

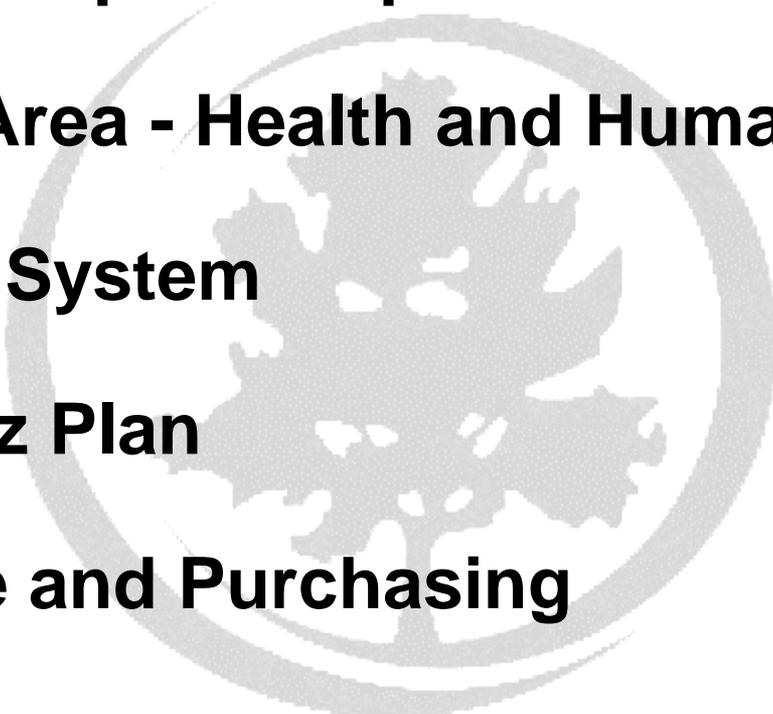


# Fulton County Operational Report

June 26, 2024

Board of Commissioners Meeting

# AGENDA

- **Cyber Response Update**
  - **Focus Area - Health and Human Services**
  - **Justice System**
  - **Jail Blitz Plan**
  - **Finance and Purchasing**
- 



# **Cyber Response Updates**

# Cyber Response Updates

- Program Management Team continues the tracking of 397 services to ensure they remain restored
- 99% of services have been restored with remaining projected by end of June. (14 IT-related issues remain)
- All major systems (Justice, Tax, ERP, and telephony) have been moved to the cloud
- Leadership continues to meet twice weekly to track progress and intervene where necessary
- Staff have completed annual cybersecurity training



# Cyber Response Updates

## Final outstanding items:

- Final 6 Call Centers to be deployed on 6/24
- Digital Signage restoration nearing completion
- Budget Book to be produced late summer
- 2024 data available & preparation of the 2025 budget development is underway
- Vendor Self Service is remediated. Vendors re-registering securely and setting up EFT
- Assessing additional next steps for IT Betterment Strategy



***Customers who experience any difficulties to contact us at  
[customerservice@fultoncountyga.gov](mailto:customerservice@fultoncountyga.gov)  
or at 404-612-4000***





# QUESTIONS



# **Focus Area Updates Health and Human Services**

# Highlights for Health and Human Services

- Behavioral Health Crisis Center
- Health and Human Services North - 4700 North Point Parkway and South Feasibility Study
- South Fulton Developmental Disabilities Training Center
- Opioid Settlement
- HIV Elimination Program and Grants
- Free Standing Emergency Room in South Fulton



# Behavioral Health Crisis Center

## Opening August 2024

- The new Fulton County Behavioral Health Crisis Center will begin serving clients in August
  - Construction is complete with a final cost \$16 million
  - Grady will serve as operator and will also operate the new Atlanta/Fulton County Center for Diversion & Services opening this year



# Behavioral Health Crisis Center

## Pre-Opening Activity Overview

### MEDIA

- Media Preview Tour on Friday, June 21 with WSB and AJC
- Participants: Chairman Pitts, County Manager, Dr. Roshell, LaTrina

### PARTNERS

- Co-scheduled partner sessions with Diversion Center – finalizing dates in July
- Police Outreach – Pending
- Judicial Outreach - Pending

### COMMUNITY

- Updates to NPU X and Hammond Park Community Association (scheduling in progress)

### RIBBON CUTTING PLANNING

- Date finalized for August 8 – confirmed with Grady and GA DBHDD
- Requesting input for invitation list by June 25
- Senate Delegation Chair confirmed for ribbon cutting
- Planning meeting with Grady & BHDD - pending



# Behavioral Health Crisis Center

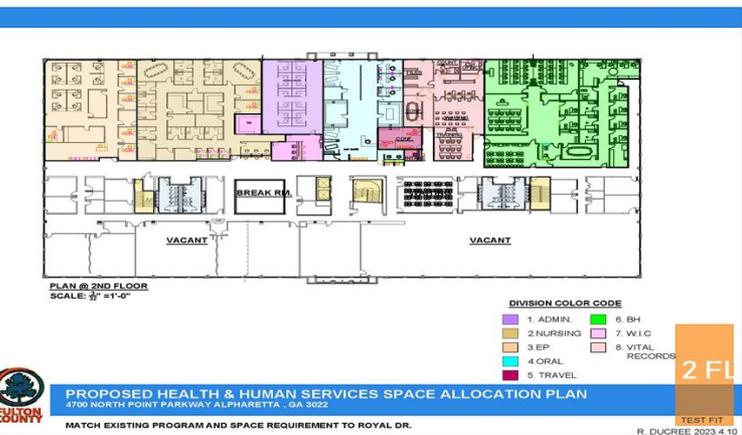
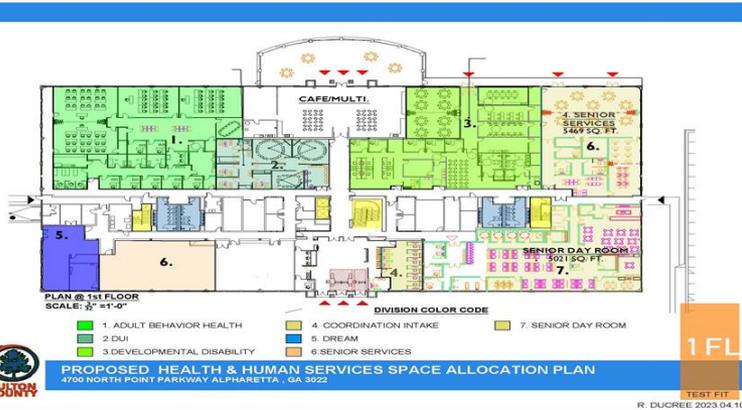
## Funding

- Fulton County has aligned its request for state funding with the requests from the Georgia Department of Behavioral Health & Developmental Disabilities
- For the state's FY24 budget, Fulton County and Georgia DBHDD sought \$13.3 million for this project
- Following two legislative sessions, allocated state operational funding for FY25 is \$9,481,532



# HHS North - 4700 North Point Parkway

- Building purchased in 2019 and utilized extensively for COVID Response and inventory
- Borrowed \$29.4M from ACCG
- Extensive plan for service consolidation and delivery model completed
- Design Build RFP was issued May 6<sup>th</sup>
- Due dates will be extended to July 9<sup>th</sup> due to the level of interest
- Projected completion the 4<sup>th</sup> Quarter of 2025 based of selected vendor's plan



# HHS South Feasibility Study

## Goal of the Development

- Continue to build trust and community ownership
- Gap analysis and demand will drive expanded/new interventions
- Services and interventions will address Social Determinants of Health identified by Project Care
- Future State: Sustainable community and pathways to improve health
- Currently working on developing feasibility RFP which should be advertised by mid-July



# Developmental Disabilities - 475 Fairburn Road



- Design build RFP issued March 22nd
- Bids received and reviewed
- Oral presentations scheduled for June 28th
- BOC approval to be requested at August 7th BOC meeting
- Projected completion the 3<sup>rd</sup> Quarter of 2025 based of selected vendor plan



# Opioid Settlement

- \$638 million to Georgia over 18 years
- County has received \$2.4 million to date directly from distributors and manufacturers
- Georgia Opioid Settlement Trust will distribute additional funds directly to the County for allocation to community organizations
- Required to establish a County Opioid Crisis Abatement Advisory Council to guide community allocation process
- Use of Settlement Funds- prevention, treatment, recovery, harm reduction, research, evaluation

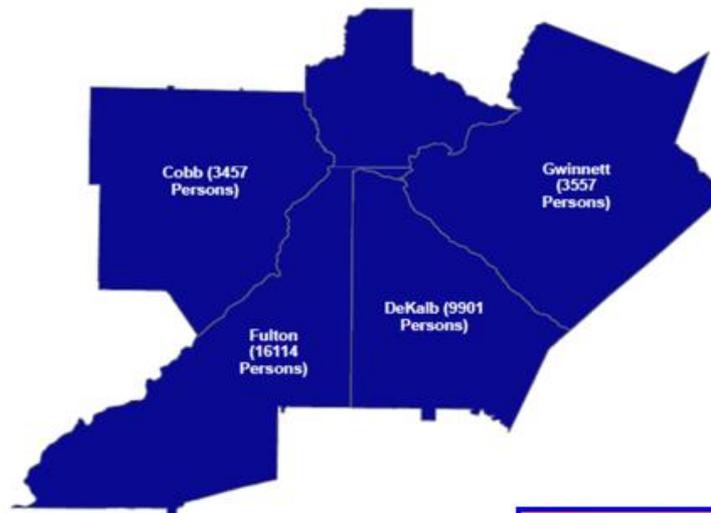


# HIV ELIMINATION OVERVIEW

## RYAN WHITE HIV/AIDS PROGRAM PART A

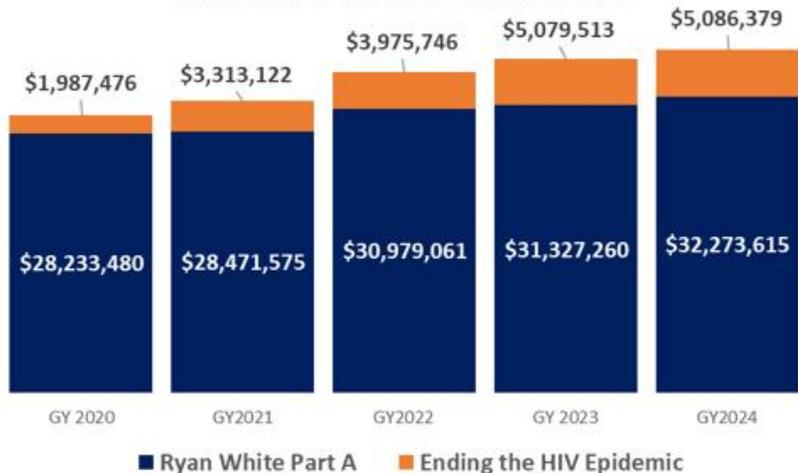


## ENDING THE HIV EPIDEMIC (EHE)



[Endhivatl.org](http://Endhivatl.org)

FIVE YEAR FUNDING: 24% INCREASE

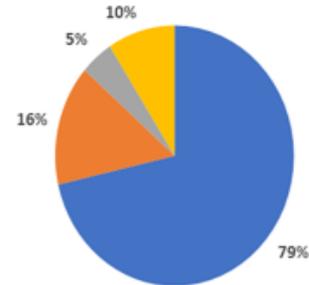


# RYAN WHITE PART A

## 2023 IMPACT

- \* 17,825 people served
- \* Services provided by 18 agencies
- \* CORE MEDICAL SERVICES: Includes Primary Care (15,945), Oral Health (2,425), Behavioral Health (5,210), Antiretrovirals (2,517)
- \* SUPPORT SERVICES: Includes Food (2,400), Transportation (3,238), Insurance Assistance (417), Translation (462)
- \* \$0 Unexpended
- \* DHE Administrative costs <10%

RYAN WHITE CLIENTS SERVED BY RACE/ETHNICITY, 2023



### Viral Suppression

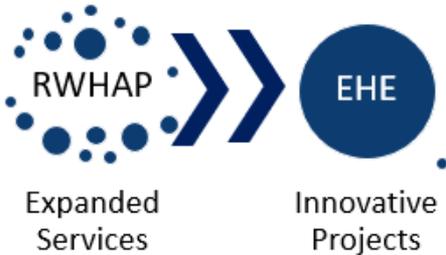
*Someone virally suppressed cannot spread HIV through sexual contact*

Viral Suppression

11% in 4 Years



# ENDING THE HIV EPIDEMIC



The EHE Program served 3,422 people in Fulton, Cobb, DeKalb, and Gwinnett Counties.

Fulton County has almost ½ of known HIV cases in the 4 counties

<https://www.greaterthan.org/atlanta>

Greater Than HIV Sponsored

The Ryan White HIV/AIDS Program provides financial assistance with HIV-related medical care and medications for those in need. The program may also be able to help with mental health care, dental care, and other essential services.

**...that can help you stay healthy and support you.**

greaterthan.org  
Connect with Ryan White HIV Services Near You

Learn more

**Media Placements**

- 61.0+ million impressions
- 3.6+ million video views
- 465,500+ clicks to online resources



**Website Traffic**

- 270,900+ sessions
- 350,600+ page views



- \* Require subrecipients to provide services in non-traditional hours: before 8:00 AM, after 5:00 PM, and on weekends
- \* On-demand car service – reduced travel times and missed appointments
- \* Drop-In Clinics – no appointment is necessary
- \* Differentiated Service Delivery – client-centered care at 4 Grady Neighborhood Clinics
- \* Food as medicine - produce prescriptions for fruits and vegetables
- \* Housing assistance – emergency shelter, temporary housing

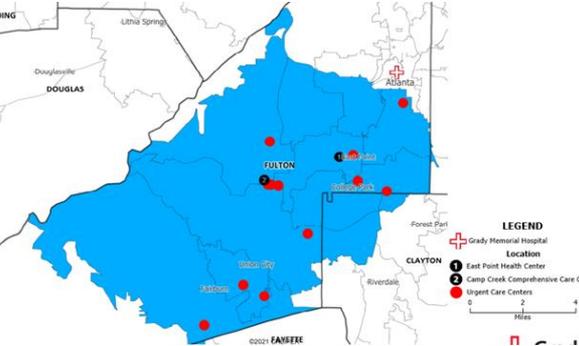


# Free Standing Emergency Room

## Freestanding Emergency Department Assessment

 Grady

# Why a Freestanding ED?

Freestanding ED	Community	Grady
<ul style="list-style-type: none"> <li>➤ The freestanding emergency department provides the next level of care beyond primary care and urgent care                             <ul style="list-style-type: none"> <li>• Addresses community need – gap in access</li> <li>• Provides basis for system growth</li> <li>• Creates foundation for downstream growth to the health system</li> </ul> </li> </ul> <p><b>Urgent Care Centers</b></p> 	<ul style="list-style-type: none"> <li>➤ The community has urgent care, but needs access to true emergency services (shouldn't have to drive downtown)                             <ul style="list-style-type: none"> <li>• Expansion of pediatric services is a huge need (families currently must drive to Hughes Spalding or further)</li> <li>• Mental health is a big need – including crisis intervention services</li> <li>• Real-time access to social services</li> <li>• Consider mobile integrated health care (visit patients after they are released from the hospital or FSED)</li> </ul> </li> <li>➤ Survey feedback                             <ul style="list-style-type: none"> <li>• 67% would support a new, local Grady location.</li> <li>• 72% would be likely to use it.</li> <li>• 63% would support an elected official who supported Grady bringing a new service location to the neighborhood.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>➤ Grady has already committed to additional investment in the South Fulton market with the expansion of two new outpatient access points. Investing in a new FSED will further establish a footprint in the market.</li> <li>➤ Grady is known for emergency care and our mission build a healthier community.</li> <li>➤ There are 360,000+ residents in the defined service area of nine zip codes (radius of ~10 miles). This population is expected to continue to increase at over 1% per year to over 380,000 by 2028.</li> <li>➤ The nearest Emergency Room access points are 20 to 40 minutes away depending on where individuals live within the South Fulton market. Most travel north towards downtown or midtown.</li> <li>➤ 8 of the 10 top ZIP codes in terms of ED visit volume in Fulton County originate from this market (over 100,000 annual visits in total) – suggesting demand for a freestanding ED.</li> </ul>



# Services and Capacity

Category	Assumption
Total Capacity	16 Bays (12 adult, 4 pediatrics)
Volume estimates	Initially 24,000 visits per year
Jobs	Estimates of approximately 90 FTEs
Services	Emergency services and wrap around support
Connectivity to Grady	Ambulance stationed at the FSED for transfers; helipad planning on the site
Future planning	Observation, outpatient clinics, acute care hospital

# Financial Analysis

## Original Cost Assumptions

Fiscal Year	Expenses	Cost
FY25/26	Construction Cost	\$12,250,000
FY26	Fixed Equipment	\$3,900,000
FY26	Moveable Equipment	\$925,000
FY26	Other	\$50,000
	<b>Subtotal</b>	<b>\$17,125,000</b>
FY24	Contingency	\$2,000,000
FY24	Architect Fees	\$1,200,000
FY24	Site Cost	\$15,000,000
FY24/25	Site Prep/Due Diligence	\$2,200,000
FY24	Other	\$750,000
	<b>Subtotal</b>	<b>\$21,150,000</b>
FY24/25/26	Admin & Legal Fees	\$325,000
FY24	CON Prep	\$50,000
	<b>Subtotal</b>	<b>\$375,000</b>
	<b>Total</b>	<b>\$38,650,000</b>

Note: These costs and square footage do not consider observation beds.

- With further study of the community's needs and additional input from our clinical teams, we have added observation beds, a community room and additional clinical support spaces for growth.
- Financial projections show a positive operating margin and free cash flow, totaling \$15.2 million over the first 5 years.

## Financial Projections

Margins & FCF	2027	2028	2029	2030	2031	2032
Oper. Margin	\$1,246,371	\$1,369,961	\$1,507,556	\$1,645,036	\$1,782,401	\$1,919,647
EBIDA	\$1,246,371	\$2,511,628	\$2,649,222	\$2,786,703	\$2,924,068	\$3,061,314
CAPX	\$0	\$0	\$0	\$0	\$0	\$0
FCF	\$1,246,371	\$2,511,628	\$2,649,222	\$2,786,703	\$2,924,068	\$3,061,314

Sum of operating cash flows '27 to '32 = \$15.2M



# South Fulton: Potential FSED Timeline

- Grady’s current campus is site-constrained and access to emergency care has been limited in south Fulton. A campus in south Fulton would provide better access to an underserved market and help decant some of the congestion on the main campus.
  - Opening a freestanding ED on the future site could serve as the initial “building block” for future development.



# Potential Benefits to all Stakeholders

Benefits for South Fulton Patients/Families	Benefits for the City/County	Benefits for Grady
<ul style="list-style-type: none"> <li>➤ Bring emergency services – adult and pediatric - closer to the community and reduce the current 25+ minute drive to the closest ED</li> <li>➤ Provide access to emergency, crisis intervention and select diagnostic services in a facility that is custom-built for the community's needs</li> <li>➤ Enhance clinical outcomes by providing life-saving care more quickly to community residents, with a streamlined transfer model to get patients to Grady when needed</li> </ul>	<ul style="list-style-type: none"> <li>➤ Create access to high-quality healthcare in a community that is devoid of choices</li> <li>➤ Support facility that directly meets the needs of the community</li> <li>➤ Improves emergency care wait times across the region by increasing the number of available emergency room bays</li> <li>➤ A new healthcare “center of gravity” in south Fulton would create new jobs and serve as an economic driver for that community</li> <li>➤ The new campus could eventually grow into a more meaningful ambulatory and inpatient destination, so fewer residents have to leave the market for care</li> </ul>	<ul style="list-style-type: none"> <li>➤ Allows Grady to extend its footprint to south Fulton County and expand its patient base</li> <li>➤ Augments the investments that Grady is making in expanding ambulatory access in the region</li> <li>➤ Strengthens Grady's access in a community that is growing and aging</li> <li>➤ Shifts some of the patient volume originating from south Fulton out of Grady's ED and beds, which creates capacity for backfill</li> </ul>



# How Fulton May Choose to Support

- Issue bonds through Fulton Dekalb Hospital Authority
- \$19m with a 15 year payback
- Estimated annual debt service of \$1.7m
- Redirect a portion of the \$2.5m originally reserved for BHCC operating contingency and agree to operate the facility within the state funding provided



# Morehouse Healthcare



In partnership with  Atrium Health 

## MHC East Point Clinic Update

Compassionate Care.

*Innovative Medicine.*



# Morehouse Healthcare

## East Point Status Update

Goal	Program Status
In-Progress	<ul style="list-style-type: none"> <li>• Open Access for Patients</li> <li>• Patient volume is critical to the financial growth and health of East Point, therefore marketing is a key factor in developing the patient population.</li> </ul>

Key Objectives
Provide timely access to patients Meet or exceed operating margin budget.

Upcoming Critical Activities	
Implementing Marketing Strategy	Ongoing
Defining & Implementing Emergency Protocols	April 2024
Integrating Pediatric & Sports Medicine Service Lines	In process
Integrating Behavioral Health Services	July 2024
Integration of Imaging Phase 3	June/July 2024

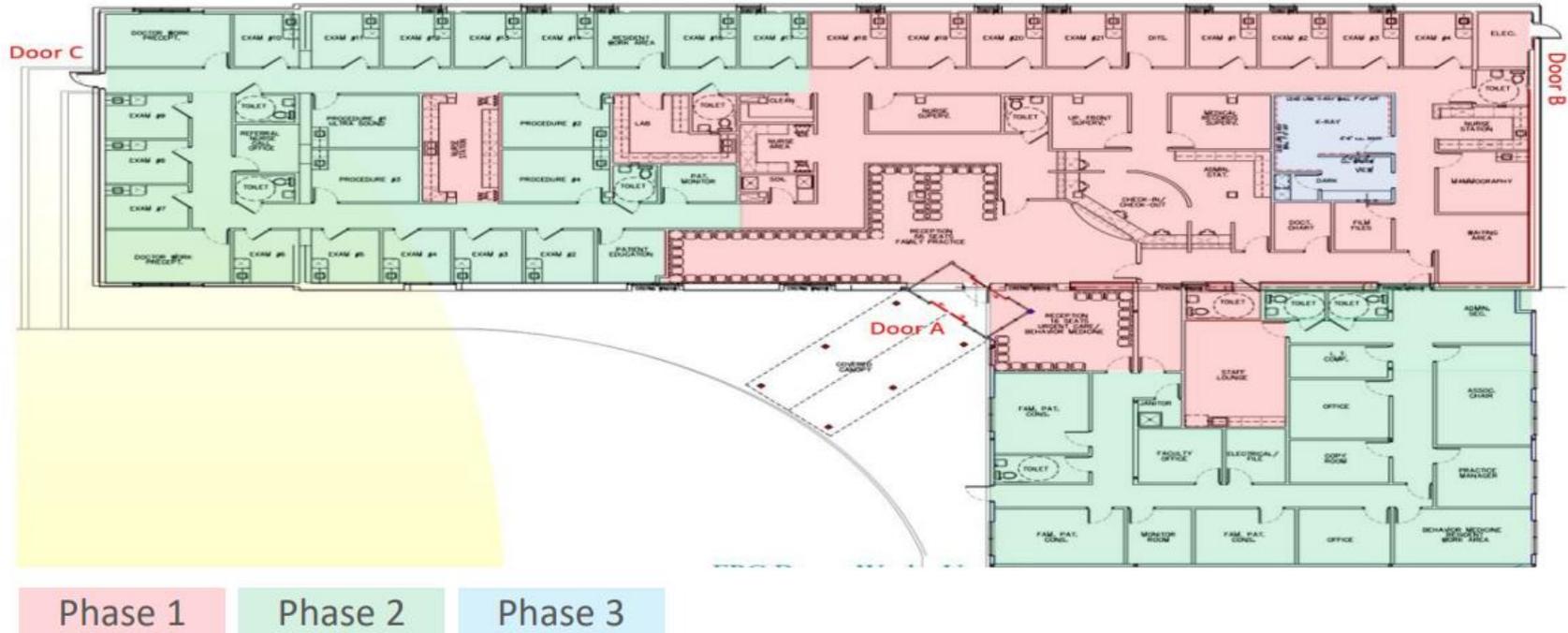
Key Accomplishments
✓ Opened & Optimized Provider schedules to meet or exceed 210-minute sessions
✓ 1441 patients seen Oct 2023 to May 2024
✓ Integrated the Community Health Worker
✓ Recruitment of 2 <sup>nd</sup> Community Health Worker
✓ Targeted Outreach and Marketing events to support Patient Growth
✓ Increased clinical FTEs to 4.5 (2 MDs and 2.5 Advanced Practice Providers)
✓ Completed a successful Open House on April 13, 2024



# Morehouse Healthcare

## East Point Floor Plan Phases

- Currently in Phase 3 which is inclusive of the implementation of radiology



# Morehouse Healthcare

## Team Recruitment Update

- New hires projected to start in July
- 1 of 2 Community Health Workers hired since last update through MSM's registered CHW Program via the Department of Labor



Morehouse Healthcare East Point		
Position	Current FTE's	New Hires
Provider—Family Medicine	2	
Nurse Practitioners	1.5	
Physician Assistant	1	
PSR	3	
CMA	4	
LPN	2	
Community Health Worker	1	
Provider—Psychiatry		.5
LPC Counselor		1
PHD—Psychology		.5
Provider—Fellow (2)		1
<b>Total</b>	<b>14.5</b>	<b>3</b>

# Morehouse Healthcare

## Financial Update

- Subsidy of \$2.5M received in December
- Purchased Services driven by Epic implementation \$273K and build out expenses
- Rent expense of \$28K per month
- Salaries and Benefits related to 14.5 FTE currently on staff

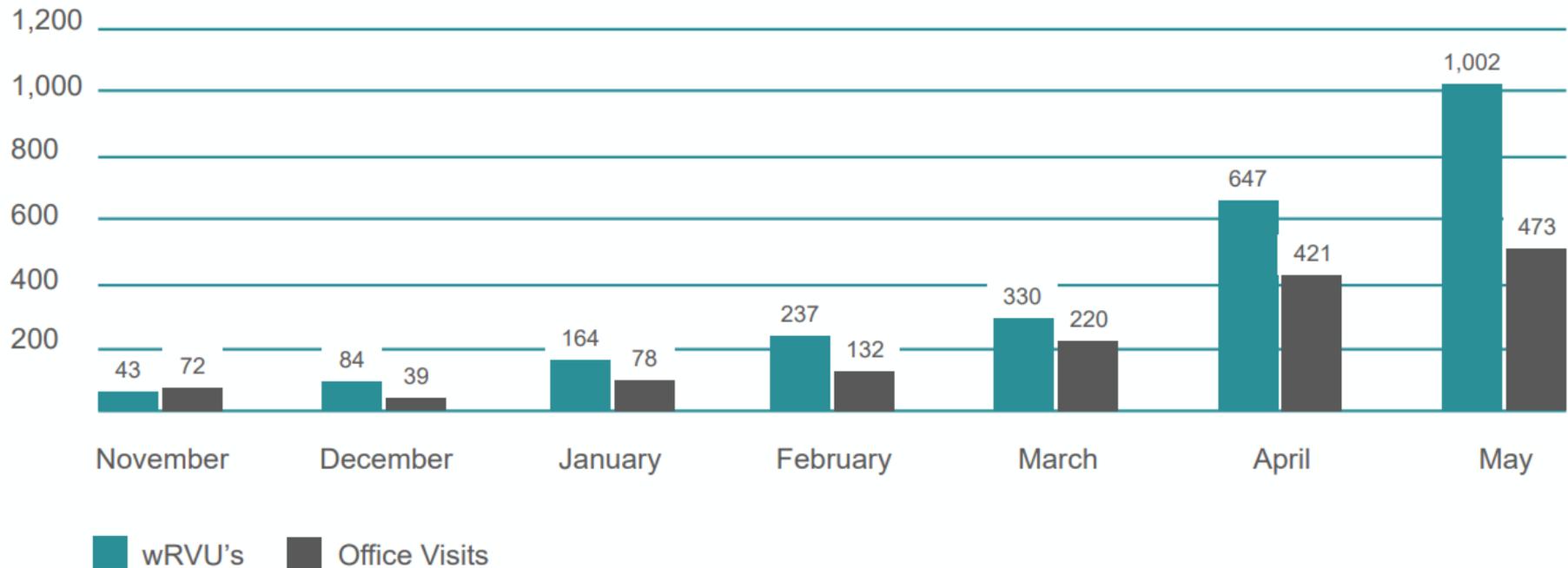
Morehouse Healthcare East Point FY' 24 P&L through May	
<b>Revenue</b>	
Cash received from Operations	\$284,085
East Point Fulton County Subsidy	\$2,491,257
Other Revenue	\$50,614
<b>Net Revenue</b>	<b>\$2,825,955</b>
<b>Operating Expenses</b>	
Salaries and Benefits	\$675,745
Occupancy	\$311,180
Clinical Supplies	\$133,860
Purchased Services	\$687,081
Supplies/Office Expenses	\$8,580
<b>Total Operating Expenses</b>	<b>\$1,816,446</b>
<b>Operating Margin</b>	<b>\$1,009,509</b>



# Morehouse Healthcare

## Clinical Volume

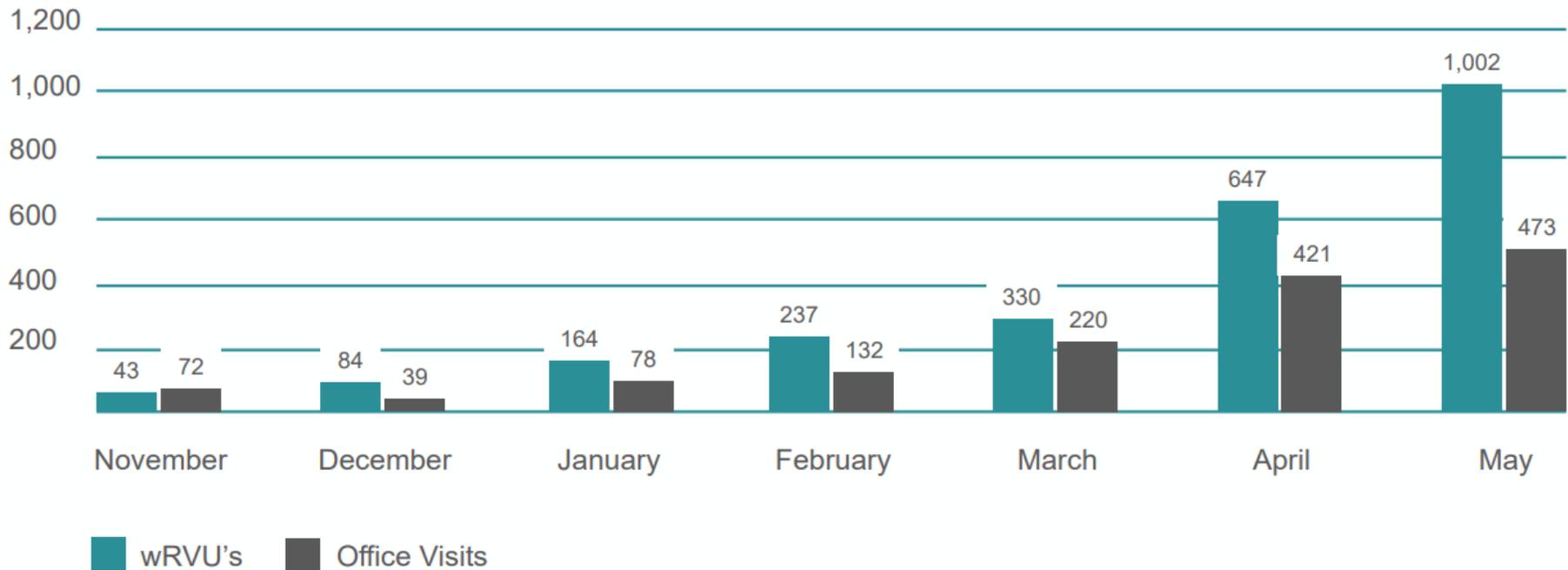
- Total office visits increased 12.5% MoM and 115% since March
- Average weekly visits have doubled (108 vs 53) since March



# Morehouse Healthcare

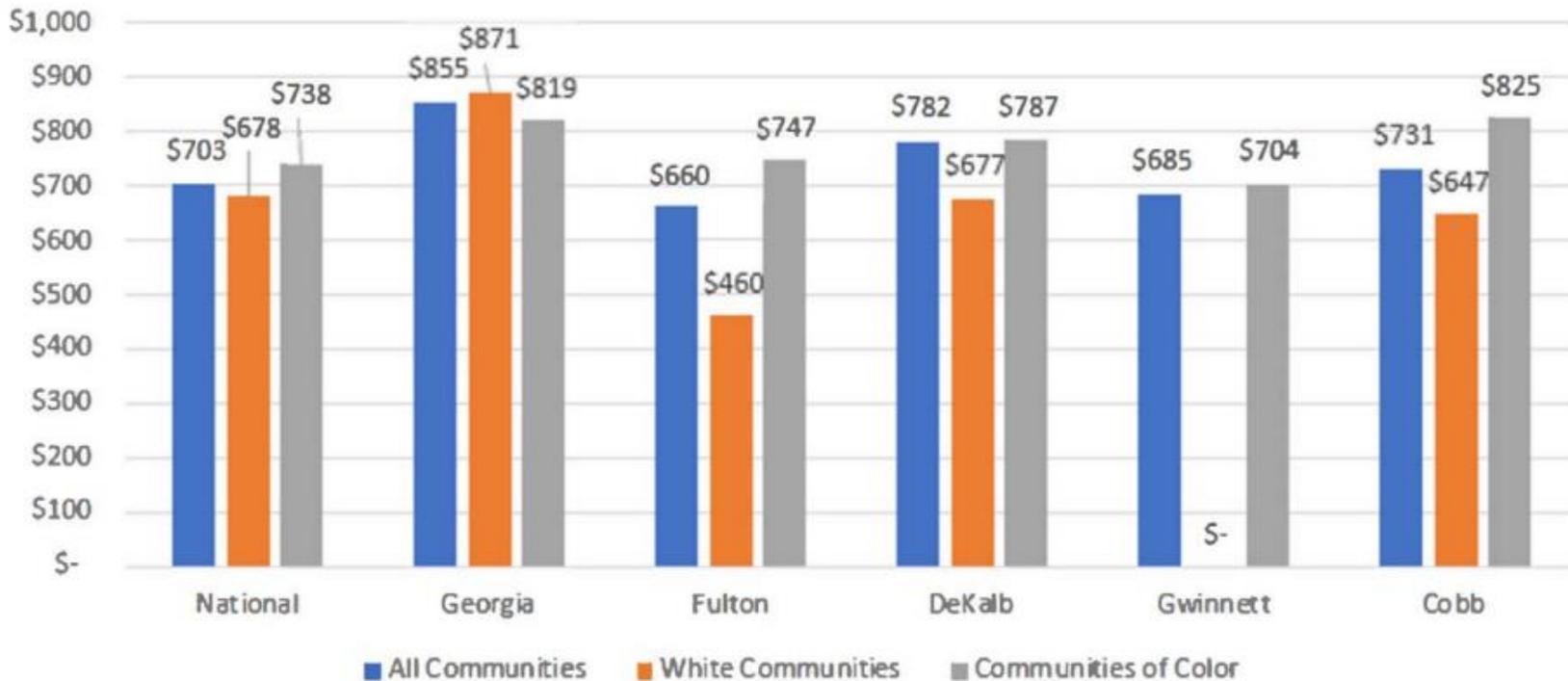
## Clinical Volume

- Total office visits increased 12.5% MoM and 115% since March
- Average weekly visits have doubled (108 vs 53) since March



# Medical Debt in Fulton County

## Medical Debt in Collections



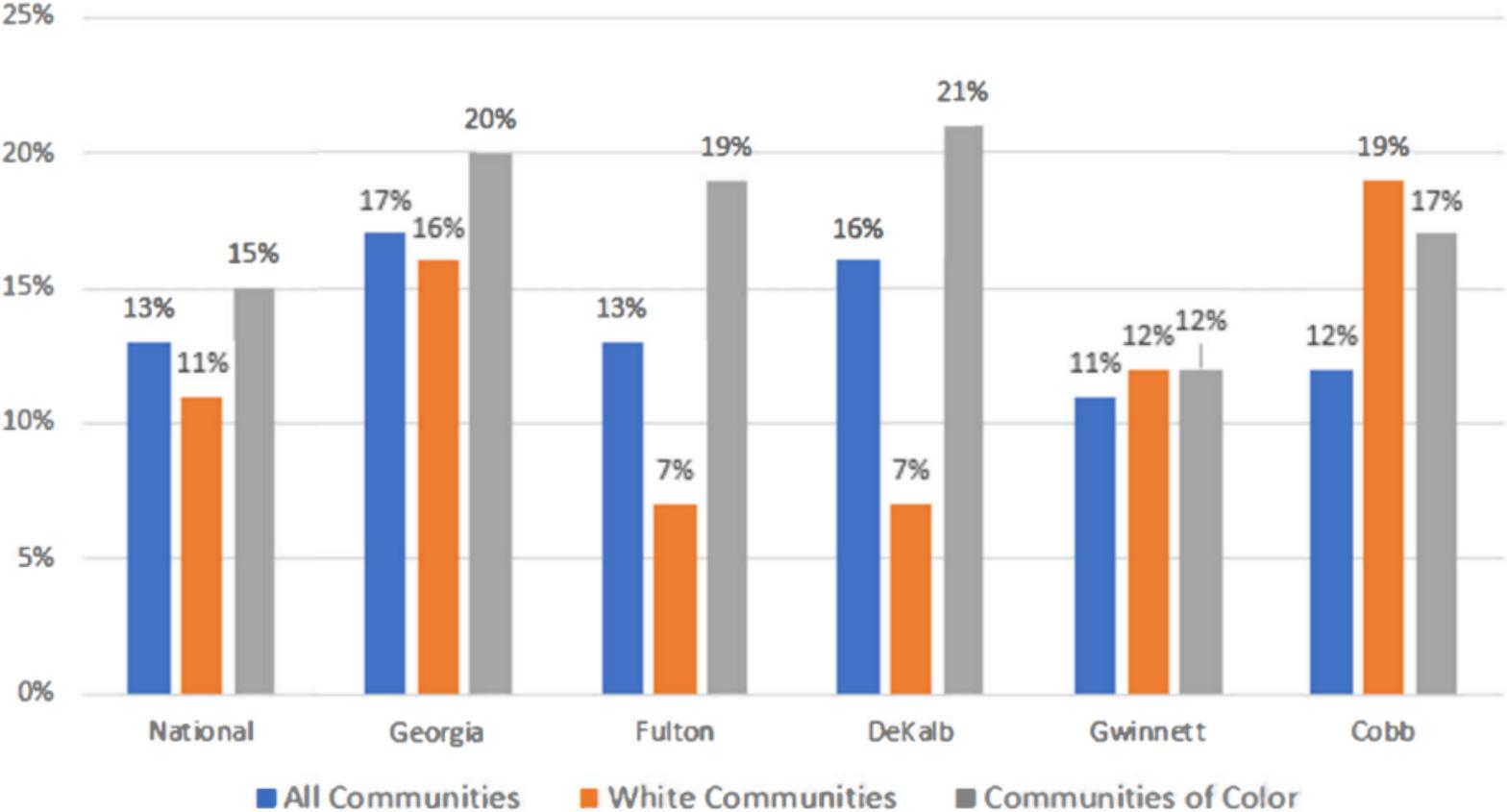
Population	% with Debt	Populaiton with Debt	Median Debt	Total Funds Needed
1,084,512	13%	140,987	\$ 660	\$ 93,051,130



Source: Urban Institute, Debt in America: An Interactive Map, October 2023

# Medical Debt in Fulton County

Percent of Population in Communities with Medical Debt



Source: Urban Institute: Debt in America, An Interactive Map, October 2023



# STATE AND COUNTY GOVERNMENT IMPLEMENTATION

GOVERNMENT	FUNDING	CONSTITUENT APPLICATION	OPERATIONAL APPROACH	DEBT TYPE
Arizona	\$30m ARPA	None	National non-profit	Hospitals
Cook County, IL	\$12m ARPA	None	National non-profit	Hospitals
New York	\$18m ARPA	None	National non-profit	Hospitals Commercial Debt Buyers
Toledo/Lucas County, OH	\$1.6m ARPA	None	National non-profit	Hospitals/Health Systems
Pittsburgh	\$1m ARPA	None	National non-profit	Hospitals

## ELIGIBILITY CRITERIA

1. Residency
2. Income up to 400% of current Federal Poverty Guidelines, or
3. Medical debt that is 5% or more of income



# National Partner: Undue Medical Debt

- National, independent 501(c)(3) charitable organization based in New York
- Contact hospitals, health systems, medical debt holders to sell or donate portfolios of medical debt
- Manage the debt relief process with debt holder
- Notify qualifying patient that their specific medical debt has been canceled, and that the debt cancellation does not lead to income tax liabilities
- Share regular reports on program progress



Unduemedicaldebt.org





# QUESTIONS



# **Project ORCA & Justice System**



FULTON COUNTY GOVERNMENT

# Project **ORCA** & Justice System Update

JUNE 26, 2024

## AGENDA

**01 ORCA CASE REDUCTION**

**02 CUMULATIVE CASE REDUCTION**

**03 JAIL POPULATION UPDATE**

# PROJECT OVERVIEW

Since the beginning of COVID-19, the Fulton County Court System has amassed a significant and unprecedented level of cases. Project ORCA will address this challenge by utilizing a combination of capacity expansion and productivity enhancement initiatives to expedite the case adjudication process.

## CASE ACCUMULATION DEFINED

All cases (hearings, filings, applications) that were initiated before and during the pandemic (including those currently awaiting formal charging or filing) that have been impacted due to current limitations at various stages of the case administration process.



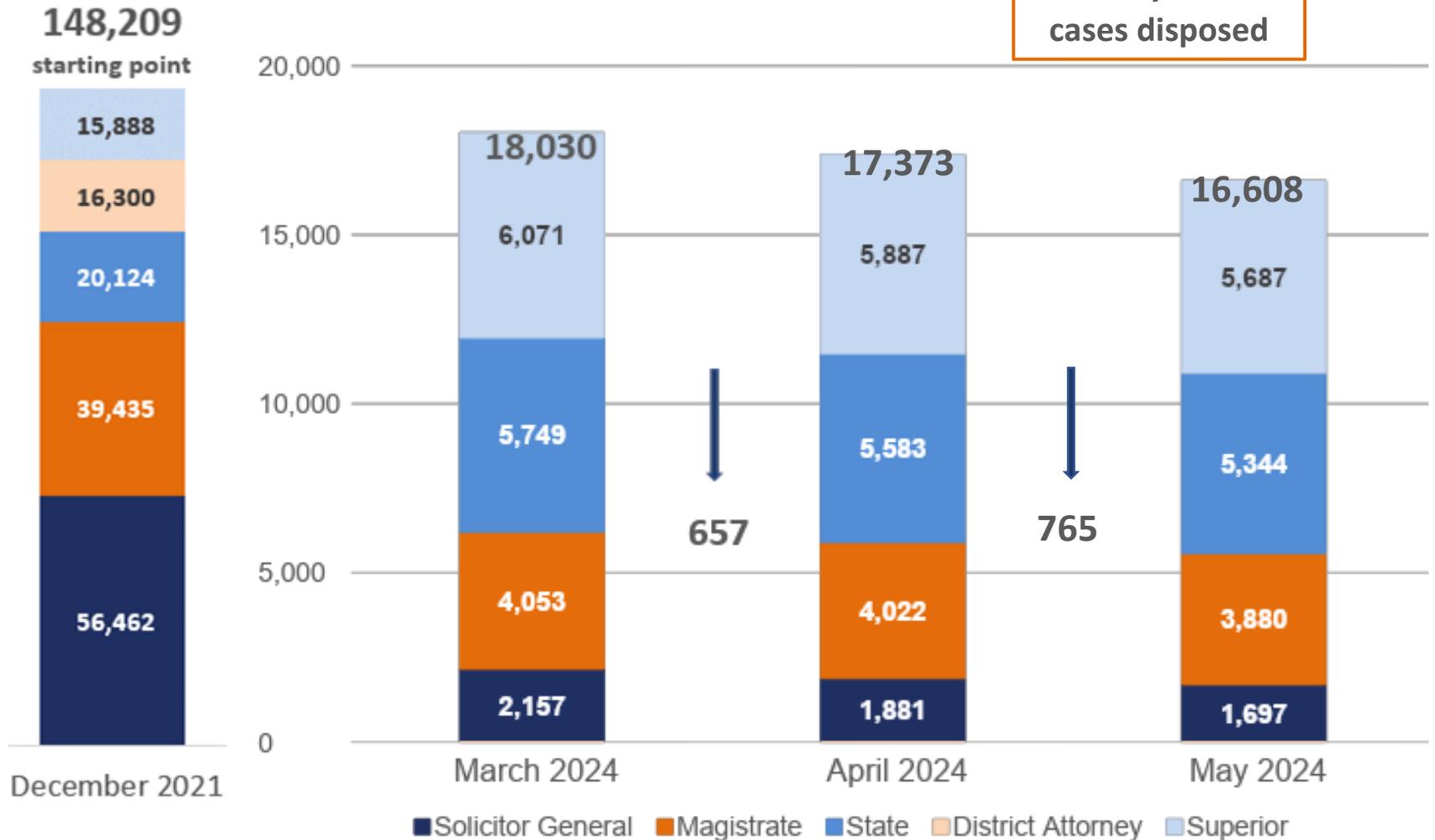
The COVID-19 Case Resolution Project began on **December 6, 2021** with **148,209** open and active cases.

As of **May 31, 2024**, **131,601** cases have been disposed. There are **16,608** pending open and active cases.

# PROJECT ORCA CASE REDUCTION DISPOSITIONS BY OFFICE



**131,601**  
cases disposed



# PROJECT ORCA CASE REDUCTION

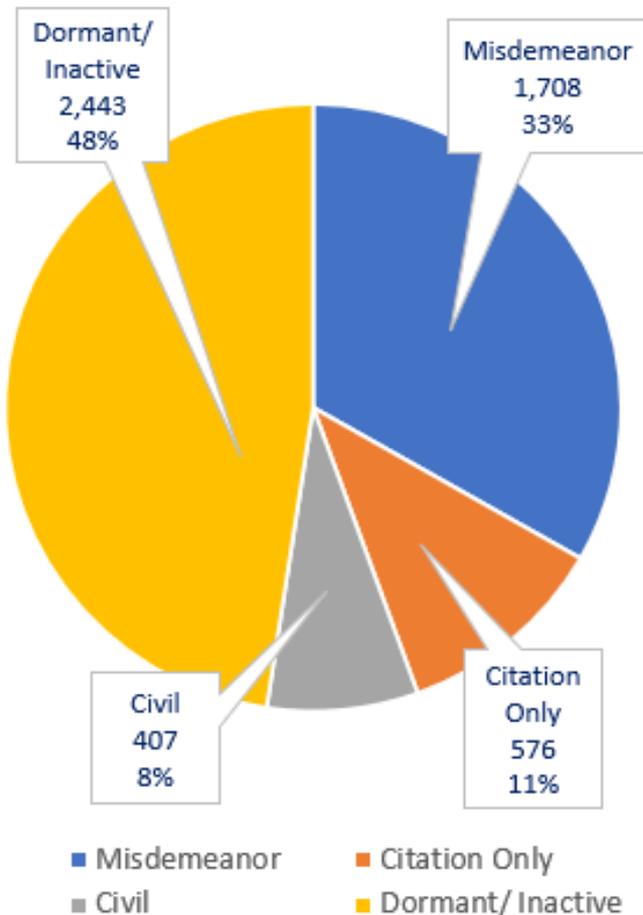
## CASE DISPOSITION SUMMARY



Office	May 2024 (Last full month)			Project To Date (12/6/2021 through 5/31/2024)		
	Target	Actual	Variance	Target	Actual	Variance
Superior	442	205	(237)	13,240	15,093	1,853
District Attorney	0	0	0	16,300	16,300	0
State	556	244	(312)	16,680	18,239	1,559
Solicitor General	1,540	184	(1,356)	46,200	54,765	8,565
Magistrate	1,091	142	(949)	32,730	35,550	2,820
<b>Overall</b>	<b>3,629</b>	<b>775</b>	<b>(2,854)</b>	<b>125,150</b>	<b>139,947</b>	<b>14,797</b>

# PROJECT ORCA CASE REDUCTION

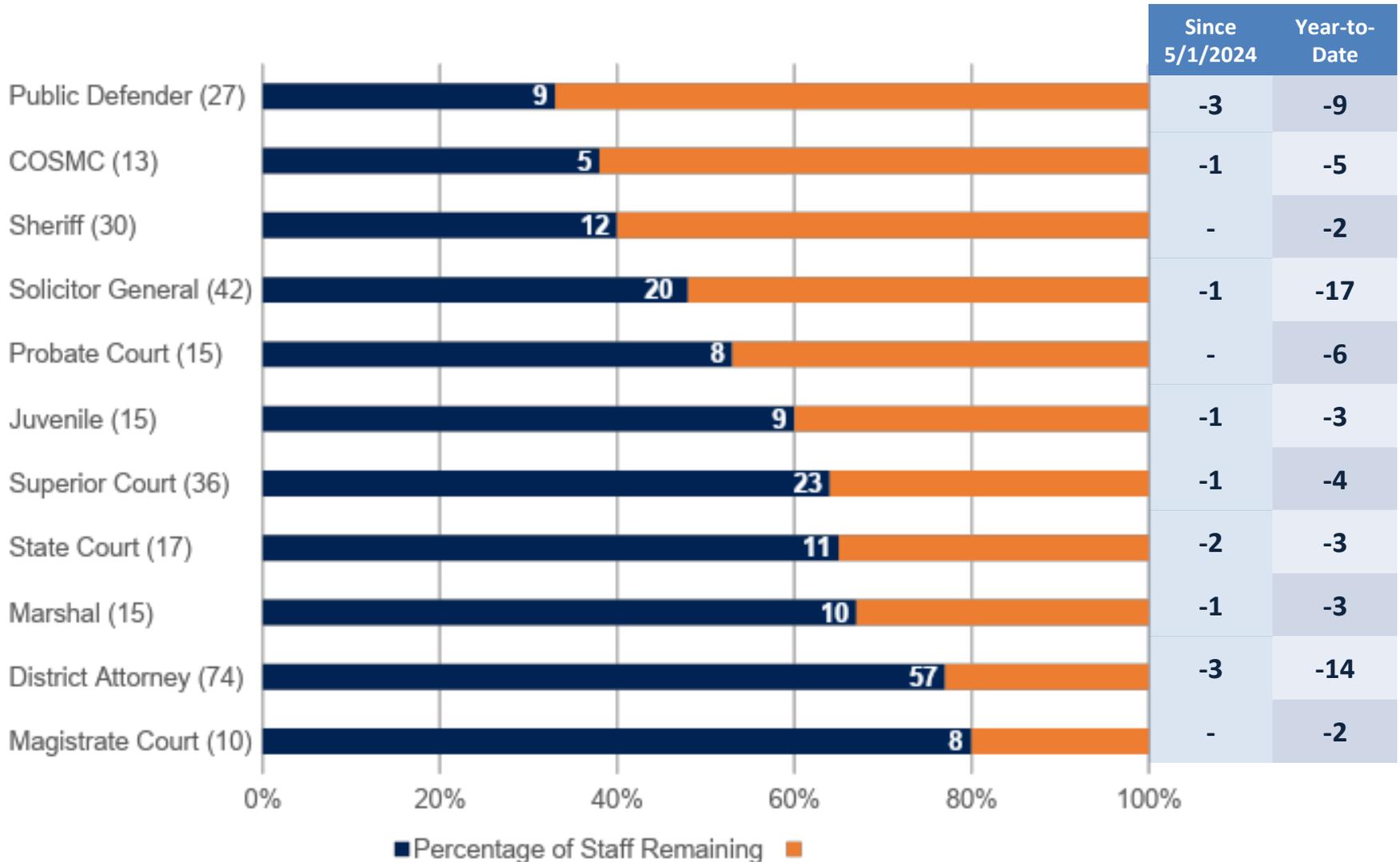
## REMAINING CASE COMPOSITION – STATE COURT AS OF 5/30/2024



Case Type/Status	Remaining Cases	Statutory/Special Requirements	Resolution Plan	Resolution Timeline
Misdemeanor	1,708	Requires multiple calendar dates	Increase cases per Trial Calendar in August 2024 from 50 to 65 per calendar.	Q3 2025
Citation Only	576	Cases involve accidents; requires scheduling with prosecutor and witnesses for trial; resets for pre-trial hearings, trial, and payments before resolution	Continue holding 2 calendars per week for ORCA CIT Only cases. Accident cases to be calendared twice monthly.	Q2 2025
Civil	407	All but a few cases remain with Division Judges	Current resources used for Civil Jury Trials already scheduled through September 2024. Continue to provide monthly reporting to divisions to focus resolution.	Q3 2025
Dormant/Inactive	2,443	Awaiting arrest of defendants	Calendared based upon appearance	Undetermined
<b>Total</b>	<b>5,134</b>			
<b>Further Planning:</b>	Once ORCA funding has been depleted, State Court will send remaining misdemeanor and civil cases back to the Divisions for resolution.			

# STAFFING RAMP DOWN

## PROGRESS BY DEPARTMENT AS OF 6/1/2024





FULTON COUNTY GOVERNMENT

# Project **ORCA** & Justice System Update

JUNE 26, 2024

## AGENDA

- 01 ORCA CASE REDUCTION
- 02 **CUMULATIVE CASE REDUCTION**
- 03 JAIL POPULATION UPDATE

# CUMULATIVE CASE REDUCTION JUSTICE SYSTEM SCORECARD



MEASURE	GOAL	MAY 2023 BASELINE	APRIL 2024	MAY 2024	DELTA <i>(previous month vs. current month)</i>
Average Length of Stay	30 days	71 days	63 days	60 days	3 day decrease
Jail Population Unindicted without other charges	10%	34%	<i>Cyber Recovery</i>	23%	<i>Cyber Recovery</i>
Clearance Rate for Felony Criminal Cases	100%	72%	97%	103%	6% increase
Felony Cases Disposed within 180 Days	90%	25%	28%	29%	1% increase
Felony Cases Disposed within 365 Days	98%	63%	58%	59%	1% increase



FULTON COUNTY GOVERNMENT

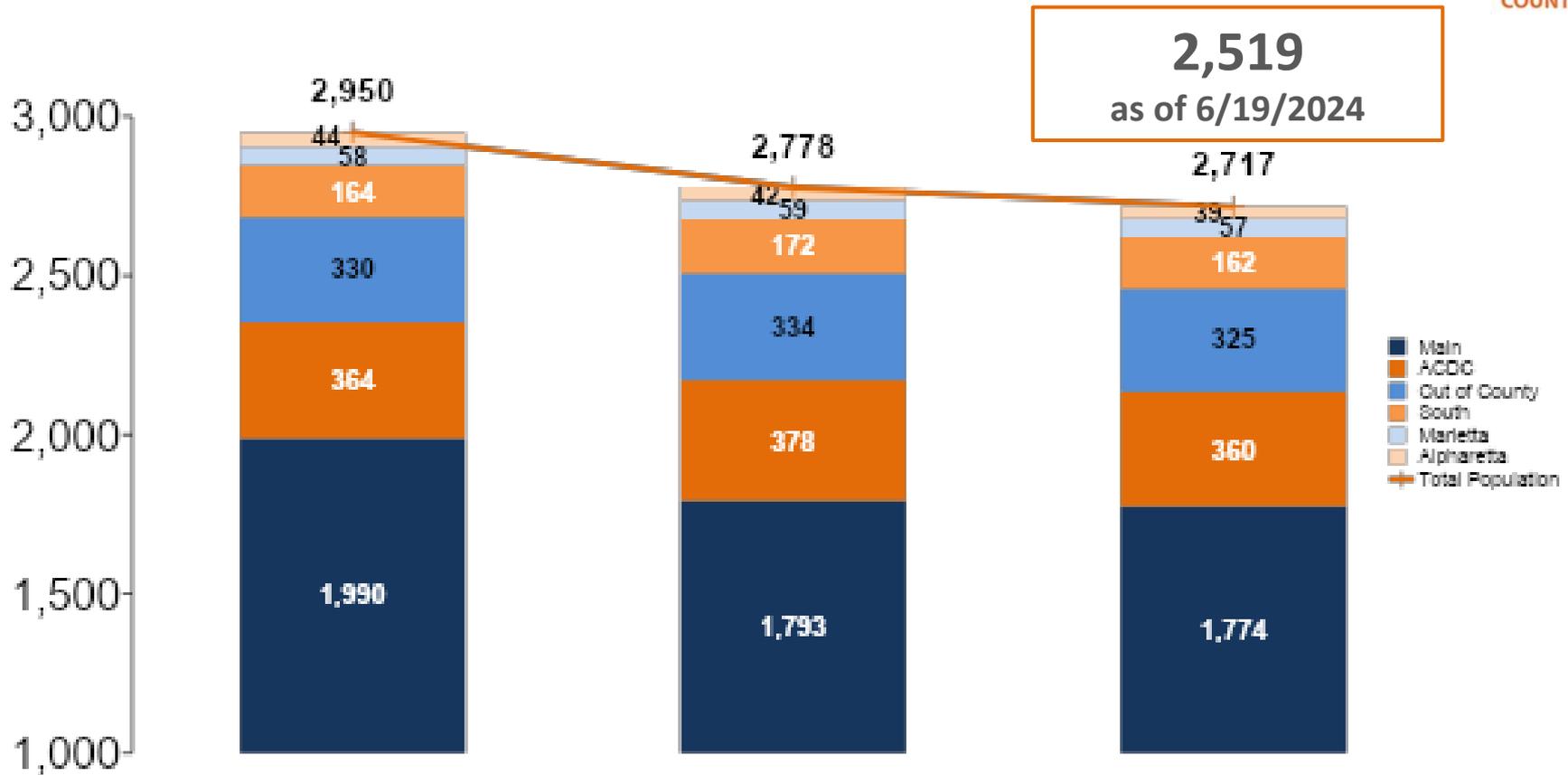
# Project **ORCA** & Justice System Update

JUNE 26, 2024

## AGENDA

- 01** ORCA CASE REDUCTION
- 02** CUMULATIVE CASE REDUCTION
- 03** **JAIL POPULATION UPDATE**

# AVERAGE MONTHLY POPULATION



**2,519**  
as of 6/19/2024

	Mar	Apr	May
Floor	-	-	-
Floor %	0%	0%	0%
Book In	397	411	959
Book Out	425	459	458
Net	29	49	(501)

# AVERAGE MONTHLY JAIL POPULATION

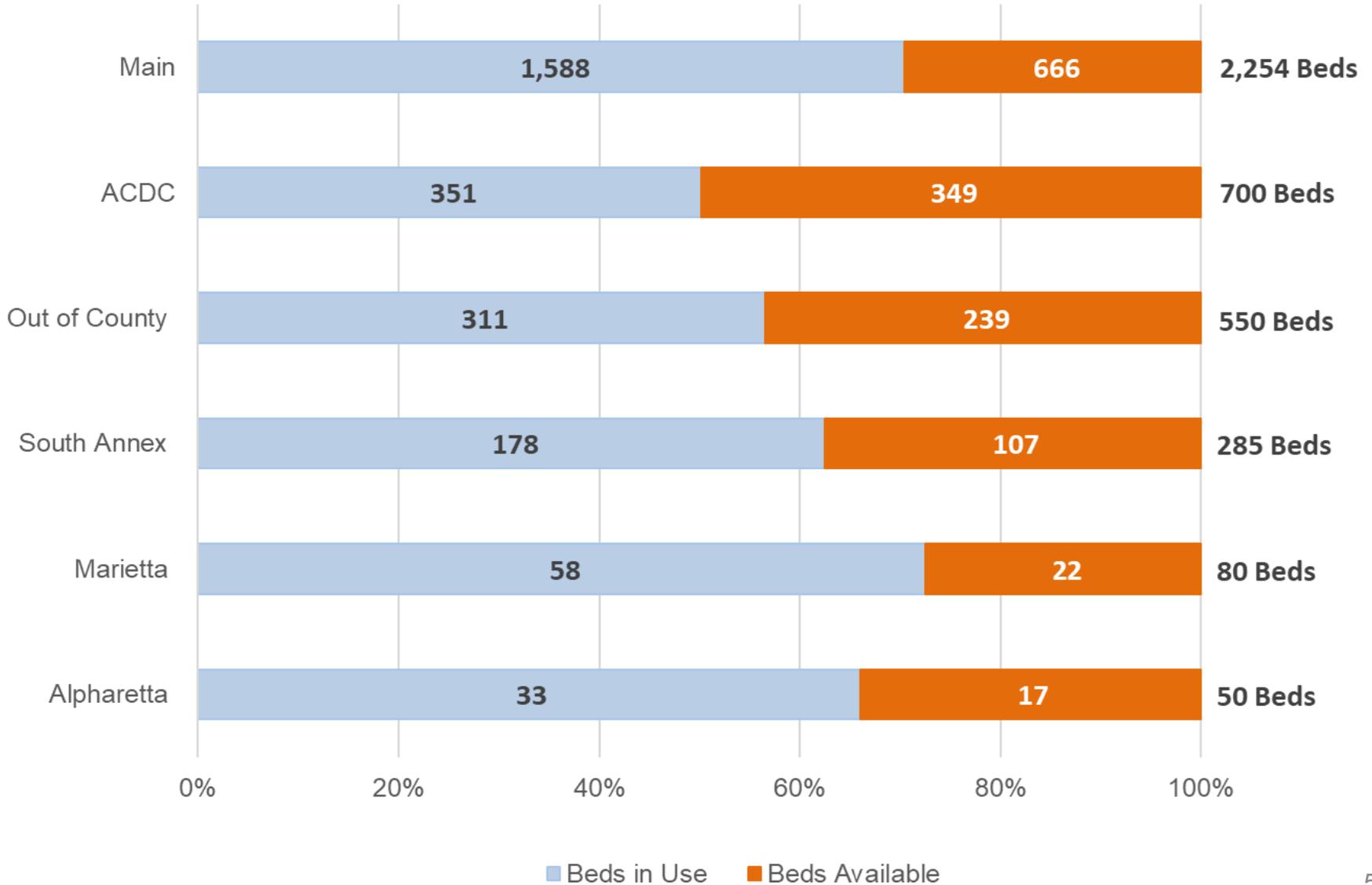
## POPULATION BY FACILITY



	MARCH	APRIL	MAY	6/19/2024
Main	1,990	1,793	1,774	1,571
ACDC	364	378	360	363
Out of County	330	334	325	329
South Annex	164	172	162	169
Marietta	58	59	57	53
Alpharetta	44	42	39	34
<b>TOTAL</b>	<b>2,950</b>	<b>2,778</b>	<b>2,717</b>	<b>2,519</b>

# JAIL POPULATION FACILITY UTILIZATION

AS OF 6/1/2024

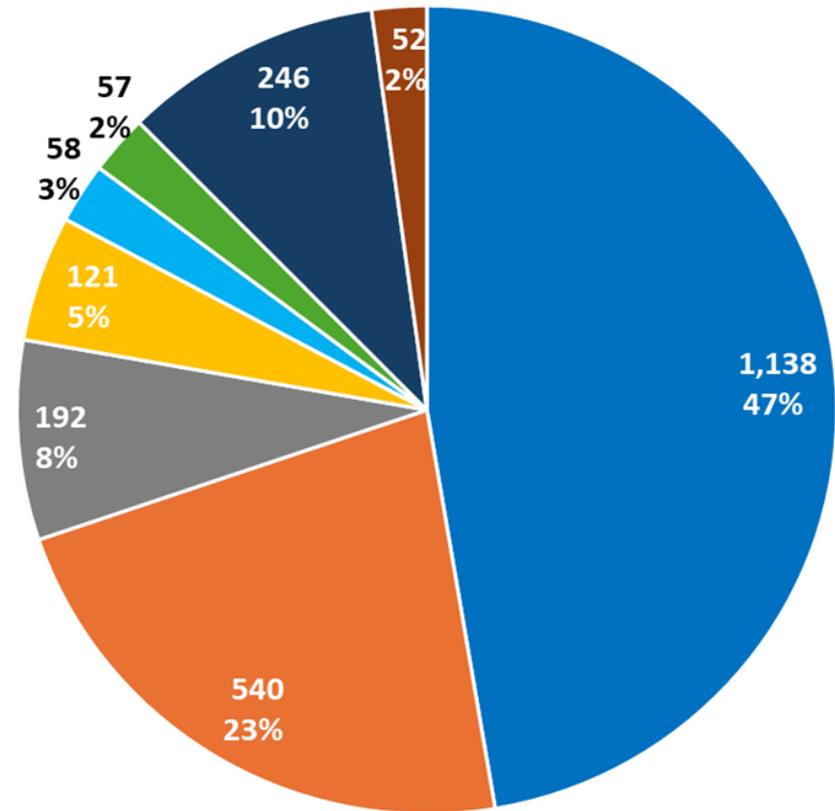


# JAIL POPULATION

## FULL INMATE ANALYSIS AS OF 5/30/2024



Status	Number of Inmates	Percentage
Unindicted	540	23%
Unindicted w/ Hold	192	8%
Unindicted w/ Indicted Case	58	3%
Indicted (DA)	1,138	47%
Hold Only (SBPP/Foreign)	246	10%
Accused (SG)	121	5%
Awaiting Pickup/Transport/Extradition	57	2%
Serving Sentence/CPO	52	2%
<b>TOTAL</b>	<b>2,404</b>	<b>100%</b>



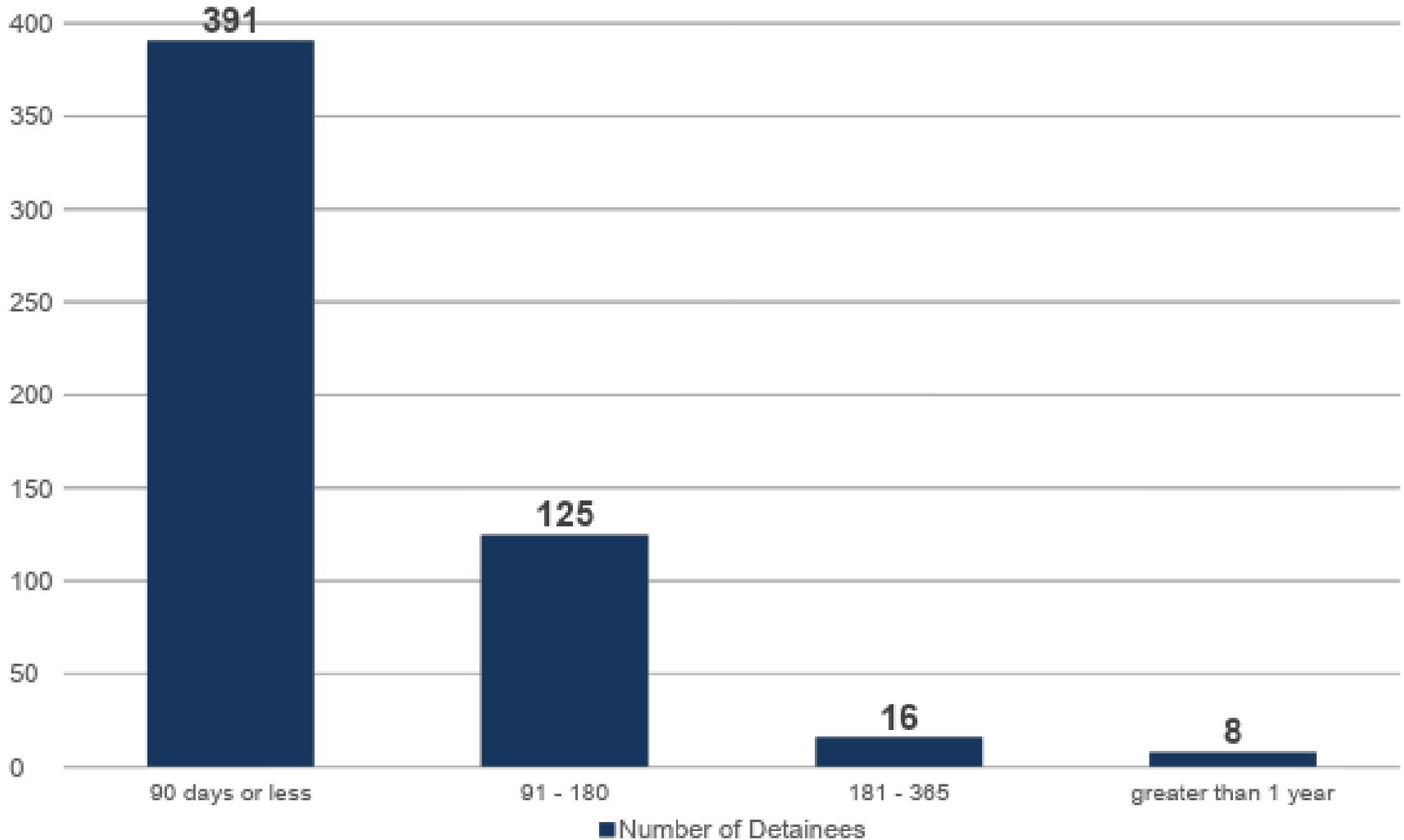
- Indicted and/or FTA/PV only
- Unindicted
- Unindicted w/ Hold (FTA/PV/SBPP/Foreign)
- State
- Unindicted w/ Indicted Case
- Awaiting Pickup/Transport/Extradition
- Hold Only (SBPP/Foreign)
- Serving Sentence/CPO

# UNINDICTED JAIL POPULATION

## DAYS IN JAIL AS OF 5/30/2024



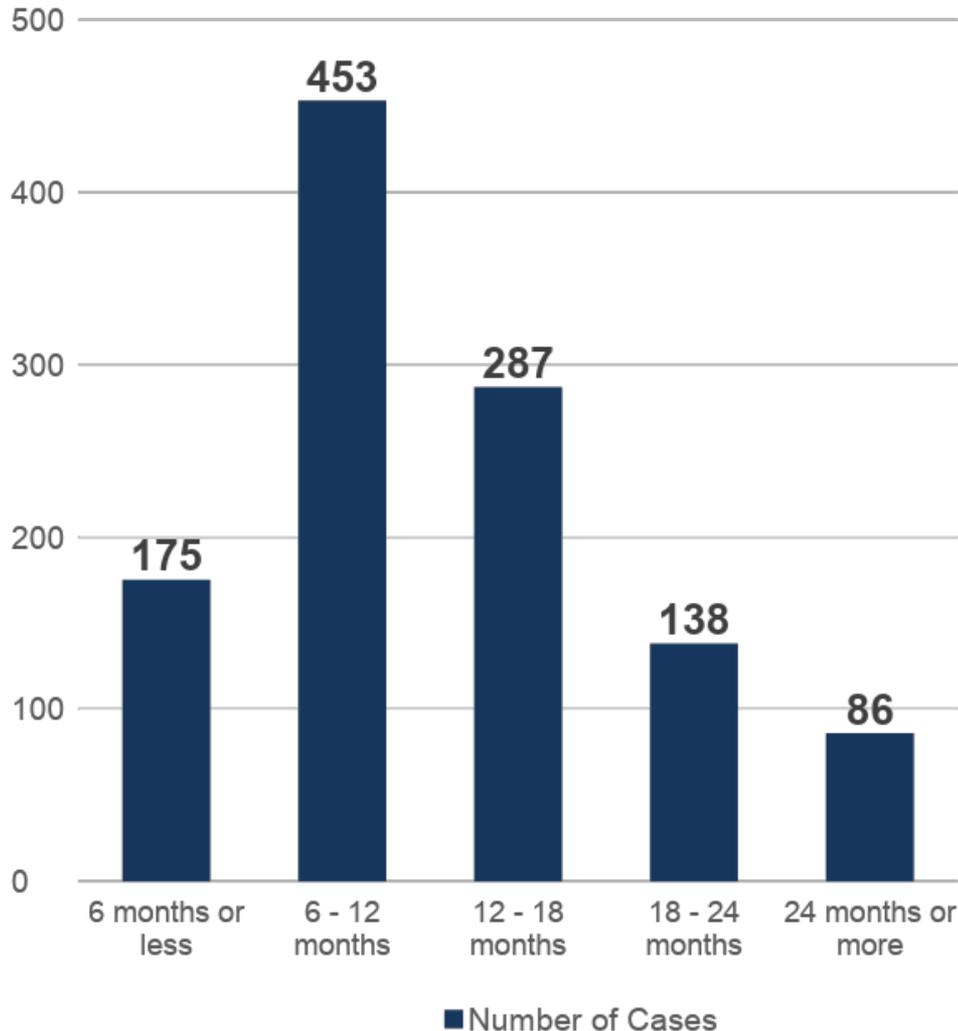
**540 Unindicted**  
as of 5/30/2024



*Excludes detainees with pending indicted cases and holds (Probation Violations, Failure to Appear and foreign and/or other agency holds).*

# ELECTRONIC MONITORING UPDATE

## MONTHS ON MONITOR AS OF 5/31/2024



## Reduction Plan Overview

- Number of active monitors: **1,139**
- Review of aged cases (12 months or more) prioritized by length of time on monitor and severity of charge
- As ramp up continues with new vendor, Superior Court is creating a policy for 6-month default for monitor removal
- Any extension would require written order from judge, to be reviewed again in 6 months

# PRIORITIES



- ✓ Implement multi-agency jail population reduction initiatives
- ✓ Prevent Post-ORCA backlog
- ✓ Implement 2024 ORCA ramp down plan
  - Monitor ORCA funding and staff reduction plan
  - Continue ORCA & justice system tracking and reporting
  - Shift primary discussion of performance to Justice Partners

# JUSTICE SYSTEM DASHBOARDS

## PUBLIC INFORMATION



### JUSTICE SYSTEM DASHBOARDS

#### DEPARTMENT

#### PUBLICLY AVAILABLE DASHBOARDS

#### SUPERIOR COURT

- Total Defendants in Jail (Complex)
- Defendants in Jail for Over 1 Year (Complex)
- Total Pending Cases (Complex)
- Cases Pending for Over 1 Year (Complex)
- Total Defendants in Jail (Non-Complex)
- Defendants in Jail > 180 Days (Non-Complex)
- Total Pending Cases (Non-Complex)
- Cases Pending > 180 Days (Non-Complex)

#### NATIONAL COURT STANDARDS

- Time to Disposition (Felony)
- Time to Disposition (Civil)
- Time to Disposition (Family)
- Clearance Rates
- Aging of Cases

#### STATE COURT

- Total Defendants in Jail (Misdemeanor)
- Defendants in Jail Over 1 Year (Misdemeanor)
- Total Pending Criminal Cases
- Criminal Cases Pending for Over 1 Year

### PROJECT ORCA DASHBOARDS

#### DEPARTMENT

#### PUBLICLY AVAILABLE DASHBOARDS

#### OVERALL

- Total Disposed Cases
- Remaining Open & Active Cases

#### COURTS

- Total Disposed Cases & Filings
- Remaining Open & Active Cases & Filings

#### PROSECUTORS

- Total Disposed, Indicted, or Accused Cases
- Remaining Open & Active Cases

*All publicly available justice system data and dashboards are found at:*  
<https://fultoncountyga.gov/inside-fulton-county/open-government>



# QUESTIONS



# **Jail Blitz Plan**

# Jail Maintenance and Repairs

- Five (5) Completed Blitz Units (1 North, 2 North, 2 South, 4 North, & 4 South)
- Current Blitz Unit: 5 North
- May/June 2024 Maintenance Performance:

MONTH	WO'S ISSUED CMs / PMs	WO'S COMPLETED	% COMPLETION
May	1,586 / 325	1,311 / 294	82.7% / 90.5%
June*	955 / 203	542 / 150	73.9% / 56.8%

\*As of 6/19/24

- Averaging 1,606 corrective maintenance work orders per month or 45% increase from FY 2023
- Down to (5) uninhabited housing zones from (7) at time of last report – 7 North 100, 500, 600 & 7 South 400 & 600



# Jail Maintenance and Repairs



- **Overall project to date;**
  - 5 units complete or 46%
  - 510 Cells out of the total 1122 non-medical cells have been rehabbed
- **6th Blitz Unit, 2 North, started on June 17th**
  - Status, 6% complete.
- **Average time to complete each Unit is 6 weeks.**
- **10 of 11 Jail Units are expected to be completed by end of the year.** Project completion projected for Jan/Feb 2025



# QUESTIONS



# **COVID 19 Reserve & ARPA Spend Update**

# ARPA Interest and Allocations

- \$9.5 Million earned in interest on the ARPA funds.
- Capital Needs
  - 141 Pryor Street Modernization including Board of Assessor's move \$4.45M
  - Restoring the contingency for Health Infrastructure Projects (BHCC and DD South Training) \$2.8M
- BOC Resolutions or Directives
  - Medical Debt & FQHC's \$2M
  - Community Services Program \$250k



# ARPA Reporting

In Millions \$	06.14.24	06.14.24	06.14.24	Change in Budget	Change in Expenses
	Budget	Commitments	Expenses		
<b>EERF - General Fund</b>	\$ 10.5	\$ 10.5	\$ 10.5	\$ -	-
Communications	1.7	1.7	1.7	-	-
Child Care / Healthcare / Other	0.5	0.5	0.5	-	-
Payment to Employees	6.6	6.6	6.6	-	-
2020 Obligation/Unallowable	1.7	1.7	1.7	-	-
<b>American Rescue Act</b>	<b>241.1</b>	<b>190.6</b>	<b>167.9</b>	<b>12.70</b>	<b>2.76</b>
Health Infrastructure	24.1	15.3	11.7	2.80	2.03
Pandemic Proof County Facilities	35.5	2.3	2.0	7.50	-
Day Porters / Cleaning	1.6	1.6	1.6	-	-
Child Care	0.4	0.4	0.4	-	-
Other Emergencies	1.7	1.7	1.6	-	-
Lifeline Animal Control	0.5	0.5	0.5	-	-
Premium Pay for Employees	3.4	3.4	3.4	-	-
PPE- County Employees	1.6	1.6	1.6	-	-
Court Backlog Project	80.9	75.8	71.8	-	2.37
Information Tech - Virtual Support	12.3	12.3	1.4	-	-
Safety Net Services - CSP	7.9	7.5	7.5	0.25	-
Tiny Homes	1.0	1.0	0.1	-	-
Living Assistance	0.5	0.5	-	-	-
Diversion Center	-	-	0.0	-	-
Medical Debt Extinguishment Program	1.0	-	-	1.00	-
Federally Qualified Health Center Assistance	1.0	-	-	1.00	-
Summer Youth	1.0	1.0	0.5	-	-
Employees Covid Healthcare	4.0	4.0	4.0	-	-
General Administration	0.9	0.9	0.5	-	-
Long Term Revolving Loan Program	3.9	3.9	3.9	-	-
Food Insecurity	4.8	5.1	4.5	-	0.00
Job Training	0.7	0.7	0.7	-	-
ERAP 2 & High Need	29.0	29.0	29.0	-	-
ERAP Additional Operational Costs	8.8	9.1	8.7	0.15	-
Vaccination and Testing - Shared Cost of FEMA Reimbursable Items 3Q22+	0.4	0.4	0.3	-	-
Grady Hospital	11.0	11.0	11.0	-	-
Testing Vaccination	2.8	1.3	0.9	-	0.00
Vaccine Incentive Program	0.5	0.4	0.4	-	-
<b>Consolidated Appropriations Act</b>	<b>18.0</b>	<b>18.0</b>	<b>18.0</b>	-	-
ERAP 1	18.0	18.0	18.0	-	-
<b>ERAP Reallocation</b>	<b>67.0</b>	<b>67.0</b>	<b>67.0</b>	-	-
ERAP 4	25.0	25.0	25.0	-	-
ERAP 5	25.0	25.0	25.0	-	-
ERAP 6	17.0	17.0	17.0	-	-
<b>FEMA Related Expenses</b>	<b>29.5</b>	<b>29.5</b>	<b>29.4</b>	-	-
<b>Total</b>	<b>\$ 366.1</b>	<b>\$ 315.6</b>	<b>\$ 292.7</b>	<b>12.70</b>	<b>2.76</b>
<b>Reserve</b>	<b>\$ 16.6</b>				



# ARPA Reporting

## Cash Flow Projection COVID-19 Response

In Millions \$

Uses of Funds		2021	2022	2023	2024	Total
A	EERF - General Fund	10.5		-	-	10.5
B	American Rescue Act	51.8	57.6	87.6	44.1	241.1
C	Consolidated Appropriations Act	17.4	0.6	-	-	18.0
D	ERAP Reallocation	-	67.0	-	-	67.0
E	FEMA Related Expenses	21.2	7.8	0.3	-	29.4
<b>Projected Annual Uses</b>		<b>100.9</b>	<b>133.1</b>	<b>88.0</b>	<b>44.1</b>	<b>366.0</b>
Sources of Funds		2021	2022	2023	2024	Total
A	EERF	10.5	16.4			26.9
B	American Rescue Act	128.4	103.4			231.8
	American Rescue Plan Act - Interest				9.5	9.5
C	Consolidated Appropriation Act	18.0				18.0
D	ERAP Reallocation	-	67.0			67.0
E	FEMA Reimbursement at 100% until 2Q 22/90% 3Q 22+	5.9	7.4	10.8	5.3	29.4
<b>Projected Annual Sources</b>		<b>162.8</b>	<b>194.2</b>	<b>10.8</b>	<b>14.8</b>	<b>382.6</b>
Cash Balance EOY - 100% FEMA Reimbursement		<b>61.9</b>	<b>123.0</b>	<b>45.9</b>	<b>16.6</b>	<b>16.6</b>



# QUESTIONS



# **Financial/Performance Measures Update**

# Monthly Financial Report

## General Fund Expenditure Analysis 2023 vs 2024 - May

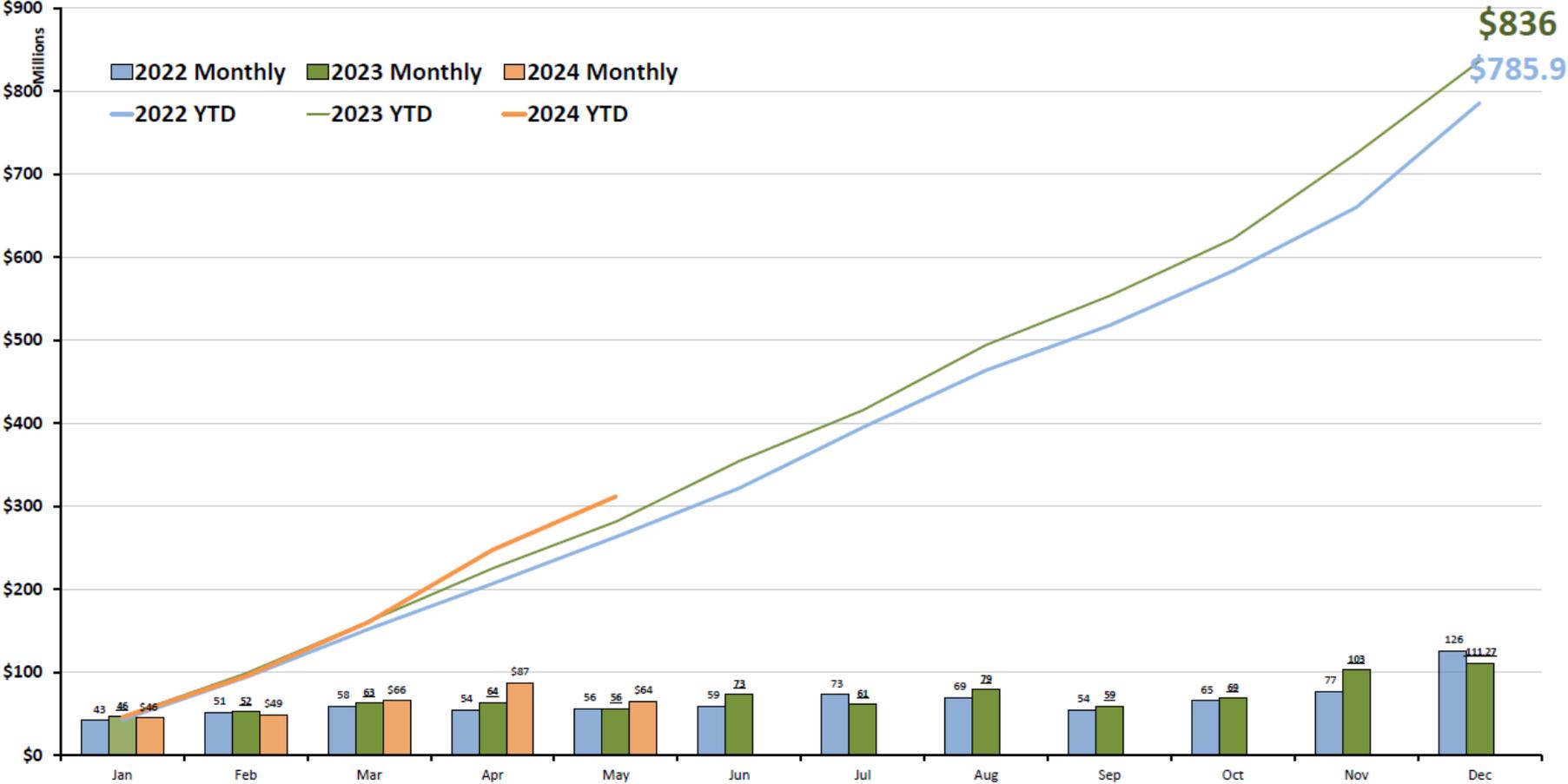
Department		2023			2024			(C/D)-(A/B)	% Change
		A	B	A/B	C	D	C/D		
		YTD 2023 Exp	2023 -Budget	%	YTD 2024 Exp	2024 Budget	%		
Arts & Culture	181	\$ 1,278,254	\$ 9,685,272	13%	\$ 1,552,800	\$ 7,631,578	20%	7%	
Behavioral Health	755	\$ 3,456,807	\$ 18,465,916	19%	\$ 4,222,730	\$ 18,607,401	23%	4%	
Board of Health	750	\$ 4,542,972	\$ 11,150,587	41%	\$ 4,573,991	\$ 11,150,587	41%	0%	
Child Attorney	237	\$ 1,449,364	\$ 3,680,718	39%	\$ 1,603,543	\$ 3,736,104	43%	4%	
Commission Districts	101	1,313,749	4,477,947	29%	\$ 1,488,663	\$ 4,245,631	35%	6%	
Community Development	121	1,254,418	14,654,332	9%	\$ 1,590,880	\$ 11,306,990	14%	6%	
County Attorney	235	2,074,998	5,069,994	41%	\$ 1,689,998	\$ 5,069,994	33%	-8%	
County Comm Clerk	110	388,204	1,323,704	29%	\$ 627,910	\$ 1,354,894	46%	17%	
County Manager	118	1,341,073	3,827,658	35%	\$ 1,472,668	\$ 4,058,114	36%	1%	
County Marshal	419	2,586,725	7,425,060	35%	\$ 2,852,902	\$ 7,769,055	37%	2%	
District Attorney	480	12,904,227	41,643,241	31%	\$ 14,393,146	\$ 36,646,261	39%	8%	
Diversity and Civil Rights	186	394,849	1,514,230	26%	\$ 537,675	\$ 1,677,587	32%	6%	
DREAM	520	13,814,359	39,377,818	35%	\$ 14,723,766	\$ 41,474,580	36%	0%	
Economic Development	120	315,738	871,850	36%	\$ 374,718	\$ 1,410,872	27%	-10%	
Emergency Management	335	2,010,508	5,664,486	35%	\$ 499,873	\$ 1,561,655	32%	-3%	
Emergency Services	333	1,881,825	3,516,628	54%	\$ 1,990,449	\$ 3,418,235	58%	5%	
External Affairs	130	1,027,918	2,926,775	35%	\$ 1,057,656	\$ 2,821,515	37%	2%	
Family & Children's Services	620	522,963	1,684,840	31%	\$ 93,949	\$ 1,684,840	6%	-25%	
Finance	210	2,573,298	7,706,489	33%	\$ 2,665,147	\$ 7,916,858	34%	0%	
Grady Hospital	730	20,696,570	49,813,841	42%	\$ 20,697,366	\$ 50,601,313	41%	-1%	
HIV Elimination	270	40,748	190,432	21%	\$ 36,507	\$ 139,459	26%	5%	
Human Resources	215	1,901,451	5,832,639	33%	\$ 2,303,722	\$ 6,340,229	36%	4%	
Information Technology	220	14,204,599	35,149,309	40%	\$ 12,953,033	\$ 38,309,838	34%	-7%	
Juvenile Court	405	6,220,853	16,927,218	37%	\$ 6,478,073	\$ 16,845,058	38%	2%	
Library	650	10,041,554	30,496,143	33%	\$ 12,145,801	\$ 30,554,505	40%	7%	
Magistrate Court	422	1,863,177	4,978,110	37%	\$ 2,094,599	\$ 4,645,677	45%	8%	
Medical Examiner	340	2,277,211	6,457,310	35%	\$ 2,507,243	\$ 6,608,673	38%	3%	
Non-Agency	999	44,051,924	210,833,239	21%	\$ 50,186,381	\$ 234,670,617	21%	0%	
Office of the County Auditor	119	504,507	1,410,358	36%	\$ 579,514	\$ 1,410,358	41%	5%	
Police	320	4,007,748	10,648,533	38%	\$ 4,502,805	\$ 12,975,507	35%	-3%	
Probate Court	410	1,515,148	6,318,377	24%	\$ 2,034,534	\$ 5,683,601	36%	12%	
Public Defender	490	9,390,215	25,377,575	37%	\$ 11,106,460	\$ 26,410,527	42%	5%	
Public Works	540	208,333	500,000	42%	\$ 166,667	\$ 500,000	33%	-8%	
Purchasing	230	1,669,951	4,959,943	34%	\$ 1,681,940	\$ 4,871,926	35%	1%	
Regis & Elect	265	2,561,636	8,553,165	30%	\$ 9,984,684	\$ 39,181,842	25%	-4%	
Senior Services	183	10,954,809	27,669,727	40%	\$ 9,707,035	\$ 28,408,575	34%	-5%	
Sheriff	330	50,939,212	142,706,567	36%	\$ 56,307,269	\$ 146,384,724	38%	3%	
State Court-All Judges	421	2,469,233	6,893,734	36%	\$ 2,637,871	\$ 6,900,659	38%	2%	
State Court-General	420	2,850,670	8,809,769	32%	\$ 3,230,432	\$ 8,700,422	37%	5%	
State Court-Solicitor	400	4,039,751	12,516,397	32%	\$ 4,871,393	\$ 13,040,495	37%	5%	
Superior Court-All judges	451	3,664,459	9,720,397	38%	\$ 4,086,511	\$ 9,824,079	42%	4%	
Superior Court-Clerk	470	7,870,494	21,820,092	36%	\$ 9,248,173	\$ 21,942,346	42%	6%	
Superior Court-General	450	8,122,503	23,398,655	35%	\$ 9,422,423	\$ 24,420,117	39%	4%	
Tax Assessor	240	7,025,508	22,146,677	32%	\$ 7,189,244	\$ 21,943,164	33%	1%	
Tax Commissioner	245	7,213,973	18,747,272	38%	\$ 7,648,602	\$ 19,253,694	40%	1%	
<b>Grand Total</b>		<b>\$ 281,438,484</b>	<b>\$ 897,543,024</b>	<b>31%</b>	<b>\$ 311,820,744</b>	<b>\$954,110,157</b>	<b>33%</b>	<b>1.3%</b>	

C/D Color Legend  
42% of the Year (May)



# Monthly Financial Report

Monthly and Cumulative Expenditures for the General Fund 2022 2023 and 2024



# Monthly Financial Report

## Personnel Vacancy Analysis 2024 -May - Full Time Permanent Positions

Department	FY24 YTD Expense	FY24 Budget	Personnel Count and Vacancies / Full Time Permanent						
			Perm. Pos.	2024					Avg. Vac.TD
				Jan	Feb	Mar	Apr	May	
Commission Districts	1,409,010	3,438,264	27				3	3	11%
County Comm Clerk	448,932	1,005,135	9				0	0	0%
County Manager	1,382,470	3,418,597	20				3	3	15%
County Auditor	547,384	1,270,191	8				0	0	0%
Community Development	1,155,086	2,649,584	25				4	4	16%
External Affairs	894,331	2,124,933	18				0	0	0%
Arts & Culture	1,259,611	2,890,019	29				2	2	7%
Senior Services	3,759,826	9,691,392	114				11	12	10%
Diversity and Civil Rights	499,264	1,344,583	12				1	0	4%
Finance	2,565,250	6,534,355	65				14	15	22%
Human Resources	2,179,910	5,135,647	45				6	6	13%
IT	7,096,027	16,494,230	123				20	21	17%
Purchasing	1,609,227	4,015,023	38				6	6	16%
Child Attorney	1,558,953	3,559,153	23				0	0	0%
Tax Assessor	6,427,246	16,314,876	190				26	23	13%
Tax Commissioner	6,540,095	15,636,478	190				10	10	5%
Regis & Elect	2,453,212	6,972,917	43				6	5	13%
HIV Elimination	36,507	131,459	1				0	0	0%
Police	2,359,816	6,083,506	69				14	14	20%
Sheriff	39,719,187	91,981,383	966				140	144	15%
Emergency Services	678,947	1,554,072	15				2	0	7%
Emergency Management	418,107	1,244,145	9				2	2	22%
Medical Examiner	2,318,756	5,293,050	43				3	2	6%
State Court-Solicitor	4,525,169	11,866,430	104				9	12	10%
Juvenile Court	5,883,709	14,891,895	150				20	18	13%
Probate Court	1,862,131	4,654,825	52				6	5	11%
County Marshal	2,575,381	6,691,940	70				10	9	14%
State Court-General	2,836,238	6,982,770	68				5	6	8%
State Court-All Judges	2,600,237	6,560,122	40				2	3	6%
Magistrate Court	2,019,036	4,061,446	21				6	4	24%
Superior Court-General	7,571,432	18,322,245	194				17	14	8%
Superior Court-Alljudges	3,939,461	9,179,066	80				1	1	1%
Superior Court-Clerk	8,045,945	19,398,657	206				20	15	8%
District Attorney	13,145,212	31,063,630	268				20	15	7%
Public Defender	10,109,164	24,039,968	163				8	1	3%
DREAM	5,811,918	15,222,717	182				33	32	18%
Library	9,663,021	24,119,041	300				35	34	12%
Behavioral Health	1,197,117	3,879,455	53				20	21	39%
Non-Agency	26,306,377	65,775,022	0				0	0	#DIV/0!
Economic Development	270,172	780,885	6				1	1	17%
<b>Grand Total</b>	<b>\$ 195,678,873</b>	<b>\$ 476,273,107</b>	<b>4039</b>				<b>486</b>	<b>463</b>	<b>12%</b>



\*Vacant positions in the County's HR system as of 6/3/2024. Does not include an internal department reconciliation of positions which may include active job offers, FMLA, military leave and other off-payroll positions.



# QUESTIONS



**Monthly Emergency  
Purchase Orders & Monthly  
CM Contract Approval**

# EMERGENCY PURCHASE ORDERS AND CONTRACTS

<b>FULTON COUNTY EMERGENCY PROCUREMENTS 5/7/2024 – 6/20/2024</b>				
<b>Date</b>	<b>Description of Emergency</b>	<b>Department/ User Agency</b>	<b>Contractor/Vendor Name</b>	<b>Amount</b>
5/20/2024	To provide critical uninterrupted power supply (UPS) to avoid disruptions caused by power failures to ensure continued operation and safety of critical data management systems for County facilities	DREAM	EOLA Power, LLC	\$120,000.00
5/23/2024	To replace the existing evidence dyer that is used for the preservation of homicide evidence	Medical Examiner	Tritech Forensics	\$11,916.22

# County Manager Contract Approvals Less Than \$100K

DATE	CONTRACTOR/VENDOR NAME	CONTRACT PURPOSE	DEPARTMENT	AMOUNT
6/18/2024	Sensei Project Solutions, Inc.	Program & Project Management Platform Tool	Information Technology	\$53,100.00
6/13/2024	Youth Advocate Programs, Inc.	Credible Messenger Program - Offender Alumni Association	Juvenile Court	\$25,000.00
5/30/2024	Disinfectant Solutions of Atlanta, LLC	Industrial Cleaning and Coating Warehouse Floors	Public Works	\$27,922.69
5/30/2024	Brooks Environmental Solutions, LLC	Medical Waste Removal - Hazardous	Medical Examiner	\$11,975.00
5/30/2024	GPS Monitoring & Tracking Services, LLC	Electronic Location Monitoring via Ankle and Wrist	Superior Court Administration	per day/per person fee for Alcohol Monitoring
5/30/2024	Moore Business dba More Business	Marketing and Printing Services	Library	\$43,801.95
5/29/2024	Yankee Book Peddler, Inc. dba Gobi Library Solutions from EBSCO	Special Collections for the Auburn Avenue Library	Library	\$60,858.27
5/28/2024	InGenesis, Inc.	Temporary Staffing Services to assist with general accounting, reconciliations	Finance	\$20,438.40
5/24/2024	Shaga Consulting & Recruiting, Inc	Temporary Staffing Services to provide PRN services CAN & LPN	Senior Services	\$33,875.12
5/24/2024	Blinds for Less, LLC	Venetian Mini Blind Repair and Replacement Services	DREAM	\$15,000.00
5/26/2024	Sweeping Corporation of America, LLC	Commercial Sweeper Services for Parking Lot	Public Works	\$4,200.00
5/21/2024	SSI Cards	Printing of Library Cards	Library	\$7,224.00



# QUESTIONS