



**ZERO BASED  
BUDGET REPORTS  
FISCAL YEAR 2014**

**GOVERNOR NATHAN DEAL  
STATE OF GEORGIA**

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# Zero-Based Budget Analysis

## Introduction

The Governor's Office of Planning and Budget (OPB) is responsible for managing and developing the state budget. OPB utilized a zero-based budgeting (ZBB) approach to analyze selected programs during the AFY 2013 and FY 2014 budget process. The purpose of the zero-based budget analysis is to assess individual programs against their statutory responsibilities, purpose, cost to provide services, and outcomes achieved in order to determine the efficiency and effectiveness of the program and its activities.

OPB conducted a zero-based budget analysis of 10 percent of all budgetary programs during the fall of 2012. The ZBB review process included a detailed analysis of the cost and sources of funding for program activities, an examination of two years of expenditure trend data, as well as a review of the program's performance through measures capturing the effectiveness, efficiency, and workload of program activities. This analysis was used to develop recommendations for the AFY 2013 and FY 2014 Governor's Budget Report.

During the fall of 2012 OPB, the House Budget Office and the Senate Budget and Evaluation Office reviewed the performance measures for each of the ZBB programs. The coordinated review helped develop a common understanding of the program's purpose and ensure that the measures reported satisfy the expectations of all three budget offices.

The ZBB review process formalizes the work inherent in OPB's budget analysis and provides a systematic review and reporting of the activities, performance and expenditures of the programs in the state budget.

The reports in this document are a summary of the information gathered and analyzed by OPB as part of our ZBB reviews. The document includes four sections for each program reviewed:

1. **Results of Analysis:** This section summarizes OPB's analysis and provides recommendations for future review or changes to the program budget and operations.
2. **Program Purpose and Key Activities:** This section lists the agency and program purpose. A list of the program's key activities is provided with its authority, number of positions, and state and total funds budgeted. In addition, this section lists alternative approaches to delivering program activities assuming a 3% and a 10% state funds budget reduction as submitted by the agency.
3. **Performance Measures:** This section lists the goals of the program and a set of measures for the program.
4. **Financials:** This section provides a summary of the program expenditures and budget. The section lists two years of expenditures, the current fiscal year budget, and the Governor's recommended changes for the FY 2014 budget. Recommended changes exclude statewide adjustments for retirement contributions and technology costs.

**FY 2014 Zero-Based Budget Analysis  
Department of Administrative Services  
ZBB Program: Office of Fleet Management**

**FY 2014 Zero-Based Budget Report**  
**Department of Administrative Services**  
**ZBB Program: Office of Fleet Management**

**Purpose of Review**

The purpose of the review is to examine the effectiveness and efficiency of key activities performed within the Office of Fleet Management (OFM) and to ensure that all activities are aligned with the Governor's strategic goals under the Responsible and Efficient Government category.

**Results of Analysis**

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: The number of positions was 6 for FY 2012 and remains at 6 for FY 2013.
3. Fleet Management: The program does not have any fleet vehicles.
4. Measures: The Office of Fleet Management currently does not have historical or current data to measure savings to agencies by using the ARI Vehicle Maintenance Contract.  
**Recommendation**: OFM should implement a process to begin measuring this data.
5. Budget Impact: Maintain the current funding level for FY 2014.

Program Operations:

6. Currently, only 36% of fleet vehicles are enrolled in the Automotive Resources International (ARI) Motor Vehicle Contract Maintenance Program. Participation in the program is voluntary. According to OFM, vehicles that participate in the ARI program had lower repair costs ranging from \$75 - \$520 compared to vehicles that did not participate in the program.  
**Recommendation**: The Office of Fleet Management should continue to examine the cost-savings to non-participating fleet vehicles in the Maintenance Program. The additional enrollment of fleet vehicles could have the potential to lower vehicle maintenance costs for participating vehicles due to discounts offered by in-network vendors. Additionally, a greater enrollment of fleet vehicles will allow OFM more complete data to assist agencies in right sizing their fleet. OFM should also work directly with agencies that have an on-site repair shop to evaluate if any savings can be realized if a certain percentage of the agency's vehicles are enrolled in the Maintenance program.
7. The Office of Fleet Management currently performs desktop audits of information contained in the VITAL database system in weekly and monthly intervals. If an agency shows a pattern of data that indicates potential problems with an agency's fleet such as inaccurate odometer readings or incorrect vehicle VINs, OFM will contact the agency and assist them with taking corrective actions. However, OFM does not have a standard process to assist agencies with right sizing their fleet based on factors such as total cost of ownership; recommendations for underutilized, high mileage, high maintenance vehicles; appropriate types of vehicles for intended use; or purchasing cost compared to leasing cost.

**FY 2014 Zero-Based Budget Report**  
**Department of Administrative Services**  
**ZBB Program: Office of Fleet Management**

**Results of Analysis**

**Recommendation:** The Office of Fleet Management should implement a standard process to review 10% of the fleet each year using data from VITAL and make recommendations to agencies based on their findings to right size the fleet. If additional staff is necessary, OFM should use existing funds to hire personnel or an outside vendor to assist in managing the analysis of this data.

8. Agencies are not required to obtain Auto/Physical Damage Coverage (APD) offered by the Office of Fleet Management and Risk Management Services. Approximately 45% of fleet vehicles are not covered under the APD policy. APD is in addition to required vehicle insurance coverage which only provides for basic liability.

**Recommendation:** The Office of Fleet Management should work with OPB and Risk Management within the Department of Administrative Services to identify high-risk agencies who do not have APD coverage and examine the cost benefit of agencies obtaining mandatory APD coverage for fleet vehicles in addition to required insurance coverage.

## Department of Administrative Services ZBB Program: Office of Fleet Management

### Program Purpose and Key Activities

**Agency Purpose**

The Department of Administrative Services (DOAS) provides business solutions for state and local governments. DOAS' product and service offerings encompass a broad spectrum that includes purchasing, risk management, fleet support services, and surplus property.

**Program Purpose**

The purpose of the Office of Fleet Management is to provide and manage a fuel card program for state and local governments, to implement the Motor Vehicle Contract Maintenance program to provide repairs, roadside assistance, and maintenance for state and local government fleets, and to establish a motor pool for traveling state employees.

**Key Activities** (Listed in priority order as determined by the Agency)

Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction

**VITAL Insights**

The Vehicle Information Tracking and Logistics (VITAL) tool captures and monitors vehicle related transactions and utilization. This helps determine how many vehicles are in each agency's inventory and how the assets are being used. VITAL provides total cost of ownership reports and facilitates statewide comparisons on vehicle costs, age and usage. OFM pays the VITAL vendor \$0.25 per month per vehicle that is not enrolled in the Motor Vehicle Maintenance Program.

OCGA 45-12-73	6		\$192,919		
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**WEX Fuel Card Program**

OFM assists the State Cards Manager at DOAS to provide administration, distribution, and development of policies and guidelines of the state's fuel card program. Monthly reports are given to participating agencies showing all activity on their fuel cards and performs investigations of any fraudulent purchases. Purchases made with the fuel card are automatically entered into the VITAL Insights system to track transaction and odometer history. The program generates 1.15% of total fuel sales in agency revenue. The contract calls for an increase to 1.25% after a total gallons threshold of 1.75 million is achieved.

OCGA 45-12-73			134,214		
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## Department of Administrative Services ZBB Program: Office of Fleet Management

### Program Purpose and Key Activities

**Key Activities** (Listed in priority order as determined by the Agency)

**Motor Vehicle Maintenance Program** DOAS has contracted with Automotive Resources International to provide vehicle repair authorizations, emergency roadside service, supplier negotiations, and other vehicle maintenance services. The voluntary program reduces maintenance costs through field adjustments, warranty and post warranty recovery efforts, use of ASE-certified technicians and its preapproval of repair maintenance services. The program also eliminates the need for administrative needs including invoice processing, repair scheduling, or competitive bid research. The program generates \$0.32 per enrolled vehicle per month plus a 4% transaction fee on maintenance.

**Data Analysis** OFM reviews transactional data in the VITAL Insights system for potential concerns with fleet usage, compliance, and effectiveness, and further uses the data to respond to requests for information and to work with vendors to improve the availability of end-user reporting features.

**Enterprise Rent-A-Car State Contract** OFM administers a contract jointly with the State Purchasing Division within the Department of Administrative Services to oversee the states leasing and rental contact with Enterprise Rent-A-Car. The program generates revenue in the amount of 1% of the rental cost and 1% of the vehicle lease cost.

**Vehicle Requests** In cooperation with OPB, the Office of Fleet Management reviews all vehicle requests from state agencies prior to their purchase. Requests are submitted through OFM's Vehicle Request application which is part of the VITAL Insights system. OFM conducts an initial review of the request to ensure the vehicle is needed and sends the information to OPB for budget approval. After OPB approval the agency is free to issue a purchase order which is also sent to OFM for approval to ensure it is being bought from statewide contract.

Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
OPB Policy No. 10			218,257		
OPB Policy No. 10			141,667		
OPB Policy No. 10			23,836		
OCGA 45-12-73; OPB Policy No. 10			163,973		

**Department of Administrative Services  
ZBB Program: Office of Fleet Management**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

**Education and Training**

Provides online training, learning materials, workshops, and in-person educational opportunities to fleet professionals. Training covers the VITAL Insights system, fuel card policy and fraud prevention, and other Fleet Management program benefits.

**Alternative Fuels Vehicle Program**

Consolidates agencies input and submits annual reports to the U.S. Department of Energy to ensure compliance with the EPA Act of 1992, which created programs to accelerate the introduction of alternative fueled vehicles to replace conventional models fueled by gasoline.

Total

Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
Agency			135,596		
OPB Policy No. 10			9,679		
6		\$1,020,141			

<sup>1</sup> OFM has 6 positions. Each position dedicates a portion of their time to each key activity.

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** Mandate agencies to participate in the Vehicle Maintenance program for all new vehicle purchases; maintain and operate a centralized fleet (OFM would own all state vehicles and lease them back to agencies); restructure funding model for OFM and eliminate all fees on the maintenance program.

**10% Reduction:** Mandate agencies to participate in the Vehicle Maintenance program for all new vehicle purchases; maintain and operate a centralized fleet (OFM would own all state vehicles and lease them back to agencies); restructure funding model for OFM and eliminate all fees on the maintenance program.

**Department of Administrative Services  
ZBB Program: Office of Fleet Management**

**Performance Measures**

**Program Description** The Office of Fleet Management (OFM), in conjunction with the Office of Planning and Budget, regulates the motor vehicle fleet management functions to ensure efficient and cost-effective fleet operations and to minimize the life-cycle costs associated with vehicle ownership. The Office of Fleet Management provides guidance on vehicle purchases, assignment, usage, maintenance, operation, and disposal.

- Goals** The ultimate or long-term goals of this Program are:
1. Decrease costs of purchasing and maintaining vehicles within state government.
  2. Ensure compliance with legal and policy requirements.
  3. Ensure a professional fleet community within state government.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Average preventative maintenance costs for participating vehicles	\$225	\$267	\$274	\$864
2. Percentage of state owned vehicles that participate in the ARI Motor Vehicle Contract Maintenance Program	16.4%	29.8%	30.1%	30.0%
3. Number of state owned vehicles that participate in the ARI Motor Vehicle Contract Maintenance Program	3,324	4,183	5,451	7,704
4. Total savings resulting from the state's use of preventative maintenance contract	NA	NA	NA	NA

**Department of Administrative Services  
ZBB Program: Office of Fleet Management**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services	\$506,696	\$591,694	\$550,664		\$550,664
Regular Operating Expenses	66,027	77,423	69,656		69,656
Computer Charges <sup>1</sup>	(93,780)	6,732	8,077		8,077
Real Estate Rentals	21,989	23,098	23,470		23,470
Telecommunications <sup>2</sup>	101,957	28,415	122,081		122,081
Contractual Services	43,401	453	8,953		8,953
Transfers <sup>3</sup>	294,739	163,206	237,240		237,240
<b>Total Expenditures</b>	<b>\$941,029</b>	<b>\$891,021</b>	<b>\$1,020,141</b>		<b>\$1,020,141</b>
Other Funds	\$941,029	\$891,021	\$1,020,141		\$1,020,141
<b>Total Funds</b>	<b>\$941,029</b>	<b>\$891,021</b>	<b>\$1,020,141</b>		<b>\$1,020,141</b>
Positions	6	6	6		6

<sup>1</sup> Cancellation of Maximo contract.

<sup>2</sup> Charges reflect GETS clean-up and implementation.

<sup>3</sup> Transfers to administrative division to cover administrative expenses.

**FY 2014 Zero-Based Budget Analysis  
Department of Agriculture  
ZBB Program: Consumer Protection**

**FY 2014 Zero-Based Budget Report**  
**Department of Agriculture**  
**ZBB Program: Consumer Protection**

**Purpose of Review**

The purpose of this review is to evaluate the cost effectiveness of program activities, ensure that performance measures effectively track progress to program goals, and assess inspections performed.

**Results of Analysis**

1. Statutory Alignment: Most program activities are aligned with statutory responsibilities.
2. Staffing Levels: There are 402 positions assigned to the program.
3. Fleet Management: There are 242 vehicles assigned to the program.
4. Measures: The measures reflect input from the three budget offices. The agency should continue to identify additional measures that focus on compliance, efficiency, and workload.
5. Budget Impact: Reduce program budget by \$532,198. The specific reductions are listed below.

Program Operations:

6. The department has reviewed fee structures in this program over the past two years to determine appropriate fees for services provided. Currently, commercial scales are inspected, but a fee is not charged to the business owners for the service provided. There are over 23,000 scales that must be inspected.  
**Recommendation:** Institute fee of \$25 for small scale inspections and \$100 for large scale inspections to more closely cover the costs of administering the service.
7. Investigation of pet animal complaints by the Pet Animal Protection division is duplicative of local services and is not statutorily required. Local animal control officers currently conduct complaint investigations, are authorized by Georgia statute to do so, and are statutorily required to report results of investigations to the Division.
8. Revenues from fees and fines resulting from annual licensing, inspection, and investigation of complaints by the Animal Protection division are not sufficient to cover the cost of providing the services.  
**Recommendation:** Continue to provide license and inspection services, but explore alternatives to conducting complaint investigations.
9. The department encumbered over \$177,000 in supplies and materials expenses in the last budget period of FY 2012.  
**Recommendation:** Reduce funds for regular operating expenses (\$65,194).
10. Reduce funds for program operations to meet required budget reductions as requested by the agency (\$467,004).

**Department of Agriculture**  
**ZBB Program: Consumer Protection**  
**Program Purpose and Key Activities**

**Agency Purpose**

The Georgia Department of Agriculture programs all share the goals of maintaining the state's viable farm industry and protecting the consuming public.

**Program Purpose**

The purpose of this appropriation is to provide for public health and safety by monitoring, inspecting and regulating the cultivation, processing, and production of livestock, meat, poultry, and other food products; by inspecting establishments that sell food for offsite consumption, food warehouses, wholesale and mobile meat and seafood vendors, dairy farms, and food banks; by certifying organic products, shellfish, and bottled water; by monitoring, inspecting, and regulating the companion animal, bird, and equine industries (including reports of abuse by private owners); by monitoring, inspecting and regulating the plant and apiary industries including performing phytosanitary inspections; by monitoring, inspecting, and regulating the pesticide and wood treatment industries; by monitoring, inspecting, and regulating animal feed, pet food, and grains. The purpose of this appropriation is also to ensure accurate commercial transactions by monitoring, inspecting and regulating weights and measures and fuel sales.

**Key Activities** (Listed in priority order as determined by the Agency)

**Meat Inspection**

Inspect and regulate meat slaughter and processing plants based on applicable statute; inspect industry to assure safety and proper labeling of meat supply.

**Livestock / Poultry Inspection**

Inspect, monitor, and enforce poultry and livestock health regulations and laws; license and inspect livestock sale barns, auctions, fair, special shows and events, landfilled, and processing/rendering plants; inspect and license Confined Animal Feeding Operators, Poultry Dealers, and deer farms; regulate and inspect transportation involving livestock and poultry throughout the state.

**Food Safety Compliance**

Enforce state laws, rules and regulations regarding sanitation and accuracy of pricing; conduct sanitation, scanner, scales, and date inspections of all retail and manufactured food operations, including dairy operations that sell food primarily for off-site consumption.

**Poultry Inspection and Graders**

Inspect, grade, and certify the quality and condition of poultry purchases according to official USDA Quality Standards; offer further processing and compliance assistance to the poultry industry.

Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
OCGA 26-2-132; 26-2-60	60	\$2,180,825	\$4,350,825		
OCGA 4-5-1; 40-16-5; 4-4-80; 2-5-1; 40-16-6; 40-13-8	8	821,688	941,688		
OCGA 26-2-2; 26-2-6; 26-2-7; 26-2-8; 26-2-9; 26-6-10; 26-6-12; 26-2-14; 26-2-15; 26-2-16	75	5,653,124	5,703,124		
None	38		4,036,980		

**Department of Agriculture**  
**ZBB Program: Consumer Protection**  
**Program Purpose and Key Activities**

Key Activities (Listed in priority order as determined by the Agency)	Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
					3% Reduction	10% Reduction
<b><u>Animal Health Inspection</u></b> Administer the traceability, prevention, control, and eradication of certain infectious and communicable diseases of livestock and other domestic animals; coordinate the inspection processes throughout animal-related programming.	OCGA 4-4-1 through 4-4-181	6	720,205	1,065,205		(\$360,103)
<b><u>Agricultural Inputs Inspection</u></b> License and inspect pesticide, seed, fertilizer and feed dealers; License private and commercial pesticide applicators and contractors; inspect irrigation systems for chemical injection; coordinate waste pesticide and pesticide container recycling program; register pesticide, fertilizer and feed products for sale; collect and inspect pesticide, seed, fertilizer and feed samples for analysis; conduct BSE and Medicated feed inspections; offer compliance assistance to agricultural inputs industry; Administer and enforce the pesticide, seed, fertilizer, lime and feed laws.	OCGA 2-13-1; 2-12-1; 2-12-100; 2-11-20; 2-11-70; 2-12-70; 2-12-40; 2-7-50; 2-1-4	31	1,894,540	2,584,540		
<b><u>Plant Industry Laboratory Support</u></b> Provide technical support and analysis of collected food, pesticide formulation, pesticide residue, seed, fertilizer, lime and feed samples; test for chemical or microbial adulteration, label compliance, contamination, quality, germination and purity of collected samples.	OCGA 2-12	39	2,131,669	2,223,669		(526,692)
<b><u>Fuel &amp; Measures Inspection</u></b> Inspect uniformity in weight and measure standards for all weight scales in Georgia; inspect motor fuel quality and quantity; enforce grain, cotton and tobacco laws.	OCGA 10-1-140; 10-2-1	57	3,811,315	3,916,315		
<b><u>Consumer Protection Program Support</u></b> Coordinate the administration of state laws, rules and regulations for all businesses engaged in food for off-premises consumption or currently required to obtain a license from the Commissioner under any other provision of law; develop strategic planning, resource allocation, and program regulations in accordance with state and federal law; coordinate resources in the event of a natural disaster, animal health emergency, or agroterror incident.	None	13	3,497,965	3,497,965	(214,372)	(214,372)



**Department of Agriculture  
ZBB Program: Consumer Protection  
Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

	Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
					3% Reduction	10% Reduction
<b><u>Plant Inspection and Protection</u></b> Inspect and license plant growers and dealers; implement certification programs to support export of plants, fruits, and vegetables; conduct surveys to detect and respond to new invasive pests; license queen and package bee producers; Issue inspection certificates to assist beekeepers moving hives to other states. Registers organic producers and handlers; administers the USDA Organic Cost Share Reimbursement program; conduct outreach and education regarding compliance assistance.	OCGA 2-14-40 through 2-14-47; 2-7-1 through 2-7-31; 2-21-1 through 2-21-8	24	1,061,960	1,637,964		(605,317)
<b><u>Structural Pest Control Inspection and Education</u></b> License and regulate pest management professionals; Inspect application of structural pesticides for label compliance; participate in compliance assistance, education, consumer protection and regulatory action for pest control industry.	OCGA 43-45-1 through 43-45-26	17	991,299	1,201,299		
<b><u>Equine Inspection</u></b> Inspect equine sales, abuse complaints, stables, and events; administer the Equine Infectious Anemia Control Program; manage the state's equine impound and rehabilitation facilities; enforce equine-related laws and acts.	OCGA 4-13-1 through 4-13-10; 4-4-3; 4-4-110	14	671,380	721,380		
<b><u>Warehouse Compliance</u></b> Verify that all commercial agricultural (grain, cotton, tobacco) storage facilities in the state are licensed, bonded, and inspected for inventory quantity and quality compliance; issue licenses and regulate bond coverage protection.	OCGA 10-4-1	4	59,328	244,328		
<b><u>Pet Animal Inspection</u></b> Inspect licensed establishments to enforce the humane care of animals and monitor the spread of disease; investigate complaints; license and enforce the production, selling, boarding, grooming, adoption, or exchanging of pet animals, including birds.	OCGA 4-11-1; 4-10-1	16	829,838	829,838	(515,382)	(726,030)
<b>Total</b>		<b>402</b>	<b>\$24,325,136</b>	<b>\$32,955,120</b>	<b>(\$729,754)</b>	<b>(\$2,432,514)</b>

<sup>1</sup> Number of positions does not match budgeted positions. Additional positions are added to the budget through the amendment process.

**Department of Agriculture**  
**ZBB Program: Consumer Protection**  
**Program Purpose and Key Activities**

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

- 3% Reduction:** Reduce administration staffing by one position in organizational divisions adjusting workload and lengthening service times. Convert Animal Protection programs to certification versus license and inspections, reduce and transfer disease reporting and data collection to programs within Animal Industry division, scaling back to Regulatory Samples only.
- 10% Reduction:** In addition to the 3% reduction, reduce program to statutory authority eliminating National and International market access regulatory programs, and certify local shelters via training.

**Department of Agriculture  
ZBB Program: Consumer Protection**

**Performance Measures**

**Program Description** The purpose of this appropriation is to provide for public health and safety by monitoring, inspecting and regulating the cultivation, processing, and production of livestock, meat, poultry, and other food products; by inspecting establishments that sell food for offsite consumption, food warehouses, wholesale and mobile meat and seafood vendors, dairy farms, and food banks; by certifying organic products, shellfish, and bottled water; by monitoring, inspecting, and regulating the companion animal, bird, and equine industries (including reports of abuse by private owners); by monitoring, inspecting and regulating the plant and apiary industries including performing phytosanitary inspections; by monitoring, inspecting, and regulating the pesticide and wood treatment industries; by monitoring, inspecting, and regulating animal feed, pet food, and grains. The purpose of this appropriation is also to ensure accurate commercial transactions by monitoring, inspecting and regulating weights and measures and fuel sales.

**Goals** The ultimate or long-term goals of this Program are:  
1. To maintain the state's viable farm industry and protect the consuming public.

Performance Measures	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Number of establishments inspected	152,921	149,503	143,345	141,485
2. Percentage of inspections completed	64%	61%	60%	75%
3. Percentage of establishments out of compliance warranting follow-up inspection	10%	8%	13%	12%
4. Number of violative samples from regulated food products	209	142	154	130
5. Percentage of non-compliant establishments found to be compliant at follow-up inspection	N/A	N/A	N/A	92%
6. Percentage of food establishments inspected for regulatory compliance	N/A	N/A	90%	87%
7. Percentage of fuel establishments inspected for regulatory compliance (based on 18 month inspection cycle)	74%	76%	64%	70%
8. Percentage of companion animal establishments inspected for regulatory compliance	62%	58%	60%	61%

**Department of Agriculture  
ZBB Program: Consumer Protection**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes <sup>1</sup>	Recommendation
Personal Services	\$23,133,360	\$23,278,490	\$24,351,271	(\$205,765)	\$24,145,506
Regular Operating Expenses	3,805,979	4,382,819	4,868,263	(65,194)	4,803,069
Motor Vehicle Expenses	132,765	896,950	121,000	(121,000)	0
Equipment	79,662	123,959	45,000		45,000
Computer Charges	1,729,977	755,795	1,165,823		1,165,823
Real Estate Rentals	849,270	830,073	819,807	(140,239)	679,568
Telecommunications	470,536	776,576	312,648		312,648
Contractual Services	1,249,429	1,517,765	1,271,308		1,271,308
Indemnities	1,500				
Veterinary Fees	117,993				
Grants and Benefits		137,056			
<b>Total Expenditures</b>	<b>\$31,570,472</b>	<b>\$32,699,484</b>	<b>\$32,955,120</b>	<b>(\$532,198)</b>	<b>\$32,422,922</b>
<b>State General Funds</b>	<b>\$15,651,987</b>	<b>\$16,433,266</b>	<b>\$24,325,136</b>	<b>(\$532,198)</b>	<b>\$23,792,938</b>
Federal Funds	7,957,660	7,799,082	7,128,980		7,128,980
Other Funds	7,960,825	8,467,136	1,501,004		1,501,004
<b>Total Funds</b>	<b>\$31,570,472</b>	<b>\$32,699,484</b>	<b>\$32,955,120</b>	<b>(\$532,198)</b>	<b>\$32,422,922</b>
Positions	487	635	476		476
Motor Vehicles	265	317	242		242

<sup>1</sup> The amount does not reflect the Governor's recommendation to transfer funds to the Marketing and Promotion program for farmers' market expenses.

**FY 2014 Zero-Based Budget Analysis**  
**Department of Agriculture**  
**ZBB Program: Georgia Agricultural Exposition Authority**

**FY 2014 Zero-Based Budget Report**  
**Department of Agriculture**  
**ZBB Program: Georgia Agricultural Exposition Authority**

**Purpose of Review**

The purpose of this review is to determine the level of state funds needed by the Authority as it works towards its goal of becoming self-sufficient.

**Results of Analysis**

1. Statutory Alignment: Authority activities are aligned with statutory responsibilities.
2. Staffing Levels: There are 65 positions authorized in FY 2013.
3. Fleet Management: There are 28 vehicles assigned to the Authority.
4. Measures: The measures reflect the input of the three budget offices. The Authority should continue to develop relevant and measurable outcomes for its key activities, including new measures to track efficient use of revenue-generating rental spaces and values of contracts with vendors.
5. Budget Impact: Reduce state funds by \$338,542. The specific reductions are listed below.

Program Operations:

6. Several factors has resulted in efficiencies and savings within the agency: 1. Energy use has been reduced by \$75,000 as a result of energy-efficiency investments in the Fairgrounds; 2. The Fairgrounds has expanded its horse barn stables and no longer needs to rent approximately \$20,000 in space from outside vendors for large events; 3. Enhanced marketing and advertising techniques have reduced expenses in Advertising and Promotion by approximately \$25,000.

**Recommendation**: Reduce funds for regular operating expenses (\$100,000).

7. The Georgia National Fair is projected to collect additional revenues from increased admission fees in FY 2014.

**Recommendation**: Replace state funds with other funds generated from increased admission fees (\$238,542).

8. The Authority has not met self-sufficiency goals outlined in their FY 2009 capital project request. Self-generated revenue is less than the submitted projection due to a combination of factors, including a delayed increase in National Fair admission prices until 2014, a delayed increase in facility rental prices, and lack of funding available for the third and final phase of the equine event space expansion project.

**Recommendation**: The Authority's reserve balance should be maintained at current levels so that it may be used in the event of low National Fair attendance. The Authority must implement the changes proposed in the FY 2009 capital project request to increase self-generated revenues and continue progress towards self-sufficiency.

**Georgia Agricultural Exposition Authority**  
**ZBB Program: Georgia Agricultural Exposition Authority**

**Program Purpose and Key Activities**

**Agency Purpose**

The Georgia Department of Agriculture programs all share the goals of protecting the consuming public and maintaining the state's farm industries and agribusinesses.

**Program Purpose**

The purpose of the Georgia Agricultural Exposition Authority is to promote entertainment, cultural, and educational events from livestock and horse shows to fairs and concerts.

**Key Activities** (Listed in priority order as determined by the Agency)

	Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
					3% Reduction	10% Reduction
<u>Georgia National Fair</u>	OCGA 12-3-470	10		\$3,126,673		
<u>Commercial and Equine Events</u>	OCGA 12-3-470	13		2,170,663		
<u>Agriculture /Youth Events</u>	OCGA 12-3-470	6	\$368,109	562,978		
<u>Maintenance</u>	OCGA 12-3-470	12	402,104	1,486,576	(\$38,542)	(\$100,000)
<u>Administration</u>	OCGA 12-3-470	14	514,526	940,814		(28,474)
Total		55	\$1,284,739	\$8,287,704	(\$38,542)	(\$128,474)

**Georgia Agricultural Exposition Authority**  
**ZBB Program: Georgia Agricultural Exposition Authority**

**Program Purpose and Key Activities**

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** Completed two ECM Projects funded by ARRA, ECM-261 (awarded \$464,000) for Building Envelope Membrane Coating and ECM-136 (awarded \$360,000) for lighting System Upgrades and Retrofits, both of which resulted in significant energy savings for the Fairgrounds.

**10% Reduction:** In addition to 3% reduction, reduced spending towards small equipment purchases. With the addition of the New Horse Barn constructed under GAE-16 which increased stall capacity by 480 stalls, there is no longer a need to rent stalls to meet certain Equine Show requirements. The advertising for Non Fair Events has also been significantly reduced through improved marketing programs, reduced dependency on media outlets by utilizing two Web sites and GNFA social media, and a concerted effort to better manage and consolidate print, TV, and radio advertising.



**Department of Agriculture**  
**ZBB Program: Georgia Agricultural Exposition Authority**

**Performance Measures**

**Program Description**      The purpose of the Georgia Agricultural Exposition Authority is to promote entertainment, cultural, and educational events from livestock and horse shows to fairs and concerts.

- Goals**      The ultimate or long-term goals of this Authority are:
1. Increase self-generated revenue to reduce the amount of state funds required for operation.
  2. Attract vendors and provide facilities for events.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Number of visitors to the National Fair	407,136	416,709	465,053	439,931
2. Percentage of total expenditures funded through self-generated funds	81.6%	81.7%	87.1%	87.4%
3. Utilization rate (percentage of days booked)	90.4%	83.0%	84.7%	83.5%
4. Number of visitors annually (Fair and non-fair; calendar year)	777,636	808,412	772,227	N/A
5. Gross Fair revenues	\$4,231,603	\$3,972,203	\$4,669,479	\$4,564,016
6. Gross Event revenues	\$2,177,795	\$2,036,568	\$2,409,693	\$2,129,032
7. Amount in capital reserves each fiscal year	\$374,193	\$543,716	\$797,248	\$480,352

**Department of Agriculture**  
**ZBB Program: Georgia Agricultural Exposition Authority**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services	\$3,425,276	\$3,754,333	\$3,818,814		\$3,818,814
Regular Operating Expenses	2,673,134	2,531,736	2,693,749	(\$100,000)	2,593,749
Equipment	45,595	53,702	65,141		65,141
Computer Charges	58,112	55,706	30,000		30,000
Telecommunications	50,767	60,169	85,000		85,000
Contractual Services	1,853,807	1,761,886	1,595,000		1,595,000
<b>Total Expenditures</b>	<b>\$8,106,691</b>	<b>\$8,217,532</b>	<b>\$8,287,704</b>	<b>(\$100,000)</b>	<b>\$8,187,704</b>
<b>State General Funds</b>	<b>\$1,080,530</b>	<b>\$994,694</b>	<b>\$1,284,739</b>	<b>(\$338,542)</b>	<b>\$946,197</b>
Other Funds	7,270,715	6,906,167	7,002,965	238,542	7,241,507
<b>Total Funds</b>	<b>\$8,351,245</b>	<b>\$7,900,861</b>	<b>\$8,287,704</b>	<b>(\$100,000)</b>	<b>\$8,187,704</b>
Positions	65	65	65		65
Motor Vehicles	28	28	28		28

**FY 2014 Zero-Based Budget Analysis  
Department of Banking and Finance  
ZBB Program: Financial Institution Supervision**

**FY 2014 Zero-Based Budget Report**  
**Department of Banking and Finance**  
**ZBB Program: Financial Institution Supervision**

**Purpose of Review**

The purpose of this review is to determine if the Financial Institution Supervision program is achieving the stated program goals in a cost effective manner.

**Results of Analysis**

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: The program has 72 budgeted positions.
3. Fleet Management: The program is assigned 49 motor vehicles, but currently has only 37 due to budget constraints.
4. Measures: The measures reflect the input of the three budget offices and measure the impact of program activities.
5. Budget Impact: Reduce program budget by \$295,345. The specific reductions are listed below.

Program Operations:

6. The percentage of "problem" banks has increased from 7% to 65% over the past five years. In an effort to prevent further deterioration of the state banking system, the frequency of bank examinations has increased to once every six to eight months, instead of every 18 months. Examination duties are shared with the FDIC.  
**Recommendation:** Maintain current level of bank examiners to allow for continued frequent examinations of troubled banks and shared responsibility of examinations with FDIC.
7. Travel expenditures increased 26% over FY 2011, related to out of state travel increases for training new examiners.  
**Recommendation:** Reduce regular operating expenses for travel by \$14,632, as the department has several positions that will be held vacant.
8. Costs associated with conducting examinations have increased in recent years.  
**Recommendation:** Examine fees assessed to banks for examinations and determine if levels are appropriate.
9. FY 2012 expenditures for motor vehicle repairs and maintenance totaled \$44,175. Additionally, the department spent \$33,366 in mileage reimbursements for employees that traveled in their personal vehicles.  
**Recommendation:** Perform cost-benefit analysis of surplus vehicles with high mileage and/or high maintenance costs and replacing these with leased vehicles.
10. Reduce personal services (\$276,823) and regular operating expenses (\$3,890) to meet budget reductions as requested by the agency.

**Department of Banking and Finance**  
**ZBB Program: Financial Institution Supervision**

**Program Purpose and Key Activities**

**Agency Purpose**

The Department of Banking and Finance (DBF) is the state agency that regulates and examines banks, credit unions, and trust companies chartered by the State of Georgia. DBF also has regulatory and/or licensing authority over mortgage brokers, lenders, processors and originators; money service businesses; international banking organizations, and bank holding companies conducting business in Georgia.

**Program Purpose**

To examine and regulate depository financial institutions, state-chartered banks, trust companies, credit unions, bank holding companies, and international banking organizations; to track performance of financial service providers operating in Georgia, to monitor industry trends, respond to negative trends, and establish operating guidelines; to collaborate with law enforcement, federal regulators, and other regulatory agencies on examination findings; and, to provide efficient and flexible application, registration, and notification procedures for financial institutions that are in compliance with applicable laws, regulations, and department policies.

**Key Activities** (Listed in priority order as determined by the Agency)

**Examination and Supervision of Depository Financial Institutions & Certain Related Financial Institutions** The Program is responsible for the supervision, regulation, and examination of depository financial institutions. Primary responsibilities of staff include tracking and evaluating the activities and performance of financial service providers operating in Georgia, monitoring industry trends, establishing operating guidelines for licensees and institutions, investigating charter or conversion applicants, and conducting all regular and speciality examinations.

**Chartering, Applications and Registrations of Financial Institutions** The primary responsibility of the Chartering, Applications, and Registrations staff is the processing of all financial institution-related initial and renewal applications, registrations and notifications received by the Department.

Total

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds		
				3% Reduction	10% Reduction	
OCGA 7-1-3; OCGA 7-1-60; Chapter 1, Chapter 5 and Chapter 9 of Title 7 of OCGA	71	\$7,082,313	\$7,082,313	(\$216,451)	(\$721,502)	
OCGA 7-1-3; OCGA 7-1-60; Chapter 1, Chapter 5 and Chapter 9 of Title 7 of OCGA	1	132,711	132,711			
		<b>72</b>	<b>\$7,215,024</b>	<b>\$7,215,024</b>	<b>(\$216,451)</b>	<b>(\$721,502)</b>

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** Abdicate the examination responsibility to the Federal regulatory authorities thus not meeting the mandate as required by Georgia law.

**10% Reduction:** Abdicate the examination responsibility to the Federal regulatory authorities thus not meeting the mandate as required by Georgia law.

**Department of Banking and Finance**  
**ZBB Program: Financial Institution Supervision**

**Performance Measures**

**Program Description**      The Financial Institution Supervision program charters, regulates, and examines state-chartered banks, trust companies, credit unions, bank holding companies, and international banking organizations that operate in Georgia.

- Goals**      The ultimate or long-term goals of this Program are:
1. To maintain the safety and soundness of financial institutions, thereby promoting confidence in the financial system and protecting the interests of the depositors, creditors, and shareholders of the financial institutions.
  2. To process applications and notifications in a timely manner.
  3. To preserve the choice of financial institution charters by promoting a state system of financial institutions that is responsive to state and community needs and conducive to economic progress.
  4. To use the Department's Early Warning System (EWS) that includes surveillance, research and policy functions to identify and mitigate material risk conditions of state-chartered financial institutions.

<b>Performance Measures</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
1. Average examination turnaround time for bank and credit union examinations (calendar days; 90 day target)	77	123	100	73
2. Average report turnaround time for bank and credit union examinations (calendar days)	53	106	76	55
3. Number of examinations conducted of state-chartered banks and credit unions	179	194	205	200
4. Number of formal administrative actions outstanding for banks and credit unions	48	64	75	75

**Department of Banking and Finance**  
**ZBB Program: Financial Institution Supervision**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services	\$5,832,660	\$6,026,195	\$6,321,716	(\$276,823)	\$6,044,893
Regular Operating Expenses	420,936	478,626	377,967	(18,522)	359,445
Motor Vehicle Expenses	70,412	112,410			
Equipment			1,467		1,467
Computer Charges	244,246	127,861	193,405		193,405
Real Estate Rentals	318,341	199,108	197,557		197,557
Telecommunications	103,073	86,999	116,853		116,853
Contractual Services	5,440	7,080	6,059		6,059
<b>Total Expenditures</b>	<b>\$6,995,107</b>	<b>\$7,038,279</b>	<b>\$7,215,024</b>	<b>(\$295,345)</b>	<b>\$6,919,679</b>
<b>State General Funds</b>	<b>\$6,995,107</b>	<b>\$7,038,279</b>	<b>\$7,215,024</b>	<b>(\$295,345)</b>	<b>\$6,919,679</b>
<b>Total Funds</b>	<b>\$6,995,107</b>	<b>\$7,038,279</b>	<b>\$7,215,024</b>	<b>(\$295,345)</b>	<b>\$6,919,679</b>
Positions	97	72	72		72
Motor Vehicles	49	49	49		49

**FY 2014 Zero-Based Budget Analysis**  
**Department of Behavioral Health and Developmental Disabilities**  
**ZBB Program: Adult Addictive Diseases Services**



**FY 2014 Zero-Based Budget Report**  
**Department of Behavioral Health and Developmental Disabilities**  
**ZBB Program: Adult Addictive Diseases Services**

**Purpose of Review**

The Adult Addictive Diseases Services program in the Department of Behavioral Health and Developmental Disabilities (DBHDD) provides a continuum of programs, services and supports for adults who abuse alcohol and other drugs or who have a chemical dependency, as well as assistance for compulsive gamblers. The program experienced a 10.5% reduction in total funds from FY 2012 to FY 2013, including an \$8.6 million reduction in Temporary Assistance for Needy Families (TANF) funding. The purpose of the review is to examine the current activities in light of the recent budget

**Results of Analysis**

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: The number of positions funded in this program (55) has remained unchanged from FY 2012 to FY2013. The budget position count is overstated by one, and should be corrected through an amendment. The total count includes 40 positions used to staff the Forensic Group Homes. See below for recommendation to realign these
3. Fleet Management: The current vehicle count is not reflective of actuals. The program has no vehicles assigned, and the count should be corrected through an amendment.
4. Measures: The measures reflect the input from the three budget offices and reflect the performance of the program.
5. Budget Impact: Transfer \$1,231,428 to the Adult Forensic Services program based on ZBB analysis. The specific reduction is listed below.

Program Operations:

6. Although the department collects data measuring the use of specialty and residential services, it does not use the data to manage utilization or provider payment.  
**Recommendation:** Develop utilization review system for high cost specialty services and align provider reimbursement with units of service delivered.
7. Nearly 25% of the total funds budget (40% of state funds) is dedicated to detoxification and crisis services, with few resources dedicated to successfully transitioning consumers to outpatient treatment and recovery services. However, the department has initiated a pilot project providing a step down approach for individuals moving from crisis services.  
**Recommendation:** Evaluate the success of crisis stabilization transition services pilot. If appropriate, identify opportunities for expansion and identify resource needs.

## Department of Behavioral Health and Developmental Disabilities ZBB Program: Adult Addictive Diseases Services

### Results of Analysis

8. Funds provided to support treatment courts have been used to finance administration and limited treatment services. Significant investment was made in the FY 2013 budget to address accountability court infrastructure through the Criminal Justice Coordinating Council (CJCC).

**Recommendation:** Restrict use of DBHDD funds to treatment services only. Coordinate with CJCC to ensure that funded services are achieving maximum impact, and supporting the goals of the accountability courts program.

9. Forensic Group Homes, operated by the state hospitals, are jointly funded through state funds in the Adult Addictive Diseases Services and Adult Mental Health Services program budgets. Attached staff are also reflected in the two

**Recommendation:** Transfer funds and 40 positions from the Adult Addictive Diseases Services (\$1,231,428) and Adult Mental Health Services (\$1,103,172) programs to the Adult Forensic Services program to more appropriately reflect

10. The population served by this program may be heavily impacted by the implementation of Health Insurance Exchanges.

**Recommendation:** Monitor impact of implementation on consumers and services delivered, and identify opportunities for savings in AFY 2014.

**Department of Behavioral Health and Developmental Disabilities  
ZBB Program: Adult Addictive Diseases Services**

**Program Purpose and Key Activities**

**Agency Purpose**

The Department of Behavioral Health and Developmental Disabilities provides treatment and support services to people with mental illness and addictive diseases, and support to people with developmental disabilities.

**Program Purpose**

The Adult Addictive Diseases Services program provides a continuum of programs, services and supports for adults who abuse alcohol and other drugs or who have a chemical dependency, as well as providing assistance for compulsive gamblers.

**Key Activities** (Listed in priority order as determined by the Agency)

		Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
						3% Reduction	10% Reduction
<b><u>Crisis Stabilization</u></b>	Provides short-term detoxification and psychiatric stabilization.	OCGA 37-1-20		\$14,839,853	\$14,839,853		(\$1,878,173)
<b><u>CORE (outpatient)</u></b>	Provides outpatient services including behavioral health assessment, doctor or nursing assessment, group therapy, and individual therapy.	OCGA 37-1-20		13,589,234	22,648,723		
<b><u>Women's Substance Abuse Services</u></b>	Provides treatment services focused on reunification of children with the mother, work readiness, improved parenting and relapse prevention, and reentry for those being released from prison.	OCGA 37-1-20	1	1,708,584	21,038,669		
<b><u>Detoxification</u></b>	Provides detoxification services in varying levels of intensity to address the clinical needs of the individual and to manage the severity of withdrawal symptoms from alcohol and/or other drugs.	OCGA 37-1-20		3,041,482	5,069,136		
<b><u>Other Specialized Services</u></b>	Provides targeted clinical interventions through crisis stabilization transition, opioid treatment, peer support, and other recovery support services.	OCGA 37-1-20	3	1,309,750	4,401,641		
<b><u>Forensic Group Homes</u></b>	Provides a clinically appropriate and safe transition for forensic individuals with co-occurring disorders from the hospital to the community. The placement and accompanying services are targeted to the highest risk individuals who have been ordered by a court to be discharged to the community.	OCGA 17-7-130-131	40	1,223,970	1,359,684		(1,223,970)
<b><u>Treatment Court Program Support</u></b>	Provides funding to 14 treatment courts to support administrative costs and limited treatment services.	OCGA 37-1-20		1,405,472	1,405,472	(1,352,284)	(1,405,472)
<b><u>Residential Treatment Services</u></b>	Provides services in varying levels of intensity to address the clinical needs of the individual relative to treatment and drug-free housing options.	OCGA 37-1-20		7,339,001	14,231,669		

**Department of Behavioral Health and Developmental Disabilities  
ZBB Program: Adult Addictive Diseases Services**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

**Administration** Provides statewide fiscal, programmatic, clinical and policy oversight through staff in the state office.

**HIV Early Intervention Services** Provides HIV pre-test and post-test counseling, and referral for medical and social services for those who test positive. Services are delivered through a network of nurses and counselors working in substance abuse and opioid treatment centers throughout the state.

**DUI Intervention Program** Provides oversight of the clinical evaluation and treatment requirements for individuals convicted of DUI through provider registration and training, certification of requirements met, and data management.

**Screening, Brief Intervention, Referral and Treatment (SBIRT) Program** Provides brief intervention, therapy, and referral services to emergency room patients at Grady Health Systems in Atlanta and the Medical Center of Central Georgia (MCCG) in Macon.

**Gambling Services** Promotes capacity building, research, and public awareness campaigns to mitigate the impact of gambling addiction. Projects are funded by lottery funds designated for gambling addiction services.

Total

Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
OCGA 37-1-20	4	618,800	1,370,645		
OCGA 37-1-20; OCGA 26-5-6			2,519,205		
OCGA 40-5-63.1; 40-6-391	6		235,203		
OCGA 37-1-20(15)	1		2,520,000		
OCGA 50-27-24(h)			200,000		
			<b>55</b>	<b>\$45,076,146</b>	<b>\$91,839,900</b>
				<b>(\$1,352,284)</b>	<b>(\$4,507,615)</b>

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** Reduce administrative support for treatment courts in recognition of infrastructure funds available from other agencies.

**10% Reduction:** Eliminate administrative support for treatment courts in recognition of infrastructure funds available from other agencies, and eliminate state funds for forensic group homes.

<sup>1</sup> Number of positions does not match budgeted positions. Additional positions are added to the budget through the amendment process during the fiscal year.

**Department of Behavioral Health and Developmental Disabilities  
ZBB Program: Adult Addictive Diseases Services**

**Performance Measures**

**Program Description** The Adult Addictive Diseases Services program provides a continuum of programs, services and supports for adults who abuse alcohol and other drugs or who have a chemical dependency, as well as providing assistance for compulsive gamblers.

- Goals** The ultimate or long-term goals of this Program are:
1. Ensure statewide community access to treatment and recovery support services in order to reduce negative impacts of substance use disorders for adults.
  2. Ensure statewide community access to gender specific treatment services for adult women with a focus on pregnant women and women with dependent children in order to reduce negative impacts of substance use disorders.
  3. Reduce incidents of HIV through providing HIV education and HIV Early Intervention Services for at-risk individuals and ensure post-test counseling, and referral for medical and social services for those who test positive.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Number of clients served in community-based detoxification and crisis services	N/A	7,297	7,722	7,522
2. Number of clients served in community-based treatment and recovery services	N/A	N/A	N/A	24,062
3. Percentage of clients discharged from crisis or detoxification programs who receive follow-up behavioral health services within 14 days	N/A	N/A	33.0%	32.0%
4. Percentage of clients not returning for new services within 90 days of discharge	N/A	N/A	N/A	89.0%
5. Percentage of women successfully completing treatment in a Ready for Work program	N/A	N/A	N/A	22.1%
6. Percentage of clients active in treatment 90 days after beginning non-crisis stabilization services	N/A	N/A	N/A	19.0%

**Department of Behavioral Health and Developmental Disabilities**  
**ZBB Program: Adult Addictive Diseases Services**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services	\$2,150,437	\$2,160,795	\$1,595,367	(\$1,231,428)	\$363,939
Regular Operating Expenses	339,724	362,546	213,770		213,770
Real Estate Rentals	77,814	80,564	43,915		43,915
Computer Charges	16,162	12,354	20,640		20,640
Telecommunications	107,412	153,809	129,724		129,724
Contractual Services	94,872,185	98,302,556	88,495,084		88,495,084
Grants and Benefits	5,024	3,846	3,639		3,639
<b>Total Expenditures</b>	<b>\$97,568,758</b>	<b>\$101,076,471</b>	<b>\$90,502,139</b>	<b>(\$1,231,428)</b>	<b>\$89,270,711</b>
<b>State General Funds</b>	<b>\$43,450,625</b>	<b>\$44,120,186</b>	<b>\$45,076,146</b>	<b>(\$1,231,428)</b>	<b>\$43,844,718</b>
Federal Funds	53,599,742	56,263,414	44,990,790		44,990,790
Other Funds	518,391	692,870	435,203		435,203
<b>Total Funds</b>	<b>\$97,568,758</b>	<b>\$101,076,471</b>	<b>\$90,502,139</b>	<b>(\$1,231,428)</b>	<b>\$89,270,711</b>
Positions	56	56	56	(41)	15
Motor Vehicles	1	1	1	(1)	

**FY 2014 Zero-Based Budget Analysis  
Department of Community Affairs  
Coordinated Planning**

# FY 2014 Zero-Based Budget Report

## Department of Community Affairs

### ZBB Program: Coordinated Planning

#### Purpose of Review

The purpose of this review is to ensure that the consolidation of the Environmental Education and Assistance program into the Coordinated Planning program continues to meet its obligations and requirements set forth in the Georgia Planning Act of 1989 and the Georgia Solid Waste Management Act of 1992.

#### Results of Analysis

1. Statutory Alignment: Some program activities are not aligned with statutory responsibilities. The specific recommendations are listed below.
2. Staffing Levels: The number of positions decreased from 18 to 17 in the FY 2013 budget.
3. Fleet Management: There are no vehicles assigned to the program.
4. Measures: The measures reflect the input of the three budget offices and directly measure the impact of program activities.
5. Budget Impact: Reduce state funds in the amount of \$394,857. The specific reductions are listed below.

#### Program Operations:

6. The Keep Georgia Beautiful initiative works to educate the public and local businesses on reducing waste. State funds supporting the initiative for Keep Georgia Beautiful increased over FY 2011 expenses.  
**Recommendation:** Replace \$61,114 in state funds with other funds for contract services.
7. The Coordinated Planning program contracts with the Regional Commissions to provide regional expertise on local comprehensive planning. In addition, the Regional Commissions coordinate with local governments in each of the 12 regions to develop consistencies with regional plans. Currently, performance measures are not tracked to adequately determine the workload and outputs of each commission in relation to local comprehensive plan reviews.  
**Recommendation:** Reduce contract funds for the Regional Commissions by 3% (\$73,057) and develop performance measures based on the input of the three budget offices for the Coordinated Planning program.
8. The program performs two activities that are not statutorily required. These activities include Community Planning Assistance and Resource Teams and Best Practices and Georgia Examples. Eight of the program's 17 positions were devoted to these activities; however, the agency offered up a total of four positions as part of their budget request, of which three were performing one of the two activities.  
**Recommendation:** Eliminate funding for the four positions to reflect total cost of positions (\$260,686).



## Department of Community Affairs ZBB Program: Coordinated Planning

### Program Purpose and Key Activities

**Agency Purpose**

The Department of Community Affairs (DCA) operates both federal and state grants that assist local governments and communities through economic development, promoting housing options, and fostering sustainable development.

**Program Purpose**

The purpose of this program is to ensure that county and city governments meet the requirements of the Georgia Planning Act of 1989 by establishing standards and procedures for comprehensive plans and reviewing plans submitted by local governments; to provide training and assistance to local governments in completing comprehensive plans for quality growth by offering mapping and Geographical Information System (GIS) services, online planning tools, and resource teams, and funding the regional planning efforts of Regional Commissions; and to provide annexation reports from Georgia cities to the U.S. Census Bureau.

**Key Activities** (Listed in priority order as determined by the Agency)

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
OCGA 50-8-7	2	\$274,977	\$274,977		
OCGA 50-8-93	1	2,603,603	2,668,436		(\$64,470)
OCGA 50-8-7 OCGA 36-36-3	3	257,150	257,150		(25,715)

**Local Planning Assistance**

Provides guidance and a variety of resources for complying with state requirements in developing Local Comprehensive Plans, working out county-wide strategies for delivery of public services (Service Delivery Strategies), and establishing a local Impact Fees system.

**Regional Planning Assistance**

Provides guidance to the regional commissions in developing Regional Comprehensive Plans and establish standards to help ensure quality planning-related services are provided to local governments by the Regional Commissions.

**Mapping Services**

Provide mapping and Geographical Information System services department-wide and in some instances state-wide. Mapping services also include maintaining Georgia Data Base and Network support services; tracking annexation reports from Georgia cities; assisting Georgia cities and counties with training and technical assistance to complete their annual Boundary and Annexation Survey (BAS) and Certification. Assists State Emergency Operation Centers during disaster declaration to provide technical assistance with mitigation, response and recovery. Assist local governments and federal government in the update of Georgia census maps. Collaborate with US Census Bureau and Georgia State Data Center (at OPB) to collect and provide Census information.

**Department of Community Affairs  
ZBB Program: Coordinated Planning**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

**Community Planning Assistance and Resource Teams** Offers technical assistance, recognition, and benefits to communities seeking to go above and beyond with developing and implementing their comprehensive plan. Types of assistance include: updating the Community Vision portion of the Local Plan, developing strategies for addressing selected Quality Community Objectives (QCO), strategic planning for target areas identified in the Local Plan, evaluating and suggesting improvements for local development regulations.

**Water Resources Technical Assistance** Provides guidance and assistance for managing water resources at the local level and implementing best practices recommended through the state’s regional water planning process. The categories of water resource management assistance offered include watershed assessment, water conservation, storm water management, wastewater management, water supply protection and planning, and water recycling/reuse.

**Best Practices & Georgia Examples** Identifies and describes practical best practices for achieving the Quality Community Objectives for sustainable community and economic development in Georgia's communities.

**Solid Waste Management and Recycling Assistance** Provides guidance and resources for managing solid waste at the local level, including support to communities and organizations in setting up, expanding, or adjusting their local or regional recycling programs.

Total

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
	6	504,016	566,089		(147,266)
OCGA 50-8-3 OCGA 50-5-1 OCGA 12-5-520	1	89,769	89,769		
	2	150,468	150,468	(31,609)	(31,609)
OCGA 12-8-31	2	143,511	143,511	(89,096)	(133,289)
	17	\$4,023,494	\$4,150,400	(\$120,705)	(\$402,349)

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** Four positions from this program are part of the reduction in force to meet DCA's overall three percent reduction.

**10% Reduction:** The agency will need to eliminate four positions and reduce additional services delivered to local government clients in recycling assistance activities and reduce solid waste management to only those activities required in state law.

**Department of Community Affairs  
ZBB Program: Coordinated Planning**

**Performance Measures**

**Program Description**      The program is designed to ensure Georgia's economic growth and development by providing support and technical assistance to local governments in the area of Comprehensive Planning as described in the Georgia Planning Act of 1989 and the Georgia Solid Waste Management Act of 1992.

- Goals**      The ultimate or long-term goals of this Program are:
1. To provide streamlined state planning programs.
  2. To assist local governments by providing hands-on technical assistance.
  3. To promote local, regional, and statewide solutions.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Percentage of local comprehensive plans and similar reviews completed within designated 30-day timeframe	100%	100%	100%	92%
2. Number of plans reviewed	570	457	367	320
3. Average number of days to review local comprehensive plan (new measure)	N/A	N/A	N/A	15
4. Plan Implementation Rate: Percentage of local government work program items actually implemented (new measure)	N/A	N/A	N/A	N/A

**Department of Community Affairs  
ZBB Program: Coordinated Planning**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services	\$1,574,233	\$1,268,283	\$1,209,761	(\$260,686)	\$949,075
Regular Operating Expenses	55,235	51,731	140,283		140,283
Computer Charges	62,280	69,663	23,488		23,488
Real Estate Rentals	92,187	65,581	111,336		111,336
Telecommunications	29,183	29,136	14,636		14,636
Contractual Services	130,306	751,233	151,612	(61,114)	90,498
Contracts, Regional Planning and Development	2,687,307	2,527,060	2,499,284	(73,057)	2,426,227
<b>Total Expenditures</b>	<b>\$4,630,730</b>	<b>\$4,762,688</b>	<b>\$4,150,400</b>	<b>(\$394,857)</b>	<b>\$3,755,543</b>
<b>State General Funds</b>	<b>\$4,283,598</b>	<b>\$4,021,282</b>	<b>\$4,023,494</b>	<b>(\$394,857)</b>	<b>\$3,628,637</b>
Federal Funds	197,211	701,054			
Other Funds	149,621	40,352	126,906		126,906
<b>Total Funds</b>	<b>\$4,630,430</b>	<b>\$4,762,688</b>	<b>\$4,150,400</b>	<b>(\$394,857)</b>	<b>\$3,755,543</b>
Positions	20	18	17	(4)	13

**FY 2014 Zero-Based Budget Analysis  
Department of Community Affairs  
ZBB Program: Georgia Environmental Finance Authority**

**FY 2014 Zero-Based Budget Report**  
**Department of Community Affairs**  
**ZBB Program: Georgia Environmental Finance Authority**

**Purpose of Review**

The purpose of this review is to analyze the effectiveness and efficiency of the authority in providing local governments funds for water, wastewater, solid waste, energy, and land conservation projects.

**Results of Analysis**

1. Statutory Alignment: Program activities are aligned with statutory requirements.
2. Staffing Levels: The authority has 49 positions in the FY 2013 budget.
3. Fleet Management: There are no vehicles assigned to the authority.
4. Measures: The measures reflect the input of the three budget offices. The authority should continue to develop relevant and measurable outcomes for its key activities.
5. Budget Impact: Eliminate state funds of \$298,495. The specific reductions are listed below.

Program Operations:

6. The Georgia Environmental Finance Authority (GEFA) contracts with the Georgia Rural Water Association (GRWA) for various services including smoke and leak detection and sludge pond dredging in the amount of \$298,495. The scope of services in the contract are not statutorily required and are duplicative of services provided to local governments. Subsequently, services rendered do not correlate with funding and performance. Additionally, the Georgia Environmental Protection Division and GEFA contract for various services with the Georgia Rural Water Association that include water system technical assistance and leak detection in the amount of \$385,350. Georgia's Department of Public Health contracts with the Georgia Rural Water Association for water fluoridation activities and technical assistance on water systems in the amount of \$170,000.

**Recommendation:** Eliminate state contract funds with the Georgia Rural Water Association (\$298,495).

7. GEFA administers the Georgia Fund, a state funded loan program for water, wastewater, and solid waste infrastructure projects. The fund provides low interest loans up to \$10 million to local governments for projects such as water and sewer lines, treatment plants, pumping stations, wells, water storage tanks, and water meters. The program was created in part to offer local governments access to capital to fund such projects during a time when local governments were likely unable to secure financing elsewhere, so that the GEFA/GA Fund served as a lender of last resort.

**Recommendation:** Develop a measure to track the number of local governments that apply for funding that were unable to secure financing through other means to determine the continued need for the GA Fund. Examine feasibility of requiring applicants to show proof of attempt to secure financing through other means. Evaluate loan repayment projections and set a yearly maximum award level for the GA Fund to establish a timeline for the GA Fund to becoming fully revolving and self-sustaining.

**Department of Community Affairs**  
**ZBB Program: Georgia Environmental Finance Authority**

**Program Purpose and Key Activities**

**Agency Purpose**

The Department of Community Affairs manages both federal and state grants in order to assist local governments and communities realize their growth and development goals through economic development, promoting housing options, and fostering sustainable development.

**Program Purpose**

To provide funds for water, wastewater, solid waste, energy, and land conservation projects.

**Key Activities** (Listed in priority order as determined by the Agency)

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction

**Water Resources**

Provides low-interest loans to local governments to plan and construct drinking water, water supply, wastewater, storm water and solid waste infrastructure. Administers the Clean Water State Revolving Fund (CWSRF) which is a federal loan program that provides funding for sewer and water pollution prevention infrastructure projects as well as the Drinking Water State Revolving Fund (DWSRF) which provides funding for drinking water infrastructure projects. Administers the Georgia Fund, a state-funded loan program for water, wastewater, and solid waste infrastructure improvements.

OCGA 50-23-27; 28; 32	7	\$298,495	\$41,264,424	(\$8,955)	(\$29,850)
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**Land Conservation**

Provides staff to the Georgia Land Conservation Council, manages funding awards from the state's Land Conservation Trust and Loan Funds and conducts outreach and technical assistance initiatives for potential applicants. Receives, reviews, and approves applications for conservation tax credits.

OCGA 12-6A; O.C.G.A 48-7-29	1		274,906		
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**Fuel Storage Tank**

Monitors all active fuel systems as well as coordinates, directs, reviews, approves the installation and operation of all fuel storage facilities owned and operated by state departments, agencies, authorities, boards, bureaus, commissions, councils, and corporations.

Executive Order- 06.23.04.01	3		1,814,559		
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**Department of Community Affairs  
ZBB Program: Georgia Environmental Finance Authority**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

**Energy Resources**

Manages and supports energy efficiency and renewable energy projects. Provides contract documents, technical assistance, and energy management strategies to help agencies achieve the Georgia Energy Challenge’s lead by example initiative of 15 percent reduction in energy use intensity in state buildings by 2020. Provides coordination with state and local government and the private sector to develop energy emergency plans and perform practice exercises to better prepare for and respond to energy emergencies, such as gasoline shortages.

**Weatherization Assistance**

Provides oversight, funding, technical assistance, training and monitoring for 20 sub-grantees that provide energy efficient retrofits to income qualified Georgians. Using an established and professionally trained delivery system, sub-grantees provide quality energy-efficiency services and materials to single-family, multi-family, and manufactured homes.

**Administration**

Support overall administration and board of directors. Includes executive management, accounting, finance, human resources, information technology, and public affairs.

Total

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
OCGA 50-23-32	7		3,765,080		
10 CFR 440; OCGA 50-23-32	4		17,074,771		
	27		4,025,102		
			49	\$298,495	\$68,218,842
					(\$8,955) (\$29,850)

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

- 3% Reduction:** Reduction to Georgia Rural Water Association contract for on-site wastewater lagoon inspections, sludge judge surveys for solids accumulation, water audits, leak surveys, hydrant testing, rate studies, water conservation plans, smoke detection, manhole inspections and inflow/infiltration assessment plans (\$8,955).
- 10% Reduction:** Reduction to Georgia Rural Water Association contract for on-site wastewater lagoon inspections, sludge judge surveys for solids accumulation, water audits, leak surveys, hydrant testing, rate studies, water conservation plans, smoke detection, manhole inspections, and inflow/infiltration assessment plans (\$29,850).



**Department of Community Affairs**  
**ZBB Program: Georgia Environmental Finance Authority**

**Performance Measures**

**Program Description**      The Georgia Environmental Finance Authority (GEFA) provides local governments with access to low-interest financing options for infrastructure improvements. GEFA facilitates programs that conserve and improve Georgia’s energy, land and water resources. GEFA provides loans for water, sewer and solid waste infrastructure; manages energy efficiency and renewable energy programs; oversees land conservation projects; and manages and monitors state-owned fuel storage tanks in order to promote economic development.

- Goals**      The ultimate or long-term goals of this Program are:
1. Increase the capacity of Georgia's water resources.
  2. Increase energy efficiencies through conservation.
  3. To help local governments finance critical water, sewer, storm water and solid waste infrastructure and keep borrowing costs low.

<b>Performance Measures</b>	<b>Actuals</b>			
	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
1. Number of loans approved	36	89	53	51
2. Value of loans approved (in millions)	\$220	\$199	\$232	\$135
3. Community debt service savings realized by GEFA's loan program	\$35,173,549	\$24,153,632	\$24,319,626	\$16,853,498
4. Number of communities assisted (new measure)	44	92	56	34

**Department of Community Affairs**  
**ZBB Program: Georgia Environmental Finance Authority**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services	\$5,119,549	\$4,940,103	\$5,572,903		\$5,572,903
Regular Operating Expenses	651,834	658,149	874,776		874,776
Equipment	49,901	3,406	15,000		15,000
Computer Charges	173,017	221,109	482,113		482,113
Real Estate Rentals	380,948	418,835	398,572		398,572
Telecommunications	52,120	44,032	54,000		54,000
Contractual Services	8,482,144	6,953,290	6,949,569	(\$298,495)	6,651,074
Transfers	20,635,362	45,109,676	8,995,265		8,995,265
Grants and Benefits	153,169,584	111,841,869	44,876,644		44,876,644
Other	369,644,604				
<b>Total Expenditures</b>	<b>\$558,359,063</b>	<b>\$170,190,469</b>	<b>\$68,218,842</b>	<b>(\$298,495)</b>	<b>\$67,920,347</b>
<b>State General Funds</b>	<b>\$286,358</b>	<b>\$283,495</b>	<b>\$298,495</b>	<b>(\$298,495)</b>	<b>\$0</b>
Federal Funds	124,554,553	101,819,286	42,587,599		42,587,599
Other Funds	433,518,152	68,087,688	25,332,748		25,332,748
<b>Total Funds</b>	<b>\$558,359,063</b>	<b>\$170,190,469</b>	<b>\$68,218,842</b>	<b>(\$298,495)</b>	<b>\$67,920,347</b>
Positions	49	49	49		49

**FY 2014 Zero-Based Budget Analysis**  
**Georgia Regional Transportation Authority**  
**ZBB Program: Georgia Regional Transportation Authority**

**FY 2014 Zero-Based Budget Report**  
**Georgia Regional Transportation Authority**  
**ZBB Program: Georgia Regional Transportation Authority**

**Purpose of Review**

The purpose of this review is to analyze the effectiveness and benefit of the authority and seek out alternative funding mechanisms to offset rising costs. Since FY 2012, Georgia Regional Transportation Authority's (GRTA) Xpress operations have incurred operational deficits due to the loss of local and federal funds.

**Results of Analysis**

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: The number of positions increased from 45 to 46 in the FY 2013 Budget.
3. Fleet Management: FY 2012 expenditures for motor vehicle repairs, maintenance, and gasoline increased 31%, \$1,986,048 over FY 2011.
4. Measures: The measures reflect the input of the three budget offices. The agency should continue to develop relevant and measurable outcomes for its key activities.
5. Budget Impact: Xpress service is projected to have an operational deficit of \$12,167,717 if additional funding is not identified. Increase the budget by \$8,014,385 for FY 2014. Specific recommendations are listed below.

Program Operations:

6. Provide \$8,105,630 to maintain the current level of service for Xpress operations due to the loss of federal and local funds.  
**Recommendation:** Seek alternative funding methods, such as fare increases, on-bus advertising, and matching funds from local governments to fund Xpress operations. Add \$8,105,630 in one-time funding to operate Xpress bus service for three-quarters of Fiscal Year 2014, and eliminate funding for one filled position to meet required budget reductions as requested by the agency (\$91,245).
7. Routes with low ridership have been identified in Douglas, Coweta, Rockdale, and DeKalb counties.  
**Recommendation:** Perform cost benefit analysis on all bus routes that are 10% below average in daily passengers per vehicle.
8. GRTA currently has a \$44,646,489 liability to the federal government if all Xpress operations were stopped.  
**Recommendation:** Continue operations and develop strategy to lower federal liability.
9. FY 2012 advertising expenditures increased 141%, \$20,158 over FY 2011.  
**Recommendation:** Recognize efficiencies and prioritize spending towards statutory functions.

**Georgia Regional Transportation Authority  
ZBB Program: Georgia Regional Transportation Authority**

**Program Purpose and Key Activities**

**Agency Purpose**

To improve Georgia's mobility, air quality, and land use practices by operating the Xpress bus service, conducting transportation improvement studies, producing an annual Air Quality Report, and reviewing Development of Regional Impact.

**Program Purpose**

To improve Georgia's mobility, air quality, and land use practices by operating the Xpress bus service, conducting transportation improvement studies, producing an annual Air Quality Report, and reviewing Development of Regional Impact.

**Key Activities** (Listed in priority order as determined by the Agency)

		Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
						3% Reduction	10% Reduction
<b><u>Xpress Service</u></b>	Manages the metro Atlanta region's commuter bus service through contracts with private operators, with 33 routes providing commute options for workers in 12 metro Atlanta counties to and from major employment centers in Downtown, Midtown, Buckhead and Perimeter Center.	OCGA 50-32-11	20	\$339,091	\$25,313,738	(\$9,147)	(\$9,147)
<b><u>Vanpool Program</u></b>	Administers the Atlanta region's vanpool program which provides commutes to job centers throughout the region, coordinating with citizens and businesses to obtain service from private vendors.	OCGA 50-32-11	1		1,636,301		
<b><u>Transportation Improvement Plan</u></b>	Provides the Governor a tool to manage transportation investments in Georgia and to enable the GRTA board to make informed decisions regarding approval of the Transportation Improvement Plan (TIP) on behalf of the Governor.	OCGA 50-32-13	2	11,313	215,032		
<b><u>Developments of Regional Impact</u></b>	Provides a review of newly proposed commercial or residential developments for their impact on the region's transportation network and identifies ways to reduce any negative impact.	OCGA 50-32-14	2	217,764	217,764	(82,097)	(217,764)
<b><u>Georgia Coordinating Committee for Rural Human Services Transportation</u></b>	Submits annual policy recommendations to OPB and the General Assembly on options to streamline and increase the cost-effectiveness of transportation services to rural and human services clients in Georgia.	OCGA 32-12-5	1				

**Georgia Regional Transportation Authority  
ZBB Program: Georgia Regional Transportation Authority**

**Program Purpose and Key Activities**

Key Activities (Listed in priority order as determined by the Agency)	Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
					3% Reduction	10% Reduction
<b><u>Air Quality</u></b> Measures air quality in the metro Atlanta region and evaluates performance versus standards and goals set by the U.S. Environmental Protection Agency (EPA). Publishes a yearly report of Atlanta's air quality and the effects that the transportation system and policies are having on air quality.	OCGA 50-32-3	3	19,638	333,623		
<b><u>Administration</u></b> Provides human resource, financial, budgeting, and leadership support to the agency.	OCGA 50-32-11	17	2,453,672	2,881,334		(77,237)
<b>Total</b>		<b>46</b>	<b>\$3,041,478</b>	<b>\$30,597,792</b>	<b>(\$91,244)</b>	<b>(\$304,148)</b>

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

- 3% Reduction:** Eliminate two positions; this would inhibit the agency from providing evaluations of any capital projects including transit, freight and passenger rail. It would also limit the amount of Developments of Regional Impact evaluations the agency could perform.
- 10% Reduction:** Eliminate two positions; this would inhibit the agency from providing evaluations of any capital projects including transit, freight and passenger rail. The agency would have to charge private sector firms and outsource work for Developments of Regional Impact studies and evaluations. The reduction would also reduce the amount of financial oversight in the agency, including sub-recipient oversight and compliance monitoring, due to reductions in the Administration program.

**Georgia Regional Transportation Authority  
ZBB Program: Georgia Regional Transportation Authority**

**Performance Measures**

**Program Description** The Georgia Regional Transportation Authority (GRTA) collaboratively leads Georgia's effort to set clear expectations and specific goals for the performance of the state's transportation network. GRTA works in to improve Georgia's mobility, air quality and land use practices.

- Goals** The ultimate or long-term goals of this Program are:
1. Reduce costs of congestion in metro Atlanta.
  2. Increase number of reliable commutes made in metro Atlanta.
  3. Improve air quality.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Number of Xpress riders	2,324,603	2,104,938	2,185,357	2,371,773
2. Number of vanpool riders	1,077,332	1,146,053	1,131,065	1,152,049
3. Total Xpress passenger fare revenue recovery	35.1%	33.3%	34.3%	35.7%
4. Percentage of Xpress riders traveling more than 10 miles per trip	97.2%	97.7%	97.8%	98.3%

**Georgia Regional Transportation Authority**  
**ZBB Program: Georgia Regional Transportation Authority**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services	\$4,477,802	\$4,754,445	\$5,023,343	(\$91,245)	\$4,932,098
Regular Operating Expenses	5,772,772	7,143,279	9,388,885		9,388,885
Motor Vehicle Expenses	4,413,860	7,840,078			
Equipment	143,816	561,848	20,000		20,000
Computer Charges	94,204	103,986	112,800		112,800
Real Estate Rentals	931,353	1,066,467	991,386		991,386
Telecommunications	94,853	104,202	139,963		139,963
Contractual Services	17,556,960	14,166,711	14,011,779	(231,230)	13,780,549
Transfers	1,990,199	1,929,430	909,637		909,637
<b>Total Expenditures</b>	<b>\$35,475,819</b>	<b>\$37,670,445</b>	<b>\$30,597,793</b>	<b>(\$322,475)</b>	<b>\$30,275,318</b>
<b>State General Funds</b>	<b>\$2,908,786</b>	<b>\$8,754,953</b>	<b>\$3,041,478</b>	<b>\$8,014,385</b>	<b>\$11,055,863</b>
Federal Funds	16,827,559	14,356,239	8,666,259		8,666,259
Federal Recovery Funds	554,830	809,042			
Other Funds	15,184,819	13,750,221	18,890,056	(8,336,860)	10,553,196
<b>Total Funds</b>	<b>\$35,475,994</b>	<b>\$37,670,455</b>	<b>\$30,597,793</b>	<b>(\$322,475)</b>	<b>\$30,275,318</b>
Positions	45	45	46	(1)	45
Motor Vehicles	169	179	179		179



**FY 2014 Zero-Based Budget Analysis  
Georgia Board for Physician Workforce  
ZBB Program: Undergraduate Medical Education**

**FY 2013 Zero-Based Budget Report**  
**Georgia Board for Physician Workforce**  
**ZBB Program: Undergraduate Medical Education**

**Purpose of Review**

The purpose of the Georgia Board of Physician Workforce (GBPWF) is to address the health care workforce needs of Georgia communities through the support and development of medical education programs and to increase the number of physicians and health care practitioners practicing in underserved rural areas. The Undergraduate Medical Education program(UME) works to ensure the state of Georgia has an adequate supply of primary care physicians and other physician specialties through public/private partnerships with Georgia's private medical schools (Mercer, Morehouse, and Emory). This review is to examine how state dollars are being used to accomplish this goal.

**Results of Analysis**

1. Statutory Alignment: Program activities are within the broader general powers of the statutory authority of the Georgia Board for Physician Workforce.
2. Staffing Levels: There are no positions funded in this program. All program activities are performed by staff funded through the Georgia Board of Physician Workforce: Administration program.
3. Fleet Management: The program does not have any state vehicles.
4. Measures: The current performance measures should be reviewed for their ability to accurately depict the performance of the agency.
5. Budget Impact: Reduce funds by \$84,408. Each of the 416 funded UME slots will decrease from \$6,566 to \$6,369.

Program Operations:

6. The number of available slots funded through the Undergraduate Medical Education program is disproportionately allocated among the three contracted private medical schools. Additionally the contracts with the three medical schools requires funds to be used directly for Georgia resident medical education. However, the funds are currently being allocated to the schools' general operating fund.

**Recommendation:** Evaluate the effects of realigning slots funded through the Undergraduate Medical Education program every three years to more accurately reflect the number of Georgia residents in each of the private medical school programs. Review contracts with private medical schools and update as needed.

## Georgia Board for Physician Workforce ZBB Program: Undergraduate Medical Education

### Program Purpose and Key Activities

**Agency Purpose**

The purpose of the Board shall be to address the health care workforce needs of Georgia communities through the support and development of medical education programs and to increase the number of physicians and health care practitioners practicing in underserved rural areas.

**Program Purpose**

The purpose of the program is to ensure Georgia has an adequate supply of primary care and other physician specialties through public/private partnerships with medical schools in Georgia.

**Key Activities** (Listed in priority order as determined by the Agency)

**Medical Student Capitation Program**

Through contracts with three of Georgia's private medical schools (Mercer, Morehouse, and Emory), the program manages state funding of undergraduate medical education to ensure an adequate supply of primary care and other needed physician specialty practices within the state. The GBPW defines family medicine, internal medicine, pediatrics, obstetrics/gynecology, general surgery, and emergency medicine as primary care and core specialties.  
Total

Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
OCGA 49-10-3		\$2,731,636	\$2,731,636	(\$84,681)	(\$273,164)
		\$2,731,636	\$2,731,636	(\$84,681)	(\$273,164)

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** Reduces the total funds currently contracted to three private medical schools (Emory, Mercer, Morehouse) potentially increasing the cost of in-state tuition for Georgia residents attending medical school.

**10 % Reduction:** Reduces the total funds currently contracted to three private medical schools (Emory, Mercer, Morehouse) potentially increasing the cost of in-state tuition for Georgia residents attending medical school.

1. There are no positions funded in this program. All program activities are performed by staff funded through the Georgia Board of Physician Workforce: Administration program.

**Georgia Board for Physician Workforce  
ZBB Program: Undergraduate Medical Education  
Performance Measures**

**Program Description** The purpose of this appropriation is to ensure Georgia has an adequate supply of primary care and other needed physician specialists through a public/private partnership with three of Georgia's private medical schools.

- Goals** The ultimate or long-term goals of this Program are:
1. To address the physician workforce needs of Georgia communities through the support and development of medical education programs.
  2. To provide opportunities for Georgia residents to attend medical school in Georgia through public/private partnerships with three of Georgia's private medical schools.

**Performance Measures**

Actuals			
FY 2009	FY 2010	FY 2011	FY 2012

1. Number of Georgia residents enrolled in:				
Emory Medical School	151	163	164	184
Mercer Medical School	273	312	351	387
Morehouse School of Medicine	129	127	125	122
2. Percentage of UME graduates entering primary care residency from:				
Emory Medical School	49%	50%	56%	56%
Mercer Medical School	61%	55%	53%	54%
Morehouse School of Medicine	75%	64%	70%	48%
3. Average amount of UME funds per Georgia resident attending medical school at: <sup>1</sup>				
Emory Medical School	\$5,878	\$5,413	\$4,833	\$4,033
Mercer Medical School	\$6,042	\$5,248	\$4,197	\$3,563
Morehouse School of Medicine	\$5,662	\$6,228	\$5,219	\$5,005
4. Percentage of UME graduates entering residency in Georgia: <sup>2</sup>				
Emory Medical School	38%	34%	32%	29%
Mercer Medical School	29%	33%	22%	24%
Morehouse School of Medicine	20%	27%	28%	22%

<sup>1</sup> Total equals UME funds/total # GA medical school students. GBPW contracts for a certain number of Georgia residents, not the total enrolled (Emory - 113; Mercer - 210; Morehouse - 93)

<sup>2</sup> GBPW does not capture the percentage of UME graduates "completing" residency in Georgia

**Georgia Board for Physician Workforce  
ZBB Program: Undergraduate Medical Education**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Contractual Services	\$2,516,398	\$2,731,636	\$2,731,636	(\$84,408)	\$2,647,228
<b>Total Expenditures</b>	<b>\$2,516,398</b>	<b>\$2,731,636</b>	<b>\$2,731,636</b>	<b>(\$84,408)</b>	<b>\$2,647,228</b>
<b>State General Funds</b>	<b>\$2,516,398</b>	<b>\$2,731,636</b>	<b>\$2,731,636</b>	<b>(\$84,408)</b>	<b>\$2,647,228</b>
<b>Total Funds</b>	<b>\$2,516,398</b>	<b>\$2,731,636</b>	<b>\$2,731,636</b>	<b>(\$84,408)</b>	<b>\$2,647,228</b>

**FY 2014 Zero-Based Budget Analysis  
Department of Corrections  
ZBB Program: Food and Farm Program**

**FY 2014 Zero-Based Budget Report**  
**Department of Corrections**  
**ZBB Program: Food and Farm**

**Purpose of Review**

The Food and Farm program operations have been outsourced to Georgia Correctional Industries (GCI), a state authority, to provide budgetary efficiencies. The budgetary program is a conduit to provide state funds for the contract to the authority and necessary Georgia Department of Corrections (GDC) officers to provide inmate supervision.

**Results of Analysis**

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: GDC provides 26 Correction Officers for the program.
3. Fleet Management: The program has 62 vehicles in the motor pool all of which have been transferred to GCI.
4. Measures: The measures reflect the input of the three budget offices and directly measure the impact of the program activities.
5. Budget Impact: The contract to Georgia Correctional Industries was \$27,902,814 in FY 2012 of which state funds comprised \$26,057,119. Profit from excess food and commodity sales is used to offset contract cost. Although the prison population has increased by 4% since FY 2011, no additional state funding has been provided since the transfer to GCI in FY 2011.

Program Operations:

6. GCI reports as an internal services fund.  
**Recommendation:** To achieve financial transparency and to be consistent with GDC financial reporting, GCI should migrate to Teamworks Financials System.
7. No additional state funding has been provided to fund the GCI contract since its conversion in FY 2011.  
**Recommendation:** GCI should continue to utilize surplus revenue to offset expenses.
8. The program has 62 vehicles in the motor pool all of which have been transferred to GCI yet remain on the agencies authorized vehicle count.  
**Recommendation:** GDC should reduce the vehicle count in the next budget amendment to reflect the transfer to GCI.

**Department of Corrections  
ZBB Program: Food and Farm**

**Program Purpose and Key Activities**

**Agency Purpose**

The Georgia Department of Corrections is responsible for administering state correctional institutions and the rehabilitative programs conducted therein, and the prison and probation sentences of offenders as adjudicated by the courts of Georgia.

**Program Purpose**

To provide the statutorily required level of nutrition to the incarcerated offenders under supervision, including master menu development and maintenance, farm production, purchasing of commodities, contract administration and applicable training.

**Key Activities** (Listed in priority order as determined by the Agency)

**Food Service Operations and Food/Supply Purchases**

Provides oversight of all GDC Food Service Operations, this includes menu development and maintenance; nutrient based analysis by a registered dietitian on staff; review and approval of all food service maintenance needs; as well as development, programming and maintenance of the statewide food service computerized inventory system. Emergency equipment maintenance, emergency equipment set-up and operational support for statewide facility maintenance and natural disasters. Oversees all the food and supply purchases required to feed the GDC inmate population.

**Food Production and Quality Control**

Operates six farms producing 42% or more of the food consumed by the inmate population. These items are grown, processed and shipped to GDC facilities under strict quality control procedures ensuring food safety and labeling requirements are met.

**Inmate Supervision/Work**<sup>2</sup>

Utilizes inmate labor in the production and preparation of food products. In addition to significant savings in production costs, these work units provide valuable and necessary job skills for GDC inmates, including certificate programs in fork-lift operations, warehousing and inventory control, meat plant processing, and mechanics to fight recidivism and promote successful reentry.

Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
OCGA Titles 9, 17, and 42		\$14,512,541	\$14,512,541	(\$836,878)	(\$2,315,402)
OCGA Titles 9, 17, and 42		11,960,362	11,960,362		(514,657)
OCGA Titles 9, 17, and 42	26	1,797,867	1,797,867		



**Department of Corrections  
ZBB Program: Food and Farm**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction

**Commodities Produced and Manufactured for Sale (Revenue Generation)**<sup>3</sup> Responsible for generating revenue from the sale of food and farm production items to other state and local governmental agencies and authorities to offset state funding. All sales are competitively bid and the efficiencies gained from GDC's purchasing and production are passed on to state entities.

OCGA Titles 9, 17, and 42

	26	\$28,270,770	\$28,270,770	(\$836,878)	(\$2,830,059)
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**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** A 3% reduction is approximately \$836,878. Agency does not recommend cuts in this program, as it would be too costly, resulting in higher food costs, as food would have to be purchased from private vendors at increased costs; therefore, the agency proposes alternative cuts by reducing one Probation Detention Center (PDC) to 1/3 capacity. This will result in further overcrowding of state prison facilities and the elimination of positions.

**10% Reduction:** A 10% reduction is \$2,830,059. Agency does not recommend cuts in this program, as it would be too costly, resulting in higher food costs, as food would have to be purchased from private vendors at increased costs; therefore, the agency proposes alternative cuts reducing one Probation Detention Center (PDC). This will result in further overcrowding of state prison facilities and the elimination of positions.

<sup>1</sup> The above number of positions does not include the 84 Georgia Correctional Industry (GCI) employees.

<sup>2</sup> Inmate Supervision/Work: \$601,315 GCI contract, \$1,196,552 GDC = \$1,797,867.

<sup>3</sup> Commodities Produced and Manufactured for Sale: In FY 2013 GCI projects revenues of \$6,000,000, and expenses of \$4,822,703, to yield a surplus revenue of \$1,177,297.

**Department of Corrections  
ZBB Program: Food and Farm**

**Performance Measures**

**Program Description**      The Food and Farm program operations have been outsourced to Georgia Correctional Industries, a state authority, to provide budgetary efficiencies. The budgetary program is a conduit to provide state funds for the contract to the authority and necessary GDC officers to provide inmate supervision.

- Goals**      The ultimate or long-term goals of this Program are:
1. Provide nutritional sound meals for GDC's inmate population.
  2. Continue to develop and utilize surplus production capability to generate revenue and make products available to other local and state agencies.
  3. Continue to invest and modernize production infrastructure with emphasis on integrating technology to improve efficiency and reduce costs.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Cost per day per offender (food only)	\$1.48	\$1.41	\$1.54	\$1.57
2. Percentage of annual food requirement produced through farm	41.57%	41.98%	42.61%	42.00%
3. Total revenue from food and commodities produced	\$3,220,780	\$4,021,939	\$4,699,021	\$6,139,771
4. Savings across state agencies from commodities produced vs. purchased	\$4,317,841	\$5,200,358	\$5,509,793	\$6,084,818
5. Profit from sales used to offset GDC food service costs	\$1,081,793	\$919,160	\$940,980	\$1,718,608

**Department of Corrections**  
**ZBB Program: Food and Farm**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services	\$1,149,533	\$1,152,519	\$1,219,809		\$1,219,809
Regular Operating Expenses	122,472	128,738	694,171		694,171
Equipment			10,500		10,500
Telecommunications	35,164	62,192	79,855		79,855
Capital Outlay	37,059	1,146,664			
Contractual Services	27,687,285	27,902,814	26,266,435		26,266,435
<b>Total Expenditures</b>	<b>\$29,031,513</b>	<b>\$30,392,927</b>	<b>\$28,270,770</b>		<b>\$28,270,770</b>
<b>State General Funds</b>	<b>\$26,815,327</b>	<b>\$27,400,568</b>	<b>\$27,519,049</b>		<b>\$27,519,049</b>
Federal Funds	2,156,600	1,283,333	751,721		751,721
Other Funds	59,586	1,709,026			
<b>Total Funds</b>	<b>\$29,031,513</b>	<b>\$30,392,927</b>	<b>\$28,270,770</b>		<b>\$28,270,770</b>
Positions	26	26	26		26
Motor Vehicles	62	62	62	(62)	

**FY 2014 Zero-Based Budget Analysis  
Department of Driver Services  
ZBB Program: License Issuance**

**FY 2014 Zero-Based Budget Report**  
**Department of Driver Services**  
**ZBB Program: License Issuance**

**Purpose of Review**

The License Issuance program purpose is to issue and renew driver's licenses, maintain driver records, operate Customer Service Centers, provide online access to services, provide motorcycle safety instructions, produce driver manuals, and investigate driver's license fraud. This review is intended to assess the performance and cost efficiency of the program.

**Results of Analysis**

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: The number of positions increased from 634 in FY 2012 to 641 in FY 2013 to facilitate Real ID.
3. Fleet Management: The program has 101 vehicles to support 485 driver examiners and district managers.
4. Measures: The measures reflect the input of the three budget offices and directly measure the impact of program activities.
5. Budget Impact: Due to the implementation of Real ID, limited savings can be realized. The total budget impact of this recommendation is an increase of \$708,230. Specific recommendations are listed below.

Program Operations:

6. The program uses DSL lines to connect to the internet which enables the agency to upload and scan identification documents efficiently.  
**Recommendation:** Provide \$200,000 to convert DSL lines to T1 lines at the customer service centers to aid in Real ID implementation.
7. Of the 52 agency issued cell phones, 14 are used by office based employees with access to landlines.  
**Recommendation:** The agency should prioritize cell phone use and expenditures to those positions where travel is required. Reduce state funds to reflect telecommunication savings (\$12,109).
8. Postage is a cost driver for regular operating expenses in this program. Attempts to remove the requirement for certified mail for failure to appear and habitual violators have failed in the legislature.  
**Recommendation:** Pursue legislation and remove funds in amended Fiscal Year 2014.
9. The agency's total expenditures for Georgia Enterprise Technology Services (GETS) billings are budgeted in the License Issuance program.  
**Recommendation:** Realign budget to accurately reflect projected GETS expenditures by program.
10. The implementation of Real ID will require additional archival space for records.  
**Recommendation:** Provide \$541,485 for Real ID archival storage.
11. Reduce funds for program operations to meet required budget reductions as requested by the agency (\$21,146).

**Department of Driver Services  
ZBB Program: License Issuance**

**Program Purpose and Key Activities**

**Agency Purpose**

The Georgia Department of Driver Services is responsible for validating customer identify, issuing driver's licenses and identification cards, maintaining customer driving records, promoting safe driving practices, and participating in homeland security initiatives.

**Program Purpose**

The purpose of the program is to issue and renew driver's licenses, maintain driver records, operate Customer Service Centers (CSC), provide online access to services, provide motorcycle safety instruction, produce driver manuals, and investigate driver's license fraud.

**Key Activities** (Listed in Priority Order as Determined by the Agency)

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
OCGA 40-5-2, 40-5-3, 40-5-20, 40-5-25, 40-5-26, 40-5-27, 40-5-28, 40-5-100	521	\$42,134,372	\$43,499,795	(\$1,699,290)	(\$4,331,465)
Chapter 9 of Title 40; Chapter 5, Article 7 of Title 40; OCGA 40-5-2, 40-5-3, 40-5-53, 40-5-55, 40-5-63, 40-5-67.1, 40-5-67.2 & 40-5-148.3	33	1,800,000	1,800,000		(120,000)

**Driver's License and Identification Card Issuance**

Provides customer service and issues secure driver's licenses and identification cards at 64 statewide Customer Service Centers, which handle approximately 3.2 million transactions annually. Verifies customer identity documents, provides skills and knowledge based testing to ensure the safety of Georgia's highways, and processes documents to update customer records. Interprets legislation and develops business processes for implementation. Maintains the DL/ID database and supporting programs and programs the system(s) for changes in legislation or business processes. Provides development, support, and maintenance for online service functionality. Collects DL/ID revenue that is remitted to the State Treasury. Maintains physical locations for 64 offices.

**Records Management**

Receives approximately 1.4 million documents annually from customer service centers, courts, other states, and key business partners and reviews them for accuracy and completeness. Archives, validates, and data enters the information to update customer records and maintain the Motor Vehicle Reports (MVRs). Responds to customers, law enforcement, and other states for MVRs and information on Georgia driving records. Works with court systems to ensure accurate and timely transmission of conviction data via the Georgia Electronic Conviction Processing System (GECPS). Ensures MVR's information and photos are accessible via the Georgia Crime Information Center (GCIC).

**Department of Driver Services  
ZBB Program: License Issuance**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

	Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
					3% Reduction	10% Reduction
<p><b><u>Commercial Driver's License (CDL) Compliance</u></b></p> <p>Oversees the safe transportation of good and services across Georgia's highways by ensuring that federal regulations are imposed and that drivers receive accurate instruction and testing. Trains internal and external CDL examiners across the state and monitors their activity to ensure compliance with state and federal regulations. Licenses CDL training schools and instructors and audits the schools to ensure compliance and monitors the instructors to ensure adherence to the licensed instruction. Develops business requirements for implementation of state and federal regulations.</p>	O.C.G.A 40-5-2; Chapter 5, Article 7 of Title 40 and Chapter 13 of Title 43	6	400,000	400,000		
<p><b><u>Fraud</u></b></p> <p>Protects the integrity of the identity documents issued by the agency by investigating fraud related to the application and issuance of any license, permit, certificate, or other credential within the jurisdiction of the DDS. Investigates internal cases of employee misconduct or fraud. Collaborates with federal, state, and local law enforcement agencies in the interdiction of crimes related to identity theft, fraud, and forgery.</p>	OCGA 40-5-125, 40-5-151(i), 40-5-50, 40-5-21, 40-5-28 & 40-16-4	17	1,200,000	1,200,000		
<p><b><u>Contact Center / Help Desk</u></b></p> <p>Supports the issuance process by answering approximately 1.4 million calls annually, communicating issuance requirements to customers, making customer reservations, and answering questions regarding reinstatements and suspensions. The Help Desk supports the Customer Service Centers (CSC) and other state DMVs with issuance questions or problems requiring immediate research and correction. The Help Desk also services customers that are escalated by the Contact Center for more complicated matters and supports the courts and business partners with Motor Voter Confirmation services and bulk Motor Vehicle Reports requests.</p>	OCGA 40-5-2, 40-5-3, 40-5-5, 40-5-20, 40-5-25, 40-5-26, 40-5-27, 40-5-28, 40-5-51, 40-5-52, 40-5-63, 40-5-100 & Chapter 9 of Title 40	56	2,900,000	2,900,000		(491,972)

**Department of Driver Services  
ZBB Program: License Issuance**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

	Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds		
					3% Reduction	10% Reduction	
<p><b><u>Self Service and Validation</u></b> Manages the process of issuing permanent cards to customers after they have received interim documents at a CSC and handles all records that cannot be processed automatically. Answers telephone calls from CSC's and the Contact Center, reviews photo verification leads, processes returned cards, reviews address overrides, and handles special requests. Monitors factory production of cards and conducts periodic audits for quality control. Handles escalated Systematic Alien Verification for Entitlement (SAVE) Verification process for all non-citizens.</p>	OCGA 40-5-2, 40-5-20, 40-5-21.1 & 40-5-21.2	8	1,000,000	1,000,000			
<p><b><u>Motorcycle Safety</u></b> Fosters and promotes safe motorcycle riding through a comprehensive public awareness effort, as well as quality rider education and a variety of training courses taken by approximately 6,500 students annually. Trains and certifies motorcycle safety professionals to teach a variety of courses, certifies DDS personnel to provide the motorcyclist licensing skills test, and serves as a focal point for matters regarding motorcycling issues, including the motorcycle operator's manual, proposed law changes, licensing issues, and active support to other government agencies with a similar highway safety vocation. (Positions are not included in the agency's official position count.)</p>	OCGA 40-16-2(5) and Chapter 15 of Title 40			700,000			
<b>Total</b>			<b>641</b>	<b>\$49,434,372</b>	<b>\$51,499,795</b>	<b>(\$1,699,290)</b>	<b>(\$4,943,437)</b>



## Department of Driver Services ZBB Program: License Issuance

### Program Purpose and Key Activities

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** This reduction would result in the elimination of 52 Driver Examiner positions. Due to the implementation of Real ID, a reduction in staff will create longer lines.

**10% Reduction:** In order to meet the overall 10% reduction for this program, the DDS would have to reduce costs by another \$3,234,561. Using calculations consistent with the 3% reduction, this amount could equate to the loss of approximately 104 additional positions. This will effect 15-20 Customer Service Centers as well as the Call Center/Help Desk. Reductions to the Help Desk also would have a significant impact on customer service levels. This group answers calls directly from the CSC staff regarding complicated reinstatements or customer issues, and its ability to answer calls in a timely manner directly affects the transaction times in the centers. Records Management Unit is responsible for meeting the federal mandate of posting all convictions to a driving record within 10 days of adjudication by the court system. To meet the 10% reductions 5 clerks will be eliminated. Failure to meet these federal requirements jeopardizes the state's federal highway dollars.

**Department of Driver Services  
ZBB Program: License Issuance**

**Performance Measures**

**Program Description** The License Issuance program issues driver's licenses and identification cards to every resident in the State of Georgia.

- Goals** The ultimate or long-term goals of this Program are:
1. Protect the public's safety and assist with maintaining homeland security by ensuring that 99% of all Secure ID compliant driver's licenses and identification cards are properly issued according to agency standard operating procedures.
  2. Implement technological solutions that improve the ease of use, knowledge, and ability of team members and customers to interface with DDS systems through successful implementation of mainframe and internet enhancements. Examples include web reservations, smart phone applications, website enhancements, and online DS23's (the driver's license application).
  3. Reduce suspension calls to the Contact Center/Help Desk by 30% and reduce reinstatement visits to the Customer Service Centers by 25% by increasing the number of reinstatements that can be completed via the internet.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Number of drivers license fraud and internal affairs cases investigated	744	1,780	2,180	1,048
2. Percentage of fraud cases completed within 60 days (target 70%)	65%	58%	60%	39%
3. Percentage of drivers license fraud investigations resulting in a fraud case	100%	91%	91%	92%
4. Number of Customer Service Center customers served	2,884,763	2,255,719	3,111,958	3,297,311
5. Percentage of Customer Service Center customers served within 30 minutes or less (target 95%)	97%	78%	75%	70%
6. Percentage of permanent documents mailed to Customer Service Center customers within 14 days of issuance of the interim document	N/A	N/A	97%	98%
7. Percentage of permanent documents mailed to customers within 14 days through online services processing	N/A	N/A	77%	79%
8. Total number of customer calls to the Contact Center	1,522,020	1,341,427	1,408,736	1,503,242
9. Percentage of customer calls to the Contact Center answered within three minutes or less (target 85%)	63%	51%	44%	68%

**Department of Driver Services  
ZBB Program: License Issuance**

**Performance Measures**

Performance Measures	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
10. Percentage of Contact Center customer calls abandoned	20%	27%	29%	17%
11. Total number of citations processed by Records Management	N/A	391,228	291,940	154,885
12. Percentage of citations processed by Records Management (target is 10 days)	N/A	78%	99%	99%
13. Percentage of audited Records Management files found to be accurate	N/A	N/A	N/A	84%
14. Total number of commercial drivers license exams monitored	830	623	561	549
15. Number of commercial drivers license exams monitored per staff	3.9	3.2	2.8	2.8
16. Percentage of compliant commercial drivers license test administrators	99%	99%	94%	96%
17. Number of students enrolled in motorcycle safety program classes	8,311	6,076	6,717	7,239
18. Reduction in issuance process time due to motorcycle safety class participation (in hours)	N/A	2,851	3,044	3,359
19. Percentage of students passing exam following motorcycle safety program class	83%	88%	85%	87%
20. Total number of License, Commercial Driver's License, Motor Cycle License or Identification Card renewals requested	941,516	302,157	884,048	1,018,457

**Department of Driver Services  
ZBB Program: License Issuance**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services	\$27,229,101	\$26,990,532	\$28,880,105		\$28,880,105
Regular Operating Expenses	5,739,277	7,017,617	5,230,926	(\$21,146)	5,209,780
Motor Vehicle Expenses	146,553	127,820			
Equipment	90,763	572,538	20,000		20,000
Computer Charges	277,235	339,532	56,891	200,000	256,891
Telecommunications	5,585,310	6,142,280	5,973,687	529,376	6,503,063
Contractual Services	4,469,013	4,212,721	3,423,237		3,423,237
Real Estate Rentals	1,151,486	1,312,872	1,324,655		1,324,655
Other	598	1,819			
Driver's License Processing	6,282,083	6,457,441	6,590,294		6,590,294
<b>Total Expenditures</b>	<b>\$50,971,419</b>	<b>\$53,175,172</b>	<b>\$51,499,795</b>	<b>\$708,230</b>	<b>\$52,208,025</b>
<b>State General Funds</b>	<b>\$47,182,873</b>	<b>\$48,942,431</b>	<b>\$49,434,372</b>	<b>708,230</b>	<b>\$50,142,602</b>
Federal Funds	1,286,395	1,568,804	173,503		173,503
Federal Recovery Funds	230,160	297,734	64,085		64,085
Other Funds	2,271,991	2,366,203	1,827,835		1,827,835
<b>Total Funds</b>	<b>\$50,971,419</b>	<b>\$53,175,172</b>	<b>\$51,499,795</b>	<b>\$708,230</b>	<b>\$52,208,025</b>
Positions	731	634	641		641
Motor Vehicles	101	101	101		101

**FY 2014 Zero-Based Budget Analysis  
Department of Economic Development  
ZBB Program: Film, Video, and Music**

**FY 2014 Zero-Based Budget Report**  
**Department of Economic Development**  
**ZBB Program: Film, Video, and Music**

**Purpose of Review**

The purpose of this review is to evaluate the effectiveness of the program charged with administering and promoting Georgia's entertainment industry.

**Results of Analysis**

1. Statutory Alignment: Some program activities are not aligned with statutory responsibilities. The specific recommendations are listed below.
2. Staffing Levels: There are six authorized positions in the FY 2013 budget.
3. Fleet Management: There are no vehicles assigned to the program.
4. Measures: The measures reflect the input of the three budget offices and measures the impact of program activities.
5. Budget Impact: Reduce program budget by \$62,538. The specific reductions are listed below.

Program Operations:

6. The program performs three activities that are not statutorily required; however, the activities contributed significantly to new direct capital investments into the state of \$880 million in FY 2012, up from \$689 million in FY 2011.
7. The program provides marketing services in the form of sponsorships and marketing materials for promotional events. Expenditures for promotional materials increased 31% over FY 2011.

**Recommendation:** Reduce marketing funds by \$23,965.

8. Reduce marketing funds to meet budget reductions as requested by the agency (\$38,573).
9. In fiscal year 2011, the Film, Video, and Music program launched the Camera Ready Communities initiative, through which local county liaisons are trained and certified in their ability to facilitate location scouting, film permitting, traffic control, catering, and lodging for production crews. There are 128 counties currently participating in the program. The program assisted in generating \$880 million in new direct investments into the state and local counties, but the program is supported solely by state funds.

**Recommendation:** Examine feasibility of charging local counties an initial certification fee and a yearly maintenance fee for the Camera Ready designation.

**Department of Economic Development  
ZBB Program: Film, Video, and Music**

**Program Purpose and Key Activities**

**Agency Purpose**

The Department of Economic Development (DEcD) administers programs that promote and encourage the development of tourism and business in the state.

**Program Purpose**

The purpose of this program is to increase industry awareness of Georgia business opportunities, financial incentives, infrastructure resources, and natural resources in order to attract film, video, music, and electronic gaming industry projects and businesses to the state.

**Key Activities** (Listed in priority order as determined by the Agency)

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
	2	\$280,165	\$280,165	(\$28,655)	(\$95,517)
	2	295,000	295,000		
	1	245,000	245,000		

**Advertisement/ Promotion**

Pursue the entertainment industry through direct mail, prospective site visits, advertising and trade show participation; promote Georgia as a recording destination to music producers and artists; oversee the placement of the Georgia Entertainment Promotion logo in movie or show credits and develop materials highlighting Georgia's assets.

**Location Scouting & Packaging**

Promote state's film, television, commercial and music video production and music recording industries; identify available real estate, incentive programs, and workforce development to develop industry's infrastructure growth; create digital location packages that detail the sound levels, crew and staff availability, and production equipment and housing availability for highlighted Georgia locations; determine which locations best match the filmmaker's needs based on specific scripts and television projects.

**Industry Development/Support**

Provide location scouting and on-location assistance to production companies; coordinate the filming needs of companies with other state agencies and local governments; serve as liaison between productions and local municipalities and citizens; offer office space options, housing options, and crew and equipment options for the production teams to come to Georgia; oversee the Camera Ready community program.

**Department of Economic Development  
ZBB Program: Film, Video, and Music**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds				
				3% Reduction	10% Reduction			
OCGA 48-7-40	1	135,000	135,000					
<b>Total</b>				<b>6</b>	<b>\$955,165</b>	<b>\$955,165</b>	<b>(\$28,655)</b>	<b>(\$95,517)</b>

**Tax Credits** Educate production companies and citizens about Georgia's Film Tax Credit; advertise the State's Entertainment Industry Film Tax Credit; oversee the certification of the State's Entertainment Industry Film Tax Credit.

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

- 3% Reduction:** The agency is in the process of creating a film and tourism microsite to promote film, television and music location experiences across the state to help build tourism. The program's contribution to this project is between \$100,000 and \$150,000; however, the reduction of \$28,655 from the budget would limit the creation of the microsite.
- 10% Reduction:** The agency is in the process of creating a film and tourism microsite to promote film, television and music location experiences across the state to help build tourism. The program's contribution to this project is between \$100,000 and \$150,000; however, the 10 percent reduction of \$95,516 from the budget would not allow for the creation of the microsite.



**Department of Economic Development  
ZBB Program: Film, Video, and Music**

**Performance Measures**

**Program Description**

The Film, Video, and Music program is the business development and marketing arm specifically charged with attracting motion picture, television, and music projects and businesses to the State. The program operates the Georgia Entertainment Industry Investment Act which provides a 20% tax credit for companies that spend \$500,000 or more on production and post-production in Georgia, either in a single production or on multiple projects. The state grants an additional 10% tax credit if the finished project includes a promotional logo provided by the state.

**Goals**

The ultimate or long-term goals of this Program are:

1. To increase the number of film, television, and music projects in the state.
2. To increase the number of relocations and expansions of ancillary production services to create jobs for the state.
3. To grow Georgia's entertainment workforce through job creation.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Amount of new direct capital investment into the state (millions)	\$521	\$744	\$689	\$880
2. Number of new projects initiated	308	330	327	333
3. Number of work days created by film and television production	78,617	331,895	622,560	585,428
4. Amount of tax credits certified	\$89,246,214	\$171,865,421	\$222,211,344	\$231,704,930
5. Number of leads resulting in initiated projects (new measure)	N/A	N/A	N/A	N/A
6. Percentage of leads resulting in initiated projects (new measure)	N/A	N/A	N/A	N/A

**Department of Economic Development  
ZBB Program: Film, Video, and Music**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services	\$430,885	\$551,603	\$550,668		\$550,668
Regular Operating Expenses	46,306	46,279	46,307		46,307
Computer Charges	8,900	8,900	8,900		8,900
Real Estate Rentals	47,000	47,000	47,000		47,000
Telecommunications	1,444	1,425	1,447		1,447
Contractual Services	5,000		5,000		5,000
Marketing	459,708	315,403	295,843	(\$62,538)	233,305
<b>Total Expenditures</b>	<b>\$999,243</b>	<b>\$970,611</b>	<b>\$955,165</b>	<b>(\$62,538)</b>	<b>\$892,627</b>
<b>State General Funds</b>	<b>\$999,243</b>	<b>\$970,611</b>	<b>\$955,165</b>	<b>(\$62,538)</b>	<b>\$892,627</b>
<b>Total Funds</b>	<b>\$999,243</b>	<b>\$970,611</b>	<b>\$955,165</b>	<b>(\$62,538)</b>	<b>\$892,627</b>
Positions	6	6	6		6

**FY 2014 Zero-Based Budget Analysis  
Department of Economic Development  
ZBB Program: Georgia Medical Center Authority**

**FY 2014 Zero-Based Budget Report**  
**Department of Economic Development**  
**ZBB Program: Georgia Medical Center Authority**

**Purpose of Review**

The Georgia Medical Center Authority (GMCA) is a statewide authority established to advance the life sciences industry based in the State of Georgia. The purpose of this review is to evaluate the cost effectiveness of the program activities, to ensure that performance measures effectively track progress towards the program's goals, and to discern if any redundancies exist with other state programs.

**Results of Analysis**

1. Statutory Alignment: Program activities are aligned with statutory requirements.
2. Staffing Levels: The authority has one position.
3. Fleet Management: There are no vehicles assigned to the authority.
4. Measures: The measures reflect the input of the three budget offices. The authority should develop relevant and measurable outcomes for its key activities.
5. Budget Impact: Eliminate state funds in the amount of \$132,481. The specific reductions are listed below.

Program Operations:

6. The authority was unable to provide a business plan for its key activities.
7. The Georgia Medical Center Authority (GMCA) has the authority to issue grants of \$300 million in negotiable revenue bonds; however, the authority has not issued any revenue bonds since its inception.
8. The authority's only activity is the operations of the Augusta BioBusiness Center, also known as the business accelerator facility. It has provided support for only three life sciences companies since 2007. Rent collected from these three companies has decreased 34% or \$84,082 since FY 2011. In FY 2012, the Augusta BioBusiness Center's leased space decreased from 17,000 square feet to 9,232 square feet. In addition, two tenants graduated from the program leaving only one tenant remaining, occupying 2,400 square feet.
9. The Georgia Medical Center Authority operates one of three business incubator initiatives within the Department of Economic Development. However, the activities, locations, and structure are closely aligned with research and incubation strategies of Georgia Regents University Life Science Business Development Center.

**Recommendation:** Eliminate state funds of \$132,481 and transfer equipment to the Georgia Regents University.

**Department of Economic Development  
ZBB Program: Georgia Medical Center Authority**

**Program Purpose and Key Activities**

**Agency Purpose**

The Department of Economic Development (DEcD) administers programs that promote and encourage the development of tourism and business in the state.

**Program Purpose**

The Georgia Medical Center Authority (GMCA) is a statewide authority established to advance the life sciences industry based in the State of Georgia through the provision of research, development and manufacturing facilities, and programs.

**Key Activities** (Listed in priority order as determined by the Agency)

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds				
				3% Reduction	10% Reduction			
OCGA 20-15-4	1	\$132,481	\$265,079	(\$3,974)	(\$13,248)			
OCGA 20-15-4								
OCGA 20-15-5								
Total				1	\$132,481	\$265,079	(\$3,974)	(\$13,248)

**Research Commercialization**

Operate the business accelerator facility, Augusta BioBusiness Center (ABBC); provide low-rent, furnished, and equipped wet and dry laboratories, offices, and conference rooms for start-up and post-incubator life sciences companies; facilitate the commercialization of biomedical and biotechnical research.

**Life Science Research Incubation**

Furnish and equip wet and dry laboratories, offices, and conference rooms for five incubator suites within the Life Sciences Business Development Center (LSBDC) on the campus of the Georgia Health Sciences University (GHSU). \*Note: The GMCA and GHSU opened the LSBDC in 2005. The Authority continues to provide maintenance on the equipment and furnishings.

**Bonding Authority**

Assist Georgia Communities in securing the necessary financing to construct or renovate research, development and manufacturing facilities suitable for the life sciences industry.

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:**

The authority would reduce or eliminate travel, training, conferences, and marketing of the Georgia Medical Center Authority.

**10% Reduction:**

In addition to reducing or eliminating travel, training, conferences, and marketing of the Georgia Medical Center Authority, the authority would eliminate website updating and migration projects.

**Department of Economic Development  
ZBB Program: Georgia Medical Center Authority**

**Performance Measures**

**Program Description** Based in Augusta, Georgia, the Georgia Medical Center Authority was established by the Georgia General Assembly on July 1, 2000 as a local organization with the mission of advancing the life sciences industry development including biomedical and biotechnical research centers, facilities, and programs. The authority currently has one business in its business accelerator facility.

- Goals** The ultimate or long-term goals of the Authority are:
1. To grow Georgia’s life sciences industry.
  2. To facilitate the creation and retention of biomedical jobs.

**Performance Measures**

	Actuals*			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Client revenue	\$8,169,678	\$8,820,556	\$9,393,895	N/A
2. Full-time employees of companies	45	64	55	N/A
3. Average salary (Full-time Employees) of companies	\$70,683	\$78,762	\$82,196	N/A
4. Georgia Tax Revenues (Income and Corporations) of companies	\$240,845	\$352,447	\$321,246	N/A
5. Georgia Counties served	47	51	54	N/A

\* Reporting metrics are based on calendar year

**Department of Economic Development  
ZBB Program: Georgia Medical Center Authority**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services	\$88,053	\$88,001	\$86,451	(\$86,451)	\$0
Regular Operating Expenses	48,677	35,704	35,763	(25,457)	10,306
Computer Charges	1,717	365	6,775		6,775
Real Estate Rentals	199,561	167,408	103,101		103,101
Telecommunications	5,183	5,185	5,520		5,520
Contractual Services	34,014	27,805	27,468	(20,573)	6,895
<b>Total Expenditures</b>	<b>\$377,206</b>	<b>\$324,468</b>	<b>\$265,079</b>	<b>(\$132,481)</b>	<b>\$132,598</b>
<b>State General Funds</b>	<b>\$190,923</b>	<b>\$175,000</b>	<b>\$132,481</b>	<b>(\$132,481)</b>	<b>\$0</b>
Other Funds	186,283	149,468	132,598		132,598
<b>Total Funds</b>	<b>\$377,206</b>	<b>\$324,468</b>	<b>\$265,079</b>	<b>(\$132,481)</b>	<b>\$132,598</b>
Positions	1	1	1		1

**FY 2014 Zero-Based Budget Analysis  
Department of Economic Development  
ZBB Program: Centers of Innovation**



**FY 2014 Zero-Based Budget Report**  
**Department of Economic Development**  
**ZBB Program: Centers of Innovation**

**Purpose of Review**

The purpose of this review is to evaluate the cost effectiveness of the program activities, to ensure that performance measures effectively track progress towards the program's goals, and to discern if any redundancies exist with other programs throughout state government.

**Results of Analysis**

1. Statutory Alignment: Program activities are not aligned with statutory responsibilities.
2. Staffing Levels: There are 18 positions assigned to the program.
3. Fleet Management: There are no vehicles assigned to the program.
4. Measures: The agency should continue to develop relevant and measurable outcomes for its key activities.
5. Budget Impact: Reduce contract funds for the Centers of Innovation by \$761,687. The specific reductions are listed below.

Program Operations:

6. The Centers of Innovation (COI) is one of three business incubator initiatives operated by the Department of Economic Development. The mission of the initiative is to provide expertise and connections to help Georgia's strategic industries solve problems, grow quickly, and compete globally. In FY 2012, the initiative assisted nine industry investments or projects resulting in the growth or new development of a company in Georgia. In addition, the COI offers innovation grants up to \$100,000. The innovation grants are matched on a 1:1 basis by alternative funding sources. In FY 2012, the Centers of Innovation awarded five grants in the amount of \$267,598.  
**Recommendation:** Reduce innovation grants to reflect FY 2012 grant awards (\$182,402).
7. The Life Sciences COI currently operates within the Department of Economic Development central office. Since 2007, the Life Science COI has only received two grant proposals to advance research in this area of focus. In July 2012, the center only accounted for 2.5% of all new industry contacts made, 4.5% of all client collaborations, 2.9% of all active projects assisted, and zero success stories.  
**Recommendation:** Eliminate contract funds for the Life Sciences COI (\$284,905).
8. The Energy COI currently operates within the Department of Economic Development central office. In July 2012, the Energy COI only accounted for 5.3% of all new industry contacts made, 5.9% of all client collaborations, and zero success stories. The Energy COI has only awarded two grant applications since FY 2007.  
**Recommendation:** Eliminate contract funds for the Energy COI (\$294,380).

**FY 2014 Zero-Based Budget Report  
Department of Economic Development  
ZBB Program: Centers of Innovation**

**Results of Analysis**

9. The Agribusiness COI currently operates on the University of Georgia-Tifton Campus. In July 2012, the Agribusiness or Agriculture COI accounted for 67% of all new industry contacts, 49% of all client collaborations, 24% of all active projects, and one success story. In addition, the COI has 21 grants to advance research and technology in the Agriculture industry.

**Recommendation:** Transfer the Agribusiness COI operations from the University of Georgia-Tifton Campus to the Department of Agriculture and maintain current funding level.

**Department of Economic Development  
ZBB Program: Centers of Innovation**

**Program Purpose and Key Activities**

**Agency Purpose**

The Department of Economic Development (DEcD) administers programs that promote and encourage the development of tourism and business in the state.

**Program Purpose**

The Georgia Centers of Innovation help companies in Georgia’s strategic industries grow and compete by providing expertise and connections to Georgia’s network of business, academic and government resources.

**Key Activities** (Listed in priority order as determined by the Agency)

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction

**Aerospace** The Georgia Center of Innovation for Aerospace acts as a catalyst, creating opportunities for aerospace companies and their suppliers by connecting them to new technologies, university research, potential business collaborators, and current industry information. The Center advances recognition of Georgia’s strength in the global aerospace industry, and contributes to the entrepreneurial and educational ecosystems required for its continued growth.

2 \$459,210

**Agribusiness** The Center of Innovation for Agribusiness provides expertise and connections to help Georgia’s agribusiness industry grow and compete globally by connecting clients directly to key resources, emerging technologies and university research.

4 433,104

**Energy** The Center of Innovation for Energy accelerates the development of new products, ideas and business models in the Energy Ecosystem to help the State maintain a leadership position in the fields of Energy generation, transmission, distribution, storage and consumption.

2 294,380

**Life Sciences** This Center assists with business and technology development assistance and access to top-notch research at Georgia universities.

1 284,905

**Department of Economic Development  
ZBB Program: Centers of Innovation**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

**Logistics** The Center of Innovation for Logistics is the leading statewide resource for fueling logistics industry growth and global competitiveness. The Center creates a tangible advantage by directly assisting companies to overcome challenges and capitalize on opportunities related to the movement of freight. We provide focused expertise, specific industry data, connections to state resources, and an extensive cross-sector industry network.

**Manufacturing** The Georgia Center of Innovation for Manufacturing leverages existing resources from industry, government and academia to advance and sustain growth of manufacturing in Georgia. We facilitate the formation of multidisciplinary teams to help Georgia’s manufacturers address current and future barriers to operational success.

**Innovation Grants** The Centers of Innovation offer innovation grants on a 1:1 match basis by any alternative source. The grants are up to \$100,000.

**Administration** Responsible for program management, communications and administration of the program's grants.

Total

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
	4		401,518		
	1		323,000		
	1		450,000		
	3		375,625		
			18	\$3,021,742	

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** N/A

**10% Reduction:** N/A

**Department of Economic Development  
ZBB Program: Centers of Innovation**

**Performance Measures**

**Program Description** The Centers of Innovation is a program that provides resources to Georgia’s companies to assist them with growth and expansion to compete globally with other companies. The program has six focus areas: Aerospace, agribusiness, energy, life science, logistics, and manufacturing. The OneGeorgia Authority provides funds for the program.

**Goals** The ultimate or long-term goals of this Program are:  
 1. To provide connections in the six areas of focus.  
 2. To increase new development of Georgia's companies.

**Performance Measures**

					Actuals				
					FY 2009	FY 2010	FY 2011	FY 2012	
1. Number of new industry contacts (new measure)					N/A	N/A	N/A	N/A	N/A
2. Number of client collaborations (new measure)					N/A	N/A	N/A	N/A	N/A
3. Number of new active projects assisted (new measure)					N/A	N/A	N/A	N/A	N/A
4. Number of success stories (new measure)					N/A	N/A	N/A	N/A	N/A

**Department of Economic Development  
ZBB Program: Centers of Innovation**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services	\$156,489	\$341,556	\$247,625		\$247,625
Intergovernmental Contracts	2,865,220	2,680,186	2,774,117	(\$761,687)	2,012,430
<b>Total Expenditures</b>	<b>\$3,021,709</b>	<b>\$3,021,742</b>	<b>\$3,021,742</b>	<b>(\$761,687)</b>	<b>\$2,260,055</b>
Other Funds	\$3,021,709	\$3,021,742	\$3,021,742	(\$761,687)	\$2,260,055
<b>Total Funds</b>	<b>\$3,021,709</b>	<b>\$3,021,742</b>	<b>\$3,021,742</b>	<b>(\$761,687)</b>	<b>\$2,260,055</b>
Positions	N/A	18	18		18

**FY 2014 Zero-Based Budget Analysis  
Department of Education  
ZBB Program: Agricultural Education**

# FY 2014 Zero-Based Budget Report

## Department of Education

### ZBB Program: Agricultural Education

#### Purpose of Review

Pursuant to SB 33 (2012 Session), the entire Department of Education's budget must be presented to the General Assembly in January of 2013 as a zero-base budget.

#### Results of Analysis

1. Statutory Alignment: Program activities are authorized, but not required, by statute.
2. Staffing Levels: The positions associated with administering and monitoring the grant programs are located in the Department of Education's Central Office program.
3. Fleet Management: The program does not have any state vehicles.
4. Measures: The measures reflect the input of the three budget offices and measure the impact of program activities.
5. Budget Impact: The Governor's recommendation is to decrease the program budget by \$229,515 based on the Department of Education's recommended FY 2014 reduction plan and increase the program budget by \$342,212 based on ZBB analysis. Specific ZBB recommendations are listed below.

#### Program Operations:

6. The potential exists for a duplication of services between the Young Farmer program and the Cooperative Extension program administered by the Board of Regents. Both of these programs provide funding for local educational outreach and advisement to adult members of the agriculture community.  
**Recommendation:** Develop a statement of relations between the two agencies in order to clearly delineate services, avoid duplications, increase efficiencies, and examine existing or potential partnerships. Activities carried out should be aligned with both agency mission and strategic plan.
7. Current accounting practices make it difficult to trace awards granted back to the school districts through PeopleSoft.  
**Recommendation:** Department of Education (DOE) maintains accountability through its Grants Accounting Online Reporting System (GAORS) Accounting System. To ensure transparency, all funds to local school systems should also be properly coded and accounted for through PeopleSoft.
8. The Agricultural Education program is part of DOE's Career, Technical, and Agricultural Education division. This division also includes the Technical and Career Education program. Funds for administrators who oversee the program are budgeted under DOE's Central Office.  
**Recommendation:** Transfer \$342,212 and five positions from the Central Office program to align all agricultural education activities under one budgetary program.



**Department of Education  
ZBB Program: Agricultural Education  
Program Purpose and Key Activities**

**Agency Purpose**

The Department of Education disburses state education funds, provides technical assistance and support services to local school systems, operates three schools for hearing and visually impaired students, and provides intensive assistance to local schools identified as needing improvement.

**Program Purpose**

The purpose of this appropriation is to assist local school systems with developing and funding agricultural education programs, and to provide afterschool and summer educational and leadership opportunities for students.

**Key Activities**

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction

**Extended Day Grants**

Formula-based grants for certified agricultural education teachers who provide instructional services and supervised activities, outside of normal class hours, to students enrolled in agricultural education classes. Grants can be requested by any Local Educational Agencies (LEA) with a complete agricultural education program that also runs an extended year program. Funds for approved applications are allocated based on teacher salaries.

Budget Act		\$1,814,737	\$1,814,737	(\$53,945)	
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**Extended Year Grants**

Formula-based grants for certified agricultural education teachers who provide instructional services and supervised activities outside of the normal school year. Grants are requested by the local school systems and require a 50/50 local fund match. Funds for approved applications are allocated based on teacher salaries.

Budget Act		1,225,563	1,225,563	(36,432)	
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**Area Teacher Grants**

Grants support 16 Area Agriculture Teacher positions at four school systems in Georgia (Banks, Colquitt, Emanuel, and Newton counties). The teachers funded by these grants provide professional and technical development to agricultural programs throughout the state. Specific focus is on fostering teacher excellence, assisting in the development of agricultural curriculum, and serving as liaison between the Agricultural Education Program and the agriculture industry.

Budget Act		1,488,231	1,488,231	(44,647)	
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**Department of Education  
ZBB Program: Agricultural Education  
Program Purpose and Key Activities**

**Key Activities**

**Young Farmer Grants**

Formula-based grants, along with a 70/30 state-to-local match, to provide salaries for certified agricultural teachers who coordinate local Young Farmer chapters. Teachers provide instruction and technical assistance to local members of the agricultural industry in areas such as leadership; new and innovative technologies; health and safety; and management.

**Youth Camps Grants**

Grants support 3 full-time staff members at Camp John Hope and the Georgia Future Farmer of America- Family, Career and Community Leaders of America (FFA-FCCLA) Center, in Fort Valley and Covington, respectively. These camps provide training, education, and personal development for Future Farmer of America members.

**Agricultural Equipment Grants**<sup>1</sup>

Grants, funded through bond proceeds, to assist local school systems in providing modern, large, industry-standard, instructional equipment for agricultural education facilities. Approximately 10-15 systems receive these grants yearly, with a maximum grant award of \$48,000 to \$120,000, depending on the type of lab. Agricultural equipment grants may be requested in the following lab categories: agricultural mechanics, agricultural multi-use, plant science/horticulture, food processing, and middle school agriculture.

Total

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds		
				3% Reduction	10% Reduction	
OCGA 20-2-307		\$2,668,355	\$2,668,355	(\$80,051)		
OCGA 20-2-307		453,623	453,623	(14,440)		
Budget Act			931,500			
				\$7,650,509	\$8,582,009	(\$229,515)

<sup>1</sup> Total Budget does not match budgeted amount on financials page. Amount shown includes funds for Agricultural Equipment Grants.

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** Reduce funds for operating expenses for Extended Day/Year (\$90,377), Area Teacher (\$44,647), Young Farmers (\$80,051), and Youth Camps (\$14,440).

**10% Reduction:** Not Applicable

**Department of Education**  
**ZBB Program: Agricultural Education**

**Performance Measures**

**Program Description** This program provides grants designed to assist local school systems in program improvement efforts related to student career development, supervised agricultural experiences for students, agricultural industry proficiencies, and improved curriculum with academic integration. Local Educational Agencies (LEA) apply for these grants as part of the Consolidated Application. Department of Education has received funding for the grants since 1995.

- Goals** The ultimate or long-term goals of this Program are:
1. Provide opportunities for students to develop premier leadership, personal growth, and career success through agricultural education and Future Farmers of America (FFA).
  2. Increase agricultural education student enrollment in grades 6 - 12 in order to provide for a more employable, knowledgeable, and agriculturally aware society.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Grades 6-12 student enrollment in Extended Day/Year programs	28,641	30,269	31,525	34,158
2. Number of schools providing Extended Day/Year programs	258	274	281	289
3. Percentage of agriculture teachers meeting all required Extended Day/Year program standards	87%	92%	92%	95%
4. Average number of monthly Extended Day contact hours reported	N/A	N/A	33	38
5. Average number of Extended Year contact hours reported	N/A	N/A	340	344
6. Percentage of performance standards met on the Area Teacher program of work evaluation	92%	95%	98%	98%
7. Percentage of classroom agriculture teachers meeting all required program standards	85%	88%	92%	95%
8. Average number of monthly Area Teacher contact hours reported	N/A	N/A	31	32
9. Number of teachers trained by Agriculture Area Teachers	383	392	402	424
10. Percentage of performance standards met on the Young Farmer Teacher program of work evaluation	84%	88%	88%	90%
11. Young Farmer participants per instructor	135	173	192	209
12. Average number of contact hours reported by the Young Farmer teacher monthly report	N/A	N/A	31	31
13. Enrollment in program events and activities at FFA Youth Camp facilities	6,373	6,740	6,470	6,798

**Department of Education  
ZBB Program: Agricultural Education**

**Performance Measures**

**Performance Measures**

14. Number of FFA events held at Camp John Hope and the Georgia FFA-FCCLA Center

Actuals			
FY 2009	FY 2010	FY 2011	FY 2012
101	113	100	111

**Department of Education  
ZBB Program: Agricultural Education**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget <sup>1</sup>	Changes	Recommendation
Personal Services				\$295,952	\$295,952
Regular Operating Expenses				24,186	24,186
Computer Charges				12,090	12,090
Real Estate Rentals				9,984	9,984
Grants to Local School Systems					
Grants - Area Teacher	\$1,503,264	\$1,468,333	\$1,488,231	(44,647)	1,443,584
Grants - Extended Day/Year	3,187,103	3,152,335	3,040,300	(90,377)	2,949,923
Grants - Young Farmer	2,695,308	2,695,954	2,668,355	(80,051)	2,588,304
Grants - Youth Camps	486,205	458,205	453,623	(14,440)	439,183
Grants - Agricultural Education Equipment	1,126,250	1,145,000			
<b>Total Expenditures</b>	<b>\$8,998,130</b>	<b>\$8,919,827</b>	<b>\$7,650,509</b>	<b>\$112,697</b>	<b>\$7,763,206</b>
<b>State General Funds</b>	<b>\$7,747,562</b>	<b>\$7,650,509</b>	<b>\$7,650,509</b>	<b>\$112,697</b>	<b>\$7,763,206</b>
Federal Funds	124,318	124,318			
Other Funds	1,126,250	1,145,000			
<b>Total Funds</b>	<b>\$8,998,130</b>	<b>\$8,919,827</b>	<b>\$7,650,509</b>	<b>\$112,697</b>	<b>\$7,763,206</b>
Positions				5	5

<sup>1</sup> FY 2013 Current Budget column reflects the Department of Education's FY 2013 Budget Amendment 2 as submitted by the agency in BudgetNet.

**FY 2014 Zero-Based Budget Analysis  
Department of Education  
ZBB Program: Central Office**

# FY 2014 Zero-Based Budget Report

## Department of Education

### ZBB Program: Central Office

#### Purpose of Review

Pursuant to SB 33 (2012 Session), the entire Department of Education's (DOE) budget must be presented to the General Assembly in January of 2013 as a zero-based budget.

#### Results of Analysis

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: In FY 2013, the program had 492 authorized positions.
3. Fleet Management: The program has three motor vehicles budgeted to the Federal Programs Administration
4. Measures: The measures reflect the input from the three budget offices and reflect the performance of the program.
5. Budget Impact: The Governor's FY 2014 recommendation is to decrease the program budget by \$41,447 in state general funds based on the Department of Education's recommended FY 2014 reduction plan and \$26,574,296 in state general funds, \$30,128,904 in federal funds, \$3,412,222 in federal recovery funds, and \$768,146 in other funds based on ZBB analysis. Specific ZBB recommendations are listed below.

#### Program Operations:

6. The total funds budget for the Central Office program is less than 1% of the entire Department of Education's total funds budget. DOE's total state funds for FY 2013 is \$30,301,129 and 79% of that budget is personal services.
7. The Department of Education's Central Office program has three distinct functions: Central Operations Administration, Information Technology, and Program Administration. Central Operations Administration includes functions such as accounting, budgeting, human resources, internal audit, the Superintendent's Office, and the State Board of Education. In FY 2013, the budget for Central Operations Administration is \$11,062,016. Information Technology provides data collection and utilization services and is involved in the implementation of the Longitudinal Data System. In FY 2013, the budget for Information Technology is \$10,116,146. Program Administration is the program staff for DOE's other budgetary programs, such as charter school and nutrition staff. In FY 2013, the budget for Program Administration is \$65,582,711.
8. Since FY 2009, state funds for Central Office program have been reduced by 27%. This includes a state funds reduction of 52% to Central Operations Administration, 18% to Information Technology, and 20% to Program Administration. Also, Program Administration staff received American Recovery and Reinvestment Act funds to supplant the reduced state funds.
9. Since FY 2009, many existing program administration staff became federally funded. In FY 2009, state funds were 35% of the total personal service costs for program administration. In FY 2013, state funds are less than 25% of the total personal service costs for program administration.

**FY 2014 Zero-Based Budget Report**  
**Department of Education**  
**ZBB Program: Central Office**

**Results of Analysis**

10. **Personal Services** In FY 2013, \$51,158,537 is budgeted for personal services. State funds for personal services has increased by 16% compared to FY 2009 expenditures. Over that same time period regular salaries decreased by 4% and health insurance increased by 117%.
11. **Personal Services** 357 employees of the Department of Education earn salaries exceeding \$100,000/year.  
**Recommendation:** The Department of Education should conduct a review of the reasonableness of employee salaries.
12. **Personal Services** Many employees at the Department of Education retire from the Teacher's Retirement System and then enroll in the State Employee's Retirement System.  
**Recommendation:** The state should amend retirement system policies to prevent employees from receiving retirement benefits from two or more systems.
13. **Regular Operating Expenses** In FY 2013, \$9,510,955 is budgeted for regular operating expenses. This includes funds for travel, supplies and materials, repair and maintenance, and utility expenses. State funds for regular operating expenses has been reduced by 45% compared to FY 2009 expenditures.
14. **Real Estate Rentals** In FY 2013, \$1,710,133 is budgeted for real estate rentals. The Department of Education's Central Office rents 133,874 square feet of office space in the Floyd Building and 5,919 square feet of storage space in the health building. State funds for real estate rentals have increased since FY 2012 due to a \$0.20 increase per square foot in their agreement with the Georgia Building Authority. The state funds for real estate rentals has been reduced by 15% compared to FY 2009 expenditures.
15. **Centralized Accounting System Fees** In FY 2013, \$3,460,337 is budgeted for centralized accounting system fees. The Department of Education pays for access to an accounting system. The cost is determined by a base amount and then the number of users who have access to the system. State funds for centralized accounting systems fees increased by 1.7% compared to FY 2009 expenditures.
16. **Telecommunications** In FY 2013, \$672,145 is budgeted for telecommunications. The Department of Education pays Georgia Technology Authority (GTA) for landline phone use and has contracts with Verizon and AT&T for business cell phone use. State funds for telecommunications has been reduced by 66% compared to FY 2009 expenditures.  
**Recommendation:** Reduce funds for telecommunications by eliminating landlines for 94 staff employees with business cell phones (\$31,584).



**FY 2014 Zero-Based Budget Report**  
**Department of Education**  
**ZBB Program: Central Office**

**Results of Analysis**

17. **Contractual Services** In FY 2013, \$20,211,712 is budgeted for contractual services. State funds for contractual services has been reduced by 73% compared to FY 2009 expenditures. This is largely due to the conversion of IT contractors to full-time state employees.  
Central Operations Administration
18. There are 19 employees in the Superintendent and State Board of Education Office. This staff includes the State Superintendent and State Board, but also includes the Superintendent's Chief of Staff, Chief Academic Officer and policy staff. Personal Services represents 79% of the state funds budget for the Superintendent and State Board of Education Office.
19. In FY 2012, the Superintendent's Office spent \$26,116 on commercial travel. This is 190% increase from FY 2011 and a 760% increase from FY 2010.  
**Recommendation:** Reduce funds to reflect average expenditures of commercial travel in FY 2010 to FY 2011 (\$20,099).
20. The Central Office makes payments to The Georgia School Superintendents Association (GSSA) in the amount of \$44,597 for the Superintendent's Leadership program. This program is for individuals seeking to become local superintendents. Participants pay a \$400 application fee and \$700 per semester for four semesters.  
**Recommendation:** Individuals in this program have to pay an application fee and tuition. GSSA should utilize these funds to provide these services so that supplemental funds from the state are not required. Eliminate funds for the Superintendent's Leadership Program.
21. The American Association of Adapted Sports Program (AAASP) provides a sports program for children, grades 1 through 12, with physical disabilities.  
**Recommendation:** Eliminate funding for AAASP (\$40,000). This recommendation is supported by the Department of Education and does not impact the instruction of students.
22. There are 44 employees in DOE's Finance and Business Office. This includes the Superintendent of Finance and Business, accounting, budgeting, human resource, contract, and financial review staff. This office is now responsible for Georgia Special Needs Scholarship, Move on When Ready, Math and Science Supplement, Education Jobs auditing, and work with the Department of Community Health (DCH) on Per Member Per Month (PMPM) billing.
23. There are eight employees in the External Affairs and Communications Office. This includes the Director of Governmental Affairs, the Division Director for Communications, education administration specialists, and support staff. Personal Services is 84% of the state funds budget for the External Affairs and Communications Office.  
**Recommendation:** Reduce funds for positions with overlapping responsibilities in the Communications and External Affairs Department (\$113,328).

**FY 2014 Zero-Based Budget Report**  
**Department of Education**  
**ZBB Program: Central Office**

**Results of Analysis**

Information Technology

24. There are 64 employees in DOE's Information Technology program. This includes the Superintendent of Information Technology and IT staff for data collection and utilization, instructional technology, application development, and the longitudinal data system.
25. The Information Technology department is involved in the roll-out of the Longitudinal Data System (LDS) and Teacher Resource Link (TRL). Both of these initiatives are funded with federal Race to the Top funds that will expire at the end of FY 2014.
26. The Central Office budget includes funds for information technology staff that do not support the Central Office program.  
**Recommendation:** Transfer \$9,993,487 in state funds and \$101,170 in federal funds from the Central Office program to the Information Technology program.

Program Administration

27. Program administration staff for other DOE programs are included as subprograms in DOE's Central Office budget.  
**Recommendation:** Transfer \$14,668,286 in state funds, \$33,439,956 in federal funds, and \$768,146 in other funds from the Central Office program to the Agriculture Education program, Charter School program, Curriculum Development program, Federal Programs, Nutrition program, School Improvement program, Testing program, Technology/Career Education program, and the new Business and Finance Administration program.
28. The Department of Education has agreed to enter into a contract with Georgia Public Broadcasting for the Discovery Education contract. This program provides online educational resources to teachers and students. There are 461,866 registered users and, in FY 2012, there were 4,408,192 downloads of these materials.  
**Recommendation:** Redirect funds from the Department of Education to Georgia Public Telecommunications Commission to pay for the Discovery Education contract (\$961,565).
29. In FY 2013, \$396,824 was appropriated to DOE for professional development for the strategic initiative of students reading on grade level at the end of the third grade. These funds are being used in collaboration with the Reading Mentors program at the Governor's Office of Student Achievement (GOSA).  
**Recommendation:** Transfer funding to the Governor's Office of Student Achievement for technology expenses for the Reading Mentors program in FY 2014.
30. Funding for the School Nurse Coordinator position was a recommendation of the State Education Finance Study Commission and supported by the Governor. In FY 2013, \$120,000 was appropriated for this position.  
**Recommendation:** Take the excess savings due to the position being advertised at a lower salary level and the timing of the hire. The total savings from this position is \$69,038 in AFY 2013 and \$18,077 in FY 2014.

**FY 2014 Zero-Based Budget Report**  
**Department of Education**  
**ZBB Program: Central Office**

**Results of Analysis**

31. State funds, totaling \$20,000, budgeted under the State Schools Administration key activity are not being expended for that purpose. Furthermore, there is already maintenance and operations funds for each State School and an administration program under DOE's State Schools program.

**Recommendation:** Eliminate funds for the State Schools Administration Subprogram.

32. Two positions are vacant in the Charter School Administration subprogram.

**Recommendation:** Eliminate two positions in the Charter School Administration subprogram (\$95,824).

**Department of Education  
ZBB Program: Central Office**

**Program Purpose and Key Activities**

**Agency Purpose** The Department of Education disburses state education funds, provides technical assistance and support services to local school systems, operates three schools for hearing and visually impaired students, and provides intensive assistance to local schools identified as needing improvement.

**Program Purpose** Provide administrative support to the State Board of Education, departmental programs, and local school systems.

**Key Activities** (Listed in priority order as determined by the Agency)

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction <sup>1</sup>	10% Reduction
GA Constitution Article VIII, Section II and III, OCGA 20-2-1 and OCGA 20-2-30	19	\$2,939,061	\$3,029,031		(\$43,605)

**Superintendent's Office and State Board of Education** The Superintendent's Office and State Board of Education include the State Superintendent, 13 members of the State Board of Education, and policy staff. As defined in the Constitution of Georgia, the State Superintendent is the executive officer of the State Board of Education. The Superintendent and Board make budget requests, set state education policy, and hear local school system appeals. For FY 2014, personal services is 79% of the total state funds budget. This includes the Superintendent, the Superintendent's Chief of Staff, the Chief Academic Officer, policy staff, and support staff. Other anticipated expenditures for FY 2014 include regular operating expenses, real estate rentals, centralized accounting systems fees, telecommunications, contracts for legal hearings, management of e-board, and recognition programs.

**Finance and Business Office** The Finance and Business Office includes Accounting Services, Budget Services, Financial Review, Human Resources, and Internal Support. The Finance and Business Office provides support to local school systems and is responsible for the day to day operations of the Department of Education (DOE). For FY 2014, personal services is 87% of the state funds budget. This includes the Chief Financial Officer, accountants, budget analysts, auditors, procurement staff, human resource staff and support staff. Other anticipated expenditures for FY 2014 include regular operating expenses, centralized accounting system fees, real estate rentals, telecommunications, and contracts for temporary staff.

OCGA §20-2-11	44	4,887,636	5,993,123		
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**Department of Education  
ZBB Program: Central Office**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

**External Affairs and Communication**

External Affairs and Communication includes Governmental Affairs, AskDOE, and Communications. External Affairs and Communication is the primary liaison between the Department of Education and the legislature, business community, and various educational organizations. For FY 2014, personal services is 84% of the state funds budget. This includes the Director of Governmental Affairs, the Division Director for Policy, communication specialists, education administration specialists, and support staff. Other anticipated expenditures for FY 2014 include regular operating expenses, real estate rentals, centralized accounting system fees, telecommunications, and a contract for an annual State Board of Education retreat.

**Internal Audit**

Internal Audit was created at the request of the State Board and the U.S. Department of Education Management Improvement Team as a risk management/mitigation effort. The Department of Education faces numerous audits from the federal and state governments. Also, this department performs internal audits of department activities. This department is currently working on 5 to 7 ongoing performance and financial audits/reviews. Personal Services is 92% of the state funds budget. Other anticipated expenditures for FY 2014 include regular operating expenses, real estate rentals, centralized accounting system fees, and telecommunications.

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction <sup>1</sup>	10% Reduction

OCGA §20-2-11	8	\$1,115,929	\$1,115,929		
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OCGA §20-2-11	2	252,932	277,159		
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**Department of Education  
ZBB Program: Central Office**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

	Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
					3% Reduction <sup>1</sup>	10% Reduction
<p><b><u>Legal Services</u></b> Legal Services performs the following activities: 1) Ensures that DOE is operating within all state and federal laws, rules, and regulations; 2) Serves as a liaison between DOE and the Attorney General's Office, interest and advocacy groups, and the public; 3) Handles requests and facilitates appeals from local boards of education; 4) Serves as direct legal counsel for the three state schools; and 5) Defends DOE and State Board in administrative actions and proceedings. Personal Services is 83% of the state funds budget. Other anticipated expenditures for FY 2014 are regular operating expenses, real estate rentals, centralized accounting system fees, telecommunications, and a contract with Reddy Law Firm for State Board hearings.</p>	OCGA §20-2-11	4	\$632,274	\$632,274		
<p><b><u>Information Technology</u></b> Information Technology includes data collection and utilization, which provides information to education stakeholders and determines funding levels for the Department of Education; application development of systems such as the longitudinal data system, which is less expensive than leasing software annually; technology infrastructure through the management of the federal E-rate program and system technology plans through Title II-D; and instructional technology, which includes Teacher Resource Link (TRL), Center for Classroom Innovation, technology inventory, cyber safety and security, and 21st Century Skills Assessment.</p>	OCGA §20-2-11	64	10,014,976	10,116,146		(\$874)
<p><b><u>Longitudinal Data System</u></b> The Longitudinal Data System (LDS) is used to efficiently and accurately measure and analyze education data, including student records. The LDS tracks students through their entire tenure in public school and is designed so that teachers can identify a student's level of knowledge for more efficient teaching. Also, the LDS promotes professional development and digital resources.</p>	Education Technical Assistance Act of 2002, OCGA §20-2-320	2		1,720,220		(9,135)

**Department of Education  
ZBB Program: Central Office**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

**Agriculture Education Administration**

Agricultural Education Administration provides curriculum development, career development, and leadership activities through agricultural experiences to provide a future workforce and educate consumers in the agriculture industry. This activity also administers four agriculture education grants to local school systems. For FY 2014, personal services is 86% of the state funds budget. This includes the Program Manager and Education Program Specialists. Other anticipated expenditures for FY 2014 include regular operations expenses, access to the centralized accounting system, and real estate rentals.

**Charter School Administration**

Charter School Administration supports prospective and current charter schools and systems in the state. They are responsible for administering planning grants, facilities/operations grants, and implementation grants. They are also tasked with approving and renewing charter system requests. Personal Services is 78% of the state funds budget. This includes the Associate State Superintendent and Director of Charter Schools. Other anticipated expenditures for FY 2014 include regular operating expenses, access to centralized accounting system, real estate rentals, telecommunications, and contracts for grant readers and Covendis IT support.

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction <sup>1</sup>	10% Reduction
OCGA §20-2-159.3, OCGA §20-2-307, and Budget Act	6	\$342,683	\$342,683		(\$925)
OCGA §20-2-2063	7	434,453	434,453		(1,173)

**Department of Education  
ZBB Program: Central Office**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

**Curriculum Administration** Supports the implementation of Common Core Georgia Performance Standards (CCGPS). They are also responsible for developing curriculum standards, refining standards, and providing professional development to teachers on those standards. Personal Services is 75% of the state funds budget. State funds support the Deputy Superintendent of Curriculum, Education Program Specialists, and support staff. Other anticipated expenditures for FY 2014 include regular operating expenses, access to centralized accounting system, real estate rentals, telecommunications, and contracts for professional development of reading on grade level by the end of third grade and American Association of Adapted Sports program.

**Effective School Improvement (ESI) Administration** Supports local school systems on overall school improvement strategies. This staff is also responsible for identifying, organizing, and implementing training to assist districts with improving teacher quality, specifically the design and implementation of Teacher and Leader Keys. Lastly, they train school personnel on how to analyze data to improve overall school performance. Personal Services is 82% of the state funds budget. State funds support the Deputy Superintendent, Director of ESI, an Education Program Specialist, and support staff. Other anticipated expenditures for FY 2014 include regular operating expenses, access to the centralized accounting system, real estate rentals, and telecommunications.

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction <sup>1</sup>	10% Reduction
OCGA §20-2-140	26	\$2,837,939	\$3,794,955	(\$8,028)	
OCGA § 20-14-41	8	672,330	2,207,850	(1,791)	



**Department of Education  
ZBB Program: Central Office**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

**Facilities Administration** Assists local school systems with developing long term capital outlay plans, requesting state bond funds for projects in those plans, and ensuring adequate and safe school facilities are built. Personal Services is 90% of the state funds budget. State funds support the Associate State Superintendent of Schools, grants administrators, architects, and facilities consultants. Other anticipated expenditures for FY 2014 include regular operating expenses, access to the centralized accounting system, real estate rentals, and telecommunications.

**Federal Programs Administration** Supports federal grants received by the department. The largest federal grant managed by this staff includes the Title I (A). In total this key activity manages 12 federal grants of more than \$600M.

**Nutrition Administration** Administers federal nutrition grants by providing technical assistance, training and resources to local system programs, and by monitoring the system programs for compliance with Federal, State, and local regulations, policies, and laws. This staff also supports the state nutrition grants allocated to the local school systems. Personal Services is 88% of the state funds budget. State funds support the Director of School Nutrition, an Auditor, and one support staff. Other anticipated expenditures for FY 2014 include regular operating expenses, access to the centralized accounting system, real estate rentals, and telecommunications.

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction <sup>1</sup>	10% Reduction

OCGA §20-2-260	12	\$1,718,976	\$1,718,976	(\$4,641)	
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OCGA §20-2-168	136	135,390	17,875,345		
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OCGA §20-2-187	43	249,430	7,083,583	(673)	
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**Department of Education  
ZBB Program: Central Office**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

**Special Education Administration**

Provides for the general supervision of all special education programs in the state. These programs include the Preschool Handicapped, Severely Emotionally Disturbed, Tuition for Multi-Handicapped, and Georgia Learning Resource Centers. Personal Services is 48% of the state funds budget. State funds pay for one administrative assistant position. Other anticipated expenditures for FY 2014 include regular operating expenses, access to centralized accounting systems, real estate rentals, telecommunications, and a contract for due process legal hearings.

**State Schools Administration**

Provides maintenance and operation funding for the three state schools in Georgia. There are no personal services associated with the key activity.

**Technology/Career Education Administration**

Provides support by implementing the Career Pathways Bill (Session 2011), developing technology/career curriculum, and End of Course Test (EOCT) development. They also administer the four grant programs under the Technology Career Education Program. Personal services is 81% of the state funds budget. Other anticipated expenditures for FY 2014 include regular operating expenses, access to centralized accounting system fees, real estate rentals, telecommunications, and contracts for Perkins Grant match funding, vocational student organizations, vocational curriculum development, and Teach Academy of Georgia.

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction <sup>1</sup>	10% Reduction
OCGA §20-2-152	48	\$116,207	\$21,334,000		
OCGA §20-2-302		20,000	20,000	(\$1,000)	
OCGA 20-2-51 and Career Pathways Bill (2011 Session)	29	1,588,805	1,667,861	(4,278)	

**Department of Education  
ZBB Program: Central Office**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

**Testing Administration** Develops and communicates to the local school systems the test administration protocols, test security, test instructions that are read to students, and testing procedures. The staff determines what action to take when notified of a testing breach. Personal services is 92% of the state funds budget. This includes the Associate State Superintendent, testing and assessment specialists, and support staff. Other anticipated expenditures for FY 2014 include regular operating expenditures, centralized accounting system fees, real estate rentals, and telecommunications.

**Transportation Administration** Provides support to school systems by allocating funding for pupil transportation, acquisition of buses, bus driver training, interpretation of federal and state laws, and routing. Personal services is 84% of the state funds budget. This includes the Director of Transportation and two staff members. Other anticipated expenditures for FY 2014 include regular operating expenses, centralized accounting systems fees, real estate rentals, telecommunications, and contracts for supplies, materials, and training.

Total

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction <sup>1</sup>	10% Reduction
OCGA §20-2-281, No Child Left Behind	17	\$1,949,617	\$5,698,173	(\$5,264)	
OCGA §20-2-188	3	392,491	392,491	(1,060)	
		478	\$30,301,129	\$85,454,252	(\$82,447)

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** Reduce operating expenses.

**10% Reduction:** Not Applicable

<sup>1</sup> Reductions listed represent the changes to this program that were included as part of the Department of Education's agencywide 3% reduction request. Column will not total 3% of programmatic budget.

**Department of Education  
ZBB Program: Central Office**

**Performance Measures**

**Program Description** The Central Office program provides support to 180 school systems in the state, 16 state charter schools, and three state schools for the visually and hearing impaired. The Central Office is comprised of central operations administration, information technology services, and program staff for other DOE programs.

- Goals** The ultimate or long-term goals of this Program are:
1. To coordinate the policy, fiscal, instructional, evaluative, training, accountability and safety standards, and resources that enable the State Board of Education to ensure each public education student is provided a free and appropriate public education.
  2. To provide a comprehensive program and financial information system that collects and shares data to allow for the effective operation of the State Board of Education in its statutory functions.
  3. To prove local school systems with the training and technical assistance they need to plan and implement improvements in their programs on a continuing basis, to include the research-based statewide curriculum, appropriate staff development, and the inclusion of supplemental federal resources in public schools to provide each student with significant opportunities to build lifelong learning skills.
  4. To provide parents and the general public with information on the quality of schools to encourage the connection of the school to the larger community, and to provide for the coordination on a continuing basis between agencies responsible for educational services.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Employee Turnover Rate	N/A	N/A	N/A	N/A
2. Number of audit findings	11	8	4	N/A
3. Number of payments processed	154,233	163,610	206,809	178,590
4. Turnaround time on payments processed	N/A	N/A	N/A	N/A
5. Percentage of payments processed electronically	N/A	N/A	N/A	N/A
6. Number of open records requests	197	199	135	116
7. Number of teachers with access to longitudinal data system	NA	NA	38,427	56,041
8. State Central Office cost per FTE	\$21.32	\$18.08	\$18.31	\$17.77

**Department of Education  
ZBB Program: Central Office**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget <sup>1</sup>	Changes	Recommendation
Personal Services	\$45,554,515	\$48,714,688	\$51,158,537	(\$38,366,128)	\$12,792,409
Regular Operating Expenses	8,328,843	7,538,788	9,510,955	(5,982,900)	3,528,055
Equipment	1,300,700	156,932	37,054	(37,054)	
Computer Charges	3,313,520	2,500,412	3,460,337	(3,082,259)	378,078
Real Estate Rentals	1,706,173	1,580,749	1,710,133	(1,192,989)	517,144
Telecommunications	986,036	513,556	672,145	(494,550)	177,595
Contractual Services	13,148,065	11,555,406	20,211,712	(11,769,135)	8,442,577
Grants and Benefits	200,000				
<b>Total Expenditures</b>	<b>\$74,537,851</b>	<b>\$72,560,532</b>	<b>\$86,760,873</b>	<b>(\$60,925,015)</b>	<b>\$25,835,858</b>
<b>State General Funds</b>	<b>\$30,226,124</b>	<b>\$29,448,704</b>	<b>\$30,301,129</b>	<b>(\$26,615,743)</b>	<b>\$3,685,386</b>
Federal Funds	38,737,982	35,341,485	52,128,491	(30,128,904)	21,999,587
Federal Recovery Funds	3,670,845	4,386,616	3,412,222	(3,412,222)	
Other Funds	1,902,900	3,383,727	919,031	(768,146)	150,885
<b>Total Funds</b>	<b>\$74,537,851</b>	<b>\$72,560,532</b>	<b>\$86,760,873</b>	<b>(\$60,925,015)</b>	<b>\$25,835,858</b>
Positions	529	491	492	(397)	95
Motor Vehicles	3	3	3	(3)	

**FY 2014 Zero-Based Budget Analysis  
Department of Education  
ZBB Program: Charter Schools**

**FY 2014 Zero-Based Budget Report**  
**Department of Education**  
**ZBB Program: Charter Schools**

**Purpose of Review**

Pursuant to SB 33 (2012 Session), the entire Department of Education's budget must be presented to the General Assembly in January of 2013 as a zero-base budget.

**Results of Analysis**

1. Statutory Alignment: Program activities are aligned with statute or authorized by budget act.
2. Staffing Levels: The positions associated with administering and monitoring the grant programs are located in the Department of Education's Central Office program.
3. Fleet Management: The program does not have any state vehicles.
4. Measures: The measures reflect the input of the three budget offices and measure the impact of program activities.
5. Budget Impact: The Governor's recommendation is to decrease the program budget by \$59,806 based on the Department of Education's recommended FY 2014 reduction plan and increase the program budget by \$338,032 based on ZBB analysis. Specific ZBB recommendations are listed below.

Program Operations:

6. The positions associated with reviewing grants and monitoring the program activities are located in the Department of Education's Central Office program.  
**Recommendation:** Transfer \$338,032 in state funds and six positions from the Central Office program. Fund all charter school centered activities through a single program.
7. O.C.G.A. 20-2-2068.2 states that facilities funds are to be made available to "local charter schools, state chartered special schools, and commission charter schools." Pursuant to HB 797, state chartered special schools will receive approximately \$1,000 per FTE for capital outlay beginning in FY 2013.  
**Recommendation:** Prioritize locally approved charter schools that are not the recipients of other state capital funding with facilities grants.

**Department of Education  
ZBB Program: Charter Schools**

**Program Purpose and Key Activities**

**Agency Purpose**

The Department of Education disburses state education funds, provides technical assistance and support services to local school systems, operates three schools for hearing and visually impaired students, and provides intensive assistance to local schools identified as needing improvement.

**Program Purpose**

The purpose of this appropriation is to authorize charter schools and charter systems and to provide funds for competitive grants for planning, implementation, facilities, and operations of those entities.

**Key Activities**

(Listed in priority order as determined by the Agency)

**Federal Public Charter Schools Program (CSP) grants**

The federal public charter schools program (CSP) funds three types of grants: planning, implementation and dissemination. Planning and implementation grants are awarded through a competitive process to new charter schools that have been awarded a charter contract. Eligible spending for planning and implementation grants include purchase of equipment and supplies, securing professional development opportunities, aligning curriculum to Georgia Performance Standards and other non-operating activities. Dissemination grants are available for high-quality charter schools that have been open for three years or more with a strong record of academic and financial success. Dissemination grants are intended to assist these schools in developing partnerships and materials to disseminate best practices to traditional public schools and other charter schools. Eligible charter schools may apply for up to \$150,000 for either one year or two year projects.

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
Budget Act			\$7,001,330		



**Department of Education  
ZBB Program: Charter Schools**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

**Facilities Grants**

Grants to provide funding for the purchase, lease, renovation, and construction of public charter school facilities. Charter schools cannot directly receive state bond funds; facilities grants of up to \$200,000 are available instead. Requests can be made in one or more of the following categories: renovation support up to \$150,000; facility purchase/lease support up to \$30,000; and transportation support up to \$90,000. Applications are reviewed by the Charter School Division and rated based on the facility needs, academic success of the school, and financial management capability. 15-20 schools are expected to be awarded grants in FY 2013.

**State Planning Grants**

Grants of up to \$5,000 to assist in the development of a charter school petition. Eligible activities to be funded include informing the community about the school; consulting with financial, legal, and educational experts; developing curriculum; and site visits to high performing schools within Georgia. Eligible organizations include existing public schools, private individuals, private organizations, or state and local entities. Recipients must have plans to submit a high quality petition by May 1 of the current fiscal year. Grants will be awarded in two rounds in FY 2013 (August and December).

**Planning Consultants**

Planning consultants assist local districts with developing and writing their charter system concept. The consultants also help eligible organizations in the development of a charter school petition and provide governance training.

Total

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
OCGA 20-2-2068		\$1,903,546	\$1,903,546	(\$54,806)	
Budget Act		50,000	50,000	(5,000)	
Budget Act		40,000	40,000		
		\$1,993,546	\$8,994,876	(\$59,806)	

**Department of Education  
ZBB Program: Charter Schools**

**Program Purpose and Key Activities**

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** Reduce facilities grants by \$54,806 and state planning grants by \$5,000.

**10% Reduction:** Not Applicable

**Department of Education  
ZBB Program: Charter Schools**

**Performance Measures**

**Program Description** Several different grant programs for charter schools are supported through this program. Two of these programs are state funded; planning grants have been awarded since 2006 and facilities grants since 2004. Federal charter school program grants are also awarded through this program. Georgia has received this federal funding since 2000. Applications for the grants are submitted to GaDOE Charter Schools Division. Staff members, funded through the Central Office budget program, review the applications for completeness and quality. Based on these recommendations, the State Board of Education approves final grant awards.

- Goals** The ultimate or long-term goals of this Program are:
1. To improve student achievement by expanding public school choice options through the development of high quality charter schools and charter systems.
  2. To use charter school grant funding to improve charter school student outcomes.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Number of charter schools <sup>1</sup>	77	82	101	110
2. Number of charter school petitions reviewed by the Georgia Department of Education	32	36	31	100
3. Number of charter schools authorized	8	12	19	10
4. Percentage of charter school requests for renewal approved	N/A	N/A	100%	100%
5. Percentage of charter schools making adequate yearly progress	85	80	70	77
6. Number of students enrolled in charter schools	41,582	48,344	59,193	N/A
7. Charter school student graduation rate	81.0%	80.9%	82.0%	N/A
8. Number of charter system petitions reviewed by the Georgia Department of Education	2	4	7	2
9. Number of approved charter systems operating	4	4	8	14
10. Number of planning grants awarded	12	13	9	5
11. Number of contact hours reported by planning consultants	0	0	591	1061
12. Number of facilities grants awarded	20	21	29	27
13. Average value of facilities grants awarded	\$73,000	\$94,285	\$62,068	\$66,666
14. Number of Federal Charter School Program grants awarded	17	13	8	8

<sup>1</sup>. Charter schools in measures 1-6 include locally approved charter schools and state-chartered special schools. These measures do not include schools within charter systems.

**Department of Education  
ZBB Program: Charter Schools**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011 <sup>1</sup>	FY 2012	Current Budget	Changes	Recommendation
Personal Services	\$414,291			\$242,964	\$242,964
Regular Operating Expenses	35,105			17,187	17,187
Computer Charges	5,728			14,509	14,509
Real Estate Rentals	28,995			11,980	11,980
Telecommunications	18,140			1,392	1,392
Contractual Services	11,915	\$30,000	\$40,000	50,000	90,000
Grants	8,107,187	7,882,661	8,954,876	(59,806)	8,895,070
<b>Total Expenditures</b>	<b>\$8,621,360</b>	<b>\$7,912,661</b>	<b>\$8,994,876</b>	<b>\$278,226</b>	<b>\$9,273,102</b>
<b>State General Funds</b>	<b>\$1,835,000</b>	<b>\$1,870,000</b>	<b>\$1,993,546</b>	<b>\$278,226</b>	<b>\$2,271,772</b>
Federal Funds	6,272,187	6,042,661	7,001,330		7,001,330
Other Funds	514,173				
<b>Total Funds</b>	<b>\$8,621,360</b>	<b>\$7,912,661</b>	<b>\$8,994,876</b>	<b>\$278,226</b>	<b>\$9,273,102</b>
Positions				6	6

<sup>1</sup> Amount includes final expenditures for the Charter Schools Commission.

**FY 2014 Zero-Based Budget Analysis  
Department of Education  
ZBB Program: Communities In Schools**

**FY 2014 Zero-Based Budget Report**  
**Department of Education**  
**ZBB Program: Communities In Schools**

**Purpose of Review**

The Communities In Schools program aims to prevent student dropouts through student case management, addressing academic and non-academic barriers to student success through assessment, coordination of services at the school site, and student referrals to needed services such as mentoring, parent engagement, literacy, youth leadership and after-school programs. Pursuant to SB 33 (2012 Session), the entire Department of Education's (DOE) budget must be presented to the General Assembly in January of 2013 as a zero-based budget. The purpose of this review is to evaluate programs dedicated to serving underserved, at-risk children and preparing them to succeed in school, college or a career.

**Results of Analysis**

1. Statutory Alignment: The program is performing activities authorized by the budget but not specifically cited in statute.
2. Staffing Levels: This program does not fund any positions. The one position associated with administering and monitoring the Communities In Schools grant is located in the Department of Education's School Improvement program.
3. Fleet Management: The program does not have any state vehicles.
4. Measures: The performance measures directly measure the impact of program activities.
5. Budget Impact: The Governor's recommendation is to decrease the program budget by \$27,993 based on the Department of Education's recommended FY 2014 reduction plan and \$0 based on ZBB analysis. Specific ZBB recommendations are listed below.

Program Operations:

6. The program provides a grant to Communities In Schools (CIS) of Georgia, a non-profit dropout prevention program. The grant is dispersed among 42 local affiliates and the CIS of Georgia headquarters.
7. State funded support for the program has decreased by 62% since FY 2008.  
**Recommendation:** Communities In Schools of Georgia should continue to identify other sources of funding including donations and grants.
8. In FY 2011, the Department of Education contracted with Communities In Schools of Georgia to invest \$2,481,840 in federal Race to the Top funds over a four year period to start three Performance Learning Centers (PLCs) for dropout prevention. PLCs are small high schools designed for students who are at risk of dropping out of school and are not succeeding in traditional school settings.

**Department of Education**  
**ZBB Program: Communities In Schools**

**Program Purpose and Key Activities**

**Agency Purpose**

The Department of Education disburses state education funds, provides technical assistance and support services to local school systems, operates three schools for hearing and visually impaired students, and provides intensive assistance to local schools identified as needing improvement.

**Program Purpose**

The purpose of this program is to support Performance Learning Centers and maintain a network of local affiliate organizations across the state, and to partner with other state and national organizations to support student success in school and beyond.

**Key Activities** (Listed in priority order as determined by the Agency)

**Communities In Schools Grant** This grant provides funding to Communities In Schools (CIS) of Georgia to provide services to students at risk of not graduating from high school. CIS of Georgia awards grants to 42 local network affiliates for the implementation of dropout prevention and recovery programs. The grant provides Communities In Schools local affiliates with training and technical assistance for program development and to strengthen program operations. DOE reviews contract deliverables to ensure that all activities are directly tied to the strategic goals of the program which is to decrease drop-out rates and improve student academic achievement.

Total

Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
Budget Act	1	\$933,100	\$933,100	(\$27,993)	
		<hr/>			
		1	\$933,100	\$933,100	(\$27,993)

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** Reduce grants to local affiliates.

**10% Reduction:** Not Applicable

<sup>1</sup> Number of positions does not match budgeted positions. This position is funded through the School Improvement program as this is only one of the responsibilities of this position.

**Department of Education  
ZBB Program: Communities In Schools**

**Performance Measures**

**Program Description** Communities In Schools supports local network affiliates by providing research-based best practice program and professional development strategies, training and conferences, technical support, resource development, public relations and marketing, and program evaluation to address dropout prevention and recovery programs.

- Goals** The ultimate or long-term goals of this Program are:
1. Decrease drop-out rates of students susceptible to dropping out of school.
  2. Increase community support to at-risk students throughout the state of Georgia.
  3. Increase parent engagement.
  4. Increase graduation rates for at-risk students receiving Communities In Schools services.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Number of at-risk students receiving intensive services	28,911	15,108	17,570	31,180
2. Annual dropout rate for students served by Communities In Schools	4.9%	2.5%	2.4%	6.2%
3. Graduation rate for students served by Communities In Schools	79.2%	81.0%	93.2%	82.5%
4. Percentage of school districts with campuses participating in Communities In Schools	35.6%	30.6%	30.0%	26.1%
5. Average amount of state funds spent per student served	\$40.58	\$73.99	\$53.11	\$75.62
6. Total dollars leveraged	\$21,804,821	\$18,083,519	\$16,289,161	\$19,342,312



**Department of Education  
ZBB Program: Communities In Schools**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Communities In Schools	\$933,100	\$914,438	\$933,100	(\$27,993)	\$905,107
<b>Total Expenditures</b>	\$933,100	\$914,438	\$933,100	(\$27,993)	\$905,107
<b>State General Funds</b>	\$933,100	\$914,438	\$933,100	(\$27,993)	\$905,107
<b>Total Funds</b>	\$933,100	\$914,438	\$933,100	(\$27,993)	\$905,107

**FY 2014 Zero-Based Budget Analysis  
Department of Education  
ZBB Program: Curriculum Development**

**FY 2014 Zero-Based Budget Report**  
**Department of Education**  
**ZBB Program: Curriculum Development**

**Purpose of Review**

Pursuant to SB 33 (2012 Session), the entire Department of Education's budget must be presented to the General Assembly in January of 2013 as a zero-base budget.

**Results of Analysis**

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: The positions associated with administering this program are located in the Department of Education's Central Office program.
3. Fleet Management: The program does not have any state vehicles.
4. Measures: The measures reflect input from the three budget offices. The agency should continue to identify additional measures that explain the impact of program activities.
5. Budget Impact: Increase program budget by \$3,948,020 based on ZBB analysis. The specific changes are listed below.

Program Operations:

6. This program was originally created in order to provide additional funding for the transition from Quality Core Curriculum to Georgia Performance Standards (GPS), a new endeavor that greatly impacted Georgia curriculum standards. The current use of funds is for the adoption of Common Core Georgia Performance Standards (CCGPS). This adoption builds upon GPS, rather than replacing it, and requires less direct appropriation than did the last transition to GPS.

**Recommendation:** Reduce funding for curriculum development by \$165,000 to reflect Race to the Top funds.

7. The adoption of CCGPS does not require a programmatic separation from the curriculum development activity within DOE Central Office program.

**Recommendation:** Transfer \$4,286,439 and 34 positions from the Central Office program. Fund all curriculum-centered activities, including development, review, refinement, support, and training through a single program.

8. DOE has provided funding for two years for the Holocaust Trunk Learning Project. The pilot year for this project was FY 2012.

**Recommendation:** As trunks have been purchased and developed, eliminate startup funds of \$25,407.

9. \$250,000 was appropriated for the Global Initiatives Program in FY 2013. The proposed budget for this program is \$227,500.

**Recommendation:** Reduce state funds by \$22,500 to align funding with the activity budget.

**FY 2014 Zero-Based Budget Report**  
**Department of Education**  
**ZBB Program: Curriculum Development**

**Results of Analysis**

10. Funding for DOE databases in GALILEO is appropriated to both the Board of Regents and the Department of Education. As of FY12, the Central Office program in the Board of Regents budget was the source of 90% of this funding.

**Recommendation:** Transfer \$125,512 in state funds to the Board of Regents' Central Office program to align all funding for K-12 GALILEO databases under one budgetary program.

## Department of Education ZBB Program: Curriculum Development

### Program Purpose and Key Activities

**Agency Purpose** The Department of Education disburses state education funds, provides technical assistance and support services to local school systems, operates three schools for hearing and visually impaired students, and provides intensive assistance to local schools identified as needing improvement.

**Program Purpose** The purpose of this appropriation is to develop a statewide, standards-based curriculum to guide instruction and assessment, and to provide training and instructional resources to teachers for implementing this curriculum.

**Key Activities** (Listed in priority order as determined by the Agency)

**Development and Revision of Standards** Advisory councils are tasked with ensuring that coursework is properly aligned to standards as Georgia adopts Common Core Georgia Performance Standards (CCGPS). These councils consist of Georgia teachers, principals, and education stakeholders from Technical College System of Georgia (TCSG), University of Georgia (USG), Professional Standards Commission (PSC), and the business community. Advisory councils conduct precision reviews on a four-year cycle to ensure curriculum is aligned to create college and career ready students.

**Resources for Teachers and Administrators** Instructional resources to assist in implementation of CCGPS. These resources are created by DOE staff with input and review from advisory councils, and posted on GeorgiaStandards.org. Examples of instructional resources include resource guides, framework units, model lesson plans, best practice videos, and curriculum maps.

**Professional Learning** To assist with the adoption of CCGPS, teachers and administrators are provided orientation and professional learning sessions through Georgia Public Broadcasting. These live sessions were recorded and archived on GeorgiaStandards.org for future use. Webinars, newsletters, and teacher listservs are other forms of communication developed to provide professional learning to instructors.

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction <sup>1</sup>	10% Reduction
OCGA 20-2-140 OCGA 20-2-141		\$129,081	\$129,081		
OCGA 20-2-13		268,162	268,162		
OCGA 20-2-13		434,582	434,582		(\$39,488)

**Department of Education  
ZBB Program: Curriculum Development**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

**Global Initiatives Program** The Workforce Development Liaison works with international businesses operating in Georgia to determine the businesses' workforce needs. The Department of Education will then develop defined educational and training objectives, language and cultural awareness programs, and in-context work experiences. These objectives will fit into career pathways developed by DOE. Financial and in-kind support, such as training information, manuals, and testing materials, are sought from the international business partners. DOE has contracted with YellowPark Garden consultancy firm for liaison services.

**Georgia Holocaust Learning Trunk Project** The project provides additional resources to educators across the state on the issue of Holocaust and genocide education. Each trunk will have a total of 75 materials including posters, DVDs, books, and CD-ROM in addition to a Holocaust Learning Trunk Project: Guide and Resources Book to supplement the materials. Holocaust Learning Trunks will be available free of charge to the Regional Education Service Agencies for the middle schools in the state. 33 trunks were created as of FY 2012.

**GALILEO** This contract provides for participation for the Department of Education in GALILEO. GALILEO is an initiative of the University System of Georgia and provides general, subject and age appropriate quality electronic resources, including databases, full text journals, magazines, encyclopedias and Georgia specific information for homework assignments, learning support, and research projects.

Total

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction <sup>1</sup>	10% Reduction
Budget Act		\$250,000	\$250,000		
Budget Act		25,407	25,407		
Budget Act		125,512	125,512	(\$125,512)	
		\$1,232,744	\$1,232,744	(\$165,000)	

**Department of Education**  
**ZBB Program: Curriculum Development**

**Program Purpose and Key Activities**

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** Eliminate funding for GALILEO and reduce funds for other contractual services.

**10% Reduction:** Not Applicable

<sup>1</sup> Reductions listed represent the changes to this program that were included as part of the Department of Education's agencywide 3% reduction request. Column will not total 3% of programmatic budget.

**Department of Education  
ZBB Program: Curriculum Development**

**Performance Measures**

**Program Description** The curriculum development program was created to provide funding for the transition to Georgia Performance Standards (GPS). The state transitioned from Quality Core Curriculum to GPS beginning in FY 2005 and the implementation was complete in FY 2012. Funding for the Curriculum Development program was appropriated in addition to funding for curriculum administration under the Central Office program, which carries out a broader range of activities. Funding is now used for the implementation of Common Core Georgia Performance Standards.

- Goals** The ultimate or long-term goals of this Program are:
1. To identify and implement research based, internationally benchmarked standards aligned with college and career readiness for the students of Georgia on a regular basis.
  2. To develop and share professional resources with Georgia educators (teachers and administrators) to assist them with providing K-12 education to the students of Georgia.
  3. To provide training and technical assistance for curriculum directors, teachers, and administrators on the most up-to-date standards and aligned resources.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Number of resources developed to support implementation of curricular standards (resources include standards, framework components, videos, and remediation support)	466	390	320	591
2. Average cost to develop a resource	\$1,147.42	\$936.38	\$1,053.13	\$815.21
3. Number of total unique visits to GeorgiaStandards.org	500,053	776,568	813,927	908,125
4. Number of teachers attending curriculum and instruction training sessions	15,077	5,943	7,112	17,875
5. Number of industry specific language training courses developed	N/A	N/A	N/A	N/A



**Department of Education**  
**ZBB Program: Curriculum Development**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services				\$2,822,416	\$2,822,416
Regular Operating Expenses	\$346,100	\$147,505	\$100,000	391,090	491,090
Computer Charges	35,327	11,948	5,000	114,899	119,899
Real Estate Rentals				126,723	126,723
Telecommunications	3,724	6,912	6,000	26,345	32,345
Contractual Services	701,667	823,054	1,121,744	466,547	1,588,291
<b>Total Expenditures</b>	<b>\$1,086,818</b>	<b>\$989,419</b>	<b>\$1,232,744</b>	<b>\$3,948,020</b>	<b>\$5,180,764</b>
<b>State General Funds</b>	<b>\$992,820</b>	<b>\$982,744</b>	<b>\$1,232,744</b>	<b>\$2,229,969</b>	<b>\$3,462,713</b>
Federal Funds	80,328			1,099,020	1,099,020
Other Funds	13,670	6,675		619,031	619,031
<b>Total Funds</b>	<b>\$1,086,818</b>	<b>\$989,419</b>	<b>\$1,232,744</b>	<b>\$3,948,020</b>	<b>\$5,180,764</b>
Positions				34	34

**FY 2014 Zero-Based Budget Analysis  
Department of Education  
ZBB Program: Federal Programs**

# FY 2014 Zero-Based Budget Report

## Department of Education

### ZBB Program: Federal Programs

#### Purpose of Review

Pursuant to SB 33 (2012 Session), the entire Department of Education's budget must be presented to the General Assembly in January of 2013 as a zero-base budget.

#### Results of Analysis

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: Budgeted positions remained the same from FY 2012 to FY 2013, and an adjustment will be made to the actual position count. See recommendations.
3. Fleet Management: The program does not have any state vehicles.
4. Measures: The measures reflect the input from the three budget offices and reflect the performance of the program.
5. Budget Impact: All subprograms are federally funded, and the budgeted amount has decreased by over \$657 million from FY 2011 to FY 2013. American Recovery and Reinvestment Act (ARRA) funds went from \$265,788,567 in FY 2011 to \$96,040,183 in FY 2013.

#### Program Operations:

6. ARRA funds in Title 1-A, Title II-D, and Education for Homeless Children are fully expended. ARRA funds in School Improvement Grants will be fully expended in June 2013. These were temporary funds, and schools have reduced temporary support staff and/or reduced professional learning and supplemental materials as needed.  
**Recommendation:** These grants were intended as enhancement funding from the federal government and should not be replaced with state general funds.
7. Race to the Top was a \$400 million award to Georgia beginning in FY 2010. Half of the funds remained at the state level and the other half went directly to the partnering Local Educational Agencies (LEAs) via their Title I formula. These funds will be fully expended in FY 2014.  
**Recommendation:** The state will continue to monitor the Race to the Top grant and develop a sustainability plan.
8. The Striving Readers program began in FY 2012, and DOE was awarded \$25.7 million in the initial year of a five year program. In FY 2012, some Striving Readers funds were budgeted under Federal Programs as Reading First, Title 1-B. The Striving Readers program transferred to Curriculum and Instruction in FY 2013.
9. The Byrd Honor Scholarships has not received funding since FY 2011, and funding is not expected to be restored. Title I-B, Even Start was not funded in FY 2013.  
**Recommendation:** Eliminate subprograms with no associated budget.

**FY 2014 Zero-Based Budget Report**  
**Department of Education**  
**ZBB Program: Federal Programs**

**Results of Analysis**

10. Federal Programs may be impacted by the sequestration of federal funding.  
**Recommendation:** The state should not replace these eliminated federal funds with state general funds.
11. Additional positions associated with federal grants and monitoring program activities are located in the Department of Education's Georgia Learning Resources System program and Central Office program.  
**Recommendation:** Transfer \$6,300,860 in federal funds and 32 positions from the Georgia Learning Resources System (GLRS) program to Federal Programs. Transfer \$11,728,068 in federal funds, 89 positions, and 3 vehicles from the Central Office program to Federal Programs. These transfers will better align program function and budget.
12. The authorized position count does not accurately reflect the actual position count.  
**Recommendation:** The Department of Education should adjust position count from 43 to 196 to accurately reflect the number of positions. This correction accounts for 32 additional positions in Federal Programs, 32 positions from Georgia Learning Resources System, and 89 positions from the Central Office, Federal Programs Admin subprogram.

**Department of Education  
ZBB Program: Federal Programs**

**Program Purpose and Key Activities**

**Agency Purpose** The Department of Education disburses state education funds, provides technical assistance and support services to local school systems, operates three schools for hearing and visually impaired students, and provides intensive assistance to local schools identified as needing improvement.

**Program Purpose** To coordinate federally funded programs and allocate federal funds to school systems.

**Key Activities** (Listed in priority order as determined by the Agency)

**Administer Federal Title I Part A** As part of No Child Left Behind, funds are given to LEAs and public schools with high numbers or high percentages of children from low-income families to help meet academic achievement standards. DOE provides technical assistance, provides resources to ensure effective implementation, and monitor to ensure compliance.

**Administer Outreach Grants and Programs** Formula and competitive grants are awarded. These programs include: Programs for Neglected/Delinquent Children, Rural Education Program, Homeless Assistance, Migrant Education Program, Improving Teacher Quality, English Language, 21st Century Schools, and Race to the Top. DOE provides technical assistance, provides resources to ensure effective implementation, and monitor to ensure compliance. A parent engagement program also ensures Title I, Part A parental involvement regulations are met.

Total

Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
20 USC §§ 1-9906			\$527,734,643		
20 USC §§ 1-9906	43		544,778,464		
				43	\$1,072,513,107

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** Not Applicable

**10% Reduction:** Not Applicable

<sup>1</sup> See Recommendation 11 of Analysis

**Department of Education  
ZBB Program: Federal Programs**

**Performance Measures**

**Program Description** This program coordinates federally funded programs and allocates federal funds to school systems.

- Goals** The ultimate or long-term goals of this Program are:
1. Administer grants effectively.
  2. Provide technical assistance.
  3. Ensure compliance.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Number of Title I schools	1,342	1,536	1,549	1,342
2. Average cost per school implementing Title Programs	\$118,149	\$169,558	\$157,193	\$114,645
3. Percentage of Title I schools making adequate yearly progress	86.3%	75%	69.5%	79.4%
4. Number of Title I Distinguished Schools	770	902	837	805
5. Percentage of Districts with a noncompliance finding for Title I federal funding requirements	N/A	N/A	N/A	N/A

**Department of Education  
ZBB Program: Federal Programs**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services	\$859,758	\$4,967,650	\$7,470,345	\$7,813,844	\$15,284,189
Regular Operating Expenses	24,301	477,184	1,779,876	1,797,598	3,577,474
Equipment	163,792	17,811			
Computer Charges	99,329	75,507	103,072	149,955	253,027
Real Estate Rentals	50,057	164,671		210,818	210,818
Telecommunications	28	21,620	8,189	97,366	105,555
Contractual Services	3,845,997	29,750,574	20,838,754	1,658,487	22,497,241
Grants and Benefits	382,789,658	127,086,162	64,494,491		64,494,491
Other			1,216,217		1,216,217
Title I-A, Improving Basic	765,050,088	625,570,170	527,734,643		527,734,643
Instructional Services-Handicapped	368,610,522	406,511,699	309,395,374		309,395,374
Title I-B, Even Start	1,993,601	972,989	3		3
Homeless Children/Youth	2,313,240	2,535,695	2,538,294		2,538,294
Title IV, Safe & Drug Free	1,745,315	165,164	42,087		42,087
Title II, Math/Science	6,771,434	6,457,908	12,317,383		12,317,383
Byrd Honor Scholarships	1,407,000				
Title 1-C, Migrant Education	9,241,711	9,015,723	10,020,431		10,020,431
Title I-D, Neglected and Delinquent	1,605,423	1,035,495	303,589		303,589
Title II-A, Improving Teacher Quality	86,384,162	76,002,972	71,054,045		71,054,045
Title II-D, Enhancing Education Technology	27,810,703	1,779,826	774,468		774,468
Title III-A, English Language	18,969,842	18,878,121	15,525,672		15,525,672
Title IV-B, 21st Century Schools	43,409,500	55,229,541	19,521,122		19,521,122
Title VI-B, Rural & Low-Income	7,306,710	7,745,107	7,375,052		7,375,052
Title I-B, Reading First		4,950,583			
Georgia Learning Resources System				6,300,860	6,300,860
<b>Total Expenditures</b>	<b>\$1,730,452,172</b>	<b>\$1,379,412,172</b>	<b>\$1,072,513,107</b>	<b>\$18,028,928</b>	<b>\$1,090,542,035</b>

**Department of Education  
ZBB Program: Federal Programs**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Federal Funds	\$1,464,663,605	\$1,229,168,746	\$976,472,924	\$18,028,928	\$994,501,852
Federal Recovery Funds	265,788,567	150,243,426	96,040,183		96,040,183
<b>Total Funds</b>	<b>\$1,730,452,172</b>	<b>\$1,379,412,172</b>	<b>\$1,072,513,107</b>	<b>\$18,028,928</b>	<b>\$1,090,542,035</b>
Positions	8	43	43	153	196
Motor Vehicles				3	3



**FY 2014 Zero-Based Budget Analysis**  
**Department of Education**  
**ZBB Program: Georgia Learning Resources System**

**FY 2014 Zero-Based Budget Report**  
**Department of Education**  
**ZBB Program: Georgia Learning Resources System**

**Purpose of Review**

Pursuant to SB 33 (2012 Session), the entire Department of Education's budget must be presented to the General Assembly in January of 2013 as a zero-base budget.

**Results of Analysis**

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: Although the program had 32 full-time positions in FY 2011, FY 2012, and FY 2013, the Department of Education did not report a position count in BudgetNet.
3. Fleet Management: The program does not have any state vehicles.
4. Budget Impact: Georgia Learning Resources System (GLRS) is entirely federally funded, and the budget decreased from \$7,897,339 in FY 2011 to \$6,300,860 in FY 2013.

Program Operations:

5. Georgia Learning Resources System has not received state general funds since FY 2005.  
**Recommendation:** Transfer \$6,300,860 in federal funds and 32 positions from Georgia Learning Resources System to Federal Programs to better align function and budget.
6. Georgia Learning Resources System may be impacted by the sequestration of federal funding.  
**Recommendation:** The state should not replace sequestered federal funds within this program with state general funds since the state currently funds other professional development programs.

**Department of Education**  
**ZBB Program: Georgia Learning Resources System**

**Program Purpose and Key Activities**

**Agency Purpose**

The Department of Education disburses state education funds, provides technical assistance and support services to local school systems, operates three schools for hearing and visually impaired students, and provides intensive assistance to local schools identified as needing improvement.

**Program Purpose**

To train teachers and administrators in instructional practices, to assist local school districts in complying with federal education laws, and to provide resources to educators and parents of students with disabilities.

**Key Activities** (Listed in priority order as determined by the Agency)

**Training for Educators and Parents of Students with Disabilities**

Each of the 17 Georgia Learning Resources System centers plan approximately 10-16 professional and parent development sessions (approximately 200 individuals attend) throughout their region per quarter to support the achievement of students with disabilities. In addition, the centers facilitate monthly meetings for special education directors and develop products and publications. The GLRS Direction Center is operated out of the East Georgia GLRS Center, and this phone line directs individuals to the right public and private resources for students with special Total

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
20 USC §§ 1-9906	32		\$6,300,860		
			32	\$6,300,860	

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** Not Applicable

**10% Reduction:** Not Applicable

**Department of Education**  
**ZBB Program: Georgia Learning Resources System**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Grants-Local School	\$3,756,423	\$3,672,525	\$2,595,112	(\$2,595,112)	
Grants-RESA	4,140,916	4,214,741	3,662,868	(3,662,868)	
Other <sup>1</sup>			42,880	(42,880)	
<b>Total Expenditures</b>	<b>\$7,897,339</b>	<b>\$7,887,266</b>	<b>\$6,300,860</b>	<b>(\$6,300,860)</b>	
Federal Funds	\$7,897,339	\$7,887,266	\$6,300,860	(\$6,300,860)	
<b>Total Funds</b>	<b>\$7,897,339</b>	<b>\$7,887,266</b>	<b>\$6,300,860</b>	<b>(\$6,300,860)</b>	

**FY 2014 Zero-Based Budget Analysis  
Department of Education  
ZBB Program: Georgia Virtual School**

**FY 2014 Zero-Based Budget Report**  
**Department of Education**  
**ZBB Program: Georgia Virtual School**

**Purpose of Review**

Pursuant to SB 33 (2012 Session), the entire Department of Education's (DOE) budget must be presented to the General Assembly in January of 2013 as a zero-base budget.

**Results of Analysis**

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: Four DOE positions are funded through this program. Thirty-nine of the 43 full-time employees of the Georgia Virtual School (GaVS) are paid through a contract with Kennesaw State University. The program position count should be updated to accurately reflect the number of state funded DOE employees.
3. Fleet Management: The program does not have any state vehicles.
4. Measures: The measures reflect the input of the three budget offices and measure the impact of program activities.
5. Budget Impact: The Governor's recommendation is to decrease the program budget by \$141,179 based on the Department of Education's recommended FY 2014 reduction plan and \$0 based on ZBB analysis. Specific ZBB recommendations are listed below.

Program Operations:

6. Legislation passed in 2012 significantly changed the funding mechanism for the Georgia Virtual School. All students are now charged tuition per course segment. Courses taken by public school students are counted in the QBE formula. The local school system pays tuition from these earnings. Ultimately, GaVS will become self-sufficient from tuition collected. This legislation also placed student enrollment requirements on local school systems that necessitate an expansion of courses offered by GaVS.

**Recommendation:** Continue appropriations for GaVS at such a level to support the administration of the program and the build out of course offerings until sufficient enrollment levels are reached. Sufficient enrollment levels are such that tuition collected can sustain the statutorily required activities of the program. Provide budget offices with an annual sustainability model, prepared by DOE, incorporating enrollment projections, tuition costs, and development progress.

7. The Georgia Virtual School has been consistently high performing in measures of student success such as course completion and passage rates.

**Recommendation:** Continue to work with local school systems to encourage increased enrollment in GaVS and disseminate best practices for incorporating virtual learning in traditional education settings, including blended learning models.

**FY 2014 Zero-Based Budget Report**  
**Department of Education**  
**ZBB Program: Georgia Virtual School**

**Results of Analysis**

8. Home-school students were offered 4,000 one-semester class segments, at no charge, on a first-come, first-served basis in FY 2013. Adjunct teachers for these courses are paid through program funds. This is not consistent with the state's policy of providing funding for basic education only to those students enrolled in a public school setting.

**Recommendation:** In FY 2014 and forward, GaVS should charge tuition to all private and home-school students at the same rate as is charged to local school systems for public school students.

**Department of Education**  
**ZBB Program: Georgia Virtual School**

**Program Purpose and Key Activities**

**Agency Purpose**

The Department of Education disburses state education funds, provides technical assistance and support services to local school systems, operates three schools for hearing and visually impaired students, and provides intensive assistance to local schools identified as needing improvement.

**Program Purpose**

The purpose of this appropriation is to expand the accessibility and breadth of course offerings so that Georgia students can recover credits, access supplementary resources, enhance their studies, or earn additional credits in a manner not involving on-site interaction with a teacher.

**Key Activities** (Listed in priority order as determined by the Agency)

**Delivery of Instruction**

Provides for the costs associated with instruction, including teacher salaries, materials, software, telecommunications tools, and proctors for End-of-Course Tests. Courses are taught by adjunct teachers who hold a Georgia teaching certificate. In FY 2012, 128 teachers instructed 796 courses. This activity also includes the contract with Desire2Learn, the learning management system GaVS uses to deliver its content.

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget <sup>1</sup>	State Funds	
				3% Reduction	10% Reduction

OCGA 20-2-140.1, 20-2-319.1		\$755,955	\$3,714,489		
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**Administration of Georgia Virtual School**

Operation and supervision of the Georgia Virtual School Program (GaVS) including general operations, teacher training, educational technology and instructional support, district outreach, administrative support, and maintenance and support of technology infrastructure.

OCGA 20-2-140.1, 20-2-319.1	4	1,980,000	1,980,000		
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**Development and Maintenance of Courses**

New coursework is developed by subject matter experts who are current Georgia teachers and course developers at Kennesaw State University. Currently, courses are predominately high school level; middle and elementary school suites of courses will be deployed in FY 2014 - FY 2015. Courses are reviewed for technical issues each semester and are on a two-year revision cycle for standards and assessment review.

OCGA 20-2-140.1, 20-2-319.1		970,000	3,340,251	(\$141,179)	
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**Department of Education  
ZBB Program: Georgia Virtual School**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

**Providing Credit Recovery** Delivery and supervision of the Credit Recovery Program. Through an online, teacher-less learning environment, this program provides students with an opportunity to make up credits for previous courses that were not passed. All tests, final exams, and end-of-course-tests are proctored by the school monitor. Credit recovery assists students at risk of repeating a year in graduating on time. A reduction in repeated courses results in a cost savings to the state due to a reduction in state funded QBE segments.

**Blended Learning Training and Resources** Blended learning is a model that incorporates online lessons from the GaVS into a traditional classroom setting. GaVS agents travel to schools throughout the state to provide training, technical assistance, and outreach to local school systems incorporating blended learning into their classrooms.

Total

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget <sup>1</sup>	State Funds			
				3% Reduction	10% Reduction		
OCGA 20-2-319.1		\$500,000	\$500,000				
OCGA 20-2-319.1		500,000	500,000				
				4	\$4,705,955	\$10,034,740	(\$141,179)

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** Reduce funds for contractual services.

**10% Reduction:** Not Applicable

<sup>1</sup> Total budget includes appropriated funds and projected tuition revenues.

**Department of Education  
ZBB Program: Georgia Virtual School**

**Performance Measures**

**Program Description** The Georgia Virtual School has provided opportunities for public, private, and home school students to take online courses since 2005. All courses are taught by teachers certified in Georgia and grades are recorded on student transcripts. Course offerings through GaVS include core curriculum; languages and other electives; career, technical, and agricultural education; and AP courses. The majority of courses available now are high school level, but the program is continually growing and will soon feature elementary and middle school level curriculum as well.

- Goals** The ultimate or long-term goals of this Program are:
1. Provide high quality, standards based online instruction to students.
  2. Better customize education opportunities and increase student achievement by increasing the number of schools utilizing blended learning models.
  3. Reduce the number of courses that are repeated by students by offering opportunities to recover credits through Georgia Credit Recovery Program.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Total number of courses offered	82	91	114	126
2. Number of advanced placement courses offered	20	22	24	27
3. Number of enrollments (in half-year segments)	6,647	8,893	9,441	17,346
4. Number of systems with students enrolled in GaVS courses	138	142	158	169
5. Percentage of students completing courses	91%	91%	91%	92%
6. Percentage of students passing the appropriate End-of-Course Test for courses that require such a test	82%	84%	88%	87%
7. Percentage of Credit Recovery students who passed final exam	N/A	77%	80%	81%
8. Number of schools adopting blended learning models	N/A	N/A	N/A	35

**Department of Education**  
**ZBB Program: Georgia Virtual School**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget <sup>1</sup>	Changes	Recommendation
Personal Services	\$243,476	\$297,558	\$380,984		\$380,984
Regular Operating Expenses	174,469	241,285	62,132		62,132
Equipment	65,267	47,754			
Computer Charges	232,755	147,893	25,000		25,000
Telecommunications	21,181	34,387	36,000		36,000
Contractual Services	5,649,026	5,347,716	5,230,864	(\$141,179)	5,089,685
Real Estate Rentals	9,844	75,661	50,000		50,000
Grants	109,825	257,875	292,000		292,000
<b>Total Expenditures</b>	<b>\$6,505,843</b>	<b>\$6,450,128</b>	<b>\$6,076,980</b>	<b>(\$141,179)</b>	<b>\$5,935,801</b>
<b>State General Funds</b>	<b>\$4,881,965</b>	<b>\$4,696,302</b>	<b>\$4,705,955</b>	<b>(\$141,179)</b>	<b>\$4,564,776</b>
Other Funds	1,623,878	1,753,826	1,371,025		1,371,025
<b>Total Funds</b>	<b>\$6,505,843</b>	<b>\$6,450,128</b>	<b>\$6,076,980</b>	<b>(\$141,179)</b>	<b>\$5,935,801</b>
Positions	5	2	2	2	4

<sup>1</sup> FY 2013 Current Budget column reflects the Department of Education's FY 2013 Budget Amendment 2 as submitted by the agency in BudgetNet.

**FY 2014 Zero-Based Budget Analysis**  
**Department of Education**  
**ZBB Program: Georgia Youth Science and Technology**

**FY 2014 Zero-Based Budget Report**  
**Department of Education**  
**ZBB Program: Georgia Youth Science and Technology**

**Purpose of Review**

The Georgia Youth Science and Technology program provides support to elementary and middle school science teachers to improve instruction and teaching methods in technology and science in the classrooms. The program strives to increase student interest and enthusiasm in science, mathematics, and technology particularly for students in rural, underserved school systems. Pursuant to SB 33 (2012 Session), the entire Department of Education's budget must be presented to the General Assembly in January of 2013 as a zero-based budget. The purpose of this review is to analyze the effectiveness, reach, and benefit of the program.

**Results of Analysis**

1. Statutory Alignment: The program is performing activities authorized by the budget but not specifically cited in statute.
2. Staffing Levels: This program does not fund any positions. The one position associated with administering and monitoring the Georgia Youth Science and Technology grant is located in the Department of Education's Central Office program.
3. Fleet Management: The program does not have any state vehicles.
4. Measures: The performance measures directly measure the impact of program activities.
5. Budget Impact: The Governor's recommendation is to eliminate state funding for this program based on ZBB analysis. Specific ZBB recommendations are listed below.

Program Operations:

6. The Georgia Youth Science and Technology program provides a grant to the Georgia Youth Science and Technology Centers, a private, non-profit education organization operated by Kennesaw State University (KSU). The grant is dispersed among the 13 regional Georgia Youth Science and Technology Centers and the headquarters located at KSU.
7. State funding for the program has decreased by 79% since FY 2007. The 13 regional centers and the headquarters receive additional funding through fees from participating school systems, charges for services, donations, and grants.  
**Recommendation:** Eliminate the state contract with Georgia Youth Science and Technology Centers and utilize other sources of funding including donations and grants to improve the teaching and learning process in Science, Technology, Engineering, and Mathematics (STEM) subjects. Georgia Youth Science and Technology Centers can also seek funds from Local School Districts as state earnings for professional development.

**Department of Education**  
**ZBB Program: Georgia Youth Science and Technology**

**Program Purpose and Key Activities**

**Agency Purpose**

The Department of Education disburses state education funds, provides technical assistance and support services to local school systems, operates three schools for hearing and visually impaired students, and provides intensive assistance to local schools identified as needing improvement.

**Program Purpose**

To offer educational programming that increases interest and enthusiasm in science, math, and technology, particularly among elementary and middle school teachers and students in underserved areas of the state.

**Key Activities** (Listed in priority order as determined by the Agency)

**Georgia Youth Science and Technology Grant**

The Department of Education (DOE) contracts with Kennesaw State University to support the headquarters and 13 regional Georgia Youth Science and Technology Centers that provide training in the areas of science, technology, engineering, and math (STEM) for teachers in grades kindergarten through grade 8. In addition, the program provides support for afterschool children's and Saturday programs and summer camps. DOE reviews contract deliverables to ensure that all activities are directly tied to the strategic goals of the program which is to assist in the education and learning process of students and inspire an appreciation for STEM subjects.

Total

Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds		
				3% Reduction	10% Reduction	
Budget Act	1	\$144,000	\$144,000	(\$4,320)		
			1	\$144,000	\$144,000	(\$4,320)

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** Reduce grant award.

**10% Reduction:** Not Applicable

<sup>1</sup> Number of positions does not match budgeted positions. This position is funded through the Central Office program as this is only one of the responsibilities of this position.

**Department of Education**  
**ZBB Program: Georgia Youth Science and Technology**

**Performance Measures**

**Program Description** The Georgia Youth Science and Technology program supports the headquarters and 13 regional Georgia Youth Science and Technology Centers to provide teacher training programs and conduct children's programs and summer camps in the areas of science and technology. The centers typically serve Georgia's predominantly rural, underserved schools systems and provide learning resources, share best practices, and create outreach tools to facilitate parent engagement.

- Goals** The ultimate or long-term goals of this Program are:
1. Increase teacher access to the Georgia Youth Science and Technology program services.
  2. Increase student performance on the Criterion-Referenced Competency Tests (CRCT) for third through eighth grade.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Number of teachers trained	10,373	11,692	11,913	8,489
2. Number of students served	98,950	89,013	85,553	82,477
3. Percentage of school systems with access to the Georgia Youth Science and Technology program	100%	100%	100%	100%
4. Percentage of students in Grades 3 through 8 meeting or exceeding the Georgia Performance Standards in science on the Criterion-Referenced Competency Tests (CRCT)	74.1%	75.6%	77.0%	77.9%
5. Cost per teacher trained	\$70	\$70	\$70	\$70
6. Total dollars leveraged	\$1,065,812	\$792,100	\$695,545	\$1,077,844

**Department of Education**  
**ZBB Program: Georgia Youth Science and Technology**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Contractual Services	\$150,000	\$141,120	\$144,000	(\$144,000)	\$0
<b>Total Expenditures</b>	\$150,000	\$141,120	\$144,000	(\$144,000)	\$0
<b>State General Funds</b>	\$150,000	\$141,120	\$144,000	(\$144,000)	\$0
<b>Total Funds</b>	\$150,000	\$141,120	\$144,000	(\$144,000)	\$0



**FY 2014 Zero-Based Budget Analysis  
Department of Education  
ZBB Program: Governor's Honors Program**

**FY 2014 Zero-Based Budget Report**  
**Department of Education**  
**ZBB Program: Governor's Honors Program**

**Purpose of Review**

The Governor's Honors Program provides the state of Georgia with leaders who are problem solvers, divergent thinkers, and team builders by delivering gifted students with instruction that differs from the regular curriculum in content, delivery, and expectation of student response. In FY 2011 the program length was reduced from 6 weeks to 4 weeks. Pursuant to SB 33 (2012 Session), the entire Department of Education's budget must be presented to the General Assembly in January of 2013 as a zero-based budget. The purpose of this review is to evaluate the effectiveness of the program in providing specialized instruction and experiences for students in a time limited summer program.

**Results of Analysis**

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: The Governor's Budget recommends maintaining current staffing levels.
3. Fleet Management: The program does not have any state vehicles.
4. Measures: The performance measures directly measure the impact of program activities.
5. Budget Impact: The Governor's recommendation is to reduce state funding for this program by \$28,795 based on ZBB analysis. Specific ZBB recommendations are listed below.

Program Operations:

6. The state funded program instructs 690 students each summer and operates at no cost to the participants. State funding for the program has decreased by 36% since 2008. The program was directed to seek alternative sources of funding.

**Recommendation:** Reduce state funding by \$28,795 and utilize the Governor's Honors Program Alumni Association to solicit contributions and support for the program.

**Department of Education**  
**ZBB Program: Governor's Honors Program**

**Program Purpose and Key Activities**

**Agency Purpose**

The Department of Education disburses state education funds, provides technical assistance and support services to local school systems, operates three schools for hearing and visually impaired students, and provides intensive assistance to local schools identified as needing improvement.

**Program Purpose**

To provide gifted high school students a summer program of challenging and enriching educational opportunities not usually available during the regular school year.

**Key Activities** (Listed in priority order as determined by the Agency)

**Program Operations**

The staff oversees the program budget, creates the annual contract with Valdosta State University for program operations space, oversees the student nomination process with local coordinators, coordinates the state level student interviews with hundreds of volunteer interviewers across the state, hires instructional and residential staff for the summer, and manages the acceptance paperwork of finalists. The staff also supervises the summer session and works with the Georgia Foundation for Public Education and the GHP Alumni Association to raise the public profile of the program and raise supplementary financial support for program supplies and auxiliary instructors and speakers.

Total

Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds			
				3% Reduction	10% Reduction		
OCGA 20-2-306 (a)	1	\$959,839	\$959,839	(\$28,795)			
				1	\$959,839	\$959,839	(\$28,795)

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** Reduce operating expenses.

**10% Reduction:** Not Applicable

<sup>1</sup> Number of positions does not include the 97 temporary employees funded through the program.

**Department of Education**  
**ZBB Program: Governor's Honors Program**

**Performance Measures**

**Program Description**      The Governor's Honors program provides 690 participants with specialized instruction that will provide them with experiences to become independent, lifelong learners.

- Goals**      The ultimate or long-term goals of this Program are:
1. Increase the number of nominees from public school systems with fewer than 750 students in the 10th and 11th grades.
  2. Increase the number of program participants.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Number of students participating in Governor's Honors Program	690	690	690	690
2. Average number of class hours provided to each participant	219	219	158	158
3. Total cost per participant	\$1,766	\$1,920	\$1,481	\$1,372
4. Number of students nominated from rural school districts	N/A	N/A	N/A	N/A
5. Percentage of funding subsidized by alternative sources	N/A	N/A	0%	0%
6. Total dollars leveraged	N/A	N/A	\$0	\$0

**Department of Education  
ZBB Program: Governor's Honors Program**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services	\$325,114	\$465,513	\$373,912		\$373,912
Regular Operating Expenses	25,262	25,830	18,183		18,183
Computer Charges	1,717	586	1,675		1,675
Real Estate Rentals		3,948	3,993		3,993
Telecommunications	2,276	1,104	1,200		1,200
Contractual Services	667,756	449,757	560,876	(\$28,795)	532,081
<b>Total Expenditures</b>	<b>\$1,022,125</b>	<b>\$946,737</b>	<b>\$959,839</b>	<b>(\$28,795)</b>	<b>\$931,044</b>
<b>State General Funds</b>	<b>\$1,022,125</b>	<b>\$946,737</b>	<b>\$959,839</b>	<b>(\$28,795)</b>	<b>\$931,044</b>
<b>Total Funds</b>	<b>\$1,022,125</b>	<b>\$946,737</b>	<b>\$959,839</b>	<b>(\$28,795)</b>	<b>\$931,044</b>
Positions	2	1	1		1

**FY 2014 Zero-Based Budget Analysis  
Department of Education  
ZBB Program: Information Technology Services**

**FY 2014 Zero-Based Budget Report**  
**Department of Education**  
**ZBB Program: Information Technology Services**

**Purpose of Review**

The Information Technology Services program provides internet access to each of Georgia's 180 public school systems, state charter schools, state schools, and the Georgia Department of Education headquarters to enable educators to utilize electronic learning resources. Pursuant to SB 33 (2012 Session), the entire Department of Education's budget must be presented to the General Assembly in January of 2013 as a zero-based budget. The purpose of this review is to analyze the effectiveness of this program in providing the necessary bandwidth to enhance the educational experience in Georgia's public schools.

**Results of Analysis**

1. Statutory Alignment: The program is performing activities authorized by the budget but not specifically cited in statute.
2. Staffing Levels: This program does not fund any positions. The one position associated with monitoring the internet access is located in the Department of Education's Central Office program along with 62 other positions that provide information technology services.
3. Fleet Management: The program does not have any state vehicles.
4. Measures: The performance measures directly measure the impact of program activities.
5. Budget Impact: The Governor's recommendation is to increase state funds for this program by \$12,555,141 based on ZBB analysis. Specific ZBB recommendations are listed below.

Program Operations:

6. The current average bandwidth of 3.0 megabits per second allocated per school does not provide the necessary bandwidth for schools to utilize electronic learning resources.  
**Recommendation:** The Department of Education should develop an efficient and effective method to increase the bandwidth allocated to schools to enhance learning for Georgia's students.
7. The positions associated with providing information technology services and support are located in the Department of Education's Central Office program.  
**Recommendation:** Transfer \$9,993,487 in state funds and 63 positions from the Central Office program to align information technology services in a single program (Total Funds: \$10,094,657).

**FY 2014 Zero-Based Budget Report**  
**Department of Education**  
**ZBB Program: Information Technology Services**

**Results of Analysis**

8. The Information Technology Services (ITS) administration staff provides training and support for the statewide Longitudinal Data System for the Department of Education. The Longitudinal Data System provides an electronic record of students to help districts, schools, and teachers make informed decisions to improve student learning.  
**Recommendation:** Provide \$435,091 in state funds for four positions on the Longitudinal Data System Training Team to train end users.
9. The ITS administration staff provides support for the department's data collection applications for local school system data coordinators to securely transmit data. The current workload demands require additional staff.  
**Recommendation:** Provide \$443,346 in state funds for training and operations and three positions in Data Collections.
10. The Information Technology Services program needs to begin replacing aging infrastructure to provide state of the art technology to meet Georgia's educational needs.  
**Recommendation:** Provide \$1,683,217 in state funds for critical infrastructure upgrades in Internal Technology.



**Department of Education**  
**ZBB Program: Information Technology Services**

**Program Purpose and Key Activities**

**Agency Purpose** The Department of Education disburses state education funds, provides technical assistance and support services to local school systems, operates three schools for hearing and visually impaired students, and provides intensive assistance to local schools identified as needing improvement.

**Program Purpose** To provide internet access for local school systems.

**Key Activities** (Listed in priority order as determined by the Agency)

**Internet Access Grant** The program provides internet access to each of Georgia's 180 public school systems, state charter schools, state schools, and the Georgia Department of Education headquarters. The staff periodically reviews proposals from potential internet providers, monitors the current internet access contract for compliance with the monthly service level agreements, and manages the technology planning process. The staff also conducts statewide e-rate consultation and training for the development and submission of applications to the Universal Service Administrative Company to receive discounted internet access for Georgia's public school systems through the Federal Communications Commission's Universal Fund.

Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
Budget Act	1	\$3,321,803	\$3,321,803		
Total			1	\$3,321,803	\$3,321,803

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** Not Applicable

**10% Reduction:** Not Applicable

<sup>1</sup> Number of positions does not match budgeted positions. The position is funded through the Central Office program along with other Information Technology positions.

**Department of Education**  
**ZBB Program: Information Technology Services**

**Performance Measures**

**Program Description**      The Information Technology Services provides internet access to each of Georgia's 180 public school systems, state charter schools, state schools, and the Georgia Department headquarters to enable educators to utilize electronic learning resources.

- Goals**                      The ultimate or long-term goals of this Program are:
1. Provide all public K-12 schools in the state with a connection to the internet.
  2. Increase average bandwidth allocated per school system.

<b>Performance Measures</b>	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Average bandwidth allocated per school expressed in megabits per second	3.0	3.0	3.0	3.0
2. Percentage of school systems connected to the statewide network	100%	100%	100%	100%
3. Percentage of classrooms with internet connection	97.42%	91.00%	97.23%	N/A
4. Average amount of local support for information technology	N/A	N/A	N/A	N/A
5. Average school bandwidth overall (including local support)	N/A	N/A	N/A	N/A

**Department of Education**  
**ZBB Program: Information Technology Services**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services				\$7,954,501	\$7,954,501
Regular Operating Expenses				186,601	186,601
Equipment				33,854	33,854
Computer Charges				3,072,348	3,072,348
Real Estate Rentals				352,814	352,814
Telecommunications				101,514	101,514
Contractual Services				954,679	954,679
Internet Access	\$3,321,803	\$3,298,768	\$3,321,803		3,321,803
<b>Total Expenditures</b>	<b>\$3,321,803</b>	<b>\$3,298,768</b>	<b>\$3,321,803</b>	<b>\$12,656,311</b>	<b>\$15,978,114</b>
<b>State General Funds</b>	<b>\$3,321,803</b>	<b>\$3,298,768</b>	<b>\$3,321,803</b>	<b>\$12,555,141</b>	<b>\$15,876,944</b>
Federal Funds				101,170	101,170
<b>Total Funds</b>	<b>\$3,321,803</b>	<b>\$3,298,768</b>	<b>\$3,321,803</b>	<b>\$12,656,311</b>	<b>\$15,978,114</b>
Positions				70	70

**FY 2014 Zero-Based Budget Analysis**  
**Department of Education**  
**ZBB Program: Non Quality Basic Education Formula Grants**

**FY 2014 Zero-Based Budget Report**  
**Department of Education**  
**ZBB Program: Non Quality Basic Education Formula Grants**

**Purpose of Review**

Pursuant to SB 33 (2012 Session), the entire Department of Education's budget must be presented to the General Assembly in January of 2013 as a zero-base budget.

**Results of Analysis**

1. Statutory Alignment: The Sparsity Grant program is not aligned with statutory requirements.
2. Staffing Levels: The positions associated with administering and monitoring the Non Quality Basic Education Formula Grants program are located in the Department of Education's Central Office program.
3. Fleet Management: The program does not have any state vehicles.
4. Measures: The performance measures directly measure the program activities.
5. Budget Impact: The Governor's recommendation is to decrease the program budget by \$2,631,275 based on ZBB analysis. Specific ZBB recommendations are listed below.

Program Operations:

6. OCGA 20-2-292 states that school districts are qualified to continue receiving Sparsity Grant funding only if the Department of Education has conducted a Sparsity Grant Needs Study within the past five years. The Department of Education has not conducted a Sparsity Grant Needs Study within the past five years.  
**Recommendation:** As need for this program has not been established, funding from this grant should be redirected into the Quality Basic Education Program.
7. With the removal of Sparsity Grant funding, only Residential Treatment Facility Grant funding remains in the Non Quality Basic Education Formula Grants program.  
**Recommendation:** The Non Quality Basic Education Formula Grants program should be renamed to Residential Treatment Facilities.
8. Residential Treatment Facility (RTF) Grants were established to fund the increased cost of educating a student placed in a RTF. However, the RTF Grants are not funded or distributed based on student need.  
**Recommendation:** In conjunction with the Governor's Office of Planning and Budget, the Department of Education should develop a formula that accounts for the educational costs of agency-placed children and adolescents in Residential Treatment Facilities.

**Department of Education**  
**ZBB Program: Non Quality Basic Education Formula Grants**

**Program Purpose and Key Activities**

**Agency Purpose**

The Department of Education disburses state education funds, provides technical assistance and support services to local school systems, operates three schools for hearing and visually impaired students, and provides intensive assistance to local schools identified as needing improvement.

**Program Purpose**

The purpose of this appropriation is to fund specific initiatives including: children in residential education facilities and sparsity grants.

**Key Activities**

**Residential Treatment Facility Grants**

Provides grant funding to support the educational costs of agency-placed children and adolescents in Residential Treatment Facilities.

**Sparsity Grants**

Provides additional grant funding to support local school systems that are unable to offer their students educational programs and services comparable to those which are typically offered to students in the state due to the fact that the local school system has full-time equivalent counts less than the base sizes specified in the Quality Basic Education funding formula (OCGA 20-2-181).

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds		
				3% Reduction	10% Reduction	
OCGA 20-2-133		\$3,831,393	\$3,831,393	(\$114,942)		
OCGA 20-2-292		2,631,275	2,631,275	(78,938)		
Total				\$6,462,668	\$6,462,668	(\$193,880)

**Alternatives**

Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:**

Prorated formula

**10% Reduction:**

Not Applicable

**Department of Education**  
**ZBB Program: Non Quality Basic Education Formula Grants**

**Performance Measures**

**Program Description** This program provides grant funding for Residential Treatment Center Grants and Sparsity Grants.

**Goals** The ultimate or long-term goals of this Program are:  
 1. To provide financial resources to supplement the educational options for state placed students in residential treatment centers/facilities.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Number of students served in residential treatment facilities	1,077	986	862	821
2. Average educational cost per student served in a residential treatment center	\$3,538	\$3,661	\$4,130	\$4,573
3. Percentage of students enrolled in a residential treatment center with an Independent Education Plan	N/A	N/A	N/A	N/A

**Department of Education**  
**ZBB Program: Non Quality Basic Education Formula Grants**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Grants- Residential Treatment Facilities	\$3,871,294	\$3,756,557	\$3,831,393		\$3,831,393
Grants- Sparsity	2,863,975	2,631,275	2,631,275	(\$2,631,275)	
Grants- Special Needs Scholarship Program	9,527,918	(1,792)			
Grants- High Performing Principals	27,600				
<b>Total Expenditures</b>	<b>\$16,290,787</b>	<b>\$6,386,040</b>	<b>\$6,462,668</b>	<b>(\$2,631,275)</b>	<b>\$3,831,393</b>
<b>State General Funds</b>	<b>\$16,290,787</b>	<b>\$6,386,040</b>	<b>\$6,462,668</b>	<b>(\$2,631,275)</b>	<b>\$3,831,393</b>
<b>Total Funds</b>	<b>\$16,290,787</b>	<b>\$6,386,040</b>	<b>\$6,462,668</b>	<b>(\$2,631,275)</b>	<b>\$3,831,393</b>



**FY 2014 Zero-Based Budget Analysis  
Department of Education  
ZBB Program: Nutrition**

# FY 2014 Zero-Based Budget Report

## Department of Education

### ZBB Program: Nutrition

#### Purpose of Review

Pursuant to SB 33 (2012 Session), the entire Department of Education's (DOE) budget must be presented to the General Assembly in January of 2013 as a zero-base budget.

#### Results of Analysis

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: Personnel for this program can be found in the Central Office budget under Nutrition Admin.
3. Fleet Management: The program does not have any state vehicles.
4. Measures: The measures reflect the input from the three budget offices and reflect the performance of the program.
5. Budget Impact: The Governor's recommendation is to increase the program budget by \$7,829,984 based on ZBB analysis. Specific ZBB recommendations are listed below.

#### Program Operations:

6. Since FY 2009, state funds for the base pay supplement has been reduced by 42% and federal funds have increased by 18% due to increased student enrollment and participation in the program.
7. The base pay supplement, manager supplement, and sick days are paid to the Local Educational Agency (LEA). Details of the base salary and manager supplement are outlined in O.C.G.A. §20-2-187. Payment for sick days for managers and non managers are not included in statute.  
**Recommendation:** Eliminate sick day reimbursement funding (\$1,306,720) for managers (\$57/day) and non managers (\$38/day).
8. The positions associated with reviewing grants and monitoring the program activities are located in the Department of Education's Central Office program.  
**Recommendation:** Transfer forty-one positions and \$9,136,704 (\$249,088 in state funds and \$8,887,616 in federal funds) from the Central Office program to the Nutrition program to better align function and budget.
9. The state receives approximately \$600 million in federal funds for the School Breakfast, School Lunch, Fresh Fruit and Vegetable, Special Milk, and Summer Food Service program. These federal grants reimburse the school system for the number of meals provided to free and reduced lunch students. All federal nutrition grants, except Fresh Fruit and Vegetable, are exempt from the federal budget sequestration.
10. In FY 2012 there were 988,523 students participating in the Free and Reduced Lunch Meal Program (865,002 free and 123,523 reduced). This represents 59% of the total student population in grades K-12.

**Department of Education  
ZBB Program: Nutrition**

**Program Purpose and Key Activities**

**Agency Purpose**

The Department of Education disburses state education funds, provides technical assistance and support services to local school systems, operates three schools for hearing and visually impaired students, and provides intensive assistance to local schools identified as needing improvement.

**Program Purpose**

Provide leadership, training, technical assistance, and resources, so local program personnel can deliver meals that support nutritional well-being and performance at school and comply with federal standards.

**Key Activities** (Listed in priority order as determined by the Agency)

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction <sup>3</sup>	10% Reduction
OCGA 20-2-187		\$22,593,223	\$22,593,223	(\$1,647,230)	
			550,250,911		
			22,474,852		
			156,027		

**State Salary Supplement Payment**

The state salary supplement payment provides a base salary supplement, a manager supplement, and monthly sick leave for school lunch room managers. The base salary supplement is \$0.99 per hour for all lunch room staff. This supplements what is paid by the local educational agency (LEA). Also, this funding pays for a manager supplement, which is currently calculated at \$400.00 per year. Lastly, all lunch room staff have two paid sick days annually. This is \$58/day for managers and \$37/day for non-managers. The \$0.99 per hour base pay supplement is 89% of the state funds budget.

**School Lunch Program<sup>1</sup>**

Funds are provided to assist, through cash grants and food donations, in making the school lunch program available to school children and to encourage the domestic consumption of nutritious agricultural commodities. This is a formula grant.

**School Breakfast Program<sup>1</sup>**

Funds are used to provide a nutritious breakfast service for school children, through cash grants and food donations. This is a formula grant.

**Fruit and Vegetable Program<sup>2</sup>**

Funds assist states, through cash grants, in providing fresh fruits and vegetables to elementary school children. This is a project grant.

**Department of Education  
ZBB Program: Nutrition**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

**Special Milk Program**<sup>1</sup>

Provides funds to schools to encourage the consumption of fluid milk by children. Funding for School Milk is allocated based on reimbursements submitted by DOE. This is a formula grant.

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
CFDA 10.556			\$2,635		
CFDA 10.559			2,003,787		
Total			\$22,593,223	\$597,481,435	(\$1,647,230)

**Summer Food Service**<sup>1</sup>

Provides meal options during May through September, for children in areas where at least 50 percent of the children meet the income and eligibility criteria for free and reduced lunch meal options. Reimbursement is made for one meal and one snack per day or two meals per day. This is a formula grant.

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** Reduce supplemental base pay.

**10 % Reduction:** Not Applicable

<sup>1</sup>Activity is exempt from sequestration.

<sup>2</sup>Activity is not exempt from sequestration.

<sup>3</sup>Reductions listed represent the changes to this program that were included as part of the Department of Education's agencywide 3% reduction request. Column will not total 3% of programmatic budget.

**Department of Education  
ZBB Program: Nutrition**

**Performance Measures**

**Program Description** The Nutrition Program provides funds to the local educational agencies (LEAs) for salary supplements for lunch room workers. Furthermore, the federal government provides funds to the state for the School Lunch program, School Breakfast program, Special Milk program, Fresh Fruit and Vegetable program, and Summer Food Service program.

- Goals** The ultimate or long-term goals of this Program are:
1. To provide high quality, nutritious meals to students at a price that is affordable to all.
  2. To maximize meal participation of all students.
  3. To maximize quality of meals for all students.
  4. To comply with the rules and regulations of the United States Department of Agriculture in administering the National School Lunch Program, School Breakfast Program, Fresh Fruit and Vegetable Program, Special Milk Program, and Summer Food Service Program.

Performance Measures	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Total number of lunches served (in millions)	214	214	210	212
2. Average number of lunches served daily	1,187,718	1,178,803	1,195,275	1,206,000
3. Percentage of children participating in the Lunch Program	75.50%	74.50%	75.10%	74.40%
4. Percentage of children participating in the Breakfast Program	34.30%	34.50%	34.90%	36.20%
5. Average cost of breakfast per student	\$1.60	\$1.56	\$1.67	\$1.62
6. Average cost of lunch per student	\$2.61	\$2.49	\$2.63	\$2.69
7. Percentage of local school systems, under review, that are in full compliance with the nutritional standards required by the USDA	95.00%	91.00%	92.00%	95.00%
8. Percentage of school districts with more than 75% of students participating in the Free and Reduce Lunch Program	16.02%	23.24%	27.23%	29.59%

**Department of Education  
ZBB Program: Nutrition**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Grants-Local School	\$573,292,580	\$607,262,587	\$597,481,435	(\$1,306,720)	\$596,174,715
Grants-Private Organizations	59,077	70,828			
Grants-Nonprofit Organization	4,982,293	5,858,764			
Grants-Other	5,682,252	5,624,020			
Personal Services				4,436,776	4,436,776
Regular Operating Expenses				1,394,658	1,394,658
Equipment				3,200	3,200
Computer Charges				784,672	784,672
Real Estate Rentals				7,987	7,987
Telecommunications				62,818	62,818
Contractual Services				2,446,593	2,446,593
<b>Total Expenditures</b>	<b>\$584,016,201</b>	<b>\$618,816,199</b>	<b>\$597,481,435</b>	<b>\$7,829,984</b>	<b>\$605,311,419</b>
<b>State General Funds</b>	<b>\$24,225,375</b>	<b>\$22,334,860</b>	<b>\$22,593,223</b>	<b>(\$1,057,632)</b>	<b>\$21,535,591</b>
Federal Funds	559,790,826	596,481,339	574,888,212	8,887,616	583,775,828
<b>Total Funds</b>	<b>\$584,016,201</b>	<b>\$618,816,199</b>	<b>\$597,481,435</b>	<b>\$7,829,984</b>	<b>\$605,311,419</b>
Positions				41	41

**FY 2014 Zero-Based Budget Analysis  
Department of Education  
ZBB Program: Preschool Handicapped**

# FY 2014 Zero-Based Budget Report

## Department of Education

### ZBB Program: Preschool Handicapped

#### Purpose of Review

Pursuant to SB 33 (2012 Session), the entire Department of Education's (DOE) budget must be presented to the General Assembly in January of 2013 as a zero-base budget.

#### Results of Analysis

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: Personnel for this program can be found in the Central Office budget under Special Education Administration.
3. Fleet Management: The program does not have any state vehicles.
4. Measures: The measures reflect the input from the three budget offices and reflect the performance of the program.
5. Budget Impact: The Governor's recommendation is to increase the program budget by \$763,969 based on enrollment growth and \$0 based on ZBB analysis. Specific ZBB recommendations are listed below.

#### Program Operations:

6. Funding for the Preschool Handicapped program has grown by 5% over the past five years, while enrollment has declined slightly during that same time period. In FY 2013, the Preschool Handicapped formula generated \$45.1 million. The amount appropriated for FY 2013 was \$28.4 million.
7. The formula is based on the number of three- and four-year old preschool aged children with disabilities. The state funds formula generates funds for teachers, operating costs, psychologists, and transportation totaling \$45.1 million. The amount appropriated in FY 2013 is \$28.4 million.  
**Recommendation:** The Governor's Office of Planning and Budget will revise, in collaboration with the Department of Education, the Preschool Handicapped formula to more efficiently utilize the limited state resources available.
8. The State of Georgia receives federal Individuals with Disabilities Education Act (IDEA) funds and Preschool funds. Under IDEA the state must ensure free appropriate public education to children with disabilities ages three to 21. Federal IDEA funds have non supplanting and Maintenance of Effort (MOE) requirements.  
**Recommendation:** Due to the enrollment driven nature of the program and federal fund requirements of IDEA, this program will be exempt from state fund reductions.
9. The Department of Education is the federal fiscal agent for IDEA funds and federal Preschool funds.



**Department of Education**  
**ZBB Program: Preschool Handicapped**

**Program Purpose and Key Activities**

**Agency Purpose**

The Department of Education disburses state education funds, provides technical assistance and support services to local school systems, operates three schools for hearing and visually impaired students, and provides intensive assistance to local schools identified as needing improvement.

**Program Purpose**

Provide early education services to three- and four-year-old students with disabilities so that they enter school better prepared to succeed.

**Key Activities** (Listed in priority order as determined by the Agency)

**Grants for Preschool Handicapped Program**

178 school systems receive state funds for the purpose of preparing 8,130 three- and four-year old students with disabilities to enter kindergarten. Also, this program allocates federal funds to all 180 school districts, state chartered special schools, state schools for the visually and hearing impaired, and other state organizations (Department of Corrections, Department of Juvenile Justice, and Department of Behavioral Health). The federal funds can be found in DOE's budget under Federal Programs and includes Individuals with Disabilities Education Act (IDEA) funds and Federal preschool funds.<sup>1</sup>  
 Total

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds		
				3% Reduction	10% Reduction	
IDEA, State Board Rule 160-4-7-.02 and 160-4-7-.18, and OCGA 20-2-152		\$28,412,355	\$28,412,355	(\$852,371)		
				\$28,412,355	\$28,412,355	(\$852,371)

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** Reduce grant awards.

**10% Reduction:** Not Applicable

<sup>1</sup>The Preschool Handicapped program receives \$295,265,799 in IDEA Grants, \$1,262,500 in IDEA Parent Mentor Grants, and \$9,597,428 in Federal preschool funds. These funds can be found under the Department of Education's Federal Programs.

**Department of Education  
ZBB Program: Preschool Handicapped**

**Performance Measures**

**Program Description** This program provides funds for preschool aged children with disabilities. Grant funds can be used for teachers' salaries, paraprofessionals, and related service providers; instructional supplies and equipment; and for training teachers, paraprofessionals, related service providers and parents. Grant awards are determined through a formula based on the number of 3-year old and 4-year old children in the state with disabilities.

- Goals** The ultimate or long-term goals of this Program are:
1. Program participants will show improvement in positive social emotional skills.
  2. Program participants will demonstrate use of knowledge and skills.
  3. Program participants will demonstrate use of appropriate behavior to meet needs.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Number of three- and four-year old students with disabilities served by this program	8,951	8,323	8,831	8,130
2. Cost of program per student served	\$3,268	\$3,329	\$3,094	\$3,495
3. Percentage of children receiving preschool handicapped services who improved functioning in acquisition and use of knowledge and skills	N/A	N/A	N/A	N/A
4. Percentage of children receiving preschool handicapped education services who remain in their regular education peer cohort	54.60%	58.90%	49.00%	46.50%

**Department of Education  
ZBB Program: Preschool Handicapped**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Grants-Local School	\$27,105,232	\$27,789,934	\$28,412,355	\$763,969	\$29,176,324
Grants-RESA	193,482	101,165			
Grants-Other	28,598				
<b>Total Expenditures</b>	<b>\$27,327,312</b>	<b>\$27,891,099</b>	<b>\$28,412,355</b>	<b>\$763,969</b>	<b>\$29,176,324</b>
<b>State General Funds</b>	<b>\$27,327,312</b>	<b>\$27,891,099</b>	<b>\$28,412,355</b>	<b>\$763,969</b>	<b>\$29,176,324</b>
<b>Total Funds</b>	<b>\$27,327,312</b>	<b>\$27,891,099</b>	<b>\$28,412,355</b>	<b>\$763,969</b>	<b>\$29,176,324</b>

**FY 2014 Zero-Based Budget Analysis**  
**Department of Education**  
**ZBB Program: Quality Basic Education Equalization**

**FY 2014 Zero-Based Budget Report**  
**Department of Education**  
**ZBB Program: Quality Basic Education Equalization**

**Purpose of Review**

Pursuant to SB 33 (2012 Session), the entire Department of Education's budget must be presented to the General Assembly in January of 2013 as a zero-base budget. In addition, the Equalization program is the second largest state-funded grant program supporting K-12 education in the state of Georgia.

**Results of Analysis**

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: The positions associated with administering and monitoring the Quality Basic Education Equalization grant program are located in the Department of Education's Central Office program.
3. Fleet Management: The program does not have any state vehicles.
4. Measures: Not Applicable
5. Budget Impact: The Governor's recommendation is to increase the program budget by \$40,964,947 to fully fund the Equalization funding formula and \$0 based on ZBB analysis. Specific ZBB recommendations are listed below.

Program Operations:

6. In FY 2013, the equalization formula generated \$492,250,164; \$436,158,587 was appropriated.
7. The equalization funding formula was changed by HB 824 (2012 Legislative Session). The previous methodology equalized districts up to the 75th percentile of assessed valuation per weighted full-time equivalent student. Under HB 824, districts are equalized up to the "statewide average" of assessed valuation per weighted full-time equivalent student. "Statewide average" was not defined in the bill.  
**Recommendation:** Due to the variety of ways that the statewide average could be calculated which result in very different funding amounts, legislation should be introduced to clarify the calculation methodology.

**Department of Education**  
**ZBB Program: Quality Basic Education Equalization**

**Program Purpose and Key Activities**

**Agency Purpose**

The Department of Education disburses state education funds, provides technical assistance and support services to local school systems, operates three schools for hearing and visually impaired students, and provides intensive assistance to local schools identified as needing improvement.

**Program Purpose**

The purpose of the program is to provide additional financial assistance to local school systems ranking below the statewide average of per pupil tax wealth as outlined in OCGA 20-2-165.

**Key Activities** (Listed in priority order as determined by the Agency)

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
OCGA 20-2-165		\$436,158,587	\$436,158,587		
			\$436,158,587	\$436,158,587	

**Equalization Grants**

Provides additional financial assistance to local school systems ranking below the statewide average of per pupil tax wealth as outlined in OCGA 20-2-165.  
 Total

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** Not Applicable

**10% Reduction:** Not Applicable

**Department of Education**  
**ZBB Program: Quality Basic Education Equalization**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Grants- Equalization	\$437,133,725	\$441,158,578	\$436,158,587	\$40,964,947	\$477,123,534
<b>Total Expenditures</b>	\$437,133,725	\$441,158,578	\$436,158,587	\$40,964,947	\$477,123,534
<b>State General Funds</b>	\$437,045,379	\$436,158,579	\$436,158,587	\$40,964,947	\$477,123,534
K-12 Revenue Shortfall Reserve	88,346	4,999,999			
<b>Total Funds</b>	\$437,133,725	\$441,158,578	\$436,158,587	\$40,964,947	\$477,123,534

**FY 2014 Zero-Based Budget Analysis**  
**Department of Education**  
**ZBB Program: Quality Basic Education Local Five Mill Share**



**FY 2014 Zero-Based Budget Report**  
**Department of Education**  
**ZBB Program: Quality Basic Education Local Five Mill Share**

**Purpose of Review**

Pursuant to SB 33 (2012 Session), the entire Department of Education's budget must be presented to the General Assembly in January of 2013 as a zero-base budget. In addition, the Quality Basic Education Local Five Mill Share is a part of the overall Quality Basic Education formula, which is the largest state-funded grant program supporting K-12 education in the state of Georgia.

**Results of Analysis**

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: The positions associated with administering and monitoring the Quality Basic Education Local Five Mill Share grant program are located in the Department of Education's Central Office program.
3. Fleet Management: The program does not have any state vehicles.
4. Measures: Not Applicable
5. Budget Impact: The Governor's recommendation is to increase the program budget by \$1,129,959 based on changes to district property wealth and decrease the program budget by \$6,500,624 based on ZBB analysis. Specific ZBB recommendations are listed below.

Program Operations:

6. In FY 2013, the Local Five Mill Fair Share was \$1,818,801,620, but the Quality Basic Education formula was reduced by \$1,697,504,730. This amount was still 21% of appropriated Quality Basic Education formula funds, above the statutory limit of 20%.
7. HB 797 (2012 Legislative Session) directed the state to provide supplemental funding to state special charter schools that do not have access to local revenue.

**Recommendation:** State Special Charter Schools Supplemental Funding should be offset by a required local five mill fair share contribution calculated using the average of the local five mill fair share per full-time equivalent (FTE) student amount in the five districts with the lowest assessed valuation per weighted FTE.

**Department of Education**  
**ZBB Program: Quality Basic Education Local Five Mill Share**

**Program Purpose and Key Activities**

**Agency Purpose**      The Department of Education disburses state education funds, provides technical assistance and support services to local school systems, operates three schools for hearing and visually impaired students, and provides intensive assistance to local schools identified as needing improvement.

**Program Purpose**      Recognize the required local portion of the Quality Basic Education program as outlined in OCGA 20-2-164.

**Key Activities**      (Listed in priority order as determined by the Agency)

	Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
					3% Reduction	10% Reduction
<u>Local Five Mill Share Grant</u>		OCGA 20-2-164	(\$1,697,504,730)	(\$1,697,504,730)		
Total			(\$1,697,504,730)	(\$1,697,504,730)		

**Alternatives**      (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:**      Not Applicable

**10% Reduction:**      Not Applicable

**Department of Education**  
**ZBB Program: Quality Basic Education Local Five Mill Share**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Local Five Mill Share	(\$1,697,504,713)	(\$1,697,504,764)	(\$1,697,504,730)	(\$5,370,665)	(\$1,702,875,395)
<b>Total Expenditures</b>	(\$1,697,504,713)	(\$1,697,504,764)	(\$1,697,504,730)	(\$5,370,665)	(\$1,702,875,395)
<b>State General Funds</b>	(\$1,697,504,713)	(\$1,697,504,713)	(\$1,697,504,713)	(\$5,370,665)	(\$1,702,875,378)
<b>Total Funds</b>	(\$1,697,504,713)	(\$1,697,504,713)	(\$1,697,504,713)	(\$5,370,665)	(\$1,702,875,378)

**FY 2014 Zero-Based Budget Analysis**  
**Department of Education**  
**ZBB Program: Quality Basic Education Program**

**FY 2014 Zero-Based Budget Report**  
**Department of Education**  
**ZBB Program: Quality Basic Education Program**

**Purpose of Review**

Pursuant to SB 33 (2012 Session), the entire Department of Education's (DOE) budget must be presented to the General Assembly in January of 2013 as a zero-base budget. In addition, the Quality Basic Education (QBE) Program is the primary state funding mechanism for K-12 education in Georgia.

**Results of Analysis**

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: The positions associated with administering and monitoring the Quality Basic Education Program are located in the Department of Education's Central Office program.
3. Fleet Management: There are no vehicles associated with this program.
4. Measures: The performance measures directly measure the program activities. However, the Department of Education should improve their data collection and reporting systems to be able to report prior year performance measure data in a timely fashion.
5. Budget Impact: The Governor's recommendation is to increase the program budget by \$119,467,422 based on enrollment growth, training and experience, and increases to employer contributions to the Teachers' Retirement System. In addition, based on ZBB analysis, the Governor recommends eliminating \$91,637,870 in austerity reductions. Specific ZBB recommendations are listed below.

Program Operations:

6. In FY 2013, the Quality Basic Education Formula plus Training and Experience generated \$9,140,716,715. \$7,996,953,918 was appropriated.
7. When the add-on programs such as the Georgia Special Needs Scholarship and Move on When Ready are not fully funded, the Department of Education makes reductions to the formula allotments to districts to fill the funding gap for the add-on programs.  
**Recommendation:** Spending for add-on programs should be based on the funds appropriated.
8. In FY 2013, the State Health Benefit Plan moved from a percent of payroll health insurance funding model for certificated employees to a per member per month model for certificated employees.  
**Recommendation:** Funding for health insurance within the Quality Basic Education formula should be restructured to reflect the new per member per month billing model.

**FY 2014 Zero-Based Budget Report**  
**Department of Education**  
**ZBB Program: Quality Basic Education Program**

**Results of Analysis**

9. The Charter System Grant program provides additional funding to school districts that convert to the charter system model. There is no evidence that Charter Systems have additional financial need above and beyond non-charter districts.

**Recommendation:** Funding for the Charter System Grants program should be redirected back into the QBE formula.

10. The object classes within the QBE program are complex and inconsistent between BudgetNet, PeopleSoft, and DOE's statewide allotment sheets.

**Recommendation:** The object classes should be realigned and simplified so that the three sources of information can be easily bridged.

**Department of Education**  
**ZBB Program: Quality Basic Education Program**

**Program Purpose and Key Activities**

**Agency Purpose**

The Department of Education disburses state education funds, provides technical assistance and support services to local school systems, operates three schools for hearing and visually impaired students, and provides intensive assistance to local schools identified as needing improvement.

**Program Purpose**

Provide formula funds to school systems based on full time equivalent students for the instruction of students in grades K-12 as outlined in OCGA 20-2-161.

**Key Activities**

**K-12 Education**

Provides formula funds to school systems based on full time equivalent student counts for the instruction of students in grades K-12.

**Move on When Ready**

Provides tuition, fees, and materials scholarship funding to eligible students to enroll in postsecondary courses full-time in 11th or 12th grade and earn both secondary and postsecondary course credit.

**Georgia Special Needs Scholarship Program**

Provides scholarship funding to eligible students with special educational needs due to a disability to enroll in participating private schools.

**Charter System Grants**

Provides additional grant funding to charter systems.

**Charter Schools Supplemental Funding**

Provides additional grant funding for state chartered special schools.

**Pupil Transportation**

Grant funding that assists local school systems in their efforts to provide safe and efficient transportation for students to and from school and school related activities.

**School Nurses**

Grant funding for school nurses who provide health procedures for students at school.

Total

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
OCGA 20-2-161		\$7,996,953,918	\$7,996,953,918		
OCGA 20-2-161.3		84,033	84,033		
OCGA 20-2-2110 through 20-2-2118		16,890,890	16,890,890		
OCGA 20-2-165.1		2,779,606	2,779,606		
		8,647,953	8,647,953		
OCGA 20-2-188		127,704,479	127,704,479		
OCGA 20-2-186		29,951,158	29,951,158		
		\$8,183,012,037	\$8,183,012,037		

**Department of Education**  
**ZBB Program: Quality Basic Education Program**

**Program Purpose and Key Activities**

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** Not Applicable

**10% Reduction:** Not Applicable



**Department of Education**  
**ZBB Program: Quality Basic Education Program**

**Performance Measures**

**Program Description** This program provides formula funds to school systems based on full time equivalent (FTE) students for the instruction of students in grades K-12 as outlined in OCGA 20-2-161.

- Goals** The ultimate or long-term goals of this Program are:
1. To provide all children and youth in Georgia with access to a free and appropriate quality education program at all levels that supports their development of essential competencies and offers each student significant opportunities to build lifelong learning skills as efficiently and effectively as possible.
  2. To provide an equitable public education finance structure to ensure that every student has an opportunity for a quality basic education regardless of where the student lives, and ensures that all Georgians pay their fair share of this finance structure.
  3. To provide academic interventions and alternative educational environments to assist local school systems with improving students' mastery of critical academic knowledge and skills, so that they may attain the knowledge and skills for a productive life.

<b>Performance Measures</b>	<b>Actuals</b>			
	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
1. Number of FTEs	1,630,671	1,641,396	1,650,981	1,656,992
2. Number of schools making adequate yearly progress	1,867	1,718	1,633	NA
3. Statewide high school graduation rate (cohort method)	58.60%	64.00%	67.40%	NA
4. Statewide high school dropout rate	3.80%	3.60%	3.70%	NA
5. Number of students served by the Georgia Special Needs Scholarship	1,596	2,068	2,529	2,965
6. Average scholarship award per student participating in the Georgia Special Needs Scholarship	\$6,331	\$6,342	\$6,880	\$6,740
7. Average number of buses operated daily	15,419	15,496	15,035	NA
8. Average number of students transported daily	1,131,026	1,052,706	1,031,415	NA
9. Average amount of state and local funds expended per student on pupil transportation	\$429.70	\$394.54	\$418.21	NA
10. Number of bus collisions per million miles	149.8	145.6	138.0	NA
11. Number of buses used for daily student transport exceeding useful life	592	723	916	NA
12. Average number of miles driven per driver per day	53.95	52.20	50.99	NA

**Department of Education**  
**ZBB Program: Quality Basic Education Program**

**Performance Measures**

Performance Measures	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
13. Number of stop arm violations	NA	NA	4,629	4,222
14. Number of vehicles passing stopped buses	NA	NA	8,102	7,349
15. Daily miles all systems	831,852	808,846	766,635	NA
16. Number of school nurses and school nurse assistants	1,689	1,694	1,647	1,668
17. Average number of students served by a school nurse or nurse assistant	922	946	973	972
18. Number of school nurses or school nurse assistants per school	0.81	0.78	0.75	0.77
19. Total number of nurse visits	NA	NA	NA	NA
20. Percentage of students statewide who obtained a score of three or higher on advanced placement exams	53.98%	52.64%	54.53%	56.01%

**Department of Education**  
**ZBB Program: Quality Basic Education Program**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Kindergarten/ Grades 1-3	\$2,308,515,953	\$2,011,478,857	\$2,343,851,478	(\$2,343,851,478)	
Grades 4-8	1,953,981,940	1,702,071,982	1,983,493,792	(1,983,493,792)	
Grades 9-12	1,037,216,683	905,621,794	1,052,272,359	(1,052,272,359)	
Vocational Education Labs	269,309,327	224,717,507	258,977,694	(258,977,694)	
Special Education	1,196,482,752	1,066,512,268	1,242,466,011	(1,242,466,011)	
Gifted	406,544,538	390,234,595	454,832,266	(454,832,266)	
Remedial Education	77,442,919	69,772,736	81,378,241	(81,378,241)	
Limited English-Speaking Students	133,540,151	119,432,393	139,370,422	(139,370,422)	
Alternative Education	95,582,936	83,721,934	97,423,258	(97,423,258)	
Direct Costs				6,746,126,477	6,746,126,477
Indirect Costs	1,135,963,324	1,069,194,175	1,150,809,070	(61,059,939)	1,089,749,131
Staff Development	39,668,188	40,031,810	40,031,810	1,539,187	41,570,997
Media	208,660,612	184,732,931	211,994,256	(25,068,625)	186,925,631
Additional Instruction	63,180,324	54,724,454	63,933,603	(18,247,590)	45,686,013
Teachers' Health Insurance		1,073,781,617		1,102,878,079	1,102,878,079
Midterm Adjustment	23,383,375	25,507,273			
QBE ARRA Stabilization	126,169,796				
Temporary QBE Reduction	(1,089,521,696)	(1,147,859,436)	(1,143,762,797)	91,637,870	(1,052,124,927)
Georgia Special Needs Scholarship Program	6,587,270	18,465,432	16,890,890	778,118	17,669,008
Charter System Grants	3,140,544	6,309,719	2,779,606	(2,779,606)	
Dual Enrollment	1,446,732	4,872,335	4,907,082	(4,907,082)	
Move on When Ready	641,088	916,912	84,033		84,033
State Special Charter Schools Commission	514,173				
Math and Science Supplemental Pay	12,928,871	2,939,656	14,975,373	(1,980,475)	12,994,898
Charter Schools Supplemental Funding		10,118,717	8,647,953	33,464,581	42,112,534

**Department of Education**  
**ZBB Program: Quality Basic Education Program**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
School Nurses <sup>1</sup>	26,399,520	25,871,530	29,951,158	2,789,818	32,740,976
Pupil Transportation <sup>1</sup>	183,207,105	152,704,475	152,704,479		152,704,479
<b>Total Expenditures</b>	<b>\$8,220,986,425</b>	<b>\$8,095,875,666</b>	<b>\$8,208,012,037</b>	<b>\$211,105,292</b>	<b>\$8,419,117,329</b>
<b>State General Funds</b>	<b>\$7,892,623,223</b>	<b>\$7,911,157,962</b>	<b>\$8,183,012,037</b>	<b>\$211,105,292</b>	<b>\$8,394,117,329</b>
K-12 Revenue Shortfall Reserve	152,069,562	159,717,708			
Federal Recovery Funds	126,169,796				
G.O. Bonds	50,123,844	24,999,996	25,000,000		25,000,000
<b>Total Funds</b>	<b>\$8,220,986,425</b>	<b>\$8,095,875,666</b>	<b>\$8,208,012,037</b>	<b>211,105,292</b>	<b>\$8,419,117,329</b>

<sup>1</sup> The School Nurses and Pupil Transportation programs were consolidated into the Quality Basic Education Program in the FY 2013 budget. The FY 2011 and FY 2012 expenditures reflected in this chart were charged to the School Nurses and Pupil Transportation programs, not the Quality Basic Education Program.

**FY 2014 Zero-Based Budget Analysis  
Department of Education  
ZBB Program: Regional Education Service Agencies**

**FY 2014 Zero-Based Budget Report**  
**Department of Education**  
**ZBB Program: Regional Education Service Agencies**

**Purpose of Review**

Pursuant to SB 33 (2012 Session), the entire Department of Education's (DOE) budget must be presented to the General Assembly in January of 2013 as a zero-base budget.

**Results of Analysis**

1. Statutory Alignment: The Core Regional Education Service Agencies (RESA) Services Grant program funding formula local matching requirements are not aligned with statutory requirements.
2. Staffing Levels: The positions associated with administering and monitoring the Regional Education Service Agencies program are located in the Department of Education's Central Office program.
3. Fleet Management: There are no vehicles associated with this program.
4. Measures: The performance measures directly measure the program activities.
5. Budget Impact: The Governor's recommendation is to decrease the program budget by \$205,995 based on the Department of Education's recommended FY 2014 reduction plan and \$1,279,927 based on ZBB analysis. Specific ZBB recommendations are listed below.

Program Operations:

6. Participation in professional learning programs supported by RESA Educational Technology Center Grant funding varied in FY 2012 from 1,034 participants in Southwest Georgia RESA to 9,424 participants in Middle Georgia RESA.  
**Recommendation:** RESA Educational Technology Center Grant funding should be transferred into the Quality Basic Education Program to increase funding for classroom technology so students are impacted evenly across the state.
7. The Department of Education was unable to provide data supporting the efficacy of the RESA Math Mentor Grant program.  
**Recommendation:** The Department of Education should begin collecting performance data from the RESAs on the Math Mentor Grant Program.
8. OCGA 20-2-274 requires that each RESA be required to match Core RESA Services Grant funds with local funds in an amount equal to "one-fourth" of the grant. The Core RESA Services Grant program formula utilized by the Department of Education currently requires each RESA to match in an amount equal to 20% of the grant.  
**Recommendation:** The Core RESA Services Grant program formula should be altered to require each RESA to provide 25% in matching funds.
9. The Department of Education was unable to provide data detailing the way in which RESAs spent Core RESA Services Grant program funding.  
**Recommendation:** The Department of Education should begin collecting expenditure data from the RESAs on the Core RESA Services Grant program.

**Department of Education**  
**ZBB Program: Regional Education Service Agencies**

**Program Purpose and Key Activities**

**Agency Purpose**

The Department of Education disburses state education funds, provides technical assistance and support services to local school systems, operates three schools for hearing and visually impaired students, and provides intensive assistance to local schools identified as needing improvement.

**Program Purpose**

Provide Georgia's sixteen Regional Education Service Agencies (RESA) with funds to assist local school systems with improving the effectiveness of their educational programs by providing curriculum consultation, skill enhancement, professional development, technology training, and other shared services.

**Key Activities**

**Core RESA Services Grant Program**

Provides grant funding to 16 Regional Education Service Agencies to assist local school systems through curriculum consultation, skill enhancement, professional development, and other shared services.

**Math Mentor Grant Program**

Provides grant funding to 16 RESAs for ongoing mathematics support and assistance to local school systems.

**Educational Technology Centers Grant Program**

Provides grant funding to 16 RESAs for professional development in instructional technology for teachers.

Total

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
OCGA 20-2-270 through 20-2-274		\$5,546,957	\$5,546,957	(\$166,409)	
Budget Bill		1,644,342	1,644,342		
Budget Bill		1,319,513	1,319,513	(39,586)	
		\$8,510,812	\$8,510,812	(\$205,995)	

**Alternatives**

(Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** Prorated formula

**10% Reduction:** Not Applicable

**Department of Education**  
**ZBB Program: Regional Education Service Agencies**

**Performance Measures**

**Program Description** This program provides grant funding to 16 Regional Education Service Agencies (RESAs).

- Goals** The ultimate or long-term goals of this Program are:
1. To offer to local school systems shared services designed to improve the effectiveness of the educational programs of member school systems.
  2. To assist the Georgia Department of Education with the roll-out and implementation of various educational initiatives through training and technical assistance resources to member systems and staff.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Number of teachers/ school staff earning Professional Learning Units through courses and workshops	37,491	34,148	25,685	27,978
2. Number of teachers/ school staff attending other professional learning activities	31,438	22,163	23,706	88,372
3. Total number of Professional Learning Units (PLUs) certified	90,074	85,691	69,478	57,455
4. Total amount saved through regional contracts	NA	NA	NA	\$22,647,388
5. Number of technology focused trainings conducted	NA	NA	NA	66,571
6. Percentage of PLUs earned through RESA courses and workshops	37,491	34,148	25,685	27,978



**Department of Education**  
**ZBB Program: Regional Education Service Agencies**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Grants- Education Technology Centers	\$1,380,000	\$1,319,504	\$1,319,513	(\$1,319,513)	
Grants- Math Mentor Program	1,715,833	1,644,336	1,644,342		\$1,644,342
Grants- RESA Core Services	5,788,130	5,546,957	5,546,957	(166,409)	5,380,548
<b>Total Expenditures</b>	<b>\$8,883,963</b>	<b>\$8,510,797</b>	<b>\$8,510,812</b>	<b>(\$1,485,922)</b>	<b>\$7,024,890</b>
<b>State General Funds</b>	<b>\$8,883,963</b>	<b>\$8,510,797</b>	<b>\$8,510,812</b>	<b>(\$1,485,922)</b>	<b>\$7,024,890</b>
<b>Total Funds</b>	<b>\$8,883,963</b>	<b>\$8,510,797</b>	<b>\$8,510,812</b>	<b>(\$1,485,922)</b>	<b>\$7,024,890</b>

**FY 2014 Zero-Based Budget Analysis  
Department of Education  
ZBB Program: Severely Emotionally Disturbed**

**FY 2014 Zero-Based Budget Report**  
**Department of Education**  
**ZBB Program: Severely Emotionally Disturbed**

**Purpose of Review**

Pursuant to SB 33 (2012 Session), the entire Department of Education's (DOE) budget must be presented to the General Assembly in January of 2013 as a zero-base budget.

**Results of Analysis**

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: Personnel for this program can be found in the Central Office budget under Special Education Administration. There are approximately two federally funded FTE positions that work at DOE Central Office that provide support to the Severely Emotionally Disturbed (SED) program, also called the Georgia Network for Educational and Therapeutic Support (GNETS) program.
3. Fleet Management: The program does not have any state vehicles.
4. Measures: The measures reflect the input from the three budget offices and reflect the performance of the program.
5. Budget Impact: The Governor's recommendation is to decrease the program budget by \$2,009,258 based on declining enrollment and \$0 based on ZBB analysis. Specific ZBB recommendations are listed below.

Program Operations:

6. Since FY 2009, the GNETS budget has been reduced by 12.3% and enrollment has declined by 9.5%.
7. The funding formula for GNETS was developed in the early 1990's. The formula provides funding to the 24 GNETS programs throughout the state based on student enrollment. The formula is intended to cover educational and therapeutic services to students.  
**Recommendation:** The Governor's Office of Planning and Budget will develop, in collaboration with the Department of Education, a revised funding formula for the GNETS program.
8. The cost per student has increased from \$11,998 in FY 2009 to \$14,375 in FY 2012. This is mostly due to the increase costs of retirement and health insurance benefits.
9. The GNETS program receives federal Individuals with Disabilities Education Act (IDEA) funds. Under IDEA, free appropriate public education must be provided to children with disabilities ages three to 21. Federal IDEA funds have non supplanting and Maintenance of Effort (MOE) requirements.  
**Recommendation:** State funds should be reduced by \$2,009,258 to reflect declining enrollment only.

**FY 2014 Zero-Based Budget Report**  
**Department of Education**  
**ZBB Program: Severely Emotionally Disturbed**

**Results of Analysis**

10. As identified in the performance audit conducted by the Georgia Department of Audits in 2010, accountability for the program needs to be clearly defined, this includes the goals of the program and what a successful outcome for a student should look like.  
**Recommendation:** Continue with the implementation of the strategic plan, as developed by the Department of Education and other stakeholders in response to the audit, to make process, accountability, and performance improvements to the program.
11. Pursuant to O.C.G.A. § 49-5-220, the Department of Education and the Department of Behavioral Health and Developmental Disabilities (DBHDD) must collaborate to offer a Coordinated System of Care (SOC) for severely emotionally disturbed children and adolescents.  
**Recommendation:** In revising the funding formula for GNETS, the Department of Education should recognize the services offered by DBHDD and continue to collaborate with them in providing the coordinated SOC.

**Department of Education  
ZBB Program: Severely Emotionally Disturbed**

**Program Purpose and Key Activities**

**Agency Purpose**

The Department of Education disburses state education funds, provides technical assistance and support services to local school systems, operates three schools for hearing and visually impaired students, and provides intensive assistance to local schools identified as needing improvement.

**Program Purpose**

Fund the Georgia Network for Educational and Therapeutic Support (GNETS), which provides services, education, and resources for students ages three to twenty-one with autism or severe emotional behavioral problems and their families.

**Key Activities** (Listed in priority order as determined by the Agency)

**Grants to GNETS Programs**

Students in the GNETS program are referred by their local school system through their Individualized Education Program (IEP). This program serves approximately 5,000 students in 24 programs located in school districts and Regional Education Service Agencies (RESAs) across the state. This must be the least restrictive educational environment for the student. Their IEP will include reintegration back into the general classroom.<sup>2</sup>

Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
Federal IDEA, OCGA 20-2-152, and State Board Rule 160-4-7-.02 and 160-4-7-.15		\$62,113,005	\$70,021,997	(\$1,863,390)	
Total		\$62,113,005	\$70,021,997	(\$1,863,390)	

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** Reduce grant awards.

**10 % Reduction:** Not Applicable

<sup>1</sup> There are approximately 2 federally funded FTE positions that support the SED program. These positions are budgeted under Special Education Administration in the Central Office Program.

<sup>2</sup> The GNETS program receives \$7,908,992 in federal IDEA funds.

**Department of Education**  
**ZBB Program: Severely Emotionally Disturbed**

**Performance Measures**

**Program Description** The SED program, renamed the Georgia Network for Educational and Therapeutic Support (GNETS) in 2007, serves students ages 3-21 with severe emotional and behavioral disorders through a network of 24 programs covering every school system in the state. This program serves students in local areas rather than in residential or other more restrictive environments.

- Goals** The ultimate or long-term goals of this Program are:
1. The Department of Education will develop, implement, and revise the GNETS program operations manual that will describe efficient, effective, and consistent program management throughout the network.
  2. Students receiving services through GNETS program will be provided specialized instruction, behavioral interventions, and individualized supports as identified in their IEP.
  3. Students receiving services through GNETS programs will demonstrate proficiency on statewide assessments in order to enable them to become college and career ready.
  4. Students receiving services through GNETS programs will be provided evidence based therapeutic services that will be monitored for fidelity of implementation and student impact.
  5. The program will develop a funding formula to support the implementation of the strategic plan to include a full array and continuum of services and to ensure efficient operation of the GNETS program and services.
  6. The program will establish the location of service areas to ensure that services are delivered in an effective and efficient manner.
  7. Annual performance data from each of the GNETS Programs will support the evaluation of program effectiveness and guide improvement activities.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Number of students served	5,668	5,412	5,086	4,871
2. Cost per student (to include state and federal funds)	\$11,998	\$11,839	\$12,360	\$14,375
3. Percentage of students who meet or exceed reading and math standards on Criterion-Referenced Comptency Tests (CRCT) and Criterion-Referenced Competency Test - Modified (CRTM)	N/A	N/A	N/A	N/A
4. Percentage of students who are marked as proficient on the GAA	N/A	N/A	N/A	N/A

**Department of Education  
ZBB Program: Severely Emotionally Disturbed**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Tuition and Scholarships	\$114,022	\$120,000	\$122,725		\$122,725
Grants-Local School	43,831,206	44,566,349	37,165,613	(\$2,009,258)	35,156,355
Grants-RESA	32,232,555	32,954,083	32,733,659		32,733,659
<b>Total Expenditures</b>	<b>\$76,177,783</b>	<b>\$77,640,432</b>	<b>\$70,021,997</b>	<b>(\$2,009,258)</b>	<b>\$68,012,739</b>
<b>State General Funds</b>	<b>\$62,968,883</b>	<b>\$64,275,760</b>	<b>\$62,113,005</b>	<b>(\$2,009,258)</b>	<b>\$60,103,747</b>
Federal Funds	13,208,900	13,364,672	7,908,992		7,908,992
<b>Total Funds</b>	<b>\$76,177,783</b>	<b>\$77,640,432</b>	<b>\$70,021,997</b>	<b>(\$2,009,258)</b>	<b>\$68,012,739</b>

**FY 2014 Zero-Based Budget Analysis  
Department of Education  
ZBB Program: State Interagency Transfers**



**FY 2014 Zero-Based Budget Report**  
**Department of Education**  
**ZBB Program: State Interagency Transfers**

**Purpose of Review**

Pursuant to SB 33 (2012 Session), the entire Department of Education's budget must be presented to the General Assembly in January of 2013 as a zero-base budget.

**Results of Analysis**

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: There are no positions associated with this program.
3. Fleet Management: The program does not have any state vehicles.
4. Measures: Funds in this program are pass-through funds to other state agencies. Performance is measured under the program receiving funds. No measures are reported for State Interagency Transfers.
5. Budget Impact: Reduce program budget by \$400,000 based on ZBB analysis. The specific reduction is listed below.

Program Operations:

6. The employer share of teacher retirement benefits billed to the Department of Education has decreased each year from FY 2010 to FY 2012. Projections by the Office of Planning and Budget indicate this trend will continue into FY 2013.

**Recommendation**: Reduce funds for transfer to Teacher's Retirement System of Georgia (\$400,000) to reflect projected expenditures.

**Department of Education**  
**ZBB Program: State Interagency Transfers**

**Program Purpose and Key Activities**

**Agency Purpose**

The Department of Education (DOE) disburses state education funds, provides technical assistance and support services to local school systems, operates three schools for hearing and visually impaired students, and provides intensive assistance to local schools identified as needing improvement.

**Program Purpose**

The purpose of this appropriation is to pass through funding for special education services in other state agencies, teachers' retirement, and vocational funding for the post-secondary vocational education agency.

**Key Activities**

**Special Education in State Institutions**

This grant provides teachers for state operated programs that serve students who are placed in institutions or contracted facilities. Funding is based on average teacher salary and benefits. Transfers are made to the Department of Corrections, Georgia Vocational Rehabilitation Agency, and the Department of Behavioral Health and Developmental Disabilities. This program also funds the local school systems for evaluation costs and consulting support to the institutions. These reimbursements are \$1,000 per eligible student.

**Vocational Education Payments to TCSG**

Federal Perkins grants are made available to states to develop programs to enhance career and technical skills in secondary and postsecondary students. The Georgia DOE is the state's sole designated recipient of Perkins grants. Funds retained by the agency are budgeted in other programs. Funds in this program represent a pass-through Perkins grant to the Technical College System of Georgia.

**Teacher's Retirement**

Provides the employer share of retirement benefits for full-time public school lunchroom, maintenance, warehouse, or transportation managers or supervisors.

Total

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
OCGA 20-2-133		\$2,539,213	\$2,539,213		
Budget Act			3,958,342		
OCGA 47-3-63		5,958,750	5,958,750		
		\$8,497,963	\$12,456,305		

**Department of Education**  
**ZBB Program: State Interagency Transfers**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Transfers - Special Education	\$2,420,000	\$2,417,000	\$2,539,213		\$2,539,213
Transfers - Teachers' Retirement System	5,958,750	5,958,750	5,958,750	(\$400,000)	5,558,750
Transfers - Technical College System	22,483,546	19,864,896	3,958,342		3,958,342
Transfers - Department of Community Health	25,081,633				
<b>Total Expenditures</b>	<b>\$55,943,929</b>	<b>\$28,240,646</b>	<b>\$12,456,305</b>	<b>(\$400,000)</b>	<b>\$12,056,305</b>
<b>State General Funds</b>	<b>\$33,460,383</b>	<b>\$8,375,750</b>	<b>\$8,497,963</b>	<b>(\$400,000)</b>	<b>\$8,097,963</b>
Federal Funds	22,483,546	19,864,896	3,958,342		3,958,342
<b>Total Funds</b>	<b>\$55,943,929</b>	<b>\$28,240,646</b>	<b>\$12,456,305</b>	<b>(\$400,000)</b>	<b>\$12,056,305</b>

**FY 2014 Zero-Based Budget Analysis  
Department of Education  
ZBB Program: State Schools**

# FY 2014 Zero-Based Budget Report

## Department of Education

### ZBB Program: State Schools

#### Purpose of Review

Pursuant to SB 33 (2012 Session), the entire Department of Education's (DOE) budget must be presented to the General Assembly in January of 2013 as a zero-base budget.

#### Results of Analysis

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: Authorized staffing levels remained at 334 from FY 2012 to FY 2013, and an adjustment will be made to the actual position count. See Recommendations.
3. Fleet Management: The state schools have 53 authorized vehicles, and an adjustment will be made to the actual number of vehicles. See Recommendations.
4. Measures: The existing performance measures directly measure the impact of program activities. The Department should consider adding measures for the performance of the Georgia Parent Infant Network for Educational Services program.
5. Budget Impact: State general funds have increased in the program by \$1,259,410 from FY 2011 to FY 2013. Federal funds have decreased by \$954,024 from FY 2011 to FY 2013.

#### Program Operations:

6. American Recovery and Reinvestment Act (ARRA) funds will be fully expended in 2014.  
**Recommendation:** These grants were intended as enhancement funding from the federal government and should not be replaced with state general funds.
7. Program funds are understated because federal funds are not fully reflected in the Department of Education's initial operating budget. These funds are amended in the budget during the fiscal year.  
**Recommendation:** Increase federal funds at the start of each fiscal year to reflect projected revenue and amend in additional funds as needed.
8. The budget for each state school is based on historical data and is not directly tied to student enrollment.  
**Recommendation:** In conjunction with the Governor's Office of Planning and Budget, the Department of Education should develop a student based funding formula for the state schools.
9. The authorized vehicle count does not accurately reflect the actual vehicle count in the fleet management system.  
**Recommendation:** The Department of Education should adjust vehicle count from 53 to 43 to accurately reflect the number of vehicles.
10. The authorized position count does not accurately reflect the actual position count.  
**Recommendation:** The Department of Education should adjust position count from 334 to 338 to accurately reflect the number of positions.

**FY 2014 Zero-Based Budget Report  
Department of Education  
ZBB Program: State Schools**

**Results of Analysis**

11. Two of the three state schools have a residential component.

**Recommendation:** Further study should be conducted to determine if sensory-impaired students are best served in these environments.

12. While the State Schools program has not been completely exempt from budget cuts during the recession, it has been largely held harmless. The FY 2013 budget is approximately 3.8% higher than the FY 2009 budget.

**Department of Education  
ZBB Program: State Schools**

**Program Purpose and Key Activities**

**Agency Purpose**

The Department of Education disburses state education funds, provides technical assistance and support services to local school systems, operates three schools for hearing and visually impaired students, and provides intensive assistance to local schools identified as needing improvement.

**Program Purpose**

To prepare sensory-impaired and multi-disabled students to become productive citizens by providing a learning environment addressing their academic, vocational, and social development.

**Key Activities** (Listed in priority order as determined by the Agency)

	Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
					3% Reduction	10% Reduction
<b><u>Atlanta Area School for the Deaf</u></b> The school enrolls 187 students in full-day instruction for preschool through 12th grade (ages 3-21). This school serves families in the Metro Atlanta area and is located in Clarkston.	OCGA 20-2-152	109	\$8,604,467	\$9,446,150		
<b><u>Georgia Academy for the Blind</u></b> The school enrolls 114 students and provides both residential and day services for students in preschool through 12th grade (ages 3-21) who are blind and/or multi-disabled. The school is located in Macon.	OCGA 20-2-152	129	7,955,240	8,270,272		
<b><u>Georgia School for the Deaf</u></b> The school enrolls 102 students and provides both residential and day services for students in preschool through 12th grade (ages 3-21). The 480 acre campus is located in Cave Spring.	OCGA 20-2-152	92	6,400,000	6,589,103		
<b><u>Georgia PINES</u></b> The Georgia Parent Infant Network for Educational Services is an early intervention program to help parents and families support the development of their children (ages 0-3) with hearing and/or vision loss. In FY 2012, 620 families were served with the average number of visits totaling 21 per family. The PINES program is located on the Atlanta Area School for the Deaf campus.	OCGA 20-2-152	4	864,417	941,721		
<b><u>Administration</u></b> These funds provide the State Schools with central support services and management from DOE.	OCGA 20-2-152		420,000	420,000		
Total		334	\$24,244,124	\$25,667,246		

**Department of Education  
ZBB Program: State Schools**

**Program Purpose and Key Activities**

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** Not Applicable

**10% Reduction:** Not Applicable

<sup>1</sup> See Recommendation 10 of Analysis



**Department of Education  
ZBB Program: State Schools**

**Performance Measures**

**Program Description** This program prepares sensory-impaired and multi-disabled students to become productive citizens by providing a learning environment addressing their academic, vocational, and social development.

- Goals** The ultimate or long-term goals of this Program are:
1. To provide an education in the least restrictive environment for sensory-impaired and multi-disabled students aged 3-21.
  2. To provide resources for parents to best serve their sensory-impaired and multi-disabled infants.

Performance Measures	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Number of students enrolled at Atlanta Area School for the Deaf	202	196	205	202
2. Number of students enrolled at Georgia Academy for the Blind	117	119	114	127
3. Number of students enrolled at Georgia School for the Deaf	121	111	110	121
4. Percentage of students in grades 1-12 completing Individualized Education Program goals at Atlanta Area School for the Deaf	99%	97%	98%	95%
5. Percentage of students in grades 1-12 completing Individualized Education Program goals at Georgia Academy for the Blind	98%	97%	98%	96%
6. Percentage of students in grades 1-12 completing Individualized Education Program goals at Georgia School for the Deaf	98%	97%	97%	97%
7. Percentage of graduates completing transition plans at all three state schools	100%	100%	100%	100%
8. Percentage of prior year's graduates at Atlanta Area School for the Deaf that have a positive post-secondary outcome: career, schooling, job training	68%	65%	70%	64%
9. Percentage of prior year's graduates at Georgia Academy for the Blind that have a positive post-secondary outcome: career, schooling, job training	55%	60%	68%	50%
10. Percentage of prior year's graduates at Georgia School for the Deaf that have a positive post-secondary outcome: career, schooling, job training	67%	67%	75%	67%

**Department of Education  
ZBB Program: State Schools**

**Performance Measures**

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
11. Cost per student at Atlanta Area School for the Deaf	\$40,040	\$41,617	\$38,512	\$39,725
12. Cost per student at Georgia Academy for the Blind	\$60,794	\$67,381	\$65,032	\$64,256
13. Cost per student at Georgia School for the Deaf	\$54,248	\$59,557	\$51,025	\$63,226
14. Graduation rate at Atlanta Area School for the Deaf	100%	100%	100%	100%
15. Graduation rate at Georgia Academy for the Blind	93%	100%	86%	100%
16. Graduation rate at Georgia School for the Deaf	100%	100%	100%	100%

**Department of Education  
ZBB Program: State Schools**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services	\$19,992,015	\$21,123,024	\$22,087,812		\$22,087,812
Regular Operating Expenses	2,770,544	3,368,305	1,803,976		1,803,976
Motor Vehicle Expenses	75,000	87,062	18,715		18,715
Equipment	116,187	150,794	81,541		81,541
Computer Charges	697,362	883,748	399,152		399,152
Telecommunications	70,958	92,972	18,480		18,480
Contractual Services	1,656,691	1,033,188	1,257,570		1,257,570
Real Estate Rentals		31			
<b>Total Expenditures</b>	<b>\$25,378,757</b>	<b>\$26,739,124</b>	<b>\$25,667,246</b>		<b>\$25,667,246</b>
<b>State General Funds</b>	<b>\$22,984,714</b>	<b>\$23,719,510</b>	<b>\$24,244,124</b>		<b>\$24,244,124</b>
Federal Funds	19,630	64,181			
Federal Recovery Funds	82,827				
Other Funds	2,291,586	2,955,434	1,423,122		1,423,122
<b>Total Funds</b>	<b>\$25,378,757</b>	<b>\$26,739,125</b>	<b>\$25,667,246</b>		<b>\$25,667,246</b>
Positions	366	334	334	4	338
Motor Vehicles	53	53	53	(10)	43

**FY 2014 Zero-Based Budget Analysis  
Department of Education  
ZBB Program: Testing**

**FY 2014 Zero-Based Budget Report**  
**Department of Education**  
**ZBB Program: Testing**

**Purpose of Review**

The Testing program administers statewide student assessments to measure student achievement of the state mandated curriculum and mastery of content and provide teachers with diagnostic information. Due to the 2011 investigation of cheating on state tests, the Testing program has developed a proactive response to protect the integrity of test administration. Pursuant to SB 33 (2012 Session), the entire Department of Education's budget must be presented to the General Assembly in January of 2013 as a zero-based budget. The purpose of this review is to analyze the effectiveness and benefit of this program.

**Results of Analysis**

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: This program does not fund any positions. The 17 positions associated with administering and monitoring student assessments are located in the Department of Education's Central Office program. The Governor's Budget recommends transferring the 17 positions in FY 2014.
3. Fleet Management: The program does not have any state vehicles.
4. Measures: The performance measures directly measure the impact of program activities.

Program Operations:

5. The Testing program subsidizes one Advanced Placement Exam for every qualifying low income student. Since FY 2009, approximately 50% of students statewide have obtained a score of three or higher on the Advanced Placement (AP) Exams. Successful passage of the AP exams can save the state as much as \$187 to \$351 per higher education course.
6. The positions responsible for overseeing assessment development, contracts administration, and for providing support to the local school systems regarding test administration protocols are located in the Department of Education's Central Office program.

**Recommendation:** Transfer \$1,945,594 in state funds and 17 positions from the Central Office program to the Testing program to align testing administration in a single program (Total Funds: \$5,694,150).

**Department of Education  
ZBB Program: Testing**

**Program Purpose and Key Activities**

**Agency Purpose**

The Department of Education disburses state education funds, provides technical assistance and support services to local school systems, operates three schools for hearing and visually impaired students, and provides intensive assistance to local schools identified as needing improvement.

**Program Purpose**

To administer the statewide student assessment program and provide related testing instruments and training to local schools.

**Key Activities** (Listed in priority order as determined by the Agency)

**Student Assessment Development and Administration Contracts**

The program contracts for the development, administration, printing, distribution, scoring, and reporting of the Criterion-Referenced Competency Tests (CRCT), Criterion-Referenced Competency Tests- Modified (CRCT-M), End-of-Course Tests (EOCT), Georgia High School Graduation Test (GHSGT), Writing Assessment, Georgia Alternate Assessment (GAA), and the Georgia Kindergarten Inventory of Developing Skills (GKIDS) tests. The staff also manage the contracts for: the Georgia Online Assessment System (OAS), which serves as a resource for parents, educators, and students to evaluate students' mastery of the curriculum and assess student progress; the ACCESS for ELLs, an English proficiency measure for English language learners (federally mandated); the National Assessment of Educational Progress (NAEP), a national assessment program frequently referred to as the Nation's Report Card; and at least one Advanced Placement Exam for every qualifying low income student.

Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction

OCGA 20-2-181; 20-2-283; 20-2-151	17	\$13,479,209	\$23,870,066	(\$404,376)	
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**Department of Education  
ZBB Program: Testing**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

**District Support for Test Administration**

The staff develops, communicates, and provides district support to the local school systems regarding test administration, including training on the administration protocols, avoiding testing violations, and use of the test results. The staff determines what action to take when notified of a testing breach.

Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction

OCGA 20-2-181(a), (c), (d)(1), (2)

**Contract Management**

The staff oversees contracts for the development, administration, printing, distribution, scoring, and reporting of the CRCT, CRCT-M, EOCT, GHS GT, GHS WT, GAA, GKIDS, ACCESS for ELLS, and AP assessments, as well as the OAS and the Lexile Reading measure. The staff monitors contract compliance to ensure all deliverables and timelines are met. The staff develops test questions, reviews current tests and field tests for new questions to ensure that test items relate to the student curriculum, reviews test materials from contractors, and performs quality control checks of scores and data for reporting.

OCGA 20-2-181(a), (c), (d)(1); 20-2-283; 20-2-151

**Scoring and Reporting**

The staff performs quality control checks of test scores to ensure that accurate reporting data is sent to the school districts. The staff reports test score data to the Governor's Office of Student Achievement and provides technical support to the program staff.

OCGA 20-2-181(b), (b.1); 20-14-26; 20-14-27; 20-14-34

**Federal Compliance Oversight**

The staff reports data and technical information for federal peer review of state assessments and ensures compliance with federal and state accountability requirements.

OCGA 20-14-26; 20-14-27; 20-14-34; No Child Left Behind Act

Total

17    \$13,479,209    \$23,870,066    (\$404,376)

**Department of Education  
ZBB Program: Testing**

**Program Purpose and Key Activities**

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** Reduce funds for subsidized AP exams.

**10% Reduction:** Not Applicable

<sup>1</sup> Number of positions does not match budgeted positions. The positions are funded through the Department of Education's Central Office program.



**Department of Education  
ZBB Program: Testing**

**Performance Measures**

**Program Description** The Testing program measures the level of student achievement of the state-adopted curriculum, identifies students failing to achieve mastery of the content, provides teachers with diagnostic information, and assists school systems in identifying strengths and weaknesses and areas of improvement in order to establish priorities in planning educational programs.

- Goals** The ultimate or long-term goals of this Program are:
1. To provide trustworthy, reliable, and accurate information to all stakeholders on the quality of educational services provided to Georgia's students.
  2. To ensure all students have the opportunity to learn a rigorous curriculum.
  3. To increase the opportunity for students to participate in advanced education programs such as Advanced Placement.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Number of Criterion-Referenced Competency Tests (CRCT) administered	4,585,220	4,612,691	3,819,099	3,826,136
2. Number of CRCT retests administered online	408	2,453	3,792	9,021
3. Average CRCT cost per student	\$13.54	\$13.47	\$16.41	\$16.36
4. Number of End-of-Course Tests (EOCT) administered	903,174	950,029	924,887	967,578
5. Number of EOCT administered online	202,839	221,701	254,873	325,930
6. Average EOCT cost per student	\$6.46	\$6.14	\$6.09	\$6.86
7. Number of Advanced Placement (AP) exams administered	91,395	104,539	106,211	79,953
8. Number of students taking Advanced Placement exams	59,396	63,597	64,315	64,495
9. Number of AP test fees subsidized	72,558	86,446	17,863	20,395
10. Average number of days students take tests	N/A	N/A	N/A	N/A

**Department of Education  
ZBB Program: Testing**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services				\$2,037,013	\$2,037,013
Regular Operating Expenses				8,424	8,424
Computer Charges				92,410	92,410
Real Estate Rentals				79,907	79,907
Telecommunications				13,096	13,096
Contractual Services				3,463,300	3,463,300
Advanced Placement Exams	\$1,091,245	\$1,091,245	\$1,268,420		1,268,420
Student Testing	16,062,897	15,619,441	12,330,889		12,330,889
Title VI-A State Assessment	10,794,938	10,935,854	10,270,757		10,270,757
<b>Total Expenditures</b>	<b>\$27,949,080</b>	<b>\$27,646,540</b>	<b>\$23,870,066</b>	<b>\$5,694,150</b>	<b>\$29,564,216</b>
<b>State General Funds</b>	<b>\$13,785,614</b>	<b>\$13,302,034</b>	<b>\$13,479,209</b>	<b>\$1,945,594</b>	<b>\$15,424,803</b>
Federal Funds	14,163,466	14,344,506	10,390,857	3,748,556	14,139,413
<b>Total Funds</b>	<b>\$27,949,080</b>	<b>\$27,646,540</b>	<b>\$23,870,066</b>	<b>\$5,694,150</b>	<b>\$29,564,216</b>
Positions				17	17

**FY 2014 Zero-Based Budget Analysis  
Department of Education  
ZBB Program: Tuition for Multi-Handicapped**

**FY 2014 Zero-Based Budget Report**  
**Department of Education**  
**ZBB Program: Tuition for Multi-Handicapped**

**Purpose of Review**

Pursuant to SB 33 (2012 Session), the entire Department of Education's (DOE) budget must be presented to the General Assembly in January of 2013 as a zero-base budget.

**Results of Analysis**

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: Personnel for this program can be found in the Central Office budget under Special Education Administration. There is less than one federally funded full time equivalent position that work at DOE Central Office that provide support to the GNETS program.
3. Fleet Management: The program does not have any state vehicles.
4. Measures: The measures reflect the input of three budget offices and directly measure the impact of program activities.
5. Budget Impact: Since, FY 2009 the state funds budget has been reduced by 6.4% and enrollment has declined by 11.5%.

Program Operations:

6. This program is driven by enrollment and supported through local funds and state funds. However, the legal responsibility for providing services rests with the local school system. Under the Individuals with Disabilities Education Act (IDEA), the local school system must provide free appropriate public education to children with disabilities ages three to 21. Federal IDEA funds have non supplanting and Maintenance of Effort (MOE) requirements.  
**Recommendation:** Due to the enrollment driven nature of the program and federal fund requirements of IDEA, this program will be exempt from state fund reductions.
7. The state reimburses the local school system for the partial cost of the tuition when it is determined that the residential environment is the best place for the child to learn. While the structured environment is the best for educational progress, the state reimbursement pays for more than the cost of the education of the child.  
**Recommendation:** Explore a relationship with the Department of Behavioral Health and Developmental Disabilities (DBHDD) and the Department of Human Services (DHS) to determine if there is a more appropriate way to share between agencies the cost of care that does not involve the education of the child.
8. Through the Individualized Education Program (IEP) process the local school system makes the decision to place a student in a residential treatment facility, which is determined as the best academic environment for the child to learn. Also, students can be placed in a residential treatment facility by an administrative law judge.

**FY 2014 Zero-Based Budget Report  
Department of Education  
ZBB Program: Tuition for Multi-Handicapped**

**Results of Analysis**

9. The state reimburses the local school system for the partial cost of the tuition. Local school systems are not guaranteed reimbursement. The state will not pay for any amount that is covered through private insurance or Medicaid.
10. Costs for residential placement can reach \$300K/year, which is due to children served having multiple disabilities, low student teacher ratios, and the residential nature of the program.

**Department of Education  
ZBB Program: Tuition for Multi-Handicapped**

**Program Purpose and Key Activities**

**Agency Purpose**

The Department of Education disburses state education funds, provides technical assistance and support services to local school systems, operates three schools for hearing and visually impaired students, and provides intensive assistance to local schools identified as needing improvement.

**Program Purpose**

Partially reimburse school systems for private residential placements when the school system is unable to provide an appropriate program for a multi-handicapped student.

**Key Activities** (Listed in priority order as determined by the Agency)

**Tuition for Students with Severe and/or Multiple Disabilities** The state partially reimburses Local Education Agencies for the actual costs expended when a student's Individualized Education Program (IEP) recommends they be placed in a private residential facility. The state provides this reimbursement when the cost of the private placement exceeds \$30,000. In FY 2013, 22 students are being served through this program.

Total

Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
IDEA, State Board Rule 160-4-7-.02 and 160-4-7-.18, and OCGA 20-2-152		\$1,551,946	\$1,551,946	(\$46,558)	
		1,551,946	1,551,946	(\$46,558)	

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** Reduce grant awards.

**10 % Reduction:** Not Applicable

<sup>1</sup>There is less than 1 federally funded full-time equivalent (FTE) position that supports the Tuition for Multi-Handicapped program. That position is budgeted under Special Education Administration in the Central Office Program.

**Department of Education**  
**ZBB Program: Tuition for Multi-Handicapped**

**Performance Measures**

**Program Description** This program assists local education agencies (LEAs) in providing support to students with severe and/or multiple disabilities through private residential placement or integration back into the LEA or other community services, as outlined in the student's Individualized Education Program (IEP).

- Goals** The ultimate or long-term goals of this Program are:
1. Provide partial reimbursement to local school districts to support the cost of residential placement.
  2. Ensure the provision of free appropriate public education to students as required by federal law.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Number of students with disabilities served in residential placements	26	26	22	23
2. Average total cost per student	\$136,039	\$164,039	\$182,859	\$161,651
3. Percentage that the state program grant covers full cost of services provided	45%	35%	37%	42%

**Department of Education**  
**ZBB Program: Tuition for Multi-Handicapped**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Grants-Local School System	\$1,504,917	\$1,551,946	\$1,551,946		\$1,551,946
<b>Total Expenditures</b>	\$1,504,917	\$1,551,946	\$1,551,946		\$1,551,946
<b>State General Funds</b>	\$1,504,917	\$1,551,946	\$1,551,946		\$1,551,946
<b>Total Funds</b>	\$1,504,917	\$1,551,946	\$1,551,946		\$1,551,946



**FY 2014 Zero-Based Budget Analysis  
Department of Human Services  
ZBB Program: Out of Home Care**

# FY 2014 Zero-Based Budget Report

## Department of Human Services

### ZBB Program: Out of Home Care

#### Purpose of Review

Out of Home Care provides safe and appropriate homes for children removed from their families due to neglect, abuse, or abandonment. The Out of Home Care program is the third largest program within the Division of Family and Children Services, comprising 22% of all State General Funds appropriations to the Division in FY 2013. In FY 2012, there was a 4% increase in out of home placement utilization and a projected increase of 1.8% in FY 2013. The purpose of this review is to analyze the increase in utilization.

#### Results of Analysis

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: There are no positions funded in this program. All program activities are performed by staff funded through the Child Welfare Services program.
3. Fleet Management: The program does not have any state vehicles.
4. Measures: The performance measures directly measure the impact of program activities.
5. Budget Impact: Reduce funds for program budget by \$115,349.

#### Program Operations:

6. Foster care families have declined by 18.7 percent over the past four fiscal years due to foster parents not fitting the need of foster children requiring placement.

**Recommendation:** Implement a plan to recruit and retain foster care families by utilizing existing program funds.

7. In the order of preference, the permanent outcome for children in foster care is reunification if in the safest and best interest of the child.

**Recommendation:** Realign funding within the program for placement services which involves services that prevent the unnecessary separation of children from their families, improve the quality of care and services to children and their families, and ensure permanency for children by reuniting them with their parents, by adoption or by another permanent living arrangement.

8. The Out of Home Care program provides \$26,000,000 in Maintenance of Effort (MOE) for the Temporary Assistance for Needy Families (TANF) block grant. Of the \$26,000,000, \$8,500,000 is third party contributions. The federal regulations for TANF are under review with the proposal to eliminate third party MOE.

**Recommendation:** Develop a contingency plan to address the elimination of third party funds as MOE for TANF as currently being discussed in Congress.

**Department of Human Services  
ZBB Program: Out of Home Care**

**Program Purpose and Key Activities**

**Agency Purpose**

The Department of Human Services is responsible for the delivery of social services. The Department serves all Georgia citizens by providing individuals and families access to services that promote self-sufficiency, independence, and protect Georgia's vulnerable children and adults.

**Program Purpose**

The Out-of-Home Care program within the Division of Family and Children Services (DFCS) is responsible for providing foster care services for children who are unable to remain in their own homes because of abuse and/or neglect.

**Key Activities** (Listed in priority order as determined by the Agency)

		Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
						3% Reduction	10% Reduction
<b><u>Relative Foster Care</u></b>	Relative Foster Care places the child with a responsible relative in a traditional family setting.	OCGA 49-5-8		\$2,561,628	\$38,973,480	(\$76,849)	(\$256,163)
<b><u>Placement Services</u></b>	Provides additional support to children in out-of-home care to prevent unnecessary placement disruption with the intent of promoting safe and stable families and early reunification.	OCGA 49-5-8			15,371,496		
<b><u>Family Foster Care</u></b>	Family Foster Care places children in traditional family settings. Foster parents are recruited and licensed by DFCS.	OCGA 49-5-8		7,521,014	17,470,154	(225,630)	(752,101)
<b><u>Specialized Foster Care</u></b>	In the Specialized Foster Care Program, children requiring specialized foster care services are placed in DFCS foster home settings that can accommodate their parenting needs.	OCGA 49-5-8		1,023,984	1,329,980	(30,720)	(102,398)
<b><u>Room, Board and Watchful Oversight (RBWO)</u></b>	RBWO is the provision of lodging, food, and the attentive and responsible care of children ensuring that each child has a safe place to live, adequately nutritious meals and continuous watchful oversight to ensure basic safety needs are met.	OCGA 49-5-8		56,530,487	121,020,776	(1,695,915)	(5,653,049)
	<b>Total</b>			<b>\$67,637,113</b>	<b>\$194,165,886</b>	<b>(\$2,029,113)</b>	<b>(\$6,763,711)</b>

## **Department of Human Services ZBB Program: Out of Home Care**

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

- 3% Reduction:** Reduce per diem rates across all family foster care, Child Caring Institutions (CCI) and Child Placing Agencies (CPA). The rate reduction will result in a loss of placement resources due to increased difficulty in recruitment and retention of family and specialized foster care placements and potential insolvency of Room, Board and Watchful Oversight (RBWO) providers.
- 10% Reduction:** Reduce per diem rates across all family foster care, Child Caring Institutions (CCI) and Child Placing Agencies (CPA). The rate reduction will result in a loss of placement resources due to increased difficulty in recruitment and retention of family and specialized foster care placements and potential insolvency of Room, Board and Watchful Oversight (RBWO) providers.

**Department of Human Services  
ZBB Program: Out of Home Care**

**Performance Measures**

**Program Description** The Out-of-Home Care program within the Division of Family and Children Services (DFCS) is responsible for providing foster care services for children who are unable to remain in their own homes because of abuse and/or neglect.

**Goals** The ultimate or long-term goals of this Program are:  
 1. To ensure children in the out-of-home care program have safe, consistent, and stable placements until they achieve permanency (reunification, adoption, guardianship or emancipation).

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Number of licensed foster homes	7,824	7,658	6,857	6,361
2. Number of children in the legal custody of DFCS	16,860	14,328	13,534	13,921
3. Percentage of siblings placed together in out-of-home care	22.50%	23.39%	21.92%	21.76%
4. Percentage of children in care for 12-24 months with two or fewer placement settings	N/A <sup>1</sup>	29.00%	26.00%	29.00%
5. Percentage of children placed with relatives	26.87%	25.45%	23.64%	23.02%
6. Percentage of children in congregate care	15.73%	18.52%	19.60%	19.22%
7. Percentage of children who do not experience maltreatment while in foster care	99.12%	98.89%	99.21%	99.19%

<sup>1</sup> Division of Family and Children Services was transitioning to a web-based child welfare information system and data collection was in the process of being validated.

**Department of Human Services  
ZBB Program: Out of Home Care**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Contractual Services	\$3,273,562	\$2,737,836	\$2,735,899		\$2,735,899
Grants and Benefits	188,854,467	191,421,597	191,429,987	(\$115,349)	191,314,638
<b>Total Expenditures</b>	<b>\$192,128,029</b>	<b>\$194,159,433</b>	<b>\$194,165,886</b>	<b>(\$115,349)</b>	<b>\$194,050,537</b>
<b>State General Funds</b>	\$59,006,290	\$63,015,424	\$67,637,113	(\$115,349)	\$67,521,764
Federal Funds	123,875,376	131,144,009	126,528,773		126,528,773
Federal Recovery Funds	9,246,362				
<b>Total Funds</b>	<b>\$192,128,029</b>	<b>\$194,159,433</b>	<b>\$194,165,886</b>	<b>(\$115,349)</b>	<b>\$194,050,537</b>

**FY 2014 Zero-Based Budget Analysis  
Office of the Commissioner of Insurance  
ZBB Program: Fire Safety**

**FY 2014 Zero-Based Budget Report**  
**Office of the Commissioner of Insurance**  
**ZBB Program: Fire Safety**

**Purpose of Review**

The Fire Safety program promotes public safety by setting and enforcing minimum safety standards for boilers, elevators, amusement rides, flammable liquids and gasses, manufactured housing and other buildings that may present a special fire hazard due to size, height or number of occupants. The program also provides fire investigation assistance to local communities. The program resides with the Office of the Commissioner of Insurance (OCI) and was selected for analysis due to its combination with the Department of Labor's (DOL) Safety Inspection program in FY 2013.

**Results of Analysis**

1. Statutory Alignment: Majority of the activities are aligned with statutory responsibilities.
2. Staffing Levels: The number of positions in this program increased from 63 positions to 126 due to the transfer of employees from the Department of Labor's Safety Inspection Program in FY 2013.
3. Fleet Management: There are 38 vehicles assigned to this program for individual use.
4. Measures: The measures reflect the input from the three budget offices and the performance of the program.
5. Budget Impact: Decrease program budget by \$644,613 based on ZBB analysis. The specific reductions are listed below.

Program Operations:

6. Since 2007, safety inspection and permitting workload has increased substantially due to local authorities returning responsibility for elevator inspections to the State. One new safety inspector position was added to handle the increased workload. As of July 1, 2012, 10,633 elevator inspections were pending a semi-annual review by the program.  
**Recommendation:** Due to the consolidation of DOL and OCI, opportunities for efficiencies need to be implemented. Such opportunities include redirecting administrative positions to field inspectors, cross training inspectors, reducing the frequency of inspections, and evaluate privatizing inspections. In addition to the aforementioned opportunities, OCI can deputize local authorities to perform inspections.
7. The Program manages a federal grant to collect work-related injury and illness data from employers for the Bureau of Labor Statistics' (BLS) Injuries, Illness and Fatalities program. The total grant award is \$280,000, which includes a \$140,000 state match. The state's use of the information collected through this activity has not been identified, and these activities do not align with OCI's statutory responsibilities and the mission of the new Fire Safety program.  
**Recommendation:** Eliminate activity and realize savings (\$280,000).



**FY 2014 Zero-Based Budget Report**  
**Office of the Commissioner of Insurance**  
**ZBB Program: Fire Safety**

**Results of Analysis**

8. The completion of plan review and permitting for buildings presenting special hazards to persons or property within the jurisdiction of the OCI is taking longer than the required three to six weeks to complete. The timeframe required for review does not comply with the statutory requirement of no more than 30 days after receipt of application.  
**Recommendation:** Study and identify process improvement opportunities to reduce time needed for review including identifying additional jurisdictions where local officials can be deputized.
9. Inspectors in the original Fire Safety program within the Office of the Commissioner of Insurance have access to state vehicles. Investigators who transferred from DOL utilize personal vehicles. The program does not have a consistent policy on vehicle use.  
**Recommendation:** Conduct cost analysis comparing vehicle purchase, lease and personal vehicle reimbursement to identify lowest cost alternatives. An additional option is to evaluate the department's entire fleet to verify each vehicle assigned to an individual is driving the required 14,000 business miles annually. In the event there are individuals that are not meeting aforementioned requirement, those cars can be reassigned to the inspectors without state vehicles.
10. All incidents of fire - whether accidental or incendiary - are required to be reported to the State Fire Marshal. Currently, only half of fire departments in the state are reporting required information.  
**Recommendation:** Clarify requirements and benefits of accurate data reporting and develop plan to significantly improve the percent of fire departments reporting.
11. The department currently has a Memorandum of Understanding with the Department of Labor for IT system support at a cost of \$9,349 per month.  
**Recommendation:** Transition safety inspections data collection to existing OCI systems by April 1, 2013.
12. In 2010, the Building Plan Review fee was increased on buildings 10,000 sqft or less from \$100 to \$150. The fees on buildings that are 10,000 sqft or more remained at \$.015 per sqft. The fee does not account for the time and workforce needed to inspect a building 10,000 sqft or larger.  
**Recommendation:** Recommend legislation that will align the inspections of buildings more than 10,000 sqft to cost of activity.
13. State funds are used to fund a federally funded activity to inspect manufactured homes. This grant does not require a state match. In FY 2012, the agency maximized the use of state funds and reserved federal funds for operations.  
**Recommendation:** Reduce state funds by \$144,832 and maximize federal funds for operations.

**FY 2014 Zero-Based Budget Report**  
**Office of the Commissioner of Insurance**  
**ZBB Program: Fire Safety**

**Results of Analysis**

14. During the transition of Department of Labor's Safety Inspection program, all funds related to the program were placed in personal services.  
**Recommendation:** Submit a budget amendment to realign budget by object class to reflect projected expenditures.
15. As part of the budget submission, OCI will reduce personal services.  
**Recommendation:** Eliminate 3 vacant positions.

**Office of the Commissioner of Insurance  
ZBB Program: Fire Safety**

**Program Purpose and Key Activities**

**Agency Purpose**

To ensure that the public's interests are served through professional oversight of regulated industries, consumer protection and broad-based educational activities.

**Program Purpose**

To promote fire safety awareness through education and training, and to protect the public from fire, limit loss of life and property by setting minimum safety standards within the state, enforcing and regulating fire safety rules for public buildings and manufactured housing, regulating the storage, transportation and handling of hazardous materials and, safeguard the public from serious and preventable injury due to exposure to unsafe conditions on or around boilers, elevators, or amusement rides.

**Key Activities** (Listed in priority order as determined by the Agency)

**Inspections**

Regulates requirements for construction, maintenance and testing of commercial elevators, escalators, moving walks, man lifts, dumbwaiters, chair lifts, residential elevators, high pressure boilers, low pressure boilers, pressure vessels, carnival rides and amusement parks. Activity also includes ongoing inspections of health care facilities, penal institutions, jails, personal care facilities, mercantile occupancies, day cares, schools, and public assemblies to ensure facilities and its fire protection features are maintained to protect the public from injury or death due to fire.

Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
OCGA 25-15-13; 25-15-14; 25-15-19; 25-15-23; 25-15-24; 25-15-26; 8-2-101; 8-2-102; 8-2-104; 8-2-106; 25-15-23; 25-15-56; 25-15-58; 25-15-61; 25-15-66; 25-15-83; 25-15-85; 25-15-86; 25-15-96; 25-15-110; 25-2-22	81	\$4,609,388	\$5,057,273	(\$222,000)	(\$599,091)

**Engineering**

Regulates requirements for construction, maintenance and use of buildings that present a special hazard to the public because of the size, height, use or number of occupants. The activity entails reviewing contract documents including architectural, mechanical, electrical, fire protection drawings for proposed construction and renovations of such building. Activity also includes licensing fire protection industries and technicians for special hazard and fire suppression systems.

OCGA 10-1-265; 10-1-266; 25-2-1; 25-2-4; 25-2-12 through 25-2-14; 25-2-16; 25-2-17; 43-25-4	8	537,483	646,267		(161,432)
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**Office of the Commissioner of Insurance  
ZBB Program: Fire Safety**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

**Hazardous Materials** Regulates requirements for the storage, use, and transportation of hazardous materials including flammable and combustible liquids, gases and solids as well as explosives and fireworks. The activity entails reviewing engineered drawings for proposed construction and ongoing inspection and maintenance programs for self-service gas stations, petroleum bulk plants, chemical plants, bulk propane plants, and explosive and fireworks storage facilities so as to protect the public and property from injury, exposure, fire, or explosion. In addition, licenses or permits are issued to self-service gas stations, bulk propane plants, natural gas fueling facilities, blasting operations, and firework companies.

**Manufactured Housing** Inspects manufactured homes constructed within licensed Georgia HUD manufacturing plants. This requires that each floor section be inspected once during its construction process and re-inspection if violations are found. Also, assists with consumer complaints regarding violations with HUD manufactured homes. Licensed Georgia manufactured housing facility's files are audited for construction defects which leads to a class of homes related to construction violations. Also, licenses all Georgia HUD manufactured home plants, all out-of-state plants that ship into Georgia, all installers, each retail sales center and preforms random installation inspection for each licensed installer.

**Arson** Provides fire investigation assistance to local communities as specified under the OCGA §25-2-9. Determines the cause and origin of the fire and to assist local officials in the collection and analysis of evidence that may lead to prosecution of an arsonist. Utilizes three specially trained canines, strategically located in North, Central, and South Georgia, that are available to communities to aid with evidence collection.

**Total**

Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds		
				3% Reduction	10% Reduction	
	14	969,520	969,658			
OCGA 10-1-265; 10-1-266; 25-2-16; 25-2-17; 25-8-3; 25-8-5; 25-8-9; 25-9-2; 25-10-3; 25-10-5						
OCGA 8-2-132 through 8-2-171	10	548,436	1,209,268			
	13	738,250	740,950			
OCGA 25-2-9; 25-2-27; 25-2-33						
<b>Total</b>		<b>126</b>	<b>\$7,403,077</b>	<b>\$8,623,416</b>	<b>(\$222,000)</b>	<b>(\$760,523)</b>

<sup>1</sup> Number of positions does not match budgeted positions. Additional positions are added to the budget through the amendment process during the fiscal year.

**Office of the Commissioner of Insurance  
ZBB Program: Fire Safety**

**Program Purpose and Key Activities**

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** Eliminate 7 FTE inspectors through attrition.

**10% Reduction:** Eliminate data collection for BLS Injuries, Illness and Fatalities program, 7 inspector staff positions, 3 administrative positions and two engineering positions.

**Office of the Commissioner of Insurance  
ZBB Program: Fire Safety**

**Performance Measures**

**Program Description** Promote fire safety awareness through education and training, and to protect the public from fire and limit the loss of life and property. The program establishes the minimum fire safety standards in the state, enforcing and regulating fire safety rules for public buildings and manufactured housing, and regulating the storage, transportation, and handling of hazardous materials.

- Goals** The ultimate or long-term goals of this Program are:
1. Reduce the threat of death, injury and property loss due to fire and other safety perils.
  2. Provide inspections, permitting, licensing and plan review in a professional efficient manner.
  3. Assist in the investigations of criminal intent as it relates to arson.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Number of inspections conducted	72,291	66,199	58,401	56,518
2. Percentage of mandated inspections completed (June to June)	n/a	n/a	84%	77%
3. Percentage of inspections conducted that are re-inspections	n/a	n/a	n/a	n/a
4. Number of permits and approvals issued	10,398	8,899	8,719	8,212
5. Number of investigations initiated into suspected criminal fires	864	663	779	546
6. Percentage of arson investigations closed during same fiscal year	100%	100%	100%	100%

**Office of the Commissioner of Insurance  
ZBB Program: Fire Safety**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services	\$4,446,703	\$4,042,821	\$7,675,817	(\$644,613)	\$7,031,204
Regular Operating Expenses	357,686	619,627	430,881		430,881
Motor Vehicle Expenses	149,749	17,266	42,716		42,716
Equipment	41,814	56,703			
Computer Charges	121,526	470,193	245,512		245,512
Telecommunications	112,445	124,916	93,475		93,475
Contractual Services		16,402			
Real Estate Rentals	124,025	112,298	135,015		135,015
<b>Total Expenditures</b>	<b>\$5,353,948</b>	<b>\$5,460,226</b>	<b>\$8,623,416</b>	<b>(\$644,613)</b>	<b>\$7,978,803</b>
<b>State General Funds</b>	<b>\$4,200,568</b>	<b>\$4,028,827</b>	<b>\$7,403,077</b>	<b>(\$644,613)</b>	<b>\$6,758,464</b>
Federal Funds	934,028	1,062,772	1,123,107		1,123,107
Other Funds	219,352	368,627	97,232		97,232
<b>Total Funds</b>	<b>\$5,353,948</b>	<b>\$5,460,226</b>	<b>\$8,623,416</b>	<b>(\$644,613)</b>	<b>\$7,978,803</b>
Positions	52	63	126	(3)	123
Motor Vehicles	37	37	38		38

**FY 2014 Zero-Based Budget Analysis  
Georgia Bureau of Investigation  
ZBB Program: Regional Investigative Services**



**FY 2014 Zero-Based Budget Report**  
**Georgia Bureau of Investigation**  
**ZBB Program: Regional Investigative Services**

**Purpose of Review**

Regional Investigative Services purpose is to identify, collect, preserve and process evidence located during crime scene investigations, and to assist in the investigation, identification, arrest and prosecutions of individuals. This review is intended to assess the performance and cost efficiency of the program.

**Results of Analysis**

1. Statutory Alignment: Some program activities are not aligned with statutory responsibilities. Specific recommendations
2. Staffing Levels: The number of positions funded in this program has decreased from 356 in FY 2012 to 338 in FY 2013.
3. Fleet Management: The program has 349 vehicles, which includes 265 vehicles assigned to staff, as well as 13 vehicles in the bomb squad unit, 15 crime scene vehicles, 47 pool and special use vehicles (includes undercover and major theft), and nine vehicles are pending surplus.
4. Measures: The measures reflect the input of the three budget offices and measure the impact of program activities.
5. Budget Impact: Reduce budget by \$829,400 based on ZBB analysis. The specific recommendations are listed below.

Program Operations:

6. Radio operators in two agencies: Department of Public Safety (DPS) and Georgia Bureau of Investigations (GBI) perform the same function of a 24 hour access point for law enforcement customers and the general public. In addition, they are responsible for managing telephone and radio calls requesting law enforcement assistance statewide.  
**Recommendation:** Realize savings of \$341,877 by transferring seven positions from GBI to Department of Public Safety Radio Operations Unit.
7. All agents and some support personnel use both cell phones and landlines.  
**Recommendation:** Eliminate landlines in regional offices for those personnel who have state issued cell phones (\$111,755).
8. Analysis found Regional Investigative Services has 323% higher travel expenditures than all other law enforcement agencies. The agency expensed \$511 per position for travel in this program while the next highest public safety agency expensed \$158 per position.  
**Recommendation:** Reduce state funds (\$120,726) and utilize asset forfeiture for non-statutory travel.
9. Budgets by object classes does not reflect historical spend patterns.  
**Recommendation:** Realign budget to reflect projected expenditures by object classes.

**FY 2014 Zero-Based Budget Report**  
**Georgia Bureau of Investigation**  
**ZBB Program: Regional Investigative Services**

**Results of Analysis**

10. Agency revenue is understated because federal and other funds are not reflected in the agency's initial annual operating budget. These funds are amended in the budget later in the fiscal year.

**Recommendation:** Increase federal and other funds at the start of each fiscal year to reflect projected revenue.

11. Regional Investigative Services has a higher ratio of administrative staff than other public safety agencies.

**Recommendation:** Reduce personal services and eliminate six positions (\$255,042).

**Georgia Bureau of Investigation  
ZBB Program: Regional Investigative Services**

**Program Purpose and Key Activities**

**Agency Purpose**

The Georgia Bureau of Investigation (GBI) is an independent, statewide agency that provides assistance to the state's criminal justice system in the areas of criminal investigations, forensic laboratory services and computerized criminal justice information.

**Program Purpose**

The role of Regional Investigative Services is to protect and serve the citizens of Georgia by delivering quality criminal investigative services through utilizing a well trained work force, incorporating cutting edge technology, teamwork and effective planning.

**Key Activities** (Listed in priority order as determined by the Agency)

**Regional Investigations**

The regional offices assist local law enforcement agencies, when requested, in a variety of felony criminal investigations. Each regional office has special agents assigned to conduct criminal investigations and to perform investigative functions as Crime Scene and Child Abuse Specialists. The Human Trafficking Unit is comprised of agents charged with the responsibility to investigate, rescue, and recover juvenile victims who are forced or lured into commercial sexual exploitation. The Unit also investigates cases of human trafficking involving adults who are being trafficked for labor or sexual purposes. The Financial Investigations Unit (FIU) is comprised of forensic auditors who provide financial analysis services in criminal investigations. The Major Theft Unit identifies and targets organized crime groups and other criminal enterprises responsible for acts of cargo theft and other forms of major theft.

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
OCGA 35-3-9.1, OCGA 35-3/4, OCGA 16-5-46, OCGA 35.3-4, and 1964 Executive Order.	190	\$18,304,280	\$18,529,918	(\$847,347)	(\$2,824,469)

**Georgia Bureau of Investigation  
ZBB Program: Regional Investigative Services**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

**Child Exploitation & Computer Crimes**

The Child Exploitation and Computer Crimes (CEACC) Unit consists of special agents and forensic computer specialists. The forensic computer specialists processes all types of digital media and computers for electronic evidence to be used to support criminal investigations. The unit provides forensic computer specialist support to GBI offices and other law enforcement agencies. The special agents conduct pro-active and reactive investigations involving crimes against children. The Georgia Internet Crimes Against Children (ICAC) Task Force is housed within the CEACC Unit. The mission of the ICAC Task Force program is to assist state and local law enforcement agencies in developing an effective response to cyber enticement and child pornography cases.

**Georgia Information Sharing and Analysis Center**

The Georgia Information Sharing and Analysis Center (GISAC) serves as a fusion center and is the primary repository for counterterrorism. The GISAC provides criminal intelligence information to law enforcement agencies. The team of agents and intelligence analysts, along with expertise through public and private sector partnerships, transforms the flow of raw information into actionable intelligence. The Center also coordinates the efforts of the Child Abduction Response Team (CART), Georgia's Missing Children's Center, and the Sexual Offender Registration Review Board.

**Special Operations Unit**

The Special Operations Unit is comprised of Special Agents whom are all trained as certified bomb technicians. The Bomb Disposal Unit (BDU) supports public safety agencies by responding to calls for assistance related to the recovery and disposal of explosive material, identification of suspicious packages, rendering safe destructive devices, and post blast crime scene processing.

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction

OCGA 16-12-100 thru O.C.G.A 16-12-103, and OCGA 35-3-4	15	1,130,571	1,298,776		
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OCGA 35-3-4 and OCGA 35-3-80	35	1,651,251	2,426,490		
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OCGA 16-7-30 et.seq and OCGA 35-3-4	12	1,085,015	1,110,015		
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**Georgia Bureau of Investigation  
ZBB Program: Regional Investigative Services**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

**Regional Drug Enforcement** The Regional Drug Enforcement Offices (RDEOs) have responsibility for the GBI’s drug enforcement efforts within Georgia’s 159 counties. The RDEOs also respond to requests for assistance from local law enforcement agencies. The RDEOs identify and investigate individuals or drug trafficking organizations which are importing, manufacturing, and distributing illegal drugs in Georgia.

**Communications Unit** The Communications Center is the 24 hour access point for law enforcement customers and the general public. They are responsible for managing telephone and radio calls requesting Agent assistance statewide. They also serve as the 24 hour communications center for Agents that enable them to run tag information, criminal history information, drivers history information, and communicate information to other Agents and supervisors. They are the clearing house for statewide activation of Levis Call – Georgia’s Amber Alert. They answer the GBI Crime Tip Line and the School Bullying hotline. Communications also takes information and contacts the medical examiner’s office anytime a body needs to be shipped to the morgue after hours.

**Polygraph** The Polygraph Unit conducts polygraph examinations on individuals who are the subject of criminal or internal investigations. Pre-employment polygraph examinations are conducted for any law enforcement agency that utilizes the polygraph as a component of their personnel screening process.

Total

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds				
				3% Reduction	10% Reduction			
Executive Reorganization Act 1972	71	5,120,319	5,173,319					
OCGA 35-3-9.1, OCGA 35-3/4, OCGA 16-5-46, OCGA 35.3-4, and 1964 Executive Order.	7	341,877	341,877					
OCGA 35-3-8.1 and OCGA 35-3-4	8	611,376	809,859					
				338	\$28,244,689	\$29,690,254	(\$847,347)	(\$2,824,469)

**Georgia Bureau of Investigation  
ZBB Program: Regional Investigative Services**

**Program Purpose and Key Activities**

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** The agency will eliminate 15 filled agent positions and eliminate the Major Theft unit. The agency will continue to focus on the program's priorities which are investigations of violent crime, crimes against children, officer involved use of force cases, public corruption cases, and statewide bomb disposal duties.

**10% Reduction:** The agency will eliminate 47 filled agent positions. The priorities of the Investigative Division are the investigation of violent crime, crimes against children (including internet crimes against children), officer involved use of force cases, public corruption cases, and statewide bomb disposal duties. The agency will transfer necessary personnel around the state to make sure that our 15 Regional Offices are adequately staffed with a minimum of five Agents, two Crime Scene Specialists, and at least one Supervisor. The agency will ensure that the Child Exploitation and Computer Crimes Unit, Special Operations / Bomb Disposal Unit, as well as the Human Trafficking Unit were adequately staffed. This would also be accomplished with mandatory transfers of remaining personnel. Meeting these duties would take most if not all remaining personnel. The agency will no longer work any type of property crime with the exception of theft of state money and reduce the number of Agents assigned to Polygraph duties and only do polygraphs for the GBI. Additionally, the agency will no longer be able to do polygraphs related to criminal investigations or background investigations for our outside law enforcement customers. The Drug Enforcement Offices would be sharply curtailed or eliminated due to lack of staffing. The Major Theft Unit would be eliminated due to lack of staffing.

**Georgia Bureau of Investigation  
ZBB Program: Regional Investigative Services**

**Performance Measures**

**Program Description** The role of Regional Investigative Services is to protect and serve the citizens of Georgia by delivering quality criminal investigative services through utilizing a well trained work force, incorporating cutting edge technology, teamwork and effective planning.

- Goals** The ultimate or long-term goals of this Program are:
1. Transition to the 21st Century criminal digital case file system for better efficiency and to provide customers with a more streamlined quality product.
  2. By December 31, 2012, streamline the criminal evidence accounting system by transitioning to the new digital evidence room for more efficient accounting of evidence as well as better integration into the new digital case file system.
  3. Improve efficiency and reduce backlog of forensic examination of computers by assigning all Forensic Computer Specialists into the Child Exploitation and Computer Crimes Unit and centralizing the examination process.
  4. Vigorously work human sex trafficking cases to rescue and provide social services to the juvenile victims and arrest their oppressors.
  5. Provide better communication with local law enforcement customers by conducting quarterly intelligence meetings through the regional investigative offices.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Number of arrests by the Investigative Division	1,786	1,649	1,233	1,305
2. Value of contraband seized	\$100,938,901	\$98,137,306	\$102,589,783	\$86,740,671
3. Number of criminal investigations opened	7,451	7,408	7,779	8,440
4. Number of criminal investigations closed	1,786	1,649	1,233	1,305
5. Agent turnover rate	5.8%	5.0%	3.5%	4.5%

**Georgia Bureau of Investigation  
ZBB Program: Regional Investigative Services**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services	\$22,013,381	\$24,086,207	\$25,612,581	(\$596,919)	\$25,015,662
Regular Operating Expenses	4,126,674	5,207,299	2,650,148	(120,726)	2,529,422
Motor Vehicle Expenses	1,878,133	1,026,607			
Equipment	403,801	494,188	13,125		13,125
Computer Charges	826,111	1,002,744	119,785		119,785
Real Estate Rentals	419,721	387,632			
Telecommunications	1,108,332	1,315,771	1,012,648	(111,755)	900,893
Capital Outlay	97,600	49,056			
Contractual Services	645,999	906,783			
Other - Special Items	129,247	165,123	281,917		281,917
<b>Total Expenditures</b>	<b>\$31,648,999</b>	<b>\$34,641,410</b>	<b>\$29,690,204</b>	<b>(\$829,400)</b>	<b>\$28,860,804</b>
<b>State General Funds</b>	<b>\$21,847,000</b>	<b>\$26,316,126</b>	<b>\$28,244,689</b>	<b>(\$829,400)</b>	<b>\$27,415,289</b>
Federal Funds	6,501,732	6,738,257	1,240,833		1,240,833
Federal Recovery Funds	3,213,113	1,508,957			
Other Funds	87,154	78,070	204,682		204,682
<b>Total Funds</b>	<b>\$31,648,999</b>	<b>\$34,641,410</b>	<b>\$29,690,204</b>	<b>(\$829,400)</b>	<b>\$28,860,804</b>
Positions	338	356	338	(19)	319
Motor Vehicles	415	412	349		349



**FY 2014 Zero-Based Budget Analysis  
Department of Juvenile Justice  
ZBB Program: Community Services**

# FY 2014 Zero-Based Budget Report

## Department of Juvenile Justice

### ZBB Program: Community Services

#### Purpose of Review

The Department of Juvenile Justice (DJJ), Community Services program is responsible for providing court services for youth in the juvenile justice system, as well as providing placement, supervision, and treatment for non-secure committed youth. This review is intended to assess the performance and cost efficiency of the Community Services program, which is newly formed from the Community Supervision and Community Non-Secure Commitment programs.

#### Results of Analysis

1. Statutory Alignment: Some program activities are not aligned with statutory responsibilities. Specific recommendations are below.
2. Staffing Levels: The number of positions funded in this program increased from 948 in 2012 to 953 in 2013.
3. Fleet Management: This program has 56 vehicles to support 603 probation officers and 21 investigators. Specific recommendations are below.
4. Measures: The measures reflect the input of the three budget offices and measure the impact of program activities.
5. Budget Impact: Decrease the program budget by \$7,125,617 based on ZBB analysis. The specific reductions are listed below.

#### Program Operations

6. The decline in Youth Development Campus (YDC) capacity, along with the rise in designated felon commitments, has required an increasing number of committed youth transfers into the Community Services program.  
**Recommendation:** The Governor's recommendation includes funding for a 30-bed YDC to open in FY 2014.
7. In 2009, the Apprehensions Unit, which located and apprehended missing youth, was abolished due to budgetary reductions. This resulted in a substantial rise in the number of youth classified as missing by FY 2012. Joint operations between DJJ Security Management Response Teams (SMRT) and local law enforcement have been effective in locating and re-apprehending youth.  
**Recommendation:** Provide Parole/Probation Officer law enforcement training, POST certification and position reclassification for SMRT team members, using existing funds, to enable them to more effectively support apprehension of missing youth in addition to their current role.
8. The agency contracts with non-profits for non-secure residential housing facilities for committed youth, which is efficient for the state in terms of cost, but effectiveness of placement is not presently available.  
**Recommendation:** Review residential placement facilities for effectiveness in terms of recidivism, treatment and cost.

**FY 2014 Zero-Based Budget Report**  
**Department of Juvenile Justice**  
**ZBB Program: Community Services**

**Results of Analysis**

9. The current subprogram structure of the Community Services program is not aligned with the key activities of the program.  
**Recommendation:** Program structure should be reviewed and revised to provide better alignment with key activities and facilitate review of program efficiency and effectiveness.
10. Community Services has a large number of cell phones, which are predominantly assigned to probation officers who utilize them heavily for field work.  
**Recommendation:** Eliminate landline phones for probation officers and utilize cell phones (\$161,568).
11. Current wilderness programs are not statutorily required, have demonstrated performance issues, do not meet DJJ's highest priority needs, and are not cost sustainable as a result of insufficient youth meeting placement requirements.  
**Recommendation:** Eliminate funds for contracts in low utilization programs and utilize funds to support secure facilities (\$5,918,840).
12. In FY 2012, employees utilized personal vehicles to perform state required activities resulting in \$757,304 in state funded expenses for employee mileage reimbursements.  
**Recommendation:** Perform cost-benefit analysis on leasing /purchasing vehicles versus reimbursing employees for mileage.
13. Reduce funds for program operations to meet required budget reductions as requested by the agency (\$1,045,209).

**Department of Juvenile Justice  
ZBB Program: Community Services**

**Program Purpose and Key Activities**

**Agency Purpose**

The mission of the Department of Juvenile Justice is to protect and serve the citizens of Georgia by holding young offenders accountable for their actions through the delivery of services and sanctions in appropriate settings and by supporting youth in their communities to become productive and law-abiding citizens.

**Program Purpose**

The purpose of the Community Services program is to protect the public, hold youth accountable for their actions, assist youth in becoming law-abiding citizens and transition youth from secure detention, and provide the following alternative detention options: non-secure detention shelters, housebound detention, emergency shelters, a short-term stay in a contract home, tracking services, wrap-around services, electronic monitoring, or detention in an alternative program.

**Key Activities** (Listed in priority order as determined by the Agency)

	Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
					3% Reduction	10% Reduction
<b><u>Court Services</u></b>	OCGA 49-4A-7	747	\$47,840,213	\$48,191,371		(\$446,442)
<b><u>Assessment and Classification</u></b>	OCGA 49-4A-7	24	1,456,687	1,456,687		
<b><u>Non-Secure Commitment</u></b>	OCGA 49-4A-7	23	25,597,542	25,597,542	(\$2,737,500)	(6,660,075)
<b><u>High Intensity Supervision</u></b>	OCGA 49-4A-7	130	5,970,249	5,970,249		

**Department of Juvenile Justice  
ZBB Program: Community Services**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

		Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
						3% Reduction	10% Reduction
<u>Non-Secure Detention</u>	Provides short-term residential services for pre-adjudicated youth. These youth either require residential placement or specialized treatment service emphasizing mental health care.	OCGA 49-4A-7	23	7,895,686	9,269,166		(1,769,520)
	Total		947	\$88,760,377	\$90,485,015	(\$2,737,500)	(\$8,876,037)

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

- 3% Reduction:** This reduction would reduce Non-Secure Commitment capacity by reducing one wilderness program, and could increase backlog in Regional Youth Detention Centers (RYDC) on a short term basis. However there is sufficient capacity in RYDCs to absorb the impact of the reduction.
- 10 % Reduction:** This reduction would shift tracking in Non-Secure Detention from physical supervision to active GPS monitoring only, which would reduce direct contact with youth awaiting adjudication, particularly in independent Juvenile Courts, shifting the work of enforcing violations to local courts. The reduction would also dramatically reduce the number of residential placements available, especially in wilderness programs, which would likely increase the utilization of RYDCs for long term confinement. The impact to Court Services would not change the approach to delivering services so much as increase the case load per probation officer by eliminating nine Juvenile Probation and Parole Specialists. This could increase both the probability of recidivism and employee retention problems.

**Department of Juvenile Justice  
ZBB Program: Community Services**

**Performance Measures**

**Program Description** The Community Services program provides juvenile justice services to youth which juvenile courts have deposited to community supervision as well as youth who are serving all or a portion of their time in a non-secure residential environment. The Department of Juvenile Justice is the state agency commissioned to provide these services on behalf of the state at-large and the juvenile courts.

**Goals** The ultimate or long-term goals of this Program are:  
 1. Promote a continuum of high quality services for youthful offenders with the right service at the right place at the right time.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Percentage of DJJ youth days served in Community Services	81.8%	82.9%	83.0%	82.0%
2. Cost per day of non-residential supervision	\$12.90	\$13.45	\$14.68	\$11.47
3. Percentage of youth with no new offense while under community supervision	82.7%	82.9%	85.5%	87.0%
4. Daily average of youth supervised by Community Services	18,475	16,474	15,398	13,002
5. Community Services average caseload per officer	37.2	33.7	32.0	27.8
6. Percentage of youth re-offending after completion at one-year interval	49.4%	50.5%	48.8%	48.3%

**Department of Juvenile Justice  
ZBB Program: Community Services**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services	\$44,855,698	\$45,994,878	\$47,045,297		\$47,045,297
Regular Operating Expenses	2,017,562	2,250,475	2,593,429	(\$1,045,209)	1,548,220
Motor Vehicle Expenses	563,720		237,823		237,823
Equipment	196,190	571			
Computer Charges	91,169	116,567	71,250		71,250
Real Estate Rentals	3,137,094	3,161,454	3,372,777		3,372,777
Telecommunications	2,834,046	3,081,243	3,035,311	(161,568)	2,873,743
Contractual Services	423,428	570,892	386,152		386,152
Utilities	480,422	465,389	581,571		581,571
Services and Benefits for Children	27,756,012	24,876,483	33,161,405	(5,918,840)	27,242,565
<b>Total Expenditures</b>	<b>\$82,355,341</b>	<b>\$80,517,952</b>	<b>\$90,485,015</b>	<b>(\$7,125,617)</b>	<b>\$83,359,398</b>
<b>State General Funds</b>	<b>\$73,626,448</b>	<b>\$76,348,162</b>	<b>\$88,760,377</b>	<b>(\$7,125,617)</b>	<b>\$81,634,760</b>
Federal Recovery Funds	7,324,028	208,831			
Other Funds	1,404,867	1,193,529	1,724,638		1,724,638
<b>Total Funds</b>	<b>\$82,355,344</b>	<b>\$77,750,521</b>	<b>\$90,485,015</b>	<b>(\$7,125,617)</b>	<b>\$83,359,398</b>
Positions	974	948	953		953
Motor Vehicles	56	56	56		56

**FY 2014 Zero-Based Budget Analysis  
Georgia Department of Labor  
ZBB Program: Workforce Solutions**



# FY 2014 Zero-Based Budget Report

## Georgia Department of Labor

### ZBB Program: Workforce Solutions

#### Purpose of Review

The Georgia Department of Labor (GDOL) previously administered both the Wagner-Peyser and Workforce Investment Act (WIA) funds. In FY 2012, an Executive Order was issued transferring the authority to administer the WIA funds to the Governor's Office of Workforce Development (GOWD). The purpose of this review is to determine if the GDOL is operating efficiently.

#### Results of Analysis

1. Statutory Alignment: Some program activities are not aligned with statutory responsibilities. The specific recommendations are listed below.
2. Staffing Levels: The agency has 753 authorized positions in the FY 2013 budget.
3. Fleet Management: There are four vehicles assigned to the program. The vehicles are used by four of the eight field District Directors for travel to career centers within their districts.
4. Measures: The measures reflect the input from the three budget offices. The agency should continue to develop relevant and measurable outcomes for its key activities.
5. Budget Impact: Reduce program budget by \$203,950. The specific reductions are listed below.

#### Program Operations:

6. The Wagner-Peyser grant provides the Governor a 10% reserve to be used at his discretion on various activities related to Wagner-Peyser. Currently, the Workforce Solutions program operates the Jobs for Georgia Graduates (JGG) initiative under the Governor's 10% set aside provision; however, the Jobs for Georgia Graduates initiative is duplicative of contract services provided by the Department of Education and other state entities.  
**Recommendation:** Utilize the 10% allocation as directed by the Governor (estimated at \$2,000,000 for FY 2013).
7. In FY 2011, the Department of Audits identified program budgeting deficiencies. The department's accounting system was unable to produce or generate a budget comparison report by program and fund source. The Department of Audits also found that the amounts in the budget comparison report did not match the total amount of grant funds received.  
**Recommendation:** Work with the State Accounting Office (SAO) to migrate all budget and accounting activities to the TeamWorks Financials System.
8. The Regulation of Youth Employment is a state funded sub-program under the Unemployment Insurance program; however, the activities of the sub-program are more closely aligned with activities in the Workforce Solutions program. The sub-program was established to protect youth against child labor violations. Some of the sub-program's key activities include issuances of work permits for all youth under the age of 18 and verifying that employers satisfy the requirements and restrictions of state and federal laws. The state funds appropriated to the UI program are generally used for the interest payments on the UI Trust Fund loan and other UI activities.

**FY 2014 Zero-Based Budget Report  
Georgia Department of Labor  
ZBB Program: Workforce Solutions**

**Results of Analysis**

**Recommendation:** Transfer the Regulation of Youth Employment sub-program from the Unemployment Insurance program to the Workforce Solutions program.

9. Eliminate funds for four filled positions to meet required budget reductions as requested by the agency (\$203,950).

## Georgia Department of Labor ZBB Program: Workforce Solutions

### Program Purpose and Key Activities

**Agency Purpose**

To work with public and private partners in building a world-class workforce system that contributes to Georgia's economic growth with employment training, support services, and assisting employers meet their business needs through employee recruitment and selection services, workforce information, and technical support.

**Program Purpose**

The purpose of this program is to assist employers and job seekers with job matching services and to promote economic growth and development.

**Key Activities** (Listed in priority order as determined by the Agency)

Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
Wagner-Peyser Act, as amended by the Workforce Investment Act of 1998; OCGA 34-8-77	588	\$6,798,338	\$31,691,291	(\$203,950)	(\$679,834)
Workforce Investment Act of 1998	68		5,556,430		
Trade Act of 1974, as amended	34		3,959,713		

**Employment Services**

Assists businesses in identifying qualified job candidates for employers with job openings; meet with area businesses to determine their needs; and provide services and technical assistance. Assists jobseekers by referring individuals to jobs for which they are qualified; provide workshops and one-on-one assistance on employment related topics. Staff also refer customers to partners where non-employment needs are identified.

**Contract Services**

Provide Rapid Response services on behalf of GOWD, which incorporates information and resources to employers planning a layoff or business closing. Assists workers with Unemployment Insurance and reemployment questions and services; involve partners for training and other resources; responsible for establishing and providing services at transition centers throughout a layoff or business closing.

**Trade Adjustment Assistance (TAA)**

Assist TAA customers by providing employment and case management services provided by field staff. Verify customer eligibility for benefits; provide payments to training providers for customers enrolled in approved training program and provide health care insurance.

**Georgia Department of Labor  
ZBB Program: Workforce Solutions**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

**Jobs for Georgia Graduates (JGG)** Provide JGG students with leadership training, teamwork experience, mentoring, career counseling, job search skills, and other activities to support their completion of high school, pursuit of higher education, entering the military service or obtaining employment.

**Work Opportunity Tax Credit (WOTC)** Evaluate for accuracy and process for payment applications for WOTC tax credit for employers hiring eligible workers. Availability of the credit is based on hiring individuals from designated target groups.

**Administration** Develop and maintain customer database and reporting systems; develop employment-related tools, publications and other resources for job seekers and employer customers; provide technical assistance/policy guidance to field staff  
Total

Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
	37		1,870,943		
IRS Code of 1986, Section 51 as amended and federal Appropriations Acts.	5		498,750		
	21		2,770,779		
	753	\$6,798,338	\$46,347,906	(\$203,950)	(\$679,834)

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** This reduction could result in the elimination of up to 4.0 FTE positions and ultimately impact service delivery to businesses and individuals with needed employment and reemployment services. Any reductions to the current service level will impact basic operations (i.e. regular operating expenses, real estate rent, etc.) in career centers throughout the state.

**10% Reduction:** This reduction would result in the elimination of the equivalent of a Tier Three career center (approximately 12 positions) in the Workforce Solutions program and would negatively impact services provided to Georgians seeking employment. For FY 2014, the Workforce Solutions program will lose approximately \$6 million in federal grant funding used for reemployment services. The Department closed six career centers at the end of FY 2012 and a 90% service level in FY 2014--coupled with other budget reductions--would ultimately result in more closures, reduction in staff and fewer services provided.

<sup>1</sup> Number of positions does not match budgeted positions. Additional positions are added to the budget through the amendment process during the fiscal year.

## Georgia Department of Labor ZBB Program: Workforce Solutions

### Performance Measures

**Program Description** The Wagner-Peyser Act, passed by the U.S. Congress in 1935, mandated a federal-state partnership for operation of employment services. The Georgia General Assembly enacted the Employment Security Law of 1937 to carry out these activities. The Georgia Department of Labor was established at that time to administer Unemployment Insurance and Employment Services. Wagner-Peyser funds serve as the foundation, funding staff that provides employment and reemployment services to job seekers of all types. The program also focuses on recruitment and other workforce services for employers throughout the state, as well as for businesses interested in locating in Georgia. Another service component of Workforce Solutions is the Jobs for Georgia Graduates program, a career-oriented set of services for at-risk high school students to help them successfully transition from high school to work and/or further education.

- Goals** The ultimate or long-term goals of this program are:
1. To assist employers find qualified employees.
  2. To assist job seekers find suitable employment, either directly or after further training.
  3. To assist at-risk high school youth to graduate from high school and achieve post-secondary training or employment.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Percentage of customers retaining employment following services	78%	72%	73%	77%
2. Percentage of customers obtaining employment following services	59%	44%	46%	47%
3. Number of customers served at Career Centers	705,511	701,470	657,838	599,775
4. Number of job orders received from businesses	67,115	69,132	76,823	69,507

**Georgia Department of Labor  
ZBB Program: Workforce Solutions**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services	\$33,271,832	\$32,547,429	\$29,004,574	(\$203,950)	\$28,800,624
Regular Operating Expenses	28,820,247	6,237,114	4,806,953		4,806,953
Equipment	936,345	325,577	319,009		319,009
Computer Charges	3,337,402	419,250	993,093		993,093
Real Estate Rentals	3,071,177	2,856,939	3,588,755		3,588,755
Telecommunications	618,791	717,269	1,004,515		1,004,515
Contractual Services	10,960,991	5,427,852	6,631,007		6,631,007
Capital Outlay	1,166,123				
WIA Contracts	101,083,417	102,884,806			
<b>Total Expenditures</b>	<b>\$183,266,325</b>	<b>\$151,416,236</b>	<b>\$46,347,906</b>	<b>(\$203,950)</b>	<b>\$46,143,956</b>
<b>State General Funds</b>	<b>\$6,387,021</b>	<b>\$6,588,215</b>	<b>\$6,798,338</b>	<b>(\$203,950)</b>	<b>\$6,594,388</b>
Federal Funds	116,670,641	140,306,568	39,549,568		39,549,568
Federal Recovery Funds	60,208,663	4,521,453			
<b>Total Funds</b>	<b>\$183,266,325</b>	<b>\$151,416,236</b>	<b>\$46,347,906</b>	<b>(\$203,950)</b>	<b>\$46,143,956</b>
Positions	753	753	753	(4)	749
Motor Vehicles	4	4	4		4

**FY 2014 Zero-Based Budget Analysis  
Department of Natural Resources  
ZBB Program: Coastal Resources**

**FY 2014 Zero-Based Budget Report  
Department of Natural Resources  
ZBB Program: Coastal Resources**

**Purpose of Review**

The purpose of this review is to evaluate the cost effectiveness of the program activities and ensure that performance measures effectively track progress towards program goals.

**Results of Analysis**

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: There are 57 positions authorized for this program in FY 2013.
3. Fleet Management: There are 30 vehicles assigned to the program.
4. Measures: The measures reflect input from the three budget offices. Additional measures should be used to track permit and lease issuance, staff workload, and key activity outcomes.
5. Budget Impact: Reduce state funds by \$89,698. The specific reductions are listed below.  
  
Program Operations:
  6. Coastal Marshland Protection Act (CMPA) permit assessment fees range from \$100 - \$500, but do not cover average cost of evaluation and have not been adjusted since FY 1992. The cost to issue permits in FY 2012 was \$154,000, while the program only collected \$3,350 in fees. The maximum allowable permit fee by law is \$1,000.  
  
**Recommendation**: Increase CMPA permitting fees to \$500 and \$1,000 to more closely cover the cost of providing the service.
7. The current budget for regular operating expenses is 22% over FY 2012 expenses.  
**Recommendation**: Reduce funds for regular operating expenses to reflect prior year expenditures (\$20,000).
8. Replace state funds with federal funds for operating expenses to meet required budget reductions as requested by the agency (\$69,698).



**Department of Natural Resources  
ZBB Program: Coastal Resources**

**Program Purpose and Key Activities**

**Agency Purpose**

To sustain, enhance, protect and conserve Georgia's natural, historic and cultural resources for present and future generations, while recognizing the importance of promoting the development of commerce and industry that utilize environmental practices.

**Program Purpose**

To preserve the natural, environmental, historic, archaeological, and recreational resources of the state's coastal zone by balancing economic development with resource preservation and improvement by assessing and restoring coastal wetlands, by regulating development within the coastal zone, by promulgating and enforcing rules and regulations to protect the coastal wetlands, by monitoring the population status of commercially and recreationally fished species and developing fishery management plans, by providing fishing education, and by constructing and maintaining artificial reefs.

**Key Activities** (Listed in priority order as determined by the Agency)

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction

**Resource Management**

Provide technical assistance and education to local governments, private landowners, and industry on conservation planning, smart growth, and natural resource conservation; provide marine resources education and outreach to the general public through Beach Week, CoastFest, and youth fishing events; develop and implement resource management plans; develop conservation policy recommendations for consideration by the Governor's office, the Department of Natural Resources (DNR) Board, and the legislature; represent the State of Georgia on regional and national bodies with responsibility for marine resource management.

OCGA 12-5-241-242, 27-1-3, 27-1-6, 27-4-130-234                      7                      \$177,870                      \$841,092

**Permitting, Compliance and Enforcement**

Administer regulatory activities, procedures, and standards established and specified in state and federal law, specifically the Coastal Marshlands Protection Act and Shore Protection Act; evaluate federal permits and coastal projects for consistency with state enforceable authorities; monitor permit and revocable license compliance; manage state-owned water bottoms use by marinas through permitting and leasing; identify and catalog derelict and abandoned vessels for removal; evict those trespassing on state-owned tidal water bottoms and marshlands.

OCGA 12-5-234,237                      11                      268,425                      943,080                      (\$121,009)

**Department of Natural Resources  
ZBB Program: Coastal Resources**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

**Marine Life**  
**Population Health**  
**Surveys**

Conduct surveys in estuarine and Atlantic Ocean waters to assess population abundance, distribution, age structure, health, and contaminant levels of numerous fishes and invertebrates important to recreational and commercial fishers; provide survey findings to division leadership for incorporation into conservation policy; report survey findings in public meetings, DNR Board briefings and legislative committee meetings; participate in technical committees at the regional and national level to ensure survey findings are used and interpreted correctly.

**Administration**

Operate and maintain the DNR Coastal Regional Headquarters in Brunswick, Georgia; develop budget and spend plans; track expenditures for spend plan compliance; procure supplies, equipment, and services; manage external grants; manage personnel transactions; liaison with outside vendor support of information management system; liaison with the governor’s office, the legislature, the DNR Board, DNR headquarters staff, other DNR divisions, other state and federal agencies, and local governments.

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
OCGA 27-1-3, 27-1-10, 27-1-6, 27-4-130-234	11	201,597	1,116,571	(63,435)	(69,698)
	10	1,170,460	1,263,100		

**Department of Natural Resources  
ZBB Program: Coastal Resources**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

**Marine Fisheries  
Catch and Effort  
Surveys**

Collect catch, effort, biological and socio-economic data for commercial, recreational and for-hire marine fishing trips originating in coastal Georgia; process commercial fisher reports of catch and value for each trip reported; process samples of marine life to determine species, gender, age, reproductive status, and diet; perform quality assurance and control on data per established protocols; liaison with other state and federal agencies to transfer data while protecting source confidentiality; participate in technical committees at the regional and national level to ensure survey findings are used and interpreted correctly.

Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction

OCGA 27-4-118, 27-4-136, 27-4-150	7	84,827	477,583		(20,742)
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**Coastal Incentive  
Grants**

Administer the Coastal Incentive Grant (CIG) process in compliance with state and federal policies considerate of the input of the Coastal Advisory Council; present CIG program themes to the DNR Board; develop an annual Request for Proposal for CIG applications; provide two annual workshops for grant applicants; provide technical assistance in grant proposal development; select and manage a Technical Review Committee to select projects for grant awards; incorporate selected CIG projects into the annual Coastal Zone Management grant application to NOAA; monitor funded projects to insure completion.

OCGA 12-5-323	1		728,841		
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**Department of Natural Resources  
ZBB Program: Coastal Resources**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

	Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
					3% Reduction	10% Reduction
<b><u>Water Quality</u></b> Perform water quality monitoring of coastal waters for the safe recreational and commercial harvest of shellfish; perform water quality monitoring of swimming beaches; process samples for delivery to certified laboratories; perform QA/QC on data per established protocols; collate data from sampling and transfer to other state and federal agencies; assess nutrient loads in coastal waters to evaluate water quality; work with academic institutions and other state and federal agencies to identify and eliminate sources of bacterial contamination and nutrient loading.	OCCA 12-5-21, 27-4-197	5	119,781	443,095		
<b><u>Public Access</u></b> Design, construct, and maintain public boating and fishing access infrastructure along the Georgia coast; liaison with local governments to identify access needs and to develop funding partnerships; acquire necessary local, state and federal authorizations and permits; provide project management and oversight in coordination with local governments and other state agencies; annually inspect access sites to ensure public safety and functionality.	OCCA 27-1-3, 27-1-10	1	2,544	421,248		
<b><u>Habitat Restoration</u></b> Map the type, location, condition, and function of various types of habitats within coastal wetland ecosystems; restore tidal creeks through designing, creating and monitoring Living Shoreline projects; identify degraded wetlands and associated means of restoration; develop private-public partnerships to accomplish restoration projects; create and monitor oyster reefs within the estuaries and artificial reefs in offshore waters.	OCCA 27-1-3, 27-1-10	4	88,986	460,872		
Total		57	\$2,114,490	\$6,695,482	(\$63,435)	(\$211,449)

**Department of Natural Resources  
ZBB Program: Coastal Resources**

**Program Purpose and Key Activities**

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** Replace state funds with federal funds for program operating expenses. Some of the federal fund sources used to replace state funds are currently subject to reductions by Congressional and/or presidential mandate. If this happens, it may be necessary to discontinue some services such as the access to bulk gasoline and fuel provided to the U.S. Coast Guard, which is co-located on the campus of the DNR Coastal Regional Headquarters.

**10% Reduction:** In addition to the 3% reduction alternative, Coastal Resources Division will cease to permit private docks constructed over coastal marshlands. Individuals wishing to construct a private dock over coastal marshlands will submit application directly to the USACOE. Applicants can expect it to take longer for permit applications to be processed and approved. DNR will relinquish control over the size, location, and methods of construction of private docks built over state property (coastal marshlands). DNR will discontinue issuing Revocable Licenses for use of state property and the State Properties Commission will reassume responsibility for issuing these Revocable Licenses. Finally, CRD will reduce state funds expenditures in support of the monthly shrimp and blue crab assessment. Fewer sampling trips creates greater uncertainty in population estimates, potentially resulting in delayed season openings.

**Department of Natural Resources  
ZBB Program: Coastal Resources**

**Performance Measures**

**Program Description**     The Coastal Resources Division is entrusted to manage Georgia's coastal marshes, beaches, waters, and marine fisheries resources for the benefit of present and future generations. The Division's service area extends from the inland reach of the tidal waters to three miles offshore.

**Goals**     The ultimate or long-term goals of this Program are:

1. Safe and convenient public access to Georgia's marshes, tidal waters, and beaches.
2. Quality fishing opportunities that meet the expectations of a diverse group of users.
3. Conservation programs and regulations based on current, science-based information, that are understood and accepted by the public, especially the regulated community.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Number of participants in coastal education programs or outreach events	N/A	28,628	33,543	30,194
2. Acres certified for public shellfish harvest	11,365	8,532	8,532	8,532
3. Average days to process a Coastal Marshlands and Protection Act (CMPA) permit	N/A	78	57	45
4. Average days to process a Shore Protection Act (SPA) permit	N/A	32	26	36
5. Number of unauthorized activities resolved to a compliance standard within 90 days	N/A	27	101	84

**Department of Natural Resources  
ZBB Program: Coastal Resources**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services	\$3,971,089	\$4,053,800	\$3,981,679		\$3,981,679
Regular Operating Expenses	685,018	614,989	755,395	(\$20,000)	735,395
Motor Vehicle Expenses	15,613				
Equipment	26,648	66,866			
Computer Charges	36,876	20,721			
Telecommunications	67,788	53,206	154,597		154,597
Contractual Services	666,841	449,449	734,560		734,560
C.O. New Construction	1,732,358	210,194	316,001		316,001
Repairs and Maintenance	55,617	29,674	103,250		103,250
Grants - Other	875,365	912,147	650,000		650,000
<b>Total Expenditures</b>	<b>\$8,133,213</b>	<b>\$6,411,046</b>	<b>\$6,695,482</b>	<b>(\$20,000)</b>	<b>\$6,675,482</b>
<b>State General Funds</b>	<b>\$2,128,567</b>	<b>\$2,021,267</b>	<b>\$2,114,490</b>	<b>(\$89,698)</b>	<b>\$2,024,792</b>
Federal Funds	5,882,420	4,318,233	4,470,663	69,698	4,470,663
Other Funds	122,225	71,255	110,329		110,329
<b>Total Funds</b>	<b>\$8,133,212</b>	<b>\$6,410,755</b>	<b>\$6,695,482</b>	<b>(\$20,000)</b>	<b>\$6,675,482</b>
Positions	60	57	57		57
Motor Vehicles	30	30	30		30

**FY 2014 Zero-Based Budget Analysis  
Department of Natural Resources  
ZBB Program: Hazardous Waste Trust Fund**



**FY 2014 Zero-Based Budget Report**  
**Department of Natural Resources**  
**ZBB Program: Hazardous Waste Trust Fund**

**Purpose of Review**

The purpose of this review is to determine if the program leverages public-private partnerships and intergovernmental cooperation to reach clean-up goals in a cost-effective manner.

**Results of Analysis**

1. Statutory Alignment: The Hazardous Waste Trust Fund (HWTF) allocates 10% of the state appropriation for activities that are not statutorily required.
2. Staffing Levels: There are 33 positions in the Hazardous Waste Management sub-program in Environmental Protection Division that are funded by the Hazardous Waste Trust Fund in FY 2013.
3. Fleet Management: There are no vehicles assigned to this program.
4. Measures: The measures reflect input from the three budget offices. Additional measures should track cost-effectiveness of site cleanup.
5. Budget Impact: The specific recommendations are listed below.

Program Operations:

6. The 10% allocation from Hazardous Waste Trust Fund (HWTF) to the Pollution Prevention Assistance Division (P2AD) is not statutorily required and draws funds away from hazardous site cleanup.
7. Over \$500,000 in reimbursements to local governments for landfill cleanups are delayed due to budgetary constraints.
8. Several P2AD services are duplicative of those provided by other state, private, and non-profit entities. The Georgia Energy Challenge in the Georgia Environmental Finance Authority and the Environmental Planning program in the Department of Community Affairs both provide information on energy use and waste reduction, make online resources and toolkits available, and provide loan and grant funding information for energy-efficiency improvements.

**Recommendation:** Retain the 10% allocation of funds to the Pollution Prevention Assistance Division (P2AD) and redirect for hazardous waste cleanup activities and local government reimbursements.

**Department of Natural Resources  
ZBB Program: Hazardous Waste Trust Fund**

**Program Purpose and Key Activities**

**Agency Purpose**

The Environmental Protection Division (EPD) protects and restores Georgia’s environment. EPD takes the lead in ensuring clean air, water, and land.

**Program Purpose**

The purpose of the Hazardous Waste Trust Fund is to fund: investigation, cleanups, and oversight of corrective action on sites where hazardous substances have been disposed of or released in amounts that threaten human health or the environment; grants to local governments to clean up leaking landfills; emergency actions in cases of release; the administration of Hazardous Site Response Act including maintenance of a registry of hazardous sites; and activities associated with pollution prevention.

**Key Activities** (Listed in priority order as determined by the Agency)

**Maintain Hazardous Site Inventory and Uniform Environmental Covenant Registry**

Compile and publish the Hazardous Site Inventory (HSI), which currently includes 560 sites; review of release notifications; inspect site to observe and quantify the level of contamination and the risk to human health and the environment; review site test results; score sites to determine if it meets the HSI standard for inclusion; maintain the Environmental Covenant Registry to track and document environmental covenants placed on properties in the state; maintain Environmental Covenant Registry website.

**Oversee Private Party Cleanups**

Provides direct management oversight of sites for which a responsible private party has been identified; evaluate contaminated sites and the need for corrective action; approve cleanup plans; monitor cleanup progress; conduct detailed review of technical documents; conduct site visits and inspections; meet with responsible parties, consultants and attorneys. Enforce regulations, including issuing notices of violation and administrative orders for recalcitrant parties, and pursuing bankruptcy claims; review financial assurance documents and track settlements.

Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
OCGA 12-8-93, 12-8-97 and 44-16-1	3.0	\$212,233	\$212,233		
OCGA 12-8-93, 12-8-96, 12-8-204, and 12-8-207	27.2	2,018,017	2,176,457	(\$104,420)	(\$455,680)

**Department of Natural Resources  
ZBB Program: Hazardous Waste Trust Fund**

**Key Activities** (Listed in priority order as determined by the Agency)

	Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
					3% Reduction	10% Reduction
<b><u>Reimburse Local Government Cleanups</u></b> Reimburse local governments for the cleanup of hazardous waste landfill sites for the investigation and cleanup of leaking landfills; provide fund advances for the construction of corrective action systems and alternative drinking water sources for contaminated public and private water supplies; review invoices to determine eligibility of expenses for reimbursement; issue corresponding contracts; track advances and cumulative reimbursements.	OCGA 12-8-95	0.5	1,242,224	1,299,402	(19,466)	(125,705)
<b><u>Manage Abandoned Site Cleanups and Emergency Actions</u></b> Manage contracts for the cleanup of abandoned sites and emergency actions such as abandoned drum removals and the supplying of alternate drinking water sources to households and local governments in the event of contaminated wells; determine number of sites addressed each year based on appropriation.	OCGA 12-8-95	0.1	8,471	8,471		
<b><u>Collect Fees</u></b> Collect the following fees: Hazardous Waste Management, Hazardous Substance Reporting, and Solid Waste Landfill Fee; calculate fees according to tiered structure(s) established in code; issue reporting forms, invoices, process checks, and tracking fee revenue.	OCGA 12-8-95 and 12-8-39	2.5	176,736	176,736		
<b><u>Pollution Prevention</u></b> Provide funds to P2AD to assist Georgia businesses, institutions, and governments in reducing their operating costs and environmental footprint.	OCGA 12-8-95	0.0	339,742	339,742	(10,192)	(33,974)
Total		33.3	\$3,997,423	\$4,213,040	(\$134,078)	(\$615,359)

**Department of Natural Resources**  
**ZBB Program: Hazardous Waste Trust Fund**

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** Environmental Protection Division (EPD) is currently pursuing increased participation in the voluntary remediation program which should assist in managing workload given decreased staffing levels as a result of sustained budget cuts.

**10% Reduction:** In addition to the 3% alternative, HWTF would eliminate 6.5 filled positions. As a result, an estimated 76.6 hazardous sites for which a responsible private party has been identified will not be addressed. As a result, some or all of these may end up as abandoned sites, at which point the state will bear the full cost of the cleanup - in addition to oversight costs.

<sup>1</sup> There are 33 positions in the Hazardous Waste Management sub-program in Environmental Protection Division that are funded by the Hazardous Waste Trust Fund in FY 2013.

**Department of Natural Resources  
ZBB Program: Hazardous Waste Trust Fund**

**Performance Measures**

**Program Description** The purpose of the Hazardous Waste Trust Fund is to fund: investigation, cleanups, and oversight of corrective action on sites where hazardous substances have been disposed of or released in amounts that threaten human health or the environment; grants to local governments to clean up leaking landfills; emergency actions in cases of release; the administration of Hazardous Site Response Act including maintenance of a registry of hazardous sites; and activities associated with pollution prevention.

- Goals** The ultimate or long-term goals of this Program are:
1. To identify and remedy abandoned and private-party hazardous waste sites.
  2. To provide funds and oversight to local government landfill leaks.
  3. To prevent additional hazardous waste from being released into the environment.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Number of hazardous waste sites removed from Hazardous Site Index list	11	15	11	9
2. Total dollars collected in hazardous waste fees, hazardous substance fees, and civil penalties	\$15,852,057	\$16,956,195	\$13,551,871	\$13,615,384
3. Percentage of total private party cleanups under review	N/A	N/A	N/A	N/A
4. Total dollar amount reimbursed to local governments for cleanups	\$2,170,260	\$1,381	\$1,410,755	\$1,145,414
5. Number of abandoned sites undergoing corrective action	17	5	4	1
6. Total number of abandoned sites on the HSI	N/A	N/A	N/A	64

**Department of Natural Resources  
ZBB Program: Hazardous Waste Trust Fund**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services	\$2,457,546	\$2,393,670	\$2,420,082		\$2,420,082
Regular Operating Expenses	33,485	27,416	34,960		34,960
Real Estate Rentals	129,766	132,183	129,766		129,766
Computer Charges	2,756	3,616	2,756		2,756
Telecommunications	21,311	17,860	21,311		21,311
Contractual Services	1,531,441	1,176,719	1,264,423		1,264,423
P2AD	297,957	293,988	339,742		339,742
<b>Total Expenditures</b>	<b>\$4,474,262</b>	<b>\$4,045,452</b>	<b>\$4,213,040</b>		<b>\$4,213,040</b>
<b>State General Funds</b>	<b>\$2,933,924</b>	<b>\$2,566,031</b>	<b>\$3,997,423</b>		<b>\$3,997,423</b>
Other Funds	1,242,381	1,185,433	215,617		215,617
<b>Total Funds</b>	<b>\$4,176,305</b>	<b>\$3,751,464</b>	<b>\$4,213,040</b>		<b>\$4,213,040</b>

**FY 2014 Zero-Based Budget Analysis  
State Board of Pardons and Paroles  
ZBB Program: Parole Supervision**

# FY 2014 Zero-Based Budget Report

## State Board of Pardons and Paroles

### ZBB Program: Parole Supervision

#### Purpose of Review

The State Board of Pardons and Paroles (SBPP) is responsible for the supervision of offenders in the community, addressing their risk and needs through effective treatment referrals and intensive supervision, with a focus on the prevention and deterrence of criminal behavior, by assisting offenders through the transition phase from incarceration to law abiding/self-sufficient citizens in the community. SBPP also responds to violations of parole conditions and undesirable behaviors demonstrated by parolees. The purpose of this review is to analyze the effectiveness and benefits of the program.

#### Results of Analysis

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: There are currently 577 budgeted positions in this program; however, the Governor's recommendation is to eliminate 14 budgeted positions. Specific recommendations are below.
3. Fleet Management: The program has 172 vehicles in a motor pool to support 300 parole officers.
4. Measures: The measures reflect the input of the three budget offices. The Department should continue to develop performance measures that directly measure the impact of program activities.
5. Budget Impact: Reduce the program budget by \$1,925,176. The specific recommendations are listed below.

#### Program Operations:

6. Department performance measures do not directly demonstrate effectiveness of program activities.  
**Recommendation**: Performance measures should be adjusted to reflect specialized supervision caseloads. Additional performance measures should be developed to include recidivism rates of parolees who have completed parole.
7. The initiative to implement "virtual offices" will result in operational efficiencies at reduced costs.  
**Recommendation**: The move to mobile offices realizes a lease savings of (\$1,113,500), the elimination of 14 administrative staff positions (\$509,715), and other operational efficiencies of (\$105,483) for a total savings of (\$1,728,698).
8. In FY 2013, the Governor recommended reducing the agency's authorized position count to more accurately reflect current staffing and funding levels. The agency did not comply with the recommendation.  
**Recommendation**: Reduce the agency's authorized position count by 83 to reflect the FY 2013 budget recommendation.
9. Reduce funds for program operations to meet required budget reductions as requested by the agency (\$196,478).



**State Board of Pardons and Paroles  
ZBB Program: Parole Supervision**

**Program Purpose and Key Activities**

**Agency Purpose**

The State Board of Pardons and Paroles serves the citizens of Georgia as an integral component of the criminal justice system by making informed release considerations and protecting the public through effective offender supervision.

**Program Purpose**

It is the fundamental goal of the Parole Supervision program to safely transition offenders to the community.

**Key Activities** (Listed in priority order as determined by the Agency)

**Standard Supervision**

Supervision of offenders in the community with a focus on the prevention and deterrence of criminal behavior, by assisting offenders through the transition phase from incarceration to law abiding/self-sufficient citizens in the community.

**Specialized Supervision**

Supervision of higher risk/need offenders, to include sex offenders, electronic monitoring cases, mental health level III and higher cases, selected violent offenders, Board mandated home confinement medical reprieves, and interstate compact cases.

**Warrants and Violations**

Responds to violations of parole conditions and undesirable behaviors demonstrated by parolees. Responses incorporate strategies for extinguishing (punishing) negative behaviors, as well as encouraging long-term changes in the parolee's mental thought processes and decision making that initialized the negative behavior. The response will be proportional to the violation committed and uniformed across the state.

Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
GA Constitution Article IV, Sect II Paragraphs I & II OCGA 42-9-9, OCGA 42-9-20, OCGA 42-9-21	414	\$30,987,373	\$31,793,423	(\$929,621)	(\$3,098,737)
OCGA 42-9-9 OCGA 42-9-21	29	1,709,861	1,709,861	(51,296)	(170,986)
OCGA 42-9-9 OCGA 42-9-21	25	2,108,838	2,108,838	(63,265)	(210,884)

**State Board of Pardons and Paroles  
ZBB Program: Parole Supervision**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

**Interstate Compact**

Oversees the placement and transfer of all parolees in and out of the State of Georgia. The interstate compact unit is a member of the nationwide Interstate Commission for Adult Offender Supervision and is responsible for responding to all violations, extraditions and victim needs. The unit maintains the files on all conditional transfers to federal custody and Immigration Customs Enforcement.

**Special Programs (SAC and EM)**

A core component of effective parole supervision is the identification of higher risk/needs offenders, then addressing their risk and needs appropriately through effective treatment referrals and intensive supervision. Substance abuse counseling and electronic monitoring are provided via third-party contracts as indicated by individual parolee intervention plans or mandated by the Board.

Total

Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
OCGA 42-9-80 OCGA 42-9-81	9	442,589	442,589	(13,278)	(44,259)
OCGA 42-9-21	5	1,618,903	1,618,903	(48,567)	(161,890)
		<hr/>	<hr/>	<hr/>	<hr/>
		482	\$36,867,564	\$37,673,614	(\$1,106,027) (\$3,686,756)

## State Board of Pardons and Paroles ZBB Program: Parole Supervision

### Program Purpose and Key Activities

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

- 3% Reduction:** Reductions at this level in the Standard Supervision activity could be weathered through the implementation of the virtual office concept if motor vehicles were purchased with bond funds and real estate savings were returned to Treasury.
- 10% Reduction:** Specialized Caseloads/Specialized Supervision – There are only 29 of these officers handling some of the highest risk cases being supervised. A ten percent reduction would equate to a reduction of 3 specialized parole officers. The agency would selectively remove officers from a district(s). The offenders on the specialized caseloads would be absorbed onto regular parole caseloads in that district. Those districts that lost officers would not have the specific focus on the their higher risk offenders. Caseloads for the remaining specialized officers would not change. Standard Supervision - Average caseloads would increase significantly with the reduction of Parole officers. A reduction of 63 officers would increase the caseload by 30%, which equates to an increase from 75 to 98 cases per Parole officer. Specialized Programs – This activity is mainly the contracts for state funded GPS (Global Positioning System) passive electronic monitoring (EM) and substance abuse treatment in the community. In the event of reductions at this level, the GPS passive EM contract would be reduced by 50 percent. Currently the contract has a limited scope , and does not provide real-time locations, if necessary offender-paid radio frequency (RF) monitoring could be used in the absence of GPS EM, which offers real-time movement of parolees.

<sup>1</sup>Number of positions reflects current staffing and funding levels.

**State Board of Pardons and Paroles  
ZBB Program: Parole Supervision**

**Performance Measures**

**Program Description** The Parole Supervision program supervises offenders recently released from incarceration focusing on prevention and deterrence of criminal behavior, and assisting offenders through the transition to law abiding/self-sufficiency in the community. Supervision strategies incorporate evidence-based practices and programs to create an environment that provides assistance with long-term needs, encourages changes in decision-making and negative behaviors and provides accountability through swift responses to continued violations.

- Goals** The ultimate or long-term goals of this Program are:
1. To successfully transition offenders into the community after a period of incarceration.
  2. To increase public safety by promoting productive, law-abiding, and drug-free lifestyles for parolees.
  3. To respond to violations of parole conditions and undesirable behaviors with strategies to extinguish negative behaviors and encourage long-term changes in parolee thought processes and decision making that initialized these behaviors.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Percentage of parolees completing parole supervision	66%	69%	71%	72%
2. Average caseload size	74	78	85	84
3. Number of parolees under supervision (cumulative)	36,216	37,396	38,905	38,423
4. Average monthly rate of parolees employed	78%	73%	69%	65%
5. Number of parolees referred to drug treatment <sup>1</sup>	12,161	12,127	15,350	8,205
6. Number of parolees completing drug treatment once begun <sup>1</sup>	8,689	10,018	8,975	4,973
7. Number of face-to-face contacts per parolee <sup>2</sup>	447,234	477,527	389,762	312,123
8. The daily cost of supervision per parolee	\$4	\$5	\$5	\$5
9. Annual cost avoidance of offenders in the community under supervision versus prison costs for incarceration	\$353,541,510	\$404,412,290	\$298,299,469	\$351,168,317

<sup>1</sup>The decline in drug treatment referrals and completions from FY 2011 to FY 2012 are due to errors in calculations provided by substance abuse contract vendor Spectrum, as well as an internal policy change that focuses drug tests on higher risk offenders.

<sup>2</sup>The decline in face-to-face contact is supplemented by Anytrax voice recognition software.

**State Board of Pardons and Paroles  
ZBB Program: Parole Supervision**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services	\$31,663,808	\$32,232,936	\$31,427,951	(\$706,193)	\$30,721,758
Regular Operating Expenses	1,909,675	1,834,621	1,736,803	(105,483)	1,631,320
Motor Vehicle Purchases	613,045	348,896			
Computer Charges	200,831	22,973	8,158		8,158
Real Estate Rentals	2,451,752	2,154,357	2,101,165	(1,113,500)	987,665
Telecommunications	879,388	906,375	639,483		639,483
Contractual Services	2,973,477	3,242,278	1,220,191		1,220,191
County Jail Subsidy - Pardons and Paroles	381,195	470,100	539,863		539,863
<b>Total Expenditures</b>	<b>\$41,073,171</b>	<b>\$41,212,536</b>	<b>\$37,673,614</b>	<b>(\$1,925,176)</b>	<b>\$35,748,438</b>
<b>State General Funds</b>	<b>\$39,043,339</b>	<b>\$39,246,562</b>	<b>\$36,867,564</b>	<b>(\$1,925,176)</b>	<b>\$34,942,388</b>
Federal Funds	544,100	153,704	806,050		806,050
Federal Recovery Funds	1,071,040	854,091			
Other Funds	414,692	958,179			
<b>Total Funds</b>	<b>\$41,073,171</b>	<b>\$41,212,536</b>	<b>\$37,673,614</b>	<b>(\$1,925,176)</b>	<b>\$35,748,438</b>
Positions <sup>1</sup>	647	638	577	(14)	563
Motor Vehicles	174	173	172		172

1 The FY 2013 budget provided for 20 additional Parole Officer positions, the transfer of one position from the Administration program, and the transfer of 78 positions to the Clemency Decisions program. The position count does not reflect the Governor's recommendation to reduce position count to reflect current staffing and funding levels.

**FY 2014 Zero-Based Budget Analysis  
Department of Public Health  
ZBB Program: Infectious Disease Control**

**FY 2014 Zero-Based Budget Report**  
**Department of Public Health**  
**ZBB Program: Infectious Disease Control**

**Purpose of Review**

The Infectious Disease Control program has numerous complex funding sources and houses a variety of services and subprograms. Due to the intricacy of the program and its responsibilities, this review serves to identify potential cost savings as well as determine cost drivers that require attention.

**Results of Analysis**

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: The number of positions increased from 264 in FY 2012 to 266 in FY 2013.
3. Fleet Management: The program does not have any state vehicles.
4. Measures: The performance measures directly measure the impact of program activities.
5. Budget Impact: No change in the program budget is recommended based on ZBB analysis.

Program Operations:

6. The population served by this program may be heavily impacted by the implementation of Health Insurance Exchanges.  
**Recommendation:** Monitor the impact of implementation on consumers and services delivered, and identify opportunities for savings in AFY 2014.
7. This program may be heavily impacted by the sequestration of Federal funding.  
**Recommendation:** Generate estimates and impact scenarios for Federally funded programs and services. Identify core services that may be affected.
8. The Department has eliminated the waiting list for participants of the AIDS Drug Assistance Program (ADAP).  
**Recommendation:** Monitor the ongoing need for ADAP as well as continue health promotion and prevention efforts.
9. Budget by object classes does not reflect historical spend patterns.  
**Recommendation:** Realign budget to reflect projected expenditures by object classes.

Strategic Alignment:

Program activities are aligned with the Governor's strategic goal to increase access to health services throughout the state.

**Department of Public Health  
ZBB Program: Infectious Disease Control**

**Program Purpose and Key Activities**

**Agency Purpose**

The purpose of the Department of Public Health is to prevent disease, injury, and disability; promote health and well-being; and prepare for and respond to disasters.

**Program Purpose**

The purpose of the Infectious Disease Control program is to ensure quality prevention and treatment of HIV/AIDS, sexually transmitted diseases, tuberculosis (TB), and other infectious diseases.

**Key Activities** (Listed in priority order as determined by the Agency)

**Healthcare and Support Services for Eligible HIV/AIDS Georgia Residents** Staff provide healthcare and support services for eligible Georgia residents with HIV/AIDS. These services include, but are not limited to, transitioning eligible AIDS Drug Assistance Program (ADAP) clients to the Pre-existing Condition Insurance Program, securing additional funding that will be used to decrease the ADAP waiting list, and screening all Ryan White ADAP clients at least semiannually for eligibility.

**Laboratory Testing Services**

The George Public Health Laboratory (GPHL) performs accurate and timely clinical laboratory testing in support of the Department of Public Health's programs and initiatives. The GPHL performs more than 190 different laboratory tests, the highest volume being HIV, Syphilis, Hepatitis, Tuberculosis, and Parasitology.

**Tuberculosis (TB) Technical Assistance, Training, and Education**

This activity involves the development of the TB program policy and procedures and providing guidance on appropriate clinical care and implementation of best practices in TB control to county health departments. Training is provided for health professionals in district and county health departments to build capacity for TB case management, TB screening, and TB contact investigation.

Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
Ryan White Care Act Public Law 101-381, 104-146, 109-415 and 111-87	108	\$16,419,846	\$69,171,877	(\$914,985)	(\$3,049,949)
OCGA 31-2A-4	76	6,791,154	6,791,154		
OCGA 31-2A-1,31-2-1, 31-12-2, 31-12-4, and 31-14 et seq	41	1,438,915	4,269,543		



**Department of Public Health  
ZBB Program: Infectious Disease Control**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

	Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
					3% Reduction	10% Reduction
<b><u>STD Surveillance and Data Management</u></b> STD Surveillance is the on-going and systematic collection, analysis, and interpretation of STD health data. STD surveillance enhances efforts to prevent STD transmission, improve allocation of resources for treatment services, and assist in evaluating the impact of public health interventions.	OCGA 31-17-1	19	1,132,393	3,428,568		
<b><u>STD: Syphilis Elimination Efforts (SEE)</u></b> The STD Program utilizes expanded surveillance, outbreak response activities, rapid screening and treatment in and out of medical settings, expanded laboratory services, strengthened community involvement and agency partnerships, and enhanced health promotion to prevent, control, and eliminate the transmission of syphilis.	OCGA 31-17-1 et seq	12	754,929	2,285,713		
<b><u>TB Case Management</u></b> These funds are pass through funds for district grant-in-aid. Funds are used to maintain local infrastructure for treatment and case management of TB suspects, cases, contacts, converters and latent TB infection at the local level. Funds can be used for reasonable and necessary direct patient care.	OCGA 31-2A-1,31-2-1, 31-12-2, 31-12-4, and 31-14 et seq		3,473,190	3,473,190		
<b><u>TB Pharmacist/TB Drugs to TB Patients</u></b> These funds are pass through funds for district grant-in-aid. Funding is provided for medication and pharmacists' services. No direct patient care is allowed.	OCGA 31-2A-1,31-2-1, 31-12-2, 31-12-4, and 31-14 et seq		489,066	489,066		
<b><u>Refugee Health Screenings</u></b> Staff collaborate with county health departments and voluntary agencies to assure screening for all newly arriving refugees in Georgia for communicable and chronic health diseases is completed within 30 days of the client's arrival date.	Refugee Act Sec. 411. [8 U.S.C. 1521] , Title 45 §400.107 , 42 CFR Part 440	10		967,454		
Total		266	\$30,499,493	\$90,876,565	(\$914,985)	(\$3,049,949)

**Department of Public Health**  
**ZBB Program: Infectious Disease Control**

**Program Purpose and Key Activities**

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** The reduction to the HIV/AIDS activity may effect the match/MOE, but reductions to other activities would negatively impact service delivery.

**10 % Reduction:** The reduction to the HIV/AIDS activity may effect the match/MOE, but reductions to other activities would negatively impact service delivery.

<sup>1</sup> Number of positions does not match budgeted positions. Additional positions are added to the budget through the amendment process during the fiscal year.

**Department of Public Health  
ZBB Program: Infectious Disease Control**

**Performance Measures**

**Program Description** The Infectious Disease Control program incorporates lab testing functions as well as prevention and treatment of many infectious diseases, including but not limited to, HIV/AIDS, sexually transmitted diseases, and tuberculosis.

- Goals** The ultimate or long-term goals of this Program are:
1. To improve the quality and availability of medical care and support services for low-income, uninsured, and underinsured HIV-infected individuals.
  2. To control TB transmission, prevent illness from TB and ensure treatment of disease due to TB.
  3. To prevent and treat sexually transmitted diseases.
  4. To ensure that all refugees who enter the state of Georgia have health screenings for communicable and non-communicable diseases initiated within a 30-day time frame.

<b>Performance Measures</b>	<b>Actuals</b>			
	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
1. Percentage of early syphilis cases interviewed within 7 calendar days from date of assignment	84.60%	83.90%	63.67%	67.32%
2. Percentage of refugees that receive initial domestic health screenings within 90 days of their arrival into the U.S.	84%	85%	94%	83%
3. Percentage of eligible Tuberculosis (TB) patients completing TB treatment in 12 months	90%	88%	90%	88%
4. Number of eligible TB clients completing treatment completed in	378	319	322	268
5. Number of qualified ADAP applicants on waiting list	0	251	1,421	223
6. Number of TB cases	418	364	359	332
7. Number of STD cases	61,465	58,798	71,637	67,578
8. Number of Syphilis cases	3,161	2,839	2,667	2,751
9. Number of HIV cases	1,385	1,236	1,252	1,075

**Department of Public Health  
ZBB Program: Infectious Disease Control**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011 <sup>1,2</sup>	FY 2012	Current Budget	Changes	Recommendation
Personal Services	\$15,787,627	\$16,418,236	\$20,144,118		\$20,144,118
Regular Operating Expenses	34,306,102	69,506,128	24,526,364		24,526,364
Equipment	68,012		242,990		242,990
Computer Charges	668,512	549,431	231,638		231,638
Real Estate Rentals	168,488	174,882	215,435		215,435
Telecommunications	165,479	452,335	81,246		81,246
Contractual Services	27,613,298	7,738,150	32,759,362		32,759,362
Grants and Benefits	15,845,527	16,917,053	12,675,412		12,675,412
<b>Total Expenditures</b>	<b>\$94,623,043</b>	<b>\$111,756,214</b>	<b>\$90,876,565</b>		<b>\$90,876,565</b>
<b>State General Funds</b>	<b>\$29,643,519</b>	<b>\$30,207,978</b>	<b>\$30,499,493</b>		<b>\$30,499,493</b>
Federal Funds	64,979,524	81,548,236	60,377,072		60,377,072
<b>Total Funds</b>	<b>\$94,623,043</b>	<b>\$111,756,214</b>	<b>\$90,876,565</b>		<b>\$90,876,565</b>
Positions	288	264	266		266

<sup>1</sup> FY 2011 expenditures reflect those incurred while the program was imbedded in the Department of Community Health.

<sup>2</sup> In FY 2011, the Refugee Health subprogram was located in a separate program. The expenditures for this subprogram were included to ensure alignment between fiscal years. The Refugee Health subprogram is currently in the Infectious Disease Control program under the Department of Public Health.

**FY 2014 Zero-Based Budget Analysis  
Department of Public Health  
ZBB Program: Vital Records**

# FY 2014 Zero-Based Budget Report

## Department of Public Health

### ZBB Program: Vital Records

#### Purpose of Review

The Vital Records program maintains birth and death certificate records for the citizens of Georgia in addition to a variety of other data pertinent to vital events. The program is undergoing a change in system operations, including a new system for processing payments and requests. Since the program is responsible for the issuance of certificates for vital events, it must maintain strong customer service practices toward the citizens of Georgia. The purpose of this review is to identify any potential cost savings as well as internal efficiencies that may be achieved to streamline certificate issuance and maintenance processes.

#### Results of Analysis

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: The program position count has remained at 57 positions since FY 2012.
3. Fleet Management: The program does not have any state vehicles.
4. Measures: The performance measures directly measure the impact of program activities.
5. Budget Impact: No change in the program budget is recommended based on ZBB analysis.

#### Program Operations:

6. Vital Records is implementing a new system intended to streamline the processing and issuance of certificates. It is scheduled for completion at the end of CY 2013. The total estimated cost for the system is \$3,800,000, which will be covered through general obligation bonds. There is no funding for maintenance costs once the system implementation is completed.  
**Recommendation**: Monitor the system implementation to ensure it progresses as scheduled. Identify potential areas of cost savings and efficiencies that may be realized once the system is fully implemented. As cost savings are identified, include them beginning in the AFY 2014 budget request.
7. Charges for additional certificate copies, marriage certificates, and divorce records in Georgia are, on average, lower than other states.  
**Recommendation**: Investigate the opportunity to increase the price for the aforementioned records (\$3-\$5 increase per record) as well as potentially issuing "commemorative" birth certificates at an extra charge.
8. Currently, in-person requests for vital records require face-to-face interactions between personnel and customers. Some states use self-service kiosks or automated stations where customers may request vital records.  
**Recommendation**: Investigate the potential for reducing the need for one-on-one customer service by adding a self-service station at the Vital Records office.

**FY 2014 Zero-Based Budget Report  
Department of Public Health  
ZBB Program: Vital Records**

**Results of Analysis**

9. Budget by object classes does not reflect historical spend patterns.

**Recommendation:** Realign budget to reflect projected expenditures by object classes.

10. The program is understaffed with an increasing workload due to the implementation of Secure ID at the Department of Driver Services, which requires birth certificates for proof of identity.

**Recommendation:** Due to the difficulty in retaining staff, the program cannot sustain additional personal services reductions and keep up with workload demand.

**Department of Public Health  
ZBB Program: Vital Records**

**Program Purpose and Key Activities**

**Agency Purpose** The purpose of the Department of Public Health is to prevent disease, injury, and disability; promote health and well-being; and prepare for and respond to disasters.

**Program Purpose** The purpose of this program is to register, enter, archive and provide to the public in a timely manner, vital records and associated documents.

**Key Activities** (Listed in priority order as determined by the Agency)

**Register all vital event records occurring in Georgia** Most birth records are entered into the electronic registration system at the hospitals. Death records are received by the State Office, registered in the system and assigned a state file number, and authorized copies are mailed back to local custodians at county offices. Approximately 2/3 of the 75,000 deaths registered annually are entered by the counties; the other 1/3 are entered by the State Office.

**Process requests for certified copies of vital event records** Requests for certified copies of various vital events (ex: birth certificate) are processed and certificates are issued. These requests are made either by walking in to the Vital Records office, mailing in a request, or by making an online request.

**Process corrections, amendments, paternity acknowledgments, adoptions, and court orders** As corrections and changes are made to vital event documents, these amendments are sent to the State Office for processing. The State Office maintains this information in the system database for the most accurate records. These actions are handled only at the state office.

**Abstract and/or provide custodial copies** As changes are made to records, mailed copies of the changes are sent to local county custodians for record. Also, since not all records are available in the online system, some records must be abstracted from Archives.

Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
OCGA 31-10-17	10	\$543,468	\$631,939		
OCGA 31-10-13, 31-10-17, 31-10-14	15	930,114	1,081,528		
OCGA 31-10-23	19	1,003,699	1,113,262	(\$107,717)	(\$359,056)
OCGA 31-10-6	5	268,886	312,659		



**Department of Public Health  
ZBB Program: Vital Records**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

**Review data, verify information and correct errors**

Staff reviews data and corrects errors identified by system edits and/or feedback from the National Center for Health Statistics (NCHS) as well as links to Social Security Administration (SSA) for social security number verification. Death records must be matched to birth certificates, where available, to authenticate identities.

**Provide extracts to various Federal and State agencies**

The State Office has data sharing agreements with entities, such as Centers for Disease Control, NCHS, SSA, Public Health partners and other state agencies. The State Office has up-to-date information regarding state deaths, births and other related health information.

Total

Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds			
				3% Reduction	10% Reduction		
OCGA 31-10-2	5	497,210	578,151				
OCGA 31-10-26	3	347,185	403,703				
			<b>57</b>	<b>\$3,590,562</b>	<b>\$4,121,242</b>	<b>(\$107,717)</b>	<b>(\$359,056)</b>

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:**

If this reduction is taken, it would result in the elimination of three positions. Due to the current volume of requests, this would negatively impact service delivery.

**10 % Reduction:**

If this reduction is taken, it would result in the elimination of nine positions. Due to the current volume of requests, this would negatively impact service delivery.

<sup>1</sup> Number of positions does not match budgeted positions. Additional positions are added to the budget through the amendment process during the fiscal year.

**Department of Public Health  
ZBB Program: Vital Records**

**Performance Measures**

**Program Description**      The Vital Records program registers and maintains Georgia's vital event records, provides certified copies of those documents under state statute, and provides relevant data to state and federal agencies.

- Goals**      The ultimate or long-term goals of this Program are:
1. To ensure that the records are processed accurately.
  2. To ensure timeliness of the records processed.
  3. To improve processes, such as the timely registration of vital events by expanding training and making the online registration system more user friendly.
  4. To protect the integrity of the records, and thereby the identity of our constituents by preventing fraudulent application for certified records.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Number of certificates issued	68,071	57,600	188,896	99,144
2. Number of vital events registered	N/A	N/A	N/A	198,365
3. Number of corrections, amendments, court orders, and adoptions processed	8,094	6,732	9,514	15,028
4. Average number of days to fill a certificate request	N/A	60.6	41	32
5. Percentage of vital events entered within 15 days	N/A	51%	58%	73%
6. Amount of revenue collected	\$1,820,250	\$1,596,575	\$2,615,406	\$2,643,794

**Department of Public Health  
ZBB Program: Vital Records**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services	\$2,626,448	\$2,518,145	\$2,728,753		\$2,728,753
Regular Operating Expenses	121,666	93,065	101,358		101,358
Equipment			1,000		1,000
Computer Charges	231,212	211,067	578,686		578,686
Telecommunications	297,253	275,121	43,456		43,456
Contractual Services	748,318	821,976	667,989		667,989
<b>Total Expenditures</b>	<b>\$4,024,896</b>	<b>\$3,919,375</b>	<b>\$4,121,242</b>		<b>\$4,121,242</b>
<b>State General Funds</b>	<b>\$3,569,741</b>	<b>\$2,640,805</b>	<b>\$3,590,562</b>		<b>\$3,590,562</b>
Federal Funds	455,155	1,278,570	530,680		530,680
<b>Total Funds</b>	<b>\$4,024,896</b>	<b>\$3,919,375</b>	<b>\$4,121,242</b>		<b>\$4,121,242</b>
Positions	55	57	57		57

**FY 2014 Zero-Based Budget Analysis**  
**Department of Public Health**  
**ZBB Program: Brain and Spinal Injury Trust Fund Commission**

**FY 2014 Zero-Based Budget Report**  
**Department of Public Health**  
**ZBB Program: Brain and Spinal Injury Trust Fund Commission**

**Purpose of Review**

The Brain and Spinal Injury Trust Fund Commission (BSITFC) has a unique task to aid those with traumatic brain injuries and/or spinal cord injuries through the distribution of grants. The \$2,396,580 budget is funded entirely from the Brain and Spinal Injury Trust Fund. After a past in-depth audit, the Commission has made improvements to efficiency and organization. This review is to analyze any other potential areas of improvement and to ensure the administrative and distributions activities are aligned with the mission of the organization.

**Results of Analysis**

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: The position count has remained at six positions since FY 2012.
3. Fleet Management: The program does not have any state vehicles.
4. Measures: The performance measures directly measure the impact of program activities.
5. Budget Impact: Decrease the program budget by \$408,078 based on ZBB analysis. The specific reductions are listed below.

Program Operations:

6. The BSITFC percentage of annual budget dedicated toward grants is on average 73.3%.  
**Recommendation:** Ensure the majority of the BSITFC budget continues to go toward awards for individuals with traumatic brain injuries and/or spinal cord injuries by minimizing operating costs. Maintain awards at 75% or higher of the total budget.
7. Sections of the distributions policy methodology are open to interpretation.  
**Recommendation:** During the review process of the distribution policy, consider redeveloping award criteria to make the policy as objective as possible. It is also recommended that the cap on awards be revisited since applications and awards have recently decreased.
8. The Commission annually requests use of a portion of its reserve funds from its unappropriated balance.  
**Recommendation:** There is an unappropriated Brain and Spinal Injury Trust Fund balance of over two million dollars. The Commission currently meets expenses with appropriated funds. Until current funds for grants can be expended, funds from the unappropriated balance should not be granted.
9. Based upon estimated FY 2012 collections, revenue will decrease for the BSITF.  
**Recommendation:** Reduce the FY 2014 budget by \$408,078 to reflect FY 2012 collections and to reflect the trend toward fewer awards. If necessary, adjust the AFY 2014 budget further.

**Department of Public Health**  
**ZBB Program: Brain and Spinal Injury Trust Fund Commission**

**Program Purpose and Key Activities**

**Agency Purpose**

The purpose of the Department of Public Health is to prevent disease, injury, and disability; promote health and well-being; and prepare for and respond to disasters.

**Program Purpose**

The purpose of this program is to provide disbursements from the Trust Fund to offset the costs of care and rehabilitative services to citizens of the state who have survived brain or spinal cord injuries.

**Key Activities** (Listed in priority order as determined by the Agency)

**Distributions**

Provide grants for Traumatic Brain Injuries (TBI's) and Spinal Cord Injuries (SCI's) post-acute care by: 1) Soliciting grant applications; 2) Processing grant applications; 3) Approving grant applications; 4) Funding grant applications; 5) Evaluating grant applications; 6) Collecting data for stakeholders.

**Central Registry**

Administer the Central Registry; inform the citizens and legislators of Georgia of resources for TBI and SCI; contact injured Georgians via an annual mailing; provide Central Registry data to stakeholders.

**Administration**

Commission Operations; Budget, Finance, and Planning; State Action Plan Implementation; Communications and Public Relations.

Total

Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds <sup>2</sup>	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
OCGA 15-21-148		\$1,832,602	\$1,832,602		
OCGA 31-18-1		40,350	40,350		
OCGA 15-21-146; OCGA 15-21-147	6	523,628	523,628		
			6	\$2,396,580	\$2,396,580

<sup>1</sup> Number of positions does not match budgeted positions. Additional positions are added to the budget through the amendment process during the fiscal year.

<sup>2</sup> The Commission is funded entirely by the Brain and Spinal Injury Trust Fund.

**Department of Public Health**  
**ZBB Program: Brain and Spinal Injury Trust Fund Commission**

**Performance Measures**

**Program Description** The Brain and Spinal injury Trust Fund Commission provides direct grants for post-acute care and rehabilitation to Georgians with traumatic brain and spinal cord injuries. The Commission is the state’s lead agency on traumatic brain and spinal cord injury. The Commission administers the Central Registry to identify those who are injured and provide notification of resources available. The Commission advises the Governor’s Office and Legislature regarding traumatic brain and spinal cord injuries and advocates for improvements in statewide services.

- Goals** The ultimate or long-term goals of this Program are:
1. Distribute grants to eligible individuals and programs.
  2. Maintain records in the central registry of traumatic brain injuries (TBI's) and spinal cord injuries (SCI's).
  3. Act as state's lead agency for traumatic brain and spinal cord injury and to inform policies, budgets, and standardizations of care for persons with TBI's and SCI's.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Number of complete applications received	247	275	205	172
2. Average number of days from application submission to award date	183	218	157	N/A
3. Percentage of total annual budget dedicated to awards	75%	75%	75.5%	67.7%

**Department of Public Health**  
**ZBB Program: Brain and Spinal Injury Trust Fund Commission**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services	\$485,377	\$493,284	\$506,477		\$506,477
Regular Operating Expenses	54,634	72,617	71,575		71,575
Computer Charges <sup>1</sup>	787		2,200		2,200
Real Estate Rentals <sup>2</sup>	47,395		47,395		47,395
Telecommunications	11,095	7,011	14,880		14,880
Contractual Services	22,023	26,491	33,940		33,940
Transfers					
Grants and Benefits	1,601,443	1,223,464	1,720,113	(\$408,078)	1,312,035
<b>Total Expenditures</b>	<b>\$2,222,753</b>	<b>\$1,822,867</b>	<b>\$2,396,580</b>	<b>(\$408,078)</b>	<b>\$1,988,502</b>
<b>Brain &amp; Spinal Injury Trust Funds</b>	<b>\$2,222,753</b>	<b>\$1,822,867</b>	<b>\$2,396,580</b>	<b>(\$408,078)</b>	<b>\$1,988,502</b>
<b>Total Funds</b>	<b>\$2,222,753</b>	<b>\$1,822,867</b>	<b>\$2,396,580</b>	<b>(\$408,078)</b>	<b>\$1,988,502</b>
Positions	6	6	6		6

<sup>1</sup> The Commission has not been invoiced for five desktop computers purchased in FY 2012. Expense will be reflected in FY 2013 and covered with prior year funds.

<sup>2</sup> The Commission was not charged for rented space by the Department of Public Health in FY 2012. Expense will be reflected in FY 2013 and covered with prior year funds.



**FY 2014 Zero-Based Budget Analysis  
Department of Public Safety  
ZBB Program: Field Offices and Services**

**FY 2014 Zero-Based Budget Report**  
**Department of Public Safety**  
**ZBB Program: Field Offices and Services**

**Purpose of Review**

Field Offices and Services is the largest program in the Department of Public Safety (DPS) and has the vast majority of State Troopers and motor vehicles. Increasing fuel costs and additional Trooper Schools continue to be budgetary issues in this program. Additionally, there are possible efficiencies that could be created by combining other DPS programs with Field Offices and Services. The purpose of this review is to appropriately assess the current program budget.

**Results of Analysis**

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: The number of positions funded in this program has remained steady at 937 from FY 2012 to FY 2013.
3. Fleet Management: The program currently has 1,046 motor vehicles, which includes vehicles assigned to Troopers, as well as support vehicles such as motorcycles, boats, armored vehicles, and trailers.
4. Measures: The measures reflect the input of the three budget offices and additional measures are needed to measure the impact of program activities.
5. Budget Impact: Realign the program budget by \$5,143,426 realizing savings of \$143,637 because of program consolidation based on ZBB analysis. The specific changes are listed below.

Program Operations:

6. OCGA 35-2-58(a) provides that the commissioner, subject to approval by the board, shall have the power to sell or trade surplus motor vehicles no longer needed by the department and use the proceeds from the sale or trade toward the purchase of new motor vehicles by the department. The department earned \$74,376 in FY 2012.  
**Recommendation:** Utilize funds from surplus motor vehicle sales to supplement bond funding in the purchase of replacement vehicles.
7. The agency is projecting a shortfall in regular operating expenses due to increased fuel costs.  
**Recommendation:** Analyze the impact and adjust budget in the Amended Fiscal Year 2014 because of potential changes in variable motor fuel rates.
8. Funding Trooper Schools is essential to replacing vacant Trooper positions due to turnover.  
**Recommendation:** Utilize attrition savings to fund Trooper Schools in FY 2014.
9. The outcomes to several key activities that act in support roles to Troopers are not currently being measured.  
**Recommendation:** The agency should develop additional efficiency performance measures based on their key activities.

**FY 2014 Zero-Based Budget Report**  
**Department of Public Safety**  
**ZBB Program: Field Offices and Services**

**Results of Analysis**

10. Some activities in the Executive Security, Specialized Collision Reconstruction Team (SCRT), and Field Offices and Services programs are similar and overlap.  
**Recommendation:** There is a consensus between the Office of Planning and Budget, the Senate Budget Office, and the House Budget Office to transfer 17 positions and 33 motor vehicles from the Executive Security Services program (\$1,939,253) as well as 36 positions and 30 motor vehicles from the SCRT program (\$3,480,391) to the Field Offices and Services program to realize operational efficiencies. The consolidation will realize a \$143,637 personal services savings through replacing a Captain position with a Trooper and eliminating two of the five secretary positions in SCRT.
11. Radio operators in two agencies: Department of Public Safety (DPS) and Georgia Bureau of Investigations (GBI) perform the same function of a 24 hour access point for law enforcement customers and the general public. In addition, they are responsible for managing telephone and radio calls requesting law enforcement assistance statewide.  
**Recommendation:** Realize savings by transferring seven positions from GBI (\$341,877) to Department of Public Safety and create a Radio Operations Unit. GBI will achieve personal services savings through DPS absorbing the positions into existing capacity at troop communications centers.
12. Budgets by object classes does not reflect historical spend patterns.  
**Recommendation:** Realign budget to reflect actual expenditures by object classes.
13. The current authorized position count does not reflect the actual number of positions within the program.  
**Recommendation:** Increase the authorized position count to 1,030 positions.
14. Reduce funds for program operations to meet required budget reductions as requested by the agency (\$132,581).

**Department of Public Safety  
ZBB Program: Field Offices and Services**

**Program Purpose and Key Activities**

**Agency Purpose**

The Georgia Department of Public Safety is to work cooperatively with all levels of government to provide a safe environment for residents and visitors to our state. Although focused primarily on the enforcement of traffic laws and investigation of traffic crashes, the Department of Public Safety will support the efforts of all public safety agencies to reduce crime, apprehend those who commit them, and respond to natural and manmade disasters.

**Program Purpose**

It shall be the primary duty of the Uniform Division to patrol the public roads and highways of this state, including interstate and state maintained highways, and to safeguard the lives and property of the public; and such duty shall also include accident investigation and traffic enforcement. The Uniform Division shall prevent, detect, and investigate violations of the criminal laws of this state, any other state, or the United States which are committed upon these public roads and highways or upon property appertaining thereto and shall apprehend and arrest those persons who violate such criminal laws.

**Key Activities** (Listed in priority order as determined by the Agency)

Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
OCGA 35-2-30	897	\$70,197,492	\$83,362,253	(\$2,227,546)	(\$7,754,140)

**Troops / Posts**

Field Operations consists of the daily operations of all Troops (A-I) and Posts (1-49). The Georgia State Patrol (GSP) patrols the public roads and highways of this state, including interstate and state-maintained highways, and is entrusted to safeguard the lives and property of the public. Also included is the GSP Motorcycle Unit, which provides equitable service and protection to the motoring public on Georgia highways. Unit members approach speeding, seat belt violators, improper lane changes, following too closely and driving under the influence violators aggressively and judicially on the interstates of metro Atlanta.

**Interoperable Communications**

Managed by the GSP, the network offers public safety a variety of new capabilities, including: interoperable communication with local agencies, neighboring agencies, dispatch back-up capability, the ability for dispatch conferencing, interoperable communications statewide in major emergency events, and interoperability with other public safety agencies in adjoining states. Furthermore the network facilitates the coordination of Disaster, Domestic, and Terrorism response.

OCGA 35-2-30	14	1,815,000	5,015,000		
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**Department of Public Safety  
ZBB Program: Field Offices and Services**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

	Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
					3% Reduction	10% Reduction
<b><u>Logistics - Supply Operations and Fleet Operations</u></b>						
Fleet Management/Vehicle Services, DPS Radio Shop, Physical Property Inventory, Supply, Headquarters Maintenance, and managing new post design and construction, as well as maintenance of existing buildings and grounds.	OCGA 35-2-30	9	2,440,000	2,490,000	(18,701)	
<b><u>Training Unit</u></b>						
The Training Division consists of the GSP Training Unit and the MCCD Training Unit. The office is located at the Georgia Public Safety Training Center. The training unit facilitates fall and spring physical fitness/defensive tactics in-service training, firearms in-service training, pursuit liability training, and use of force simulator training for all sworn DPS officers.	OCGA 35-2-30	12	975,000	1,020,000	(32,578)	
<b><u>Criminal Interdiction Unit (CIU)</u></b>						
The CIU represents an active statewide commitment to reduce drug trafficking in Georgia by networking with existing state, federal and local law enforcement agencies and drug enforcement programs.	OCGA 35-2-30	14	1,302,000	1,407,000	(38,026)	
<b><u>Special Operations</u></b>						
Special Operations includes the SWAT team (a functional organization providing weapon and tactical expertise not normally available to troopers of the GSP and other law enforcement agencies), and the Dive Team (assists other agencies with critical incidents, recoveries or any other special need which requires working in water). Members of the GSP also participate in regional task forces such as the High Intensity Drug Trafficking Areas program; FBI's Joint Terrorism Task Forces; ICE - Organized Crime Drug Enforcement Task Force; Georgia Information Sharing & Analysis Center; The GSP is also a member of the Regional K-9 Task Force.	OCGA 35-2-30	3	433,905	658,972	(9,391)	

**Department of Public Safety  
ZBB Program: Field Offices and Services**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

**Nighthawks DUI Task Forces** The task force troopers are law enforcement officers that specialize in DUI enforcement. They patrol Clayton, Cobb, DeKalb, Fulton, and Gwinnett counties during peak DUI hours. There are also newly formed units that operate in Bulloch, Bibb, and Muscogee counties.

**Governor’s Task Force on Marijuana Eradication** The Governor’s Task Force/Drug Suppression is comprised of six state agencies and three federal agencies. The primary role of the task force is to eradicate domestic marijuana within the State of Georgia and to gather intelligence relating to its manufacture and cultivation.

Total

Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
OCGA 35-2-30	29	328,000	2,078,000		
OCGA 35-2-30	1	50,000	475,000		
			979	\$77,541,397	\$96,506,225 (\$2,326,242) (\$7,754,140)

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** Reduce personal services (\$1,891,896) through furloughing most employees. This would include Troopers in the Troops/Posts key activity as well as employees in support service related key activities. In addition, a reduction of \$434,346 in regular operating expenses in the Troops/Posts key activity. Safety supplies in regular operating expenses and radio expenditures would be reduced by this reduction.

**10% Reduction:** Realize savings in personal services and regular operating expenses by consolidating post locations with low activity in the areas of crashes, arrests, warnings, vehicle stops, and DUI arrests with neighboring posts within the geographic territory. Negative impacts from closures would be loss of public access, loss of physical presence, barracks space, and loss of revenue to counties and cities currently served. Estimated cost for retraining one trooper to replace the reduction in force would cost approximately \$130,000.

<sup>1</sup> Number of positions does not match budgeted positions. Additional positions are added to the budget through the amendment process during the fiscal year.

**Department of Public Safety  
ZBB Program: Field Offices and Services**

**Performance Measures**

**Program Description** The Field Offices and Services Division consists of nine troops and 49 posts that provide enforcement for traffic and criminal laws through the Uniform Division. Additionally, a variety of specialized teams are included in this program, including the Motorcycle Unit, Criminal Interdiction Unit (CIU), Crisis Negotiations Team, Special Projects Adjutant Office, Headquarters Adjutant Office, Special Investigations Office, Special Weapons and Tactics (SWAT) Unit, and the Training Unit.

**Goals** The ultimate or long-term goals of this Program are:

1. To patrol the public roads and highways of this state, including interstate and state maintained highways, and to safeguard the lives and property of the public; and such duty shall also include accident investigation and traffic enforcement.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Number of vehicle stops performed	481,345	502,195	380,766	447,442
2. Total number of fatalities	1,493	1,298	1,250	1,115
3. Percentage of accident reports completed within five days	86%	<sup>1</sup> 54%	83%	88%
4. Number of accidents in Georgia worked	40,333	42,252	47,635	43,950
5. Percentage of Computer Aided Dispatch (CAD) calls validated	N/A	N/A	70%	86%
6. Number of fleet operations vehicles serviced	N/A	N/A	N/A	4,032
7. Total department training hours	N/A	162,561	123,976	163,992
8. Number of CIU agency assists	N/A	N/A	N/A	1,534
9. Number of SWAT and Dive Team call outs <sup>2</sup>	38	35	29	49
10. Number of Nighthawks DUI stops	850	941	2,571	2,008
11. Number of marijuana plants located on task force missions	N/A	67,163	23,556	26,000

<sup>1</sup>This figure includes the period during which the department transitioned from Crime Reporting Management System to CTS America reporting system. Some inaccuracies may have inadvertently been encountered.

<sup>2</sup>The Dive Team was established in FY 2011.

**Department of Public Safety  
ZBB Program: Field Offices and Services**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services	\$62,247,127	\$66,417,110	\$72,662,715	\$4,910,939	\$77,573,654
Regular Operating Expenses	10,788,335	10,005,365	9,520,245	121,302	9,641,547
Motor Vehicle Purchases	3,218,420	5,733,941	2,400,000		2,400,000
Equipment	2,120,546	1,116,533	5,354,719	10,000	5,364,719
Computer Charges	3,686,661	4,070,090	540,251	40,500	580,751
Real Estate Rentals	197,062	195,458	214,881		214,881
Telecommunications	3,074,352	3,213,573	3,583,354	60,685	3,644,039
Contractual Services	1,179,632	579,687	33,670		33,670
Transfers	2,565	21,717			
State Patrol Posts Repairs and Maintenance	200,393	204,288	100,000		100,000
<b>Total Expenditures</b>	<b>\$86,715,093</b>	<b>\$91,557,760</b>	<b>\$94,409,835</b>	<b>\$5,143,426</b>	<b>\$99,553,261</b>
<b>State General Funds</b>	<b>\$62,829,330</b>	<b>\$75,419,365</b>	<b>\$77,541,397</b>	<b>\$4,601,123</b>	<b>\$82,142,520</b>
Federal Funds	9,561,550	8,200,733	8,096,038		8,096,038
Federal Recovery Funds	10,411,323				
Other Funds	3,912,890	7,937,662	8,772,400	542,303	9,314,703
<b>Total Funds</b>	<b>\$86,715,093</b>	<b>\$91,557,760</b>	<b>\$94,409,835</b>	<b>\$5,143,426</b>	<b>\$99,553,261</b>
Positions	1,056	937	937	93	1,030
Motor Vehicles	1,030	1,030	1,046	63	1,109



**FY 2014 Zero-Based Budget Analysis**  
**Peace Officer Standards and Training Council (POST)**  
**ZBB Program: Peace Officer Standards and Training Council**

**FY 2014 Zero-Based Budget Report**  
**Peace Officer Standards and Training Council**  
**ZBB Program: Peace Officer Standards and Training Council**

**Purpose of Review**

The Peace Officers Standards and Training Council (POST) has the responsibility of setting standards for certification and training, as well as eliminating unqualified individuals from law enforcement. The Council is collecting an increasing amount of fees from their clients. The purpose of this review is to analyze the impact of increasing other funds on the Council's budget and determine if other funds can replace current state general funds.

**Results of Analysis**

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: The number of positions has remained at 23 since FY 2012.
3. Fleet Management: The council has 12 motor vehicles, most of which are driven by peace officers. Owning the motor vehicles is more beneficial than leasing the motor vehicles.
4. Measures: The measures reflect the input of the three budget offices. Additional performance measures are needed to measure the impact of program activities.
5. Budget Impact: Decrease the program budget by \$1,247,674 based on ZBB analysis. The specific reductions are listed below.

Program Operations:

6. Fee revenue increased from \$88,648 in FY 2010 to \$410,735 in FY 2012 due to a legislative change in 2010. Fee revenue in FY 2013 is projected to be approximately \$650,000.  
**Recommendation:** Replace state funds with other funds to reflect projected revenue (\$316,802).
7. Agency funds are understated because other funds are not reflected in the agency's annual operating budget.  
**Recommendation:** Increase other funds at the start of each fiscal year to reflect projected revenue.
8. Budgets by object classes does not reflect historical spend patterns.  
**Recommendation:** Realign budget to reflect projected expenditures by object class.
9. Performance measures are not available to measure the impact of program activities, specifically the percentage of certification applications rejected and the number of probation violations per year.  
**Recommendation:** Develop these additional performance measures to more effectively measure the efficiencies of program activities.

**FY 2014 Zero-Based Budget Report**  
**Peace Officer Standards and Training Council**  
**ZBB Program: Peace Officer Standards and Training Council**

**Results of Analysis**

10. The program has pass-through contracts with the Georgia Association of Chiefs of Police and the Georgia Sheriffs' Association for training. The contracts would be better aligned with the mission of the Georgia Public Safety Training Center (GPSTC) than with POST. The mission of GPSTC is to develop, deliver, and facilitate training that results in professional and competent public safety services for the people of Georgia, while POST administers the regulatory process, sets the standards for training and certification, and provides essential technical assistance to the law enforcement community.  
**Recommendation:** Transfer \$528,922 in state funds for contracts to the Georgia Public Safety Training Center for both the Georgia Association of Chiefs of Police and the Georgia Sheriffs' Association, where the contracts will be better aligned in their purpose of training police chiefs and county sheriffs.
11. Funds are appropriated to the Sheriffs' Association contract every four years to train newly elected sheriffs.  
**Recommendation:** Eliminate one-time contract funds for training for newly elected sheriffs (\$401,950).

**Peace Officer Standards and Training Council**  
**ZBB Program: Peace Officer Standards and Training Council**

**Program Purpose and Key Activities**

**Agency Purpose**

The purpose of program is to provide the citizens of Georgia with qualified, professionally trained, ethical and competent peace officers and criminal justice professionals.

**Program Purpose**

The purpose of program is to provide the citizens of Georgia with qualified, professionally trained, ethical and competent peace officers and criminal justice professionals.

**Key Activities** (Listed in priority order as determined by the Agency)

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
OCGA 35-8	10	\$605,744	\$658,349	(\$18,172)	(\$77,959)

**Investigations**

Agents are assigned to the Division to investigate the involuntary terminations of officers, suspensions of more than 30 days, citizens' complaints, and alleged criminal involvement of any officer. Investigators are assigned a geographic district. The investigator makes a report to POST when there is a violation. This report is reviewed and may be submitted to the POST Probable Cause Committee (PCC) for further action/recommendation. The PCC recommendation to Council may include: revocation of certification, suspension of certification, probation, or other sanctions as permitted by law.

**Certification & Training Standards**

The primary function of the Certification Division is to ensure compliance by agencies and peace officers of qualifications and training requirements enumerated in the POST Act and to bring action against those agencies and officers in noncompliance. All employees of any agency that are granted the full rights and powers under the definition of a peace officer as defined by the POST Act must be certified by POST. POST maintains employment, certification and training records on over 82,000 officers. Of these, over half are actively employed in their field of certification.

OCGA 35-8	5	264,868	316,051	(7,946)	
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**Peace Officer Standards and Training Council  
ZBB Program: Peace Officer Standards and Training Council**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

	Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
					3% Reduction	10% Reduction
<b><u>Training Development and Records Processing</u></b> Responsible for the functions related to development, evaluation and management of peace officer training. In addition, the division has additional responsibilities that ensure the peace officers of Georgia are receiving the highest quality and most up to date training that is available. The division is also responsible for the data communications section that maintains records on the POST computer system, including employment, certification, and training records.	OCGA 35-8	3	219,664	330,697	(6,590)	
<b><u>Administration</u></b> Oversees the day to day operations of the council staff and is responsible for ensuring that the council's policies are executed, which includes but is not limited to, Budget Administration, the IT department and program development. This division is also responsible for the oversight and pass through of funds of the Georgia Chiefs of Police Association and the Georgia Sheriffs Association contracts.	OCGA 35-8	5	450,749	462,360	(13,522)	(76,144)
<b><u>Training Contracts</u></b> Two pass-through contracts are included in this key activity for training, the Georgia Association of Chiefs of Police and the Georgia Sheriff's Association. The Chiefs of Police contract trains more than 1,000 executives representing municipal and county law enforcement agencies. The Sheriffs' Association provides training for newly elected Sheriffs in Georgia's 159 counties.	OCGA 15-16-3	0	930,872	930,872	(15,868)	(52,892)
Total		23	\$2,471,897	\$2,698,329	(\$62,098)	(\$206,995)

**Peace Officer Standards and Training Council**  
**ZBB Program: Peace Officer Standards and Training Council**

**Program Purpose and Key Activities**

**Alternatives**

(Alternative approaches to delivering program services as provided by the Agency)

- 3% Reduction:** Replace state funds with other funds across all key activities.
- 10% Reduction:** With a 10% reduction, 2 positions would be vacated: Programmer (Executive/Administration) and Investigator (Investigations). A new database has been implemented and accessed over one million times, and currently has 60,000 users. By not having a Programmer, all updates that enhance usability and customer service would cease. Currently, investigators have an average of 214 cases. By reducing the Investigations Division, caseload would increase to 250 cases per investigator. Additionally, a reduction in both the Georgia Sheriffs' Association and the Georgia Association of Chiefs of Police contracts would occur.

**Peace Officer Standards and Training Council**  
**ZBB Program: Peace Officer Standards and Training Council**

**Performance Measures**

**Program Description** The Georgia Peace Officer Standards and Training Council (POST) provides the citizens of Georgia with qualified, professionally trained, ethical and competent peace officers and criminal justice professionals. POST sets standards for certification and training, as well as eliminates unqualified individuals from law enforcement.

- Goals** The ultimate or long-term goals of this Program are:
1. Provide citizens with qualified, professionally trained, ethical and competent peace officers and criminal justice professionals.
  2. Set the standards for training and certification, and provide essential technical assistance to the law enforcement community.
  3. Provide the highest degree of excellence in public safety and eliminate unqualified individuals from the law enforcement profession.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Percentage of cases resulting in sanctions	69%	60%	67%	64%
2. Number of cases per investigator	149	167	209	214
3. Average number of open records requests completed per month	351	401	426	404
4. Total number of certifications awarded	11,966	11,433	10,298	9,493
5. Number of individuals awarded certifications that are supervisory certified	249	227	235	241

**Peace Officer Standards and Training Council**  
**ZBB Program: Peace Officer Standards and Training Council**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services	\$1,508,325	\$1,548,086	\$1,756,090		\$1,756,090
Regular Operating Expenses	59,476	99,646	28,900		28,900
Equipment	11,979	11,307	13,000		13,000
Computer Charges	5,350	17,593	4,000		4,000
Real Estate Rentals	57,000	57,000	29,925		29,925
Telecommunications	17,799	38,415	15,000		15,000
Contractual Services	570,907	534,142	933,033	(\$930,872)	2,161
<b>Total Expenditures</b>	<b>\$2,230,835</b>	<b>\$2,306,190</b>	<b>\$2,779,948</b>	<b>(\$930,872)</b>	<b>\$1,849,076</b>
<b>State General Funds</b>	<b>\$1,910,012</b>	<b>\$1,895,455</b>	<b>\$2,471,897</b>	<b>(\$1,247,674)</b>	<b>\$1,224,223</b>
Other Funds	320,823	410,735	308,051	316,802	624,853
<b>Total Funds</b>	<b>\$2,230,835</b>	<b>\$2,306,190</b>	<b>\$2,779,948</b>	<b>(\$930,872)</b>	<b>\$1,849,076</b>
Positions	23	23	23		23
Motor Vehicles	10	10	12		12



**FY 2014 Zero-Based Budget Analysis  
Public Service Commission  
ZBB Program: Utilities Regulation**

# FY 2014 Zero-Based Budget Report

## Public Service Commission

### ZBB Program: Utilities Regulation

#### Purpose of Review

The purpose of this review is to analyze the effectiveness and potential efficiencies in the program responsible for monitoring the rates and service standards of electric, natural gas, and telecommunications companies that impact all Georgians.

#### Results of Analysis

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: The number of positions decreased from 62 to 59 in the FY 2013 budget.
3. Fleet Management: There are three vehicles assigned to the program.
4. Measures: The measures reflect the input of the three budget offices. The Commission should continue to develop relevant and measurable outcomes for its key activities.
5. Budget Impact: Reduce program budget by \$483,244. The specific reductions are listed below.

#### Program Operations:

6. During FY 2011 and FY 2012, the Public Service Commission increased salaries an average of 7.9% for 33 positions, resulting in an increase of \$200,238 in their FY 2013 personal services budget. The Utilities Regulation program accounted for 18 of the 33 positions, resulting in an increase of \$103,390 in the program's FY 2013 personal services budget.
7. In addition to the Commission's Administration program, 46% of the Utilities Regulation staff are management or administrative support. The management and administrative support staff consists of 10 managers, 10 administrative support, and five commissioners.  
**Recommendation:** Streamline and recognize efficiencies in management and administrative support by reducing funds for personal services and eliminating three filled positions (\$483,244).
8. In FY 2011, the Department of Audits identified invalid encumbrances in the amount of \$62,145. The effects of these encumbrances resulted in budgetary reporting inaccuracies. Expenditures were overstated and the fund balance was understated. Additionally, limitations of the current accounting system prevents tracking of personal services by key activity.  
**Recommendation:** Work with the State Accounting Office (SAO) to migrate all budget and accounting activities to the TeamWorks Financials System.

## Results of Analysis

9. America Recovery and Reinvestment Act (ARRA) funds for research, development, and education leading to the modernization of the nation's electric grid currently support three positions; however, the funds expire September 2013.

**Recommendation:** Eliminate three positions due to the loss of one-time ARRA funds.

**Public Service Commission**  
**ZBB Program: Utilities Regulation**  
**Program Purpose and Key Activities**

**Agency Purpose**

The mission of the Georgia Public Service Commission is to exercise its authority and influence to ensure that consumers receive safe, reliable and reasonably priced telecommunications, electric, and natural gas services from financially viable and technically competent companies.

**Program Purpose**

To monitor the rates and service standards of electric, natural gas, and telecommunications companies, approve supply plans for electric and natural gas companies, monitor utility system and telecommunications network planning, arbitrate complaints among competitors, provide consumer protection and education, and certify competitive, natural gas and telecommunications providers.

**Key Activities** (Listed in priority order as determined by the Agency)

Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction

**Economic Regulation**

Sets rates for regulated electric, natural gas, and telecommunications companies through rate cases. Reviews and modifies rate structures and designs. Review and approve financing applications and resolves other finance-related issues in order to determine the cost of providing services.

OCGA 46-2-20, 23, 24, 26; OCGA 46-4-154	37	\$4,019,192	\$4,289,167	(\$176,220)	(\$106,443)
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**Market Facilitation**

Responsible for facilitating competitive retail and wholesale markets through certification of utility and telecommunications providers. Market Facilitation requires the agency's actions in implementing new laws, monitoring market effectiveness and handling disputes.

OCGA 46-4-27, 150; OCGA 46-2-20; OCGA 46-3-8					
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**System Oversight**

Oversight of planning, construction and operation of energy systems and telecommunications network infrastructure to ensure safety, reliability, adequacy and availability.

OCGA 46-3A; OCGA 46-2-20					
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**Compliance and Enforcement**

Management of compliance and enforcement activities by taking actions ranging from education and prevention to formal proceedings and civil penalties.

Natural Gas Pipeline Safety Act of 1968; OCGA 46-4-54					
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**Funds Management**

Responsible for managing the contributions of ratepayers to the Universal Service Fund (USF), Universal Access Fund (UAF) and Telecommunication Relay Service (TRS) fund to promote universal service. Manages the administration and operation of the Audible Universal Information Access Service (AUIAS) and GA Telecom Equipment Distribution program (GATEDP) for statewide dual party relay service and audible universal information access service.

OCGA 46-4-161; OCGA 46-5-30, 164, 166, 167					
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**Public Service Commission  
ZBB Program: Utilities Regulation  
Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

**Public, Media and Governmental Affairs** Management of relations with governmental entities including compliance and participation with other governmental organizations that affect the PSCs regulatory work and agency operations.

**Records and Case Management** Ensures access, security, retention and reliability of records and information. Responsible for keeping records of proceedings on formal investigations; transcribing of testimony and management of administrative proceedings.

**Utility Consumer Support** Responds to utility customers' concerns, educates and protects consumers, and detects, prevents and corrects problems through formal and informal enforcement actions and systemic changes.

**Administration/Quasi Judicial** Constitutional Board of five Commissioners, elected statewide.

Total

Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
OCGA 46-2-30, 31; OCGA 50-14-1;					
OCGA 50-13-13 OCGA 46-2-52					
OCGA 46-4-160; OCGA 46-4-150; OCGA 46-4-151;	8	561,117	561,117		(480,958)
OCGA 46-2-20	9	1,293,705	1,293,705		
			54	\$5,874,014	\$6,143,989
				(\$176,220)	(\$587,401)

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** Eliminate part of the Utility Consumer Support activity, thus reducing the assistance provided to resolving the 7,000 utility customers complaints annually.

**10% Reduction:** This 10% cut is focused primarily on disbanding the Utility Consumer Support activity. The functions performed by this group are the only statutory duties that can be eliminated and still maintain an effective regulatory program overall. Individuals will be harmed, but the entire customer base will still be protected. Additional reductions in positions may incur from other activities (\$587,401).

<sup>1</sup> Number of positions does not match budgeted positions. Additional positions are added to the budget through the amendment process during the fiscal year.

**Public Service Commission  
ZBB Program: Utilities Regulation**

**Performance Measures**

**Program Description** The program monitors the rates and service standards of electric, natural gas, and telecommunication companies, approve supply plans for electric and natural gas companies, monitor utility systems and telecommunications network planning, arbitrate complaints among competitors, provide consumer protection and education, and certify competitive natural gas and telecommunication providers.

- Goals** The ultimate or long-term goals of this Program are:
1. To enhance utility services at reasonable rates provided by financially viable companies.
  2. To foster an effective and competitive telecommunications, electric supply and natural gas commodity markets.
  3. Efficient and effective use of agency resources to maximize stakeholder benefits.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Number of valid telecommunications, natural gas, and electric complaints resolved	8,035	7,209	7,146	8,103
2. Average call wait time in seconds	21	28	36	29
3. Percentage of total calls abandoned	3%	5%	5%	7%
4. Number of rate cases processed (new measure)	N/A	N/A	N/A	N/A
5. Average number of days to process a major rate case (new measure)	180	180	180	180
6. Number of orders issued (new measure)	2,700	2,460	2,400	1,413
7. Number of active cases worked (new measure)	N/A	N/A	N/A	N/A

**Public Service Commission**  
**ZBB Program: Utilities Regulations**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services	\$5,449,810	\$5,531,018	\$5,499,706	(\$483,244)	\$5,016,462
Regular Operating Expenses	115,071	97,981	56,987		56,987
Equipment		3,108	5,069		5,069
Computer Charges	27,827	30,982	491		491
Real Estate Rentals	507,781	507,761	512,713		512,713
Telecommunications	54,354	56,606	65,318		65,318
Contractual Services	19,909	116,682	3,705		3,705
<b>Total Expenditures</b>	<b>\$6,174,752</b>	<b>\$6,344,138</b>	<b>\$6,143,989</b>	<b>(\$483,244)</b>	<b>\$5,660,745</b>
<b>State General Funds</b>	<b>\$5,833,005</b>	<b>\$5,931,377</b>	<b>\$5,874,014</b>	<b>(\$483,244)</b>	<b>\$5,390,770</b>
Federal Funds		26,000	28,500		28,500
Federal Recovery Funds	277,247	264,778	241,475		241,475
Other Funds	64,500	121,983			
<b>Total Funds</b>	<b>\$6,174,752</b>	<b>\$6,344,138</b>	<b>\$6,143,989</b>	<b>(\$483,244)</b>	<b>\$5,660,745</b>
Positions	70	62	59	(3)	56
Motor Vehicles	3	3	3		3

**FY 2014 Zero-Based Budget Analysis  
Department of Revenue  
ZBB Program: Industry Regulation**



**FY 2014 Zero-Based Budget Report**  
**Department of Revenue**  
**ZBB Program: Industry Regulation**

**Purpose of Review**

The purpose of the Industry Regulation program is to provide regulation of the distribution, sale, and consumption of alcoholic beverages, tobacco products; ensure all coin-operated amusement machines are properly licensed and decaled; and conduct checkpoints in areas where reports indicate the use of dyed fuels in on-road vehicles. The purpose of this review is to determine the statutory requirements of state funded activities and realize any operating efficiencies.

**Results of Analysis**

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: The number of positions funded in this program increased from 63 in FY 2012 to 65 positions in FY 2013.
3. Fleet Management: Industry Regulation has 56 vehicles for Law Enforcement, Underage Enforcement Special Agents and Motor Fuel Enforcement. The program routinely updates their fleet. Over the past couple of years, 17 vehicles were purchased. The oldest vehicle in operation is from 2001.
4. Measures: The measures reflect input from the 3 budget offices.
5. Budget Impact: Industry regulation will lose \$283,783 in federal funds in FY 2014.

Program Operations:

6. State funds comprise 50% of the program's budget. The program's other funds include fees for alcohol assessments, federal United Carrier Registration (UCR) Act fees collected for motor carrier registrations, and tobacco stamps. Industry Regulation also receives funds from three federal grants: National Motor Carrier Safety, Prevention and Treatment of Substance Abuse Block grant, and Enforcing Underage Drinking Laws.
7. Two grants support underage alcohol and tobacco investigations: Enforcing Underage Drinking Laws Program and Prevention and Treatment of Substance Abuse Block Grant. The Enforcing Underage Drinking Laws (EUDL) grant, which is funded through the Children and Youth Coordinating Council (CYCC)/Governor's Office of Children and Family (GOFC), will be discontinued in FY 2014. The grant currently funds 3 positions in the Underage Compliance activity.  
**Recommendation:** Replace \$283,783 in EUDL grant funds with tobacco funds since preventing underage alcohol and tobacco sales is one of the program's primary goals.
8. Industry Regulation retains 4 percent of the \$2.6 million DOR collects in UCR fees for enforcement of the program. DOR provides \$1.7 million, or 63 percent of the UCR funds, to the Department of Public Safety (DPS) for motor carrier safety programs and enforcement.

**FY 2014 Zero-Based Budget Report**  
**Department of Revenue**  
**ZBB Program: Industry Regulation**

**Results of Analysis**

**Recommendation:** Transfer the entire UCR program to DPS, which currently performs a majority of the motor carrier safety and enforcement functions.

9. The department collects and retains other funds to cover costs related to collections, unclaimed property, and GRATIS inquiries. The fees have varied over the past few years.

**Recommendation:** Provide state funds to replace other funds required to be remitted to the Treasury (\$2,450,580).

**Department of Revenue  
ZBB Program: Industry Regulation**

**Program Purpose and Key Activities**

**Agency Purpose**

The mission of the Department of Revenue is to administer the tax laws of the State of Georgia fairly and efficiently in order to promote public confidence and compliance, while providing excellent customer service.

**Program Purpose**

The purpose of the Industry Regulation program is to provide regulation of the distribution, sale, and consumption of alcoholic beverages and tobacco products; ensure all coin-operated amusement machines are properly licensed and decaled; and conduct checkpoints in areas where reports indicate the use of dyed fuels in on-road vehicles.

**Key Activities**

(Listed in priority order as determined by the Agency)

**License and Permits**

Processes licenses for alcohol, tobacco and coin operated amusement machines (COAM); responsible for collection and examination of malt beverage, wine, distilled spirits, cigars, little cigars, loose and smokeless tobacco and COAM occupational taxes and excise taxes; responsible for cigarette stamp sales to licensed wholesalers.

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction

OCGA 3-2-5,6,7; 3-4-20,60,61,111; 3-5-20,36,60; 3-6-20,50; 3-9-4,6,11; 3-13-2; 48-11-2,3,4,10,16; 48-17-2,9,11,12	12	\$436,422	\$1,587,142	(\$13,093)	(\$43,642)
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**Law Enforcement**

Investigates unlawful manufacture, possession, transportation, and sale of alcohol beverages; unlawful possession, transportation, and sale of untaxed tobacco products; and use of operation of unlicensed coin-operated amusement machines.

OCGA 48-2-6; 3-2-1; 3-2-30; 48-11-19; Chapter 11, Chapter 17	30	866,924	2,038,204	(26,008)	(86,692)
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**Department of Revenue  
ZBB Program: Industry Regulation**

**Program Purpose and Key Activities**

**Key Activities**

(Listed in priority order as determined by the Agency)

		Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
						3% Reduction	10% Reduction
<b><u>Underage Compliance</u></b>	Conducts investigations concerning the sale of alcoholic beverages to persons under the age of 21 and related violations in partnership with local law enforcement agencies; conducts investigations concerning the sale of tobacco products to persons under the age of 18, and related violations. Per O.C.G.A 16-12-175, these investigations are exclusive to DOR. DOR works in partnership with Governor's Office of Children and Family (GOCF) and Department of Behavioral Health and Developmental Disabilities (DBHDD) on these activities.	OCGA 3-2-1,30, 31,32,36; 3-3-23, OCGA 48-11-19,23.1, OCGA 3-2-1,30,31,32,36; 3-3-23; 48-11-19; 16-12-170,171,172,173, 174,175,176	9	560,488	959,417	(16,815)	(56,049)
<b><u>Audits and Collections</u></b>	Audits wholesalers and retailers for non-payment or under-payment of excise tax resulting in assessments; issues citations and assist in service of Fi.Fa. documents for non-payment.	OCGA 48-2-6; 3-2-1; 3-2-30; 48-11-19;Chapter 11	11	1,178,000	1,178,000	(35,340)	(117,800)
<b><u>Commercial Vehicle Enforcement</u></b>	Enforces dyed motor fuels, Unified Carrier Registration (UCR), International Registration Plan (IRP) inspections and international fuel treaty (IFTA) registration and decal inspections to ensure the proper taxes are being paid to the State of Georgia.	OCGA 40-2-134; Title 48 Chapter 9	3	0	219,996		
<b>Total</b>			<b>65</b>	<b>\$3,041,834</b>	<b>\$5,982,759</b>	<b>(\$91,255)</b>	<b>(\$304,183)</b>

**Department of Revenue**  
**ZBB Program: Industry Regulation**

**Program Purpose and Key Activities**

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

- 3% Reduction:** Reduce personal services and/or increase fees to offset state fund reductions. Additionally, consider eliminating GETS contract and evaluate lower cost alternatives to managing IT infrastructure.
- 10% Reduction:** Reduce personal services and/or increase fees to offset state fund reductions. Additionally, consider eliminating GETS contract and evaluate lower cost alternatives to managing IT infrastructure.

**Department of Revenue  
ZBB Program: Industry Regulation**

**Performance Measures**

**Program Description** The purpose of the Industry Regulation program is to provide regulation of the distribution, sale, and consumption of alcoholic beverages, tobacco products; ensure all coin-operated amusement machines are properly licensed and decaded; and conduct checkpoints in areas where reports indicate the use of dyed fuels in on-road vehicles.

- Goals** The ultimate or long-term goals of this Program are:
1. Ensure proper collection of all taxes due the State of Georgia.
  2. Prevent the sale of alcohol and tobacco products to minors.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Total number of inspections (Alcohol)	4,192	3,820	4,746	7,556
2. Percentage in compliance (Alcohol)	91%	85%	85%	81%
3. Total number of inspections (Tobacco)	3,178	3,126	3,940	5,823
4. Percentage in compliance (Tobacco)	94%	84%	90%	89%
5. Total number of inspections (Games)	1,482	1,413	4,280	3,201
6. Percentage in compliance (Games)	93%	89%	86%	86%
7. Average Alcohol/Tobacco/COAM inspections per sworn Alcohol and Tobacco Division officer	316	360	381	487
8. Total number of inspections (UCRA)	2,494	2,282	4,656	5,351
9. Percentage in compliance (UCRA)	80%	97%	99%	99%
10. Total underage alcohol investigations	3678	4356	4365	5343
11. Percentage of investigated vendors making illegal underage alcohol sales	18%	16%	18%	12%
12. Total underage tobacco investigations	1740	3372	2227	1763
13. Percentage of investigated vendors making illegal underage tobacco sales	8%	9%	11%	9%
14. Total collections by Alcohol and Tobacco Division Law Enforcement Staff (rounded to nearest thousand)	\$12,480,294	\$10,432,536	\$8,806,526	\$10,804,066

**Department of Revenue  
ZBB Program: Industry Regulation**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services	\$3,142,587	\$4,124,823	\$4,555,028		\$4,555,028
Regular Operating Expenses	787,449	1,133,753	740,831	\$128,580	869,411
Motor Vehicle Expenses	289,412	268,580	68,000		68,000
Equipment	385	7,659	18,000		18,000
Computer Charges	406,672	127,346	755		755
Real Estate Rentals	258,586	308,689	129,953		129,953
Telecommunications	393,013	605,915	470,192		470,192
Contractual Services	1,430				
<b>Total Expenditures</b>	<b>\$5,279,534</b>	<b>\$6,576,765</b>	<b>\$5,982,759</b>	<b>\$128,580</b>	<b>\$6,111,339</b>
<b>State General Funds</b>	<b>\$1,596,211</b>	<b>\$2,614,632</b>	<b>\$2,891,834</b>	<b>\$2,450,580</b>	<b>\$5,342,414</b>
Federal Funds	609,153	688,582	518,929	(283,783)	235,146
Other Funds	2,924,169	3,123,551	2,421,996	(2,322,000)	99,996
Tobacco Funds	150,000	150,000	150,000	283,783	433,783
<b>Total Funds</b>	<b>\$5,279,534</b>	<b>\$6,576,765</b>	<b>\$5,982,759</b>	<b>\$128,580</b>	<b>\$6,111,339</b>
Positions	55	63	65		65
Motor Vehicles	51	57	56		56

**FY 2014 Zero-Based Budget Analysis**  
**Department of Revenue**  
**ZBB Program: Motor Vehicle Registration and Titling**



**FY 2014 Zero-Based Budget Report**  
**Department of Revenue**  
**ZBB Program: Motor Vehicle Registration and Titling**

**Purpose of Review**

The purpose of this program is to establish motor vehicle ownership by maintaining title and registration records and validate rebuilt vehicles for road-worthiness for new title issuance. The purpose of this review is to determine the statutory requirements of state funded activities and realize any operating efficiencies.

**Results of Analysis**

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: From FY 2012 to FY 2013, staffing levels have increased by one from 123 to 124.
3. Fleet Management: The program has 10 vehicles that are used for bank runs, travel to training sites, traveling to counties for audits or assistance, and delivering inventory to counties. As funds are available, the program should consider replacing the three highest mileage vehicles that have 160,000 plus miles.
4. Measures: The measures reflect the input of the 3 budget offices and measure the impact of program activities. The salvage inspection activity should begin tracking the percentage of compliant contractor vehicle inspections.
5. Budget Impact: Reduce the Georgia Tax Reform (HB 386) appropriation by \$2,370,000. Maintain \$1,106,000 to support ongoing costs.

Program Operations:

6. State funds comprise 70% of the budget. Other funds include tag data receipts for GRATIS inquiries, federal United Carrier Registration (UCR) Act fees, Electronic Lien and Title (ELT) fees, Electronic Title and Registration (ETR) fees, miscellaneous funds, and temporary operating permit fees.
7. In FY 2013, \$3,476,000 in state funds were appropriated to implement Georgia Tax Reform (HB 386), which includes a comprehensive revision to the taxation of motor vehicles. These funds support 10 positions, enhanced call center support services, and technology upgrades related to implementation. In FY 2014, the Department of Revenue (DOR) will still need funds to support the additional staff and system maintenance.  
**Recommendation:** Reduce HB 386 appropriation by \$2,370,000 for enhanced call center support, IT contracts, and telecommunications. Maintain \$1,106,000 for ongoing costs related to personal services and system maintenance.
8. DOR entered into a contract with an external vendor to produce digital license plates on July 1, 2011.  
**Recommendation:** At the next renewal period, the department should reevaluate the contract and ensure that they engage the vendor that will most efficiently and cost effectively complete the tag production process.

**FY 2014 Zero-Based Budget Report**  
**Department of Revenue**  
**ZBB Program: Motor Vehicle Registration and Titling**

**Results of Analysis**

9. The Georgia Registration and Title Information System (GRATIS) maintains all Georgia tag, title, and registration information. The antiquated system, developed nearly 20 years ago using COBOL, lacks the ability to easily produce inventory controls and reports and requires over \$600,000 per year in maintenance.  
**Recommendation:** Approve DOR's capital outlay request of \$10,000,000 to update the GRATIS system, which will save an estimated \$6 million per year in operating costs.
10. The Motor Vehicle Registration and Titling Program retains 29 percent of the \$2.6 million DOR collects in UCR fees for administration of the program. DOR provides \$1.7 million, or 63 percent of the UCR funds, to the Department of Public Safety (DPS) for motor carrier safety programs and enforcement.  
**Recommendation:** Transfer the entire UCR program to DPS, which currently performs a majority of the motor carrier safety and enforcement functions.
11. The department collects and retains other funds to cover costs related to collections, unclaimed property, and GRATIS inquiries. The fees have varied over the past few years.  
**Recommendation:** Provide state funds to replace other funds required to be remitted to the Treasury (\$4,031,080).

**Department of Revenue**  
**ZBB Program: Motor Vehicle Registration and Titling**

**Program Purpose and Key Activities**

**Agency Purpose**

The mission of the Department of Revenue is to administer the tax laws of the State of Georgia fairly and efficiently in order to promote public confidence and compliance, while providing excellent customer service.

**Program Purpose**

The purpose of the program is to establish motor vehicle ownership by maintaining title and registration records and validate rebuilt vehicles for road-worthiness for new title issuance.

**Key Activities** (Listed in priority order as determined by the Agency)

**Motor Vehicle Tag & Title Registration**

Issues certificates of title, certificates of registration and license plates to vehicles owned and operated in the State of Georgia, while safeguarding the interests of lien and security interest holders.

**Commercial Vehicle**

Registers motor carriers operating under the Unified Carrier Registration (UCR), International Registration Plan (IRP), the International Fuel Tax Agreement (IFTA), intrastate permits, and for-hire van and bus permits (Class IE Permits).

**Salvage Inspections**

Inspects rebuilt vehicles for title issuance and ensures compliance of private contractors' inspections.

**Salvage Title Processing**

Processes salvage and rebuilt title applications.

Total

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds		
				3% Reduction	10% Reduction	
OCGA 40-2	94	12,805,880	16,755,880	(\$384,176)	(\$1,280,588)	
OCGA 40-2-140, 40-2-87	16	757,857	3,248,847	(22,736)	(75,786)	
OCGA 40-3-37	3	226,471	226,471	(6,794)	(22,647)	
OCGA 40-3-36, 40-3-37	11	475,000	475,000	(14,250)	(47,500)	
Total		124	\$14,265,208	\$20,706,198	(\$427,956)	(\$1,426,521)

**Department of Revenue**  
**ZBB Program: Motor Vehicle Registration and Titling**

**Program Purpose and Key Activities**

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** Outsource entire motor vehicle function to private sector. Cost would most likely increase; however, the value added benefits to the customers would offset the costs. This would require legislation. Additionally, reduce personal services and/or increase fees to offset state fund reductions or consider eliminating GETS contract and evaluate lower cost alternatives to managing IT infrastructure.

**10 % Reduction:** Outsource entire motor vehicle function to private sector. Cost would most likely increase; however, the value added benefits to the customers would offset the costs. This would require legislation. Additionally, reduce personal services and/or increase fees to offset state fund reductions or consider eliminating GETS contract and evaluate lower cost alternatives to managing IT infrastructure.

**Department of Revenue**  
**ZBB Program: Motor Vehicle Registration and Titling**

**Performance Measures**

**Program Description** The mission of the Department of Revenue is to administer the tax laws of the State of Georgia fairly and efficiently in order to promote public confidence and compliance, while providing excellent customer service

- Goals** The ultimate or long-term goals of this Program are:
1. Register motor carriers operating under the Unified Carrier Registration (UCR), International Registration Plan (IRP), the International Fuel Tax Agreement (IFTA), intrastate permits and for-hire vans and bus permits.
  2. Ensure compliance of private salvage vehicle inspections.
  3. Issue tags and title vehicles for the citizens of Georgia.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Amount of revenue from motor vehicle registrations (in millions)	\$236	\$214	\$253	\$240
2. Number of motor vehicle tag registrations processed	8,515,900	8,527,790	8,581,400	8,619,297
3. Number of motor vehicle registrations renewed online	199,149	304,705	275,766	589,956
4. Number of motor vehicle titles processed (in millions)	2.4	2.4	2.7	2.8
5. Number of salvage inspections completed statewide	16,545	18,865	18,826	21,609
6. Percentage of each contractor's vehicle inspection reports reviewed by state salvage inspectors	N/A	N/A	N/A	5%
7. Percentage of each contractor's vehicle inspections that are visually inspected by state salvage inspectors	N/A	N/A	N/A	3%
8. Percentage of compliant contractor vehicle inspections	N/A	N/A	N/A	N/A

**Department of Revenue**  
**ZBB Program: Motor Vehicle Registration and Titling**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services	\$6,115,643	\$5,472,331	\$4,529,385		\$4,529,385
Regular Operating Expenses	1,351,770	2,194,463	1,733,457	(\$853,760)	879,697
Motor Vehicle Expenses			68,000		68,000
Equipment	686,116	1,745	700,000		700,000
Computer Charges	897,977	153,109	197,057		197,057
Real Estate Rentals	682,208	950,582	726,922		726,922
Telecommunications	1,895,833	2,819,260	2,644,897		2,644,897
Contractual Services	5,020,131	3,215,289	4,281,633	(1,435,160)	2,846,473
Other Non-Operating	1,095,128	1,831,906			
MV Tags and Decals	4,631,577	6,085,022	5,824,847		5,824,847
<b>Total Expenditures</b>	<b>\$22,376,383</b>	<b>\$22,723,708</b>	<b>\$20,706,198</b>	<b>(\$2,288,920)</b>	<b>\$18,417,278</b>
<b>State General Funds</b>	<b>\$6,331,295</b>	<b>\$5,686,323</b>	<b>\$14,265,208</b>	<b>\$1,661,080</b>	<b>\$15,926,288</b>
Federal Funds	956,483	37,025			
Other Funds	15,088,605	17,000,360	6,440,990	(3,950,000)	2,490,990
<b>Total Funds</b>	<b>\$22,376,383</b>	<b>\$22,723,708</b>	<b>\$20,706,198</b>	<b>(\$2,288,920)</b>	<b>\$18,417,278</b>
Positions	142	123	124		124
Motor Vehicles	10	10	10		10

**FY 2014 Zero-Based Budget Analysis  
Department of Revenue  
ZBB Program: Tax Compliance**

**FY 2014 Zero-Based Budget Report**  
**Department of Revenue**  
**ZBB Program: Tax Compliance**

**Purpose of Review**

The purpose of the Compliance Division is to audit tax accounts, ensure compliance, and collect on delinquent accounts. The purpose of this review is to determine the statutory requirements of state funded activities and realize any operating efficiencies.

**Results of Analysis**

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: Staffing levels decreased from 523 in FY 2012 to 520 in FY 2013.
3. Fleet Management: The program has one vehicle that is used by management. Employees are reimbursed for gas mileage.
4. Measures: The measures reflect the input of the 3 budget offices and measure the impact of program activities.
5. Budget Impact: Reduce funds for personal services by \$3,387,430 based on projected expenditures due to vacant auditor and revenue agent positions.  
  
Program Operations:
6. FY 2013 state funding for tax compliance is \$35,779,600 , which represents about 64% of funding for the program. The other two main fund sources are collection fees and Fi.Fa Fees, which comprise 35% of the budget. Smaller funding sources for the program include the federal National Motor Carrier Safety Grant, Georgia lottery funds, and garnishments.
7. The Department of Revenue (DOR) completed development of the \$40 million Integrated Tax System (ITS) in November 2011. The ITS combined 26 disparate tax systems into one system. Benefits of the system include improved accuracy of returns, reduced DOR temporary labor demand due to the cross-training of employees, automated payments of taxes and assessments, and improved data security. As a result of increased efficiencies, DOR proposed AFY 2013 and FY 2014 reductions in temporary staff contracts (\$252,522) and operating expenses (\$600,000) in the Customer Service and Revenue Processing programs.



**FY 2014 Zero-Based Budget Report**  
**Department of Revenue**  
**ZBB Program: Tax Compliance**

**Results of Analysis**

8. DOR was appropriated over \$14 million total in FY 2011 and FY 2012 to hire additional auditors and revenue agents to increase revenue collections. The department has not filled all budgeted auditor and revenue agent positions due to vacancies that existed prior to the appropriation.  
**Recommendation:** Reduce funds for personal services by \$3,387,430 based on projected expenditures due to vacant auditor and revenue agent positions. This recommendation provides funding for 208 auditors and 314 revenue agents, which exceeds required funding for the max fill rates of 182 auditors and 303 revenue agents. The department should analyze the appropriate staffing levels for auditors and revenue agents to maximize the effectiveness and efficiency of revenue collection.
9. DOR does not have a standard annual report that shows collections by type of position (auditor, revenue agent) and type of collection (e.g. sales tax, withholding tax, excise tax). Additionally, several reports have been released showing different collection figures.  
**Recommendation:** Use the new ITS to develop a standard collection report for all releases to ensure consistency.
10. The department collects and retains other funds to cover costs related to collections, unclaimed property, and GRATIS inquiries. The fees have varied over the past few years.  
**Recommendation:** Provide state funds to replace other funds required to be remitted to the Treasury (\$19,655,481).

**Department of Revenue  
ZBB Program: Tax Compliance**

**Program Purpose and Key Activities**

**Agency Purpose**

The mission of the Department of Revenue is to administer the tax laws of the State of Georgia fairly and efficiently in order to promote public confidence and compliance, while providing excellent customer service.

**Program Purpose**

The purpose of the Compliance Division is to audit tax accounts, ensure compliance, and collect on delinquent accounts.

**Key Activities** (Listed in priority order as determined by the Agency)

**Main Office Collections**

Enforces and collects payment of individual tax, corporate tax, withholding tax, sales tax, motor fuel tax, and unclaimed property.

**Regional Office Collections**

Collects delinquent business tax debt in 11 regional offices.

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
OCGA 48-2-9, 48-2-10, 48-2-11, 48-2-18.1, 48-2-41, 48-2-43, 48-2-48, 48-2-51, 48-2-52, 48-2-55, 48-2-60, 48-3-1, 48-3-2, 48-7-82, 48-7-163, 48-8-57, 48-8-52, 48-8-87, 48-8-104, 48-8-113	101	\$11,687,482	\$20,953,291	(\$350,624)	(\$1,168,748)
OCGA 48-2-9, 48-2-10, 48-2-11, 48-2-18.1, 48-2-41, 48-2-43, 48-2-48, 48-2-51, 48-2-52, 48-2-55, 48-2-60, 48-3-1, 48-3-2, 48-7-82, 48-7-163, 48-8-57, 48-8-52, 48-8-87, 48-8-104, 48-8-113	234	5,740,584	16,100,768	(172,218)	(574,058)

**Department of Revenue  
ZBB Program: Tax Compliance**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

**In State Audits**

Audits individual and corporate income tax, motor fuel tax, sales and use tax, income tax withholding, and unclaimed property.

Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
OCGA 48-2-8, 48-2-35, 48-2-37, 48-2-46, 48-2-48, 48-2-51, 48-2-60, 48-7-82, 48-8-52, 48-8-55, 48-8-76, 48-8-87, 48-8-104, 48-8-113, 48-8-166, 48-9-12, 48-9-19, 48-9-36, 48-9-40	151	14,191,955	14,401,955	(425,759)	(1,419,196)

**Out of State Audits**

Audits corporate income tax in other states.

OCGA 48-2-8, 48-2-35, 48-2-37, 48-2-46, 48-2-48, 48-2-51, 48-2-60, 48-7-82, 48-8-52, 48-8-55, 48-8-76, 48-8-87, 48-8-104, 48-8-113, 48-8-166	34	4,159,579	4,159,579	(124,787)	(415,958)
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Total

520	\$35,779,600	\$55,615,593	(\$1,073,388)	(\$3,577,960)
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**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** Reduce personal services and/or increase fees to offset state fund reductions. Additionally consider eliminating GETS contract and evaluate lower cost alternatives to managing IT infrastructure.

**10 % Reduction:** Reduce personal services and/or increase fees to offset state fund reductions. Additionally consider eliminating GETS contract and evaluate lower cost alternatives to managing IT infrastructure.

**Department of Revenue**  
**ZBB Program: Tax Compliance**

**Performance Measures**

**Program Description**      The purpose of the Compliance Division is to audit tax accounts, ensure compliance, and collect on delinquent accounts.

- Goals**      The ultimate or long-term goals of this Program are:
1. Perform audits within and outside the state of Georgia.
  2. Conduct taxpayer education seminars and workshops to assist taxpayers in developing a better understanding of tax laws.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Number of telephone calls seeking assistance in the 11 regional offices	400,305	449,958	481,494	426,719
2. Number of walk-in taxpayers seeking assistance in the 11 regional offices	66,639	72,000	71,922	60,789
3. Total auditor collections	\$224,063,010	\$151,895,109	\$279,649,938	\$97,761,781
4. Average collections for in state auditors	\$2,018,586	\$1,380,864.63	\$2,026,448.83	\$763,763.91
5. Total out-of-state auditor collections	\$14,244,481	\$35,300,666	\$17,995,373	\$44,405,664
6. Average collections for out-of-state auditors	\$1,187,040	\$2,715,436	\$719,815	\$1,168,570
7. Total revenue agent collections	\$128,386,378	\$103,938,333	\$151,561,952	\$199,094,871
8. Average collections for revenue agents	\$850,241	\$753,176	\$793,518	\$843,622
9. Average number of hours per audit by tax type - Sales and Use Tax	71	85	99	64
10. Average number of hours per audit by tax type - Individual Income	1	2	4	4
11. Average number of hours per audit by tax type - Withholding Tax	8	4	3	4
12. Average number of hours per audit by tax type – Misc. Taxes	104	35	55	37
13. Number of audits completed	27,214	12,173	39,829	94,609
14. Percentage of audits found to be in compliance	45%	42%	45%	45%

**Department of Revenue**  
**ZBB Program: Tax Compliance**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services	\$27,139,935	\$32,826,312	\$38,308,145	(\$3,387,430)	\$34,920,715
Regular Operating Expenses	3,047,058	3,229,490	3,625,669	41,488	3,667,157
Motor Vehicle Expenses					
Equipment		425,370			
Computer Charges	997,415	7,013,206	3,209,878		3,209,878
Real Estate Rentals	2,786,563	2,199,944	3,008,734		3,008,734
Telecommunications	8,117,912	7,541,745	4,750,031		4,750,031
Contractual Services	3,310,153	1,345,390	2,713,136		2,713,136
<b>Total Expenditures</b>	<b>\$45,399,036</b>	<b>\$54,581,456</b>	<b>\$55,615,593</b>	<b>(\$3,345,942)</b>	<b>\$52,269,651</b>
<b>State General Funds</b>	<b>\$28,106,368</b>	<b>\$34,805,067</b>	<b>\$35,779,600</b>	<b>\$16,268,051</b>	<b>\$52,047,651</b>
Federal Funds	119,711	120,908			
Other Funds	17,172,957	19,655,481	19,835,993	(19,613,993)	222,000
<b>Total Funds</b>	<b>\$45,399,036</b>	<b>\$54,581,456</b>	<b>\$55,615,593</b>	<b>(\$3,345,942)</b>	<b>\$52,269,651</b>
Positions	481	523	520		520
Motor Vehicles	1	1	1		1

**FY 2014 Zero-Based Budget Analysis**  
**State Soil and Water Conservation Commission**  
**ZBB Program: Water Resources and Land Use Planning**

**FY 2014 Zero-Based Budget Report**  
**State Soil and Water Conservation Commission**  
**ZBB Program: Water Resources and Land Use Planning**

**Purpose of Review**

The purpose of this review is to examine the effectiveness of this program and its role in state water planning.

**Results of Analysis**

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: Two positions are assigned to this program.
3. Fleet Management: There are no vehicles assigned to this program.
4. Measures: The performance measures reflect input from the three budget offices. The program should track additional measures that focus on the accuracy of the commission's agricultural water use prediction model.
5. Budget Impact: Reduce state funds by \$30,709. The specific recommendations are listed below.

Program Operations:

6. Water Resources and Land Use Planning has contracted with the U.S. Geological Survey since 2006 to analyze water data and generate annual reports that are used by water district supervisors to provide technical support and assistance across the state.  
**Recommendation:** Coordinate with the Environmental Protection Division (EPD) of the Department of Natural Resources (DNR) to more effectively incorporate this analysis into the State's water plan.
7. Other funds are available to replace state funds for personal services associated with agricultural water meter data analysis.  
**Recommendation:** Replace state funds with other funds for personal services (\$9,040).
8. Water Resources and Land Use Planning budgets \$21,669 annually for maintenance and support of a software package. Software maintenance could be purchased every other year with no direct impact on services.  
**Recommendation:** Eliminate funding for software maintenance in computer charges (\$21,669).

**State Soil and Water Conservation Commission  
ZBB Program: Water Resources and Land Use Planning**

**Program Purpose and Key Activities**

**Agency Purpose**

The State Soil and Water Conservation Commission (SSWCC) was formed to protect, conserve, and improve soil and water resources in the State. The commission's primary goal is to make Georgia a better place for its citizens through the wise use and protection of basic soil and water resources, and to achieve practical water quality goals through agricultural and urban best practices.

**Program Purpose**

Provide planning and research on water management, erosion and sedimentation control.

**Key Activities** (Listed in priority order as determined by the Agency)

**Outreach and Planning**

Coordinate across water districts, engage policymakers and public at water council meetings, and provide information and data on SSWCC projects to water councils for planning purposes.

**Data Analysis and Reporting**

Collect and organize water resource data from telemetric meters, work with contracted services to create resources such as water use maps and reports on monthly water use trends, and make information and management plans available to the public on website.

Total

Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds		
				3% Reduction	10% Reduction	
OCGA 2-6-27	1.1	\$112,629	\$112,629	(\$4,879)	(\$6,263)	
OCGA 12-5-31 and OCGA 12-5-105	0.5	50,000	50,000		(10,000)	
			1.6	\$162,629	\$162,629	(\$4,879) (\$16,263)

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** A 3% reduction would be achieved by reducing regular operating expenses associated with outreach and planning by regional representatives (\$4,879).

**10% Reduction:** In addition to a 3% reduction, a 10% alternative strategy would be achieved by reducing contract funds with the U.S. Geological Survey and further reducing personal services. This would reduce the data analysis and technical support available to water planning policymakers, particularly the Regional Water Councils. (\$16,263)

<sup>1</sup> Number of positions does not match budgeted positions. Additional positions are added to the budget through the amendment process during the fiscal year.



**State Soil and Water Conservation Commission  
ZBB Program: Water Resources and Land Use Planning**

**Performance Measures**

**Program Description**      The Water Resources and Land Use Planning program provides research and analysis that further the understanding of water use and improve water management throughout the state.

- Goals**                      The ultimate or long-term goals of this Program are:
1. To provide water use information to agriculture producers and to the state's agriculture water policymakers.
  2. To better understand and record the amount of agricultural water use in Georgia.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Number of total acres metered (cumulative)	575,028	627,757	633,013	635,799
2. Number of hits on program website	N/A	N/A	N/A	1,225
3. Confidence level of monthly metering prediction tool for predicting annual water usage	N/A	N/A	N/A	93%

**State Soil and Water Conservation Commission  
ZBB Program: Water Resources and Land Use Planning**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services	\$77,551	\$79,244	\$80,598	(\$9,040)	\$89,638
Regular Operating Expenses	6,076	4,802	5,131		5,131
Equipment		27			
Computer Charges	18,936	1,926	23,668	(21,669)	1,999
Real Estate Rentals	3,211	2,296	2,412		2,412
Telecommunications	819	1,342	820		820
Contractual Services	50,000	70,746	50,000		50,000
<b>Total Expenditures</b>	<b>\$156,593</b>	<b>\$160,383</b>	<b>\$162,629</b>	<b>(\$30,709)</b>	<b>\$131,920</b>
<b>State General Funds</b>	<b>\$156,593</b>	<b>\$160,383</b>	<b>\$162,629</b>	<b>(\$30,709)</b>	<b>\$131,920</b>
<b>Total Funds</b>	<b>\$156,593</b>	<b>\$160,383</b>	<b>\$162,629</b>	<b>(\$30,709)</b>	<b>\$131,920</b>

**FY 2014 Zero-Based Budget Analysis  
Department of Transportation  
ZBB Program: Transit**

**FY 2014 Zero-Based Budget Report**  
**Department of Transportation**  
**ZBB Program: Transit**

**Purpose of Review**

The purpose of this review is to determine the statutory requirements of state funded activities and realize any operating efficiencies. The Transit program is responsible for providing capital and operating assistance to the 15 urban and 110 public transportation programs in the state. In recent years, budget constraints have reduced funds for transit assistance requiring the program to further prioritize the use of funds in order to maximize federal matching funds received by the department.

**Results of Analysis**

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: The number of positions funded in this program decreased from 24 to 22 in the FY 2013 Budget.
3. Fleet Management: The program currently has 6 functioning transit vehicles available for local governments to short-term lease. Maintenance of the vehicles is the responsibility of the lease-holder.
4. Measures: The measures reflect input from the three budget offices. The agency should continue to identify additional measures that explain the impact of program activities.
5. Budget Impact: Reduce funds for operations by \$102,565 and transfer \$3,175,282 in state funds for the Transit program and 22 positions to the Airport Aid program (Total Funds: \$34,505,649).

Program Operations:

6. State funds used for matching Federal Transit Authority (FTA) grants in FY 2012 decreased 48% over FY 2011.  
**Recommendation:** Reduce program budget by 3%, \$102,565, encourage local governments and entities to identify matching funds for federal grants, and establish standards for setting priorities for transit projects receiving state funds.
7. The program has spent \$379,882 of federal and other funds on consultants to plan and develop the Multimodal Passenger Terminal (MMPT) project.  
**Recommendation:** Continue to utilize federal and other funds to complete the MMPT project.
8. The program has spent \$154,729 in state funds on federally mandated security and safety inspections for MARTA facilities. The department is required to provide the same inspections for the Atlanta Streetcar and other urban transit projects upon completion.  
**Recommendation:** Seek alternative funding methods to provide safety inspection to private entities.

**FY 2014 Zero-Based Budget Report**  
**Department of Transportation**  
**ZBB Program: Transit**

**Results of Analysis**

9. The department has already developed a transit asset management system as required by federal law and is developing a system for local governments to use.

**Recommendation:** Continue to develop a transit asset management system for localities to ensure compliance and funding from the federal government.

10. GDOT has partnered with the Governor's Development Council and the Georgia Coordinating Council for Rural and Human Services Transportation to develop plans to enhance and streamline rural transit services provided by the Department of Community Health and Department of Human Services.

**Recommendation:** In conjunction with these agencies, utilize findings by the Governor's Development Council to consolidate and streamline Rural Human Service Transportation services to maximize available state and federal resources.

11. **Recommendation:** Transfer \$3,175,282 in state funds for the Transit program and 22 positions to the Airport Aid program (Total Funds: \$34,505,649).

## Department of Transportation ZBB Program: Transit

### Program Purpose and Key Activities

**Agency Purpose**

The Department of Transportation (DOT) plans, constructs, maintains, and improves the state's roads and bridges, and provides planning and financial support for other modes of transportation.

**Program Purpose**

Georgia DOT Transit Program provides transit capital and operating assistance to the 15 urban and 110 public transportation programs in the state. The Transit Program also provides planning assistance to all 15 Metropolitan Planning Organizations in Georgia.

**Key Activities** (Listed in priority order as determined by the Agency)

Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
				3% Reduction	10% Reduction
OCGA 32-2-2	3	\$141,000	\$350,000		
OCGA 32-2-2	2	465,300	5,519,300	(\$16,215)	(\$54,049)
OCGA 32-2-2	11	1,324,962	20,055,559	(46,172)	(153,907)
OCGA 32-2-2	2	275,000	275,000	(9,583)	(31,944)

**Transit Program Administration** Provides statewide program and policy development, implementation, and delivery for agency transit program serving 15 Metropolitan Planning Organizations (MPO) and 114 Rural Transit Operations. Manages and directs program staff in effecting the efficient and fiscally responsible delivery of state and federal funded transit programs. Partners with other agencies to reduce unnecessary duplication of services.

**Urbanized Area Formula Program** Provides planning assistance to MPO's by reviewing project submittals for federal and state compliance and ensures the project is listed on the State Transportation Improvement Plan (STIP). GDOT also executes grant awards to MPOs after approval

**Formula Grants for Other than Urbanized Areas** Provides planning, technical assistance, and grant administration to rural areas with populations less than 50,000 for the enhancement of transit services, operations, process improvement, and development of intercity bus transportation.

**Metropolitan Planning Program (MPP)** Provides pass-thru funds to support urban areas in planning, developing, and improving public transportation systems. GDOT personnel review and provide technical assistance to MPO's before submittal to the FTA for funding approval. GDOT also determines how MPP assistance should be allocated to each MPO based on a formula approved by the FTA.

**Department of Transportation  
ZBB Program: Transit**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

	Authority	No. of Positions <sup>1</sup>	FY 2013 State Funds	FY 2013 Total Budget	State Funds	
					3% Reduction	10% Reduction
<b><u>Job Access and Reverse Commute Program (JARC)</u></b> Provides pass-thru funds, project planning, and technical assistance to local governments for creating transit programs for low-income individuals who have difficulty accessing jobs in city, urban, or rural neighborhoods. These funds may be used on capital, planning, and operating expenses.	OCGA 32-2-2	1	447,665	3,239,080	(15,600)	(52,001)
<b><u>New Freedom Program</u></b> Provides pass-thru funds, project planning, and technical assistance to local governments for creating transit programs beyond what is required by the ADA for individuals with disabilities seeking employment. Funds may be used for capital, planning, and operating expenses.	OCGA 32-2-2	1	200,220	1,716,389	(6,977)	(23,257)
<b><u>Rail Safety Oversight Program</u></b> Provides safety and security oversight to all fixed guideway rail systems in the state which include MARTA and the City of Atlanta's Streetcar project.	OCGA 32-2-2	2	315,000	315,000		
<b><u>Rural &amp; Human Services Transportation (RHST)</u></b> Provides funding, coordination, and planning in cooperation with the Department of Human Services and the Department of Community Health to provide mobility to older adults, persons with disabilities, and individuals below the poverty line without a motor vehicle.	OCGA 32-2-2	1	54,350	2,975,774	(1,894)	(6,313)
<b><u>Rural Transit Assistance Program Center (RTAP)</u></b> The Georgia RTAP Center is a centralized facility administered by GDOT which provides materials and services for local communities to apply for federal grants, training and seminars for local operators, and library with training modules for eligible transit providers.	OCGA 32-2-2	1	54,350	162,112	(1,894)	(6,313)
<b>Total</b>		<b>24</b>	<b>\$3,277,847</b>	<b>\$34,608,214</b>	<b>(\$98,335)</b>	<b>(\$327,785)</b>

## Department of Transportation ZBB Program: Transit

### Program Purpose and Key Activities

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

- 3% Reduction:** Reduction would eliminate the Department's ability to match \$983,356 in federal FTA funding for capital purchases of new and replacement buses and equipment at the state's seven small urban transit systems which include Albany, Athens, Hall County, Hinesville, Macon, Rome and Dalton. Currently there is only \$985,863 in state funds available to match the federally funded transit projects. Although it may only appear this is a 3% reduction, it is effectively a 10% reduction in terms of the state's ability to match and leverage federal transit funds.
- 10% Reduction:** Reduction would eliminate the Department's ability to match \$3,277,854 in federal FTA funding for capital purchases of new and replacement buses and equipment at the state's seven small urban transit systems which include Albany, Athens, Hall County, Hinesville, Macon, Rome and Dalton. Currently there is only \$985,863 in state funds available to match the federally funded transit projects. Although it may only appear this is a 10% reduction, it is effectively a 33% reduction in terms of the state's ability to match and leverage federal transit funds.

<sup>1</sup> Number of positions does not match budgeted positions. Additional positions are added to the budget through the amendment process during the fiscal year.



**Department of Transportation  
ZBB Program: Transit**

**Performance Measures**

**Program Description** Georgia DOT Transit Program provides transit capital and operating assistance to the 15 urban and 110 public transportation programs in the state. Also, the Transit program provides planning assistance to all 15 Metropolitan Planning Organizations in Georgia.

- Goals** The ultimate or long-term goals of this Program are:
1. To continue to provide safe and efficient mobility options for Georgia's citizens and businesses.
  2. To foster regional cooperation and consolidation of rural human services transportation.
  3. Provide greater connectivity to transit services from highway, rail and aviation infrastructure.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Percentage change in total ridership (including MARTA) on urban and rural transit system	180,029,340	166,781,989	166,496,787	153,861,490
2. Average age of fleet vehicles	4.6	4.6	4.6	4.9
3. Number of transit-related contracts executed by June 30th	224	284	151	200
4. Percentage of counties covered by transit constructs	N/A	N/A	N/A	N/A

**Department of Transportation  
ZBB Program: Transit**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services	\$1,467,813	\$1,164,656	\$1,239,052	(\$1,239,052)	\$0
Regular Operating Expenses	17,619	39,865	483,132	(483,132)	0
Computer Charges	2,684	12,159	9,800	(9,800)	0
Contractual Services	50,000	54,048	560,000	(560,000)	0
Other	26,780,645	61,583,951	32,316,230	(32,316,230)	0
<b>Total Expenditures</b>	<b>\$28,318,761</b>	<b>\$62,854,678</b>	<b>\$34,608,214</b>	<b>(\$34,608,214)</b>	<b>\$0</b>
<b>State General Funds</b>	<b>\$3,583,840</b>	<b>\$2,802,435</b>	<b>\$3,277,847</b>	<b>(\$3,277,847)</b>	<b>\$0</b>
Federal Funds	22,995,723	55,572,635	31,324,367	(31,324,367)	0
Federal Recovery Funds	1,590,742	3,548,410			
Other Funds	148,455	931,198	6,000	(6,000)	0
<b>Total Funds</b>	<b>\$28,318,761</b>	<b>\$62,854,678</b>	<b>\$34,608,214</b>	<b>(\$34,608,214)</b>	<b>\$0</b>
Positions	15	24	22	(22)	0
Motor Vehicles	166	166	166	(166)	0

**FY 2014 Zero-Based Budget Analysis  
Department of Veterans Service  
ZBB Program: Administration**

**FY 2014 Zero-Based Budget Report  
Department of Veterans Service  
ZBB Program: Administration**

**Purpose of Review**

The Administration program coordinates, manages, and supervises all aspects of department operations. The purpose of this review is to identify areas of cost savings for the Administration program to better align funding.

**Results of Analysis**

1. Statutory Alignment: Program activities are aligned with statutory responsibilities.
2. Staffing Levels: The position count has remained at 13 positions since FY 2012.
3. Fleet Management: The program does not have any state vehicles.
4. Measures: The performance measures directly measure the impact of program activities.
5. Budget Impact: Increase the program budget by \$71,182 based on ZBB analysis. The specific increase is listed below.

Program Operations:

6. One information technology (IT) position is currently located in the Veterans Benefits program, but the position function aligns with the Administration program.  
**Recommendation:** Move one IT position to the Administration program from Veterans Benefits to better align the position function (\$71,182).
7. The analysis revealed the Administration program cannot sustain any additional reductions and maintain its current service level.  
**Recommendation:** Personal services should remain at the current level, and the program budget should not be reduced.

**Department of Veterans Service  
ZBB Program: Administration**

**Program Purpose and Key Activities**

**Agency Purpose**

The Department of Veterans Service serves Georgia veterans, dependents, and survivors, in all matters pertaining to veteran’s affairs.

**Program Purpose**

The purpose of this program is to coordinate, manage and supervise all aspects of department operations to include financial, public information, personnel, accounting, purchasing, supply, mail, records management, and information technology.

**Key Activities** (Listed in priority order as determined by the Agency)

	Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds		
					3% Reduction	10% Reduction	
<b><u>Executive Management</u></b>	Provides direction, guidance and oversight for all agency activities and operations.	OCGA 38-4-1, et. seq.	4.0	\$497,715	\$497,715	(\$14,931)	(\$49,771)
<b><u>Public Information</u></b>	Provides information using various media to Georgia’s veterans on federal and state benefits available to them and advises them on how to obtain them.	OCGA 38-4-1, et. seq.	1.0	124,842	124,842	(3,745)	(12,484)
<b><u>Operations</u></b>	Oversees the human resources, logistics, records management, information technology and other required activities of the agency’s Central Office and assigned activities.	OCGA. 38-4-1, et. seq.	1.0	120,033	120,033	(3,601)	(12,003)
<b><u>Information Technology</u></b>	Provides operational support and technical assistance for the acquisition and operation of hardware and software used in agency-wide operations.	OCGA 38-4-1, et. seq.	1.0	74,510	74,510	(2,235)	(7,451)
<b><u>Human Resources (HR)</u><sup>1</sup></b>	Recruits, hires, and terminates employees; ensures federal and state benefits and requirements are provided to employees.	OCGA 38-4-1, et. seq.	0.5	52,013	52,013	(1,560)	(5,201)

**Department of Veterans Service  
ZBB Program: Administration**

**Program Purpose and Key Activities**

**Key Activities** (Listed in priority order as determined by the Agency)

	Authority	No. of Positions	FY 2013 State Funds	FY 2013 Total Budget	State Funds		
					3% Reduction	10% Reduction	
<b><u>Accounting</u></b> <sup>1</sup>							
Accounts for agency's income and expenditures in the accomplishment of the mission.	OCGA 38-4-1, et. seq.	1.5	217,823	217,824	(6,534)	(21,782)	
<b><u>Budget</u></b> <sup>1</sup>							
Develops and implements the agency's annual operating budget.	OCGA 38-4-1, et. seq.	0.5	131,855	131,855	(3,956)	(13,185)	
<b><u>Logistics</u></b> <sup>1</sup>							
Orders, receives and disposes supplies and equipment for the agency.	OCGA 38-4-1, et. seq.	1.5	70,901	70,901	(2,127)	(7,090)	
<b><u>Records Management</u></b>							
Maintains records of veterans' services records (DD Forms 214) that form the basis of eligibility for benefits claims for the veterans	OCGA 38-4-1, et. seq.	2.0	88,458	88,458	(2,654)	(8,846)	
<b>Total</b>		<b>13</b>	<b>\$1,378,151</b>	<b>\$1,378,152</b>	<b>(\$41,344)</b>	<b>(\$137,814)</b>	

**Alternatives** (Alternative approaches to delivering program services as provided by the Agency)

**3% Reduction:** A reduction at this level would require reducing regular operating expenses by \$32,000 as well as every program employee taking two furlough days.

**10 % Reduction:** A reduction at this level would require reducing regular operating expenses by \$32,000 as well as every program employee taking thirty furlough days. This would result in a significant negative impact to program and agency operations.

<sup>1</sup> One full-time equivalent performs accounting and budget activities, and one FTE performs HR and Logistics activities.

**Department of Veterans Service  
ZBB Program: Administration**

**Performance Measures**

**Program Description** The Administration program accounts for all operational aspects of the Department, including providing public information, supervision of personnel, accounting and financial activities, purchasing, records management, and maintenance of information technology; and oversees operations of other programs involving veterans benefits (field operations and claims and appeals division), two state veterans' nursing homes, two state veterans' cemeteries and the state approving agency functions of the veterans education and training division.

- Goals** The ultimate or long-term goals of this Program are:
1. To keep the agency running and operating within budget.
  2. To provide executive direction, guidance and oversight to all programs operated by the agency.
  3. To ensure compliance with state and federal laws and rules affecting the operation of the agency and the services provided by it to Georgia's veterans and their families.

**Performance Measures**

	Actuals			
	FY 2009	FY 2010	FY 2011	FY 2012
1. Number of payments processed	N/A	1,621	1,789	2,161
2. Percentage of payments processed electronically	N/A	27%	31%	56%
3. Average number of days to process payments	N/A	1	0	0
4. Number of audit findings	N/A	2	0	0
5. Agency turnover rate	11.52%	13.83%	12.80%	13.58%

**Department of Veterans Service  
ZBB Program: Administration**

**Financial Summary**

Objects of Expenditure	Expenditures		FY 2013	FY 2014	
	FY 2011	FY 2012	Current Budget	Changes	Recommendation
Personal Services	\$1,042,995	\$1,097,351	\$1,122,679	\$71,182	\$1,193,861
Regular Operating Expenses	59,461	66,623	63,992		63,992
Computer Charges	27,277	44,043	27,232		27,232
Real Estate Rentals	33,801	71,004	77,723		77,723
Telecommunications	84,224	74,086	83,444		83,444
Contractual Services			3,082		3,082
<b>Total Expenditures</b>	<b>\$1,247,759</b>	<b>\$1,353,108</b>	<b>\$1,378,152</b>	<b>\$71,182</b>	<b>\$1,449,334</b>
<b>State General Funds</b>	<b>\$1,247,759</b>	<b>\$1,353,108</b>	<b>\$1,378,152</b>	<b>\$71,182</b>	<b>\$1,449,334</b>
<b>Total Funds</b>	<b>\$1,247,759</b>	<b>\$1,353,108</b>	<b>\$1,378,152</b>	<b>\$71,182</b>	<b>\$1,449,334</b>
Positions	13	13	13	1	14