

MISSION

To help make Cobb County the best place to live and work through efficient, effective and responsive government that delivers quality services.

DESCRIPTION

A five-member Board of Commissioners governs Cobb County. The Board of Commissioners is comprised of one chairman, elected countywide, and four commissioners, each elected from a separate commission district serving four-year staggered terms. A County Manager, who is appointed by and responsible to the Board of Commissioners, directs the daily operation of the county. This commission-county manager form of government combines the policy leadership of elected officials with the administrative abilities of a County Manager. The Board of Commissioners is primarily responsible for the establishment of tax levies and service fees, approval of planning and zoning requests, amendment and adoption of county codes and ordinances, as well as the creation and adoption of a balanced budget.

STATEMENT OF COMMITMENT

In order to accomplish our mission, we are committed to achieving excellence in government by:

- Insisting upon Customer Satisfaction
- Ensuring High Value for Tax Dollars
- Adhering to the Highest Ethical Standards
- Appreciating Diversity
- Being Open, Accessible, and Responsive
- Empowering and Supporting Employees
- Striving for Continuous Improvement
- Working Together as a Team
- Being Accountable

PHILOSOPHY

Provide equal opportunity for all regardless of sex, race, religion, national origin, color, age, disability, citizenship or veteran status.

Respect and recognize the importance and contribution of individuals, and foster their personal and professional growth.

Encourage excellence and enthusiasm from our employees.

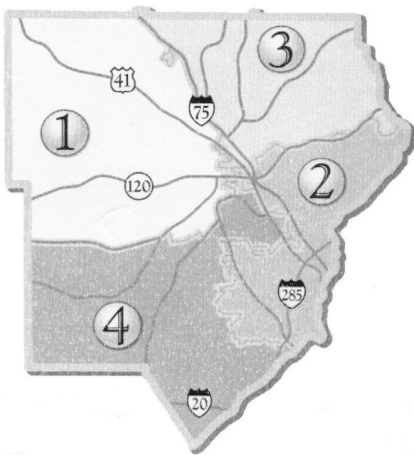
Maintain a work environment that motivates the employee to do the best job possible and encourages ethics befitting employees of a government in a vibrant, thriving, cosmopolitan community.

Promote a team spirit in the operation of Cobb County government in order to more effectively and efficiently serve the residents of the county.

Keep lines of communication open so that all voices can be heard.

Provide reliable, efficient, high-quality service to the residents and businesses of the county.

Cobb County Commission District Map



The future as defined by the Board of Commissioners expands services, stabilizes taxes, and maintains the infrastructure of Cobb County so that growth continues to be an opportunity rather than a hindrance. *Destination Success* reflects the county's intent to address future growth while maintaining a high standard of living that is synonymous with Cobb County.

MANAGING & PLANNING GROWTH

Maintain a healthy, balanced and stable tax base by maintaining quality residential and commercial growth.

- Monitor the future land use map and land use element of the Comprehensive Plan and prepare amendments as necessary.
- Amend ordinances and development standards that complement the new plan and its objectives.
- Ensure adequate infrastructure by coordinating planning and development among county agencies including Department of Transportation, Water, and Community Development.
- Maintain stable and competitive tax rates.

Enhance the county's infrastructure to address future demands for land use and county services related to community development, transportation, and water and sewer management.

- Begin implementation of the Comprehensive Transportation Plan which identified multimodal transportation infrastructure improvements needed over the next 25 years.
- Continue the implementation of the 2005 Transportation Improvement Program (TIP) with approved SPLOST funds.
- Expand Intelligent Transportation Systems (ITS) with the construction of a Traffic Management Center and using technology embedded in vehicles and traffic controllers to increase safety and capacity.
- Update and implement the Airport Master Plan that defines air transportation requirements for the next 20 years.
- Develop a detailed bicycle and pedestrian plan as a guide to expanding and improving non motorized facilities which will complement the roadway network and provide additional travel options to citizens.
- Implement Intelligent Transportation Systems (ITS) on CCT buses including automatic vehicle location, passenger counters real time passenger advisory to improve the performance of the system and enhance customer service.
- Implement the Transit Management and Operating Study to improve access to stops and shelters, public satisfaction and fare structure.

Continue to use the stormwater management master plan on a basin level to resolve drainage and run-off storage problems within existing high-density urban areas.

- Expand the storm drainage inventory database so that all public and private stormwater management facilities will be inventoried and incorporated into the county's database by the end of 2013, in accordance with District mandates.
- Update and expand 100-year floodplain determinations for current and future basin build out conditions and carry these upstream to the 100-acre drainage area limit in each watershed. Schedule completion of this work by the end of 2013 in accordance with District mandates.

- Develop long-range stormwater Capital Plans in accordance with District mandates.
- Inventory and annually maintain at least 10% of the dedicated Stormwater Management facilities in Cobb County, in accordance with District mandates.
- Contract USGS to retrofit 13 existing USGS continuous stream-flow monitoring gauges to collect long-term ambient water quality data, in accordance with District mandates.
- Develop a countywide Umbrella Mitigation Banking Instrument (UMBI) with the U.S. Army Corps of Engineers. On selected county owned floodplain properties develop Watershed Improvement Plans for areas negatively impacted by urbanization in accordance with District mandates.
- Acquire floodplain properties as opportunities arise, prioritizing acquisitions on Noonday Creek, Nickajack Creek and Noses Creek watersheds.
- Construct the Chastain Meadows Regional Stormwater Management Facility.
- Collaborate with Information Services in developing a Planimetric Layer for the County GIS.

Initiate an enhanced water conservation program with the Cobb County residents, public, schools, business community and the Metropolitan North Georgia Water Planning District (MNGWP) organization.

- Evaluate the existing conservation initiatives for effectiveness and water use reduction.
- Continue our coordination with organizations currently involved in existing water conservation efforts, and the State of Georgia, regarding required water conservation planning.
- Implement new initiatives to reach a larger customer base.
- Continue to enhance our compliance with the 12 Conservation Initiatives included in the Metro North Georgia Water Planning District's *Water Supply and Conservation Plan*, as would be appropriate for Cobb County to potentially reduce water demand and wastewater over the next 25 years.
- Work with the District on enhanced measures to address the federal Ruling on limited future use of the Chattahoochee basin and Lake Lanier for water supply.

Encourage quality development or redevelopment in the established Enterprise Zones.

- Serve as a liaison to all existing and relocating companies interested in establishing or expanding their business in Cobb County.
- Provide targeted businesses with an incentive package within 30 days of the request.
- Submit all business requests to the review committee for possible recommendation to the Board of Commissioners for approval.
- Perform annual audits of the enterprise zones.
- Focus redevelopment efforts on older commercial corridors to increase values.
- Effectively manage the Tax Allocation District (TAD) Program.
- Provide information and technical assistance to the Cumberland and Town Center Community Improvement Districts.
- Foster small business development and appropriate land use/zoning in qualifying areas of the county.

BUILDING FOR SUCCESS

Maintain an aggressive Capital Plan.

- Maintain with a yearly update the ten-year capital replacement/improvement plan and financial model.
- Reinvest fund balance in excess of reserves into capital projects.
- Protect capital investments by maintaining and replacing equipment & infrastructure in a timely, cost-effective manner.
- Recommend capital improvements guided by the following criteria: (1) Federal, State or other mandates; (2) critical need to avoid or prevent public harm; (3) long-term economic development value; (4) useful life of project; and (5) annual expenditure and/or revenue increases or decreases required.

TAKING CARE OF BUSINESS

Proactively maintain all county facilities to minimize unanticipated maintenance expenses.

- Regularly update the Capital Replacement Schedule for facilities maintenance.
- Regularly update the comprehensive preventive maintenance action plan for each facility including structural integrity, aesthetics, exterior envelope, mechanical systems, code compliance, and liability exposure and space allocation.
- Analyze and determine preventive maintenance needs incorporating the most efficient and effective solution.

Maintain a safe, serviceable fleet of vehicles that meet the operational needs of county departments.

- Continue to advance Fleet staff technical capabilities to stay abreast of advancements in automotive equipment.
- Continue the implementation of new technology for alternative fuel vehicles as appropriate for county fleet.
- Selectively recycle vehicles among departments to maximize use and to properly meet requirements.
- Review vehicle replacement needs annually based on vehicle policy, department prioritization and available budgetary resources.
- Continue to use new alternative fuels or blends in current equipment to ensure reliable fuel supply and support environmental standards.

Enhance the quality of life by maintaining and improving the stability, appearance and value of residential and commercial properties.

- Identify opportunities for parks, libraries and other community services compatible with residential and commercial development.
- Enhance enforcement powers and improve the code violation process through the Magistrate Court.
- Maintain the Quality of Life Unit and increase resources where appropriate to provide for the proactive administration of codes.
- Provide required legal and technical training needed to effectively execute state and local codes.
- Continue to conduct town hall meetings to promote public awareness of current and future projects.

Protect and enhance the health and well-being of Cobb County residents and protect the natural environment.

- Protect the county's environment through improved water testing.
- Promote partnerships with first-responder agencies, state and federal authorities, and neighboring utilities.
- Utilize the latest technology for water security.
- Conduct regular assessments of system vulnerabilities and routinely update the system emergency response plans.
- Conduct periodic water sampling and testing to meet state and federal water quality initiatives.
- Operate the sewer system according to the Environmental Protection Division of the Georgia Department of Natural Resources Program.
- Continue to support activities for improving the region's air quality in conjunction with the Clean Air Campaign.
- Improve safety on thoroughfare roads by performing safety-related studies and implementing safety improvement projects.

Maintain professional, efficient public safety services that correspond to increases in population.

- Maintain sufficient Public Safety (Police, Fire, E-911, Animal Control and Sheriff) personnel based on projected population growth.
- Increase interaction and presence with citizens in the urbanized communities through foot/bicycle patrols.
- Continually rebalance Police patrol districts/beats to improve response times.
- Maintain a renovation schedule for all public safety facilities and a replacement schedule for all public safety equipment.
- Relocate and/or expand public safety facilities, as required, to serve population growth and centers of activity.
- Maintain sufficient education, information and training initiatives to promote public safety and awareness such as:
 - Cobb County Public Safety Academy
 - Baron's Weather System
 - Community Emergency Response Team (CERT)
 - Cobb County Safety Village
 - National Incident Management System (NIMS)
 - Police Email Notification System (PENS)
 - StormReady
 - Emergency Preparedness Exercises
 - CodeRED Reverse 911 System

Continue to update the Geographic Information System (GIS) to provide location-based information to internal and external users.

- Work with select county departments to develop their departmental GIS plans to address issues related to database development, update cycles, hardware and software needs and application development.
- Maintain and update databases, applications, and hard/software on an ongoing basis.
- Regularly update the digital orthophoto base map deployed on the intranet/internet.

FISCAL CONSERVATISM

Maintain conservative debt management and reserve policies.

- Confine long-term borrowing to capital improvements or projects that cannot be financed from current revenues.
- Retire bonds for capital projects within the useful life of the project.
- Publish an official statement for each bond and note issue.
- Limit general obligation debt to less than 10% of the total assessed value of taxable property. As of the end of FY 09, the outstanding general obligation bonds amounts to \$60,300,000 which is 1.59% of the current debt limit.
- Retire tax anticipation debt annually.
- Maintain reserves equal to 1/10th of the adopted budget for the General Fund.
- Maintain reserves equal to 1/20th of the adopted budget for the Fire Fund.

Focus the operating budget on high quality services while maintaining the lowest taxes in the Metro Atlanta area.

- Adopt annual county budgets that consistently reflect the taxpayers' priorities and this government's dedication to policies of conservative financial management and long-term sustainability.
- Maintain a diversified revenue base by attracting new commercial ventures through the Economic Development Incentives Ordinance.
- Maintain a very competitive tax rate, to include the Floating Homestead Exemption and the \$10,000 homestead exemption, on the General Fund portion of property taxes.
- Apply for, and accept, federal and state funds, when prudent, for current and new public services throughout county government.
- Plan for funding for all anticipated operating expenditures that are the result of new capital projects.

The above goals and objectives were defined as key areas requiring the attention of the Board of Commissioners in both the near and distant future.

With the emphasis on planning, Cobb County has successfully accepted the challenges commensurate with its growth. Cobb's success with managing growth and planning for the future is highlighted by the nation's top three rating agencies by reconfirming the county's Triple-Triple AAA credit rating in March 2010. The Triple-Triple AAA credit rating is the highest grade possible.

With continued success behind Cobb County, it is obvious that leading the way to the future is the Board of Commissioners primary focus during the annual retreat. The product of those planning retreats is another means to aggressively meet the future needs and demands of a growing population.

Cobb County is part of a very select group to achieve the coveted Triple-Triple A credit rating from the nation's top three bond rating agencies. Slightly more than one-half of 1% (20 out of 3,043) of all counties nationwide currently achieves this highly acclaimed status. This Triple-Triple A rating reflects the overall strength of the community and the county's commitment to sound fiscal policies and conservative management.

Summarized below are the more significant sections of the policies which have guided Cobb County to be recognized as a leader both locally and nationally.

BUDGET AND REVENUE ADMINISTRATION

Cobb County operates under an annual balanced budget (budgeted revenues equal budgeted expenditures), which is adopted by resolution and administered in accordance with State law. Although departments within each fund are not required to have balanced budgets, each fund as a whole is balanced.

The legal level of budget control is at the fund/department level as specified by State law. However, county policy requires further controls for the administration of all budgets. A department's budget can be divided into as many as seven separate appropriation units with spending controlled at each unit. Monies can be transferred within and between these appropriation units using the following guidelines adopted by the Board of Commissioners:

- All budget transactions require the approval of the Budget Administrator and must include a statement from the Department Manager or Elected Official justifying the transfer.
- All budget transfers from operating or capital to personal services require approval by the Board of Commissioners.
- All budget transfers from designated contingency to a non-designated item require approval by the Board of Commissioners.
- All budget transfers from undesignated contingency to a non-designated item require approval by the Board of Commissioners.

The two tax supported operating funds are required to maintain a fund reserve of at least 1/10th of the total budgeted appropriation, with the exception of the Fire Fund. The Fire Fund must maintain a fund balance reserve of at least 1/20th of the total budgeted appropriation. This policy demonstrates the county's commitment to maintain a high standard of fiscal responsibility.

In addition to the required reserves, an average ten percent (annually) of all tax-related funds are set aside for capital improvements, unless circumstances in a particular year dictate a greater/lesser amount. The General Fund also has contingency set aside for unforeseen expenditures. This contingency is at least \$1,000,000 annually. Use of contingency funds must be approved by the Board of Commissioners.

The county also has a Water System Transfer Policy that was adopted by the Board of Commissioners on November 9, 1997. The foundation of this policy is based upon criteria set forth in the 1985 and 1996 Water System Refunding Bond Resolution. According to the resolution, the county may transfer funds from the Water System Fund to the General Fund. However, the Water System Fund must meet its daily cash flow requirements, provide for proper system maintenance and infrastructure growth, as well as maintain reasonable and competitive utility fees before any funds are transferred.

Summarized below are the criteria set forth in the 1985 and 1996 bond resolution:

- Funds may not be transferred within the first 60 days of the fiscal year.
- Transfers between funds require approval by the Board of Commissioners.
- Funds must be uncommitted.
- The uncommitted Water Renewal & Extension funds must be greater than 5% of the operating revenue from the previous fiscal year.
- If a Debt Service Surety Bond has been issued by the Municipal Bond Insurance Association (MBIA), the uncommitted Water Renewal & Extension balance must be greater than \$3 million.
- Transfers cannot exceed 10% of the prior year's gross revenue.

The County has adopted a maximum transfer limit of 10% of the prior fiscal year gross revenue.

To ensure the financial integrity of the Water System Enterprise operation, the county adopted a transfer policy designed to keep the Water System's operational structure strong and minimize the General Fund's dependence on Water System funds.

PURCHASING

The Board of Commissioners amended the Cobb County Policy on Contract Management on September 23, 2008. The policy establishes the bidding limits and the methods by which county contracts for services (non-professional), maintenance, public works/construction, commodity purchases, emergency and sole source procurements, revenue-generating contracts and lease contracts are originated, approved, signed, and managed. This policy applies to all county departments and elected officials' offices.

The primary September 23, 2008 amendments to the original policy are as follows:

- Revise limit from \$1,000 to \$1,999 for purchases made by departments without competitive bidding.
- Revise range from \$1,000 to \$4,999 for verbal quotes to \$2,000 to \$9,999 for verbal quotes with a minimum of three quotes for each.
- Revise written quotes range from \$5,000 to Formal Sealed Bid Limit to \$10,000 to Formal Sealed Bid Limit.

The Purchasing Department ensures the purchase of quality equipment, goods and services through a fair and competitive approach. This approach is defined by state law as well as county adopted policies. While some procurements are allowed to be accomplished by other departments and agencies, the Purchasing Department in conjunction with the Finance Department, assures all purchases are procured in an acceptable, legal manner. Purchasing procures goods and services at the lowest possible price which is accomplished in two ways: competitive quotes and sealed bids. Purchases costing more than \$2,000, but less than \$50,000, are accomplished through securing and documenting competitive quotes. Purchases beginning at \$50,000 and above are advertised with sealed bids delivered to the Purchasing Department, at a designated time, and opened in a posted public meeting.

The County Code was amended by the State Legislature in 2009 to increase the formal sealed bid limit from \$30,000 to \$50,000 as approved by the Board of Commissioners through Agenda on September 23, 2008.

In addition to following the requirements of state purchasing laws, the county periodically adopts or updates its own policies. Two of the most important are the Policy for Procurement of Professional Services and the Policy on Contract

Management. Such policies apply to all county departments as well as to the elected officials' offices.

The current policy allows the Purchasing staff to focus on larger dollar transactions with the greatest savings potential through competitive bidding, using cooperative purchase agreements that have already been through the competitive bidding and proposal process, and provide a more timely purchase of minor goods and services costing less than \$2,000 needed by departments and elected offices.

The Purchasing Department's responsibilities are to prepare and keep a current list of approved vendors, establish standards and verify specifications for the requested goods and services.

The Policy on Contract Management is summarized by the table below. The table provides a concise guideline to all county staff on how to properly procure goods and services as follows:

Purchase	Quotes Required	Approval Required
Goods less than \$2,000	Direct placement of order at the discretion of the Department Manager.	Department Manager
Services less than \$2,000	Direct placement of order at the discretion of the Department Manager.	Department Manager
\$2,000 to \$9,999.99	Minimum of three (3) verbal quotes.	County Manager*
\$10,000 to \$49,999.99	Minimum of three (3) written quotes.	County Manager*
Public Works/ Construction \$49,999.99 or less	Minimum of three (3) written quotes.	Board of Commissioners*
\$50,000 to \$100,000	Sealed bids - minimum of two (2) weeks advertisement.	Board of Commissioners*
Public Works/Construction \$100,000 or more	Sealed bids - minimum of four (4) weeks advertisement.	Board of Commissioners*
Lease of property	N/A	Reviewed per County Lease Review Policy*
Lease of equipment	Sealed bids - minimum of two (2) weeks advertisement.	Reviewed per County Lease Review Policy*

* Applicable if expenditure is not budgeted and approved by the BOC as a line item in the department's budget.

TREASURY AND DEBT MANAGEMENT

Investments are made in accordance with sound business principles and applicable laws to ensure that prudent investment decisions are made to protect public funds, minimize market and security risks, and maximize utilization of funds with respect to liquidity and yield. When issuing debt, the county abides by all State laws and requirements and follows sound budgetary and fiscal policies to sustain its strong financial position and favorable credit rating.

Excess idle funds are invested in accordance with the laws of the State of Georgia and the county's own Investment and Portfolio Policies and Procedures approved by the Board of Commissioners. Management and implementation of these policies are

delegated to the Finance Director/Comptroller who, in turn, establishes the internal procedures for the investment program. No person may engage in an investment transaction except as provided under the terms of the county's Investment and Portfolio Policies and Procedures. The securities purchased by the county are safe kept by a third-party custodian. Cash balances are maintained in interest-bearing accounts that are collateralized in accordance with the laws of the State of Georgia.

Due to the county's policy of billing property taxes at the end of its fiscal year, General Fund and Fire District revenue cash flows do not coincide with expenditure requirements throughout the year necessitating the issuance of Tax Anticipation Notes ("TANs") in the middle of the fiscal year. State law mandates that TANs be paid off by December 31st of the calendar year in which they are borrowed. Accordingly, the county sets aside an appropriate amount of the property tax proceeds for the purpose of retiring the TANs by December 31st. Because of their relatively short duration and the fact that they are fully backed by the county's pledge of the required tax proceeds for their payment, TANs are a low-cost method of borrowing. The county's TANs are reviewed and rated by three major credit rating agencies, Standard & Poor's Rating Services, Moody's Investors Service and Fitch Ratings, prior to their issuance and consistently receive the highest available ratings.

Capital projects of a long-term nature for which sufficient money is not available in renewal or special purpose funds require the issuance of long-term debt. These bonds undergo an extensive review by the three rating agencies prior to their issuance and periodically thereafter. Currently, all of the county's outstanding general obligation and revenue bonds have been assigned the rating of AAA by all three rating agencies. The county has maintained this Triple-Triple A rating since 1997.

Factors cited by the agencies as contributing to the high ratings include: the county's low property tax rate; low debt levels; strong financial management; its fund balance reserve policy; the diverse economy in the county and Atlanta metro area; the use of current resources for capital needs when available; and the practice of biennial budgeting.

The county adheres to the following guidelines to manage the payback of its debt:

- Long-term borrowing will be confined to capital improvements or projects that cannot be financed from current revenues.
- Payback period on bonds for capital projects will not exceed the expected useful life of the project.
- Average maturity for General Obligation Bonds will be kept at, or below, twenty years.
- Current revenues, whenever possible, will be used to make a down payment of at least ten percent of a project's total cost for all debt-financed projects.
- General obligation debt will not exceed ten percent of total annual locally-generated operating revenue.
- General obligation debt will not exceed ten percent of the assessed value of taxable property.
- Special assessment revenue or other self-supporting bonds will be used instead of general obligation bonds.
- Long-term debt will not be used for current operations.
- Tax anticipation debt will be retired annually.
- Good communication will be maintained with each bond rating agency regarding the county's financial condition, to include the policy of full disclosure on every financial report and bond prospectus.

ACCOUNTING AND GRANTS ADMINISTRATION

Cobb County's financial statements are prepared in conformity with generally accepted accounting principles (GAAP), as applied to government units. The Governmental Accounting Standards Board (GASB) is the accepted standard-setting body for establishing governmental accounting and financial reporting principles. Adhering to Georgia Code, Cobb County's books of account, financial records and transactions of all administrative departments are audited annually by independent certified public accountants.

A Comprehensive Annual Financial Report (CAFR) is prepared each year to present the county's financial position and results of the last fiscal year's operations, as measured by the financial activity of its various funds. All disclosures necessary to enable interested citizens to gain a reasonable understanding of the county's financial affairs are included.

Cobb County's accounting system employs the Fund as the basic accounting entity. Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions or activities. All governmental funds are accounted for using a current financial resource measurement focus. The modified accrual basis of accounting is used by all governmental fund types. Proprietary and fiduciary funds are accounted for on a flow of economic resources measurement focus. The accrual basis of accounting is utilized by these two fund types.

The county's internal accounting controls are designed to provide reasonable assurance, related to the safeguarding of assets against loss from unauthorized use or disposition, and the reliability of financial records for preparing statements and maintaining accountability for assets. This concept of reasonable assurance is based on recognizing the cost of control should not exceed the benefits likely to be derived, and the evaluation of those costs and benefits will require estimates and judgments be made by management.

The Board of Commissioners is responsible to the citizens of Cobb County for the faithful stewardship of public money. It is the Board's duty to ensure public money is expended prudently and to fully document all expenditures. Not all public monies are expended directly by agencies of county government. A large number of non-profit and intergovernmental organizations request financial assistance from the Board of Commissioners. When these organizations (grantees) receive county-funded grants, they become expenders of public money. It is also the Board of Commissioners' responsibility to ensure judicious management of public funds awarded to grant recipients. Therefore, the Board of Commissioners may require a detailed accounting of all expenditures from recipients.

The acceptance of public money constitutes an agreement with the recipient to faithfully account for all monies received from the county. Grant recipients agree to maintain accurate records of the receipt and disposition of all county funds, and to make these records available for inspection and audit.

RISK MANAGEMENT

The mission of the Risk Management Division is to defend any actions which may be brought against the Board of Commissioners, Elected Officials and/or their employees, pursuant to the provision of the Official Code of Georgia Annotated (O.C.G.A.) 45-9-21, and to administer the casualty and liability claims generated by Cobb County Government. Internal policies and procedures are in place to accomplish the following objectives of the Risk Management and Safety Program:

- Protect the county against the financial consequences of accidental losses which are catastrophic in nature, and preserve county assets and public service capabilities from destruction or depletion.
- Minimize the total long-term cost to the county of all activities related to the identification, prevention and control of accidental losses and their consequences, and for personal health and hospitalization costs related to claims.
- Establish, to the fullest extent, a safe work and service environment in which employees and members of the general public can enjoy safety and security in the course of their daily pursuits.

To meet the above objectives, the county established a self-funded risk management program for casualty, liability and medical claims in 1985. The claims and administrative costs associated with these programs are paid into the Claims Funds by other operating funds. Excess coverage policies are maintained for workers' compensation and medical claims to protect the county if claims exceed established per occurrence limits.

Cobb County also has in place numerous programs to provide employees with the information and skills needed to accomplish the objectives of this policy. A Cobb County Employee Safety Handbook has been approved by the Board of Commissioners, which is distributed to each employee. This handbook serves as a general guideline for employee safety and responsibility. The safety handbook also includes a Cobb County Vehicle and Equipment Policy that details the criteria to be followed for the purchase, maintenance, use and administrative oversight of vehicles and equipment controlled by the Board of Commissioners.

The policies and procedures outlined above are included in detail in the Cobb County Employee' Safety Handbook, as revised and approved by the Cobb County Board of Commissioners in January 2007.

As a foundation of the FY 11/12 budget preparation process, the Chairman and County Manager outlined key goals for the next two fiscal years. These goals reflect the short-term financial and operational policies that guided the development of the biennial budget. All goals were met with the adoption of the FY 11/12 Biennial Budget. Following are highlights of these key goals:

Decrease county spending to match decreased revenues. As Georgia law mandates balanced budgets for the state and local governments, county leadership was required to take actions to significantly reduce county spending in FY 09/10 and further reduce expenditure budgets in FY 11/12 without increased property tax millage rates.

Restrain budgetary growth of departments. Most departments had modest decreases in the FY 11/12 budget. The decreases were deemed essential to keep the overall budget balanced and maintain current service levels in the priority services for a Cobb population growing at an estimated annual rate of 1.5%.

Provide quality essential services to accommodate county growth and demand for services. The FY 11/12 Biennial Budget has reduced funding for full-time positions, compared to prior years, in various county departments. These reductions in funding for vacant positions were accomplished through a combination of early retirements, hiring freezes, and normal attrition. Public Safety is a priority service that is least impacted by cuts in vacant positions. The Safety Village Coordinator position was shifted from the Fire District Fund to the General Fund. The position oversees the Safety Village which provides a one-stop location for children to learn bus safety, railroad safety, accident reduction and other safety measures using a miniature village environment.

Stabilize county personnel expenditures, while avoiding lay-offs and staff furloughs. The FY 11/12 budget, as in FY 09/10, does not include funding for any performance-based merit or cost-of-living increases for employees. The personnel budget continues to absorb the increased cost of health and dental benefits. This was primarily accomplished by not filling vacant positions. Many divisions, departments, and elected officials are operating at reduced staffing levels compared to prior years.

Maintain Competitive Tax Rates. Maintaining competitive tax rates is one of the primary goals of the Board of Commissioners and is reflected in the FY 11/12 Biennial Budget. The Board of Commissioners held the 2010 tax rate at 9.60, which is the same millage rate adopted in 2009.

The Board of Commissioners also maintains support of the county's floating homestead exemption law enacted in January 2001. The intent of Cobb's floating homestead exemption is to keep residential property taxes for the General Fund from increasing solely as a result of property reassessment. If a homeowner's property value increases or decreases as a result of a reassessment, then the homeowner's homestead exemption, for the General Fund tax levy, increases or decreases by the same amount; thus the exemption offsets the property value change. The law does not affect commercial property revaluations, taxes for schools, debt service or fire protection.

Since the enactment of this law, Cobb County homesteaded property owners have benefitted from the floating homestead exemption. In 2010, countywide this exemption amounts to over \$2.1 billion in property value. As a result, county taxpayers saved approximately \$14.4 million in 2010 and a cumulative savings of \$163.9 million since the law was enacted in 2001.

Cobb County's property tax millage rate is the lowest in the Metro Atlanta area, which reflects the Board of Commissioners' commitment to provide the best services for the lowest possible costs.

The FY 10 growth rate for the net taxable digest for General, Fire and Debt Service Funds combined averaged a decrease of 7.3%. As a result of the local and national housing forecast, the net taxable digest growth rate for FY 11 is budgeted at a 1.22% average for all funds combined.

Provide grants funding. Each year, as part of the budget process, many non-county governmental and non-profit service agencies submit requests for funding. The non-profit grant request process is a competitive process in which agencies define the funding needs and benefits of their programs to the community. Some of the agencies receiving funds in FY 11/12 include:

- Atlanta Legal Aid
- Big Brothers, Big Sisters
- Boys & Girls Club
- Center for Children & Young Adults
- Center for Family Resources
- Cobb Community Collaborative
- Habitat of Humanity
- Good Samaritan of Cobb
- MUST Ministries
- Prevent Child Abuse, Georgia
- Safe Path Child Advocacy Center
- The Extension
- Tommy Nobis Center
- Traveler's Aid
- WellStar Foundation
- YWCA of Northwest Georgia

Continue funding for the capital replacement schedule (CRS). The County Manager, with support from the Chairman, focused attention on the renovation and maintenance of county facilities and the replacement of equipment and technology. The FY 11/12 countywide capital replacement budget is funded at \$9.4 million. To remain efficient and responsive to the public, over \$9 million is budgeted for technology. Included in the \$9 million is funding for PC replacements, Community Development business application system, Judicial case management system, Police and Sheriff Records Management System (RMS), weather warning sirens, Voice Over IP system, replacements in the 800 MHz Radio System, and to continue expanding the county's Geographic Information System (GIS) database.

Continue infrastructure funding through the Capital Improvement Program (CIP). The Water System projects are the largest component of the Capital Improvement Program in the FY 11/12 budget. The ongoing water/sewer projects account for over 84% of the total capital budgets. These projects address the future needs of the county and protect water quality. These projects include meter installations, construction management services, sewer mains, stormwater control, water mains, water reclamation facility (treatment plant) expansions and regional sewer upgrades.

Provide operating funds necessitated by capital improvements, personnel improvements and prior year commitments. The FY 11/12 budget includes additional funding associated with the full year impact of several new programs and facilities, such as the Sheriff's Pre-Trial Adult Detention (Jail) Expansion and the Public Safety - Safety Village.

The budget also includes funding for the county's portion of the Performing Arts

Centre contribution budgeted at approximately \$3.4 million for each year. The Hotel/Motel Tax revenues will be used to fund the county's annual portion of Performing Arts Centre contribution.

Planning for smart growth. With a surge in residential and commercial development throughout the 1980's and 1990's, the Board of Commissioners enacted several land use policy changes in 1994 in an effort to effectively manage development while preserving environmentally sensitive areas. Ultimately, the Board of Commissioners reduced the residential land use density ranges and established land use categories.

Cobb County has been active in encouraging the economic revitalization of its major thoroughfare corridors. The revitalization efforts include the redevelopment of older properties through the adoption of corridor studies, master plans, and small area analyses. Recent examples of these types of studies include the Canton Road Corridor Study, the River Line Master Plan, the Powers Ferry Corridor Study, and the Veterans Memorial Highway LCI study. These corridor studies contain strategies specific to encouraging new investment in these older commercial corridors so to maintain the nodal concept of development, discourage commercial expansion into established residential areas, and reduce the impacts of sprawl by creating a more economic and efficient land use pattern/transportation system.

In 2009 and 2010, the Community Development Agency, Department of Transportation, and the Office of Economic Development completed the River Line Master Plan and Hallowell Parkway/Veterans Memorial Highway study,. These studies were funded in part by the Atlanta Regional Commission's Livable Centers Initiative (LCI) program, the study focused on balancing economic growth and redevelopment along the corridor with improvements in transportation infrastructure. Emphasis is placed on making these areas more livable by facilitating efficient vehicular circulation, congestion relief, and pedestrian/transit mobility. Study objectives included encouraging redevelopment of underutilized industrial lands close to the Chattahoochee River into vibrant mixed-use centers, creating a sense of place and identity, enhancing mobility and transportation options within the corridor for all ages and income levels, and reducing automobile dependency and improving air quality. It is also important to note that the transportation elements of the studies were developed in coordination with the City of Atlanta so there would be a single, regional, effort at addressing transportation mobility.

Also in 2010, the Community Development Agency, Department of Transportation, and Office of Economic Development completed the Powers Ferry Corridor Study. This study was developed with substantial public involvement to assist with creating a redevelopment vision and action plan that will allow for public and private investments in the area to leverage one another in a manner to bring about community transformation. This is down by creating additional transportation connections to create a better street network, improving bicycle and pedestrian mobility, incorporating transit accessibility, and laying the regulatory and policy foundation to support the redevelopment of apartment communities into mixed-use/mixed-income communities that will serve as a long-term improvement in this area of the county.

With the senior population in Cobb County projected to double in the next 20 years, Cobb Senior Services, the Community Development Agency, and Department of Transportation remains flexible to these changes in demographics, trends and funding. The county intends to continue to advocate for the older adult population regarding housing, transportation, and needed social services. One of the ways that we have been active in planning for a older population is through the Lifelong Mableton Initiative, This is a joint effort by the Atlanta Regional Commission, community stakeholders, service providers, and various Cobb County Departments in bridging divides and thinking about the overall health, wellness, and well-being for

older adults in Cobb County.

During the last four years, the county has acquired green space as a result of the Parks Bond referendum approved by the voters in 2006. As of the end of FY 2010, 395.6 acres of parks land have been purchased using \$41.6 million from the available \$40 million dollar bond issue plus the \$1.6 million of interest earnings and bond premium.

To bring more money and jobs to languishing developed areas of the county, the Board of Commissioners has established three enterprise zones within the county. Enterprise zones offer tax breaks and additional economic incentives for businesses in these areas. Enterprise zones generate millions in land investment, building, and construction.

In addition to the enterprise zones, the Historic Mableton Preservation and Improvement Plan and the Six Flags Corridor Study are examples of Cobb County's initiatives that embrace the "smart growth" concept. Mableton is one of Cobb's oldest unincorporated areas. Between 1912 and 1916 the town of Mableton was an incorporated city. Similar to what has occurred in some of Georgia's established and mature communities, Mableton's infrastructure has deteriorated and long-standing businesses have relocated, leaving behind a community that falls short of its potential.

The Six Flags Drive corridor is an area that is in a prime location for quality development opportunities due to its proximity to numerous regional assets, such as the Six Flags Over Georgia amusement park and the Chattahoochee River. Accessibility is an important factor to the growth and vitality of this area due to the presence of Interstate 20 with direct access to downtown Atlanta and its proximity to Interstate 285. The area does not currently have a strong commercial presence, with the nearest major retail destinations being the Arbor Place mall in Douglas County and the Greenbriar Mall in Southwest Atlanta.

With careful planning and guidance, both Mableton and the Six Flags areas can be transformed into a desirable, transit-oriented, pedestrian-friendly, mixed-use communities. Recognizing this opportunity in Mableton, the Georgia Department of Community Affairs (DCA) has provided Cobb County with a special grant to begin the revitalization of Historic Mableton. Its proximity to a proposed commuter rail line and the existing street network, make Mableton a prime location to implement the principles of smart growth. Additionally, the County has engaged the services of consultant to assist with the formulation of redevelopment concepts for the Six Flags Drive area encourage a diversity of mixed-income residential neighborhoods, employment, shopping and recreation choices at the activity center, town center, and corridor level.

The FY 11/12 Biennial Budget was prepared in anticipation of continued economic sluggishness and a protracted period of flat revenues. Indeed, the long-term goal for balanced and quality economic development is furthered by the consistent accomplishment of the short-term budgetary goals outlined in the preceding paragraphs. Attention to constrained county spending, high quality public safety services, motivated quality county staff, very competitive tax rates, nurturing family-oriented community support organizations and the maintenance and improvement of the capital infrastructure are a few key examples of the forward-thinking nature of Cobb County's leadership.

INTRODUCTION

The FY 11/12 Cobb County Biennial Budget, created to support short and long-range planning, focuses on the use of financial resources over the next two fiscal years. Annually, Cobb County receives and accounts for more than \$870 million from a variety of sources. Cobb County is committed to providing low cost, high quality products and services to its residents, businesses, employees and visitors. Cobb County is bound by a basic obligation to prudently oversee the collection and disbursement of all public funds. At the direction of the Chairman and County Manager, the county's policies and procedures are strictly enforced to ensure that all financial and management decisions result in actions that reflect the best interests of Cobb County.

THE PROCESS

This Biennial Budget process varied much from prior biennial cycles for several reasons. The national economic recession and, most significantly, the severe decline in real estate valuations led county management to modify the process with respect to deadlines and the overall sequence of the planning. It became clear in early 2009, that the County's Tax Digest for subsequent fiscal years would be significantly decreased for the first time in over 30 years. These forecasted decreases would be large enough to lead management to consider potential cut-backs in service levels in most departments. Because of this, the FY 09 budget was significantly reduced post-adoption; and the FY 10 Adopted Budget reflected these cuts and more. Subsequent to the FY 10 Adoption, the budget was further reduced by several measures, including an early retirement incentive program, called the Immediate Retirement Incentive (IRI). Because of these actions and the projected decrease in FY 11/12 revenues, the budget process was amended to fit management's need to restrict, constrain or contract budgets.

The other major factors necessitating an adjusted budget process was the mid-term resignation of the Chairman of the Board of Commissioners, and the subsequent mid-term resignation of one of the four remaining Commissioners. The Chairman resigned at the end of March 2010 to run as a candidate for a state-wide elected office. The Commissioner resigned later to run as a candidate for the vacant Chairman's seat. One of the remaining Commissioners was appointed as Vice-Chair to serve until the election of the new Chairman. In early 2010, there was uncertainty as to when the position of the Chairman would be filled. If the candidate was opposed only in the July 20th Party Primary Election, then the winner could take office in late July (assuming no runoff election), during the very late stages of the FY 11/12 budget consolidation. If an August 10th Run-off Election was needed, then the winner would not take office until mid-August. If there were candidates from both parties, then the winner would not be determined until the November 2nd General Election. The winner would take office in January, during the fourth month of the FY 2011, which was obviously after the budget adoption. Meanwhile the vacant Commissioner seat was filled by a temporary appointment, until such time as that seat could be filled by a candidate winning either the July Primary, the August Run-off, or the November General Election. Needless to say, the County Manager and the Finance Department would have to be very flexible as to the schedule and process for the budget.

The Finance Department's Budget Office played a significant role in the FY 11/12 Biennial Budget process. As is the normal process, the Budget Division of the Finance Department served as liaison and facilitator for the Chairman and County Manager, working with all Elected Officials and county departments. The FY 11/12 process incorporated new procedures that encouraged departments to work closely with Budget at the outset to establish fiscally sound budget requests. The Finance Director assisted the County Manager in conducted several informational sessions to educate and guide department managers concerning the FY 2011/2012 Biennial

process. The most significant session was the annual County retreat in February 3-5, 2010. The major efforts of the Budget Office and the departments began in early January 2010 and concluded in late-September 2010.

The budget process is organized into these four segments:

- (1) Management Plan**
- (2) Financial Plan**
- (3) Capital Plan**
- (4) Consolidation**

THE BUDGET SEGMENTS

Management Plan

Each department is required to prepare and submit a Management Plan. In a normal budget cycle, once their Management Plan has been submitted, the Budget division distributes the Financial and Capital Plans. The Financial and Capital Plans are not distributed to departments until their Management Plans are received. However, for the FY 11/12 Biennial process these Management Plans would be submitted after the Financial and Capital Plans. Management Plans were due to the Budget Office on May 24, 2010. Depending on the outcome of the budget compilation, it may be necessary to amend specific departments' management plans prior to publication to account for changes in mission, goals, performance measures, etc.

The Management Plan provides both narrative and performance statistic information, which lends support to the department's operations. This is helpful when considering staffing and funding levels. Additionally, this information provides an overview of how taxpayer dollars are being spent. The Management Plan includes the following components: mission statement, department description, goals and objectives, key performance objective, key performance measure and performance measures. Management Plans are reviewed and edited by the Budget Office for incorporation into both the Proposed and Biennial Budget Book.

In an effort to assist departments with the development of an effective and useful Management Plan, the Budget Office distributed a comprehensive instruction booklet that included a budget calendar, key points to remember and specific related examples. In addition to the booklet, departments requiring additional assistance with their management plans could schedule individual work sessions with their analyst in the Budget Office.

Financial Plan

The Financial Plan outlines the funding levels required to carry out planned activities during the upcoming fiscal years. State law mandates a balanced Financial Plan, which means budgeted expenditures must equal budgeted revenues. Although departments within funds are not required to have balanced budgets, each fund as a whole must be balanced.

Cobb County employs the traditional 'Line-Item' (objects of expenditure and sources of revenue) method of budgeting at departmental level. Some departments' budget activities or programs, however, each activity or program eventually accounts for its financial resources within the framework of their departmental line-item budget. Although the county tracks activity and program performance, it is not directly tied to budgeted dollars in the budget system.

Funding required to support current levels of service were analyzed, discussed and then mutually agreed upon by key staff of each department and Budget. Any line item lacking this agreement between Budget and the department would be flagged as an

outstanding issue needing Chairman or County Manager consideration. The Financial Plans were then submitted by the departments. The Budget Office reviewed the Financial Plans with the County Manager. Departmental budget requests above and beyond continuation levels required further discussion with the County Manager to include his approval for consideration.

On April 23, 2010 departmental continuation budgets (Financial Plan) and justification/explanation forms were due to Budget. All Financial Plan information, draft Management Plans, five-year history of spending patterns, and County Directives were used to formulate the Budget recommendations for FY 11/12 budgets.

Normally, departments and elected officials with personnel and capital improvement requests would be directed to submit concise justification and cost estimates for each improvement by the same deadline as the Financial Plan. Normally, these requests would be reviewed by the County Manager for possible inclusion in the proposed operating budgets. However, because of the current economic situation, the Chairman and County Manager directed that requests for improvements would not be submitted or considered for the FY 11/12 biennial until further direction.

By mid-May 2010 the Budget Office formed initial recommendations. By June 2010, the Budget Office reviewed the requests and finalized funding recommendations. During June and July 2010, the County Manager met with Budget to review the budget recommendations and outstanding issues. The Budget Office obtained concurrence on the recommended figures and received further guidance on outstanding issues. Also, selected departments were given the opportunity to meet with the County Manager to discuss outstanding issues. At the direction of the County Manager, approved outstanding items were incorporated, and disapproved items were deleted from the Budget Office recommendations. The County Manager reviewed the changes in departments' discretionary budgets.

Grant funding is a component of the Financial Plan. The county's Grant Application Process determines the level of General Fund support provided to nonprofit organizations. Grant application forms and instructions were distributed to various nonprofit organizations in February 2010. Completed applications were due April 29, 2010. These applications were reviewed by the Cobb Community Collaborative, a local alliance of nonprofit agencies. This organization then made funding recommendations. For the FY 11/12 biennial, the Collaborative was given a maximum budget to work with. The Chairman reviewed the Collaborative recommendations. Recommendations were finalized in August 2010 and were incorporated in the proposed FY 11/12 Operating Budget.

Capital Plan

The Capital Plan consists of two parallel components, the Capital Replacement Schedule (CRS) and the Capital Improvement Program (CIP), which eventually integrate into the Operating and Capital Budgets. The departmental Capital Plans were due to Budget two weeks after the Management Plans, on May 7, 2010.

The CRS is a management tool used to anticipate and plan for the county's comprehensive capital replacement needs over a 20-year horizon. The CRS focuses on replacement of existing facilities and equipment costing more than \$25,000. This component of the Capital Plan allows the county to pro-actively plan for long-range infrastructure projects to avoid straining current or future financial resources.

On May 7, 2010 CRS forms were due to Budget, along with justifications and explanations. These documents were reviewed and consolidated during May-June for

presentation to the Chairman and County Manager for further guidance and approval. Budget examined these projects and/or items for accuracy, potential cost allocation between funds and actual need. Requesting departments met with the County Manager in July to explain and justify the projects requested. By September 2010 the countywide proposed CRS was finalized.

The other component of the Capital Plan is the CIP. The CIP is used to identify needs for new capital items or projects costing more than \$25,000. Departments with potential capital improvement requests were instructed to submit concise justifications and accurate cost estimates for each of their improvements. The capital improvement proposals were due to Budget on May 7, 2010, along with the corresponding justification.

The review process for CIP items was similar to that of the CRS. During May and June 2010, Budget examined these projects or items for accuracy, potential cost allocation between funds and actual need. Requesting departments met with the County Manager in July to explain and justify the projects requested. By August 6, 2010 the countywide proposed CIP was finalized with a few exceptions.

The County Manager and Budget met in late July 2010 to review the CRS and CIP proposals. At the direction of the Chairman and County Manager, Budget incorporated designated CRS and CIP proposals into the draft FY 11/12 Capital Budget for further consideration.

With the draft Capital Plan decided, the capital recommendations were integrated into the FY 11/12 Proposed Budget. Even earlier, by June 2010, the County Manager had a preliminary overview of the FY 11/12 Proposed Operating and Capital Budgets. A draft of the proposed FY 11/12 Biennial Budget was presented to the County Manager for review in early July 2010, and presented to the new Chairman in late July 2010.

CONSOLIDATION

After the first three budget segments were complete, Budget compiled the information and completed the FY 11/12 Biennial Budget Book. This document included all elements contained in the Management, Financial and Capital Plans used to formulate the Operating and Capital Budgets.

On August 20, 2010 the final FY 11/12 Proposed Budget was presented to the Chairman and County Manager. On August 24, 2010 the Chairman presented the FY 11/12 Proposed Budget to the Board of Commissioners (BOC) for review.

The Operating and Capital Budgets were advertised in the Marietta Daily Journal on August 27, 2010. A public hearing was held on September 14, 2010. At this hearing, citizens were invited to comment on the FY 11/12 Proposed Budget. Consistent with Georgia law, the FY 11 Operating and Capital Budgets were adopted, and the FY 12 Proposed Budget was approved at the BOC's regularly scheduled board meeting on September 28, 2010.

Although a Biennial Budget is prepared, Georgia law only allows adoption of the fiscal year budgets one year at a time. Therefore, the FY 12 Proposed Budget will be presented to the Board of Commissioners in August 2011, and then adopted the following month.

On a subsequent page is a planning calendar which provides a snapshot of the budget plan and process utilized for the compilation of the FY 11/12 Biennial Budget.

BUDGET AMENDMENTS AFTER ADOPTION

The budget is a plan for future operations. Sometimes it is necessary to modify the adopted budget. Georgia law regulates how and under what circumstances budgets may be amended. There are two general types of amendments: budget transfers and appropriation changes.

Budget transfers are primarily transfers from one or more line-item account(s) to another within a department’s budget, and this does not change the “bottom line” total for the department. However, appropriation changes do change the “bottom line” and therefore require the Board of Commissioners’ approval. The following are examples of how the adopted budget may be amended:

Transfers. All transfers require the approval of the Assistant Comptroller or Budget Administrator and must include a justification statement from the Department Manager or Elected Official.

Transfers Allowed without Board Approval	
From: Part-time/Overtime Salary	To: Operating or Capital
From: Operating	To: Operating or Capital
From: Capital	To: Operating or Capital
From: Designated Contingency	To: Designated Item

All transfers to/from capital are reviewed by the Chairman and/or County Manager.

Transfers Requiring Board Approval	
From: Operating or Capital	To: Personal Services (PS)
From: Designated Contingency	To: Non-Designated Item
From: Undesignated Contingency	To: PS, Operating or Capital

Appropriations. An appropriation is an authorization made by the Board of Commissioners which permits the county to collect revenue, incur obligations and make expenditures. All revenue or expenditure appropriation increases or decreases to the adopted budget, for a department or fund, must be approved by the Board of Commissioners. The list below represents several examples:

- The appropriation of additional revenue, such as retained earnings or fund balance, to support operating expenses or fund a major capital project.
- The appropriation of revenue and expenditures for a new facility, program or department.
- The reappropriation of funding, or transfers, from one fund to another.
- The appropriation of funding for additional employees, both full-time and part-time.

<i>Planning Calendar</i>	<i>October</i>	<i>November</i>	<i>December</i>	<i>January</i>	<i>February</i>	<i>March</i>	<i>April</i>	<i>May</i>	<i>June</i>	<i>July</i>	<i>August</i>	<i>September</i>
<i>Assess and Request</i>												
Prepare budget plans & guidance and explain process to departments		➔										
Departments prepare and submit Management Plans			➔									
Non-profit agencies prepare grant applications (Financial Plan)				➔								
Departments prepare and submit operating budget requests (Financial Plan)						➔						
Departments prepare & submit the CRS/DIP requests (Capital Plan)						➔						
<i>Review and Recommend</i>												
Budget reviews Management Plan submissions and completes input						➔						
Cobb Collaborative reviews grant applications							➔					
Budget reviews Capital Plans (CIP & CRS)							➔					
Operating Budget (Financial Plan) analysis and management review								➔				
Capital Plan management review & draft Capital Plan recommended									➔			
<i>Finalize and Adopt</i>												
Funding for Grants finalized										➔		
Operating and Capital Budget drafts reviewed and finalized											➔	
Public Hearings & BOC approval of current year Property Tax Millage											➔	
Chairman proposes Operating and Capital Budgets to BOC												➔
Public Hearing for Operating and Capital Budgets by the BOC												➔
Adoption of the Operating and Capital Budgets by the BOC												✓