments, and elected officials; to ensure that the services are delivered in a timely, responsive and professional manner, and to assist the County Manager and Board of Commissioners on an ongoing basis.

DESCRIPTION

The Support Services Agency is comprised of the following departments/divisions: Economic Development, Tax Assessor, Information Services, Property Management, Purchasing, Fleet Management, Print Shop, Records Management, Government Service Centers, and Mail Services. The Agency also has a small administration office comprised of the Agency Director, Administrative Specialist and Administrative Technician.

Agency responsibilities include: constructing new facilities and renovating/maintaining existing facilities; providing cost-effective access to county information and services through computer technology and technical support; purchasing all goods and services; monitoring and maintaining fleet operations; coordinating and programming countywide vehicle replacements; providing centralized storage of county records; operating mail services; encouraging business development and retention; providing citizen access to government services through strategically-located Government Service Centers; and assessing property values on all real and personal property in Cobb County pursuant to Georgia law.

Scope and Scale of Operations

| <u>Department</u> | <u>Employees</u> | |
|--|------------------|------------------|
| | <u>Full-Time</u> | <u>Part-Time</u> |
| Support Services Agency Administration | 2 | 1 |
| Economic Development | 4 | 0 |
| Government Service Centers & Mail Services | 9 | 4 |
| Information Services | 93 | 9 |
| Property Management | 62 | 11 |
| Parking Deck | 1 | 1 |
| Purchasing (incl. Fleet & Records Mgt.) | 55 | 0 |
| Tax Assessor | <u>52</u> | <u>1</u> |
| Total | 278 | 27 |

| <u>Department</u> | <u>Total Budget FY 06 (Adopted)</u> |
|--|-------------------------------------|
| Support Services Agency Administration | \$ 252,888 |
| Economic Development | \$ 385,917 |
| Government Service Centers & Mail Services | \$ 2,174,872 |
| Information Services | \$ 12,443,075 |
| Property Management | \$ 8,155,456 |
| Parking Deck | \$ 479,388 |
| Purchasing (incl. Fleet & Records Mgt.) | \$ 5,949,583 |
| Vehicle Acquisition/Replacement | \$ 2,401,300 |
| Tax Assessor | \$ <u>5,416,031</u> |
| Total | \$ 37,658,510 |

FY 07/08 GOALS

GOAL #1 - Provide leadership and guidance to Support Services Agency departments.

- ▶ Work with department managers to determine agency and departmental priorities on an ongoing basis.
- ▶ Meet with department managers to discuss status of department operations and goals on a regular basis.
- ▶ Provide assistance to department managers as they work to complete the Board of Commissioner's goals and objectives on an ongoing basis.
- ▶ Review annual goals at Status and Performance Review meetings. Document status of goals on Annual Work Plan document.
- ▶ Conduct Management Team meetings six times a year with Property Management and Purchasing.
- ▶ Conduct Management Team meetings four times a year with Information Services.

GOAL #2 - Improve the productivity, effectiveness, efficiency and responsiveness of Support Services departments to other county departments, the Board of Commissioners, and the public.

- ▶ Analyze annually future needs and update the Three-Year Work Plan and Ten-Year Capital Plan to address those needs.
- ▶ Review each department's Annual Work Plan, Three-Year Work Plan and Service Delivery Standards on a quarterly basis.
- ▶ Work with department managers to make sure all projects are completed on schedule.
- ▶ Communicate information about plans, projects and achievements to county staff and customers in a timely and effective manner.
- ▶ Develop an agency-wide diversity plan that will address issues involved in creating a diverse, cohesive and innovative workforce in each department.
- ▶ Determine agency and departmental priorities in support of county departments, elected officials, outside agencies, businesses and the general public, on an ongoing basis.

GOAL #3 - Facilitate the efficient and fiscally responsible management of various county projects managed by Support Services departments, as directed by the Board of Commissioners (BOC) and the County Manager.

- ▶ Hold bi-monthly status meetings with the County Manager to discuss and prioritize projects; provide feedback regarding projects and other issues.
- ▶ Provide BOC members with timely status updates and overviews of key projects, plans and achievements as requested.
- ▶ Conduct regular reviews on the status of all ongoing projects including expenditure-to-budget comparisons.
- ▶ Evaluate the possible need to reallocate resources as directed by management to keep projects on schedule and within budget on an ongoing basis.
- ▶ Continue to demonstrate fiscally conservative budgetary policies by assessing projects and budget requests on an ongoing basis to make sure costs are minimized.

GOAL #4 - Improve the county's long-range strategic plan, especially in the area of financial management.

- ▶ Provide leadership in financial, pension fund and bond rating areas on an ongoing basis.

- ▶ Assist the county's financial team with updating and maintaining the county's long-term financial plans, including all major capital needs, on an ongoing basis.

GOAL #5 - Influence state and national legislation and their policy formulation to benefit Cobb residents and taxpayers.

- ▶ Lead the legislative liaison work for the Board of Commissioners with the Georgia delegation and Cobb's congressional representatives in Washington, D.C. on an ongoing basis.

FY 07/08 KEY PERFORMANCE OBJECTIVE

Provide on an ongoing basis leadership, support and assistance to the Support Services Agency departments, County Manager and the Board of Commissioners to ensure that services are delivered in a timely, responsive and professional manner.

| PERFORMANCE MEASURES | | | | |
|---|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| Departments supported | 6 | 6 | 6 | 6 |
| Numbers of reviews per Department: Service delivery standards | 4 | 4 | 4 | 4 |
| Numbers of reviews per Department: Annual Goals | 12 | 12 | 12 | 12 |
| Numbers of reviews per Department: 3-Year Goals | 12 | 12 | 12 | 12 |
| Total Number of Team Meetings: Property Management | 2 | 6 | 6 | 6 |
| Total Number of Team Meetings: Purchasing | 2 | 6 | 6 | 6 |
| Total Number of Team Meetings: Information Services | 1 | 4 | 4 | 4 |
| Total Number of Status meetings with County Manager | 24 | 24 | 24 | 24 |
| Total Number of BOC Executive Sessions attended | 24 | 24 | 24 | 24 |
| Total Number of BOC meeting attended | 24 | 24 | 24 | 24 |

| BUDGET SUMMARY | | | | |
|-------------------------|-----------|-----------|-----------|-----------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| TOTAL | \$0 | \$0 | \$0 | \$0 |
| Expenditure Category | | | | |
| Personal Services | \$236,234 | \$244,586 | \$250,344 | \$263,073 |
| Operating | \$15,788 | \$16,280 | \$15,955 | \$15,955 |
| TOTAL | \$252,022 | \$260,866 | \$266,299 | \$279,028 |

MISSION

To produce an annual tax digest that conforms to the requirements of Georgia law and the rules and regulations of the Georgia Department of Revenue, and to provide a high level of service and responsiveness to the taxpayers and government agencies of Cobb County.

DESCRIPTION

The Board of Tax Assessors (BTA) is an autonomous board whose five members are appointed by the Board of Commissioners to staggered four-year terms. The BTA is responsible for hiring the Chief Appraiser, who is responsible for personnel and day-to-day operations. It is the BTA's responsibility to ensure that the annual tax digest is complete, accurate and submitted by mandated deadlines. The BTA maintains records for all 230,000 real estate parcels and 35,000 personal property accounts in the county and its cities, including valuations, mapping, exemptions, specialized assessments, etc. The BTA ensures all taxable property within the county is returned and assessed for taxes at its fair market value, and is uniformly assessed among taxpayers. The tax digest must meet state mandated requirements on completeness, accuracy and deadlines. Further, the BTA must provide for the training of new appraisers and the continuing education of experienced appraisers. The duties and responsibilities of the Board of Tax Assessors, Chief Appraiser and Appraisal Staff are specified in the Official Code of Georgia (OCGA) 48-5 and the rules and regulations of the Georgia Department of Revenue.

FY 07/08 GOALS

GOAL #1 - Produce an annual property tax digest that meets State law requirements.

- ▶ Review and update values for Commercial/Industrial and Residential/Agricultural real estate, and mail Change of Assessment notices by July 1.
- ▶ Measure, list, value all new real estate properties and issue Change of Assessment notices by July 1.
- ▶ Identify and value all business personal property, boats, airplanes, etc. and issue Change of Assessment notices by July 1.
- ▶ Update the mapping for all new subdivisions, splits, combinations, etc. by March 1.
- ▶ Process all property owner returns by April 30.
- ▶ Submit the annual property tax digest to the Georgia Department of Revenue by August 1.

GOAL #2 - Improve the quality and accuracy of assessment data throughout the county.

- ▶ Manage outside contractors to ensure the Residential Data Collection project stays on track, and that the work performed is accurate.
- ▶ Obtain a new contract that will provide for a systematic field review of all residential parcels on a six-year cycle; state regulations suggest a three-year cycle.
- ▶ Manage outside contractors to ensure the Commercial Privatization project stays on track and that the work performed is accurate; ensure appeals are worked in a timely manner.
- ▶ Perform quality checks of fieldwork to ensure work accuracy of both employees and contractors.

GOAL #3 - Ensure accurate reporting of personal property throughout the county.

- ▶ Mail reporting forms for existing businesses by January 1.
- ▶ Mail Freeport Exemption applications to existing accounts by January 15.
- ▶ Identify and account for all new business licenses that are issued to ensure accurate reporting of business assets.
- ▶ Perform thorough audits of business accounts utilizing the staff auditor and an outside auditing firm.
- ▶ Work with other county departments toward attaching business licenses to specific real estate parcels.

GOAL #4 - Maintain a professional appraisal and support staff.

- ▶ Ensure that each assessor and appraiser successfully completes state-mandated continuing education.
- ▶ Encourage professional development through appraisal progression.
- ▶ Develop a formal internal training program for appraisers and support staff.
- ▶ Continue emphasis on high levels of performance and customer service.
- ▶ Provide training and supervision of appraisal staff to ensure consistent and uniform application of assessment methodology.

FY 07/08 KEY PERFORMANCE OBJECTIVE

Continue to meet all requirements mandated by Georgia for completeness, accuracy, and deadlines for the annual tax digest.

| PERFORMANCE MEASURES | | | | |
|--|---------|-----------|---------|---------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Demand Measurement | | | | |
| Real Estate Parcels | 230,268 | 236,600 | 243,000 | 249,500 |
| Personal Property Accts. | 35,093 | 36,100 | 37,100 | 38,100 |
| Mobile Homes | 4,546 | 4,287 | 4,250 | 4,150 |
| Value of Tax Digest (\$ millions) | 28,102 | 29,500 | 30,500 | 31,900 |
| Effectiveness Measurement | | | | |
| Appraisers Certification requirements met | 100% | 100% | 100% | 100% |
| Appraisers Continuing Education requirements met | 100% | 100% | 100% | 100% |
| Productivity Measurement | | | | |
| Parcels per Appraiser vs. IAAO Standard (3,200) | 6,400 | 6,600 | 6,750 | 6,930 |

| PERFORMANCE MEASURES | | | | |
|---|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Digest submitted by state-mandated deadline | YES | YES | YES | YES |
| Residential Properties Revaluation | 70,000 | 70,000 | 70,000 | 80,000 |
| New Construction Homes | 5,300 | 5,500 | 5,500 | 5,500 |
| Commercial Revaluation | 10,886 | 1,400 | 1,800 | 12,300 |
| Commercial New Construction | 398 | 320 | 350 | 380 |

| BUDGET SUMMARY | | | | |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Charges for County Services | \$4,400 | \$5,405 | \$4,200 | \$4,200 |
| Other Financing | \$6,791 | \$4,941 | \$3,495 | \$3,495 |
| TOTAL | \$11,191 | \$10,346 | \$7,695 | \$7,695 |
| Expenditure Category | | | | |
| Personal Services | \$2,784,520 | \$3,016,986 | \$3,328,909 | \$3,600,914 |
| Operating | \$2,406,371 | \$2,113,495 | \$1,768,885 | \$1,768,885 |
| Capital | \$65,630 | \$3,308 | \$5,650 | \$9,000 |
| Contingency | \$0 | \$0 | \$21,350 | \$16,020 |
| TOTAL | \$5,256,521 | \$5,133,789 | \$5,124,794 | \$5,394,819 |

MISSION

To perform the functions of collecting and disbursing taxes, processing exemption applications, and related duties in the most efficient and expedient manner consistent with sound business management philosophies and practices; to keep pace with standards in the private sector business environment with the utilization of available communication technologies to maximize efficiency and provide self-service capabilities; and to provide the highest quality customer service to Cobb County taxpaying citizens and other clientele served by this office.

DESCRIPTION

The Tax Commissioner's Office is responsible for every phase of collecting ad valorem property taxes, which includes preparation of the tax digest, issuing tax bills, accounting, reporting, disbursements and processing seven different types of Homestead Exemption applications. Each application is verified to determine if the applicant meets the necessary qualifications. In addition, approximately 18,000 – 20,000 automatic homestead applications are mailed each year based on information provided by the Tax Assessors Office from prior year sales transactions.

Preparation of the tax digest consists of working with the Tax Assessors Office to put together the value and classification of property along with any exemptions. That information is then provided to all taxing authorities so they can determine their millage rates. This Office ensures that each taxing authority complies with the Taxpayer Bill of Rights for advertisements and public hearings. The tax digest must be approved by the State of Georgia by August 1 each year, prior to the issuance of local property tax bills.

The Tax Commissioner's Office consists of the Motor Vehicle Division and the Property Tax Division, which are located in separate facilities. Motor vehicle registration and title functions are also performed at three satellite offices, two of which are located in the government service centers.

The Motor Vehicle Division serves as the collection agency for the State Department of Revenue for all ad valorem property taxes assessed on motor vehicles within the various taxing jurisdictions in Cobb County. As an agent of the Department of Motor Vehicle Safety, this Division performs titling and registration functions, collects fees and penalties applicable under Georgia Code and administers and enforces all regulations mandated by this agency. The primary tag office maintains two public service sections; the front-line section serves the general public, and the dealer section serves dealers and truck/fleet owners. In addition, there are separate operations for mail processing, phone inquiries, and audit/accounting functions.

The Property Tax Division collects ad valorem taxes assessed on real estate, personal property, mobile homes, timber, heavy-duty equipment and public utilities, and processes all types of Homestead Exemptions. This Division maintains sections for current collections and exemptions, mobile homes, delinquent collections, levy, bankruptcy administration and accounting. Taxes collected by this office are disbursed, within a legally mandated time frame, to the state, county, governing authorities of the schools, municipalities, Community Improvement Districts and Tax Allocation Districts.

The Tax Commissioner serves as ex-officio Sheriff in the levy process which involves preparing levy notices, serving legal documents, advertising, posting property for sale, conducting public auction, levy and collection of fines, property title research and execution of tax deeds.

The clientele served by this Office includes individuals or corporations owning taxable property or paying taxes in Cobb County, mortgage companies, tax representatives, attorneys and auditors for each of the governing authorities. In addition, the Tax Commissioner's Office works with officials and staff of each of the county's municipalities: the State Department of Revenue, the Department of Motor Vehicle Services (DMVS), the Cobb Legislative Delegation, the Cobb County Board of Education, the Cobb County Board of Commissioners, the Community Improvement Districts Boards and the Tax Allocation Districts.

FY 07/08 GOALS

GOAL #1 - Enhance and expand the tax collection system and related technology to provide a stable and reliable environment to accurately, efficiently and timely calculate, collect, disburse, account and report all taxes collected by this office.

- ▶ Upgrade the current tax collection system to regain efficiencies by September 2008.
- ▶ Identify and implement an automated accounting package and develop a process that will enable year-round input of Homestead Exemption applications in current and future years by December 2006.
- ▶ Expand ability to utilize existing Tax Division phone system management reports to analyze and evaluate productivity and efficiency by December 2006.
- ▶ Enhance the website, interactive voice response (IVR), and employ available technologies by August 2006 to allow taxpayers access to mobile home accounts, and to implement year-round over-the-counter electronic property tax payments. Enable front-line tag agents to scan credit card transactions at their workstation by December 2006.
- ▶ Identify and implement a standard check-writing package to automate check processing and accounting functions in the Tag Division office by December 2006.
- ▶ Utilize available document imaging technology in the Property Tax Division by December 2006 to improve storage and retrieval accuracy.
- ▶ Research legal and technological requirements to determine feasibility of on-line electronic exemption processing by September 2007.

GOAL #2 - Continue to provide quality customer service to all taxpayers and other clientele served by the Tax Commissioner's Office.

- ▶ Implement comprehensive employee development and training program for Property Tax Division that focuses on developing and enhancing customer service and technical skills by December 2007.
- ▶ Continue to provide county and state-sponsored training to all staff to ensure that employees are knowledgeable about new Georgia laws, and Department of Revenue rules and regulations, on an ongoing basis.
- ▶ Develop standard format to document and disseminate new information at monthly staff meetings.
- ▶ Collaborate with county management and Commissioners to open a West Cobb tag satellite office to accommodate the significant growth in this area, and to alleviate workload demands on the South and North Satellite offices by December 2006.

GOAL #3 -Improve the quality of work-life for employees of the Tax Commissioner's Office.

- ▶ Evaluate organizational structure to assess the need to restructure or reclassify positions to ensure there are no inequities throughout the office.
- ▶ Request necessary staffing during annual budget cycle to accommodate for increased workload demands on staff.
- ▶ Investigate and implement technology and software solutions to improve multi-site training at the tag offices; investigate affordable teleconferencing options by December 2006.
- ▶ Implement quarterly employee recognition program to provide incentives and rewards for superior performance.

GOAL #4 -Perform workflow analysis in order to maximize efficiency and productivity through utilization of available software and technology solutions.

- ▶ Implement year-round levy of delinquent accounts, and track and report resulting increased revenue by October 2006.
- ▶ Audit and remove unqualified Homestead Exemptions by electronically cross-referencing water and death records by December 2006.
- ▶ Increase productivity and customer service options by training Government Service Center staff to process non-levy delinquent tax payments by August 2006.
- ▶ Streamline Tag Division process of handling and verifying out-of-state vehicle purchases to ensure the sales tax is paid, and enforce mandatory liability insurance as a prerequisite for vehicle registration by December 2007.
- ▶ Compile management data into weekly, monthly and annual report format in order to perform regular work flow analysis.
- ▶ Pursue reconfiguration of space occupied by the Tag Division Dealer section to increase efficiency by combining all mail services by December 2006.

| PERFORMANCE MEASURES | | | | |
|--|-----------|-----------|-----------|-----------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| Tax Bills Issued (excluding motor vehicle) | 248,239 | 253,204 | 260,268 | 265,473 |
| Total Tax Collected (including motor vehicle) | \$625.54m | \$650.61m | \$676.61m | \$703.67m |
| Homestead Exemptions Processed | 19,158 | 17,158 | 19,350 | 19,700 |
| Motor Vehicle Transactions Processed | 991,033 | 1,050,000 | 1,110,000 | 1,175,000 |

| BUDGET SUMMARY | | | | |
|-------------------------|---------------|---------------|---------------|---------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Property Taxes | \$145,616,376 | \$153,158,181 | \$175,533,026 | \$174,561,865 |
| Penalties & Interest | \$3,439,438 | \$4,178,651 | \$4,094,824 | \$4,375,361 |
| Intergovernmental | \$8,782,789 | \$8,893,745 | \$291,293 | \$10,936,452 |
| Charges for Services | \$6,547,619 | \$8,410,121 | \$8,427,666 | \$9,431,990 |
| Fines & Forfeitures | \$238,535 | \$153,035 | \$139,522 | \$139,522 |
| Miscellaneous | \$98,124 | \$1,033,231 | \$317,256 | \$331,489 |
| Other Financing | \$416,449 | \$2,657 | \$2,625 | \$2,625 |
| TOTAL | \$165,139,330 | \$175,829,621 | \$188,806,212 | \$199,779,304 |
| Expenditure Category | | | | |
| Personal Services | \$4,922,338 | \$5,349,733 | \$5,805,879 | \$6,390,841 |
| Operating | \$305,674 | \$418,779 | \$464,144 | \$641,038 |
| Capital | \$94,632 | \$53,163 | \$46,264 | \$5,340 |
| TOTAL | \$5,322,644 | \$5,821,675 | \$6,316,287 | \$7,037,219 |

MISSION

To provide centralized management and administration of all vehicle and equipment replacements in accordance with the Cobb County Vehicle Policy; to enhance value to the county through volume purchasing; and to standardize fleet vehicles and equipment to reduce maintenance and repair costs.

DESCRIPTION

Vehicle Replacement/Acquisition is a General Fund subsidiary budget unit of the Fleet Management Division of the Purchasing Department. The Fleet Management Division Manager, Purchasing Department Manager, and the respective county departments assigned use of vehicles or equipment units coordinate the development of a recommended and prioritized list of vehicles or equipment units to be replaced in accordance with the County Vehicle Policy. This recommended list is submitted to the County Manager for his approval and inclusion in the General Fund budget recommendations to the Board of Commissioners.

| PERFORMANCE MEASURES | | | | |
|--|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| Vehicles/Equipment Units Purchased for General Fund | 93 | 114 | 95 | 91 |
| Vehicles/Equipment Units Purchased for Other Funds (excluding Risk Management) | 39 | 47 | 32 | 27 |

| BUDGET SUMMARY | | | | |
|-------------------------|-------------|-------------|-------------|-------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| TOTAL | \$0 | \$0 | \$0 | \$0 |
| Expenditure Category | | | | |
| Capital | \$2,496,204 | \$2,884,516 | \$1,926,300 | \$1,901,300 |
| TOTAL | \$2,496,204 | \$2,884,516 | \$1,926,300 | \$1,901,300 |

MISSION

To afford victims of crime certain basic rights, as set forth in the Georgia Crime Victims Bill of Rights, through the delivery of direct services to victims and witnesses of felony crimes; to offer victims emotional support during the aftermath of crime; and to provide guidance throughout their interaction with the criminal justice system.

DESCRIPTION

The Victim Witness Unit strives to improve the treatment of victims and witnesses by providing them with the assistance and services necessary to speed their recovery from a criminal act, and to support and aid them as they move through the criminal justice system.

Services and assistance provided include: notification of status of the criminal case at all phases of the system, including all scheduled court dates, postponements, continuances, dispositions, plea negotiations, etc.; education regarding the various steps of the court process; assistance in the preparation and filing of victim impact statements, restitution statements, crime victim compensation claims, and requests for Parole Board and Department of Corrections notifications; assistance in preparing victims and witnesses for court appearances, providing orientation, and court accompaniment during hearings; referring victims and witnesses to local community resources and service programs that can provide further assistance; interceding with employers, school systems, and creditors when applicable to explain court appearances and missed time from work or school; and providing a safe, secure place for victims to wait before testifying. The Unit also maintains an on-call system for both civilian and law enforcement witnesses to assist in avoiding unnecessary court appearances.

The Victim Witness Unit is mandated by law in the Georgia Crime Victims Bill of Rights to provide services to victims of crime. Prosecution-based Victim Witness Units are the only service delivery agencies governed by law in both the scope and nature of services that are to be provided to victims of crime. The Victim Witness Unit is a division of the Office of the District Attorney and is often referred to as the "social work branch" of the criminal justice system.

Other functions of the Victim Witness Unit include offering crime prevention programs to the community at large, public speaking, and training law enforcement personnel and other court-related entities on the Crime Victims Bill of Rights and other victim-related topics.

Funding for the services offered by the Victim Witness Unit are derived from a Victims of Crime Act Grant and fines collected through a five percent surcharge added to the fines of convicted criminals.

FY 07/08 GOALS

GOAL # 1 - Ensure the provision of quality support and notification services to victims of crime.

- ▶ Strengthen the professional and personal skills of Unit advocates and volunteers providing services to victims of crime by providing semi-annual training sessions for staff and volunteers on the Georgia Crime Victims Bill of Rights, Unit procedures and/or topics/issues related to victim services, and customer service.
- ▶ Research funding options to increase the number of advocates providing direct services to victims of crime, thus enhancing ability for staff to provide quality services to each victim contacted.

GOAL # 2 - Expand public outreach to the community at large, including children and adults, county citizens, law enforcement and elected officials on issues related to victimization and services available to victims of crime.

- ▶ Continue to develop public service announcements via media outlets, printed material, public speaking engagements, crime prevention programs, Crime Victims Rights Week activities, Child Abuse Prevention Month activities, and Domestic Violence Awareness Month activities on an ongoing basis.
- ▶ Continue to provide law enforcement training on the issues of victimization and/or domestic violence on a quarterly basis.
- ▶ Continue to update the District Attorney's Office website with victim-related information, purge any outdated material and add new material on an ongoing basis.

FY 07/08 KEY PERFORMANCE OBJECTIVE

Improve program effectiveness by increasing the average number of services provided per victim by 25% by September 08 and maintain through FY 09.

| KEY PERFORMANCE MEASURES | | | | |
|------------------------------|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Effectiveness Measurement | | | | |
| Services Provided per Victim | 1.10 | 1.35 | 1.35 | 1.35 |

| PERFORMANCE MEASURES | | | | |
|--|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| Victims Served | 56,117 | 58,000 | 58,000 | 58,000 |
| Services Provided to Victims | 51,174 | 72,500 | 72,500 | 72,500 |
| Community Outreach Events (e.g. public speaking engagements, crime prevention programs, public service announcements, TV23 programs and volunteer recruitments) | 21 | 24 | 24 | 24 |
| Efficiency Measurement | | | | |
| Victims Served per Staff Advocate (7 Full-Time, 1 Part-Time) | 7,482 | 7,733 | 7,733 | 7,733 |

The Victim Witness Unit is self-funded by a 5% surcharge attached to criminal fines. The budget for this unit is established after the beginning of each fiscal year, once the prior year reserve balance has been calculated; therefore, no budget summary information is available.

MISSION

To provide professional advice on planning, zoning, and development matters to the Board of Commissioners, Planning Commission, Board of Zoning Appeals, Historic Preservation Commission, Cemetery Preservation Commission, citizens and general public to ensure their decisions serve the best interests of the citizens of Cobb County and ensure that our quality of life is maintained at exceptional levels.

DESCRIPTION

The Zoning Division of the Community Development Agency is responsible for administering the Zoning process within the county. In addition, the division participates in the Plan Review process to insure that all ordinance and stipulation requirements are met for each development and is responsible for preparing and maintaining the monthly zoning and variance analysis and reports. The Zoning Division is also responsible for conducting three required hearings each month for the Board of Commissioners, Planning Commission, and the Board of Zoning Appeals where zoning and variance applications are considered. This division also provides professional and technical assistance such as: testifying in court as an expert witness, preparing special studies on short-range planning issues, assisting in the preparation and implementation of the Comprehensive Land-Use Plan, providing the public and other clients direction and advice on the requirements within the Zoning Ordinance, preparing amendments to current ordinances and drafting new ordinances and assisting other departments with solving problems while always striving to improve customer service.

The following appointed commissions have been assigned by the Board of Commissioners to be assisted administratively and advised professionally by the Zoning Division:

Planning Commission (PC) - The Planning Commission reviews and makes recommendations on ordinance amendments, property re-zoning, land-use permits, the comprehensive land-use plan, transportation improvements, and other infrastructure determined to be pertinent to the overall development of the county.

Board of Zoning Appeals (BZA) - The BZA makes final decisions on variances to the zoning ordinance, sign ordinance, and the development regulations of Cobb County. The BZA is also charged with hearing appeals of any administrative decisions that are challenged.

Cobb Cemetery Preservation Commission (CCPC) - The CCPC provides a uniform procedure for the identification, preservation, protection, and maintenance of cemeteries, graveyards, and burial grounds in Cobb County.

In addition to the appointed commissions, the clientele served by the Zoning Division includes Cobb County citizens, the general public, developers, real estate brokers and agents, civic and homeowner associations, contractors, attorneys and other departments within county government.

FY 07/08 GOALS

GOAL #1 – Provide professional recommendations to the Board of Commissioners, Planning Commission, other county departments and citizens in order to implement the policies of the Cobb County Comprehensive Plan in accordance with the Zoning Ordinance.

- ▶ Review Comprehensive Plan recommendations for incorporation into the Zoning Analysis.

- ▶ Assist the Planning Division with comprehensive plan amendment proposals for commission review in accordance with guidelines established by the Board of Commissioners by the end of each calendar year.
- ▶ Assist the Planning Division with identifying those areas where changes in public infrastructure, development density, or area characteristics make reevaluations of the Future Land-Use Map designations advisable, which include a process for submitting the identified areas to the Board of Commissioners for review as potential Plan Amendments on an ongoing basis.

GOAL #2 - Update the Cobb County Zoning Ordinance.

- ▶ Update ordinance with revisions consistent with policy of the Board of Commissioners, in a timely manner, on an ongoing basis.

GOAL #3 - Initiate GIS Zoning Layer.

- ▶ Assist GIS Section to create and maintain a GIS zoning Layer that incorporates zoning data for inclusion into the system.

| PERFORMANCE MEASURES | | | | |
|--|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| Rezoning Applications Processed | 221 | 201 | 178 | 167 |
| Commercial & Residential Variance Applications Processed | 170 | 160 | 158 | 154 |
| Efficiency Measurement | | | | |
| Rezoning Application Processed per Employee (6) | 37 | 33 | 30 | 28 |
| Commercial & Residential Variance Applications Processed per Employee (6) | 34 | 27 | 26 | 26 |
| Commercial & Residential Land Use Permit Applications Processed per Employee (6) | 10 | 8 | 8 | 7 |
| Business Licenses, Liquor Licenses, Land Tract Certs. Processed per Employee (3) | 128 | 96 | 93 | 91 |
| Subdivision Plats Reviewed per Employee (3) | 200 | 175 | 167 | 160 |

| PERFORMANCE MEASURES | | | | |
|--|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Plan Reviews Processed per Employee (2) | 351 | 268 | 265 | 263 |
| Clearing & Grubbing/ Grading Plans Reviewed per Employee (2) | 40 | 22 | 21 | 19 |
| Miscellaneous Permits per Employee (3) | 1,341 | 799 | 729 | 667 |
| Court Cases (1) | 21 | 12 | 9 | 7 |
| Zoning Hearing "Other Business" (2) | 46 | 36 | 35 | 34 |
| Variance Hearing "Other Business" (2) | 2 | 1 | 1 | 1 |

| BUDGET SUMMARY | | | | |
|----------------------------|------------------|------------------|------------------|------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Licenses & Permits | \$308,185 | \$253,240 | \$271,176 | \$271,176 |
| Charges for Services | \$384 | \$0 | \$0 | \$0 |
| Other Financing Sources | \$551 | \$25,091 | \$393 | \$393 |
| TOTAL | \$309,120 | \$278,331 | \$271,569 | \$271,569 |
| Expenditure Category | | | | |
| Personal Services | \$443,299 | \$494,667 | \$527,327 | \$549,256 |
| Operating | \$71,379 | \$70,923 | \$76,483 | \$75,933 |
| Capital | \$735 | \$741 | \$800 | \$800 |
| TOTAL | \$515,413 | \$566,331 | \$604,610 | \$625,989 |

The following is a summary of Other Operating Funds.

| Funds | FY 06 | FY 07 | FY 08 |
|--------------------------------|---------------|---------------|---------------|
| | Actual | Adopted | Adopted |
| Casualty & Liability Claims | \$3,880,696 | \$4,943,312 | \$5,165,346 |
| Child Support | \$905,757 | \$1,011,465 | \$1,055,240 |
| Community Services Block Grant | \$392,639 | \$314,111 | \$527,077 |
| Compost | \$5,219,300 | \$8,203,748 | \$5,759,161 |
| Debt Service | \$8,001,755 | \$7,897,690 | \$8,832,316 |
| E911 Services | \$8,338,928 | \$10,863,968 | \$10,069,738 |
| Fire | \$60,027,847 | \$67,132,266 | \$70,061,783 |
| Golf Course | \$1,830,831 | \$2,320,490 | \$2,258,879 |
| Hotel/Motel Tax | \$10,452,605 | \$3,526,347 | \$10,712,988 |
| Law Library | \$578,263 | \$529,163 | \$635,532 |
| Mable House Amphitheatre | \$1,503,018 | \$1,564,873 | \$0 |
| Other Claims | \$44,524,257 | \$58,744,785 | \$64,769,685 |
| Parking Deck | \$462,609 | \$468,264 | \$470,644 |
| Senior Services | \$5,048,286 | \$6,165,167 | \$6,013,444 |
| Solid Waste | \$6,173,788 | \$8,221,809 | \$9,183,379 |
| Transit | \$14,602,037 | \$16,020,462 | \$16,875,870 |
| Water | \$157,049,927 | \$178,455,438 | \$161,672,074 |

More detailed information regarding other operating fund budgets is provided in the following pages.

MISSION

To defend any actions which may be brought against the Board of Commissioners, the Elected Officials and/or their employees, pursuant to the provision of Official Code of Georgia Annotated (O.C.G.A.) 45-9-21, and to administer the casualty and liability claims generated by Cobb County government.

DESCRIPTION

The Risk Management Division operates under direction of the Finance Director/Comptroller. This division serves the needs of other county departments, the County Manager, the Board of Commissioners and the general public. The responsibilities of the Risk Management Division include: risk identification through the means of inspecting, observing and analyzing the operations of each department throughout the county; risk measurement and analysis of the potential exposure of the risk; risk financing through means of establishing adequate claims funding, purchasing insurance and retention; and risk control through a comprehensive safety program, safety exposure and proper maintenance in handling risk. Risk Management is also responsible for budgeting for claims, safety, and insurance costs and allocating the claims cost by department.

FY 07/08 GOALS

GOAL #1 - Monitor claims administration to improve overall efficiency and effectiveness.

- ▶ Review the County Attorney's quarterly report to identify possible discrepancies.
- ▶ Meet with legal staff for review of reserve status and updates on each outstanding Risk Management litigation on a quarterly basis.
- ▶ Expedite claims settlements by maintaining an 85% settlement rate for general liability claims and a 90% settlement rate for auto liability claims within the year which they occur.

GOAL #2 - Monitor the Owner-Controlled Insurance Program for major Cobb County Water System construction projects to reduce overall insurance costs.

- ▶ Meet with insurance broker by May of each year to review coverage and market conditions.
- ▶ Gather data for insurance market and submit to broker by end of May.
- ▶ Get quotes from agent by the end of August.
- ▶ Secure Board of Commissioner approval to bind insurance the first meeting in September.

GOAL #3 - Promote safety throughout Cobb County Government to reduce the risk of accidents.

- ▶ Continue to conduct classes to increase awareness among county employees of safety issues.
- ▶ Continue to offer driver's training classes to employees.
- ▶ Continue to conduct site/facility inspections throughout County government to identify safety issues.
- ▶ In January, hold safety awards banquet to recognize County employees.

| PERFORMANCE MEASURES | | | | |
|--|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| Incidents Reported & Investigated | 345 | 355 | 362 | 365 |
| Inspections Completed | 666 | 675 | 680 | 685 |
| General/Liability Claims | 790 | 821 | 850 | 860 |
| Efficiency Measurement | | | | |
| Inspections Completed per Safety Tech | 333 | 338 | 340 | 343 |
| Effectiveness Measurement | | | | |
| General Liability Claims Closed within Current FY | 87% | 85% | 85% | 85% |
| Auto Liability/Physical Damage Claims Closed within Current FY | 90% | 93% | 90% | 90% |

| BUDGET SUMMARY | | | | |
|----------------------|--------------------|--------------------|--------------------|--------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Charges for Services | \$1,957 | \$0 | \$0 | \$0 |
| Miscellaneous | \$150,820 | \$0 | \$300,000 | \$300,000 |
| Other Financing | \$4,845,637 | \$4,746,783 | \$4,643,312 | \$4,865,346 |
| TOTAL | \$4,998,414 | \$4,746,783 | \$4,943,312 | \$5,165,346 |
| Expenses Category | | | | |
| Personal Services | \$376,275 | \$365,557 | \$393,916 | \$346,654 |
| Operating | \$3,350,998 | \$3,515,139 | \$4,103,641 | \$4,502,112 |
| Capital | \$2,906 | \$0 | \$17,300 | \$0 |
| Contingency | \$0 | \$0 | \$428,455 | \$316,580 |
| TOTAL | \$3,730,179 | \$3,880,696 | \$4,943,312 | \$5,165,346 |

Cobb Tid-Bits

The Child Support Enforcement Unit was initiated in July 1975 through a contract between the District Attorney's Office of Cobb County and the State of Georgia's Department of Human Resources.

MISSION

To reduce the public and private burden of raising financially abandoned children to adulthood by the establishment and enforcement of monetary support obligations and medical insurance coverage.

DESCRIPTION

Child Support Enforcement, a division of the District Attorney's Office, is responsible for establishing and enforcing, by appropriate legal means, the obligations of parents to support their minor children through the Uniform Interstate Family Support Act. The purpose and the intent of the program are to act as the enforcement agency for the Department of Human Resources on behalf of both children receiving Temporary Aid for Needy Families (TANF) benefits and children who are not receiving TANF benefits when the non-custodial parent is not providing support.

The Office of Child Support Enforcement has reciprocity with all states in the United States and some foreign countries through the Uniform Interstate Family Support Act (UIFSA). As a result, this office may file and receive petitions on behalf of the custodial parent for support of minor children until the age of majority.

Because of revenue generated from reimbursement costs and fees, this contracted program is considered to be cost effective and beneficial to local residents receiving the services offered who otherwise would not have the financial means to engage these legal services.

FY 07/08 GOALS

GOAL #1 - Increase the number of cases with a support order by 3 percent annually.

- ▶ Continue to increase use of CSENet (online interstate communication) for faster response and reduction of out of state phone calls when additional information is required for establishment of an order for support.
- ▶ Continue to purge inactive cases to eliminate unnecessary computer generated prompts and unnecessary time spent by case manager on an ongoing basis.
- ▶ Process all child support cases in compliance with federal time frames on an ongoing basis.
- ▶ Update database on all paternity cases to include data reliability required for annual federal audit on an ongoing basis.

GOAL #2 - Increase collection on obligated cases by 3 percent annually.

- ▶ Review computer generated reports on delinquent cases and implement appropriate enforcement action on a monthly basis.
- ▶ Increase use of administrative enforcement tools on an ongoing basis.
- ▶ Attend state training courses for access to the most up-to-date locate and enforcement tools as available.
- ▶ Review revised State Agent Procedure Manual upon receipt and update internal procedure manual as needed.

GOAL # 3 - Continue to increase office efficiency to ensure compliance with all federal requirements.

- ▶ Utilize updated state documents via newly implemented computer program on an ongoing basis.
- ▶ Standardize child support orders and require all agents to use the standardized form.
- ▶ Implement utilization of a mandatory case action log and improve the office filing system to increase the effectiveness of the customer service unit.

GOAL # 4 - Improve efficiency of all cases by implementing court tracking.

- ▶ Utilize case action log to follow up on all actions taken on a case.
- ▶ Streamline procedures and improve follow up process between agents and the locate function.
- ▶ Improve communication with other Child Support Offices regarding actions taken on cases or information received concerning cases.

| PERFORMANCE MEASURES | | | | |
|---|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| Cases Processed | 7,545 | 7,771 | 7,851 | 8,000 |
| Number of Children Served | 10,171 | 10,476 | 11,500 | 11,625 |
| Efficiency Measurement | | | | |
| Cases Processed per Enforcement Agent (8) | 943 | 971 | 985 | 1,002 |
| Cases Receiving Payment | 2,989 | 3,079 | 3,250 | 3,375 |
| Effectiveness Measurement | | | | |
| Percentage of Cases with a Support Order | 71% | 71% | 75.0 | 78% |
| Productivity Measurement | | | | |
| Cost per Case per Year | \$6.82 | \$6.89 | \$6.90 | \$6.95 |

| BUDGET SUMMARY | | | | |
|-------------------------|------------------|--------------------|--------------------|--------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Intergovernmental | \$942,835 | \$1,020,251 | \$933,135 | \$970,057 |
| Other Financing | \$4,089 | \$0 | \$78,330 | \$85,183 |
| TOTAL | \$946,924 | \$1,020,251 | \$1,011,465 | \$1,055,240 |
| Expenditure Category | | | | |
| Personal Services | \$896,721 | \$889,039 | \$976,192 | \$1,015,240 |
| Operating | \$42,487 | \$16,718 | \$35,273 | \$38,709 |
| Contingency | \$7,716 | \$0 | \$0 | \$1,291 |
| TOTAL | \$946,924 | \$905,757 | \$1,011,465 | \$1,055,240 |

MISSION

To account for funds received from the State of Georgia for the Community Services Block Grant (CSBG) program.

DESCRIPTION

The CSBG program is administered through a contract with W. Frank Newton, Inc., a private planning, management and development consultant. The county's emphasis is primarily on operating contributions to community service organizations or programs designed to assist low to moderate income individuals within Cobb County.

The Board of Commissioners has approved funding for the following programs:

| Program | FY 05 | FY 06 | FY 07 | FY 08 |
|---|------------------|------------------|------------------|------------------|
| | Actual | Actual | Adopted | Adopted |
| CDBG Program Minor Home Repair | \$3,000 | \$4,000 | \$3,200 | \$3,000 |
| Cobb Family Resources Homeless Shelter | \$59,500 | \$62,500 | \$50,000 | \$84,682 |
| Cobb Literacy Council | \$43,827 | \$35,932 | \$28,746 | \$44,000 |
| Communities in Schools of Marietta/Cobb | \$0 | \$20,000 | \$16,000 | \$25,395 |
| The Extension | \$36,500 | \$43,000 | \$34,400 | \$68,000 |
| MUST Ministries Homeless Shelter | \$67,500 | \$65,000 | \$52,000 | \$86,000 |
| Program Administration | \$50,000 | \$54,929 | \$43,943 | \$69,500 |
| Senior Services | \$45,500 | \$46,000 | \$36,800 | \$53,000 |
| ZionKeepers | \$0 | \$0 | \$0 | \$20,000 |
| YWCA | \$35,000 | \$29,571 | \$23,657 | \$44,500 |
| Travelers Aid | \$39,935 | \$31,707 | \$25,365 | \$29,000 |
| TOTAL | \$380,762 | \$392,639 | \$314,111 | \$527,077 |

| BUDGET SUMMARY | | | | |
|-------------------------|------------------|------------------|------------------|------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Intergovernmental | \$373,869 | \$363,892 | \$314,111 | \$527,077 |
| Miscellaneous | \$276 | \$304 | \$0 | \$0 |
| TOTAL | \$374,145 | \$364,196 | \$314,111 | \$527,077 |
| Expenditure Category | | | | |
| Operating | \$375,873 | \$360,199 | \$314,111 | \$527,077 |
| Capital | \$470 | \$0 | \$0 | \$0 |
| TOTAL | \$376,343 | \$360,199 | \$314,111 | \$527,077 |

There are no major capital projects in this fund's FY 07/08 budget; therefore, there are no major operating impacts on this fund's current or future budgets.

MISSION

To divert a significant portion of solid waste from disposal in landfill facilities and to secure a reliable market for the usable soil enhancement product generated at the facility.

DESCRIPTION

As part of a comprehensive waste management program, the Compost Facility provides a long-term, environmentally acceptable means for managing a significant portion of the solid waste stream generated within the county by recovering and creating a usable product.

FY 07/08 GOALS

GOAL #1 - Enhance service to the community through improvements in operational efficiency and effectiveness.

- ▶ Maintain capability to operate a nominal production average of 180 tons per day of municipal solid waste (MSW) on an ongoing basis.
- ▶ Maintain an average digester loading rate of forty tons per hour on an ongoing basis.
- ▶ Achieve a mean-time between routine biofilter maintenance of six months or more on an ongoing basis.
- ▶ Achieve a mean-time between biofilter overhaul maintenance of twenty-four months or more for each of the seven bays providing biological filtration of plant volatile organic compounds on an ongoing basis.

GOAL #2 - Promote responsiveness to the community through efforts to conscientiously protect the environment and ensure compliance with all state and federal regulations.

- ▶ Minimize citizen complaints regarding plant odors by monitoring and controlling volatile odorous emissions on a daily basis.
- ▶ Prevent citizen complaints regarding plant noise by performing daily operations in a manner that minimizes all noises generated by internal plant equipment operated outside of the facility.

GOAL #3 - Improve services to the community through strategic solid waste planning and fiscal management.

- ▶ Prepare a draft 2007 Solid Waste Management Plan to present to the Board of Commissioners by March 2007.
- ▶ Evaluate disposal fees for all facilities for possible revision of the 2004 business plan to reflect the current costs of disposal services by January 2007.
- ▶ Update the five-year plan for future capital improvements to the Compost Facility to reflect improved materials handling and processing capabilities, enhanced traffic flow, and optimized disposal methods by June 2007.
- ▶ Develop strategies to reduce facility expenditures on an ongoing basis.

GOAL #4 - Increase communication and educational efforts in the community to develop support for environmental programs, community activities and solid waste services.

- ▶ Conduct one tour per calendar week during FY 07 and FY 08 for the purposes of educational enrichment and/or shared technology.
- ▶ Expand the Solid Waste Division website to provide more interactive features, such as Virtual Facility Touring, and to help identify service needs of the community by March 2007.

| PERFORMANCE MEASURES | | | | |
|-----------------------|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| MSW Received (tons) | 52,640 | 43,477 | 52,440 | 53,000 |
| Customer Transactions | 8,033 | 6,468 | 7,735 | 8,000 |

| BUDGET SUMMARY | | | | |
|-------------------------|-------------|-------------|-------------|-------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Charges for Services | \$1,829,862 | \$4,460,610 | \$1,521,277 | \$1,594,777 |
| Miscellaneous | \$13,719 | \$73,603 | \$6,677,692 | \$4,164,384 |
| Other Financing | \$116,345 | \$2,583,792 | \$4,779 | \$0 |
| TOTAL | \$1,959,926 | \$7,118,005 | \$8,203,748 | \$5,759,161 |
| Expense Category | | | | |
| Personal Services | \$1,431,095 | \$1,520,416 | \$1,610,374 | \$1,618,836 |
| Operating | \$4,493,043 | \$2,719,019 | \$4,016,710 | \$3,459,920 |
| Debt Service | \$980,799 | \$726,099 | \$2,508,928 | \$622,597 |
| Capital | \$15,498 | \$253,766 | \$11,000 | \$17,500 |
| Contingency | \$0 | \$0 | \$56,736 | \$40,308 |
| TOTAL | \$6,920,435 | \$5,219,300 | \$8,203,748 | \$5,759,161 |

MISSION

To account for Cobb county's general obligation bond tax rate levied against real and personal property.

DESCRIPTION

Funds raised through this tax levy are to be used exclusively for the retirement of the county's general obligation debt. The Debt Service Fund accounts for the accumulation and disbursement of money needed to comply with the interest and principal redemption requirements of the governmental fund-type general obligation bonds. The millage rate associated with this levy is calculated at a rate that will accommodate all interest and principal payment requirements each fiscal year.

| BUDGET SUMMARY | | | | |
|-------------------------|---------------------|--------------------|--------------------|--------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| General Property Taxes | \$5,802,291 | \$6,265,310 | \$6,057,356 | \$6,966,982 |
| Penalties & Interest | \$15,632 | \$16,640 | \$17,083 | \$17,083 |
| Other Taxes | \$57,471 | \$61,561 | \$51,751 | \$51,751 |
| Charges for Services | \$189,454 | \$188,516 | \$162,699 | \$162,699 |
| Fines & Forfeitures | \$1,655,181 | \$1,521,653 | \$1,362,613 | \$1,362,613 |
| Miscellaneous | \$194,837 | \$256,312 | \$246,188 | \$271,188 |
| Other Financing | \$19,250,128 | \$0 | \$0 | \$0 |
| TOTAL | \$27,164,994 | \$8,309,992 | \$7,897,690 | \$8,832,316 |
| Expenditure Category | | | | |
| Operating | \$6,205 | \$136,476 | \$99,853 | \$112,766 |
| Debt Service | \$27,115,921 | \$7,865,279 | \$7,797,837 | \$8,719,550 |
| TOTAL | \$27,122,126 | \$8,001,755 | \$7,897,690 | \$8,832,316 |

MISSION

To provide an open channel of communication via the Enhanced 911 telephone system between the citizens/visitors of unincorporated Cobb County, the cities of Acworth, Kennesaw, Marietta and Powder Springs, and all public safety providers (Police, Fire and medical responders); to efficiently, effectively and appropriately respond to all calls received for emergency services and non-emergency assistance/information; and to provide quality emergency communications services which manifest the department's motto, "*Servamus Vitae*" ("We Save Lives").

DESCRIPTION

The E911 Center receives calls for emergency services, non-emergency assistance and information via telephone from all areas of unincorporated Cobb County, the City of Marietta and the City of Powder Springs by way of the 911 emergency phone number and on the seven-digit administrative phone numbers. Highly-trained operators provide emergency medical pre-arrival instructions to callers and notify private ambulance service providers of calls requiring medical service and transport. In addition to the main function of providing Enhanced 911 service, the Center also provides numerous support services which include: maintenance and upkeep of the Enhanced 911 and Geofile (databases), logging and record-keeping of all telephone calls and radio transmissions received through the center; management and maintenance of the countywide 800 MHz Radio System; information retrieval, and dispatching, monitoring and communications assistance for police and fire field personnel. The center serves as a source of assistance and information to the citizens and visitors of Cobb County for solving a variety of situations, which may or may not require police, fire and/or emergency medical assistance.

FY 07/08 GOALS

GOAL #1 - Provide accurate information rapidly to field units during large scale incidents.

- ▶ Purchase a wall monitor to display emergency unit status throughout the county by projecting CAD and satellite information. The monitor will be displayed in proximity to the fire dispatch position to be primarily used by fire command staff and fire dispatchers.
- ▶ Research the feasibility and acquisition of a Command Bus to deploy to incident locations with trained tactical team members in order to provide interoperable communications and intelligence resources in addition to a secure incident command environment.
- ▶ Participate in Phase I of the state-wide implementation of the Law Enforcement Terrorism Preparedness Plan (LETPP) which provides basic radio interoperability.

GOAL #2 - Maintain National Accreditation through Commission on Accreditation for Law Enforcement Agencies (CALEA).

- ▶ Evaluate policies and procedures and maintain compliance.
- ▶ Continue file maintenance to ensure compliance.

GOAL #3 - Improve the quality and reliability of emergency services to Wireless, Hardline and Voice-Over IP callers by upgrading the 911/ Communications phone system.

GOAL #4 - Aggressively focus on the hiring and training of Emergency Communications Operators with a goal of maintaining an overall staff level of 90% or better.

FY 07/08 KEY PERFORMANCE OBJECTIVE

| PERFORMANCE MEASURES | | | | |
|---|---------|-----------|---------|---------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Demand Measurement | | | | |
| Emergency Calls Received | 378,350 | 366,413 | 374,657 | 383,087 |
| All Other Calls Received | 490,430 | 501,465 | 512,748 | 524,285 |
| Nationall Crime Info Center Inquiries | 90,759 | 92,801 | 94,880 | 97,024 |
| Workload Measurement | | | | |
| Police Dispatches | 544,658 | 556,913 | 569,444 | 582,256 |
| Fire/Emergency Medical Services Dispatches | 67,020 | 68,528 | 70,070 | 71,647 |

| BUDGET SUMMARY | | | | |
|-------------------------|---------------------|---------------------|---------------------|---------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Intergovern- mental | \$795 | \$4,866 | \$0 | \$0 |
| Charges for Services | \$11,235,045 | \$9,650,355 | \$10,462,948 | \$9,863,761 |
| Miscellaneous | \$108,911 | \$323,834 | \$100,000 | \$175,000 |
| Other Financing | \$2,786 | \$52,298 | \$301,020 | \$30,977 |
| TOTAL | \$11,347,537 | \$10,031,353 | \$10,863,968 | \$10,069,738 |
| Expenditure Category | | | | |
| Personal Services | \$4,936,154 | \$5,309,062 | \$6,487,569 | \$6,449,060 |
| Operating | \$3,647,986 | \$2,989,897 | \$3,989,982 | \$3,393,159 |
| Capital | \$277,723 | \$40,094 | \$9,625 | \$22,500 |
| Contingency | \$0 | \$0 | \$376,792 | \$205,019 |
| TOTAL | \$8,861,863 | \$8,339,053 | \$10,863,968 | \$10,069,738 |

Did You Know?

The Cobb County Fire Department was one of the first in the southeast to receive a countywide rating of 3 from the Insurance Services Office. As a result of this excellent rating, the average homeowner residing in Cobb County enjoys one of the lowest fire insurance costs available.

MISSION

The Cobb County Fire and Emergency Services Department exists to provide superior life and property safety through the delivery of emergency fire protection, rescue and medical services, and to promote safety within the county through planning, education, inspection and plan review programs.

DESCRIPTION

The department provides a wide variety of services to Cobb County's rural, suburban and heavily populated urban communities, with numerous interstate highways and dozens of high-rise buildings over an area of 305 square miles. Highly skilled and trained personnel operate the following divisions of the department: Fire Suppression/Emergency Medical Services, Hazardous Materials Response, Technical Rescue, Fire Investigations, Fire Prevention and Inspections, Training and Public Education, Emergency Management and Homeland Security, Support Services and Headquarters Administration. Over 600 full-time employees provide these services from 32 work facilities, including 28 fire stations.

FY 07/08 GOALS

GOAL #1 - Enhance and refine field operations to ensure the provision of high-quality emergency services, including protection from homeland security threats, and to keep pace with the rising level of demand for services.

- ▶ Add an accelerant detection canine (K-9) to assist in the investigation of fires by March 2007 (animal and training will be donated).
- ▶ Replace 35 aging mobile data computers (MDC) in emergency apparatus by February 2007.
- ▶ Enhance reserve apparatus effectiveness by adding eight mobile data computers by April 2007.
- ▶ Relocate Fire Station 9 in South Cobb to the center of its fire management area. The property has been purchased; begin construction by December 2007.
- ▶ Construct new Fire Station 28 in North Cobb (Mars Hill). Begin construction by April 2007.
- ▶ Rebuild Fire Station 5 in Vinings. Begin construction in October 2007.
- ▶ Renovate Fire Station 7 in South Cobb (Hurt/Hicks Roads). Begin renovation in February 2007.
- ▶ Add a new ladder truck in Northeast Cobb (Fire Station 14) by April 2007. This will improve response times in the area without having to build a new fire station. The new ladder truck personnel will be cross-trained in technical rescue techniques to staff a GSAR technical rescue unit that will also be housed at Station 14.
- ▶ Add a Peak Hours Response Team by December 2006 (5 personnel and a fully-equipped fire engine) to be used for supplemental staffing during peak hours (42-hour work week).
- ▶ Add a new Fire Investigator Technician to assist with increase in fire investigations caseload by December 2007.
- ▶ Construct new Fire Station 29 in Vinings (Mount Wilkinson). Begin construction by April 2008.
- ▶ Renovate the fire apparatus facility as it is no longer large enough to effectively service our apparatus fleet. Begin renovation in January 2008.
- ▶ Relocate Fire Station 18 in North Cobb (Brookstone) to the center of its fire management area. Begin relocation in September 2008.
- ▶ Add Airport Rescue and Firefighting (ARFF) capability at McCollum Airport in North Cobb. Begin construction of facility in July 2008.

- ▶ Add a second fire pumper and personnel at Station 26 by July 2008 to deal with the large number of calls for service. This will improve response reliability and decrease the need to build another fire station in the area.
- ▶ Place global positioning equipment on all emergency response vehicles by May 2008. This equipment will interface with Cobb 911's computer-aided dispatch system to instantly locate the closest unit to a call for service.
- ▶ Add a new crash/foam truck to provide protection for an increasing number of flights in and out of McCollum Airport in North Cobb by July 2008.

GOAL #2 - Maintain a safe, efficient, effective working environment for Cobb County Fire and Emergency Services employees.

- ▶ Replace 18 thermal-imaging cameras due to normal wear and tear from extensive use at emergency incidents by January 2007.
- ▶ Equip 10 emergency apparatus with Stair-Pro Stair Chairs each year by October 2006 and October 2007 to enhance patient safety, assist in high-rise building evacuation and minimize employee injuries.
- ▶ Replace 275 self-contained breathing apparatus (SCBA), including bottles and masks by June 2008.
- ▶ Replace 350 SCBA masks by June 2008 so that each firefighter can be issued a personal mask for infection control purposes.
- ▶ Purchase 325 extra SCBA bottles by June 2008 to be used at large fires (apartment, hotel/motel, etc.)
- ▶ Replace 18 thermal-imaging cameras due to normal wear and tear from extensive use at emergency incidents by January 2008.

GOAL #3 - Enhance and expand the scope and quality of training provided to all CCFES personnel.

- ▶ Add a new EMS instructor (civilian) by April 2007 to improve EMS training capability at the DPS Training Center.
- ▶ Provide an initial on-line incident safety officer class for Fire Lieutenants by February 2007.
- ▶ Begin department-wide one-day contact training on varying subjects beginning in February 2007. This contact training will be provided once every three years, and typically will offer subject relating to teamwork, conflict resolution, station life, diversity in the workplace etc.
- ▶ Provide an initial on-line incident safety officer class for Fire Captains by February 2008.

GOAL #4 - Provide comprehensive quality public fire and life safety services and programs to the community to protect life, property and the environment.

- ▶ Add a new Fire Protection Engineer position in the Fire Marshal's Office by June 2007.
- ▶ Add a new Administrative Specialist I in the Fire Marshal's Office by December 2006 to provide customer support and to answer incoming calls.
- ▶ Equip Fire Inspectors with portable computers (7) by October 2006 and (7) by October 2007 in order to more efficiently utilize staff hours.
- ▶ Add a new Firefighter III position by July 2007 to increase the number of available program hours to provide fire safety to senior citizens. This position will also assist with the new Cobb County Community Safety Village.
- ▶ Begin the construction of the new Cobb County Community Safety Village by February 2007. The Safety Village will provide a fixed facility for a full range of safety classes and presentations, and will be implemented in

conjunction with Police, Fire, Safe Kids and the Health Department. Much of the cost of this project will be donated.

- ▶ Add a new position (Fire Captain) by December 2006 to manage the activities associated with the Cobb County Community Safety Village.
- ▶ Purchase a new Residential Sprinkler Demonstration Trailer by March 2008, which will be used to demonstrate residential sprinkler capabilities to homeowners.
- ▶ Replace the existing 10 year-old Fire Safety House by June 2008.

GOAL #5 – Improve the department's ability to effectively manage its administrative and support functions, which will further its goal of diligently providing our citizens with the most effective emergency services for tax dollars spent.

- ▶ Add a Facilities Project Manager position by October 2006. This position will oversee construction projects for new and existing facilities, and function as a liaison with Property Management.
- ▶ Add an Administrative Specialist II position by October 2006 to provide support to the Facilities Project Manager (and to the Support Services Manager in 2007).
- ▶ Add a Support Services Division Manager position by December 2006 to manage the department's facilities, and apparatus maintenance program, as well as the Air Lab, supply function, and uniforms and protective gear. This position will allow the Fire Chief and deputy chiefs to focus more attention on management of the department's planning, policy and leadership functions.
- ▶ Add a Public Safety Administrative Division Manager position by December 2006. This position's responsibilities will include: managing the department's office functions and six personnel; coordinating with DPS, OMB and HR on budget and personnel matters; tracking line-item spending and monitoring purchasing; managing the department's records; overseeing the department's data gathering, analysis, and reporting; and managing writing and updating of the department's policies and procedures.
- ▶ Add an Administrative Specialist II position by December 2006 to provide support to the Public Safety Administrative Division Manager.
- ▶ Add a Fire Data Analyst position by March 2007 to oversee data gathering, and provide analysis and reports that will enable Fire management to better monitor the effectiveness of the department's programs using Deccan, MapInfo, Firehouse RMS, CAD data etc.
- ▶ Add a Public Information Officer (FFIII) position by December 2007. This position will assume responsibility for developing, implementing and managing public information programs and presentations from the department.

FY 07/08 KEY PERFORMANCE OBJECTIVE

Increase the percentage of existing structures inspected annually by 5% in both FY 07 and FY 08.

| KEY PERFORMANCE MEASURE | | | | |
|--|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Effectiveness Measurement | | | | |
| % Existing Structures Inspected Annually | 73.7% | 77.4% | 81.3% | 85.3% |

| PERFORMANCE MEASURES | | | | |
|---|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Demand Measurement | | | | |
| Emergency Calls Received | 42,182 | 43,869 | 45,624 | 47,449 |
| 1 st thru 5 th Grade Fire Safety Edu. Classes Requested & Taught (100% of classes requested are taught) | 5,648 | 5,873 | 6,107 | 6,350 |
| Workload Measurement | | | | |
| Fire Investigation Cases | 303 | 333 | 366 | 402 |
| Efficiency Measurement | | | | |
| Existing structure Inspections per Inspector (6) annually | 1,154 | 1,212 | 1,272 | 1,336 |
| New Structure Inspections per Inspector (4) annually | 1,390 | 1,459 | 1,532 | 1,609 |
| Sprinkler System Inspections per Inspector (2) annually | 979 | 1,028 | 1,079 | 1,133 |
| Fire & EMS Training Hours Taught per Instructor | 8,469 | 8,892 | 9,337 | 9,804 |

| BUDGET SUMMARY | | | | |
|-------------------------|---------------------|---------------------|---------------------|---------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| General Property Taxes | \$53,634,768 | \$57,428,838 | \$63,050,859 | \$67,190,160 |
| Penalties & Interest | \$129,986 | \$152,732 | \$136,485 | \$148,701 |
| Other Taxes | \$589,740 | \$636,259 | \$382,812 | \$514,571 |
| Licenses & Permits | \$2,750 | \$2,800 | \$2,750 | \$2,750 |
| Intergovernmental | \$2,868,749 | \$2,834,458 | \$0 | \$0 |
| Charges for Services | \$2,050,919 | \$2,037,792 | \$1,502,450 | \$1,503,525 |
| Miscellaneous | \$311,429 | \$654,764 | \$675,000 | \$675,000 |
| Other Financing | \$446,346 | \$530,612 | \$1,381,910 | \$27,076 |
| TOTAL | \$60,034,687 | \$64,278,255 | \$67,132,266 | \$70,061,783 |
| Expenditure Category | | | | |
| Personal Services | \$42,760,754 | \$45,534,386 | \$46,269,966 | \$53,619,833 |
| Operating | \$10,111,154 | \$11,143,669 | \$13,358,506 | \$10,790,415 |
| Debt Service | \$363,338 | \$646,801 | \$948,875 | \$1,107,650 |
| Capital | \$3,171,600 | \$2,702,991 | \$408,395 | \$363,392 |
| Contingency | \$0 | \$0 | \$6,146,524 | \$4,180,493 |
| TOTAL | \$56,406,846 | \$60,027,847 | \$67,132,266 | \$70,061,783 |

MISSION

To provide quality, full-service executive and championship golf services to the general public, especially the citizens of Cobb County, as a component of the Cobb County Parks, Recreation and Cultural Affairs Department.

DESCRIPTION

Cobblestone, under the management of a private management firm, offers quality championship golf services while retiring the revenue bonds required to construct the course.

Legacy Links, built with private funds and operated by a private management firm, provides quality executive golf services while returning a concessions fee to Cobb County.

FY 07/08 GOALS

GOAL #1 - Continue providing top quality service and amenities at Cobblestone Golf Course for the citizens of Cobb County.

- ▶ Market and promote Cobblestone through a variety of marketing tools as the best public golf course in Georgia on an ongoing basis.
- ▶ Continue making capital renovations to the course to ensure high quality standards are maintained on an ongoing basis.
- ▶ Continue offering top quality merchandise in the pro shop, great food in the grill, a well-maintained driving range and proper speed of play on the golf course to make the patrons' experience in the facility a positive one on an ongoing basis.

KEY PERFORMANCE OBJECTIVE

Increase utilization of golf course by 5% in FY 07 and FY 08.

| KEY PERFORMANCE MEASURE | | | | |
|--------------------------|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Productivity Measurement | | | | |
| Tee Time Utilized | 65% | 70% | 75% | 80% |

| PERFORMANCE INDICATORS | | | | |
|-------------------------|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| Green Fee Rounds | 44,692 | 44,915 | 45,140 | 45,366 |
| Cart Fee Rounds | 34,536 | 34,709 | 34,882 | 35,231 |
| Range Tokens | 14,609 | 14,755 | 14,829 | 14,977 |
| Cobblestone Cards | 2,331 | 2,343 | 2,354 | 2,378 |

| PERFORMANCE INDICATORS | | | | |
|---|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| Golf Course Renovations Completed | 20% | 15% | 25% | 10% |
| Additional Food & Beverage Revenue Per Round (in Dollars) | \$1.00 | \$1.00 | \$1.50 | \$1.75 |
| Efficiency Measurement | | | | |
| Customer Email Addresses Captured | 50% | 75% | 80% | 85% |

| BUDGET SUMMARY | | | | |
|-------------------------|-------------|-------------|-------------|-------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Charges for Services | \$1,951,680 | \$2,162,880 | \$2,200,384 | \$2,117,313 |
| Miscellaneous | \$4,241 | \$10,183 | \$0 | \$0 |
| Other Financing | \$2,225 | \$0 | \$120,106 | \$141,566 |
| TOTAL | \$1,958,146 | \$2,173,063 | \$2,320,490 | \$2,258,879 |
| Expense Category | | | | |
| Personal Services | (\$1,091) | \$0 | \$0 | \$0 |
| Operating | \$1,511,101 | \$1,362,453 | \$1,600,915 | \$1,656,008 |
| Debt Service | \$252,314 | \$194,917 | \$666,575 | \$199,727 |
| Capital | \$141,782 | \$152,323 | \$53,000 | \$29,100 |
| Contingency | \$0 | \$121,138 | \$0 | \$374,044 |
| TOTAL | \$1,904,106 | \$1,830,831 | \$2,320,490 | \$2,258,879 |

This fund was created to account for Hotel/Motel Tax revenue collected and then interfund transferred to the General Fund's Business License Division. In previous years, the Hotel/Motel Tax Revenue was recognized directly in the Business License Division of the Community Development Agency. This change was made at the end of FY 02 to comply with the new Georgia Uniform Chart of Accounts.

| BUDGET SUMMARY | | | | |
|-------------------------|-------------|--------------|-------------|--------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Other Taxes | \$3,327,163 | \$10,452,605 | \$3,526,347 | \$10,712,988 |
| TOTAL | \$3,327,163 | \$10,452,605 | \$3,526,347 | \$10,712,988 |
| Expenditure Category | | | | |
| Operating | \$3,327,163 | \$10,452,605 | \$3,526,347 | \$10,712,988 |
| TOTAL | \$3,327,163 | \$10,452,605 | \$3,526,347 | \$10,712,988 |

The Cobb Board of Commissioners is required by state law to use these revenues to promote tourism in Cobb. For the FY 07/08 Biennial the revenues in this fund will be substantially matched by expenditures for the new Performing Arts Center's debt service.

MISSION

To provide a location housing accessible, current legal information, resources and research services for the judiciary, county officials, members of the bar and citizens of Cobb County, and to manage all resources efficiently in a cost-effective manner.

DESCRIPTION

The Cobb County Law Library has more than 20,000 volumes covering a wide range of regional reporters, digests, treatises and web-based services. The Law Library is a practice library, focusing on practical materials for attorneys and lay persons. A team of professional, technical and clerical staff work together to provide appropriate resources to meet the legal research and information needs of library patrons.

The Cobb County Law Library operates pursuant to the Official Code of Georgia, Sections 36-15-1 through 36-15-12. The Law Library's policies and budget are governed by a Board of Trustees that is comprised of the Chief Judge of Superior Court, the Chief Judge of State Court, the Probate Court Judge, the Clerk of Superior Court, the Cobb County District Attorney, the Cobb County Solicitor General and two practicing attorneys.

The Law Library is funded through legal fees charged to each action or case in a court of record, whether civil or criminal, filed with the county at a sum not to exceed \$5.00 per case or action.

FY 07/08 GOALS

GOAL #1 - Maintain Outstanding level of customer service reflective of Cobb County Government.

- ▶ Update Law Library brochures with current information regarding workshops and legal information.
- ▶ Increase individual instruction given with regard to navigation of web-based search engines and location of forms and books on an ongoing basis.

GOAL #2 - Enhance training opportunities available to patrons.

- ▶ Increase the number of monthly group training sessions by 50%, by October 2006, due to the overwhelming demand from Law Library patrons.
- ▶ Increase Lunchtime Lecture Series availability by 12 classes a year for Law Library patrons and attorneys wanting to receive CLE credits.

GOAL #3 - Decrease inventory costs while creating greater revenue.

- ▶ Decrease total inventory cost by 10% by October 2006.
- ▶ Increase publications that are in high demand while eliminating others that are neither current nor requested by October 2006.
- ▶ Increase Law Library Public Book Sale awareness by advertising in county newsletters and public flyers to gain greater attendance and revenue for continuing education efforts.

| PERFORMANCE MEASURES | | | | |
|---|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| Telephone Calls Answered | 7,700 | 8,100 | 8,400 | 8,700 |
| Individual Computer Instruction Given | 2,000 | 2,500 | 3,000 | 3,500 |
| Group Computer Instruction Given | 24 | 27 | 30 | 35 |
| Deliveries to Judges' Chambers | 100 | 200 | 312 | 330 |
| Demand Measurement | | | | |
| Average Number of Users | 2,000 | 2,500 | 3,000 | 3,500 |
| Efficiency Measurement | | | | |
| Processing Time of Payments per Publisher | 30 min | 30 min | 30 min | 30 min |
| Effectiveness Measurement | | | | |
| Publishers Paid Within 15 Days | 100% | 100% | 100% | 100% |

| BUDGET SUMMARY | | | | |
|----------------------|-----------|-----------|-----------|-----------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Fines & Forfeitures | \$540,629 | \$493,465 | \$513,855 | \$620,224 |
| Miscellaneous | \$10,012 | \$16,235 | \$10,000 | \$10,000 |
| Other Financing | \$6,807 | \$4,843 | \$5,308 | \$5,308 |
| TOTAL | \$557,448 | \$514,543 | \$529,163 | \$635,532 |
| Expenditure Category | | | | |
| Personal Services | \$91,723 | \$103,935 | \$114,459 | \$230,764 |
| Operating | \$455,519 | \$474,328 | \$351,227 | \$351,227 |
| Contingency | \$0 | \$0 | \$63,477 | \$53,541 |
| TOTAL | \$547,242 | \$578,263 | \$529,163 | \$635,532 |

MISSION

To provide reasonable, quality and wholesome family-oriented entertainment to benefit the citizens of Cobb County.

DESCRIPTION

The Mable House Barnes Amphitheatre (MHBA) is a 2,100+ seat facility located in the 28-acre Mable House Cultural Arts complex in South Cobb County. Funding for this facility was gifted from the State of Georgia with a \$1M contribution by Cobb County. The facility is operated by a private management firm. Each year the Amphitheatre provides a clean, safe and wholesome family-oriented entertainment program to the citizens of Cobb County and the surrounding areas at a reasonable rate. The facility is available for rental for promoters, private concerts, meetings and special events. The Parks, Recreation and Cultural Affairs Department performs all maintenance and capital improvements on this facility.

FY 07/08 GOALS

GOAL #1 – Develop more total entertainment programs using the entire Arts Complex, the Historic Mable House and the Amphitheatre.

- ▶ Explore having art gallery openings in conjunction with groups performing at the amphitheatre and utilizing the historic Mable House as a possible site for pre-concert corporate functions.

GOAL #2 - Develop a venue rental program to include performance and utilization by Cobb County public schools theatre companies.

- ▶ Develop a special rental rate for Cobb County school productions.
- ▶ Approach the theatre companies for neighboring counties about using MHBA as a performance site.

GOAL #3 – Increase venue utilization in conjunction with other Cobb County departments.

- ▶ Promote utilization by Cobb County departments for award ceremonies and other departmental events and activities.

GOAL #4 – Create and implement a program for raising capital for exclusive use of MHBA to purchase much needed capital items such as televisions for dressing rooms, additional speakers and microphones.

- ▶ Implement the selling of commemorative bricks for the plaza.
- ▶ Implement the selling and naming of benches at MHBA.
- ▶ Implement the selling of patron ads for the weekly programs.

| PERFORMANCE INDICATORS | | | | |
|-----------------------------|-----------|-----------|-----------|-------------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Demand Measurement | | | | |
| Concert Revenue | \$571,171 | \$542,417 | \$522,837 | \$1,168,112 |
| Rental Revenue | \$62,089 | \$48,886 | \$195,194 | \$205,000 |
| Special Event Revenue | \$10,731 | \$5,100 | \$11,810 | \$15,150 |
| Parking Revenue | \$36,605 | \$28,890 | \$31,925 | \$63,850 |
| Workload Measurement | | | | |
| Concerts | 15 | 15 | 20 | 20 |
| Rental Events | 19 | 20 | 21 | 22 |
| Special Events | 7 | 8 | 9 | 10 |
| Concert Attendance | 19,605 | 23,100 | 33,000 | 35,200 |
| Special Event Attendance | 4,891 | 5,891 | 7,000 | 8,000 |
| Rental Attendance | 20,130 | 25,000 | 26,760 | 28,570 |
| Cars Parked | 7,321 | 8,273 | 9,784 | 10,433 |

| BUDGET SUMMARY | | | | |
|-------------------------|--------------------|--------------------|--------------------|------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Charges for Services | \$589,952 | \$625,294 | \$667,789 | \$0 |
| Miscellaneous | \$7,172 | \$99,300 | \$853,662 | \$0 |
| Other Financing | \$2,044 | (\$118,880) | \$10,716 | \$0 |
| Other Taxes | \$0 | \$0 | \$0 | \$0 |
| TOTAL | \$599,168 | \$605,714 | \$1,564,873 | \$0 |
| Expense Category | | | | |
| Operating | \$1,370,600 | \$1,503,018 | \$1,559,873 | \$0 |
| Capital | \$2,108 | \$0 | \$5,000 | \$0 |
| Contingency | \$0 | \$0 | \$0 | \$0 |
| TOTAL | \$1,372,708 | \$1,503,018 | \$1,564,873 | \$0 |

In FY 2007 the Mable House Barnes Amphitheatre was moved from its own enterprise fund into the General Fund under the Parks and Recreation Department.

Medical & Dental Benefit Fund:

| BUDGET SUMMARY | | | | |
|-------------------------|---------------------|---------------------|---------------------|---------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Miscellaneous | \$0 | \$0 | \$40,000 | \$175,000 |
| Other Financing | \$38,950,620 | \$42,912,197 | \$56,144,321 | \$61,826,051 |
| TOTAL | \$38,950,620 | \$42,912,197 | \$56,184,321 | \$62,001,051 |
| Expense Category | | | | |
| Operating | \$38,812,770 | \$40,235,942 | \$56,184,321 | \$62,001,051 |
| TOTAL | \$38,812,770 | \$40,235,942 | \$56,184,321 | \$62,001,051 |

Workers' Compensation Fund:

| BUDGET SUMMARY | | | | |
|-------------------------|--------------------|--------------------|--------------------|--------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Miscellaneous | \$0 | \$0 | \$0 | \$50,000 |
| Other Financing | \$1,697,748 | \$1,785,139 | \$2,560,464 | \$2,718,634 |
| TOTAL | \$1,697,748 | \$1,785,139 | \$2,560,464 | \$2,768,634 |
| Expense Category | | | | |
| Operating | \$4,105,712 | \$4,393,706 | \$2,560,464 | \$2,768,634 |
| TOTAL | \$4,105,712 | \$4,393,706 | \$2,560,464 | \$2,768,634 |

MISSION

To provide timely and cost-effective management of the property by proactively delivering quality services while maximizing customer satisfaction.

DESCRIPTION

The parking deck provides parking facilities for Cobb County employees and the general public. Cobb County Property Management provides maintenance and operational support for the parking facility located in downtown Marietta to ensure the facility is operated in accordance with directives of County management including collection of public by-the-hour parking fees, repairs/replacements and payments for utilities.

FY 07/08 GOALS

GOAL #1 -Ensure a safe and clean facility.

- ▶ Police the facility daily for trash and to report maintenance items.
- ▶ Sweep facility weekly with street sweeper to control trash.
- ▶ Repair all lights promptly to ensure safe lighting levels.

GOAL #2 -Contain costs.

- ▶ Conduct facility lighting analysis to determine opportunity for electric cost-savings by April 2007.
- ▶ Propose capital improvement spending to increase lighting efficiency if supported by June 2007.
- ▶ Operate lighting to control energy use within -5% - +1% of previous year by September 2007.

FY 07/08 KEY PERFORMANCE OBJECTIVE

Survey facility lighting weekly and keep all lighting repaired to ensure at least 90% of all lights are operating at all times

| PERFORMANCE INDICATORS | | | | |
|---|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| Daily Safety Inspections | 250 | 260 | 260 | 260 |
| Daily Trash Pick-Ups | 250 | 260 | 260 | 260 |
| Decks Swept and Monitored | 50 | 52 | 52 | 52 |
| Lighting and Other Equipment Inspected Weekly | 50 | 52 | 52 | 52 |
| Effectiveness Measurement | | | | |
| Ensure lighting is at least 90% of design light levels on each floor at all times | 90% | 90% | 90% | 90% |

| PERFORMANCE INDICATORS | | | | |
|--|--------|-----------|--------|--------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Operate lighting so that electric usage variance from previous year is between -5% and +1% | +3.7% | -5%<1% | -5%<1% | -5%<1% |

| BUDGET SUMMARY | | | | |
|-------------------------|------------------|------------------|------------------|------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Charges for Services | \$495,351 | \$453,641 | \$457,729 | \$460,109 |
| Miscellaneous | \$5,877 | \$15,385 | \$10,000 | \$10,000 |
| Other Financing | \$739 | \$1,446 | \$535 | \$535 |
| TOTAL | \$501,967 | \$470,472 | \$468,264 | \$470,644 |
| Expenditure Category | | | | |
| Personal Services | \$39,395 | \$32,256 | \$46,240 | \$48,084 |
| Operating | \$80,558 | \$86,593 | \$64,665 | \$70,193 |
| Debt Service | \$331,784 | \$339,185 | \$331,085 | \$327,780 |
| Capital | \$0 | \$4,575 | \$0 | \$0 |
| Contingency | \$0 | \$0 | \$26,274 | \$24,587 |
| TOTAL | \$451,737 | \$462,609 | \$468,264 | \$470,644 |

MISSION

It is the mission of Cobb Senior Services to improve the quality of life for our senior citizens through innovative programs and state-of-the-art facilities that meet their levels of need. Our primary goal is to assist our clients in their efforts to remain independent through affordable transportation, nutrition, recreation, education, socialization and in-home services. Cobb Senior Services is committed to its role as the catalyst for senior advocacy, volunteerism and information resources for our elder population.

DESCRIPTION

Since its creation in 1972, Cobb Senior Services has enhanced the quality of life for thousands of Cobb County senior citizens through nutrition, education and recreation activities and programs. With its progressive, conservatively-managed programs, Cobb Senior Services continues to keep pace with the steady growth of our senior population, part of the "graying of America." As a result, many of our programs are copied throughout the state and nation.

There are currently nine senior centers throughout the county that offer a variety of services and programs. At the Senior Day Care Center and four Neighborhood Senior Centers, clients must meet certain eligibility requirements. At the four Multipurpose Senior Centers, any senior over 55 years of age can participate in scheduled activities. Approximately 1,000 volunteers support the Senior Services Department through their time, expertise, experience and manpower.

FY 07/08 GOALS

GOAL #1 - Begin implementation of the 10-Year Master Plan

- ▶ Develop an action plan.
- ▶ Plan for a consultant to monitor trends and progress on the plan every five years.

GOAL #2 - Expand/build facilities to accommodate the growth in Cobb's senior population.

- ▶ Complete the expansion of East Cobb Senior Center.
- ▶ Investigate the advantages of a campus-like facility development.
- ▶ Develop a plan for the Smyrna Neighborhood facility.
- ▶ Research available properties identifiable geographic areas of critical need by July 2005.
- ▶ Continue to explore grants possibilities.

GOAL #3 - Design and implement a CSS succession plan that encourages progressive longevity in concert with the growing demand for services.

- ▶ Utilize the classification and compensation study to prioritize and develop a timeline for implementation.
- ▶ Be diligent in our hiring process to achieve the education/experience criteria that will facilitate future changes.
- ▶ Encourage higher education goals of present staff to avoid losing trained and experienced employees from advancement pools.

FY 07/08 KEY PERFORMANCE OBJECTIVE

Reduce the number of clients on the waiting list for Demand Response Transportation by offering an alternative Transportation Voucher Program.

| KEY PERFORMANCE MEASURE | | | | |
|--|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| # of Clients on Demand Response Waiting List without Voucher Program | 123 | 378 | 506 | 673 |
| # of Clients on Demand Response Waiting List with Voucher Program | 123 | 278 | 356 | 300 |

| PERFORMANCE MEASURES | | | | |
|--------------------------------------|---------|-----------|---------|---------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Demand Measurement | | | | |
| # of Trips Requested (one way) | 141,627 | 152,952 | 165,189 | 178,404 |
| # of Meals Requested | 85,565 | 93,523 | 102,221 | 111,728 |
| Workload Measurement | | | | |
| # of Trips Provided (one way) | 74,591 | 76,000 | 76,000 | 76,000 |
| # of Meals Served | 73,842 | 79,000 | 79,000 | 79,000 |
| Effectiveness Measurement | | | | |
| % Requested Trips Provided (one way) | 53% | 50% | 46% | 43% |
| % Requested Meals Served | 86% | 84% | 77% | 71% |

| BUDGET SUMMARY | | | | |
|-------------------------|--------------------|--------------------|--------------------|--------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Intergovernmental | \$1,009,691 | \$1,126,667 | \$1,097,697 | \$1,097,697 |
| Charges for Services | \$79,570 | \$80,017 | \$81,222 | \$81,507 |
| Miscellaneous | \$19,837 | \$12,505 | \$14,592 | \$14,592 |
| Other Financing | \$3,715,649 | \$3,864,249 | \$4,971,656 | \$4,819,648 |
| TOTAL | \$4,824,747 | \$5,083,438 | \$6,165,167 | \$6,013,444 |
| Expenditure Category | | | | |
| Personal Services | \$3,110,977 | \$3,280,876 | \$3,574,474 | \$3,734,632 |
| Operating | \$1,655,099 | \$1,764,936 | \$2,118,613 | \$2,155,553 |
| Capital | \$6,511 | \$2,473 | \$10,570 | \$2,430 |
| Contingency | \$0 | \$0 | \$461,510 | \$120,829 |
| TOTAL | \$4,772,587 | \$5,048,286 | \$6,165,167 | \$6,013,444 |

MISSION

To operate environmentally sound solid waste facilities and provide reduction programs in accordance with state and federal regulations.

DESCRIPTION

The Cobb County Solid Waste Department provides an integrated approach to the handling and disposal of solid waste. Challenged by continually increasing population and strict environmental compliance regulations, the department strives to combine the most up-to-date technology with excellent customer service to meet high disposal demands. Through Board of Commissioners approved disposal fees, the Solid Waste Department is responsible for managing expenditures and generating revenues. The department is also charged with increasing awareness and improving community attitudes towards solid waste handling, recycling and disposal.

Keep Cobb Beautiful (KCB), a division of the Cobb County Solid Waste Department, is responsible for establishing, maintaining and promoting countywide policies and programs to improve environmental and waste management. When established in 1984, KCB's initial focus was a newspaper recycling. Over the years, volunteers from all walks of life have joined together to assist KCB with a variety of ongoing programs focused on educating and beautifying our communities. In 2005 and 2007, KCB was recognized as a program leader with three first place awards from Keep Georgia Beautiful, and three awards from Keep America Beautiful. Among the awards mentioned, Keep Cobb Beautiful received the coveted national Affiliate of the Year award.

FY 07/08 GOALS

GOAL # 1 - Enhance service to the community through improvements in operational efficiency and effectiveness.

- ▶ Convert from monthly landfill monitoring reports to quarterly reporting by December 2006.
- ▶ Evaluate capabilities of Scale software to identify customer service and reporting features available to streamline operations by June 2007.
- ▶ Maximize transfer station transportation efficiency by loading transport trailers to within three percent (3%) of the legal limit average of twenty (20) tons per load by September 2007.
- ▶ Improve equipment operating efficiency by reducing fuel consumption of off-road equipment ten percent (10%) annually by September each fiscal year.
- ▶ Identify new commodity markets to increase recycling revenue on an ongoing basis.

GOAL # 2 - Ensure quality utilization of resources through strategic solid waste planning and fiscal management.

- ▶ Prepare biennial operating updates and present to the Solid Waste Management Authority in July and January of each fiscal year.
- ▶ Prepare and submit an updated Solid Waste Management Plan by December 2006.
- ▶ Review and evaluate disposal fees for all facilities and adjust as necessary on an ongoing basis.

GOAL # 3 - Increase KCB visibility in the community to develop support and sustain environmental programs.

- ▶ Design and produce two (2) annual Public Service Announcements by June each fiscal year.
- ▶ Design new signage for the Adopt-A-Trail program by December 2007.
- ▶ Install new signage for the Adopt-A-Trail program at existing trail heads on an ongoing basis.
- ▶ Collaborate with the Communications Department to produce six (6) KCB Program Awareness videos to be aired on *Spotlight* on Cobb annually.
- ▶ Increase utilization of volunteers in all programs by one percent (1%) annually.
- ▶ Present a minimum of two (2) education programs each month to schools, churches or civic groups on an ongoing basis.

| PERFORMANCE MEASURES | | | | |
|------------------------------------|---------|-----------|---------|---------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| Waste Received for Disposal (tons) | 109,904 | 107,661 | 103,949 | 107,500 |
| Customer Transactions | 154,831 | 152,090 | 155,651 | 159,542 |

| BUDGET SUMMARY | | | | |
|----------------------|-------------|-------------|-------------|-------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Charges for Services | \$4,045,025 | \$4,460,610 | \$4,945,084 | \$4,945,084 |
| Miscellaneous | \$14,109 | \$73,603 | \$1,560,598 | \$2,136,811 |
| Other Financing | \$5,196,063 | \$2,583,792 | \$1,716,127 | \$2,101,484 |
| TOTAL | \$9,255,197 | \$7,118,005 | \$8,221,809 | \$9,183,379 |
| Expense Category | | | | |
| Personal Services | \$1,725,414 | \$1,929,849 | \$1,988,312 | \$2,076,673 |
| Operating | \$3,680,162 | \$4,220,330 | \$4,078,951 | \$4,947,968 |
| Debt Service | \$1,711 | \$0 | \$1,715 | \$1,800 |
| Capital | \$85,696 | \$23,609 | \$352,680 | \$145,000 |
| Contingency | \$0 | \$0 | \$1,800,151 | \$2,011,938 |
| TOTAL | \$5,492,983 | \$6,173,788 | \$8,221,809 | \$9,183,379 |

MISSION

To provide the citizens of Cobb County with a safe, reliable, attractive and cost-effective public transportation system.

DESCRIPTION

The Transit Division of the Department of Transportation manages Cobb Community Transit (CCT), the county's public transportation system, and plans for system enhancements and expansion. The CCT System operates fixed-route buses and paratransit mini-buses. The system transports passengers within Cobb County and connects directly to the Metro Atlanta Rapid Transit Authority (MARTA) system of buses and trains. The CCT system is operated by a contracted service provider that hires drivers, dispatchers, maintenance and administrative staff. The vehicles, transfer centers, park-and-ride lots and the central Transit Center facility are owned by the county. The Transit Division's staff supervises and inspects the provision of transit service. The contract with the current service provider became effective on July 1, 2005, and is a five-year contract.

In January 2005, CCT launched the Georgia Regional Transit Authority (GRTA) Express route 470 from Powder Springs to downtown Atlanta. Later that year, Route 470 was modified to include a stop in Hiram. On November 7, 2005, CCT launched the Georgia Regional Transit Authority (GRTA) Express route 480 from Acworth to downtown Atlanta. Both routes have been very successful, and in 2006 one additional bus will be added on each route to accommodate the increase in ridership.

FY 07/08 GOALS

GOAL#1 - Expand public transit services to address growth in both the population and employment base, reduce congestion and to improve air quality.

- ▶ Partner with regional providers to promote seamless transfers between providers.
- ▶ Expand service to areas not currently served.
- ▶ Complete the bus replacement program.
- ▶ Expand the bus fleet to address future service expansion, as needed.
- ▶ Continue the renovation of CCT facilities on an ongoing basis.
- ▶ Continue to introduce ITS technology.
- ▶ Improve passenger safety and comfort.
- ▶ Reduce the total average unit cost of fixed-route ridership by approximately 8% over the next two years.

FY 07/08 KEY PERFORMANCE OBJECTIVE

Reduce the total average unit cost of ridership by at least 8% over the next two years. This is determined by dividing the total annual operational expenses of CCT divided by the total annual ridership, which is defined as the number of 'Unlinked Trips'.

| KEY PERFORMANCE MEASURE | | | | |
|---|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Efficiency Measurement | | | | |
| Average Unit Cost per Unlinked Trip (Rider) | \$3.41 | \$3.40 | \$3.15 | \$3.15 |

| PERFORMANCE MEASURES | | | | |
|---|---------|-----------|---------|---------|
| Measurement Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Workload Measurement | | | | |
| Bus Routes operated | 18 | 19 | 21 | 23 |
| Bus Fleet maintained | 73 | 81 | 90 | 97 |
| Paratransit Fleet maint. | 15 | 18 | 18 | 20 |
| Fixed Route-Annual Vehicle Revenue Hours operated | 143,598 | 156,848 | 163,790 | 182,178 |
| Paratransit-Annual Vehicle Revenue Hours operated | 33,020 | 34,011 | 35,031 | 36,082 |
| Required Reviews & Oversight-annual hours | 808 | 857 | 920 | 973 |
| Annual Fixed Route Bus Ridership (thousands) | 3,793 | 4,096 | 4,423 | 4,777 |
| Annual Demand Response Ridership (thousands) | 61 | 64 | 67 | 70 |
| Effectiveness Measurement | | | | |
| Farebox Recovery Ratio (% of cost paid by rider) | 28% | 26% | 27% | 29% |
| County's Subsidy Ratio (% of cost paid by General Fund) | 41% | 50% | 50% | 50% |

| BUDGET SUMMARY | | | | |
|-------------------------|--------------|--------------|--------------|--------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Intergovernmental | \$4,724,920 | \$4,020,878 | \$4,869,206 | \$4,447,431 |
| Charges for Services | \$3,220,558 | \$3,703,889 | \$3,773,145 | \$4,085,569 |
| Miscellaneous | \$38,458 | \$106,343 | \$0 | \$0 |
| Other Financing | \$5,027,246 | \$6,728,917 | \$7,378,111 | \$8,342,870 |
| TOTAL | \$13,011,182 | \$14,560,027 | \$16,020,462 | \$16,875,870 |
| Expense Category | | | | |
| Personal Services | \$401,271 | \$404,910 | \$429,371 | \$467,986 |
| Operating | \$12,802,847 | \$14,197,127 | \$15,528,175 | \$16,388,470 |
| Capital | \$0 | \$0 | \$9,000 | \$0 |
| Contingency | \$0 | \$0 | \$53,916 | \$19,414 |
| TOTAL | \$13,204,118 | \$14,602,037 | \$16,020,462 | \$16,875,870 |

MISSION

To provide water utility services to all retail and wholesale customers with full assurance of accountability, quality, equity, reliability and reasonable costs; to direct, manage and use resources in a professional and efficient manner while ensuring a competent and safety-oriented workforce; and to demonstrate exceptional customer service throughout all aspects of the organization's activities.

To protect and enhance the health and well-being of Cobb County's residents; to protect the natural environment and support the community's goals for economic vitality; and to ensure that all services are maintained and enhanced, as necessary, through a sound financial approach to meet the county's future needs.

DESCRIPTION

The Cobb County Water System, as an agency within Cobb County Government, is a utility operation responsible for water distribution, wastewater collection and treatment, and stormwater management services. The Water System is an enterprise operation supported solely by revenues earned through the provision of services to both retail and wholesale customers. The AAA rating earned from all three national bond rating agencies reflects the viability of this enterprise operation.

FY 07/08 GOALS

GOAL #1 - Enhance service to the community through improvements in operational efficiency and effectiveness.

- ▶ Plan, construct and operate the sewer system consistent with the objectives of the Environmental Protection Agency's Capacity, Management, Operation and Maintenance (CMOM) program on an ongoing basis.
- ▶ Include automated detail drill-down capability for overflows and aerial crossing's to Hanson Work Order System.
- ▶ Conduct ongoing water sampling and testing at consumer sites, in conjunction with Cobb County Marietta Water Authority, to meet state and federal water quality initiatives.
- ▶ Collaborate with Cobb County Fire and Emergency Services in developing standard procedures for location, maintenance, mapping and tagging of fire hydrants; development of work orders; verification of maps; and generation of hydrant coordinates.

GOAL #2 - Improve service to the community through protection of the environment.

- ▶ Update and implement the Watershed Protection Plan for Cobb County on an ongoing basis.
- ▶ Perform Dam Breach Analyses (DB) and inundation mapping of breach zones for the category High Hazard Dams. Have 50 DB analyses completed by September 2007.
- ▶ Acquire an additional 50 acres of Noonday Creek flood plain by September 2007.
- ▶ Acquire an additional 25 acres of Nickajack Creek flood plain by September 2007.
- ▶ Review and recommend changes to applicable Cobb County Codes on an ongoing basis. Address compliance with the Commercial Detention Pond requirements by September 2007.
- ▶ Complete a countywide Stormwater Drainage Inventory in order to identify and prepare a data record of all High Hazard Dams in Cobb County by September 2007.

- ▶ Obtain Purchase agreements, as opportunities arise during FY07 and FY08, as part of the existing Dam and Lake Retrofit program designed to create additional flood storage volume utilizing existing privately-held stormwater ponds.
- ▶ Ensure Cobb County's FEMA floodplain maps are updated by September 2007 and effective by September 2008.
- ▶ Utilize the Stormwater Utility Ordinance and Resolution adopted by the Cobb County Board of Commissioners; identify other approaches for improving stormwater management services.

GOAL #3 - Augment service to the community through efforts to responsibly address future demands on the system.

- ▶ Utilize the Geographical Information System (GIS) to organize and manage watershed data on an ongoing basis.
- ▶ Complete construction of the Northwest Cobb Water Reclamation Facility (WRF) expansion to 12 million gallons per day capacity in 2007.
- ▶ Complete the design of the six-mile long, 24-foot diameter South Cobb Tunnel for wastewater conveyance, with anticipated completion in 2011.

GOAL # 4 - Improve service to the community through responsible strategic planning and fiscal management.

- ▶ Update and confirm the Financial Planning Model and the Capital Improvement Program on an annual basis.
- ▶ Plan and implement the new Banner 4.0 release of the customer information and billing system.
- ▶ Continue replacing small meters, including backflow devices at 10,000 units per year.
- ▶ Continue reviewing outsourced large meter testing to ensure meter accuracy for billing.
- ▶ Reduce costs by initiating remote staging of select crews to certain CCWS Water Reclamation Facilities.
- ▶ Complete the automated Vehicle Tracking Program through equipment installation in road vehicles by September 2008.
- ▶ Reduce costs by establishing a concrete finishing crew by September 2007.

GOAL # 5 - Continue to promote communication with customers to make them aware of Water System services and initiatives, particularly in the areas of conservation and environmental protection.

- ▶ Increase public outreach through appropriate dissemination of professionally produced brochures, civic presentations and organization involvement on an ongoing basis.
- ▶ Maintain and enhance the Water System website on an ongoing basis.
- ▶ Continue to promote educational outreach programs such as Partners in Education, Adopt-A-Stream, WaterSmart and water efficiency on an ongoing basis.
- ▶ Produce and distribute the Consumer Confidence Report (in accordance with U.S. Environmental Protection Administration regulations) to all service area residents on an annual basis.
- ▶ Maintain an active partnership with the Metropolitan North Georgia Water Planning District.

GOAL # 6 – Ensure protection of our water supplies by providing dependable, clean and safe water to our customers.

- ▶ Complete the CCWS-Initial Distribution System Evaluation Plan, a key provision of the recently promulgated State 2 Disinfectants, Disinfection By-Products Rule, as required by the Environmental Protection Agency.
- ▶ Complete the CCWS vulnerability assessment and emergency response plan for wastewater operations, and enhance both the water and wastewater vulnerability assessments with the addition of the Corps of Engineers by September 2007.
- ▶ Maintain the partnership with the Cobb County Marietta Water Authority in addressing both short and long-term water requirements.

KEY PERFORMANCE OBJECTIVES:

- ▶ Continue efforts to contain chemical, electrical and other wastewater processing costs despite increasingly more stringent standards.
- ▶ Maintain the financial stability and integrity of the Water System Fund for which debt service coverage is one objective measure.

| KEY PERFORMANCE MEASURE | | | | |
|--|---------|-----------|---------|---------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Efficiency Measurement | | | | |
| Wastewater Treatment Cost per Million Gallons | \$816 | \$988 | \$1,011 | \$1,035 |
| Effectiveness Measurement | | | | |
| Debt Service Coverage | 3.28 | 3.53 | 3.94 | 4.26 |
| Demand Measurement | | | | |
| Customer Calls Received | 156,564 | 166,000 | 176,000 | 186,000 |
| Customer Requests for Service | 66,467 | 68,000 | 70,720 | 72,420 |
| System Maintenance Work Orders Completed | 9,315 | 9,595 | 9,880 | 10,175 |
| Public Fire Hydrants maintained | 21,488 | 21,988 | 23,388 | 22,788 |
| Plant & Stream Samples Submitted for Lab Testing | 83,206 | 83,412 | 83,768 | 84,124 |
| Stormwater Inspections completed | 2,221 | 2,400 | 2,400 | 2,400 |
| Workload Measurement | | | | |
| Customer Accounts Billed | 169,315 | 173,515 | 177,857 | 182,299 |

| KEY PERFORMANCE MEASURE | | | | |
|---|--------|-----------|--------|--------|
| Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Projected | Target | Target |
| Wholesale Water Purchased for Retail Distribution (billion gallons) | 22.5 | 23.4 | 23.7 | 23.9 |
| Wastewater Treated (billion gallons) | 28.4 | 28.9 | 29.8 | 30.7 |
| Water Lines Maintained (miles) | 2,970 | 3,000 | 3,025 | 3,050 |
| Sewer Lines Maintained (miles) | 2,540 | 2,590 | 2,635 | 2,680 |
| Efficiency Measurements | | | | |
| Customer Accounts per Employee | 413 | 422 | 432 | 443 |
| Customer Contacts per Service Rep | 8,698 | 9,222 | 9,777 | 10,333 |
| Stormwater Inspections per Inspector | 370 | 400 | 400 | 400 |

| BUDGET SUMMARY | | | | |
|-------------------------|----------------------|----------------------|----------------------|----------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Charges for Services | \$135,902,192 | \$160,850,359 | \$161,754,955 | \$159,435,640 |
| Fines & Forfeitures | (\$7,448) | \$3,176 | \$0 | \$0 |
| Miscellaneous | \$1,104,906 | \$2,556,908 | \$1,716,830 | \$2,161,830 |
| Other Financing | \$235,286 | \$350,466 | \$14,983,653 | \$74,604 |
| TOTAL | \$137,234,936 | \$163,760,909 | \$178,455,438 | \$161,672,074 |
| Expense Category | | | | |
| Personal Services | \$21,817,635 | \$22,382,947 | \$24,846,209 | \$27,137,283 |
| Operating | \$115,428,797 | \$126,880,566 | \$129,294,877 | \$128,955,891 |
| Debt Service | \$6,498,001 | \$6,695,764 | \$22,645,950 | \$5,130,025 |
| Capital | \$1,892,616 | \$1,090,650 | \$1,668,402 | \$448,875 |
| TOTAL | \$145,637,049 | \$157,049,927 | \$178,455,438 | \$161,672,074 |



Capital Ideas

This section contains information detailing multi-year grants and capital funds. Multi-year funds are used to account for federal/state grant programs and most major 'non-routine' capital projects where financial activity for a specific program/project will take place over two or more years. Multi-year funds maintain all prior year appropriations, revenues and expenditures in addition to current fiscal year information. In these funds, once revenues and expenditures have been appropriated, they do not lapse at the end of the fiscal year. Therefore, it is not necessary to reappropriate or reload remaining budget balances at the start of each new fiscal year.

The summary page that follows contains FY 05 through FY 08 financial information for active grant and capital funds. Detailed information is presented only for the funds which have FY 07/08 appropriations. Within each fund is a list of approved projects (by category) and corresponding FY 07/08 funding amounts. Also included is a budget summary for each project category detailing activity for FY 05-FY 11. A description of operating impacts detailing both direct and indirect costs/savings for each capital project quantified through FY 11 is also illustrated. There is also some information about the project and its funding sources.

A brief description of each fund listed on the FY 05 to FY 08 Summary Table follows. However, only the seven funds (with FY 07/08 appropriations) listed below will have more detailed information presented in this section of the Biennial Budget:

Community Development Block Grant (CDBG) Program Fund
Home Investment Partnership Grant (HOME) Program Fund
Justice Assistance Grant (JAG) Fund
800 MHz Radio System Replacements Fund
Capital Projects Fund
Water Renewal, Extension and Improvements (RE&I) Fund
Water System Development Fund (SDF)

Grant Programs

The active funds are on going federal and state grant programs. The U.S. Department of Housing & Urban Development (HUD) and the U.S. Department of Justice (DOJ) are the primary funding sources. Currently, all of these programs are administered through a competitive bid contract with W. Frank Newton, Inc., a private planning, management and development consultant. Most HUD funding passes through Cobb County to various Cobb non-profit agencies, Cobb cities, other counties (as members of a local consortium applying for grants) and to individuals and families with housing needs. Some funding is designated for projects related to serving the needs of Cobb's senior citizens and to those persons identified by the Americans with Disabilities Act (ADA). The Justice Assistance Grant (JAG) Fund was formerly known as the Local Law Enforcement Block Grant (LLEBG) Program Fund. The JAG grant funding is used by county departments, other cities and organizations for crime prevention and public safety activities.

800 MHz Radio System Replacements Fund

This fund was established during FY 06 by action of the Board of Commissioners (BOC). The fund contains projects and items related to the enhancement and upgrade of the radio network infrastructure and equipment. This includes replacing the system's core transmitters and repeaters, and replacing radios as the radio system transitions from analog to digital. Revenue sources include earmarked contributions from the new SPLOST (Special Purpose Local Option Sales Tax) Fund, Cobb's cities, the Cobb Board of Education and various other agencies and county funds.

Transit Capital Fund

This fund contains capital projects related to Cobb Community Transit (CCT), the county's transit system. The sources of revenue for these projects are: Federal Transit grants, Georgia Transportation grants, and Cobb County's local share. The county's local share is usually 10-20% of the total project cost, depending on the specific grant. Normally this is an interfund transfer from the General Fund or the Transit Operating Fund. Building a transit facility or purchasing transit buses are examples of the types of projects in this fund. Projects may be funded as a result of the formal biennial budget capital improvement program (CIP), and capital replacement schedule (CRS) process or the result of the grant application and acceptance process. For the FY 07/08 Biennial Budget, there were no additional appropriations included. Instead, appropriations of FY 07/08 project and grant funding will be taken to the BOC for approval as necessary during the year-long Agenda process.

Capital Projects Fund

This fund contains projects and items from various sources, usually in the form of interfund transfers from county operating funds. Most projects found here are funded from annual county operating revenues, as opposed to federal/state grants, local-option sales tax proceeds, general obligation or revenue bonds. Projects selected for funding during the formal biennial budget capital improvement program (CIP) and capital replacement schedule (CRS) process are usually budgeted for in this fund as discussed below. Additional project funding appropriations as necessary in FY 07/08 will be taken to the BOC for approval during the year-long Agenda process. Our Capital Plan includes both CIP and CRS items.

CIP: Capital improvements represent the addition of new items or projects. These improvements include major capital items or capital projects with a per unit cost of \$25,000 or more. There are some exceptions to this dollar threshold. In some cases, the dollar amount of the project is less than \$25,000 because the total cost has been allocated or split between two or more funds. When requested, these items require detailed justification and are only recommended following a thorough management review process.

CRS: The CRS is a countywide recapitalization plan that schedules when capital items will need replacement and identifies the amount of funding required to accomplish the replacements. This represents the replacement cost of existing capital items or capital projects with a per unit or aggregate cost of \$25,000 or more. There are some exceptions to this dollar threshold. In some cases, the dollar amount of the project is less than \$25,000 because the total cost has been allocated or split between two or more funds. Replacements are scheduled based on the mechanical or structural condition and/or the anticipated useful service life of the item.

Water Capital Funds

The Water System has four active capital funds: Water & Sewerage Construction Bond, Stormwater Capital, Water RE&I and Water SDF. The first fund was created when the Water System issued a \$100 million revenue bond in late 2003. The Stormwater Capital fund contains projects funded by developer contributions (in-lieu of detention infrastructure). These first two funds are not included for funding in the biennial budget. The next two funds' projects are included in the biennial budget and are primarily funded by annual Water System Operating Fund profits. These capital funds account for on-going water and sewer infrastructure recapitalization and expansion needs, as outlined in the Water System's long-term Capital Plan.

Transportation Improvement Plan (TIP) Funds

There is one remaining active TIP capital fund, of the three original funds, which were funded by the county's first three Special Purpose Local Option Sales Tax (SPLOST) Programs. These type programs were enabled by Georgia law in the mid-1980's, to permit a county to collect an extra 1% sales tax countywide, above the State Sales Tax of 4%, only if approved by a specific county voter referendum. The Cobb Board of Commissioners (BOC) has had three of these programs approved by Cobb voters. The voters approved each of these programs to fund transportation improvements, and these programs have been managed by Cobb's Department of Transportation (DOT). These three programs collected sales tax revenue for 48 months each. The first program was approved in 1985, collected sales tax revenue from July 1, 1985 through June 30, 1989. This \$278M program has been successfully completed and closed-out. The next program was approved in 1990 and collected sales tax revenue from April 1, 1991 through March 31, 1995. This \$322M program was closed-out at the end of FY 05. The third program was approved in 1994 and collected sales tax revenue from April 1, 1995 through March 31, 1999. This \$479m program will likely be completed and closed-out by the end of FY 09. Combined, these three programs, have funded over \$1 Billion in improvements to Cobb's transportation infrastructure over a 20+ year period.

Community Greenspace Trust Fund

This capital fund was closed-out in FY 06. It accounted for the Community Greenspace Program that was funded by the state. This statewide program was designed to preserve and protect the area's undeveloped greenspaces. The county used the fund primarily to purchase undeveloped properties and hold them in trust to prevent encroachment of suburban development. This program also indirectly and successfully assisted the ongoing efforts of the Water System to manage stormwater runoffs and floodplains. Together with current county land use policies, the program encouraged a higher quality of life for Cobb's citizens, while minimizing congestion and pollution.

2005 Special Purpose Local Option Sales Tax (SPLOST) Fund

This fund was established and funded in the second quarter of FY 06 after Cobb County voters approved the sales tax funding on September 20, 2005. The fund will collect sales tax revenue for six years, and receive state and local matching project funds for the life of the fund's projects. The SPLOST's current budget is in excess of \$1 Billion, and will fund four major county capital project categories: transportation (\$850+M), public safety communications (\$27M), Sheriff's jail expansion (\$110M), and a new Judicial Facility (\$55M). The FY 07/08 budget adoption process does not include further funding to the SPLOST.

Operating Impacts

Net savings are indicated with negative numbers. These are reasonably quantifiable additional costs and savings or other service impacts that result from the capital projects. Both direct and indirect costs or savings related to each project are included. These impacts are quantified through FY 11.

Capital Ideas

Grant & Capital Funds Summary

This table summarizes the Cobb County grants and capital funds for FY 05 - FY 08. Budgeted revenues are balanced with budgeted expenditures at the fund level, and some funds are also balanced at the program or project level. Capital expenditures in these capital funds are 'non-routine' major projects with potential impact on operating funds. More information about those funds with FY 07/08 appropriations is on later pages. Earlier in this document, "The Bottom Line" section had a similar table.

| Grant Funds | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted |
|------------------------------|--------------------|--------------------|--------------------|--------------------|
| CDBG & ESG Program | \$6,080,202 | \$4,842,021 | \$3,335,621 | \$3,752,021 |
| HOME Program | \$3,643,212 | \$2,603,770 | \$1,609,672 | \$1,752,573 |
| JAG (formerly LLEBG) Program | \$154,555 | \$97,834 | \$70,742 | \$154,076 |
| Subtotal | \$9,877,969 | \$7,543,625 | \$5,016,035 | \$5,658,670 |

| Capital Funds | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted |
|-------------------------------|----------------------|----------------------|----------------------|----------------------|
| 800 MHz Radio System Replace | \$0 | \$9,538,748 | \$24,366,649 | \$13,847,106 |
| Transit Capital | \$2,986,266 | \$5,569,042 | \$0 | \$0 |
| Capital Projects | \$46,000,256 | \$33,682,804 | \$20,202,954 | \$16,892,216 |
| Water Renewal, Ext.& Improve. | \$45,193,625 | \$36,115,233 | \$47,724,500 | \$44,558,744 |
| Water System Development | \$16,500,795 | \$3,482,109 | \$18,043,000 | \$59,498,755 |
| Water & Sewerage 2003 Bond | \$18,096,206 | \$51,697,605 | \$0 | \$0 |
| Water-Stormwater Capital | \$0 | \$566,590 | \$0 | \$0 |
| 1990 SPLOST-Transportation | \$512,188 | \$0 | \$0 | \$0 |
| 1994 SPLOST-Transportation | \$7,907,627 | \$4,013,992 | \$0 | \$0 |
| 2005 SPLOST Fund | \$0 | \$25,871,686 | \$0 | \$0 |
| Community Greenspace Trust | \$2,723 | \$620,003 | \$0 | \$0 |
| Subtotal | \$137,199,686 | \$171,157,812 | \$110,337,103 | \$134,796,821 |
| Total | \$147,077,655 | \$178,701,437 | \$115,353,138 | \$140,455,491 |

Note: All funds with FY 05/06 actual expenditures and/or FY 07/08 Adopted Budgets are listed in the above table. However, this section will contain detail sheets only for those funds that have FY 07/08 biennial budget appropriations.

In the Grant Funds, the adopted budgets for FY 07/08 are lower than the actual expenses in FY 05/06 because these funds are conservatively budgeted at no more than 80% of the prior year's actual grant award amounts.

In the Capital Funds, the three SPLOST, the Greenspace and the Water & Sewerage Bond funds were previously fully appropriated (funded) and are being spent down over time. The Transit Capital fund is funded through the year-round Agenda process, as FTA Grants are accepted and/or as new projects are developed. These funds budgets are not adjusted as a component of the Biennial Budget.

MISSION

To provide funding to various agencies for programs which serve low and moderate income families and individuals.

DESCRIPTION

The Community Development Block Grant Fund (CDBG) program is funded by the U.S. Department of Housing and Urban Development (HUD), the Georgia Division of Energy Resources (DER), the U.S. Department of Energy (DOE) and the U.S. Department of Health and Human Services (HHS). These programs are administered through a contract with W. Frank Newton, Inc., a private planning, management and development consultant.

This fund contains two major programs in FY 07/08: the HUD-funded CDBG Program and the Emergency Shelter Grant (ESG) Program. The CDBG funds are primarily used by Cobb County, participating cities in Cobb County and local non-profit agencies for qualified capital projects. The Emergency Shelter Grant Program funds are used to help support homeless shelter operations of non-profit organizations.

ESG Program:

| Recipient | FY 05 | FY 06 | FY 07 | FY 08 |
|--|------------------|------------------|------------------|------------------|
| | Budget | Budget | Adopted | Adopted |
| Cobb Family Resources, Inc. | \$43,618 | \$43,422 | \$32,150 | \$36,350 |
| Ministries United for Service & Training | \$38,400 | \$38,000 | \$28,150 | \$31,955 |
| Traveler's Aid of Metro Atlanta, Inc. | \$15,900 | \$15,800 | \$11,175 | \$12,706 |
| Turner Hill CDC | \$0 | \$0 | \$8,532 | \$9,533 |
| The Extension, Inc. | \$38,400 | \$38,000 | \$28,150 | \$31,956 |
| Administration WF Newton, Inc. | \$7,100 | \$7,100 | \$5,700 | \$6,448 |
| TOTAL | \$143,418 | \$142,322 | \$113,857 | \$128,948 |

CDBG Program - Non-Profit Agencies:

| Recipient | FY 05 | FY 06 | FY 07 | FY 08 |
|--|------------------|------------------|------------------|------------------|
| | Budget | Budget | Adopted | Adopted |
| Atlanta Jewish Community Center | \$30,000 | \$30,000 | \$0 | \$0 |
| Cobb Family Resources | \$50,000 | \$50,000 | \$400,000 | \$325,000 |
| Omosaze | \$0 | \$26,000 | \$26,000 | \$23,400 |
| South Cobb YWCA | \$50,000 | \$0 | | \$0 |
| Marcus Jewish Community Ctr. | \$0 | \$0 | \$30,000 | \$27,000 |
| Boys & Girls Club | \$50,000 | \$0 | \$0 | \$0 |
| Friends of Disabled Adults & Children | \$0 | \$0 | \$30,000 | \$0 |
| Cobb Microenterprise | \$30,000 | \$30,000 | \$0 | \$0 |
| SafePath Children's Center | \$50,000 | \$50,000 | \$50,000 | \$45,000 |
| Sweetwater Valley Camp | \$0 | \$0 | \$50,000 | \$45,000 |
| The Edge Connection | \$0 | \$0 | \$30,000 | \$27,000 |
| Good Samaritan | \$50,000 | \$50,000 | \$50,000 | \$0 |
| Sheltering Arms | \$0 | \$87,042 | \$0 | \$0 |
| The Center for Children and Young Adults | \$30,000 | \$30,000 | \$0 | \$0 |
| Tommy Nobis Center, Inc. | \$60,000 | \$100,000 | \$0 | \$0 |
| TOTAL | \$400,000 | \$453,042 | \$666,000 | \$492,400 |

Projects for FY 07/08 will be determined following public hearings to be held in August 2006. Proposed funds for FY 07/08 are summarized on the following *CDBG Program - Other* table.

CDBG Program - County Facility & Service Projects:

| Recipient | FY 05 | FY 06 | FY 07 | FY 08 |
|---|--------------------|--------------------|--------------------|--------------------|
| | Budget | Budget | Adopted | Adopted |
| Cobb ADA Projects | \$400,000 | \$400,000 | \$400,000 | \$360,000 |
| Cobb Community Enhancement | \$150,000 | \$0 | \$0 | \$0 |
| Cobb Community Services Board | \$0 | \$0 | \$50,000 | \$0 |
| Cobb Parks, Recreation and Cultural Affairs | \$850,000 | \$893,000 | \$604,975 | \$805,500 |
| Housing Rehab & Services | \$354,122 | \$181,098 | \$342,559 | \$303,204 |
| Senior Services | \$125,000 | \$80,000 | \$40,000 | \$0 |
| TOTAL | \$1,879,122 | \$1,554,098 | \$1,437,534 | \$1,468,704 |

Projects for FY 07/08 will be determined following public hearings to be held in August 2006. Proposed funds for FY 07/08 are summarized on the following *CDBG Program - Other* table.

CDBG Program - Fair Share Allocation to Cobb's Cities:

| Recipient | FY 05 | FY 06 | FY 07 | FY 08 |
|----------------|--------------------|--------------------|--------------------|--------------------|
| | Budget | Budget | Adopted | Adopted |
| Acworth | \$90,460 | \$81,060 | \$81,204 | \$73,091 |
| Austell | \$36,118 | \$32,557 | \$32,423 | \$29,183 |
| Kennesaw | \$146,083 | \$131,225 | \$131,135 | \$118,034 |
| Marietta | \$787,462 | \$705,058 | \$703,771 | \$633,395 |
| Powder Springs | \$172,000 | \$172,000 | \$75,525 | \$0 |
| Smyrna | \$276,320 | \$248,164 | \$248,045 | \$223,266 |
| TOTAL | \$1,508,443 | \$1,370,064 | \$1,272,103 | \$1,076,969 |

FY 07/08 allocation for Marietta includes \$88,000 for Program Administration.

CDBG Program - Other:

| Recipient | FY 05 | FY 06 | FY 07 | FY 08 |
|---|------------------|------------------|------------------|------------------|
| | Budget | Budget | Adopted | Adopted |
| County's Program Administration (W. F. Newton, Inc.) | \$700,000 | \$650,000 | \$649,999 | \$585,000 |
| TOTAL | \$700,000 | \$650,000 | \$649,999 | \$585,000 |

| BUDGET SUMMARY | | | | |
|----------------------|--------------------|--------------------|--------------------|--------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Intergovernmental | \$5,917,537 | \$4,620,016 | \$3,335,621 | \$3,752,021 |
| Miscellaneous | \$76,725 | \$154,703 | \$0 | \$0 |
| TOTAL | \$5,994,262 | \$4,774,719 | \$3,335,621 | \$3,752,021 |
| Expenditure Category | | | | |
| Operating | \$5,966,043 | \$3,541,816 | \$3,335,621 | \$3,752,021 |
| Capital | \$114,159 | \$1,300,205 | \$0 | \$0 |
| TOTAL | \$6,080,202 | \$4,842,021 | \$3,335,621 | \$3,752,021 |

The capital projects currently scheduled for CDBG's FY 07/08 budget will have no operating impact on the current or future budgets of Cobb County.

MISSION

To provide assistance to low and moderate income families and individuals for activities such as housing rehabilitation, first-time home purchases and rental rehabilitation.

DESCRIPTION

The Home Investment Partnership Act Grant (HOME) Program utilizes funds received from the U.S. Department of Housing and Urban Development (HUD). Cobb County serves as the lead member of a regional consortium applying for this federal grant. The program is administered through a private contract with W. Frank Newton, Inc., a private planning, management and development consultant.

The HOME Program (currently two participating jurisdictions):

| Recipient | FY 05 | FY 06 | FY 07 | FY 08 |
|------------------------------------|--------------------|--------------------|--------------------|--------------------|
| | Budget | Budget | Adopted | Adopted |
| Cobb County | \$1,502,787 | \$1,364,197 | \$1,091,359 | \$1,188,245 |
| <i>Pass through Cobb to:</i> | | | | |
| Cherokee County/ City of Canton | \$248,248 | \$225,355 | \$180,282 | \$196,288 |
| City of Marietta | \$465,465 | \$422,539 | \$338,032 | \$368,040 |
| TOTAL | \$2,216,500 | \$2,012,091 | \$1,609,673 | \$1,752,573 |

| BUDGET SUMMARY | | | | |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Intergovernmental | \$3,337,062 | \$2,222,850 | \$1,609,673 | \$1,752,573 |
| Miscellaneous | \$309,886 | \$279,931 | \$0 | \$0 |
| TOTAL | \$3,646,948 | \$2,502,781 | \$1,609,673 | \$1,752,573 |
| Expenditure Category | | | | |
| Operating | \$3,643,212 | \$2,603,770 | \$1,609,673 | \$1,752,573 |
| TOTAL | \$3,643,212 | \$2,603,770 | \$1,609,673 | \$1,752,573 |

The capital projects currently scheduled for HOME's FY 07/08 budget will have no operating impact on the current or future budgets of Cobb County.

MISSION

To provide units of general purpose local government with funds to underwrite projects aimed at reducing crime and improving public safety.

DESCRIPTION

The Justice Assistance Grant Fund (JAG) is funded by the U.S. Department of Justice, Bureau of Justice Assistance. Projects funded by this grant must meet one of the following seven purpose areas: (1) Law enforcement support for (a) hiring, training and employing on a continuing basis new, additional law enforcement officers and necessary support personnel, (b) paying overtime to increase the number of hours worked by officers and support personnel and (c) procuring equipment, computer technology, and other materials for law enforcement functions; (2) Enhancing security measures in and around schools or other places that the local government considers to be at risk for crime incidents; (3) Establishing or supporting drug courts; (4) Enhancing the adjudication process of cases involving violent offenders to include juveniles; (5) Establishing a multi-jurisdictional task force of local law enforcement officials that works with federal law enforcement agencies to prevent and control crime; (6) Establishing cooperative crime prevention programs between community residents and law enforcement officials to deter crime and prosecute law offenders; and (7) Defraying the cost of indemnification insurance for law enforcement officers. The current Cobb JAG projects accomplish what the Department of Justice requires local JAG projects to achieve.

The JAG Program:

| Recipient | FY 05 | FY 06 | FY 07 | FY 08 |
|--|------------------|-----------------|-----------------|------------------|
| | Actual | Actual | Adopted | Adopted |
| Homeland Security - Cobb Public Safety | \$25,000 | \$23,839 | \$19,071 | \$27,000 |
| Superior Court - Drug Court Program | \$27,746 | \$27,746 | \$22,197 | \$27,000 |
| Marietta Housing Authority | \$25,000 | \$0 | \$0 | \$0 |
| Park Street ES - Saturday Tutoring Program | \$22,000 | \$0 | \$0 | \$0 |
| Turner Chapel CDC - Harmony House | \$0 | \$0 | \$0 | \$25,000 |
| Cobb Collaborative-Safe Neighborhoods | \$0 | \$0 | \$0 | \$21,669 |
| SafePath Children's Advocacy Center | \$0 | \$0 | \$0 | \$7,000 |
| Program Admin. | \$14,262 | \$8,842 | \$7,074 | \$15,407 |
| Gang Suppression-Juvenile Court | \$28,000 | \$28,000 | \$22,400 | \$31,000 |
| TOTAL | \$142,008 | \$88,427 | \$70,742 | \$154,076 |

| BUDGET SUMMARY | | | | |
|-------------------------|-----------|----------|----------|-----------|
| Category Description | FY 05 | FY 06 | FY 07 | FY 08 |
| | Actual | Actual | Adopted | Adopted |
| Revenue Category | | | | |
| Intergovernmental | \$163,550 | \$94,596 | \$70,742 | \$154,076 |
| TOTAL | \$163,550 | \$94,596 | \$70,742 | \$154,076 |
| Expenditure Category | | | | |
| Operating | \$142,008 | \$88,427 | \$70,742 | \$154,076 |
| TOTAL | \$142,008 | \$88,427 | \$70,742 | \$154,076 |

The capital projects currently scheduled for JAG's FY 07/08 budget will have no operating impact on the current or future budgets of Cobb County.

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800 MHz Radio System - Replacements

DESCRIPTION

This is a special revenue fund that accounts for revenues and expenses related to the county's radio network. The fund was established during FY 06 by action of the BOC. The fund contains projects and items related to the enhancement and upgrade of the network infrastructure and equipment. Major goals are replacing the system's core transmitters and repeaters, and the replacement of radios as needed during phase 1 and 2 of the program, as the system transitions from analog to digital.

Revenue sources include earmarked contributions from the SPLOST (Special Purpose Local Option Sales Tax) Fund, other county funds, Cobb's cities, the Cobb Board of Education, and various other agencies.

The computer-based system management is located at the Cobb County E911 Center. The system network operates using both voice and data communication. It primarily supports the public safety agencies and departments of the county government and each of Cobb's six cities. Additional users include other county/municipal departments and agencies including ambulance companies, hospitals, and schools. Currently, 5,108 radios can access the system; of these, 3,275 are used by county government, with 1,833 held by Cobb municipalities, schools, malls, hospitals, universities, and ambulances. Shared agreements are in force with Georgia public safety agencies, several neighboring fire departments, the City of Douglasville, the Kennesaw Mountain National Park, and the Norfolk Southern Railroad.

| Revenue Category | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted |
|--|--------------|--------------|---------------|---------------|
| Local Revenue | \$0 | \$287,887 | \$501,294 | \$501,294 |
| Interfund Transfer-SPLOST Fund | \$0 | \$0 | \$19,797,432 | \$2,828,200 |
| Interfund Transfer-General Fund | \$0 | \$1,360,652 | \$859,173 | \$539,694 |
| Interfund Transfer-Fire Fund | \$0 | \$209,511 | \$167,276 | \$167,276 |
| Interfund Transfer-E911 Fund | \$0 | \$31,744 | \$25,345 | \$25,345 |
| Interfund Transfer-Casualty & Liability | \$0 | \$1,337 | \$1,068 | \$1,068 |
| Interfund Transfer-Water Fund | \$0 | \$103,586 | \$82,705 | \$82,705 |
| Interfund Transfer-Capital Projects Fund | \$0 | \$2,657,854 | \$0 | \$0 |
| Interfund Transfer-Compost Fund | \$0 | \$0 | \$3,469 | \$3,469 |
| Interfund Transfer-Senior Services Fund | \$0 | \$0 | \$10,672 | \$10,672 |
| Interfund Transfer-Solid Waste Fund | \$0 | \$0 | \$3,736 | \$3,736 |

800 MHz Radio System - Replacements

| Revenue Category | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted |
|---------------------------------|--------------|--------------|---------------|---------------|
| Interfund Transfer-Transit Fund | \$0 | \$0 | \$35,483 | \$35,483 |
| Interest Earnings | \$0 | \$45,423 | \$15,000 | \$15,000 |
| Proceeds-Capital Leases | \$0 | \$7,019,390 | \$0 | \$0 |
| Fund Balance Reserve | \$0 | \$0 | \$2,863,996 | \$9,633,164 |
| TOTAL | \$0 | \$11,717,384 | \$24,366,649 | \$13,847,106 |

| Expenditure Category | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted |
|--|--------------|--------------|---------------|---------------|
| Interfund Transfer-Capital Project Fd: Core Replacement | \$0 | \$0 | \$3,243,847 | \$3,243,847 |
| Interfund Transfer-Capital Project Fd: Phase 3 Replacement | \$0 | \$0 | \$729,830 | \$0 |
| Interfund Transfer-Operating Funds | \$0 | \$0 | \$5,283,367 | \$0 |
| Debt Service-Capital Leases | \$0 | \$0 | \$5,461,441 | \$1,893,412 |
| Capital-Radio Equip. (Phase 1 & 2) | \$0 | \$9,538,748 | \$0 | \$0 |
| Designated Contingency | \$0 | \$0 | \$15,000 | \$15,000 |
| Fund Balance | \$0 | \$0 | \$9,633,164 | \$8,694,847 |
| TOTAL | \$0 | \$9,538,748 | \$24,366,649 | \$13,847,106 |

Capital Ideas

800 MHz Radio System - Replacements

OPERATING IMPACT

| Capital Project and Description of Impacts | Operating Fund Impacted | Estimated Operating Impact Per Year | | | | |
|---|-------------------------------|-------------------------------------|-------|-----------|-----------|-----------|
| | | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 |
| <i>800 MHz Radio Equipment</i> | General | \$0 | \$0 | \$210,749 | \$210,749 | \$210,749 |
| | Transit | \$0 | \$0 | \$0 | \$3,548 | \$3,548 |
| | Senior Svcs | \$0 | \$0 | \$0 | \$1,067 | \$1,067 |
| | Fire | \$0 | \$0 | \$90,321 | \$90,321 | \$90,321 |
| | E911 | \$0 | \$0 | \$3,174 | \$3,174 | \$3,174 |
| | Water | \$0 | \$0 | \$0 | \$8,271 | \$8,271 |
| | Solid Waste | \$0 | \$0 | \$0 | \$374 | \$374 |
| | Compost | \$0 | \$0 | \$0 | \$347 | \$347 |
| | Risk | \$0 | \$0 | \$0 | \$107 | \$107 |
| <p>It is expected that annual maintenance expenses will increase with the introduction of the newer digital equipment, as appears to be the pattern with this sole source vendor. This vendor has exhibited a pattern of increasing equipment, maintenance, and support prices. Although very difficult to project at this early stage in the implementation, we will estimate a \$1 increase in maintenance & support expenses for every \$30 of capital expense. This will impact each of the nine participating funds. For the public safety departments this impact begins in FY 09, while for the other departments/funds these impacts will begin in FY 10.</p> | | | | | | |
| TOTAL | Various | \$0 | \$0 | \$304,244 | \$317,958 | \$317,958 |

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Capital Ideas

Capital Projects Fund Summary

The Capital Projects Fund contains projects and items from various sources, usually funded through interfund transfers from county operating funds. Several projects found in this fund's section have project costs allocated between two or more funds. The 'category' presented in the table below indicates whether the project is an improvement or a replacement.

Most projects found here are funded from annual county operating revenues, rather than federal or state grants, local-option sales tax proceeds, or General Obligation/Revenue Bonds. Capital projects are typically added to the fund through annual budget adoptions of the Biennial Budget, as well as with BOC approved Agenda Items presented throughout the fiscal year. The projects discussed in this section were selected for funding during the formal biennial budget capital improvement and replacement process. The table below summarizes the expenses of the capital project categories found in the Capital Projects Fund for FY 05 - FY 08.

| Capital Projects-Categories | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted |
|-----------------------------|--------------|--------------|---------------|---------------|
| Replacements-Countywide | \$30,816,452 | \$19,172,802 | \$16,632,451 | \$12,418,633 |
| Improvements-Countywide | \$15,183,804 | \$14,510,002 | \$3,570,503 | \$4,473,583 |
| Total | \$46,000,256 | \$33,682,804 | \$20,202,954 | \$16,892,216 |

Budgeted revenues are balanced with budgeted expenditures at both the project and fund level. Funding transfers between projects in this fund require BOC approval. The majority of expenses in this fund are capital in nature. More detailed information about the project categories, with FY 07/08 appropriations, is found on the following pages.

Capital Ideas

Capital Projects-Replacements & Improvements

DESCRIPTION

Replacements of major capital items are funded in accordance with the county's Capital Replacement Schedule (CRS). Vehicle replacements are funded in the respective funds (i.e. Vehicle Acquisition in the General Fund). The CRS is a countywide recapitalization plan that determines when capital items need replacement and the amount of funding required to accomplish the replacements. Replacements are scheduled based on the mechanical or structural condition and/or the anticipated useful service life of the item. The CRS is updated periodically as required.

Discretionary new items or improvements are found in the Capital Improvement Program (CIP). These items or projects are classified as new and additional beyond the existing capital infrastructure. The CIP may also include discretionary expansions, improvements or upgrades to existing capital infrastructure or technology. These are different in nature from the replacement of existing items or facilities that are found in the Capital Replacement Schedule. All CIP items, when requested require detailed justification, and are only recommended following a thorough management review process.

These CRS and CIP projects normally include major capital items, or groups of capital items that generally cost \$25,000 or more. Some projects may be funded and/or implemented over a number of years.

| Revenue Category | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted | FY 09 Projected | FY 10 Projected | FY 11 Projected |
|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| State Revenue | \$1,778,454 | \$2,562,241 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Local Revenue | \$1,860,699 | \$2,150,813 | \$286,104 | \$17,520 | \$17,520 | \$17,520 | \$17,520 |
| Other Govt. | \$1,000 | \$1,464 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Interfund Transfer | \$18,817,015 | \$26,076,191 | \$19,829,490 | \$16,787,336 | \$13,895,120 | \$13,895,120 | \$13,895,120 |
| Other Financing | \$2,369,884 | \$184,826 | \$87,360 | \$87,360 | \$87,360 | \$87,360 | \$87,360 |
| Miscellaneous | \$599,275 | \$72,749 | \$0 | \$0 | \$0 | \$0 | \$0 |
| TOTAL | \$25,426,327 | \$31,048,284 | \$20,202,954 | \$16,892,216 | \$14,000,000 | \$14,000,000 | \$14,000,000 |

| Expenditure Category | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted | FY 09 Projected | FY 10 Projected | FY 11 Projected |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Major Capital Items or Projects | \$46,000,256 | \$33,682,804 | \$20,202,954 | \$16,892,216 | \$14,000,000 | \$14,000,000 | \$14,000,000 |
| TOTAL | \$46,000,256 | \$33,682,804 | \$20,202,954 | \$16,892,216 | \$14,000,000 | \$14,000,000 | \$14,000,000 |

The specific countywide projects for FY 07/08 for the various departments are listed on the next two pages. The CRS projects and the CIP projects are found on separate tables.

*Capital Ideas**Capital Projects-Replacements & Improvements*

| CRS Projects | FY 07 | FY 08 |
|--|-------------|-------------|
| 800 MHz Radio Core Replacement | \$3,243,847 | \$3,243,847 |
| 800 MHz Mobile Data Spare Set | \$61,300 | \$0 |
| 800 MHz Phase 3 Equip. Replace | \$998,414 | \$0 |
| Aquatic Center Roof & Renovations | \$326,372 | \$0 |
| Clerk of Superior Crt-Computer Syst. | \$208,653 | \$0 |
| ComDev-Business Application System | \$460,717 | \$303,121 |
| County Facilities Renovations | \$305,000 | \$142,943 |
| County Facilities Resurfacing | \$45,000 | \$89,000 |
| Data Communications Network | \$258,308 | \$137,574 |
| DOT-Road Resurfacing Projects | \$1,000,000 | \$1,000,000 |
| E911 Console Furniture & Rack Sets | \$0 | \$19,421 |
| E911 Dispatcher Workstations | \$0 | \$80,000 |
| E911 Geo-Notify Workstation | \$25,000 | \$0 |
| E911 Telephone Recording System | \$210,000 | \$0 |
| E911 Telephone System Switch | \$1,273,191 | \$926,809 |
| Energy Efficient Lighting Upgrades | \$49,376 | \$37,032 |
| Financial & Human Resource Systems | \$483,083 | \$80,514 |
| Fire Station 5-Rebuild-same location | \$2,200,000 | \$0 |
| Fire Station 7-Rebuild-same location | \$750,000 | \$0 |
| GIS Implementation-Phase 2 | \$1,116,073 | \$1,242,869 |
| Integrated Library System | \$791,799 | \$845,279 |
| Judicial Case Mngt System Upgrade | \$110,255 | \$110,202 |
| Mobile Data Computers-Fire Dept. | \$140,000 | \$144,000 |
| Mobile Data Computers-Sheriff | \$0 | \$86,000 |
| PC's, Servers & Printers-Countywide | \$1,233,622 | \$1,766,033 |
| Parks-Light Pole Replacements | \$100,000 | \$100,000 |
| Police & Sheriff Records Syst.-Replace | \$0 | \$483,148 |
| Police Radar Replacement | \$66,150 | \$66,150 |
| Police Video Replacement | \$125,000 | \$125,000 |
| Sheriff's Fingerprint Workshop | \$0 | \$39,919 |

*Capital Ideas**Capital Projects-Replacements & Improvements*

| CRS Projects | FY 07 | FY 08 |
|--|---------------------|---------------------|
| Tax Assessment & Collection System | \$202,000 | \$0 |
| Transit-Local Share for Capital Grants | \$739,291 | \$515,890 |
| Voice Over IP & IVR-Implementation | \$0 | \$720,582 |
| Weather Warning Sirens-Replacements | \$110,000 | \$113,300 |
| Total CRS Projects | \$16,632,451 | \$12,418,633 |

| CIP Projects | FY 07 | FY 08 |
|-------------------------------------|--------------------|--------------------|
| Cobb Addressing Repository System | \$0 | \$922,901 |
| Document Imaging-Major Dept. | \$1,188,100 | \$0 |
| E911 & EOC-Traffic Camera Access | \$0 | \$100,000 |
| E911 Connect-Multi-Agency LETPP | \$113,500 | \$0 |
| E911 Weather & Fire Opns Monitor | \$125,000 | \$0 |
| Emergency Operations Center-Expand | \$50,000 | \$0 |
| Financial & HR Systems-Upgrade | \$0 | \$1,028,846 |
| Mtn View Library Expand/Renovate | \$0 | \$2,131,270 |
| Mud Creek Soccer Complex-Roadwork | \$600,000 | \$0 |
| Powder Springs Library Construction | \$1,173,403 | \$0 |
| Sheriff's Jail-Key Mgmt System | \$60,500 | \$0 |
| Sheriff's Tactical Team-Equipment | \$0 | \$190,566 |
| Southern Tech Paving | \$100,000 | \$100,000 |
| Web Implementation Strategy | \$160,000 | \$0 |
| Total CIP Projects | \$3,570,503 | \$4,473,583 |

| | | |
|-------------------------------------|---------------------|---------------------|
| Total CRS & CIP Projects | \$20,202,954 | \$16,892,216 |
|-------------------------------------|---------------------|---------------------|

Capital Ideas

Capital Projects-Replacements & Improvements

OPERATING IMPACT - REPLACEMENTS

| Capital Project and Description of Impacts | Operating Fund Impacted | Estimated Operating Impact Per Year | | | | |
|---|-------------------------------|-------------------------------------|-------------|-------------|-------------|-------------|
| | | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 |
| <i>800 MHz Core Replacement</i> | General | (\$178,790) | (\$178,790) | (\$178,790) | (\$178,790) | (\$178,790) |
| | Transit | (\$4,470) | (\$4,470) | (\$4,470) | (\$4,470) | (\$4,470) |
| | Senior Svcs | (\$1,440) | (\$1,440) | (\$1,440) | (\$1,440) | (\$1,440) |
| | Fire | (\$41,470) | (\$41,470) | (\$41,470) | (\$41,470) | (\$41,470) |
| | E911 | (\$5,230) | (\$5,230) | (\$5,230) | (\$5,230) | (\$5,230) |
| | Water | (\$26,900) | (\$26,900) | (\$26,900) | (\$26,900) | (\$26,900) |
| | Solid Waste | (\$920) | (\$920) | (\$920) | (\$920) | (\$920) |
| | Compost | (\$480) | (\$480) | (\$480) | (\$480) | (\$480) |
| | Risk | (\$380) | (\$380) | (\$380) | (\$380) | (\$380) |
| There are nine funds participating in the funding for this project, and as such will be sharing in the savings that result from this project. These funds all are users of the 800 MHz radio equipment. Cost is shared in proportion to the amount of equipment in use in each fund. Repair expenses accelerate with the age of this equipment. Replacing the equipment periodically lowers these expenses. It also improves the efficiency and capacity of the systems. System compatibility and repair parts availability are significant issues addressed when scheduling replacements/upgrades. Timely replacement or upgrade of these mission essential systems is important because of the critical need to avoid any untimely downtime. | | | | | | |
| <i>800 MHz Mobile Data Spare Set</i> | General | \$0 | (\$6,100) | \$0 | (\$6,100) | \$0 |
| This is the purchase of a spare transmitter for Mobile Data Computers to avoid the potential expensive and time consuming repair of these mission essential systems. It is important because of the critical need to avoid any untimely downtime. An emergency rush repair is expensive (estimated at 10% of purchase cost). This cost is avoided about once every two years. | | | | | | |
| <i>800 MHz Phase 3 Equipment</i> | General | \$0 | \$0 | \$0 | (\$500) | (\$500) |
| | Transit | \$0 | \$0 | \$0 | (\$1,490) | (\$1,490) |
| | Senior Svcs | \$0 | \$0 | \$0 | (\$480) | (\$480) |
| | Solid Waste | \$0 | \$0 | \$0 | (\$307) | (\$307) |
| | Compost | \$0 | \$0 | \$0 | (\$160) | (\$160) |
| | Risk | \$0 | \$0 | \$0 | (\$127) | (\$127) |
| The six funds participating in these non-public safety radio replacements will have some resulting operating savings. Repair expenses accelerate with the age of this equipment. Replacing the equipment periodically lowers these expenses. It also improves the efficiency and capacity of the systems. System compatibility and repair parts availability are significant issues addressed when scheduling replacements/upgrades. Timely replacement or upgrade of these mission essential systems is important because of the critical need to avoid any untimely downtime. The implementation of this Phase will start after Phase 1 & 2 are complete in late FY 08. The operating savings will begin in FY 10, however it is also expected that these savings will be partially offset by overall higher maintenance expenses for the new digital equipment versus the analog sets. | | | | | | |

Capital Ideas

Capital Projects-Replacements & Improvements

OPERATING IMPACT - REPLACEMENTS (continued)

| Capital Project and Description of Impacts | Operating Fund Impacted | Estimated Operating Impact Per Year | | | | |
|--|-------------------------------|-------------------------------------|-------------|-------------|-------------|-------------|
| | | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 |
| <i>Aquatics Center Roof & Renovation</i> | General | (\$80,000) | (\$85,000) | (\$90,000) | (\$95,000) | (\$100,000) |
| Maintenance and repair expenses had been accelerating as the roof deteriorated with age. These expenses had become large when the roof was replaced. The roof's leaks had begun to do damage to the inside of the facility and it's furnishings, thereby further increasing expenses. This project significantly lowers these operating costs over the next few years. | | | | | | |
| <i>Clerk of Superior Court-System</i> | General | \$0 | \$0 | (\$5,000) | (\$10,000) | (\$15,000) |
| Maintenance & support costs accelerate with the age of this system. Replacing or upgrading the system lowers these costs. | | | | | | |
| <i>Community Development-Replace Business Application System</i> | General | \$0 | \$0 | \$15,000 | \$18,000 | \$22,000 |
| Maintenance & support costs accelerate with the age of this system. Replacing or upgrading the system lowers these costs. This new system represents a major advance in the technology versus the current system, as well as an increase in the overall capacity and data storage needs. It is expected that this new system will require a higher level of support & maintenance than the previous system starting in FY 09. The net impact is an increase in operating expenses. | | | | | | |
| <i>County Facilities Renovations</i> | General | \$0 | \$0 | \$0 | \$0 | \$0 |
| No significant operating impact is expected, because most of these renovations relate to relocations of department offices. Although the light and HVAC systems being installed are more energy efficient than equipment being replaced, this will be offset by the overall increase in office space created. | | | | | | |
| <i>County Facilities Resurfacing</i> | General | (\$1,500) | (\$3,000) | (\$3,000) | (\$3,000) | (\$3,000) |
| Resurfacing of parking lots and entrances to county facilities prevents premature deterioration and therefore reduces the need and expense of costly repair work. Well maintained pavements are safer for all that use them. Regular resurfacing helps to reduce claims against the county for damaged vehicles and tires. | | | | | | |
| <i>Data Communications Network</i> | General | (\$12,000) | (\$18,500) | (\$20,000) | (\$22,000) | (\$24,000) |
| Repair expenses accelerate with the age of this equipment. Replacing the equipment periodically lowers these expenses. | | | | | | |
| <i>DOT-Road Resurfacing Projects</i> | General | (\$50,000) | (\$100,000) | (\$100,000) | (\$100,000) | (\$100,000) |
| Regular road resurfacing prevents premature deterioration and therefore reduces the need and expense of costly repair work. Well maintained roadways are safer for all that use them. Regular resurfacing helps to reduce claims against the county for damaged vehicles and tires. | | | | | | |
| <i>E911 Console Furniture & Racks</i> | E911 | \$0 | \$0 | \$0 | \$0 | \$0 |
| No significant operating impact is expected. | | | | | | |
| <i>E911 Dispatcher Workstations</i> | E911 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Repair expenses accelerate with the age of equipment. Replacing equipment periodically lowers these expenses. It is expected that these new workstations will require a higher level of support & maintenance than the previous units starting in FY 10. The savings will offset potential increased costs in the near term. | | | | | | |

Capital Ideas

Capital Projects-Replacements & Improvements

OPERATING IMPACT - REPLACEMENTS (continued)

| Capital Project and Description of Impacts | Operating Fund Impacted | Estimated Operating Impact Per Year | | | | |
|--|-------------------------------|-------------------------------------|------------|------------|------------|------------|
| | | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 |
| <i>E911 Geo-Notify Workstation</i> | E911 | (\$750) | (\$1,000) | (\$1,250) | (\$1,500) | (\$1,750) |
| Repair expenses accelerate with the age of equipment. Replacing the equipment periodically lowers these expenses. | | | | | | |
| <i>E911 Telephone Recording</i> | E911 | (\$2,500) | (\$3,000) | (\$3,500) | (\$4,000) | (\$4,500) |
| Repair expenses accelerate with the age of equipment. Replacing the equipment periodically lowers these expenses. | | | | | | |
| <i>E911 Telephone System Switch</i> | E911 | \$0 | (\$10,000) | (\$18,000) | (\$25,000) | (\$30,000) |
| Repair expenses accelerate with the age of equipment. Replacing the equipment periodically lowers these expenses. This major multi-year replacement project will have an impact by late FY 08. | | | | | | |
| <i>Energy Efficient Lighting</i> | General | (\$50,000) | (\$50,000) | (\$50,000) | (\$50,000) | (\$50,000) |
| One of the primary goals of this project was to significantly reduce on-going electricity expenses for the various items of lighting equipment that was replaced. Additionally, periodically replacing the equipment lowers maintenance expenses. Both of these goals were met. The annual savings in electricity alone has been 10% greater than the annual capital lease debt service expenses. This very successful project is likely to out-perform the original payback period of five years. | | | | | | |
| <i>Financial & HR Systems</i> | General | \$0 | \$0 | \$0 | \$0 | \$0 |
| No significant operating impact is expected. These are mostly payments for an on-going system. | | | | | | |
| <i>Fire Station 5-Rebuild</i> | Fire | \$0 | \$6,000 | \$15,000 | \$20,000 | \$23,000 |
| This Fire Station is being built (in the same location) larger than the previous facility to accommodate more equipment and staff. Although the newer building will have more efficient HVAC and less repair & maintenance issues, it is still expected to have offsetting increases in operating expenses, such as fuel, utilities, supplies, etc. The net impact will be an increase in expenses, starting in late FY 08. The additional staff, vehicles and equipment are already funded. The larger staff will require additional operating & training expenses as well. | | | | | | |
| <i>Fire Station 7-Rebuild</i> | Fire | \$0 | \$6,000 | \$15,000 | \$20,000 | \$23,000 |
| Same as previous explanation. | | | | | | |
| <i>GIS Implementation Plan</i> | General | (\$10,000) | (\$11,000) | (\$12,500) | (\$14,000) | (\$16,000) |
| This project funds years 3 & 4 of Phase 2 of the GIS Implementation Plan. This multi-year project has grown in size and scope each year. The GIS Program is expected to earn additional revenues for the County from the sale of GIS Tiles to municipalities and non-governmental entities. The sale of copyright protected GIS data has proven to be one of the more successful outcomes to this on-going program. The anticipated revenues will be used to more than offset the additional operating expenses incurred. The net result of these sales revenue will be a savings to the General Fund. | | | | | | |
| <i>Integrated Library System</i> | General | \$0 | \$0 | \$0 | \$0 | \$0 |
| No significant operating impact is expected. These are mostly payments for an on-going system. | | | | | | |
| <i>Judicial Case Mngt System Upgd</i> | General | \$0 | (\$1,400) | (\$2,000) | (\$3,000) | (\$4,000) |
| Maintenance & support costs accelerate with the age of this system. Replacing or upgrading the system lowers these costs. | | | | | | |

Capital Ideas

Capital Projects-Replacements & Improvements

OPERATING IMPACT - REPLACEMENTS (continued)

| Capital Project and Description of Impacts | Operating Fund Impacted | Estimated Operating Impact Per Year | | | | |
|--|-------------------------------|-------------------------------------|------------|------------|------------|------------|
| | | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 |
| <i>Mobile Data Computers-Fire</i> | Fire | (\$3,000) | (\$4,000) | (\$5,000) | (\$6,500) | (\$8,000) |
| Repair expenses accelerate with the age of this equipment. Replacing the equipment periodically lowers these expenses. | | | | | | |
| <i>Mobile Data Computers-Sheriff</i> | General | \$0 | (\$2,000) | (\$3,000) | (\$4,500) | (\$6,000) |
| Repair expenses accelerate with the age of this equipment. Replacing the equipment periodically lowers these expenses. | | | | | | |
| <i>PCs, Servers & Printers</i> | General | (\$93,308) | (\$93,308) | (\$93,308) | (\$93,308) | (\$93,308) |
| | Fire | (\$7,950) | (\$7,950) | (\$7,950) | (\$7,950) | (\$7,950) |
| | Law Library | \$0 | (\$570) | (\$570) | (\$570) | (\$570) |
| | Water | (\$16,726) | (\$16,726) | (\$16,726) | (\$16,726) | (\$16,726) |
| | Senior Srvc | (\$3,714) | (\$3,714) | (\$3,714) | (\$3,714) | (\$3,714) |
| | Solid Waste | (\$1,383) | (\$1,383) | (\$1,383) | (\$1,383) | (\$1,383) |
| | Golf | (\$282) | (\$282) | (\$282) | (\$282) | (\$282) |
| Seven funds are contributing to this countywide project's funding. Repair expenses accelerate as the age of this equipment increases. Replacing the equipment periodically lowers these expenses. Most of the personal computer equipment being replaced are leased and will be replaced with newer leased items. Built into the 3 year lease is complete maintenance support and periodic technology upgrades. Overall, the county will have considerable savings in maintenance expenses and will be able to acquire updated software and hardware technology in a shorter time cycle. Some items such as printers and some servers are owned, not leased. | | | | | | |
| <i>Parks-Light Pole Replacements</i> | General | (\$3,500) | (\$3,500) | (\$3,500) | (\$3,500) | (\$3,500) |
| The older wooden light poles in the parks are being replaced because they have deteriorated over the years, and the electrical grounding system attached to each pole is on the verge of becoming unsafe. The reduction in the associated hazards, and the corresponding liability expense savings are difficult to estimate. However, there are quantifiable savings in repair and maintenance expenses due to the systematic replacement of older lighting systems with lower maintenance units. | | | | | | |
| <i>Police & Sheriff Records Management System</i> | General | \$0 | \$0 | \$0 | \$15,000 | \$25,000 |
| Maintenance & support costs accelerate with the age of this system. Replacing or upgrading the system lowers these costs. This new system represents an advance in the technology versus the current system, as well as an increase in the overall capacity and data storage needs. It is expected that this new system will require a higher level of support & maintenance than the previous system starting in FY 10. The net impact is an increase in operating expenses. | | | | | | |
| <i>Police Radar Replacement</i> | General | \$0 | \$0 | \$0 | \$0 | \$0 |
| No significant operating impact is expected. This replacement is more a technology (K Band) issue than one of cost avoidance. | | | | | | |
| <i>Police In-Car Video Replacement</i> | General | \$0 | \$0 | \$0 | \$0 | \$0 |
| No significant operating impact is expected. This replacement is more a technology (digital) issue than one of cost avoidance. | | | | | | |

Capital Ideas

Capital Projects-Replacements & Improvements

OPERATING IMPACT - REPLACEMENTS (continued)

| Capital Project and Description of Impacts | Operating Fund Impacted | Estimated Operating Impact Per Year | | | | |
|--|-------------------------------|-------------------------------------|-------------|-------------|-------------|-------------|
| | | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 |
| <i>Sheriff's Fingerprint Workshop</i> | General | \$0 | (\$1,500) | (\$2,000) | (\$3,000) | (\$4,000) |
| Repair expenses accelerate with the age of this equipment. Replacing the equipment periodically lowers these expenses. Also the technology and productivity of the workshop will be improved. | | | | | | |
| <i>Tax Assessment & Collection Syst</i> | General | \$0 | \$0 | \$0 | \$0 | \$0 |
| No significant operating impact is expected. These are mostly payments for an ongoing system. | | | | | | |
| <i>Transit-Local Share for Grants</i> | General | \$0 | \$0 | \$0 | \$0 | \$0 |
| No significant operating impact is expected. These funds are set aside for future capital grants as matching funds. | | | | | | |
| <i>Voice Over IP & IVR Systems</i> | General | \$0 | (\$241,600) | (\$241,600) | (\$241,600) | (\$241,600) |
| | Transit | \$0 | (\$13,500) | (\$13,500) | (\$13,500) | (\$13,500) |
| | Fire | \$0 | (\$61,900) | (\$61,900) | (\$61,900) | (\$61,900) |
| | E911 | \$0 | (\$10,000) | (\$10,000) | (\$10,000) | (\$10,000) |
| | Water | \$0 | (\$67,131) | (\$67,131) | (\$67,131) | (\$67,131) |
| | Solid Waste | \$0 | (\$1,000) | (\$1,000) | (\$1,000) | (\$1,000) |
| | Compost | \$0 | (\$5,000) | (\$5,000) | (\$5,000) | (\$5,000) |
| Seven funds are contributing to this countywide project's funding. The Voice-Over Internet Protocol project switches most of the county government offices' telephone service from traditional telephone lines to high speed data communications lines, which the county already uses for data. Also the Interactive Voice Response (IVR) System will replace most voice mail systems. This will generate annual savings from reduced traditional telephone charges from the telephone utility. It is hoped that the project will have a payback period of about six years, starting in FY 08. | | | | | | |
| <i>Weather Warning Sirens-Replace</i> | Fire | (\$5,000) | (\$5,000) | (\$5,000) | (\$5,000) | (\$5,000) |
| Repair expenses accelerate with the age of this equipment. Replacing the equipment periodically lowers these expenses. Also the technology of the sirens is changing from analog to digital, which allows voice communication and more precise controls in addition to the siren sound activation from the Cobb Emergency Management Agency location. | | | | | | |
| | | | | | | |
| TOTAL-CRS Impacts | Various | ?? | ?? | ?? | ?? | ?? |

Capital Ideas

Capital Projects-Replacements & Improvements

OPERATING IMPACT - IMPROVEMENTS

| Capital Project and Description of Impacts | Operating Fund Impacted | Estimated Operating Impact Per Year | | | | |
|--|-------------------------------|-------------------------------------|---------|----------|----------|----------|
| | | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 |
| <i>Cobb Addressing Repository Syst.</i> | General | \$0 | \$0 | \$38,000 | \$50,000 | \$60,000 |
| | Fire | \$0 | \$0 | \$10,000 | \$10,000 | \$10,000 |
| | E911 | \$0 | \$0 | \$2,000 | \$2,000 | \$2,000 |
| | Water | \$0 | \$0 | \$20,000 | \$25,000 | \$25,000 |
| This will be new system (HW & SW) that will hold Cobb County geographic locations (street addresses, land districts, lots, parcels, etc.). The system will hold all addresses and be the single source repository for all other county department computer systems that use addresses & locations, such as: tax, tag, judicial, business license, elections, GIS, water billing, land use, zoning, E911, emergency dispatching etc. This new system will require annual maintenance & support for the hardware and the software. Staff will need to be trained to use the operating system software, and set security configurations. These costs will be allocated to the major user funds, starting in FY 09. More departments' systems will be connected over time. | | | | | | |
| <i>Document Imaging Systems</i> | General | \$0 | \$5,000 | \$20,000 | \$20,000 | \$20,000 |
| | Fire | \$0 | \$5,000 | \$20,000 | \$20,000 | \$20,000 |
| | Water | \$0 | \$5,000 | \$20,000 | \$20,000 | \$20,000 |
| These will be new systems, sharing common hardware & software. Additional departments will be added to the project over the next few years. This new system will require annual maintenance & support for the hardware and the software. Staff will need to be trained to use the operating system software, and set user configurations. These costs will be allocated to the major user funds, starting in late FY 08. | | | | | | |
| <i>E911 & EOC Traffic Camera</i> | E911 | \$0 | \$0 | \$0 | \$0 | \$0 |
| No significant operating impact is expected, because this project connects and accesses existing equipment and cameras. | | | | | | |
| <i>E911 Connection-Multi-Agency</i> | E911 | \$0 | \$0 | \$500 | \$500 | \$500 |
| This project adds a radio that will need to be maintained & supported. These costs are minimal in the early years. | | | | | | |
| <i>E911 Weather & Fire-Monitor</i> | E911 | \$0 | \$0 | \$200 | \$200 | \$200 |
| This is a large emergency situation monitor that will need to be maintained & supported. These costs are minimal in the early years. | | | | | | |
| <i>Emergency Opns Ctr-Expansion</i> | E911 | \$0 | \$0 | \$0 | \$0 | \$0 |
| This is a renovation project that reallocates existing space. There is no significant operating impact. | | | | | | |
| <i>Financial & HR System Upgrade</i> | General | \$0 | \$0 | \$2,500 | \$3,500 | \$3,500 |
| | Fire | \$0 | \$0 | \$1,500 | \$2,100 | \$2,100 |
| | Water | \$0 | \$0 | \$1,000 | \$1,400 | \$1,400 |
| This is an upgrade to the existing Financial & Human Resource Computer System that will require only a modest increase in maintenance & support expenses starting in FY 09. | | | | | | |

Capital Ideas

Capital Projects-Replacements & Improvements

OPERATING IMPACT - IMPROVEMENTS (continued)

| Capital Project and Description of Impacts | Operating Fund Impacted | Estimated Operating Impact Per Year | | | | |
|--|-------------------------------|-------------------------------------|-----------|-----------|-----------|-----------|
| | | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 |
| <i>Mtn View Library Expansion</i> | General | \$0 | \$0 | \$0 | \$80,000 | \$100,000 |
| This is a major expansion & renovation of a library that will result in moderate operating expense increases (starting in FY 10) related to utilities, supplies, library materials and potentially later, staffing. | | | | | | |
| <i>Mud Creek Soccer Complex-Roads</i> | General | \$0 | \$0 | \$0 | \$0 | \$0 |
| No significant operating impact is expected, because this project creates a roadway access to the new soccer complex. | | | | | | |
| <i>Powder Springs Library Construction</i> | General | \$0 | \$110,000 | \$195,000 | \$230,000 | \$235,000 |
| This is the construction of a large library at a new location to replace an older & smaller one at a another location. The size increase will result in a moderate increase in various operating expenses (starting in FY 08) related to utilities, supplies, and library materials. Staffing will also likely have an increase of two full-time and two part-time positions starting in FY 08. Although this construction project had major funding from the City of Powder Springs, it will be operated by the Cobb County Library System. | | | | | | |
| <i>Sheriff's Jail-Key Mngt System</i> | General | \$0 | \$0 | \$0 | \$0 | \$0 |
| This is for equipment that controls, secures and manages all keys in the jail. No significant operating impact is expected. | | | | | | |
| <i>Sheriff's Tactical Team Equipment</i> | General | \$0 | \$0 | \$0 | \$0 | \$0 |
| No significant operating impact is expected. | | | | | | |
| <i>Southern Tech Paving</i> | General | \$0 | \$0 | \$0 | \$0 | \$0 |
| No operating impact is expected because the facility parking that is being paved will be maintained by Southern Tech. | | | | | | |
| <i>Web Implementation Strategy</i> | General | \$0 | \$0 | \$0 | \$0 | \$0 |
| No significant operating impact is expected yet, because this project is in the early planning stages. The current funding is for planning only. | | | | | | |
| | | | | | | |
| TOTAL-CIP Impacts | Various | \$0 | \$125,000 | \$329,700 | \$463,300 | \$498,300 |

| | | | | | | |
|------------------------------------|---------|-------------|-------------|-------------|-------------|-------------|
| TOTAL-CRS & CIP Impacts | Various | (\$601,693) | (\$950,744) | (\$731,194) | (\$604,008) | (\$566,658) |
| | | | | | | |

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Capital Ideas

Water RE&I Fund Summary

The Water Renewal, Extension and Improvements (RE&I) Fund is an ongoing water and sewer infrastructure recapitalization projects fund. These projects are part of the Water System's long-term Capital Plan. All projects are funded by annual Water System Operating Fund profits. The table below summarizes the expenses of the capital project categories found in the Water Renewal, Extension and Improvements (RE&I) Fund budgets for FY 05 - FY 08.

Budgeted revenues are balanced with budgeted expenses at the fund level only. Funding transfers between projects in this fund require BOC approval. Almost all expenses in this fund are capital in nature. The majority of non-capital expenses are found in the Administration category. More detailed information about the project categories with FY 07/08 appropriations is found on the following pages.

| Water Renewal, Extension & Improvements (RE&I) Fund-By Category | FY 05 Actual Expenses | FY 06 Actual Expenses | FY 07 Adopted Budget | FY 08 Adopted Budget |
|---|-----------------------------|-----------------------------|----------------------------|----------------------------|
| Administration | \$12,097,613 | \$66,286 | \$97,500 | \$86,283 |
| Meter Installation | \$4,307,094 | \$4,665,303 | \$2,500,000 | \$2,500,000 |
| Miscellaneous Projects | \$6,278,116 | \$6,098,604 | \$7,630,000 | \$6,550,000 |
| Reclamation Facility Improve. | \$37,106 | \$78,142 | \$650,000 | \$650,000 |
| Sewer Main Replacements | \$4,117,700 | \$5,724,472 | \$8,540,000 | \$7,300,000 |
| Stormwater Management | \$6,586,879 | \$7,649,767 | \$8,813,000 | \$8,352,461 |
| Utility Relocations-County Roads | \$745,057 | \$1,547,124 | \$6,500,000 | \$6,500,000 |
| Utility Relocations-State Roads | \$211,194 | \$20,955 | \$1,500,000 | \$1,500,000 |
| Water Main Replacements | \$10,812,866 | \$10,264,580 | \$11,494,000 | \$11,120,000 |
| Total | \$45,193,625 | \$36,115,233 | \$47,724,500 | \$44,558,744 |

Note: The two Utility Relocation project categories are closely related to Cobb County DOT and Georgia DOT road projects. Most county road projects have historically been funded by special purpose local-option sales tax (SPLOST) revenue. Activity in these two categories had been reduced during the FY 03-05 period primarily because projects associated with the County's 1990 & 1994 SPLOST funded Transportation Improvements Programs (TIP), were winding down from earlier high levels. Spending in these two categories increases again starting in FY 06 because of the latest approved SPLOST funded transportation program.

*Capital Ideas**Water RE&I-Administration***DESCRIPTION**

All revenue for the Water Renewal, Extension and Improvement (RE&I) Fund are budgeted and recorded here. The most common revenues generated in this fund include the Non-Regional portion of System Development Fees (Residential & Commercial), Water Line Fees, Interest Earnings and Interfund Transfers from the Water System Fund. Fund-wide administrative costs such as bank service charges, administrative services (indirect cost), accounting and auditing charges and other professional services are expended here.

| Revenue Category | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted | FY 09 Projected | FY 10 Projected | FY 11 Projected |
|---------------------------------------|---------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| State Revenue | \$1,012,687 | \$1,195,623 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Local Revenue | \$0 | \$250,089 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Meter Install. Fees | \$2,701,837 | \$2,930,270 | \$2,768,440 | \$2,715,843 | \$2,414,276 | \$2,113,720 | \$2,064,156 |
| Other Water Fees | \$538,866 | \$727,529 | \$349,063 | \$341,549 | \$334,182 | \$326,960 | \$319,879 |
| System Devel. Fees | \$3,087,309 | \$3,072,722 | \$2,500,000 | \$2,500,000 | \$2,500,000 | \$2,500,000 | \$2,500,000 |
| Interest Earnings | \$21,607 | \$22 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 |
| Interfund Transfer - Water Oper. Fund | \$12,000,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Interfund Transfer- Water SDF Fund | \$0 | \$0 | \$0 | \$20,457,000 | \$6,537,000 | \$0 | \$0 |
| Interfund Transfer-General Fund | \$0 | \$0 | \$3,000,000 | \$2,365,461 | \$3,000,000 | \$3,000,000 | \$3,000,000 |
| Other Financing | \$417,802 | \$278,240 | \$39,006,997 | \$16,078,891 | \$31,226,042 | \$38,061,820 | \$47,510,465 |
| TOTAL | \$19,780,108 | \$8,454,495 | \$47,724,500 | \$44,558,744 | \$46,111,500 | \$46,102,500 | \$55,494,500 |

| Expenditure Category | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted | FY 09 Projected | FY 10 Projected | FY 11 Projected |
|-------------------------------------|---------------------|-----------------|-----------------|-----------------|-----------------|------------------|------------------|
| Admin. Services | \$92,096 | \$64,339 | \$23,509 | \$11,997 | \$24,214 | \$24,214 | \$24,214 |
| Misc. Admin. | \$5,517 | \$1,947 | \$3,697 | \$3,858 | \$4,300 | \$4,300 | \$4,300 |
| Purchase Kennesaw City Water System | \$12,000,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Contingency | \$0 | \$0 | \$70,294 | \$70,428 | \$70,986 | \$71,986 | \$72,986 |
| TOTAL | \$12,097,613 | \$66,286 | \$97,500 | \$86,283 | \$99,500 | \$100,500 | \$101,500 |

Capital Ideas

Water RE&I-Administration

The following expenditures comprise the FY 07/08 RE&I Fund-Administration:

| Expenditure Detail | FY 07 | FY 08 |
|--------------------------|----------|----------|
| Accounting and Auditing | \$3,451 | \$3,607 |
| Administrative Services | \$23,509 | \$11,997 |
| Bank Service Charges | \$246 | \$251 |
| Undesignated Contingency | \$70,294 | \$70,428 |
| Total | \$97,500 | \$86,283 |

OPERATING IMPACT

| Capital Project and Description of Impacts | Operating Fund Impacted | Estimated Operating Impact Per Year | | | | |
|--|-------------------------------|-------------------------------------|----------|----------|----------|----------|
| | | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 |
| Administration | Water | \$23,509 | \$11,997 | \$24,214 | \$24,214 | \$24,214 |
| Indirect operating costs budgeted at \$23,509 in FY 07 and \$11,997 in FY 08 will impact the activities that support this program's management, accounting, financing, purchasing, data processing, etc. The administrative support of the water capital projects indirectly impacts the operating expenses of supporting General Fund departments (Finance, Purchasing, Budget, etc.). The indirect costs are paid by the General Fund and reimbursed by the Water RE&I Fund. The Water RE&I Fund then passes the reimbursement expense on to the Water Operating Fund by means of an interfund transfer. The indirect costs are included in the respective budgets for FY 07/08. In summary, the expenses of the General Fund are offset by reimbursements from the Water RE&I Fund; these reimbursements are then paid for by the Water Operating Fund. | | | | | | |
| TOTAL | Water | \$23,509 | \$11,997 | \$24,214 | \$24,214 | \$24,214 |

Capital Ideas

Water RE&I-Meter Installation

DESCRIPTION

This budget component provides funding for the installation of new and replacement water meters, primarily for new customers. Expenses for some Water Service Line installations are included here. Work is performed either by Cobb County Water System crews or by an outside vendor on an annual contract. These costs are partially offset by revenues generated from water meter installation fees. These fees are collected in the Water RE&I Fund Administration unit.

| Revenue Category | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted | FY 09 Projected | FY 10 Projected | FY 11 Projected |
|------------------|--------------|--------------|---------------|---------------|-----------------|-----------------|-----------------|
| TOTAL | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

| Expenditure Category | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted | FY 09 Projected | FY 10 Projected | FY 11 Projected |
|----------------------|--------------|--------------|---------------|---------------|-----------------|-----------------|-----------------|
| Construction | \$1,981,611 | \$2,375,783 | \$1,250,000 | \$1,250,000 | \$1,250,000 | \$1,250,000 | \$1,250,000 |
| Equip./Furnishings | \$2,141,134 | \$2,204,202 | \$1,250,000 | \$1,250,000 | \$1,250,000 | \$1,250,000 | \$1,250,000 |
| Other | \$184,349 | \$85,318 | \$0 | \$0 | \$0 | \$0 | \$0 |
| TOTAL | \$4,307,094 | \$4,665,303 | \$2,500,000 | \$2,500,000 | \$2,500,000 | \$2,500,000 | \$2,500,000 |

The following projects are included in the FY 07/08 portion of the Water Meter Installation component:

| Projects | FY 07 | FY 08 |
|--------------------------|-------------|-------------|
| Water Meter Installation | \$2,500,000 | \$2,500,000 |
| Total | \$2,500,000 | \$2,500,000 |

OPERATING IMPACT

| Capital Project and Description of Impacts | Operating Fund Impacted | Estimated Operating Impact Per Year | | | | |
|---|-------------------------|-------------------------------------|-------|-------|-------|-------|
| | | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 |
| <i>Meter Installation</i> | Water | \$0 | \$0 | \$0 | \$0 | \$0 |
| It is expected that the savings from reduced repair and maintenance of replaced meters will be offset by the increased maintenance related to expenses of new meters. | | | | | | |
| TOTAL | Water | \$0 | \$0 | \$0 | \$0 | \$0 |

Capital Ideas

Water RE&I-Miscellaneous Projects

DESCRIPTION

Typical miscellaneous projects include: the location and evaluation of water valves throughout the county, the Construction Services Program (which uses private firms to provide construction management services related to CRS/CIP), the installation of small water lines costing less than \$20,000, and upgrading the current Water Billing System or the Geographic Information System (GIS).

| Revenue Category | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted | FY 09 Projected | FY 10 Projected | FY 11 Projected |
|------------------|--------------|--------------|---------------|---------------|-----------------|-----------------|-----------------|
| TOTAL | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

| Expenditure Category | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted | FY 09 Projected | FY 10 Projected | FY 11 Projected |
|----------------------|--------------|--------------|---------------|---------------|-----------------|-----------------|-----------------|
| Equipment | \$186,805 | \$28,216 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Engineering/Design | \$4,199,400 | \$1,693,539 | \$915,600 | \$786,000 | \$786,000 | \$804,000 | \$828,000 |
| Construction | \$283,554 | \$4,367,094 | \$6,714,400 | \$5,764,000 | \$5,764,000 | \$5,896,000 | \$6,072,000 |
| Other | \$1,608,357 | \$9,755 | \$0 | \$0 | \$0 | \$0 | \$0 |
| TOTAL | \$6,278,116 | \$6,098,604 | \$7,630,000 | \$6,550,000 | \$6,550,000 | \$6,700,000 | \$6,900,000 |

The following projects are included in the FY 07/08 portion of the Miscellaneous Projects component:

| Projects | FY 07 | FY 08 |
|--------------------------------|-------------|-------------|
| Construction Services Program | \$5,700,000 | \$5,800,000 |
| Billing System Upgrade | \$730,000 | \$0 |
| Water Line Unit Price Contract | \$600,000 | \$600,000 |
| Building Improvements | \$600,000 | \$0 |
| County-wide Flow Monitoring | \$0 | \$150,000 |
| Total | \$7,630,000 | \$6,550,000 |

OPERATING IMPACT

| Capital Project and Description of Impacts | Operating Fund Impacted | Estimated Operating Impact Per Year | | | | |
|---|-------------------------|-------------------------------------|---------|---------|---------|---------|
| | | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 |
| Miscellaneous Projects | Water | \$0 | \$7,300 | \$7,300 | \$7,300 | \$7,300 |
| The Billing System upgrade will result in increased support expenses, about 1% of upgrade cost. The Water Line Unit Price Contract project will result in increased maintenance expenses associated with system expansion; however, these costs will likely be offset by savings from fewer maintenance and repair requirements on the replaced water lines portion of the project. | | | | | | |
| TOTAL | Water | \$0 | \$7,300 | \$7,300 | \$7,300 | \$7,300 |

Capital Ideas

Water RE&I-Reclamation Facility Improvements

DESCRIPTION

This budget component contains improvement projects at the four Water Reclamation Facilities (WRF). These improvement projects include those that replace individual operating units or equipment, address odor concerns, and improve operability and efficiency. Projects that increase capacity are separate and funded through the Water System Development Fund (SDF), which is partially supported by System Development Fees.

| Revenue Category | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted | FY 09 Projected | FY 10 Projected | FY 11 Projected |
|------------------|--------------|--------------|---------------|---------------|-----------------|-----------------|-----------------|
| TOTAL | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

| Expenditure Category | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted | FY 09 Projected | FY 10 Projected | FY 11 Projected |
|----------------------|--------------|--------------|---------------|---------------|-----------------|-----------------|-----------------|
| Other Expenses | \$4 | \$75,230 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Engineering/Design | \$0 | \$0 | \$78,000 | \$78,000 | \$114,000 | \$138,000 | \$138,000 |
| Construction | \$37,102 | \$2,912 | \$572,000 | \$572,000 | \$836,000 | \$1,012,000 | \$1,012,000 |
| TOTAL | \$37,106 | \$78,142 | \$650,000 | \$650,000 | \$950,000 | \$1,150,000 | \$1,150,000 |

The following projects are included in the FY 07/08 portion of the Reclamation Facility Improvements components:

| Projects | FY 07 | FY 08 |
|-----------------------------|-----------|-----------|
| Noonday WRF Improvements | \$200,000 | \$200,000 |
| Northwest WRF Improvements | \$150,000 | \$150,000 |
| South Cobb WRF Improvements | \$300,000 | \$300,000 |
| Total | \$650,000 | \$650,000 |

OPERATING IMPACT

| Capital Project and Description of Impacts | Operating Fund Impacted | Estimated Operating Impact Per Year | | | | |
|--|-------------------------|-------------------------------------|-------|-------|-------|-------|
| | | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 |
| Reclamation Facility Improvements | Water | \$0 | \$0 | \$0 | \$0 | \$0 |
| It is expected that the savings from reduced repair and maintenance of replaced equipment will be offset by the increased maintenance expenses of new equipment installed. | | | | | | |
| TOTAL | Water | \$0 | \$0 | \$0 | \$0 | \$0 |

Capital Ideas

Water RE&I-Stormwater Management

DESCRIPTION

The Stormwater Management capital program has two components. The first component is generally reactive in nature, as it includes numerous relatively small and localized stormwater drainage repair and restoration projects that address specific drainage problems. The second component is preventive in nature because it funds the purchase of land and easements for designated stream buffers and regional stormwater detention facilities. This helps to reduce future stormwater impacts.

| Revenue Category | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted | FY 09 Projected | FY 10 Projected | FY 11 Projected |
|------------------------------------|--------------|------------------|---------------|---------------|-----------------|-----------------|-----------------|
| Interfund Transfer-Greenspace Fund | \$0 | \$619,015 | \$0 | \$0 | \$0 | \$0 | \$0 |
| TOTAL | \$0 | \$619,015 | \$0 | \$0 | \$0 | \$0 | \$0 |

| Expenditure Category | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted | FY 09 Projected | FY 10 Projected | FY 11 Projected |
|----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Interfund Transfer | \$0 | \$62,125 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Expenses | \$38,440 | \$325,804 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Land Acquisition | \$1,553,103 | \$2,703,564 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Construction | \$4,995,336 | \$4,558,274 | \$8,813,000 | \$8,352,461 | \$6,167,000 | \$6,352,000 | \$6,543,000 |
| TOTAL | \$6,586,879 | \$7,649,767 | \$8,813,000 | \$8,352,461 | \$6,167,000 | \$6,352,000 | \$6,543,000 |

The following projects are included in the FY 07/08 portion of the Stormwater Management component:

| Projects | FY 07 | FY 08 |
|---------------------------------|--------------------|--------------------|
| Stormwater Repair & Restoration | \$8,813,000 | \$8,352,461 |
| Total | \$8,813,000 | \$8,352,461 |

OPERATING IMPACT

| Capital Project and Description of Impacts | Operating Fund Impacted | Estimated Operating Impact Per Year | | | | |
|--|-------------------------|-------------------------------------|------------|------------|------------|------------|
| | | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 |
| <i>Stormwater Management</i> | Water | \$0 | \$0 | \$0 | \$0 | \$0 |
| No significant operating impact is expected. | | | | | | |
| TOTAL | Water | \$0 | \$0 | \$0 | \$0 | \$0 |

Capital Ideas

Water RE&I-Sewer Main Replacements

DESCRIPTION

This budget component includes various Sewer Main projects. Typical projects include sewer extensions generally greater than eight inches in diameter required to serve developing areas, sewer extensions to dry sewer subdivisions or areas with failing septic tanks and repair of defects in existing lines which result in either infiltration or inflow into the system or maintenance problems. Sewer projects related to the relocation or upgrade of roadways, and those lines which serve as the primary means of transporting sewer flows from a serviced municipality or other county are not included in this component.

| Revenue Category | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted | FY 09 Projected | FY 10 Projected | FY 11 Projected |
|------------------|--------------|--------------|---------------|---------------|-----------------|-----------------|-----------------|
| TOTAL | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

| Expenditure Category | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted | FY 09 Projected | FY 10 Projected | FY 11 Projected |
|----------------------|--------------|--------------|---------------|---------------|-----------------|-----------------|-----------------|
| Other Expenses | \$55,137 | \$19,320 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Engineering/Design | \$9,287 | \$28,239 | \$1,024,800 | \$876,000 | \$816,000 | \$936,000 | \$2,016,000 |
| Construction | \$4,053,276 | \$5,676,913 | \$7,515,200 | \$6,424,000 | \$5,984,000 | \$6,864,000 | \$14,784,000 |
| TOTAL | \$4,117,700 | \$5,724,472 | \$8,540,000 | \$7,300,000 | \$6,800,000 | \$7,800,000 | \$16,800,000 |

The following projects are included in the FY 07/08 portion of the Sewer Main Replacements component:

| Projects | FY 07 | FY 08 |
|--|-------------|-------------|
| County Line Pump Station Upgrade | \$510,000 | \$0 |
| Infiltration/Inflow Reduction | \$4,000,000 | \$3,000,000 |
| Miscellaneous Pump Station Upgrades | \$600,000 | \$300,000 |
| Rubes Creek Pump Station Upgrade | \$670,000 | \$0 |
| Sanitary Sewer For Septic Tank Subdivision | \$1,000,000 | \$2,000,000 |
| Tanyard Creek Pump Station Upgrade | \$260,000 | \$0 |
| Unidentified New/Replacement Sewer Lines | \$1,500,000 | \$2,000,000 |
| Total | \$8,540,000 | \$7,300,000 |

Capital Ideas

Water RE&I-Sewer Main Replacements

OPERATING IMPACT

| Capital Project and Description of Impacts | Operating Fund Impacted | Estimated Operating Impact Per Year | | | | |
|--|-------------------------------|-------------------------------------|------------|------------|------------|------------|
| | | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 |
| <i>Sewer Main Replacements</i> | Water | \$0 | \$0 | \$0 | \$0 | \$0 |
| This group of projects both expands and replaces the sewer main infrastructure. It is expected that the savings from reduced repair and maintenance of replaced lines will be offset by the increased maintenance related expenses of new lines. | | | | | | |
| TOTAL | Water | \$0 | \$0 | \$0 | \$0 | \$0 |

Capital Ideas

Water RE&I-Utility Relocations-County Roads

DESCRIPTION

When county roadway improvement projects require some vertical or horizontal alignment adjustments, then adjacent utilities are often affected. The existing utilities, including water and sewer lines, normally are relocated to avoid conflicts. If appropriate, water and sewer facilities are also upgraded or extended during the process.

| Revenue Category | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted | FY 09 Projected | FY 10 Projected | FY 11 Projected |
|------------------|--------------|--------------|---------------|---------------|-----------------|-----------------|-----------------|
| TOTAL | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

| Expenditure Category | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted | FY 09 Projected | FY 10 Projected | FY 11 Projected |
|----------------------|--------------|--------------|---------------|---------------|-----------------|-----------------|-----------------|
| Interfund Transfer | \$10,000 | \$521,727 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other | \$1,382 | \$3,287 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Engineering/Design | \$0 | \$6,808 | \$780,000 | \$780,000 | \$780,000 | \$780,000 | \$780,000 |
| Construction | \$733,675 | \$1,015,302 | \$5,720,000 | \$5,720,000 | \$5,720,000 | \$5,720,000 | \$5,720,000 |
| TOTAL | \$745,057 | \$1,547,124 | \$6,500,000 | \$6,500,000 | \$6,500,000 | \$6,500,000 | \$6,500,000 |

The following projects are included in the FY 07/08 portion of the Utility Relocations - County Roads component:

| Projects | FY 07 | FY 08 |
|--------------------------------|-------------|-------------|
| Other Roadway Improvements | \$500,000 | \$500,000 |
| SPLOST Projects-Relocate Lines | \$6,000,000 | \$6,000,000 |
| Total | \$6,500,000 | \$6,500,000 |

OPERATING IMPACT

| Capital Project and Description of Impacts | Operating Fund Impacted | Estimated Operating Impact Per Year | | | | |
|---|-------------------------|-------------------------------------|------------|------------|------------|------------|
| | | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 |
| Utility Relocations-County Roads | Water | \$0 | (\$30,000) | (\$60,000) | (\$60,000) | (\$60,000) |
| Less repair and maintenance expenses are expected after lines are relocated. It is estimated that for each \$200 of capital replacement expense in an area with average condition lines, the expected operating savings is \$1. Capital expenses in one year will yield operating savings the following year, once the project is complete. | | | | | | |
| TOTAL | Water | \$0 | (\$30,000) | (\$60,000) | (\$60,000) | (\$60,000) |

Capital Ideas

Water RE&I-Utility Relocations-State Roads

DESCRIPTION

When state roadway improvement projects require some vertical or horizontal alignment adjustments, then adjacent utilities are often affected. The existing utilities, including water and sewer lines, are normally relocated to avoid conflicts. If appropriate, water and sewer facilities are also upgraded or extended during the process.

| Revenue Category | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted | FY 09 Projected | FY 10 Projected | FY 11 Projected |
|------------------|--------------|--------------|---------------|---------------|-----------------|-----------------|-----------------|
| TOTAL | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

| Expenditure Category | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted | FY 09 Projected | FY 10 Projected | FY 11 Projected |
|----------------------|--------------|--------------|---------------|---------------|-----------------|-----------------|-----------------|
| Other Expenses | \$314 | \$1,367 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Engineering/Design | \$16,017 | \$12,823 | \$180,000 | \$180,000 | \$180,000 | \$180,000 | \$180,000 |
| Construction | \$194,863 | \$6,765 | \$1,320,000 | \$1,320,000 | \$1,320,000 | \$1,320,000 | \$1,320,000 |
| TOTAL | \$211,194 | \$20,955 | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$1,500,000 |

The following projects are included in the FY 07/08 portion of the Utility Relocations - State Roads component:

| Projects | FY 07 | FY 08 |
|------------------------------------|-------------|-------------|
| Miscellaneous Improvements (State) | \$1,500,000 | \$1,500,000 |
| Total | \$1,500,000 | \$1,500,000 |

OPERATING IMPACT

| Capital Project and Description of Impacts | Operating Fund Impacted | Estimated Operating Impact Per Year | | | | |
|---|-------------------------|-------------------------------------|-----------|------------|------------|------------|
| | | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 |
| Utility Relocations-State Roads | Water | \$0 | (\$7,500) | (\$15,000) | (\$15,000) | (\$15,000) |
| Less repair and maintenance expenses are expected after lines are relocated. It is estimated that for each \$200 of capital replacement expense in an area with average condition lines, the expected operating savings is \$1. Capital expenses in one year will yield operating savings the following year, once the project is complete. | | | | | | |
| TOTAL | Water | \$0 | (\$7,500) | (\$15,000) | (\$15,000) | (\$15,000) |

Capital Ideas

Water RE&I-Water Main Replacements

DESCRIPTION

This component's projects include the replacement of existing water mains and the construction of new water mains, excluding those that are related to the relocation or upgrade of roadways. Projects in this group are generally initiated to correct an existing problem such as low water pressure, insufficient capacity, line failures, or provision of service to a previously unserved area.

| Revenue Category | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted | FY 09 Projected | FY 10 Projected | FY 11 Projected |
|-----------------------|--------------|----------------|---------------|---------------|-----------------|-----------------|-----------------|
| Interfund Transfer-GF | \$0 | \$3,333 | \$0 | \$0 | \$0 | \$0 | \$0 |
| TOTAL | \$0 | \$3,333 | \$0 | \$0 | \$0 | \$0 | \$0 |

| Expenditure Category | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted | FY 09 Projected | FY 10 Projected | FY 11 Projected |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Other Expenses | \$26,725 | \$149,176 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Engineering/Design | \$382,010 | \$24,175 | \$1,379,280 | \$1,334,400 | \$1,445,400 | \$1,260,000 | \$1,260,000 |
| Construction | \$10,305,194 | \$10,091,229 | \$10,114,720 | \$9,785,600 | \$10,599,600 | \$9,240,000 | \$9,240,000 |
| Interfund-General Fund | \$33,200 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Interfund - Capital Projects Fund | \$65,737 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| TOTAL | \$10,812,866 | \$10,264,580 | \$11,494,000 | \$11,120,000 | \$12,045,000 | \$10,500,000 | \$10,500,000 |

The following projects are included in the FY 07/08 portion of the Water Main Replacements (WMR) component:

| Projects | FY 07 | FY 08 |
|---|-------------|-------------|
| AC Water Line Replacement | \$1,500,000 | \$2,000,000 |
| Bells Ferry (US 41 to Chastain Rd) | \$0 | \$2,060,000 |
| Brownsville Road Area | \$0 | \$475,000 |
| County Line Road (Mars Hill Rd to Old Stilesboro Rd) | \$420,000 | \$0 |
| County Line Road (Old Stilesboro Rd to Due West Rd) | \$760,000 | \$0 |
| District 18 Miscellaneous | \$468,000 | \$0 |
| District 19 Miscellaneous | \$212,000 | \$0 |
| Due West Road (County Line Rd to Woodlore Rd) | \$120,000 | \$0 |

Capital Ideas

Water RE&I-Water Main Replacements

| Projects (continued) | FY 07 | FY 08 |
|--|---------------------|---------------------|
| Golden Acres & Wesley Heights | \$528,000 | \$0 |
| Hillcrest Road (South Gordon to Six Flags) | \$710,000 | \$0 |
| Kemp Road Area | \$0 | \$678,000 |
| Little Willeo Area Phase 1 | \$800,000 | \$0 |
| Little Willeo Area Phase 2 | \$0 | \$527,000 |
| Mack Dobbs Road (Stilesboro to US 41) | \$0 | \$560,000 |
| Maple Valley | \$0 | \$528,000 |
| Memorial Road (Jim Owens to Loring Rd) | \$355,000 | \$0 |
| Myrtle Hill Rd Area | \$668,000 | \$0 |
| Old Alabama Road (Maxham Rd to Mableton Pkwy) | \$1,520,000 | \$0 |
| Shallowford Road (Bells Ferry to Canton) | \$660,000 | \$0 |
| Shannon Green | \$273,000 | \$0 |
| Shannon Green West | \$0 | \$792,000 |
| Subdivisions Service Line Replacement | \$1,500,000 | \$2,000,000 |
| Unidentified New/Replacement Water Mains | \$1,000,000 | \$1,500,000 |
| Total | \$11,494,000 | \$11,120,000 |

OPERATING IMPACT

| Capital Project and Description of Impacts | Operating Fund Impacted | Estimated Operating Impact Per Year | | | | |
|--|-------------------------------|-------------------------------------|--------------------|--------------------|--------------------|--------------------|
| | | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 |
| <i>Water Main Replacements</i> | Water | \$0 | (\$143,675) | (\$282,675) | (\$282,675) | (\$282,675) |
| Most of the projects in this group are replacements. Less repair and maintenance expenses are expected after new replacement lines are installed. It is estimated that for each \$80 of capital replacement expense in an area with poor condition lines, the expected operating savings is \$1. Capital expenses in one year will yield operating savings the following year, once the project is complete. | | | | | | |
| TOTAL | Water | \$0 | (\$143,675) | (\$282,675) | (\$282,675) | (\$282,675) |

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Capital Ideas

Water SDF Fund Summary

The Water System Development Fund (SDF) is an ongoing water and sewer infrastructure expansion project fund. These projects are part of the Water System's long-term Capital Plan. Projects are funded by Water System Operating Fund profits and regional system development fees. The table below summarizes the expenses of the capital project categories found in the Water System Development Fund (SDF) for FY 05 - FY 08. Unlike regional sewerage construction, no regional water construction projects are budgeted. These projects are undertaken by the Cobb Marietta Water Authority, which is the regional water wholesale supplier to the Cobb Water System, and to other cities and counties in the northwest Atlanta suburbs.

Budgeted revenues are balanced with budgeted expenses at the fund level only. Funding transfers between projects in this fund require BOC approval. Almost all expenses in this fund are capital in nature. The majority of non-capital expenses are found in the Administration category. More detailed information about the project categories with FY 07/08 appropriations is found on the following pages.

| Water System Development Fund (SDF)-By Category | FY 05 Actual Expenses | FY 06 Actual Budget | FY 07 Adopted Budget | FY 08 Adopted Budget |
|--|-----------------------------|---------------------------|----------------------------|----------------------------|
| Administration | \$836,157 | \$87,675 | \$43,000 | \$20,498,755 |
| Regional Sewer Construction | \$3,540,461 | \$2,406,200 | \$1,000,000 | \$39,000,000 |
| Water Reclamation Facility Expan. | \$12,124,177 | \$988,234 | \$17,000,000 | \$0 |
| Total | \$16,500,795 | \$3,482,109 | \$18,043,000 | \$59,498,755 |

*Capital Ideas**Water SDF-Administration***DESCRIPTION**

All revenue for the Water System Development Fund is budgeted and recorded here. Revenues generated are related to Regional System Development Fees (RSDF). These revenues include the regional portion of the System Development Fee (Residential & Commercial), the RSDF charged to municipalities & adjacent counties, interest earnings, and the interfund transfers from the Water RE&I Fund. All fund-wide administrative expenses such as bank service charges, administrative services (indirect costs), accounting and auditing charges and other professional services for administration are expensed here. The local revenue from adjacent Fulton County in FY 05 and FY 06 was for their portion of the cost for water and sewerage services.

| Revenue Category | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted | FY 09 Projected | FY 10 Projected | FY 11 Projected |
|-----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| State Revenue | \$1,148,284 | \$975,986 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Local Revenue-Fulton County | \$4,061,457 | \$420,863 | \$0 | \$0 | \$0 | \$0 | \$0 |
| System Devel Fees | \$8,725,262 | \$9,675,362 | \$7,890,000 | \$7,900,000 | \$7,880,000 | \$7,860,000 | \$7,840,000 |
| Interest Earnings | \$70,169 | \$10,246 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 |
| Other Financing | \$13,570 | \$0 | \$10,053,000 | \$51,498,755 | \$31,600,000 | \$28,083,000 | \$26,103,000 |
| TOTAL | \$14,018,742 | \$11,082,457 | \$18,043,000 | \$59,498,755 | \$39,580,000 | \$36,043,000 | \$34,043,000 |

| Expenditure Category | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted | FY 09 Projected | FY 10 Projected | FY 11 Projected |
|----------------------|------------------|-----------------|-----------------|---------------------|--------------------|-----------------|-----------------|
| Admin. Services | \$28,710 | \$19,792 | \$21,618 | \$21,022 | \$22,267 | \$22,267 | \$22,267 |
| Misc. Admin. | \$14,103 | \$12,750 | \$14,386 | \$15,021 | \$15,500 | \$15,500 | \$15,500 |
| Interfund - RE&I | \$0 | \$0 | \$0 | \$20,457,000 | \$6,537,000 | \$0 | \$0 |
| Other | \$793,344 | \$55,133 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Contingency | \$0 | \$0 | \$6,996 | \$5,712 | \$5,233 | \$5,233 | \$5,233 |
| TOTAL | \$836,157 | \$87,675 | \$43,000 | \$20,498,755 | \$6,580,000 | \$43,000 | \$43,000 |

Capital Ideas

Water SDF-Administration

The following expenditures comprise the FY 07/08 portion of the Administration component:

| Expenditure Detail | FY 07 | FY 08 |
|---------------------------------|-----------------|---------------------|
| Accounting and Auditing | \$13,915 | \$14,540 |
| Administrative Services | \$21,618 | \$21,022 |
| Bank Service Charges | \$471 | \$481 |
| Interfund Transfer to RE&I Fund | \$0 | \$20,457,000 |
| Undesignated Contingency | \$6,996 | \$5,712 |
| Total | \$43,000 | \$20,498,755 |

OPERATING IMPACT

| Capital Project and Description of Impacts | Operating Fund Impacted | Estimated Operating Impact Per Year | | | | |
|---|-------------------------------|-------------------------------------|-----------------|-----------------|-----------------|-----------------|
| | | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 |
| <i>Administration</i> | Water | \$21,618 | \$21,022 | \$22,267 | \$22,267 | \$22,267 |
| Indirect operating costs budgeted at \$21,618 in FY 07 and estimated at \$21,022 in FY 08 will impact the activities that support this program's management, accounting, financing, purchasing, data processing, etc. The administrative support of the water capital projects indirectly impacts the operating expenses of supporting General Fund departments (Finance, Purchasing, Budget, etc.). The indirect costs are paid by the General Fund and reimbursed by the Water System Development Fund. The Water System Development Fund then passes the reimbursement expense on to the Water Operating Fund by means of an interfund transfer. The indirect costs are included in the respective budgets for FY 07/08. In summary, the expenses of the General Fund are offset by the reimbursements from the Water System Development Fund; these reimbursements are then paid for by the Water Operating Fund. | | | | | | |
| TOTAL | Water | \$21,618 | \$21,022 | \$22,267 | \$22,267 | \$22,267 |

*Capital Ideas**Water SDF-Regional Sewer Construction/Upgrade***DESCRIPTION**

This budget component contains Regional Sewer projects. In general, required improvements to major sewer lines serving other municipalities or counties are funded from Regional System Development Fees collected within this fund, as supplemented by retained earnings. Such projects are generally limited to providing increased capacity along existing drainage corridors. Proposed funding in FY 08 through FY 11 is much larger than the FY 04 to FY 07 period because a proposed \$110+ million sewerage tunnel construction project. The tunnel, the second in Cobb County, will be bored through mostly solid granite-like rock. The tunnel will convey sewerage from southwest Cobb to the South Cobb WRF on the Chattahoochee River. The tunnel will provide excellent long-term capacity for a service area in southwest Cobb County that is experiencing rapid growth.

| Revenue Category | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted | FY 09 Projected | FY 10 Projected | FY 11 Projected |
|------------------|--------------|--------------|---------------|---------------|-----------------|-----------------|-----------------|
| TOTAL | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

| Expenditure Category | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted | FY 09 Projected | FY 10 Projected | FY 11 Projected |
|----------------------|--------------------|--------------------|--------------------|---------------------|---------------------|---------------------|---------------------|
| Other Expenses | \$61,835 | \$762 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Land Acquisition | \$1,814 | \$12,673 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Engineering/Design | \$932,150 | \$2,392,765 | \$120,000 | \$4,680,000 | \$3,960,000 | \$4,320,000 | \$4,080,000 |
| Construction | \$2,544,662 | \$0 | \$880,000 | \$34,320,000 | \$29,040,000 | \$31,680,000 | \$29,920,000 |
| TOTAL | \$3,540,461 | \$2,406,200 | \$1,000,000 | \$39,000,000 | \$33,000,000 | \$36,000,000 | \$34,000,000 |

The following projects are included in the FY 07/08 portion of the Regional Sewer Construction/Upgrade component:

| Projects | FY07 | FY 08 |
|---------------------------------------|--------------------|---------------------|
| Noonday Creek Interceptor Replacement | \$1,000,000 | \$14,000,000 |
| Southwest Cobb Sewerage Tunnel | \$0 | \$25,000,000 |
| Total | \$1,000,000 | \$39,000,000 |

Capital Ideas

Water SDF-Regional Sewer Construction/Upgrade

OPERATING IMPACT

| Capital Project and Description of Impacts | Operating Fund Impacted | Estimated Operating Impact Per Year | | | | |
|--|-------------------------------|-------------------------------------|-------|-------|-------|-------|
| | | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 |
| <i>Regional Sewer Construction</i> | Water | \$0 | \$0 | \$0 | \$0 | \$0 |
| It is expected that the savings from reduced repair and maintenance of replaced sewer lines will be offset by the increased maintenance expenses of the new extended sewer network. There is little history to use to compare our operating expenses with major sewerage tunnels bored through solid rock. However, it is anticipated that these tunnels will require relatively less annual operating expenses than conventional sewer lines. | | | | | | |
| TOTAL | Water | \$0 | \$0 | \$0 | \$0 | \$0 |

Capital Ideas

Water SDF-Water Reclamation Facility Expansion

DESCRIPTION

This component's budget includes funding for wastewater treatment capacity expansion projects for the county's four Water Reclamation Facilities (WRF) which are necessary to accommodate increasing wastewater flows within the county's service area. The service area is regional in nature as it serves geographic areas in other counties and municipalities. Partial funding is provided through Regional System Development Fees collected in the Water SDF - Administration Fund, and then supplemented by retained earnings. Funding after FY 07 drops off because of the recent completion of the significant expansion at R.L. Sutton WRF and the scheduled completion of two other major plant expansions (Noonday WRF and South Cobb WRF) that were funded from FY 03 through FY 07. The South Cobb plant is being expanded in preparation for the construction of the southwest Cobb sewerage tunnel that will bring greatly increased flows there. Beginning in FY 08, this fund's resources will be used almost exclusively to complete the sewerage infrastructure that flows into the, soon to be completed, expanded plants.

| Revenue Category | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted | FY 09 Projected | FY 10 Projected | FY 11 Projected |
|------------------|--------------|--------------|---------------|---------------|-----------------|-----------------|-----------------|
| TOTAL | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

| Expenditure Category | FY 05 Actual | FY 06 Actual | FY 07 Adopted | FY 08 Adopted | FY 09 Projected | FY 10 Projected | FY 11 Projected |
|----------------------|--------------|--------------|---------------|---------------|-----------------|-----------------|-----------------|
| Other Expenses | \$262,776 | \$32,944 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Engineering/Design | \$2,968,215 | \$728,272 | \$2,040,000 | \$0 | \$0 | \$0 | \$0 |
| Construction | \$8,893,186 | \$227,018 | \$14,960,000 | \$0 | \$0 | \$0 | \$0 |
| TOTAL | \$12,124,177 | \$988,234 | \$17,000,000 | \$0 | \$0 | \$0 | \$0 |

The following projects are included in the FY 07/08 portion of the Water Reclamation Facility (WRF) Expansion component:

| Projects | FY 07 | FY 08 |
|--------------------------|--------------|-------|
| Noonday Creek WRF Solids | \$5,000,000 | \$0 |
| South Cobb WRF Upgrades | \$12,000,000 | \$0 |
| Total | \$17,000,000 | \$0 |

*Capital Ideas**Water SDF-Water Reclamation Facility Expansion*

OPERATING IMPACT

| Capital Project and Description of Impacts | Operating Fund Impacted | Estimated Operating Impact Per Year | | | | |
|---|-------------------------------|-------------------------------------|-----------|-----------|-----------|-----------|
| | | FY 07 | FY 08 | FY 09 | FY 10 | FY 11 |
| <i>Water Reclamation Facility Expansion</i> | Water | \$0 | \$150,000 | \$250,000 | \$300,000 | \$400,000 |
| The Noonday Creek WRF-Solids project expands the plant's facilities and capacity with more efficient equipment. The increased maintenance and operating expenses for the expansion is expected to be mostly offset with decreased utility expenses because of the much more efficient equipment, thus netting to no significant operating impact at the Noonday Creek WRF. Likewise, the South Cobb WRF-Upgrades project expands the plant's facilities and capacity with more efficient equipment. The South Cobb plant is the terminus point for sewerage transported through the Southwest Cobb underground tunnel that begins construction in FY 08. Overall, however, it is expected that operating expenses because of increased capacity and chemical usage to increase starting in mid-FY 08 through FY 10 as these projects are completed. | | | | | | |
| TOTAL | Water | \$0 | \$150,000 | \$250,000 | \$300,000 | \$400,000 |

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Defining Terms

A

A

Aa

- Accrual Basis:** The basis of an accounting under which transactions are recognized when they occur, regardless of when related cash is actually received or spent.
- ADA:** Americans with Disabilities Act - a federal mandate enacted in 1990 requiring the removal of architectural barriers and the addition of improvements to ensure that all physically challenged individuals have equal access to government programs, services and buildings.
- Adopted Budget:** Appropriation of funds approved by the Board of Commissioners at the beginning of each fiscal year.
- Ad Valorem Tax:** Tax levied on the assessed value of real and personal property.
- Advantage Financial System 2.0:** The Local Government Finance System (LGFS) upgrade to comply with Year 2000 conversion requirements.
- Advantage Human Resources System:** The Local Government Human Resources System.
- AMS:** Automated Mapping System - a countywide computerized system which will enhance the tracking of all land parcels within Cobb County.
- Annexation:** The legal incorporation of portions of unincorporated Cobb County into one of Cobb's municipalities. This expansion of city boundaries must be approved by the city's mayor and council, and is normally at the request of the property owners.
- Appraised Value:** The anticipated fair market value of property.
- Appropriation:** A legislative act authorizing the expenditure of a designated amount of public funds for a specific purpose.
- ARC:** Atlanta Regional Commission - the regional planning and intergovernmental coordination agency for the ten-county Atlanta metropolitan area, including Cobb County.
- Arcview:** Future Geographic system to be utilized by Cobb County Government, for all County Departments, that will have all street mapping will be maintained by one department within Cobb County and other Departments will use this mapping to maintain their pertinent information such as police beats, fire zones, zip codes, communities, map grids, and jurisdictions for 911.
- ASE:** Automotive Service Excellence - a training and certification program designed for vehicle and equipment mechanics for a variety of specialty training areas.
- Assessed Value:** The value placed on property as a basis for levying taxes. Cobb County assesses real and personal property at forty percent (40%) of the appraised fair market value in accordance with Georgia Law.
- Automated Time and Attendance System:** A computerized system used to collect time worked data and generate reports related to time and attendance.
- ATMS:** Advanced Traffic Management System - a system of traffic signal controls, vehicle sensors, signs and cameras which allows remote monitoring of the roadway network, thereby allowing county staff to "troubleshoot" malfunctions remotely.

Ba

Bz

Bb

- B&IA:** Budget and Internal Audit.
- Banner Courts System:** An integrated judicial data system which provides civil, criminal, traffic, and accounting information.
- BERT:** Bicycle Emergency Response Team.
- Biennial Budget:** An itemized plan of financial operation and capital outlays including an estimate of the proposed means of financing for the next two fiscal years.
- BMP:** Best Management Practices-a collection of structural practices and vegetative measurements which, when properly designed, installed and maintained, will provide effective erosion and sedimentation control for all rainfall events up to and including a 24-year, 24-hour rainfall event.
- BOC:** Board of Commissioners - the elected, governing body of Cobb County. The Board consists of a Chairman, elected at-large, and four Commissioners, elected from each of four county districts: North, East, South, and West.
- Bond:** A Certificate of debt issued by a government to finance a capital expenditure or other liability, in which payment of the original investment plus interest is guaranteed by a specified future date.
- Bond Rating:** A system of appraising and rating the investment value of individual bond issues.
- BRASS:** Budget Reporting and Analysis Support System - A tool that interfaces with the financial system in order to load budget requests once the budget is adopted.
- BTA:** Board of Tax Assessors - consists of five citizens appointed by the Board of Commissioners to ensure that all property within the county is appraised at its fair market value (FMV) and that all taxpayers pay only their proportionate (fair) share of taxes.
- Budget:** A financial plan of operation for a given period consisting of an estimate of proposed expenditures and revenues.
- Budget Amendment:** The increase, decrease, or transfer of appropriations requiring the approval of the Board of Commissioners, County Manger or the Budget & Internal Audit Director depending on the nature of the transfer.
- Budget Calendar:** The schedule of key dates which the county follows in the preparation, adoption, and administration of the budget.
- Budget Control:** The control or management of governmental units or enterprises in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and revenues.
- Budget Document:** The official publication prepared by Budget and Internal Audit (B&IA) which presents the proposed/approved budget to the citizens and governing body.
- Budget at a Glance:** A handbook designed by B&IA for public distribution, which provides a synopsis of the current year's adopted budget.
- Budget Message:** A general discussion of the proposed budget, presented in writing as part of the budget document. The message explains current budget issues compared to recent financial history and presents recommendations made by the Chairman and County Manager.
- Budget Resolution or Ordinance:** The official enactment by the Board of Commissioners authorizing the appropriation of revenues for specified purposes, functions, or activities during the fiscal year.
- BZA:** Board of Zoning Appeals - an appointed board that makes final decisions on variances to the Zoning Ordinance, Sign Ordinance and Development Regulations in Cobb County.

Ca

Cl

Cc

- CAD:** Computer Aided Dispatch - a system which facilitates the prompt dispatch of appropriate emergency vehicles in response to calls received for assistance.
- CAFR:** Comprehensive Annual Financial Report - a report compiled annually which provides detailed information on an organization's financial status.
- CALEA:** Commission for the Accreditation of Law Enforcement Agencies - the national standards set for accredited qualifications to be met by law enforcement agencies.
- Capital Assets:** See Fixed Assets.
- Capital Budget:** A financial plan of proposed capital expenditures and the means of financing them.
- Capital Expenditures:** Expenses or expenditures for non-consumable items or projects that have a useful life of one year or more and a unit cost of \$500 or more. These may be routine or non-routine in nature. See Fixed Assets for the criteria for capital depreciation.
- Capital Improvement Program (CIP):** A multi-year plan used to identify new and/or additional capital items or projects. The CIP threshold is \$25,000 or more per unit cost.
- Capital Outlay:** See Capital Expenditures.
- Capital Plan:** A component of the Biennial Budget preparation process that lists and details major capital items or projects. It includes requests for Capital Replacements per the Five Year CRS and capital improvements per the Five Year CIP.
- Capital Projects Fund:** A governmental fund to account for the financial resources and the acquisition or construction of major capital items and facilities.
- Capital Replacement Schedule (CRS):** A planning tool to coordinate the capital replacement needs of the county over the next twenty years with the financing method. The CRS criteria is \$25,000 or more per unit or in aggregate.
- CASA:** Court Appointed Special Advocate - a trained community volunteer appointed by a judge to recommend solutions which are in the best interest of the abused or neglected child involved in Juvenile Court proceedings.
- CCDC:** Cobb County Department of Corrections.
- CCT:** Cobb Community Transit - Cobb's transit system which provides local, commuter, and paratransit bus service along various routes throughout Cobb County, providing connections with MARTA, Atlanta's mass transit system.
- CDBG:** Community Development Block Grant.
- CEMA:** Cobb Emergency Management Agency - an organization which responds to all local disasters to coordinate efforts and provide services required for recovery of the area and citizens involved.
- CFAI:** Commission on Fire Accreditation International - the international standards set for accredited qualifications to be met by fire and emergency agencies.
- Charges for County Services:** Revenue received for the services provided by various county departments such as recreation fees, parking fees, and water/sewer fees.
- Chattahoochee Tunnel Project:** Construction of a massive underground tunnel used to transport sewage from East Cobb to R.L. Sutton Plant. The tunnel will be 200 feet below ground and approximately 9.5 miles long with a diameter of 18 feet.
- CIP:** Capital Improvement Program - a multi-year plan used to identify new and/or additional capital items or projects. The CIP threshold is \$25,000 or more per unit cost.
- Clean Air Act:** A federal mandate enacted in 1990 to reduce pollutants in the air by requiring the use of alternate fuels such as compressed natural gas, thereby improving the quality of our air.

Defining Terms

C

Cs

Glossary

- Clean Air Campaign:** A not-for-profit organization that works to reduce traffic congestion and improve air quality through a variety of voluntary programs and services, including free employer assistance, public information, and children's education.
- CLT System:** Cole Layer Trumble System - the software vendor who developed the property tax computer software program which allows the sharing of tax information between the Tax Assessor's Office and the Tax Commissioner's Office.
- CMOM:** Capacity, Management, Operations and Maintenance Program - a federal regulatory program for the operation standards related to sewage collection and treatment.
- CNG:** Compressed Natural Gas - a clean burning alternative fuel used in some county vehicles.
- Cobb County Code of Ordinances:** The legislative law enacted by the Cobb County Board of Commissioners.
- Cobb Senior Institute:** A senior services unit that conducts education programs and classes for senior citizens.
- Cobblestone Card:** A discount card for green fees at the Cobblestone Golf Course available to Cobb County residents.
- Composting:** A natural process which converts solid and sewer waste into a soil enriched useable agricultural product for commercial sale.
- Community Improvement District (CID):** A self taxing authority which generates funds to be used for transportation improvements within specified areas. The tax levy is limited to five mills.
- Comprehensive Plan:** A long-term plan to control and direct the use and development of property in the county. It is also used to make strategic decisions regarding water and sewage lines, infrastructure, and roads.
- Contingency:** Funds set aside to be used on an as needed basis for either a specific purpose or unexpected emergencies.
- COPE:** Community Oriented Police Enforcement - a local program which promotes the philosophy of police and community working together to determine sources and resolutions of problems which contribute to crime and affect their quality of life.
- Courtroom of the Future:** A media-friendly courtroom which utilizes technologically advanced audio, visual, and integrated computers to make courtroom proceedings and evidence more understandable and accessible.
- Crime Victims' Bill of Rights:** Enacted in 1995 for victims of crimes to have these rights: The victim must be notified by the investigating law enforcement agency: 1. Of the accused's arrest. 2. If it's possible that the accuseds may be released from custody prior to trial. 3. That the victim has certain rights during various stages of the criminal process. 4. The victim may provide the investigating law enforcement agency with their current address and phone number if they wish to be contacted. 5. The victim may be eligible for monetary compensation for certain out of pocket expenses (from the Crime Victim's Compensation Program) incurred as a result of victimization.
- CRS:** Capital Replacement Schedule - a planning tool used to coordinate the capital replacement needs of the county over the next twenty years and the method for financing. The CRS threshold is \$25,000 or more per unit or in aggregate.
- CSAI:** Community Service as an Alternative to Incarceration is a program, in which adults convicted of misdemeanor crimes are confined on selected Saturdays and Sundays and are deployed for labor detail within the county.
- CSBG:** Community Services Block Grant.

De

Dd

Debt Limit: The maximum amount of debt that can be legally incurred.

Debt Service: Costs associated with the interest, principal, or other expense payments related to bond issues or capital leases.

Debt Service Fund: A governmental fund used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

DER: Georgia Division of Energy Resources - a state agency which provides some funding to the county's Community Development Block Grant (CDBG) Program.

Designated Contingency: Funds set aside for a specific purpose by the Board of Commissioners to be used as needed.

Digital to Air: An electronic playback of television programming to viewers without the use of tapes.

Direction Cobb: A monthly news publication that provides information about Cobb County Government activities.

Disbursement: Funds paid out for goods or services received which results in a decrease in net financial resources; also, referred to as an expenditure or expense.

Dispossessories: Eviction notices which legally expel tenants.

DMDA: Downtown Marietta Development Authority.

DOE: U.S. Department of Energy - a federal agency which provides some funding to the county's Community Development Block Grant (CDBG) Program.

Domestic Violence Compliance Court: A court which monitors a defendant's compliance with all court ordered domestic violence consultations.

Domestic Violence Quarterly: Magazine distributed quarterly discussing issues surrounding Domestic Violence.

DOT: The Department of Transportation - usually referring to Cobb County's department. Georgia's is usually referred to as 'GDOT'.

Da

Ee

Ee

800 MHz: Eight Hundred Megahertz - a radio system which allows all Cobb County agencies, participating municipal agencies, and surrounding counties to communicate directly with each other as well as with the E911 Center.

Economic Development Tour: A tour designed to acquaint citizens, local and international businesses, and others with the economic development opportunities available within Cobb County.

EMT: Emergency Medical Technician - specially trained fire personnel, sometimes referred to as paramedics.

Electronic Warrant Interchange: A system that combines the use of video conferencing and electronic signature technology to expedite warrant issuance.

Encumbrance: Funds have been committed for disbursement for a specific purpose.

Enterprise Fund: A proprietary fund used to account for operations that are financed/operated in a manner similar to private business enterprises where the intent of the governing body is to finance/recover the costs of providing certain goods or services to the general public primarily through user charges.

Enterprise Zone: An area, designated by a local government, as ready for development or redevelopment. Businesses locating or expanding, within the Zone, are eligible for certain tax and economic development incentives.

EPA: Environmental Protection Agency - a federal agency created in 1970 to control pollution, coordinate and support research and antipollution activities, and make public environmental impact statements.

EPD: Georgia's Environmental Protection Division.

Escrow: A system of transfer in which a deed, bond, or money is delivered to a third party to hold until all conditions in a contract are fulfilled.

Escrow Account: A bank account generally held in the name of the depositor and escrow agent which is returnable to the depositor or paid to a third party when the terms of a contract have been fulfilled.

ESG: Emergency Shelter Grant Program

ESP: Executive Support Professionals is a development program designed to help administrative personnel develop vital skills for expanding the traditional administrative assistant role and become empowered team members who can more effectively and confidently manage the increasing demands of today's workplace.

Ethics Code: The code of ethics that underlies all policies and procedures of Cobb County as well as the decisions made by management and staff.

EVOC: Emergency Vehicle Operation Course - a driving course offered at the Department of Public Safety Training Center to train Public Safety employees and other county employees.

Ex-officio Sheriff: A sheriff that sits on a board, or commission by virtue or because of his office; by virtue of authority implied by the office.

EXCEL: An executive development program, facilitated by the University of Georgia, designed to develop competent and informed leaders for Cobb County and expand the participants' vision of the role they play in Cobb's future.

Expenditures: Decreases in net financial resources. Expenditures include current operating expenses requiring use of the net current assets, debt service, or capital outlays. Governmental Fund types (e.g., general, special revenue, debt service, capital projects funds) incur expenditures.

Expenses: Outflows or obligations of assets from delivering or producing goods, rendering services or carrying out other activities that constitute the entity's ongoing major or central operations. Proprietary Fund types (e.g., enterprise and internal service funds) incur expenses.

Ex

Fa

F

4-H: Four-H (Head, Heart, Hands & Health) - a youth development program for adolescents aged nine to nineteen which focuses on teaching life skills.

FAA: Federal Aviation Administration - an agency charged with regulating air commerce to foster aviation safety, promoting civil aviation and a national system of airports, achieving efficient uses of navigable airspace, and developing and operating a common system of air traffic control and air navigation for both civilian and military aircrafts.

Fair Market Value: The price or cash equivalent that an asset would bring at the date of acquisition.

FHWA: Federal Highway Administration.

Fiduciary Fund: A fund category used to account for activities in which the government is acting as an agent (collecting funds belonging to another agency) or trustee (managing pension plans for employees or holding gifts/endowments). This category includes one fund type: trust and agency fund.

Field Training Officer (FTO): A seasoned officer who is responsible for training new officers in the field, once the new officers have completed The Academy.

Fieri Facias (fi.fa.): A judicial writ directing the sheriff to satisfy a judgement from the debtor's property. This applies to personal and real property.

Fines & Forfeitures: Revenue received from bond forfeitures and authorized fines such as library and parking violation fines.

Fiscal Year: The twelve-month period for which an organization plans the use of its funds. Cobb County's fiscal year begins October 1st and ends September 30th.

Fixed Assets: Capital items of a long-term character which are intended to be held or used, such as land, buildings, improvements, machinery, and equipment. Cobb County's established criteria is: a useful life of one year or more, and a cost of \$5,000 or more. This is also the criteria level at which capital items become depreciable capital assets, with the exception that only items with a useful life of three years or more are depreciated.

FLSA: Fair Labor Standards Act - a federal act which sets the minimum wage, overtime pay, equal pay, record keeping, and child labor standards for employees who are covered by the act and are not exempt from specific provisions.

Fringe Benefits Package: The combination of benefits offered to Cobb County full time employees including medical, dental, mental health, and retirement benefits.

Fund: A fiscal and accounting entity with a self-balancing set of accounts recording all financial resources and liabilities which are segregated for a specific purpose, activity or objective.

Fund Balance: The difference between total revenues and total expenditures since the fund was created. Fund balance can be designated (reserved for a specific purpose) and/or undesignated (available to be used with proper authorization).

Fund Balance Appropriation: Funds appropriated and set aside for future use by approval of the County Manager and/or Board of Commissioners.

Future Land Use Map: An official graphical representation of the county resulting from the assessment of existing conditions/needs, goals and policy objectives described in the Cobb County Comprehensive Plan.

Fu

Ga

Gr

Gg

GAAP: Generally Accepted Accounting Principles - guidelines to financial accounting and reporting which set uniform minimum standards for accepted accounting practices.

GASB: Governmental Accounting Standard's Board

GASB 34: Passed by the Governmental Standard's Board in June 1999, this statement establishes a new framework for the financial reports of state and local governments. This new financial reporting model represents the biggest single change in the history of governmental accounting and financial reporting.

GCIC: Georgia Crime Information Center - a state law enforcement computer network which tracks data such as warrants and stolen property throughout the state of Georgia.

GDOT: Georgia Department of Transportation.

General Fund: A fund used to account for all financial resources and liabilities except those which are required to be accounted for in another fund.

General Obligation Bond (G O Bond): A certificate of debt issued by a government in which the payment of the original investment plus interest is guaranteed and secured by the full faith and credit of the government. Issuance of these bonds usually requires voter approval.

General Obligation Debt: Indebtedness whereby the general taxing power of the jurisdiction is pledged to repay both the principal and interest associated with the debt.

General Property Taxes: A category of county revenue from taxes levied on property located in or owned by the residents and businesses of Cobb County. This includes taxes on real and personal property, motor vehicles, mobile homes, intangibles, timber sales, and railroad equipment.

Geofile: A database of street names, address ranges, police beats, fire zones, jurisdictions, zip codes, communities and map grids.

Georgia Civil Justice Foundation: A nonprofit organization dedicated to educating Georgia citizens about our civil justice system.

Georgia Crime Victim Bill of Rights: Georgia laws that outline your role in the legal system to include your rights and responsibilities under these laws.

Georgia Death Investigation Act: Legislation governing death investigations involving homicide, suicide, accident and sudden unexplained deaths.

Georgia Superior Court Clerk's Cooperative Authority: Established by the legislated mandates of implementing and administering a statewide central index for UCC filings.

GHRS: Government Human Resource System - a computerized system utilized to process payroll and store employee data.

GIS: Geographic Information System - a relational model of geographic objects and associated information used to access data related to infrastructure, facility management, and socioeconomic characteristics. This system can provide information using both the characteristics of a map and a relational database.

Governmental Fund: A fund category used to account for a government's governmental-type activities. This category includes four fund types: general fund, special revenue fund, debt service fund, and capital projects fund.

Grand Jury: A jury of 12 to 23 persons convened in a private session to evaluate accusations against persons charged with a crime and to determine whether the evidence warrants a bill of indictment.

Grant: A contribution of assets from one organization to another to support a particular function or purpose.



GRATIS: Georgia Registration and Title Information System - state system for processing and verifying tags and titles of motor vehicles and mobile homes.

Green Space: Land which is left undeveloped by private citizens or the county.

GRTA: Georgia Regional Transportation Authority - state created transportation authority with current jurisdiction in the thirteen-county Atlanta non-attainment area, established to oversee transportation system development, to develop and operate transit options, to improve air quality, and to coordinate land use decisions.

Guardian Ad Litem: A court appointed guardian that serves as mediator between opposing parties until custody issues are resolved. The guardian investigates the current situation of the child and provides the court with custody recommendations.

GUI: Graphical User Interface - relates to the use of the computer mouse and a "Windows" type user environment within the applications software of a mainframe computer supported system.



HazMat: Hazardous Material - refers to the Fire Department's specially equipped and trained hazardous material emergency containment and cleanup crew.

HB 489: Georgia House Bill 489 (Service Delivery Strategy Act) - adopted in 1997, this legislation requires all Georgia counties and cities to review their current provision of government services and determine methods to make the delivery of their services more efficient and cost effective for taxpayers.

Help Desk: Staff of the Information Services department tasked to provide the initial immediate assistance to all departments and county employees with computer related issues or problems.

HHS: Health and Human Services.

HOME: Home Investment Partnership Act Grant.

Homestead Exemption: A tax relief whereby state law permits local governments to exempt a fixed dollar amount of the appraised value of the qualifying residential property from taxation.

Host Fax: A fax machine which has the ability to link into an on-line purchase order system to fax orders to vendors and simultaneously send the copies to finance and the user departments.

HUD: The U.S. Department of Housing and Urban Development.

HVAC: Heating, Ventilation, and Air Conditioning.



In

Fi

Infrastructure: The basic facilities, equipment, and installations needed for the functioning of a system or organization (e.g., roads, bridges, water/sewer lines, public buildings).

Incident Management System: Management techniques to deal with a public safety incident, such as an active shooter, bank robbery in progress, and hostage situations.

Income Deduction Order (IDO): A separate order entered by the court, requiring the payor's employer to deduct the child support payments from the payor's wages and mail the payments to the Child Support Enforcement Division. The Child Support Enforcement Division will obtain an Income Deduction Order if the payor is one month behind in payments and has a valid place of employment.

Indicea (spraying): A preprinted stamp, i.e., with the words "postage to be paid by...."

INROADS: A program which places minority youths in local businesses and industries in an effort to prepare/train them for both corporate and community leadership.

Intangible Property: A category of personal property that includes stocks, taxable bonds and cash.

Interfund Transfer: A method used to transfer monies from one fund to another.

Intergovernmental Revenue: Revenue received from other governments or local agencies such as the State of Georgia and the Cobb Chamber of Commerce.

Internal Service Fund: A proprietary fund used to account for the financing of goods or services provided by one department to other departments of a government on a cost-reimbursement basis.

IS: Information Services Department.

ITAC: International Talk Around Channel - 800 MHz frequencies which are set aside on a nationwide and mutual basis by the Federal and State governments to aid in natural disaster response.

IVR: Interactive Voice Response - a telephone system that allows customers the ability to access information 24 hours a day.

Ji

Ju

Jail Management System: Computer system used to update inmate records (e.g., court dates, time served, arrest date, charge, pretrial or transfer status, medical history, book-in information). This computer system also keeps up with the financial transactions of inmates (e.g. purchasing items in the commissary). The commissary data/inventory is also updated by this system.

Justice Assistance Grant Program: A Special Revenue Fund established to underwrite projects aimed at reducing crime and improving public safety.

Judicial Case Management System: A computer system used to generate criminal warrants and query warrant information.

Ke

Ke

Keep Cobb Beautiful, Inc.: A commission that assists Cobb County with establishing, promoting, and maintaining countywide policies related to improving the county's environmental and waste management efforts.

Key Performance Measure: A performance measure, a quantitative means of assessing the workload, efficiency, effectiveness and/or productivity of a program or department, tied directly to the key performance objective.

Key Performance Objective: An objective that is integral in achieving a department's success regarding its current biennial budget goals.

Li

LAN: Local Area Network - (Used in the computer world for describing the overall system configuration. Local meaning "in house" whereas WAN is "wide-area" meaning outside of the "in-house." An example for WAN being the "internet.")

Landtrak: Current geographic system used to maintain the mapping of location of streets, police beats, fire zones, zip codes, communities, map grids, and jurisdictions. This system is only used by 911.

Land Use Designation: Future land designation which complements the goals and objectives of the Comprehensive Plan and indicates locations for a wide variety of uses.

Lake Allatoona Preservation Authority: Created by state legislation for the purpose of protecting Lake Allatoona.

Levy: The process whereby a sheriff of other state official empowered by writ or other judicial directive actually seizes, or otherwise brings within his or her control, a delinquent taxpayer's property to satisfy the judgement.

LGFS: Local Government Financial System - an on-line network financial system which integrates purchasing, accounting and budgeting features along with numerous inquiry capabilities.

Licenses & Permits: Fees collected for the issuance of licenses and permits such as business licenses and sign permits.

Live to Air: Unedited television programs that are produced as a single program from open to close and transmitted directly to viewers. This involves multiple camera and switching equipment.

Live to Tape: Unedited television programs that are produced as a single program from open to close and recorded onto tape for rebroadcast. This involves multiple cameras and switching equipment.

Local Workforce Investment Board: A volunteer Board, established by the Cobb County Board of Commissioners in accordance with the provisions of the Workforce Investment Act 1998, who partner with the BOC to oversee the planning and development of a comprehensive workforce development system for Cobb County residents.

La

Ma

Mm

Management Audit: A comprehensive review of all financial and operational activities/controls of a department to determine if established standards are being met, if acceptable policies and procedures are being followed, if resources are being used effectively and efficiently, and if the department's established mission, goals and objectives are being achieved.

Market Control Point: The market rate paid for a position which is based on surveys done in the employee market for similar positions.

MARTA: Metropolitan Atlanta Rapid Transit Authority - organization that operates a bus and rapid rail system in Fulton and DeKalb counties, which includes the city of Atlanta. This system receives the majority of its funding from sales tax revenue in these two counties.

Mass Death Disaster Plan: A guide to assist in the orderly processing of a scene or scenes with multiple deaths. Generally the plan will be utilized when the number of deaths is greater than ten (10). The Mass Death Disaster Plan is to be utilized in conjunction with other Public Safety plans.

MCSE: Microsoft Certified System Engineer - a computer software certification awarded to staff who complete specific Microsoft product training.

Merit Award: A program used to financially reward employees whose job performance is rated as either "good" or "distinguished."

Millage Rate: The property tax rate which is set by the BOC and applied to the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of assessed value.

Miscellaneous Revenue: All revenue received, not otherwise classified into another line item, such as interest, concessions, and rental of property/equipment.

Mobile Data Terminal (MDT): The combination of a laptop computer with a radio modem utilized by Public Safety mobile units for instant access to the State/National database for driver license, motor vehicle checks, and outstanding warrant information.

Modified Accrual Basis: The basis of accounting under which transactions are recognized when they become both measurable (i.e. an amount can be determined) and available (i.e. able to liquidate liabilities of the current period).

Motor Vehicle Tax: Taxes levied on vehicles designed primarily for use upon public roads.

Multi-Use Transit Center: The main base of operation for Cobb Community Transit which includes space for administrative offices, vehicle maintenance, and the fueling facility. The complex also serves as bus transfer station.

Multi-Year Funds: Funds that maintain prior year appropriations and actual revenues and expenditures in addition to current fiscal year information. Multi-year funds are used for federal/state grant programs and most major capital projects/programs where financial information specific to a particular program or project is normally spread over two or more years. In these funds, once revenues and expenditures have been appropriated, they do not lapse at the end of the fiscal year. Therefore, it is not necessary to reappropriate remaining balances at the start of each year.

MUTCD: Manual on Uniform Traffic Control Devices - a document produced and compiled by the Federal Highway Administration.

Mu

Na

Na

- N/A:** Indication that data was unavailable for the period of time indicated.
- NCIC:** National Crime Information Center - a national law enforcement computer network which tracks data such as warrants and stolen property throughout the United States.
- NEMA:** National Manufacturers Association - an organization that establishes standards for various types of electrical equipment, which includes traffic signals.
- No Harassment:** A mandatory training class, taught by the Human Resources Department, designed to educate all Cobb County employees on the federal, state and local laws and county policies/procedures regarding sexual harassment. This class teaches methods for harassment prevention and response. "No Harassment" also details the process in which claims are investigated.
- NOFA:** Notice of Funding Availability, referring to federal grant programs.
- NTCIP:** National Transportation Communications for Intelligent Transportation Systems Protocol, a communications standard used for various types of Intelligent Transportation Systems, including traffic signals.

Oa

- Occupational Tax:** Taxes levied on occupations, businesses, trades, and professions.
- OCGA:** Official Code of Georgia Annotated - Georgia Law as enacted by the Georgia Legislature.
- OJJDP:** Office of Juvenile Justice Delequency Program
- Operating Budget:** Plans of current expenditures and the proposed means to finance them. The operating budget contains appropriations for such expenditures as salaries, fringe benefits, supplies, training, utilities, fuel, various services, repair and maintenance, rentals and leases, and capital outlay.
- Operating Expenditures:** Costs associated with the non-capitalized materials and services required in the daily operation of service delivery such as office supplies, maintenance supplies, professional services, and rental fees.
- Open Records Act:** A legislative act which authorizes public access to certain records classified as public information.
- Orthophoto:** A seamless digital image of the entire county.
- OSHA:** Occupational Safety and Health Act - a legislative law enacted in 1970 which regulates and enforces compliance to safety and health standards in the workplace.
- Other Financing Sources:** Non-operating revenue received to assist with financing county operations such as insurance recoveries, gifts/donations, and the sale of surplus fixed assets.

Ow

- Other Taxes:** Taxes collected as authorized by Georgia Law or County Ordinance such as sales tax, beer tax, and hotel-motel tax.
- Owner Controlled Insurance Program (OCIP):** An insurance program used for major construction project where the owners oversees and coordinates insurance coverages on the project site.

Pa

Pp

Parcel Map: A computer generated digital outline of properties in the county.

PASS: Personal Alert Safety System - a small device, typically worn at the waistline, which sounds an alarm when the wearer ceases moving for longer than a predetermined interval.

PAS: Personnel Accountability System - the systematic tracking of personnel at safety-sensitive incident scenes.

Performance Measures: A quantitative means of assessing the workload, efficiency, effectiveness and/or productivity of a program or department.

Personal Property: Mobile property not attached to real estate, including tangible property (furniture, equipment, inventory, and vehicles) and intangible property (stocks, taxable bonds, and cash).

Penalties & Interest: Fees collected for violations or delinquent payments.

Personal Services: Costs associated with wages, salaries, retirement and other fringe benefits for Cobb County employees.

Planning Commission: A Commission that reviews and makes recommendations on ordinance amendments, the rezoning of property, land use permits, comprehensive plan, land use plans, and other infrastructure decisions that are pertinent to the overall development of the county.

Platting: A term used to describe the process of real estate parcels (residential/commercial lots, acreage tracts, etc.) being drawn using deeds or plats on tax maps and then assigned unique parcel identification numbers.

Popular Report: A report that summarizes and simplifies the presentation of information contained in the Comprehensive Annual Financial Report. While the financial statements are prepared in accordance with GAAP and are independently audited, the simplified "popular report" is intended to better inform the public about their government's financial condition without excessive detail or use of technical accounting terms.

POST: Peace Officer Standards and Training Council - a state entity which regulates the initial and ongoing training/certification of all police officers throughout the state.

Privatization: The outsourcing of services normally performed by a department.

Property Class: Types of properties grouped together for ad valorem tax purposes (e.g. residential, agricultural, commercial, industrial, etc.).

Proprietary Fund: A fund category used to account for the business-type activities within a government. This category includes two fund types: enterprise fund and internal service fund.

PSG: Partnership for a Smog Free Georgia - a cooperative effort between government and business working to reduce smog and improve air quality.

Pp

Re

Rs

Rx

- RE&I:** Renewal, Extension, and Improvement.
- Real Property:** Immobile property such as land, natural resources (above and below the ground) and fixed improvements to land.
- Reapportionment:** Redrawing of the representative district lines every 10 years, based on the current population figures from the U.S. Census Bureau.
- Reco System:** Revenue Collections System- software used in conjunction with the CLT system to collect property tax payments.
- Refunding Bond:** A certificate of debt, issued by a government, which is used to pay the principal and interest on existing debt. The new debt proceeds are placed in a trust with a fiscal agent and used specifically to satisfy the scheduled interest payments and maturity/call date of the refunded debt.
- Regional Transportation Plan, 2030:** A long range plan consisting of a multitude of transportation projects and initiatives to be undertaken in the Metropolitan Atlanta area over the next 25-30 years, ending in the year 2030. It is a federal requirement that the RTP must be updated at a minimum, of every three years.
- Report Line Public Information Service:** Phones staffed by public safety employees to take police reports and give information, instead of dispatching a police officer to the caller's location. This allows officers to have more patrol time.
- Reserves:** Monies set aside and restricted for a specific purpose. Any unspent reserves revert back to the appropriate Fund Balance at year end.
- Restitution:** An act to make good or give an equivalent for any loss, damage, or injury.
- Retained Earnings Appropriation:** Monies set aside within an Enterprise Fund for future appropriation by approval of the County Manager and/or Board of Commissioners.
- Request for Qualification(RFQ):** Vendors or service providers wishing to be considered for work with Cobb County must complete this documentation.
- Revenue:** Income which represents an increase in governmental fund type net current assets.
- Revenue Bond:** A certificate of debt issued by a government in which the payment of the original investment plus interest is guaranteed by specific revenues generated by the project financed.
- RFP:** Request for Proposal - document requesting vendors to respond with a proposal for a specific project or service outlined in the request.
- RMS:** Records Management System - the application of management techniques to the creation, utilization, maintenance, retention, preservation, and disposal of records.
- Road Sales Tax:** Cobb County's 1% Road Sales Tax Program and costs associated with the administration, engineering, and construction of projects included in the program.
- ROW:** Right of Way - the strip of land over which facilities such as highways, roadways, railroads, or power lines are built.
- RPM:** Raised Pavement Markings - devices installed on streets to provide a safer travel environment for motorists by alerting them to certain driving restrictions or warnings.
- RSDF:** Regional System Development Fee.

S

Sc

SCADA: Supervisory Control and Data Acquisition System - program which assists the Water System with the collection of data and control of the information system.

SCBA: Self-Contained Breathing Apparatus - the "air packs" firefighters wear while working in an untenable atmosphere.

SDF: System Development Fund.

Service Delivery Strategy Act: A state-mandated act that requires counties and cities to develop a service delivery strategy and land use dispute resolution process to avoid duplication of government services by cities and counties.

SEU: Sentence Enforcement Unit - a division of the State Court which monitors the judgements of the court for compliance regarding the collection of fines, fees, restitution and child support cases.

Sign Ordinance: A local law that regulates any and all types of signage.

Special Revenue Fund: A governmental fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for a specific purpose such as the Transit fund.

Split Precincts: This occurs when multi-ballot/multiple-voting districts (i.e., State Senate, U.S. Senate, and County Commissioner) overlap and their boundaries cross over each others'.

SPLOST: Special Purpose Local Option Sales Tax - a sales tax imposed in the county for a predetermined period to be used for a specific purpose. A SPLOST must be approved by the citizens of the county through a majority vote.

Standard and Poor's (S&P): One of the three major bond rating agencies that rate and evaluate credit quality of bond issuers with respect to a particular debt obligation.

STWP: Short Term Work Program - the implementation schedule for the goals and objectives identified in a community's Comprehensive Plan.

Super NOFA: Refers to the Supportive Housing Grant Program, in which the federal Notice of Funding Availability (NOFA) is first determined, and then any local grant funding awards are subject to a national competitive grant process.

Supervisory Development Program (SDP): A training program designed to educate supervisors regarding the policies and procedures that govern their actions as supervisors, enhance leadership skills, and provide hands-on experience.

SWAT: Special Weapons and Tactics - a highly trained, physically elite police unit which responds to critical incidents (e.g. civil disorders, hostage situations), assists in the service of high-risk warrants or arrest scenes, and participates in dignitary protection details.

SWMA: Solid Waste Management Authority - created by resolution of the BOC on February 22, 1994, pursuant to the Regional Solid Waste Management Authorities Act, GA Laws 1990 and OCGA 12-8-50. The Authority Board membership is currently identical with that of the BOC. The Authority provides the executive level leadership for the Solid Waste & Composting Division.

Sw

Ta

Tt

- TANs:** Tax Anticipation Notes - notes issued, by a government, in anticipation of future tax receipts, which are due and payable when the government collects the taxes. These notes provide the funding for government operations until taxes become due and are collected. For example, Cobb County property taxes, for FY 02 (which ends September 30, 2002) will actually be collected in FY 03 (taxes due October 15, 2003).
- TANF:** Temporary Assistance for Needy Families.
- Tangible Property:** A category of personal property that has physical form and substance such as furniture, equipment, and inventory.
- Tax Digest:** A listing of all property owners within the county, their property's assessed value, and the amount of taxes due. This listing is prepared annually and submitted to the State Department of Revenue.
- Tax Exemption:** Immunity from the obligation of paying taxes in whole or in part.
- TBD:** To Be Determined.
- TDD:** Telephone Device for the Deaf.
- Tech-21:** An automated fuel dispensing system which consists of a computerized accounting and reporting system.
- Termed Equalization:** The adjustment of an assessment or tax to create a rate uniform with another.
- Tertiary Filtration:** A final filtration of effluent by sand filters.
- TIP:** Transportation Improvements Program - a program of capital improvement projects to enhance the county's transportation infrastructure. The most recent Cobb program was primarily funded by a 1% sales and use tax approved by Cobb County voters in November 1994, with a four-year collection period from April 1, 1995 to March 31, 1999.
- TMDL:** Total Maximum Daily Loads - maximum level of pollutants that a particular body of water can receive, as established by state environmental agencies.
- TMS:** Transportation Management System - a database system used to collect, store, retrieve, and analyze various components of the transportation network.
- Transportation Improvement Plan, 1990:** A group of transportation and infrastructure projects that were undertaken using revenues from the 1% sales tax program approved by Cobb County voters in 1990.
- Triple-Triple A Bond Rating:** The highest credit rating that a government agency may receive from the three major independent rating agencies (Standard & Poor's, Moody's and Fitch).
- TV23:** Cobb County Government's cable access channel which broadcasts all Board of Commission property taxes, jury service, and road projects.

Un

Uu

- Undesignated Contingency:** Funds set aside to be used on an as needed basis as approved by the Board of Commissioners.
- Unified Command:** A unified system of management combining the command structure of fire, police, and 911 in response to emergency situations (i.e. natural disaster, large fire, SWAT call out that may involve a response of more than just the police), or involving the unification of several fire districts into one response.
- Uniform Commercial Code:** Uniform laws that govern commercial transactions including sale of goods, secured transactions, and negotiable instruments.
- Uniform Interstate Family Support Act (UIFSA):** Provisions and relaxed Rules of Evidence, which permit most interstate child support cases to be litigated in one state and reduce the need for a cumbersome two-state proceeding.

U

URESA: Uniform Reciprocal Enforcement of Support Act - mutual petitions between courts (both interstate and intrastate) enforced to obtain child support for the children of the custodial parent.

USGS: United States Geological Survey - an agency under the Department of the Interior that manages water, biological, energy, and mineral resources to enhance and protect our quality of life.

V

Vertical Prosecution: When one Assistant District Attorney begins the investigation and criminal proceedings with an individual and stays with that case through the entire judicial process.

VINE System: Victim Information Notification Everyday - a computerized program that notifies crime victims about all stages of the criminal justice system including the court process and incarceration status.

Volunteer Mediation Program: A mediator facilitates discussion between the parties to attempt settlement before the case goes to trial. If the parties are unable to reach settlement, the case is heard by a judge. Cases range from disputes over unpaid wages to automobile accidents.

W

W2: The form that an employer must send to the employee and the IRS at the end of the year, which reports annual wages and the amount of taxes withheld from the employee's paycheck.

WAM: What About Me - a program designed to encourage communication between parents and children involved in divorce.

Ward Boundaries: Voter precinct boundaries.

Work Release Program: The work release program provides a range of sentencing alternatives which encourage the program participants to become productive members of society. Participants pay court ordered restitution, provide for their families, and pay a portion of the cost required to house them. This will also allow inmates who meet the criteria to move out of the jail, which will free bed space for those who require a more secure environment.

Workforce Investment Board: A volunteer Board, established in accordance with the provisions of the Workforce Investment Act 1998, to oversee the planning and development of a comprehensive workforce development system.

WRF: Water Reclamation Facility - a processing facility for restoration of wastewater to a suitable quality for discharge into surface waters (i.e., Lake Allatoona, Noonday Creek, and the Chattahoochee River).

Y

Yy

Youth Diversion Program: A program where first time offenders go before a community panel to craft an agreement of appropriate consequences related to the offense.

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Celebrating 175 Years of Service

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