



FULTON COUNTY

2012

# ANNUAL REPORT



**CHAMPIONS OF SERVICE  
REACHING OUT AND MOVING FORWARD**



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## ABOUT FULTON COUNTY

Fulton County is the state’s most populous county with nearly a million residents. It is located in the center of the Atlanta Metropolitan area. The County provides a broad variety of services to its residents. In FY2012, the total budget in all County funds, excluding capital and grants, was \$901.8 million to pay for delivery of services.

This report will introduce you to the services that Fulton County provides as well as provide information that explains their value to its citizens. This document will also serve as a guide to help taxpayers put the County’s expenditures into perspective in terms of the following:

- Where does Fulton County’s money come from and how are taxpayers impacted?
- What makes Fulton County a leader in fiscal responsibility?
- How does Fulton County’s information compare to other Counties?
- How is the County moving to meet the growing needs of citizens during a changing economy?

Fulton County encompasses 528.7 square miles and stretches more than 70 miles from the north end of the county to the south

end of the county. It is geographically dynamic and diverse and is comprised of 14 municipalities. They include: Alpharetta, Atlanta, Chattahoochee Hills, College Park, East Point, Fairburn, Hapeville, Johns Creek, Milton, Mountain Park, Palmetto, Roswell, Sandy Springs, and Union City

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.

**VISION:** To become an organization that simultaneously delivers quality programs, services, outstanding customer value, and sound financial performance.

**MISSION:** To cultivate safe, healthy, livable communities through the delivery of quality services.

**OPERATING VALUES:**

- Prevention & Proactivity
- Fiscal Responsibility
- Service Excellence
- Equity
- Ethics

# FULTON COUNTY, GEORGIA

CHAMPIONS OF SERVICE

REACHING OUT AND MOVING FORWARD

## FULTON COUNTY BOARD OF COMMISSIONERS



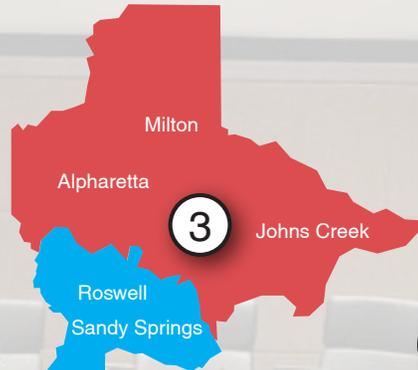
**Chairman John H. Eaves**  
District 1, At-Large



**Vice-Chair Emma I. Darnell**  
District 5



**Robb Pitts**  
District 2, At-Large



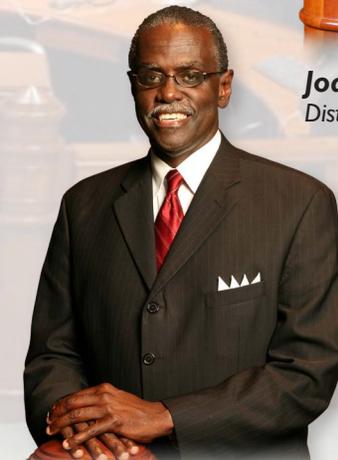
**Liz Hausmann**  
District 3



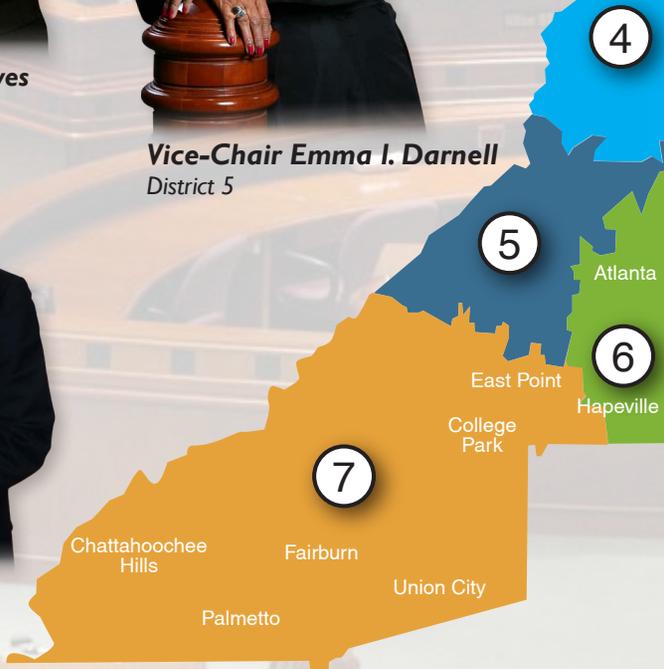
**Joan P. Garner**  
District 6



**Tom Lowe**  
District 4



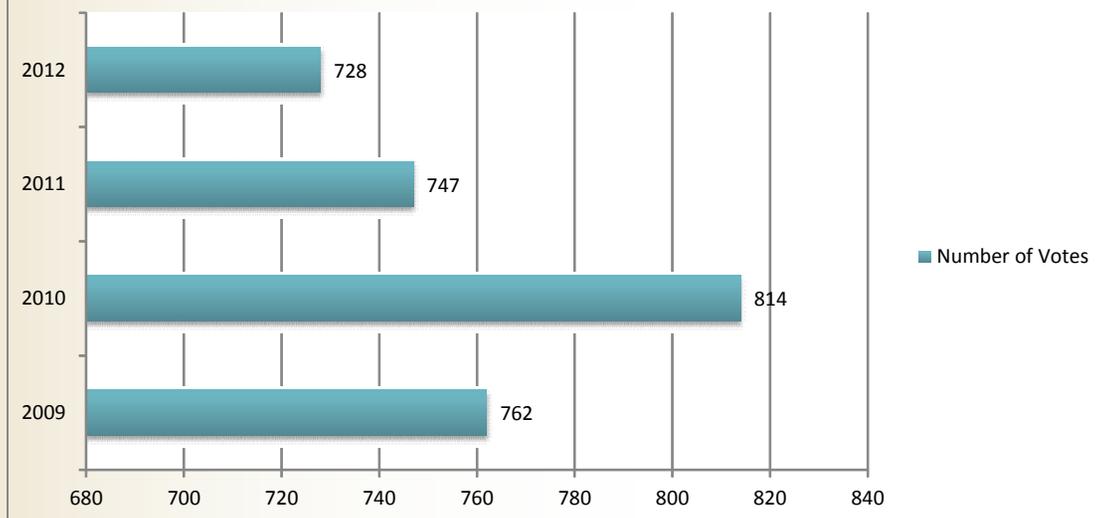
**William "Bill" Edwards**  
District 7



## COMMISSIONERS' ACTIONS

	Board Appointment Nominations	Proclamations (Consent/Regular-Recess)	Resolutions (Sponsored-Cosponsored)	Other Commissioners' Items
Eaves	11	34/19	5	9
Pitts	7	6/8	10	14
Hausmann	13	35/8	5	7
Lowe	9	2/7	3	2
Darnell	11	19/18	11	29
Garner	14	9/8	6	1
Edwards	13	25/15	12	8

### Number of Votes



### Population by Commission District (According to the 2010 U.S. Census)

District 1 (At-Large)	920,581
District 2 (At-Large)	920,581
District 3	209,103
District 4	183,975
District 5	151,294
District 6	164,141
District 7	212,068
<b>Total Population</b>	<b>920,581</b>

# FULTON COUNTY, GEORGIA

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REACHING OUT AND MOVING FORWARD



**ZACHARY L. WILLIAMS**

## MESSAGE FROM THE COUNTY MANAGER

As I complete my final year as Fulton's County Manager, I am pleased to report that Fulton remains a good steward of tax payers' dollars providing quality services to its citizens. In fact, the Government Finance Officers Association of the United States and Canada awarded Fulton County two awards this year: the Distinguished Budget Presentation Award and the Certificate of Excellence in Financial Reporting for its comprehensive annual financial report (CAFR).

This Budget Presentation award according to the Government Finance Officers Association "Reflects the commitment of the governing body and staff to meet the highest principles of governmental budgeting." The Certificate of Excellence in Financial Reporting is the highest form of recognition in the area of government accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management.

The County's overall credit rating is still AA, which is also excellent. We managed to accomplish this without raising the millage rate again this year, steadily reducing our staffing levels, and continuing to deliver programs that enhance the everyday quality of life for all Fulton County residents.

The Board of Commissioners (BOC) continued its commitment to providing quality health care services to citizens by opening the doors to the Adamsville Regional Health Center, a state of the art award winning facility and by continuing to allocate funding to Grady Hospital, which serves as one of the five Level-1 trauma centers in the state

of Georgia. The Board of Commissioners also reached out to support some of our most vulnerable citizens providing shelter to homeless women and their children with opening of the new Springdale Place Homeless Shelter.

These are just a few of the many great things that Fulton is doing to make our County a better place to work, live and play. Our overarching goal each year is to make sure that what we do truly make a difference. That's why we compare what we do to a race. It's a marathon, not a sprint when you're working to build better communities and change lives for the better. As we run this marathon, our everyday objective is to be "Champions of Service."

As I have said before, with the support of our elected leadership, a committed and creative workforce, and an engaged community, I firmly believe that not only will Fulton take the lead in this race, but we will cross the finish line as champions of an even stronger community.

*Zachary L. Williams*

## THE CLERK TO THE COMMISSION OFFICE

The Clerk to the Commission Office, whose motto is “Ensuring the Future by Preserving the Past,” is the record keeper for the Board of Commissioners. The Clerk’s Office also performs a number of administrative functions, including Board meeting coordination; agenda preparation; and personnel, travel, payroll, and budget services for the Board members and their staffs. Additionally, the Clerk’s Office manages the Board’s appointments to various County boards, committees, authorities, and task forces. Other Clerk’s Office duties consist of certifying documents, administering oaths, registering lobbyists, certifying committed relationships, polling the Board, processing certificates of need and indigent burials, and recording income and financial disclosure statements of certain Fulton County officials.

In 2012, the Clerk’s Office continued the coordinating of meetings in addition to the Board’s customary Regular and Recess meetings. The extra sessions consisted of 8 Special Call meetings, along with 12 extracurricular gatherings sponsored by individual Commissioners. The Special Call meetings comprised matters related to Criminal Justice, County Redistricting, and the 2013 Budget – to name a few; and the extracurricular gatherings included Listening Sessions, Town Hall Meetings, Transportation Summits, and meetings on the Library expansion and the Grady Hospital MOU.

Also in 2012, the Clerk’s Office handled hundreds of direct research requests from Fulton County officials and citizens,

the Clerk’s Office’s online records repository system, DocDepot.

To further its records access capabilities, the Clerk’s Office moved considerably closer to completing its special project of converting all the Board’s microfilm records to digital/searchable files. Currently, the conversion process has included the Board’s records dating back to 1922, and upon completion of the project these digital/searchable files will provide access to the Board’s records as far back as 1880.

Additionally, the Clerk’s Office utilizes a state-of-the-art automated operator. The Clerk’s Office staff has been trained on the system, which will enable them to create the Board’s agendas, post agendas, and minutes with greater efficiency and accuracy. The system has streamlined the County Manager and his departments’ procedures for submitting agenda items, as well as enhance Board meeting proceedings by providing Commissioners with advanced equipment pertaining to voting, speaking, and accessing records.



**MARK MASSEY**

# QUALITY OF LIFE

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## HOUSING AND HUMAN SERVICES



*Dorothy C. Benson Senior Multipurpose Complex participants enjoy fellowship through chess games, one of many recreational activities available to Fulton County seniors.*

The Fulton County Housing and Human Services Department seeks to strengthen people, their families, and communities through partnerships with various community organizations and outreach programs. Our partners include organizations that are non-profit, private sector, government, volunteer, and citizen advocates. In response to the growing demand for individualized service outlets, the Housing and Human Service Department has established seven offices that support the ever-changing needs of our citizens. Community services are provided to individuals, families, children, youth, seniors and community partner organizations.

## OFFICE OF AGING

The Office of Aging offers services and programs for seniors who reside in Fulton County through partnerships and contracts with community-based organizations in conjunction with the Older Americans Act Program.

### Key Achievements in 2012

- State of Seniors Initiative - To prepare for the demographic shift as both the number and proportion of seniors and caregivers living within Fulton County increases, the State of Seniors initiative provided for the opportunity to further understand, address, and respond to the needs of the community. For these reasons, Fulton County Government collaborated with the A.L. Burruss Institute of Public Service and Research to perform a comprehensive status and needs assessment survey focused on quality of life issues. The State of Seniors Symposium, held in May, brought together seniors and key stakeholders to discuss the findings from the report, unmet needs and future strategies to support aging at home for seniors.

## OFFICE OF CHILDREN AND YOUTH

The Office of Children and Youth offers programs and services to youth between the ages of 0 and 19 years. The programs enhance youth skills in character development, leadership development, financial literacy, healthy habits, entrepreneurship, public speaking, and life skill. Homework assistance, violence prevention, drug prevention, community services, summer job employment opportunities, etiquette and career and college education preparation are services also offered to participants. Additionally, services were offered to parents of youth through parent trainings, staff trainings, a successful families program and community partnerships.

### Key Achievements in 2012

- Over 100 clients were actively involved in the START (Services to Achieve, Reach and Teach Youth) program where they found housing, employment, educational opportunities and were connected to health services to assist with the goal to move out of poverty.
- Transforming the Lives of Children (TLC) Program served more than 200 families in 2012. TLC expanded services to four homeless shelters, which included the Springdale Comprehensive Services Center for Homeless Women with Children, City of Refuge, Mary Hall Freedom and Villa Rica shelters.
- Fulton County Youth Commissioners provided 4,920 Fulton County students with education and information on bullying and violence prevention. They provided 2,200 Fulton County homeless residents with information and available resources in Fulton County and 452 Fulton County students were provided information on drug use prevention and drug education.



- In May 2012, the Office of Children and Youth Teen DADS Program received \$25,000.00 from the Georgia Department of Human Services. The funds were awarded for a Personal Responsibility Education Program (PREP) grant to serve Teen dads living in Fulton County.

### OFFICE OF GRANTS AND COMMUNITY PARTNERSHIPS

#### Key Achievements in 2012

- The Office of Grants and Partnerships allocated \$1,850,000 FRESH Grant dollars during the 2011 – 2012 grant cycle. The funds ensure that Fulton County youth from birth to adulthood experience healthy growth, positive development and are prepared to achieve their full potential. This was achieved by providing \$370,000 in each of the five geographic commission districts (Districts 3 – 7), to support programs, services and activities that addressed district specific issues.
- The office ensured that \$335,000 of the \$4,683,000 Human Services Grant dollars allocated during the 2011 – 2012 grant cycle were distributed to ensure persons of all ages living with disabilities in Fulton County are able to experience an optimal quality of life and have access to same opportunities as persons living without disabilities.
- Allocations of \$477,000 of Human Services Grant dollars were made during the 2011 – 2012 grant cycle to ensure people of all ages in Fulton County engage in behaviors that prevent or minimize the risk of contracting or spreading HIV, and those already living with AIDS are assured safety, emotional support and necessary medical care.

### OFFICE OF WORKFORCE DEVELOPMENT

Over 25,000 people received services from the Office of Workforce Development in 2012. Workforce Development programs help Fulton County residents and employers to develop and sustain a workforce that earns viable incomes and benefits.

#### Key Achievements in 2012

- In September, the Office of Workforce Development hosted over 500 job seekers during a four hour job fair. Employers who participated reported receiving applications from at least 100 qualified applicants for available positions.
- Other key services provided included:
  - Over 150 citizens participating in the Career Exploration Program 2012.
  - Over 200 Fulton County citizens received occupational skills training.
  - Over 300 Fulton County citizens received jobs.

### OFFICE OF HOUSING AND COMMUNITY DEVELOPMENT

Each year Fulton County receives Community Development Block Grant funds (CDBG) from the U.S. Department of Housing and Urban Development as an urban entitlement jurisdiction. The funds are used to ensure decent affordable housing, to provide services to the most vulnerable in our communities, and to create jobs through the expansion and retention of business.

The HOME Program provides annual formula grant funding to localities (participating jurisdictions) that community's use, in partnership with local non-profit groups to fund a wide range of activities that build, buy, and or rehabilitate affordable housing for rent or home ownership.

# QUALITY OF LIFE

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Tonia Brower is literally "Home for the Holidays," since her December 13, 2012, closing on her South Fulton home that was purchased through the Neighborhood Stabilization Program (NSP).

The Neighborhood Stabilization Program (NSP) was established for stabilizing communities that have suffered from foreclosures and abandonment. The Program purchases and redevelops foreclosed and abandoned homes and residential properties to house individuals or families whose incomes do not exceed 50 percent of the area median.

## Key Achievements in 2012

### Community Development Block Grant (CDBG) Program achievements:

- Provided Business Improvement Loans (BILP) for financial support of two small businesses to expand services and economic development.
- Successfully leveraged public and private resources to maximize the impact of its funds. The total amount leveraged to assist low to moderate-income citizens of Fulton County was \$1,562,491.88.
- In 2010, Fulton County's CDBG Program implemented the Blight Program to assist communities in eliminating blighted areas. As a result, during 2012, the Summertree Condominium Development, an 18-year blighted development received CDBG funds of \$339,944.00, which resulted in the demolition of the development.

### HOME Community Development Block Grant (CDBG) Program Achievements:

- The Housing Rehabilitation Program preserved 40 homes in unincorporated Fulton County and supported the economic viability of 13 small business construction companies.

- 11 low-to-medium income families became homeowners through the assistance of the Home Ownership Program and its down payment assistance funding.
- Through a long standing partnership with the Housing Authority of Fulton County, the HOME grant helped an average of 35 very low income families to avert homelessness

### Neighborhood Stabilization Program (NSP)

- In 2012, NSP-1 federal and state funded activities led to the sale of 33 homes to income eligible homebuyers with five under contract. Under NSP-3, five homes were acquired and rehabbed, four homes were sold and a 2 building-24-unit multi-family complex was acquired for future rehabilitation and affordable rental opportunity. The complex has been vacant for eight years.

## OFFICE OF EMERGENCY AND

### 2012 Recognition

*In 2012, the Fulton County Consortium HOME Program Performance ranked #1 in the B Class of HOME jurisdictions in Georgia, and Fulton County's performance exceeded 85% of the Nation's HOME Programs.*

## TRANSITIONAL HOUSING

The Office of Emergency and Transitional Housing (OETH) provides services to men, women and families in need of shelter and stable housing. Programs provided include an Assessment Center, Supportive Services and Transitional Housing programs that provide support and structure for men, women and children relearning and developing life skills essential for securing

stable employment and independent living. These services and programs are offered at the following locations.

### Key Achievements in 2012

#### *Villas at the Dome*

The Villas at the Dome Permanent Housing for Women with Children opened its doors on February 29, 2012 to 23 households of women with children. Since March 1, 2012, housing and services have been provided to 80 women and children.

Villas at the Dome provides turnkey housing, utility assistance, case management, vocational training, and job assistance. The goal of this level of care is to assist the women and children in becoming healthier emotionally and financially independent.

#### *Springdale Place*

Springdale Place Center for Comprehensive Services for Homeless Women with Children opened on February 28, 2012. The center was built to enhance services for women with children through programming designed to improve the vocational and life skills of up to 150 individuals at a time. Springdale Place provides transitional housing for homeless single-female headed families while providing vocational training, counseling, mentoring, life skills training and educational help. The program also engages homeless parents and equips them with parenting skills.

Additionally, the facility has a childcare facility (currently in place on-site), a WIC office, Workforce Development Programs, a medical exam room and health consultation area. Skills like time management, problem solving, teamwork, effective communications, organization, and conflict resolution are taught to ensure success in the workplace.

Other Emergency and Transitional Housing services were provided at the following locations: the Jefferson Place Transitional House, Odyssey Villas for Intact Families and the City of Refuge/Eden Village program for Women and Children.



# QUALITY OF LIFE

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## HEALTH SERVICES



*Fulton County Public Health Nurse, Marva Monroe, preps Dr. Brenda Fitzgerald, Director of the Georgia Department of Public Health to test her glucose level during an event to promote employee wellness.*

In 2012, Fulton County Health Services continues to protect and assure the health of residents throughout the county. Directed by Patrice A. Harris, M.D., the agency is comprised of the Department of Health and Wellness and the Department of Behavioral Health and Developmental Disabilities. In Fulton County, Health Services programs continued to expand and meet the growing needs for services to care for residents.

### DEPARTMENT OF HEALTH AND WELLNESS

The Fulton County Department of Health & Wellness is the only public health agency in the State of Georgia that is under the auspices of local government. Since 1952, services have evolved to include a vast array of programs that provide comprehensive health care for Fulton County citizens. They include both preventive care and treatment in the following areas:

- Infectious diseases
- Women's and children's health
- Environmental health
- Other services such as health education to promote healthy lifestyles.

#### Key Achievements in 2012

- Asthma is a serious, costly, but controllable chronic disease. In 2012, the Fulton County Health Services Division of Health Promotion launched the Fulton Asthma Improvement and Reduction (FAIR) Initiative to focus on the state of asthma in Fulton County. According to the American Lung Association, 24,657 children and nearly 55,000 adults suffer from asthma in Fulton County.
- The new Adamsville Regional Health Center (ARHC) began operation as a multi-disciplinary, integrated healthcare facility bringing together Fulton County Health and Fulton County Housing and Human Services. ARHC is the third regional health center in the county. The newly constructed, 30,000 square foot two-story facility is located at 3700 Martin Luther King Jr. Drive in Atlanta, 30331.
- The Centers for Disease Control and Prevention (CDC) awarded Fulton County a \$4.5 million grant to implement high impact HIV prevention programs in both Fulton and DeKalb Counties. The overall goal of the grant is to identify more residents who are HIV infected but are unaware of their status and to link those individuals with medical services and treatment. The

CDC estimates that over one in five HIV infected persons are unaware of their status.

- In February 2012, the Fulton County Department of Health and Wellness' Division of Health Promotion received a proclamation from Governor Nathan Deal in recognition for their efforts to promote cardiovascular health and prevention in Fulton County.
- The Division of Environmental Health Services was awarded a \$33,000 grant by the Food and Drug Administration (FDA) for advancing conformance with the National Voluntary Food Regulatory Program Standards.
- The Division of Epidemiology conducted timely investigations of 1,155 cases of notifiable infectious disease outbreaks.
- Fulton County Dental Services increased the number of Well Baby Exams in 2012 by 29% over 2011 and successfully handled 5,675 dental clinic visits.
- In 2012, the Fulton County Division of Environmental Health Services conducted 9,160 restaurant inspections.

## DEPARTMENT OF BEHAVIORAL HEALTH AND DEVELOPMENTAL DISABILITIES

The Fulton County Department of Behavioral Health and Developmental Disabilities provides high quality and culturally competent behavioral health care services to the most-in-need citizens of Fulton County. They offer a variety of treatment and rehabilitation services in a behavioral health care model that is designed to help clients achieve and maintain independence and stability so they can play a more productive role within their families and their community.

### Key Achievements in 2012

- Renovation of the Oak Hill Child, Adolescent and Family Center was completed in December 2012. Oak Hill's mission is to reduce health disparities among children and youth with an emphasis on childhood asthma, childhood obesity, early literacy (reading by third grade) and social emotional health. The Oak Hill Child, Adolescent and Family Integrated Care Center is dedicated to providing high-quality and culturally competent services to Fulton County youth between the ages of 0 to 21 years old. The comprehensive services will enable youth to achieve and maintain independence and stability so they can play a more productive role within their families, schools and communities.
- In 2012, the Adult Behavioral Health Department served 2,308 Fulton county residents 18 years of age and older with severe and persistent mental illness.
- The Fulton County Department of Behavioral Health received a \$2,000.00 grant from the American Psychiatric Association to implement the Typical or Troubled grant in seven Fulton County Schools.
- The Jail Diversion Mental Health Program provides diversion services which include mental health, substance treatment, case management and linkages to housing and community based support for adults experiencing a serious mental illness who

are incarcerated in the Fulton County Jail. In 2012, the program served 640 clients.

- The Jail Diversion Mental Health Program assisted the Fulton County DUI Court in starting a DUI treatment Program in the north catchment area.
- Behavioral Health employees established a therapeutic garden at West Behavioral Health Center to incorporate gardening into its treatment of clients with mental health disorders.
- The Department participated in over 30 community health fairs to provide information about behavioral health and developmental disabilities services.
- In August of 2012, the department hosted a forum for veterans to enable them to access available social services specifically tailored to former members of the US Armed Forces and their families.



*Behavioral Health and Disability Affairs participated with other county departments in the First Annual Neighborhood Union Community Health Fair in District 6.*



# QUALITY OF LIFE

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## COOPERATIVE EXTENSION



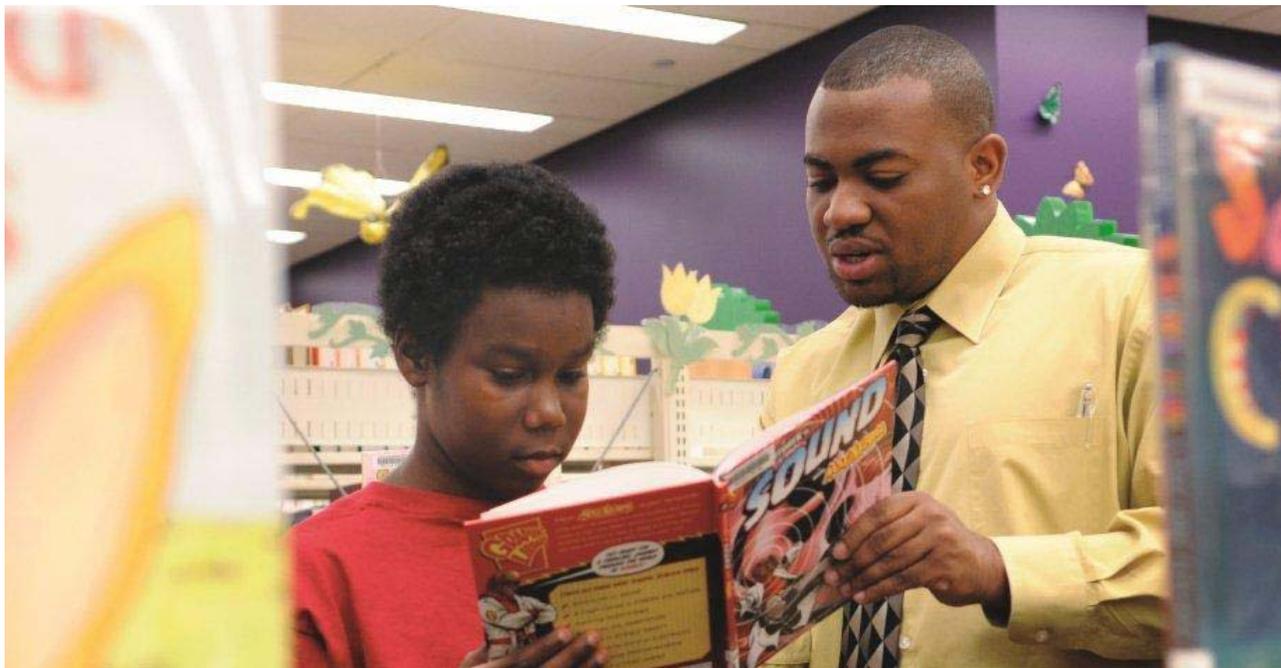
*CNN's Dr. Sanjay Gupta questions Menia Chester about the success of the Fulton Fresh Mobile Farmer's Market Program*

Fulton County Cooperative Extension continues to enhance and expand its service to affect the quality of life through lifelong learning to families, youth and professionals in Fulton County. Using unbiased research provided by the University of Georgia, the department delivers programs focused on four areas, Agriculture and Natural Resources, 4-H Youth Development, Family and Consumer Sciences and Urban Gardening.

### Key Achievements in 2012

- Fulton Fresh Mobile Farmer's Market hit the road for the second year with two mobile units to achieve its mission to provide fresh produce to communities identified as "food deserts". Twelve identified communities that have little or no access to mainstream grocery stores received healthy, nutritious food for their families. Over 2,300 residents received nutrition education and more than 8 tons of fresh produce during the second season of the mobile farmer's market.
- Fulton County Cooperative Extension Fulton Fresh Mobile Farmer's Market Program was highlighted on July 10 at the CREATE Awards Breakfast sponsored by the Atlanta Regional Commission (ARC) for its collaborative efforts to address the issue of "food deserts." The Fulton Fresh Mobile Farmer's Market program received an honorable mention for its innovative methods of involving community organizations, academia and government to serve underserved communities identified as food deserts by the United States Department of Agriculture.
- Urban and community gardens were planted throughout the county in a continued effort to beautify communities and educate residents about how gardening enhances the health and well-being of participants of all ages, ethnicities, backgrounds and abilities. A newly formed partnership with the GreenHouse Foundation provides curriculum support and gardening training through their agricultural and family sciences programs at the Southwest Atlanta Christian Academy (SACA).
- The Expanded Food and Nutrition Program and the Family and Consumer Sciences Program provided nutrition education to more than 2,250 families throughout the County to give them the knowledge, skills and direction to change behaviors necessary for nutritionally sound diets and well-being.

## ATLANTA-FULTON PUBLIC LIBRARY SYSTEM



The Atlanta-Fulton Public Library System is the largest in the state, with 34 libraries and a collection of more than 2.5 million items. It offers innovative programs, services and virtual resources tailored to meet the needs of each branch's community. Children, teens and adults may choose from a variety of classes, visit exhibitions, listen to authors discuss their work, check out videos, DVDs and CDs, attend book club discussions, get homework help, hear music and see live performances. Last year patrons borrowed more than 3.6 million items, made 3.8 million visits to the libraries and our website had over 5.0 million hits.

### Key Achievements in 2012

- Zoo Atlanta's ZooMobile made summer stops at each branch of the Atlanta-Fulton Public Library System in a partnership designed to support the educational needs of children and the community during the libraries' 2012 Summer Reading Program. Zoo Atlanta and the Library System joined forces with Science in Circulation! a two-year project, made possible by a grant from the U.S. Institute of Museum and Library

Services. Programs included a trained educator giving exciting presentations with mammal, reptile and amphibian ambassadors from around the world, creating connections to wildlife that illustrate science and conservation concepts in a fun, engaging way. At the end of the summer there had been 60 programs with over 5,000 children, teens and family members experiencing the ZooMobile at their library.

- In collaboration with the Azalea City Chapter of The Links, Inc., the Auburn Avenue Research Library (AARL) hosted the opening event for the exhibit, Georgia Legislative Black Caucus. This exhibit celebrated the history of the African Americans who served in the Georgia General Assembly and is funded via a Georgia Humanities Council Grant secured by Dr. Lucretia R. Payton-Stewart. The exhibit was on display at AARL until May 13, 2012.
- Center for Democratic Renewal (formerly known as the Anti-Klan Network) records were processed and opened to the public. In existence from 1979 – 2008, Reverend C. T. Vivian and Anne Braden founded the National Anti-Klan Network. The CDR's mission was dedicated to the advancement of a democratic, diverse and just society, free of racism and bigotry. The collection contains over 350 boxes of archival materials.
- The Atlanta-Fulton Public Library System continues to make progress on its building program, which will bring enhanced library service to all of Fulton County. Phase I, with 8 new libraries and 2 expanded libraries and a total budget of \$167 million began in 2012. Construction is expected to begin in late 2013 through 2014, and openings will begin in late 2014 and continue into 2015. Upon the completion of Phase I, Phase II will begin and consist of 23 renovated libraries.
- The Atlanta-Fulton Public Library System received the GED Award from the GED Testing Program of Georgia. The program, part of the Technical College System, awarded the Atlanta-Fulton Public Library System the "Largest Growth in Number of GED Test-Takers" award. The Library System received the award in the category of large-sized GED testing centers, for its growth measured from 2011 to 2012, both in total examinations passed and total examinees. The Library System graduated 483 from its program last year.

# JUSTICE SYSTEM

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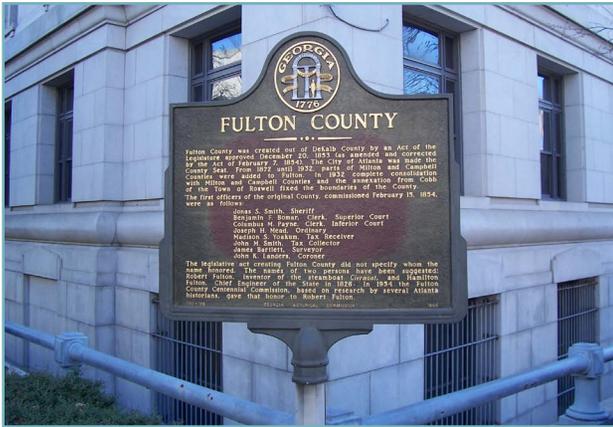
## SUPERIOR COURT



The mission of the Superior Court of Fulton County is to provide the citizens of Fulton County, customers of court services, and practicing professionals with equal access to justice and fairness in a timely manner. 2012 brought several new programs and initiatives to the Superior Court.

### Key Achievements in 2012

- In an effort to decrease the County's failure to appear rate for potential jurors, the Court kicked off a Failure to Appear Initiative (FTA) with Jury Summons Amnesty Month in May of 2012. During Jury Summons Amnesty Month, citizens who received, but had not responded to jury summons were given the opportunity to reschedule their jury service without facing any consequence or penalty. Citizens who were summoned and did not take advantage of Amnesty Month were served Show Cause Hearing notices to appear in court before the presiding Judge. Citizens who opted to disregard the notices faced fines up to \$500 and up to 20 days of incarceration. Through the FTA Initiative, the Court's failure to appear rate for potential jurors decreased by 5%. The program also influenced positive results for several of the Metro Atlanta counties, causing more jurors to respond to jury service.
- The Superior Court of Fulton County also received a grant from the federal government to develop the first Veterans Court in Metro Atlanta. The VETS (Veterans Expanded Treatment Services) initiative provides a multi-faceted clinical intervention program for veterans who have entered the criminal justice system as a result of addiction, Post Traumatic Stress Disorder, serious mental illness and other co-occurring disorders.
- In addition, the Superior Court of Fulton County held the first Regional Justice Technology Expo (RJTE) in April of 2012. The RJTE gave justice-related professionals from across the region a first-hand look at the latest advances in justice-related technology. Session topics included courtroom technology and best practices for social media.



## STATE COURT

The mission of the State Court of Fulton County is to provide the highest quality of justice in the most efficient and cost effective manner to its citizens. The State Court seeks to accurately file, process, index and schedule all litigation that falls within its jurisdiction. Additionally, it remains dedicated to administering the Court in a professional manner understanding it is conducting business for the public.

### Key Achievements in 2012

- In 2012, Fulton County State Court processed more than 123,000 criminal misdemeanors, more than 90,000 traffic citations and collected more the \$4.3 million dollars in fines and fees.
- Fulton County State Court also includes the DUI Court program. The program provides therapeutic and cognitive behavioral counseling, drug screening and intense supervision to eligible repeat DUI offenders. The program was expanded in 2012 to include an additional judge, case manager and law enforcement to handle the increased number of participants.

With the expansion, the DUI Court now offers a satellite location in North Fulton County.

## DISTRICT ATTORNEY'S OFFICE

The mission of the Fulton County District Attorney's Office is to prosecute professionally and competently all felony crimes on behalf of the citizens of Fulton County and the State of Georgia, to advocate for the rights of victims, to collaborate with other governmental and private agencies to prevent crime, to create a work atmosphere which allows all employees to achieve their highest potential and above all, to make Fulton County a safer community for all of its residents.

### Key Achievements in 2012

- In 2012, the Fulton County District Attorney's office achieved a 92% overall conviction rate across all units. 2012 also brought the establishment of the Fulton County Multi-Jurisdictional Auto Theft Task Force which targets criminals who steal older model cars for quick scrap metal cash.
- The Fulton County District Attorney's Office was honored with an Emmy nomination by the Southeast Regional Chapter of the National Association of Television Arts and Sciences (NATAS) for "A Voice for Victims" – video vignettes honoring citizen heroes.

## MEDICAL EXAMINER'S OFFICE

The Fulton County Medical Examiner's Office serves the citizens of Fulton County, the public, and the justice system, by conducting death investigation in accordance with the law

and professional standards. The office also fosters public health, safety, and well-being through its work.

### Key Achievements in 2012

- In 2012, the Fulton County Medical Examiner's Office conducted over 2000 death investigations including 135 homicides, 102 suicides, 323 accidental deaths and the deaths of 111 children. Medical examiners and forensic support staff performed over 800 full forensic autopsies in the course of these death investigations. In addition, medical examiner personnel testified in 44 homicide trials in Fulton County Superior Court.
- In 2012, the Fulton County Medical Examiner's Office was re-accredited by the National Association of Medical Examiners. Our office remains the only county medical examiner's office in the State of Georgia to have attained this standard.
- The Fulton County Medical Examiner's Office has a fellowship training program in forensic pathology offered in conjunction with Emory University School of Medicine. This program, which trains one or two new forensic pathologists per year, has achieved ongoing accreditation by the Accreditation Council for Graduate Medical Education renewed in 2010 and continuing through 2015. This is the only such training program in the State of Georgia.

# PUBLIC SAFETY

CHAMPIONS OF SERVICE  
REACHING OUT AND MOVING FORWARD

## POLICE DEPARTMENT



The Fulton County Police Department (FCPD) is responsible for preserving life, protecting property and maintaining order in unincorporated South Fulton County. The department has functional responsibility for all “typical” police duties including responding to 911 calls for services and investigating crimes. Its primary service area is unincorporated South Fulton County which has a population of approximately 117,000 residents. Fulton County Police strategically form partnerships with citizens, members of the community and organizations to reduce crime in the County and has had success with this methodology.



### Key Achievements in 2012

- In 2012, the Fulton County Police reported a 5.2 percent decrease in burglaries in unincorporated South Fulton County, continuing a five-year trend.
- In 2012, the department noticed a pattern of early-model vehicles being stolen. The ensuing investigation uncovered a car theft ring operating throughout the metro-Atlanta that targeted these vehicles for recycling. The “Heavy Metal” Joint Task Force was formed, which included the Fulton County District Attorney’s office and numerous metro-Atlanta police agencies. After an exhaustive investigation, over 300 vehicles were verified as having been stolen and recycled. Hundreds of arrest warrants were issued, and in one massive raid on March 26, 2012, over half of the individuals wanted for these crimes were arrested.
- The Fulton County Police Department continued its commitment to meeting and exceeding national standards in law enforcement by attaining its eighth national accreditation award with the Commission on Accreditation for Law Enforcement Agencies (CALEA). CALEA required the agency to meet over 480 standards that exhaustively examined the department’s policies and procedures. Additionally, CALEA’s assessment team conducted extensive interviews with members of each division/section of the department to ensure compliance. The Fulton County Police Department has been continually accredited on a national level since 1987.
- The Fulton County Police Department received a national award for its participation and support of the 29th Annual National Night Out (NNO) crime and drug prevention event. The event is held simultaneously with thousands of communities across the nation. Fulton County police in partnership with other Fulton County agencies and local neighborhoods co-sponsored National Night Out 2012 in South Fulton County and has been hosting the event since 2009. Each year the number of participants continues to grow. In 2012 over 500 residents attended the event.
- Members of the Fulton County Police Department received training and certification in the Gang Resistance Education and Training (GREAT) program. This program serves to proactively address delinquency, youth violence, and gang membership for elementary school aged children. Several police officers attended the training and upon successful completion of the program began teaching classes at local schools within the department’s service area.

## SHERIFF'S OFFICE

The Fulton County Sheriff's Office (FCSO) serves Fulton County residents in many different ways. The office is led by Sheriff Ted Jackson and strongly supports the community by providing programs for youth, senior groups, persons in economic distress as well as initiatives that benefit the general public. The primary function of the Sheriff's Office is to provide law enforcement services within Fulton County to prevent crimes, preserve the peace, and make arrests. The office's responsibilities include securing and providing safety to County buildings, courtrooms, the jail and other public areas. Sheriff's deputies are also responsible for executing warrants, serving court papers, and processing and securing inmates at the Fulton County Jail.

### Key Achievements in 2012

- The Fulton County Sheriff's Office established a Citizen's Academy to educate the community about the agency.

- The Fulton County Sheriff's Office Administration Division procured a new inmate food contract with a savings of \$700,000.
- There were 34,292 inmates committed to the Fulton County Jail during the year 2012.
- The Sheriff's Office established the Competency Restoration Unit in partnership with Emory University Health System. The unit provides forensic mental health services to expedite the treatment of inmates at the Fulton County Jail.
- The Court Services Division successfully provided security for more than 3,446 Superior Court sessions and more than 1,267 State Court sessions.
- Deputies and staff assigned to the Court Services Division confiscated more than 2080 weapons and articles of contraband at entrances or screening checkpoints at the Fulton County Justice Center Complex.

- More than 150 students participated in the Youth Intervention Program (YIP) which allows students ages 10 to 18 to experience the justice system in order to steer them in the right direction. The program was featured on two episodes of the A&E Network's Beyond Scared Straight documentary series.
- More than 800 students completed classes to graduate from the Gang Resistance Education and Training Program, (G.R.E.A.T.).
- Sheriff Ted Jackson and the Community Outreach Unit were presented with a proclamation from the Fulton County Board of Commissioners for establishing a Citizen's Academy in 2012.
- The prestigious 300 Club Award was presented to the Sheriff's Fugitive Unit for service and outstanding performance above and beyond the call of duty through members' efforts to track and arrest dangerous fugitives in the metro area.



# PUBLIC SAFETY

CHAMPIONS OF SERVICE  
REACHING OUT AND MOVING FORWARD

## MARSHAL'S OFFICE



Winners of the 2012 Year End Focus Award for Community Service. Pictured from left to right: Capt. F. Wildy, Sgt. C. Pryor, Lt. R. Burgess, Cpl. A. Blair, Dep. B. Mason, Maj. F. Powell and Marshal Johnson.

### Key Achievements of 2012

The Fulton County Marshal's Office under the leadership of Marshal Antonio R. Johnson has the unique responsibility of not only protecting and serving the citizens of Fulton County but enforcing orders, writs, and precepts of the State and Magistrate Courts of Fulton County.

The Marshal's Office remains diligent in serving residents and offers a wide range of community services. Officers interact regularly with the community and participate in numerous charitable events on a regular basis.

- In 2012, the Marshal's Office's 63 sworn Deputies provided Courtroom Security for 83,000 cases, made 489 Arrests on Criminal Warrants, served 53,000 Civil Documents, and performed 6,226 Evictions.
- The department achieved its 6th successful re-accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA) in 2012. This commission outlines "Best Practices Standards" and is a proven management model that promotes efficient use of resources and improves service delivery.
- The department participated in the 1st Annual Georgia Marshal's Training Conference with 3 other full-service Marshal Offices within the State of Georgia.
- The Marshal's Office held its 4th Annual Junior Deputy Program. The program provides Fulton County youth a unique opportunity to learn the functions of the department.
- The Marshal's Office's community outreach includes participation in the 44th Annual King Holiday Celebration, Career Girls Professional Day, Nicolas House, 6th Annual A-Town Day, Walk MS 2012, Fulton County Police Departments, National Night Out, Latin American Association Career Expo, Haiti Clothing Drive, 40 Girls and Some Shoes, Easter Seals, and Cops for Kids.



## FIRE DEPARTMENT

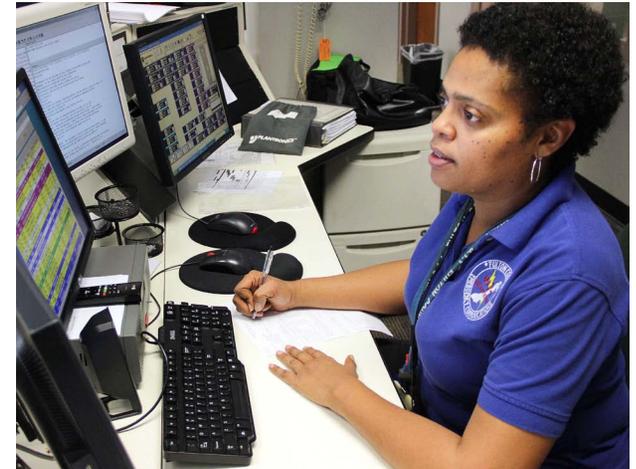
Fulton County Fire and Rescue lives up to its mission of providing fire, life safety and support services that are relationship focused and results oriented. The department's motto is "Service to All, Second to None." Fulton County Fire and Rescue's services include: extinguishing fires, mitigating disasters, performing rescue and emergency response classes. The department also enforces the fire code, maintains and repairs the department's fleet and inspects buildings.

### Key Achievements in 2012

- 2012 brought a new home for the crews at Fulton County's Fire Station 11. The new station was built on the same site as the previous Fire Station 11. The project was financed through bonds made possible by the American Recovery and Reinvestment Act.
- The Fulton County Fire Rescue Department was also fortunate to receive a \$3.2 million dollar SAFER (Staffing for Adequate Fire and Emergency Response) Grant from the Department of Homeland Security. The funds will be used to sustain salary funding through 2014 for firefighters with the help of a previous SAFER grant and allow the County to hire additional Fire Rescue personnel.

## EMERGENCY COMMUNICATIONS

Fulton County's Emergency Communications Department provides 911 services to citizens and businesses in Fairburn, Chattahoochee Hills, Palmetto and Unincorporated Fulton County. In 2012, the Department upgraded its Medical Dispatch software. The upgrade will allow the Department to continue to provide



the best possible response to any medical calls for assistance. The Department also moved forward with its plans for a new, county-wide digital radio system. The upgraded system will be implemented in 2013 and 2014.



# BUSINESS DEVELOPMENT

CHAMPIONS OF SERVICE  
REACHING OUT AND MOVING FORWARD

## ECONOMIC DEVELOPMENT



*Fulton County Chairman John H. Eaves & Governor of Bahia, Brazil Jaques Wagner Sign Partnership Agreement.*

The Economic Development Division serves all individuals and businesses interested in doing business in Fulton County. It's mission is to enhance the economic viability and quality of life within Fulton County. The division accomplishes this through the creation and preservation of businesses and the promotion of jobs and economic opportunities within its communities. Economic Development executes programs designed to retain and expand existing businesses, to recruit and attract businesses to the community, to assist entrepreneurs in creation and development of businesses of all sizes, and to offer insight on financial resources and development incentives.

The Economic Development Division provides a full suite of services to facilitate doing business in Fulton County. Those services include:

- Providing current information on local conditions, including labor, taxes, utilities, transportation and the economy

- Helping to identify suitable commercial, industrial and retail sites
- Helping to solve zoning, permitting and licensing concerns
- Assisting with project coordination to arrange or expedite the delivery of services, i.e., traffic engineering, water and sewer services, street and curb maintenance

- Working in partnership with municipalities within the County
- Providing information about business investment opportunities in Fulton County
- Facilitating financing for qualified companies through various business loan programs

The Division also partners with a variety of organizations, such as the Georgia Department of Economic Development, Georgia Power, Development Authority of Fulton County, economic development divisions from local municipalities, area chambers, and the international community to achieve its mission.

### Key Achievements in 2012

- Launched a national and international marketing campaign to generate organization awareness and to attract businesses to Fulton County. Campaign included advertorials in South Fulton Chamber Marketing Guide, Site Selection Magazine, Atlanta Business Journal, Georgia Trend Magazine and the development of the FultonEconDev.org website.
- Established relationships with major organizations driving leads and developing business opportunities across the region including the Metro Atlanta Chamber of Commerce, Georgia Power, Georgia Department of Economic Development, area universities, South Fulton Chamber, North Fulton Chamber and Progress Partners, local merchant associations and various international chambers.
- Met with a host of international delegations and consular offices.
- Developed the Fulton County Economic Development Advisory Committee and Sub-Committee program. The Economic Development Advisory Committee and Sub-Committees are comprised of leaders across nine industries including; real estate, technology, sustainable development,

## PURCHASING



education, international business, finance, business development, marketing, and government. The primary purpose of these committees is to enable us to facilitate a more business-friendly economic development investment climate that can yield higher and more sustainable jobs and tax base growth in Fulton County.

- Involvement and engagement in several county-wide projects including Aerotropolis in conjunction with Hartsfield-Jackson International Airport, Atlanta Regional Commission, and surrounding cities; Turner Field & Entertainment District in conjunction with the Atlanta/Fulton Recreation Authority and Invest Atlanta; and the Sweet Auburn Main Street District in conjunction with Historic District Development Corporation and a variety of community stakeholders.



*Vendors had the opportunity to learn about procurement opportunities with Fulton County during a 2012 procurement expo.*

Fulton County's Department of Purchasing and Contract Compliance supports all other Fulton County departments to procure goods and services at the best value, in compliance with Federal, State and County laws and ordinances. The Department of Purchasing & Contract Compliance actively seeks businesses who are able to meet the County's procurement needs. A variety of classes are offered in-person and online to help vendors do business with the County.

### Key Achievements in 2012

- Over the course of 2012, the department conducted a variety of outreach sessions. Among these were a Atlanta-Fulton Public Library Capital Improvement Program Subcontractor Bid Opportunities session, a Focus Group for Minority & Female

Owned Businesses, and Subcontractor Prequalification Workshop for Construction of the East Roswell Library, among others.

- The Department also held a series of surety and bonding workshops to assist small businesses who found bonding to be an impediment to doing business.
- In November, the Department announced a new agreement with the Georgia Minority Supplier Development Council (GMSDC) to make it easier for minority-owned business enterprises (MBEs) to achieve certification.
- In total, the Department of Purchasing & Contract Compliance coordinated contract awards on behalf of the Board of Commissioners totaling \$401,874,213.27 million for 2012.

# INFRASTRUCTURE OPERATIONS

CHAMPIONS OF SERVICE

REACHING OUT AND MOVING FORWARD

## FACILITIES & TRANSPORTATION SERVICES



*The services provided by Facilities & Transportation keep Fulton County's Government running smoothly to benefit businesses, visitors, citizens and their families.*

The work done by the Facilities & Transportation department is key in terms of the operations and functions of County departments, employees tasks and everyday living for residents of Fulton County. The department is responsible for building operations and maintenance, grounds keeping, capital building construction & renovation, management of the Fulton County Airport, and maintaining County assets. Maintaining County assets includes the design, construct and maintenance of high quality county roads, drainage systems and bridges. Fulton County's transportation fleet, land sales, leases and acquisition are also responsibilities of the department.

Facilities and Transportation completed the following construction projects in 2012:

- Fire Station 11 was completed in October 2012
- Adamsville Health Center was completed in April 2012
- Completed the Phase I Marietta Re-Entry Project
- Completed the Wolf Creek Public Safety Memorial
- Adams Parks Club House (transformed from a vacant county building to a youth program)
- Completed restoration of the Springdale Women & Children Village including the building, heating and cooling systems, and water main
- Completed Design and preparation of Construction ITB documents for the Aviation Community & Cultural Center
- Completed 90% of Construction activities for new Justice Center Tower Command Center

### Key Achievements in 2012

- Kicked off the first South Fulton Comprehensive Transportation Plan
- Awarded \$12.4M in federal & state funds for Road Transportation projects
- Automated Fuel Management System upgrade
- Approval of expansion of county fleet by 105 new vehicles
- Improved Collection System at Merk Transfer Station
- The Fulton County Airport exceeded revenue projection of \$1.1M by 27%
- Developed successful rent reduction initiative to reduce or freeze the cost associated with county leases
- Acquired 83 acres of land as well as Green Space along and near the Chattahoochee through a donation
- Developed "BLLIS" real estate assets database/GIS tracking and inventory system

## WATER RESOURCES

The Fulton County Water Resources Department provides sanitary sewer service to the unincorporated areas of Fulton County, the cities of Roswell, Alpharetta, Johns Creek, Milton, Mountain Park, Sandy Springs, and portions of Fairburn, Union City, College Park and East Point. The department provides storm water drainage services to the unincorporated areas of Fulton County. The department provides wastewater treatment capacity to portions of Atlanta, East Point, College Park, Fairburn, Union City, Palmetto, DeKalb, Forsyth, and Cobb Counties. The department serves the water and wastewater customers in North and South Fulton County. Approximately, 70,000 water customers, and 84,000 sewer customers.



### Key Achievements in 2012

- The department achieved its re-certification as an internationally accredited laboratory (A2LA).
- The Department of Water Resources completed demolition and removal of the Johns Creek Wastewater Treatment plant, which was replaced with the Johns Creek Environmental Campus. The

Department also began expansion and improvement to the Little River Water Reclamation Facility.

- The Water Resources Department was able to realize a cost savings of \$6 million in its annual operating budget after review of existing contracts and decisions to end certain contracts. This decision allowed for the system to realize a 4% reduction to customer water and sewer rates which are already the lowest in the metropolitan Atlanta area.
- The Fulton County Department of Water Resources received Georgia Association of Water Professionals (GAWP) Gold Awards for 2012 for several facilities, including:
  - Big Creek Water Reclamation Facility
  - Johns Creek Environmental Campus
  - Little River Water Reclamation Facility
- They also earned the Georgia Association of Water Professionals (GAWP) Platinum Awards for 2012 for:
  - Camp Creek Water Reclamation Facility
  - Little Bear Creek WPCP

## INFORMATION TECHNOLOGY

Fulton County's award-winning Department of Information Technology provides technology infrastructure and support services to all County agencies. The IT staff was able to successfully implement several key initiatives in 2012 to help improve operations that provide direct and indirect service to residents.

### Key Achievements in 2012

- Among these key efforts were upgrades to Windows 7 and Office 10 in a number of departments, upgrades to the Library's SIRSI System, and Consolidation and Virtualization within the County's Technology Infrastructure.



- The innovative best practices implemented by the IT department in 2012 earned the department a number of special recognitions. Among them:
  - Recognition of Geographic Information Systems work with a 2012 Special Achievement in GIS (SAG) Award Winner from ERSI, presented in July 2012
  - Recognition by the National Association of Counties as the 8th Ranked Digital County in the nation, presented in June 2012
  - Recognition from the Georgia Technology Summit with a Technology Best Practice Award, presented in December 2012

# CULTURE & COMMUNITY

CHAMPIONS OF SERVICE

REACHING OUT AND MOVING FORWARD

## ARTS & CULTURE



### Key Achievements in 2012

The Fulton County Department of Arts and Culture (FCAC) is dedicated to the arts for the passion they inspire, the quality of life they afford us and the economic impact they make. FCAC supports and administers arts programming, giving Fulton County families including youth and adults broad access to the arts through the work of five community art centers, the art education programming, the Public Art Program and the Contracts for Services Program. Fulton County's five art centers are: Abernathy Arts Center, South Fulton Arts Center, Southwest Arts Center, West End Performing Arts Center and Johns Creek Arts Center.

- The Department of Arts & Culture's website was selected as a winner in the 2012 American Graphic Design Awards presented by Graphic Design USA. The [www.fultonarts.org](http://www.fultonarts.org) website was selected from over 8,000 entries nationwide and represents the best and brightest in graphic design with only 15% of the entries being recognized with an Awards Certificate of Excellence.
- The FCAC awarded grants to 89 organizations through the Contracts for Services Program for the delivery of Arts & Cultural programs throughout Fulton County.
- The Fulton County Public Art Program orchestrated the annual National Arts Program exhibition for Fulton County employees

and admitted 14 new artists to the Artist Registry now totaling 250 Registry artists and 60 Mentorship artists.

- The Fulton County Public Art Program facilitated the community-driven selection process of several new Public Art commissions for new facilities that are being built such as libraries, health centers and a community cultural center.
- The Fulton County Arts Centers developed and maintained partnerships with key arts organizations and community stakeholders in Fulton County to enhance arts programming and further our collective efforts to reach underserved populations.

## PLANNING & COMMUNITY DEVELOPMENT



The Planning and Community Services Department was restructured in 2012 and was originally called Environment and Community Development Department. It is comprised of two divisions, Planning and Development and Community Services. Comprehensive Planning, Planning Analysis, Permitting and Inspections are services that serve as building blocks for the development and growth of Unincorporated South Fulton County and are offered through the Planning and Development Division. The Community Services Division is made up Parks and Recreation and Economic Development. Through this division Fulton County's residents experience programming for all ages, and access to parks and other areas aimed to enhance quality of life. This division is also responsible for marketing Unincorporated South Fulton as a place to live, work and play.

### COMPREHENSIVE PLANNING

Comprehensive Planning involves several components including the development of a comprehensive plan for the County, amendments to the Zoning Resolutions for overlay districts and handling special planning projects. Planning Analysis and Zoning staff work to review and analyze all zoning, variances, modifications, use permits, conformance to zoning laws, ordinances, regulations, and rules.

Permitting and inspections fall underneath the Planning and Community Development Division as well. All land development, subdivision plans and several types of land, water and sewer usage permits must be submitted to the County for approval. The planning section also evaluates requests for the erection of new signs and issues sign permits and conducts inspections to ensure compliance with sign regulations.

### COMMUNITY SERVICES

Fulton County remains committed to ensuring residents work,

live and play in safe and clean communities that sustain their natural environment while offering open space, programming and recreational amenities. Through the work of the Division of Community Services, over 300,000 residents take advantage of recreational and park services. Fulton County residents utilize 8 facilities, 31 athletic fields and 2 pools. Animal Services is also a part of the Planning and Community Development Division. This program seeks to protect the health, safety and welfare of Fulton County residents through the provision of animal control services within unincorporated Fulton County and contracted municipalities.

### ECONOMIC DEVELOPMENT – UNINCORPORATED SOUTH FULTON

This division plans, organizes, coordinates, and administers a comprehensive economic development program. It prioritizes economic development policies for unincorporated Fulton County; formulates program strategies, goals, and objectives. Additional

duties of this division include determining the impact of established policies on the County, its citizens, and the development community.

#### Key Achievements in 2012:

- Revenue generated by permits exceeded the 2012 revenue projection by more than fifty-five percent.
- Redevelopment efforts along Fulton Industrial Boulevard lead to the selection of the corridor by the Urban Land Institute's Technical Assistance Program to assist in the enhancement community leadership, clarification of community needs and assets, and development of land use policies. The policies developed expand economic opportunity and maximize market potential.
- Redevelopment efforts along Fulton Industrial Boulevard lead to the selection of the corridor by the National Association of Industrial and Office Properties (NAIOP) as the subject of their annual academic competition. The competition between teams from some of the top business schools in Georgia was presented with the Fulton Industrial corridor as a case study with college teams to prepare and present their solutions to a panel of judges at the annual event.
- During the month of December 2012 Fulton County's redevelopment efforts on Fulton Industrial Boulevard was selected as the winner of the Association of County Commissioners of Georgia (ACCG) in conjunction with Georgia Trend Magazine's 8th Annual Georgia County of Excellence award.
- In June 2012 Fulton County Parks and Recreation won first Place in the National Recreation and Parks Association Sprite Spark Parks program. The department won a \$15,000 grant to refurbish the Burdette Gym basketball court.
- April of 2012 Burdette Tennis Center was selected as a recipient of a \$75,000 award to renovate the existing tennis facility by the United States Tennis Association and American Express as part of the third annual Fresh Courts program.

# PUBLIC AFFAIRS

CHAMPIONS OF SERVICE  
REACHING OUT AND MOVING FORWARD

## OFFICE OF COMMUNICATIONS



Fulton County Board of Commissioners' Vice Chair, Emma I. Darnell answers questions from the media at the Grand Opening of the Adamsville Health Center.

The Office of Communications works collaboratively with the Fulton County Board of Commissioners, the Office of the County Manager, all 39 County Departments and the Justice System to provide services that include media and community relations, graphics design, electronic and social media communications, and special events planning which serve to educate, inform,

and promote County services, program and initiatives to key stakeholders and the general public.

### Communications Productivity by the Numbers

For the year 2012, the Fulton County Office of Communications:

- Wrote 418 press releases distributed to an average of 50 media outlets metro wide, which is a total of 20,900 media contacts
- Received and responded to 953 media inquiries
- Designed 687 promotional materials and publications
- Posted approximately 309 website postings
- Wrote 216 Commissioner-assigned proclamations
- Managed content for the website with a total of 5,137,989 visitors and of that 3,229,652 were unique views
- Produced more than 96 Employee updates
- Wrote and distributed 24 Inside Fulton Employee Newsletters to reach over 5,000 employees
- Wrote and distributed 10 Fulton Focus Newsletters reaching over 5,725 citizen subscribers which represents an increase of 82%
- Produced more than 240 daily press packets
- Wrote 539 Facebook postings with total increase in Facebook fans to date by more than 26%
- Wrote 1198 Twitter postings, with a total increase in Twitter followers to date by nearly 80%
- Planned, assisted with and photographed 68 County events

### Key Achievements in 2012

Our efforts led to the following accomplishments:

- Enhanced County Social Media identity and increased the number of Facebook fans and Twitter followers

- 2012 Recipient of 2 Bronze Flame Awards by the International Association of Business Communicators (IABC) Atlanta Chapter in Graphic Design and Publications
- 2012 Recipient of the Phoenix Award by the Georgia Chapter of the Public Relations Society of America in the category of Government Media Relations
- 2012 Recipient of the Sunny Award (for Fulton County) by the Sunshine Review for Government Transparency with an A- rating

The Fulton Office of County Customer Service is a component of the Office of Communications. The office is the first point of contact for citizens to Fulton County employees that can assist them with accessing County services.

The members of the customer service team work tirelessly to handle thousands of calls that come into the call center. In 2012, the customer service center handled 105,711 calls.

## OFFICE OF BROADCAST AND CABLE



FGTV's Flagship Weekly TV Program "Fulton Today" Production

The Fulton County Office of Broadcast and Cable is the home to Fulton Government Television. FGTV produces a number of original programs providing residents with timely and accurate information about their County government. Additionally, FGTV provides live and taped coverage of the Board of Commissioners' monthly meetings on both FGTV and online.

In 2012, FGTV delivered live programming during the November national and local General Election. Fulton County residents were able to see firsthand the results of their local races. FGTV also broke new ground in several new areas including live broadcasts with the opportunity for audience participation.

### Key Achievements in 2012

- Launched Youtube channel with over 4,000 views
- Launched social media presence on Facebook and Twitter with several hundred friends and followers collectively
- Recognized by the City of Atlanta's Communication Department in the Atlanta Journal Constitution as the benchmark for Government Television Programming
- Created an original program called Fulton Feedback, produced to allow Fulton County residents the opportunity to get information about various county services
- Increased the number of volunteer public access producers by 30% through training and hands on production experience
- Partnered with local and regional colleges and universities to increase the number of internship opportunities available at FGTV

The Office of Broadcast & Cable's Cable Division manages the County's cable franchise agreements. Last year the Cable Division successfully negotiated amended five-year Cable Franchise Agreement with Comcast, which will continue to offer revenue for County programs.

# FISCAL STEWARDSHIP

CHAMPIONS OF SERVICE

REACHING OUT AND MOVING FORWARD

## FINANCE DEPARTMENT



Strong stewardship of tax dollars is essential to Fulton County Government's ability to provide outstanding service to residents. In challenging economic times, Fulton County has been able to maximize tax dollar value while maintaining and increasing service levels.

The Fulton County Finance Department is responsible for managing all of Fulton County's budgets, totaling more than \$600 million. With careful management and leadership from the Board of Commissioners and County Manager, Fulton County has been able to maintain its current millage rate since 2007.

The Finance team has worked tirelessly with departments to maintain essential services with greater efficiency. The Finance Department worked collaboratively with departments throughout the County to realize a cost savings of \$24 million in 2012, comparing actual expenditures to budgeted allocations.

Each year the Finance team provide a series of updates to residents about the allocation of tax dollars, and gathers input about budget priorities. Citizens can review the Fulton County budget and historical budget documents online at their convenience.

### Key Achievements in 2012

- Fulton County maintained its overall AA credit rating.
- Fulton County received a historically low interest rate of 0.161277% for Tax Anticipation notes totaling \$120 million. The rate saved taxpayers approximately \$399,000 in interest payments compared to the 2012 budgeted amount.
- The Fulton County Finance Department was recognized by the Government Finance Officers Association of America and Canada for its Comprehensive Annual Financial Report and for its Budget Book.
- Fulton County's 2012 General Fund expenditures were \$24 million less than the budgeted amount.
- The County's 2012 revenues exceeded projections by approximately \$26.6 million, due to conservative tax revenue projections at the beginning of the year.
- Fulton County ended FY 2012 with a fund balance of \$101,568,424

## WHERE THE MONEY COMES FROM

### Property Taxes and Millage Rate

Property taxes represent the largest source of revenue for Fulton County. For FY2012, the projected amount from this source of revenue is \$408.2 million. It is levied annually by the Board of Commissioners when the tax digest is completed, with its impact to the taxpayers calculated as follows:

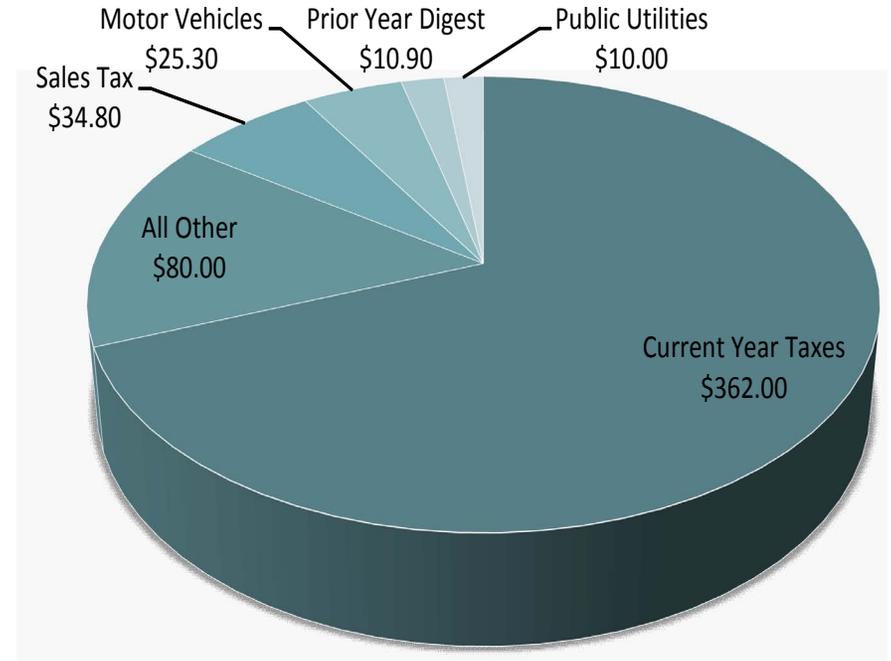
- Assessed Value = Fair market value of property multiply by 40%
- Taxable Value = Assessed value less homestead exemptions
- Amount of Tax Bill = (Taxable value divided by 1,000) multiply by the tax rate or millage rate

The millage rate is what governments sue 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 "mil" is equivalent to one dollar for every \$1000 of taxable value. For example, for an average home with a:

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

$$\begin{array}{r}
 \$250,000 \\
 \times .40 \\
 \hline
 \$100,000
 \end{array}
 \rightarrow
 \begin{array}{r}
 \$100,000 \\
 -\$30,000 \\
 \hline
 \$70,000
 \end{array}
 \rightarrow
 \$70,000 / 1000 = \$70.00
 \rightarrow
 \begin{array}{r}
 \$70 \\
 \times 10.281 \\
 \hline
 \$719.67 \text{ Tax Bill}
 \end{array}$$

The above calculation reflects the amount of taxes payable to the County only and does not include payments to the school boards and cities within Fulton County, or the State of Georgia.



# FISCAL STEWARDSHIP

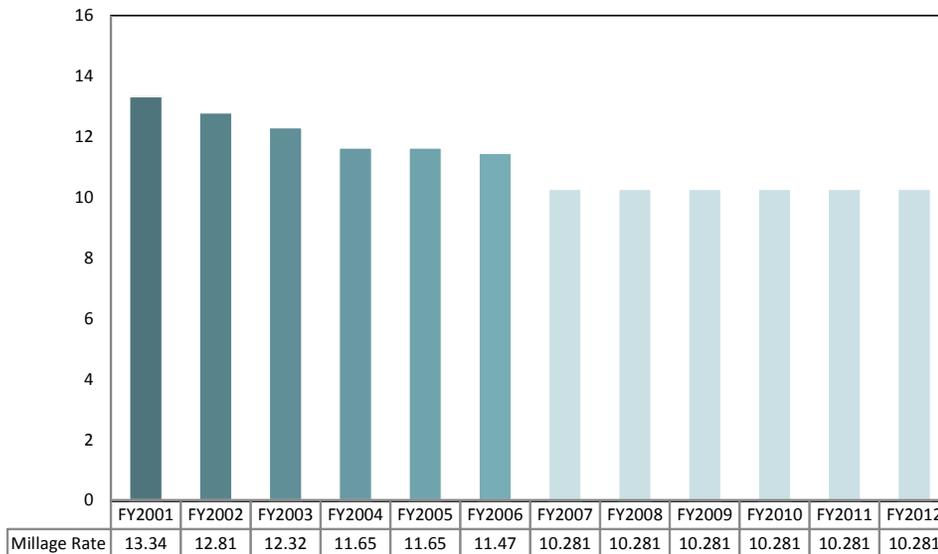
CHAMPIONS OF SERVICE  
REACHING OUT AND MOVING FORWARD

## Fy2012 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	11.78	\$1,060.20
Clayton	\$250,000	40%	\$100,000	\$10,000	\$90,000	15.813	\$1,423.17
Dekalb	\$250,000	40%	\$100,000	\$10,000	\$90,000	10.31	\$927.90
Cobb	\$250,000	40%	\$100,000	\$10,000	\$90,000	11.11	\$999.90
Fulton	\$250,000	40%	\$100,000	\$30,000	\$70,000	10.281	\$719.67

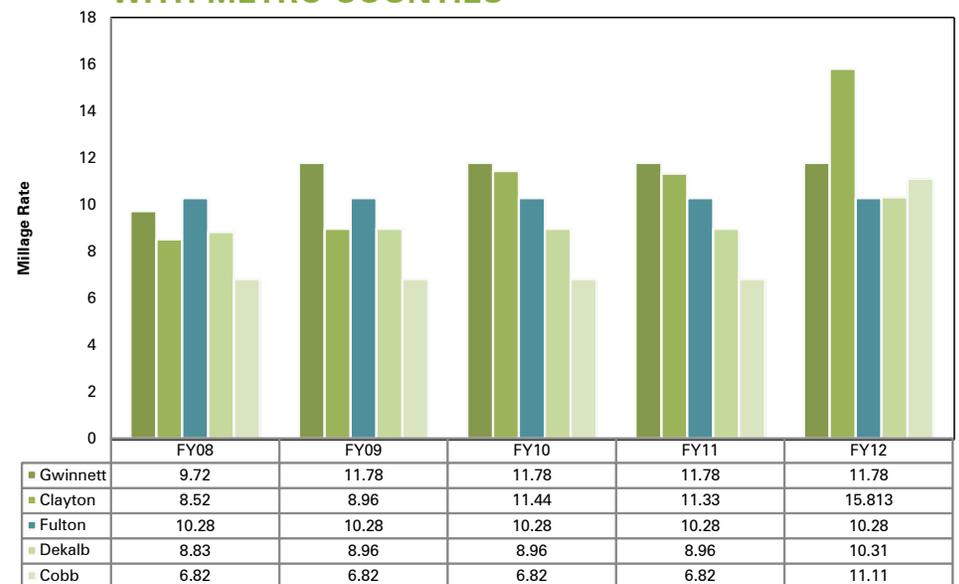
*Note: Dekalb County's millage rate includes the General Fund and Hospital millage rates in order to more appropriately compare with Fulton County's millage rate which includes funding for the same hospital, Grady Hospital. The tax advantage for Fulton County will decrease as the Fair Market Value increases.*

### FULTON COUNTY PROPERTY TAX MILLAGE RATES



As shown above, the County millage rate had declined in the last eleven years, from a high of 13.34 mills in FY2001 to a stable rate of 10.281 mills in the last six years.

### GENERAL FUND MILLAGE RATES COMPARISON WITH METRO COUNTIES



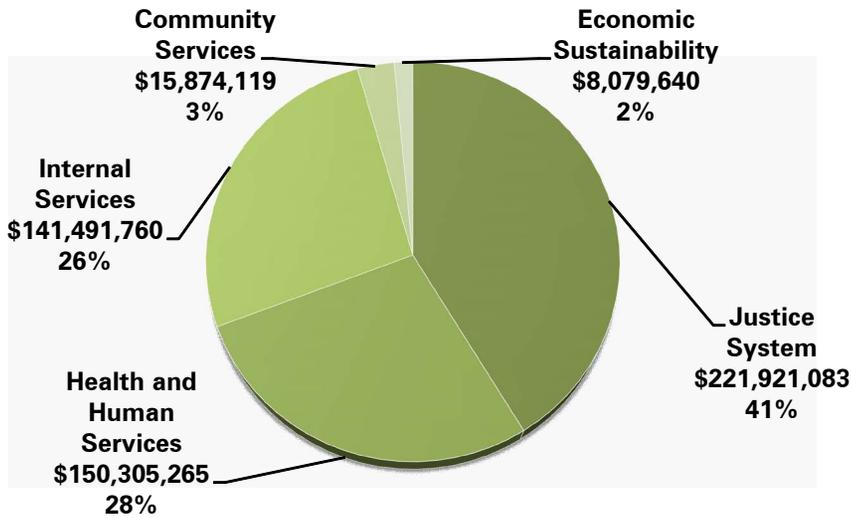
Dekalb County's millage includes the rate for Hospital and General Fund. Fulton County generally funds its capital budget out the same millage for General Fund, while Gwinnett and Cobb Counties have a dedicated Special Purpose Local Option Sales Tax (SPLOST) for their capital activities.

# THE FY2012 ACTUAL BUDGET

The General Fund is the County's main operating fund. It represents the largest County fund. 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.

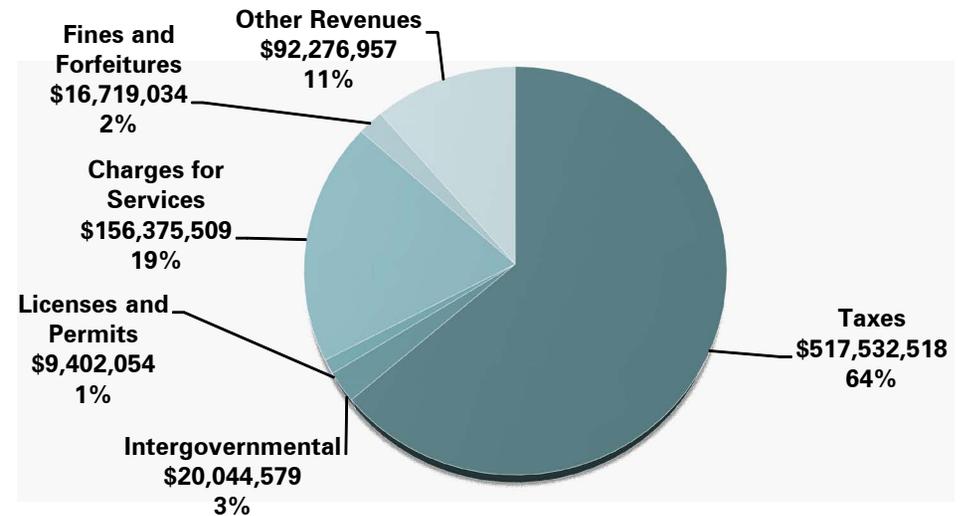
Property taxes represent the largest source of revenue for the County. It is levied annually by the Board of Commissioners when the tax digest is completed. Other revenue comes from Local Option Sales Tax. Fulton County's Local Option Sales Tax distribution is formula based using population. It does not follow point of sales within the County. Other revenue sources include financial institutions business license tax, indirect cost allocation, court fines and fees, property taxes related commission on collection, penalty and interest for late payment, rental income, and interest income.

**2013 General Fund Actual Expenditures by FOCUS Area**



**SUBTOTAL: \$537,671,867**

**2012 General Fund Revenue Sources**



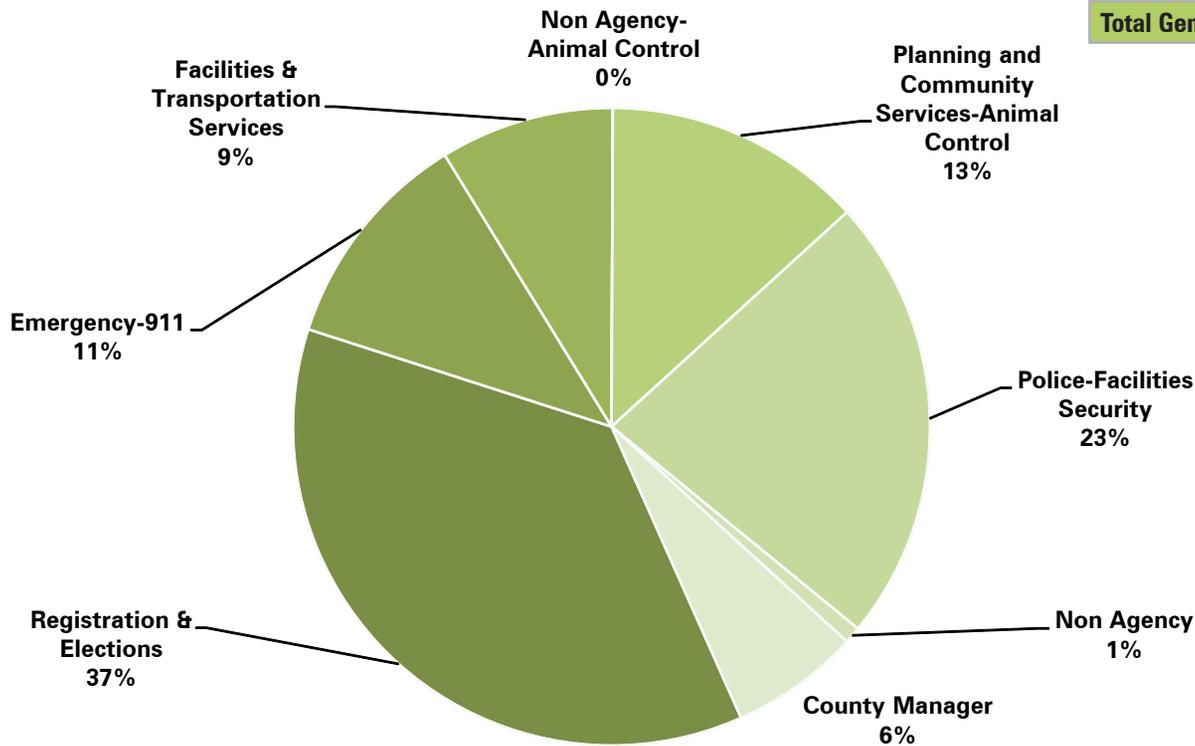
**TOTAL: \$812,350,651**

# FISCAL STEWARDSHIP

CHAMPIONS OF SERVICE  
REACHING OUT AND MOVING FORWARD

## COMMUNITY SERVICES FOCUS AREA 2012 GENERAL FUND EXPENDITURES

The Community Services Focus Area includes the departments of Environmental and Community Development, Registration and Elections, Emergency 911, Emergency Management, and certain segments of the Facilities and Transportation Services Department. The total expenditure for this category of General Fund in FY2012 was \$16.7 million.

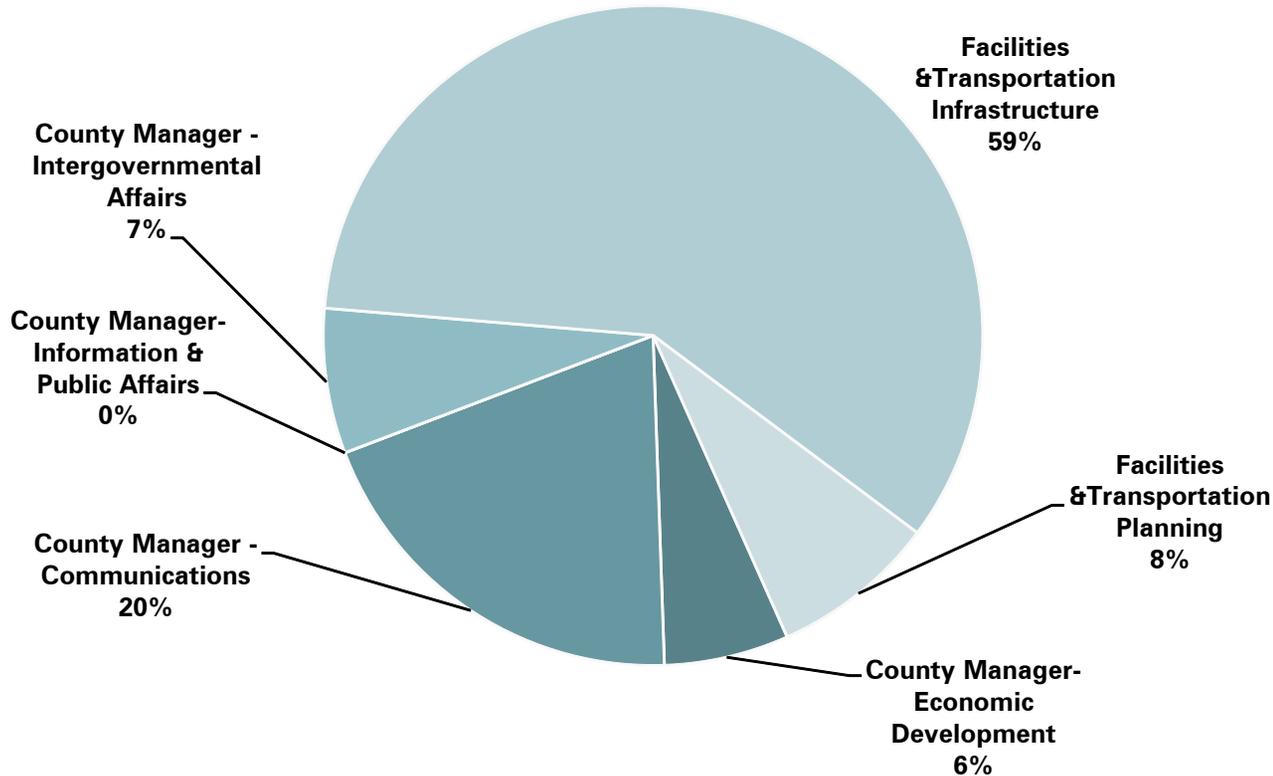


General Fund	
Registration & Elections	\$6,122,022
Emergency-911	\$1,887,517
Facilities & Transportation Services	\$1,477,878
Non Agency-Animal Control	0
Planning and Community Services-Animal Control	\$2,204,174
Police-Facilities Security	\$3,792,457
Non Agency	\$142,077
County Manager	\$1,096,552
<b>Total General Fund</b>	<b>\$16,722,677</b>

## ECONOMIC SUSTAINABILITY FOCUS AREA 2012 GENERAL FUND EXPENDITURES

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. FY2012 expenditures for this focus area totaled \$7.2 million. .

General Fund	
County Manager-Economic Development	\$442,348
County Manager - Communications	\$1,429,351
County Manager-Information & Public Affairs	\$0
County Manager - Intergovernmental Affairs	\$513,984
Facilities &Transportation Infrastructure	\$4,257,378
Facilities &Transportation Planning	\$588,021
<b>Total Uses-Appropriated Funds</b>	<b>\$7,231,082</b>



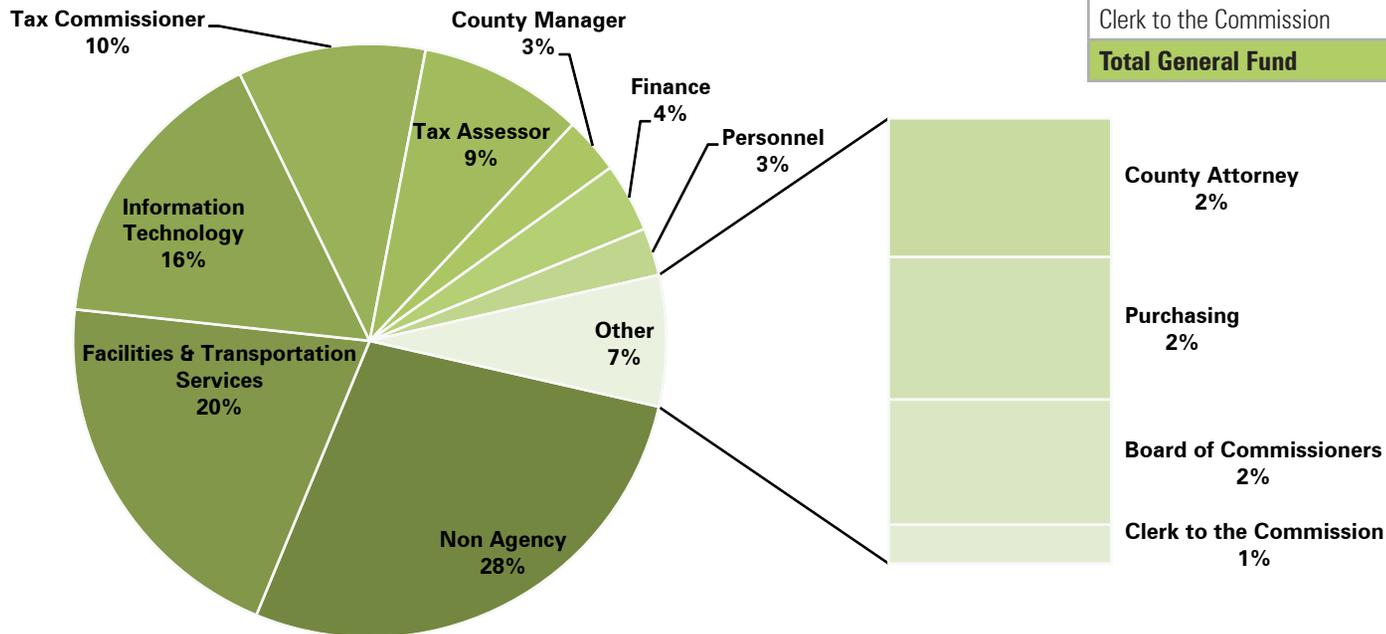
# FISCAL STEWARDSHIP

CHAMPIONS OF SERVICE  
REACHING OUT AND MOVING FORWARD

## INTERNAL SERVICES FOCUS AREA 2012 GENERAL FUND EXPENDITURES

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 FY2012, expenditures for the Internal Services departments totaled \$141 million.

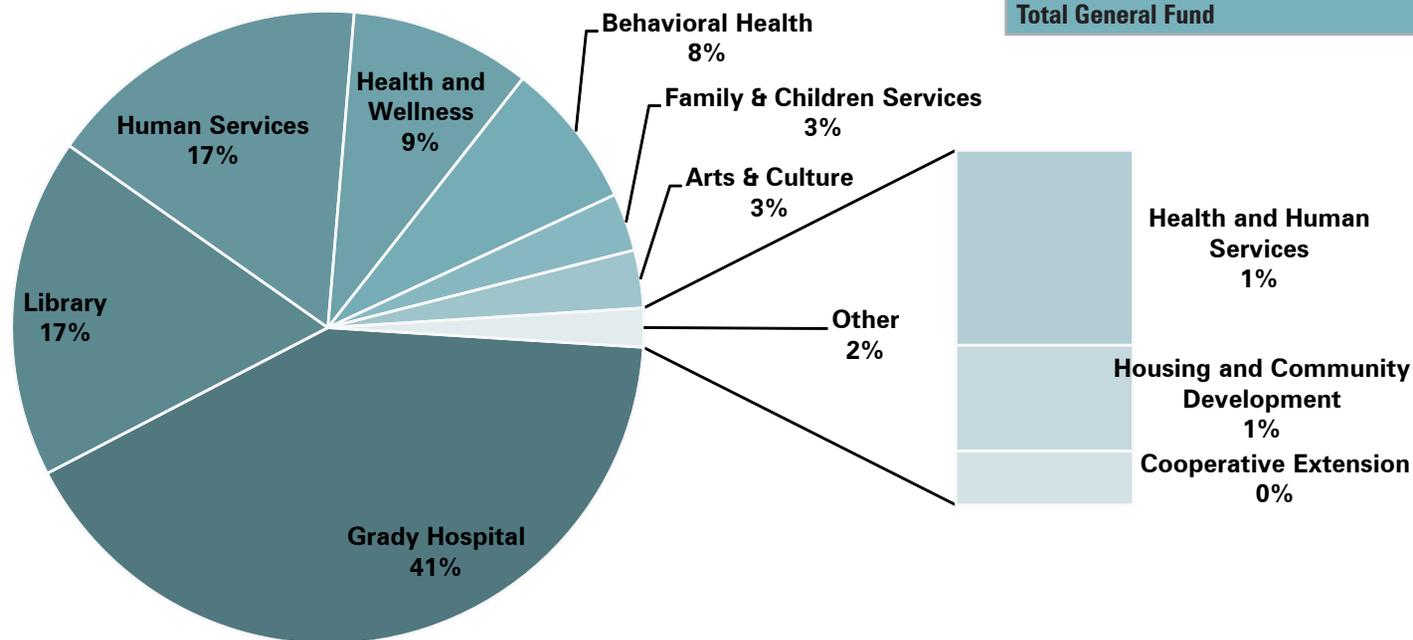
General Fund	
Non Agency	\$39,166,174
Facilities & Transportation Services	\$28,935,955
Information Technology	\$22,765,427
Tax Commissioner	\$14,499,774
Tax Assessor	\$12,690,807
County Manager	\$4,361,523
Finance	\$5,322,073
Personnel	\$3,666,972
County Attorney	\$3,143,315
Purchasing	\$3,228,006
Board of Commissioners	\$2,833,659
Clerk to the Commission	\$878,075
<b>Total General Fund</b>	<b>\$141,491,760</b>



## HEALTH & HUMAN SERVICES FOCUS AREA 2012 GENERAL FUND EXPENDITURES

Fulton County prides itself on providing our residents with the best quality of life services of any County in the state. In FY 2012, more than \$165 million was 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 & Culture Department, Housing and Human Services, Cooperative Extension, and Behavioral Health.

General Fund	
Grady Hospital	\$68,559,531
Library	\$28,763,140
Human Services	\$27,455,071
Behavioral Health	\$12,464,282
Family & Children Services	\$4,898,757
Arts & Culture	\$4,891,379
Health and Human Services	\$1,798,404
Housing and Community Development	\$976,915
Cooperative Extension	\$497,786
Health and Wellness	\$15,309,679
<b>Total General Fund</b>	<b>\$165,614,943</b>

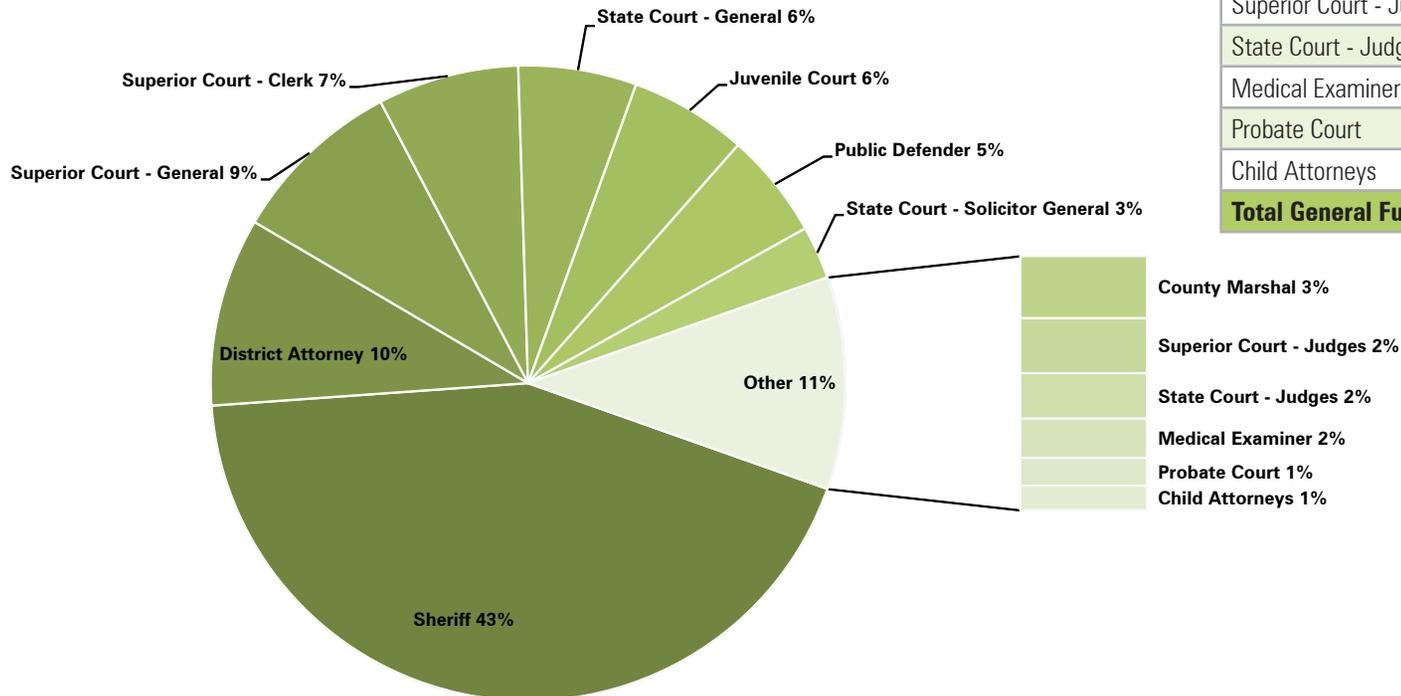


# FISCAL STEWARDSHIP

CHAMPIONS OF SERVICE  
REACHING OUT AND MOVING FORWARD

## JUSTICE FOCUS AREA 2012 GENERAL FUND EXPENDITURES

The majority of General Fund dollars are expended in the Justice System area with expenditures totaling \$221 million in FY2012. 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.



General Fund	
Sheriff	\$96,464,847
District Attorney	\$21,297,736
Superior Court - General	\$19,617,363
Superior Court - Clerk	\$15,970,371
Juvenile Court	\$13,270,381
State Court - General	\$13,374,111
Public Defender	\$11,961,266
State Court - Solicitor General	\$5,983,300
County Marshal	\$5,851,425
Superior Court - Judges	\$5,201,185
State Court - Judges	\$4,302,463
Medical Examiner	\$3,701,085
Probate Court	\$2,622,110
Child Attorneys	\$2,303,440
<b>Total General Fund</b>	<b>\$221,921,083</b>



***CHAMPIONS OF SERVICE. REACHING OUT AND MOVING FORWARD.***

**THIS ANNUAL REPORT PUBLICATION IS PRODUCED BY  
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