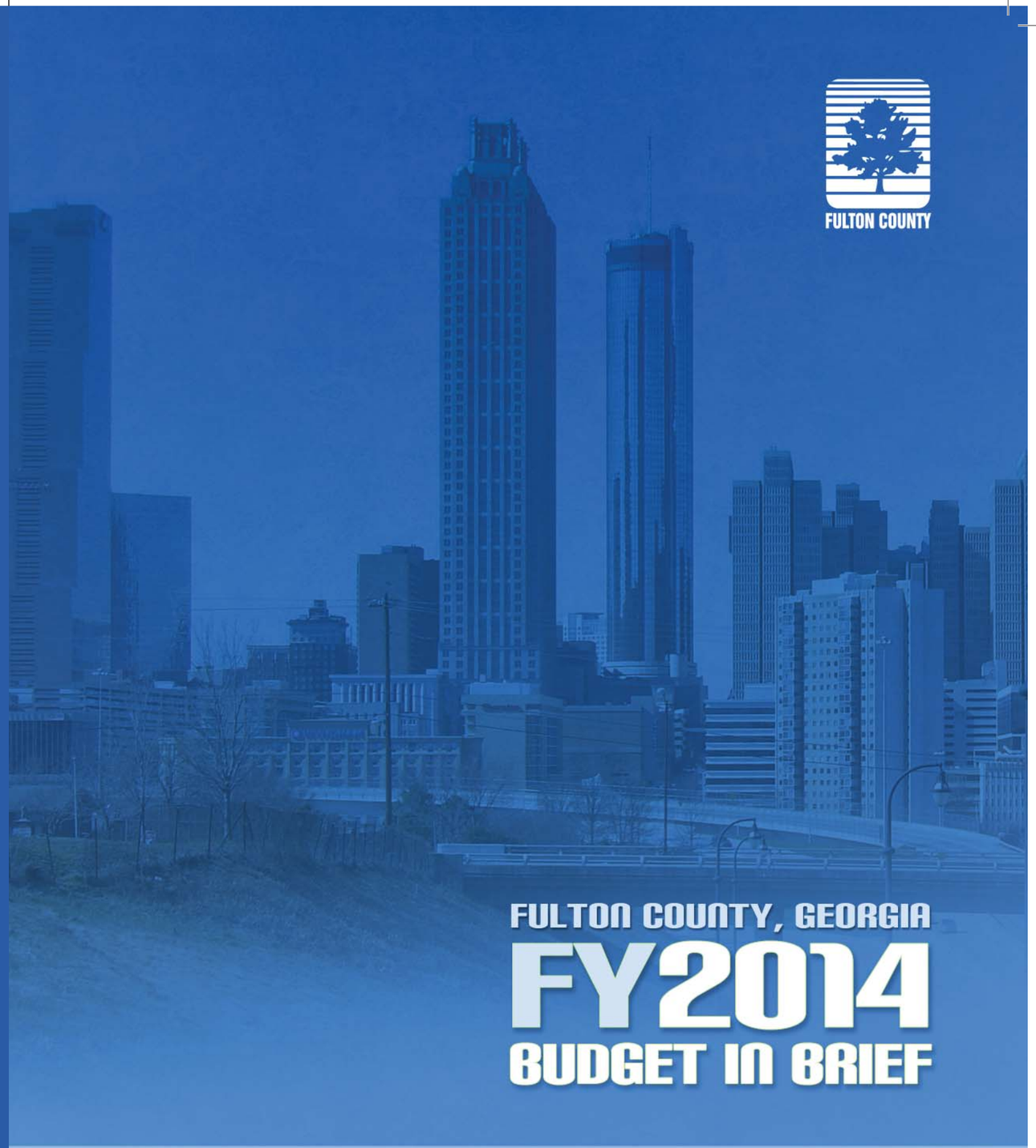


FULTON COUNTY

FULTON COUNTY, GEORGIA

FY2014 BUDGET IN BRIEF

PROVIDING SOUND FISCAL STEWARDSHIP
FOR THE DELIVERY OF QUALITY SERVICES

This Publication is produced by
the Department of Information and Public Affairs
and
the Fulton County Finance Department

Your County @ Your Service

Fulton County Board of Commissioners



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Office of the County Manager

- **Dwight A. Ferrell, County Manager**
- **Lisa Rushin, Assistant to the County Manager**
- **Patrick J. O'Connor, Finance Director/CFO**
- **R. David Ware, County Attorney**
- **Mark Massey, Clerk to the Commission**

The Fulton County Budget Commission is comprised of

- **Chairman John H. Eaves,**
- **County Manager Dwight A. Ferrell**
- **CFO Patrick J. O'Connor**

Other Funds

Other Board-approved funds include the Special Services District Fund, Emergency Communications Fund, Bond Fund, Risk Management Fund, Stormwater Management Fund, Airport Fund, Health Fund, Water and Sewer Fund, and Special Appropriation Fund.

The Special Services District Fund is used to account for remaining financial transactions in the former unincorporated areas of the County. A portion of this fund is reserved to compensate former employees of these unincorporated areas for leave accrued while working there. Because of the difficulty in estimating the number of employees that might terminate their service in any given year, the full amount of the reserve is budgeted. For FY2014, the appropriation amount approved is $4.2 million.

The Emergency Communication Fund is used to fund the positions responsible for the 800 MHz Countywide Public Safety Trunked Radio System; CAD System; Mobile Data System; and Dictaphone Recording System. The approved budget of $4.9 million, supported with $2.2 million of revenue from user fees, $1.9 million transfer from South Fulton Special Services District Fund to cover shortfall in user fees, and $200,000 from pre-paid wireless fee.

The beginning fund balance for the **Bond Fund** in FY2014 is $9 million. The fund is used to account for financial transactions relating to the library bond series. The anticipated revenue in FY2014 from levying of special millage of .27 mills for payment of the debt service is $11.2 million leaving a projected ending fund balance of $9 million after the debt service payment is made.

The Risk Management Fund approved revenues amount is $30.7 million against expenditures budget of $30.8 million. The budget is used to provide reserve for settlement of legal claims. Each year, the projected residual balance is budgeted for possible settlement of claims since there is no objective means of determining which claims might be settled in any given year. The beginning balance for FY2014 is $3 million.

The Stormwater Management Fund does not have any revenue, and the budget of $165,000 is a contingency established to cover any emergency that may arise during the year. The budget is funded from the beginning fund balance of $327,622 leaving a balance of $162,622.

The Airport Fund budget of $2.6 million is used to fund 9 positions (4 Firefighters and 5 Facility and Transportation Services' employees) to maintain the services at the airport. It is projected that $1.3 million will be generated in revenue from companies leasing the airport hangars leaving the fund balance at $583,481.

The Health Fund expenditure budget is $15.3 million against projected revenue of $15.3 million. The fund is used to account for grants received from the State of Georgia in support of various health and wellness programs provided by Fulton County to its citizens.

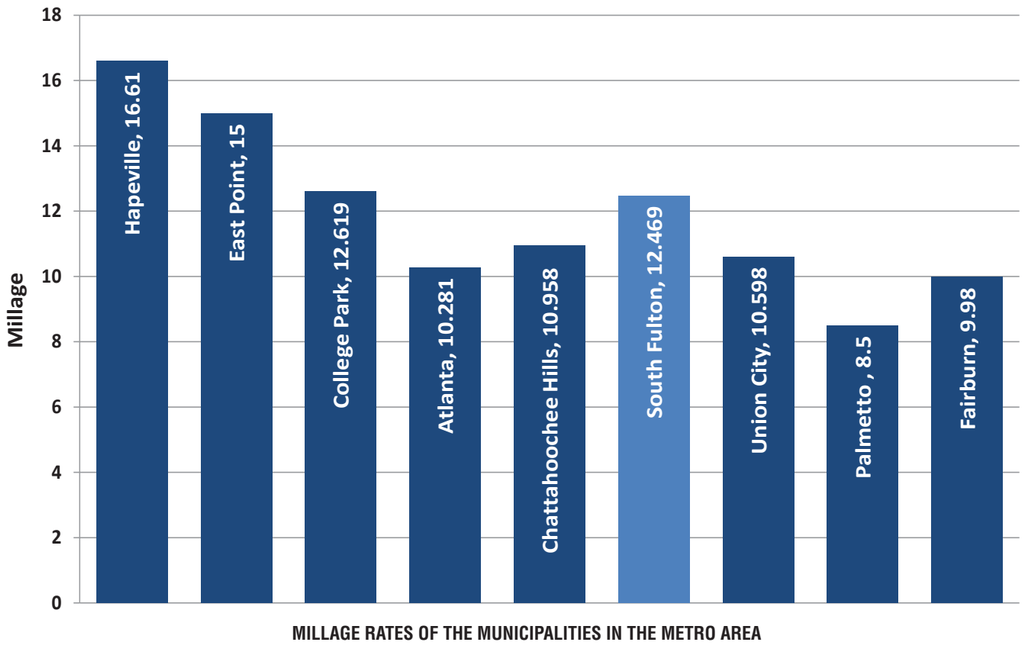
The two **Water and Sewer-related Funds** are used to provide funding for positions used by the Water Resources Department, Finance Department, Information Technology Department, County Attorney, and Planning & Community Development in support of water and sewer services to residents in the northern part of the County.

The Special Appropriation is $6.6 million. These are funds dedicated for a specific purpose or activity. They are being reported to remain in compliance with OCGA 36-81-3 (b) that requires the adoption of annual budgets for all special revenue funds, and to ensure eligibility for Department of Community Affairs local assistance grants from the State of Georgia.

South Fulton Special Services District Fund

The South Fulton Special Services District Fund provides funds for municipal services in the unincorporated area of the County. These services include fire protection, police protection, parks and recreation, and environmental and zoning activities. The total budget for the district in FY2014 is approved to be $50.7 million, supported with total revenue of $45.2 million, combined with use of fund balance.

Comparison of South Fulton Millage to Selected Municipalities Rates



Office of the County Manager-The Purpose of the Budget in Brief

Citizens of Fulton County;

Your County provides a broad variety of services to its residents. In FY2014, the total budget in all County funds, excluding pension, capital and grants, is $933.9 million to pay for delivery of these services.

This booklet is a guide to help taxpayers put the County's expenditures into perspective in terms of the following:

- What does the County do?
- Where does the money come from and how the taxpayers are impacted?
- How the County information compares to other Counties?
- How is the County moving to meet the changes?

The purpose of this booklet is to provide taxpayers with an understanding of the basic issues the Budget Commission and Board of Commissioners face when developing, adopting, and executing its annual budget. We hope that with a better understanding of the Fulton County budget process, citizens will be able to assist the elected officials in making responsible decisions for the level of services needed.

Fulton County, Georgia





Fulton County is the state's most populated county with almost 1 million residents. It is located in the center of the Atlanta Metropolitan area.

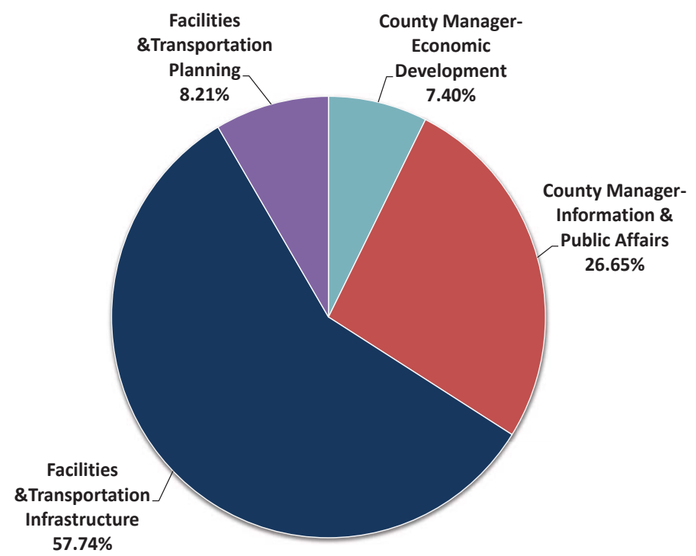
The County is governed by a seven-member Board of Commissioners with five commissioners elected in geographic districts and two elected at-large. Members of the Board are part-time and serve concurrent four-year terms. The County Manager implements Board policy, administers the county government, appoints department heads, and supervises the County's more than 5,000 employees.

Fulton County encompasses 528.7 square miles and stretches more the 70 miles from one end to the other and is geographically a dynamic and diverse County comprising 14 municipalities. They include: Alpharetta, Atlanta, Chattahoochee Hill Country, College Park, East Point, Fairburn, Hapeville, Johns Creek, Milton, Mountain Park, Palmetto, Roswell, Sandy Springs and Union City.

Economic Sustainability and Developments

The economic development and transportation programs of the County are part of this focus area. It provides avenue for taxpayers to play an active role in shaping the County. Through this focus area, the taxpayers are better able to understand the programs and services of the County along with their impact on the community. The total budget for the focus area is $7.2 million, or 1.15 percent of General Fund budget.

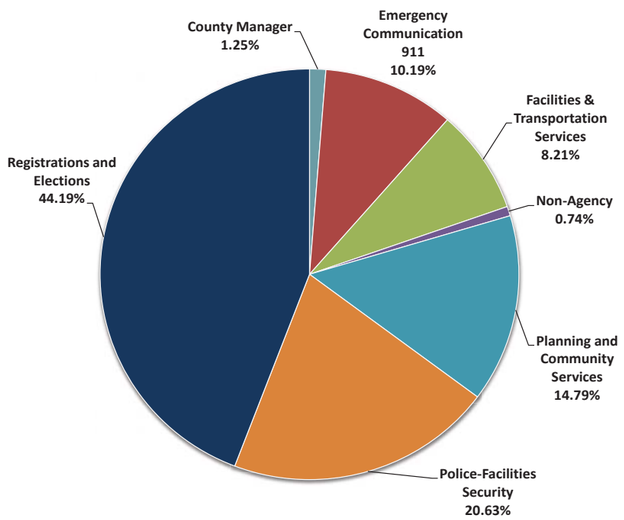
Economic Sustainability & Development FY2014	
County Manager-Economic Development	$ 532,672
County Manager-Information & Public Affairs	$ 1,917,760
Facilities &Transportation Infrastructure	$ 4,155,748
Facilities &Transportation Planning	$ 591,225
Total	**$ 7,197,405**



Community Services

This focus area encompasses Environmental and Community Development, Registration and Elections, Emergency 911, Emergency Management, and certain segments of Facilities and Transportation Services Department. The total budget for this category of General Fund in FY2014 is $19.1 million, or 3.06 percent.

Community Services FY2014	
County Manager	$ 239,188
Emergency Communication 911	$ 1,950,225
Facilities & Transportation Services	$ 1,571,550
Non-Agency	$ 142,077
Planning and Community Services	$ 2,830,937
Police-Facilities Security	$ 3,947,659
Registrations and Elections	$ 8,455,820
Total	**$ 19,137,456**



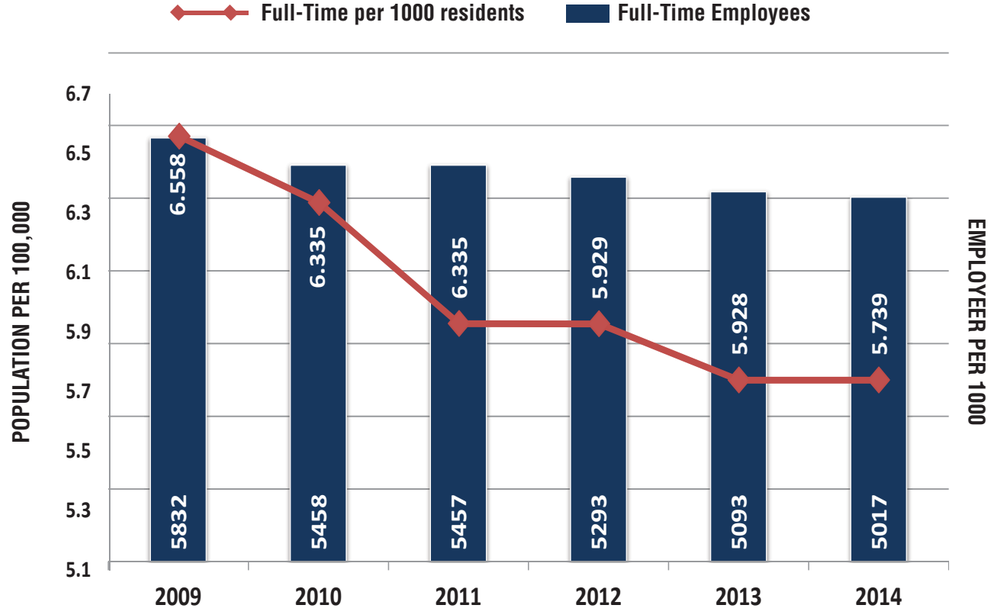
Ratio of Full Time Employees Per 1,000 Residents

The ratio of full-time employees has decreased each year over the last five years. As Fulton County consolidated services and implemented cost-saving measures and efficiencies, the number of employees per 1,000 residents has steadily reduced. Currently, the County employs 5016 full-time employees to serve about one million residents.

COMPARISON OF FY2012 EMPLOYEE COUNTS IN THE METRO COUNTIES	
County	**Full Time Employees**
Gwinnett	4,805
Clayton	2,200
Fulton	5,283
Dekalb	7,243
Cobb	4,487

FULTON COUNTY EMPLOYEE COUNTS		
Year	**Full-Time per 1000 residents**	**FT Employees**
2014	5.450	5017
2013	5.523	5084
2012	5.739	5293
2011	5.928	5457
2010	5.929	5458
2009	6.335	5832
2008	6.558	6037

FULTON COUNTY POPULATION RATIO TO EMPLOYEE RATIO



The FY2014 Budget

Fulton County's total budget for FY2014 is $933,877,857. The County has different funds that pay for the wide array of services it offers residents each day. Below is a chart that shows how much money is budgeted for each fund in the budget.

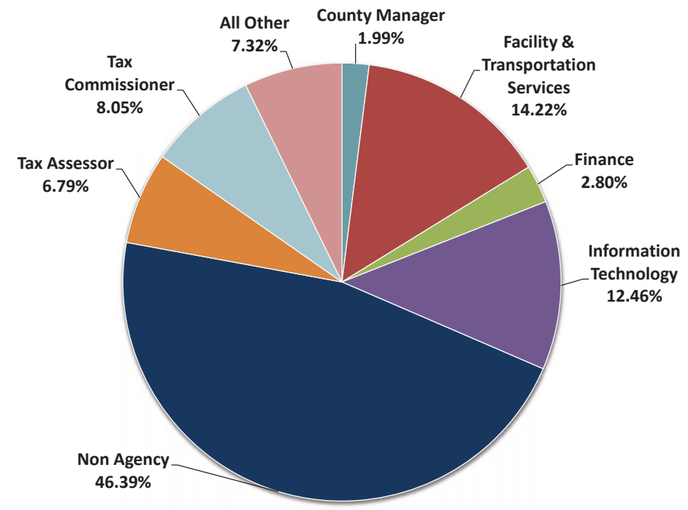
FUND	FUND NAME	FINAL
100	General Fund	$625,426,997
200	Airport Fund	$2,619,564
201	Water & Sewer Fund	$105,618,347
203	Water & Sewer Renewal Fund	$76,367,355
206	Stormwater Fund	$165,000
300	Special Services District Fund	$4,194,268
301	South Fulton Special Services District Fund	$50,687,386
340	Emergency Communications-911 Fund	$4,891,581
600	Bond Fund	$11,272,398
725	Risk Management Fund	$30,787,344
Health	Health Fund	$15,250,284
XXX	Special Appropriations	$6,597,333
	Total	**$933,877,857**

The above list excludes all pension, capital and grant budgets.

Internal Services

The Internal Services Departments include the Tax Commissioner, the Tax Assessor, Finance, Personnel, Purchasing, County Manager's Office, the County Attorney, Clerk to the Commission, Board of Commissioners, Non Agency, among others. The budget for these departments funds a wide array of internal and external services to our residents. For FY2014, Internal Services departments are funded at $200.6 million or 32.08 percent of the General Fund.

Internal Services FY2014	
Board of Commissioners	$ 3,418,095
Clerk to the Commission	$ 995,302
County Attorney	$ 3,079,584
County Manager	$ 3,986,139
Facility & Transportation Services	$ 28,534,375
Finance	$ 5,614,213
Information Technology	$ 24,985,363
Non Agency	$ 93,006,179
Personnel	$ 3,856,555
Purchasing	$ 3,346,749
Tax Assessor	$ 13,633,139
Tax Commissioner	$ 16,170,437
Total	**$ 200,626,130**

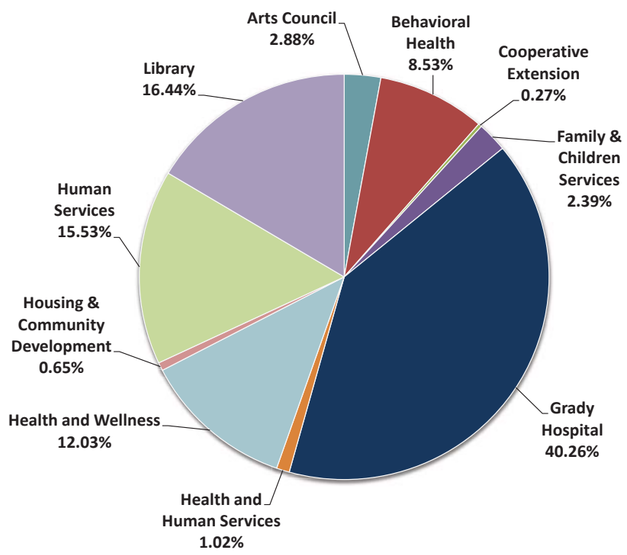


Health & Human

Fulton County prides itself on providing our residents with the best quality of life services of any County in the state. More than 24 percent of the General Fund or $152.2 million is spent on these services. The services include the library system with 34 branches, 20 senior centers, 4 arts centers, and programs that support the aging, homeless and at-risk youth. These funds also assist in paying for services provided through the Georgia State Department of Family and Children Services. The departments in this category include funding for Grady Hospital, Library, Health and Wellness, Human Services, Family and Children Services, Arts Council, Housing and Community Development, Health and Human Services, Cooperative Extension, and Behavioral Health.

Health and Human Services FY2014	
Arts Council	$ 4,377,143
Behavioral Health	$ 12,978,547
Cooperative Extension	$ 415,128
Family & Children Services	$ 3,632,104
Grady Hospital Transfer	$ 61,287,188
Health and Human Services	$ 1,559,854
Health and Wellness	$ 18,307,446
Housing & Community Development	$ 991,234
Human Services	$ 23,637,275
Library	$ 25,028,143
Total	**$ 152,214,062**

Grady Hospital Transfer includes $16,287,2188 debt service payments on 2014.



General Fund Revenues

The General Fund is the County's main operating fund. It represents the largest County fund with over 66% of the FY2014 countywide budget. The resources for this fund comprised mainly of property taxes, local option sales tax and other revenues which include investment income, tax collection commission, intangible recordings. It is used to provide countywide services in the areas of library, arts and culture, health and wellness, judicial, and human services to name a few.

Where the Money Comes From

BREAKDOWN OF FULTON COUNTY FY14 REVENUES with focus on property taxes



Property Taxes and Millage Rate

Property taxes represent the largest source of revenue for the County. For FY2014, the projected amount from this source of revenue is $468 million or 80% of $584.8 million total General Fund revenue. It is levied annually by the Board of Commissioners when the tax digest is completed, with its impact to the taxpayers calculated as follows:

Assessed Value = Fair market value of property multiply by 40%

Taxable Value = Assessed value less homestead exemptions

Amount of Tax Bill = (Taxable value divided by 1,000) multiply by the tax rate or millage rate

The millage rate is what governments use to calculate the property tax bill both on residential real properties and commercial real and personal properties. It is also used to determine the ad valorem tax on motor vehicles for individuals. One "mill" is equivalent to one dollar on every $1,000 of taxable value. For example, for an average home with a:

Fair Market Value of $250,000, the tax amount is calculated as follows:

Assessed Value = $250,000 multiply by 40% comes out to $100,000

Taxable value = $100,000 less $30,000 of homestead for FY2014

Amount of tax bill = ($70,000/1000) multiply by 11.781 which is equivalent to $824.67

The above calculation reflects the amount of taxes payable to the County only and does not include payments to the School Board and the State of Georgia.

FY2014 Comparison of Average General Fund Tax Liability in 5 Metro Atlanta Counties

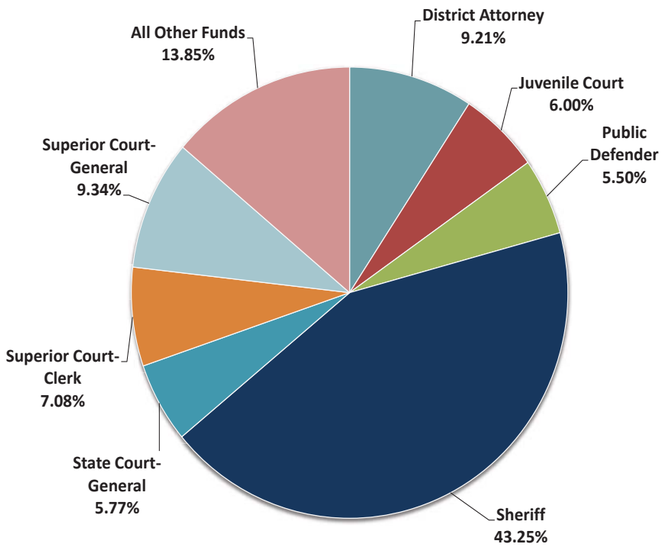
	Fair Market Value	Assessment Factor	Assessed Value	Less Homestead Exemption	Net Taxable Value	General Fund Millage Rate	General Fund Taxes Payable
Gwinnett	$250,000	40%	$100,000	$10,000	$90,000	7.40	666.00
Clayton	$250,000	40%	$100,000	$10,000	$90,000	14.661	1,319.49
Dekalb	$250,000	40%	$100,000	$10,000	$90,000	11.51	1,035.90
Cobb	$250,000	40%	$100,000	$10,000	$90,000	7.52	676.80
Fulton	**$250,000**	**40%**	**$100,000**	**$30,000**	**$70,000**	**11.781**	**824.67**

Note: Dekalb County's millage rate includes the General Fund and Hospital millage rates in order to more appropriately compare with Fulton County's millage rate which includes funding for the same hospital, Grady Hospital. The tax advantage for Fulton County will decrease as the Fair Market Value increases.

The Justice System

Majority of General Fund dollars are expended in the Justice System area with allocation of $246.3 million in FY2014. The County is mandated by the State to fund most justice related services that are provided by the District Attorney's Office, the Public Defender, the Sheriff's Office, Juvenile Court, Superior Court, Solicitor General, Clerk of Superior Court, Medical Examiner, Probate Court, and State Court. Some of the services provided by the Fulton County Justice System include: the jail, court trials both civil and criminal, court supervised ankle bracelet monitoring, business court, drug court, traffic court and child custody cases.

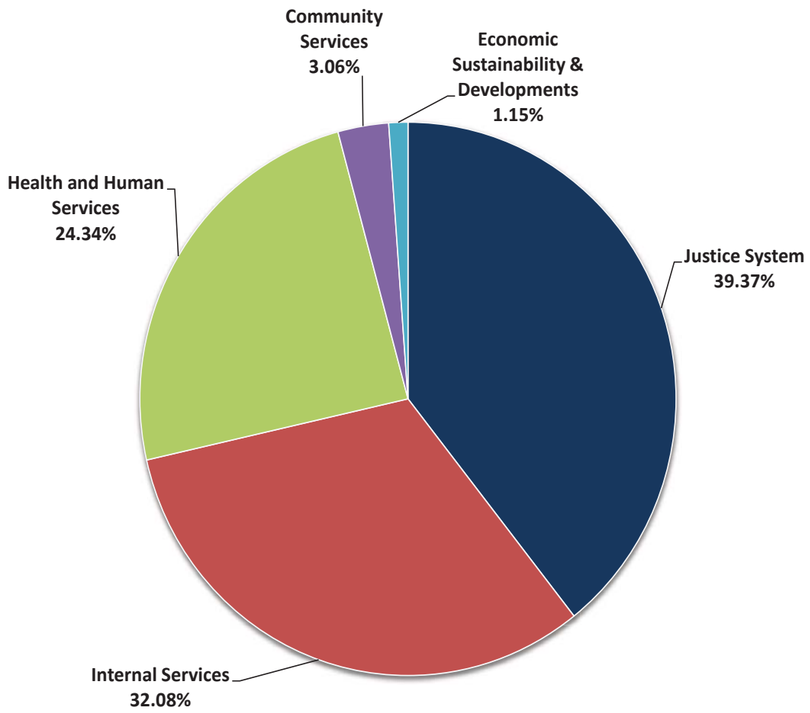
Justice System FY2014	
Child Attorneys	$ 2,388,480
County Marshal	$ 6,731,602
District Attorney	$ 22,686,811
Juvenile Court	$ 14,787,568
Medical Examiner	$ 4,343,465
Probate Court	$ 3,074,227
Public Defender	$ 13,550,281
Sheriff	$ 106,494,835
State Court – General	$ 14,202,780
State Court – Judges	$ 4,814,828
State Court – Solicitor General	$ 7,092,889
Superior Court – Clerk	$ 17,437,842
Superior Court – General	$ 22,991,890
Superior Court – Judges	$ 5,654,446
Total	**$ 246,251,944**



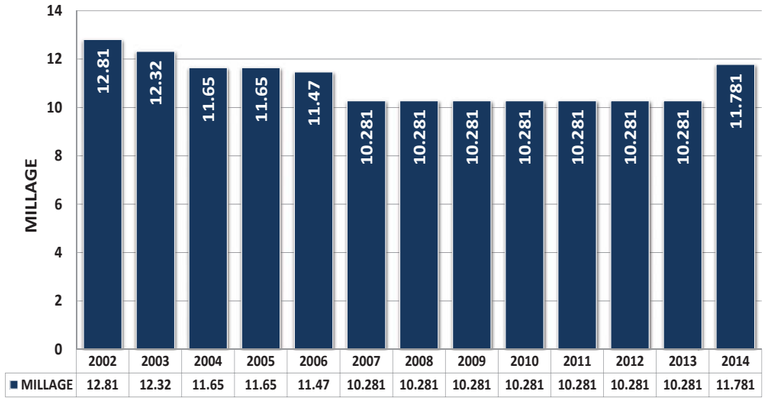
Percentage Share of the Budget by Focus Area

Justice System	246,251,944	39.37%
Internal Services	200,604,034	32.08%
Health and Human Services	152,214,062	24.34%
Community Services	19,137,456	3.06%
Economic Sustainability & Developments	7,219,501	1.15%
Total	**625,426,997**	**100.00%**

Where the Money Goes



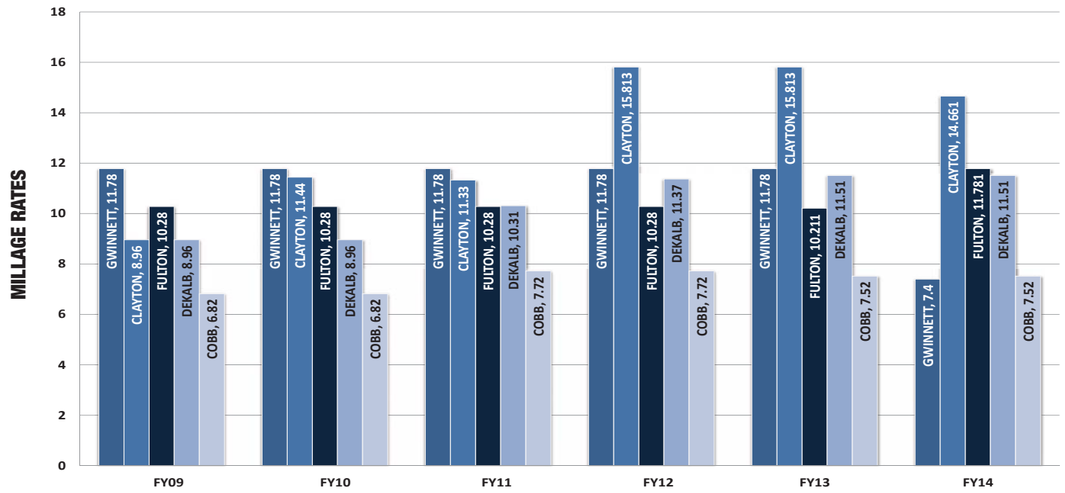
Fulton County Property Tax Millage Rates



As shown in this chart, the County millage rate has declined in the last twelve years, from a high of 12.81 mills in FY2002 to a stable rate of 10.281 mills in the last seven years.

GENERAL FUND MILLAGE RATES COMPARISON WITH METRO COUNTIES						
County	**FY09**	**FY10**	**FY11**	**FY12**	**FY13**	**FY14**
Gwinnett	11.78	11.78	11.78	11.78	7.40	7.40
Clayton	8.96	11.44	11.33	15.813	14.912	14.661
Fulton	10.28	10.28	10.28	10.28	10.211	11.781
Dekalb	8.96	8.96	10.31	11.37	11.51	11.51
Cobb	6.82	6.82	7.72	7.72	7.52	7.52

Dekalb County's millage includes the rate for Hospital and General Fund
Fulton County generally funds its capital budget out of the same millage for General Fund, while Gwinnett and Cobb Counties have a dedicated Special local Option Sales Tax (SPLOST) for their capital activities.



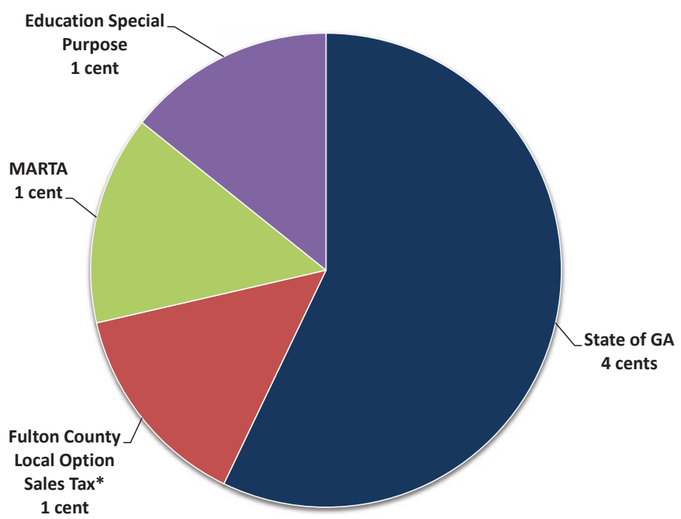
Sales Tax

In FY2014, the total amount expected to be generated from local option sales tax is $32.3 million, which represents 5.5% of the overall General Fund revenue. The County receives 14% of the total countywide sales tax revenue for the year.

Fulton County Sales Tax rate is 7 percent on every $1 of sales. These 7 cents are distributed as follows:

State of GA	4 Cents
Fulton County Local Option Sales Tax*	1 Cent
MARTA	1 Cent
Education Special Purpose	**1 Cent**

(7 CENTS ON EVERY DOLLAR)

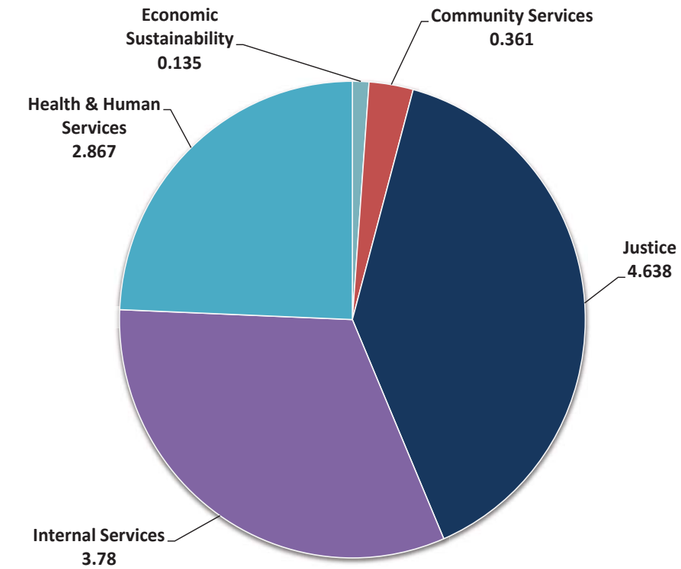


Fulton County's Local Option Sales Tax distribution is formula based using population. It does not follow point of sales within the County.

Other Revenues

The Other Revenues is a "catch-all" revenue class that accounts for several miscellaneous revenue sources. This category in General Fund is projected to be $84.5 million or 14.5% of total revenue. Some of the revenue items in this category include $3.1 million from financial institutions business license tax; $9.7 million in indirect cost allocation; $16 million of court fines and fees, $27.6 million of property taxes related commission on collection, penalty and interest for late payment; rental income; and interest income.

USE OF MILLAGE RATE BY FOCUS AREA				
Focus Area	Approved Budget	Share of Non Property Tax Revenue and Fund Balance ($205,483,923)	Share of FY2014 Property Tax Revenue ($419,943,074)	Equivalent Millage Rate
Justice	246,251,944	80,920,356	165,331,588	4.638
Internal Services	200,604,034	65,886,296	134,717,738	3.780
Health & Human Services	152,214,062	49,999,918	102,214,144	2.867
Community Services	19,137,456	6,287,198	12,850,258	.361
Economic Sustainability	7,219,501	2,390,155	4,829,346	.135
Total	625,426,997	205,483,923	419,943,074	11.781



The share of the millage rate for each focus area is determined by reducing the pro-rated portion of non-property tax revenue from the approved budget and converting the net proceeds to millage.

The total budget for Internal Services includes funding in the amount of $93 million in Non-Agency for all budget activities that are not specific to any department.