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COMMITTED TO EXCELLENCE IN GOVERNMENT

# **DeKalb Holistic Review**

**December 18, 2019**

**Presentation to the Steering Committee**

# STUDY INITIATION

- Proponents of the proposed cities of Greenhaven (then South DeKalb) and Vista Grove sought support from the DeKalb delegation and obtained feasibility studies from CVIOG in 2015 and 2018, respectively.
- DeKalb representatives urged the legislature to wait to act until the impacts of incorporation had been studied.
- Discussions about a study began with Commissioner Jeff Rader and DeKalb Municipal Association about the possibility of a study as early as 2016.



# THE INITIAL CONCEPTS OR PRINCIPLES

- Citizens countywide should have access to a “standard”, i.e., minimum level of service for a defined set of local government services, but these are likely to be implemented at different levels and funded by different tax or fee rates in different jurisdictions.
- The demarcation of future local government boundaries should take service efficiency into account.
- A series of benchmarks for determining what constitutes standard levels of service and local government fiscal capacity should be identified.
- Local government officials have the responsibility to decide on the service levels and delivery mechanisms that they believe best meet the needs and expectations of their constituents.
- The fiscal sustainability of every local government in DeKalb County benefits all local governments within DeKalb County.



# FURTHER REFINEMENT

- These concepts were refined down to demonstrable elements that could be researched and analyzed.
- Basic level of service has essentially been determined to be the current level of service provided by DeKalb County. Assumptions built into the report are that the government does not wish to go below this current level of service and so the current conditions create the baseline for service levels.
- The concept of balanced annexation was debated by the steering committee at its first meeting and they settled on the concept of budget-neutral annexation. Discussion of this concept and analysis of a case study will appear in the final report, but will not be discussed here today.

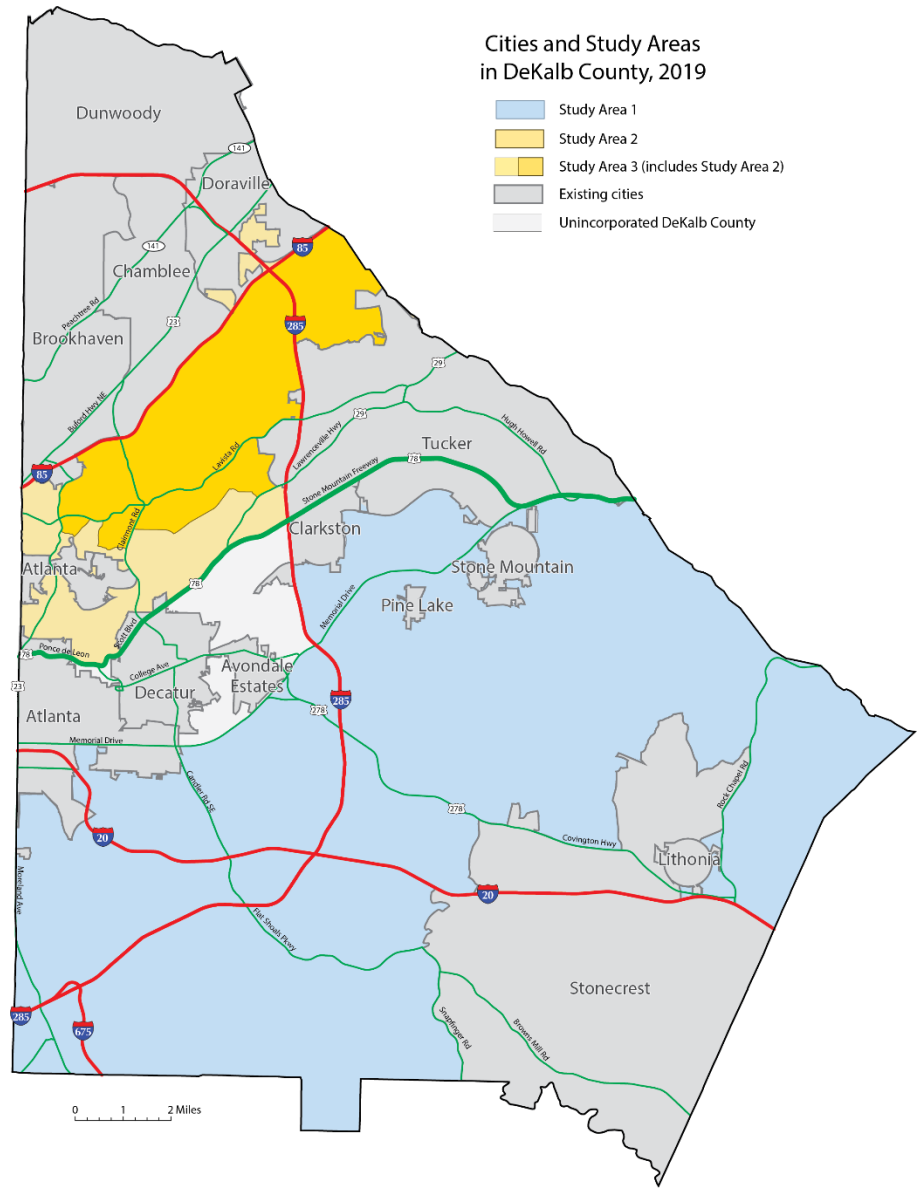


# FURTHER REFINEMENT

- Legislative members of the steering committee were particularly interested in the potential impact to the county in terms of revenue and service provision of the municipalization of sections of the unincorporated area.
- Thus, we examined the impact of the potential incorporation of the proposed City of Greenhaven under the service provision scenario they used for their feasibility study. This has been termed Study Area 1.
- We examined the impact of potential incorporation of the proposed City of Vista Grove under the scenario they used for their feasibility study. This has been termed Study Area 2.
- At the request of the steering committee, we examined a scenario that considered the impact of municipalization of all the unincorporated area north of Highway 78. This has been termed Study Area 3.



Cities and Study Areas  
in DeKalb County, 2019



# FURTHER REFINEMENT

- The steering committee was also interested in the potential impact on the county should the cities of Tucker and Stonecrest elect to provide police services.
- We have studied the impact of a scenario where Tucker provides its own police, one where Stonecrest provides its own police, and the combined impact of both such cities doing so.
- Finally, at the request of the steering committee, we considered the impact associated with the complete municipalization of the county police service area.
- It may be helpful to remember that those scenarios that remove only a portion of the county's service area are the most complex. It requires determining which revenues come from which parts of the county's service areas and finding the best way to estimate resources that are allocated to those areas based on service demands.



# METHODOLOGY

- **CORE GOAL:** *Fairly and accurately allocate revenues and expenditures to the 3 study areas*
- Use FY 2018 data – no fund balances
- Sum estimated revenue losses and cost savings for net impact
- Only analyze services that were considered in previous incorporation studies for each study area
- Basis of allocation varies by service / revenue. What is the “driver” of the revenue or expenditure?
- All data comes from DeKalb County
- Use GIS when possible





# THE FUNDS

County created separate funds to segregate revenues and expenditures for unincorporated services

- Tax Funds
  - Designated Services Fund (271)
    - Roads and Parks and Recreation
    - Tax money split between these two services
  - Unincorporated Fund (272)
    - Only unincorporated revenues – alcohol taxes, cable franchise tax
    - Keep DeKalb Beautiful, Code Compliance, Business Licenses, Current Planning, Traffic Court
    - Transfers revenues to Special Services and Police Funds
  - Police (274)



# THE FUNDS CONTINUED

- Special Revenue Funds
  - For tracking special revenue(s)
  - Development Fund (201)
  - Foreclosure Registry (205)
  - Recreation (207)
  - Street Lights (211)
  - Speed Humps (212)
- Hotel / Motel – only show transfer to Unincorporated Fund
- Car Rental – only show transfer to Designated Services (Parks and Rec)



# REVENUES: OVERVIEW

Department	FY 2018 Revenue	Percent of Total
Keep DeKalb Beautiful	\$115,000	0.06%
Code Compliance	\$962,144	0.53%
Business Licenses	\$8,676,344	4.81%
Current Planning	\$90,486	0.05%
Development	\$7,844,098	4.35%
Police	\$104,680,343	58.07%
Roads and Drainage / Transportation	\$18,493,031	10.26%
Recreation, Parks, and Cultural Affairs	\$19,880,689	11.03%
Traffic Court	\$8,348,081	4.63%
Undesignated	\$11,181,307	6.20%
<b>Total</b>	<b>\$180,271,523</b>	

Note: Percent does not equal 100 due to rounding



# REVENUES BY SOURCE

Revenue Category	Total All Funds	Percent
<b>Taxes</b>	\$139,817,480	77.56%
<b>Licenses and Permits</b>	\$22,159,087	12.29%
<b>Charges for Services</b>	\$7,592,940	4.21%
<b>Fines and Forfeitures</b>	\$9,272,893	5.14%
<b>Investment Income</b>	\$110,889	0.06%
<b>Transfers from Other Funds</b>	\$1,243,126	0.69%
<b>Miscellaneous</b>	\$75,108	0.04%
<b>Total</b>	<b>\$180,271,523</b>	

Note: Percent does not equal 100 due to rounding



# GRANTS: FYS 2014 - 2018

- County regularly receives grants for two services being reviewed
  - Roads and Transportation
  - Police
- Grants managed through separate accounts
  - Not included with revenues and expenditures analyzed
- Police
  - Received 60 grants, totaling \$7,084,053
  - Not linked to specific geographic location, no impact
- Roads and Transportation
  - \$19,210,264 from LMIG – formula based, impact is neutral
  - \$20,467,446 from GDOT grants – competitive, project based, no impact



# OPERATING EXPENDITURE SUMMARY

Department	FY 2018	Percent of Total
Beautification – Keep DeKalb Beautiful	\$5,911,210	3.44%
Beautification – Code Compliance	\$4,025,208	2.35%
Planning and Sustainability – Business Licenses	\$755,541	0.44%
Planning and Sustainability – Current Planning	\$1,520,252	0.89%
Planning and Sustainability – Development	\$6,287,283	3.66%
Police	\$102,873,192	59.94%
Public Works – Roads & Bridges and Transportation	\$25,739,021	15.00%
Recreation, Parks, and Cultural Affairs	\$19,189,866	11.18%
Traffic Court	\$5,327,143	3.10%
<b>Total</b>	<b>\$171,628,716</b>	



# EXPENDITURES: CAPITAL

- Capital spending from the funds, excludes HOST, uses 5-year average
- Include capital in analysis if believe would be impacted by incorporation
  - E.g., Roads and Parks and Recreation
  - Excludes Planning's permitting software project
- Vehicles are operating expenditure as vehicle replacement fund charge
- Total single-year capital considering: **\$2,264,590**



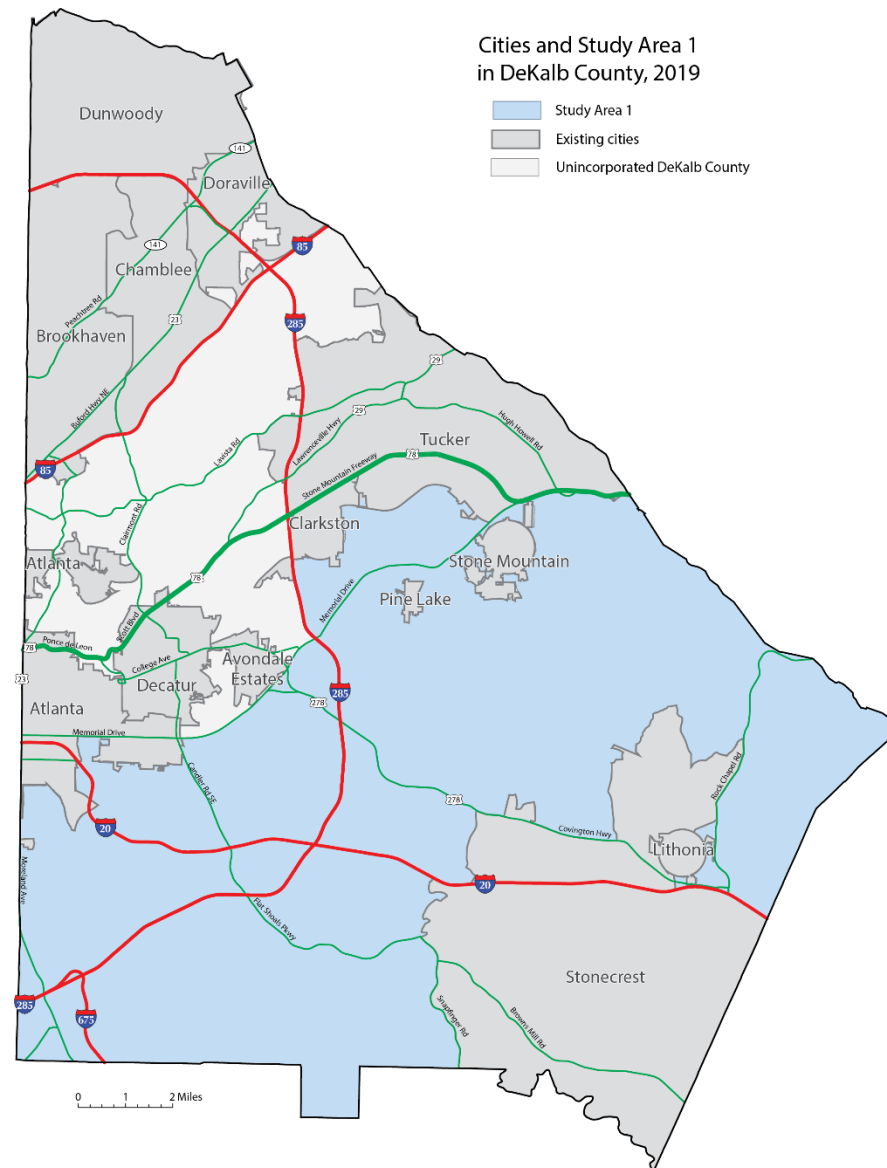
# COST ALLOCATION

- County applied cost allocation to all unincorporated services
- For support / administrative departments in General Fund
  - Call “administrative charge”
- Basis of assessment varies by service (e.g., FTE, sq. ft. of facilities, etc.)
- ***Research includes cost allocation as part of department cost***
- Research also includes “additional allocation” to each unincorporated department that county assessed at the fund level
  - Non-immunity judgements, risk management, unemployment compensation, insurance allocation, paid retirements
  - Report allocates on FTE basis
- Total indirect cost assessments for all services analyzed = **\$17,452,758**





# STUDY AREA 1



# **STUDY AREA 1 - SERVICES**

The services analyzed within Service Area 1 (SA 1) were:

- Beautification
  - Keep DeKalb Beautiful
  - Code Compliance
- Planning and Sustainability
  - Business Licenses
  - Current Planning and Zoning
  - Development
- Recreation, Parks, and Cultural Affairs



# BEAUTIFICATION – KEEP DEKALB BEAUTIFUL

- Division maintains rights-of-way and Keep DeKalb Beautiful Program
- FY 2018 expenditures - **\$5,911,210**
- Expenditures paid from Unincorporated Fund
- Revenues – no impact
- Keep DeKalb Beautiful Program – no impact
- Metric to allocate expenditures: Center Lane Miles (CLM)
  - Study Area 1 has 75.45% of CLM in the unincorporated area



# SA 1: KEEP DEKALB BEAUTIFUL NET IMPACT

	Division Total	KDB	Litter Removal	Mowing ROW	Tree Trimming
<b>Total Expenditure</b>	\$5,911,210	\$247,489	\$2,563,808	\$2,804,803	\$295,110
<b>Study Area 1 % of Lane Miles</b>		N/A	75.48%	75.48%	75.48%
<b>Study Area Expenditures</b>	\$4,275,079	\$0	\$1,935,209	\$2,117,116	\$222,754
<b>Keep DeKalb Beautiful Estimated Expenditures</b>	<b>\$4,275,079</b>				



# BEAUTIFICATION – CODE COMPLIANCE

- Division enforces county ordinances for property
- FY 2018 expenditures - **\$4,025,208**
- Expenditures paid from Unincorporated Fund
- Magistrate Court revenues deposited into Unincorporated Fund
  - FY 2018 revenues - **\$924,944**
  - Allocation based on the percent of expenditures
- Foreclosure Registry Fund
  - FY 2018 expenditures - **\$11,897**
  - FY 2018 revenues - **\$37,200**



- Cost per employee (no support staff) – 44 employees
  - Cost per employee - \$91,482
- Metric to allocate expenditures:
  - Zoned Areas: staff assignment
  - Hotel/Motel/Multi-family Housing: percent of properties
- SA 1 Employee Allocation
  - Zoned Areas: SA 1 = 28.75 employees
  - Hotel/Motel/Multi-family Housing = 8.26 employees
- Foreclosure Registry Fund
  - Expenditures and revenues allocated based on the percent of vacant property



# SA 1: CODE COMPLIANCE NET IMPACT

	Estimated Dollars
Revenue Losses	(\$805,934)
Expenditure Savings Fund 272	\$3,385,749
Expenditure Savings Fund 205	\$8,887
Code Compliance Net Impact	<b>\$2,588,702</b>



# PLANNING AND SUSTAINABILTY – BUSINESS LICENSES

- Unit collects revenues from business and alcohol licenses, excise taxes, and franchise taxes
- FY 2018 expenditures - **\$755,541**
- Expenditures paid from Unincorporated Fund
- FY 2018 business license revenues - **\$8,676,344**
- Revenues deposited into Unincorporated Fund
- Metric to allocate expenditures: Revenues from study area
  - Used GIS to determine location of businesses and license paid
  - SA 1 had 48.02% of all business license revenue





# SA 1: BUSINESS LICENSES NET IMPACT

	Estimated Dollars
Revenue Losses	(\$4,166,712)
Expenditure Savings	\$362,840
Business License Net Impact	(\$3,803,872)



# PLANNING AND SUSTAINABILTY – CURRENT PLANNING

- Unit manages variety of different planning tasks such as rezoning applications, zoning variances, and commercial plan reviews
- FY 2018 expenditures - **\$1,520,252**
- Expenditures paid from Unincorporated Fund
- FY 2018 revenues - **\$90,486**
- Revenues deposited into Unincorporated Fund



- Metric to allocate expenditures: Employee Workload
  - Percent of zoning applications; variance and administrative appeals by study area
  - 2% of historic preservation staff dedicated to Soapstone District (SA 1)
- Note: analysis excludes long-range planning which is funded from the General Fund



# SA 1: Current Planning Expenditures

<b>Service Area</b>	<b>Division Total Expenditure</b>	<b>Study Area 1 Percent Allocation</b>	<b>Study Area 1 Expenditures</b>
<b>Historic Preservation</b>	\$142,775	2%	\$2,856
<b>Zoning</b>	\$798,937	63.74%	\$509,242
<b>Variance Permits</b>	\$578,540	21.05%	\$121,783
<b>Current Planning Expenditure</b>	\$1,520,252		\$633,881



# SA 1: PLANNING NET IMPACT

	Estimated Dollars
Revenue Losses	(\$41,439)
Expenditure Savings	\$633,881
Current Planning Net Impact	<b>\$592,442</b>



# PLANNING AND SUSTAINABILITY - DEVELOPMENT

- Ensures building codes in unincorporated DeKalb County are adhered to by builders and property owners
- FY 2018 expenditures - **\$6,287,283**
- Expenditures paid from the Development Fund
- FY 2018 building license and permit revenues - **\$7,844,098**
- Revenues deposited into the Development Fund
- Metric to allocate expenditures: Building Permit Revenue Location
  - Used GIS to determine location of building permits revenue
  - Study Area 1 included 56.12% of all building permit revenue



# SA 1: DEVELOPMENT NET IMPACT

	Estimated Dollars
Revenue Losses	(\$4,401,832)
Expenditure Savings	\$3,528,423
Development Net Impact	<b>(\$873,409)</b>



# RECREATION, PARKS, AND CULTURAL AFFAIRS

- The department is responsible for managing the county's parks, recreation facilities, and the Porter Sanford Performing Arts Center
- FY 2018 expenditures - **\$19,189,866**
  - Designated Services Fund - \$18,016,580
  - Recreation Fund - \$1,173,286
  - Excludes payment to City of Tucker (\$635,210)
- FY 2018 revenues - **\$19,880,689**
  - Designated Service Fund - \$18,978,279
  - Recreation Fund - \$902,410
  - Allocation based on type of revenue (property tax, rec. center, etc.)





- Analyses distributes **operating** expenditures between Parks and Recreation Divisions
  - Administrative costs allocated to the two service divisions
  - Parks had 55% of expenditures (pre-cost allocation)
  - FY 2018 park expenditures - \$11,638,333
  - FY 2018 recreation expenditures - \$7,551,533
- Analyses distributes **capital** expenditures on a per park basis
  - Average annual capital spending FYS 2014 – 2018 (\$653,200)
  - Per park annual average - \$5,226



# SA 1: Metrics

- Metric to allocate **Park** expenditures: Park Acres in Study Area
  - Total park acres included – 6,042
  - No golf courses – maintenance contracted out
  - Includes Stonecrest and “3 months” of Tucker
- Metric to allocate **Recreation** expenditures: Recreation Participants
  - Used type of recreation participant for specific programs (e.g., youth, TRP)
  - Recreation Fund uses individual accounts for rec. centers, programs



# SA 1: PARKS AND RECREATION DATA

- Revenue
  - FY 2018 allocated revenues = \$7,791,248
- Park Maintenance
  - 2,645.2 park acres (40.8%), 68 parks
  - FY 2018 allocated expenditures = \$5,182,249
- Recreation
  - 42.3% of recreation participants, 5 recreation facilities, Porter-Sanford
  - FY 2018 allocated expenditures = \$3,289,212
- Capital
  - Estimated annual \$355,368



# SA 1: RECREATION, PARKS AND CULTURAL AFFAIRS

## NET IMPACT

	Estimated Dollars
Revenue Losses	(\$7,791,247)
Operating Expenditure Savings (Funds 271 + 207)	\$8,471,461
Capital Expenditure Savings	\$355,368
Recreation, Parks and Cultural Affairs Net Impact	<b>\$1,035,582</b>



# SA 1: UNDESIGNATED REVENUES

Revenue	Unincorporated Area	Study Area 1
Alcohol Taxes	\$3,088,362	(\$1,868,459)
Bank Share Tax	\$903,863	(\$0)
Hotel/Motel Tax Fund	\$1,734,473	(\$927,741)
Franchise Fee - Cable	\$5,425,127	(\$3,866,908)
Miscellaneous Revenue - Other	\$28,481	(\$20,301)
Non-Designated Revenue	\$11,180,306	<b>(\$6,683,409)</b>

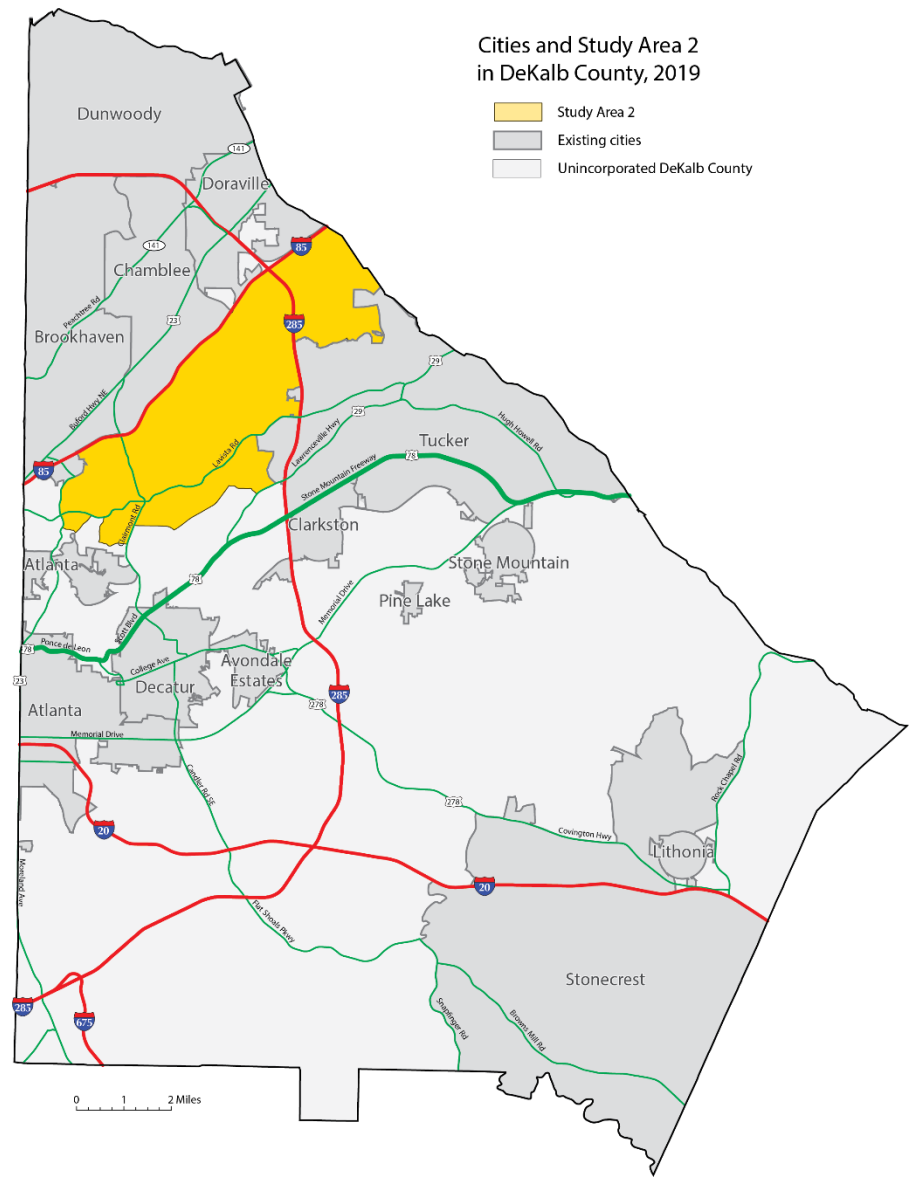


# NET IMPACT STUDY AREA 1

Service	Revenues	Expenditures	Net Impact
<b>Keep DeKalb Beautiful</b>	\$0	\$4,275,079	\$4,275,079
<b>Code Compliance</b>	(\$805,934)	\$3,394,636	\$2,588,702
<b>Business Licenses</b>	(\$4,166,712)	\$362,840	(\$3,803,872)
<b>Current Planning</b>	(\$41,439)	\$633,881	\$592,442
<b>Development</b>	(\$4,401,832)	\$3,528,423	(\$873,409)
<b>Recreation, Parks, and Cultural Affairs</b>	(\$7,791,247)	\$8,826,829	\$1,035,582
<b>Undesignated Revenues</b>	(\$6,683,409)	\$0	(\$6,683,409)
<b>Total Study Area 1</b>	<b>(\$23,890,573)</b>	<b>\$21,021,688</b>	<b>(\$2,868,885)</b>



# STUDY AREA 2



# STUDY AREA 2 - SERVICES

- Beautification
  - Keep DeKalb Beautiful
  - Code Compliance
- Planning and Sustainability
  - Business Licenses
  - Current Planning and Zoning
  - Development
- Police
- Recreation, Parks, and Cultural Affairs
- Public Works (Road Services)
  - Roads and Bridges
  - Transportation
- Traffic Court





# SA 2: KEEP DEKALB BEAUTIFUL NET IMPACT

Study Area 2 has **14.6%** of CLM in the unincorporated area

	Division Total	KDB	Litter Removal	Mowing ROW	Tree Trimming
<b>Total Expenditure</b>	\$5,911,210	\$247,489	\$2,563,808	\$2,804,803	\$295,110
<b>Study Area 2 % of Lane Miles</b>		N/A	14.60%	14.60%	14.60%
<b>Study Area 2 Expenditures</b>	\$826,753	\$0	\$374,248	\$409,427	\$43,078
<b>Keep DeKalb Beautiful Expenditures</b>					<b>\$826,753</b>



# SA 2: CODE COMPLIANCE NET IMPACT

- Zoned Areas: SA 2 = 1 employee
- Hotel/Motel/Multi-family Housing SA 2 = 1.15 employees

	Estimated Dollars
<b>Revenue Losses</b>	(\$47,583)
<b>Expenditure Savings Fund 272</b>	\$196,270
<b>Expenditure Savings Fund 205</b>	\$797
<b>Code Compliance Net Impact</b>	<b>\$149,484</b>



# SA 2: BUSINESS LICENSES NET IMPACT

- SA 2 had 23.31% of all business license revenue

	Estimated Dollars
Revenue Losses	(\$2,022,633)
Expenditure Savings	\$176,132
Business License Net Impact	(\$1,846,501)



# SA 2: CURRENT PLANNING NET IMPACT

- SA 2 had 18.68% of zoning expenditures
- SA 2 had 50.53% of variance permit expenditures

	Estimated Dollars
<b>Revenue Losses</b>	(\$29,014)
<b>Expenditure Savings Fund 272</b>	\$441,577
<b>Current Planning Net Impact</b>	<b>\$412,563</b>



# SA 2: DEVELOPMENT NET IMPACT

- SA 2 included 13.01% of building permit revenue

Estimated Dollars	
Revenue Losses	(\$1,020,830)
Expenditure Savings	\$817,976
Development Net Impact	(\$202,854)



# POLICE METHODOLOGY WORKLOAD ANALYSIS

- Collected both service call and case/activity data from the DCPD/E911.
- Worked with DCPD to identify an appropriate way to translate case/service call data into meaningful workload measures.
- Identified approximately 90 service call codes that would tend to be associated with more **serious** incidents.
- DCPD rated each of these codes/call types for the likely amount of resources each would require. Serious call weights assigned.

## List of Call Types:

			Resource Rating
1.	ALARM HOLD UP	03H	1
2.	ARMED ROBBERY	44	2
3.	ARMED ROBBERY IN PROGRESS	44P	2
4.	ARMED ROB-J OCCD	44J	2
5.	ARREST	99	1
6.	ARSON	16	1
7.	ASSAULT	04D00	1
8.	ASSAULT	92	1
9.	ASSAULT_S	S92	1
10.	ASSAULT-ARMED	92-69	2
11.	ASSAULT-HOS	92H	2
12.	ASSAULT-MED EMGY	92B	2
13.	ASSLT-LIFE THRT	92C	2
14.	ASSLT-MINOR INJ	92A	1
15.	BOMB SUSP DEVICE	88S	2



# POLICE METHODOLOGY WORKLOAD ANALYSIS

## ASSUMPTIONS

**Uniform Division:** Generally reflect the distribution of all service calls, but because it is responsible for investigation of property crimes a portion of the workload (12% based on personnel roles) is reflected in the distribution of more serious incidents or service calls.

**Criminal Investigations Division** and the Crime Scene and Intelligence Units : reflect the distribution of **weighted serious** incidents or service calls.

**Special service units:** reflect the geographic distribution of incidents that these units respond to.

**All other units of the DCPD** (administration, support, training and recruiting, permits, and records): reflect the workload/resource demands placed on the direct services divisions, i.e., Uniform, CID, and special services units, in proportion to the expenditures made by these units.



# **POLICE METHODOLOGY IDENTIFYING THE WORKLOAD OF THE SPECIAL UNITS**

DCCPD provided activities/events of the special units of interest that recorded some location data.

For Vice, Narcotics, and Homeland Security (HIDTA), Gangs, and non-specialty K-9 units location data was limited to the four main precincts and individual cities.

For K-9, SWAT, and the Aerial units, CVIOG faculty geocoded the location data to the degree possible.





# POLICE METHODOLOGY CAVEATS

**Confiscated assets:** The DCPD expends these revenue from a fund separate from 274. These are not included in the analysis. Unpredictable and beyond the control of DeKalb County.

**Expenditures on special** service units for cities other than Tucker & Stonecrest. Excluded because these are like contractual services that would continue.

**Impact estimation:** assume that Fund 274 will maintain the same relationship between available revenues and expenditures as was the case in FY 2018 where this fund had a surplus of approximately \$4 million.



# POLICE METHODOLOGY CAVEATS

## Capital:

- Fund 274 generally includes on going capital within annual operational expenditures.
- One exception in the last 5 years for body cameras.
- If this is made ongoing, it could result in an additional \$120,000 per year (minus small amount for each scenario area, e.g. minus about \$9K for Vista Grove's non-participation in future capital outlays upon its incorporation).



# POLICE METHODOLOGY EXPENDITURES BY DCPD CATERGORIES

Police Expenditures Allocation			
Category	Expenditure on Direct Services	% of Total Direct Services	Allocation of Indirect & Support Units
Investigations	\$14,242,870	18.8%	\$4,923,817
Uniform	\$56,775,049	74.9%	\$19,627,361
Special Operations	\$4,759,159	6.3%	\$1,645,260
Total	\$75,777,078	100.0%	\$26,196,438

Breakout of  
Special  
Operations

Aerial Unit	SWAT Unit	K9 Unit
\$1,613,322	\$2,035,276	\$1,110,561



# SA 2: POLICE REVENUE IMPACT

Revenue Category	Amount	Percent
Property Taxes	\$14,754,180	79.28%
Insurance Premium Tax	\$3,650,136	19.61%
Licenses and Permits	\$53,144	0.29%
Charges for Services	\$49,879	0.27%
Fines and Forfeitures	\$80,207	0.43%
Investment Income	\$13,985	0.08%
Transfers from Other Funds	\$0	0.00%
Miscellaneous	\$8,768	0.05%
Total	\$18,530,092	100.00%



# SA 2: POLICE DCPD RESOURCES NEEDED

Uniform Services	SWAT	K-9	AERIAL	Criminal Investigations, Crime Scene, Intelligence
8.37%	0.00%	2.19%	0.95%	6.00%

SA 2 Police Service Expenditure Estimates							
Service Area	Criminal Investigations, Crime Scene, Intelligence	Uniform Division	Special Operation Units	SWAT	K-9	AERIAL	Grand Total
SA 2	\$1,150,001	\$6,396,028	\$53,403	\$0	\$32,726	\$20,677	\$7,599,432



# SA 2: POLICE NET IMPACT

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<b>Revenue Loss</b>	(\$18,530,092)
<b>Expenditure Savings</b>	\$7,599,432
<b>Net Impact</b>	(\$10,930,660)



# SA 2: PUBLIC WORKS – ROADS AND BRIDGES AND TRANSPORTATION

- Divisions maintain and improve the roadway system within their service area
  - Includes unincorporated area and cities of Stonecrest and Tucker
- Primary expenditures paid from Designated Services Fund
  - FY 2018 expenditures, both divisions - **\$20,235,390**
- Divisions also manage Street Light and Speed Humps Funds
  - Street Lights FY 2018 expenditures – **\$5,311,105**
  - Speed Humps FY 2018 expenditures - **\$192,526**



- FY 2018 revenues - **\$18,493,031**
  - Designated Service Fund - \$13,516,894
  - Street Lights Fund - \$4,664,031
  - Speed Humps - \$312,106
  - Allocation based on type of revenue (property tax, CLM, etc.)





# METRICS

- Metric to allocate operating expenditures Designated Services Fund: Center Lane Miles (CLM)
  - Study Area 2 has 11.9% of CLM in the service area
- Metric to allocate expenditures for Street Lights and Speed Humps based on property location
  - Percent of total charges assessed on property tax bill
- Analyses distributes **capital** expenditures on a per CLM basis
  - Average annual capital spending FYS 2014 – 2018 (\$1,611,390)
  - CML annual average - \$1,074



# SA 2: ROADS AND BRIDGES AND TRANSPORTATION NET IMPACT

	<b>Estimated Dollars</b>
<b>Revenue Losses (Funds 271, 211, 212)</b>	<b>(\$3,227,672)</b>
<b>Operating Expenditure Savings - Roads and Bridges</b>	<b>\$2,076,566</b>
<b>Operating Expenditure Savings – Transportation</b>	<b>\$347,796</b>
<b>Street Light Fund Savings (Fund 211)</b>	<b>\$583,977</b>
<b>Speed Humps Fund Savings (Fund 212)</b>	<b>\$31,445</b>
<b>Capital Expenditure Savings</b>	<b>\$191,433</b>
<b>Roads and Bridges and Transportation Impact</b>	<b>\$3,545</b>



# SA 2: PARKS AND RECREATION DATA

- Revenue
  - FY 2018 allocated revenues = \$4,004,401
- Park Maintenance
  - 120.5 park acres (1.99%), 12 parks
  - FY 2018 allocated expenditures = \$387,306
- Recreation
  - 0 recreation participants and no recreation facilities
  - FY 2018 allocated expenditures = \$0
- Capital
  - Estimated annual \$62,712



# SA 2: RECREATION, PARKS AND CULTURAL AFFAIRS

## NET IMPACT

	Estimated Dollars
Revenue Losses (Funds 271 + 207)	(\$4,004,401)
Operating Expenditure Savings (Funds 271 + 207)	\$387,306
Capital Expenditure Savings	\$62,712
Recreation, Parks and Cultural Affairs Net Impact	(\$3,554,383)



# STATE COURT – TRAFFIC COURT

- Unit for processing all traffic citations within service area
  - Unincorporated area and Cities of Stonecrest and Tucker
- FY 2018 expenditures - **\$5,327,143**
- Expenditures paid from Unincorporated Fund
- FY 2018 citation revenues - **\$8,348,081**
- Revenues deposited into Unincorporated Fund
- Metric to allocate expenditures and revenues: Per Capita
  - Used GIS to determine population distribution
  - SA 2 had 12.73% of service area population



# SA 2: TRAFFIC COURT NET IMPACT

	Estimated Dollars
Revenue Losses	(\$1,062,399)
Expenditure Savings	\$678,145
Traffic Court Net Impact	(\$384,254)



# SA 2: UNDESIGNATED REVENUES

Revenue	Unincorporated Area	Study Area 2
<b>Alcohol Taxes</b>	\$3,088,362	(\$661,218)
<b>Bank Share Tax</b>	\$903,863	(\$0)
<b>Hotel/Motel Tax Fund</b>	\$1,734,473	(\$443,702)
<b>Franchise Fee - Cable</b>	\$5,425,127	(\$836,012)
<b>Miscellaneous Revenue - Other</b>	\$28,481	(\$4,543)
<b>Non-Designated Revenue</b>	\$11,180,306	<b>(\$1,284,257)</b>



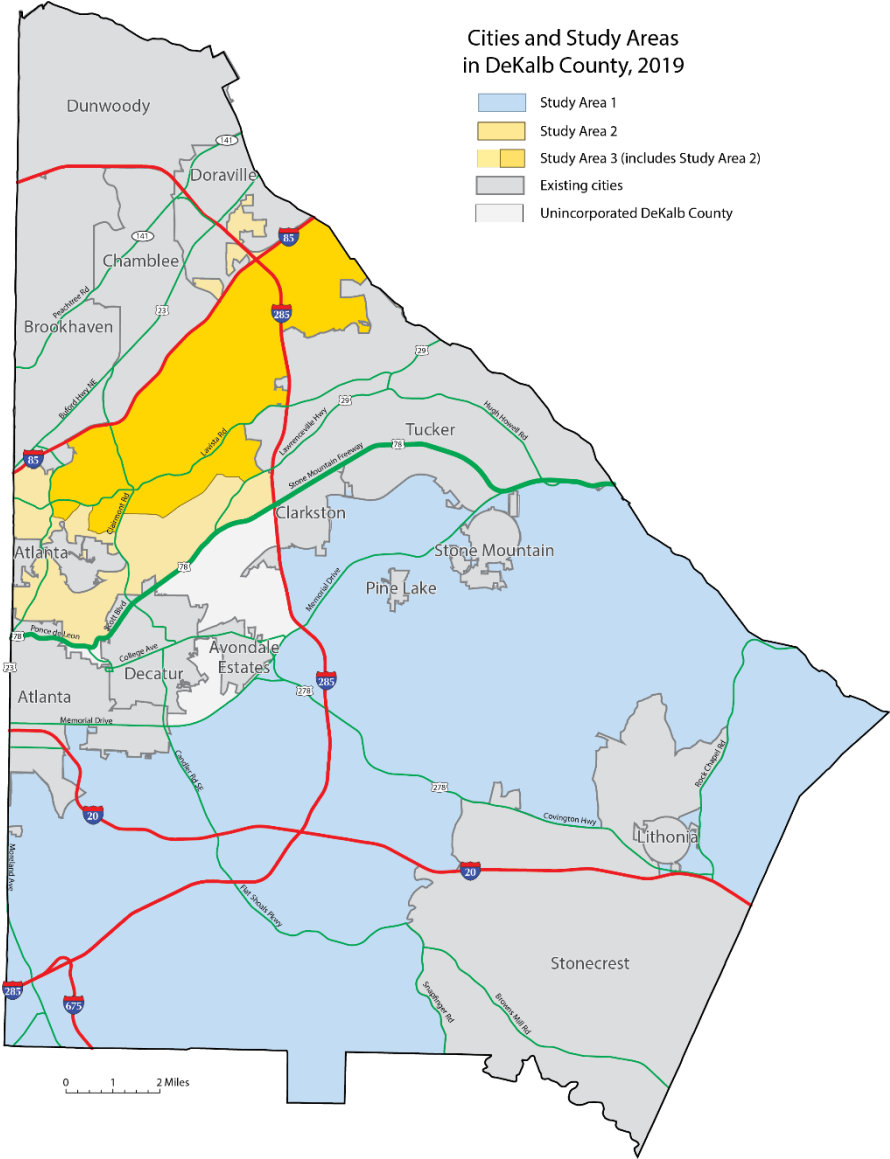
# NET IMPACT STUDY AREA 2

Service	Revenues	Expenditures	Net Impact
Keep DeKalb Beautiful	\$0	\$826,753	\$826,753
Code Compliance	(\$47,853)	\$197,067	\$149,214
Business Licenses	(\$2,022,633)	\$176,132	(\$1,846,501)
Current Planning	(\$29,014)	\$441,577	\$412,563
Development	(\$1,020,830)	\$817,976	(\$202,854)
Police	(\$18,530,092)	\$7,599,432	(\$10,930,660)
Roads and Bridges and Transportation	(\$3,227,672)	\$3,231,217	\$3,545
Recreation, Parks, and Cultural Affairs	(\$4,004,401)	\$450,018	(\$3,554,383)
Traffic Court	(\$1,062,399)	\$678,145	(\$384,254)
Undesignated Revenues	(\$1,284,257)	\$0	(\$1,284,257)
<b>Total Study Area 2</b>	<b>(\$31,229,151)</b>	<b>\$14,418,317</b>	<b>(\$16,810,834)</b>





# STUDY AREA 3



# STUDY AREA 3 - SERVICES

- Beautification
  - Keep DeKalb Beautiful
  - Code Compliance
- Planning and Sustainability
  - Business Licenses
  - Current Planning and Zoning
  - Development
- Police
- Recreation, Parks, and Cultural Affairs
- Public Works (Road Services)
  - Roads and Bridges
  - Transportation
- Traffic Court



# SA 3: KEEP DEKALB BEAUTIFUL NET IMPACT

Study Area 3 has **20.72%** of CLM in the unincorporated area

	Division Total	KDB	Litter Removal	Mowing ROW	Tree Trimming
<b>Total Expenditure</b>	\$5,911,210	\$247,489	\$2,563,808	\$2,804,803	\$295,110
<b>Study Area 3 % of Lane Miles</b>		N/A	20.72%	20.72%	20.72%
<b>Study Area 3 Expenditures<sup>1</sup></b>	\$826,753	\$0	\$531,170	\$581,099	\$61,141
<b>Keep DeKalb Beautiful Expenditures</b>				<b>\$1,173,410</b>	



# SA 3: CODE COMPLIANCE NET IMPACT

- Zoned Areas: SA 3 = 2.25 employee
- Hotel/Motel/Multi-family Housing SA 3 = 2.84 employees

	Estimated Dollars
<b>Revenue Losses</b>	(\$111,295)
<b>Expenditure Savings Fund 272</b>	\$465,460
<b>Expenditure Savings Fund 205</b>	\$1,404
<b>Code Compliance Net Impact</b>	<b>\$355,569</b>



# SA 3: BUSINESS LICENSES NET IMPACT

- SA 3 had 33.76% of all business license revenue

	Estimated Dollars
Revenue Losses	(\$2,929,284)
Expenditure Savings	\$255,084
Business License Net Impact	(\$2,674,200)



# SA 3: CURRENT PLANNING NET IMPACT

- SA 3 had 28.6% of zoning expenditures
- SA 3 had 66.3% of variance permit expenditures

	Estimated Dollars
Revenue Losses	(\$40,206)
Expenditure Savings Fund 272	\$611,944
Current Planning Net Impact	<b>\$571,738</b>



# SA 3: DEVELOPMENT NET IMPACT

- SA 3 included 19.8% of building permit revenue

	Estimated Dollars
Revenue Losses	(\$1,551,381)
Expenditure Savings	\$1,243,625
Development Net Impact	(\$307,756)



# SA 3: PARKS AND RECREATION DATA

- Revenue
  - FY 2018 allocated revenues = \$6,650,372
- Park Maintenance
  - 346.6 park acres (5.74%), 26 parks
  - FY 2018 allocated expenditures = \$1,127,488
- Recreation
  - 17.19% of recreation participants and 1 recreation facility
  - FY 2018 allocated expenditures = \$1,038,607
- Capital
  - Estimated annual \$135,876





# SA3: RECREATION, PARKS AND CULTURAL AFFAIRS NET IMPACT

	Estimated Dollars
Revenue Losses (Funds 271 + 207)	(\$6,650,372)
Operating Expenditure Savings (Funds 271 + 207)	\$2,301,906
Capital Expenditure Savings	\$135,876
<b>Recreation, Parks and Cultural Affairs Net Impact</b>	<b>(\$4,212,590)</b>



# SA 3: POLICE REVENUE IMPACT

Revenue Category	Amount	Percent
Property Taxes	\$23,377,284	80.21%
Insurance Premium Taxes	\$5,565,547	19.10%
Licenses and Permits	\$89,094	0.31%
Charges for Services	\$76,053	0.26%
Fines and Forfeitures	\$0	0.00%
Investment Income	\$21,997	0.08%
Transfers from Other Funds	\$0	0.00%
Miscellaneous	\$13,369	0.05%
Total	\$29,143,342	100.00%



# SA 3: POLICE PERCENT OF DCPD RESOURCES NEEDED

Uniform Services	SWAT	K-9	AERIAL	Criminal Investigations, Crime Scene, Intelligence
12.99%	1.82%	2.92%	2.14%	9.00%

SA 3: Police Service Expenditure Estimates							
Service Area	Criminal Investigations, Crime Scene, Intelligence	Uniform Division	Special Operation Units	SWAT	K-9	AERIAL	Grand Total
SA 3	\$1,725,002	\$9,927,370	\$139,955	\$49,798	\$43,635	\$46,523	\$11,792,327

# SA 3: POLICE NET IMPACT

<b>Revenue Loss</b>	(\$29,143,342)
<b>Expenditure Savings</b>	\$11,792,327
<b>Net Impact</b>	(\$17,351,015)



# SA3: ROADS AND BRIDGES AND TRANSPORTATION NET IMPACT

Study Area 3 has 16.86% of CLM in the service area

	Estimated Dollars
<b>Revenue Losses (Funds 271, 211, 212)</b>	(\$5,110,550)
<b>Operating Expenditure Savings - Roads and Bridges</b>	\$2,947,271
<b>Operating Expenditure Savings – Transportation</b>	\$493,599
<b>Street Light Fund Savings (Fund 211)</b>	\$895,416
<b>Speed Humps Fund Savings (Fund 212)</b>	\$52,703
<b>Capital Expenditure Savings</b>	\$271,701
<b>Roads and Bridges and Transportation Impact</b>	<b>(\$449,860)</b>



# SA 3: TRAFFIC COURT NET IMPACT

- SA 3 had 19.40% of service area population

	Estimated Dollars
Revenue Losses	(\$1,619,728)
Expenditure Savings	\$1,033,466
Traffic Court Net Impact	(\$586,262)



# SA 3: UNDESIGNATED REVENUES

Revenue	Unincorporated Area	Study Area 3
<b>Alcohol Taxes</b>	\$3,088,362	(\$937,936)
<b>Bank Share Tax</b>	\$903,863	(\$0)
<b>Hotel/Motel Tax Fund</b>	\$1,734,473	(\$726,058)
<b>Franchise Fee - Cable</b>	\$5,425,127	(\$1,274,540)
<b>Miscellaneous Revenue - Other</b>	\$28,481	(\$6,926)
<b>Non-Designated Revenue</b>	\$11,180,306	<b>(\$2,945,460)</b>



# NET IMPACT STUDY AREA 3

Service	Revenues	Expenditures	Net Impact
Keep DeKalb Beautiful	0	\$1,173,410	\$1,173,410
Code Compliance	(\$111,295)	\$466,864	\$355,569
Business Licenses	(\$2,929,284)	\$255,084	(\$2,674,200)
Current Planning	(\$40,206)	\$611,944	\$571,738
Development	(\$1,551,381)	\$1,243,625	(\$307,756)
Police	(\$29,143,342)	\$11,792,237	(\$17,351,105)
Roads and Bridges and Transportation	(\$5,110,550)	\$4,660,690	(\$449,860)
Recreation, Parks, and Cultural Affairs	(\$6,650,372)	\$2,437,782	(\$4,212,590)
Traffic Court	(\$1,619,728)	\$1,033,466	(\$586,262)
Undesignated Revenues	(\$2,945,460)	0	(\$2,945,460)
<b>Total Study Area 3</b>	<b>(\$50,101,618)</b>	<b>\$23,675,102</b>	<b>(\$26,426,516)</b>





# **ADDITIONAL POLICE SCENARIOS**

- TUCKER
- STONECREST
- COMPLETE “MUNCIPALIZATION” OF POLICE SERVICES



# TUCKER

## FY 2018 Revenue Impact of Tucker Providing Police Services In-house

Revenue Category	Amount	Percent
<b>Taxes</b>	\$8,912,518	98.47%
<b>Insurance Premium</b>	\$0	0.00%
<b>Licenses and Permits</b>	\$98,404	1.09%
<b>Charges for Services</b>	\$27,101	0.30%
<b>Fines and Forfeitures</b>	\$0	0.00%
<b>Investment Income</b>	\$7,929	0.09%
<b>Transfers from Other Funds</b>	\$0	0.00%
<b>Miscellaneous</b>	\$4,764	0.05%
<b>Total</b>	\$9,050,717	100.00%



# TUCKER

## Tucker Percent of DCPD Resources Needed

Uniform Services	SWAT	K-9	AERIAL	Criminal Investigations, Crime Scene, Intelligence
8.44%	7.27%	3.65%	10.00%	6.30%

## Tucker Police Service Expenditure Estimates

Service Area	Criminal Investigations, Crime Scene, Intelligence	Uniform Division	Special Operation Units	SWAT	K-9	AERIAL	Grand Total
Tucker	\$1,207,501	\$6,444,727	\$470,840	\$199,191	\$54,543	\$217,105	\$8,123,068



# TUCKER

## City of Tucker Removal Net Impact

<b>Revenue Loss</b>	(\$9,050,717)
<b>Expenditure Savings</b>	\$8,123,068
<b>Net Impact</b>	(\$927,649)



# STONECREST

## FY 2018 Revenue Impact of Stonecrest Providing Police Services In-house

Revenue Category	Amount	Percent
<b>Taxes</b>	\$7,248,314	98.70%
<b>Insurance Premium</b>	\$0	0.00%
<b>Licenses and Permits</b>	\$39,587	0.54%
<b>Charges for Services</b>	\$40,983	0.56%
<b>Fines and Forfeitures</b>	\$0	0.00%
<b>Investment Income</b>	\$7,425	0.10%
<b>Transfers from Other Funds</b>	\$0	0.00%
<b>Miscellaneous</b>	\$7,204	0.10%
<b>Total</b>	\$7,343,514	100.00%



# STONECREST

## Stonecrest Percent of DCPD Resources Needed

Uniform Services	SWAT	K-9	AERIAL	Criminal Investigations, Crime Scene, Intelligence
12.98%	3.64%	12.41%	13.57%	14.00%

## Stonecrest Police Service Expenditure Estimates

Service Area	Criminal Investigations , Crime Scene, Intelligence	Uniform Division	Special Operation Units	SWAT	K-9	AERIAL	Grand Total
Stonecrest	\$2,683,336	\$9,916,660	\$579,686	\$99,596	\$185,447	\$294,643	\$13,179,682



# STONECREST

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## City of Stonecrest Removal Net Impact

Revenue Loss	(\$7,343,514)
Expenditure Savings	\$13,179,682
Net Impact	\$5,836,168



# TUCKER & STONECREST

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## Removal of Stonecrest and Tucker Net Impact

<b>Revenue Loss</b>	(\$16,394,231)
<b>Expenditure Savings</b>	\$21,302,750
<b>Net Deficit/Savings</b>	\$4,908,519





# POLICE COMPLETE MUNICIPALIZATION

## Personnel and Budgets:

- More than 900 positions eliminated (about 15% of total DeKalb County employment)
- Eliminating expenditures of over \$101 million in expenditures (~\$106 million in revenue) or about 8% of total DeKalb County budget.



# POLICE COMPLETE MUNICIPALIZATION: FACILITIES

Police Facilities	Appraised Market Value
East Precinct (Includes Senior Center)	\$1,133,700
Tucker Precinct	\$167,200
South Precinct	\$1,247,900
South Precinct 2 (includes Fire Station)	\$28,100
Headquarters & North Central Precinct (Co-owned by Judicial Facilities Authority)	\$17,950,500
Total	\$20,527,400
East Precinct Substation	No Available Data



# POLICE COMPLETE MUNICIPALIZATION: VEHICLES

## Vehicles

- The DCPD currently owns and maintains approximately 1,068 vehicles, primarily patrol cars and SUVs (approximately 86%). The cost of vehicle replacement is integrated into the DCPD budget.
- The total acquisition costs for the vehicles in service is approximately \$34.3 million.
- Institute faculty estimated that the DCPD vehicle stock is valued at approximately \$19.4 million. (Based on 5 year life expectancy and Bureaus of Standards depreciation rates.)



# POLICE COMPLETE MUNICIPALIZATION: SERVICE DELIVERY IMPACTS

For Municipalities (or Municipal-like service areas):

- Likely translate into a much less specialized organization of police services (e.g., Uniform & Criminal Investigations) as well as the potential elimination of highly specialized and expensive services that are difficult to justify in smaller jurisdictions.
- Units likely to be dramatically scaled down/eliminated include Bomb unit and Aerial Unit.
- Units likely to be less specialized: Gangs, SWAT, K-9 and some tactical traffic units.



# POLICE COMPLETE MUNICIPALIZATION: SERVICE DELIVERY IMPACTS

## Possible Role for DeKalb Public Safety or Sheriff

- Provide the super-specialized units that have possible free-rider problems, e.g., Bomb unit and Aerial Unit, and potentially Gangs, SWAT, and K-9
- These services could then be funded by the county's general fund and provided countywide. Only very specialized services would meet this criterion.
- For some services, such as the Bomb Unit might best be provided not just countywide but across multiple counties.



# POTENTIAL IMPACTS ON GENERAL FUND

- Debt
  - Only impact with Public Safety and Judicial Facilities
  - Higher cost per square foot for remaining departments if excess space
  - Debt payment FY 2018: bonds = \$1,045,000 and interest = \$1,062,844
  - Bonds for parks, recreation, and libraries: even in incorporate, property owner still responsible for bond repayment
- Administrative indirect cost
  - Smaller unincorporated departments, less transfer to G.F.
  - Reduced administrative need, may not equal reduction in unincorporated funds' transfers
  - Biggest impact is Police (Fund 274)



- Magistrate Court
  - Smaller code compliance department, less workload for Magistrate Court
  - Extent of change varies by study area
- Pension Liability
  - County has one pension plan
  - Recently changed to hybrid (1% multiplier)
  - Countywide unfunded liability for FY 2018 - \$1,082,200,800
    - Majority consists of historical liabilities
    - 54.27% of assets
  - Unfunded liability does not go away regardless of funding source for employee
  - Smaller tax base equals higher per parcel/tax payer debt load
  - Previous unfunded liability was never transferred to new cities



# CONCLUDING POINTS

- Undesignated revenues and insurance premiums taxes are important sources of revenues for the unincorporated area
  - All three study area scenarios show a net revenue loss to the county
- Service demand and revenue generation do not always come from the same specific geographic area
- Police service is the biggest driver of impact with incorporation
- As unincorporated services are reduced, so too will payments that support administrative services in the General Fund
- Repayment of pension liability is a critical issue for all county residents





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