



Strategic Planning Sessions

May 22, 2023

Board of Commissioners Meeting

AGENDA FOR May 22nd

- ❑ ***Financial Perspective (2 hour)***
 - ❖ ***Multi Year Financial Plan***
 - ❖ ***Revenue Sources***
 - ❖ ***ARPA and Reserve Fund Update***
- ❑ ***Employee Compensation (1 hour)***
- ❑ ***PR/Communications (30 minutes)***
- ❑ ***Legal Updates (30 minutes)***
 - ❖ ***Constitutional Officers and Elected Officials***
 - ❖ ***Hospital Authority***
 - ❖ ***Hospital Taxing District***
- ❑ ***Discussion & Next Steps***



Financial Perspective

Historical View: Millage rate and Actual Financial Performance from 2016 Through 2022

Historical View: Millage Rate and Actual Financial Performance from 2016 Through 2022

	Actual						
	2016	2017	2018	2019	2020	2021	2022
Millage Rate FY16-22	10.45	10.38	10.20	9.89	9.78	9.33	8.87
<i>In Million \$</i>							
Beginning Fund Balance	\$156	\$130	(\$27)	\$175	\$205	\$227	\$250
Revenue	604	461	844	724	724	750	760
Expense	630	617	642	694	702	727	786
Fund Balance	130	(27)	175	205	227	250	224



Assumptions for Three Scenarios Presented

Description	Scenario 1	Scenario 2	Scenario 3
Digest Billable Growth Rate	3%	5%	5%
Property Tax Collection Rate	96%	96%	96%
2023 Millage Rate	9.3724	9.3724	9.3724
Increase in half a penny LOST for the new jail	No	No	Yes
TAD Closure Proceeds	No	Yes	Yes
Other Revenue Growth Rate	1%	1%	1%
Cost of new jail (Jail Bridging Plan)	\$2 billion (TBD)	\$1.5 billion (TBD)	\$1.5 billion (TBD)
Incremental jail operating cost for new jail	\$75 million	\$37.5 million	\$37.5 million
Increase in Inmate Health and Food Contracts	\$1.1 million	\$8.1 million	\$8.1 million
Post Orca funding	\$25 million	\$0	\$0
Diversion Center	\$1.7 million	\$1.7 million	\$1.7 million
Public Hospitals Support and Health Care Access	\$93 million	\$40 million	\$40 million
HHS North Debt Service	\$0	\$0.9 million	\$0.9 million
HHS South Debt Service and Operating Cost	\$7.8 million	\$0	\$0
Senior Transportation (Uber/Lyft Program)	5% CPI budget growth	5% CPI budget growth	5% CPI budget growth
Annual Recurring Enhancement Requests	\$15 million	\$0	\$0
COLA and/or Performance Bonus Included	Yes	Yes	Yes



Millage Rate Summary of Financial Scenarios

SCENARIOS	2024	2025	2026	2027	2028	2029
Scenario 1	12.60	12.43	15.13	14.41	16.00	15.19
Scenario 2	11.04	10.34	12.13	11.05	11.16	10.68
Scenario 3	11.04	10.34	9.79	8.76	8.92	8.48

Please Note: All assumptions shown in previous page must be in place and realized for the potential millage rates to be considered possible in any scenario.



Potential Revenue Sources

- **Public Safety Initiatives**
 - GO Bond for Jail Construction
 - Sales Tax
 - TAD Resources
 - Pilot Payment out of the TAD's for Jail support

- **Public Health Initiatives**
 - Sales Tax
 - Expand the base of tax support for public hospital
 - Medicaid Expansion
 - Establish a Countywide Special Taxing District/Levy
 - TAD Resources
 - Pilot Payment for support of FQHC's/co-pay reduction
 - Philanthropic Support



2023 General Fund Budget - \$897,543,024

ACCG Defined Mandated Services

- **Mandated Services - \$375,136,819***
- **Non Mandated Services - \$ 522,406,205**

Category	Mandated	Combined	Non Mandated	Grand Total
Code of Laws	\$ 1,549,921.00	\$ 1,146,975.27	\$ 58,754,337.40	\$ 61,451,233.67
Legal Mandate	\$ 302,777,763.00	\$ 62,251,210.69	\$ 118,029,600.00	\$ 483,058,573.69
BOC Resolution			\$ 71,262,800.37	\$ 71,262,800.37
Discretionary		\$ 7,410,948.79	\$ 274,359,467.27	\$ 281,770,416.06
Grand Total	\$ 304,327,684.00	\$ 70,809,134.75	\$ 522,406,205.04	\$ 897,543,023.79

* Some departments/agencies have combined several functions/activities within one program.



How are we defining Mandated Services?

COUNTY SERVICES

From the Association County Commissioners of Georgia - ACCG Mandated and Discretionary

Court System

1. State Court**

- (a) Trial of civil claims** O.C.G.A. § 15-7-4(a)(2)
- (b) Trial of criminal prosecutions** O.C.G.A. § 15-7-4(a)(1), (b)
- (c) Solicitor-general** O.C.G.A. § 15-18-60, § 15-18-66
- (d) Issuance of warrants** O.C.G.A. § 15-7-4(a)(3)
- (e) Indigent defense services** O.C.G.A. § 17-12-1, § 17-12-23, § 17-12-24

2. Probate Court**

- (a) Probate wills** O.C.G.A. § 15-9-30(a)(1)
- (b) Perform marriages/issue licenses** O.C.G.A. § 15-9-30(b)(7)
- (c) Commitment of guardianship** O.C.G.A. § 15-9-30(a)(5)
- (d) Handle traffic violations O.C.G.A. § 15-9-30(b)(8)
- (e) Commitment hearings** O.C.G.A. § 15-9-30(b)(10)
- (f) Administer fish & game laws** O.C.G.A. § 15-9-30(b)(9)
- (g) Supervise elections O.C.G.A. § 15-9-30(b)(2)
- (h) Indigent defense services O.C.G.A. § 17-12-1, § 17-12-23, § 17-12-24

3. Superior Court**

- (a) District attorney** O.C.G.A. § 15-18-6
- (b) Bailiffs** O.C.G.A. § 15-6-35
- (c) Trial of criminal prosecutions** O.C.G.A. § 15-6-8(1)
- (d) Trial of civil claims** O.C.G.A. § 15-6-8(1)
- (f) Indigent defense services** O.C.G.A. § 15-6-77(d)

4. Magistrate Court**

- (a) Trial of civil claims** O.C.G.A. § 15-10-2(5)
- (b) Issuance of warrants** O.C.G.A. § 15-10-2(1)
- (c) Trial of ordinance violations** O.C.G.A. § 15-10-2(4)
- (d) Indigent defense services** O.C.G.A. § 17-12-1, § 17-12-23, § 17-12-24

** Mandated Services, Functions or Offices



How are we defining Mandated Services?

5. Juvenile Court**	
(a) Delinquency proceedings**	O.C.G.A. § 15-11-63, § 15-11-65
(b) Appointment of guardians**	O.C.G.A. § 15-11-30.1
(c) Deprivation**	O.C.G.A. § 15-11-54, § 15-11-55, § 15-11-56
(d) Medical care for juveniles in custody**	O.C.G.A. § 15-11-13, § 15-11-62(b)(5)
(e) Juvenile counseling**	O.C.G.A. § 15-11-57, § 15-11-62(b)(5)
(a) Indigent defense services**	O.C.G.A. § 15-11-6
6. Coroner or medical examiner**	O.C.G.A. § 45-16-1
7. Superior Court Clerk**	
(a) Land Records**	O.C.G.A. § 15-6-61(a)(4)(C)
(b) Recording of maps and plats**	O.C.G.A. § 15-6-61(a)(4)(C), § 15-6-67
(b) Jury pools**	O.C.G.A. § 15-12-40, § 15-12-43
(d) Recording military service records**	O.C.G.A. § 15-6-72
(e) Collect fees and fine add-ons for the State of Georgia**	O.C.G.A. § 15-6-60(2),(4), § 15-6-61(a)(14)
(c) Business records**	O.C.G.A. § 15-6-61(a)(4)(C), § 15-6-61(a)(13)
Vital records (birth/death records, etc.) **	O.C.G.A. § 31-10-6, § 31-10-9, § 31-10-15
Jail**	O.C.G.A. § 42-4-4 (All of Chapter 4)
Health Services** (All of Title 31, Chapter 3)	
1. Physical Health & Disease Control**	O.C.G.A. § 31-3-4
2. Environmental Health/Septic tanks**	O.C.G.A. § 31-3-4, § 31-2-7
3. Mental Health/Substance Abuse**	O.C.G.A. § 37-2-6, § 37-3-2 (All of Title 37)
4. Mental Retardation**	O.C.G.A. § 37-5-5, 6
Public Assistance and Family Services**	
1. DFACS**	O.C.G.A. § 49-3-1, § 49-3-5, § 49-3-6
2. Indigent health care	O.C.G.A. § 31-8-1, § 31-8-4
Emergency/disaster management**	O.C.G.A. § 38-3-27
Property tax appraisal**	O.C.G.A. § 48-5-263, § 48-5-264

** Mandated Services, Functions or Offices



How are we defining Mandated Services?

Tax appeals/board of equalization**	O.C.G.A. § 48-5-311
Tax commissioner**	
1. Prepare property tax digest**	O.C.G.A. § 48-5-274
2. Collect taxes**	O.C.G.A. § 48-5-127
3. Adjudicate tax liens/delinquent collection**	O.C.G.A. § 48-5-146, § 48-5-161
4. License tags**	O.C.G.A. § 40-2-23
County law library	O.C.G.A. § 36-15-4 (All of Chapter 15)
Elections and registration**	O.C.G.A. § 21-2-40, § 21-2-70, § 21-2-215
Cooperative Extension Service	O.C.G.A. § 2-6-5
Sheriff**	
1. Transportation of inmates**	O.C.G.A. § 42-4-4(a)(3)
2. Pistol/concealed weapon permits**	O.C.G.A. § 16-11-129
3. Transportation of mentally ill**	O.C.G.A. § 37-3-101
4. Jail management**	O.C.G.A. § 42-4-4
5. Court security and related duties**	O.C.G.A. § 15-16-10(a)(10)
6. Serves papers**	O.C.G.A. § 15-16-10(a)(1)
7. Collects delinquent taxes	O.C.G.A. § 48-5-161(c)(2)
8. Law enforcement/patrol	O.C.G.A. § 15-16-1, O.C.G.A. § 15-16-10(a)(8), (c)
Law enforcement: county police	O.C.G.A. § 36-8-1, § 36-8-5
Law enforcement: dive team	
Law enforcement: investigations	O.C.G.A. § 35-3-8.1
Law enforcement: drug task forces	
Fire protection	O.C.G.A. § 25-3-1 (All of Chapter 3)
Senior services	O.C.G.A. § 49-6-2, 3; § 49-6-62
Water supply	O.C.G.A. § 12-5-472, § 12-5-476
Water quality	O.C.G.A. § 36-34-5
Sewage collection	O.C.G.A. § 36-34-5
Sewage treatment	O.C.G.A. § 36-34-5
Solid waste collection	O.C.G.A. § 12-8-31.1

** Mandated Services, Functions or Offices



How are we defining Mandated Services?

Solid waste disposal	O.C.G.A. § 12-8-31.1
Erosion and sedimentation control	O.C.G.A. § 12-7-4, § 12-7-6
Stormwater management	O.C.G.A. § 12-7-4, § 12-7-6
Public hospitals / support for hospitals	O.C.G.A. § 31-7-75
Libraries	O.C.G.A. § 36-34-5.1
Cable TV/cable franchising	O.C.G.A. § 36-18-2, 3
Animal control	
1. Dangerous dog control**	O.C.G.A. § 4-8-22
Road and street lighting	O.C.G.A. § 32-4-41
Airports	O.C.G.A. § 6-3-20
911 Services	O.C.G.A. § 46-5-124, § 46-5-133, § 46-5-136
Public transportation	O.C.G.A. § 32-9-11, § 32-9-2(b)
Planning & zoning	O.C.G.A. § 36-66-2
GIS	O.C.G.A. § 36-22-13, § 36-22-8(a)
Building inspections	O.C.G.A. § 8-2-26
Economic development	O.C.G.A. § 50-7-8(8), (10)
Public housing	O.C.G.A. § 8-3-30, § 8-3-106
Ambulance/paramedic services	O.C.G.A. § 31-11-1
Street & bridge maintenance and construction	O.C.G.A. § 32-4-41, § 36-14-1
Parks & Recreation	O.C.G.A. § 12-3-1(a)(3), § 12-3-3(b)(1), § 12-3-33





QUESTIONS



Employee Compensation

A stylized graphic of a face with a large dark grey circle for a nose, two curved lines for eyebrows, and a wide, open mouth at the bottom. The background is light blue with a large white semi-circle on the right side.

BOC Retreat Compensation & Benefits

Goal: Public Employer of Choice

Kenneth L. Hermon, Jr.
Chief HR Officer



Human Resource Agenda 2016 - 2019

POLICY/PROCEDURE - DONE

- Personnel Regulation
- County Personnel Policy
- Federal Policies Update
- Best Practices



RECOGNITION - DONE

- Focus Awards Redesign
- Employee Surveys
- Monetary and Non-Monetary Awards
- Service Awards Redesign
- Regional Awards
- Customer Service Legends

EMPLOYEE DEVELOPMENT

- ✓ Executive Leadership
- ✓ Change Management
- ✓ Performance Management
- ✓ Six Sigma
- Certified Public Managers
- Succession Management
- Knowledge Management

COMPENSATION -

Ongoing

- Pay for Performance
- Living Wage
- Retention Bonus
- Educational Incentive
- New Compensation Philosophy
- Salary Study – Done 2022
- Key Classification Done 2022



Strategic Compensation Agenda

Goal: Public Employer of Choice

Implemented Archer 2015	Implemented Living Wage 2016	Implemented Pay for Performance 2018	Implemented ICS 2019	Elected Officials 2022
<ul style="list-style-type: none"> • 20 years since last comp study • BOC and HR needed a more functional system than DBM • BOC approved a rolled back competitive balance structure 	<ul style="list-style-type: none"> • Employee's salaries were below socially accepted levels • BOC approved a five-year plan to get salary ranges to start at \$31,000 by 2021 	<ul style="list-style-type: none"> • BOC adopted strategic plan focused on outcomes • Performance payment linked to overall customer service goal and departmental KPIs 	<ul style="list-style-type: none"> • Significant portion of workforce were in the 1st quartile of salary ranges • Historically, tenure was not a factor in salary determination • Target salary was set for employees based on tenure as of January 2020 • Employee could achieve target salary via COLA, promotions etc. • BOC established \$32k as the minimum pay for all staff 	<ul style="list-style-type: none"> • Rebalances County as a leader for elected official comp
\$13M	\$5M (2017, 2018)	\$30M (2019, 2020, 2021)	\$5.1M (2021, 2022)	\$2.5M (2022)



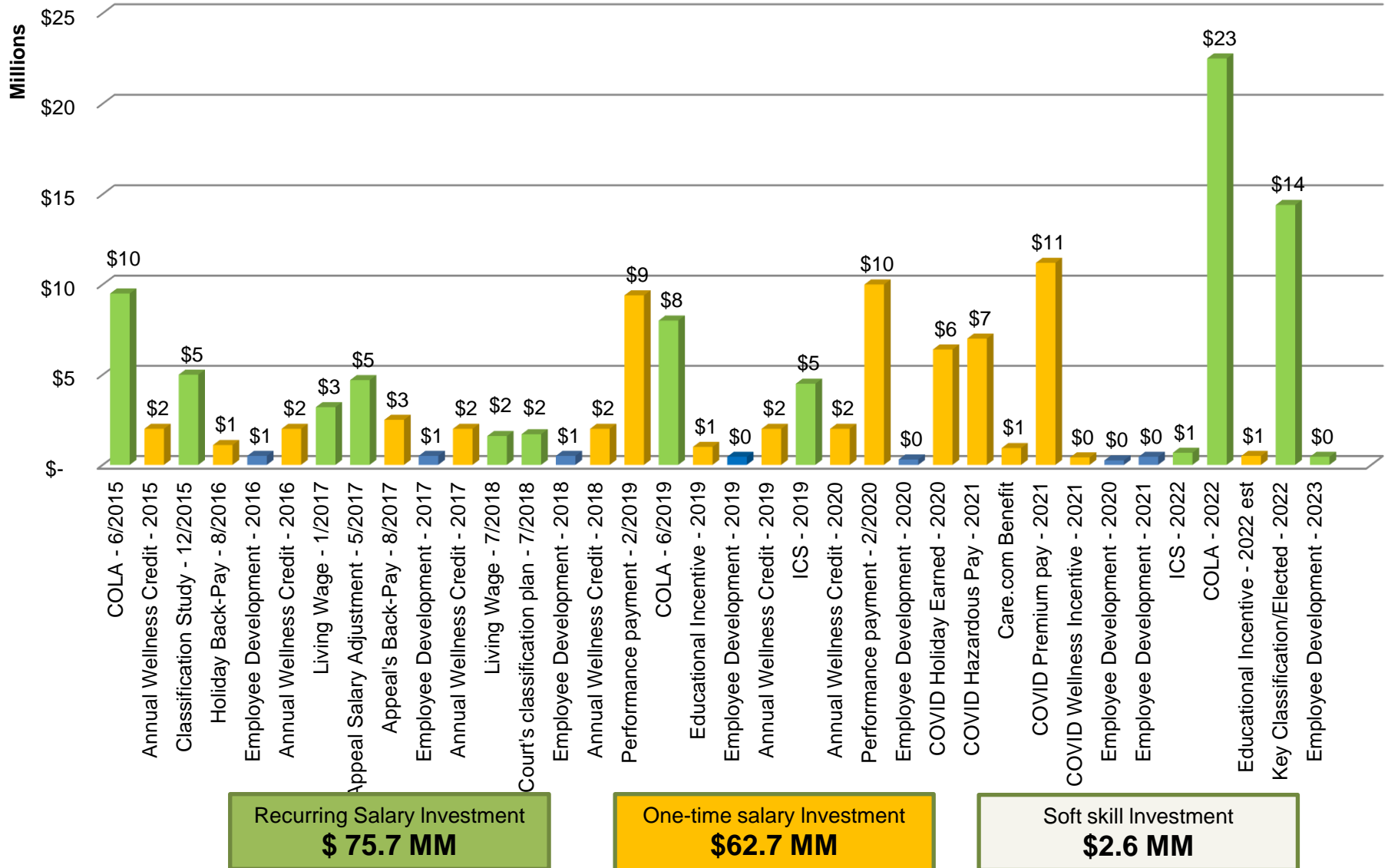
Strategic Compensation Agenda

Goal: Public Employer of Choice

Implemented Key Classifications 2022	Sheriff Office Comp 2023	2023 KPI Performance Payment	2024 Compensation Rebalance & Enhancement	2025-2029 Future Total Compensation Progression
<ul style="list-style-type: none"> COVID placed unique challenges on staffing Focused on securing talent in critical roles with 25% turnover and 31% vacancy rates BOC approved Phase 1 	<ul style="list-style-type: none"> 1,030 of employees Anticipated to increase recruitment and retention 5% COLA to Civilians and the move away from Comp time has raised some concerns outside of the Sheriff's Office 	<ul style="list-style-type: none"> Issue performance payments based on departmental KPI's <p>Benefits</p> <ul style="list-style-type: none"> Builds on the county's blooming performance culture 	<ul style="list-style-type: none"> 5% COLA to match Sheriff that received a 5% or more increase \$36,000 new starting salary Migrate workforce to Segal Pay plan Ensure all employees are making at least the minimum Increase vacant positions to new minimum salary 3% Performance Payment <p>Benefits</p> <ul style="list-style-type: none"> Establishes the County as Comp Leader Will not fully erode ICS Future proofing comp structure 	<ul style="list-style-type: none"> 2% of the Budget to Supports Performance Payment, Recognition and Engagement Performance/COLA adjustments every other year Keep pace with "living wage" Enhanced benefits/perks <p>Benefits</p> <ul style="list-style-type: none"> Allows comp to progress responsibility Aids in recruitment and retention Improves morale and engagement
<p>\$14M (2022)</p>	<p>\$18M (2023)</p>	<p>~\$13M (Depending on Special Elections)</p>	<p>~\$29M (\$16M+\$13M)</p>	<p>~\$21.2M</p>



Fulton County Employee Investment Since FY 2015





Strategic Benefits/Perks

Goal: Public Employer of Choice

Now (0-12 months)	Soon (1 to 2 years)	Future (2+ years)
<ul style="list-style-type: none"><input type="checkbox"/> Discounts<ul style="list-style-type: none">• Auto – purchase/Insurance• Services – Parking/Pest/Internet/Phone/Gym• County Sponsored organizations<input type="checkbox"/> Review Parental/Eldercare leave Program<input type="checkbox"/> 529 Savings Plan<input type="checkbox"/> Expansion of Behavioral Health Services<input type="checkbox"/> Leave Accruals modification	<ul style="list-style-type: none"><input type="checkbox"/> Executive Benefits<input type="checkbox"/> Free MARTA Card<input type="checkbox"/> Overtime First Employer<input type="checkbox"/> Reoccurring Funding for Educational Assistance and Employee Appreciation<input type="checkbox"/> Leave Buy-back	<ul style="list-style-type: none"><input type="checkbox"/> Hybrid Pension<input type="checkbox"/> 32 Hour work week<input type="checkbox"/> Home Ownership Assistance<input type="checkbox"/> Onsite Childcare/Childcare voucher program



Strategic Performance Management

Goal: Public Employer of Choice

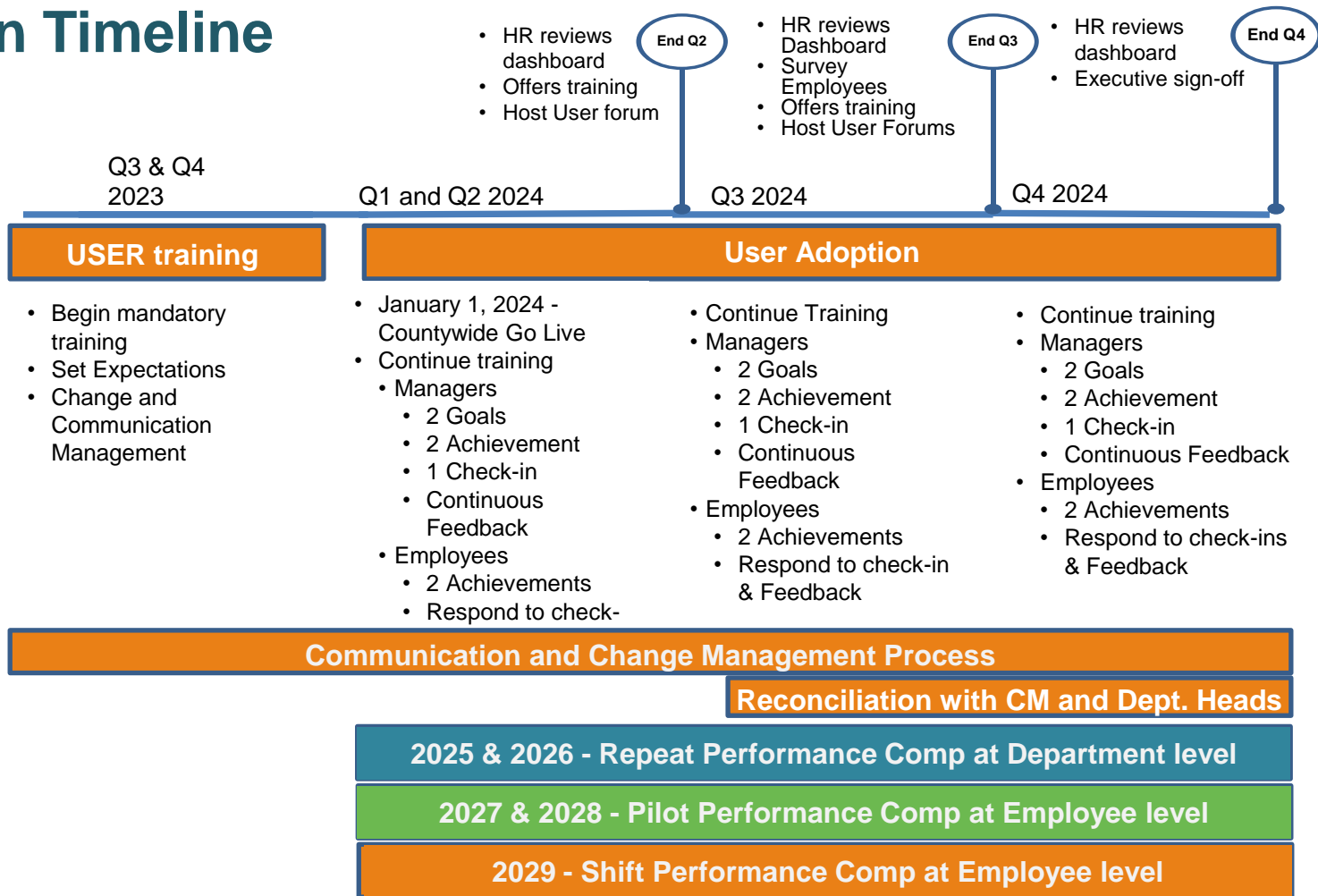
Old Performance Evaluation	Performance Comp + Engagement	SuccessFactors
<ul style="list-style-type: none"> <input type="checkbox"/> No impact to pay <input type="checkbox"/> No Link to outcomes <input type="checkbox"/> Tedious to manage <input type="checkbox"/> Subjective and source appeals <input type="checkbox"/> Focused only on the individual not the team <input type="checkbox"/> Only two touch points annually <input type="checkbox"/> Negative Impact on Engagement 	 <p>Fulton County Union & Employee Associations Justice Partner Representatives FulcoCAN <\$35,000 Employees Department Heads Fulton County CPM Cohort</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Employees now receive a Performance payment <input type="checkbox"/> Payment linked to County and Department KPIs <input type="checkbox"/> Easy to manage <input type="checkbox"/> SMART Goals tied to Department KPIs <input type="checkbox"/> Drives team interdependency <input type="checkbox"/> Enhance employee growth and engagement <input type="checkbox"/> Industry best practice

Performance Compensation and Engagement

Re-Initiation Timeline



*Your speed
doesn't matter,
forward
is
forward*





QUESTIONS



Public Relations and Communications

Communication That Drives Impact

DESIRED OUTCOMES

RECOMMENDED ANNUAL INVESTMENTS

Fulton County Impact



- Residents are aware of the Fulton County service available to them.
- Fulton County is respected for the positive impact we are making in residents' lives.
- Fulton County messages are optimized to reach the most people, via all available channels.

\$500,000

- Social Media Advertising / Digital Outreach
- Text Messaging Initiative
- Collateral and signage

\$200,000

- Countywide community outreach to ensure consistent, strategic approach

Public Safety



- Fulton County residents trust the justice system to work as it should.
- Residents are aware of work to reduce case backlog and offer cutting edge justice solutions.
- Key stakeholders understand the Fulton County Jail facility needs and the need for public investment to address this issue.

\$500,000+

External agency to lead robust stakeholder engagement initiative to include message mapping, community relations, media relations, and collateral development.

Public Health



- Fulton County residents are aware of health resources available to them and are empowered to take advantage of those resources.
- Residents facing health challenges due to access in their communities and social determinants of health receive information to help them access care.

\$364,000

Health communications campaign to support work of the Project Cares study and connect residents with care. (ARPA Funding previously allocated to vaccine marketing)





QUESTIONS



Legal Updates

Constitutional Officers

BUDGETARY AND ADMINISTRATIVE CONTROLS OF CONSTITUTIONAL OFFICERS AND COUNTIES

County:

Considers constitutional officer's requested budget and decides amount that is reasonable and adequate to provide for annual budget.

Requests for additional funds subject to county's analysis of what is reasonable and adequate.

Utilization of support services outside of constitutional officer's departmental budget is subject to county rules. Best practices may include acknowledgement by constitutional officers when using county support services to clarify understanding that such use is subject to county rules.



Constitutional Officer:

Not a county employee—has autonomy to (1) decide how to spend within annual budget that county provides, and (2) to contract independently.

May request additional funding as needed beyond constitutional officer's annual budget due to unforeseen or emergency circumstances.

May choose to utilize county logistical support services to assist with handling matters such as purchasing/procurement, finance/credit cards, and human resources.

Hospital Authority and Tax Questions

HOSPITAL AUTHORITIES

1. Fulton County has established 3 hospital authorities

a. Fulton DeKalb Hospital Authority (FDHA)

- i. Created pursuant to State Authorities Law of 1941*
- ii. Operates Grady Hospital*
- iii. Funded by Fulton County general fund*

b. Hospital Authority of Fulton County (HAFC)

- i. Created pursuant to Hospital Authorities Law of 1964*
- ii. Operates Northside Hospital System*
- iii. Receives no funds from Fulton County*

c. Fulton County Hospital Authority (FCHA)

- i. Created pursuant to O.C.G.A. Sec. 31-7-73 in 1972*
- ii. Does not operate a hospital*
- iii. Receives no funds from Fulton County*

2. Funding options

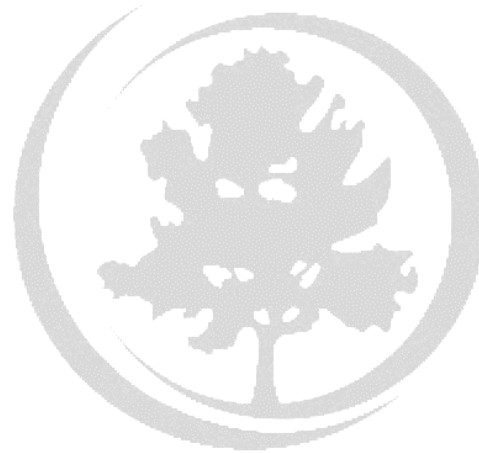
a. **General fund – current source of FDHA/Grady funding**

b. **Ad valorem tax specifically for hospital authorities pursuant to O.C.G.A. Sec. 31-7-84(b)**

i. A county may levy up to an aggregate ad valorem tax of 7 mills to fund hospital authorities

ii. Fulton County does not currently levy any portion of the 7 mill capacity to fund hospital authorities through ad valorem tax

iii. Subject to statutory limitations on spending



QUESTIONS



Thank You



Appendix

GRADY NEGOTIATIONS:

Foundational Issues:

- ❑ Fulton and DeKalb will have a consistent baseline funding amount established from 2022 with an equal percentage of indigent care reimbursement incurred on behalf of each county.
- ❑ This baseline funding would be adjusted with COLA driven formula over the contract period.
- ❑ Increases to base amount will be a decision as part of each county's annual budget process.
- ❑ Enhanced governance, joint strategy development, and improved health outcomes are expected to be included in this agreement.

Enhanced Governance:

- ❑ Operational Review Committee:
 - County Manger
 - Chief Financial Officer
 - Chief Operating Officer (Health and Human Services)

- ❑ Role of the Committee each year would be (at a minimum):
 - Look at the financial viability of the organization to determine if any additional funding is needed above any minimum funding level that is agreed to in the contract terms.
 - Review of all Health Outcome and Performance Metrics to ensure that targets are reached or maintained over the past year per contract term.
 - Monitoring and reviewing the decision making process over the year to ensure community needs are met and optimal outcomes are achieved.
 - Review data on the number of patients, services, payer mix, market share, contract nurse utilization and other necessary information

