



FULTON COUNTY GOVERNMENT 2011 ANNUAL REPORT

at our
core

A photograph of two apples. One is a sliced apple, showing its white flesh and brown core, and the other is a whole green apple. They are positioned to the right of the text 'at our core'.

*“passion for the people we
serve, the place we work, &
our performance as a team.”*



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FULTON COUNTY GEORGIA

ABOUT FULTON COUNTY

Your County provides a broad variety of services to its residents. In FY2011, the total budget in all County funds, excluding capital and grants, is \$908.5 million to pay for delivery of these services.

- This report 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 growing needs of the citizens during a changing economy?

FULTON COUNTY GEORGIA

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.

Fulton County encompasses 528.7 square miles and stretches more the 70 miles from one end to the other. It is geographically a dynamic and diverse County comprising 14 municipalities. They include: Alpharetta, Atlanta, Chattahoochee Hill, 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.





FULTON COUNTY BOARD OF COMMISSIONERS

Chairman John H. Eaves

District 1, At-Large

"I believe that this budget maintains our commitment to the people of Fulton County. I am particularly proud that we do this all without raising county taxes in a tough economy. We continue to invest wisely in our children, our seniors and our communities. Simultaneously, we are building the foundation for a greater future in Fulton County like with the creation of a new Economic Development Division that will help attract, retain and grow jobs."

Vice-Chair Emma I. Darnell

District 5

"In District 5, we call it 'servant-leadership'. It means "from the bottom up – not the top down!"



Robb Pitts

District 2, At-Large

“I believe that in order for Government to continue to be an effective resource for its citizens, it must operate with a high level of efficiency. From the top to the bottom, we must be good stewards of tax payers’ dollars so that each citizen from every part of the county not only receives quality services, but can feel confident in knowing that their hard earned dollars to fund those services was money well spent.”



Liz Hausmann

District 3

“As the representative from North Fulton, it is important the values and priorities of the citizens of District 3 are considered in all decisions made by the County. We have worked to ensure that the voice of North Fulton is heard.”

A portrait of Tom Lowe, an older man with white hair and a beard, wearing a dark suit, white shirt, and a striped tie. He is standing and looking slightly to the right of the camera.

Tom Lowe

District 4

“Nearly 40 years of service on this Board has allowed me the time to truly get to know my constituents-their hopes, their dreams and their concerns. Every time that I’ve pressed that button in a meeting to cast my vote, it’s with that knowledge in mind. I wouldn’t do business any other way.”

A portrait of Joan P. Garner, a woman with short grey hair, wearing glasses, a patterned scarf, and a dark blazer. She is sitting and smiling at the camera, with her hands resting on a wooden chair.

Joan P. Garner

District 6

“Advocacy has always been a huge part of who I am. Being able to be the voice to speak for District 6, particularly for those who cannot speak for themselves is a privilege that I am both humbled and honored by each day that I serve and one that I will never take for granted.”



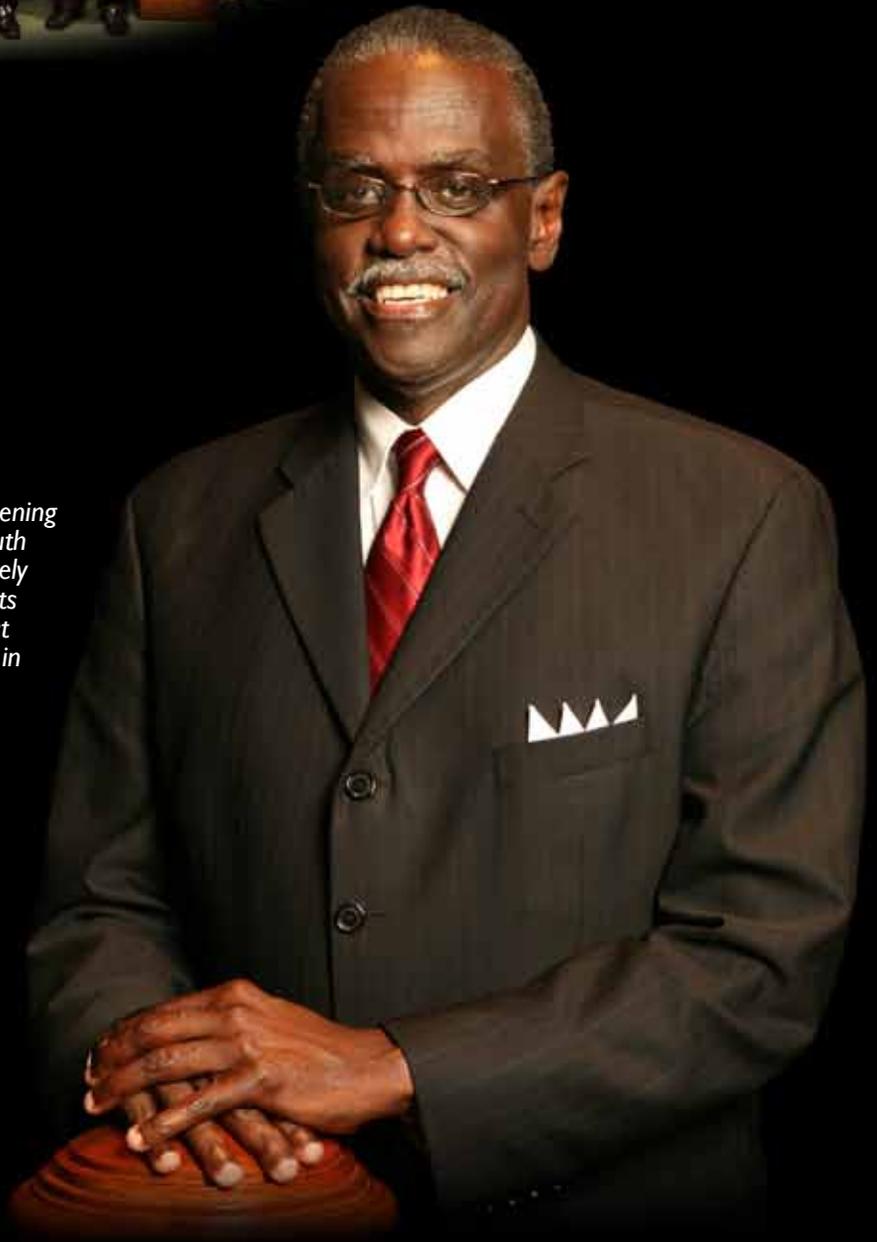
at our
core
a passion for performance

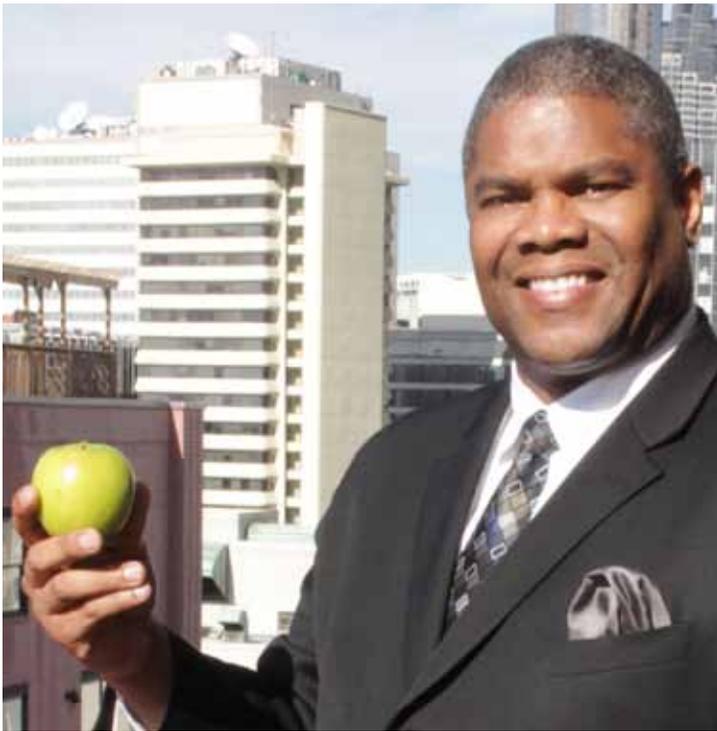


William “Bill” Edwards

District 7

“When you hear that good things are happening in South Fulton, it is more than just talk. South Fulton is a vibrant, growing community actively engaged in improving the quality of life for its residents. It’s because of this that I don’t just talk about making good things happen, but in partnership with the community, we work vigorously to make sure it takes place.”





Zachary L. Williams

Message from the County Manager

As I look out over the Fulton County skyline, I often think that despite the headlines that continue to chronicle the economic challenges we face as a nation, at its core, Fulton remains a fiscally sound and vibrant community. In fact, Fulton's overall financial stability is considered one of the strongest in the metro Atlanta region.

As a result, on June 15, 2011, Fulton County Government issued \$120 million of tax anticipation notes with a net interest cost of 0.181326%, the lowest the County has ever received, and the lowest rate received by any city or county in Georgia history. The County saved approximately \$1.27 million in interest payments compared to the 2011 budgeted amount. The low interest was due, in part, to Fulton County's designation with the best possible short term credit ratings by S&P and Fitch.

The County's overall credit rating is AA, which is also excellent. The strong short-term and long-term ratings are true indicators of the County's long history of strong financial management. As Fulton families continue to cope with the strain that the recession

produces, the Board of Commissioners (BOC) is ever conscious of ensuring that our system of government continues to provide quality services that meet the needs of the people without creating an even greater strain on them.

The BOC affirmed its commitment to Fulton County citizens and, for the fifth year in a row, did not raise the millage rate for 2011. Knowing that many citizens cannot afford the rising costs of adequate healthcare, the Board of Commissioners also allocated \$62.1 million for funding for Grady Hospital. Understanding that a lack of education is a barrier to obtaining gainful employment for self-sufficiency, they also voted to increase the library funding by \$300,000 specifically for the GED Program.

This year we focused on several strategic priorities including: environmental sustainability, affordable housing, transportation, planning and development, public safety, human services, civic engagement, and developing a healthy community. We advanced and completed several major capital projects. Ever at the forefront on each priority was the determination to remain effective while still being efficient, reducing costs wherever possible. Our constant challenge comes from increasing operational costs and declining property tax revenues.

Today, we understand more than ever how important it is to plan ahead. Our goal in 2011 was not only to plan for the year, but to also make decisions that would have an impact on years to come which is why the BOC approved the 2012-2014 Strategic Plan. With the support of our elected leadership, a committed and creative workforce, and an engaged community, I firmly believe we will not only stay the course, but continue heading in the right and best direction ultimately becoming an even stronger community.

Zachary L. Williams



David R. Ware

The Office of the County Attorney

The Office of the County Attorney is committed to providing Fulton County with excellent legal representation. The Office is divided into five practice groups: Personnel and Human Services; Risk Management and Revenue Enhancement; Public Safety; Finance, Information Technology and Taxation; and Environment and Infrastructure. Each practice group is led by a Senior Attorney and includes 2-3 Staff Attorneys.

In addition to litigation matters, the County Attorney's office is responsible for a wide array of transactional matters, including drafting and reviewing contracts, preparing legislation for consideration by the Board of Commissioners, developing legal opinions, and responding to requests made under the Georgia Open Records Act.

During 2011, the Office of the County Attorney has:

- Reviewed or drafted over 900 contracts
- Assisted in responding to more than 1500 Open Records requests
- Drafted and or reviewed over 65 different resolutions, ordinances, or policies
- Provided over 240 formal written legal opinions to County officials, administration and department heads

Some of the noteworthy transactional matters handled by the County Attorney's office include the following:

- Participating in the ongoing Service Delivery Strategy negotiations with the various cities within Fulton County
- Advising County Departments regarding compliance with the requirements of the Georgia and Immigration Compliance Act including amendments adopted by the state in early 2011
- Assisting the County Manager and relevant departments in the development of policies and legal documentation necessary for the implementation and operation of the Wolf Creek Amphitheater
- Advising the Board of Commissioners, Library System, Purchasing and General Services Departments regarding the Library Bond Program for Phase I, including matters relating to property acquisition and procurement of a Project Manager and other professional services

Of significant note, the Office of the County Attorney completed the successful termination of the Kenny A Consent Decree. On April 14, 2011, Judge Marvin Shoob signed and published the Consent Order to Terminate Modified Consent Decree with Fulton County. The 2002 suit was brought on behalf of some 2,000 children by New York-based advocacy group Children's Rights, which charged that caseworkers were overburdened and that children's shelters were dangerous and dirty. Under the consent decree, a Federal Monitor had oversight of the system and made regular reports to U.S. District Judge Marvin H. Shoob. Judge Shoob's order states that the county "has vastly improved the quality of representation provided to Fulton County's foster children."



Mark Massey

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 2011, the Clerk’s Office was very active in coordinating a number 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 2012 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 2011, the Clerk’s Office reached a new plateau in the number of records provided to the public. In addition to the hundreds of direct research requests from Fulton County officials and citizens, the Clerk’s Office’s online records repository system, DocDepot, documented hits on over 800,000 pages of the Board’s records. This figure represents a startling 25 percent increase from 2010 – the largest yearly gain ever experienced, thus confirming the value of DocDepot, as well as the Clerk’s Office’s conscientious efforts to maintain and promote the system.

To further its records access capabilities, the Clerk’s Office in 2011 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.

Furthermore in 2011 regarding the area of technology, the County purchased a new, state-of-the-art automated agenda system of which the Clerk’s Office is the chief operator. The Clerk’s Office staff is currently being trained on the new system, which will enable the Clerk’s Office to create the Board’s agendas, post agendas, and minutes with greater efficiency and accuracy.

The system will also streamline 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.



PUBLIC SAFETY

Police Department

The Fulton County Police Department's mission is to preserve life, protect property, and maintain order through a partnership between the department and the citizens.

MISSION PROJECTS

- The police department's partnership with the Truancy Reduction Intervention Project, local residents and merchants helped in the reduction of truancy and juvenile crime in South Fulton.
- The Fulton County Police also began the Gang Resistance Education and Training (GREAT) Program where officers team up with local schools to help children resist the influences of gangs.
- The creation of a Facebook page that enhances communication between the department and the citizens of South Fulton.
- National Night Out is designed to heighten crime awareness and support for crime and drug prevention

efforts sending a message to criminals that neighborhoods are working together to fight crime. Fulton County Police partners with County departments, area businesses, residents, home owners associations and local talent to sponsor the event.

ACCOMPLISHMENTS

- The Fulton County Police Department collaborated with the Fulton County Truancy Reduction & Intervention Project (T.R.I.P.) to address truancy in Fulton County. This partnership resulted in the return of over 360 truant children to school. Each child received an assessment by T.R.I.P. staff, resulting in the delivery of needed services to children and their families.
- Through its diligent investigative work FCPD located over 200 stolen motor vehicles that were recycled for their metal parts. This work also resulted in the issuance of over 300 arrest warrants.
- FCPD experienced a 5.9 percent decrease in burglaries in unincorporated South Fulton, maintaining a five-year trend in reducing the number of burglaries each year.



PUBLIC SAFETY

Fire Rescue Department

The Fulton County Fire and Rescue Department's mission is to provide fire, life safety and support services that are relationship focused and results oriented. The department's motto is "Service to All, Second to None." Services include: extinguishing fires, mitigating disasters, performing rescue and emergency medical services, fire prevention education and training citizens in CPR and emergency response classes. The department also inspects buildings, enforces the fire code, maintains and repairs the department's fleet.

MISSION PROGRAMS

- The Community Emergency Response Team (CERT) educates and prepares individuals to self-sustain themselves for up to 72 hours in the case of an act of God or man-made incident. The main goal of the program is to educate citizens about disaster preparedness, prepare them for hazards that may impact their area and trains them in basic disaster response skills, including fire safety and disaster medical operations.

ACCOMPLISHMENTS

- Firefighters responded to 10,619, emergency 911 calls, with an average response time of 5:49 minutes.
- The department developed a prototype fire station plan for Fire Station #11 and future construction projects
- Up to 17,000 students and homeowners were taught fire safety and 228 new students graduated from the department's CERT class.

FIRE SAFETY TRAINING

- A total of 13,311 students from areas schools received fire safety training
- One thousand students from local businesses received on the job fire safety training
- Fire officials conducted 1,500 fire safety training classes in daycare and child development centers
- Fire safety training was conducted at 2,000 special events to include fire prevention week, fall festivals, and health fairs.



PUBLIC SAFETY

Sheriff's Office

The Fulton County Sheriff's Office is responsible for providing 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, jail and other public areas and processing and securing inmates at the Fulton County jail.

OPERATIONS

- There were 36,406 inmates committed to the Fulton County Jail during the 2011 year. Jail staff executed 30,241 releases of inmates.
- The Jail's Food Services Unit served more than 2.1 million hot meals and prepared 73,000 sandwiches.
- The annual total of services provided by Medical Services were:
 - 29,049 inmates screenings at Intake
 - 916 new HIV admissions
 - 5669 inmates received dental services

- Mental Health workers made 21,495 contacts with inmates.

AGENCY STANDARDS

- The Fulton County Sheriff's Office became accredited by the Commission on Accreditation of Law Enforcement Agencies, Inc. (CALEA) in 2011.

COMMUNITY OUTREACH

- Volunteer Chaplains and the Sheriff's Office's Community Outreach Section coordinated the first annual Homeless Initiative in 2011 to collect donations of personal hygiene supplies for distribution to persons in need.
- The Fulton County Sheriff's Office held a youth conference called H.Y.P.E. which stands for Helping Youth Prosper and Evolve. Sheriff Ted Jackson arranged for community leaders from Juvenile Court, the Drug Enforcement Agency, the Federal Bureau of Investigation, and other professionals to share their experience with students to engage in learning sessions.



PUBLIC SAFETY

Marshal's Office

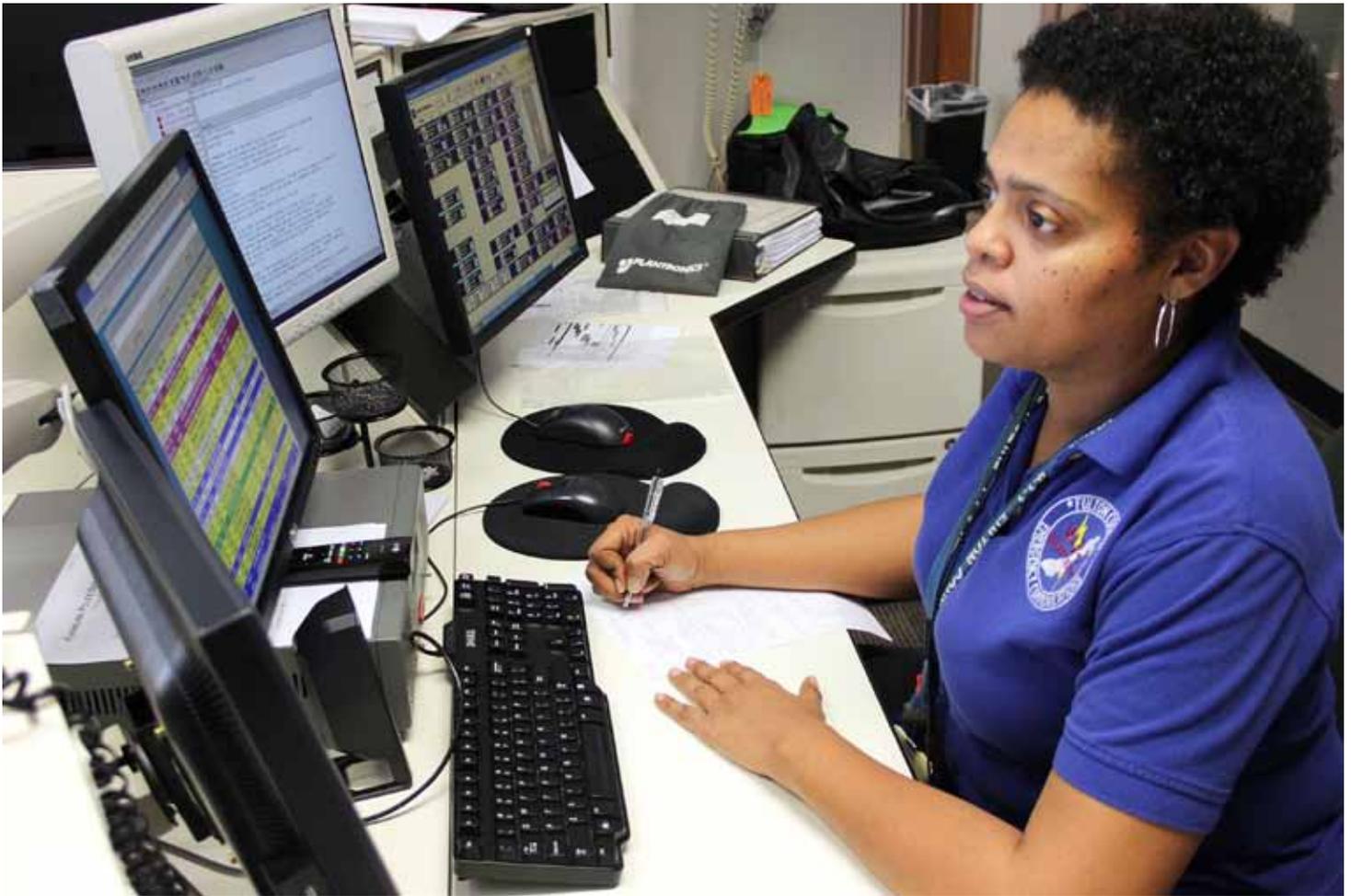
The Fulton County Marshal's Office carries out the enforcement of Federal, State and local laws and ordinances. It takes pride in performing a wide variety of community services. Interaction with the community is emphasized by the number of civic and charitable events the Marshal's Office participated in during the 2011 year.

COMMUNITY OUTREACH

- One of the most popular programs hosted by the Fulton County Marshal's Office involved selecting 25 kids to become Jr. Deputies for a week. The young deputies experienced what it's like to be a member of the Marshal's Office and go through some Deputy training programs such as learning self defense at the South Fulton Safety Center at Wolf Creek.
- In April of 2011 the Marshal's Office hosted the "40 Girls and Shoes Drive" which collected shoes for families in

need. Spring also brought the Summer Reading Program to area schools. Deputies visited campuses to help children prepare for a summer of reading.

- The Marshal's Office participated in two Community Impact Days. Deputies went into the community to meet with residents and brought with them a variety of fun projects and information.
- During Christmas time the Marshal's Office participated in the "Cops For Kids" program held at the Union City Wal-Mart. Deputies helped each participating child pick out \$150 worth toys. Along with private citizens deputies served as escorts/assistants to the families as they shopped throughout the store. A total of fifty-five children from the metro area were selected by the Easter Seal Society to participate in the program. Twenty of the participants were selected by Fulton Order of Police Lodge number 64.



PUBLIC SAFETY

Emergency Communications 911

The Emergency Communications 911 Department protects life and property by delivering professional, effective, and compassionate 9-1-1 public safety communications to the citizens and public safety responders of Fulton County.

ACCOMPLISHMENTS

- Successfully transitioned 9-1-1 Services from the city of Fairburn to Fulton County
- Eliminated a fragmented 9-1-1 system by restoring the direct dispatch of ambulances in unincorporated Fulton County
- Implemented the Emergency Notification System “Code Red” and effectively registered 300,000 telephone lines

- Exceeded the 90% target for processing 9-1-1 calls within 10 seconds
- Successfully upgraded the Computer-aided Dispatch System, which processes public safety requests from citizens
- Successfully upgraded and deployed Digital Radio equipment to public safety personnel

QUICK STATS

- Total number of calls: 596,634
- Number of Non-emergency: 235,783
- Number of Operators: 40
- Number of cities: 3
- How long to answer 9-1-1 calls: Average 1 second



BUSINESS DEVELOPMENT Purchasing

The Department of Purchasing & Contract Compliance is a centralized departmental organization responsible for the procurement of goods and services for County government as authorized by Federal, State and County laws and ordinances, and for the administration and enforcement of the County's Non-Discrimination Policy.

ACCOMPLISHMENTS

To ensure that citizens and vendors are aware of the opportunities that exist with the County, the Department of Purchasing & Contract Compliance maintains a robust web page and participates in numerous outreach/information sessions throughout the year.

The Department participated in over 50 such events in 2011. Under the leadership and guidance of the Fulton County Board of Commissioners Purchasing and Contract

Compliance awarded over \$100,000,000.00 to local businesses in 2011.

CONSTRUCTION CONTRACTING COMPANIES ATTEND SMALL BUSINESS INQUIRY DAY

In July 2011, more than 30 local construction-contracting companies attended the first Small Business Inquiry Day information session to learn about project opportunities for the new Adamsville Regional Health Center. The meeting attracted licensed and experienced small businesses in Fulton County.



INFRASTRUCTURE OPERATIONS

Department of Public Works

The Fulton County Department of Public Works is comprised of two key areas: the Water and Transportation, Construction and Traffic Divisions. The Water Division provides safe drinking water to citizens, protects the health of the environment by meeting water quality standards, promotes water conservation and water quality protection through education. The Transportation, Construction and Traffic Division manages congestion, enhancements to roadway efficiencies in the transportation network, safety on roadways and bridges, and mobility and accessibility. In 2011, the Department of Public Works received accreditation by American Public Works Association.

WATER DIVISION ACCOMPLISHMENTS

- Delivered and distributed over 10,400 million gallons of water to 71,000 customers
- Treated approximate 60 million gallons per day of wastewater service 87,000 customers
- Managed \$185 Million Capital Improvement Program and \$76.5 Million Annual Operating budget

- Refinanced existing water and sewer bond program

TRANSPORTATION ACCOMPLISHMENTS:

- Completed construction of the 1.9 miles of Sidewalk, Pedestrian Bridge and Landscaping for the Will Lee Road Project.
- Upgraded travel time technology on Cascade Road, with the following results:
 - reduction of eastbound travel time by 17%
 - Increase in eastbound trip speed by 22%
 - decrease in total delay for the approach 33%
 - reduction of westbound travel time by 12%
 - increase in westbound trip speed by 12%
 - decrease in total delay by 27%

Additionally, the Public Works Department implemented a comprehensive recycling program at the Merk Miles Solid Waste Facility. The enhanced recycling program includes the acceptance of oil and latex paints as well as used cooking oil.

KEY GREENSPACE ACQUIRED ALONG CHATTAHOOCHEE

Fulton County has added three properties to its Chattahoochee River Linear Greenway project in unincorporated South Fulton County, moving forward an effort started in 1998 when the Board of Commissioners adopted a resolution supporting the Chattahoochee River Land Protection Campaign.

In September 2011, the Board of Commissioners acquired over 400 acres of property along the Chattahoochee River. Nearly half of the land was donated by Industrial Trout,

LLC. Another portion of the property was conveyed through The Trust for Public Land. Funds; a portion of that property was also donated. The remainder was purchased through the South Fulton Tax District and funds generated by the sale of park land to the City of Chattahoochee Hills.

These acquisitions lay the groundwork for a future regional park for unincorporated South Fulton County, creating a recreational area on the Chattahoochee River. They also provide a potential connection to Douglas County Boundary Waters Park as well as linkage with the National Park Service's anticipated Middle Chattahoochee River Blue Trail.





INFRASTRUCTURE OPERATIONS

Department of General Services

The Fulton County Department of General Services mission is to provide building operations and maintenance to ensure a safe and comfortable building environment for County's employees and its customers on a daily basis.

In 2011, with budget cuts and limited funding Fulton County was forced to make some important decisions on whether to repair some of its major equipment. As a result, the Fulton County Government Center Facility completed the replacement and installation of two new Carrier 600 ton chillers and one 400 ton chiller for energy efficiency.

Based on the 12 month electrical consumption from May 2010 to April 2011, Fulton County is anticipating a 3,792,539 KWH reduction in energy usage. At the average cost of \$.0783 cents per KWH this is a \$296,955 savings per year. The project cost an estimated \$926,000. As a result, these projects will pay for themselves.

Capitol Improvement Project Accomplishments

- Construction of Wolf Creek Amphitheater
- Registration & Elections Renovation
- Former Adams Park Library conversion to Adams Park Youth Center
- Carnes Building Justice Center – Phase I Penthouse Wall Screen
- North Fulton Service Center Roof Replacement
- Fulton County Government Center Partial Roof Replacement
- Justice Center Tower Security Enhancements & Command Center
- Aldredge Health Center Renovation
- Fulton Aviation & Cultural Center Design/Build
- Adamsville Regional Health Center Construction
- Demolition of Fire Station number 11 & Construction



INFRASTRUCTURE OPERATIONS

Information Technology

The Department of Information Technology's mission is to deliver secure, innovative, reliable technology services and solutions, and provide guidance and oversight that lead to sound decisions for Fulton County Government.

ACCOMPLISHMENTS

- Placed number 9 in the nation as a 2011 Digital Counties Survey winner. This award recognizes counties who use best practices in information technology operations.
- Acquired a new Unified Justice Case Management System to replace all of the existing disparate systems utilized by the courts and public safety. The new unified system will streamline the business processes from arrest to disposition and provide better tools to continuously improve the courts and public safety functions of the County.

- Successfully completed the implementation of a new Computerized Maintenance Management System (CMMS). The new system uses GIS technology to help streamline the service request and work order process of departments.

Additionally, The Department of Information Technology successfully implemented several solutions to improve citizens' access to County services via the County's website.

- Online Water/Sewer Payments
- Code Red Emergency Notification System
- Online Restaurant Health Inspection Results
- Online Court Hearing Calendar

Lastly, Fulton County Government has received an A+ from the Sunshine Review for its transparency in providing information through the county website a collaborative initiative with the Office of Communications.



CULTURE & COMMUNITY

Arts & Culture

The Fulton County Arts Council and the Fulton County Department of Arts & Culture serves as Fulton County's funding agency to support cultural programs and the agency which provides services to Fulton County based nonprofit arts organizations and Fulton County residents.

The Arts & Culture Department believes the arts are essential to the quality of life of Fulton County's citizens and to the economic and social health of our communities. The Fulton County Department of Arts & Culture is committed to improved access for all Fulton County residents to arts programming, including cultivation of the next generation of artists and arts patrons by continuously broadening existing FCAC programs.

The Contracts for Services Program allowed the department to expand arts programming for youth and enhance arts organizations and artists' long-term sustainability, via Arts Center partnerships, community outreach, and arts funding.

ACCOMPLISHMENTS

- The Department of Arts & Culture successfully opened Wolf Creek Amphitheater with the grand opening free concert for Fulton County residents.
- The Department of Arts & Culture's Contracts for Services program awarded over 100 Fulton County based Arts Organizations 1.5 million dollars for arts services and programs.
- The successful Southwest Arts Center Teen Artists Academy was expanded to include two additional locations, Abernathy Arts Center and the South Fulton Arts Center. The Teen Artists Academy is an intensive four-week program for students ages 13-18. Students focus their study in visual arts, music, dance, creative writing and theater to create a theatrical production and gallery exhibit. In 2011 the program celebrated its sixth year at Southwest Arts Center and also expanded to include the programs for teens at the South Fulton Arts Center, and Abernathy Arts Center.



CULTURE & COMMUNITY

Parks & Recreation Department

The Fulton County Parks and Recreation Department celebrates 39 years this year as it strives to provide a standard of excellence in service, facilities and programs to Fulton County's families with a strong concentration on the development of the County's youth. The Department works in concert with the County's leadership and residents to provide invaluable services.

PARK RENOVATIONS

- Welcome All Park's South Fulton Community Center and Natatorium was completely renovated with the aid of over \$1 million in capital improvement money, department budget money and \$42,000 in Community Development Block Grant funding.

The finished work included: new tiles on the main lobby floor, showers, locker and rest rooms; rubber flooring for the weight and cardio rooms; interior and exterior

painting; refinishing of the gymnasium floor; new partitions and hand dryers in the restroom; renovated lobby furniture; touch-less, motion detected valves for the showers, sinks and toilets; hallway and pool relighting, new pool pump and handicap chair lift for the pool and new pool heater.

YOUTH PROGRAMS

- The FC Youth Basketball program is in its 35th year of existence and provides instructional basketball skills and game experience for boys and girls ages 4 to 17. On a yearly basis over 350 youngsters register for the program in several age groups. Successful teams advance to the Georgia Parks and Recreation (GRPA) District 7 playoffs and then on to the GRPA State Playoffs. Over the last 15 years our program has had at least three teams from three ages groups represented in (GRPA).

The basketball program is supported by Fulton County Parks and Recreation staff, community volunteers and paid game officials.

Summer Camps make for lots of fun in the sun for South Fulton's kids. The program provides wholesome fun activities for youngsters during a nine week session. Boys and girls, ages 5-12 years old participate in games, sports, arts & crafts, swimming and field trips. Breakfast and lunch are provided for the registered children. The program also hires seasonal staff (trained in CPR/AED and First Aid).

LANDSCAPING

- Parks and Recreation personnel worked on landscaping and grounds maintenance for the grand opening of the new Wolf Creek Amphitheater. Over 20,000 man-hours were expended by parks personnel in refurbishing the area in and around the amphitheater.





PUBLIC AFFAIRS

Offices of Communications & Customer Service

OFFICE OF COMMUNICATIONS

The Fulton County Board of Commissioners believe it is important for citizens to be informed of County initiatives, programs, services and financial stewardship efforts in order to raise awareness among key audiences, including Fulton County employees, residents, business owners, and the media.

The duties of the Office of Communications include, but are not limited to, the following: Filming, Media Relations, Crisis Communications, Electronic Communications, Graphic Design Services, Special Event Planning, Civic Engagement & Social Responsibility, and Customer Service. All of these duties are performed on behalf of Fulton County Government, the Board of Commissioners, its departments and department directors.

FILM COORDINATION

In 2011, the Office of Communications received the duties of coordinating filming in Fulton County from the General Services Department and collected over \$10,000 in fees in the first year.

MEDIA RELATIONS

- Expanded Fulton's media presence through a partnership with WCLK 91.9 FM Clark Atlanta Radio to produce the monthly public affairs show Fulton Focus.
- Wrote over 348 press releases distributed to over 50 media outlets metro wide, received and responded to 657 Media Inquiries, with a total of 21,357 media contacts, averaging 10.50 per public affairs officer per work day
- Produced more than 250 daily press packets

ELECTRONIC COMMUNICATIONS

- Enhanced County Social Media identity and increased the number of Facebook fans Facebook fans by more than 50% and Twitter followers by more than 53%
- Posted approximately 283 website postings whereby the County website had 2,050,830 visits from 982,373 unique visitors an increase from 2010 of 304,464 visits and 147,012 unique visitors
- A+ rating from the Sunshine Review, a government watch dog organization for website accessibility and transparency
- Wrote and distributed 38 Electronic newsletters to reach employees and 2,000 citizen subscribers
- Partnered with Navigator 511 to be the first county in state to sponsor their i-phone application that not only provides up to date traffic information for Fulton County residents, but also information on Fulton's programs and services

GRAPHIC DESIGN & SPECIAL EVENT PLANNING

- Designed 572 graphic design projects

- Planned, assisted and photographed over 300 of county events receiving an overall 93% customer satisfaction rating for special events services

CIVIC ENGAGEMENT, SOCIAL RESPONSIBILITY & CUSTOMER SERVICE

- Coordinated the first Citizen Sense Budget Sessions which allowed Fulton citizens to actively participate in the budget process culminating in the County's first televised town hall meeting utilizing, FGTV, Information Technology and social media
- Wrote over 200 Commissioner assigned proclamations to recognize citizens and employees
- Hosted 4 blood drives, with participation from 349 employees, netting 304 pints of blood.
- Coordinated the Project Hope charitable giving drive, netting pledges of \$119,894.36 with participation from 1,462 employees
- Coordinated annual Citizens University, an interactive 12 week course for citizens on Fulton County government operations.
- Received and handled 116,560 calls through the customer service center





PUBLIC AFFAIRS

Office of Intergovernmental Affairs

The Office of Intergovernmental Affairs is responsible for coordinating Fulton County's interaction with other governments, including federal and state agencies as well as cities within Fulton County. Key activities for this division include lobbying and grants coordination.

The 2011 Session of the General Assembly was the longest on record, lasting a total of 108 days. Fulton County was able to work with its delegation and other key legislators to work toward legislation affecting the interests of Fulton County.

ACCOMPLISHMENTS

- Through development and coordination of close allies this Session, Fulton County was successful in assisting MARTA in securing the elimination of the

50/50 restriction on the use of MARTA tax proceeds for a period of three years.

- Fulton County was able to take advantage of an opportunity to obtain the 30-acre Larmore Detention Facility in South Fulton County for \$1. This transfer has been in the works for several years and was added to the annual property conveyance legislation at the request of the County, with support from the Chairman of the Senate State Institutions and Property Committee.
- Fulton County was able to continue working with partners opposed to the creation of Milton County initiative.



PUBLIC AFFAIRS

Office of Broadcast & Cable

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. In 2011, FGTV broke new ground in several new areas, including live broadcasts with the opportunity for audience participation.

Last year, FGTV in collaboration with the Office of Communications and Department of Information Technology (DoIT) produced its first ever LIVE telecast for the Citizen Sense Town Hall series. The coverage included live guest, tape segments, and live call-back questions from viewers, as well as email and Twitter questions. This was the first such program in FGTV history. Continuing the collaboration with Communications and DoIT, FGTV video produced an employee live townhall meeting which was live streamed allowing the County Manager to communicate with all 5,000 county employees at once.

Employees had the opportunity to email in their questions about key issues such as personnel policies and the County's budget.

Viewers may have noticed some other changes at FGTV last year as well. A new ticker crawl was introduced that provides instant news updates and public service announcements across the bottom of the screen during programming. In addition to FGTV programming, the Office of Broadcast & Cable oversees the Fulton Community Channel.

One of the Community Channel's locally produced Public Access shows, "Georgia on a Budget," received an honorable mention award for locally produced programming from Alliance for Community Media.

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.



QUALITY OF LIFE

Housing and Human Services

The Fulton County Housing and Human Services Department provides vital services to strengthen individuals, their families, and communities through partnerships with various community organizations and outreach programs. Program partners include non-profit, private sector, government, volunteer, and citizen advocates.

ACCOMPLISHMENTS

Neighborhood Stabilization Program (NSP)

Under the Neighborhood Stabilization Program I, Fulton County obligated 110 percent, drew 94 percent of the grant amount (\$10,333,410), and produced over \$4 million in Program Income from the sale of sixty-eight (68) homes to income eligible homebuyers. Overall, the County's Developers, APD Solutions and Atlanta Neighborhood Development Partnership (ANDP)

purchased and rehabbed ninety-four (94) properties in South Fulton County.

Office of Workforce Development

The Office of Workforce Development (OWD) operates three (3) WIA One Stop Centers (North Fulton Career Center, South Fulton Career Center, the Youth Employment Services Center) and the Central Fulton Resource Center in Downtown Atlanta.

2011 Accomplishments for the Office include:

- 7,557 customers served at Workforce Development Career Centers
- 300 customers that received direct job placements
- 52,256 customers that used the Career Center Resource Room for job assistance

- The Georgia Department of Labor acknowledged the Rapid Response Unit as a “Best Practice.” Major stakeholders were identified and partnerships developed to foster long-term business alliances across industry lines.

EMERGENCY AND TRANSITIONAL HOUSING

- During 2011, administrative staff responded to 2,574 information and referral calls. Overall, 1,734 men, women and children received supportive services and housing.
- The U.S. Department of Housing and Urban Development (HUD) awarded \$300,000.00 for the Fulton County Housing and Human Services Department to support the operation of the Office of Emergency and Transitional Housing’s Permanent Housing Project.
- The Board of Commissioners approved the opening of Springdale Place to provide comprehensive services for up to 150 individuals at a time to help them to gain the skills and income needed to live independently.

OFFICE OF AGING

- In partnership with the Atlanta Regional Commission and Vision Care for Life, the Fulton County Office of

Aging served 780 individuals; providing free comprehensive eye exams, vouchers for eye glasses, blood pressure checks and diabetes screenings.

- Eleven SPARC (Sickness Prevention Achieved Through Regional Collaboration) events were held in 2011 with 1,247 individuals served.
- Congregate Meals were provided at a cost of \$1,133,429 with 1,270 persons served and 107,888 meals provided.
- Home Delivered Meals were provided to 1,095 individuals for a total of 215,413 meals at a cost of \$1,158,871.
- Information and Assistance funding of \$78,813 resulted in 11,240 persons served and 18,869 contacts.
- Senior Multipurpose Facilities served 11,590 persons with \$4,529,582 in funding.
- Senior Transportation provided 243,968 trips for 2,697 persons with funding of \$3,771,708.
- Volunteer Services with a funding level of \$245,245 received the services of 7,134 volunteers who provided 57,002 hours of services saving the county \$962,318.





QUALITY OF LIFE

Health Services

In 2011, Fulton County Health Services continued to protect and assure the health of residents throughout the county. Comprised of the Department of Health and Wellness and the Department of Behavioral Health and Developmental Disabilities, Health Services programs were expanded and facilities were renovated to meet the growing demand for services.

HEALTH & WELLNESS ACCOMPLISHMENTS

- Communicable Disease and Prevention Branch – the lowest TB case count recorded for Fulton County was documented in 2011 with only 45 confirmed cases being identified. The low case count is attributed to vigorous prevention and treatment efforts at metro homeless shelters and increased consultative support regarding

administrative control processes for communicable diseases.

- Environmental Health Services – achieved federal standardization recognition in food service establishment inspections by the Atlanta Food and Drug Administration (FDA) office as part of the required compliance with the FDA Standard 7 - Industry and Community Relations Voluntary National Retail Food Regulatory Program Standards. In 2011, over 9,200 restaurants in Fulton County were inspected to minimize food-borne related illnesses.
- Immunizations – successfully completed immunization audits of all 272 Atlanta and Fulton County Public and Private elementary and middle schools.

BEHAVIORAL HEALTH & DEVELOPMENTAL DISABILITIES ACCOMPLISHMENTS

- The Department received The Joint Commission's Gold Seal of Approval™ for accreditation by demonstrating compliance with national standards for health care quality and safety in behavioral health care. The behavioral health care standards address important functions relating to the care of individuals served and the management of behavioral health care organizations.
- Adult Mental Health – Behavioral Health and Developmental Disabilities provided support and treatment to 5,016 adult residents needing assistance with mental and developmental disability concerns.
- Child & Adolescent Health – problems facing today's children, youth and their families are more complex, numerous and interrelated than ever before. In 2011, 3,377 children and youth were helped with mental and developmental disability concerns.





QUALITY OF LIFE

Atlanta-Fulton Public Library System

The Atlanta-Fulton Public Library System serves as a cultural and intellectual center that enriches the community and empowers all residents with essential tools for lifelong learning. The economic downturn contributes to the increase in library use nationwide. To meet the growing need of our citizens, the Library System is engaged in a \$275 million building program, funded by a library bond referendum approved by Fulton County voters in 2008. Design has begun on five new libraries in Phase I of the project. Construction will begin in late 2012 and early 2013, with openings beginning in late 2013 and continuing into 2014.

In 2011, Atlanta-Fulton Public Library System key accomplishments include:

- Launch of eCampus, its new online learning suite of tutoring, test preparation and educational resources for all ages. It is free to the public and accessible with an AFPLS library card.
- The Library System's award-winning GED program, including preparation courses and testing, continues to grow in size and scope and is an important part of the communities we serve. GED testing is offered at the Central Library, the College Park Branch and the Roswell Branch, and in 2011 the Library System graduated a total of 543 students from its program – quite a graduating class!
- Visitors logged on to the library's free Wi-Fi network, available in every branch, more than 511,000 times this year – up 92% from 2010, its debut year.
- Use of the Library System's online resources, including the new eCampus, databases and other research-related resources was up 55% from last year and circulation of eBooks was up 400%. There is something online at www.afpls.org for every age and segment of the population.
- Outreach efforts to families who reside in extended stay hotels on Fulton Industrial Boulevard (FIB). Last year several branches came together for an exciting Summer Reading Kickoff Event was held at the Majestic Lodge and open to all children in the area. Eighty-five children and teens came and registered for the Summer Reading Program and signed up for library cards.



QUALITY OF LIFE

Cooperative Extension

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.

ACCOMPLISHMENTS

- Fulton Fresh Mobile Farmer's Market hit the road in June 2011 with the mission to provide fresh produce to communities identified as "food deserts". The identified communities have little or no access to mainstream grocery stores limiting residents' abilities to provide healthy, nutritious food for their families. Over 920 residents received nutrition education and more than 10,000 pounds of fresh produce during the first season of the mobile farmer's market.
- Over 400 men graduated from the Men's Healthy Living

Initiative class armed with knowledge to lead healthier lives through nutrition and exercise and recognition of the importance of obtaining regular medical check-ups.

- 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. More than 263 community garden plots were planted in 2011 beautify communities and educate residents about how gardening enhances the health and well-being of participants of all ages, ethnicities, backgrounds and abilities. More than 263 community garden plots were planted in 2011
- Nutrition education was provided to more than 532 families with limited resources to give them the knowledge, skills and direction to change behaviors necessary for nutritionally sound diets and well-being.



JUSTICE SYSTEM

State Court

The mission of the State Court of Fulton County is to serve the citizens of Fulton County and members of the Bar by providing the highest quality of justice in a courteous, efficient, and cost effective manner. The State Court seeks to accurately and timely file, process, index, and schedule litigation falling within its jurisdiction and to administer the Court in a professional manner, knowing we are conducting the public's business.

ACCOMPLISHMENTS

- In 2011, State Court processed over 12,000 civil case filings and over 10,000 criminal misdemeanor cases and held over 150 jury trials.
- In 2011, our Traffic Division processed over 93,000 citations and collected over \$3.7 million dollars in fines and fees.
- In 2011, State Court opened Georgia's first Self Help Center. Through a collaborative effort with the Atlanta Volunteer Lawyer's Foundation, Atlanta Legal Aid, and the Real Estate Section of the Atlanta Bar Association we are able to provide resources to persons that have legal matters in the State and Magistrate Courts.
- With the shift in the economy, inquiries to our Court have increased. In an effort to establish a direct link between our customers and clerks, we established an email address, statecourt.customerservice@fultoncountyga.gov, placed on our website and monitored by someone each day. Questions are answered within 24-hours in order to provide excellent customer service.

- Customer Service is a top priority. We have now placed “Customer Service Comment Forms” in each department within State Court & Magistrate Court. We are soliciting both kudos and constructive criticism from the general public so that we may improve on the services that we provide.
- In 2011, we held a joint community service project with the Fulton County Marshal’s Department benefitting the non-profit organization, 40 Girls and Some Shoes. Collectively both departments collected over 4,000 pair of shoes.

The Fulton County State Court DUI Court Program is a post conviction treatment program for those who have multiple violations of driving while under the influence of alcohol or other intoxicants. It is part of the probation portion of a DUI sentence. In 2011, the DUI Court Program accepted 42 new participants into the Program and graduated 29 participants. The Program involves enhanced supervision, counseling, and treatment for the individual to function in the community with continuing support. The Program’s goal is to achieve sobriety of all Program participants to improve the quality of their lives and eliminate future violations of the law. All defendants accepted into the Program are assigned and supervised by State Court Judge Susan B. Forsling.





Chief Judge Cynthia D. Wright

JUSTICE SYSTEM The 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. In 2011, the Fulton County Superior Court had a total of 22,047 new cases, 853 Program referrals, 420 program Transfers and disposed of 26,0444 cases.

In 2011, The Superior Court made progressive and innovative improvements in implementing the following major initiatives:

- **Priority Calendars** – This project was initiated in February 2011, since its inception, the program disposed of more than twenty complex felony cases to including murder and other complex criminal cases.
- **Expansion of the Accountability Courts** – This Project has reduced the Fulton County Jail population by 153 inmates. This alternative to incarceration provides treatment for defendants with addictions and behavioral health issues which also reduces recidivism, and

alleviates jail overcrowding. The recidivism rate for the Fulton County Jail has been estimated to be more than 80% while the recidivism rate for Accountability Courts is currently 34%.

- **Public Outreach** – In the summer of 2011, the Superior Court held its first Juror Appreciation Week. A full week was devoted to honor and recognize Fulton County citizens who willingly set aside their business and personal obligations to fulfill their civic duty as jurors. Citizens play a critical role in the work of the Court and we greatly appreciate their time and service to the criminal and civil justice systems in Fulton County.
- **Improvements in Courtroom Technology** – The Superior Court began implementing Evidence Presentation Systems in all criminal division court rooms. The new courtroom evidence presentation systems save valuable time and resources in the presentation of more than 10,000 cases in the court each year. Each system allows for the display of evidence in various formats to be presented throughout the courtroom on monitors located at the bench, witness stand, lectern, counsel tables and when necessary, the jury box and gallery.
- **Fulton County Court Improvement Task Force** - In the fall of 2011, the Fulton County Court Improvement Task Force was established to take a closer look at how to improve business processes in the Superior and State Court systems. The Fulton County Court Improvement Task Force is comprised of the Superior Court, State and Magistrate Courts, Fulton County Board of Commissioners, Georgia General Assembly, Atlanta Bar, and community leaders. The primary goal of the Task Force is to anticipate demands on the judicial system through 2025 and recommend how best to prepare for those needs from an organizational, jurisdictional, and operational perspective.
- **Fulton County State and Superior Pretrial Merger** – In 2011 the Superior Court completed the merger of Superior and State Court Pretrial services which was initiated in the fall of 2010. This consolidation provided a more coordinated approach to supervising the release of felony and misdemeanor defendants.



JUSTICE SYSTEM

Superior Court Clerk

The office of the Clerk of Superior Court's key priority is to deliver excellent service to all citizens as we believe in "Doing the Right Thing, the Right Way, Each Time, For Every Customer."

The Office of the Clerk of Superior Court is proud of the following accomplishments in the 2011 calendar year:

- Redesigned office website to make it more user friendly, enhanced interoffice technology to assist customer's more efficiently, and offered a variety of continued and cross training courses to expand the knowledge and productivity of over 200 employees in their required fields of service.
- Community Outreach Initiatives Increased participation in community events to expose citizens to the various

types of services offered within the office that may impact the life, the liberty and the property of Fulton County citizens. In 2011, The Clerk's office toured approximately 50 Fulton County of Senior Living Facilities to provide services and education to elderly citizens.

- Developed crime prevention and education programs to work with other partners in the criminal justice system in eradicating crime throughout our community.
- Throughout the calendar year of 2011, The Clerk's office and its Real Estate Division remained current with The Georgia Superior Court Clerks' Cooperative Authority's stipulations of maintaining a "Good thru date" of 14 days or fewer; frequently operating no more than 5 days outside of the actual calendar date.

- In 2011, The Fulton County Clerk of Superior Courts office facilitated and processed the swearing-ins of over 1,100 attorneys to the Georgia Bar.
- To correlate the mission of the Clerk's office to deliver superior service, the Office of the Clerk of Superior Court launched a series of new branding initiatives in the form of newsletters, brochures, website redesign, increased

community outreach events and educational programs, technology enhancements and the production of a new office television show entitled "The Peoples Clerk." The overall goal is to expand with the growing demands of the criminal justice system while constantly creating ways to offer efficient and expedient service to all constituents.





JUSTICE SYSTEM

District Attorney's Office

The mission of the Fulton County District Attorney's Office (FCDA) is to prosecute professionally and competently all felony crimes on behalf of the citizens of Fulton County and the State of Georgia, and in so doing, aggressively to seek justice, to treat all people courteously, respectfully and honestly; 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

MISSION PROJECTS & INITIATIVES

One of the most successful initiatives of the Fulton County District Attorney's Office is its Community Prosecution Program. The Community Prosecution Program (CP) continued its legacy of proactive partnership between the prosecutor's office, law enforcement, the community and public and private organizations.

ACCOMPLISHMENTS

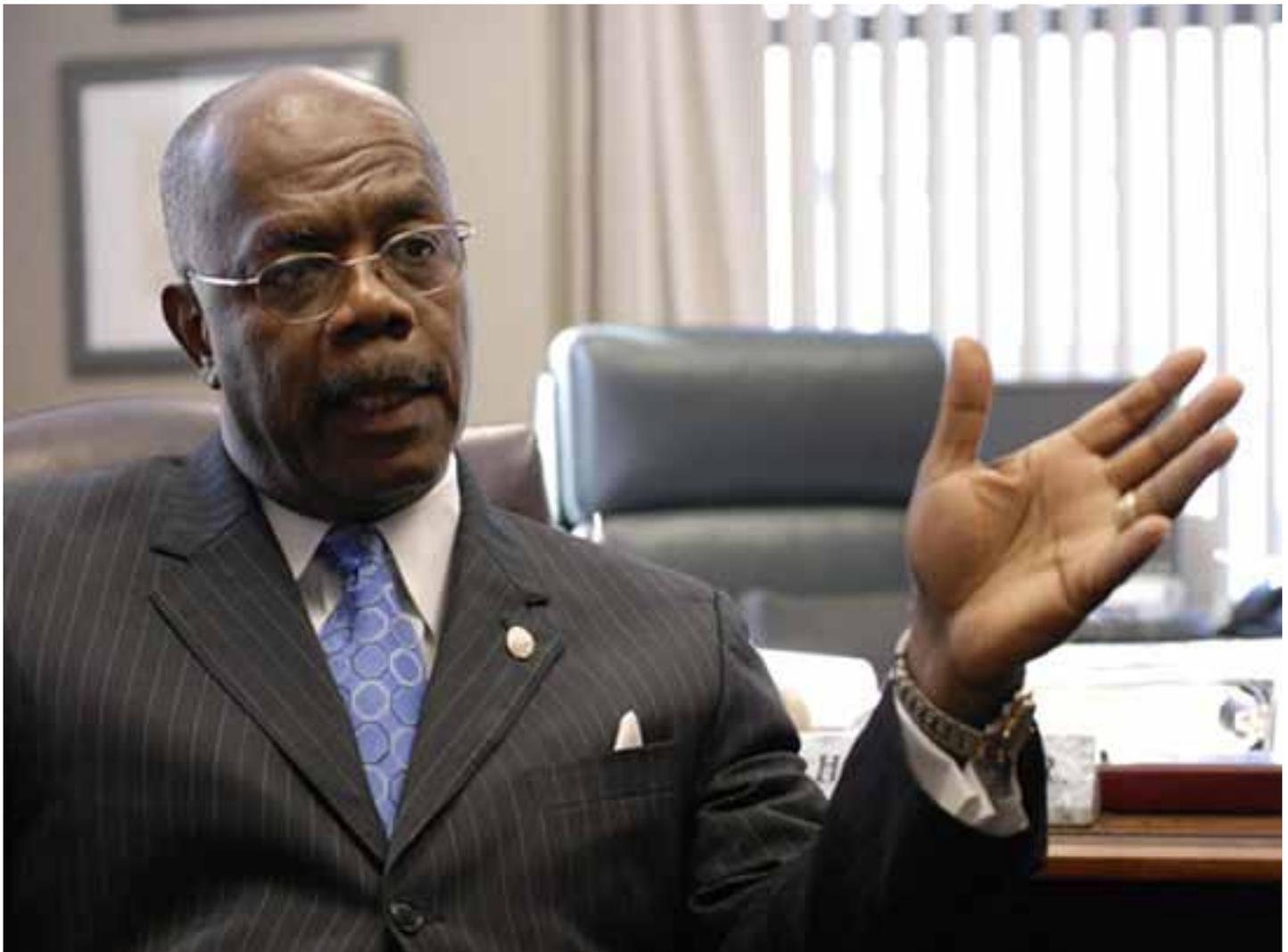
- The Office achieved an overall conviction rate of 86%
- The Major Case Unit (which prosecutes homicides and complex felonies) achieved a conviction rate of 97%
- The Juvenile Division achieved a conviction rate of 94%
- The DA's Appellate Division also achieved a high measure of success in 2011. In 95% of cases in which defendants requested a new trial, the motion was denied. Moreover, in 88% of cases in which the defendant filed a direct appeal of his/her conviction, the decision of the trial court was affirmed by the Appellate Courts.

Originally established in 1999, the Fulton County District Attorney's Office has Community Prosecutors in Zones One, Three, Four and Five. In 2008, with the help of Commissioner William "Bill" Edwards, the office established a program in South Fulton County. In 2009, with the help of Commissioner Lynne Riley, the office established a program in North Fulton County. Last year, with assistance from Commissioner Robb Pitts, the office established a community Prosecution program in Zone Two.

This year the Community Prosecutors group partnered with the Atlanta Police Department to launch a new crime-prevention initiative known as 'Positive Loitering.' 'Positive Loitering' is an action-oriented concept successfully developed in Chicago where neighborhood residents, businesses and law enforcement prevent negative loitering by regularly gathering in high-traffic problem areas. When routinely performed, the program has worked to eliminate negative loitering and create fundamental neighborhood change. Locations are chosen based on crime statistics and community input. Organizers are

targeting neighborhoods in and around Alison Court, Delowe Drive, Honeysuckle Lane and Myrtle Drive where during the one-year span of April 2010 and April 2011, there were 323 separate incidents of reported crime ranging from murder, rape and aggravated assault to burglary, robbery and auto theft.

As a nationally and internationally recognized program, our community prosecutors are often asked to share their experiences with other jurisdictions interested in establishing a similar program. This year, in order to make it easier to not only hear about the program but see it in action, the FCDA was asked to co-host the Southern Regional Community Prosecution Summit along with the Association of Prosecuting Attorneys. FCDA CP members along with State Representative Lynne Riley and Sandy Springs Police Chief Terry Sult were just a few of the speakers who led a number of informative presentations.





JUSTICE SYSTEM

Solicitor's Office

Georgia law authorizes the Solicitor General to investigate and prosecute misdemeanors and county ordinance violations in State and Magistrate Court.

They are responsible for reviewing the charges, gathering evidence, processing the paperwork, drafting criminal charges and handling the case in court.

KEY INITIATIVES

- Increase the number and use of interns to assist with the caseload
- Work with DHR to improve the procedures for handling child support cases
- Work with the Sheriff's Department on procedures for Jail Court
- Train the prosecutors on the new laws passed by the General Assembly

- Obtain all necessary POST certification for the Investigators

ACCOMPLISHMENTS

- Completed the first phase of computer system implementation
- Assigned Victim Advocates to each trial division of State Court
- Improved communication with Pretrial Diversion providers
- Collected donations of food, shoes and clothes for the community



Judge Belinda Edwards and Congressman John Lewis on National Adoption Day

JUSTICE SYSTEM

Juvenile Court

The Fulton County Juvenile Court is a court of rehabilitation committed to transforming the lives of children and families that come before it. Fulton County Juvenile Court is committed to the care, safety and guidance of children; to respectful and just treatment of all involved; to the personal development and accountability of children and their families; to public safety, and to restoration of victims and communities.

Fulton County Juvenile Court has exclusive jurisdiction for children under the age of 18 who have been abused or neglected. Also, the Court has jurisdiction for children under the age of 17 who are charged with committing a delinquent act. The Court processed 7,719 cases filed. The Court held 1,621 deprivation cases and 3,983 delinquency cases were held or processed by the Court. The rest of the cases are processed informally through mediation or the Community Restorative Boards.

The Juvenile Court is comprised of the following entities:

- **Probation Division** - provides treatment, rehabilitation and supervision of youthful offenders. In 2001, 851 youth were placed on probation.
- **Mediation Program** - diverts cases from the court that are more appropriately resolved by the parties involved. In 2011, 403 of the 716 referrals were satisfactorily mediated.
- **Community Restorative Boards** - addresses the needs of victims, the community, and offenders by directly engaging all of these parties in repairing the harm caused by the offender to the actual lives of individual victims and community members. In 2011, there were 210 children supervised by the Restorative Boards.

- **Clerk of Court** - Receives, files, docketed and distributes all legal documents; receives and distribute all funds paid into the Court; ensures all cases are scheduled for judicial hearings; publishes daily hearing calendars and an annual order of business; provides notice of hearings through legal publications; supervises court support staff including clerks, court reporters, judicial case managers, and court reporters; and manages the electronic docketing/case management system. In 2011, the Clerk of Court processed over 81,988 documents.
- **Citizens Panel Review Unit (CPR)** - Works closely with the Division of Family and Children Services (also known as DFCS) to determine the most appropriate permanency plan children in foster care. In 2011, CPR held 537 panels, representing the interest of 913 children. These panels were staffed by 772 community volunteers who have given, collectively 2078 hours of their time.
- **The Educational Advocate Division** - is dedicated to making sure that all children before the Court are enrolled in school and that children with special educational disabilities receive the assistance necessary to succeed in a scholastic environment. For 2011 this division served 414 youth and participated in multiple outreach and collaborative efforts such as the Atlanta Education Fund, Interfaith Children's Movement and the Positive Behavior Intervention and Support Program with Atlanta Public Schools.
- **The Mental Health Clinic** - is dedicated to the prevention, early detection, treatment of mental health related issues of youth and their families. In 2011, the Mental Health Clinic provided services to 400 youth.

ACCOUNTABILITY COURTS

The Fulton County Juvenile Court has established three programs as alternatives to the adversarial approach traditionally used in deprivation and diversion cases – Family Drug Court, Juvenile Drug Court and Juvenile Teen Court.

- **The Juvenile Drug Court Program** - is available to youth aged 12 to 17 who are residents of Fulton County and who are involved in the abuse of alcohol or other drugs. The Drug Court Program impacts the Juvenile Court System by reducing the number of alcohol and drug-related offenses processed through

the court. In 2011, Thirty-six youth were served in this program.

- **The Family Drug Court**- works to provide a highly structured and coordinated approach to treating the parents' disease of substance abuse and addressing the resulting parenting deficits, while simultaneously holding parents accountable for their choices and behavior. In 2011, there were 47 participants with a total of 61 children.
- **The Fulton County Teen Court Program** - is a program to divert first-time non-violent minor offenders from the formal court process.

NON-PROFIT AFFILIATES

- **Court Appointed Special Advocates (CASA)** - is an independent, non-profit organization which assists the Fulton County Juvenile Court by coordinating a volunteer program which trains advocates for abused and neglected children, one child at a time. In 2011, CASA provided services to 500 children.
- **Truancy Intervention Project ("TIP")** - provides early, positive intervention to children in Atlanta Public and Fulton County Schools who are chronically absent from school and as a result, either become involved with the Fulton County Juvenile Court or are referred for early intervention at the school level. In 2011, TIP provided early intervention programs and resources to 1139 children.

SPECIAL PROJECTS

- **National Adoption Day** - Fulton County Juvenile Court is one of only two courts in the State of Georgia that celebrates National Adoption Day and has done so since the event's inception in 2000. Since that time more than 300 children have found permanent homes. In 2011, 24 children were adopted into 16 families.

PARTNERS IN SERVICE TO YOUTH

- **The Office of the Child Attorney** - a division of the County Manager's office is dedicated to advancing the legal rights and protection of child clients. Working within the juvenile court system, the Office of the Child Attorney represents children who have been victims of abuse and neglect. In 2011, the Office represented over 1000 children and assisted over 500 children in reaching permanency through reunification or adoption.



JUSTICE SYSTEM

Probate Court

The mission of the Probate Court is to carry out the duties assigned to it under the Constitution and laws of Georgia as a Court of Record with exclusive jurisdiction over events relating to citizens from birth to death.

Falling under the court's jurisdiction are the appointing guardians for minors and incapacitated adults; adjudication of deceased persons' estates, issuing marriage and firearms licenses, holding hearings and making judicial determinations in all controversies involving incapacitated adults, minors and estates of decedents.

The Fulton County Probate Court provides a wide variety of services to citizens from adjudicating the guardianship of minors, to the administration of decedent's estates and performing free mass weddings every Friday afternoon at 3p.m.

For over 25 years Fulton County's Probate Court has provided the no charge weddings to anybody and everybody who gets a license in Fulton County.

Probate Court Chief Judge Pinkie Toomer estimates that in her 25 years on the Probate Court bench she has performed over 50,000 free wedding ceremonies. In 2011 the Probate Court granted 6,614 marriage licenses resulting in 6,272 free weddings.

Another public service provided by the Probate Court is the Probate Information Center or PIC. The PIC provides a free 30-minute consultation with an attorney to help with legal guidance in matters relating to the disposition of a decedent's affairs. In 2011 the PIC provided services to 192 citizens. That amounts to over 575 hours of free legal service.



FISCAL STEWARDSHIP

Finance Department

Fulton County Government strives not only to provide outstanding programs and services to meet residents needs, but to manage financial resources in a way that ensures that the County's programming can continue into the foreseeable future. The Finance Department provides taxpayers with an understanding of the basic issues the Budget Commission and Board of Commissioners face when developing, adopting, and executing its annual budget. 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.

ACCOMPLISHMENTS

- Most homeowners experienced a tax reduction on the Fulton County portion of their 2011 property tax bill compared to previous year, due to lower property assessments and, lower rollback rate.
- Fulton County Government's 2011 total General Fund expenditures of \$558,442,563 million were \$42.1 million less than the budgeted \$600,568,411 million.
- By comparison, 2011 actual expenditures were more than \$49.5 million less than the 2006 actual expenditures of \$607.9 million, and were the lowest since 2001, when expenditures were \$536 million.
- The County's 2011 revenues exceeded the projections by \$40.2 million, due to conservative tax revenue projections at the beginning of the year.
- In June 2011, Fulton County received a historically low interest rate on short-term lending, which saved the county approximately \$1.27 million in interest payments compared to the 2011 budgeted amount.
- Fulton County ended FY 2011 with a fund balance of \$132,417,020.

Fulton County's budget planning process continues to evolve. In 2011, two important initiatives took place that will influence future budget years. One was the launching of "Citizen \$ense," a countywide citizen engagement initiative that allowed Fulton County citizens to provide greater input on budget priorities. This process tripled the number of residents who engaged in their County's budget process.

We are proud of our track record offering Fulton County residents a great value for their tax dollar.

THE FY2011 BUDGET

Fulton County's total budget for FY2011 is \$908,512,377. 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	\$600,568,411
200	Airport Fund	\$1,246,151
201	Water & Sewer Fund	\$123,704,158
203	Water & Sewer Renewal Fund	\$31,267,475
206	Stormwater Fund	\$250,000
210	Solid Waste Management Fund	\$1,504,132
300	Special Services District Fund	\$9,149,387
301	South Fulton Special Services District	\$44,189,676
340	Emergency Services	\$6,973,727
600	Bond Fund	\$13,064,924
725	Risk Management Fund	\$24,456,167
Health	Health Fund	\$39,907,012
XXX	Special Appropriations	\$12,231,157
Total		\$908,512,377

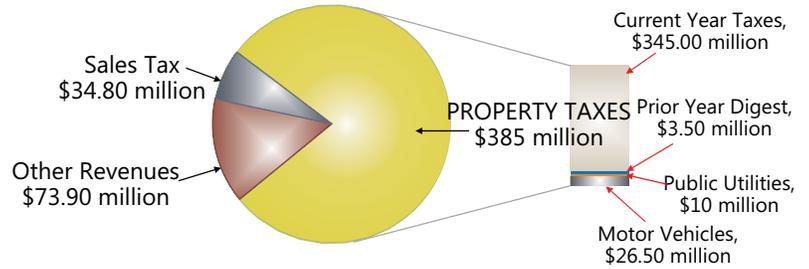
GENERAL FUND REVENUES

The General Fund is the County's main operating fund. It represents the largest County fund with over 60% of the FY2011 countywide budget. The resources for this fund are comprised mainly of property taxes, local option sales tax and other revenues, which include State tax relief grant, investment income, tax collection commission, intangible recordings. The General Fund is used to provide countywide services such as library, human services, health and wellness, the justice system, and arts and culture to name a few.

WHERE THE MONEY COMES FROM

PROPERTY TAXES AND MILLAGE RATE

Property taxes represent the largest source of revenue for Fulton County. For FY2011, the projected amount from this source of revenue is \$385 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 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:

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 \end{array}
 \text{ Tax Bill}$$

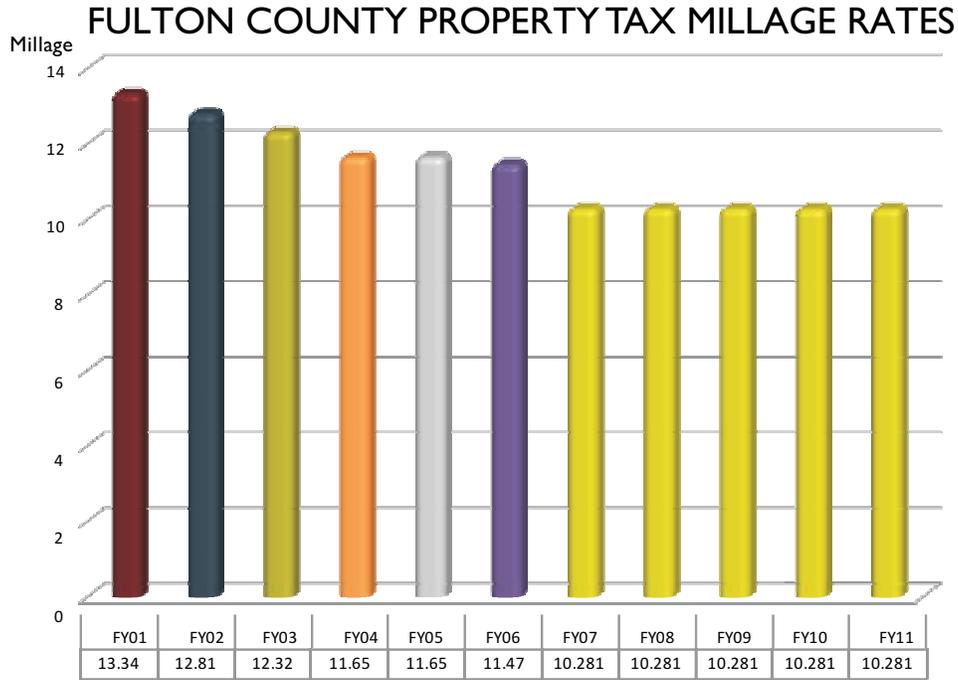
The above calculation reflects the amount of taxes payable to the County only and does not include payments to the school boards and cities within Fulton County, or the State of Georgia.

Fy2011 Comparison of Average General Fund Tax Liability in 5 Metro Atlanta Counties

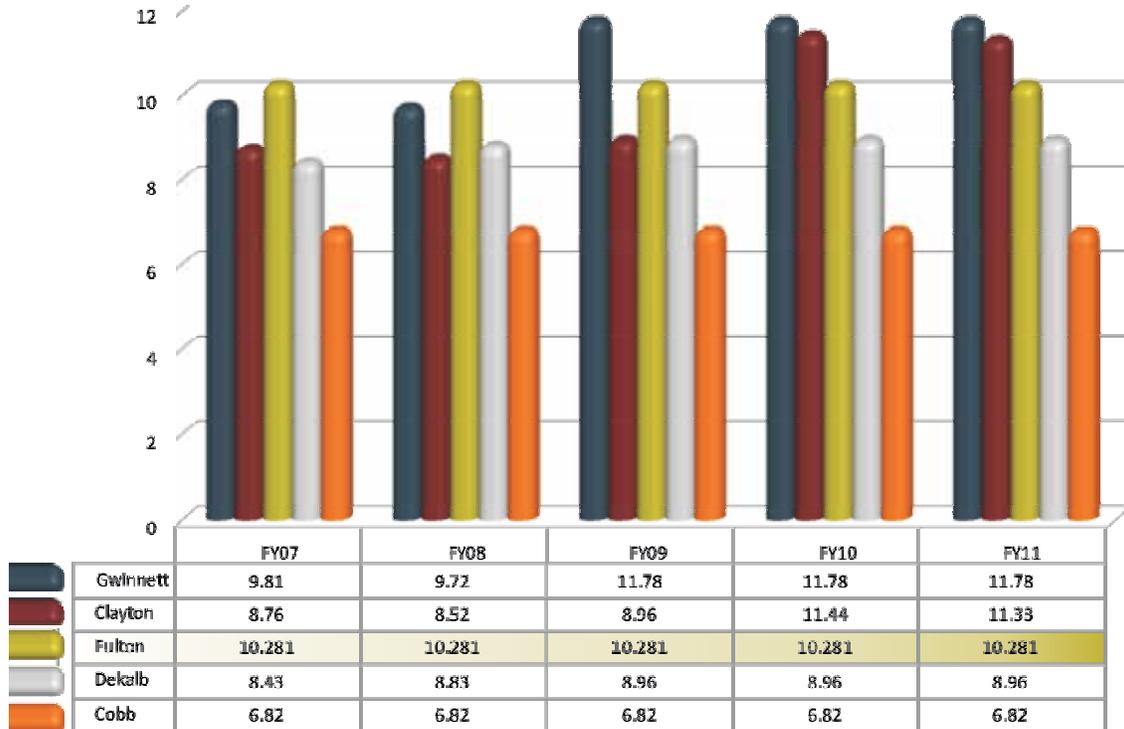
	Fair Market Value	Assessment Factor	Assessed Value	Less Homestead Exemption	Net Taxable Value	General Fund Millage Rate	General Fund Taxes Payable
Gwinnett	\$250,000	40%	\$100,000	\$10,000	\$90,000	11.78	\$1,060
Clayton	\$250,000	40%	\$100,000	\$10,000	\$90,000	11.44	\$1,030
Dekalb	\$250,000	40%	\$100,000	\$10,000	\$90,000	8.96	\$806
Cobb	\$250,000	40%	\$100,000	\$10,000	\$90,000	6.82	\$614
Fulton	\$250,000	40%	\$100,000	\$30,000	\$70,000	10.281	\$720

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. General fund activities vary by county and influence millage rate in each jurisdiction.

As shown below, the County millage rate has 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 five years.



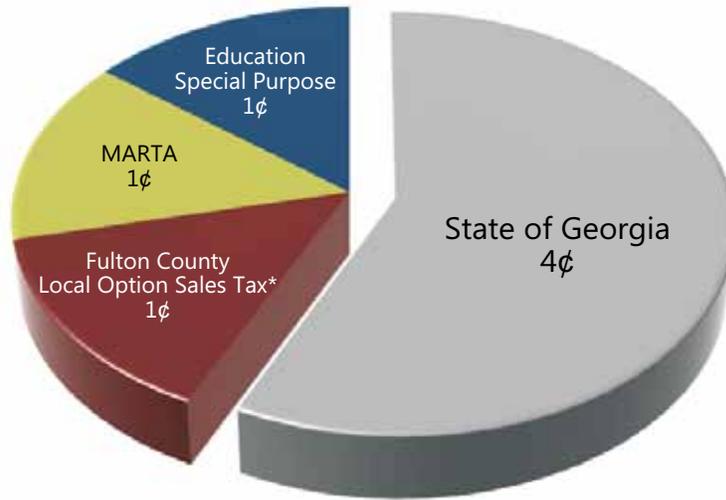
GENERAL FUND MILLAGE RATES COMPARISON WITH METRO COUNTIES



DeKalb County's millage includes the rate for Hospital and General Fund
 Fulton County generally funds its capital budget out of 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.

SALES TAX

In FY2011, the total revenue expected to be generated from local option sales tax is \$34.8 million, which represents 7% of the overall General Fund revenue. Fulton County Sales Tax rate is 7 percent on every \$1 of sales. This 7 cents is distributed as follows:

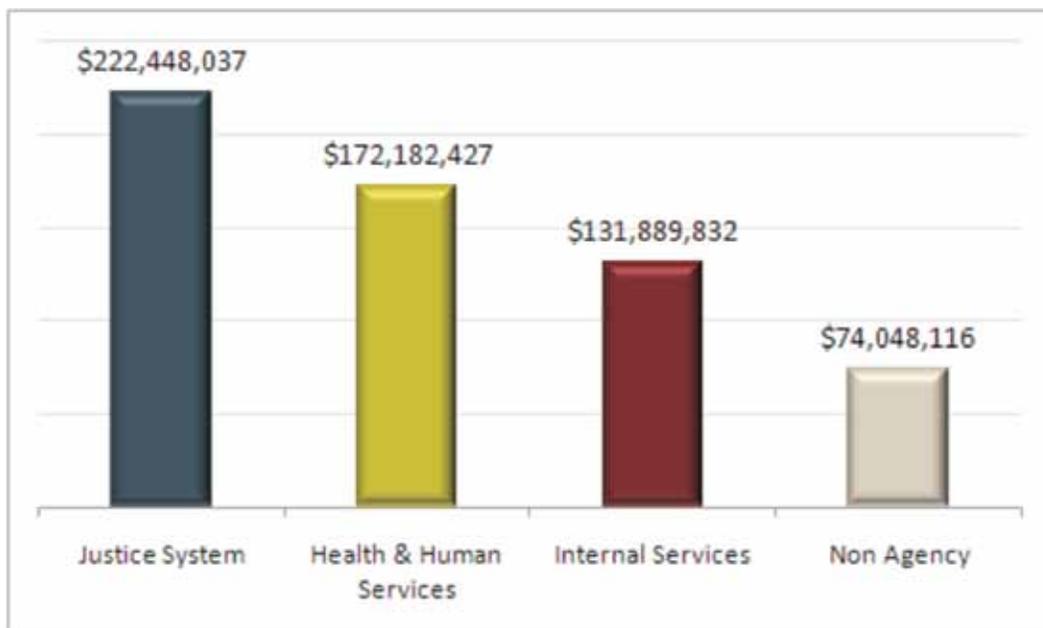


Fulton County's Local Option Sales Tax distribution is formula based using population. It does not follow point of sales within the County.

OTHER REVENUES

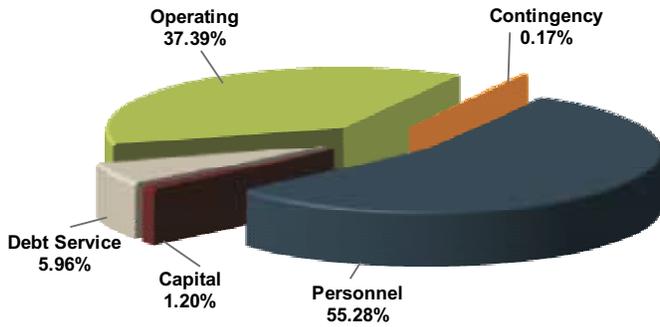
The Other Revenues is a "catch-all" revenue class that accounts for several miscellaneous revenue sources. This category in General Fund is projected to be \$73.9 million for 2011, or 15% of total revenue. It includes \$2.3 million from financial institutions business license tax; \$10.5 million in indirect cost allocation; \$18.4 million of court fines and fees, \$27.8 million of property taxes related commission on collection, penalty and interest for late payment; rental income; and interest income.

GENERAL FUND EXPENDITURES:

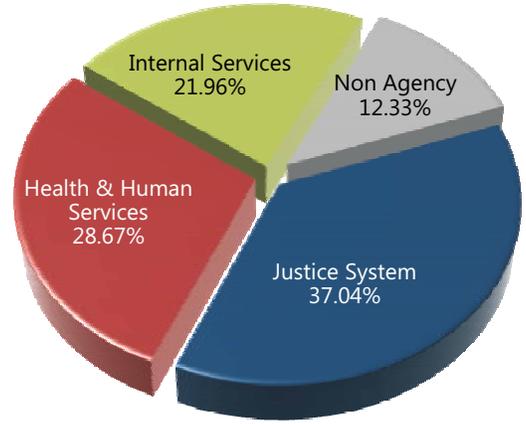


WHERE THE MONEY GOES

GENERAL FUND EXPENDITURES BY TYPE



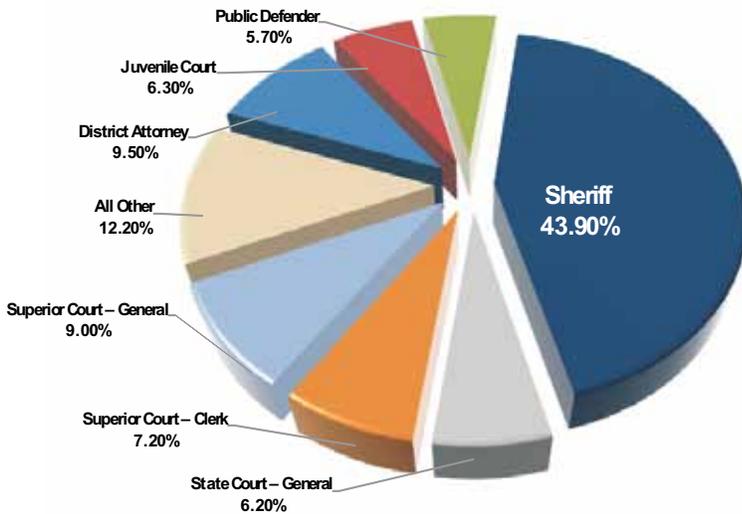
FULTON COUNTY GENERAL FUND BY FOCUS AREA



The Justice System

The majority of General Fund dollars are expended in the Justice System area with allocation of \$222.4 million in FY2011. 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 monitoring, business court, drug court, traffic court and child custody cases.

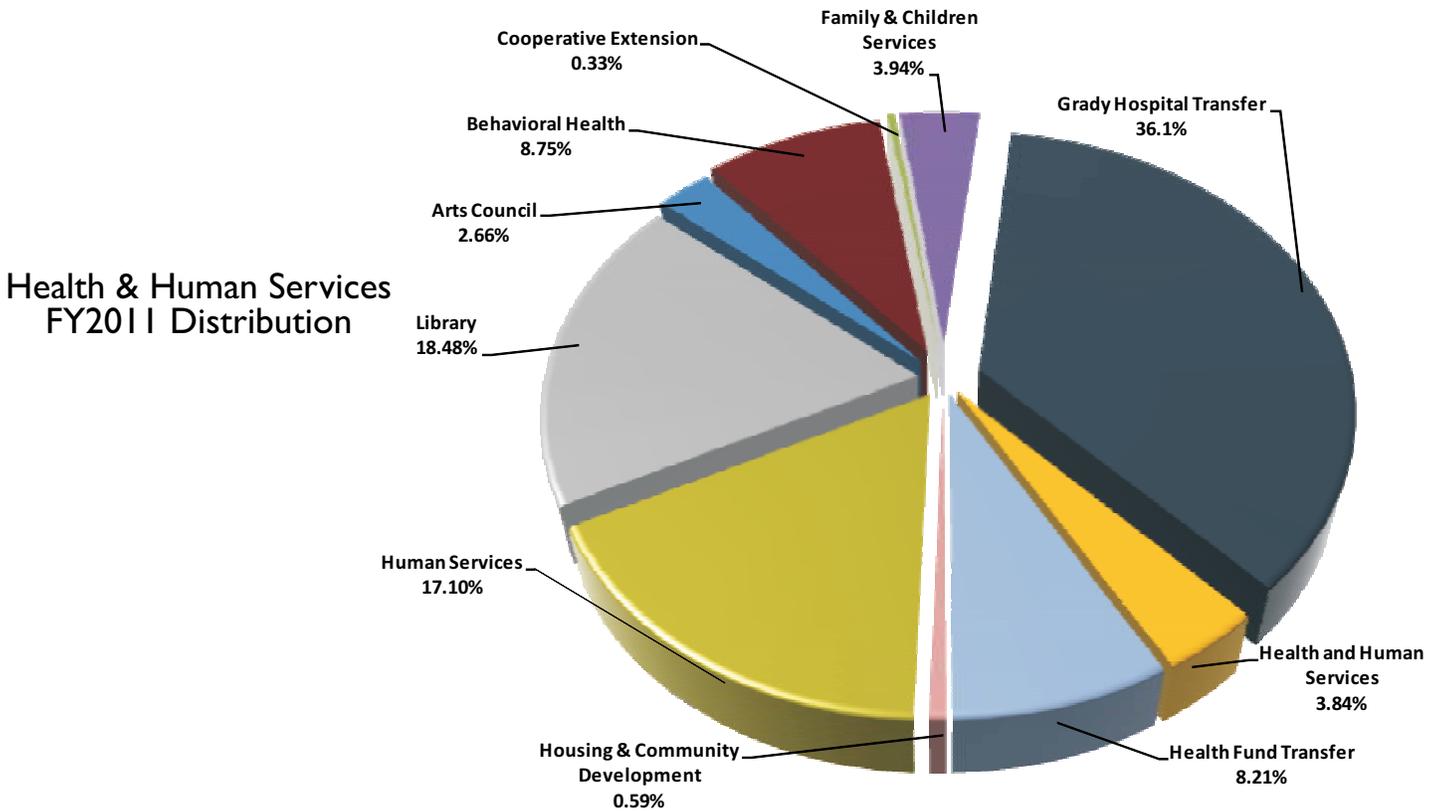
Justice System FY2011 Distribution



Justice System	
County Marshal	\$5,728,544
District Attorney	\$21,206,014
Juvenile Court	\$14,009,511
Medical Examiner	\$3,678,604
Probate Court	\$2,584,050
Public Defender	\$12,674,455
Sheriff	\$97,556,314
State Court - General	\$13,806,241
State Court - Judges	\$4,203,271
State Court - Solicitor General	\$5,863,244
Superior Court - Clerk	\$15,930,363
Superior Court - General	\$20,083,127
Superior Court - Judges	\$5,124,299
Total	\$222,448,037

HEALTH AND HUMAN SERVICES

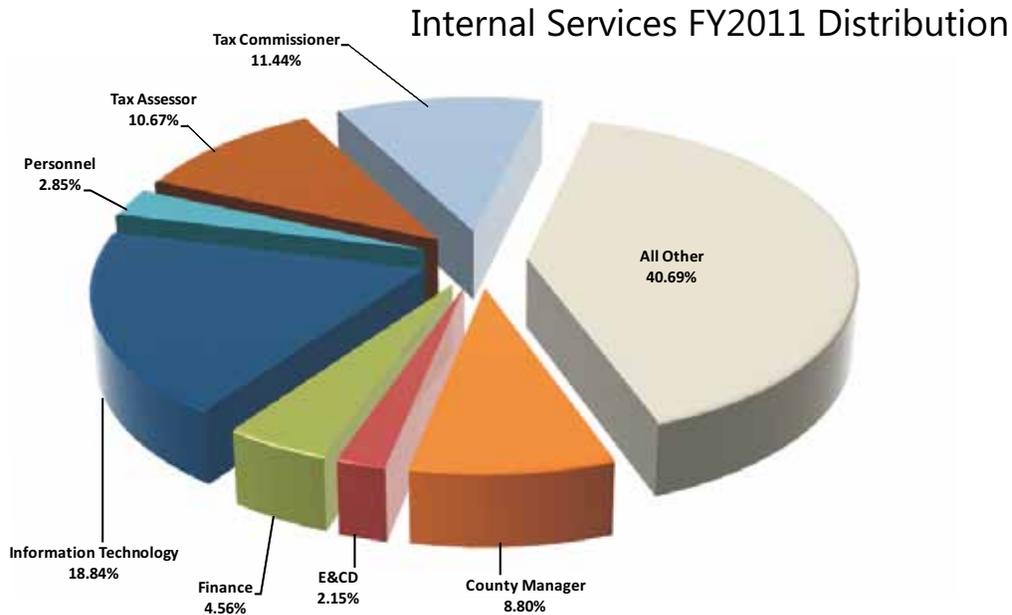
Fulton County prides itself on providing our residents with the best quality of life services of any County in the state. More than 28 percent of the General Fund or \$172.2 million is spent on these services. These services include the library system with 34 branches, 20 senior centers, 4 arts centers, 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, Arts Council, Housing and Human Services, Health Services, Cooperative Extension, and Behavioral Health.



Health and Human Services	
Arts Council	\$4,587,774
Behavioral Health	\$15,061,335
Cooperative Extension	\$574,509
Family & Children Services	\$6,784,707
Grady Hospital Transfer	\$62,117,195
Health Services	\$6,606,854
Health Fund Transfer	\$14,127,997
Housing Services	\$1,010,987
Human Services	\$29,495,295
Library	\$31,815,774
Total	\$172,182,427

INTERNAL SERVICE

The Internal Services departments include the Tax Commissioner, the Tax Assessor, Finance, Personnel, Purchasing, Environment and Community Development, the County Manager's Office, the County Attorney, Clerk to the Commission, Board of Commissioners, Information Technology and Registration and Elections, among others. The budget for these departments funds a wide array of administrative services that allow for efficient operations. For FY2011, Internal Services departments are funded at \$131.9 million or 22 percent of the General Fund.



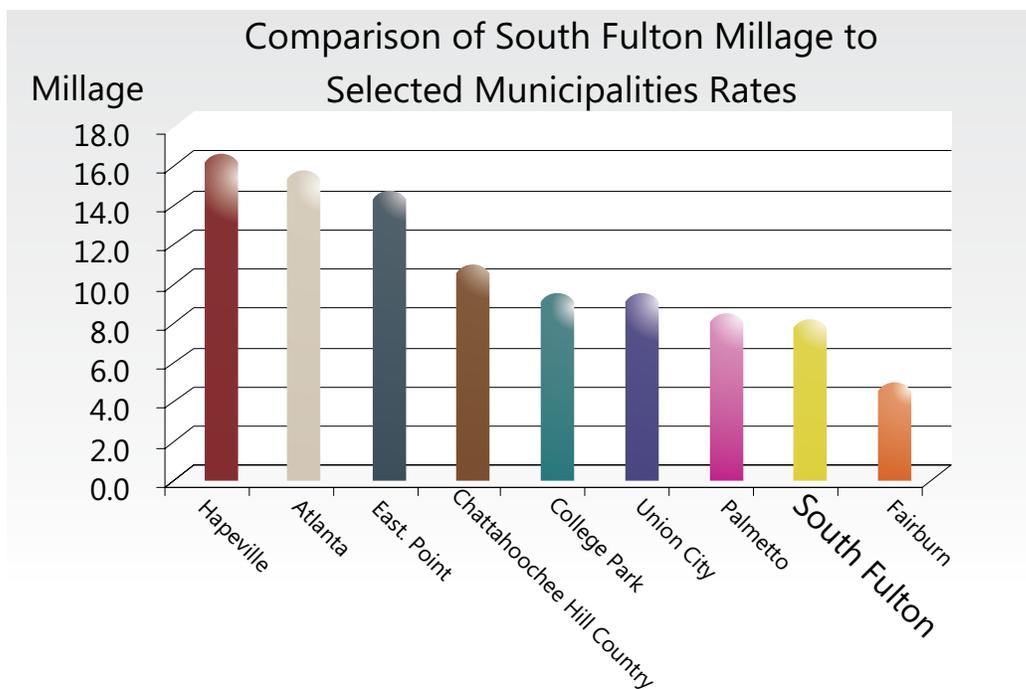
Internal Services	
Board of Commissioners	\$3,229,806
Clerk to the Commission	\$1,032,038
County Attorney	\$3,707,583
County Manager	\$11,242,843
E&CD	\$2,749,435
Finance	\$5,820,137
General Services	\$31,361,150
Information Technology	\$24,059,723
Personnel	\$3,633,348
Police	\$4,198,993
Public Works	\$6,289,502
Purchasing	\$3,622,001
Registration & Elections	\$2,711,031
Tax Assessor	\$13,630,612
Tax Commissioner	\$14,601,630
Total	\$131,889,832

NON AGENCY

The Non Agency budget is used to fund activities within General Fund that are not categorized in any other County departments. These activities are general in nature and support the programs provided by other departments. Examples of activities funded in Non Agency include utility charges, lease payments and other debt service charges, among others. The total budget for this category of General Fund in FY2011 is \$74 million, or 12.3 percent.

SOUTH FULTON SPECIAL SERVICES DISTRICT FUND

The South Fulton Special Services District Fund provides funds for municipal services in the unincorporated area of Fulton County. These services include fire protection, police protection, parks and recreation, and environmental and zoning activities.



OTHER FUNDS

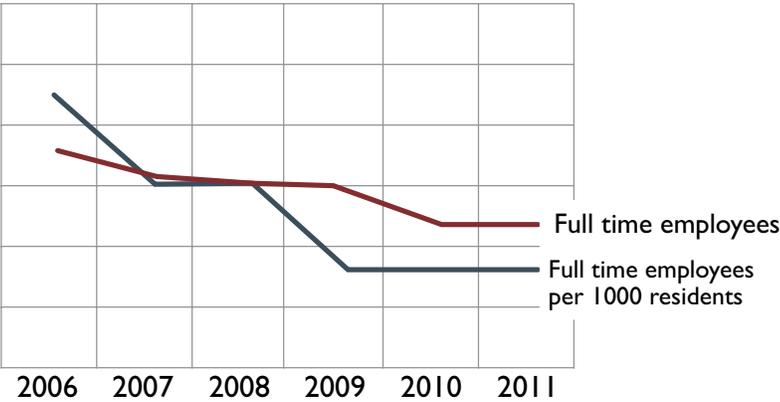
- Other Board-approved funds include the Special Services District Fund, Emergency Communications Fund, Solid Waste Fund, Bond Fund, Risk Management Fund, Stormwater Management Fund, Airport Fund, Health Fund, Water and Sewer Fund, and Special Appropriation Fund.
- The Special Services District Fund 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.
- 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 \$6.9 million exceeds the expected revenue amount by \$4.7 million. The reason is because the fund balance is being used to cover the projected shortfall. The expected revenues amount includes a non-recurring transfer of \$950,000 from the wireless cost recovery fee reserve.
- The Solid Waste Fund approved revenues of \$1 million is a fund transfer from General Fund to be used to fund 2 positions and contract for the post-closure activities of the Morgan Falls and Merk Miles landfills. The amount of expenditures for FY2011 is \$1.5 million, leaving a projected fund balance of over \$604,980.
- The ending fund balance for the Bond Fund in FY2010 is \$39,875. The fund will be used to account for financial transactions relating to the newly issued library bond series. The anticipated revenues in FY2011 from levying of special millage for payment of the debt service is \$13.1 million leaving a projected ending fund balance of \$74,951 after the debt service payment is made.
- The Risk Management Fund approved revenues amount is \$11.2 million against expenditures budget of \$24.5 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 FY2011 is \$14.1 million with a projected ending fund balance of \$864,297.
- The Stormwater Management Fund does not have any revenue, and the budget of \$250,000 is a contingency established to cover any emergency that may arise during the year. The budget is funded from the beginning fund balance of \$1.1 million leaving a balance of \$802,000.
- The Airport Fund budget of \$1.2 million is used to fund 9 positions (4 Firefighters and 5 General Services' employees) to maintain the services at the airport. It is projected that \$1.1 million will be generated in revenue from companies leasing the airport hangars leaving the fund balance at \$1.2 million.
- The Health Fund expenditure budget is \$39.8 million against projected revenue of \$39.8 million. A total of 425 permanent positions and 30 temporary positions are funded with the budget to provide various health and wellness programs for Fulton County citizens.
- The two Water and Sewer-related Funds are used to provide funding for 302 full-time positions and 1 temporary position used by the Public Works Department, Finance Department, Information Technology Department, County Attorney, and Environment & Community Development to provide water and sewer services to residents in the northern part of the County. The FY2011 budget includes funding for contractual services and capital acquisition.
- The Special Appropriation is \$12.2 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

HOW WE COMPARE - STAFFING

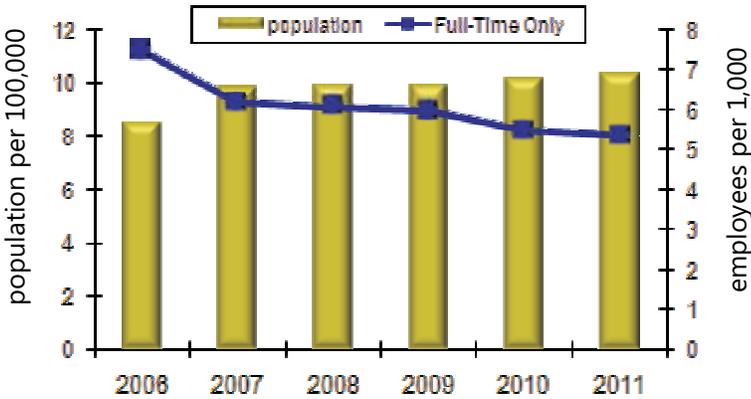
RATIO OF FULL-TIME EMPLOYEES PER 1,000 RESIDENTS

The ratio of full-time employees to the population of Fulton County has decreased each year over the last five years. As Fulton County has consolidated services and implemented cost-saving measures and efficiencies, the number of employees per 1,000 residents has steadily declined. Currently, the County employs 5,557 full-time employees to serve more than one million residents.

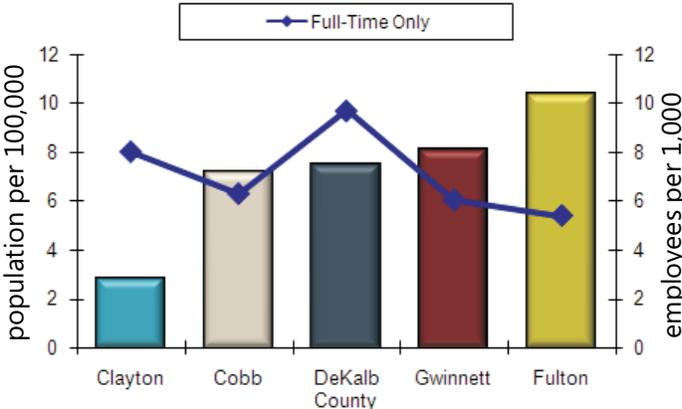
	Full time employees per 1,000 residents	Full time employees
2011	5.375	5,557
2010	5.49	5,572
2009	5.986	5,943
2008	6.08	6,037
2007	6.17	6,073
2006	7.486	6,382



FULTON COUNTY POPULATION TO EMPLOYEE RATIO



POPULATION TO EMPLOYEE RATIO FOR METRO COUNTIES





*We're Here
to Serve You.
Here's How
to Contact US.*

FULTON COUNTY EMPLOYEES CONTACT LIST

Art & Culture - 404.612.5780
Atlanta/Fulton Public Libray- 404.730.6100
Behavioral Health - 404.752.8766
Behavioral Health & Dev Disabilities - 404.613.1205
Board of Commissioners - 404.612.8200
Clerk of Superior Court - 404.613.5313
Cooperative Extension Service - 404.332.2400
County Attorney, Office of - 404.612.0246
County Manager - 404.612.8320
County Marshal - 404.612.4451
Communications - 404.612.8300
District Attorney - 404.612.4980
Emergency Services - 404.730.7901
Environment & Community Development - 404.612.7800
Finance - 404.612.7600
Fire - 404.612.5700
General Services - 404.612.5900
Health & Wellness - 404.612.1211
Housing & Community Development - 404.613.7944
Housing Authority of Fulton County - 404.588.4950
Human Services - 404.613.7944
Informaiton - 404.612.0000
Juvenile Court - 404.612.4401
Magistrate Court - 404.613.5045
Medical Examiner - 404.613.4400
Parks & Recreation - 404.612.4058
Personnel - 404.613.6700
Police - 404.613.5700
Probate Court - 404.612.4640
Public Defender - 404.612.5200
Public Works - 404.612.7400
Purchasing - 404.612.5800
Registration & Elections - 404.730.7072
Sheriff - 404.612.5100
Solicitor General - 404.612.4800
State Court - 404.613.5040
Tax Assessor's - 404.612.6440
Tax Commissioner's Office - 404.730.6100



at our
core

PASSION FOR PERFORMANCE

This Annual Report Publication is produced by the
Fulton County Office of Communications a division
of the County Manager's Office

