

CITY OF  
ATLANTA



FISCAL YEAR 2018

KASIM REED  
MAYOR

# ADOPTED BUDGET





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# PREFACE

READER'S GUIDE

CERTIFICATE OF ACHIEVEMENT

THE HISTORY OF THE CITY OF ATLANTA

THE HONORABLE MAYOR KASIM REED

ATLANTA CITY COUNCIL MEMBERS

COUNCIL DISTRICTS MAP

HOW THE CITY COUNCIL WORKS

CITY OFFICIALS

CITY ORGANIZATIONAL STRUCTURE

ADOPTED BUDGET  
FY 2018





## READER'S GUIDE

The City of Atlanta's budget document is intended to provide information in such a manner that the lay reader can understand the operations of the City. The **Reader's Guide** describes the structure of the FY2018 Adopted Budget Book and outlines its contents. The FY2018 Adopted Budget has overview sections and detail on the overall revenues and expenses of the City of Atlanta. The entire document can be found on the City's website at [www.atlantaga.gov](http://www.atlantaga.gov).

- **The Preface** – includes the City's Government Finance Officers Association (GFOA) Award, the City's History, the Mayor's Biography, a preview of the Atlanta City Council and how it operates, an overview of City officials, and organizational structure.
- **Messages** – provides the Mayor and Chief Financial Officer's transmittal letters, which presents the framework for the City's operations, services, and financial position adopted in FY2018.
- **Introduction** – provides detailed information on the City's economic and demographic information, and highlights of the City's performance metrics.
- **Budget Summaries** – provides an overview of the City's funds, and information about revenues and expenditures; departmental budgets; fund balance, and full-time position status.
- **Revenue Overview** – includes revenue projections, methodology, historical trends, and account details of major revenue sources.
- **Operational Summaries** - provides an expense budget summary, personnel information and the key performance measures for each operating department.
- **Capital Projects Status** - provides an expense budget summary for capital projects, which are non-recurring in nature. This section includes projected expenditures for FY2018 to FY2022 for bonds, grants, trusts and other capital projects.
- **Debt Service** - provides a summary for the City's debt obligations, bond ratings and debt coverage ratios.
- **Appendix** – includes the glossary and other essential information.

Below are illustrations of the departmental summaries and an explanation of each section.

## EXECUTIVE OFFICES

### Mission Statement

The mission of the Department of Executive Offices is to communicate and implement the policy and program agenda of the Mayor. The Offices are responsible for providing leadership within City government to effectively accomplish and execute the laws of the City. Through its various offices, Executive Offices seeks to determine the most efficient manner to provide quality services to the citizens of the City.

### Summary of Operations

The Department of Executive Offices is comprised of three major offices: *The Office of the Mayor, the Office of the Chief of Staff and the Office of the Chief Operating Officer.* These offices include Divisions that provide operational support for various activities.

*Channel 26* provides 24-hour programming that is useful, informative and timely for Atlanta residents. Channel content includes coverage of Mayoral speeches, announcements and events, as well as live and taped broadcasts of Atlanta City Council meetings and committee meetings. In addition, the City Channel 26 team produces original content such as "City Talk," a long-format monthly news program, and news briefs, public service announcements and special features on current events, neighborhood happenings, and topics of special interest to City of Atlanta residents and business owners.

*The Office of Constituent Services* provides the direct linkage between the residents of Atlanta and the Mayor's Office. The Office addresses residents' concerns and complaints by collaborating with City agencies and offers an avenue for residents to voice

## Departmental Overview

The departmental overview provides the Department's Mission and Summary of Operations. It also provides the Department's Organizational Chart, Performance Metrics, Summary of Accomplishments and Program Highlights.

## Operating Budget Highlights

- **Department Summary** is the total of personnel and non-personnel expenses.
- **Fund Detail Summary** is the total of department actual and budget expenses by fund.
- **Personnel Count** is the total position count for the perspective department.



### FY18 OPERATING BUDGET HIGHLIGHTS Executive Offices General Fund

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	FY18 BUDGET	VARIANCE FY18-FY17
\$9,557,678	\$11,795,912	\$12,299,926	\$12,546,879	\$246,953
-	\$1,786	-	-	-
-	-	-	-	-
\$1,265,000	\$833,594	\$1,373,769	\$1,453,438	\$79,669
-	-	-	-	-
\$53,807	\$91,953	\$88,917	\$104,338	\$15,421
-	-	-	-	-
-	-	-	-	-
\$1,347,259	\$1,594,488	\$1,653,923	\$1,670,968	\$17,045
\$444,579	\$519,213	\$457,155	\$510,181	\$53,027
\$64,725	\$24,589	\$37,405	\$39,285	\$1,879
\$1,332,278	\$1,534,910	\$1,200,754	\$2,469,222	\$1,268,467
\$14,065,326	\$16,396,444	\$17,111,850	\$18,794,312	\$1,682,462
			<b>PERSONNEL</b>	
\$8,886,065	\$13,108,845	\$12,181,786	\$11,485,008	(\$696,777)
\$4,062,441	\$4,287,336	\$4,193,606	\$4,640,193	\$446,587
\$139,390	\$345,405	\$114,957	\$114,957	\$0
\$103,747	\$117,817	\$100,519	\$133,654	\$33,134
\$24,234	\$36,338	\$23,819	\$23,818	\$0
-	\$177,361	\$375,730	\$187,865	(\$187,865)
-	-	-	-	-
-	\$11,816,120	-	-	-
\$13,215,877	\$29,889,224	\$16,990,417	\$16,585,495	(\$404,922)
\$27,281,203	\$46,285,667	\$34,102,267	\$35,379,807	\$1,277,540
			<b>OTHER EXPENSES</b>	
			<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	FY18 BUDGET	VARIANCE FY18-FY17
\$27,281,203	\$46,285,667	\$34,102,267	\$35,379,807	\$1,277,540
\$27,281,203	\$46,285,667	\$34,102,267	\$35,379,807	\$1,277,540

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
179.80	205.80	232.30	Full Time Equivalent	280.60	48.30

**CERTIFICATE OF ACHIEVEMENT**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Atlanta**

**Georgia**

For the Fiscal Year Beginning

**July 1, 2016**

A handwritten signature in black ink, appearing to read 'Jeffrey R. Snow'.

Executive Director



## THE HISTORY OF THE CITY OF ATLANTA

Atlanta was founded in 1837 as the end of the Western & Atlantic railroad line. It was first named Marthasville in honor of the then-governor's daughter, nicknamed Terminus for its rail location, and then changed soon after to Atlanta, the feminine of Atlantic – as in the railroad. Today the fast-growing city remains a transportation hub, not just for the country but also for the world. Hartsfield-Jackson Atlanta International Airport is the nation's busiest in daily passenger flights. Direct flights to Europe, South America, and Asia have made metro Atlanta easily accessible to the more than 1,000 international businesses that operate in Atlanta and in more than 50 countries that have representation in the city through consulates, trade offices, and chambers of commerce. The city has emerged as a banking center and the metro area is the world headquarters for 18 Fortune 500 companies.

Atlanta is the Capital city of the southeast, a city of the future with strong ties to its past. Atlanta is the soul of the south, and its heritage enhances the quality of life in a contemporary city. In the turbulent 60's, Atlanta was "the city too busy to hate." Moreover, today, in the 21st Century, Atlanta is the "city not too busy to care."

For more than four decades, Atlanta has been linked to the civil rights movement. Civil Rights leaders were the visionaries who saw a new south, a new Atlanta. They believed in peace, and they made monumental sacrifices for that peace; and, because of them, Atlanta became a fast-pace modern city, which opened its doors to the 1996 Olympics.

Over the past two decades, Atlanta has experienced unprecedented growth – the official city population is estimated around 472,522, but the metro population has grown nearly 36%, from 4.2 million to 5.7 million today. A good measure of this growth is the ever-changing downtown skyline, along with skyscrapers constructed in the Midtown, Buckhead, and outer perimeter business districts.

Since the late 1970s dozens of dazzling skyscrapers designed by such luminaries as Philip Johnson, I. M. Pei, and Marcel Breuer have reshaped the city's profile. Twenty-first century history, in Atlanta, is being written.



## THE HONORABLE KASIM REED



Kasim Reed is the 59th Mayor of the City of Atlanta. He was elected to a second term on November 5, 2013 and took the oath of office on January 6, 2014. Elected with a clear mandate for fiscal reform, Mayor Reed has increased core city services and reduced the City's spending during the worst recession in 80 years.

Since taking office, he has hired more than 900 police officers and created the largest police force in the city's history, re-opened all of the city's recreation centers as safe havens for young people and improved fire-rescue response times. Working with the Atlanta City Council and the city's employee unions, he successfully initiated a series of sweeping reforms to address the city's \$1.5 billion unfunded pension liability. Mayor Reed began his term facing a \$48 million budget shortfall; under his leadership, the city has had eight years of balanced budgets with no property tax increases, and its cash reserves have grown from \$7.4 million to more than \$150 million.

Mayor Reed has received numerous accolades since taking office. In 2013, he was ranked among the top ten most influential African-Americans in the nation by *The Root*, a publication of the Washington Post Company. He received the Distinguished Leadership Award from the National Forum for Black Public Administrators. The Joint Center for Political and Economic Studies in Washington D.C. honored him with the Louis E. Martin Great American Award, saying he "heralds a new and creative approach to leadership." In 2011, *Governing Magazine* named Mayor Reed as one of the top state and local government officials of the year. Thomas Friedman, the Pulitzer-Prize winning *New York Times* columnist and author of "That Used to Be Us," called Reed "inspiring" and labeled him as "one of the best of this new breed of leaders." In his book "We Can All Do Better," former U.S. Senator Bill Bradley cited Reed's straightforward approach in successfully reforming the city's pension plan and wrote: "We need more of that kind of candor."

Mayor Reed's civic leadership and service have been nationally recognized on programs such as *Meet the Press* and on news outlets such as MSNBC, CNN, FOX and CNBC, and in publications including *The New York Times*, *The Wall Street Journal*, *The Washington Post*, and *Delta Sky Magazine*. Mayor Reed has been a guest speaker at numerous national and international conferences, including the Aspen Ideas Festival, Chicago Ideas Week, New York Ideas, New Cities Summit, Clinton Global Initiative (CGI) America, the Gathering of Leaders and recently delivered his first TED talk at TEDCity2.0.

As a champion for Atlanta and the State of Georgia, Mayor Reed serves on a number of advisory committees. He is Chairman of the Transportation and Communications Committee of the U.S. Conference of Mayors and Chairman of the Regional Transit Committee of the Atlanta Regional Commission. In November 2013, he joined Vice President Joe Biden to tour the Panama Canal and advocate for the deepening of the Port of Savannah; Georgia's largest economic development project to date. He is a member of the Aspen Institute-Rodel Fellowship Class of 2007, Leadership Georgia Class of 2000 and Leadership Atlanta Class of 1998.

Prior to his election, Mayor Reed established a track record of leadership during his 11 years as a member of the Georgia General Assembly. He was elected to the Georgia House of Representatives in 1998 and served two terms. From 2002 to 2009, he served in the Georgia State Senate, where he was Vice Chairman of the Senate Democratic Caucus. He is a former partner of Holland and Knight LLP, an international law firm.

Mayor Reed is a graduate of Howard University in Washington D.C., where he received his Bachelor of Arts and Juris Doctor degrees and an honorary Doctor of Laws. As an undergraduate member of Howard University's Board of Trustees, he created a fundraising program that has contributed more than \$10 million to the school's endowment since its inception. Mayor Reed was appointed as Howard University's youngest General Trustee in June 2002 and remains a dedicated member of the Board of Trustees.

Mayor Reed enjoys attending sports events and reading. Some favorite books include *Master of the Senate* by Robert Caro and *The Narrative of the Life of Frederick Douglass* by Frederick Douglass. He likes playing golf with his father, Junius Reed, and calls his mother, Sylvia Reed, his "best friend." He also enjoys spending time with his three older brothers: Chuck, Carlton and Tracy.

The mayor lives in the Cascade community of Southwest Atlanta with his wife, Sarah-Elizabeth, and their daughter, Maria Kristan. He is a member of Cascade United Methodist Church.



# ATLANTA CITY COUNCIL MEMBERS

## ATLANTA CITY COUNCIL



Michael Julian Bond  
Post 1 At-Large



Mary Norwood  
Post 2 At-Large



Andre Dickens  
Post 3-At-Large



Carla Smith  
District 1



Kwanza Hall  
District 2



Ivory Lee Young, Jr.  
District 3



Cieta Winslow  
District 4



Natalyn Archibong  
District 5



Alex Wan  
District 6



Howard Shook  
District 7



Yolanda Adrean  
District 8



Felicia Moore  
District 9



C.T. Martin  
District 10



Keisha Lance Bottoms  
District 11



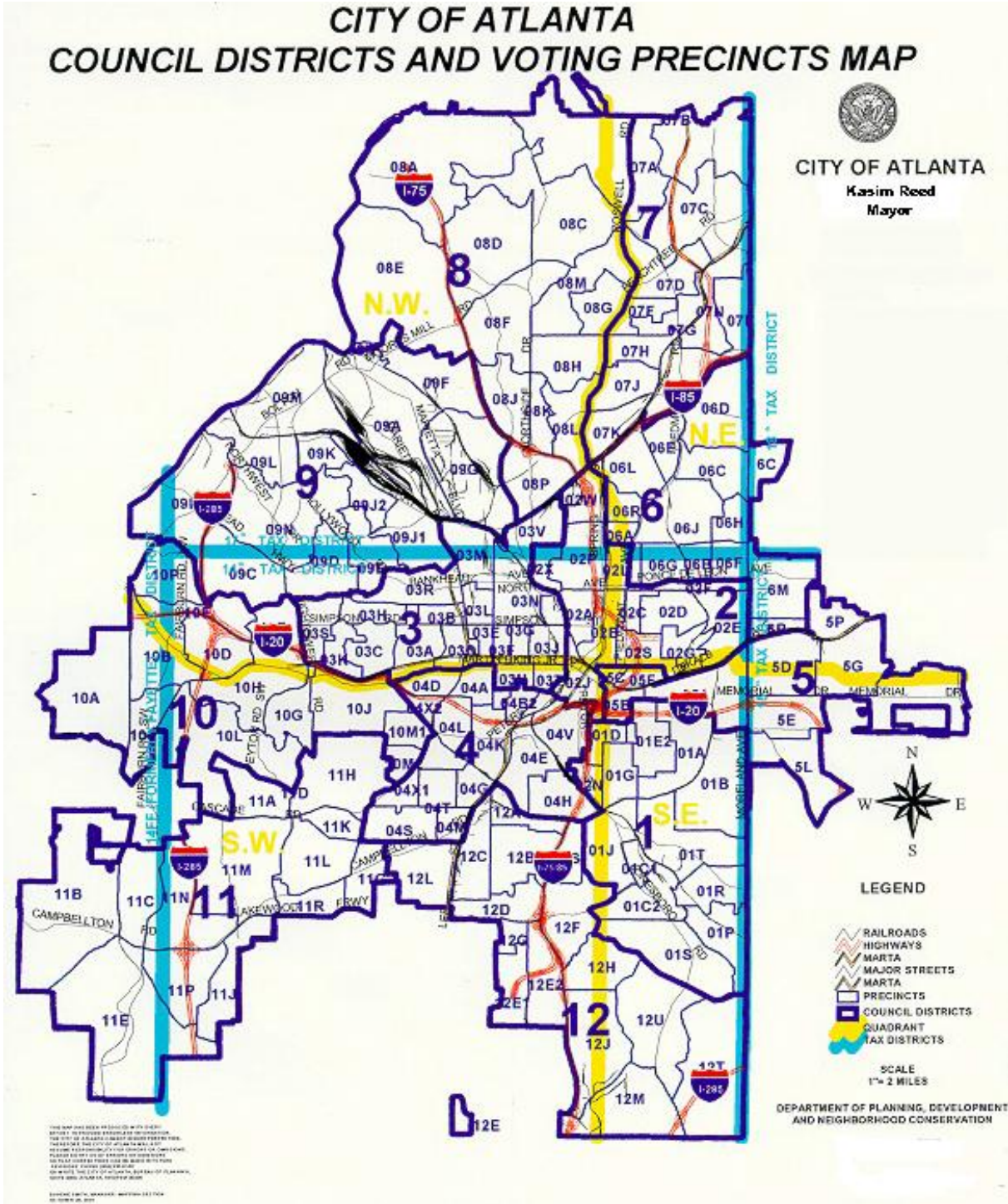
Joyce Sheperd  
District 12



Caesar C. Mitchell  
Atlanta City Council President



# COUNCIL DISTRICTS MAP



## HOW THE CITY COUNCIL WORKS

The Atlanta City Government is divided into three bodies: the legislative, executive and judicial branches. The Council serves as the legislative branch. City departments, under the direction of the Mayor, constitute the executive branch and the Courts, the judicial branch.

The **Legislative** body, comprised of the Council, makes the laws that govern the city. It is responsible for the development of policies, which serve as operational standards, and establishes the parameters for the administration of city government. The **Executive** body carries out the laws that have been instituted by the Council. It is responsible for the day-to-day operations of city government. The **Judicial** body has jurisdiction and power to try and punish violators of the City Charter, city ordinances, and any other violations as provided by law.

### **THE CITY CHARTER:**

The 1974 Charter resulted in many changes in Atlanta City government. Prior to its adoption, the legislative body was called the Board of Aldermen and each alderman was elected citywide. The 1974 charter changed the Board of Aldermen to the City Council; the vice-mayor to the president of the Council; and established 12 Council members to be elected from individual districts and six at-large posts. The administration of the day-to-day operation of city government was transferred to the executive branch, and legislative authority was vested in the Council. This system allows the Council to maintain a strong system of checks and balances. A new charter was enacted in 1996 that reduced the representation of Council to 12 districts and three at large posts and became effective January 1998.

### **ABOUT THE ATLANTA CITY COUNCIL**

The president of the City Council is elected from the city at-large (citywide). The Council consists of 15 members, 12 elected from single-member districts and three elected at-large. The Council president presides at all meetings of the Council and votes in the case of a tie. The president of Council appoints chairs and members of the various committees, subject to rejection by a majority of the Council. The Council president exercises all powers and discharges all duties of the Mayor in case of a vacancy in that office or during the disability of the Mayor.

Council members are elected to four-year terms commencing with the first Monday in January. The current Council began its term January 2014. The members of the Council elect a president pro tempore each year to serve a one-year term beginning with the first meeting in January. The president pro tempore presides over the Council meetings in the president's absence. Atlanta City Council members, who serve part-time, are paid \$60,300 annually. The Council president is paid \$62,000 annually. An independent committee of city residents determines salaries.



# CITY OFFICIALS



Kasim Reed  
*Mayor*

Dan Gordon  
*Chief Operating Officer*

Candace L. Byrd  
*Chief of Staff*

J. Anthony Beard  
*Chief Financial Officer*

Jeremy Berry  
*City Attorney*

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## MEMBERS OF CITY COUNCIL

Cesar Mitchell  
*Council President*

Carla Smith  
*District 1*

Kwanza Hall  
*District 2*

Ivory Lee Young Jr.  
*District 3*

Cleta Winslow  
*District 4*

Natalyn Mosby Archibong  
*District 5*

Alex Wan  
*District 6*

Howard Shook  
*District 7*

Yolanda Adrean  
*District 8*

Felicia Moore  
*District 9*

C.T. Martin  
*District 10*

Keisha Bottoms  
*District 11*

Joyce M. Sheperd  
*District 12*

Michael Julian Bond  
*Post 1, At-Large*

Mary Norwood  
*Post 2, At-Large*

Andre Dickens  
*Post 3, At-Large*

Rhonda Dauphin-Johnson  
*Municipal Clerk*

## JUDICIAL OFFICERS

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<b>COURT OPERATIONS</b>	Calvin S. Graves <i>Chief Judge</i>
<b>PUBLIC DEFENDER</b>	Rosalie Joy <i>Interim Public Defender</i>
<b>SOLICITOR</b>	Raines F. Carter <i>City Solicitor</i>

## BOARD OFFICERS

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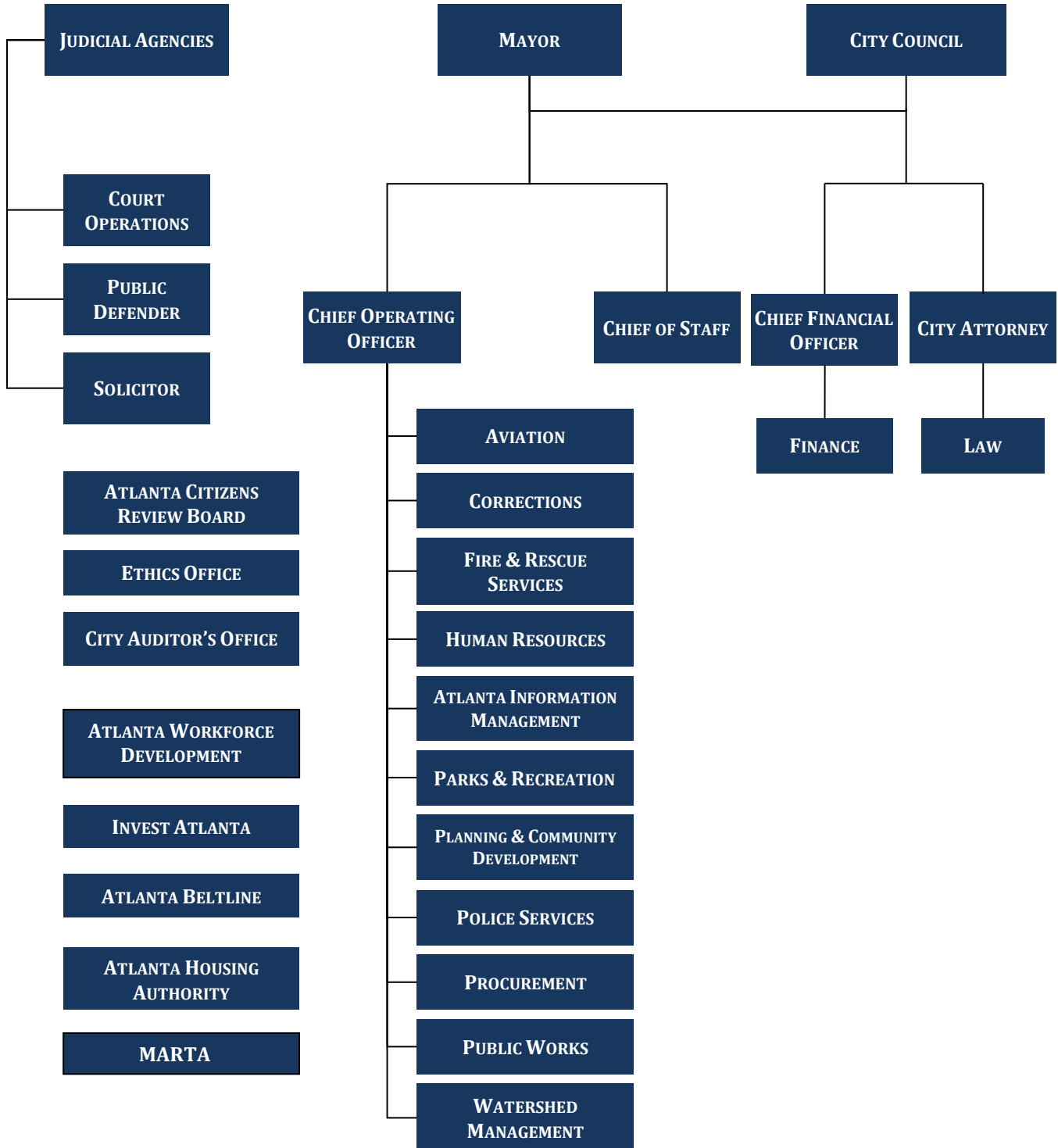
<b>ATLANTA CITIZENS REVIEW DIRECTOR</b>	Samuel Lee Reid III <i>Executive Director</i>
<b>ETHICS OFFICER</b>	Jabu Sengova <i>Ethics Officer</i>
<b>CITY INTERNAL AUDITOR</b>	Amanda Noble <i>City Auditor</i>

## DEPARTMENT OFFICERS

---

<b>AVIATION</b>	Roosevelt Council, Jr. <i>General Manager</i>
<b>CORRECTIONS</b>	Patrick Labat <i>Corrections Chief</i>
<b>FINANCE</b>	J. Anthony Beard <i>Chief Financial Officer</i>
<b>FIRE &amp; RESCUE SERVICES</b>	Joel Baker <i>Fire Chief</i>
<b>HUMAN RESOURCES</b>	Yvonne Yancy <i>Commissioner</i>
<b>ATLANTA INFORMATION MANAGEMENT</b>	Samir Saini <i>Chief Information Officer</i>
<b>LAW</b>	Jeremy Berry <i>City Attorney</i>
<b>PARKS &amp; RECREATION</b>	Amy Phuong <i>Commissioner</i>
<b>PLANNING &amp; COMMUNITY DEVELOPMENT</b>	Tim Keane <i>Commissioner</i>
<b>POLICE SERVICES</b>	Erika Shields <i>Police Chief</i>
<b>PROCUREMENT</b>	Angela Hinton <i>Interim Chief Procurement Officer</i>
<b>PUBLIC WORKS</b>	William M. Johnson <i>Commissioner</i>
<b>WATERSHED MANAGEMENT</b>	Kishia L. Powell <i>Commissioner</i>

# CITY ORGANIZATIONAL STRUCTURE







# MESSAGES

THE MAYOR'S MESSAGE

THE CHIEF FINANCIAL OFFICER'S MESSAGE

ADOPTED BUDGET  
FY 2018





## CITY OF ATLANTA

KASIM REED  
MAYOR

55 TRINITY AVENUE, S.W.  
ATLANTA, GEORGIA 30303-0300  
TEL 14041 330-6100

August 14, 2017

The Honorable Ceasar C. Mitchell, President  
Members of City Council  
Atlanta City Council  
55 Trinity Ave. SW  
Atlanta, GA 30303

Dear President Mitchell and Members of the Atlanta City Council:

I have the privilege to present the Fiscal Year 2018 Adopted Budget for the City of Atlanta.

In the final budget of my Administration, the actions taken in the last seven years have successfully restored the City's financial health and placed the City in the strongest financial position in generations. Over the course of this Administration, we have balanced every budget with no furloughs and no property tax increases. The City's credit rating is at AA+ and our audited cash reserves are more than \$170 million, marking a major milestone in the City's history. We have also secured more than a half-billion dollars to restore our infrastructure through the Renew Atlanta Bond and the Transportation Special Purpose Local Option Sales Tax (TSPLOST).

The Fiscal Year 2018 adopted spending plan reflects the work that must be continued. Having said that, this budget prioritizes investments in infrastructure and public safety as well as unique programs and projects to support our city's youth and quality urban design. A few of the items addressed in this budget include:

- \$1,000,000 for a new Atlanta Police Department station in Zone 3;
- \$300,000 for youth athletic leagues through the Department of Parks and Recreation;
- \$2,000,000 for interstate gateway and beautification projects;
- More than \$500,000 for sidewalk and road improvements along the Memorial Drive corridor; and
- \$200,000 for a pedestrian area on Broad Street in downtown Atlanta.

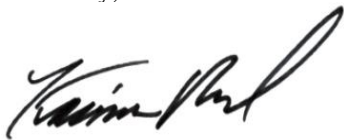
Along with the priorities listed above, the Fiscal Year 2018 budget also contains several compensation actions demonstrating that the City of Atlanta is committed to offering competitive employment at all levels. The compensation actions include:

- An increase in the City's minimum wage to \$13 per hour, along with a policy statement committing the City to a \$15 per hour increase over the next two fiscal years;
- A three percent pay adjustment for City employee pay grades 19 and above;
- \$2M to establish a three-tier payment structure for recruits and firefighters within the Atlanta Fire Rescue Department; and
- The Atlanta Police and Atlanta Fire Rescue Departments will offer a one-time bonus of \$5,000 to new hires with prior military service and honorable discharge or continued active service.

This budget is a culmination of everything my Administration, our City Council, and our residents have built over the last seven years. All around the city you see the extraordinary progress, smart growth and economic opportunity that we have built together. There is still much to accomplish and my hope is that those who follow will continue to make significant investments in our public safety agencies, resources for Atlanta's children and families, the City's financial health as well as investments in infrastructure and quality urban design.

I would like to express my sincere appreciation to the members of our Atlanta City Council for working in partnership with my Administration. Seven years ago, I said we were on the lookout for a brighter future, and that we were all emissaries of our collective destiny. Today, we are realizing that destiny. The days ahead look more promising in Atlanta than ever before.

Sincerely,

A handwritten signature in black ink, appearing to read "Kasim Reed", with a large, stylized flourish extending from the end of the name.

Kasim Reed



## CITY OF ATLANTA

KASIM REED  
MAYOR

DEPARTMENT OF FINANCE  
68 MITCHELL STREET, S.W., SUITE 11100  
ATLANTA, GEORGIA 30303-0312  
TEL (404) 330-6453 FAX (404) 420-6661

J. ANTHONY "JIM" BEARD, CTP  
CHIEF FINANCIAL OFFICER  
jbeard@atlantaga.gov

August 16, 2017

The Honorable Ceasar C. Mitchell, President  
Members of City Council  
Atlanta City Council  
55 Trinity Ave. SW  
Atlanta, GA 30303

Dear President Mitchell and Members of the Atlanta City Council:

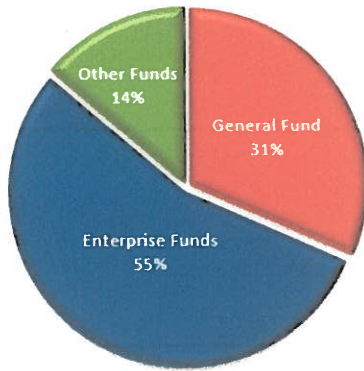
It is my pleasure to submit to you the Fiscal Year 2018 Adopted Budget for the City of Atlanta. This year's budget reflects the City's mission of delivering exemplary municipal services to meet the needs of our residents, while upholding our responsibility of fiscal stewardship.

Collaborative efforts between Council, the Administration, and the Department of Finance have resulted in eight consecutive years that we have produced a fiscally prudent budget which makes essential investments in public safety, infrastructure, and youth development without raising property taxes. This budget marks the third consecutive year we have adopted the general fund budget without the utilization of fund balance. Thus, enabling the City to reach a record level of citywide fund balance of more than \$170 million. The City's credit ratings have been upgraded nine times by the major rating agencies since 2010. In addition, the City continues its focus on infrastructure and transportation initiatives by winning overwhelming approval to expand MARTA and restore our aging infrastructure through the Renew Atlanta Bond Program and the Transportation Special Purpose Local Option Sales Tax (TSPLOST).

The Fiscal Year 2018 total operating budget is \$2.1B, with a general fund appropriation of \$648.6M. General Fund expenditures reflect an increase of \$41M or 6.79% from the Fiscal Year 2017 adopted budget. This increase is primarily attributed to the Building Permits Fund consolidated into the General Fund and priorities that focus on employee compensation, service delivery enhancements, and community wide initiatives. General Fund revenue anticipations reflect continued growth in the local economy. Rising sales tax collections and hotel/motel tax revenue, along with building permits, reflect the real estate rebound and economic recovery. In addition, the adopted budget assumes a rollback in the property tax millage rate and a modest 1.5% growth in the value of new construction.

The graph in Figure 1 and the chart that follows depict the City of Atlanta's total annual operating budget by fund type for Fiscal Year 2018.

**Figure 1  
Total Annual Appropriation By Fund Type**



**FY2018 Appropriations – All Funds**

<b>Fund Type</b>	<b>FY2018 Adopted Budget</b>
<b>General Fund</b>	<b>648,647,258</b>
<b>Enterprise Funds</b>	
Airport Revenue Fund	508,452,472
City Plaza Operating Fund	2,746,599
Civic Center Revenue Fund	610,713
Solid Waste Services Revenue Fund	51,130,117
Water & Wastewater Revenue Fund	560,154,817
<b>Total Enterprise Funds</b>	<b>1,123,094,717</b>
<b>Other Funds</b>	
Emergency Telephone System	20,233,845
Fleet Service Fund	33,400,588
Group Insurance Fund	157,520,018
Hotel/Motel Tax Fund	71,867,980
Rental/Motor Vehicle Tax Fund	1,092,076
<b>Total Other Funds</b>	<b>284,114,508</b>
<b>Total Operating Funds</b>	<b>2,055,856,483</b>

A significant highlight in this year’s budget includes the first year without any carrying costs related to Underground Atlanta. Had the City retained ownership of this property, the costs to the public would have exceeded \$8 million, preventing the City from pursuing priorities that helped shape the Fiscal Year 2018 Adopted Budget.

I am proud of the City’s accomplishments and would like to thank the Mayor and City Council for their outstanding leadership and direction over the past seven years. Together, we have restored the City’s financial health, created opportunities for economic growth, reaffirmed the city’s commitment to public safety, youth development, and infrastructure improvements. As we look to the future, the City of Atlanta is not only positioned to succeed, but to thrive in the years ahead.

Sincerely,

J. Anthony Beard

# INTRODUCTION

## BUDGET OVERVIEW ECONOMIC AND DEMOGRAPHIC INFORMATION FOR ATLANTA PERFORMANCE HIGHLIGHTS

ADOPTED BUDGET  
FY 2018





# BUDGET OVERVIEW

## BUDGET RESPONSIBILITIES AND FISCAL POLICIES

Public services provided by the City include: supplying police, fire and rescue assistance, collection and disposal of solid waste, street maintenance and other public works functions; providing the highest quality drinking water and wastewater services, enforcement of ordinances relating to building safety, recreation and parks, community development, housing and aging services, planning, and airports.

### MAYOR

As Executive Officer, the Mayor has the power to execute and enforce provisions of the charter, exercise supervision over all the administration of all departments of the city and submit to council the recommended annual budget.

The Mayor shall prepare and submit the proposed annual budget ordinance to the governing body no later than the first regular meeting of the governing body in May, preceding the commencement of the fiscal year.

### CITY COUNCIL

As the governing body of the City, the City Council is responsible for the development of policies, which serve as operational standards, and establishes the parameters for the administration of city government.

At the first City Council meeting in March, each council member may submit his/her budget priorities for the coming year. Such priorities are referred to the Finance/Executive Committee, which shall submit these priorities in the form of a resolution to be adopted by the City Council no later than the second council meeting in March. The Mayor, in conjunction with the Chief Financial Officer, may take these priorities into consideration in the preparation of the tentative budget.

At any time that the City's unrestricted fund balance is within the range of fifteen to twenty percent of the subsequent years budgeted

expenditures and outgoing transfers, the Chief Financial Officer is authorized to make additional transfers to fund balance or any deficit fund at his/her discretion, up to a maximum of five percent per year of the subsequent year's budgeted revenues, in preparation for adoption of the upcoming year's budget.

The City Council holds one or more public hearings on the proposed budget as required by the laws of Georgia, notice of which is published in a newspaper of general circulation in the city at least seven days prior to the date set for the hearing.

The City Council may amend the proposed annual budget, except that the budget as finally amended must provide for all expenditures required by law or by the Charter, including but not limited to: debt service, sinking fund, interest on bonded indebtedness and a general fund restricted reserves. The Budget Commission shall allocate a sum sufficient to provide for debt service, including sinking fund and interest on bonded indebtedness. The general fund budget reserves are equal to the amount (if any) specified under Section 6-315- Fund Balance policy.

The City Council, by ordinance, adopts the annual budget for the next fiscal year no later than June, preceding the commencement of the new fiscal year.

### BUDGET COMMISSION

The Budget Commission annually prepares and files the City's budget revenue anticipations with the City Council for submission to the Mayor. By law, anticipations cannot exceed 99 percent of the normal revenue collected during the previous year, with the following exceptions: (A) the normal revenue which the city may be expected to collect from the taxable property in newly annexed territory may be anticipated; (B) collections from tax executions on real estate and on personal property and chooses in actions owned by the city may be anticipated, provided that revenues from such anticipations shall not exceed 85 percent of tax executions on real estate

and 50 percent of tax executions on personal property not more than three years old and chooses in actions certified solvent and collectable by the tax assessor. When such revenue anticipations have been filed, they are binding upon the City Council without any action of approval or disapproval.

#### **CHIEF FINANCIAL OFFICER**

The Chief Financial Officer must furnish each member of the council a complete, detailed, and written copy of the proposed annual budget five days prior to the meeting at which the budget is submitted to the council for adoption.

#### **OPERATING BUDGET POLICIES**

Annual budgets are adopted for the General, Special Revenue, and Debt Service Funds with the level of legal budgetary control established at the department level by City Council. The City is required to adopt a balanced budget each year and maintain budgetary controls to ensure compliance with legal provisions of the annual appropriated budget approved by the Mayor and City Council. The amounts of anticipated revenues and appropriated expenditures for the annual budget are controlled by the City Charter and various ordinances adopted by the City Council. Appropriations for capital projects are adopted by the City Council principally on an individual basis, when the project is initially approved.

The legally adopted budget is on a modified accrual basis. The modified accrual basis of accounting is also used for reporting financial statements associated with the governmental fund. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectable within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the City considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting.

However, principal and interest on general long-term debt, compensated absences, claims and judgments, and workers' compensation are recorded only when payment is due. General

capital asset acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt and acquisitions under capital leases are reported as other financing sources. The full accrual basis of accounting is used for proprietary funds. The difference between the fiscal year used for financial reporting and the budget period is primarily due to the timing of revenues based on the modified accrual basis of accounting, project length budgets, and grant budgets tied to the grantor's fiscal year.

After the initial annual budget is adopted, it may be amended for interdepartmental transfers of appropriations with the approval of City Council. Intradepartmental transfers of appropriations may be initiated by a department head with the approval of the Chief Operating Officer, the Chair of the City Council Finance/ Executive Committee, and Chief Financial Officer. Total appropriations for any fund may be increased if, during the year, sources of revenue become available to the City in excess of original anticipations, and these amounts are anticipated by the Budget Commission and subsequently appropriated by City Council.

# ECONOMIC AND DEMOGRAPHIC INFORMATION

## HISTORY

Atlanta was founded in 1837 as the end of the Western & Atlantic railroad line. It was first named Marthasville in honor of the then-governor's daughter, and then changed soon after to Atlanta, the feminine of Atlantic. Atlanta is the capital and most populous city in the U.S. state of Georgia. Its metropolitan area, officially named the Atlanta-Sandy Springs-Marietta, GA MSA (commonly referred to as Metropolitan Atlanta) is the ninth largest metropolitan area in the country, inhabited by approximately 5.7 million people. Atlanta is the county seat of Fulton County and the fifth location for the seat of government of the state of Georgia.

## POPULATION

*Table 1* summarizes City, County and State population estimated as of July 1<sup>st</sup> of each year.

**Table 1**  
**City, County and State Population Statistics**

	<b>City of Atlanta</b>	<b>Annual Growth Rate</b>	<b>Fulton County</b>	<b>Annual Growth Rate</b>	<b>DeKalb County</b>	<b>Annual Growth Rate</b>	<b>State of Georgia</b>	<b>Annual Growth Rate</b>
2016	472,522	1.83%	1,023,336	1.25%	740,321	0.74%	10,310,371	0.93%
2015	463,878	1.67%	1,010,562	1.40%	734,871	1.45%	10,214,860	1.15%
2014	456,143	1.72%	996,463	1.21%	724,222	1.16%	10,097,132	1.05%
2013	448,312	0.96%	984,440	0.67%	715,824	1.00%	9,991,562	0.74%
2012	444,002	2.68%	977,816	2.82%	708,640	1.49%	9,917,639	1.06%
2011	432,092	2.16%	950,233	2.55%	698,096	0.80%	9,812,280	1.01%

Source: U.S. Census Bureau: State and County Quick Facts via <http://www.census.gov>

**INDUSTRY AND EMPLOYMENT**

Table 2 summarizes the average number of employed and unemployed residents of Atlanta, Fulton and DeKalb Counties. It also includes the average unemployment rate of the City, Fulton and DeKalb Counties, the State, and United States.

**Table 2**  
**Estimated Average Annual Employment**  
**And Unemployment of Resident Labor Force**

<b>Civilian Labor Force</b>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>	<u>2012</u>
<b>*Atlanta</b>						
Employed	2,889,697	2,775,986	2,685,195	2,611,226	2,487,338	2,518,397
Unemployed	147,644	155,828	165,971	205,944	229,343	227,602
Total	3,037,341	2,931,814	2,851,166	2,817,170	2,716,681	2,745,999
<b>County of Fulton</b>						
Employed	520,836	500,342	485,413	470,200	423,787	419,127
Unemployed	28,307	29,314	31,514	38,056	41,892	44,661
Total	549,143	529,656	516,927	508,256	465,679	463,788
<b>County of DeKalb</b>						
Employed	377,065	362,268	350,499	339,750	332,317	334,971
Unemployed	19,895	20,726	23,126	28,184	31,658	34,217
Total	396,960	382,994	373,625	367,934	363,975	369,188
<b>Unemployment Rates</b>						
City	4.9%	5.3%	6.5%	8.3%	10.50%	8.30%
County-Fulton	5.2%	5.5%	6.1%	7.5%	10.70%	9.60%
County-DeKalb	5.0%	5.4%	6.2%	7.7%	8.60%	9.30%
State	4.8%	5.3%	5.5%	6.6%	7.20%	8.10%
United States	4.4%	4.9%	5.5%	6.2%	7.60%	7.60%

Source: Georgia Employment Development Department, Labor Market Information Division for the State and County; U.S. Bureau of Labor, Department of Labor [https://dol.georgia.gov/sites/dol.georgia.gov/files/related\\_files/document/laborforce.pdf](https://dol.georgia.gov/sites/dol.georgia.gov/files/related_files/document/laborforce.pdf)

\*Atlanta data is derived from MSA regional data. Atlanta MSA: Barrow, Bartow, Butts, Carroll, Cherokee, Clayton, Cobb, Coweta, Dawson, DeKalb, Douglas, Fayette, Forsyth, Fulton, Gwinnett, Haralson, Heard, Henry, Jasper, Lamar, Meriwether, Morgan, Newton, Paulding, Pickens, Pike, Rockdale, Spalding, and Walton counties

**EMPLOYMENT BY INDUSTRY**

*Table 3* summarizes the estimated average monthly employment for the City for various employment categories. Percentages indicate the percentage of the total employment for each type of employment for a given year. For purposes of comparison, the most recent full year employment data for Atlanta is also summarized.

**Table 3  
City of Atlanta  
Estimated Industry Employment and Labor Force**

	City of Atlanta				State of Georgia	
	<u>2015</u>	<u>% of Total</u>	<u>2016</u>	<u>% of Total</u>	<u>2016</u>	<u>% of Total</u>
Agriculture, Forestry, Fishing and Hunting	2,100	0.1	2,200	0.1	25,400	0.6
Natural Resources and Mining	1,100	0.0	1,400	0.0	5,000	0.1
Construction	103,200	4.3	110,400	4.4	175,700	4.1
Manufacturing	155,500	6.4	160,400	6.4	385,900	9.1
Trade, Transportation and Utilities	547,100	22.6	558,300	22.4	914,800	21.5
Information	81,700	3.4	85,600	3.4	110,700	2.6
Financial Activities	106,200	4.4	109,100	4.4	165,700	3.9
Professional and Business Services	476,400	19.7	491,000	19.7	713,500	16.7
Educational Health Services	301,600	12.5	313,900	12.6	535,000	12.6
Leisure and Hospitality	264,500	10.9	278,000	11.1	464,000	10.9
Unclassified Industry	9,100	0.4	9,900	0.4	19,400	0.4
Other Services	62,200	2.6	64,900	2.6	104,500	2.5
Government	307,300	12.7	311,900	12.5	642,700	15.1
Total	2,418,000	100.0	2,497,000	100.0	4,262,300	100.0

Source: Georgia Department of Labor, Industry Mix Analysis. This data represents jobs that are covered by unemployment insurance laws. <https://explorer.gdol.ga.gov/industrymix/>

## MAJOR EMPLOYERS

Table 4 contains the most recent list of Atlanta's top ten, non-governmental employers.

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**Table 4**  
**City of Atlanta**  
**Principal Employers**

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<b>Employer</b>	<b>Product/Service</b>	<b>Employees</b>	<b>% of Total City Employment</b>
Delta Air Lines, Inc.	Transportation	5,031	2.36%
The Coca-Cola Company	Marketing and Manufacturing	4,316	2.03%
Air Service Corp	Transportation	2,800	1.31%
Accenture LLP	Consulting	2,253	1.06%
A T & T Services, Inc.	Telecommunication	1,826	0.86%
Turner Broadcasting System, Inc.	Media/Entertainment	1,800	0.84%
Cable News Network	Media	1,733	0.81%
Allied Barton Security Services	Security Services	1,645	0.77%
Tenet Health System , Inc.	Healthcare	1,275	0.60%
Deloitte Consulting LLP	Consulting	1,231	0.58%

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Source: City of Atlanta, 2016 Comprehensive Annual Financial Report: Total employment data from City of Atlanta, Office of Revenue, Business License division.

## EFFECTIVE BUYING INCOME

“Effective Buying Income” (“EBI”), also referred to as “disposable” or “after tax” income, consist of money income less personal tax and certain non-tax payments. *Table 5* summaries the most recent available total effective buying income and median household effective buying income for the City, State, and United States for the calendar years 2011 through 2016.

**Table 5**  
**City, State and U.S.**  
**Effective Buying Income**  
**Calendar Years 2011 Through 2016**

<u>Year/Area</u>	<u>Personal Income</u>	<u>Per Capita Personal Income</u>
<b>2016</b>		
City	N/A	N/A
*State	382,824,374	37,130
United States	16,017,781,445	49,571
<b>2015</b>		
City	\$257,509,958	\$45,092
*State	356,935,855	42,290
United States	15,463,981,000	48,190
<b>2014</b>		
City	\$244,230,689	\$43,493
*State	339,559,714	40,777
United States	14,801,624,000	46,464
<b>2013</b>		
City	\$228,170,434	\$41,309
*State	319,833,110	38,900
United States	14,068,960,000	44,493
<b>2012</b>		
City	\$224,564,944	\$41,164
*State	314,862,197	38,663
United States	13,904,485,000	44,282
<b>2011</b>		
City	\$221,007,446	\$41,124
*State	310,234,521	38,603
United States	13,233,436,000	42,461

\*Georgia (Metropolitan Portion).

Source: U.S Department of Commerce – Bureau of Economic Analysis  
<https://www.bea.gov/itable/iTable.cfm?ReqID=70&step=1#reqid=70&step=1&isuri=1>  
N/A – Data not available

## RETAIL SALES

Table 6 sets forth a history of taxable sales, which consist of the Local Option Sales Tax (LOST) and the Municipal Option Sales Tax (MOST) in the City of Atlanta for the past five years. Effective October 1, 2004, the City began collecting a 1% MOST for retail sales and use occurring within the incorporated city limits of Atlanta.

**Table 6**  
**City of Atlanta Taxable Sales**  
**(Thousands)**

	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>	<u>2012</u>
Apparel	16,889,221	18,267,245	18,998,569	17,850,436	16,580,819
General	30,343,883	30,055,395	28,589,995	27,904,200	27,039,064
Food	54,282,271	51,054,187	47,615,673	46,045,787	43,734,850
Utilities	14,126,589	14,215,183	13,670,177	13,656,404	17,896,727
Home	20,764,270	19,739,713	18,805,957	18,348,802	19,491,984
Lumber	2,760,571	2,391,207	2,153,877	1,583,663	1,399,828
Automotive	3,290,380	3,144,172	3,213,541	7,931,123	8,626,631
Miscellaneous Services	81,655,985	80,322,545	77,562,219	75,637,844	78,559,818
<b>TOTAL</b>	<b>224,113,170</b>	<b>219,189,647</b>	<b>210,610,008</b>	<b>208,958,259</b>	<b>213,329,721</b>
Manufacturers	12,521,429	13,717,407	13,000,446	11,307,180	11,840,788
<b>TOTAL ALL OUTLETS</b>	<b>236,634,599</b>	<b>232,907,054</b>	<b>223,610,454</b>	<b>220,265,439</b>	<b>225,170,509</b>

Source: City of Atlanta, 2016 Comprehensive Annual Financial Report (Schedule 10); via Georgia Department of Revenue, Local Government Division

## CONSTRUCTION ACTIVITY

Table 7 provides a summary of residential building permit valuations and the number of new units in the City by calendar year.

**Table 7**  
**City of Atlanta**  
**Residential Building Permit Valuations and New Units**

<u>Year</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>	<u>2012</u>
Valuation(1)					
Residential (2)	\$284,451,635	\$249,765,069	\$215,861,487	\$145,216,485	\$280,053,344
<b>Total</b>	<b>\$284,451,635</b>	<b>\$249,765,069</b>	<b>\$215,861,487</b>	<b>\$145,216,485</b>	<b>\$280,053,344</b>
Number of					
Single(3)	673	597	522	394	270
Multi-(4)	414	303	201	179	191
<b>Total</b>	<b>1,087</b>	<b>900</b>	<b>723</b>	<b>573</b>	<b>461</b>

(1) In millions of dollars. "Valuation" represents the total valuation of all construction

(2) Valuation permits issued for Single-Family Dwellings

(3) Number of permits for Single-Family Dwellings, Duplexes and Prefabricated

(4) Number of permits for new Apartment Buildings and Townhomes.

Source: Department of Planning and Community Development internal reporting



**PROPERTY TAX LEVIES AND COLLECTIONS**

**Table 8**  
**City of Atlanta, Georgia Property Tax Levies and Collections**  
**Last Six Fiscal Periods**  
**(Thousands)**

Fiscal Period Ended	Taxes Levies for the Fiscal Year	Amount (1)	Percentage of Levy	Collections in Subsequent Years	Total Collections to Date	
					Amount	Percentage of Levy
June 30, 2011	240,586	234,895	97.63%	3,880	238,775	99.25%
June 30, 2012	222,633	218,472	98.13%	2,757	221,229	99.37%
June 30, 2013	219,177	214,494	97.86%	3,324	217,818	99.38%
June 30, 2014	222,103	218,184	98.24%	2,417	220,602	99.32%
June 30, 2015	227,842	224,808	98.67%	149	224,957	98.73%
June 30, 2016	239,875	237,840	99.15%	-	237,840	99.15%

(1) Does not include tax revenues retained by Fulton and DeKalb County for administrative expenses, therefore the collection rate shown is slightly less than actual.

Source: City of Atlanta, 2016 Comprehensive Annual Financial Report

**DIRECT AND OVERLAPPING SALES TAX RATES**

**Table 9**  
**City of Atlanta, Georgia**  
**Direct and Overlapping Sales Tax Rates Last Five Fiscal Periods**

Fiscal Year	City Direct Rate	Fulton County
2012	1.00%	7.00%
2013	1.00%	7.00%
2014	1.00%	7.00%
2015	1.00%	7.00%
2016	1.00%	7.00%

Source: Sales Tax Rates, Georgia Department of Revenue and the City of Atlanta, 2016 Comprehensive Annual Financial Report



# FOR ATLANTA PERFORMANCE HIGHLIGHTS

**FOR (Focus On Results)** Atlanta is the City of Atlanta's performance management program within the Chief Operating Officer's (COO) Office. It serves to improve the efficiency and effectiveness of services delivered to citizens. The FOR Atlanta team is tasked with setting a performance improvement vision for the City of Atlanta and collaborating with staff across the City to manage and track our progress against this vision. FOR Atlanta is based on the principle that if you cannot measure something, you cannot manage it. The goal of this program is to create a culture of performance and accountability within the City of Atlanta by setting performance targets, measuring progress towards those targets, and supporting the City's staff in achieving the targets established for their organizations.

## **FOR Atlanta's objectives are:**

- **Lead with Data:** Establish a data-driven approach to setting both the strategic vision and operational goals for the City, and provide reliable data that measures performance against these goals.
- **Improve Outcomes:** Create a culture that increases accountability for delivering performance against specific, measurable outcomes.
- **Be Transparent:** Create a public window into the performance of City services and operations through the FOR Atlanta web portal.

The City publishes strategic level performance data through the FOR Atlanta web page, which is available through the City's website at <http://www.atlantaga.gov/index.aspx?page=133>. The website includes performance highlights of the City's FOR Atlanta program as well as performance scorecards for departments and offices participating in the program.

## **Citywide Strategic Performance Measures**

The following summarizes the City's performance against key priorities in 2016. A more detailed summary can be found online as part of the 2016 Innovation Delivery and Performance Report.

- **Public Safety:** Major crimes are down 27% since shortly after Mayor Reed took office. Those major crimes, including homicides, are down to levels not seen since the 1960s. In 2009, 80% of 911 calls were answered within 10 seconds. However, as a result of continued focus, the 911 center has consistently answered 93% of calls within 10 seconds in 2016, ensuring that resident-reported emergencies receive prompt attention. Targeted investments in technology upgrades, increased staffing levels, and restructured protocols have led to all priority calls now being dispatched within two minutes and two seconds. In 2016, 90% of responses arrived on scene within eight minutes and three seconds to more than 14,000 fire-related calls for service. AFRD has also responded to nearly 64,000 EMS related calls in which 90% of responses arrived on scene within nine minutes and 20 seconds.

- **Youth Development:** 33 Recreation Centers are open as of March 2016, 16 of which were re-opened during Mayor Reed's first year in office. As a result of Mayor Reed's investment and the implementation of targeted youth programming by the Office of Recreation, the City has more than tripled enrollment in after-school programs from less than 410 children in 2011 to more than 1,900 at the end of 2016. Additionally, during the summer of 2016, over 3,600 youth participated in Camp Best Friends.

- **Business Growth and Tourism:** The Office of Buildings issued 30,634 building and technical permits in FY16, a 10% increase on the number issued in FY15. The Office of Buildings permitted \$3.48B of new construction investment in FY16, an 11% increase from the \$3.12B permitted in FY15. Hartsfield-Jackson Atlanta International Airport accommodated more than 104 million passengers in 2015 - breaking its previous record of 101 million set in 2015. The airport continues to retain its title as world's most traveled airport in 2016, an acknowledgement it has held since 1998. In the first nine months of 2016, Invest Atlanta has helped attract \$447 million of capital investment to Georgia within the City of Atlanta,

creating 4,533 jobs. Economic development wins in Atlanta with significant job creation and economic investment include GE Digital, Honeywell, NCR, and Anthem.

• **Fiscal Accountability and Governmental Efficiency:** ATL311 received over 401,000 calls in 2016. The call center also ensures that the city is accountable, responsive, and efficient: average service request accuracy is approximately 97%. In 2016, the City of Atlanta was named one of 100 global cities selected by the Rockefeller Foundation. The Foundation has allocated \$164 million to help these 100 cities in the world become more resilient to the physical, social, and economic challenges in the 21<sup>st</sup> century. By being one of 100 Resilient Cities, Atlanta received financial and logistical assistance and in November established a new position, a Chief Resilience Officer (CRO). The CRO will lead citywide resilience-building efforts to help the City of Atlanta prepare for, withstand, and bounce back from catastrophic events such as hurricanes, fires, and floods, as well as slow-moving disasters such as water shortages, homelessness, and unemployment, which are increasingly part of 21<sup>st</sup> century life.

• **Sustainability:** DPW has substantially reduced the amount of time it takes to complete resident requests. Compared to December of 2013, the Office of Transportation has gone from completing 77% of requested services on time to completing 89% of services on time in 2016: meaning potholes, street lights, and traffic signals are repaired faster. Solid Waste Services has gone from completing 75% of requested services on time to completing 91% of services on time: meaning on time pick up of garbage, recycling, and yard trimmings with fewer missed pickups, on time delivery of replacement bins, on time street sweeping, and improved response to reported illegal dumping. The Department of Parks and Recreation continues to provide exceptional public spaces, completing 100% of litter and tree limb removals on schedule, 99% of garbage pick-up, and 90% of 90% of mulching and mowing as of March 2017.

BUDGET  
SUMMARIES

FUND STRUCTURE

OPERATING AND CAPITAL FUNDS

SUMMARY OF ALL FUNDS

SUMMARY OF OPERATING BUDGET BY FUNDS

SUMMARY OF OPERATING BUDGET BY  
FUND AND DEPARTMENT

SUMMARY OF OPERATING BUDGET BY  
FUND AND ACCOUNT GROUP

SUMMARY OF REVENUES AND EXPENSES

SUMMARY OF FUND BALANCE

SUMMARY OF PERSONNEL

ADOPTED BUDGET  
FY 2018



# FUND STRUCTURE

The City uses funds and account groups to report its financial position and the results of its operations. Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions or activities. The fund types established by the City are described below and throughout this document.

## GOVERNMENTAL FUNDS

The **Governmental Funds** group is one of three fund groups in the City's budget. The funds in this Fund group, account for those transactions that are supported by general taxation, intergovernmental grants, special assessments, and other sources that are not restricted to enterprise operations or held in a trustee capacity.

- The *General Fund* is the City's primary operating fund. It accounts for all financial transactions of the City, except those required to be accounted for in another fund.
- The *Debt Service Fund* is used to account for the accumulation of resources and the subsequent disbursement of such resources to pay principal and interest on long-term debt of the City (other than certificates of participation and the debt of the tax allocation districts funds and enterprise funds). Bond ordinances require the City to account for debt service transactions in separate funds, to restrict the flow of cash between such funds, and to comply with various other covenants.
- The *Trust Fund* accounts for assets held by the City in a trustee capacity. A portion of the trust funds listed were established by trust agreements and are held for a specific purpose.
- The *Special Assessment Fund* accounts for the accumulation and expenditure of resources for various public improvements such as sidewalks, curbs and gutters, which are financed through assessments to individual property owners.
- The *Special Revenue Funds* account for activities carried out by the City under the terms of certain intergovernmental grants. It accounts for the proceeds of special revenue sources that are legally restricted to expenditures for specified purposes.

## PROPRIETARY FUNDS

**Proprietary Funds** distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing, producing, and delivering goods and services in connection with a proprietary fund's principal ongoing operations. Operating expenses for enterprise funds include the cost of sales and services, administrative expenses, and depreciation of capital assets. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

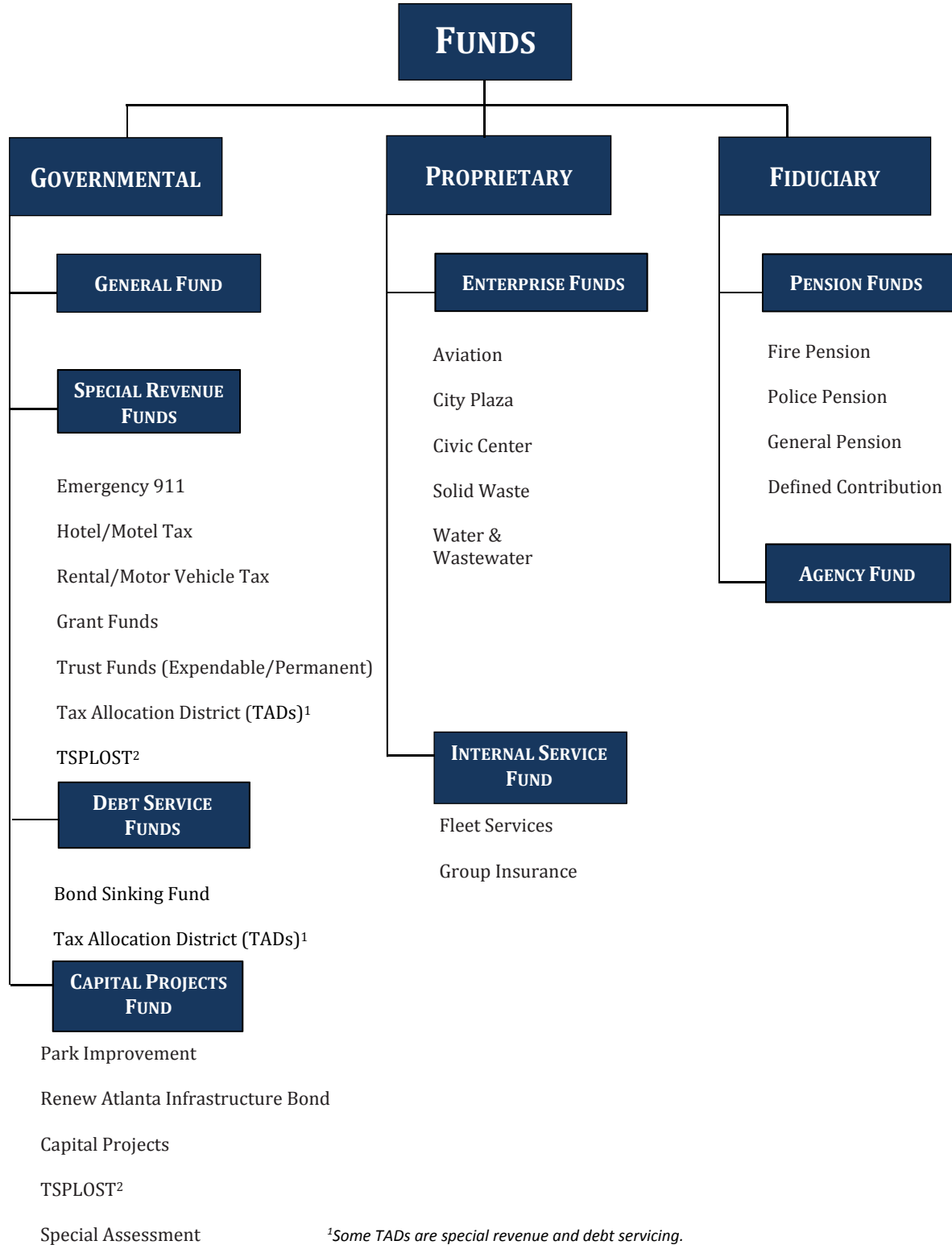
- *Enterprise Funds* are designed to be self-supporting. The Department of Watershed Management (DWM) Fund accounts for all activities associated with the provision and management of clean water, wastewater and storm water systems, and water pollution control services to individuals, organizations and other governmental units within and around the City. The Department of Aviation (DOA) Fund accounts for the activities of the William B. Hartsfield - Maynard H. Jackson Atlanta International Airport. Other enterprise funds include Solid Waste Services, Civic Center, and the City Plaza Fund.
- The *Internal Service Funds* account for the activities of Motor Transport (Fleet) Services, and Group Insurance transactions related to the provision of life, accident, and medical insurance benefits through outside insurance companies for permanent employees and retirees of the City.

## FIDUCIARY FUNDS

**Fiduciary Funds** are used to report assets held in trust or agency capacity for others and therefore, cannot be used to support the governments' programs. Since the pension trust fund and agency funds cannot be used for governmental programs; they are not budgeted, but are included in our audited financial statements.

- The *Agency Fund* accounts for various taxes and other receipts held in escrow for individuals, outside organizations, other governments and/or other funds.

# CITY OF ATLANTA FUND STRUCTURE



<sup>1</sup>Some TADs are special revenue and debt servicing.

<sup>2</sup> TSPLOST is special revenue and capital projects.



# OPERATING AND CAPITAL FUNDS

The citywide fund structure can be divided into two areas: operating and capital. The operating budget is defined as the annual budget for routine, ongoing activities of an organizational unit. While the capital budget is typically established for specific projects, such as capital projects, grant funded projects, and other activities of a non-recurring nature.

## OPERATING FUND STRUCTURE

The *General Fund* is the principal operating fund of the City and is used to account for all activities of the City not otherwise accounted for by a specified fund. It is also the largest of the City's funds, and is comprised of mostly general tax revenues that provide basic city services, such as Police, Fire & Rescue, and Parks services.

*Enterprise Funds* are designed to be self-supported by user charges or fees. The Department of Aviation, City Plaza, Civic Center, Solid Waste Services, and Water & Wastewater Management are accounted for as enterprise funds. Separate fund accounts within each of the enterprise funds are required to be maintained in accordance with various bond ordinances:

- The *Aviation Revenue Fund* accounts for the accumulation of income and disbursement of funds associated with the operation and construction of the Hartsfield-Jackson Atlanta International Airport. These funds generate income primarily from leases and use agreements with airlines and with various concessionaires within the terminal facility and parking operations.
- The *City Plaza Fund* accounts for the revenues, expenses and bond proceeds incurred from the operation of the City Plaza Project. A portion of the bond proceeds will be used to reimburse the City for the acquisition costs of the City Plaza Project. Revenues for the fund are derived from rents from residents, tenants, and parking fees.

- The *Atlanta Civic Center Fund* accounts for the collection of income and disbursement of funds associated with the operation of the Boisfeuillet Jones Atlanta Civic Center. These funds generate income primarily from ticket sales (surcharges), building and land rentals.

- Revenues generated from the *Solid Waste Services Fund* are from user fees or charges for specific services provided. This fund should be self-sufficient and charge adequate fees to pay for the level of service provided. The primary sources of revenues are garbage pick-up/disposal, recycling, street sweeping and rubbish collection.

- The *Water and Wastewater Fund* was established to account for all transactions associated with the operation, development and maintenance of the City's expansive water and wastewater infrastructure system. The system is financed by user charges for water and wastewater services.

Other funds include the *E-911 Fund* and the *Internal Service Funds*:

- The E911 Fund supports the E-911 call center call taking and dispatching operation.
- The activities of the Internal Service Funds are charged to internal departments to recoup its cost. The *Fleet Services Fund* is established for maintaining the City of Atlanta's fleet of vehicles and motorized equipment. The *Group Insurance Fund* is established through employer and employee contributions and used for the sole purpose of paying active and retired employees and their dependents medical, dental, vision, life and voluntary insurance premiums and expenses.

## **CAPITAL FUND STRUCTURE**

All other funds (listed below) are considered *Capital Funds* and were established for a specific purpose, are non-recurring in nature or considered non-operating.

- Grant Funds
- Bond Funds
- Bond Sinking Funds
- Special Assessment Funds
- Trust Fund
- Agency Fund (Non-budgetary)
- Pension Trust Funds (Non-budgetary)

## SUMMARY OF ALL FUNDS - GOVERNMENTAL FUNDS

### Adopted

FY16 Actual	FY17 Budget	GOVERNMENTAL FUNDS	FY18 Budget
615,401,267	607,388,585	General Fund	648,647,258
615,401,267	607,388,585	Sub - Total	648,647,258
<b>Special Revenue Funds</b>			
21,817,430	18,922,237	Emergency Telephone System	20,233,845
9,615,979	10,570,819	Community Development Block Grant Fund	11,481,006
-	-	TSPLOST Fund	52,297,334
45,331,482	76,200,660	Intergovernmental Grant Fund	82,733,758
(150,390)	-	Empowerment Zone Fund	-
7,675,099	2,941,332	Job Training Grant Fund	6,774,673
2,010,646	6,770,816	Home Investment Partnerships Program Fund	6,390,395
-	-	312 Trust Fund	247,549
589,760	2,461,200	Sec 108 Loan Trust Fund	875,982
12,400,886	31,477,907	Atlantic Station Tad Fund	74,386,515
18,934,047	75,253,407	Westside Tad Fund	87,782,004
1,751,470	9,970,993	Nw Atlanta Tad Fund	14,778,022
14,893,446	1,954,997	Princeton Lakes Tad Fund	7,457,497
43,073,769	93,868,074	Eastside Tad Fund	101,216,517
23,509,357	32,827,254	Atlanta Beltline Tad	122,542,715
362,111	1,780,588	Campbellton Road Tad Fund	4,001,032
82,228	2,581,447	Hollowell/M.L. King Tad Fund	3,319,039
76,585	1,512,800	Metropolitan Parkway Tad Fund	1,764,938
(48,039)	40,805	Stadium Neighborhoods Tad Fund	200,855
72,815,822	67,268,223	Hotel/Motel Tax Fund	71,867,980
1,188,750	1,046,050	Rental/Motor Vehicle Tax Fund	1,092,076
2,903,950	-	Affordable Housing Fund	-
132,653,406	125,000,000	Special 1% Sales And Use Tax Fund	125,000,000
105,267	270,719	Perpetual Care	175,041
20,062,127	48,607,014	Trust Fund	37,915,686
431,655,189	611,327,341	Sub - Total	834,534,458

## SUMMARY OF ALL FUNDS - GOVERNMENTAL FUNDS

### Adopted

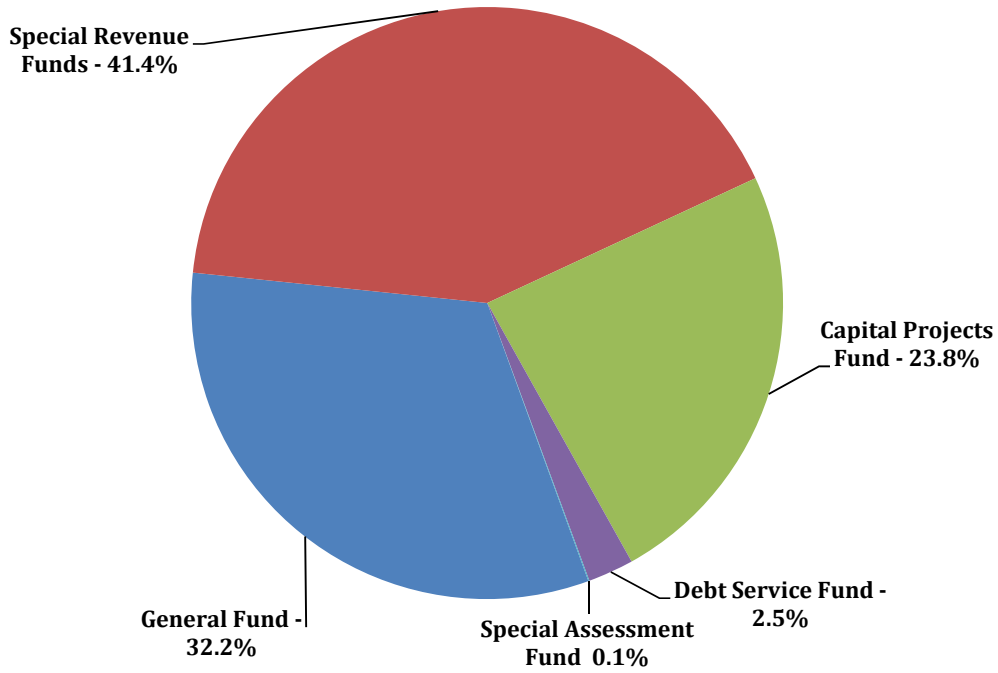
FY16 Actual	FY17 Budget	GOVERNMENTAL FUNDS	FY18 Budget
<b>Capital Projects Funds</b>			
-	337,115	Annual Bond Fund	-
-	-	1993 School Improvement Bond	20,289
-	265,467	1994 Referendum G.O. Bond Fund	-
-	31,927	1996 G.O. Public Improvement Bond Part B	-
-	-	2000 Park Improvement Bond Fd	11,977
-	21,689	2001 Quality Of Life Fund	-
3,364	168,892	2004 Quality Of Life Fund	-
1,606,867	4,574,908	2005A Park Improvement Bond Fund	4,164,742
6,009,855	-	Public Safety Facility Fund	5,510,644
72,833	1,602,265	2008A Quality Of Life Improvement Bond Fd	1,493,279
-	4,629,186	2014a Park Improvement Revenue Refunding Bond	4,629,186
15,495,827	181,724,583	2015 Infrastructure Bond	178,296,050
12,010,404	60,691,248	2015 Municipal Facilities Bond Fund	60,489,933
1,095,933	-	2016 Go Project Fund	426,559
-	-	2017 URFA REFU HOUSING BOND	64,352,515
-	-	TSPLOST Capital Project Fund	52,297,334
10,494,706	12,662,859	Park Improvement Fund	19,630,930
1,110,814	38,616,764	General Government Capital Fund	43,238,064
14,364,251	22,864,823	Capital Finance Fund	36,612,363
10,858,769	6,855,687	Capital Asset - Finance Fund	8,643,762
333,455	-	Capital Finance-Recovery Zone (Eco. Dev.) Fund	-
-	50,000	2002 Traffic Court Facility Bond	147,890
33,116,624	-	2016 Traffic Court Facility Refunding Bond	-
106,573,705	335,097,413	Sub - Total	479,965,516
<b>Debt Service Fund</b>			
60,773,314	41,935,450	Bond Sinking Fund	50,145,430
60,773,314	41,935,450	Sub - Total	50,145,430
<b>Special Assessment Fund</b>			
-	1,298,271	Special Assessment Fund	1,252,738
-	1,298,271	Sub - Total	1,252,738
1,214,403,475	1,597,047,060	<b>GRAND TOTAL - GOVERNMENTAL FUNDS</b>	2,014,545,399

# SUMMARY OF ALL FUNDS - GOVERNMENTAL FUNDS

## Adopted

FY16 Actual	FY17 Budget	GOVERNMENTAL FUNDS	FY18 Budget
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### FY 2018 GOVERNMENTAL FUNDS



## SUMMARY OF ALL FUNDS - PROPRIETARY FUNDS

### Adopted

FY16 Actual	FY17 Budget	PROPRIETARY FUNDS	FY18 Budget
<b>Airport Funds</b>			
495,458,823	503,715,373	Airport Revenue Fund	508,452,475
335,336,474	974,667,965	Airport Renewal And Extension Fund	1,046,171,794
192,671,247	892,389,728	Airport Passenger Facility Charge Fund	920,308,586
252,635	2,299,665	2000 Airport Revenue Bond Fund	2,052,544
-	1,439	2004 Airport Revenue Bond Fund	-
-	1,261	2004 Airport Pfc Bond Fund	1,265
-	1,187,242	2004 Airport Revenue Bond Fund F-K	1,188,722
-	-	2004 Airport Pfc Bond Fund F-K	-
23,184,214	94,567,218	Conrac Customer Service Fac Ch	104,243,099
255,306,795	406,161,432	Airport Fac Revenue Bond Sinking Fd	496,087,459
-	2,804,493	2010A Bond General Airport Revenue	2,807,779
608,000	608,362	2010B Bd Pfc & Sub Lien Gen Rev	460
5,107,248	24,083,866	Airport Commercial Paper Series 2010A/B	19,003,826
5,245,922	14,722,872	2012A Bond General Airport Revenue	13,537,604
1,197,278	1,197,258	2012B Bond General Airport Revenue	-
22,487,573	58,813,819	2012C Bond General Airport Revenue	36,337,700
0	-	2014a Pfc Revenue Refunding Bon	-
10,031	-	2014b Pfc General Airport Revenue Refunding Bon	-
-	-	2014c Pfc General Airport Revenue Refunding Bon	-
35,484,272	450,000,000	F Doa Series 2015 Commercial Paper Program	334,531,727
-	-	Doa Series 2016 Bond Anticipation Notes (Ban)	298,318,980
-	-	Doa Series 2016 F-G Commercial Paper	225,000,000
<b>1,372,350,513</b>	<b>3,427,221,993</b>	<b>Sub Total</b>	<b>4,008,044,022</b>
<b>Water and Wastewater Funds</b>			
594,756,237	545,355,055	Water & Wastewater Revenue Fund	560,154,817
169,565,465	632,674,953	Water & Wastewater Renewal & Extension Fund	718,190,504
-	-	1993 Water & Wastewater Bond Fund	-
-	-	1997 Water & Wastewater Bond Fund	-
927	-	1999 Water And Wastewater Bond Fund	-
2,121,099	13,258,641	2001 Water & Wastewater Bond Fund	11,161,747
1,564,113	2,869,211	2004 Water & Wastewater Bond Fund	1,309,918
213,567,094	420,283,083	Water & Wastewater Sinking Fund	419,497,819
3,750	-	2008 Water & Wastewater Bond Fund	-
7,481,069	100,243,243	Ser. 2009A Water & Wastewater Rev Bd Fd	90,914,606
-	-	2013A-1 Water & Wastewater Bond Fund	-
-	-	2013B Water & Wastewater Bond Fund	-
19,932,961	242,722,328	F 2015b Water Commercial Paper Program	177,944,155
<b>1,008,996,466</b>	<b>1,957,406,515</b>	<b>Sub Total</b>	<b>1,979,173,566</b>

## SUMMARY OF ALL FUNDS - PROPRIETARY FUNDS

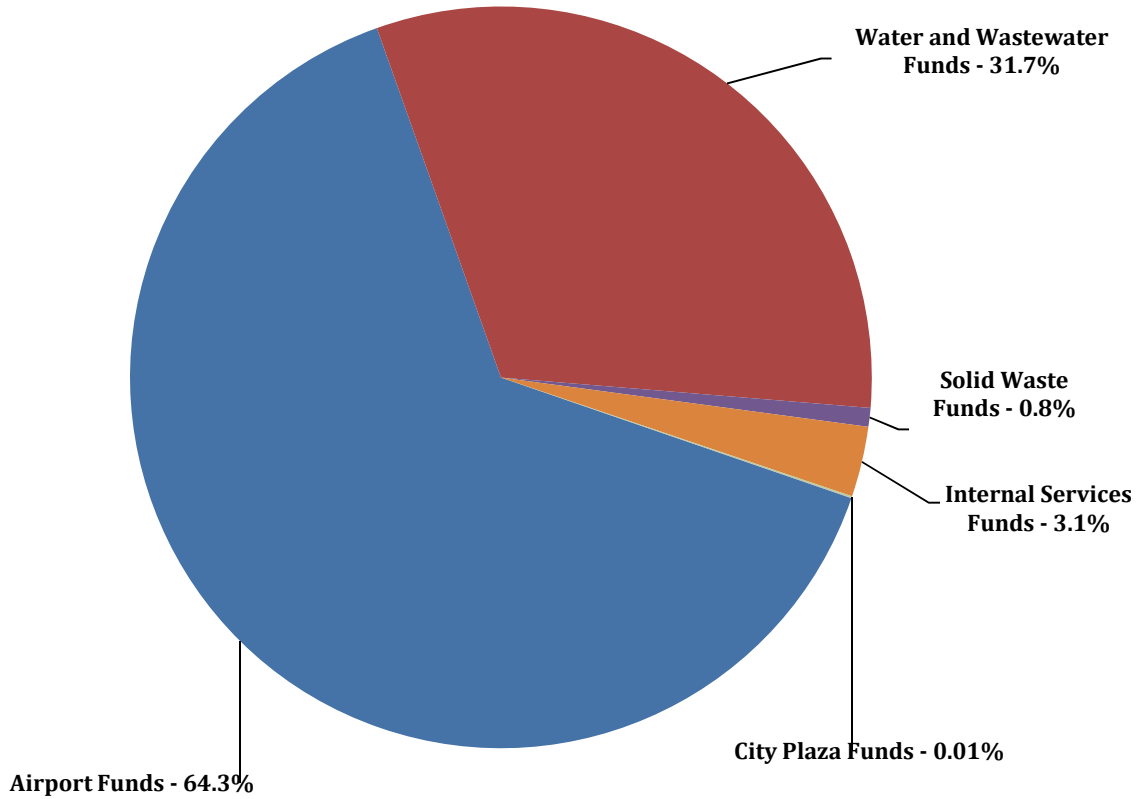
### Adopted

FY16 Actual	FY17 Budget	PROPRIETARY FUNDS	FY18 Budget
<b>Parks Facilities Fund</b>			
163,917	-	Parks Facilities Revenue Fund	-
812	-	Parks Facilities Renew & Ext Fund	-
164,729	-	Sub Total	-
<b>Solid Waste Funds</b>			
51,037,629	55,607,233	Solid Waste Services Revenue Fund	51,130,117
2,867,429	2,122,105	Solid Waste R&E Fund	-
2,115,225	-	Solid Waste Management Fac Const Fund	255
56,020,282	57,729,338	Sub Total	51,130,372
<b>Planning Dept Enterprise Fund</b>			
28,231,305	23,023,753	Building Permits Fund	-
(6,914)	41,559,957	Buildings Renewal & Extension Fund	-
28,224,390	64,583,710	Sub Total	-
<b>Internal Services Funds</b>			
32,917,114	33,400,588	Fleet Service Fund	33,400,588
145,620,035	150,599,694	Group Insurance Fund	157,520,019
178,537,149	184,000,282	Sub Total	190,920,607
<b>Underground Facilities Revenue Fund</b>			
10,365,570	110,000	Underground Atl Facil Revenue Fund	-
10,365,570	110,000	Sub Total	-
<b>Downtown Parking Project Fund</b>			
1,622,853	-	2006A&B Downtown Parking Project Fund	-
-	-	2017 A/B Aura Refunding Downtown Parking	18,225,912
1,622,853	-	Sub Total	18,225,912
<b>City Plaza Funds</b>			
10,625,376	2,746,599	City Plaza Operating Fund	2,746,599
-	-	City Plaza R & E Fund	2,040,042
10,625,376	2,746,599	Sub Total	4,786,641

## SUMMARY OF ALL FUNDS - PROPRIETARY FUNDS Adopted

FY16 Actual	FY17 Budget	PROPRIETARY FUNDS	FY18 Budget
<b>Civic Center Revenue Fund</b>			
1,597,906	1,626,006	Civic Center Revenue Fund	610,713
1,597,906	1,626,006	Sub Total	610,713
<hr/>			
2,668,505,234	5,695,424,442	<b>GRAND TOTAL - PROPRIETARY FUNDS</b>	6,252,891,832

### FY 2018 PROPRIETARY FUNDS



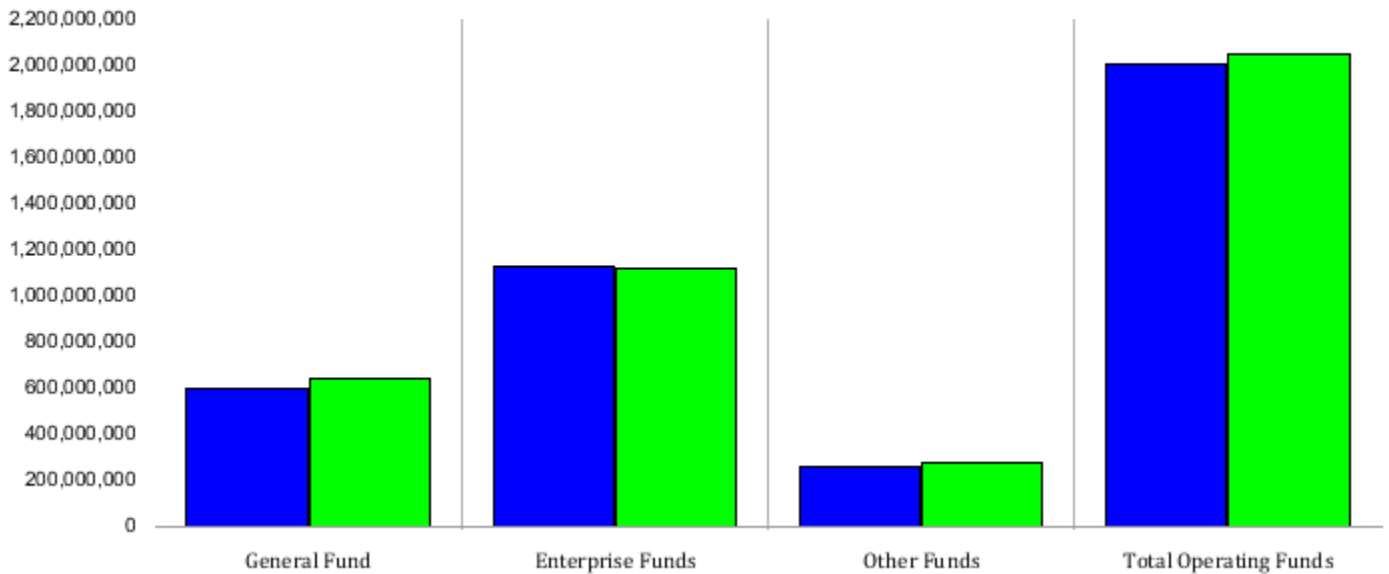


# SUMMARY OF OPERATING BUDGET BY FUNDS

## Adopted

	FY16 Actual	FY17 Adopted Budget	FY18 Budget	\$ Incr/Decr	% Incr/Decr
<b>General Fund</b>	<b>\$615,401,271</b>	<b>\$607,388,585</b>	<b>\$648,647,258</b>	<b>\$41,258,673</b>	<b>6.79%</b>
<b>Enterprise Funds</b>					
Airport Revenue Fund	\$495,458,823	\$503,715,371	\$508,452,472	\$4,737,101	0.94%
Building Permits Fund	\$28,231,305	\$23,023,753	\$0	(\$23,023,753)	(100.00%)
City Plaza Operating Fund	\$10,625,376	\$2,746,599	\$2,746,599	\$0	0.00%
Civic Center Revenue Fund	\$1,597,906	\$1,626,006	\$610,713	(\$1,015,293)	(62.44%)
Parks Facilities Revenue Fund	\$163,917	\$0	\$0	\$0	
Solid Waste Services Revenue Fund	\$51,037,629	\$55,607,233	\$51,130,117	(\$4,477,116)	(8.05%)
Underground Atl Facil Revenue Fund	\$10,365,570	\$110,000	\$0	(\$110,000)	(100.00%)
Water & Wastewater Revenue Fund	\$594,756,237	\$545,355,055	\$560,154,817	\$14,799,762	2.71%
<b>Total Enterprise Funds</b>	<b>\$1,192,236,763</b>	<b>\$1,132,184,017</b>	<b>\$1,123,094,719</b>	<b>(\$9,089,298)</b>	<b>(0.80%)</b>
<b>Other Funds</b>					
Emergency 911 Telephone Fund	\$21,817,430	\$18,922,237	\$20,233,845	\$1,311,608	6.93%
Fleet Service Fund	\$32,917,110	\$33,400,588	\$33,400,588	\$0	0.00%
Group Insurance Fund	\$145,620,035	\$150,599,694	\$157,520,018	\$6,920,324	4.60%
Hotel/Motel Tax Fund	\$72,815,822	\$67,268,223	\$71,867,980	\$4,599,757	6.84%
Rental/Motor Vehicle Tax Fund	\$1,188,750	\$1,046,050	\$1,092,076	\$46,026	4.40%
<b>Total Other Funds</b>	<b>\$274,359,147</b>	<b>\$271,236,792</b>	<b>\$284,114,507</b>	<b>\$12,877,715</b>	<b>4.75%</b>
<b>Total Operating Funds</b>	<b>\$2,081,997,180</b>	<b>\$2,010,809,394</b>	<b>\$2,055,856,484</b>	<b>\$45,047,090</b>	<b>2.24%</b>

**Operating Budget by Fund**



	FY17	\$607,388,585	\$1,132,184,017	\$271,236,792	\$2,010,809,394
	FY18	\$648,647,258	\$1,123,094,719	\$284,114,507	\$2,055,856,484

The expenses for Aviation and Watershed include an equity transfer to its renewal and extension.



# SUMMARY OF OPERATING BUDGET BY FUND AND DEPARTMENT

## Adopted

Fund/Department	FY16 Actual	FY17 Adopted	FY18 Budget	\$ Incr/Decr	% Incr/Decr
<b>General Fund</b>					
City Council	\$8,337,834	\$12,761,271	\$11,291,969	(\$1,469,302)	(11.51%)
Executive Offices	\$46,285,667	\$34,102,267	\$35,379,807	\$1,277,540	3.75%
Department Of Atlanta Information Management	\$30,369,469	\$28,153,255	\$27,565,222	(\$588,033)	(2.09%)
Department Of Law	\$6,041,822	\$5,919,921	\$6,917,524	\$997,603	16.85%
Department Of Corrections	\$35,204,809	\$33,390,563	\$33,007,719	(\$382,844)	(1.15%)
Department Of Finance	\$12,640,492	\$14,097,731	\$16,712,002	\$2,614,271	18.54%
Department Of Procurement	\$1,661,678	\$2,468,706	\$2,405,021	(\$63,685)	(2.58%)
Department Of Public Works	\$40,739,393	\$37,585,495	\$46,083,786	\$8,498,291	22.61%
Dept Of Parks & Recreation	\$36,232,768	\$34,046,879	\$36,038,905	\$1,992,026	5.85%
Department Of Watershed Management	\$447	-	\$0	\$0	-
Judicial Agencies	\$13,237,889	\$14,061,478	\$13,619,239	(\$442,239)	(3.15%)
Non-Departmental	\$96,163,583	\$105,969,000	\$99,426,631	(\$6,542,369)	(6.17%)
Department Of Human Resources	\$5,508,329	\$6,048,828	\$6,015,264	(\$33,564)	(0.55%)
Department Of Fire Services	\$79,661,973	\$79,839,317	\$87,484,542	\$7,645,225	9.58%
Department Of Police Services	\$187,695,186	\$180,210,202	\$190,049,644	\$9,839,442	5.46%
Dept Of Planning & Community Development	\$3,188,336	\$5,279,851	\$23,364,545	\$18,084,694	342.52%
Department Of The Solicitor	\$6,645,510	\$6,662,528	\$6,597,627	(\$64,901)	(0.97%)
Department Of Ethics	\$399,091	\$610,362	\$617,778	\$7,416	1.22%
Atlanta Citizens Review Board	\$658,830	\$789,715	\$790,242	\$527	0.07%
Department Of Audit	\$1,385,740	\$1,804,811	\$1,817,234	\$12,423	0.69%
Department Of Public Defender	\$3,342,426	\$3,586,406	\$3,462,556	(\$123,850)	(3.45%)
<b>Total General Fund</b>	<b>\$615,401,271</b>	<b>\$607,388,585</b>	<b>\$648,647,258</b>	<b>\$41,258,673</b>	<b>6.79%</b>
<b>Enterprise Funds</b>					
<b>Airport Revenue Fund</b>					
Executive Offices	\$916,922	\$1,111,950	\$1,370,054	\$258,104	23.21%
Department Of Atlanta Information Management	\$609,158	\$839,704	\$490,913	(\$348,791)	(41.54%)
Department Of Law	\$4,976,013	\$5,708,978	\$6,993,032	\$1,284,054	22.49%
Department Of Finance	\$427,494	\$547,670	\$559,384	\$11,714	2.14%
Department Of Procurement	\$1,006,488	\$1,654,526	\$2,053,718	\$399,192	24.13%
Department Of Aviation	\$177,748,407	\$212,180,260	\$228,467,795	\$16,287,535	7.68%
Non-Departmental	\$268,609,842	\$234,114,519	\$216,644,481	(\$17,470,038)	(7.46%)
Department Of Human Resources	\$1,821,585	\$2,127,504	\$2,150,892	\$23,388	1.10%
Department Of Fire Services	\$23,777,803	\$24,637,251	\$28,000,857	\$3,363,606	13.65%
Department Of Police Services	\$14,633,728	\$19,570,354	\$20,673,376	\$1,103,022	5.64%
Department Of Ethics	\$87,002	\$127,409	\$119,590	(\$7,819)	(6.14%)
Department Of Audit	\$844,381	\$1,095,247	\$928,379	(\$166,868)	(15.24%)
<b>Total Airport Revenue Fund</b>	<b>\$495,458,823</b>	<b>\$503,715,371</b>	<b>\$508,452,472</b>	<b>\$4,737,101</b>	<b>0.94%</b>
<b>Building Permits Fund</b>					
Executive Offices	\$758,151	\$1,086,330	\$0	(\$1,086,330)	(100.00%)
Department Of Atlanta Information Management	\$119,416	\$329,749	\$0	(\$329,749)	(100.00%)
Department Of Law	\$141,178	\$188,307	\$0	(\$188,307)	(100.00%)
Department Of Finance	\$57,016	\$97,966	\$0	(\$97,966)	(100.00%)
Department Of Procurement	\$51,958	\$104,945	\$0	(\$104,945)	(100.00%)
Non-Departmental	\$13,831,896	\$2,319,710	\$0	(\$2,319,710)	(100.00%)
Dept Of Planning & Community Development	\$13,271,691	\$18,886,548	\$0	(\$18,886,548)	(100.00%)
Department Of Ethics	-	\$10,200	\$0	(\$10,200)	(100.00%)
<b>Total Building Permits Fund</b>	<b>\$28,231,305</b>	<b>\$23,023,753</b>	<b>\$0</b>	<b>(\$23,023,753)</b>	<b>(100.00%)</b>
<b>City Plaza Operating Fund</b>					
Non-Departmental	\$10,625,376	\$2,746,599	\$2,746,599	\$0	0.00%
<b>Civic Center Revenue Fund</b>					
Dept Of Parks & Recreation	\$1,510,744	\$1,624,256	\$610,712	(\$1,013,544)	(62.40%)
Non-Departmental	\$87,161	\$1,750	\$0	(\$1,750)	(100.00%)
<b>Total Civic Center Revenue Fund</b>	<b>\$1,597,906</b>	<b>\$1,626,006</b>	<b>\$610,713</b>	<b>(\$1,015,293)</b>	<b>(62.44%)</b>
<b>Parks Facilities Revenue Fund</b>					
Dept Of Parks & Recreation	\$145,534	\$0	\$0	\$0	-
Non-Departmental	\$18,382	\$0	\$0	\$0	-
<b>Total Parks Facilities Revenue Fund</b>	<b>\$163,917</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>-</b>

## SUMMARY OF OPERATING BUDGET BY FUND AND DEPARTMENT

### Adopted

Fund/Department	FY16 Actual	FY17 Adopted	FY18 Budget	\$ Incr/Decr	% Incr/Decr
<b>Solid Waste Services Revenue Fund</b>					
Executive Offices	\$792,637	\$1,464,049	\$1,527,815	\$63,766	4.36%
Department Of Atlanta Information Management	\$190,022	\$334,603	\$291,666	(\$42,937)	(12.83%)
Department Of Finance	\$517,307	\$824,463	\$564,346	(\$260,117)	(31.55%)
Department Of Procurement	\$46,369	\$104,589	\$84,028	(\$20,561)	(19.66%)
Department Of Public Works	\$43,772,725	\$46,985,082	\$42,254,189	(\$4,730,893)	(10.07%)
Non-Departmental	\$5,362,445	\$5,359,628	\$5,910,718	\$551,090	10.28%
Department Of Human Resources	\$356,124	\$528,378	\$494,134	(\$34,244)	(6.48%)
Department Of Ethics	-	\$6,440	\$3,220	(\$3,220)	(50.00%)
<b>Total Solid Waste Services Revenue Fund</b>	<b>\$51,037,629</b>	<b>\$55,607,233</b>	<b>\$51,130,117</b>	<b>(\$4,477,116)</b>	<b>(8.05%)</b>
<b>Underground Atl Facil Revenue Fund</b>					
Non-Departmental	\$10,365,570	\$110,000	\$0	(\$110,000)	(100.00%)
<b>Water &amp; Wastewater Revenue Fund</b>					
Executive Offices	\$6,749,546	\$9,186,200	\$8,977,616	(\$208,584)	(2.27%)
Department Of Atlanta Information Management	\$3,518,515	\$3,828,675	\$5,703,356	\$1,874,681	48.96%
Department Of Law	\$6,567,668	\$6,909,976	\$7,037,790	\$127,814	1.85%
Department Of Finance	\$891,115	\$1,222,595	\$1,196,708	(\$25,887)	(2.12%)
Department Of Procurement	\$1,519,693	\$2,496,480	\$2,296,866	(\$199,614)	(8.00%)
Department Of Public Works	\$839,588	\$869,933	\$882,098	\$12,165	1.40%
Department Of Watershed Management	\$159,047,083	\$187,199,384	\$199,120,081	\$11,920,697	6.37%
Department Of Aviation	(\$50)	\$0	-	\$0	-
Non-Departmental	\$412,341,105	\$329,563,311	\$331,052,855	\$1,489,544	0.45%
Department Of Human Resources	\$2,368,291	\$2,652,726	\$2,510,284	(\$142,442)	(5.37%)
Department Of Police Services	-	\$129,590	\$135,799	\$6,209	4.79%
Department Of The Solicitor	\$80,867	\$83,838	\$86,775	\$2,937	3.50%
Department Of Ethics	\$84,663	\$155,029	\$131,811	(\$23,218)	(14.98%)
Department Of Audit	\$748,153	\$1,057,316	\$1,022,779	(\$34,537)	(3.27%)
<b>Total Water &amp; Wastewater Revenue Fund</b>	<b>\$594,756,237</b>	<b>\$545,355,055</b>	<b>\$560,154,817</b>	<b>\$14,799,762</b>	<b>2.71%</b>
<b>Other Funds</b>					
<b>Emergency Telephone System</b>					
Department Of Atlanta Information Management	\$523,621	\$484,137	\$497,769	\$13,632	2.82%
Department Of Police Services	\$21,293,809	\$18,438,101	\$19,736,076	\$1,297,975	7.04%
<b>Total Emergency Telephone System</b>	<b>\$21,817,430</b>	<b>\$18,922,237</b>	<b>\$20,233,845</b>	<b>\$1,311,608</b>	<b>6.93%</b>
<b>Fleet Service Fund</b>					
Executive Offices	\$37,395	\$0	\$0	\$0	-
Department Of Atlanta Information Management	\$76	\$0	\$0	\$0	-
Department Of Procurement	\$95,768	\$184,131	\$170,302	(\$13,829)	(7.51%)
Department Of Public Works	\$29,870,111	\$30,046,928	\$30,085,565	\$38,637	0.13%
Non-Departmental	\$2,778,958	\$2,996,832	\$3,035,857	\$39,025	1.30%
Department Of Human Resources	\$134,803	\$172,696	\$108,864	(\$63,832)	(36.96%)
<b>Total Fleet Service Fund</b>	<b>\$32,917,110</b>	<b>\$33,400,588</b>	<b>\$33,400,588</b>	<b>\$0</b>	<b>0.00%</b>
<b>Group Insurance Fund</b>					
Department Of Public Works	(\$1,540)	\$0	-	\$0	-
Non-Departmental	\$144,207,895	\$147,949,301	\$154,858,101	\$6,908,800	4.67%
Department Of Human Resources	\$1,413,680	\$2,650,394	\$2,661,917	\$11,523	0.43%
<b>Total Group Insurance Fund</b>	<b>\$145,620,035</b>	<b>\$150,599,694</b>	<b>\$157,520,018</b>	<b>\$6,920,324</b>	<b>4.60%</b>
<b>Hotel/Motel Tax Fund</b>					
Non-Departmental	\$72,815,822	\$67,268,223	\$71,867,980	\$4,599,757	6.84%
<b>Rental/Motor Vehicle Tax Fund</b>					
Non-Departmental	\$1,188,750	\$1,046,050	\$1,092,076	\$46,026	4.40%
<b>Total Operating Funds</b>	<b>\$2,081,997,180</b>	<b>\$2,010,809,394</b>	<b>\$2,055,856,484</b>	<b>\$45,047,090</b>	<b>2.24%</b>

# SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

## Adopted

### General Fund

<b>FY16 Actual</b>	<b>FY17 Adopted</b>	<b>DESCRIPTION</b>	<b>FY18 Budget</b>
\$88,876,970	\$99,692,156	Salaries, Regular	\$113,628,303
\$2,267,465	\$2,913,942	Salaries, Perm Part-Time	\$3,001,412
\$137,212,809	\$138,160,692	Salaries, Sworn	\$148,049,451
\$6,154,369	\$5,443,396	Salaries, Extra Help	\$4,762,316
\$1,062,385	\$1,005,442	Salaries, Extra Help-Sworn	\$996,393
\$24,297,793	\$9,427,867	Overtime	\$11,079,092
\$12,455,405	\$13,788,770	Pen Cont Fire Pen Fd	\$17,254,744
\$23,171,726	\$24,687,834	Pen Cont Police Pen Fd	\$27,412,009
\$19,748,201	\$22,909,637	Pen Cont Gen Emp Pen Fd	\$19,869,721
\$4,560,197	\$4,300,460	Defined Contribution	\$4,859,460
\$7,510,140	\$7,087,476	Workers' Compensation	\$8,683,414
\$40,709,678	\$42,448,126	Other Personnel Costs	\$46,915,036
<b>\$368,027,137</b>	<b>\$371,865,799</b>	<b>Sub Total</b>	<b>\$406,511,354</b>
\$87,170,993	\$81,970,573	Purchased / Contracted Services	\$93,923,027
\$43,807,297	\$38,488,069	Supplies	\$38,398,527
\$11,685,198	\$606,782	Capital Outlays	\$1,563,155
\$14,327,528	\$15,649,875	Interfund / Interdepartmental Charges	\$15,056,402
\$42,789,090	\$51,888,919	Other Costs	\$44,582,806
\$15,530,221	\$15,740,068	Debt Service	\$18,914,629
-	\$14,941,759	Conversion / Summary	\$13,069,087
\$32,063,806	\$16,236,741	Other Financing Uses	\$16,628,271
<b>\$247,374,134</b>	<b>\$235,522,786</b>	<b>Sub Total</b>	<b>\$242,135,904</b>
<b>\$615,401,271</b>	<b>\$607,388,585</b>	<b>Total</b>	<b>\$648,647,258</b>

### ENTERPRISE FUNDS

#### Airport Revenue Fund

<b>FY16 Actual</b>	<b>FY17 Adopted</b>	<b>DESCRIPTION</b>	<b>FY18 Budget</b>
\$35,468,501	\$41,845,597	Salaries, Regular	\$44,875,101
-	\$4,520	Salaries, Perm Part-Time	\$4,520
\$18,636,811	\$20,292,282	Salaries, Sworn	\$22,796,295
\$396,110	\$539,776	Salaries, Extra Help	\$412,272
\$43,001	\$15,515	Salaries, Extra Help-Sworn	\$201,132
\$6,936,392	\$6,433,956	Overtime	\$7,029,231
\$3,998,235	\$4,083,566	Pen Cont Fire Pen Fd	\$5,214,494
\$1,984,397	\$2,421,056	Pen Cont Police Pen Fd	\$3,357,130
\$6,115,785	\$6,507,429	Pen Cont Gen Emp Pen Fd	\$5,591,074
\$1,300,860	\$1,232,857	Defined Contribution	\$1,473,708
\$417,055	\$422,909	Workers' Compensation	\$384,095
\$9,344,272	\$10,475,150	Other Personnel Costs	\$10,154,787
<b>\$84,641,420</b>	<b>\$94,274,614</b>	<b>Sub Total</b>	<b>\$101,493,839</b>
\$116,326,447	\$150,674,580	Purchased / Contracted Services	\$165,139,883
\$15,272,944	\$16,253,544	Supplies	\$17,098,533
\$486,846	\$276,985	Capital Outlays	\$928,942
\$11,274,105	\$13,183,094	Interfund / Interdepartmental Charges	\$14,273,569
\$8,927,988	\$9,574,002	Other Costs	\$4,538,998
-	-	Debt Service	-
-	\$78,369,968	Conversion / Summary	\$63,012,721
\$258,529,073	\$141,108,585	Other Financing Uses	\$141,965,986
<b>\$410,817,403</b>	<b>\$409,440,757</b>	<b>Sub Total</b>	<b>\$406,958,633</b>
<b>\$495,458,823</b>	<b>\$503,715,371</b>	<b>Total</b>	<b>\$508,452,472</b>

# SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

## Adopted

### Building Permits Fund

FY16 Actual	FY17 Adopted	DESCRIPTION	FY18 Budget
\$6,649,147	\$11,303,923	Salaries, Regular	\$0
-	-	Salaries, Perm Part-Time	-
-	-	Salaries, Sworn	-
\$325,734	\$511,397	Salaries, Extra Help	\$0
\$44,310	-	Salaries, Extra Help-Sworn	-
\$6,286	\$2,761	Overtime	\$0
\$0	-	Pen Cont Fire Pen Fd	-
-	-	Pen Cont Police Pen Fd	-
\$911,160	\$1,199,767	Pen Cont Gen Emp Pen Fd	-
\$263,579	\$379,006	Defined Contribution	-
\$1,271	\$526	Workers' Compensation	-
\$1,066,297	\$1,688,123	Other Personnel Costs	\$0
<b>\$9,267,783</b>	<b>\$15,085,504</b>	<b>Sub Total</b>	<b>\$0</b>
\$4,575,811	\$4,586,099	Purchased / Contracted Services	\$0
\$305,680	\$391,245	Supplies	\$0
\$40,275	\$468,104	Capital Outlays	\$0
\$3,358,434	\$1,923,859	Interfund / Interdepartmental Charges	\$0
\$425,448	\$504,497	Other Costs	\$0
-	\$0	Debt Service	-
-	\$54,246	Conversion / Summary	-
\$10,257,873	\$10,200	Other Financing Uses	-
<b>\$18,963,521</b>	<b>\$7,938,249</b>	<b>Sub Total</b>	<b>\$0</b>
<b>\$28,231,305</b>	<b>\$23,023,753</b>	<b>Total</b>	<b>\$0</b>

### City Plaza Operating Fund

FY16 Actual	FY17 Adopted	DESCRIPTION	FY18 Budget
-	-	Salaries, Regular	-
-	-	Salaries, Perm Part-Time	-
-	-	Salaries, Sworn	-
-	-	Salaries, Extra Help	-
-	-	Salaries, Extra Help-Sworn	-
-	-	Overtime	-
-	-	Pen Cont Fire Pen Fd	-
-	-	Pen Cont Police Pen Fd	-
-	-	Pen Cont Gen Emp Pen Fd	-
-	-	Defined Contribution	-
-	-	Workers' Compensation	-
-	-	Other Personnel Costs	-
-	-	<b>Sub Total</b>	-
\$96,907	\$2,037,000	Purchased / Contracted Services	\$2,037,000
-	-	Supplies	-
-	-	Capital Outlays	-
-	-	Interfund / Interdepartmental Charges	-
\$10,193,600	-	Other Costs	-
\$334,869	\$709,599	Debt Service	\$709,599
-	-	Conversion / Summary	\$0
-	-	Other Financing Uses	-
<b>\$10,625,376</b>	<b>\$2,746,599</b>	<b>Sub Total</b>	<b>\$2,746,599</b>
<b>\$10,625,376</b>	<b>\$2,746,599</b>	<b>Total</b>	<b>\$2,746,599</b>

# SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

## Adopted

### Civic Center Revenue Fund

FY16 Actual	FY17 Adopted	DESCRIPTION	FY18 Budget
\$357,874	\$393,971	Salaries, Regular	\$316,805
-	-	Salaries, Perm Part-Time	-
-	-	Salaries, Sworn	-
-	\$0	Salaries, Extra Help	\$0
-	-	Salaries, Extra Help-Sworn	-
\$44,714	\$0	Overtime	\$0
-	-	Pen Cont Fire Pen Fd	-
-	-	Pen Cont Police Pen Fd	-
\$141,013	\$108,653	Pen Cont Gen Emp Pen Fd	\$42,049
\$5,779	\$6,596	Defined Contribution	\$9,847
-	-	Workers' Compensation	-
\$76,608	\$76,867	Other Personnel Costs	\$76,779
<b>\$625,989</b>	<b>\$586,087</b>	<b>Sub Total</b>	<b>\$445,479</b>
\$241,168	\$282,172	Purchased / Contracted Services	\$32,511
\$404,096	\$513,499	Supplies	\$132,722
-	-	Capital Outlays	-
-	-	Interfund / Interdepartmental Charges	-
\$46,153	\$4,856	Other Costs	\$0
\$280,500	\$239,392	Debt Service	\$0
-	-	Conversion / Summary	-
-	-	Other Financing Uses	-
<b>\$971,917</b>	<b>\$1,039,919</b>	<b>Sub Total</b>	<b>\$165,233</b>
<b>\$1,597,906</b>	<b>\$1,626,006</b>	<b>Total</b>	<b>\$610,713</b>

### Parks Facilities Revenue Fund

FY16 Actual	FY17 Adopted	DESCRIPTION	FY18 Budget
\$27,736	-	Salaries, Regular	-
-	-	Salaries, Perm Part-Time	-
-	-	Salaries, Sworn	-
-	-	Salaries, Extra Help	-
-	-	Salaries, Extra Help-Sworn	-
-	-	Overtime	-
-	-	Pen Cont Fire Pen Fd	-
-	-	Pen Cont Police Pen Fd	-
\$48,812	-	Pen Cont Gen Emp Pen Fd	-
\$748	-	Defined Contribution	-
-	-	Workers' Compensation	-
\$8,377	-	Other Personnel Costs	-
<b>\$85,673</b>	-	<b>Sub Total</b>	-
\$18,163	\$0	Purchased / Contracted Services	\$0
\$40,152	\$0	Supplies	\$0
-	-	Capital Outlays	-
-	\$0	Interfund / Interdepartmental Charges	\$0
\$17,638	\$0	Other Costs	\$0
\$2,291	\$0	Debt Service	\$0
-	-	Conversion / Summary	-
-	-	Other Financing Uses	-
<b>\$78,244</b>	<b>\$0</b>	<b>Sub Total</b>	<b>\$0</b>
<b>\$163,917</b>	<b>\$0</b>	<b>Total</b>	<b>\$0</b>

# SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

## Adopted

### Solid Waste Services Revenue Fund

FY16 Actual	FY17 Adopted	DESCRIPTION	FY18 Budget
\$13,128,246	\$17,270,503	Salaries, Regular	\$17,380,234
-	-	Salaries, Perm Part-Time	-
-	-	Salaries, Sworn	-
\$913,332	\$170,199	Salaries, Extra Help	\$282,963
-	-	Salaries, Extra Help-Sworn	-
\$2,362,510	\$1,618,625	Overtime	\$1,400,248
-	-	Pen Cont Fire Pen Fd	-
-	-	Pen Cont Police Pen Fd	-
\$3,687,933	\$5,361,772	Pen Cont Gen Emp Pen Fd	\$4,169,838
\$249,845	\$357,625	Defined Contribution	\$244,851
\$1,709,070	\$1,351,490	Workers' Compensation	\$1,406,774
\$2,683,804	\$4,023,496	Other Personnel Costs	\$4,031,147
<b>\$24,734,740</b>	<b>\$30,153,710</b>	<b>Sub Total</b>	<b>\$28,916,055</b>
\$10,086,745	\$10,418,126	Purchased / Contracted Services	\$5,803,107
\$1,754,972	\$1,328,013	Supplies	\$1,045,913
\$871,683	\$1,171,904	Capital Outlays	\$692,316
\$12,087,962	\$10,951,025	Interfund / Interdepartmental Charges	\$12,379,077
\$1,501,527	\$1,548,013	Other Costs	\$1,398,392
-	\$0	Debt Service	\$0
-	\$0	Conversion / Summary	\$0
-	\$36,440	Other Financing Uses	\$895,256
<b>\$26,302,889</b>	<b>\$25,453,522</b>	<b>Sub Total</b>	<b>\$22,214,062</b>
<b>\$51,037,629</b>	<b>\$55,607,233</b>	<b>Total</b>	<b>\$51,130,117</b>

### Underground Atl Facil Revenue Fund

FY16 Actual	FY17 Adopted	DESCRIPTION	FY18 Budget
-	-	Salaries, Regular	-
-	-	Salaries, Perm Part-Time	-
-	-	Salaries, Sworn	-
-	-	Salaries, Extra Help	-
-	-	Salaries, Extra Help-Sworn	-
-	-	Overtime	-
-	-	Pen Cont Fire Pen Fd	-
-	-	Pen Cont Police Pen Fd	-
-	-	Pen Cont Gen Emp Pen Fd	-
-	-	Defined Contribution	-
-	-	Workers' Compensation	-
-	-	Other Personnel Costs	-
-	-	<b>Sub Total</b>	-
\$1,848,522	\$110,000	Purchased / Contracted Services	\$0
-	-	Supplies	-
-	-	Capital Outlays	-
-	-	Interfund / Interdepartmental Charges	-
\$85,893	-	Other Costs	\$0
\$8,431,155	\$0	Debt Service	\$0
-	-	Conversion / Summary	-
-	-	Other Financing Uses	-
<b>\$10,365,570</b>	<b>\$110,000</b>	<b>Sub Total</b>	<b>\$0</b>
<b>\$10,365,570</b>	<b>\$110,000</b>	<b>Total</b>	<b>\$0</b>



# SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

## Adopted

### Water & Wastewater Revenue Fund

FY16 Actual	FY17 Adopted	DESCRIPTION	FY18 Budget
\$53,869,081	\$69,999,714	Salaries, Regular	\$72,011,849
-	-	Salaries, Perm Part-Time	-
-	\$88,275	Salaries, Sworn	\$88,275
\$3,963,441	\$622,075	Salaries, Extra Help	\$1,041,688
-	-	Salaries, Extra Help-Sworn	-
\$4,305,726	\$1,165,679	Overtime	\$1,928,404
-	-	Pen Cont Fire Pen Fd	\$0
\$30,529	\$24,532	Pen Cont Police Pen Fd	\$30,393
\$13,183,994	\$15,401,941	Pen Cont Gen Emp Pen Fd	\$12,767,762
\$1,535,603	\$1,723,391	Defined Contribution	\$1,889,665
\$932,006	\$798,882	Workers' Compensation	\$959,176
\$9,192,780	\$12,298,882	Other Personnel Costs	\$12,272,323
<b>\$87,013,161</b>	<b>\$102,123,371</b>	<b>Sub Total</b>	<b>\$102,989,535</b>
\$46,454,795	\$57,324,486	Purchased / Contracted Services	\$69,916,576
\$39,058,356	\$44,822,290	Supplies	\$43,009,772
\$943,461	\$211,645	Capital Outlays	\$946,150
\$24,612,832	\$19,901,290	Interfund / Interdepartmental Charges	\$18,509,307
\$9,417,671	\$22,158,588	Other Costs	\$31,057,029
\$11,438,547	\$23,908,282	Debt Service	\$26,573,714
-	\$29,741,806	Conversion / Summary	\$22,514,876
\$375,817,415	\$245,163,297	Other Financing Uses	\$244,637,858
<b>\$507,743,077</b>	<b>\$443,231,684</b>	<b>Sub Total</b>	<b>\$457,165,282</b>
<b>\$594,756,237</b>	<b>\$545,355,055</b>	<b>Total</b>	<b>\$560,154,817</b>

### OTHER FUNDS

#### Emergency Telephone System

FY16 Actual	FY17 Adopted	DESCRIPTION	FY18 Budget
\$6,434,330	\$7,282,976	Salaries, Regular	\$7,618,241
-	-	Salaries, Perm Part-Time	-
\$85,300	-	Salaries, Sworn	-
\$69,505	\$85,490	Salaries, Extra Help	\$110,681
-	-	Salaries, Extra Help-Sworn	-
\$1,418,338	\$805,709	Overtime	\$924,186
-	-	Pen Cont Fire Pen Fd	-
\$31,841	\$23,192	Pen Cont Police Pen Fd	\$40,680
\$1,862,761	\$2,268,025	Pen Cont Gen Emp Pen Fd	\$1,799,149
\$106,142	\$141,744	Defined Contribution	\$93,883
\$14,848	\$12,396	Workers' Compensation	\$15,895
\$1,272,066	\$1,478,014	Other Personnel Costs	\$1,480,949
<b>\$11,295,132</b>	<b>\$12,097,544</b>	<b>Sub Total</b>	<b>\$12,083,664</b>
\$10,344,127	\$6,710,049	Purchased / Contracted Services	\$8,004,237
\$59,973	\$44,060	Supplies	\$70,416
\$47,614	\$0	Capital Outlays	\$5,160
-	-	Interfund / Interdepartmental Charges	-
\$70,585	\$70,585	Other Costs	\$70,368
-	-	Debt Service	-
-	-	Conversion / Summary	-
-	-	Other Financing Uses	-
<b>\$10,522,298</b>	<b>\$6,824,693</b>	<b>Sub Total</b>	<b>\$8,150,180</b>
<b>\$21,817,430</b>	<b>\$18,922,237</b>	<b>Total</b>	<b>\$20,233,845</b>

# SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

## Adopted

### Fleet Service Fund

FY16 Actual	FY17 Adopted	DESCRIPTION	FY18 Budget
\$7,360,895	\$8,510,820	Salaries, Regular	\$8,452,211
\$0	-	Salaries, Perm Part-Time	-
-	-	Salaries, Sworn	-
\$10,644	\$80,136	Salaries, Extra Help	\$49,886
-	-	Salaries, Extra Help-Sworn	-
\$630,011	\$396,905	Overtime	\$335,027
-	-	Pen Cont Fire Pen Fd	-
-	-	Pen Cont Police Pen Fd	\$0
\$2,194,625	\$2,654,984	Pen Cont Gen Emp Pen Fd	\$2,012,709
\$125,046	\$161,612	Defined Contribution	\$104,395
\$174,156	\$134,775	Workers' Compensation	\$24,878
\$1,262,796	\$1,562,888	Other Personnel Costs	\$1,533,731
<b>\$11,758,174</b>	<b>\$13,502,120</b>	<b>Sub Total</b>	<b>\$12,512,837</b>
\$6,629,249	\$2,823,147	Purchased / Contracted Services	\$4,258,680
\$11,241,663	\$14,008,418	Supplies	\$13,176,675
\$100,380	\$104,987	Capital Outlays	\$15,500
\$2,782,348	\$2,770,988	Interfund / Interdepartmental Charges	\$3,340,038
-	-	Other Costs	-
\$405,296	\$190,928	Debt Service	\$96,857
-	-	Conversion / Summary	-
-	-	Other Financing Uses	-
<b>\$21,158,936</b>	<b>\$19,898,467</b>	<b>Sub Total</b>	<b>\$20,887,750</b>
<b>\$32,917,110</b>	<b>\$33,400,588</b>	<b>Total</b>	<b>\$33,400,588</b>

### Group Insurance Fund

FY16 Actual	FY17 Adopted	DESCRIPTION	FY18 Budget
\$780,766	\$843,049	Salaries, Regular	\$857,449
\$9,830	\$5,735	Salaries, Perm Part-Time	\$2,232
-	-	Salaries, Sworn	-
\$49,048	\$46,172	Salaries, Extra Help	\$61,475
-	-	Salaries, Extra Help-Sworn	-
\$2,787	\$1,461	Overtime	\$683
-	-	Pen Cont Fire Pen Fd	-
-	-	Pen Cont Police Pen Fd	-
\$80,876	\$99,285	Pen Cont Gen Emp Pen Fd	\$75,762
\$41,003	\$27,887	Defined Contribution	\$35,039
\$12,192	\$6,069	Workers' Compensation	\$10,923
\$809,648	\$1,188,613	Other Personnel Costs	\$1,224,964
<b>\$1,786,151</b>	<b>\$2,218,271</b>	<b>Sub Total</b>	<b>\$2,268,528</b>
\$333,719	\$609,563	Purchased / Contracted Services	\$2,997,452
\$24,641	\$10,154	Supplies	\$13,559
-	-	Capital Outlays	-
\$1,036,956	\$1,818,701	Interfund / Interdepartmental Charges	\$2,222,433
\$142,438,569	\$132,328,220	Other Costs	\$137,620,810
-	\$0	Debt Service	\$0
-	\$13,614,786	Conversion / Summary	\$12,397,237
-	-	Other Financing Uses	-
<b>\$143,833,883</b>	<b>\$148,381,424</b>	<b>Sub Total</b>	<b>\$155,251,490</b>
<b>\$145,620,035</b>	<b>\$150,599,694</b>	<b>Total</b>	<b>\$157,520,018</b>

# SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP

## Adopted

### Hotel/Motel Tax Fund

FY16 Actual	FY17 Adopted	DESCRIPTION	FY18 Budget
-	-	Salaries, Regular	-
-	-	Salaries, Perm Part-Time	-
-	-	Salaries, Sworn	-
-	-	Salaries, Extra Help	-
-	-	Salaries, Extra Help-Sworn	-
-	-	Overtime	-
-	-	Pen Cont Fire Pen Fd	-
-	-	Pen Cont Police Pen Fd	-
-	-	Pen Cont Gen Emp Pen Fd	-
-	-	Defined Contribution	-
-	-	Workers' Compensation	-
-	-	Other Personnel Costs	-
-	-	<b>Sub Total</b>	-
-	-	Purchased / Contracted Services	-
-	-	Supplies	-
-	-	Capital Outlays	-
-	-	Interfund / Interdepartmental Charges	-
-	-	Depreciation And Amortization	-
\$54,619,148	\$50,457,893	Other Costs	\$53,908,172
-	-	Debt Service	-
-	-	Conversion / Summary	-
\$18,196,674	\$16,810,330	Other Financing Uses	\$17,959,808
<b>\$72,815,822</b>	<b>\$67,268,223</b>	<b>Sub Total</b>	<b>\$71,867,980</b>
<b>\$72,815,822</b>	<b>\$67,268,223</b>	<b>Total</b>	<b>\$71,867,980</b>

### Rental/Motor Vehicle Tax Fund

FY16 Actual	FY17 Adopted	DESCRIPTION	FY18 Budget
-	-	Salaries, Regular	-
-	-	Salaries, Perm Part-Time	-
-	-	Salaries, Sworn	-
-	-	Salaries, Extra Help	-
-	-	Salaries, Extra Help-Sworn	-
-	-	Overtime	-
-	-	Pen Cont Fire Pen Fd	-
-	-	Pen Cont Police Pen Fd	-
-	-	Pen Cont Gen Emp Pen Fd	-
-	-	Defined Contribution	-
-	-	Workers' Compensation	-
-	-	Other Personnel Costs	-
-	-	<b>Sub Total</b>	-
-	-	Purchased / Contracted Services	-
-	-	Supplies	-
-	-	Capital Outlays	-
-	-	Interfund / Interdepartmental Charges	-
-	-	Depreciation And Amortization	-
\$1,188,750	\$1,046,050	Other Costs	\$1,092,076
-	-	Debt Service	-
-	-	Conversion / Summary	-
-	-	Other Financing Uses	-
<b>\$1,188,750</b>	<b>\$1,046,050</b>	<b>Sub Total</b>	<b>\$1,092,076</b>
<b>\$1,188,750</b>	<b>\$1,046,050</b>	<b>Total</b>	<b>\$1,092,076</b>
<b>\$2,081,997,180</b>	<b>\$2,010,809,394</b>	<b>Grand Total</b>	<b>\$2,055,856,484</b>

The expenses for Aviation and Watershed include an equity transfer to its renewal and extension.



## SUMMARY OF REVENUES AND EXPENSES

### General Fund

<b>Revenues</b>	<b>FY16 Actuals</b>	<b>FY17 Adopted</b>	<b>FY18 Budget</b>
Property Taxes	\$193,217,360	\$194,684,484	\$201,920,376
Public Utility, Alcoholic Beverage and Other Taxes	\$108,686,135	\$109,379,640	\$103,908,966
Local Option Sales Taxes	\$103,515,450	\$104,321,416	\$105,392,343
Licenses and Permits Revenue	\$78,447,025	\$77,656,822	\$114,375,544
Other Revenue	\$17,239,105	\$10,818,410	\$7,332,494
Charges For Current Services	\$10,229,588	\$4,751,934	\$4,662,826
Fines, Forfeitures and Penalties	\$24,392,140	\$28,024,152	\$28,108,818
Building Rentals and Concessions	\$7,411,202	\$8,281,278	\$13,990,662
Indirect Costs Recovery	\$36,807,162	\$32,772,876	\$31,431,000
Hotel & Motel Tax Revenue	\$18,196,674	\$16,810,329	\$17,541,183
Pilot & Franchise Fees	\$19,394,197	\$19,887,243	\$19,983,046
<b>Total Revenues</b>	<b>\$617,536,036</b>	<b>\$607,388,585</b>	<b>\$648,647,258</b>

<b>Expenditures</b>	<b>FY16 Actuals</b>	<b>FY17 Adopted</b>	<b>FY18 Budget</b>
Personnel Services And Employee Benefits	\$368,027,137	\$371,865,799	\$406,511,354
Purchased / Contracted Services	\$87,170,993	\$81,970,573	\$93,923,027
Supplies	\$43,807,297	\$38,488,069	\$38,398,527
Capital Outlays	\$11,685,198	\$606,782	\$1,563,155
Interfund / Interdepartmental Charges	\$14,327,528	\$15,649,875	\$15,056,402
Other Costs	\$42,789,090	\$51,888,919	\$44,582,806
Debt Service	\$15,530,221	\$15,740,068	\$18,914,629
Conversion / Summary	-	\$14,941,759	\$13,069,087
Other Financing Uses	\$32,063,806	\$16,236,741	\$16,628,271
<b>Total Expenditures</b>	<b>\$615,401,271</b>	<b>\$607,388,585</b>	<b>\$648,647,258</b>

## SUMMARY OF REVENUES AND EXPENSES

### Airport Revenue Fund

<b>Revenues</b>	<b>FY16 Actuals</b>	<b>FY17 Adopted</b>	<b>FY18 Budget</b>
Licenses And Permits	\$77,597	\$32,004	\$60,000
Charges For Services	\$479,749,775	\$499,162,631	\$504,597,132
Investment Income	\$1,123,399	\$0	\$0
Miscellaneous Revenues	\$6,984,999	\$4,520,736	\$3,795,340
<b>Total Revenues</b>	<b>\$487,935,770</b>	<b>\$503,715,371</b>	<b>\$508,452,472</b>

<b>Expenditures</b>	<b>FY16 Actuals</b>	<b>FY17 Adopted</b>	<b>FY18 Budget</b>
Personnel Services And Employee Benefits	\$84,641,420	\$94,274,614	\$101,493,839
Purchased / Contracted Services	\$116,326,447	\$150,674,580	\$165,139,883
Supplies	\$15,272,944	\$16,253,544	\$17,098,533
Capital Outlays	\$486,846	\$276,985	\$928,942
Interfund / Interdepartmental Charges	\$11,274,105	\$13,183,094	\$14,273,569
Other Costs	\$8,927,988	\$9,574,002	\$4,538,998
Conversion / Summary	-	\$78,369,968	\$63,012,721
Other Financing Uses	\$258,529,073	\$141,108,585	\$141,965,986
<b>Total Expenditures</b>	<b>\$495,458,823</b>	<b>\$503,715,371</b>	<b>\$508,452,472</b>

## SUMMARY OF REVENUES AND EXPENSES

### Building Permits Fund

<b>Revenues</b>	<b>FY16 Actuals</b>	<b>FY17 Adopted</b>	<b>FY18 Budget</b>
Licenses And Permits	\$28,079,788	\$22,926,178	\$0
Charges For Services	\$75,561	\$38,890	\$0
Investment Income	\$85,591	\$58,685	-
<b>Total Revenues</b>	<b>\$28,240,939</b>	<b>\$23,023,753</b>	<b>\$0</b>

<b>Expenditures</b>	<b>FY16 Actuals</b>	<b>FY17 Adopted</b>	<b>FY18 Budget</b>
Personnel Services And Employee Benefits	\$9,267,783	\$15,085,504	\$0
Purchased / Contracted Services	\$4,575,811	\$4,586,099	\$0
Supplies	\$305,680	\$391,245	\$0
Capital Outlays	\$40,275	\$468,104	\$0
Interfund / Interdepartmental Charges	\$3,358,434	\$1,923,859	\$0
Other Costs	\$425,448	\$504,497	\$0
Conversion / Summary	-	\$54,246	-
Other Financing Uses	\$10,257,873	\$10,200	-
<b>Total Expenditures</b>	<b>\$28,231,305</b>	<b>\$23,023,753</b>	<b>\$0</b>

## SUMMARY OF REVENUES AND EXPENSES

### City Plaza Operating Fund

<b>Revenues</b>	<b>FY16 Actuals</b>	<b>FY17 Adopted</b>	<b>FY18 Budget</b>
Investment Income	\$15,423	-	\$2,694
Miscellaneous Revenues	\$500,000	\$2,746,599	\$2,743,905
Other Financing Sources	\$10,680,480	-	\$0
<b>Total Revenues</b>	<b>\$11,195,903</b>	<b>\$2,746,599</b>	<b>\$2,746,599</b>

<b>Expenditures</b>	<b>FY16 Actuals</b>	<b>FY17 Adopted</b>	<b>FY18 Budget</b>
Purchased / Contracted Services	\$96,907	\$2,037,000	\$2,037,000
Other Costs	\$10,193,600	-	-
Debt Service	\$334,869	\$709,599	\$709,599
<b>Total Expenditures</b>	<b>\$10,625,376</b>	<b>\$2,746,599</b>	<b>\$2,746,599</b>



## SUMMARY OF REVENUES AND EXPENSES

### Civic Center Revenue Fund

<b>Revenues</b>	<b>FY16 Actuals</b>	<b>FY17 Adopted</b>	<b>FY18 Budget</b>
Investment Income	\$4,935	-	\$0
Miscellaneous Revenues	\$397,742	\$0	\$0
Other Financing Sources	-	\$1,626,006	\$610,713
<b>Total Revenues</b>	<b>\$402,677</b>	<b>\$1,626,006</b>	<b>\$610,713</b>

<b>Expenditures</b>	<b>FY16 Actuals</b>	<b>FY17 Adopted</b>	<b>FY18 Budget</b>
Personnel Services And Employee Benefits	\$625,989	\$586,087	\$445,479
Purchased / Contracted Services	\$241,168	\$282,172	\$32,511
Supplies	\$404,096	\$513,499	\$132,722
Other Costs	\$46,153	\$4,856	\$0
Debt Service	\$280,500	\$239,392	\$0
<b>Total Expenditures</b>	<b>\$1,597,906</b>	<b>\$1,626,006</b>	<b>\$610,713</b>

## SUMMARY OF REVENUES AND EXPENSES

### Parks Facilities Revenue Fund

<b>Revenues</b>	<b>FY16 Actuals</b>	<b>FY17 Adopted</b>	<b>FY18 Budget</b>
Charges For Services	\$15,229	\$0	\$0
Investment Income	\$314	\$0	\$0
<b>Total Revenues</b>	<b>\$15,542</b>	<b>\$0</b>	<b>\$0</b>

<b>Expenditures</b>	<b>FY16 Actuals</b>	<b>FY17 Adopted</b>	<b>FY18 Budget</b>
Personnel Services And Employee Benefits	\$85,673	-	-
Purchased / Contracted Services	\$18,163	\$0	\$0
Supplies	\$40,152	\$0	\$0
Other Costs	\$17,638	\$0	\$0
Debt Service	\$2,291	\$0	\$0
<b>Total Expenditures</b>	<b>\$163,917</b>	<b>\$0</b>	<b>\$0</b>

## SUMMARY OF REVENUES AND EXPENSES

### Solid Waste Services Revenue Fund

<b>Revenues</b>	<b>FY16 Actuals</b>	<b>FY17 Adopted</b>	<b>FY18 Budget</b>
Taxes	\$1,437,240	\$959,443	\$0
Charges For Services	\$45,090,258	\$54,629,411	\$51,066,125
Investment Income	\$60,544	\$18,380	\$63,992
<b>Total Revenues</b>	<b>\$46,588,043</b>	<b>\$55,607,233</b>	<b>\$51,130,117</b>
<b>Expenditures</b>	<b>FY16 Actuals</b>	<b>FY17 Adopted</b>	<b>FY18 Budget</b>
Personnel Services And Employee Benefits	\$24,734,740	\$30,153,710	\$28,916,055
Purchased / Contracted Services	\$10,086,745	\$10,418,126	\$5,803,107
Supplies	\$1,754,972	\$1,328,013	\$1,045,913
Capital Outlays	\$871,683	\$1,171,904	\$692,316
Interfund / Interdepartmental Charges	\$12,087,962	\$10,951,025	\$12,379,077
Other Costs	\$1,501,527	\$1,548,013	\$1,398,392
Other Financing Uses	-	\$36,440	\$895,256
<b>Total Expenditures</b>	<b>\$51,037,629</b>	<b>\$55,607,233</b>	<b>\$51,130,117</b>

## SUMMARY OF REVENUES AND EXPENSES

### Underground Atl Facil Revenue Fund

<b>Revenues</b>	<b>FY16 Actuals</b>	<b>FY17 Adopted</b>	<b>FY18 Budget</b>
Charges For Services	\$103	\$0	\$0
Investment Income	\$13,239	\$0	\$0
Miscellaneous Revenues	\$1,695,197	\$0	\$0
Other Financing Sources	\$4,000,000	\$110,000	\$0
<b>Total Revenues</b>	<b>\$5,708,538</b>	<b>\$110,000</b>	<b>\$0</b>

<b>Expenditures</b>	<b>FY16 Actuals</b>	<b>FY17 Adopted</b>	<b>FY18 Budget</b>
Purchased / Contracted Services	\$1,848,522	\$110,000	\$0
Other Costs	\$85,893	-	\$0
Debt Service	\$8,431,155	\$0	\$0
<b>Total Expenditures</b>	<b>\$10,365,570</b>	<b>\$110,000</b>	<b>\$0</b>

## SUMMARY OF REVENUES AND EXPENSES

### Water & Wastewater Revenue Fund

<b>Revenues</b>	<b>FY16 Actuals</b>	<b>FY17 Adopted</b>	<b>FY18 Budget</b>
Charges For Services	\$460,020,868	\$457,085,608	\$472,079,817
Investment Income	\$985,633	\$601,901	\$455,000
Miscellaneous Revenues	\$66,195	\$167,546	\$120,000
Other Financing Sources	\$132,653,406	\$87,500,000	\$87,500,000
<b>Total Revenues</b>	<b>\$593,726,101</b>	<b>\$545,355,055</b>	<b>\$560,154,817</b>

<b>Expenditures</b>	<b>FY16 Actuals</b>	<b>FY17 Adopted</b>	<b>FY18 Budget</b>
Personnel Services And Employee Benefits	\$87,013,161	\$102,123,371	\$102,989,535
Purchased / Contracted Services	\$46,454,795	\$57,324,486	\$69,916,576
Supplies	\$39,058,356	\$44,822,290	\$43,009,772
Capital Outlays	\$943,461	\$211,645	\$946,150
Interfund / Interdepartmental Charges	\$24,612,832	\$19,901,290	\$18,509,307
Other Costs	\$9,417,671	\$22,158,588	\$31,057,029
Debt Service	\$11,438,547	\$23,908,282	\$26,573,714
Conversion / Summary	-	\$29,741,806	\$22,514,876
Other Financing Uses	\$375,817,415	\$245,163,297	\$244,637,858
<b>Total Expenditures</b>	<b>\$594,756,237</b>	<b>\$545,355,055</b>	<b>\$560,154,817</b>

## SUMMARY OF REVENUES AND EXPENSES

### Emergency Telephone System

<b>Revenues</b>	<b>FY16 Actuals</b>	<b>FY17 Adopted</b>	<b>FY18 Budget</b>
Charges For Services	\$18,036,472	\$18,922,237	\$20,233,845
<b>Total Revenues</b>	<b>\$18,036,472</b>	<b>\$18,922,237</b>	<b>\$20,233,845</b>

<b>Expenditures</b>	<b>FY16 Actuals</b>	<b>FY17 Adopted</b>	<b>FY18 Budget</b>
Personnel Services And Employee Benefits	\$11,295,132	\$12,097,544	\$12,083,664
Purchased / Contracted Services	\$10,344,127	\$6,710,049	\$8,004,237
Supplies	\$59,973	\$44,060	\$70,416
Capital Outlays	\$47,614	\$0	\$5,160
Other Costs	\$70,585	\$70,585	\$70,368
<b>Total Expenditures</b>	<b>\$21,817,430</b>	<b>\$18,922,237</b>	<b>\$20,233,845</b>

## SUMMARY OF REVENUES AND EXPENSES

### Fleet Service Fund

<b>Revenues</b>	<b>FY16 Actuals</b>	<b>FY17 Adopted</b>	<b>FY18 Budget</b>
Charges For Services	\$33,482,326	\$33,400,588	\$33,400,588
Investment Income	\$43,678	\$0	\$0
Miscellaneous Revenues	\$73,641	\$0	\$0
Other Financing Sources	\$3,500,000	\$0	\$0
<b>Total Revenues</b>	<b>\$37,099,645</b>	<b>\$33,400,588</b>	<b>\$33,400,588</b>

<b>Expenditures</b>	<b>FY16 Actuals</b>	<b>FY17 Adopted</b>	<b>FY18 Budget</b>
Personnel Services And Employee Benefits	\$11,758,174	\$13,502,120	\$12,512,837
Purchased / Contracted Services	\$6,629,249	\$2,823,147	\$4,258,680
Supplies	\$11,241,663	\$14,008,418	\$13,176,675
Capital Outlays	\$100,380	\$104,987	\$15,500
Interfund / Interdepartmental Charges	\$2,782,348	\$2,770,988	\$3,340,038
Debt Service	\$405,296	\$190,928	\$96,857
<b>Total Expenditures</b>	<b>\$32,917,110</b>	<b>\$33,400,588</b>	<b>\$33,400,588</b>

## SUMMARY OF REVENUES AND EXPENSES

### Group Insurance Fund

<b>Revenues</b>	<b>FY16 Actuals</b>	<b>FY17 Adopted</b>	<b>FY18 Budget</b>
Charges For Services	\$142,426,996	\$149,425,981	\$155,523,428
Investment Income	\$111,188	\$80,228	\$51,583
Miscellaneous Revenues	\$1,434,165	\$1,058,579	\$1,908,705
Other Financing Sources	\$0	\$34,906	\$36,302
<b>Total Revenues</b>	<b>\$143,972,348</b>	<b>\$150,599,694</b>	<b>\$157,520,018</b>

<b>Expenditures</b>	<b>FY16 Actuals</b>	<b>FY17 Adopted</b>	<b>FY18 Budget</b>
Personnel Services And Employee Benefits	\$1,786,151	\$2,218,271	\$2,268,528
Purchased / Contracted Services	\$333,719	\$609,563	\$2,997,452
Supplies	\$24,641	\$10,154	\$13,559
Interfund / Interdepartmental Charges	\$1,036,956	\$1,818,701	\$2,222,433
Other Costs	\$142,438,569	\$132,328,220	\$137,620,810
Conversion / Summary	-	\$13,614,786	\$12,397,237
<b>Total Expenditures</b>	<b>\$145,620,035</b>	<b>\$150,599,694</b>	<b>\$157,520,018</b>



## SUMMARY OF REVENUES AND EXPENSES

### Hotel/Motel Tax Fund

<b>Revenues</b>	<b>FY16 Actuals</b>	<b>FY17 Adopted</b>	<b>FY18 Budget</b>
Taxes	\$72,815,822	\$67,268,223	\$71,867,980
<b>Total Revenues</b>	<b>\$72,815,822</b>	<b>\$67,268,223</b>	<b>\$71,867,980</b>
<b>Expenditures</b>	<b>FY16 Actuals</b>	<b>FY17 Adopted</b>	<b>FY18 Budget</b>
Other Costs	\$54,619,148	\$50,457,893	\$53,908,172
Other Financing Uses	\$18,196,674	\$16,810,330	\$17,959,808
<b>Total Expenditures</b>	<b>\$72,815,822</b>	<b>\$67,268,223</b>	<b>\$71,867,980</b>

## SUMMARY OF REVENUES AND EXPENSES

### Rental/Motor Vehicle Tax Fund

<b>Revenues</b>	<b>FY16 Actuals</b>	<b>FY17 Adopted</b>	<b>FY18 Budget</b>
Taxes	\$1,188,750	\$1,046,050	\$1,092,076
<b>Total Revenues</b>	<b>\$1,188,750</b>	<b>\$1,046,050</b>	<b>\$1,092,076</b>

<b>Expenditures</b>	<b>FY16 Actuals</b>	<b>FY17 Adopted</b>	<b>FY18 Budget</b>
Other Costs	\$1,188,750	\$1,046,050	\$1,092,076
<b>Total Expenditures</b>	<b>\$1,188,750</b>	<b>\$1,046,050</b>	<b>\$1,092,076</b>

## SUMMARY OF FUND BALANCE

	Beginning Fund Balance				FY17 Net Change in Fund Balance	Unaudited Ending Fund Balance 2017	% Change in Fund Balance
		<i>Revenues</i>	<i>Expenditures</i>	<i>Other Financing Resource</i>			
<b>General Fund</b>	153,148,826	572,908,498	(596,180,138)	70,327,145	47,055,505	200,204,331	30.73%
<b>Special Revenue Funds</b>							
Community Dev Block Grant Fund	688,680	6,449,105	(6,491,754)	-	(42,649)	646,031	-6.19%
Emergency 911 Fund	(4,828,473)	16,904,174	(16,828,217)	1,000,000	1,075,956	(3,752,517)	-22.28%
Intergovernmental Grant Fund	(7,607,079)	53,670,792	(56,797,471)	1,035,000	(2,091,679)	(9,698,759)	27.50%
Empowerment Zone Fund	-	-	-	-	-	-	0.00%
Job Training Grant Fund	399,600	5,096,910	(4,617,192)	-	479,719	879,319	120.05%
Home Investment Partnership Fund	363,114	2,534,222	(2,501,153)	-	33,069	396,183	9.11%
Rental Rehabilitation Fund	603	-	-	-	-	603	0.00%
Sec 108 Loan Trust Fund	5,238,165	10,530	(2,098,699)	-	(2,088,169)	3,149,996	-39.86%
Atlantic Station TAD Fund	45,235,593	18,634,241	(13,503,860)	-	5,130,382	50,365,975	11.34%
Westside TAD Fund	75,244,390	15,954,018	(18,541,596)	-	(2,587,578)	72,656,812	-3.44%
NW Atlanta TAD Fund	10,632,893	2,960,477	(5,850,909)	-	(2,890,432)	7,742,462	-27.18%
Princeton Lakes TAD Fund	4,907,490	1,936,007	(1,371,274)	-	564,733	5,472,223	11.51%
Eastside TAD Fund	78,542,295	17,694,161	(3,827,623)	-	13,866,538	92,408,833	17.65%
Atlanta Beltline TAD Fund	10,449,758	30,724,427	(40,078,756)	82,576,707	73,222,378	83,672,136	700.71%
Campbellton Road TAD Fund	2,152,802	1,077,629	(331,653)	-	745,976	2,898,778	34.65%
Hollowell/M.L. King TAD Fund	2,695,896	311,681	(43,669)	-	268,012	2,963,908	9.94%
Metropolitan Parkway TAD Fund	1,488,073	101,124	(53,989)	-	47,135	1,535,208	3.17%
Stadium Neighborhoods TAD Fund	175,414	10,790	(42,106)	-	(31,316)	144,098	-17.85%
Rental/Motor Vehicle Tax	-	1,253,762	(1,253,762)	-	-	-	0.00%
Hotel/Motel Tax Fund	-	72,583,062	(54,444,555)	(18,138,507)	-	-	0.00%
Affordable Housing Fund	8,022,163	-	(2,197,133)	2,197,133	-	8,022,163	0.00%
TSPLOST	-	12,104,839	-	-	12,104,839	12,104,839	100.00%
Special 1% Sales And Use Tax Fund	-	131,709,569	-	(131,709,603)	(35)	(35)	0.00%
Perpetual Care	225,549	7,427	(30,530)	-	(23,104)	202,446	-10.24%
Trust Fund	31,120,497	17,525,032	(18,227,849)	-	(702,817)	30,417,680	-2.26%
Sub - Total	265,147,423	409,253,978	(249,133,749)	(63,039,270)	97,080,958	362,228,382	36.61%
<b>Capital Projects Funds</b>							
Annual Bond Fund	346,968	(1,058)	-	-	(1,058)	345,910	-0.31%
1993 School Improvement Bond	20,228	115	-	-	115	20,343	0.57%
1994 Referendum G.O. Bond Fund	367,798	2,080	-	-	2,080	369,879	0.57%
1996 G.O. Public Improvement Bond P	32,421	185	-	-	185	32,605	0.57%
1997 G.O. Public Improvement Bond F	250,147	1,424	-	-	1,424	251,571	0.57%
2000 Park Improvement Bond Fund	11,941	68	-	-	68	12,009	0.57%
2001 Quality Of Life Fund	21,905	437	56,408	(21,905)	34,940	56,845	159.51%
2004 Quality Of Life Fund	192,963	3,258	639,186	(832,203)	(189,759)	3,204	-98.34%
2005 B Go Project Fund	-	-	-	-	-	-	0.00%
2005A Park Improvement Bond Fund	4,164,742	1,188	(590,636)	-	(589,448)	3,575,294	-14.15%
Public Safety Facility Fund	5	(2)	(5,800,596)	5,827,476	26,878	26,883	539711.45%
2007 URFA Housing Bond Fund	-	-	-	(667,515)	(667,515)	(667,515)	100.00%
2008A Quality Of Life Improvement	1,531,327	3,332	(30,712)	-	(27,380)	1,503,947	-1.79%
2007 A&B AFCRA Zoo Bond Fund	-	106,358	-	-	106,358	106,358	100.00%
GO Refunding Series 2014A	10,098	-	-	-	-	10,098	0.00%
GO Refunding Series 2014B	8,814	-	-	-	-	8,814	0.00%
2014A Park Imp Revenue Refunding B	4,631,349	-	(1,675,158)	-	(1,675,158)	2,956,190	-36.17%
2015 Infrastructure Bond Fund	201,587,513	394,621	(30,429,947)	-	(30,035,326)	171,552,187	-14.90%
2015 Municipal Facilities Bond Fund	60,990,960	118,469	(27,227,744)	-	(27,109,275)	33,881,685	-44.45%
2016 GO Project Fund	-	-	(2,915,662)	-	(2,915,662)	(2,915,662)	100.00%
2017 URFA Refu Housing Bond Fund	-	-	(64,327,144)	64,352,515	25,371	25,371	200.00%
Capital Finance Fund	6,493,057	(977)	(20,014,165)	33,104,532	13,089,391	19,582,448	201.59%
Special Assessment Fund	2,780,038	479,332	-	-	479,332	3,259,370	17.24%
Solid Waste Management Fac Const Fu	2,463,612	1,744	(2,111,803)	2,107,999	(2,060)	2,461,552	-0.08%
Capital Asset - Finance Fund	10,919,365	380,476	(6,574,565)	4,262,446	(1,931,643)	8,987,722	-17.69%
Capital Finance - Recovery	(4,392)	100,160	(141,858)	45,419	3,721	(670)	0.00%
General Government Capital Fund	38,747,971	8,753,113	(3,719,957)	-	5,033,156	43,781,127	12.99%
Park Improvement Fund	3,565,549	11,612,415	(13,032,740)	-	(1,420,325)	2,145,223	-39.83%
2002 Traffic Court Facility Bond	188,655	839	-	(41,207)	(40,368)	148,287	-21.40%
2016 Traffic Court Facility Refunding I	-	4,228	(3,801,741)	3,764,467	(33,045)	(33,045)	0.00%
Sub - Total	339,323,034	21,961,805	(181,698,833)	111,902,025	(47,835,003)	291,488,031	-14.10%
<b>Debt Service Fund</b>							
Bond Sinking Fund	15,149,120	40,997,380	(24,045,086)	-	16,952,294	32,101,414	111.90%
<b>Grand Total</b>	<b>772,768,404</b>	<b>1,045,121,661</b>	<b>(1,051,057,807)</b>	<b>119,189,900</b>	<b>113,253,754</b>	<b>886,022,158</b>	<b>14.66%</b>

## EXPLANATIONS FOR CHANGE IN FUND BALANCE

### **GENERAL FUND**

Increase due to consolidation for Building Permit Fund into General Fund and the Sale of Underground.

### **SPECIAL REVENUE FUNDS:**

#### Emergency 911 Fund

Decrease due to \$1M transfer from the General Fund.

#### Intergovernmental Grant Fund

Increase due to a timing issue of revenue vs. expenditures

#### Job Training Grant Fund

Increase due to a timing issue of revenue vs. expenditures

#### Sec 108 Loan Trust Fund

Decrease due to loan payments received

#### Atlantic Station TAD Fund

Increased tax increment because property value increased from prior year.

#### NW Atlanta TAD Fund

Increased redevelopment expenses from prior year.

#### Princeton Lakes TAD

Increased tax increment because property value increased from prior year.

#### Eastside TAD Fund

Decreased bond interest payments due bond series 2016 refunding .

#### Atlanta Beltline TAD

Fund balance change due to a new bond issuance of \$144.8M and increased tax increment because property value increased from prior year.

#### Campellton Road TAD Fund

Increased tax increment because property value increased from prior year

#### Stadium Neighborhoods TAD Fund

Decreased tax increment collections from prior year

#### Perpetual Care

Decrease due to change in revenue is a result of Cash Pool Allocations and Private Donations; Change in Expenses is a result of a reclass from 7701 to 4501 totaling \$6,150.15 and \$24,379.92 for cemetery supplies.

## EXPLANATIONS FOR CHANGE IN FUND BALANCE

### **CAPITAL PROJECTS FUNDS:**

#### TSPLOST

Increase due to receipt from first TSPLOST payment.

#### 2001 Quality of Life Fund

Increase due to reclass of retainage fees.

#### 2004 Quality of Life Fund

Decrease due to reclass of retainage fees offset by operating transfer out to 3503 per 17-O-1205.

#### 2005A Park Improvement Bond Fund

Decrease due to expenditures on remaining bond funds.

#### Public Safety Facility Fund

Increase due to timing difference between when revenue comes in and when the expenditures occur.

#### 2007 URFA Housing Bond

Increase due to operating transfer out to 3152 2017 URFA REFU Housing Bond.

#### 2007 A&B AFCRA Zoo Bond Fund

Increase due to receipt of bond proceeds.

#### 2014A Park Imp Revenue Refunding Bond

Decrease due to expenses related to park improvements.

#### 2015 Infrastructure Bond Fund

Decrease due to expenditures on remaining bond funds.

#### 2015 Municipal Facilities Bond Fund

Decrease due to expenditures on remaining bond funds.

#### 2016 GO Project Fund

Increase due to expenses related to GO Project.

#### 2017 URFA Refu Housing Bond Fund

Increase due to operating transfer from 3137 2007 URFA Housing Bond Fund.

#### Capital Finance Fund

Increase due to operating transfers from other funds.

#### Special Assessment Fund

Increase due to revenues collected from demolition of buildings and structures.

#### Capital Asset - Finance Fund

Decrease due to Fleet purchases that haven't been reimbursed by a GMA draw (transfer from the General Fund).

#### General Government Capital Fund

Increase in Impact Fee Collections driven by an increase in revenue collections from building permitting. As new developers submit their application, the Building Permits division invoices and collects on "impact fees" in the service areas of Transportation, Police, Fire and Parks for plan development within and around the city

#### Park Improvement Fund

Decrease due to expenses related to park improvements.

#### 2002 Traffic Court Facility Bond

Decrease due to operating transfer out to 3602 2016 Traffic Court Facility Refunding Bond.

### **DEBT SERVICE FUND:**

#### Bond Sinking Fund

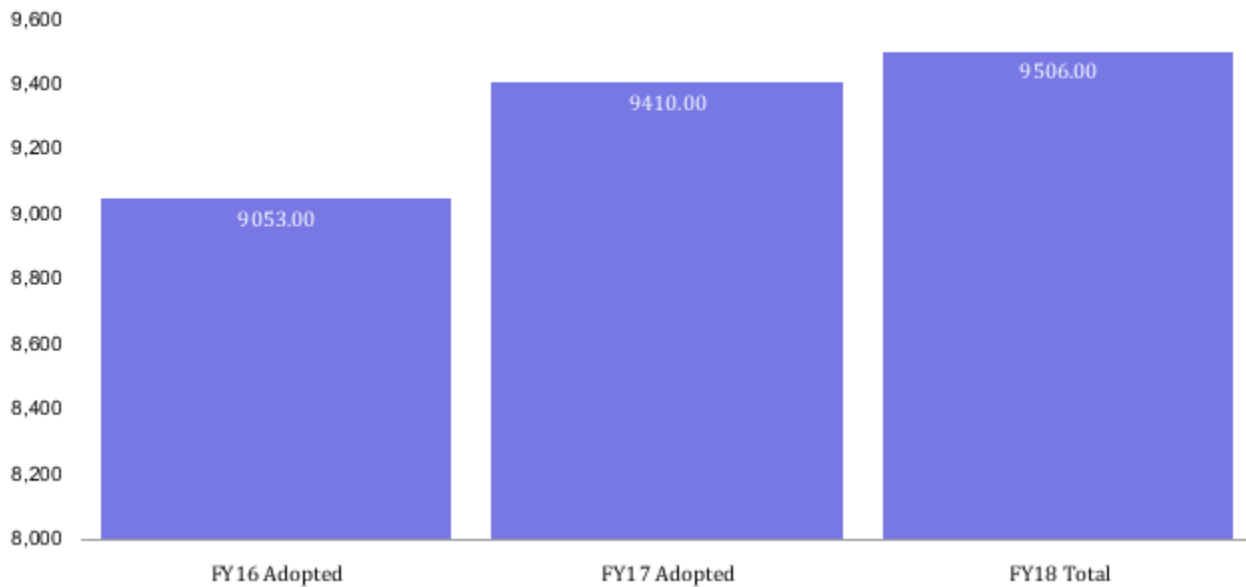
Increase in the fund balance due to less principal payments made during the year. After we defeased and refinance debt the debt service payments were significantly less



## SUMMARY OF PERSONNEL

	FY16	FY17	FY18 Adopted		FY18 vs. FY17	
	Adopted	Adopted	Operating	Other	Total	Change
030000 City Council	49.00	48.00	46.00	-	46.00	(2.00)
040000 Executive Offices	316.00	407.00	391.50	39.50	431.00	24.00
050000 Department Of Atlanta Information Management	157.67	173.00	140.67	15.00	155.67	(17.33)
080000 Department Of Law	85.00	85.00	83.53	1.47	85.00	0.00
090000 Department Of Corrections	346.00	365.00	359.00	6.00	365.00	0.00
100000 Department Of Finance	153.00	162.00	144.67	16.25	160.92	(1.08)
110000 Department Of Procurement	41.00	89.00	81.00	6.00	87.00	(2.00)
130000 Department Of Public Works	921.33	949.00	924.33	67.00	991.33	42.33
140000 Dept Of Parks & Recreation	393.00	417.00	430.00	29.00	459.00	42.00
170000 Department Of Watershed Management	1,553.00	1,598.00	1,096.00	416.00	1,512.00	(86.00)
180000 Department Of Aviation	648.00	644.00	657.00	49.00	706.00	62.00
190000 Judicial Agencies	164.00	165.00	184.00	2.00	186.00	21.00
220000 Department Of Human Resources	134.00	141.00	134.00	5.00	139.00	(2.00)
230000 Department Of Fire Services	1,129.50	1,134.25	1,150.00	-	1,150.00	15.75
240000 Department Of Police Services	2,548.50	2,573.00	2,589.00	6.00	2,595.00	22.00
250000 Dept Of Planning & Community Development	272.00	308.75	213.97	75.11	289.08	(19.67)
260000 Department Of The Solicitor	76.00	82.00	79.00	-	79.00	(3.00)
270000 Department Of Ethics	4.00	5.00	5.00	-	5.00	0.00
280000 Atlanta Citizens Review Board	8.00	8.00	8.00	-	8.00	0.00
290000 Department Of Audit	16.00	16.00	15.81	1.19	17.00	1.00
300000 Department Of Public Defender	38.00	40.00	39.00	-	39.00	(1.00)
<b>Total Full-Time Equivalent Employees</b>	<b>9,053.00</b>	<b>9,410.00</b>	<b>8,771.48</b>	<b>734.52</b>	<b>9,506.00</b>	<b>96.00</b>

**Summary of Personnel**







REVENUE  
OVERVIEW

ECONOMIC OUTLOOK

REVENUE FORECAST SUMMARY

ADOPTED BUDGET  
FY2018



# ECONOMIC OUTLOOK

## THE U. S. ECONOMIC OUTLOOK FOR 2017

By Jeffrey M. Humphreys, Terry College of Business, University of Georgia

The Terry College's 2017 United States (US) economic forecast indicates that the economic recovery that began in the second half of 2009 will be sustained. The rate of 2017 Gross Domestic Product (GDP) growth – 2.5 percent – will be higher than in 2016 – 1.7 percent, but below the average of the last 50 years – 2.9 percent. Five reasons US GDP growth will be higher in 2017 than in 2016 are that we will see (1) more spending by US consumers, (2) an upturn in spending by businesses for equipment and structures, (3) an upturn in industrial production, (4) an upturn in inventory accumulation, and (5) a smaller drag from net exports.

The US is well positioned for another year of modest economic growth courtesy of extensive restructuring of the private sector, including the cleanup of the financial sector, deleveraging by consumers, low interest rates, and a favorable balance of supply and demand for residential and non-residential properties. Household balance sheets are in very good shape. Corporate balance sheets are not quite as strong, but appear to be quite manageable due to low interest rates.

With the year-over-year rate of 2017 US GDP growth predicted at a below-average rate, the US economy will be vulnerable to economic shocks and/or policy mistakes. The main risks to US economic growth are (1) financial panics and/or massive shifts in asset prices – one potential trigger would be unexpectedly large increases in interest rates, (2) a sharp slowdown in global economic growth, and (3) mistakes in US fiscal or monetary policies. Risks to the outlook have increased. The

probability of a recession beginning sometime in 2017 is 35 percent, which is higher than the 25 percent recession probability estimated at this time last year. The higher risk of recession in 2017 compared to 2016 mainly reflects concerns about inflated asset prices (e.g., equities and bonds). Consumer spending is sensitive to equity prices. As always, energy prices are a wild card.

In 2017, consumer spending, gross private domestic investment, and industrial production will contribute to US GDP growth. Also, the inventory swing will be a slightly positive factor. Spending by the government will be a neutral factor in terms of 2017 US GDP growth. Also, the Federal Reserve's monetary policy stance will become less stimulative as it slowly raises short-term policy interest rates – the federal fund's rate will reach 1.5 percent in December 2017. The inflation-adjusted federal fund rate, therefore, will still be less than zero – less stimulative, but hardly restrictive.

Net exports will subtract from 2017 US GDP growth, but the subtraction will be smaller than in 2016. Sub-par productivity growth – albeit slightly higher than in 2016 – is another factor that will hold down 2017 GDP and personal income growth. Sub-par productivity growth reflects several factors, including low levels of business investment, more regulations at every level of government, challenging demographics, and mediocre gains in educational achievement. Also, the new Fair Labor Standards Act regulations will lower productivity significantly.

## Consumer Spending

Consumers' inflation-adjusted contribution to GDP growth will be positive, but only slightly larger than in 2016. The 2017 gain in inflation-adjusted consumer spending will be about 3 percent. Continuing, albeit slower, job creation will bring the economy to full employment, prompting faster wage and salary growth. The job gains – reinforced by acceleration in wage, salary growth and low interest rates – will bolster household balance sheets. Improved labor and housing market conditions will give consumers the confidence to spend, but stock market turmoil could negatively impact consumers' confidence in the economic situation. Growth of disposable personal income will give consumers the wherewithal to spend. Credit will become more available to households, lowering one barrier to consumer spending. Many households have locked in very historically low mortgage rates. Consumers will be more willing to take on credit card and auto loan debts, but will remain reluctant to take on more home equity debt.

One reason why consumer spending will grow is that household finances have improved. Going into the recession, household finances were in terrible shape. US consumers were heavily indebted and very short on savings. Indeed, by almost any measure households were extremely overextended. For example, the household debt service ratio – debt payments divided by after-tax income – stood at an all-time high of nearly 14 percent in 2005-2008. If you add in other financial obligations, such as automobile lease payments, rental payments on tenant-occupied property, homeowner's insurance, and property tax payments, you get a financial obligation ratio that was nearly 19 percent.

A depressed household savings rate also reflected consumers' largess. The household savings rate fell to the lowest levels experienced since the Great Depression. Essentially, households opted to boost current spending by extracting more and more wealth

from their homes – this, of course, was facilitated by lax credit standards. The house became the ATM.

As households shifted their priorities from spending to savings, the savings rate has risen from its cyclical trough of only 2.2 percent in the third quarter of 2005 to 5.2 percent in 2016. Due to both the strong labor market and high levels of consumer confidence, the savings rate will decline in 2017. Thus, changes in the savings rate will be a tailwind instead of a headwind in 2017. But, over the long term, many households will find that level of savings will not be adequate to maintain current living standards in retirement, especially if returns on financial assets remain below historical norms. The household savings rate therefore needs to rise to 7 or 8 percent. That's quite attainable – a 9 percent savings rate prevailed from 1961-1990. Eventually, a rising savings rate will be a secular headwind for consumer spending, but not in 2017.

The restoration of the discipline of saving represents an overdue return to normalcy that has helped households unwind imbalances that developed in their balance sheets. For example, the household financial obligation ratio was over 280 basis points lower in 2016 than it was in late 2007. In fact, the 2016 household financial obligation ratio is lower than the levels that prevailed in the early-1980s and the early-1990s. The lower financial obligation – or debt service – ratio not only frees up spending and inspires confidence, but it also allows households to more easily service their debt. Similarly, outstanding mortgage debt has fallen from 107 percent of disposable personal income in 2007 to 74 percent in 2016. Prior to the housing boom, the ratio of outstanding mortgage debt to disposable personal income was about 80 percent. The bottom line is that households' balance sheets are in very good shape.

This protracted period of household deleveraging was painful, but it was also

necessary. The statistics show that deleveraging is well advanced. One concern is that extreme volatility in the financial markets may cause jittery consumers to push up the household savings rate very sharply in 2017, which could precipitate a recession. Fortunately, that is not the most likely scenario.

One factor behind deleveraging was the unprecedented cycle of wealth destruction that erased 19 percent – \$13.1 trillion – of households' net worth. That's a huge number. Households' net worth began to recover in the second quarter of 2009, which lessened one of the pressures that caused consumers to pull back sharply on spending. In the third quarter of 2012, households recovered all of their nominal losses, but on an inflation-adjusted basis net worth was still below its pre-recession peak. On an inflation-adjusted basis, full recovery of the wealth that was lost did not occur until the third quarter of 2013. As of early-2016, households' inflation adjusted net worth was 14 percent above its pre-recession peak. On a nominal basis, households' net worth exceeded its pre-recession peak by 30 percent.

In 2017, turmoil in the US stock market may lower consumer confidence and/or reduce financial equity wealth, but real estate wealth should continue to increase, albeit at a more modest pace. Real estate wealth tends to have a larger influence on overall consumer spending than equity-based wealth. Changes in equity-based wealth have a significant influence on spending for luxury items and on spending by retirees – or near retirees, however.

At this juncture, job creation – and the income growth that accompanies it – is absolutely vital to the outlook for both consumer spending and the overall economy. The forecast anticipates that job growth will be adequate to support 2.5 percent GDP growth, but inadequate to raise the rate of GDP growth to its long-term average of 2.9 percent. Growth in the number of jobs, the number of hours

worked per job, and compensation will support this income growth. As employment expands in construction, health care, manufacturing, and professional and business services, the proportion of high paying jobs created will rise. Low productivity growth will prevent wages from rising very rapidly, however. Also, the labor force participation rate will rise slightly, albeit from a very depressed level.

Consumer spending is likely to broaden slightly in 2017, with spending for durable goods increasing slightly faster than spending for nondurable goods and services. Among durables, outlays for new and used motor vehicles will increase very rapidly. Auto lenders are expected to extend more credit to subprime borrowers. Outlays for information processing equipment will grow strongly. Improving housing market conditions will power sales of furniture and durable household equipment. Due to higher oil prices as well as increased use, spending on nondurables such as gasoline and other energy goods will rise briskly. Demographic factors will cause spending on pharmaceuticals and other medical products to rise strongly. Higher commodity prices and population growth will cause spending on food & beverages to rise moderately. Due to lower prices, spending on clothing and footwear will not increase. Among services, spending on vehicle leasing and natural gas will increase the fastest. Providers of health care, food services, and accommodations will see above average growth in spending. In contrast, consumers' outlays for telecommunications, financial and recreational services will grow relatively slowly. Consumers' spending on luxury goods could be adversely affected by turmoil in the US stock market.

### **Labor Markets**

The US economy recently posted the longest string of consecutive monthly jobs gains in the history of the nation. Job growth will continue. On an annual average basis total nonfarm

employment will increase by 1.5 percent in 2017, which is slightly less than the 1.7 percent gain estimated for 2016. Courtesy of the upcycle in housing, job growth will be very broadly based. Companies will hire as domestic demand for goods and services expands. Venture capital – which fuels job creation – will be more available than it was in 2008-16. The rate of job destruction in the private sector will be quite low. Thus, 2.5 percent GDP growth will generate 1.5 percent job growth. Also, GDP growth will outpace productivity growth in 2017, which will push firms to hire additional staff as end markets expand. GDP growth will sustain job creation, but the pace of job growth will decelerate slightly. Expectations of another year of below average top-line growth, a tighter labor market, and weak demand for US exports will be the main factors behind the slowdown in job growth. More positively, a larger share of the new jobs will be full-time rather than part-time. Assuming that the labor force participation increases only slightly, net job creation will reduce the unemployment rate from 4.8 percent to 4.6 percent on an annual average basis, which is full employment.

With the unemployment rate below 5 percent, the buyer's market for workers has become a seller's market. It is already difficult to hire workers that have very specialized training or educational requirements. As the labor market attains, or surpasses, full employment, wage growth will accelerate, but low productivity growth will prevent wages from rising too rapidly. Wages and benefits will rise by about 3 percent. Health insurance costs will be the primary force behind benefit cost increases. Unit labor costs will rise about 2.5 percent. One implication of the slow growth of unit labor costs is that the Federal Reserve does not need to raise short term policy interest rates aggressively.

Although net hiring will expand, several factors will limit the gains. First, below average GDP growth limits the impetus to hire. Second, a slight pickup in productivity will slow job growth. Third, the strong dollar will limit sales of US exports. Fourth, the

outsourcing of US jobs to developing countries will continue to spread from blue-collar occupations in manufacturing to white-collar occupations in high tech and service industries. Fifth, the federal government will be downsizing its workforces, and this restructuring will be permanent rather than cyclical. Finally, some of the new jobs that businesses will need to create will not match the skill sets of the unemployed. Fortunately, structural unemployment stemming from labor force immobility will diminish as housing markets improve. But, structural unemployment due to the skills mismatch is unlikely to diminish and probably will worsen – a legacy of cuts in spending by many state and local governments for K-12 as well as adult/technical education and training.

In the coming year, professional and business services will post the fastest rate of employment growth. Construction companies will see the second fastest rate of job growth. Education, health services, and leisure will see solid employment gains. The housing recovery will boost hiring in home services industries. Retail, wholesale trade, and state and local government will see limited, but positive employment growth. Information Technology will see limited job growth. Providers of financial activities are not expected to gain or lose significant numbers of jobs. The federal government and utilities are the only major sectors expected to shed jobs.

US manufacturers will expand their workforce in 2017, more than offsetting the jobs manufacturers cut in 2016. Gains in manufacturing employment reflect higher commodity prices as well as cyclical factors such as consumers' and businesses' growing demand for durable goods. For example, the up-cycle for housing will provide a strong tailwind to US manufacturers of home-related goods. The strong dollar will be the biggest headwind for factory job growth, limiting exports and encouraging more import competition.

Durable goods manufacturing sub-sectors with the best prospects for 2017 job growth include wood products, furniture, computers and electronic products. Limited, but positive job growth is expected for producers of non-metallic mineral products and fabricated metal products. In contrast, producers of primary metals, machinery, and transportation equipment will cut jobs. Manufacturers of nondurable goods also will add to their workforces, but at a very modest rate. Among nondurables subsectors, food, plastics, and rubber products will account for most of the job growth. Jobs will be lost in the textiles, apparel, paper, and chemicals industries.

Because the economies of European Union (EU) and Japan have performed poorly, manufacturers who want, or need, to locate in developed economies increasingly will opt for locations in the US. The US ranks very high in manufacturing competitiveness in terms of talent-based innovation, high labor productivity, the legal system, property rights, physical infrastructure, and low-cost shale gas. China outranks the US in terms of both its low costs and its high levels of government investment in manufacturing/innovation focused research and development. Tightening of China's labor markets and low US energy prices are helping to shrink the cost advantage of manufacturing in China, but overall progress will be very slow as such gains will be significantly offset by rising regulatory and health care costs in the US as well as the strength of the US dollar.

## **Housing**

Housing will continue to be a strong tailwind for US GDP growth. That's primarily due to cyclical factors, but the demographic trends also are becoming more supportive. This traditional driver of economic growth finally got traction in 2012, and gathered momentum in 2013-16, but improvements in housing activity have been uneven both temporally and geographically.

In 2017, the number of single-family home starts for new construction will increase by about 15 percent to 950 thousand units. That large percentage gain in single-family housing starts pales in comparison to the peak-to-trough plunge in activity that occurred. Single-family housing starts peaked at 1.747 million units (annualized rate) in the third quarter of 2005 and bottomed at 356 thousand units in the first quarter of 2009.

Existing single-family home prices stabilized in 2012 and rose substantially in 2013-16. Existing home prices will continue to rise, but at a much more moderate rate – about 3 percent in 2017. Any remaining pockets of home price depreciation are spotty, reflecting local imbalances rather than overall macroeconomic conditions. In most markets, home price appreciation will continue to bolster the psyche of the consumer, households' net worth, and homeowners' ability to spend.

As the record of home price appreciation lengthens, potential homebuyers who have been waiting on the sidelines will increasingly opt to become homeowners. Rising rents will strongly reinforce this trend. Many investors pulled the trigger on home purchases in late 2011 or in 2012, but people who buy homes to live in them did so in increasing numbers in 2013-16. In 2017, the share of homes sold to people who live in them will rise and the share sold to investors will decline.

Going forward, the performance of the housing market will depend primarily on the performance of the labor market, with changes in mortgage rates, and credit conditions playing secondary and tertiary roles. Employment and personal income growth are expected in 2017. Those new jobs, and bigger paychecks – plus appreciating home values – will give more people the wherewithal and the confidence to buy homes, ensuring the sustainability of the housing market's recovery. A rising proportion of high paying jobs will help bolster housing activity.

Mortgage rates will remain a tremendous bargain, but rates will move higher in 2017. The rise in mortgage rates will not be large enough to stop – or reverse – the housing recovery, but it will be a headwind. Home mortgages should be somewhat easier to obtain, however. Credit conditions will ease as home values and macroeconomic conditions improve. Despite some additional easing of credit conditions, credit will remain tight for riskier home loans. Although lending standards for new home construction and new residential developments will get a bit easier, credit lines and money to builders will still be somewhat scarce, restricting the supply of newly built homes. Supply constraints – the scarcity of developed lots and a shortage of skilled construction tradespeople – will slow recovery of the housing market. Fortunately, financing for lot development should be more available in 2017 than in recent years.

Despite recent home price gains, many households still owe more on their mortgages than their homes are worth, which limits the availability of financing, especially for those with lower credit scores. Plus, many more homeowners are in near negative equity situations. These households will not be able to absorb the transaction costs involved in selling their homes, make a significant down payment, or qualify for a new mortgage. These homeowners are stuck in their current homes, unable to trade up or trade down. Another development that will restrain housing activity for many years is that many homeowners have locked in extraordinary low mortgage rates that they will be reluctant to give up.

The strong dollar and weak foreign economies will reduce the number of foreign investors who are looking to buy residential properties in the US. Foreign buyers have played a major role in the recovery of housing markets in the urban core of many large US MSAs, especially for luxury multi-unit residents. On the plus side, several developed foreign economies are implementing substantial new taxes on foreign real estate buyers, which will

encourage foreign buyers to focus more intently on US real estate markets.

A potentially powerful demand side support for homebuilding is the rebound in the rate of household formation, which was quite depressed in 2008-2010. Job growth will be the key to unlocking the pent-up demand for housing that built up as young adults opted to stay at home a bit longer. Moreover, improving job prospects will partially reverse the recent surge in college enrollment and might also slow the rate at which student loan debt is piling up. Indeed, record breaking levels of student loan debt are one reason why young adults have delayed moving out on their own, getting married, having children, and buying a starter house.

### **Non Residential Construction**

Although slightly higher interest rates constitute a headwind, spending for new nonresidential construction will increase in 2017, continuing the upcycle that began in the second quarter of 2013. Credit conditions will ease for those looking to build nonresidential structures, but will remain tight in markets with high vacancy rates. Employment and population growth will generate gains in net occupancy. In many markets, tenants will no longer have the upper hand in lease negotiations. There will be some negative trends: For example, there will be very little spending on energy-related construction. Also, the strong dollar has dampened foreign investors' interest in US real estate. These counter trends imply that the current upcycle in the nonresidential real estate will gain additional traction, but also will lack vigor.

Office and retail vacancy rates will remain elevated, but will improve. Demand for new office space will increase the most in markets that benefit from growth of high technology and health care industries. Retail construction will continue to be limited by abundant supplies of existing space as well as online competition, but pockets of new retail development will appear in the most desirable



locations. Industrial development will benefit from an upturn in industrial production, with new development focused on locations with logistical advantages.

Spending for publicly funded structures will increase, reversing the downtrend of recent years. The primary headwind for public construction has been the property bust which led to downward – or at least slowed upward – adjustments in assessed property values. Typically, such adjustments lag movements in market prices by several years. Property tax bases have finally responded to the upturn in real estate prices. So, governments' property tax bases are becoming more supportive of revenue collections and in turn public construction.

### **Business Spending**

After dropping sharply in 2008-09, nonresidential fixed investment was a contributor to GDP growth in 2010-2015, but it did not contribute to growth in 2016. The sharp drop in oil prices undercut nonresidential fixed investment spending, but such spending bottomed out in 2016 and will increase in 2017. Due to higher commodity prices, slightly faster growth in end markets, and renewed growth in corporate profits business spending for equipment will be about 4 percent larger in 2017 than in 2016. Nonresidential fixed investment will become a tailwind rather than a headwind to US GDP growth. The need to improve productivity, good cash flows, and access to credit – albeit somewhat more expensive – will support such spending. With the economy at, or beyond, full employment, acceleration in wage growth will incentivize businesses to substitute capital for labor, which bodes well for producers of durable equipment and software.

Due to both top line growth and better access to credit, investment spending by small businesses should grow more rapidly in 2017 than in 2016. Home price appreciation is adding to home equity which is a major source of collateral for many small business loans.

By historical standards, businesses' capital spending has been very weak over the course of the years 2001-2016. Consequently, there is a need to increase spending on nonresidential fixed investments despite low levels of capacity utilization. That's because the capital stock is getting quite old. The age of nonresidential fixed assets across all private industries is at its highest level in 40 years. The average age of equipment used in manufacturing is at an all-time high. In recent years, businesses have spent aggressively on stock buybacks and acquisitions, but have not spent aggressively on equipment and other forms of capital that raise productivity. Investments have been delayed for so long that replacement needs should raise capital spending in 2017. It helps that lending standards will not tighten in 2017. Plus, for many companies, cash flows will be adequate relative to a number of funds they need for investment, lessening the impact of lingering credit constraints or slightly higher interest rates.

Business spending for aircraft and information processing equipment will post the largest year-over-year percentage gains. Higher spending also is expected for industrial equipment, other miscellaneous equipment, and intellectual property rights.

In 2017, below average levels of capacity utilization will be a headwind for business spending for equipment and software. The US economy is far from the point where strong GDP growth generates more GDP growth because inadequate capacity begins to encourage more capital spending, but if much of the excess capacity is either in the wrong location, or in the wrong industry, or too old, then the push to GDP growth could be larger than expected. The rate of capacity utilization in all industries was 74.9 percent in mid-2016, which is up considerably from 66.9 percent in mid-2009, but lower than in 2015. But, the long-run (1972-2015) average rate of capacity utilization for all industries in the US is 80.0 percent.

Capacity utilization varies dramatically by industry. In mid-2016, capacity utilization for industries producing goods at the finished stage was 75.0 percent, a rate that's 2.0 percentage points below its long-run average and therefore will not spur capacity additions. Even worse, due to the collapse in energy and commodity prices, capacity utilization for industries producing crude products was only 74.8 percent, a rate 11.5 percentage points below its long-run average. An upturn in commodity and energy prices should raise capacity utilization for such industries in 2017. Capacity utilization for goods at the primary and semifinished stages of production was only 74.9 percent, a rate 5.7 percentage points below its long-run average.

### **Corporate Profits**

The pace of US GDP growth will accelerate modestly in 2017, which implies modest growth in domestically generated corporate profits. But, it bears in mind that even though after-tax corporate profits declined in 2016, they are still at very high levels. Tight labor markets are expected to push up wage and benefit costs in 2017. Plus, the new Fair Labor Standard Act regulations will push up unit labor costs and reduce productivity. Businesses therefore should expect low-single digit percentage point gains in profits in 2017. Expense management and more broadly-based – albeit moderate – growth in demand for goods and services will be the primary factors supporting profit growth. In 2017, financing should still be easy to obtain, albeit slightly more expensive.

The upturn in the housing market will be a primary factor contributing to the broadening of the base of profit growth by boosting profits for many home-related industries. Growth in spending for business equipment bodes well for profits earned by technology-oriented companies. Higher oil and commodity prices will raise the profits of energy and commodity producing companies as well as businesses that cater to their needs. Productivity growth is likely to be slightly stronger in 2017 than it

was in 2016, but still weak from a historical perspective. Faster productivity growth would be a panacea for profits as well as the overall economy.

On the negative side, businesses' pricing power is not expected to firm significantly. The strong dollar will limit profit growth based on overseas earnings. Finally, it's important to recognize that financial institutions' profit margins will be constrained by the flat yield curve. The slow expansion of foreign GDP – especially the lackluster performance of the EU – will limit sales prospects for many export-oriented companies.

### **International Trade**

In 2017, both real exports and imports are expected to grow faster than US GDP, reflecting the ongoing globalization of input and product markets. Imports will rise faster than exports, and the 2017 trade gap will be larger than in 2016. Hence, net exports will be a negative factor in terms of 2017 US GDP. The main obstacles to faster US export growth are the same as in 2016: the strong US dollar and economic weakness in the rest of the World. One reason why imports will grow in 2017 will be faster growth of domestic consumer spending, which implies faster growth of imports of finished goods as well as more outbound US tourists.

In 2017, US export growth will be broadly based, and growth will be faster in emerging-market economies than in developed economies. Increases are expected for all of the major categories of goods and services. Exports of services will grow faster than exports of goods. Among goods, export growth will be fastest for vehicles and parts, and industrial materials and supplies. Export growth will be slowest for consumer goods. Capital goods, foods, feeds, and beverages will see moderate gains. It should be noted that the broad-based quality of US export growth reduces the chances that export growth will stall.

Slight US dollar depreciation will begin late in 2017, but that will not help US exports too much. That's because the US dollar's value will still be quite high. The 2017 current account deficit will equal about 2.7 percent of US GDP, which is about the same as in 2016.

## **Inflation**

Consumer price inflation will increase by 2.2 percent in 2017, compared to only 1.2 percent in 2016. That's slightly higher than the range that the Federal Reserve appears to be targeting, which will encourage the Federal Reserve to increase policy interest rates in 2017. Higher commodity prices, higher housing prices – rents – and higher medical prices will drive the increase. Almost all the usual drivers of inflation will be more intense in 2017. For example, the pace of 2017 GDP growth will be 0.8 percentage points higher than in 2016. Consumer spending will grow slightly faster than in 2016. Oil and many other commodity prices have moved above their recent lows. The national unemployment rate is below 5 percent. The Census Bureau's most recent report on income and poverty documented the largest year-to-year gain in median household income in many years. Of course, there's still excess capacity in a large number of economic sectors, illustrated by the below average rate of capacity utilization, but capacity utilization will be higher in 2017 than in 2016. Plus, the strong dollar will keep inflation at bay, but the dollar probably will begin to weaken in the latter part of 2017. As long as the Federal Reserve does not keep rates too low for too long, the risk of stagflation remains very low. The evidence, however, increasingly suggests that the Federal Reserve needs to become much more aggressive in terms of hiking policy interest rates.

Although the labor market is at full employment, it's unlikely that inflation will be a major problem in 2017. Labor market conditions will continue to improve, but not fast enough to support and ignite rapidly accelerating inflation. Indeed, employment

will grow more slowly in 2017 than in 2016. The bottom line is that the employment situation has improved to the point where labor market conditions will support higher inflation. Thus, the Federal Reserve needs to tighten monetary policy and raise policy interest rates to prevent inflation from getting too much traction.

The precise timing and magnitude of the future rate increases by the Federal Reserve will depend on both the magnitude and perceived durability of the expansion. Based on the 2017 forecast of sustained modest US GDP growth, the Federal Reserve will increase short-term policy interest rates slowly in 2017. The upper bound of the federal fund's rate will be 1.50 percent at the end of 2017 and 2.5 percent at the end of 2018. Those rate increases will not be high enough to prevent inflation from exceeding its 2 percent target, however.

## **Crude Oil Markets**

Absent additional significant supply interruptions or additional price premiums due to increased political tensions, it is unlikely that oil prices will go much higher than \$55 per barrel. That's slightly above the approximate breakeven price for US shale oil production. Prices higher than \$55 will cause US shale oil and other marginal producers to ramp up production. Before Saudi Arabia, Iran, and Iraq decided to defend their market share by flooding the market, oil prices were about \$100 per barrel.

Because oil markets are so volatile a significant supply interruption would cause oil to trade significantly higher. There is no shortage of potential negative supply shocks, ranging from the Nigeria Delta Defenders, to the economic crisis in Venezuela, to ISIS, to hurricanes in the Gulf of Mexico. This forecast is predicated upon a slight acceleration in the modest pace of global economic growth and no major disruptions in the supply of crude or refined products.

## THE GEORGIA ECONOMIC OUTLOOK FOR 2017

By Jeffrey M. Humphreys, Terry College of Business, University of Georgia

In 2017, Georgia's economy will continue to expand. The pace of GDP and personal income growth will accelerate, but the pace of job growth will slow. Because Georgia's economy is inextricably linked to the national economy, the risk of another recession is 35 percent, up from only 25 percent in 2015-16. The primary risks likely to trigger a new recession are massive shifts in asset prices (e.g., equities and/or bonds), mistakes in fiscal and/or monetary policies, a much sharper than expected slowdown in China, or a widespread financial panic due to turmoil in the credit markets.

The 2017 forecast calls for Georgia's inflation-adjusted GDP to increase by 3.2 percent, which is higher than the 2.6 percent growth estimated for 2016. Georgia's 2017 GDP growth rate will be 0.7 percentage points higher than the 2.5 percent rate estimated for US GDP. It will also be above the long-term average rate of US GDP growth – 2.9 percent. The positive differentials reflect (1) many major projects already in Georgia's economic development pipeline, (2) more leverage from the housing recovery, (3) more supportive demographic forces, (4) continuing expansion of Georgia's manufacturing industries even as US manufacturing experienced a mild recession, and (5) more small business startups and expansions.

The state's nominal personal income will grow by 5.0 percent in 2017, which is higher than the 4.1 percent gain estimated for 2016. It also exceeds the 3.1 percent gain expected for US personal income. Georgia's nonfarm employment will rise by 2.1 percent in 2017, which exceeds the 1.5 percent gain estimated for the US. It's smaller, however than the 2.8 percent, 2.9 percent, and 2.7 percent job gains Georgia posted for 2014, 2015, or 2016, respectively.

The main headwinds in 2017 will be (1) the strong US dollar, (2) weak foreign economies, (3) higher oil prices, (4) cuts in federal spending, and (3) less monetary stimulus.

Georgia's unemployment rate for 2017 will average 4.8 percent, or about 0.5 percentage points lower than the 5.3 percent rate estimated for 2016. The unemployment rate will come down less in 2017 than in recent years because of the slowdown in job growth as well as increases in labor force participation.

Job growth will be very well balanced in 2017, with gains in both goods producing and services providing industries. The fastest job growth will occur in construction, followed by professional and business services, and leisure and hospitality. Solid, but below-average job growth is expected for education and health services, trade, transportation & utilities, financial activities, manufacturing, and other services. Positive, but very slow job growth is projected for government and information. Local government rather than federal or state government will account for most of the increase in government employment.

### **Prospects for Service Producing Industries**

Service producing businesses led the upturn in Georgia's economy that began in early 2010, but some major service industry subsectors – financial activities and information – initially did not participate and continued to cut jobs. The 2017 forecast indicates that all of Georgia's major categories of service-related businesses will expand, with the broader base of growth reflecting the upturn in housing markets, growing demand for information and high technology services, and competitive economic development incentives.

In 2017, headquarters jobs will be an important force powering Georgia's economic growth. Hartsfield-Jackson Atlanta International Airport and Georgia's ideal geographic location makes Georgia a good hub from which to serve operations in the Americas. Access to talent and the strength of the business community also are important drivers of headquarters locations in the Atlanta MSA. According to FEMA, Georgia has a very low risk for business disruption due to natural disasters, which is an important consideration for headquarters locations. Projects announced in 2015-2016 that brought, or will soon bring, job gains at headquarters operations include Mercedes Benz USA, Honeywell (division headquarters), Jindal Films (national headquarters), Merchant e-Solutions, VIX Verify, Sage (North American headquarters), magicjack for BUSINESS, mLevel, Comcast (regional headquarters), Wells Lighting, CSM Bakery Solutions, Courion, and Osmose Utilities Services. Also, Global Ministries, the philanthropic arm of the United Methodist Church, recently moved its headquarters from New York to Atlanta, creating 168 jobs.

Transactions processing, data processing, cyber security, and development of software and mobile apps will power Georgia's economic growth. IT companies that announced major projects in 2015-16, include GE Digital, Honeywell, NCR, VIX Global Solutions, ADP, Keysight Technologies, VIX Verify, Merchant e-Solutions, Applied Systems, Courion, Sage, and Stefanini. Fintech is becoming a major cluster in the Atlanta MSA. Fiserv, a provider of financial services and technology solutions, will add 500 jobs over the next five years, bringing its total employment to about 2,500 workers.

Healthcare IT is an industry that promises to create thousands of high-paying jobs in Georgia over the next decade. For example, in 2016, Anthem Inc. announced that it will create 1,800 healthcare IT jobs at a services hub in midtown Atlanta. Also, Kaiser Permanente announced that it will create 800 jobs in the

Atlanta MSA, which are in addition to the 900 jobs announced in 2015 that would be created at its new IT facility in midtown Atlanta. In 2016, Anthem, Inc. announced that it will create 450 new health-IT jobs in Columbus. Azalea Health, a health IT company that focuses on rural providers, will add 200 jobs at its Atlanta headquarters over the next several years.

The outlook for Georgia's health care providers is good, but not exuberant. Uncertainties regarding the ACA as well as Georgia's nonparticipation in the expanded Medicare program cloud the outlook for the industry, especially rural hospitals. Nonetheless, this sector will be one of the better performers in 2017. The large numbers of baby boomers are reaching the age where the incidence of heart attacks, strokes, cancer, and other care-intensive problems begin to rise rapidly. Basically, the population of persons with multiple chronic health conditions that require physical care continues to grow rapidly regardless of the ups and downs of the business cycle.

Service businesses that either lower costs or provide necessities should do well. Georgia's staffing and temp agencies should do very well because of the modest pace of economic growth encourages many firms to remain flexible and responsive to changing economic conditions. Recent and continuing increases in spending for new equipment and software will underpin higher demand for computer services for businesses. Due to Georgia's good business climate and available workforce customers, high-tech support service providers such as Voxpro increasingly will favor sites in Georgia.

Cyclical increases in economic activity combined with Georgia's strong transportation and logistics infrastructure will ensure job growth in the logistics and distribution industry. Announcements over the last few years include Tory Burch, HD Supply, Polymer Logistics, Total Quality Logistics, and United

Arab Shipping Company. Georgia will benefit from many new logistical/distribution centers for both online and brick & mortar retailers, including Home Chef, Variety Wholesalers, Amazon, Dollar General, thredUP, Ollie's, Badcock, and Walmart.

The growth of advanced manufacturing will create opportunities for firms that provide very specialized services such as the West Penn Testing Group. The faster pace of economic growth will bring relief to many consulting firms, and larger government budgets will provide gains for firms with many public-sector clients.

Generous incentives and the attainment of critical mass will ensure that Georgia's film industry contributes to economic growth in 2017. Georgia's film industry ranks third in TV and movie production, behind only California and New York. Its economic impact has been estimated at about \$7 billion.

Improving economic conditions – especially the upcycle in real estate – and improving demographic trends will help Georgia's financial institutions. Bank profits rose substantially, in 2016. Rising asset values favor banks' top- and bottom-line growth. The prospects for deposit growth are excellent. Slightly wider net interest margins in combination with higher demand for most types of loans will support Georgia banks' profits, but the high and rising compliance costs of re-regulations and less mortgage refinancing will challenge the bottom line. Traditional banks and credit unions will see more competition from large retailers, venture capital funds, microfinancing, and other nonbanks that often are less heavily regulated.

For five straight years, the leisure and hospitality industry has outperformed Georgia's overall economy and will continue to do so in 2017. The lodging industry's gains will be broadly based on both limited service properties that cater primarily to tourists and full-service properties that are popular with

business travelers. Lodging demand will rise significantly from already elevated levels. Because the lodging market is not oversupplied, the benefits to the industry from higher demand will be significant. Due to the industry's impressive performance, most in-state lodging markets will see new development, but the number of new hotel rooms being completed will not outpace demand growth. The favorable overall balance of supply and demand will prompt further increases in average daily room rates, thereby adding to the industry's overall profits. Off-peak rates will not increase significantly, but peak room rates at better properties will set all-time record highs. On top of higher demand for rooms, increased utilization of many hotel services will bolster revenue per available room.

Although the overall economy will be expanding there are still some headwinds and downside risks for the lodging industry. There will be more pressure on wages and salaries than in recent years, which will exert pressure on net margins. The call for a \$15 national minimum wage is a threat to Georgia's lodging industry. The \$5 statewide hotel/motel fee that went into effect in 2015 is also a negative factor. The shared economy is a potential disruptor for the traditional lodging industry, especially if such providers do not pay hotel/motel taxes and/or the new \$5 statewide hotel/motel fee.

### **Prospects for Manufacturing**

In the first decade of the new millennium, Georgia lost over 200,000 – or four out of every ten – manufacturing jobs. The purge ended in early 2010. Over the last seven years, Georgia recovered over 45,000 manufacturing jobs. Indeed, throughout 2015 and 2016, Georgia's manufacturing industries continued to expand even as US manufacturing experienced a mild recession. The factors that pushed US manufacturing into recession were felt in Georgia – low commodity prices, weak exports, an inventory correction, and a drop in

investment spending by businesses. Georgia's manufacturing industry avoided recession because there have been many major economic development project announcements by manufacturers, bolstering growth in aircraft (e.g., Gulfstream), automobile (e.g., Sentury Tire, KIA & its growing roster of in-state suppliers), flooring (e.g., Mohawk Industries, Engineered Floors, Beaulieu International Group, Surya), building materials (e.g., Sparta Industries, EdenCrete, Caesarstone, Linzer Products, Aspen Aerogels, Viracon), food processing (e.g., Tyson Foods, Castellini Group, National Beef, Trident Seafoods), and chemical industries (e.g., Southern Ionics, Otsuka Chemical). It also helped that Georgia's manufacturing industry is not geared towards oil or natural gas production, and therefore was helped rather than hurt by the drop in oil and gas prices.

Going forward, Georgia will see substantial increases in advanced manufacturing activity and employment. Recent project announcements include Sentury Tire, Jindal Films, Aspen Aerogels, MI Metals, Alcon, Suniva, Eastman Kodak, Topper Print Co, Dasan Machineries, Aalto Scientific, and Gerresheimer. Sentury Tire will establish an advanced tire manufacturing and R&D center in LaGrange that will employ over 1,000 workers. The 2016 Sentury Tire announcement illustrates Georgia's growing economic ties with China and validates the establishment of the State of Georgia's two strategic economic development offices in China.

Cyclical economic recovery, more effective economic development policies, low domestic natural gas prices, rising wages and production costs in China – and other overseas locations – are some of the factors behind recent and expected increases in Georgia's manufacturing activity. Concerns about product quality and management of the risks associated with increasingly complex – time-sensitive – supply chains also make manufacturing in Georgia more attractive than manufacturing overseas. Additional factors that will help Georgia attract

manufacturers include a superior transportation, logistics, distribution infrastructure, and low costs of doing business relative to other highly developed economies, a favorable tax structure, highly ranked colleges & universities, Quick Start, and very competitive economic development incentives.

Manufacturers' contribution to Georgia's GDP will rise in 2017, but the incoming employment data imply that manufacturing jobs are not coming back too quickly. The state added 5,600 manufacturing jobs in 2011, 4,000 jobs in 2012, 2,900 jobs in 2013, 10,300 in 2014, 11,700 in 2015, and an estimated 8,300 in 2016. Manufacturing employment will rise by 5,900 jobs in 2017. That will sustain the cyclical recovery in manufacturing employment, but at that pace, it will take three decades to replace the manufacturing jobs that Georgia lost. In terms of factory jobs, the talk of a manufacturing renaissance in Georgia is probably overdone, but the sector's output is growing much faster than its employment. Also, many of the jobs that were once done inside the factory are now outsourced to service providers, which therefore are not counted as manufacturing jobs, but are nonetheless jobs that would not otherwise exist in Georgia.

The multiplier effects of factory jobs are typically much higher than jobs in most non-manufacturing industries. Many of Georgia manufacturing industries also provide relatively high paying jobs partially because many low-pay manufacturing jobs have either been offshored or replaced by technological advances and machines. Another factor that contributes to the importance of Georgia's manufacturing base is that research and development jobs often locate near clusters of related manufacturers, especially in highly technical and innovative advanced manufacturing industries. And, those are often the manufacturing industries with the highest wages and the best potential for long-term growth.

To become a state where manufacturing activity – as well as factory jobs – truly concentrates, Georgia will need to (1) develop a better educated, more highly skilled, and more productive manufacturing workforce that can use the newest technologies (2) become a more fertile ground for developing and quickly adopting innovative productivity-enhancing technologies. In developed economies, the manufacturers that thrive will be extremely capital intensive, not very labor intensive, and very productive. The minimum skill requirements for factory workers therefore will rise rapidly as manufacturers utilize much more sophisticated manufacturing technologies. And, that's especially true for the types of factories that will be built in the US. The Georgia BioScience Training Center, which supports training for Baxalta's new facility, is a good example of providing much needed skills to Georgia's workers while simultaneously incentivizing life sciences companies. Similarly, the Georgia Tech Research Institute and Georgia Tech's Manufacturing Institute promote the growth of Georgia's advanced manufacturing and technology industries.

### **Private-Sector Restructuring**

The main reason why Georgia got hit harder than the nation by the Great Recession – and underperformed during the first four years of the recovery – was the state's heavy dependence on real estate development and homebuilding as well as closely allied industries such as building materials manufacturing and real estate financing. Prior to the housing bust, Georgia – like many other Sunbelt states – had become very dependent on the in-migration of new residents and new businesses to beget yet another round of new development that was based in part on servicing the previous round of new development. Not enough of Georgia's economic growth was based on educating its own people, innovation, courting emerging high-tech industries, and promoting the growth of in-state capital markets. The financial crisis and the bursting of the housing

bubble caused the inflows of people and businesses to end very abruptly. The sudden drought of new construction and the dearth of new residents precipitated a large and painful restructuring of Georgia's economy. The restructuring process was extremely drawn out due to the weakness of the national economy. Plus, it takes a long time to deleverage.

Georgia suffered from restructuring in areas unrelated to the bursting of the property bubble. For example, the state's information industry – which is heavily concentrated in Atlanta – began restructuring and losing jobs back in 2001 when the technology bubble burst. A decade later, in 2011, one-third of Georgia's information jobs were gone. Although the wired telecommunications subsector remains in secular decline, employment in Georgia's overall information industry began to recover in 2012 and expanded modestly in 2013-15, but is estimated to have lost a small number of jobs in 2016. Georgia's information industry is likely to see modest job growth in 2017. The gains reflect several factors: surging demand for newer innovative wireless services and high-volume data applications; Atlanta's deep and broad pools of IT-savvy workers – often young college graduates; and media jobs in film and television that reflect generous economic development incentives. Most of the growth of the film industry is taking place in either the Atlanta MSA or the Savannah MSA.

As the direct and indirect effects of restructuring and the real estate bubble faded, Georgia's sub-par pace of economic recovery caught up and soon outpaced that of the nation. More specifically, in 2012, Georgia's rate of job growth fell short of the rate of US job growth by 0.3 percentage points – 1.4 percent growth in Georgia versus 1.7 percent growth in the US. In 2013, Georgia's economy performed slightly better than the US economy – 2.0 percent job growth in Georgia versus 1.6 percent job growth in the US. In 2014, Georgia's economy performed much better than the US economy – a 2.8 percent advance in Georgia's job count



exceeded a 1.9 percent advance in the US job count by 0.9 percentage points. In 2015, Georgia added jobs at a 2.9 percent rate, which exceeded the US job growth rate of 2.1 percent by 0.8 percentage points. The 2016 estimates show that Georgia's job count rose by 2.7 percent compared to 1.5 percent for the US, for a positive differential of 1.2 percentage points. For the fifth straight year, Georgia's economy will add jobs faster than the US economy. Specifically, the 2017 projections show 2.1 percent job growth for Georgia versus 1.5 percent for the US, or a positive differential of 0.6 percentage points.

### **Public-Sector Restructuring**

Of the three levels of government, Georgia's state government has made the most progress adjusting its spending and staffing to reflect available revenue. The biggest remaining challenge for state government is uncertainty regarding federal funding for mandated programs such as Medicaid. Pension liabilities and retiree health care costs will be the 2<sup>nd</sup> and 3<sup>rd</sup> biggest challenges. Similar to state government, local governments will struggle with reductions in federal and state funding; pension liabilities; and retiree health care costs. Due to the recovery of the property markets, most local governments have fully reconciled their ability to generate revenue with their spending and staffing levels. That's mostly because local governments are extremely dependent on property taxes for revenue. Real estate prices have risen off their recessionary lows and have fully recovered in many markets. So, the headwind to Georgia's economy from restructuring local government has shifted to a tailwind.

The restructuring of our federal government is a headwind for Georgia's economy that will remain strong. Data for 2015 indicates that federal jobs account for 2.3 percent of Georgia's jobs, which is above the US average – 1.9 percent. Georgia's above-average exposure to federal layoffs is due to the presence of many large military bases. Department of

Defense jobs accounts for one job out of every 105 in Georgia versus one job out of every 275 nationally. Similarly, location quotients, which measure the relative importance of an industry to GDP puts the federal government's military impact in Georgia at nearly twice the US average. Several regions of the state host large military bases – Hinesville, Columbus, and Valdosta – and are quite dependent on federal defense spending. The next round of Base Realignment and Closure (BRAC) is yet to be scheduled, but could begin as soon as 2019. Almost every base in the nation is at risk of getting on the list of bases to be closed or realigned.

### **Federal Reserve Policy**

Federal Reserve actions to increase short-term policy interest rates will be a slightly stronger headwind for Georgia than for the nation as a whole. The shift in Federal Reserve policy from an extremely accommodative to a less accommodative stance will create slightly more economic drag in Georgia than in many other states. That's because Georgians carry relatively more debt and have relatively fewer savings. Also, interest-sensitive economic sectors (e.g. real estate development, home building, nonresidential construction, building materials manufacturing, forestry) have a greater impact on Georgia's overall growth than on the nation's overall growth.

### **Economic Development**

In 2012, Georgia's leaders passed key economic development legislation that made Georgia more competitive. Perhaps even more important, Georgia fields an extremely competitive team of economic development professionals. Georgia is viewed as a place where there's a good working relationship between government and other major players. Those factors plus Georgia's major transportation and logistical advantages, a competitive tax climate, and the No. 1 workforce training program in the nation – Quick Start – helped to refill Georgia's

economic development pipeline. For the third straight year, site consultants ranked Georgia the top state in which to do business.

Because it often takes many years to fully build out the typical economic development project, many of the projects announced over the last 5 years will continue to provide a substantial tailwind to Georgia's economic growth in 2017 and beyond. Examples of such projects include Baxalta new facility that will add 1,500 biotechnology jobs; Home Chef's decision to open a new facility in DeKalb County that will create over 1,200 jobs; GM's IT-innovation center in Roswell that will bring 1,000 high-tech jobs, Honeywell's software development and headquarters that will create over 800 jobs, multiple floor covering manufacturers have announced expansion plans that will bring over 3,000 jobs to Dalton, Caterpillar's new facility adds 1,400 jobs in the Athens area, Ernst & Young's new global IT center in Alpharetta creates 400 new high-tech jobs, Chime Solutions' call center in Morrow that is adding over 1,100 jobs. Sparta Industries, a manufacturer of HVAC components, will create over 1,000 jobs in Milledgeville. Kaiser Permanente will create 800 jobs at a contact center in Gwinnett County. Mercedes-Benz USA relocated its headquarters to Atlanta, creating at least 800 jobs. Tyson Foods' expansion creates 500 jobs in Dooly County. Voxpro will create over 500 high-tech support jobs in Athens. Amazon will create over 500 jobs at a fulfillment center near Braselton.

Another reason Georgia will do well in 2017 is that the US automobile manufacturing industry is becoming increasingly concentrated in the Southeast. Basically, when it comes to both distribution and consumer markets, Georgia is in the sweet spot in the middle of the Southern Auto Corridor with proximity to major assembly plants, major suppliers, interstates, ports, and rail. Georgia's major projects have included KIA's assembly plant in West Georgia and Mercedes' corporate headquarters in Atlanta. The new Volkswagen assembly plant just across the state line in Chattanooga and the recent announcement

that Volvo will build an assembly plant in Charleston make Georgia an even more attractive place to site automobile parts suppliers. For example, Voestalpine Automotive Body Parts will expand its operations in Bartow County adding 150 jobs. Constellium, a manufacturer of aluminum products for the automotive and other industries, is establishing operations in Barrow County, creating over 150 jobs. NIFCO KTW is locating its US operations in Toccoa, creating 200 jobs.

Due to cost, logistics, and tax advantages, Georgia is very competitive with other states when it comes to landing economic development projects. Many companies move to Georgia to cut costs. As noted above, these advantages began to bear more fruit in 2012-16. That's partially because Georgia made several strategic shifts in its economic development strategy, including the creation of a large deal closing fund and the elimination of sales and use taxes on energy used in manufacturing. The exemption for energy used in manufacturing was phased in and reached 100 percent in 2016. Also, in 2016, business inventories became fully exempt from the state property tax and most counties – 85 percent – already have a level one Freeport exemption. These changes in tax policy will boost Georgia's economy in 2017.

Legislation has made Georgia more competitive, but Georgia will have to be very aggressive in closing the right deals. Georgia should target industries that expand the economic base and have good potential for long-term growth. Georgia must invest strategically and grow clusters in areas ranging from biotechnology to advanced manufacturing. The focus should be on innovation-based companies. Of course, Georgia must also make sure that its statutory incentives remain competitive – the statutory incentives help to get Georgia short-listed by site selection professionals. Then, only after Georgia is short listed, do those critical deal closing incentives come into play.

A review of economic development announcements issued by the Office of the Governor and the Georgia Department of Economic Development indicates that economic developers are closing many deals in industries in which the state has the ability to produce at a low opportunity and marginal costs – comparative advantage. Specialization in activities where Georgia has comparative advantage bodes well for sustained success of the companies that received incentives thereby enhancing the prospect for long-term economic growth. Logistics, transportation, distribution, warehousing, information technology, transactions processing, headquarters operations, floor coverings, automotive parts, food processing, and professional and business services are good examples of industries where Georgia competes effectively.

### **Housing Recovery**

Home building and real estate development have long been extremely important to Georgia's economy. This traditional driver of growth finally got traction in 2012 and continued to move forward in 2013-16. The 2017 outlook for the homebuilding industry is very good.

Housing and real estate development will be a powerful driver of Georgia's economy in 2017, helping the state's economy to outperform the nation's economy. The number of single-family home starts for new construction will increase by 24 percent. New multi-unit homebuilding will rise by 18 percent. Georgia gets a four for one from the housing recovery because (1) home builders and realtors benefit directly and (2) demand increases nationally for goods produced by Georgia's large floor covering, building materials, and forestry industries. Plus, (3) our large transportation and logistics industry benefits from higher levels of activity in construction – a very transportation intensive activity. Finally, (4) recent and continuing increases in US home prices will

make it even easier for companies and people to relocate to Georgia.

Georgia's housing market is responding to a more favorable balance of supply and demand. Increased demand for housing will come mostly from job growth. Those new jobs, and slightly bigger paychecks – plus appreciating home values – will give more people the wherewithal, and the confidence, to buy homes. As of mid-2016, the average price of an existing single-family home in Georgia exceeds their pre-recession peak value by 4 percent. Similarly, US home prices exceed its pre-recession peak value by 3 percent. For the state and nation as a whole, the home price recovery is complete, but those gains do not take inflation into account. Nonetheless, the recovery of home prices in nominal terms will help to sustain the housing market's recovery. Also, rent affordability is at an all-time low. Meanwhile, mortgage rates remain a tremendous bargain from a historical perspective, but mortgage rates are above their recent historic lows and will continue to move higher as the Federal Reserve gradually reverses its easing policies.

Supplies of new homes are still constrained by years of underbuilding. Plus, there's a scarcity of listings of existing homes, and it's especially acute for homes in the bottom value tier. That's partially because so many of Georgia's homeowners are still underwater on their mortgages and are therefore unlikely to put their homes up for sale. It's especially troubling that the negative equity is extremely concentrated in the low price, or starter home segment of the market. That hurts the trade up market. Also, many homeowners realize they will not qualify for a new mortgage. So, lots of homeowners will stay put even though negative equity is receding.

Existing single-family home prices will rise by 4 percent in Georgia in 2017. Lower priced homes will appreciate the fastest. That's partially because the lowest tier has the most ground to make up and remains the farthest

from full price recovery. But, it also reflects investors' interest in purchasing inexpensive single-family homes for use as rental properties. In contrast, price appreciation for upper tier homes is dependent on the trade up market, which is still not functioning normally.

As potential homebuyers see a record of price appreciation, more will opt to become homeowners. Rapidly rising rents will reinforce this trend. In 2012, investors were the main force behind home sales. In 2013-16, people who buy homes to live in them joined investors to become a second major force powering home sales. But, as home prices rise and the number of distressed properties shrinks, home sales to investors will drop sharply. Sustaining the recovery of the housing market through 2017 means that trade-up buyers and first-time buyers must become more active. That upcycle has begun, but it's not too vigorous. There is tremendous potential for more active housing markets because a huge number of young people are still living at home, or are doubled up with roommates rather than living in their own apartments or homes. Improving economic and housing market conditions in combination with soaring rents will cause that potential to be unleashed.

## **Demographics**

Demographic forces are another factor behind Georgia's improving economic performance. For decades, Georgia depended on a growth model that was based on high levels of in-migration. That growth model stopped working during the Great Recession due to a dysfunctional housing market, the weak labor market, and high levels of student loan debt. In fact, household formation dropped to its lowest levels since the 1940s. Even as Georgia's economic developers began to achieve success in recruiting new industry in 2012, the net migration of people to Georgia continued to decline through 2013. That's because it takes a while for new project announcements to generate jobs.

Due to job growth and the housing recovery, geographic mobility turned up in 2014. As net domestic and net international migration increased, Georgia's population began to grow more quickly. In 2015-16, corporate relocations and expansions brought more people to Georgia. The trend of higher migration to Georgia will persist in 2017. Jobs will attract young adults who will be more mobile than they were prior to the housing bust. The nationwide recovery in home prices will give retirees the wherewithal and confidence to move to Sunbelt states such as Georgia. Georgia's population will grow at a pace that exceeds the national average in 2017 – 1.4 percent for Georgia versus 0.8 percent for the US.

More specifically, domestic net migration will continue to recover. It rose to about 22,000 people in 2014, up from a net loss of almost 6,000 people in 2013. Domestic net migration rose to over 34,000 in 2015 and to an estimated 40,000 in 2016. Georgia's higher rate of population growth also will be dependent on net international migration of about 30,000 people in 2016 and 32,000 in 2017. Georgia's population growth should benefit from a slight increase in number of births as households become more confident in the current situation and their expectations for the future. Population growth therefore will be a much stronger driver of Georgia's GDP in 2017 than in 2008-2016.

## **Small Business Expansion**

The lack of new business formation is one underappreciated reason why Georgia's job recovery initially lagged the nation's job recovery. It is new companies that typically create almost all net new jobs. Business formation requires cash. The typical entrepreneur often obtains the funds needed to start, or expand, their business by borrowing, using their home as collateral. That's been a problem for Georgia's entrepreneurs because (1) home price depreciation was much more intense here than

it was nationally and (2) Georgia led the nation in bank failures. Federal Housing Finance Agency data show that the peak-to-trough home price decline was 28 percent in Georgia compared to 21 percent nationally. Consequently, much of the home equity that people traditionally use to start a business evaporated. Meanwhile, Georgia's relatively high number of bank failures restricted relationship-based lending to small businesses and entrepreneurs, especially outside the core of the Atlanta area. The good news is that Georgia's home prices are up about 45 percent (as of mid-2016) from their lowest point. US home prices are up 32 percent from their lowest point. So, home equity will be much more available to finance new business startups and small business expansion. Also, business people have had enough time to establish new relationships with surviving – or new – bankers. Small business expansion therefore will make a much greater contribution to Georgia's economic growth in 2017 than in recent years.

### **Educational Achievement**

To fully leverage Georgia's new economic development policies, its restructured private-sector economy, and manufacturers' interest in producing domestically, Georgia needs to adjust its priorities to put much greater emphasis on educational achievement. That will be critical in terms of improving Georgia's productivity and competitiveness, which ultimately determines Georgians' standard of living. Success in recruiting new business and industry and retaining existing industry increasingly will be determined by the availability of labor that is qualified to utilize the latest advanced technologies. Policies that increase the supply of skilled labor will stimulate labor demand as the additional supply of skilled workers attracts employers with skilled jobs. Offering customized training will be a very effective way to recruit new industry and ensure that existing businesses expand in Georgia.

The challenge is immense: Georgia trails many other states when it comes to educating its children. According to the National Center for Education Statistics, Georgia's 8<sup>th</sup> graders rank 40<sup>th</sup> among the states in math, 34<sup>th</sup> in reading, and 28<sup>th</sup> in science. Ultimately, in a flat world a failure to educate our children lowers Georgian's relative standard of living. That's definitely showing up in the incoming data. After rising for decades, per capita person income in Georgia peaked at 95 percent of the US average in 1999. Since then we've seen an almost continuous slide of per capita income in Georgia relative to the US. The data for 2015 clock per capita person income in Georgia at only 85 percent of the national average, a level last seen in 1982. We dropped 16 places in the national rankings from 26<sup>th</sup> highest per capita personal income in 1999 to 41<sup>st</sup> in 2014.

For Georgia's economy to outperform the average state's economy by the large margins that we got use to in the 1970s, 80s, and 90s, we need to improve Georgia's competitiveness by improving educational achievement. That will go a long way towards assuring that Georgia's economic performance is once again among the best in the nation.

## THE ATLANTA MSA OUTLOOK FOR 2017

BY JEFFREY M. HUMPHREYS, TERRY COLLEGE OF BUSINESS, UNIVERSITY OF GEORGIA

A revival of population growth and the housing recovery will strongly underpin Atlanta's ongoing economic recovery. A high concentration of college-educated workers, business partners, high-tech companies, and research universities will continue to attract high technology companies in life sciences, software development, research & development, professional and business services, IT, and advanced manufacturing. Life sciences companies are attracted by the presence of the CDC and nonprofits such as the national headquarters of the American Cancer Society. New high tech industries (e.g., healthcare IT, Fintech, cyber security, and mobile apps) are growing rapidly in Atlanta. The information industry is highly concentrated in the Atlanta MSA.

The innovation district that has developed around Tech Square has achieved the critical mass needed to attract high-tech companies to Midtown Atlanta. For example, GE will establish its first digital operations center in Midtown, which will create 250 jobs. Keysight Technologies will expand its presence by opening an operation in Midtown, creating over 200 software and engineering jobs. Kaiser Permanente will establish an IT campus in Midtown that will create 900 jobs. NCR is building a new global headquarters campus in Midtown near Tech Square which will also include a research, innovation, and design thinking lab. NCR will create over 1,800 jobs in its midtown expansion. Honeywell will build its Home and Business Technology headquarters in Midtown. In 2016, the UCB Solutions Accelerator opened at Technology Square. KPMG will establish an innovation center in Midtown creating 200 jobs. Also, many startup companies are located near Tech Square.

Compared to other large metropolitan areas with strong links to global markets the costs of living and doing business in the Atlanta MSA

are low. Companies and nonprofit organizations looking to lower costs will continue to relocate to Atlanta. Access to workers, especially skilled labor, is vital to business success. And, despite the limit that traffic congestion places on realistically-accessible workers, many companies are attracted to Atlanta due to the large and diverse pool of available workers. The pool of talent is large and deep for occupations that require a college degree as well as for occupations that do not require college degrees. Also, the high concentration of colleges and universities ensures an abundant supply of experienced faculty, newly minted college graduates, and student interns.

On an annual average basis, the 29-county Atlanta MSA will add 55,700 jobs in 2017, a year-over-year increase of 2.1 percent. Atlanta therefore will account for 59 percent of the state's net job growth. Atlanta's high concentration of service producing industries, IT companies, distribution companies, institutions of higher education, health care providers, life sciences companies and headquarters operations will keep the job machine in forward gear. Many of the headquarters and other large projects recently announced by the Georgia Department of Economic Development were located in the metropolitan area. Atlanta's outsized information industry will benefit from expanding film and television production as well as surging demand for more sophisticated wireless services and high-volume mobile data applications.

Major improvements at Hartsfield-Jackson Atlanta International Airport bode well for Atlanta's growth, especially the new international terminal. The airport is the world's busiest for passenger traffic and is the number one high-tech airport in the nation. It has excellent access to mass transit. The airport makes the Atlanta area an ideal location to operate corporate headquarters due to its large number of direct domestic and international flights. Multi-state and multi-national companies based in Atlanta are flying executives and salespeople everywhere almost every day.

Production sites near Hartsfield-Jackson Atlanta International Airport and/or near cold storage facilities appeal to manufacturers of perishable biomedical products (e.g., plasma-based pharmaceuticals) that require cold storage and cold shipping. Lightweight, highly perishable, or time-sensitive products are well suited to air transportation, and therefore many high-tech production companies consider the extensive air cargo facilities at Hartsfield-Jackson to be essential to their operations. The airport also makes Atlanta an excellent hub from which to manage operations or provide business services to a geographically disperse client base.

Due to its large meetings and convention industry, Atlanta is the seventh most-visited city in the US. It's also a popular destination for international visitors. Cyclical improvements in the national and regional economies will boost Georgia's hospitality industry. Hotel occupancy rates will be at or near record levels. Airport improvements also will help Atlanta to become even more popular as a destination for tourists, persons attending business meetings & conventions, trade shows, as well as sporting/cultural events. New attractions such as Porsche Customer and Driver Experience Center, the College Football Hall of Fame, and the Delta Flight Museum will boost Atlanta's appeal to travelers.

The Atlanta MSA is highly specialized in transportation, warehousing, and wholesale trade, with employment very highly concentrated in these highly cyclical industries. Faster growth in US GDP in 2017 than in 2016 therefore bodes well for these highly cyclical industries and in turn for Atlanta. Recent project announcements in the Atlanta MSA include Home Chef, Variety Warehouses, thredUP, Dollar General, and HD Supply. In 2017, Atlanta will continue to develop as an inland port for transportation, distribution and warehousing products. The connectivity of Georgia's ports to the interstate system, rail, and air cargo is excellent. Among major US metros, Atlanta is a relatively low-cost place to operate a warehouse. One major plus for Atlanta is that the metro area is not very dependent on federal jobs. Only 3.0 percent of the Atlanta area's nonfarm earnings come from federal employment versus 5.8 percent for the state as a whole. Atlanta is not the home of a major military base. Only 0.3 percent of nonfarm earnings come from military jobs versus 2.2 percent for the state. State and local government account for only 9.0 percent of earnings in metro Atlanta versus 11.7 percent for the state. So, public restructuring will be less problematic for Atlanta's growth than for growth elsewhere in Georgia.

Due to above average growth in employment and population, the housing recovery is stronger in the Atlanta MSA than in most in-state markets. Existing single-family home prices peaked in the second quarter of 2007, and bottomed out in the second quarter of 2012. From peak to trough, the metro area's existing home prices declined by 27 percent, which exceeds the decline experienced by the nation. But, home prices have recovered relatively quickly in the Atlanta market. As of mid-2016, Atlanta's home prices had returned to their pre-recession peak levels. In terms of new single-family home construction, Atlanta's housing recovery began in 2010 and gained traction in 2012-2016. The 2017 prospects for Atlanta's home building outlook are excellent.

UNITED STATES BASELINE FORECAST 2016-2017

United States	2012	2013	2014	2015	2016	2017
Gross Domestic Product, Bil. of 2009 percent change	\$15,354.6 2.2	15,612.2 1.7	15,982.3 2.4	16,397.2 2.6	16,676.0 1.7	17,092.9 2.5
Nonfarm Employment (MM) percent change	134.2 1.7	136.4 1.6	139.0 1.9	141.9 2.1	144.3 1.7	146.4 1.5
Personal Income, Bil. of 2009 percent change	\$13,102.5 3.1	13,079.4 -0.2	13,452.2 2.9	13,990.5 4.0	14,239.6 1.8	14,407.3 1.2
Personal Income, Bil. of percent change	\$13,904.5 5.1	14,064.5 1.2	14,683.1 4.4	15,324.1 4.4	15,768.5 2.9	16,257.3 3.1
Civilian Unemployment Rate (%)	8.1	7.4	6.2	5.3	4.8	4.6
CPI-U, Ann. percent Chg.	2.1	1.5	1.6	0.1	1.2	2.2

Source: The Selig Center for Economic Growth, Terry College of Business, University of Georgia, 12/20/2016

UNITED STATES BASELINE FORECAST 2017-2022

United States	2017	2018	2019	2020	2021	2022
Gross Domestic Product, Bil. of 2009 percent change	\$17,092.9 2.5	17,537.3 2.6	17,905.5 2.1	17,961.1 0.3	18,374.2 2.3	18,796.8 2.3
Nonfarm Employment (MM) percent change	146.4 1.5	148.2 1.2	149.4 0.8	149.7 0.2	150.9 0.8	152.1 0.8
Personal Income, Bil. of 2009 percent change	\$14,407.3 1.2	14,704.2 2.1	14,906.2 1.4	14,964.7 0.4	15,199.7 1.6	15,438.4 1.6
Personal Income, Bil. of percent change	\$16,257.3 3.1	16,907.6 4.0	17,465.6 3.3	17,867.3 2.3	18,492.6 3.5	19,139.9 3.5
Civilian Unemployment Rate (%)	4.6	4.5	4.8	6.6	6.7	6.2
CPI-U, Ann. percent Chg.	2.2	2.3	2.2	2.2	2.2	2.2

Source: The Selig Center for Economic Growth, Terry College of Business, University of Georgia, 12/20/2016



GEORGIA BASELINE FORECAST 2016-2017

Georgia	2012	2013	2014	2015	2016	2017
Gross Domestic Product, Bil of 2009	\$414.0	420.6	431.1	442.4	453.9	468.4
percent change	1.4	1.6	2.5	2.6	2.6	3.2
Nonfarm Employment (K)	3,954.0	4,032.7	4,145.2	4,267.3	4,383.1	4,477.0
percent change	1.4	2.0	2.8	2.9	2.7	2.1
Personal Income, Bil of	\$435.0	450.9	471.9	495.7	514.1	540.3
percent change	3.8	3.7	4.6	5.1	3.7	5.1
Housing Permits, Total	24,350	36,174	39,423	45,549	52,953	60,328
percent change	31.7	48.6	9.0	15.5	16.3	13.9
Unemployment Rate (%)	9.2	8.2	7.1	5.9	5.2	4.8

Source: The Selig Center for Economic Growth, Terry College of Business, The University of Georgia, 12/20/2016.

GEORGIA BASELINE FORECAST 2017-2022

Georgia	2017	2018	2019	2020	2021	2022
Gross Domestic Product, Bil of 2009	\$468.4	484.8	499.3	502.3	517.9	534.5
percent change	3.2	3.5	3.0	0.6	3.1	3.2
Nonfarm Employment (K)	4,477.0	4,566.6	4,639.6	4,653.5	4,732.6	4,803.6
percent change	2.1	2.0	1.6	0.3	1.7	1.5
Personal Income, Bil of	\$540.3	569.5	597.4	612.3	642.9	675.7
percent change	5.1	5.4	4.9	2.5	5.0	5.1
Housing Permits, Total	60,328	65,100	67,993	66,166	68,074	70,807
percent change	13.9	7.9	4.4	-2.7	2.9	4.0
Unemployment Rate (%)	4.8	4.5	4.7	6.5	6.8	6.0

Source: The Selig Center for Economic Growth, Terry College of Business, The University of Georgia, 12/20/2016.

ATLANTA MSA BASELINE FORECAST 2016-2017

Atlanta, MSA	2012	2013	2014	2015	2016	2017
Real Gross Metro Product, Bil of 2009	\$280.9	285.8	295.4	303.9	315.1	324.6
percent change	1.6	1.7	3.4	2.9	3.7	3.0
Nonfarm Employment (K)	2,353.6	2,413.5	2,502.5	2,584.9	2,654.7	2,710.4
percent change	1.8	2.5	3.7	3.3	2.7	2.1
Personal Income, Bil of	\$224.6	228.2	244.2	257.5	268.6	282.5
percent change	1.6	1.6	7.0	5.4	4.3	5.2
Housing Permits, Total	14,380	24,297	26,683	30,342	36,714	42,625
percent change	66.6	69.0	9.8	13.7	21.0	16.1
Unemployment Rate (%)	8.8	7.8	6.7	5.6	5.0	4.6

Source: The Selig Center for Economic Growth, Terry College of Business, The University of Georgia, 12/20/2016.

ATLANTA MSA BASELINE FORECAST 2017-2022

Atlanta, MSA	2017	2018	2019	2020	2021	2022
Real Gross Metro Product, Bil of 2009	\$324.6	336.3	346.4	348.5	360.0	372.6
percent change	3.0	3.6	3.0	0.6	3.3	3.5
Nonfarm Employment (K)	2,710.4	2,770.0	2,814.3	2,820.0	2,870.7	2,916.7
percent change	2.1	2.2	1.6	0.2	1.8	1.6
Personal Income, Bil of	\$282.5	296.9	310.0	317.5	333.3	350.0
percent change	5.2	5.1	4.4	2.4	5.0	5.0
Housing Permits, Total	42,625	46,248	48,468	46,674	48,261	50,337
percent change	16.1	8.5	4.8	-3.7	3.4	4.3
Unemployment Rate (%)	4.6	4.5	4.6	6.5	6.7	6.1

Source: The Selig Center for Economic Growth, Terry College of Business, The University of Georgia, 12/20/2016.

# REVENUE FORECAST SUMMARY

## FORECAST METHODOLOGY

The City's Department of Finance - Office of Revenue continues a solid partnership with the Selig Center for Economic Growth at the University of Georgia. The City began its partnership with the Selig Center at the peak of the Great Recession. This nine-year partnership has enabled City management to gain important independent economic analyses and metrics which are integrated into our multi-year revenue model. Key metrics are S&P Case-Shiller Index, Atlanta Gross Metro Product, Atlanta Unemployment Rate, Building Permits, Construction Activity, Cushman and Wakefield Office Vacancy Rates, CBRE Hotel Occupancy Rates, Revenue Per Available Rooms, Atlanta Personal Income, Wages and Salary, U.S. Consumer Price Index (% Annualized), Georgia Disposable Income, and Georgia State Product by Sector. The Office of Revenue uses Municast Financial modeling software by inputting the aforementioned key metrics tool as a further enhancement in our multi-year forecasting.

## CITY CHARTER REQUIREMENT

The responsibility for revenue anticipations and specified appropriations is fixed by law through the Budget Commission. The Budget Commission members approve revenue anticipations for all City operating funds in June of each year.

## REVENUE ANTICIPATIONS

The Adopted FY 2018 General Fund Revenue anticipation is \$648.6 million. This amount includes Building Permits revenues of approximately \$31.0 million, which were not a part of the FY 2017 Adopted General Fund Budget. The Department of Finance expects that

the overall 2017 property tax revenues will continue to grow at a rate of 1.5% with the growth being attributed to new construction. As of the publication of the FY 2018 Adopted Budget, there is no available estimate from the Tax Assessor's Office on the 2017 tax digest. Therefore, the City relies on historic and other independent economic data including the Case-Shiller Index, which is a national housing price index, to determine City property valuation trends and estimates.

The City's property tax base is a primary component of the General Fund revenues accounting for approximately 31% of General Fund revenues. Property tax revenues have continued to increase, which began in 2014 due to an improved housing market. The City continues to demonstrate a measured response by continuing to estimate property tax revenue growth conservatively.

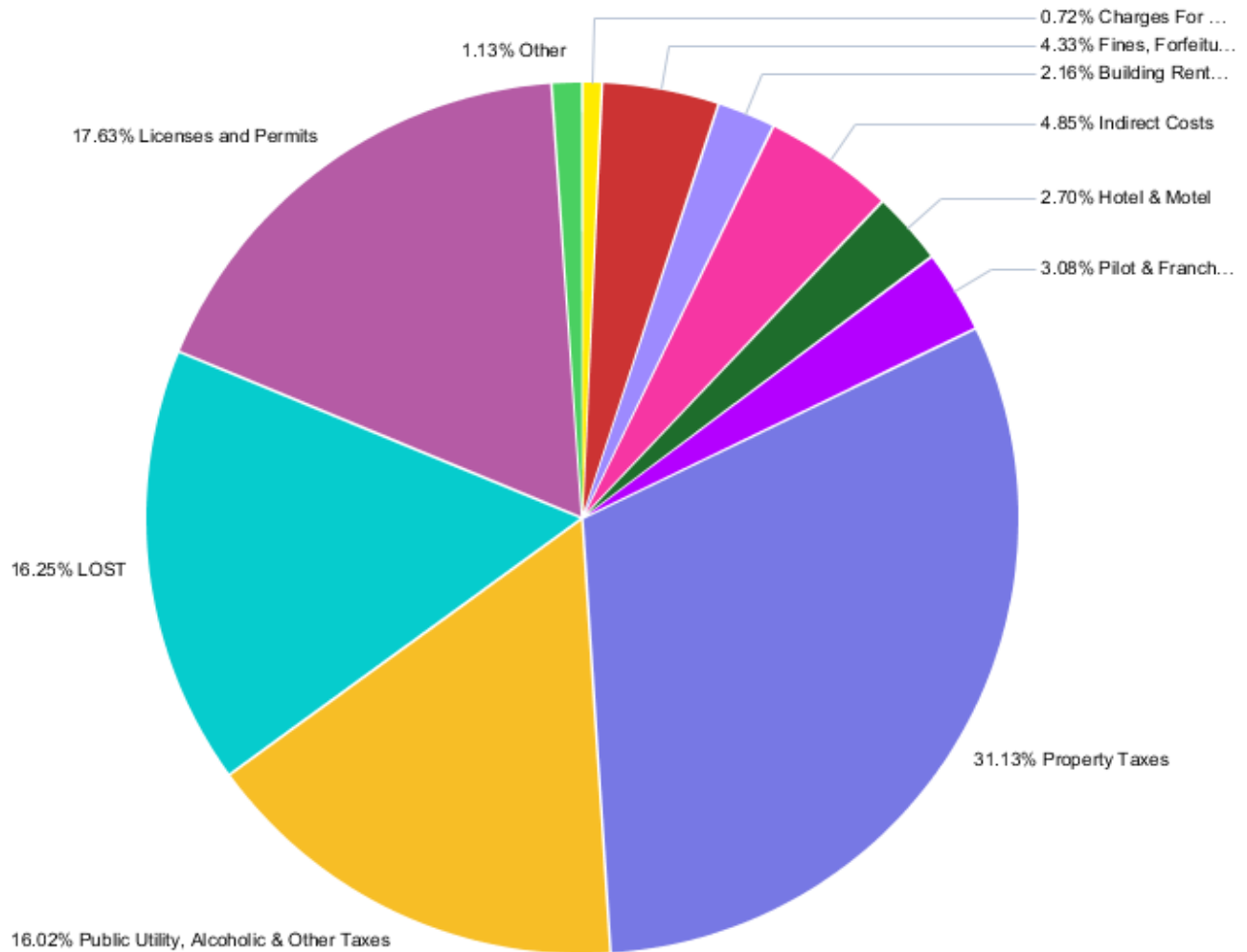
More discussion on property tax revenue assumptions is provided later in the trend narrative. Sales tax revenue is the next largest share of General Fund revenues accounting for approximately 17% of General Fund anticipations. Sales tax revenue is highly elastic and demonstrates significant peak and troughs in revenues due to changes in economic performance associated with Gross Metro Product indexes, disposable income, and unemployment levels. The lodging market, which is the driver for hotel/motel tax revenues, is expected to be another important contributor to the City's economic recovery. CBRE Consulting Research provides additional insight under the hotel/motel forecast narrative section.

The FY 2018 General Fund Revenue anticipations are consistent with the City Charter requirements and the City Finance team continues to exercise fiscal discipline in the revenue forecast. It is important to note that General Fund Revenues have exceeded General Fund Expenditures the past eight fiscal years (FY 2010 through FY 2017).

Furthermore, City senior management monitors Budget versus Actual performance on a monthly basis and makes timely forecast revisions as deemed appropriate.

# REVENUE BY MAJOR CATEGORY General Fund

	FY15 Actual	FY16 Actual	FY17 Adopted	FY18 Adopted	%
Property Taxes	191,014,516	193,217,360	194,684,484	201,920,376	31.13
Public Utility, Alcoholic Beverage and Other Taxes	105,197,213	108,686,135	109,379,640	103,908,966	16.02
Local Option Sales Taxes	102,224,220	103,515,450	104,321,416	105,392,343	16.25
Licenses and Permits Revenue	69,680,838	78,447,025	77,656,822	114,375,544	17.63
Other Revenue	10,159,987	17,239,105	10,818,410	7,332,494	1.13
Charges For Current Services	10,087,182	10,229,588	4,751,934	4,662,826	0.72
Fines, Forfeitures and Penalties	26,669,731	24,392,140	28,024,152	28,108,818	4.33
Building Rentals and Concessions	7,808,012	7,411,202	8,281,278	13,990,662	2.16
Indirect Costs Recovery	32,943,611	36,807,162	32,772,876	31,431,000	4.85
Hotel & Motel Tax Revenue	16,076,153	18,196,674	16,810,329	17,541,183	2.70
Pilot & Franchise Fees	19,400,711	19,394,197	19,887,243	19,983,046	3.08
<b>Total</b>	<b>\$591,262,173</b>	<b>\$617,536,036</b>	<b>\$607,388,585</b>	<b>\$648,647,258</b>	<b>100%</b>



## GENERAL FUND

The General Fund is the chief operating governmental fund for the City of Atlanta, capturing revenues and expenditures for general operations.

### PROPERTY TAXES

This major revenue category consists of various revenue sources including current and prior year property taxes, intangible recording & real estate transfer taxes, penalties and interest from delinquent property taxes, and payments in lieu of taxes.

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Property Taxes	\$191,014,516	\$193,217,360	\$194,684,484	\$201,920,376 <sup>(1)</sup>

A summation of total revenues within this major category and a breakdown of some of the key revenue contributors within the category are as follows:

#### ***Current Year Property Taxes: FY 2018 Budget Anticipation - \$191,813,689<sup>(1)</sup>***

The City of Atlanta imposes a tax on real and personal property. Revenues are derived from the millage rate and the tax digest assessed values. The first year of tax digest growth in five years following the Great Recession was in 2013. The 2014 through 2016 tax digest have continued to grow at an average of about 5.5% over the period. The 2016 tax digest increased by 3.3% with a net tax digest of \$25.7 billion compared to \$24.9 billion in 2015. The 2016 City's tax digest is comprised as follows: 47% residential and 53% non-residential. The 2017 tax digest is expected to continue the positive trend, and be reflective of the real estate rebound witnessed throughout the city.

The City's current year property tax forecast assumes a rollback of property taxes due to positive reassessment. The projected current year property tax revenue growth from new construction is estimated at 1.5%. The 1999 Taxpayers Bill of Rights allows municipalities to retain new construction growth without any additional public hearing and tax notice requirements. The collection rate assumption is 99% and is consistent with historical collection rates. According to the Selig Center Economic Outlook, "Due to above average growth in employment and population, the housing recovery is stronger in the Atlanta MSA than in most in-state markets. In terms of new single-family home construction, Atlanta's housing recovery began in 2010 and gained traction in 2012-2016. The 2017 prospects for Atlanta's homebuilding outlook are excellent."

#### ***Intangible Recording Taxes: FY 2018 Budget Anticipation - \$5,228,389<sup>(1)</sup>***

The intangible recording tax is due and payable on each instrument securing one or more long-term notes at the rate of \$1.50 per each \$500 or fraction thereof of the face amount of all notes secured by real property. The maximum tax on a single instrument is \$25,000. Examples include mortgages, deeds to secure debt bonds for title, or any other real estate security instrument that gives the lender a resource to be used if the principal obligation is not paid.

#### ***Real Estate Transfer Tax: FY 2018 Budget Anticipation - \$2,568,582<sup>(1)</sup>***

The real estate transfer tax is levied on the sale or transfer of real estate located in Atlanta. The tax is at the rate of \$1 for the first \$1,000 or fractional part of \$1,000 and at the rate of .10 cents for each additional \$100 or fractional part of \$100 on each deed, instrument, or other writing by which any lands, tenements, or other realty sold is granted, assigned, transferred, or otherwise conveyed to or vested in

<sup>(1)</sup>This category includes Current Year Property Taxes, Recording Taxes – Intangible, Real Estate Transfer Tax, and Other Taxes.

the purchaser(s). A transfer tax raises the price paid by real estate buyers and lowers the price received by real estate sellers. As a result, the overall level of real estate market activity is reduced. Ordinary property and sales taxes are paid by property owners and consumers. In contrast, only the buyers and sellers of real estate pay a transfer tax. For most arms' length transactions, the tax is based on the actual price or consideration agreed to by the parties.

These two revenue sources are impacted by trends in the housing market. According to the Selig Center Economic Outlook, "Existing single-family home prices peaked in the second quarter of 2007, and bottomed out in the second quarter of 2012. From peak to trough, the metro area's existing home prices declined by 27%, which exceeds the decline experienced by the nation. But, home prices have recovered relatively quickly in the Atlanta market. As of mid-2016, Atlanta's home prices had returned to their pre-recession peak levels." The S&P Case-Shiller Atlanta Home Price Index as of October 2016 is 133.54 as compared to 126.01 as of October 2015, which represents a 5.9% year-over-year increase. Over the Pre-Recession to Recovery horizon, the Atlanta Case-Shiller Index peaked at 136.47 in July 2007 while the Great Recession low was 82.54 in March 2012. The projected real estate transfer and intangible recording tax revenue growth is estimated at 1.0%.

**Other Taxes: FY 2018 Budget Anticipation - \$2,309,716<sup>(1)</sup>**

This category consists of prior year property taxes, penalties & interest, and payments in lieu of taxes (PILOT). The projected other taxes revenue growth is estimated at 1.0%.

**PUBLIC UTILITY, ALCOHOL BEVERAGE & OTHER TAXES**

This major revenue category consists of various revenue sources including current and prior year public utility taxes, motor vehicle & title ad valorem taxes, state railroad ad valorem tax, public utility franchise tax, insurance premium tax, alcohol beverage and by-the-drink taxes and interest & penalties.

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Public Utility, Alcohol Beverage and Other Taxes	\$105,197,213	\$108,686,135	\$109,379,640	\$103,908,966 <sup>(2)</sup>

A summation of total revenues within this major category and a breakdown of some of the key revenue contributors within the category are as follows:

**Public Utility Franchise Fee: FY 2018 Budget Anticipation - \$42,793,230<sup>(2)</sup>**

This category includes franchise fee assessments for electric, gas, cable and telecommunication companies. Georgia Power remits an annual payment in January of each year and the fee is based on 5% of gross receipts. The Telecommunications Act of 2008 (O.C.G.A. 46-5-1) invalidated existing municipal franchise agreements as of December 31, 2012 and streamlined the required compensation for a municipal authority from a percentage of gross receipts to a cap of 3% of actual local service revenues which reduced the City's revenue stream in this category. Due to current population trends and utility rate increases, this revenue category has not been adversely impacted. This revenue source correlates with Atlanta unemployment and real estate development trends and is projected to grow at 1.4% for the upcoming fiscal year. As unemployment declines and real estate development increases, the demand for public utility services increases which generates additional franchise revenue.

<sup>(2)</sup>This category includes Public Utility Franchise Fee, Alcohol Tax, Insurance Premium Tax, and Other Taxes.

**Alcohol Tax: FY 2018 Budget Anticipation - \$18,579,712<sup>(2)</sup>**

Alcohol taxes are levied on wholesale distributors at the rate of .22 cents per liter. A 3% tax-by-the-drink is also assessed on patrons of eating and drinking alcohol establishments within the city limits. The forecast horizon reflects a 1.6% growth estimate for current year accounts, which is tied to trends in taxable sales from food and drinking establishments. Alcohol consumption has tended to be inelastic.

**Insurance Premium Tax: FY 2018 Budget Anticipation - \$27,541,410<sup>(2)</sup>**

The insurance premium tax is levied on every insurance company domestic or foreign, operating within the State of Georgia. Each insurance company is assessed a tax at the rate of 2.25% on the gross direct premiums. The insurance premium tax is remitted to the Georgia Department of Insurance. The City's share is based on the population of the City relative to all incorporated cities and the State population.

**Other Taxes: FY 2018 Budget Anticipation - \$14,994,614<sup>(2)</sup>**

This category consists of various revenue sources including motor vehicle, other public utility taxes, and title ad valorem taxes. The decrease in this category in FY 2018 is due mainly to declines in revenues related to motor vehicle and title ad valorem taxes.

**LOCAL OPTION SALES TAX (LOST)**

Local option sales tax is a major revenue source for the City and is imposed on the purchase, sale, rental, storage, use, or consumption of tangible personal property and related services. Proceeds from this tax are collected by the Georgia Department of Revenue and disbursed to the county and municipalities based on a negotiated allocation between Fulton County and the cities within the county. The City of Atlanta's share of the 1% LOST is 40.43%.

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Local Option Sales Tax	\$102,224,220	\$103,515,450	\$104,321,416	\$105,392,343

**FY 2018 Budget Anticipation:**

Sales tax is one of the most economically sensitive governmental revenue sources with a close correlation to Atlanta retail sales activity, employment, and personal income levels. Sales tax revenue over the next fiscal period is projected to increase 1.1%. The Selig report indicates, "On an annual average basis, the 29-county Atlanta MSA will add 55,700 jobs in 2017, a year-over-year increase of 2.1%. Atlanta, therefore, will account for 59% of the state's net job growth." Real personal income is projected to increase 5.2% in 2017.

<sup>(2)</sup>This category includes Public Utility Franchise Fee, Alcohol Tax, Insurance Premium Tax, and Other Taxes.



## LICENSES AND PERMITS

This major revenue category consists of various revenue sources including alcohol, professional, insurance, financial institution licenses, general business (occupation) license tax, various parking and building permits, and occupancy certificates.

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Licenses and Permits	\$69,680,838	\$78,447,025	\$77,656,822	\$114,375,544 <sup>(3)</sup>

A summation of total revenues within this major category and a breakdown of some of the key revenue contributors within this category are as follows:

### **General Business/License Tax: FY 2018 Budget Anticipation - \$60,722,416<sup>(3)</sup>**

The general business/license tax also known as the occupational tax is levied on all entities conducting business in the City. The general business/license tax is computed on two separate criteria: 1) estimated gross revenue and 2) number of employees. The estimated gross revenue amount filed in the prior year is adjusted by the actual gross amount when filing for the next year's business/license tax. The general business/license tax is closely tied to corporate income and employment levels.

The forecast for general business/license tax revenue is based on 2.0% growth and is closely correlated with employment levels and consumer demand. The Selig report indicates "Georgia's Non-Farm Employment will rise by 2.1% in 2017". Businesses also are attracted by Atlanta's extensive multi-modal transportation and distribution system. According to the Selig Center, "On an annual average basis, the Atlanta MSA will add 69,600 jobs in 2016, a year-over-year increase of 2.7%."

### **Building Permits: FY 2018 Budget Anticipation - \$31,457,509<sup>(3)</sup>**

Building Permits account for the collection of income and disbursement of funds associated with the operation of all building permitting activity. The Building Permits Fund which was established in November 2011 as an enterprise fund was dissolved in FY 2017. The revenues from the Building Permits Fund were transferred to the General Fund in FY 2017 and are included as part of the FY 2018 Budget for the General Fund. The projected Building Permit growth is based on the information provided by the Selig Center for Economic Growth dated December 20, 2016.

This revenue summation noted above contains the revenues from the various types of building permits and is comprised of building, plumbing, electrical, HVAC, zoning verification fees, and building inspection commercial liquor license fees.

### **Other Licenses/Permits: FY 2018 Budget Anticipation - \$22,195,619<sup>(3)</sup>**

This category contains all remaining revenues in the license/permits major revenue category with the exception of various building permits. These revenue sources include alcohol, professional, financial and insurance related licenses and other permits for Police, Fire and Public Works (right-of-way, sidewalk closure, parking, and driveway aprons). This anticipation is tied to residential and commercial development. Revenues within this category are also correlated to infrastructure investments and the hospitality related sectors.

<sup>(3)</sup>This category includes General Business/ License Tax, Building Permits, and Other Licenses/Permits.

**OTHER REVENUES**

This major revenue category consists of various sources of miscellaneous revenue incurred citywide including investment income and revenue from the sale of city assets.

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Other Revenues	\$10,159,987	\$17,239,105	\$10,818,410	\$7,332,494

*FY 2018 Budget Anticipation:*

The decrease from the prior year budget anticipation is due to changes from new revenue initiatives.

**CHARGES FOR CURRENT SERVICES**

This major revenue category consists of various revenue sources including fees for police services, entertainment & film applications, towing, registration and rezoning petitions.

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Charges For Current Services	\$10,087,182	\$10,229,588	\$4,751,934	\$4,662,826

*FY 2018 Budget Anticipation:*

Revenues in this category are projected to be consistent with historical trends.

**FINES, FORFEITURES, AND PENALTIES**

The fines, forfeitures, and penalties major revenue category is comprised primarily of traffic fines and forfeitures. Fines and forfeitures are administered through the City Municipal Court and ATL Plus Parking contract guarantee. Case filing histories and trends are one of the key metrics in developing the City's annual budget forecast. Case statistics are captured monthly by the corresponding case types.

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Fines, Forfeitures and Penalties	\$26,669,731	\$24,392,140	\$28,024,152	\$28,108,818

*FY 2018 Budget Anticipation:*

The FY 2018 Adopted Budget reflects historical performance and includes the guaranteed revenue assumption from the new agreement with outsourced parking vendor ATL Plus Parking, which was finalized in FY2017.

**BUILDING RENTALS AND CONCESSIONS**

The building rentals and concessions major revenue category consist of revenue received from cell towers, various parks and recreation rentals, and Corrections revenue from the housing of federal inmates.

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Building Rentals and Concessions	\$7,808,012	\$7,411,202	\$8,281,278	\$13,990,662

*FY 2018 Budget Anticipation:*

Revenue from this category is heavily dependent on the availability of City of Atlanta property lease space, commercial development lease space and pricing. The CBRE Hotels most recent quarterly report states, "Commercial real estate contacts continued to report improvement in demand resulting in rent growth and increased absorption, but cautioned that the rate of improvement varied by metropolitan area, submarket, and property type. The majority of commercial contractors indicated that the pace of nonresidential construction activity had increased from one year ago, with many reporting backlogs of one to two years."

**INDIRECT COST RECOVERY**

The City allocates a portion of general services costs such as purchasing, accounting, budgeting, personnel administration, and certain other indirect costs based on allocation methodology determined by an independent cost allocation plan.

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Indirect Cost Recovery	\$32,943,611	\$36,807,162	\$32,772,876	\$31,431,000

*FY 2018 Budget Anticipation:*

The anticipation is based on the City's cost allocation plan.

### **HOTEL AND MOTEL TAX**

The Hotel/Motel Tax is shared between the City, Atlanta Conventions & Visitors Bureau, Georgia World Congress, and the New Stadium project. The total below represents the City's allocated share of the hotel/motel tax which is 24.99%, with the remaining 75.01% distributed by the City to the aforementioned entities. This tax is collected on the 20<sup>th</sup> day of every month by the City. The Hotel/Motel Tax rate is 8% on rent for occupancy of a guestroom in a hotel in the City.

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Hotel and Motel Tax	\$16,076,153	\$18,196,674	\$16,810,329	\$17,541,183

#### *FY 2018 Budget Anticipation:*

CBRE Consulting/Hospitality Research (CBRE-HR) is the industry leader in hospitality research econometrics. Its data is one of the primary resources used in developing the City's hotel/motel forecast. CBRE manages an extensive database of hotel property income statements and sale prices. Occupancy Rates, Average Daily Room Rates, and Rev-Par Index (defined as Revenue Per Available Room) are all key metrics used in developing the forecast. The CBRE Hotels most recent quarterly report states, "Looking towards 2017, Atlanta RevPAR is expected to grow 3.6%. This is less than the rate of growth in 2016. Prospects for RevPAR growth in the lower-priced segment (positive 4.1%) are better than in the upper-priced segment (positive 3.3%)."

### **PILOT AND FRANCHISE FEES (WATERSHED)**

This major revenue category consists of Watershed Pilot and Franchise Fee revenues derived from a 5% franchise fee levied on gross water and sewer revenues on all active accounts and a city millage rate levied on Department of Watershed real property.

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Pilot and Franchise Fees	\$19,400,711	\$19,394,197	\$19,887,243	\$19,983,046

#### *FY 2018 Budget Anticipation:*

This forecast is based on historical trends in revenues received from a Department of Watershed computation derived from the gross revenue and capital assets of the Department of Watershed Management.

## OVERALL GENERAL FUND FORECAST

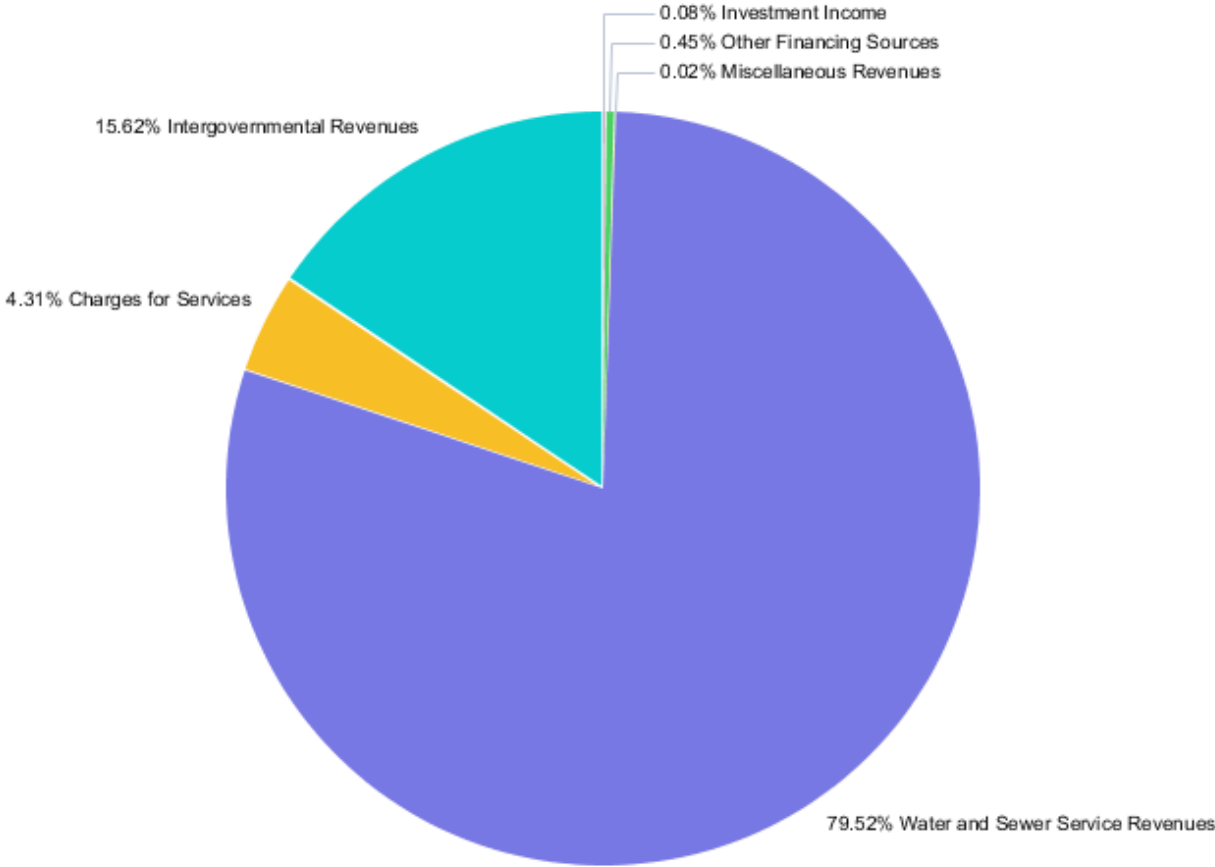
Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
General Fund	\$591,262,173	\$617,536,036	\$607,388,585	\$648,647,258

The improving local economy as indicated by the Atlanta Gross Metro Product forecasted at 3.0% and an increasing S&P Case-Shiller Index all support a General Fund Revenue anticipated growth rate of 6.8% for FY 2018. The FY 2018 General Fund revenue forecast is based on 1.5% new construction property tax digest growth and rollback of the current millage rate of 8.88 mills. The property tax revenue base accounts for one-third of General Fund revenues hence the emphasis on this important City revenue stream. The MuniCast financial model and the Selig Center economic report has enabled the City to better understand, and respond to the underlying economic drivers of City revenues.

# REVENUE BY MAJOR CATEGORY

## Water & Wastewater Revenue Fund

	FY15 Actual	FY16 Actual	FY17 Adopted	FY18 Adopted	%
Water and Sewer Service Revenues	434,471,874	449,286,166	431,758,197	445,450,217	79.52
Charges for Services	15,152,401	8,204,042	22,806,366	24,129,600	4.31
Intergovernmental Revenues	131,578,685	132,653,406	87,500,000	87,500,000	15.62
Investment Income	(1,204)	985,633	601,901	455,000	0.08
Other Financing Sources	2,485,354	2,530,660	2,521,045	2,500,000	0.45
Miscellaneous Revenues	129,499	66,195	167,546	120,000	0.02
<b>Total</b>	<b>\$583,816,609</b>	<b>\$593,726,101</b>	<b>\$545,355,055</b>	<b>\$560,154,817</b>	<b>100%</b>



## WATER AND WASTEWATER FUND

The Water and Wastewater Fund was established to account for all transactions associated with the operation, development, and maintenance of the City's expansive water and wastewater infrastructure system. The system is financed by user charges for water and wastewater services and the municipal option sales tax.

### WATER AND SEWER SERVICE REVENUE

This category includes water and wastewater service charges.

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Water and Sewer Service Revenue	\$434,471,874	\$449,286,166	\$431,758,197	\$445,450,217

#### *FY 2018 Budget Anticipation:*

Projected revenue of \$445.5M for FY 2018 is \$13.7M higher than the FY 2017 budget of \$431.8M but in line with projected actuals. The increase is due primarily to an expected increase in anticipated customer consumption and an increase in the number of active accounts. The Department does not plan to increase its water and sewer rates in FY 2018.

### CHARGES FOR SERVICES

This category includes inter-jurisdictional revenue, industrial waste, inspections, and reviews, as well as other selected revenue accounts.

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Charges for Services	\$15,152,401	\$8,204,042	\$22,806,366	\$24,129,600

#### *FY 2018 Budget Anticipation:*

The FY 2018 projection of \$24.1M is higher than the FY 2017 budget of \$22.8M. The increase is due primarily to an anticipated rise in fees collected from inter-jurisdictional customers and miscellaneous fees charged to government, commercial and residential customers.

### INTERGOVERNMENTAL REVENUES

The Municipal Option Sales Tax (MOST) was established under authorizing legislation by the State and was initially placed in effect for a four-year term beginning on October 1, 2004. In March 2008, March 2012 and March 2016, City of Atlanta voters elected to renew the MOST for an additional four-year term.

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Intergovernmental Revenue	\$131,578,685	\$132,653,406	\$87,500,000	\$87,500,000

*FY 2018 Budget Anticipation:*

The FY 2018 anticipated revenues from the Municipal Option Sales Tax are \$125M, which is consistent with the amount anticipated in FY 2017. In FY 2018 \$87.5M of the total will be allocated in the Water and Wastewater Revenue Fund and \$37.5M in the Water and Wastewater Renewal & Extension Fund.

**INVESTMENT INCOME**

This category is for interest earned as a result of the Department's Fund equity in the Cash Pool. The Department does earn interest on its Fund 5051 equity in the Investment Cash Pool and as a result of the Cash Pool Memorandum of Understanding (MOU).

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Investment Income	(\$1,204)	\$985,633	\$601,901	\$455,000

*FY 2018 Budget Anticipation:*

The FY 2018 anticipated revenues reflect balances as a result of account regrouping coming from miscellaneous revenues.

**OTHER FINANCING SOURCES**

This category includes the administrative fee charged to Fulton County for collecting the County's sewer payments. Per Article IX Section 9.0 of the agreement, the County agrees to pay the City a monthly fee calculated at 8% of the total County monthly collections.

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Other Financing Sources	\$2,485,354	\$2,530,660	\$2,521,045	\$2,500,000

*FY 2018 Budget Anticipation:*

The FY 2018 Adopted fee of \$2.5M is in line with the FY 2017 Adopted Budget.



**MISCELLANEOUS REVENUES**

This category includes revenue for recoveries of prior year delinquent accounts/arrearages and fees for land rentals.

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Miscellaneous Revenues	\$129,499	\$66,195	\$167,546	\$120,000

*FY 2018 Budget Anticipation:*

The Department based its estimate on revenues generated in prior fiscal years.

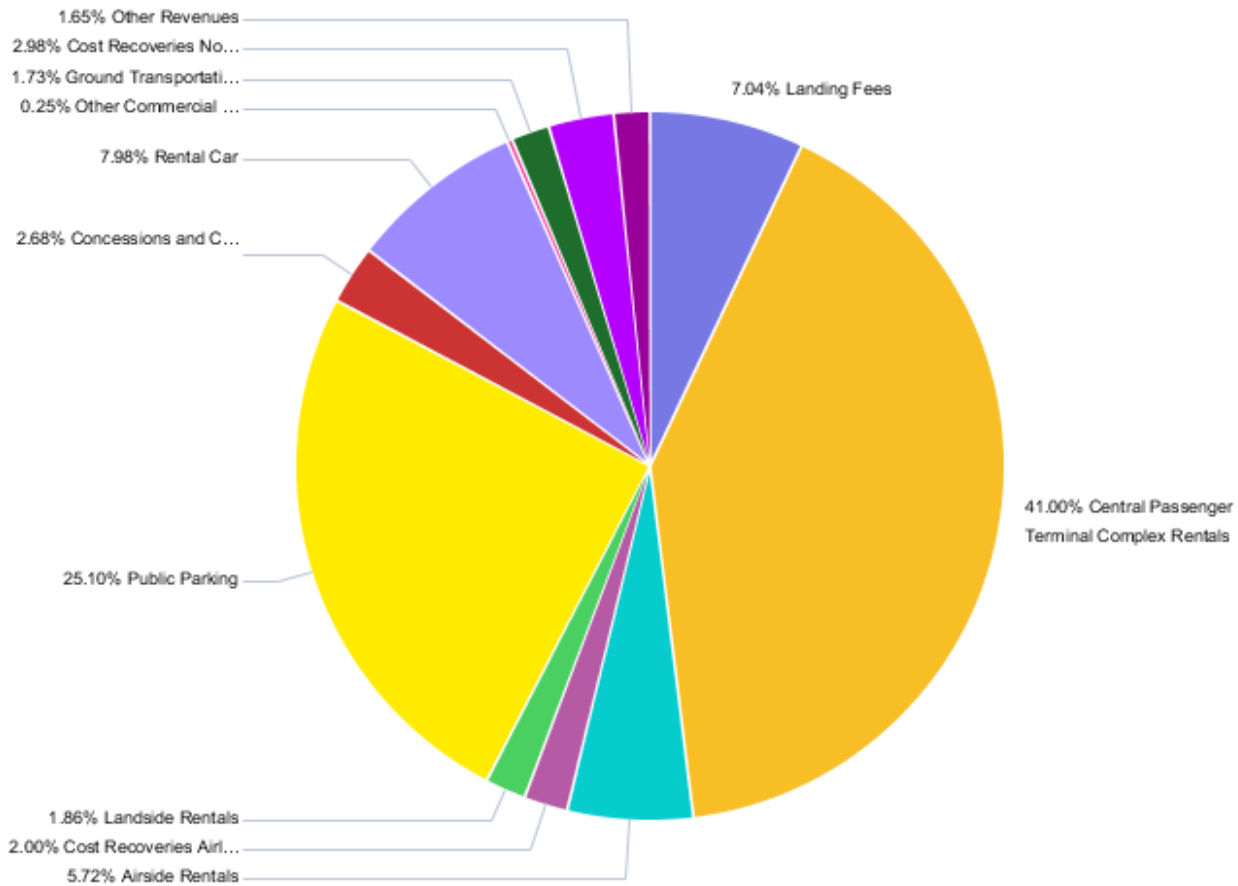
**OVERALL WATER & WASTEWATER REVENUE FUND FORECAST**

Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Water & Wastewater Revenue Fund	\$583,816,609	\$593,726,101	\$545,355,055	\$560,154,817

The Department of Watershed Management has implemented a department-wide reorganization, which has streamlined operations and aligned similar functions. The departmental reorganization was executed with an overall goal of reducing operational and maintenance expenses.

## REVENUE BY MAJOR CATEGORY Airport Revenue Fund

	FY15 Actuals	FY16 Actuals	FY17 Adopted	FY18 Adopted	%
<b>Aeronautical Revenues</b>					
Landing Fees	32,166,003	17,245,644	19,879,199	35,790,737	7.04
Central Passenger Terminal Complex Rentals	143,630,082	143,018,419	156,854,596	208,474,800	41.00
Airside Rentals	28,782,761	28,127,466	28,712,167	29,100,640	5.72
Cost Recoveries : Airline	35,092,101	36,221,752	38,523,649	10,178,610	2.00
<b>Sup-Total Aeronautical Revenues</b>	<b>239,670,947</b>	<b>224,613,281</b>	<b>243,969,610</b>	<b>283,544,787</b>	<b>55.77</b>
<b>Non-Aeronautical Revenues</b>					
Landside Rentals	12,030,389	11,883,634	11,232,096	9,452,128	1.86
Public Parking	124,046,859	132,089,878	136,553,058	127,646,543	25.10
Concessions	101,753,285	110,786,685	109,563,169	116,818,004	22.98
Concession Credits	(54,060,487)	(58,919,887)	(59,164,111)	(103,188,971)	(20.29)
Rental Car	36,347,302	38,811,959	37,278,909	40,580,777	7.98
Other Commercial Revenues	1,085,917	1,515,000	1,280,000	1,280,000	0.25
Ground Transportation	2,286,638	2,445,594	2,306,037	8,811,712	1.73
Cost Recoveries : Non Airlines	13,413,381	14,211,608	14,024,376	15,140,000	2.98
Interest Income	441,809	1,123,399	-	-	-
Other Revenues	6,344,998	9,373,182	6,672,227	8,367,492	1.65
Miscellaneous Revenue	3,711	1,437	-	-	-
<b>Sub-Total Non-Aeronautical Revenues</b>	<b>243,693,801</b>	<b>263,322,489</b>	<b>259,745,761</b>	<b>224,907,685</b>	<b>44.23</b>
<b>Total</b>	<b>\$483,364,748</b>	<b>\$487,935,770</b>	<b>\$503,715,371</b>	<b>\$508,452,472</b>	<b>100%</b>



## AVIATION FUND

The Department of Aviation was established to operate and maintain Atlanta Hartsfield-Jackson International Airport (ATL). Its mission is to provide the Atlanta region a safe, secure and cost-competitive gateway to the world that drives economic development and operates with the highest level of customer service and efficiency while exercising fiscal and environmental responsibility. The Department classifies its revenues into two general categories: Aeronautical and Non-Aeronautical.

### Aeronautical

#### LANDING FEES

The Department of Aviation collects landing fees from two different sources: 1) basic landing fees and 2) Airfield Improvement Program (AIP) landing fees. The basic landing fee for signatory airlines at ATL is \$0.16 per 1,000 pounds of landed weight and is intended to recover the cost of operating and maintaining the airfield. AIP landing fees are imposed as cost recovery for airfield capital improvements and are collected at a fixed rate and for a fixed duration.

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Landing Fees	\$32,166,003	17,245,644	\$19,879,199	\$35,790,737

#### *FY 2018 Budget Anticipation:*

Landing fees are expected to increase due to the Airport's new Use and Lease Agreement with the airlines; this agreement captures and recovers all operating and capital expenditures related to the airfield.

#### CENTRAL PASSENGER TERMINAL COMPLEX (CPTC) RENTALS

The Department of Aviation charges each of its airline tenants rent for space occupied within the Central Passenger Terminal Complex (CPTC). These rents are for the recovery of capital costs associated with the construction and upgrade of the CPTC's numerous facilities.

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
CPTC Rentals	\$143,630,082	\$143,018,419	\$156,854,596	\$208,474,800

#### *FY 2018 Budget Anticipation:*

The new Use and Lease Agreement incorporates revenues previously charged under CPTC Cost Recoveries into a consolidated terminal rate. These revenues are expected to increase as the methodology of the new agreement captures all cost associated with CPTC rentals and the operating expenses for services provided by fire, police, Automated Guideway Transit System (AGTS) and security.

**AIRSIDE RENTALS**

Airside rentals are rental revenue collected for space occupied by the Airport's numerous airline and airline-support tenants.

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Airside Rentals	\$28,782,761	\$28,127,466	\$28,712,167	\$29,100,640

*FY 2018 Budget Anticipation:*

This revenue stream will increase due to reclassifications of several agreements that were previously in the Landside rentals category.

**CPTC COST RECOVERIES**

The Airport incurs certain costs related to the maintenance and operations of the overall facility that is recovered (in total or in part) from the Airlines. Police, Fire, security and maintenance are major components of these recoveries, along with costs to operate the Plane Train between concourses.

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
CPTC Cost Recoveries	\$35,092,101	\$36,221,752	\$38,523,649	\$10,178,610

*FY 2018 Budget Anticipation:*

These charges will be incorporated into a consolidated terminal rental rate, effective October 1, 2017. The full impact of FY 2018 is reflected in the CPTC Rentals category.

**Non-Aeronautical****LANDSIDE RENTALS**

Landside rentals are revenues collected for space occupied in any of the Airport's off-airfield or landside properties.

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Landside Rentals	\$12,030,389	\$11,883,634	\$11,232,096	\$9,452,128

*FY 2018 Budget Anticipation:*

The projected decrease in this category is due to several agreements reclassified to the Airside Rentals revenue category.

**PUBLIC PARKING**

These are revenues generated from the Airport's parking facilities. The Airport provides various parking options including covered and Park & Ride at both the international and domestic terminals. A third party vendor is responsible for the day-to-day management of these facilities.

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Public Parking	\$124,046,859	\$132,089,878	\$136,553,058	\$127,646,543

*FY 2018 Budget Anticipation:*

The parking revenues are projected to decrease in FY 2018. Certain ongoing construction projects will impact the parking capacity. Efforts will be made to maximize the use of available capacity and mitigate the impact of any potential loss.

**INSIDE CONCESSIONS**

These revenues are collected from the Airport's various food & beverage, retail, service, duty-free, and advertising outlets.

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Inside Concessions	\$101,753,285	\$110,786,685	\$109,563,169	\$116,818,004

*FY 2018 Budget Anticipation:*

Inside Concessions revenue is projected to increase in FY 2018. The projected increase of 1.2% in enplanements, as well as the opening of new outlets, will have a positive impact on concessions. Gross sales are expected to continue increasing with more incoming concessioners; which results in an increase in percentage rent revenues for the Airport.

**INSIDE CONCESSIONS CREDIT AND PER PASSENGER REVENUE CREDIT**

Currently, 50% of all concession revenues are shared with the contracting airlines. However, with the new Airport Use and Lease Agreement starting October 1, 2017, in the third quarter of FY 2018, 70% of concession revenues will be shared with the contracting airlines. The FY 2018 forecast will include the terms of the new agreement. The new agreement also calls for a .60-cent per Enplaned Passengers Credit. Additionally, the Airport's portion of certain operational costs is reflected in this account.

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Inside Concessions Cr.	(\$54,060,487)	(\$58,919,887)	(\$59,164,111)	(\$103,188,971)

*FY 2018 Budget Anticipation:*

This credit will reflect changes in direct correlation to Inside Concessions and Enplaned Passengers.

**RENTAL CAR**

The Airport maintains a consolidated Rental Car Center (RCC) which houses 12 rental car companies and 8,700 parking spaces. Each of the rental car companies pays the Department of Aviation 10% of annual gross sales in return for occupying RCC space. The rental car companies are subject to a Minimum Annual Guarantee (MAG), and they reimburse the Airport for utilities.

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Rental Car	\$36,347,302	\$38,811,959	\$37,278,909	\$40,580,777

*FY 2018 Budget Anticipation:*

The Airport is anticipating growth due to a projected increase in originating/destination passengers of 1.2%. The origination and destination metric is a main driver in the anticipated revenue increase.

**OTHER COMMERCIAL REVENUES**

Included in this category are distributed antennae fees collected from cell phone providers, fees for security badges and security violations, revenue generated from EMS services and non-recurring revenues.

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Other Commercial Revenues*	\$7,434,626	\$10,889,619	\$7,952,227	\$9,647,492

\*Other Commercial Revenue equals Other Commercial Revenue, Other Revenue and Miscellaneous Revenue on the Airport Revenue Summary page.

*FY 2018 Budget Anticipation:*

This category is expected to increase in FY 2018. The Airport will continue to recover the operating and maintenance cost from the cell phone providers, and there is an anticipated increase in security charges due to Breach of Rule Notice (BORN) violations now that all employees are screened. The new requirement by TSA requires employee fingerprints every two years and a new initiative to perform special audits.

**GROUND TRANSPORTATION**

This category captures revenues related to the Airport's numerous off-airport parking shuttles, limousine services, hotel shuttle services, Transportation Network Companies (TNC) and other ground transportation venues.

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Ground Transportation	\$2,286,638	\$2,445,594	\$2,306,037	\$8,811,712

*FY 2018 Budget Anticipation:*

The substantial increase in this category is due to the new agreement with several Transportation Network Companies (TNC).

**COST RECOVERIES: NON-AIRLINE**

Included in this category are reimbursements received from rental car companies and the Customer Facility Charge Fund for operation and maintenance costs of the RCC. This facility opened in December of 2009. These payments are set such that the Department is reimbursed for 100% of its RCC operating and maintenance expenses.

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Cost Recoveries: Non-Airline	\$13,413,381	\$14,211,608	\$14,024,376	\$15,140,000

*FY 2018 Budget Anticipation:*

The Airport continues to experience an increase in utilities, especially water and sewer, which is provided by the City of College Park. These increases in cost translate to additional revenue since utilities and maintenance are 100% reimbursable.

**INVESTMENT INCOME**

This category is for interest earned on the Department's Fund equity in the Cash Pool. The Department does earn interest on its Fund 5501 equity in the Investment Cash Pool and as a result of the Cash Pool Memorandum of Understanding (MOU).

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Investment Income	\$441,809	\$1,123,399	\$0	\$0

*FY 2018 Budget Anticipation:*

Revenues for this category are not anticipated but based on actual investment performance.

## OVERALL AVIATION REVENUE FUND FORECAST

Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Aviation Operating Revenue Fund	\$483,364,748	\$487,935,770	\$503,715,371	\$508,452,472

Aviation revenues are projected to increase primarily due to airline tenant rentals, inside concessions, car rentals, and ground transportation.



## EMERGENCY TELEPHONE SYSTEM FUND

The E-911 Fund supports the E-911 call center operation.

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
E-911 Revenue	\$27,820,931	\$18,036,472	\$18,922,237	\$20,233,845

*FY 2018 Budget Anticipation:*

Historically, this fund has operated in a deficit position annually due to insufficient landline and wireless fees to cover operating expenses. The City E-911 adopted revenue budget correlates to per capita and telecommunication subscriber trends. Legislation 17-O-1249 increased the E911 Public Safety Access fee in order to provide the additional resources needed to fully recover all E-911 anticipated expenditures.

## ATLANTA CIVIC CENTER FUND

The Civic Center Fund accounts for the collection of income associated with the operation of the Boisfeuillet Jones Atlanta Civic Center. These funds are derived from income generated primarily from ticket sales (surcharges), building, and land rentals.

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Civic Center Fees	\$2,862,198	\$402,677	\$1,626,006	\$610,713

### *FY 2018 Budget Anticipation:*

The Civic Center Fund had exhibited declining revenues due to competition from other private venues for the last several years. Revenues from the Civic Center, for the most part, have ceased due to the facility being primarily out of operation since November of 2014, except for a few random events. The Civic Center Fund is budgeted to receive a General Fund subsidy of \$611,000 in FY 2018 to fund maintenance and operations for the random events. The facility remains on the market for prospective buyers.

## HOTEL/MOTEL TAX FUND

The Hotel/Motel Tax Fund revenue is derived from an 8% rate on rent for occupancy of a guestroom in a hotel in the City. The tax is shared between the City, Atlanta Conventions & Visitors Bureau, Georgia World Congress Center, and the New Stadium project. The City's allocated share of the hotel/motel tax is 24.99%, with the remaining 75.01% distributed by the City to the aforementioned parties.

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Hotel/Motel Tax	\$64,330,343	\$72,815,822	\$67,268,223	\$71,867,980

### *FY 2018 Budget Anticipation:*

CBRE Consulting/Hospitality Research (CBRE-HR) is the industry leader in hospitality research econometrics. Its data is one of the primary resources used in developing the City's hotel/motel budget. CBRE manages an extensive database of hotel property income statements and sales prices. Occupancy Rates, Average Daily Room Rates, and Rev-Par Index (defined as Revenue Per Available Room) are all key metrics used in developing the budget. The CBRE Hotels most recent quarterly report states, "Looking towards 2017, Atlanta RevPAR is expected to grow 3.6%. This is less than the rate of growth in 2016. Prospects for RevPAR growth in the lower-priced segment (positive 4.1%) are better than in the upper-priced segment (positive 3.3%). Atlanta market occupancy levels are projected to range from 68.1% to 69.2% over the next fiscal period."

## **SOLID WASTE SERVICES REVENUE FUND**

The Solid Waste Services Revenue Fund supports the operation of sanitary services activities, including collection and disposal of solid waste, recycling, yard waste and bulk rubbish, street sweeping, de-littering, debris removal, right-of-way-cutting, dead animal removal, education, and enforcement. It also includes land post-closure management and city-wide emergency response operations. Revenue is generated from user fees or charges for the aforementioned services.

<b>Major Revenue Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Adopted</b>	<b>FY 2018 Adopted</b>
Solid Waste Services Revenue	\$54,712,190	\$46,588,043	\$55,607,233	\$51,130,117

*FY 2018 Budget Anticipation:*

Solid Waste Fund revenues are primarily comprised of user fees to cover the cost of operations. The FY 2018 Adopted Budget reflects current collections and fee structure.

## RENTAL/MOTOR VEHICLE TAX FUND

The Rental/Motor Vehicle Fund contains revenue from transactions associated with a 3% excise tax levied on car rental facilities within the City corporate limits. This Fund operates as a pass-through fund with all of the revenues remitted to a Bank Trustee for debt service payments pursuant to the trust indenture.

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Rental/Motor Vehicle Tax	\$1,333,414	\$1,188,750	\$1,046,050	\$1,092,076

*FY 2018 Budget Anticipation:*

The Car Rental Tax Fund revenues correlate with travel and tourism activity. The Atlanta convention forecast indicates sustained visitor activity, which has been factored into the forecast trend for the fund.

## **BUILDING PERMITS FUND**

The Building Permits Fund accounts for the collection of income and disbursement of funds associated with the operation of all building permitting activity. The Building Permits Fund was established in November 2011 as an enterprise fund.

<b>Major Revenue Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Adopted</b>	<b>FY 2018 Adopted</b>
Building Permits Revenue	\$25,972,001	\$28,240,939	\$23,023,753	\$0

*FY 2018 Budget Anticipation:*

Building Permits Fund revenues correlate with the construction sector and are highly elastic with economic cycles and construction related growth. Construction sector employment is forecasted to continue to increase due to recovery in the housing market and resumption of commercial activity.

In FY2017 the Building Permits Fund was closed and the revenues were transferred to the General Fund.

## CITY PLAZA OPERATING FUND

The City Plaza Operating Fund was established to track the revenues, expenses and bond proceeds incurred from the operation of the City Plaza Project. A portion of the bond proceeds were used to reimburse the City for the acquisition costs of the City Plaza Project. Revenues for the fund are derived from rents from residents, tenants, and parking fees.

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
City Plaza Operating Fund	\$0	\$11,195,903	\$2,746,599	\$2,746,599

*FY 2018 Budget Anticipation:*

The City Plaza Operating Fund anticipation is primarily based on historical rents from residents, tenants, and parking fees. The City is in the process of negotiating new terms for the City Plaza building; therefore, the Adopted Budget is based on current available data.

## **FLEET SERVICES FUND**

The Fleet Services Fund was established to account for the operations and maintenance of the City of Atlanta's fleet of vehicles and motorized equipment. The Fleet Services Fund supports fuel and maintenance services to City departments.

<b>Major Revenue Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Adopted</b>	<b>FY 2018 Adopted</b>
Fleet Services Revenue	\$40,909,021	\$37,099,645	\$33,400,588	\$33,400,588

*FY 2018 Budget Anticipation:*

The Fleet Services Fund source of income is derived from charge-back recovery to the participating City departments. The anticipation is stable which coincides with the projected trend in expenditures.



## GROUP INSURANCE FUND

The Group Insurance Fund was established to provide quality affordable and accessible health care benefits in the most cost-efficient manner while maintaining financial accountability for our stakeholders. This fund covers a fully insured HMO, self-funded POS, and Medicare Advantage plans for employees, retirees, and dependents. In addition, the Affordable Care Act tax is also paid from this fund. The fund's revenue valuation is also driven by rate increases and actual utilization.

Major Revenue Category	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Group Insurance	\$135,951,943	\$143,972,348	150,599,694	\$157,520,018

*FY 2018 Budget Anticipation:*

The Group Insurance Fund source of income is derived from city contributions of 70% of overall healthcare cost, as well as employee payroll deductions and retiree pension contributions.

## **UNDERGROUND ATLANTA FUND**

The Underground Atlanta Fund was established in 1989 to account for transactions associated with the public operations of the Underground Atlanta facilities and parking decks. This fund is supported by parking and lease revenues.

<b>Major Revenue Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Actual</b>	<b>FY 2017 Adopted</b>	<b>FY 2018 Adopted</b>
Underground Atlanta Fees	\$16,451,134	\$5,708,538	\$110,000	\$0

*FY 2018 Budget Anticipation:*

The sale of Underground Atlanta occurred in FY 2017. No revenues are forecasted due to the sale.

CITY COUNCIL  
EXECUTIVE OFFICES  
ATLANTA INFORMATION MANAGEMENT  
LAW  
CORRECTIONS  
FINANCE  
PROCUREMENT  
PUBLIC WORKS  
PARKS AND RECREATION  
WATERSHED MANAGEMENT  
AVIATION  
COURT OPERATIONS  
NON-DEPARTMENTAL  
HUMAN RESOURCES  
FIRE & RESCUE SERVICES  
POLICE SERVICES  
PLANNING & COMMUNITY DEVELOPMENT  
SOLICITOR'S OFFICE  
BOARD OF ETHICS  
ATLANTA CITIZENS REVIEW BOARD  
CITY AUDITOR'S OFFICE  
PUBLIC DEFENDER

OPERATIONAL  
SUMMARIES

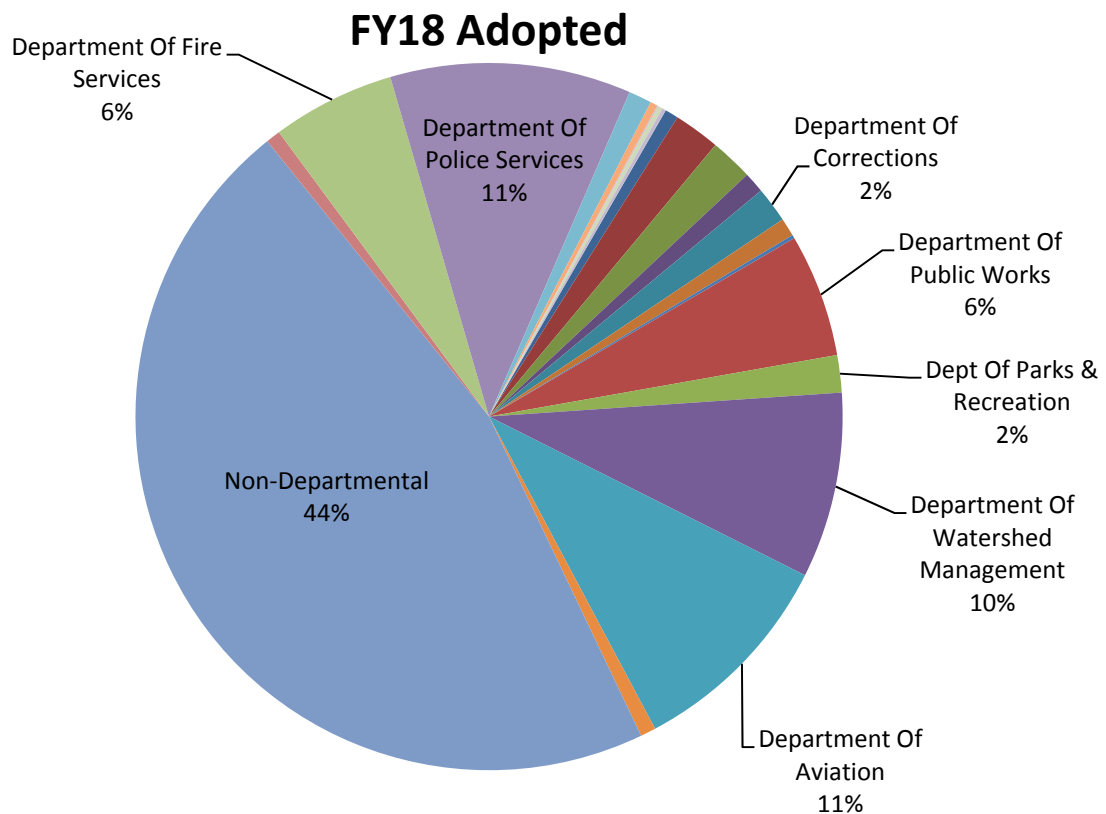
ADOPTED BUDGET  
FY 2018



## OPERATIONAL DEPARTMENTAL SUMMARY OVERVIEW

The **executive body** carries out the laws that have been instituted by the City Council. It is responsible for the day-to-day operations of city government departments. The **legislative body**, comprised of the City Council, makes the laws that govern the city. It is responsible for the development of policies, which serve as operational guidelines, and establishes the parameters for the administration of city government. The **judicial body** is comprised of Court Operations, the Public Defender's office as well as the Solicitor's office and is responsible for interpreting the law. In addition to the three bodies of City government, there are three boards, which are comprised of the Atlanta Citizens Review Board, the Ethics Board, and the City Internal Auditor's Board.

The operational departmental summaries provide an overview of services along with the financial and position data for fiscal years 2015 to 2018. There is also an explanation of major variances between FY2017 Adopted and the FY2018 Adopted budgets.



The operating budget totals \$2B, and the largest percent of the total or 44% is attributable to the citywide non-departmental operating budget. The non-departmental budget includes reserves and debt service costs for the general fund as well as for the enterprise funds including Aviation and Watershed Management.



# CITY COUNCIL

## Mission Statement

The Atlanta City Council's mission is to enact all laws designed to protect the public health, safety and welfare of the citizens of Atlanta and its visitors. The City Council by statute serves as one of the three branches of government, that being the legislative branch.

## Summary of Operations

The President of Council, Ceasar C. Mitchell presides at City Council meetings, appoints members and chairpersons of Council committees, signs all ordinance, resolutions, subpoenas, and other documents issued by order of the Council of the City of Atlanta. It is the President's responsibility to assure the expeditious discharge of public responsibilities and obligations imposed upon the Council by law.

The members of the Atlanta City Council are as follows:

*District 1:* **Carla Smith**

*District 2:* **Kwanza Hall**

*District 3:* **Ivory Lee Young**

*District 4:* **Cleta Winslow**

*District 5:* **Natalyn M. Archibong**

*District 6:* **Alex Wan**

*District 7:* **Howard Shook**

*District 8:* **Yolanda Adrean**

*District 9:* **Felicia A. Moore**

*District 10:* **C.T. Martin**

*District 11:* **Keisha Lance Bottoms**

*District 12:* **Joyce M. Sheperd**

*Post 1 At-Large:* **Michael Julian Bond**

*Post 2 At-Large:* **Mary Norwood**

*Post 3 At-Large:* **Andre Dickens**

The legislative body is comprised of fifteen (15 voting) members and is presided over by the President of the Council. The President votes only in the event of a tie vote. The Council adopts ordinances to establish city policy, law, and resolutions to express legislative intent.

The Atlanta City Council has seven (7) standing committees to oversee city operations. They include the following:

- Committee on Council
- Finance/Executive Committee
- Zoning Committee
- Public Safety and Legal Administration Committee
- Community Development and Human Services Committee
- City Utilities Committee
- Transportation Committee.

Brief descriptions of the purview of each committee are as follows:

- The *Committee on Council* recommends on matters pertaining to the operation of the Council and Municipal Clerk; executive branch appointments confirmed by the Council; ethics issues such as conflict of interest, revision, codification and clarification of ordinances and resolutions.

- The *Finance/Executive Committee* recommends on matters pertaining to the budget and to transfers of appropriations; the administration of taxing ordinances and to public revenue; tax officials and collectors; the Department of Finance and to the executive branch of government.
- The *Zoning Committee* recommends on matters relating to zoning and the zoning ordinance of the city; land use in conjunction with the Community Development/Human Services Committee and the Bureau of Buildings.
- The *Public Safety and Legal Administration Committee* recommends on matters regarding public safety within the city of Atlanta and matters pertaining to litigation.
- The *Community Development/Human Services Committee* recommends on matters relating to planning functions; comprehensive development and land use plans; housing related programs, housing code enforcement, community development, urban redevelopment and economic development; matters pertaining to parks and recreation and job and manpower training.
- The *City Utilities Committee* recommends on matters relating to watershed management, cable television, and public works areas of solid waste, recycling, and public right of way matters.
- The *Transportation Committee* recommends on matters pertaining to transportation, generally, including the Metropolitan Atlanta Rapid Transit Authority (MARTA), the Department of Aviation, and the Atlanta Streetcar.

### **Divisions/Offices Descriptions**

The *Office of Research and Policy* (ORP) is responsible for the review and analysis of legislation before the City Council and administrative and research support to the Council Committees. Research staff prepares and publishes committee agendas.

ORP staffs all Council Committees, committee public hearings, and work sessions.

In addition to conducting research on behalf of Councilmembers, staff drafts legislation, serves as an intergovernmental liaison and a public liaison to explain issues and legislation, represents Councilmembers at various meetings as requested, and assists with constituent complaints and information requests.

The *Office of Communications* ensures consistency and quality in the delivery of accurate and timely information about the Atlanta City Council and the City government to the public. The City Council aims to meet that demand by being responsive and providing improved access to government through various forms of media.

The communications staff deals with the media, including journalists, writers and photographers from newspapers, magazines, wire services, television stations, radio stations, internet companies and newsletters. Overall, staff responds to approximately 200 inquiries each month from the media and general public.

City Talk is the Council Communications' bi-monthly program dedicated to keeping viewers informed about city government. City Talk airs on Channel 26, and is hosted, written, and produced in-house to give viewers a look at city events, activities, and issues impacting local government.

The *Office of the Municipal Clerk* (OMC) or as it is more commonly referred - "the Clerk's Office" - is the City of Atlanta's information source regarding all of its legislative actions and many other areas of citizen interest and concern. The Municipal Clerk serves as administrator of the City Council's legislative actions and is the designated custodian of the governing authority's legislative record. As custodian of the City's legislative record, the Municipal Clerk publishes and maintains the City of Atlanta Charter and Code of Ordinances. The Charter and Code volumes contain all laws of the City. The Municipal Clerk is also the custodian of the Official Seal of the City and must attest the Mayor's signature and affix that seal to all City contracts. Additionally, the Mayor's Executive and Administrative Orders are housed in the Clerk's Office. A record of all City Boards, Commissions, Authorities, is maintained by OMC as well.

The Municipal Clerk also serves as the City's Election Superintendent and administers election related matters including general questions, candidate qualifying proceedings, State mandated

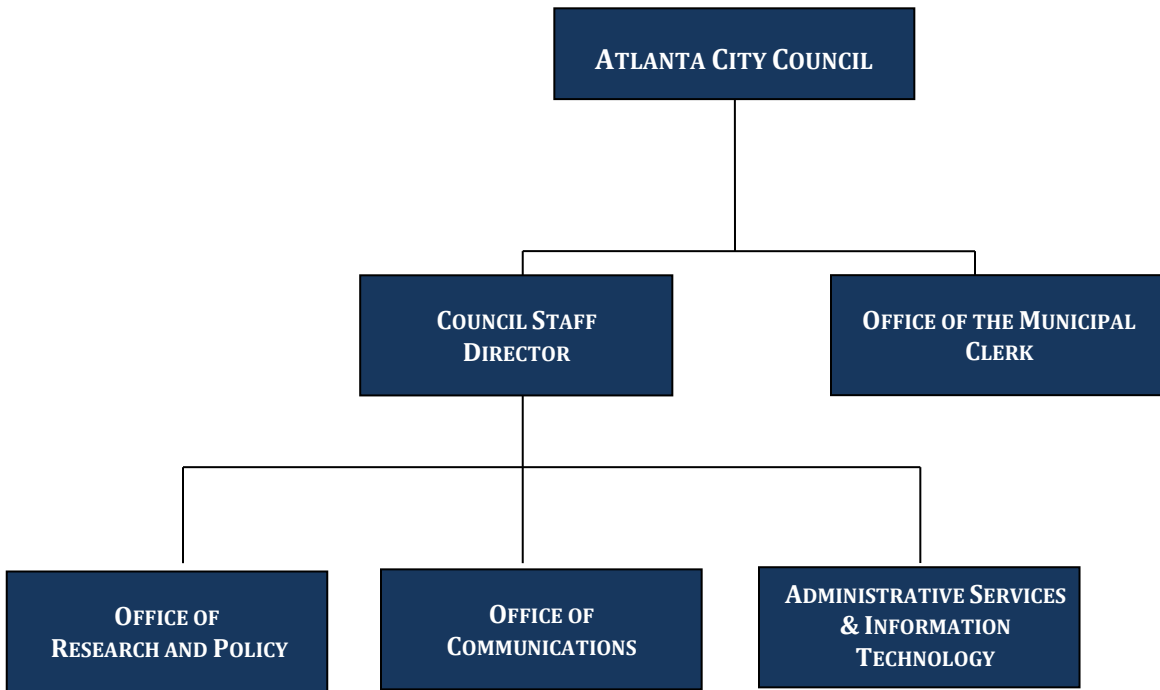


financial and campaign disclosure filings by candidates and office holders, citizens' elected official recall and referendum efforts. Atlanta's election results can also be obtained from the Clerk's Office.

Claims against the City and notices of building permit signs as well as City financial disclosures made by designated officials, employees and appointed members of boards, commissions and authorities are filed in the Clerk's Office.

Atlanta's "Clerk's Office" routinely responds to requests for information from elected officials, employees and citizens of the City of Atlanta as well as to requests from other local, state, national and international governments and a worldwide public. The common denominator is that each requestor whether in-person, by mail, phone, fax or e-mail is always greeted by a friendly, capable, willing and available OMC staff person who will assist in all research efforts.

**ORGANIZATIONAL CHART**  
CITY COUNCIL





**FY18 OPERATING BUDGET HIGHLIGHTS**  
**City Council**  
**General Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$2,673,469	\$2,575,788	\$3,139,650	Salaries, Regular	\$3,203,219	\$63,568
\$1,975,427	\$2,124,050	\$2,903,569	Salaries, Perm Part-Time	\$2,983,568	\$79,999
-	-	-	Salaries, Sworn	-	-
\$214,722	\$193,572	\$393,450	Salaries, Extra Help	\$258,487	(\$134,963)
-	-	-	Salaries, Extra Help-Sworn	-	-
\$2	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$572,691	\$588,210	\$556,167	Pen Cont Gen Emp Pen Fd	\$462,213	(\$93,954)
\$137,356	\$148,276	\$75,740	Defined Contribution	\$96,544	\$20,804
\$1,906	-	\$1,834	Workers' Compensation	-	(\$1,834)
\$645,442	\$714,627	\$416,505	Other Personnel Costs	\$415,162	(\$1,343)
<b>\$6,221,015</b>	<b>\$6,344,524</b>	<b>\$7,486,917</b>	<b>TOTAL PERSONNEL</b>	<b>\$7,419,193</b>	<b>(\$67,723)</b>
			<i>OTHER EXPENSES</i>		
\$435,887	\$598,820	\$892,909	Purchased / Contracted Services	\$677,312	(\$215,596)
\$87,594	\$26,129	\$83,887	Supplies	\$82,845	(\$1,043)
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$761,369	\$1,368,361	\$4,297,558	Other Costs	\$3,112,619	(\$1,184,939)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
<b>\$1,284,850</b>	<b>\$1,993,310</b>	<b>\$5,274,354</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$3,872,776</b>	<b>(\$1,401,578)</b>
<b>\$7,505,865</b>	<b>\$8,337,834</b>	<b>\$12,761,271</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$11,291,969</b>	<b>(\$1,469,301)</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$7,505,865	\$8,337,834	\$12,761,271	General Fund	\$11,291,969	(\$1,469,301)
<b>\$7,505,865</b>	<b>\$8,337,834</b>	<b>\$12,761,271</b>	<b>TOTAL EXPENSES</b>	<b>\$11,291,969</b>	<b>(\$1,469,301)</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
48.00	49.00	48.00	Full Time Equivalent	46.00	(2.00)



## FY18 OPERATING BUDGET HIGHLIGHTS

### City Council General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (18-17)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$63,568	Increase due to Grade 19+ salary increases and minimum wage increase to \$13/hour.
Salaries, Perm Part-Time	\$79,999	Increase due mainly to management analyst position transferred to perm-part time.
Salaries, Sworn	-	
Salaries, Extra Help	(\$134,963)	Decrease due to extra help less than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$93,954)	Decrease due to pension rate adjustment and personnel adjustments.
Defined Contribution	\$20,804	Increase due to personnel adjustments.
Workers' Compensation	(\$1,834)	Decrease due to Workers' Comp less than anticipated.
Other Personnel Costs	(\$1,343)	Decrease due to personnel adjustments.
<b>TOTAL PERSONNEL</b>	<b>(\$67,723)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$215,596)	Decrease due to Postage Expense budget for Council Offices combined with Council Members Expense account.
Supplies	(\$1,043)	Decrease due to supplies less than anticipated.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	(\$1,184,939)	Decrease attributable to change in Carry Forward balances.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$1,401,578)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$1,469,301)</b>	

FUND	VARIANCE (18-17)	EXPLANATION
General Fund	(\$1,469,301)	
<b>TOTAL EXPENSES</b>	<b>(\$1,469,301)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (18-17)	EXPLANATION
Full Time Equivalent	(2.00)	Decrease due to personnel adjustment from Salaries, Regular to Salaries, Perm. Part Time, and a position abolishment.

# EXECUTIVE OFFICES

## Mission Statement

The mission of the Department of Executive Offices is to communicate and implement the policy and program agenda of the Mayor. The Offices are responsible for providing leadership within City government to effectively accomplish and execute the laws of the City. Through its various offices, Executive Offices seeks to determine the most efficient manner to provide quality services to the citizens of the City.

## Summary of Operations

The Department of Executive Offices is comprised of three major offices: *The Office of the Mayor, the Office of the Chief of Staff and the Office of the Chief Operating Officer*. These offices include Divisions that provide operational support for various activities.

## Divisions/Offices Descriptions

*The Office of the Chief of Staff* provides advice and guidance to the Mayor on legislative and political issues and serves as liaison to the public and private sectors. The Chief of Staff is supported by the following organizations:

*The Office of Communications* provides strategic counsel on message development for the Mayor and the City of Atlanta; plans and executes special events and projects that advance administrative priorities; manages relationships with local and national print, broadcast and online media outlets; organizes Mayoral press conferences, interviews and announcements; partners with the city's public information officers on projects. The Office manages digital communications through the City of Atlanta website at [www.atlantaga.gov](http://www.atlantaga.gov) and via social media channels such as Facebook, Twitter and YouTube. The Mayor's Office of Communications also includes the operations of City Channel 26.

*Channel 26* provides 24-hour programming that is useful, informative and timely for Atlanta residents. Channel content includes coverage of Mayoral speeches, announcements and events, as well as live and taped broadcasts of Atlanta City Council meetings and committee meetings. In addition, the City Channel 26 team produces original content such as "City Talk," a long-format monthly news program, and news briefs, public service announcements and special features on current events, neighborhood happenings, and topics of special interest to City of Atlanta residents and business owners.

*The Office of Constituent Services* provides the direct linkage between the residents of Atlanta and the Mayor's Office. The Office addresses residents' concerns and complaints by collaborating with City agencies and offers an avenue for residents to voice their concerns and suggestions on improvements of city services.

*The Office of Human Services* improves and enhances the lives of the residents of the City of Atlanta through service coordination, program development, advocacy and resource mobilization. Utilizing federal and state funding, the Office contracts with a network of agencies to ensure the social service needs of citizens are met.

*The Office of Intergovernmental Affairs* was established to create and maintain working relationships with state, federal and local government entities; consular and diplomatic corps, bi-lateral chambers of commerce and international trade offices in order to maximize the City's opportunities to impact public policy, increase revenues, and foster its growing stature as a global city and key player in trade and commerce, citizen diplomacy and intercultural understanding.

*The Office of International Affairs* plans, develops and implements the international activities in the Office of the Mayor. The Office assists in facilitating trade, economic development, tourism and cultural initiatives of the City of Atlanta through liaison with

local, national and international agencies; cooperate with the consular corps and supporting its interests and objectives, providing guidance on protocol appropriate for visiting dignitaries; welcome international visitors to Atlanta from all walks of life and presenting the city and its resources in the optimal manner and managing and supporting the city's sister-city committees, by suggesting fund-raising strategies; produce new guidelines for consideration of additional applications to the program.

*The Office of Special Events* oversees the permitting process of all current outdoor festivals, large gatherings and assemblies. The Office works as a liaison between the event organizer and various city departments to ensure that event organizers comply with city laws throughout the permitting process of outdoor events on private, public and commercial property.

*The Office of Film and Entertainment* is the destination point for all entertainment production (film/television/music) needs in Atlanta including but not limited to permitting, inter-agency assistance (police, fire, transportation, and public works) locations and community relations. This office will market Atlanta industry-wide to help create more jobs, leverage media and entertainment to stimulate tourism, and serves as an information/resource center to assist residents with film inquiries and concerns.

*The Office of Cultural Affairs* supports programs and services that educate and expose the public to a rich and diverse range of cultural expressions and aspires to make the arts available to everyone. The core functions include: developing programming (for after-school, recreational, cultural, seniors, etc.), maintaining facilities (make parks & facilities safe, clean and inviting), and planning and community engagement.

*The Office of the Chief Operating Officer* provides policy direction and executive management over all City departments. The Office manages the activities, special projects and initiatives of core functions, represents the City on a variety of external boards and governmental bodies, and manages FOR Atlanta--the City's performance management system.

*The Office of Contract Compliance* serves as a liaison linking small, minority, female, and disadvantaged businesses with City of Atlanta related business

opportunities. OCC encourages equal opportunity for all businesses and individuals in the Atlanta workplace through the administration of the City's various diversity programs.

*The Office of Enterprise Assets Management* is responsible for strategic oversight, direction, construction and management of the City's physical infrastructure. The Office is responsible for facilities, real estate holdings, capital projects, and enterprise assets such as Underground, Lakewood Amphitheatre and the Government Center Parking Deck.

*The Office of Sustainability* serves as a Division of the Mayor's Office to support the advancement of environmental and economic sustainability in the City of Atlanta, with the ultimate objective to ensure Atlanta becomes one of the top ten sustainable cities in the US.

*The Office of Innovation Delivery and Performance* is a special team that drives progress on mayoral priorities and delivers high-impact solutions to Atlanta's most pressing needs. The team is responsible for developing the Mayor's proposed operating budget for the City, running the City's performance management and analytics program (FOR Atlanta), managing and implementing large-scale strategic projects, and developing innovative new solutions in specific areas of city operations.

*The Office of Customer Service/311 Technology Team* is responsible for managing a "one-stop" customer service organization for the public to request City information and services.

## **FY2017 Accomplishments**

### *Office of Emergency Preparedness*

- Achieved FEMA, GEMA, and Council approval of Multi-Jurisdictional Hazardous Mitigation Plan, a regulatory document required to be updated every 5-years.
- Co-author and team member of winning 100RC grant.
- Submission and win of ~\$400k, 18-month Critical Infrastructure Resilience. Institute/Department of Homeland Security (CIRI/DHS) Grant. Awarded in Jan 2017.
- COA Lead, co-author, and reviewer of UASI submitted DHS Complex Counter Terrorism Attack (CTTA) Grant.

- Co-facilitator with Office of Workplace Safety and OEAM of completed August 2016 City Hall Evacuation Planning and Exercise, the first in 4-years.
- Completion of FEMA Reimbursement Training Program for 40+ city finance, HR, and data analyst professionals.
- 200% increased usage of WebEOC, an interoperability and communication software for a common operational picture during planned events (Peachtree Roadrace) and unplanned events (Severe Weather and Civil Unrest). Hosted 5 – 7 training sessions targeting over 100+ personnel on the better usage of the system.

#### *Office of Workplace Safety*

- Partnered with the Office of Risk Management to automate the safety performance metrics reporting process through Origami Risk Management system.
- Delivered Floor Monitor training to approximately 102-floor monitors.
- Partnered with the Offices of Emergency Preparedness and OEAM to coordinate and execute a successful emergency evacuation exercise of City Hall on August 26, 2016.
- Launched the city's 2<sup>nd</sup> Employee Safety Perception Survey to capture the overall state of our workplace safety programs.
- Partnered with the Office of Emergency Preparedness to successfully kickoff Safe Communities America Executive Coalition meeting to include internal and external partners, such as CDC, OSHA, Emory, Atlanta Fire, Police, City Council, and Department of Human Resources on November 10, 2016.
- Participated as board member and speaker to the National Safety Council's Government & Public Sector Division in October 2016.
- Partnering with Human Resources to deliver workplace safety training segments for leaders via ICMA certification training course/program.

#### *ATL311*

- Achieved a service level year-to-date of 83% against a target of 80%, and an abandon rate of 2% against a target of 5%, while answering on average 32,000 calls per month.
- Initiated an Employee Engagement program to ensure ATL311 employees are motivated and equipped to deliver the best possible customer service.

- Began a restructure and rightsizing of the Office of Customer Service and the 311 team which included hiring 12 new associates in the call center. This restructure strengthens service delivery capability and establishes stronger links between 311 and other departments in the City.
- Redesigned the atl311.com portal to make it easier to use for our constituents.
- Initiated a community outreach program to ensure 311 hears directly from our constituents on how we can improve our service. Also initiated a publicity campaign including attendance at festivals and high traffic events to raise awareness of 311.
- Launched an ATL311 social media presence (Twitter and Facebook) to improve visibility of 311.
- Launched the Service Order Management (SOM) program which will streamline the service fulfillment process and centralize service requests, work orders, asset repository, inventory tracking, mobile field services, performance reporting and GIS capability for DWM, DPW, and Parks & Recreation in one system.
- Partnered with 911 to implement the 311-911 Contingency Plan to reduce non-emergency call volume for 911 during winter weather events.
- Launched a process improvement program with DWM to ensure ATL311 and DWM are effectively collaborating to address customer issues.

#### *Office of the Chief Equity Officer*

- Development of a comprehensive equity policy agenda addressing issues of housing, affordability and homelessness, economic opportunity, equitable infrastructure investment, and the justice system.
- Helping to strengthen the affordable housing efforts of the Atlanta Beltline, by advising in the development of an inclusionary zoning proposal to ensure specific proportions of affordable housing in residential developments along the Beltline.
- Advising the mayor, public safety chiefs, and members of Cabinet on justice issues including police transparency, access to justice, and alternative justice models. Providing policy support and counsel to the Office of Immigrant Affairs and other departments on immigrant rights issues.

- Working across City departments to initiate the development of targeted-hire standards for public projects.
- Working across City departments to initiate the development of a coordinated youth engagement strategy.
- Initiation of an innovative partnership between the City of Atlanta and GE to strengthen trust between APD and Atlanta's communities by leveraging GE's management and technical expertise and resources to improve APD's recruiting, training, data assessment and transparency practices.
- Leadership of a national task force on economic mobility and opportunity. Chaired by Mayor Reed in partnership with the National League of Cities.

#### *Office of Cultural Affairs*

- **The Public Art Program's Collections Management** completed 23 maintenance projects in neighborhoods around Atlanta.
- **Contracts for Arts Services** awarded grants totaling \$999,500 and supported 79 art and community organizations and artist projects. **Power2give.org/Atlanta** has provided \$175,000 in matching funds supporting 38 projects.
- **Cultural Experience Project (CEP)** now in the 12<sup>th</sup> year of providing cultural field trips to Atlanta Public School students from Pre-K to 12<sup>th</sup> grade with \$332,917 in cash and ticket donations this year. Since the beginning of the school year, CEP served 31,584 Atlanta Public School students.
- **The 39<sup>th</sup> annual Atlanta Jazz Festival** attracted over 100,000 attendees over the 31 Days of Jazz and the Memorial Day festival at Piedmont Park. This FY's Atlanta Jazz Festival will be celebrating 40 years, beginning in April 2017.
- **The Chastain Arts Center** had 6 weeks of their annual **Art a la Carte youth summer camp** that hosted 202 summer campers, ages 5-12, and served an additional 1,195 students in adult and youth art classes and workshops.

#### *Office of Communications/Channel 26*

- **Leadership Responsibility:** Scheduled/staffed more than 400 City Council meetings per year, including 26-30 live meetings per month. Technical Designer for the design of the Mayor's state of the art.

Produced all technical aspects and budget of Senior Ball 2016

- **Programming:** Executive producer of State of the City 2017 for Mayor Reed.
- **Technology Upgrades:** Designed and implemented the migration of Channel 26 to ATT Uverse.
- **Social Media:** Channel 26 programming now has increased its social media presence by 100 percent (You Tube, Vimeo).

#### *Office of International Affairs*

- **15th Annual International Protocol Education Forum** - Thanks to the leadership of the Mayor's Office of International Affairs, Atlanta was selected to host the 2016 Annual International Protocol Education Forum, which was held at the Four Seasons Hotel on July 31- August 3, 2016. The Forum provided protocol professionals from over 20 countries with the highest level of collective expertise, training, information, and advice regarding internationally and nationally accepted rules of protocol. On this occasion, Chief of Protocol Vanessa Ibarra animated a session with representatives from the Atlanta consular corps.
- **Mission to Dublin, Ireland** - Planned and staffed Mayor Reed's trip to Dublin, Ireland on the occasion of Georgia Tech's first international game and 2016 season opener on September 3, 2016. Mayor Reed joined Governor Deal, Georgia Tech President Bud Peterson, Metro Atlanta Chamber CEO Hala Moddelmog and a number of Atlanta-based companies CEOs including Muhtar Kent of Coca-Cola. While in Dublin, Mayor Reed visited with government leaders and business executives to encourage trade and foreign direct investment in Atlanta, in addition to a number of speaking engagements and the ribbon cutting ceremony of Atlanta-based Equifax's Dublin IT Center.
- **Sustainable Airport Areas International Seminar** - Atlanta hosted the 2016 Sustainable Airport Areas International Seminar in September 2016.
- **Cooperation agreement with Lodz, Poland** - Mayor Reed and Lodz, Poland Mayor Hanna Zdanoska signed a letter of intent on October 25, 2016, to promote trade, tourism, and investment between the two cities.



- **Cooperation agreement with Cape Town, South Africa** - On October 7, 2016, Mayor Kasim Reed joined Cape Town Mayor Patricia De Lille to sign a letter of intent outlining key objectives to further cooperation between Atlanta and Cape Town.
- **Japan-American Grassroots Summit** - The 2016 Japan-America Grassroots Summit took place in Atlanta from Tuesday, October 4, to Monday, October 10. Opening in and closing in Atlanta, the week-long summit spanned the scope of Southern hospitality as well as the region's cultural achievements. Mayor Reed provided welcoming remarks while residents of 15 greater Atlanta cities opened their homes to the Japanese visitors for a three-night local homestay program.
- **Atlanta-Toulouse Startup Exchange** - In October-November 2016, the Mayor's Office of International Affairs and Invest Atlanta launched the first International Startup Exchange program. The program provided selected emerging enterprises a platform for global expansion through a two-week international residency.
- **2017 World Government Summit** - In February 2017, Mayor Kasim Reed joined world leaders in Dubai, United Arab Emirates for the 2017 World Government Summit to discuss policy and operational efforts aimed to improve quality of life across the globe.
- **Atlanta's Global Gateway: ATL** - Since reopening in 2013, the Office of International Affairs has worked closely with airport officials to increase direct international routes including the recently launched services to Istanbul and Doha. On March 25th, Delta Air Lines will resume direct service between Atlanta and Brussels, Belgium, the capital of the European Union. The renewed services will allow the City of Atlanta to continue its important relationship with Georgia's 11th largest export market and Atlanta's ninth sister city. To celebrate the renewed service, Mayor Kasim Reed will welcome Belgian State Secretary for Foreign Trade Pieter De Crem to Atlanta.
- In January 2017, Chief of Staff Candace Byrd also led a delegation of senior city and airport officials on a mission aimed to attract a direct flight between Atlanta and Israel's technology capital, Tel Aviv.
- In February 2017, Chief of Staff Candace Byrd joined Jamaican Minister of Transport & Mining Mike Henry and the President and CEO of the Airports Authority of Jamaica to establish a strategic partnership between our airport and the Airports Authority of Jamaica.

*Office of Immigrant Affairs*

- **Welcoming Month** - Throughout the months of September and October, Welcoming Atlanta launched an extensive community engagement campaign that culminated with the Atlanta Soccer Festival. By the end of Welcoming Month, Welcoming Atlanta co-sponsored 14 events and directly engaged with 2,000+ Atlantans from 35 different countries who speak 19 different languages.
- **MyCity Academy** - Launched on December 7, 2016, in partnership with Atlanta-Fulton Public Library – Buckhead Branch, it is the first free civic education and engagement series in Atlanta, bringing City government information to diverse communities. The series of six sessions covering topics including the Civil Rights Movement, public safety, immigration issues, and constituent services. The program has been called “the United Nations of Atlanta” by participants with people from over 20 different countries of origin.
- **DollarWise Financial Literacy** - The City of Atlanta received an Innovation Grant of \$15,000 from the DollarWise Financial Literacy Campaign, an educational initiative of the U.S. Conference of Mayors. This grant was used to integrate financial literacy into Atlanta Public Schools' adult ESL programs. Participants learned about household expenses, shopping, budgeting, banking, goal setting, credit and debit, loans, saving, and fraud.
- **ConnectHome en Español** - The City of Atlanta, in partnership with Atlanta Information Management, organized a ConnectHome pilot event through which **215 families** in immigrant-dense neighborhoods received free tablets and Internet service for 12 months, along with education on how to use technology to improve their educational outcomes.

- **Employee Assistance Program: Cultural Competency** - Provide information and cultural competency training to the EAP therapists, so they can best treat COA employees who have been affected by the executive orders on immigration.
- **Equal Business Opportunity/Small Business Opportunity Program** - With the inclusion of Latinos and Asians in the City of Atlanta EBO/SBO program in 2016, Welcoming Atlanta has worked with local chambers of commerce to increase EBO/SBO minority participation by hosting events and information sessions. Welcoming Atlanta is preparing for 3 information sessions with one planned for each quarter next year.
- **Cafecito (Coffee) with a Cop** - On September 10<sup>th</sup>, members of the Spanish-speaking community, public safety officers, and nonprofit agencies gathered to learn about one another and have their legal and public safety questions answered.
- **Citizenship** - 17 citizenship corners inside the city; 9 more launching this year. Monthly workshops with USCIS at citizenship corners to provide information on becoming a US citizen among LPR's (Legal Permanent Residents).

#### *Office of Human Services*

- Increased the collaboration between the City of Atlanta and the CoC to leverage funding strategically to increase effectiveness. Instituted performance based contracting and monitoring for Human Services CDBG, ESG, HOME and HOPWA to raise our performance level to national best practice standards.
- Developed a relationship with Ariel United Methodist Church beginning with enrolling their bible study camp in Summer Foods as well as getting them involved in the C.o.C.
- Established a relationship with Brian Jordan Foundation to work with the city in the RBI program (Reviving Baseball in the Inner Cities).
- OHS has also taken the role for the COA in finding housing and shelter for people who contact the city directly for assistance. OHS staff actively participated with Constituent Services with the Warming Shelters.
- Participated at Mary Agnes Elementary School Fall Festival providing a game truck, as well as presenting mobile feeding bus as an opportunity to inform parents about the Summer Foods program.

#### *Office of Film & Entertainment*

- Participated in various activations directed at educating Atlanta's students and film community about the film industry, from a growth, skill, technical, and creative perspective. Participated in several panel discussions, career day (shadowing), hosted tours inside the AMOFE suite and engaged students with hands-on experience with working on projects.
- Participated in and/or sponsored: SAE Atlanta School of Audio Engineering & Technology Career Seminar, Black Women in Film Network (BWFN) Film Festival, Pepsi's "Champion the Dream" Summit, City of Atlanta Fire Rescue Department's Narratives in Courage, Stories of LGBT, Public Safety Heroes, SCAD ATV Fest, Atlanta Public Schools & AT&T's Hidden Figures Screening Experience, Atlanta Business Chronicles' "The Business of Entertainment, Focus on Film", APD Command Staff Quarterly Training, CBCF Executive Economic Summit/ lack Women Business Leaders and Access to, Capital Atlanta Film Society Partner Summit, Georgia State University's Virtual Reality Summit, The Atlanta Press Club Newsmaker Luncheon, SMASHD and Comcast Presents a dinner and dialogue series "Smashed Off The Grid", Bronze Lens Film Festival Panel Discussion, Organized Noises' "The Art of Scoring in the Film Industry", CREATL series,
- Supported several film screenings such as **Hidden Figures**; provided project management support, coordinated all parties involved ensuring that everyone fulfilled their designated commitments, administrated the run-of-show for the event, worked with theater to ensure all necessary equipment was provided to execute event; worked with sponsors to secure ground transportation for celebrity guest; managed day of event run-of-show. **Digital Lives Matter**: secured Coca-Cola to sponsorship premier activation at regal Atlantic station, worked with agency to execute event.
- Since the fiscal year started on July 1 2016, The AMOFE has brought in revenue of \$485, 186.50
- Most notable films in production since the start of FY17 include: Motherland (Black Panther), Summer of George (Spider Man), Fast and the Furious 8, Jumanji, Most notable television series in production since the start of FY17 includes: GREENLEAF, Survivors Remorse, MacGyver.

#### *Office of Constituent Services*

- **Domestic Partnerships** –Worked with constituents and the Office of the Municipal Clerk in order to facilitate domestic partnerships. OCS schedules appointment times for constituents to receive their certificate of Domestic Partnership.
- **Commission on Aging and AARP- Age-Friendly Plan** – Worked with the Commission on Aging to address needs for the elderly related to City services. AARP Georgia, with OCS, has completed the Age-Friendly Communities Action Plan.
- **Tickets for Kids/Seats for Seniors Programs** (on-going) - Provided family entertainment tickets to children and seniors to those organizations who have proven their willingness to contribute to their community. In one year, more than 4,000 at-risk youths and 1,000 seniors benefit from this program.
- **Seniors Fun, Health, and Fitness Program** - Sponsored a senior citizen health and wellness program at the Old Adamsville Gym and Rosel Fann Recreation Center, attended by over 300 seniors weekly.
- **Community Clean-Up Days** – Partnered with the Department of Corrections and other organizations to provide neighborhood clean-ups, beautification, and clearing services citywide.
- **Older Atlantans Month and Senior Fair** (May) –Organized this annual event to celebrate the senior citizens of Atlanta.
- **The Senior Fan Cool-Down Campaign** (July) - OCS distributed over 1,000 fans to Atlanta’s seniors with SCANA Energy.
- **Back to School Supply Event** (August) - Partnered with local health providers to provide free health checks, blood pressure checks, and school supplies to over 800 children.
- **Forever Young Senior Citizens Ball** (October) -- Mayor Kasim Reed and OCS saluted more than 4,500 Atlanta seniors at the Senior Citizens Ball at the Marriott Marquis in downtown Atlanta.
- **Turkey Giveaways** (November) - OCS organized two turkey distributions in collaboration with the Ludacris Foundation and T.I.’s K.I.N.G Foundation and distributed 1,000 turkeys to families and senior citizens.
- **Toys for Tots** (December) - Partnered with the Department of Public Works, local churches, and recreation centers to distribute toys and bicycles to more than 300 needy children.

#### *Office of WEI Atlanta*

- Selected as the only U.S. destination for its councilmembers, to tour and host a research round-table, for white paper development, sponsored by the National Women’s Business Council - the federal advisory council created to serve policy recommendations to the president, Congress, and the U.S. Small Business Administration on economic issues of importance to women business owners.
- **Nine out of the 15** WEI entrepreneurs have created their first, or an additional job opportunity.
- **Seven out of the 15** WEI entrepreneurs have hired one another for their business needs. Having a positive economic impact on one another’s revenue has generated an additional \$90K in receipts, for WEI entrepreneurs.
- **Six out of the 15** WEI entrepreneurs have completed the process of certification, to become registered woman-owned businesses.

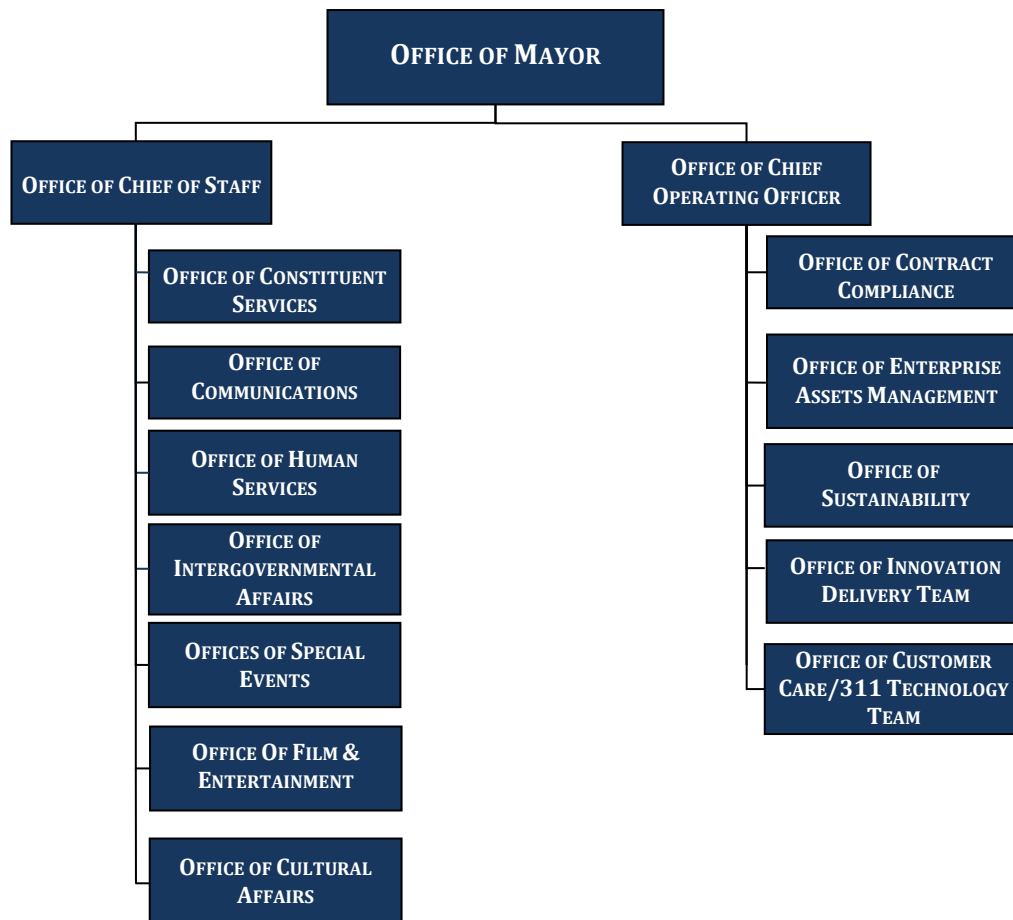
#### *Office of Special Events*

- Conducted Annual Festival Monitor Training; trained returning and new monitors on the outdoor event permitting process & the festival monitor section of the Code of Ordinance.
- Conducted Neighborhood Planning Unit Leadership Training (hosted by the Office of Parks); trained neighborhood leaders on the outdoor event ordinance, including the NPU recommendation process.
- Produced permits according to timeline with the code and mitigated issues in a timely manner.
- Hosted seven (7) monthly meetings during the peak festival season with internal department staff (AFRD, APD, Parks, Sanitation) responsible for reviewing outdoor event applications.
- Strengthened relationships with residents and event organizers through periodic (and as needed) education on Section 142 Outdoor Events Ordinance.
- Reduced the number of conflicts with Section 142 by streamlining communications with event organizers, NPU leads and residents.
- Improved the formal structure on signature events with the Mayor, including outreach and resource development.

- Increased resources, improved timelines, and communication around events; hosted supporter reception; developed an incentive initiative for supporters.
- Successfully resolved matters related to outdoor events for the Caribbean Day Carnival, Dragon Con Parade, Shaky Knees Music Festival, Music Midtown Music Festival, House in The Park event, Black History Month Parade, Hot Chocolate 5k event, Chastain Park Arts Festival and Cupid's Run.
- Successfully mitigated neighborhood association issues with section 142 of the Code (on-going); presented and participated in monthly neighborhood association & NPU meetings with CM Hall & CM Wan.
- Controlled traffic, security, content and timing concerns with residents and NPS for the A3C Music Festival.
- Successfully planned and/or assisted with signature events such as Atlanta Hawks Day at City Hall, Atlanta Falcon's Day at City Hall, Dragon Con Day at City Hall, AKA Dedication Event, Infrastructure Bond Kick-Off Event, Mayor's Signature Events, Peach Drop 2016. Attended the Houston Pre-Super Bowl Week with the City of Houston's MOSE.
- Assisted events or projects such as Older Atlantans' Day, Forever Young Ball, Immigrant Affairs summer intern program, COA Bike Share Kick-Off.

# ORGANIZATIONAL CHART

EXECUTIVE OFFICES



## PERFORMANCE METRICS

EXECUTIVE OFFICES

PERFORMANCE MEASURE	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 TARGET	FY2018 TARGET
<b><i>Business Growth &amp; Tourism</i></b>				
Number of firms certified to participate in Equal Business Opportunity Program	1,027	1,345	1,020	1,200
Percentage City Contracts Paid to Minority and Female Owned Firms	MBE-23.4% FBE-27.5%	MBE-27.28% FBE-18.44%	MBE-24.9% FBE-11%	MBE-26.7% FBE-11.1%
<b><i>Sustainability</i></b>				
Citywide Million Metric Tons of CO2e greenhouse gas emissions	535,844	TBA	498,871	498,871





## FY18 OPERATING BUDGET HIGHLIGHTS Executive Offices

FY15 ACTUAL EXPENDITURES	FY16 ACTUAL EXPENDITURES	FY17 ADOPTED	FY18 EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
\$12,243,276	\$15,331,451	\$17,545,970	Salaries, Regular	\$17,433,882	(\$112,088)
-	\$1,786	\$4,520	Salaries, Perm Part-Time	\$4,520	\$0
-	-	-	Salaries, Sworn	-	-
\$1,281,054	\$1,010,420	\$1,449,769	Salaries, Extra Help	\$1,526,094	\$76,324
-	-	-	Salaries, Extra Help-Sworn	-	-
\$74,274	\$128,546	\$88,917	Overtime	\$105,854	\$16,937
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$2,082,334	\$2,555,513	\$2,986,236	Pen Cont Gen Emp Pen Fd	\$2,658,571	(\$327,666)
\$514,668	\$636,107	\$626,519	Defined Contribution	\$627,681	\$1,162
\$192,798	\$83,007	\$37,405	Workers' Compensation	\$58,556	\$21,150
\$1,765,017	\$2,073,170	\$2,163,026	Other Personnel Costs	\$3,381,308	\$1,218,282
\$18,153,421	\$21,820,001	\$24,902,363	<b>TOTAL PERSONNEL</b>	\$25,796,466	\$894,103
			<b>OTHER EXPENSES</b>		
\$12,636,857	\$16,823,347	\$16,991,386	Purchased / Contracted Services	\$16,105,015	(\$886,371)
\$4,178,064	\$4,365,057	\$4,246,296	Supplies	\$4,730,696	\$484,400
\$159,508	\$384,276	\$185,682	Capital Outlays	\$162,778	(\$22,904)
\$103,747	\$117,817	\$100,519	Interfund / Interdepartmental Charges	\$133,654	\$33,134
\$24,234	\$36,338	\$148,819	Other Costs	\$138,818	(\$10,000)
-	\$177,361	\$375,730	Debt Service	\$187,865	(\$187,865)
-	-	-	Conversion / Summary	-	-
-	\$11,816,120	\$0	Other Financing Uses	\$0	\$0
\$17,102,409	\$33,720,317	\$22,048,432	<b>TOTAL OTHER EXPENSES</b>	\$21,458,826	(\$589,606)
<b>\$35,255,831</b>	<b>\$55,540,318</b>	<b>\$46,950,795</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$47,255,292</b>	<b>\$304,497</b>

FY15 ACTUAL EXPENDITURES	FY16 ACTUAL EXPENDITURES	FY17 ADOPTED	FY18 FUND	FY18 BUDGET	VARIANCE FY18-FY17
\$27,281,203	\$46,285,667	\$34,102,267	General Fund	\$35,379,807	\$1,277,540
\$807,423	\$916,922	\$1,111,950	Airport Revenue Fund	\$1,370,054	\$258,104
\$643,622	\$758,151	\$1,086,330	Building Permits Fund	\$0	(\$1,086,330)
(\$16,738)	-	\$0	Parks Facilities Revenue Fund	\$0	\$0
\$689,968	\$792,637	\$1,464,049	Solid Waste Services Revenue Fund	\$1,527,815	\$63,766
\$5,722,353	\$6,749,546	\$9,186,200	Water & Wastewater Revenue Fund	\$8,977,616	(\$208,584)
\$127,999	\$37,395	\$0	Fleet Service Fund	\$0	\$0
<b>\$35,255,831</b>	<b>\$55,540,318</b>	<b>\$46,950,795</b>	<b>TOTAL EXPENSES</b>	<b>\$47,255,292</b>	<b>\$304,497</b>

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
271.00	297.00	349.00	Full Time Equivalent	391.50	42.50



## FY18 OPERATING BUDGET HIGHLIGHTS

### Executive Offices General Fund

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
<i>PERSONNEL</i>					
\$9,557,678	\$11,795,912	\$12,299,926	Salaries, Regular	\$12,546,879	\$246,953
-	\$1,786	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$1,265,000	\$833,594	\$1,373,769	Salaries, Extra Help	\$1,453,438	\$79,669
-	-	-	Salaries, Extra Help-Sworn	-	-
\$53,807	\$91,953	\$88,917	Overtime	\$104,338	\$15,421
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$1,347,259	\$1,594,488	\$1,653,923	Pen Cont Gen Emp Pen Fd	\$1,670,968	\$17,045
\$444,579	\$519,213	\$457,155	Defined Contribution	\$510,181	\$53,027
\$64,725	\$24,589	\$37,405	Workers' Compensation	\$39,285	\$1,879
\$1,332,278	\$1,534,910	\$1,200,754	Other Personnel Costs	\$2,469,222	\$1,268,467
<b>\$14,065,326</b>	<b>\$16,396,444</b>	<b>\$17,111,850</b>	<b>TOTAL PERSONNEL</b>	<b>\$18,794,312</b>	<b>\$1,682,462</b>
<i>OTHER EXPENSES</i>					
\$8,886,065	\$13,108,845	\$12,181,786	Purchased / Contracted Services	\$11,485,008	(\$696,777)
\$4,062,441	\$4,287,336	\$4,193,606	Supplies	\$4,640,193	\$446,587
\$139,390	\$345,405	\$114,957	Capital Outlays	\$114,957	\$0
\$103,747	\$117,817	\$100,519	Interfund / Interdepartmental Charges	\$133,654	\$33,134
\$24,234	\$36,338	\$23,819	Other Costs	\$23,818	\$0
-	\$177,361	\$375,730	Debt Service	\$187,865	(\$187,865)
-	-	-	Conversion / Summary	-	-
-	\$11,816,120	-	Other Financing Uses	-	-
<b>\$13,215,877</b>	<b>\$29,889,224</b>	<b>\$16,990,417</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$16,585,495</b>	<b>(\$404,922)</b>
<b>\$27,281,203</b>	<b>\$46,285,667</b>	<b>\$34,102,267</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$35,379,807</b>	<b>\$1,277,540</b>

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	FUND	FY18 BUDGET	VARIANCE FY18-FY17
\$27,281,203	\$46,285,667	\$34,102,267	General Fund	\$35,379,807	\$1,277,540
<b>\$27,281,203</b>	<b>\$46,285,667</b>	<b>\$34,102,267</b>	<b>TOTAL EXPENSES</b>	<b>\$35,379,807</b>	<b>\$1,277,540</b>

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
179.80	205.80	232.30	Full Time Equivalent	280.60	48.30





## FY18 OPERATING BUDGET HIGHLIGHTS

### Executive Offices General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (18-17)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$246,953	Increase due to Grade 19+ salary increases and minimum wage increase to \$13/hour.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$79,669	Increase due to extra help more than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	\$15,421	Increase due to overtime more than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$17,045	Increase due to personnel adjustments.
Defined Contribution	\$53,027	Increase due to personnel adjustments.
Workers' Compensation	\$1,879	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	\$1,268,467	Increase due to personnel adjustments.
<b>TOTAL PERSONNEL</b>	<b>\$1,682,462</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$696,777)	Decrease due to purchased/contracted services less than anticipated.
Supplies	\$446,587	Increase due to supplies more than anticipated within Facility Maintenance.
Capital Outlays	\$0	
Interfund / Interdepartmental Charges	\$33,134	Increase due to motor/fuel costs more than anticipated.
Other Costs	\$0	
Debt Service	(\$187,865)	Decrease due to costs associated with Vision Fleet, Inc. for the lease of alternative fuel vehicles less than anticipated.
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$404,922)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$1,277,540</b>	

FUND	VARIANCE (18-17)	EXPLANATION
General Fund	\$1,277,540	
<b>TOTAL EXPENSES</b>	<b>\$1,277,540</b>	

AUTHORIZED POSITION COUNT	VARIANCE (18-17)	EXPLANATION
Full Time Equivalent	48.30	Increase due to creations and split-funded positions.



## FY18 OPERATING BUDGET HIGHLIGHTS

### Executive Offices Airport Revenue Fund

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
			<i>PERSONNEL</i>		
\$385,577	\$478,915	\$566,604	Salaries, Regular	\$580,563	\$13,960
-	-	\$4,520	Salaries, Perm Part-Time	\$4,520	-
-	-	-	Salaries, Sworn	-	-
\$488	-	-	Salaries, Extra Help	\$1,028	\$1,028
-	-	-	Salaries, Extra Help-Sworn	-	-
\$641	\$501	\$0	Overtime	\$27	\$27
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$76,675	\$93,715	\$110,103	Pen Cont Gen Emp Pen Fd	\$91,488	(\$18,615)
\$13,003	\$16,809	\$15,803	Defined Contribution	\$18,743	\$2,940
-	-	-	Workers' Compensation	-	-
\$71,320	\$86,708	\$93,901	Other Personnel Costs	\$97,811	\$3,909
<b>\$547,704</b>	<b>\$676,648</b>	<b>\$790,931</b>	<b>TOTAL PERSONNEL</b>	<b>\$794,179</b>	<b>\$3,249</b>
			<i>OTHER EXPENSES</i>		
\$226,012	\$210,773	\$266,697	Purchased / Contracted Services	\$504,059	\$237,362
\$18,693	\$18,516	\$28,337	Supplies	\$43,034	\$14,697
\$15,015	\$10,985	\$25,985	Capital Outlays	\$28,781	\$2,796
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$259,720	\$240,274	\$321,019	<b>TOTAL OTHER EXPENSES</b>	<b>\$575,874</b>	<b>\$254,855</b>
<b>\$807,423</b>	<b>\$916,922</b>	<b>\$1,111,950</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$1,370,054</b>	<b>\$258,104</b>

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	FUND	FY18 BUDGET	VARIANCE FY18-FY17
\$807,423	\$916,922	\$1,111,950	Airport Revenue Fund	\$1,370,054	\$258,104
<b>\$807,423</b>	<b>\$916,922</b>	<b>\$1,111,950</b>	<b>TOTAL EXPENSES</b>	<b>\$1,370,054</b>	<b>\$258,104</b>

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
9.80	8.80	11.30	Full Time Equivalent	13.35	2.05



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Executive Offices**  
**Airport Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$13,960	Increase due to Grade 19+ salary increases, minimum wage increase to \$13/hour, and an additional split-funded ATL311 positions.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$1,028	Increase due to extra help more than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	\$27	Increase due to overtime more than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$18,615)	Decrease due to pension rate adjustments.
Defined Contribution	\$2,940	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	\$3,909	Increase due to personnel adjustments.
<b>TOTAL PERSONNEL</b>	<b>\$3,249</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$237,362	Increase due to purchased/contracted services more than anticipated.
Supplies	\$14,697	Increase due to supplies more than anticipated.
Capital Outlays	\$2,796	Increase due to computer purchases more than anticipated.
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$254,855</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$258,104</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Airport Revenue Fund	\$258,104	
<b>TOTAL EXPENSES</b>	<b>\$258,104</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	2.05	Increase due to position reallocations within the ATL311 Call Center.



## FY18 OPERATING BUDGET HIGHLIGHTS

### Executive Offices Building Permits Fund

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
			<i>PERSONNEL</i>		
\$218,182	\$308,234	\$442,513	Salaries, Regular	-	(\$442,513)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$734	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$5,189	\$1,510	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$40,466	\$67,509	\$112,517	Pen Cont Gen Emp Pen Fd	-	(\$112,517)
\$5,641	\$8,616	\$14,016	Defined Contribution	-	(\$14,016)
-	-	-	Workers' Compensation	-	-
\$35,359	\$43,031	\$77,034	Other Personnel Costs	-	(\$77,034)
<b>\$305,572</b>	<b>\$428,899</b>	<b>\$646,080</b>	<b>TOTAL PERSONNEL</b>	-	<b>(\$646,080)</b>
			<i>OTHER EXPENSES</i>		
\$304,922	\$291,006	\$418,590	Purchased / Contracted Services	-	(\$418,590)
\$33,128	\$10,360	-	Supplies	-	-
-	\$27,885	\$21,660	Capital Outlays	-	(\$21,660)
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$338,050	\$329,251	\$440,250	<b>TOTAL OTHER EXPENSES</b>	-	<b>(\$440,250)</b>
<b>\$643,622</b>	<b>\$758,151</b>	<b>\$1,086,330</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	-	<b>(\$1,086,330)</b>

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	FUND	FY18 BUDGET	VARIANCE FY18-FY17
\$643,622	\$758,151	\$1,086,330	Building Permits Fund	-	(\$1,086,330)
<b>\$643,622</b>	<b>\$758,151</b>	<b>\$1,086,330</b>	<b>TOTAL EXPENSES</b>	-	<b>(\$1,086,330)</b>

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
5.70	5.70	9.45	Full Time Equivalent	-	(9.45)



## FY18 OPERATING BUDGET HIGHLIGHTS

### Executive Offices Building Permits Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (18-17)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$442,513)	Decrease due to consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-0-1422.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$112,517)	Decrease due to consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-0-1422.
Defined Contribution	(\$14,016)	Decrease due to consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-0-1422.
Workers' Compensation	-	
Other Personnel Costs	(\$77,034)	Decrease due to consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-0-1422.
<b>TOTAL PERSONNEL</b>	<b>(\$646,080)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$418,590)	Decrease due to consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-0-1422.
Supplies	-	
Capital Outlays	(\$21,660)	Decrease due to consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-0-1422.
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$440,250)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$1,086,330)</b>	

FUND	VARIANCE (18-17)	EXPLANATION
Building Permits Fund	(\$1,086,330)	
<b>TOTAL EXPENSES</b>	<b>(\$1,086,330)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (18-17)	EXPLANATION
Full Time Equivalent	(9.45)	Decrease due to consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-0-1422.



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Executive Offices**  
**Solid Waste Services Revenue Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$258,457	\$350,450	\$721,285	Salaries, Regular	\$764,323	\$43,038
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$734	-	-	Salaries, Extra Help	\$9,431	\$9,431
-	-	-	Salaries, Extra Help-Sworn	-	-
\$2,870	\$2,307	-	Overtime	\$253	\$253
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$49,248	\$79,656	\$166,529	Pen Cont Gen Emp Pen Fd	\$123,826	(\$42,702)
\$5,586	\$10,236	\$24,818	Defined Contribution	\$27,734	\$2,916
-	\$6,170	-	Workers' Compensation	\$6,529	\$6,529
\$35,885	\$55,026	\$134,971	Other Personnel Costs	\$139,976	\$5,005
<b>\$352,780</b>	<b>\$503,846</b>	<b>\$1,047,602</b>	<b>TOTAL PERSONNEL</b>	<b>\$1,072,073</b>	<b>\$24,471</b>
			<i>OTHER EXPENSES</i>		
\$333,704	\$288,791	\$416,447	Purchased / Contracted Services	\$455,742	\$39,295
\$3,484	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
<b>\$337,188</b>	<b>\$288,791</b>	<b>\$416,447</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$455,742</b>	<b>\$39,295</b>
<b>\$689,968</b>	<b>\$792,637</b>	<b>\$1,464,049</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$1,527,815</b>	<b>\$63,766</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$689,968	\$792,637	\$1,464,049	Solid Waste Services Revenue Fund	\$1,527,815	\$63,766
<b>\$689,968</b>	<b>\$792,637</b>	<b>\$1,464,049</b>	<b>TOTAL EXPENSES</b>	<b>\$1,527,815</b>	<b>\$63,766</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
7.70	7.70	16.45	Full Time Equivalent	16.40	(0.05)



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Executive Offices**  
**Solid Waste Services Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$43,038	Increase due to Grade 19+ salary increases and minimum wage increase to \$13/hour.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$9,431	Increase due to extra help more than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	\$253	Increase due to overtime more than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$42,702)	Decrease due to pension rate adjustment.
Defined Contribution	\$2,916	Increase due to personnel adjustments.
Workers' Compensation	\$6,529	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	\$5,005	Increase due to personnel adjustment.
<b>TOTAL PERSONNEL</b>	<b>\$24,471</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$39,295	Increase due to purchased/contracted services more than anticipated.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$39,295</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$63,766</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Solid Waste Services Revenue Fund	\$63,766	
<b>TOTAL EXPENSES</b>	<b>\$63,766</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	(0.05)	Decrease due to a position reallocation within the ATL311 Call Center.



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Executive Offices**  
**Water & Wastewater Revenue Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$1,837,671	\$2,397,941	\$3,515,642	Salaries, Regular	\$3,542,116	\$26,474
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$14,098	\$176,827	\$76,000	Salaries, Extra Help	\$62,197	(\$13,803)
-	-	-	Salaries, Extra Help-Sworn	-	-
\$11,767	\$32,275	-	Overtime	\$1,235	\$1,235
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$568,687	\$720,145	\$943,165	Pen Cont Gen Emp Pen Fd	\$772,288	(\$170,877)
\$46,685	\$81,234	\$114,728	Defined Contribution	\$71,023	(\$43,704)
\$220	\$14,759	-	Workers' Compensation	\$12,742	\$12,742
\$291,798	\$353,495	\$656,366	Other Personnel Costs	\$674,300	\$17,934
<b>\$2,770,926</b>	<b>\$3,776,675</b>	<b>\$5,305,901</b>	<b>TOTAL PERSONNEL</b>	<b>\$5,135,902</b>	<b>(\$169,999)</b>
			<i>OTHER EXPENSES</i>		
\$2,886,006	\$2,924,035	\$3,707,866	Purchased / Contracted Services	\$3,660,206	(\$47,660)
\$60,317	\$48,837	\$24,353	Supplies	\$47,469	\$23,116
\$5,104	-	\$23,080	Capital Outlays	\$19,040	(\$4,040)
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	\$125,000	Other Costs	\$115,000	(\$10,000)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
<b>\$2,951,427</b>	<b>\$2,972,872</b>	<b>\$3,880,299</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$3,841,715</b>	<b>(\$38,584)</b>
<b>\$5,722,353</b>	<b>\$6,749,546</b>	<b>\$9,186,200</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$8,977,616</b>	<b>(\$208,584)</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$5,722,353	\$6,749,546	\$9,186,200	Water & Wastewater Revenue Fund	\$8,977,616	(\$208,584)
<b>\$5,722,353</b>	<b>\$6,749,546</b>	<b>\$9,186,200</b>	<b>TOTAL EXPENSES</b>	<b>\$8,977,616</b>	<b>(\$208,584)</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
68.00	69.00	79.50	Full Time Equivalent	81.15	1.65





## FY18 OPERATING BUDGET HIGHLIGHTS

### Executive Offices

### Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (18-17)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$26,474	Increase due to Grade 19+ salary increases, minimum wage increase to \$13/hour, and additional split funded ATL311 positions.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	(\$13,803)	Decrease due to extra help less than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	\$1,235	Increase due to overtime more than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$170,877)	Decrease due to pension rate adjustment.
Defined Contribution	(\$43,704)	Decrease due to personnel adjustments.
Workers' Compensation	\$12,742	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	\$17,934	Increase due to personnel adjustments.
<b>TOTAL PERSONNEL</b>	<b>(\$169,999)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$47,660)	Decrease due to purchased/contracted services in ATL311 less than anticipated.
Supplies	\$23,116	Increase due to supplies more than anticipated.
Capital Outlays	(\$4,040)	Decrease due to computer purchases less than anticipated.
Interfund / Interdepartmental Charges	-	
Other Costs	(\$10,000)	Decrease due to contingency costs less than anticipated.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$38,584)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$208,584)</b>	

FUND	VARIANCE (18-17)	EXPLANATION
Water & Wastewater Revenue Fund	(\$208,584)	
<b>TOTAL EXPENSES</b>	<b>(\$208,584)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (18-17)	EXPLANATION
Full Time Equivalent	1.65	Increase due to position reallocations within the ATL311 Call Center.



# ATLANTA INFORMATION MANAGEMENT

## Mission Statement

Enabling city operations by consistently delivering reliable and secure services, innovative solutions, and best-in-class customer service.

## Core Functions

- Centralized Services
  - Infrastructure & Operations
  - Information Security
  - Project Management Governance
  - Business, Performance & Accountability
- Dedicated Services
  - Business Relationship Management
  - Application Management
  - Business Process Consultants
  - Project Management
  - Data Reporting

## Summary of Operations

The Department of Atlanta Information Management (AIM) aims to serve as a trusted steward of Information Technology (IT) and a catalyst for innovation for all departments within the city.

## Divisions/Offices Descriptions

### *Centralized Services:*

*Office of Infrastructure & Operations* provides services across General Fund and Watershed including server/data hosting, network connectivity, telecom services, and data storage/retrieval. The Enterprise Service Desk manages the helpdesk and desktop support for all enterprise and general fund departments. The Operations team also manages all Data Centers throughout the city, excluding Aviation. The Fiber Atlanta Services Team (F.A.S.T.) plans, designs, and monitors the city's growing fiber network needs.

*Office of Information Security* is responsible for protecting the City's Information assets. Services include risk management, security governance,

compliance management, security operations, and business continuity.

*Office of Project Management (PMO) Governance* oversees the governance of all projects with a technology component. Services include project status reporting, budget tracking, and risk/issue management.

*Office of Business, Performance, & Accountability* has responsibilities for business management (budget, vendors, contracts, legislation, and inventory) and overall Performance and Accountability for the department (performance metrics, strategic plan scorecard, internal audits, change control, and organizational performance).

### *Dedicated Services:*

In contrast to the centralized services, these five (5) dedicated Service Delivery Areas (SDA) are more closely aligned to the departments with dedicated resources that understand the business. Each SDA provides the following services:

- Business Relationship Management
- Application Support & Development
- Business Process Consulting
- Project Management Services
- Data & Reporting Services

*City Administrative Services (CAS)* - Serves departments that mainly provide internal services to the city such as: Finance, Procurement, HR, Law, Audit, Ethics, City Council, and Executive Offices: Contract Compliance, and Workplace Safety.

*City Operation Services (COS)* - Includes the Enterprise Geographical Information System (GIS) and the SmartATL Programs. Serves departments that mainly provide external services to citizens such as: Public Works, Planning & Community Development, Parks & Recreation, Atlanta Workforce Development Agency, Atlanta 311, Office of Revenue, Invest Atlanta, Atlanta Beltline,

and Executive Offices: Mayor’s Office, Constituent Services, Communications, Sustainability, Entertainment, Human Services, Immigrant Affairs, Cultural Affairs, International Affairs, Emergency Preparedness, and Housing.

*Public Safety & Justice (PSJ)* - Serves the Atlanta Police Department, Atlanta Fire & Rescue, Corrections, Judicial Agencies – Courts, Public Defender, and Solicitor.

*Watershed Management Services (WMS)* – Serves only the department of Watershed Management due to the breadth and complexities of this enterprise fund and maintains a separate IT budget.

*Aviation Services (AVS)* – Serves only the department of Aviation due to the breadth and complexities of this enterprise fund and maintains a separate budget. This area also provides separate network, telecom, and project management services, in accordance with AIM standards.

**Goals**

- **Achieve IT Operational Excellence**  
Run IT like a service business providing consistently reliable, scalable, and secure technology and best-in-class customer service quality.
- **Drive Civic Enablement**  
Partner with city stakeholders to improve the efficiency & effectiveness of city services thru process re-engineering and technology solution adoption.

**Objectives**

- **Achieve AIM Operational Excellence**
  - Ensure IT Infrastructure Reliability & Security
  - Enhance IT Customer Service Quality & Delivery
  - Improve IT Operational Efficiency & Effectiveness
- **Drive Civic Enablement**
  - Enable City Efficiency & Effectiveness
  - Enhance City Services to our Citizens
  - Transform Atlanta into a “Smart City”

**FY2017 Accomplishments**

- Server Virtualization
- Windows 2003 Web & Shared Server Upgrades
- Core Network Upgrades & Internet Redundancy
- Watershed IVR Stabilization
- Kronos Infrastructure Stabilization
- Court’s Case Management (Courtview) Stabilization
- Active Directory Maintenance Optimization
- MS365 Email & Office 2016 Upgrades
- Oracle ERP Infrastructure Refresh and Current State Optimization (Enterprise Performance Reporting Cloud Services (EPRCS); HR Personnel Paper Reporting)
- American Express Travel Reimbursement Oracle Interface
- Hyperion Planning Budget Enhancement
- Enterprise Timekeeping (Kronos) Upgrade and Enterprise-wide Enhancements
- Enterprise Data Governance, Platform, and Business Intelligence Tools
- Public Safety Technology Assessment
- OEAM Partnerships: Urban Design Studio Ponce City Market; Flatiron Building for WEI; Council, Exec. Office
- Metal Plate Software & WAZE Integration
- City Council Website
- Improve Police Transparency (Body Camera)
- Voice Over Internet Protocol (VOIP) City Hall
- Operation Shield Closed Circuit TV (CCTV)
- Atlanta Streetcar Mobile App
- DWM Customer Improvements (Payment Gateway, Kiosk, Webconnect Expansion)
- E911 Text to 911A
- Wi-Fi for Courts, Corrections, and Public Safety Headquarters
- APD Citations Ticket to Payment Improvement
- Parks Computer Lab Upgrades
- SmartATL North Ave Projects: Air Quality, Mobility, Smart Lighting, Camera Safety

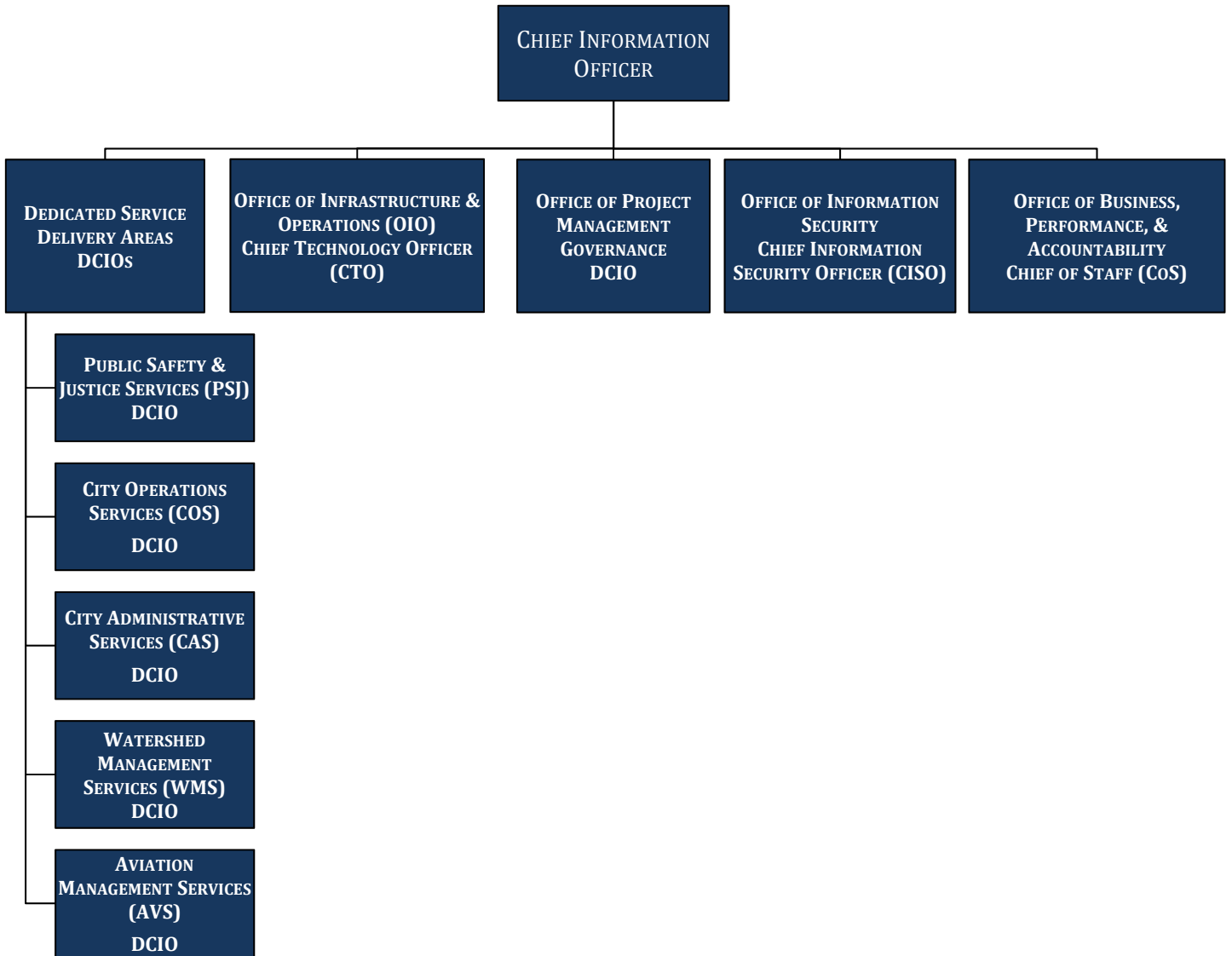
**FY2018 Adopted Program Highlights**

- Remote Site Network Upgrades
- Security ISO Certification
- Virtual Private Network (VPN) Consolidation
- Managed Security Services Provider (MSSP)
- IT Project Portfolio Management System
- IT Service Management Application Implementation

- Microsoft 365 Phase III - Collaboration Tools
- Oracle R12 Upgrade & HCM Implementation
- Courts Case Management Application (Pioneer)
- Business License System Implementation
- Public Safety Technology
- Operation Shield CCTV Expansion (Bond)
- Atlanta Streetcar Vehicle Camera System Upgrade
- Enterprise GIS Master Address Repository
- Atlanta Streetcar Real-Time Passenger Display
- Enterprise IVR Implementation
- SmartATL North Avenue Corridor Ribbon Cutting
- Enterprise Data Platform

# ORGANIZATIONAL CHART

ATLANTA INFORMATION MANAGEMENT



## PERFORMANCE METRICS

ATLANTA INFORMATION MANAGEMENT

PERFORMANCE MEASURE	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 TARGET	FY2018 TARGET
<b><i>Fiscal Accountability &amp; Governmental Efficiency</i></b>				
Network Availability (%)	99.45%	99.83%	99.99%	99.99%
Server Availability (%)	98.10%	98.00%	90.00%	90.00%
Median # of days to resolve customer service requests	3	6.4	3	3



## FY18 OPERATING BUDGET HIGHLIGHTS

### Department Of Atlanta Information Management

FY15 ACTUAL EXPENDITURES	FY16 ACTUAL EXPENDITURES	FY17 ADOPTED	FY18 EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
\$6,333,939	\$9,023,539	\$10,232,594	Salaries, Regular	\$10,442,080	\$209,486
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$487,309	\$448,798	\$276,663	Salaries, Extra Help	\$277,072	\$409
-	-	-	Salaries, Extra Help-Sworn	-	-
\$107	\$9,929	\$4,247	Overtime	\$0	(\$4,247)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$677,329	\$951,460	\$1,025,272	Pen Cont Gen Emp Pen Fd	\$857,706	(\$167,566)
\$278,118	\$405,487	\$333,170	Defined Contribution	\$434,524	\$101,354
\$598	\$19,497	\$1,224	Workers' Compensation	\$12,161	\$10,937
\$781,501	\$1,083,381	\$1,117,984	Other Personnel Costs	\$1,266,160	\$148,176
\$8,558,901	\$11,942,092	\$12,991,154	<b>TOTAL PERSONNEL</b>	\$13,289,704	\$298,550
			<b>OTHER EXPENSES</b>		
\$20,780,297	\$20,088,679	\$19,985,369	Purchased / Contracted Services	\$20,194,778	\$209,409
\$1,040,168	\$1,810,325	\$829,111	Supplies	\$842,386	\$13,275
\$184,371	\$1,461,986	\$110,800	Capital Outlays	\$197,370	\$86,570
\$14,875	\$18,769	\$13,170	Interfund / Interdepartmental Charges	\$18,917	\$5,747
\$29,312	\$8,426	\$40,518	Other Costs	\$5,770	(\$34,748)
-	-	-	Debt Service	-	-
-	-	\$0	Conversion / Summary	\$0	\$0
\$3,045,646	-	\$0	Other Financing Uses	\$0	\$0
\$25,094,669	\$23,388,185	\$20,978,968	<b>TOTAL OTHER EXPENSES</b>	\$21,259,221	\$280,253
<b>\$33,653,571</b>	<b>\$35,330,277</b>	<b>\$33,970,122</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$34,548,925</b>	<b>\$578,802</b>

FY15 ACTUAL EXPENDITURES	FY16 ACTUAL EXPENDITURES	FY17 ADOPTED	FY18 FUND	FY18 BUDGET	VARIANCE FY18-FY17
\$28,077,574	\$30,369,469	\$28,153,255	General Fund	\$27,565,222	(\$588,034)
\$1,011,840	\$609,158	\$839,704	Airport Revenue Fund	\$490,913	(\$348,791)
\$113,913	\$119,416	\$329,749	Building Permits Fund	\$0	(\$329,749)
\$406,729	\$190,022	\$334,603	Solid Waste Services Revenue Fund	\$291,666	(\$42,937)
\$3,545,448	\$3,518,515	\$3,828,675	Water & Wastewater Revenue Fund	\$5,703,356	\$1,874,681
\$498,063	\$523,621	\$484,137	Emergency Telephone System	\$497,769	\$13,632
\$3	\$76	\$0	Fleet Service Fund	\$0	\$0
<b>\$33,653,571</b>	<b>\$35,330,277</b>	<b>\$33,970,122</b>	<b>TOTAL EXPENSES</b>	<b>\$34,548,925</b>	<b>\$578,802</b>

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
109.50	138.67	147.00	Full Time Equivalent	140.67	(6.33)



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Atlanta Information Management**  
**General Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$5,498,684	\$7,895,285	\$8,961,127	Salaries, Regular	\$9,313,251	\$352,123
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$464,775	\$357,264	\$200,246	Salaries, Extra Help	-	(\$200,246)
-	-	-	Salaries, Extra Help-Sworn	-	-
\$107	\$9,929	\$4,247	Overtime	-	(\$4,247)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$576,872	\$798,553	\$881,240	Pen Cont Gen Emp Pen Fd	\$744,953	(\$136,287)
\$239,645	\$353,399	\$296,514	Defined Contribution	\$393,414	\$96,900
\$598	\$19,497	\$1,224	Workers' Compensation	\$12,161	\$10,937
\$665,988	\$936,150	\$976,511	Other Personnel Costs	\$1,143,917	\$167,406
<b>\$7,446,668</b>	<b>\$10,370,077</b>	<b>\$11,321,108</b>	<b>TOTAL PERSONNEL</b>	<b>\$11,607,695</b>	<b>\$286,587</b>
			<i>OTHER EXPENSES</i>		
\$18,340,350	\$16,699,098	\$16,057,848	Purchased / Contracted Services	\$15,082,131	(\$975,717)
\$1,040,119	\$1,811,030	\$680,611	Supplies	\$653,338	(\$27,273)
\$167,378	\$1,462,069	\$40,000	Capital Outlays	\$197,370	\$157,370
\$14,875	\$18,769	\$13,170	Interfund / Interdepartmental Charges	\$18,917	\$5,747
\$29,312	\$8,426	\$40,518	Other Costs	\$5,770	(\$34,748)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$1,038,870	-	-	Other Financing Uses	-	-
<b>\$20,630,906</b>	<b>\$19,999,392</b>	<b>\$16,832,147</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$15,957,526</b>	<b>(\$874,621)</b>
<b>\$28,077,574</b>	<b>\$30,369,469</b>	<b>\$28,153,255</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$27,565,222</b>	<b>(\$588,034)</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$28,077,574	\$30,369,469	\$28,153,255	General Fund	\$27,565,222	(\$588,034)
<b>\$28,077,574</b>	<b>\$30,369,469</b>	<b>\$28,153,255</b>	<b>TOTAL EXPENSES</b>	<b>\$27,565,222</b>	<b>(\$588,034)</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
96.08	122.27	130.46	Full Time Equivalent	127.24	(3.21)





**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Atlanta Information Management**  
**General Fund**

EXPENDITURES AND APPROPRIATIONS	VARIANCE (18-17)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$352,123	Increase due to Grade 19+ salary increases.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	(\$200,246)	Decrease due to staffing full-time positions.
Salaries, Extra Help-Sworn	-	
Overtime	(\$4,247)	Decrease due to overtime less than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$136,287)	Decrease due to pension rate and personnel adjustments.
Defined Contribution	\$96,900	Increase due to Grade 19+ salary increases.
Workers' Compensation	\$10,937	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	\$167,406	Increase due to health rate and personnel adjustments.
<b>TOTAL PERSONNEL</b>	<b>\$286,587</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$975,717)	Decrease in funding allocation and alignment of anticipated FY18 operating expenses.
Supplies	(\$27,273)	Decrease due to supplies less than anticipated.
Capital Outlays	\$157,370	Increase due to consulting and professional services for capital projects more than anticipated.
Interfund / Interdepartmental Charges	\$5,747	Increase due to motor/fuel and repair/maintenance costs more than anticipated.
Other Costs	(\$34,748)	Decrease due to business meeting expense less than anticipated.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$874,621)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$588,034)</b>	

FUND	VARIANCE (18-17)	EXPLANATION
General Fund	(\$588,034)	
<b>TOTAL EXPENSES</b>	<b>(\$588,034)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (18-17)	EXPLANATION
Full Time Equivalent	(3.21)	Decrease due to personnel adjustments.



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Atlanta Information Management**  
**Airport Revenue Fund**

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
			<i>PERSONNEL</i>		
\$114,535	\$157,281	\$214,237	Salaries, Regular	\$224,942	\$10,705
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$7,144	\$45,931	\$35,984	Salaries, Extra Help	\$23,880	(\$12,104)
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$15,299	\$32,802	\$25,772	Pen Cont Gen Emp Pen Fd	\$21,065	(\$4,707)
\$5,780	\$8,171	\$5,990	Defined Contribution	\$8,387	\$2,397
-	-	-	Workers' Compensation	-	-
\$9,792	\$14,155	\$22,802	Other Personnel Costs	\$23,309	\$507
<b>\$152,550</b>	<b>\$258,340</b>	<b>\$304,785</b>	<b>TOTAL PERSONNEL</b>	<b>\$301,583</b>	<b>(\$3,202)</b>
			<i>OTHER EXPENSES</i>		
\$340,219	\$351,008	\$534,919	Purchased / Contracted Services	\$180,582	(\$354,338)
\$20	(\$107)	-	Supplies	\$8,748	\$8,748
\$988	(\$83)	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$518,064	-	-	Other Financing Uses	-	-
<b>\$859,290</b>	<b>\$350,818</b>	<b>\$534,919</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$189,330</b>	<b>(\$345,590)</b>
<b>\$1,011,840</b>	<b>\$609,158</b>	<b>\$839,704</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$490,913</b>	<b>(\$348,791)</b>

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	FUND	FY18 BUDGET	VARIANCE FY18-FY17
\$1,011,840	\$609,158	\$839,704	Airport Revenue Fund	\$490,913	(\$348,791)
<b>\$1,011,840</b>	<b>\$609,158</b>	<b>\$839,704</b>	<b>TOTAL EXPENSES</b>	<b>\$490,913</b>	<b>(\$348,791)</b>

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
1.88	2.54	2.54	Full Time Equivalent	2.54	-



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Atlanta Information Management**  
**Airport Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$10,705	Increase due to Grade 19+ salary increases.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	(\$12,104)	Decrease due to extra help less than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$4,707)	Decrease due to pension rate adjustment.
Defined Contribution	\$2,397	Increase due to Grade 19+ salary increases.
Workers' Compensation	-	
Other Personnel Costs	\$507	Increase due to health rate adjustment.
<b>TOTAL PERSONNEL</b>	<b>(\$3,202)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$354,338)	Decrease due to Oracle, Microsoft, and Kronos costs less than anticipated.
Supplies	\$8,748	Increase due to consumable supplies more than anticipated.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$345,590)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$348,791)</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Airport Revenue Fund	(\$348,791)	
<b>TOTAL EXPENSES</b>	<b>(\$348,791)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Atlanta Information Management**  
**Building Permits Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$84,911	\$103,072	\$145,326	Salaries, Regular	-	(\$145,326)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	\$3,375	\$3,513	Pen Cont Gen Emp Pen Fd	-	(\$3,513)
\$5,106	\$5,508	\$5,798	Defined Contribution	-	(\$5,798)
-	-	-	Workers' Compensation	-	-
\$7,058	\$8,058	\$16,434	Other Personnel Costs	-	(\$16,434)
<b>\$97,075</b>	<b>\$120,014</b>	<b>\$171,071</b>	<b>TOTAL PERSONNEL</b>	-	<b>(\$171,071)</b>
			<i>OTHER EXPENSES</i>		
\$15,327	\$0	\$87,878	Purchased / Contracted Services	-	(\$87,877)
\$29	(\$598)	-	Supplies	-	-
\$1,482	-	\$70,800	Capital Outlays	-	(\$70,800)
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$16,839	(\$598)	\$158,678	<b>TOTAL OTHER EXPENSES</b>	-	<b>(\$158,677)</b>
<b>\$113,913</b>	<b>\$119,416</b>	<b>\$329,749</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	-	<b>(\$329,749)</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$113,913	\$119,416	\$329,749	Building Permits Fund	-	(\$329,749)
<b>\$113,913</b>	<b>\$119,416</b>	<b>\$329,749</b>	<b>TOTAL EXPENSES</b>	-	<b>(\$329,749)</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
1.85	1.85	1.85	Full Time Equivalent	-	(1.85)



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Atlanta Information Management**  
**Building Permits Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	(\$145,326)	Decrease due to the consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-O-1422.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$3,513)	Decrease due to the consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-O-1422.
Defined Contribution	(\$5,798)	Decrease due to the consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-O-1422.
Workers' Compensation	-	
Other Personnel Costs	(\$16,434)	Decrease due to the consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-O-1422.
<b>TOTAL PERSONNEL</b>	<b>(\$171,071)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$87,877)	Decrease due to the consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-O-1422.
Supplies	-	
Capital Outlays	(\$70,800)	Decrease due to the consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-O-1422.
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$158,677)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$329,749)</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Building Permits Fund	(\$329,749)	
<b>TOTAL EXPENSES</b>	<b>(\$329,749)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	(1.85)	Decrease due to the consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-O-1422.



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Atlanta Information Management**  
**Solid Waste Services Revenue Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$28,079	\$50,252	\$53,617	Salaries, Regular	-	(\$53,617)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	\$2,249	\$3,513	Pen Cont Gen Emp Pen Fd	-	(\$3,513)
\$1,685	\$2,570	\$1,864	Defined Contribution	-	(\$1,864)
-	-	-	Workers' Compensation	-	-
\$490	\$1,842	\$5,500	Other Personnel Costs	-	(\$5,500)
<b>\$30,254</b>	<b>\$56,913</b>	<b>\$64,494</b>	<b>TOTAL PERSONNEL</b>	-	<b>(\$64,494)</b>
			<i>OTHER EXPENSES</i>		
\$14,084	\$133,109	\$270,109	Purchased / Contracted Services	\$291,666	\$21,557
-	-	-	Supplies	-	-
\$1,482	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$360,909	-	-	Other Financing Uses	-	-
<b>\$376,475</b>	<b>\$133,109</b>	<b>\$270,109</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$291,666</b>	<b>\$21,557</b>
<b>\$406,729</b>	<b>\$190,022</b>	<b>\$334,603</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$291,666</b>	<b>(\$42,937)</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$406,729	\$190,022	\$334,603	Solid Waste Services Revenue Fund	\$291,666	(\$42,937)
<b>\$406,729</b>	<b>\$190,022</b>	<b>\$334,603</b>	<b>TOTAL EXPENSES</b>	<b>\$291,666</b>	<b>(\$42,937)</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
0.60	0.61	0.61	Full Time Equivalent	-	(0.61)



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Atlanta Information Management**  
**Solid Waste Services Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	(\$53,617)	Decrease due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$3,513)	Decrease due to personnel adjustments.
Defined Contribution	(\$1,864)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$5,500)	Decrease due to personnel adjustments.
<b>TOTAL PERSONNEL</b>	<b>(\$64,494)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$21,557	Increase due to Oracle Cloud costs more than anticipated.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$21,557</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$42,937)</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Solid Waste Services Revenue Fund	(\$42,937)	
<b>TOTAL EXPENSES</b>	<b>(\$42,937)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	(0.61)	Decrease due to personnel adjustments.



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Atlanta Information Management**  
**Water & Wastewater Revenue Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$263,328	\$456,673	\$500,053	Salaries, Regular	\$522,571	\$22,519
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$15,390	\$45,604	\$40,433	Salaries, Extra Help	\$253,192	\$212,759
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$17,657	\$43,150	\$35,172	Pen Cont Gen Emp Pen Fd	\$28,952	(\$6,220)
\$15,362	\$24,732	\$17,084	Defined Contribution	\$24,016	\$6,933
-	-	-	Workers' Compensation	-	-
\$22,555	\$42,968	\$52,818	Other Personnel Costs	\$53,925	\$1,107
<b>\$334,292</b>	<b>\$613,127</b>	<b>\$645,560</b>	<b>TOTAL PERSONNEL</b>	<b>\$882,656</b>	<b>\$237,097</b>
			<i>OTHER EXPENSES</i>		
\$2,070,314	\$2,905,388	\$3,034,615	Purchased / Contracted Services	\$4,640,399	\$1,605,784
-	\$0	\$148,500	Supplies	\$180,300	\$31,800
\$13,040	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$1,127,803	-	-	Other Financing Uses	-	-
<b>\$3,211,157</b>	<b>\$2,905,388</b>	<b>\$3,183,115</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$4,820,699</b>	<b>\$1,637,584</b>
<b>\$3,545,448</b>	<b>\$3,518,515</b>	<b>\$3,828,675</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$5,703,356</b>	<b>\$1,874,681</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$3,545,448	\$3,518,515	\$3,828,675	Water & Wastewater Revenue Fund	\$5,703,356	\$1,874,681
<b>\$3,545,448</b>	<b>\$3,518,515</b>	<b>\$3,828,675</b>	<b>TOTAL EXPENSES</b>	<b>\$5,703,356</b>	<b>\$1,874,681</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
4.09	6.40	6.54	Full Time Equivalent	5.88	(0.66)





**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Atlanta Information Management**  
**Water & Wastewater Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$22,519	Increase due to Grade 19+ salary increases.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$212,759	Increase due to extra help more than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$6,220)	Decrease due to pension rate adjustment.
Defined Contribution	\$6,933	Increase due to Grade 19+ salary increases.
Workers' Compensation	-	
Other Personnel Costs	\$1,107	Increase due to health rate adjustment.
<b>TOTAL PERSONNEL</b>	<b>\$237,097</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$1,605,784	Increase due to Oracle, Microsoft, and Kronos costs more than anticipated.
Supplies	\$31,800	Increase due to consumable supplies more than anticipated.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$1,637,584</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$1,874,681</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Water & Wastewater Revenue Fund	\$1,874,681	
<b>TOTAL EXPENSES</b>	<b>\$1,874,681</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	(0.66)	Decrease due to personnel adjustments.



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Atlanta Information Management**  
**Emergency Telephone System**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$344,402	\$360,976	\$358,234	Salaries, Regular	\$381,316	\$23,082
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$67,502	\$71,331	\$76,062	Pen Cont Gen Emp Pen Fd	\$62,736	(\$13,325)
\$10,541	\$11,107	\$5,921	Defined Contribution	\$8,707	\$2,786
-	-	-	Workers' Compensation	-	-
\$75,618	\$80,207	\$43,919	Other Personnel Costs	\$45,009	\$1,090
<b>\$498,063</b>	<b>\$523,621</b>	<b>\$484,137</b>	<b>TOTAL PERSONNEL</b>	<b>\$497,769</b>	<b>\$13,632</b>
			<i>OTHER EXPENSES</i>		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	-	<i>TOTAL OTHER EXPENSES</i>	-	-
<b>\$498,063</b>	<b>\$523,621</b>	<b>\$484,137</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$497,769</b>	<b>\$13,632</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$498,063	\$523,621	\$484,137	Emergency Telephone System	\$497,769	\$13,632
<b>\$498,063</b>	<b>\$523,621</b>	<b>\$484,137</b>	<b>TOTAL EXPENSES</b>	<b>\$497,769</b>	<b>\$13,632</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
5.00	5.00	5.00	Full Time Equivalent	5.00	-



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Atlanta Information Management**  
**Emergency Telephone System**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$23,082	Increase due to Grade 19+ salary increases.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$13,325)	Decrease due to pension rate adjustment.
Defined Contribution	\$2,786	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	\$1,090	Increase due to health rate adjustment.
<b>TOTAL PERSONNEL</b>	<b>\$13,632</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$13,632</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Emergency Telephone System	\$13,632	
<b>TOTAL EXPENSES</b>	<b>\$13,632</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	



# LAW

## Mission Statement

The Department of Law is a team of professionals committed to providing best-in-class legal representation to the City of Atlanta. Our attorneys combine mastery of the law with an understanding of the unique needs of municipal government. In addition to defending the City in all types of civil litigation, we work proactively to prevent legal challenges by delivering sound advice, legislation, and training.

The Department of Law emphasizes the importance of professional growth. Education and development of all staff result in improved skills, increased productivity and satisfaction, an enhanced work environment and excellent customer service.

## Core Functions

- Legal Counseling
- Litigation
- Transactions
- Compliance

## Summary of Operations

The City Attorney is the chief legal advisor for the City of Atlanta and is the commissioner of the Department of Law. In that role, the City Attorney provides legal counsel to the Mayor and to the Atlanta City Council. The Department of Law is vested with exclusive authority and jurisdiction in all matters of law relating to the executive and legislative branches of city government and every department, office, division, bureau, institution, commission, committee, board and other agency thereof. The Department of Law represents the City of Atlanta in a wide range of commercial transactions; litigates all matters on behalf of the City of Atlanta; defends city officials and employees in civil litigation arising from the performance of their official duties; provides written legal opinions on questions of law connected with the interest of the City of Atlanta

to the Mayor, any department head, and president or member of the Atlanta City Council; attends all meetings of the Atlanta City Council and meetings of the committees of the council as requested; supervises, administers and performs all claims work under O.C.G.A. § 34-9-1, et seq., and performs any other service that is consistent with the usual and customary duties of municipal corporation counsel. It is important to note that the Department of Law does not provide legal advice to members of the public. Its services are limited to the provision of legal advice, counsel, and representation to the Mayor, City Council members, city officials and departments in all civil matters regarding the City of Atlanta, Georgia.

## Divisions/Offices Descriptions

The Department is comprised of six major units:

*The Litigation and Employment Practice Group* handles lawsuits in which the City of Atlanta, any of its employees, elected officials or its agents are named as defendants. This Group handles both tort litigation and constitutional claims filed in federal or state court. In addition, this Group provides substantive legal advice with respect to employment matters, pension, and workers' compensation, and on behalf of the public safety entities which include Police, Fire, Corrections and Courts. This Group also supervises the Claims Department which manages claims filed against the City of Atlanta and pursues lawful recovery of revenue on behalf of the City of Atlanta.

*The Finance Practice Group* provides legal counsel to the Mayor, City Council, Department of Planning and Community Development, Department of Parks and Recreation, Department of Finance, Department of Procurement, Atlanta Information Management, the Urban Design Commission, and the In-Rem Board. This Group also provides in-house

legal counsel and litigation services on commercial transactions, including bond deals, municipal financing, and tax matters.

*The Infrastructure Practice Group* provides legal representation and advice to the Department of Public Works, Office of Contract Compliance, Office of Enterprise Assets Management, the Renew Atlanta Bond Program, the License Review Board and other boards and authorities. This Group provides legal advice and litigation support on telecommunication and real estate matters. In addition, this Group serves as the legal liaison with the City of Atlanta's three Community Improvement Districts, Invest Atlanta and the Atlanta Beltline.

*The Watershed Management Practice Group* serves as Counsel to the City of Atlanta's Department of Watershed Management. This Group also provides legal counsel to the Office of Sustainability. The members of this Group represent the City of Atlanta in a wide variety of transactions concerning Watershed, including procurement, transactions, real estate, environmental and litigation matters. Additionally, this Group provides in-house legal counsel on billing and customer service issues and Watershed's construction program.

*The Aviation Practice Group* serves as Counsel to the City of Atlanta's Hartsfield-Jackson Atlanta International Airport. The members of this Group represent the City of Atlanta in a broad variety of matters, including transactions with airlines, vendors, and contractors doing business with or at the Airport. This Group supports the Airport's construction program and is responsible for procurement, real estate, intellectual property, environmental and litigation matters.

*The Compliance Unit* is responsible for proactively evaluating, reviewing and improving compliance standards and processes within the City of Atlanta, with a centralized focus on preventing and reducing liability related to the City of Atlanta's compliance with federal, state and local laws and regulations. This Unit is responsible for conducting thorough and impartial investigations into the affairs of any City of Atlanta department, board, office, commission, institution, authority, retirement system or any other instrumentality or agency thereof. These investigations may also include any City official, employee or any person or organization to the extent that the person or organization had any dealings with the City of Atlanta or any department, board, office,

commission, institution, authority, retirement system or other instrumentality or agency thereof.

## Goals

- Delivering best-in-class legal services by retaining in-house attorneys who provide exemplary legal representation and by recruiting additional attorneys of the same caliber.
- Maximizing the Law Department's effectiveness by offering high-quality training and other career development opportunities to all Department staff.
- Reducing settlements and other litigation payouts by tracking payment trends, allocating costs among departments and recommending remedial actions.
- Working proactively to reduce liability by identifying, preparing and delivering relevant training to City employees and elected officials in areas where risk is identified.
- Facilitating City-wide efforts to provide excellent customer service by identifying legal solutions to public concerns.

## FY2017 Accomplishments

- *Recovery from City's Insurance Company:* The Law Department brought suit and recovered thirteen million, seven hundred thousand dollars (\$13,700,000) from the City's insurance company for damage to the City's property caused by a 2009 flood event. Over four hundred sixty thousand dollars (\$460,000) will be allocated to the General Fund for Parks.
- *Water and Sewer Bill Collections:* The Law Department negotiated outstanding water bills and collected over six hundred fifty thousand dollars (\$650,000) for the City in CY16 Q4.
- *DWM Heavy Equipment Financing:* On August 31, 2016, the Law Department provided legal guidance on the closing of seven million, one hundred forty-two thousand, eight hundred sixty-five dollars (\$7,142,865) in heavy equipment financing for the Department of Watershed Management.
- *Bellwood Quarry Project:* The Law Department negotiated and drafted key easements and license agreements on behalf of the Department of Watershed Management with CSX Railroad.

- *Underground Atlanta*: The Law Department successfully closed on the sale of Underground Atlanta for thirty-four million, six hundred thousand dollars (\$34,600,000). The sale was arguably one of the most complicated transactions in the City's history and required property swaps with the State of Georgia and MARTA. The sale will put Underground Atlanta back on the tax rolls and save the City millions of dollars in annual carry costs.
- *Super Bowl and NCAA Championship Tournaments*: The Law Department provided legal services for City initiatives to attract the 2019 Super Bowl LIII, the 2018 NCAA Final Four Championship and the 2018 College Football National Playoff Championship to the City of Atlanta.
- *Mayor's Office of Entertainment*: The Law Department provides legal advice and services to the Mayor's Office of Entertainment, which serves as Atlanta's ambassador to the motion picture industry. The Law Department has negotiated and drafted contracts with major Hollywood production studios for film projects including *Pitch Perfect 3*, *Fast and Furious* and the *Avengers* film franchises. The Department provided legal support for creation of the ground-breaking Atlanta Entertainment Job Training Partnership Program, and advised on initiatives that led to Atlanta's being named #1 City for filmmakers to live and work by MovieMaker Magazine.
- *Future MLK, Jr. Recreation and Aquatic Center*: The Law Department assisted the Department of Parks and Recreation in the acquisition of the future Martin Luther King, Jr. Recreation and Aquatic Center which replaces the historic MLK, Jr. Natatorium. The Law Department coordinated efforts to receive the land donation from Atlanta Housing Authority, to issue bonds for construction funding and to facilitate the procurement and award of the construction contract. This project is valued at approximately twenty-five million dollars (\$25,000,000).
- *Airport Use and Lease Agreement*: The Atlanta City Council authorized the Mayor to enter into a 20-year Airport Use and Lease Agreement with Delta Air Lines, Inc. ("Delta"). The City and Delta executed the agreement on the same day. Delta will remain Atlanta's hometown carrier and will continue to maintain its corporate headquarters in Atlanta. The agreement incorporates a six billion, two hundred million dollar (\$6,200,000,000) pre-approved capital improvement program, which includes plans to modernize the domestic terminal and concourses, replace aging parking facilities, expand cargo operations and build a sixth runway. The airlines will fund three billion dollars (\$3,000,000,000) of the capital improvement program. The Law Department worked closely with the Department of Aviation over the course of two years to complete the agreement.
- *Airport Parking Decks*: The Law Department assisted the Department of Aviation with the procurement and execution of agreements valued between five hundred fifty-million dollars \$550,000,000 to seven hundred fifty million dollars \$750,000,000 in connection with new parking decks to be constructed at the Airport.
- *Airport Hotel and FAA Approval*: The Law Department assisted the Department of Aviation with the negotiation of a ground lease agreement for the development of an Airport hotel, office complex and travel plaza at the Airport valued at two hundred fifty million dollars (\$250,000,000). The Law Department further assisted the Department of Aviation in obtaining FAA approval for the development.
- *FAA Part 16 Noise Complaint*: The Law Department prevailed in a 14 CFR Part 16 proceeding challenging the Airport's Noise Program. The FAA affirmed its previous decision that the Airport was not in violation of its Grant Assurances.
- *Airport Contract Dispute*: The Law Department successfully defended the City in a hearing over contracting for a baggage screening system at the Airport.
- *Airport 2030 Capital Plan*: The Airport successfully issued two hundred twenty-five million dollars (\$225,000,000) in commercial paper in connection with the airport's capital plan projects.
- *BeltLine TAD Bonds*: The Law Department advised on the issuance of sixty-six million, nine hundred twenty-five thousand dollars (\$66,925,000) in refunding bonds and seventy-seven million, nine hundred thirty thousand dollars (\$77,930,000) in new BeltLine TAD Bonds. The refunded amount represents nine million, seven hundred nine thousand, seven hundred thirty-nine dollars

(\$9,709,739) in present value savings to the City of Atlanta and the new issuance amounts will be used in furtherance of the Atlanta BeltLine.

- *Eastside TAD Refunding Bonds*: The Law Department advised on the issuance of thirty million, five hundred fifty-five thousand dollars (\$30,555,000) in Eastside TAD Refunding bonds. The transaction is expected to reduce annual debt service cost by nine million, nine hundred eighty-one thousand, five hundred fifty-nine dollars (\$9,981,559) over the life of the bonds (15 years) and generate seven million, six hundred sixty-six thousand, seven hundred ninety dollars (\$7,666,790) in present value savings.
- *Atlanta Public Safety and Judicial Facilities Authority Revenue Refunding Bonds*: The Law Department provided legal guidance on the closing of the Atlanta Public Safety and Judicial Facilities Authority Revenue Refunding Bonds. The transaction is expected to reduce debt service costs by six million dollars (\$6,000,000) over the life of the bonds (11 years) and generate five million, five hundred thousand dollars (\$5,500,000) in present value savings.
- *Atlanta Streetcar Contract*: The Law Department finalized a settlement agreement with the Atlanta Streetcar's general contractor to terminate the contract, avoiding protracted litigation and realizing over six million dollars (\$6,000,000) in savings to the City.
- *Marta Tax Referendum Resolution*: The Law Department and the Finance Team assisted with the adoption of the MARTA Tax Referendum Resolution. The resolution placed a referendum question on the November 8, 2016 ballot that allowed City of Atlanta voters to approve a .5% sales tax dedicated to expanding and enhancing MARTA transit service inside the City of Atlanta. The tax is expected to generate over two billion, five hundred million dollars (\$2,500,000,000) in revenue over forty years.
- *Marta Expansion*: The Law Department successfully negotiated an agreement with MARTA for the expansion of the rapid transit system to be funded by the new MARTA tax, and an agreement with the National Monument Foundation for the development of Rodney Cook Jr. Park in Historic Vine City.
- *Princeton Lakes TAD Agreement*: The Law

Department provided legal guidance on the closing of the Princeton Lakes TAD Loan Agreement that reduced debt service cost on outstanding bonds from 5.5% to 2.3% and provided access to low cost financing of 3.5% for a new fire station.

- *APS Intergovernmental Agreement*: The Law Department successfully closed on a real estate transaction between the City and the Atlanta Housing Authority as part of the revised Atlanta Public Schools Intergovernmental Agreement.
- *Google Fiber License Agreements*: Successfully negotiated license agreements with Georgia Power, Atlanta Gas Light and Google Fiber to ensure timely completion of Google Fiber huts to offer new, expanded service in Atlanta.
- *Jackson v. City of Atlanta*: The Law Department successfully defended a one million dollar (\$1,000,000) water meter lawsuit asserting there was no notice to the City of an alleged defect that caused Plaintiff's injury.
- *Portigon AG, New York Branch v. City of Atlanta*: The Law Department successfully defended a lawsuit where Plaintiff alleged that the City breached the terms of a repurchase agreement associated with Water/Sewer bond funds. The parties settled the case with Plaintiff paying the City four hundred twenty-five thousand dollars (\$425,000) in attorney's fees and other costs.
- *Monumedia II, LLC v. City of Atlanta BZA et al.*: On September 14, 2016, the Georgia Court of Appeals denied Monumedia's application for discretionary appeal and upheld the Superior Court of Fulton County's ruling in favor of the City.
- *DeCay v. City of Atlanta Board of Zoning*: The City successfully defended an appeal of a decision of the Board of Zoning Adjustment ("BZA") to the Superior Court of Fulton County. The BZA denied the Petitioner's application for variances and a special exception to build an underground parking structure in the front yard of his house on Boulevard near North Avenue.
- *Avery Park Partners, LLC, et al. v. U.S. Department of Transportation, et al.*: The Law Department prevailed in a noise case where Plaintiffs challenged an amendment to the Airport's Noise Program.
- *Jerry v. City of Atlanta*: Plaintiff alleged she was discriminated against on the basis of age, disability and various other causes of action



when she was transferred to the Public Transaction Office and required to work a different shift. A motion to dismiss was filed, and on January 18, 2017, the Court granted the motion and dismissed all claims.

- *Utility Associates, Inc. v. City of Atlanta:* Utility Associates challenged the City's procurement process with respect to APD's body camera pilot project. The City's motion to dismiss was granted.
- *Vason v. City of Atlanta:* This lawsuit challenged the Urban Design Commission's denial of application to demolish a contributing structure in the MLK Landmark District. The Law Department successfully defended challenge to the denial and to the City's preservation ordinance.
- *Atlanta Local Government Seminar:* The Law Department developed and presented, along with the City of Atlanta Ethics Office, its fifth annual seminar on local government law for Atlanta City Council members, attorneys, City staff, and members of our sister agencies. Presenters from the Law Department educated attendees on subjects including film permitting, annexation, pending state legislation, construction, telecom and procurement. The seminar was approved by the State Bar of Georgia for 6 hours of Continuing Legal Education credit, including one Ethics hour and one Professionalism hour. The seminar was provided at a cost of approximately one hundred thirty-six dollars (\$136) per attorney, compared to a cost of one hundred seventy-five dollars (\$175) per attorney for a comparable local government seminar. The in-house seminar provides half of each attorney's CLE requirements at a savings to the City of approximately one thousand, two hundred eighty-seven dollars (\$1,287) annually for the Law Department. Similar 50% savings are achieved for additional attorneys at the City who attend the seminar, including City Council members, City Staff and members of our sister agencies.
- *Open Records and Open Meetings Training:* The Department of Law conducted numerous training sessions regarding compliance with the requirements of the Georgia Open Records Act and Georgia Open Meetings Act. City entities receiving the training include: the Atlanta City Council; the Office of Contract Compliance; the Office of Sustainability; the Atlanta Beltline Inc.; Fort

McPherson Local Redevelopment Authority and the Department of Procurement.

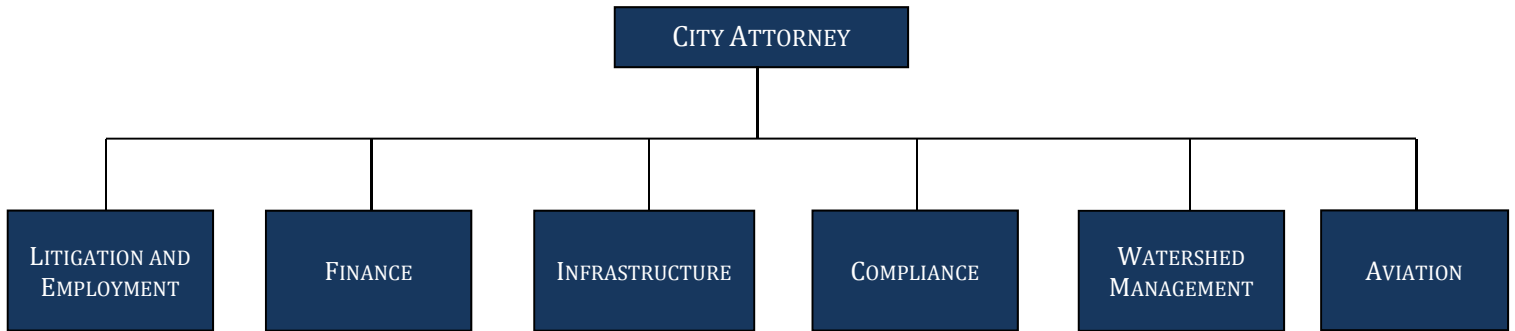
### **FY2018 Adopted Program Highlights**

The Department of Law will improve its department's efficiency and effectiveness, and the efficiency and effectiveness of City government at large, through the implementation of its initiatives as follows:

- Allocating certain legal costs across Departments
- Refining and revising the City of Atlanta Charter
- Engaging in proactive revenue recovery

# ORGANIZATIONAL CHART

LAW



# PERFORMANCE METRICS

LAW

PERFORMANCE MEASURE	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 TARGET	FY2018 TARGET
<b><i>Fiscal Accountability &amp; Governmental Efficiency</i></b>				
Resolved litigation settlements and judgments	126	113	N/A	N/A
Total amount of claim settlements	\$1,073,781	\$976,489	N/A	N/A
Number of claims settled	303	288	N/A	N/A
Pending claims	1,070	828	N/A	N/A
Pending lawsuits	948	1,280	N/A	N/A



## FY18 OPERATING BUDGET HIGHLIGHTS Department Of Law

FY15 ACTUAL EXPENDITURES	FY16 ACTUAL EXPENDITURES	FY17 ADOPTED	FY18 BUDGET	VARIANCE FY18-FY17
\$5,928,900	\$6,203,568	\$6,498,866	\$7,313,558	\$814,692
-	-	-	-	-
-	-	-	-	-
\$35,195	\$46,463	-	\$0	\$0
-	-	-	-	-
\$912	\$475	\$19,715	\$500	(\$19,216)
-	-	-	-	-
-	-	-	-	-
\$645,494	\$641,526	\$681,333	\$572,196	(\$109,137)
\$262,459	\$287,363	\$232,960	\$300,215	\$67,255
\$396	\$545	-	\$2,868	\$2,868
\$651,180	\$731,250	\$683,301	\$798,005	\$114,704
\$7,524,536	\$7,911,190	\$8,116,176	\$8,987,342	\$871,166
\$9,909,967	\$9,725,085	\$10,504,005	\$11,854,005	\$1,350,000
\$82,448	\$70,530	\$80,001	\$80,000	(\$1)
\$16,031	\$0	\$0	-	\$0
-	-	-	-	-
\$24,455	\$19,876	\$27,000	\$27,000	\$0
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
\$10,032,901	\$9,815,491	\$10,611,006	\$11,961,005	\$1,349,999
<b>\$17,557,438</b>	<b>\$17,726,681</b>	<b>\$18,727,181</b>	<b>\$20,948,346</b>	<b>\$2,221,165</b>

FY15 ACTUAL EXPENDITURES	FY16 ACTUAL EXPENDITURES	FY17 ADOPTED	FY18 BUDGET	VARIANCE FY18-FY17
\$5,861,781	\$6,041,822	\$5,919,921	\$6,917,524	\$997,603
\$3,845,780	\$4,976,013	\$5,708,978	\$6,993,032	\$1,284,054
\$71,483	\$141,178	\$188,307	\$0	(\$188,307)
\$7,778,394	\$6,567,668	\$6,909,976	\$7,037,790	\$127,814
<b>\$17,557,438</b>	<b>\$17,726,681</b>	<b>\$18,727,181</b>	<b>\$20,948,346</b>	<b>\$2,221,165</b>

FY15	FY16	FY17	FY18	VARIANCE FY18-FY17
83.00	84.00	84.00	83.53	(0.47)



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Law**  
**General Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$3,228,064	\$3,355,255	\$3,345,302	Salaries, Regular	\$3,812,782	\$467,480
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$23,822	\$46,463	-	Salaries, Extra Help	\$0	\$0
-	-	-	Salaries, Extra Help-Sworn	-	-
\$262	\$138	\$19,715	Overtime	\$500	(\$19,215)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$304,511	\$271,566	\$277,783	Pen Cont Gen Emp Pen Fd	\$233,020	(\$44,764)
\$148,184	\$163,663	\$126,539	Defined Contribution	\$167,914	\$41,376
\$396	\$545	-	Workers' Compensation	\$1,747	\$1,747
\$322,737	\$378,374	\$321,221	Other Personnel Costs	\$422,201	\$100,980
<b>\$4,027,976</b>	<b>\$4,216,004</b>	<b>\$4,090,561</b>	<b>TOTAL PERSONNEL</b>	<b>\$4,638,165</b>	<b>\$547,604</b>
			<i>OTHER EXPENSES</i>		
\$1,789,542	\$1,786,777	\$1,789,359	Purchased / Contracted Services	\$2,239,359	\$450,000
\$29,899	\$32,817	\$30,000	Supplies	\$30,000	\$0
\$5,344	-	\$0	Capital Outlays	-	\$0
-	-	-	Interfund / Interdepartmental Charges	-	-
\$9,020	\$6,224	\$10,000	Other Costs	\$10,000	\$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
<b>\$1,833,805</b>	<b>\$1,825,818</b>	<b>\$1,829,360</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$2,279,359</b>	<b>\$449,999</b>
<b>\$5,861,781</b>	<b>\$6,041,822</b>	<b>\$5,919,921</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$6,917,524</b>	<b>\$997,603</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$5,861,781	\$6,041,822	\$5,919,921	General Fund	\$6,917,524	\$997,603
<b>\$5,861,781</b>	<b>\$6,041,822</b>	<b>\$5,919,921</b>	<b>TOTAL EXPENSES</b>	<b>\$6,917,524</b>	<b>\$997,603</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
44.74	44.42	42.45	Full Time Equivalent	42.78	0.33



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Law**  
**General Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$467,480	Increase due to salary adjustments, reallocation of positions, and Grade 19+ salary increases.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$0	
Salaries, Extra Help-Sworn	-	
Overtime	(\$19,215)	Decrease due to overtime less than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$44,764)	Decrease due to pension rate adjustment and personnel adjustments.
Defined Contribution	\$41,376	Increase due to personnel adjustments.
Workers' Compensation	\$1,747	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	\$100,980	Increase due to personnel adjustments.
<b>TOTAL PERSONNEL</b>	<b>\$547,604</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$450,000	Increase due to anticipated outside counsel and litigation expenses.
Supplies	\$0	
Capital Outlays	\$0	
Interfund / Interdepartmental Charges	-	
Other Costs	\$0	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$449,999</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$997,603</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
General Fund	\$997,603	
<b>TOTAL EXPENSES</b>	<b>\$997,603</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	0.33	Increase due to reallocation of positions.



## FY18 OPERATING BUDGET HIGHLIGHTS

### Department Of Law Airport Revenue Fund

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
			<i>PERSONNEL</i>		
\$1,117,303	\$1,340,044	\$1,375,070	Salaries, Regular	\$1,686,276	\$311,205
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$11,373	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$311	\$262	-	Overtime	\$0	\$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$146,985	\$174,849	\$184,194	Pen Cont Gen Emp Pen Fd	\$175,392	(\$8,802)
\$43,097	\$57,611	\$44,428	Defined Contribution	\$61,158	\$16,730
-	-	-	Workers' Compensation	-	-
\$121,602	\$149,616	\$156,277	Other Personnel Costs	\$171,197	\$14,920
<b>\$1,440,670</b>	<b>\$1,722,382</b>	<b>\$1,759,970</b>	<b>TOTAL PERSONNEL</b>	<b>\$2,094,023</b>	<b>\$334,053</b>
			<i>OTHER EXPENSES</i>		
\$2,363,297	\$3,226,477	\$3,915,509	Purchased / Contracted Services	\$4,865,509	\$950,000
\$27,045	\$19,680	\$25,000	Supplies	\$25,000	\$0
\$5,344	-	\$0	Capital Outlays	-	\$0
-	-	-	Interfund / Interdepartmental Charges	-	-
\$9,424	\$7,474	\$8,500	Other Costs	\$8,500	\$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$2,405,110	\$3,253,630	\$3,949,008	<b>TOTAL OTHER EXPENSES</b>	<b>\$4,899,009</b>	<b>\$950,001</b>
<b>\$3,845,780</b>	<b>\$4,976,013</b>	<b>\$5,708,978</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$6,993,032</b>	<b>\$1,284,054</b>

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	FUND	FY18 BUDGET	VARIANCE FY18-FY17
\$3,845,780	\$4,976,013	\$5,708,978	Airport Revenue Fund	\$6,993,032	\$1,284,054
<b>\$3,845,780</b>	<b>\$4,976,013</b>	<b>\$5,708,978</b>	<b>TOTAL EXPENSES</b>	<b>\$6,993,032</b>	<b>\$1,284,054</b>

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
17.63	17.29	17.95	Full Time Equivalent	18.14	0.19



## FY18 OPERATING BUDGET HIGHLIGHTS

### Department Of Law Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (18-17)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$311,205	Increase due to salary adjustments, reallocation of positions, and Grade 19+ salary increases.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	\$0	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$8,802)	Decrease due to pension rate adjustment.
Defined Contribution	\$16,730	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	\$14,920	Increase due to personnel adjustments.
<b>TOTAL PERSONNEL</b>	<b>\$334,053</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$950,000	Increase due to anticipated outside counsel and litigation expenses.
Supplies	\$0	
Capital Outlays	\$0	
Interfund / Interdepartmental Charges	-	
Other Costs	\$0	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$950,001</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$1,284,054</b>	

FUND	VARIANCE (18-17)	EXPLANATION
Airport Revenue Fund	\$1,284,054	
<b>TOTAL EXPENSES</b>	<b>\$1,284,054</b>	

AUTHORIZED POSITION COUNT	VARIANCE (18-17)	EXPLANATION
Full Time Equivalent	0.19	Increase due to reallocation of positions.



## FY18 OPERATING BUDGET HIGHLIGHTS

### Department Of Law Building Permits Fund

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
			<i>PERSONNEL</i>		
\$57,642	\$116,808	\$166,000	Salaries, Regular	-	(\$166,000)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$7,173	-	-	Pen Cont Gen Emp Pen Fd	-	-
\$1,604	\$7,010	\$7,121	Defined Contribution	-	(\$7,121)
-	-	-	Workers' Compensation	-	-
\$5,063	\$17,361	\$15,185	Other Personnel Costs	-	(\$15,185)
<b>\$71,483</b>	<b>\$141,178</b>	<b>\$188,307</b>	<b>TOTAL PERSONNEL</b>	-	<b>(\$188,307)</b>
			<i>OTHER EXPENSES</i>		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	-	<b>TOTAL OTHER EXPENSES</b>	-	-
<b>\$71,483</b>	<b>\$141,178</b>	<b>\$188,307</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	-	<b>(\$188,307)</b>

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	FUND	FY18 BUDGET	VARIANCE FY18-FY17
\$71,483	\$141,178	\$188,307	Building Permits Fund	-	(\$188,307)
<b>\$71,483</b>	<b>\$141,178</b>	<b>\$188,307</b>	<b>TOTAL EXPENSES</b>	-	<b>(\$188,307)</b>

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
-	1.00	1.65	Full Time Equivalent	-	(1.65)





**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Law**  
**Building Permits Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	(\$166,000)	Decrease due to consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-0-1422.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	(\$7,121)	Decrease due to consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-0-1422.
Workers' Compensation	-	
Other Personnel Costs	(\$15,185)	Decrease due to consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-0-1422.
<b>TOTAL PERSONNEL</b>	<b>(\$188,307)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$188,307)</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Building Permits Fund	(\$188,307)	
<b>TOTAL EXPENSES</b>	<b>(\$188,307)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	(1.65)	Decrease due to consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-0-1422.



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Law**  
**Water & Wastewater Revenue Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$1,525,891	\$1,391,462	\$1,612,493	Salaries, Regular	\$1,814,500	\$202,006
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$339	\$75	\$0	Overtime	\$0	\$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$186,824	\$195,111	\$219,355	Pen Cont Gen Emp Pen Fd	\$163,784	(\$55,572)
\$69,574	\$59,080	\$54,872	Defined Contribution	\$71,143	\$16,271
-	-	-	Workers' Compensation	\$1,121	\$1,121
\$201,778	\$185,899	\$190,618	Other Personnel Costs	\$204,606	\$13,989
<b>\$1,984,407</b>	<b>\$1,831,626</b>	<b>\$2,077,338</b>	<b>TOTAL PERSONNEL</b>	<b>\$2,255,153</b>	<b>\$177,815</b>
			<i>OTHER EXPENSES</i>		
\$5,757,128	\$4,711,832	\$4,799,137	Purchased / Contracted Services	\$4,749,137	(\$50,000)
\$25,505	\$18,033	\$25,000	Supplies	\$25,000	\$0
\$5,344	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$6,010	\$6,178	\$8,500	Other Costs	\$8,500	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
<b>\$5,793,987</b>	<b>\$4,736,042</b>	<b>\$4,832,638</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$4,782,637</b>	<b>(\$50,001)</b>
<b>\$7,778,394</b>	<b>\$6,567,668</b>	<b>\$6,909,976</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$7,037,790</b>	<b>\$127,814</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$7,778,394	\$6,567,668	\$6,909,976	Water & Wastewater Revenue Fund	\$7,037,790	\$127,814
<b>\$7,778,394</b>	<b>\$6,567,668</b>	<b>\$6,909,976</b>	<b>TOTAL EXPENSES</b>	<b>\$7,037,790</b>	<b>\$127,814</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
20.63	21.29	21.95	Full Time Equivalent	22.61	0.66



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Law**  
**Water & Wastewater Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$202,006	Increase due to salary adjustments, reallocation of positions, and Grade 19+ salary increases.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	\$0	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$55,572)	Decrease due to pension rate adjustment and personnel adjustments.
Defined Contribution	\$16,271	Increase due to personnel adjustments.
Workers' Compensation	\$1,121	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	\$13,989	Increase due to personnel adjustments.
<b>TOTAL PERSONNEL</b>	<b>\$177,815</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$50,000)	Decrease due to outside counsel and litigation expenses less than anticipated.
Supplies	\$0	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$50,001)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$127,814</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Water & Wastewater Revenue Fund	\$127,814	
<b>TOTAL EXPENSES</b>	<b>\$127,814</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	0.66	Increase due to reallocation of positions.



# CORRECTIONS

## Mission Statement

The City of Atlanta Department of Corrections' mission is to provide a safe and secure correctional environment; enhance public safety through partnerships with the community and law enforcement.

## Vision Statement

The City of Atlanta Department of Corrections' vision is to protect the public while striving for excellence through exemplary customer service and promoting community involvement.

## Core Functions

- To perform duties in a fair, honest and respectful manner.
- To embrace service thereby ensuring all members contribute to the organizational success.
- To ensure all communications are consistent and factual and are disseminated within all levels of the organization as well as to all stakeholders.
- To maintain team-work through cooperation and commitment of all employees, enhancing accountability as we work toward our shared goals.

## Summary of Operations

The Department's mission is carried out by professional and dedicated employees whose responsibilities include transporting and managing offenders, counseling and providing medical care for hundreds of detainees processed into the facility from all law enforcement agencies in the Atlanta metropolitan area, Municipal Court and Grady Detention. In an effort to increase youth awareness about the importance of making quality life decisions, staff provides tours of the facility to at-risk youth.

## Divisions/Offices Descriptions

*Office of the Chief* is responsible for the overall operation and direction of the Atlanta City Detention Center. This office also ensures that the plan's objectives are proactive and consistent with the City of Atlanta's mission, vision and values. This division handles the agency accreditation, internal investigations, inspections, information technology, media/community relations and FOR Atlanta Stats.

*Detention Services Division* is responsible for the security and care of both persons arrested for crimes in the City and awaiting pretrial court proceedings or trial, and those persons convicted of ordinance and misdemeanor offenses and sentenced to serve time. The office manages the custody of prisoners during proceedings in the respective courts and during visits or stays in health facilities. The Office of Detention Facilities is also responsible for boarding federal and state inmates awaiting pretrial court proceedings, trial or sentencing in other jurisdictions.

*Administration Services Division* is responsible for administrative and support services for the department as a whole, including procurement, institutional food services, stores management, record management, budget and accounting, payroll, personal records and inmate accounts.

## Goals and Objectives

- Ensure the facility environment is safe, secure, humane and efficiently managed.
- Create community focused partnerships.
- Improve our partnerships with the public safety community.
- Promote a motivating working environment.
- Reinforce the performance management and evaluation system.
- Increase the effectiveness and efficiency of the department's financial and operational management.
- Enhance delivery of timely and responsive customer service.

## **FY2017 Accomplishments**

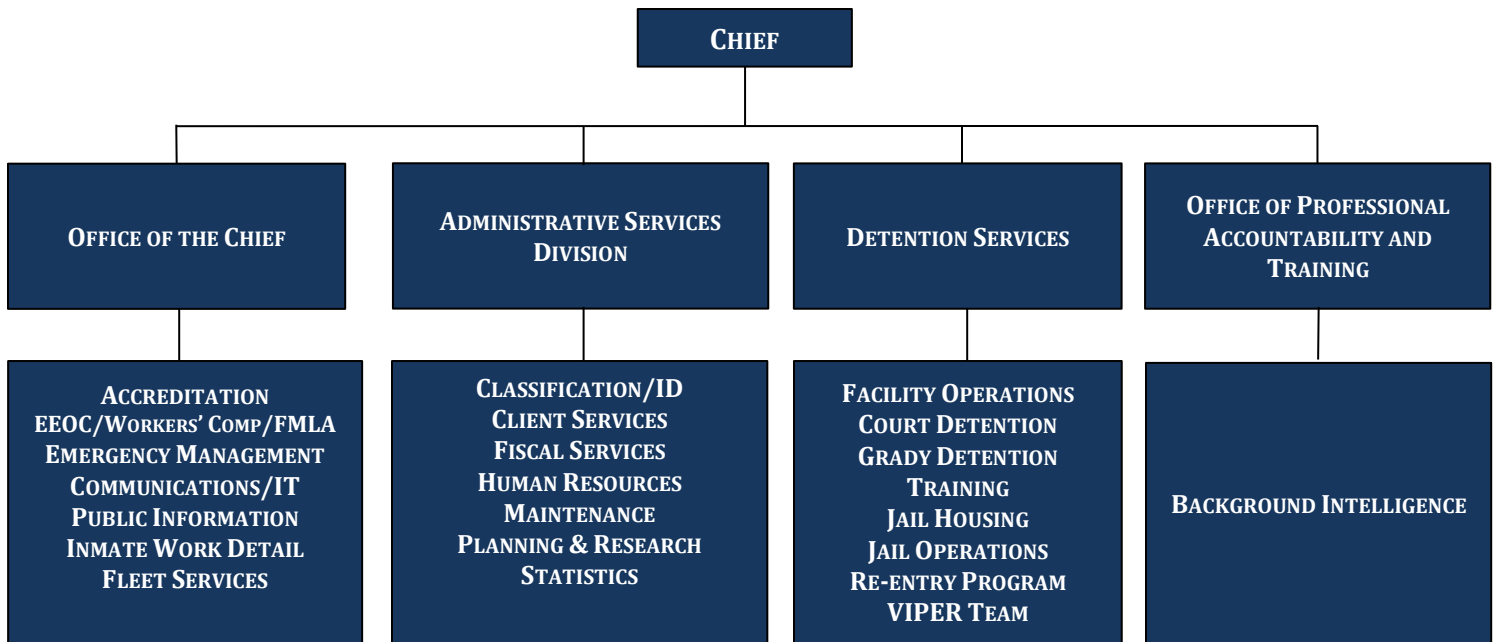
- The Department of Corrections achieved re-accreditation on its 2016 American Correctional Association (ACA).
- Expansion of Atlanta City Detention Center Mental Health Collaboration (increased meaningful non-grant funded collaboration, includes regular follow-ups, case management, and monthly team meetings).
- Planning, implementation and launch of the Atlanta Reentry and Treatment Initiative (ART) in-house treatment program for male inmates who are diagnosed with recurring mental health and substance abuse issues.
- Justice and Mental Health Program grant continues to allow us to offer Mental Health First Aid training to new officer.
- Deployment of Level III Ballistic Plate Body Armor and Body Cameras.
- Deployment of additional Tasers Electronic Control Devices to reduce the likelihood of injury to sworn personnel and unruly and combative detainees.
- Implementation of Camera Proof of Concept pilot program.
- Upgrade of the Fire Alarm and Fire Suppression network system to address issues with existing field initiation devices (smoke detectors, heat detectors, etc.).
- Effectuation of clean and close orders issued thru the In Rem Review Board or City of Atlanta Municipal Court for properties that have been deemed structurally sound by the Atlanta Police Department – Code Enforcement Unit to remedy the deleterious effect open and vacant residential structures has on streets, neighborhoods, communities, public health, safety and welfare of stakeholders. Total number of completed properties as of December 31, 2016 – 111.
- Inmate Work Detail in partnership with the Mayor’s Office, Community Court, the Atlanta Police Department’s HOPE and C.O.P.’s units, Department of Public Works, Clayton County Transitional Center and the Atlanta Transitional Center is ensuring that Atlanta remains clean, safe and beautiful.
- Coordinated Civilian Response to Active Shooter Events (CRASE) Training for City of Atlanta employees.
- Launched use of social media platforms for the department including Twitter, Facebook and Instagram.

## **FY2018 Adopted Program Highlights**

- Integration of all city law enforcement software programs to enhance and help create positive identification for all those that come in contact with the City of Atlanta Jail, Court, Atlanta Police Department, etc.
- Establishment of Transportation unit to aid the Atlanta Police Department in the transport of detainees from the zones and from out of jurisdiction to the Atlanta City Detention Center.
- Integration of Systems for a streamlined and interactive security system.
- Development of departmental website to improve the customer service experience for residents and visitors to the city, allowing online access to information regarding detainees.
- Identification, research and application of alternate funding sources and assistance.

# ORGANIZATIONAL CHART

CORRECTIONS



## PERFORMANCE METRICS

CORRECTIONS

PERFORMANCE MEASURE	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 TARGET	FY2018 TARGET
<b>Public Safety</b>				
Total Number of bookings in the Jail	30,244	29,969	35,000	35,000
Average Daily Population of the Jail	500	549	500	500







**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Corrections**  
**General Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$2,133,158	\$2,534,582	\$2,632,288	Salaries, Regular	\$2,680,369	\$48,080
-	-	-	Salaries, Perm Part-Time	-	-
\$10,393,520	\$11,029,159	\$11,658,060	Salaries, Sworn	\$11,327,115	(\$330,945)
\$165,383	\$124,329	\$88,416	Salaries, Extra Help	\$49,767	(\$38,649)
\$22,615	\$30,112	\$17,250	Salaries, Extra Help-Sworn	\$8,202	(\$9,049)
\$2,722,141	\$2,383,237	\$1,272,331	Overtime	\$1,287,605	\$15,274
-	-	-	Pen Cont Fire Pen Fd	-	-
-	\$2,225	-	Pen Cont Police Pen Fd	-	-
\$3,689,017	\$4,150,755	\$4,709,927	Pen Cont Gen Emp Pen Fd	\$3,658,909	(\$1,051,018)
\$169,475	\$231,490	\$257,778	Defined Contribution	\$235,216	(\$22,562)
\$633,854	\$198,638	\$288,812	Workers' Compensation	\$202,572	(\$86,240)
\$2,311,662	\$2,537,960	\$2,722,404	Other Personnel Costs	\$2,959,546	\$237,142
<b>\$22,240,825</b>	<b>\$23,222,485</b>	<b>\$23,647,266</b>	<b>TOTAL PERSONNEL</b>	<b>\$22,409,300</b>	<b>(\$1,237,966)</b>
			<i>OTHER EXPENSES</i>		
\$1,873,934	\$2,999,719	\$1,980,002	Purchased / Contracted Services	\$2,086,867	\$106,866
\$8,963,857	\$8,456,618	\$7,622,162	Supplies	\$8,363,856	\$741,694
\$278,546	-	-	Capital Outlays	-	-
\$99,795	\$77,616	\$93,241	Interfund / Interdepartmental Charges	\$99,703	\$6,462
(\$180)	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$46,369	\$448,371	\$47,892	Other Financing Uses	\$47,992	\$100
<b>\$11,262,320</b>	<b>\$11,982,324</b>	<b>\$9,743,297</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$10,598,419</b>	<b>\$855,122</b>
<b>\$33,503,146</b>	<b>\$35,204,809</b>	<b>\$33,390,563</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$33,007,719</b>	<b>(\$382,844)</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$33,503,146	\$35,204,809	\$33,390,563	General Fund	\$33,007,719	(\$382,844)
<b>\$33,503,146</b>	<b>\$35,204,809</b>	<b>\$33,390,563</b>	<b>TOTAL EXPENSES</b>	<b>\$33,007,719</b>	<b>(\$382,844)</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
326.00	346.00	359.00	Full Time Equivalent	359.00	-



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Corrections**  
**General Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$48,080	Increase due to Grade 19+ salary increases and minimum wage increase to \$13/hour.
Salaries, Perm Part-Time	-	
Salaries, Sworn	(\$330,945)	Decrease due to de-funding of vacant positions.
Salaries, Extra Help	(\$38,649)	Decrease due to temporary civilians becoming full time.
Salaries, Extra Help-Sworn	(\$9,049)	Decrease due to temporary officer recruits becoming full time.
Overtime	\$15,274	Increase due to overtime more than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$1,051,018)	Decrease due to pension rate adjustment and de-funding of vacant positions.
Defined Contribution	(\$22,562)	Decrease due to personnel adjustments and de-funding of vacant positions.
Workers' Compensation	(\$86,240)	Decrease due to Workers' Comp less than anticipated.
Other Personnel Costs	\$237,142	Increase due to health rate and personnel adjustments.
<b>TOTAL PERSONNEL</b>	<b>(\$1,237,966)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$106,866	Increase due to Trinity Food Service contract and training travel/per diem more than anticipated.
Supplies	\$741,694	Increase due to Body Worn Camera maintenance and water/sewer more than anticipated.
Capital Outlays	-	
Interfund / Interdepartmental Charges	\$6,462	Increase due to motor/fuel and repair/maintenance costs more than anticipated.
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	\$100	Increase due to costs associated with GMA lease payment more than anticipated.
<b>TOTAL OTHER EXPENSES</b>	<b>\$855,122</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$382,844)</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
General Fund	(\$382,844)	
<b>TOTAL EXPENSES</b>	<b>(\$382,844)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	

# FINANCE

## Mission Statement

The Department of Finance's mission is to provide leading practice financial management services and leadership to achieve City of Atlanta goals and objectives.

The Department of Finance serves as a strategic business partner to:

- Promote actions to achieve the City's priorities.
- Establish and maintain sound fiscal policies.
- Deliver a clear and accurate picture of the City's current and future financial position.
- Improve the effectiveness, efficiency, and integration of the City's business processes.
- Proactively report on, analyze, and recommend actions for improvement.
- Provide excellent service to internal and external customers.

## Core Functions

- Budget Preparation and Administration
- Financial Reporting and Grant Compliance
- Debt and Investment Administration
- Revenue Collection and Administration
- Financial and Risk Analysis
- Financial and Technology Process Efficiency

## Summary of Operations

The Department of Finance manages and accounts for the City's financial resources. This department prepares and monitors the annual budget, invests city funds to protect assets, maintains fiscal liquidity and maximizes income in compliance with all governing financial and accounting laws. In addition, the Department of Finance provides legislative support to the Finance/Executive Committee of the Mayor's Office, City Council, and Operating Departments.

## Divisions/Offices Descriptions

*The Office of Administrative Services* is responsible for operations optimization and management of the administrative functions of the Department of

Finance including coordination of responses to open records inquiries, management of the centralized department contracts and purchasing controls, supporting Senior Leadership with workforce planning, staff supervision and staff skills development and training, department budget development and ongoing expense management, coordinating policy development and implementation, and management of the City's Records Management division.

*The Office of Budget & Fiscal Policy (OBFP)* provides centralized budgeting, monitoring, and strategic financial analysis for general, capital, and enterprise-funded departments within City government. OBFP evaluates personnel, resource allocation and operational issues and produces financial and operational data for both internal and external audiences. Key deliverables include monthly and quarterly financial status and variance reporting, annual budget and fund balance forecasting, and proposed, adopted, and five-year planning budget publications. Additionally, the OBFP conducts professional development and training seminars for Hyperion and Oracle financial systems.

*The Office of the Controller* is responsible for ensuring that the assets of the City are properly accounted for and expended in a manner consistent with applicable laws, policies, plans and procedures. The Office of the Controller's functions and duties include management of general accounting, projects and grants accounting, shared services (payroll and accounts payable), financial statement reporting, coordination of external audits, coordination of the department's responses to compliance issues, and development of financial policy and procedures.

*The Office of Treasury, Debt & Investments* oversees major functions of the City's financial position with primary responsibilities for the management of the City's debt, cash and

investment functions including debt issuances, continuing disclosure, long-term financial planning, analysis and management of existing debt, cash flow forecasting, liaising with financial advisors, bond rating agencies and investors, and maintaining banking relations. The responsibilities of this office also include performing evaluations on the City's financial position and the development of recommendations to improve the City's finances as well as determine the cost-effective access to the capital markets.

*The Office of Grants Services* administers and manages entitlement funds allocated to the City of Atlanta from the U.S. Department of Housing and Urban Development (HUD), which includes the Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), Home Investment Partnership Program (HOME) and Housing Opportunities for Persons living with HIV/AIDS (HOPWA). These funds provide support to very low, low and moderate-income citizens living in the City of Atlanta, and very low, low and moderate-income citizens living with HIV/AIDS in the metropolitan statistical area. In addition, the Office of Grant Services is responsible for grant research, submitting grant applications and grant compliance oversight for other federal and state grants awarded to the City.

*The Office of Revenue* manages billing and collection, business licensing, revenue assurance and auditing, revenue anticipations and reporting, accounts receivable management, lien recordings, and payment processing. The billing and self-reporting accounts include general business license, hotel/motel tax, car rental tax, alcohol tax, franchise fees, building and land rental leases, professional tax accounts and revenue and tax compliance with the City Code of Ordinances. Revenue audits ensure that businesses accurately report all revenues due to the City. The accounts receivable function ensures timely review and analysis of aged accounts and enforcement actions including the placement of liens and issuance of citations. The payment processing activities includes ensuring daily bank deposits, accounting and posting of City receipts to the general ledger and the management of various electronic payment platforms.

*The Office of Financial Systems Services* functions and duties include ensuring that the financial

management systems comply with established policies including all Information Technology security requirements. The Office of Financial Systems Services shall also serve as the Chief Financial Officer's principal interface with the licensor of the City's financial database management applications. The Office of Financial Systems Services is also the provider of maintenance and support for the financial database management applications as well as Atlanta Information Management (AIM), and shall develop, arrange and manage the independent verification and validation of new financial systems software and/or modifications to existing systems. Additionally, the Office of Financial Systems Services provides functional systems support for the Department of Finance to enhance and expand the different financial software solutions and the way that they are to be configured, customized and integrated with internal and external systems.

*The Office of Management Consulting* functions and duties include providing financial business process support through the identification and development of process change within the Department of Finance and citywide. This office serves as liaison inherent to responsibilities unique to the Department of Finance including organizational performance metrics and financial reporting. This office supports operations through financial modeling, developing structured financial controls, contract negotiation and oversight of global citywide initiatives. *Management Consulting* supports internal organizations in the completion of financial processes through benchmarking and developing best practices for planning, project development, management and software implementation. Additionally, this office is also responsible for support of FOR Atlanta and Smart Cities on behalf of the Chief and/or Deputy Chief Financial Officer.

*The Office of Enterprise Risk Management (ERM)* has responsibility for evaluating, identifying, and analyzing the potential risk exposures of the City and recommending appropriate risk control and mitigation measures. This office also has responsibility for the administration of the City's self-insured Workers' Compensation program. ERM directs the purchase and placement of all insurance products as the City is self-insured for general liability purposes, but transfers risk by

purchasing coverage in select areas. Additionally, ERM is responsible for overseeing and administering the Airport's Owner Controlled Insurance Program (OCIP).

### **FY2017 Accomplishments**

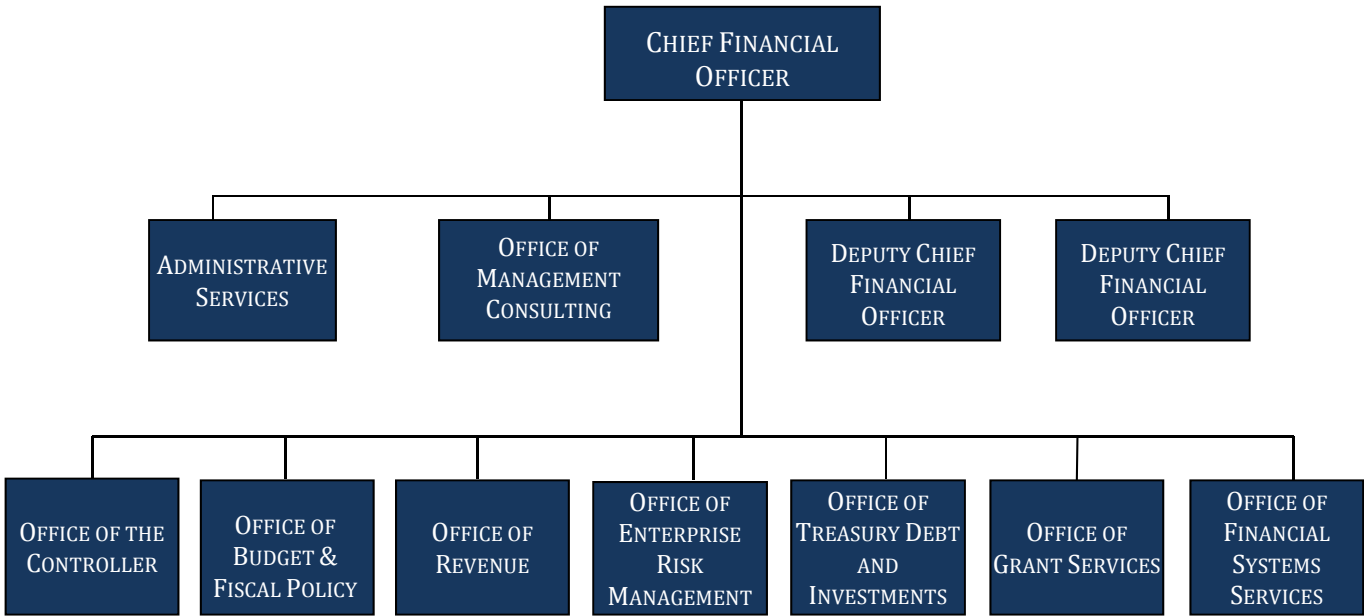
- Successful completion of Fiscal Year 2016 audit with no material findings.
- Successful implementation of the American Express portal for travel and closure of all outstanding travel advances.
- Successfully refunded 3 outstanding General Fund supported debt.
- Achieved \$47 million investment income or \$18 million (62% increase) over FY16 (\$29 million) total.
- Conducted the Hyperion System Upgrade to improve performance, browser compatibility, incorporate two new budget applications and budget reporting functionality, and facilitate future enhancements.
- Adopted the FY2017 Budget without the utilization of fund balance.
- Completed the Revenue Billing and Collections Analysis and Revenue forecast model methodology.
- Identified vendor to replace Revenue Business License Management System.
- Completed Fleet Management Analysis to Support Fleet Restructuring Management Competition Initiative.
- Completed Solid Waste situational analysis.
- Participated in procurement and selection of vendor for parking contract.
- Implemented the Concur travel portal and integrated it with the Oracle iExpense module, eliminating the need for employee advances while automating the travel expense process for employees.
- Engaged Collaborative Solutions Inc. (CSI) to provide a four-day training and technical assistance workshop in October and November 2016.
- Utilized the eCivis grant management system to assist departments in locating \$14 million dollars in grant awards for transportation, neighborhood revitalization, workforce development and homelessness programs.

### **FY2018 Adopted Program Highlights**

- Upgrade of Oracle Financial System v. 12.2.6 (all accounting modules) and Oracle Human Capital Management (HCM) cloud solution for payroll.
- Transition supplier maintenance from Procurement to Finance and revisit and restructure Accounts Payable automation.
- Issue Homeless Opportunity Bonds to enable the administration to address homelessness in the City.
- Migrate to EPRCS (Enterprise Performance Reporting Cloud Services) to enhance budget book workflow and reporting functionality.
- Create a Capital Budgeting Task Force to establish a comprehensive, citywide capital budgeting plan.
- Integrate Hyperion Interface with ORACLE to streamline data workflow and functionality.
- Implement Business License Tracking System and Online Applications Solution for New Business License Applications, Renewals, and enforcement.
- Continue compliance of cyber security initiatives.
- Plan and implement the Finance Business Process Transformation recommended by Deloitte Consulting.
- Training and Development for professional staff that will focus on improving performance.
- Create Budget University training for City of Atlanta.

# ORGANIZATIONAL CHART

FINANCE



# PERFORMANCE METRICS

FINANCE

PERFORMANCE MEASURE	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 TARGET	FY2018 TARGET
<b><i>Fiscal Accountability &amp; Governmental Efficiency</i></b>				
Revenue Collection Rate for Business Licenses	96%	96%	99%	99%
Percentage of Invoices Paid Within 30 Days	63%	75.11%	90%	90%
Unrestricted General Fund Reserves (in millions)	\$119	\$137	\$151.8	\$159.3



## FY18 OPERATING BUDGET HIGHLIGHTS

### Department Of Finance

FY15 ACTUAL EXPENDITURES	FY16 ACTUAL EXPENDITURES	FY17 ADOPTED	FY18 EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
\$7,616,548	\$8,271,156	\$9,025,800	Salaries, Regular	\$9,602,258	\$576,458
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$122,883	\$272,699	\$395,311	Salaries, Extra Help	\$456,621	\$61,310
-	-	-	Salaries, Extra Help-Sworn	-	-
\$15,111	\$19,053	\$8,956	Overtime	\$10,013	\$1,057
-	-	-	Pen Cont Fire Pen Fd	\$0	\$0
-	-	-	Pen Cont Police Pen Fd	-	-
\$798,274	\$947,408	\$1,018,979	Pen Cont Gen Emp Pen Fd	\$859,090	(\$159,889)
\$305,548	\$352,919	\$304,086	Defined Contribution	\$385,267	\$81,180
\$560	\$418	-	Workers' Compensation	\$397	\$397
\$998,258	\$1,074,650	\$1,585,203	Other Personnel Costs	\$2,131,276	\$546,072
\$9,857,181	\$10,938,302	\$12,338,335	<b>TOTAL PERSONNEL</b>	\$13,444,922	\$1,106,586
			<b>OTHER EXPENSES</b>		
\$2,428,160	\$2,479,061	\$2,869,991	Purchased / Contracted Services	\$2,838,296	(\$31,695)
\$215,278	\$255,649	\$245,663	Supplies	\$261,903	\$16,240
-	\$41,927	-	Capital Outlays	-	-
\$7,244	\$5,489	\$6,986	Interfund / Interdepartmental Charges	\$5,577	(\$1,408)
\$904,740	\$812,925	\$1,310,474	Other Costs	\$1,385,330	\$74,856
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	\$71	\$18,976	Other Financing Uses	\$1,096,412	\$1,077,436
\$3,555,422	\$3,595,122	\$4,452,089	<b>TOTAL OTHER EXPENSES</b>	\$5,587,519	\$1,135,430
<b>\$13,412,603</b>	<b>\$14,533,424</b>	<b>\$16,790,424</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$19,032,440</b>	<b>\$2,242,016</b>

FY15 ACTUAL EXPENDITURES	FY16 ACTUAL EXPENDITURES	FY17 ADOPTED	FY18 FUND	FY18 BUDGET	VARIANCE FY18-FY17
\$11,634,637	\$12,640,492	\$14,097,731	General Fund	\$16,712,002	\$2,614,271
\$253,140	\$427,494	\$547,670	Airport Revenue Fund	\$559,384	\$11,715
-	\$57,016	\$97,966	Building Permits Fund	\$0	(\$97,966)
\$588,980	\$517,307	\$824,463	Solid Waste Services Revenue Fund	\$564,346	(\$260,116)
\$935,846	\$891,115	\$1,222,595	Water & Wastewater Revenue Fund	\$1,196,708	(\$25,888)
-	-	\$0	Group Insurance Fund	\$0	\$0
<b>\$13,412,603</b>	<b>\$14,533,424</b>	<b>\$16,790,424</b>	<b>TOTAL EXPENSES</b>	<b>\$19,032,440</b>	<b>\$2,242,016</b>

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
141.34	138.34	145.67	Full Time Equivalent	144.67	(1.00)



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Finance**  
**General Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$6,593,143	\$7,138,571	\$7,633,725	Salaries, Regular	\$8,370,952	\$737,226
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$121,668	\$272,699	\$357,063	Salaries, Extra Help	\$418,373	\$61,310
-	-	-	Salaries, Extra Help-Sworn	-	-
\$8,285	\$9,502	\$3,803	Overtime	\$7,105	\$3,302
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$578,376	\$704,900	\$724,083	Pen Cont Gen Emp Pen Fd	\$702,067	(\$22,016)
\$285,173	\$321,780	\$272,392	Defined Contribution	\$341,239	\$68,847
\$560	\$418	-	Workers' Compensation	\$397	\$397
\$842,835	\$902,852	\$1,283,601	Other Personnel Costs	\$1,897,316	\$613,715
<b>\$8,430,040</b>	<b>\$9,350,722</b>	<b>\$10,274,668</b>	<b>TOTAL PERSONNEL</b>	<b>\$11,737,448</b>	<b>\$1,462,781</b>
			<i>OTHER EXPENSES</i>		
\$2,099,670	\$2,176,952	\$2,410,343	Purchased / Contracted Services	\$2,394,532	(\$15,811)
\$195,443	\$254,906	\$222,118	Supplies	\$238,535	\$16,417
-	\$41,927	-	Capital Outlays	-	-
\$7,244	\$5,489	\$6,986	Interfund / Interdepartmental Charges	\$5,577	(\$1,408)
\$902,240	\$810,425	\$1,164,640	Other Costs	\$1,239,496	\$74,856
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	\$71	\$18,976	Other Financing Uses	\$1,096,412	\$1,077,436
<b>\$3,204,597</b>	<b>\$3,289,770</b>	<b>\$3,823,063</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$4,974,554</b>	<b>\$1,151,491</b>
<b>\$11,634,637</b>	<b>\$12,640,492</b>	<b>\$14,097,731</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$16,712,002</b>	<b>\$2,614,271</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$11,634,637	\$12,640,492	\$14,097,731	General Fund	\$16,712,002	\$2,614,271
<b>\$11,634,637</b>	<b>\$12,640,492</b>	<b>\$14,097,731</b>	<b>TOTAL EXPENSES</b>	<b>\$16,712,002</b>	<b>\$2,614,271</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
115.68	112.68	120.01	Full Time Equivalent	123.01	3.00





**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Finance**  
**General Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$737,226	Increase due to Grade 19+ salary increases, a position creation, and reallocation of positions.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$61,310	Increase due to extra help more than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	\$3,302	Increase due to overtime costs more than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$22,016)	Decrease due to pension rate adjustment.
Defined Contribution	\$68,847	Increase due to personnel adjustments.
Workers' Compensation	\$397	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	\$613,715	Increase due to personnel adjustments.
<b>TOTAL PERSONNEL</b>	<b>\$1,462,781</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$15,811)	Decrease due to purchased/contracted services less than anticipated.
Supplies	\$16,417	Increase due to consolidation of supply purchases.
Capital Outlays	-	
Interfund / Interdepartmental Charges	(\$1,408)	Decrease due to motor/fuel costs less than anticipated.
Other Costs	\$74,856	Increase due to bank charges and refunds more than anticipated.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	\$1,077,436	Increase due to funding for Oracle ERP upgrade and costs associated with GMA lease payments more than anticipated.
<b>TOTAL OTHER EXPENSES</b>	<b>\$1,151,491</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$2,614,271</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
General Fund	\$2,614,271	
<b>TOTAL EXPENSES</b>	<b>\$2,614,271</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	3.00	Increase due to a position creation, one transfer from Solid Waste Fund, and one transfer from Building Permits Fund.



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Finance**  
**Airport Revenue Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$143,888	\$264,699	\$261,780	Salaries, Regular	\$272,878	\$11,098
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	\$38,248	Salaries, Extra Help	\$38,248	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
\$8,633	\$18,031	\$11,230	Defined Contribution	\$15,896	\$4,665
-	-	-	Workers' Compensation	-	-
\$15,117	\$35,219	\$41,750	Other Personnel Costs	\$42,373	\$623
<b>\$167,638</b>	<b>\$317,950</b>	<b>\$353,009</b>	<b>TOTAL PERSONNEL</b>	<b>\$369,395</b>	<b>\$16,386</b>
			<i>OTHER EXPENSES</i>		
\$82,780	\$107,044	\$118,784	Purchased / Contracted Services	\$114,113	(\$4,671)
\$221	-	\$2,960	Supplies	\$2,960	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$2,500	\$2,500	\$72,917	Other Costs	\$72,917	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
<b>\$85,502</b>	<b>\$109,544</b>	<b>\$194,661</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$189,989</b>	<b>(\$4,671)</b>
<b>\$253,140</b>	<b>\$427,494</b>	<b>\$547,670</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$559,384</b>	<b>\$11,715</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$253,140	\$427,494	\$547,670	Airport Revenue Fund	\$559,384	\$11,715
<b>\$253,140</b>	<b>\$427,494</b>	<b>\$547,670</b>	<b>TOTAL EXPENSES</b>	<b>\$559,384</b>	<b>\$11,715</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
3.33	3.33	3.33	Full Time Equivalent	3.33	-



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Finance**  
**Airport Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$11,098	Increase due to personnel adjustments and Grade 19+ salary increases.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	\$4,665	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	\$623	Increase due to personnel adjustments.
<b>TOTAL PERSONNEL</b>	<b>\$16,386</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$4,671)	Decrease due to International Systems Strategies contractual agreement less than anticipated.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$4,671)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$11,715</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Airport Revenue Fund	\$11,715	
<b>TOTAL EXPENSES</b>	<b>\$11,715</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Finance**  
**Building Permits Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
-	\$37,353	\$37,177	Salaries, Regular	-	(\$37,177)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	\$1,410	\$429	Overtime	-	(\$429)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	\$11,164	\$12,841	Pen Cont Gen Emp Pen Fd	-	(\$12,841)
-	\$1,864	\$1,595	Defined Contribution	-	(\$1,595)
-	-	-	Workers' Compensation	-	-
-	\$5,225	\$45,924	Other Personnel Costs	-	(\$45,924)
-	\$57,016	\$97,966	<b>TOTAL PERSONNEL</b>	-	(\$97,966)
			<i>OTHER EXPENSES</i>		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	-	<b>TOTAL OTHER EXPENSES</b>	-	-
-	\$57,016	\$97,966	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	-	(\$97,966)

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
-	\$57,016	\$97,966	Building Permits Fund	-	(\$97,966)
-	\$57,016	\$97,966	<b>TOTAL EXPENSES</b>	-	(\$97,966)

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
-	-	1.00	Full Time Equivalent	-	(1.00)



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Finance**  
**Building Permits Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	(\$37,177)	Decrease due to consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-0-1422.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	(\$429)	Decrease due to consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-0-1422.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$12,841)	Decrease due to consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-0-1422.
Defined Contribution	(\$1,595)	Decrease due to consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-0-1422.
Workers' Compensation	-	
Other Personnel Costs	(\$45,924)	Decrease due to consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-0-1422.
<b>TOTAL PERSONNEL</b>	<b>(\$97,966)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$97,966)</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Building Permits Fund	(\$97,966)	
<b>TOTAL EXPENSES</b>	<b>(\$97,966)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	(1.00)	Decrease due to consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-0-1422.



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Finance**  
**Solid Waste Services Revenue Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$312,747	\$301,405	\$427,197	Salaries, Regular	\$273,956	(\$153,241)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$2,132	\$3,036	\$1,415	Overtime	\$1,028	(\$387)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$67,499	\$77,649	\$122,374	Pen Cont Gen Emp Pen Fd	\$45,651	(\$76,724)
\$3,404	\$3,977	\$8,549	Defined Contribution	\$6,720	(\$1,829)
-	-	-	Workers' Compensation	-	-
\$55,151	\$50,340	\$85,897	Other Personnel Costs	\$61,556	(\$24,342)
<b>\$440,933</b>	<b>\$436,408</b>	<b>\$645,433</b>	<b>TOTAL PERSONNEL</b>	<b>\$388,910</b>	<b>(\$256,522)</b>
			<i>OTHER EXPENSES</i>		
\$136,708	\$80,086	\$171,819	Purchased / Contracted Services	\$168,158	(\$3,661)
\$11,339	\$814	\$7,211	Supplies	\$7,278	\$67
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
<b>\$148,047</b>	<b>\$80,900</b>	<b>\$179,030</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$175,436</b>	<b>(\$3,594)</b>
<b>\$588,980</b>	<b>\$517,307</b>	<b>\$824,463</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$564,346</b>	<b>(\$260,116)</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$588,980	\$517,307	\$824,463	Solid Waste Services Revenue Fund	\$564,346	(\$260,116)
<b>\$588,980</b>	<b>\$517,307</b>	<b>\$824,463</b>	<b>TOTAL EXPENSES</b>	<b>\$564,346</b>	<b>(\$260,116)</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
9.00	9.00	9.00	Full Time Equivalent	6.00	(3.00)



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Finance**  
**Solid Waste Services Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	(\$153,241)	Decrease due to salary adjustments and reallocation of positions.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	(\$387)	Decrease due to overtime costs less than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$76,724)	Decrease due to pension rate adjustment and personnel adjustments.
Defined Contribution	(\$1,829)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$24,342)	Decrease due to personnel adjustments.
<b>TOTAL PERSONNEL</b>	<b>(\$256,522)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$3,661)	Decrease due to purchased/contracted services less than anticipated.
Supplies	\$67	Increase due to supplies more than anticipated.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$3,594)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$260,116)</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Solid Waste Services Revenue Fund	(\$260,116)	
<b>TOTAL EXPENSES</b>	<b>(\$260,116)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	(3.00)	Decrease due to reallocation of positions.



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Finance**  
**Water & Wastewater Revenue Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$566,770	\$529,127	\$665,920	Salaries, Regular	\$684,472	\$18,552
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$1,215	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$4,694	\$5,105	\$3,309	Overtime	\$1,880	(\$1,429)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$152,399	\$153,695	\$159,681	Pen Cont Gen Emp Pen Fd	\$111,373	(\$48,308)
\$8,337	\$7,266	\$10,320	Defined Contribution	\$21,412	\$11,092
-	-	-	Workers' Compensation	-	-
\$85,155	\$81,014	\$128,031	Other Personnel Costs	\$130,031	\$2,000
<b>\$818,570</b>	<b>\$776,207</b>	<b>\$967,260</b>	<b>TOTAL PERSONNEL</b>	<b>\$949,168</b>	<b>(\$18,093)</b>
			<i>OTHER EXPENSES</i>		
\$109,002	\$114,979	\$169,044	Purchased / Contracted Services	\$161,492	(\$7,552)
\$8,274	(\$71)	\$13,374	Supplies	\$13,131	(\$243)
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	\$72,917	Other Costs	\$72,917	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
<b>\$117,276</b>	<b>\$114,908</b>	<b>\$255,335</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$247,540</b>	<b>(\$7,795)</b>
<b>\$935,846</b>	<b>\$891,115</b>	<b>\$1,222,595</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$1,196,708</b>	<b>(\$25,888)</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$935,846	\$891,115	\$1,222,595	Water & Wastewater Revenue Fund	\$1,196,708	(\$25,888)
<b>\$935,846</b>	<b>\$891,115</b>	<b>\$1,222,595</b>	<b>TOTAL EXPENSES</b>	<b>\$1,196,708</b>	<b>(\$25,888)</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
13.33	13.33	12.33	Full Time Equivalent	12.33	-





**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Finance**  
**Water & Wastewater Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$18,552	Increase due to salary adjustments and Grade 19+ salary increases.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	(\$1,429)	Decrease due to overtime costs less than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$48,308)	Decrease due to pension rate adjustment.
Defined Contribution	\$11,092	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	\$2,000	Increase due to personnel adjustments.
<b>TOTAL PERSONNEL</b>	<b>(\$18,093)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$7,552)	Decrease due to purchased/contracted services less than anticipated.
Supplies	(\$243)	Decrease due to supplies less than anticipated.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$7,795)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$25,888)</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Water & Wastewater Revenue Fund	(\$25,888)	
<b>TOTAL EXPENSES</b>	<b>(\$25,888)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	



# PROCUREMENT

## Mission Statement

The mission of the Department of Procurement is to model best practices in public purchasing while promoting equity, fairness and economic inclusion.

## Core Functions

- Procure goods/commodities
- Procure services
- Manage surplus auctions

## Summary of Operations

The Department of Procurement (“DOP”) is responsible for providing guidance in the purchasing of all goods and services according to the City Code of Ordinances. The DOP is directly responsible for the purchasing of goods and services for all departments/agencies greater than \$20,000.

## Divisions/Offices Descriptions

*The Office of the Chief Procurement Officer* provides leadership, administrative oversight and management to the operations of the divisions that comprise the Department of Procurement.

*The Commodities Division* oversees the process of soliciting and issuing all commodity contracts, including all Citywide procurements and surplus auctions.

*The Services/Formal Contracts Division* manages and oversees the process of soliciting and issuing contracts for services for all departments and agencies with the City. Within this division is the Aviation Group which handles contracts in support of Hartsfield-Jackson Atlanta International Airport.

Information Systems/ERP is responsible for the management of the Procurement modules in

the Oracle system. Services include system maintenance, report production and training.

## Goals

- To maximize the value the City receives on spending within the City’s public policy goals.
- To provide operations that are both efficient and effective.
- To deliver outstanding customer service by a well trained, professional and organized staff.
- To ensure compliance to the City’s Procurement Code.

## Objectives

- Model best practices in public procurement for optimal spend.
- Enhance the Oracle Procurement modules for end users.
- Provide end user training to increase the knowledge of the Procurement Code, policies and practices.

## FY2017 Accomplishments

- Successfully procured seventy (70) annual supply contracts for thirteen (13) departments for an expansive variety of commodities totaling approximately \$86,996,875.
- Successfully procured thirty five (35) new solicitations/procurements for formal contracts totaling approximately \$389,350,453.
- Successfully generated \$766,662 with the online auction of surplus property.
- Successfully procured and executed Program Management for Renew Atlanta Bond Program for \$19,000,000.
- Successfully procured and executed On-Street Parking Management Program Services guaranteeing a minimum of \$7,000,000 in revenue to the City.

- Successfully awarded resurfacing street resurfacing and associated street maintenance activities in amount of \$14,393,616; \$4 million less than the User Agency cost estimate.
- Emergency on-call repairs & maintenance for Atlanta Streetcar Overhead Contact System and Traction Power Substations for \$775,298.
- Successfully awarded Green City Solutions (Big Belly Trash Cans) for the City Of Atlanta.
- Successfully awarded a revenue generating contract for trash recycling.
- Successfully awarded three (3) contracts for emergency on-call services for debris removal for a total of \$1,500,000.
- Successfully procured and executed construction services for the installation of Traffic Calming Devices for \$500,000.
- Successfully awarded Nancy Creek Tunnel Odor Control Equipment Maintenance and Modification project for the amount of \$1,068,240.
- Successfully awarded two (2) contracts for sanitary sewer repair for a total of \$3,750,000.
- Successfully procured and awarded Annual Contract for Large Water Meter Testing and repair for \$1,747,965.
- Successfully procured and awarded Council District 3 Master Plan for \$420,000.
- Successfully procured Accela Maintenance and Remote Hosting Services for \$1,253,024.
- Successfully procured consulting services for a Qualified Environmental Professional Brownfield Revolving Loan Program in the amount of \$185,000.
- Successfully procured and awarded design/build construction services for Boone Boulevard Green Infrastructure & Capacity Relief Project for \$5,648,136.
- Successfully procured installation and monitoring of Vehicle Tracking System for \$482,417.
- Successfully procured and awarded Permitting Process Business Plan Implementation Project for \$257,500.
- Successfully procured and awarded Urban Design and Planning Advisory Services for \$60,000.
- Successfully procured and awarded consulting services to provide Comprehensive Transportation Plan Update in the amount of \$1,250,000.
- Successfully procured and awarded consulting services to provide Impact Fee Update in the amount of \$1,250,000.
- Successfully procured and awarded Branding Services Matchstic in the amount of \$100,000.
- Successfully procured Identity Verification and Deposit Assessment Services in the amount of \$99,986.
- Successfully procured and awarded 3M Traffic Signal Management; for Sign and Marking Assessment in the amount of \$900,000.
- Successfully hosted Purchasing Month – March Madness Outreach information sessions for internal and external customers.
- Provided on-going training sessions to User Agencies on the procurement policies, procedures and Oracle end user practices.
- Successfully procured airport concessions services. Services include Branded Hamburger for Concourse A and Concourse B; Branded Coffee Concessions on Concourse A, Concourse C Midpoint and Concourse E Food and Beverage Concessions. This will generate revenue of approximately \$5,000,000.
- Success procured a design/build for the Grant Park Parking Deck with a contract value of approximately \$48,000,000.
- Procured as a Special Procurements – Registered Traveler Services that will generate approximately \$300,000 in revenue to the City.
- Procured emergency services to upgrade purchase and install the remaining eight (8) Mach-SmartLane Technology Systems for a contract value of \$30,000,000.
- Successfully procured and executed Hotel/Travel Plaza and Mixed Use Development at the Airport.
- Successfully procured and executed construction services for Miscellaneous Repair and Construction Services Under \$250,000 for ADA and other Improvements resulting in four vendor awarded contracts for a contract value of \$11,667,000.

#### **FY2018 Adopted Program Highlights**

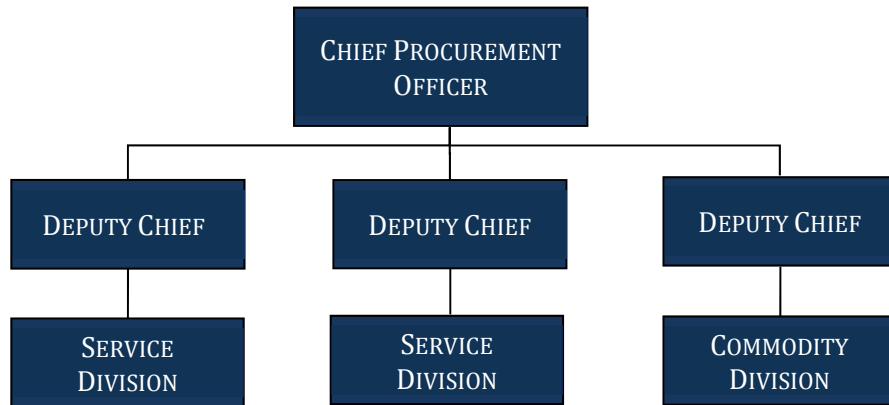
- The Department of Procurement is continuing to finalize the consolidation plans to formally rollout the consolidation throughout the city in an effort to streamline the procurement process.
- As a result of the purchasing function consolidation, the consolidation of Oracle

responsibilities will take place in fiscal year 2018. This consolidation of functional responsibilities will result in better control and monitoring of spending across the city/departments.

- Continue outreach training efforts for external and internal customers.
- The Department of Procurement will be one of the major stakeholders in the upgrade of the Oracle ERP, R12 rollout. Training will be provided for all current and new users.
- Continue efforts towards reviewing contracts, both commodities and services, to identify cost savings opportunities for the city.

# ORGANIZATIONAL CHART

PROCUREMENT



# PERFORMANCE METRICS

PROCUREMENT

PERFORMANCE MEASURE	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 TARGET	FY2018 TARGET
<b><i>Fiscal Accountability &amp; Governmental Efficiency</i></b>				
Average number of days from advertisement to contract authorization, all solicitations - Services	279	216	238	160
Average number of days from advertisement to contract authorization, all solicitations - Goods	60	44	32	90
Average number of days from CPO to execution, duration for all solicitations – Services	29	34	43	30



## FY18 OPERATING BUDGET HIGHLIGHTS Department Of Procurement

FY15 ACTUAL EXPENDITURES	FY16 ACTUAL EXPENDITURES	FY17 ADOPTED	FY18 EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
\$2,094,669	\$3,131,503	\$4,361,608	Salaries, Regular	\$4,439,393	\$77,785
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$11,988	\$42,714	\$37,275	Salaries, Extra Help	\$17,583	(\$19,692)
-	-	-	Salaries, Extra Help-Sworn	-	-
\$400	\$8,698	\$441	Overtime	\$4,103	\$3,662
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	\$0	\$0
\$266,332	\$507,183	\$838,476	Pen Cont Gen Emp Pen Fd	\$687,275	(\$151,201)
\$89,924	\$118,496	\$110,600	Defined Contribution	\$129,611	\$19,011
\$690	\$7,522	\$0	Workers' Compensation	\$12,001	\$12,001
\$288,070	\$480,913	\$1,383,769	Other Personnel Costs	\$891,026	(\$492,743)
\$2,752,073	\$4,297,030	\$6,732,169	<b>TOTAL PERSONNEL</b>	\$6,180,993	(\$551,177)
			<b>OTHER EXPENSES</b>		
\$87,966	\$42,430	\$174,719	Purchased / Contracted Services	\$705,372	\$530,653
\$38,880	\$40,638	\$95,320	Supplies	\$88,570	(\$6,749)
\$0	-	-	Capital Outlays	\$25,000	\$25,000
-	-	-	Interfund / Interdepartmental Charges	-	-
\$1,497	\$1,856	\$11,170	Other Costs	\$10,000	(\$1,170)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$128,343	\$84,924	\$281,208	<b>TOTAL OTHER EXPENSES</b>	\$828,942	\$547,734
<b>\$2,880,416</b>	<b>\$4,381,954</b>	<b>\$7,013,378</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$7,009,935</b>	<b>(\$3,442)</b>

FY15 ACTUAL EXPENDITURES	FY16 ACTUAL EXPENDITURES	FY17 ADOPTED	FY18 FUND	FY18 BUDGET	VARIANCE FY18-FY17
\$904,434	\$1,661,678	\$2,468,706	General Fund	\$2,405,021	(\$63,685)
\$828,243	\$1,006,488	\$1,654,526	Airport Revenue Fund	\$2,053,718	\$399,192
-	\$51,958	\$104,945	Building Permits Fund	\$0	(\$104,945)
-	\$46,369	\$104,589	Solid Waste Services Revenue Fund	\$84,028	(\$20,561)
\$1,147,740	\$1,519,693	\$2,496,480	Water & Wastewater Revenue Fund	\$2,296,866	(\$199,615)
-	\$95,768	\$184,131	Fleet Service Fund	\$170,302	(\$13,830)
<b>\$2,880,416</b>	<b>\$4,381,954</b>	<b>\$7,013,378</b>	<b>TOTAL EXPENSES</b>	<b>\$7,009,935</b>	<b>(\$3,442)</b>

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
41.00	41.00	82.00	Full Time Equivalent	81.00	(1.00)



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Procurement**  
**General Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$685,392	\$1,190,287	\$1,456,733	Salaries, Regular	\$1,541,885	\$85,152
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	\$36,717	\$34,009	Salaries, Extra Help	\$12,500	(\$21,509)
-	-	-	Salaries, Extra Help-Sworn	-	-
(\$47)	\$1,642	\$28	Overtime	\$1,616	\$1,589
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$41,593	\$142,235	\$252,761	Pen Cont Gen Emp Pen Fd	\$200,504	(\$52,257)
\$34,974	\$51,636	\$37,700	Defined Contribution	\$49,037	\$11,337
\$604	\$5,992	\$566	Workers' Compensation	\$10,190	\$9,623
\$96,637	\$200,767	\$554,669	Other Personnel Costs	\$413,082	(\$141,587)
\$859,153	\$1,629,276	\$2,336,465	<i>TOTAL PERSONNEL</i>	\$2,228,813	(\$107,652)
			<i>OTHER EXPENSES</i>		
\$23,400	\$18,019	\$93,504	Purchased / Contracted Services	\$114,581	\$21,077
\$20,383	\$12,528	\$27,567	Supplies	\$26,627	(\$940)
-	-	-	Capital Outlays	\$25,000	\$25,000
-	-	-	Interfund / Interdepartmental Charges	-	-
\$1,497	\$1,856	\$11,170	Other Costs	\$10,000	(\$1,170)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$45,280	\$32,402	\$132,241	<i>TOTAL OTHER EXPENSES</i>	\$176,208	\$43,967
<b>\$904,434</b>	<b>\$1,661,678</b>	<b>\$2,468,706</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$2,405,021</b>	<b>(\$63,685)</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$904,434	\$1,661,678	\$2,468,706	General Fund	\$2,405,021	(\$63,685)
<b>\$904,434</b>	<b>\$1,661,678</b>	<b>\$2,468,706</b>	<b>TOTAL EXPENSES</b>	<b>\$2,405,021</b>	<b>(\$63,685)</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
10.83	10.83	26.38	Full Time Equivalent	26.38	-





**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Procurement**  
**General Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$85,152	Increase due to salary adjustments and Grade 19+ salary increases.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	(\$21,509)	Decrease due to extra-help less than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	\$1,589	Increase due to overtime more than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$52,257)	Decrease due to pension rate adjustment.
Defined Contribution	\$11,337	Increase due to personnel adjustments.
Workers' Compensation	\$9,623	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	(\$141,587)	Decrease due to reallocation of salary adjustments to address compression offset by increase in group health.
<b>TOTAL PERSONNEL</b>	<b>(\$107,652)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$21,077	Increase due to copier lease/usage and training expenses more than anticipated.
Supplies	(\$940)	Decrease due to supplies less than anticipated.
Capital Outlays	\$25,000	Increase due to the purchase of additional laptops for Contracting Officers and Supervisors.
Interfund / Interdepartmental Charges	-	
Other Costs	(\$1,170)	Decrease due to educational material less than anticipated.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$43,967</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$63,685)</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
General Fund	(\$63,685)	
<b>TOTAL EXPENSES</b>	<b>(\$63,685)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Procurement**  
**Airport Revenue Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$612,244	\$739,881	\$1,087,550	Salaries, Regular	\$1,096,862	\$9,312
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	\$5,430	\$958	Salaries, Extra Help	\$958	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$7	\$3	-	Overtime	\$86	\$86
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$85,361	\$99,928	\$165,036	Pen Cont Gen Emp Pen Fd	\$149,445	(\$15,591)
\$29,228	\$33,597	\$34,713	Defined Contribution	\$42,906	\$8,193
-	-	(\$911)	Workers' Compensation	-	\$911
\$74,381	\$107,341	\$298,250	Other Personnel Costs	\$180,204	(\$118,046)
<b>\$801,221</b>	<b>\$986,179</b>	<b>\$1,585,595</b>	<b>TOTAL PERSONNEL</b>	<b>\$1,470,461</b>	<b>(\$115,135)</b>
			<i>OTHER EXPENSES</i>		
\$18,237	\$11,025	\$37,599	Purchased / Contracted Services	\$560,363	\$522,764
\$8,785	\$9,284	\$31,331	Supplies	\$22,894	(\$8,437)
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$27,021	\$20,309	\$68,930	<b>TOTAL OTHER EXPENSES</b>	<b>\$583,257</b>	<b>\$514,327</b>
<b>\$828,243</b>	<b>\$1,006,488</b>	<b>\$1,654,526</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$2,053,718</b>	<b>\$399,192</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$828,243	\$1,006,488	\$1,654,526	Airport Revenue Fund	\$2,053,718	\$399,192
<b>\$828,243</b>	<b>\$1,006,488</b>	<b>\$1,654,526</b>	<b>TOTAL EXPENSES</b>	<b>\$2,053,718</b>	<b>\$399,192</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
11.34	12.34	20.34	Full Time Equivalent	20.34	-



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Procurement**  
**Airport Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$9,312	Increase due to salary adjustments and Grade 19+ salary increases.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	\$86	Increase due to overtime more than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$15,591)	Decrease due to pension rate adjustment.
Defined Contribution	\$8,193	Increase due to personnel adjustments.
Workers' Compensation	\$911	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	(\$118,046)	Decrease due to reallocation of salary adjustments to address compression offset by increase in group health.
<b>TOTAL PERSONNEL</b>	<b>(\$115,135)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$522,764	Increase due to allocated funding for department renovations.
Supplies	(\$8,437)	Decrease due to supplies less than anticipated.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$514,327</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$399,192</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Airport Revenue Fund	\$399,192	
<b>TOTAL EXPENSES</b>	<b>\$399,192</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Procurement**  
**Building Permits Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
-	\$36,769	\$67,800	Salaries, Regular	-	(\$67,800)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	\$10,836	\$23,418	Pen Cont Gen Emp Pen Fd	-	(\$23,418)
-	\$1,379	-	Defined Contribution	-	-
-	-	-	Workers' Compensation	-	-
-	\$2,974	\$13,727	Other Personnel Costs	-	(\$13,727)
-	\$51,958	\$104,945	<b>TOTAL PERSONNEL</b>	-	(\$104,945)
			<i>OTHER EXPENSES</i>		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	-	<b>TOTAL OTHER EXPENSES</b>	-	-
-	\$51,958	\$104,945	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	-	(\$104,945)

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
-	\$51,958	\$104,945	Building Permits Fund	-	(\$104,945)
-	\$51,958	\$104,945	<b>TOTAL EXPENSES</b>	-	(\$104,945)

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
-	-	1.00	Full Time Equivalent	-	(1.00)



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Procurement**  
**Building Permits Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	(\$67,800)	Decrease due to consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-0-1422.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$23,418)	Decrease due to consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-0-1422.
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	(\$13,727)	Decrease due to consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-0-1422.
<i>TOTAL PERSONNEL</i>	(\$104,945)	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<i>TOTAL OTHER EXPENSES</i>	-	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$104,945)</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Building Permits Fund	(\$104,945)	
<b>TOTAL EXPENSES</b>	<b>(\$104,945)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	(1.00)	Decrease due to consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-0-1422.



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Procurement**  
**Solid Waste Services Revenue Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
-	\$34,241	\$71,066	Salaries, Regular	\$66,737	(\$4,329)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	\$7,378	\$15,131	Pen Cont Gen Emp Pen Fd	-	(\$15,131)
-	\$629	\$1,169	Defined Contribution	\$4,839	\$3,670
-	-	-	Workers' Compensation	-	-
-	\$4,121	\$17,223	Other Personnel Costs	\$12,452	(\$4,771)
-	\$46,369	\$104,589	<b>TOTAL PERSONNEL</b>	<b>\$84,028</b>	<b>(\$20,561)</b>
			<i>OTHER EXPENSES</i>		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	-	<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	<b>-</b>
-	\$46,369	\$104,589	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$84,028</b>	<b>(\$20,561)</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
-	\$46,369	\$104,589	Solid Waste Services Revenue Fund	\$84,028	(\$20,561)
-	\$46,369	\$104,589	<b>TOTAL EXPENSES</b>	<b>\$84,028</b>	<b>(\$20,561)</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
-	-	1.45	Full Time Equivalent	1.45	-



## FY18 OPERATING BUDGET HIGHLIGHTS

### Department Of Procurement Solid Waste Services Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (18-17)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$4,329)	Decrease due to salary adjustments offset by Grade 19+ salary increases.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$15,131)	Decrease due to pension rate adjustment.
Defined Contribution	\$3,670	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$4,771)	Decrease due to reallocation of salary adjustments to address compression offset by increase in group health.
<b>TOTAL PERSONNEL</b>	<b>(\$20,561)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$20,561)</b>	

FUND	VARIANCE (18-17)	EXPLANATION
Solid Waste Services Revenue Fund	(\$20,561)	
<b>TOTAL EXPENSES</b>	<b>(\$20,561)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (18-17)	EXPLANATION
Full Time Equivalent	-	



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Procurement**  
**Water & Wastewater Revenue Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$797,033	\$1,073,012	\$1,568,380	Salaries, Regular	\$1,621,411	\$53,031
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$11,988	\$567	\$2,308	Salaries, Extra Help	\$4,125	\$1,817
-	-	-	Salaries, Extra Help-Sworn	-	-
\$440	\$1,650	\$413	Overtime	\$1,111	\$697
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$139,378	\$227,738	\$344,109	Pen Cont Gen Emp Pen Fd	\$306,060	(\$38,049)
\$25,722	\$31,255	\$35,683	Defined Contribution	\$32,830	(\$2,853)
\$85	\$1,530	\$345	Workers' Compensation	\$1,812	\$1,467
\$117,052	\$151,728	\$465,205	Other Personnel Costs	\$260,040	(\$205,164)
<b>\$1,091,698</b>	<b>\$1,487,481</b>	<b>\$2,416,443</b>	<b>TOTAL PERSONNEL</b>	<b>\$2,227,389</b>	<b>(\$189,055)</b>
			<i>OTHER EXPENSES</i>		
\$46,329	\$13,386	\$43,616	Purchased / Contracted Services	\$30,428	(\$13,188)
\$9,712	\$18,826	\$36,421	Supplies	\$39,049	\$2,628
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$56,042	\$32,212	\$80,037	<b>TOTAL OTHER EXPENSES</b>	<b>\$69,477</b>	<b>(\$10,560)</b>
<b>\$1,147,740</b>	<b>\$1,519,693</b>	<b>\$2,496,480</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$2,296,866</b>	<b>(\$199,615)</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$1,147,740	\$1,519,693	\$2,496,480	Water & Wastewater Revenue Fund	\$2,296,866	(\$199,615)
<b>\$1,147,740</b>	<b>\$1,519,693</b>	<b>\$2,496,480</b>	<b>TOTAL EXPENSES</b>	<b>\$2,296,866</b>	<b>(\$199,615)</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
18.83	17.83	29.83	Full Time Equivalent	29.83	-





**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Procurement**  
**Water & Wastewater Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$53,031	Increase due to salary adjustments and Grade 19+ salary increases.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$1,817	Increase due to extra help more than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	\$697	Increase due to overtime more than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$38,049)	Decrease due to pension rate adjustment.
Defined Contribution	(\$2,853)	Decrease due to personnel adjustments.
Workers' Compensation	\$1,467	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	(\$205,164)	Decrease due to reallocation of salary adjustments to address compression offset by increase in group health.
<b>TOTAL PERSONNEL</b>	<b>(\$189,055)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$13,188)	Decrease due to copier lease/usage and training expenses less than anticipated.
Supplies	\$2,628	Increase due to supplies more than anticipated.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$10,560)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$199,615)</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Water & Wastewater Revenue Fund	(\$199,615)	
<b>TOTAL EXPENSES</b>	<b>(\$199,615)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Procurement**  
**Fleet Service Fund**

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
			<i>PERSONNEL</i>		
-	\$57,314	\$110,079	Salaries, Regular	\$112,498	\$2,419
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	\$5,403	-	Overtime	\$1,290	\$1,290
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	\$19,069	\$38,021	Pen Cont Gen Emp Pen Fd	\$31,266	(\$6,756)
-	-	\$1,335	Defined Contribution	-	(\$1,335)
-	-	-	Workers' Compensation	-	-
-	\$13,982	\$34,695	Other Personnel Costs	\$25,248	(\$9,447)
-	\$95,768	\$184,131	<b>TOTAL PERSONNEL</b>	<b>\$170,302</b>	<b>(\$13,830)</b>
			<i>OTHER EXPENSES</i>		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	-	<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	<b>-</b>
-	\$95,768	\$184,131	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$170,302</b>	<b>(\$13,830)</b>

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	FUND	FY18 BUDGET	VARIANCE FY18-FY17
-	\$95,768	\$184,131	Fleet Service Fund	\$170,302	(\$13,830)
-	\$95,768	\$184,131	<b>TOTAL EXPENSES</b>	<b>\$170,302</b>	<b>(\$13,830)</b>

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
-	-	3.00	Full Time Equivalent	3.00	-



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Procurement**  
**Fleet Service Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$2,419	Increase due to salary adjustments and Grade 19+ salary increases.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	\$1,290	Increase due to overtime more than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$6,756)	Decrease due to pension rate adjustment.
Defined Contribution	(\$1,335)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$9,447)	Decrease due to reallocation of salary adjustments to address compression offset by increase in group health.
<b>TOTAL PERSONNEL</b>	<b>(\$13,830)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$13,830)</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Fleet Service Fund	(\$13,830)	
<b>TOTAL EXPENSES</b>	<b>(\$13,830)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	



# PUBLIC WORKS

## Mission Statement

The Mission of the Department of Public Works is to deliver industry leading services through strong community partnerships, transparent policies, and sustainable procedures utilizing a highly effective and dedicated workforce leading to increased public safety, health, and wellness for the City of Atlanta.

## Vision Statement

To be recognized as a premier provider of efficient and effective Public Works services.

## Core Functions

- Transportation Services
- Solid Waste Services
- Fleet Management

## Summary of Operations

The Department of Public Works is comprised of three official offices: Transportation, Solid Waste, and Fleet. A fourth informal office of the Commissioner provides administrative leadership and support to the three direct services offices. Public Works manages, maintains and operates the city's public transportation infrastructure including traffic signals, street signs, street striping, pavements, sidewalks, street lights, school zone flashers, traffic engineering, permits, parking, and planning. We collect household solid waste, recycling, yard waste, and provide street sweeping and right of way mowing and cleaning. Public Works also manages and maintains the City's fleet of equipment and vehicles.

Public Works strives to continually engage our customers to ensure we are meeting their expectations with regards to the core services we provide.

## Divisions/Offices Descriptions

*Office of Commissioner (OOC)* The Office of the Commissioner provides administrative leadership

and direction, and support for the overall management and operation of the Department of Public Works. These administrative services include human resource and labor relations; public relations & community outreach; budget and fiscal management; information technology; contracts and procurement; performance management and coordination of legislative affairs for the department.

*Office of Transportation (OOT)* is responsible for overseeing and maintaining the City's transportation infrastructure in the Public Right-of-Way. It provides a variety of services to the residents of Atlanta, internal operating departments, and other agencies. This office is comprised of Transportation Operations Maintenance, including signals maintenance, signs and striping, and the Atlanta Traffic Control Center, and Engineering Services, including Capital Projects, ROW Management, Engineering, Planning and Design.

*Office of Solid Waste Services (SWS)* is responsible for the collection and disposal management of solid waste within the City of Atlanta. This office is also responsible for waste reduction and recycling; landfill post-closure management; solid waste management and analysis; education and enforcement; street sweeping and cleaning; right of way mowing and cleaning, dead animal removal; facilitating the Keep Atlanta Beautiful program, and assisting with city-wide emergency operations.

*Office of Fleet Services (OFS)* is responsible for the acquisition, maintenance and disposal of the City of Atlanta's motorized equipment fleet of 4,673 units and 756 components, totaling over 5,429 pieces. This Office is also responsible for the purchasing and dispensing of over three million gallons of fuel annually. Additionally, this office partners with other City departments in the delivery of critical City fleet management services.

## Goals

The Department of Public Works has set clear performance objectives and expectations for FY18, these are:

- Continued safety controls and employee training.
- Meet all FOR Atlanta Stats service level agreements.
- Reliable and quality residential solid waste services.
- Maintain weather emergency readiness capability.

The Public Works leadership team has developed strategies and plans to ensure we progressively move towards accomplishing these goals and objectives.

## FY2017 Accomplishments

- Reduced vacancies by 10%.
- Created and employee/management partnership committee.
- Developed cross training program on heavy equipment.
- Implemented career succession planning.
- Completed 35 lane miles of thermoplastic striping.
- On track to complete 35 lane miles of resurfacing through the LMIG program.
- Successful implementation of the new parking management contract.
- Served over One Million Passengers with the Atlanta Streetcar.
- Completed over 100,000 Service-Miles.
- Attained 96% On-Time Performance.
- All 66 Corrective Action Plan Accepted by GDOT; 30% Closed.
- Completed 1st Mobile Ticketing. Application for a Transit System in Metropolitan Atlanta.
- Implementation of managed competition opportunities for parts.
- Implemented light & medium/heavy duty Xpress Lube Shop.
- Implemented a second emission station.
- Improved PM compliance by 34%.
- Improved vehicle availability to 95.5%.
- Implemented vehicle customer service center.
- Upgraded Fleet Management Software.

## FY2018 Adopted Program Highlights

### Transportation

- Complete interstate lighting repairs.
- Initiate Traffic Signal Preventative Maintenance Program.
- Increase capacity for traffic counts.

### Streetcar

- Implement Breeze Vending Machine Modifications for cash collections at all Streetcar Stops.
- Implement Fare Enforcement E-Citation Pilot Program.
- Implement Atlanta Streetcar / Midtown Alliance Passenger Information Display System.
- Begin Atlanta Beltline East Streetcar Expansion Project Development in partnership with MARTA.

### Solid Waste

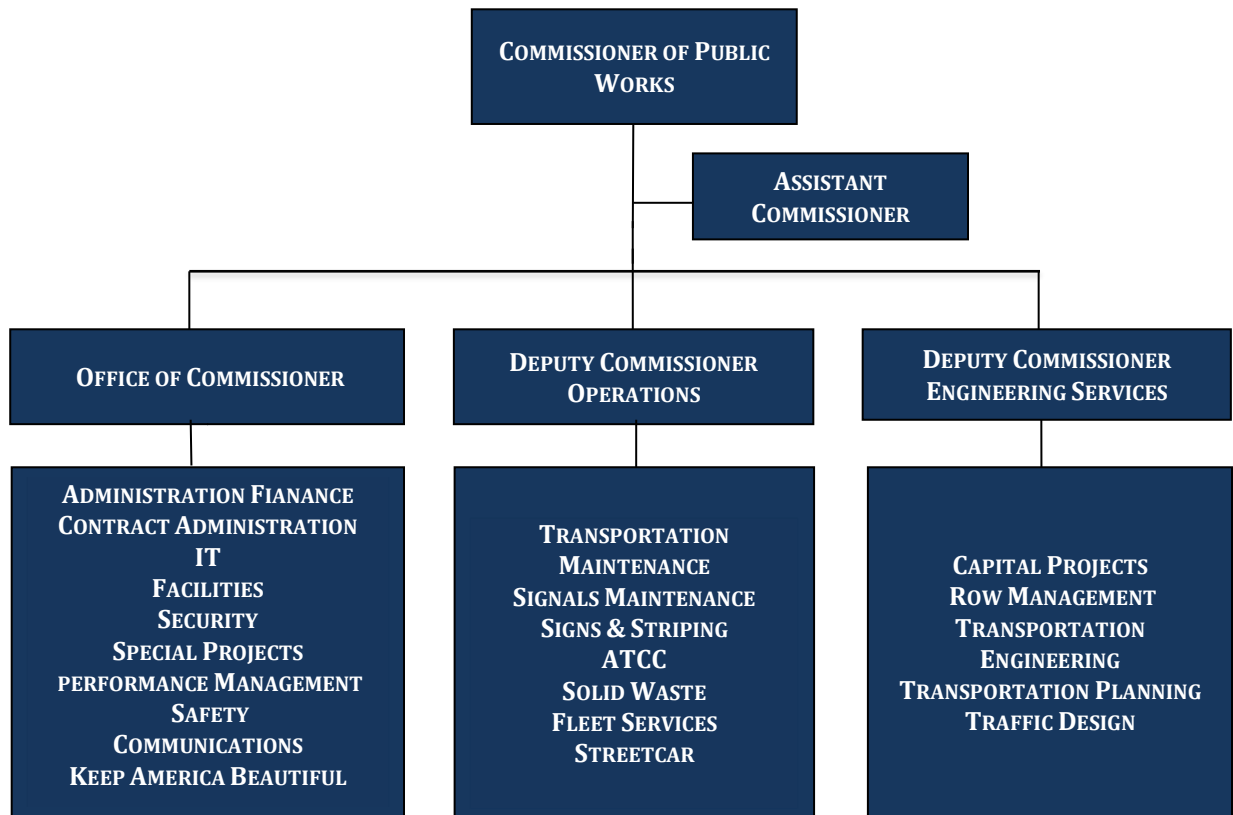
- Implement route optimization system.
- Purchase automated side-loader vehicles.
- Solicit RFP for Waste-To-Energy Facilities.
- Continue to increase the city's diversion rate.
- *Expanded SWEET coverage.*

### Fleet

- Implement mobile preventative maintenance program for off road vehicles.
- Attain turn-key vehicle auction services.
- Upgrade fuel management hardware and software.
- Integrate alternative fuel for off-road fleet equipment.

# ORGANIZATIONAL CHART

## *PUBLIC WORKS*



# PERFORMANCE METRICS

## PUBLIC WORKS

PERFORMANCE MEASURE	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 TARGET	FY2018 TARGET
<b>Transportation</b>				
<b>Sustainability</b>				
% of reactive bridge inspections completed within 10 days of report or request	79%	90%	90%	90%
% of bridge repairs completed within 12 business days of work order creation	87%	93%	90%	90%
% pothole repairs completed within 5 business days	83%	91%	90%	90%
% of asphalt point repairs completed within 24 business days of work order creation	87%	64%	90%	90%
% of concrete repairs completed within 32 business days of work order creation	75%	89%	90%	90%
% emergency traffic sign repairs completed within 24 hours of receipt/report	96%	98%	90%	90%
<b>Solid Waste Services</b>				
<b>Fiscal Accountability &amp; Governmental Efficiency</b>				
% of single family garbage pickups on scheduled day	99.9%	99.9%	99.9%	99.9%
% of yard trimmings pickups collected on scheduled day	95.2%	78.8%	99.9%	99.9%
% recycling pickups collected on scheduled day	99.9%	99.8%	99.9%	99.9%
<b>Fleet Services</b>				
<b>Public Safety</b>				
Average vehicle availability - Patrol Cars	100%	100%	100%	100%
Average vehicle availability - Motorcycles	100%	100%	100%	100%
Average vehicle availability - Aerial Buckets	99%	100%	100%	100%
Average vehicle availability - Ladders	100%	100%	100%	100%
Average vehicle availability - Pumpers	100%	100%	100%	100%
<b>Fiscal Accountability &amp; Governmental Efficiency</b>				
Average vehicle availability - Rear Loaders	99%	95%	100%	100%
<b>Sustainability</b>				
Average vehicle availability - Pothole Trucks	100%	100%	100%	100%





## FY18 OPERATING BUDGET HIGHLIGHTS Department Of Public Works

FY15 ACTUAL EXPENDITURES	FY16 ACTUAL EXPENDITURES	FY17 ADOPTED	FY18 EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
\$24,870,022	\$27,997,818	\$33,418,774	Salaries, Regular	\$33,978,544	\$559,770
-	\$0	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$2,861,461	\$1,614,236	\$483,837	Salaries, Extra Help	\$540,256	\$56,419
-	-	-	Salaries, Extra Help-Sworn	-	-
\$3,127,627	\$3,991,379	\$2,349,824	Overtime	\$1,966,871	(\$382,953)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$6,684,680	\$7,631,493	\$9,883,389	Pen Cont Gen Emp Pen Fd	\$8,109,358	(\$1,774,031)
\$467,679	\$595,649	\$689,046	Defined Contribution	\$500,736	(\$188,309)
\$2,305,656	\$2,137,327	\$1,613,935	Workers' Compensation	\$1,601,895	(\$12,040)
\$5,068,639	\$5,439,932	\$6,908,475	Other Personnel Costs	\$7,023,933	\$115,458
\$45,385,764	\$49,407,834	\$55,347,278	<b>TOTAL PERSONNEL</b>	\$53,721,592	(\$1,625,686)
			<b>OTHER EXPENSES</b>		
\$19,407,336	\$27,797,160	\$21,332,464	Purchased / Contracted Services	\$26,058,123	\$4,725,659
\$25,737,863	\$25,185,625	\$26,841,213	Supplies	\$26,025,028	(\$816,185)
\$907,377	\$1,614,348	\$1,451,891	Capital Outlays	\$1,382,817	(\$69,074)
\$9,856,523	\$10,399,735	\$9,029,433	Interfund / Interdepartmental Charges	\$10,160,290	\$1,130,857
\$456,354	\$14,706	\$4,500	Other Costs	\$5,846	\$1,346
-	-	\$0	Debt Service	\$0	\$0
-	-	-	Conversion / Summary	-	-
\$191,215	\$800,870	\$1,480,660	Other Financing Uses	\$1,951,941	\$471,281
\$56,556,669	\$65,812,444	\$60,140,161	<b>TOTAL OTHER EXPENSES</b>	\$65,584,045	\$5,443,885
<b>\$101,942,433</b>	<b>\$115,220,278</b>	<b>\$115,487,439</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$119,305,638</b>	<b>\$3,818,199</b>

FY15 ACTUAL EXPENDITURES	FY16 ACTUAL EXPENDITURES	FY17 ADOPTED	FY18 FUND	FY18 BUDGET	VARIANCE FY18-FY17
\$33,518,859	\$40,739,393	\$37,585,495	General Fund	\$46,083,786	\$8,498,291
-	-	\$0	Building Permits Fund	-	\$0
\$39,233,620	\$43,772,725	\$46,985,082	Solid Waste Services Revenue Fund	\$42,254,189	(\$4,730,893)
\$700,370	\$839,588	\$869,933	Water & Wastewater Revenue Fund	\$882,098	\$12,165
\$28,488,044	\$29,870,111	\$30,046,928	Fleet Service Fund	\$30,085,565	\$38,636
\$1,540	(\$1,540)	\$0	Group Insurance Fund	-	\$0
<b>\$101,942,433</b>	<b>\$115,220,278</b>	<b>\$115,487,439</b>	<b>TOTAL EXPENSES</b>	<b>\$119,305,638</b>	<b>\$3,818,199</b>

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
768.00	870.33	897.00	Full Time Equivalent	924.33	27.33



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Public Works**  
**General Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$7,103,482	\$8,218,584	\$9,022,415	Salaries, Regular	\$9,297,935	\$275,519
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$1,030,270	\$701,441	\$267,996	Salaries, Extra Help	\$267,997	\$0
-	-	-	Salaries, Extra Help-Sworn	-	-
\$810,242	\$940,813	\$275,252	Overtime	\$175,252	(\$100,000)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$1,623,358	\$1,859,770	\$2,124,509	Pen Cont Gen Emp Pen Fd	\$2,039,560	(\$84,949)
\$201,807	\$244,132	\$215,258	Defined Contribution	\$205,413	(\$9,845)
\$156,709	\$192,732	\$110,608	Workers' Compensation	\$105,608	(\$5,001)
\$1,478,981	\$1,587,118	\$1,676,591	Other Personnel Costs	\$1,637,149	(\$39,441)
<b>\$12,404,849</b>	<b>\$13,744,591</b>	<b>\$13,692,630</b>	<b>TOTAL PERSONNEL</b>	<b>\$13,728,913</b>	<b>\$36,284</b>
			<i>OTHER EXPENSES</i>		
\$6,311,940	\$11,583,124	\$8,949,566	Purchased / Contracted Services	\$16,911,902	\$7,962,336
\$11,751,510	\$12,189,812	\$11,511,993	Supplies	\$11,809,718	\$297,725
\$152,896	\$642,285	\$175,000	Capital Outlays	\$675,001	\$500,000
\$2,251,947	\$1,767,178	\$1,801,146	Interfund / Interdepartmental Charges	\$1,688,175	(\$112,972)
\$454,503	\$11,533	\$4,500	Other Costs	\$4,011	(\$489)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$191,215	\$800,870	\$1,450,660	Other Financing Uses	\$1,266,067	(\$184,593)
<b>\$21,114,010</b>	<b>\$26,994,803</b>	<b>\$23,892,865</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$32,354,873</b>	<b>\$8,462,008</b>
<b>\$33,518,859</b>	<b>\$40,739,393</b>	<b>\$37,585,495</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$46,083,786</b>	<b>\$8,498,291</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$33,518,859	\$40,739,393	\$37,585,495	General Fund	\$46,083,786	\$8,498,291
<b>\$33,518,859</b>	<b>\$40,739,393</b>	<b>\$37,585,495</b>	<b>TOTAL EXPENSES</b>	<b>\$46,083,786</b>	<b>\$8,498,291</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
216.88	235.21	259.44	Full Time Equivalent	278.99	19.55



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Public Works**  
**General Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$275,519	Increase due to funding for Parking Management - Administrative Review staff, Grade 19+ salary increases, and minimum wage increase to \$13/hour.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$0	
Salaries, Extra Help-Sworn	-	
Overtime	(\$100,000)	Decrease due to overtime less than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$84,949)	Decrease due to pension rate and personnel adjustments.
Defined Contribution	(\$9,845)	Decrease due to personnel adjustments.
Workers' Compensation	(\$5,001)	Decrease due to Workers' Comp less than anticipated.
Other Personnel Costs	(\$39,441)	Decrease due to personnel adjustments.
<b>TOTAL PERSONNEL</b>	\$36,284	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$7,962,336	Increase due to funding for infrastructure maintenance projects anticipated in FY2018.
Supplies	\$297,725	Increase due to supplies more than anticipated.
Capital Outlays	\$500,000	Increase due to funding for critical new vehicles and equipment.
Interfund / Interdepartmental Charges	(\$112,972)	Decrease due to motor/fuel costs less than anticipated.
Other Costs	(\$489)	Decrease due to business meeting costs less than anticipated.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	(\$184,593)	Decrease due to GMA Lease payments less than anticipated.
<b>TOTAL OTHER EXPENSES</b>	\$8,462,008	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$8,498,291</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
General Fund	\$8,498,291	
<b>TOTAL EXPENSES</b>	<b>\$8,498,291</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	19.55	Increase due to position creations and split-funded positions.



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Public Works**  
**Solid Waste Services Revenue Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$10,719,519	\$12,137,931	\$15,585,459	Salaries, Regular	\$15,895,124	\$309,665
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$1,674,663	\$903,691	\$170,199	Salaries, Extra Help	\$259,588	\$89,389
-	-	-	Salaries, Extra Help-Sworn	-	-
\$1,775,264	\$2,355,758	\$1,616,088	Overtime	\$1,397,553	(\$218,535)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$3,084,544	\$3,478,536	\$5,009,471	Pen Cont Gen Emp Pen Fd	\$3,973,399	(\$1,036,072)
\$162,898	\$224,734	\$309,114	Defined Contribution	\$189,326	(\$119,787)
\$2,055,729	\$1,702,900	\$1,351,490	Workers' Compensation	\$1,400,245	\$48,756
\$2,338,759	\$2,531,531	\$3,632,518	Other Personnel Costs	\$3,761,674	\$129,156
<b>\$21,811,376</b>	<b>\$23,335,081</b>	<b>\$27,674,339</b>	<b>TOTAL PERSONNEL</b>	<b>\$26,876,909</b>	<b>(\$797,429)</b>
			<i>OTHER EXPENSES</i>		
\$8,248,641	\$9,584,759	\$9,559,751	Purchased / Contracted Services	\$4,887,542	(\$4,672,210)
\$1,004,769	\$1,754,159	\$1,320,802	Supplies	\$1,038,635	(\$282,167)
\$754,481	\$871,683	\$1,171,904	Capital Outlays	\$692,316	(\$479,588)
\$7,412,502	\$8,223,870	\$7,228,286	Interfund / Interdepartmental Charges	\$8,071,077	\$842,791
\$1,851	\$3,174	-	Other Costs	\$1,836	\$1,836
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	\$30,000	Other Financing Uses	\$685,874	\$655,874
<b>\$17,422,244</b>	<b>\$20,437,645</b>	<b>\$19,310,744</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$15,377,280</b>	<b>(\$3,933,464)</b>
<b>\$39,233,620</b>	<b>\$43,772,725</b>	<b>\$46,985,082</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$42,254,189</b>	<b>(\$4,730,893)</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$39,233,620	\$43,772,725	\$46,985,082	Solid Waste Services Revenue Fund	\$42,254,189	(\$4,730,893)
<b>\$39,233,620</b>	<b>\$43,772,725</b>	<b>\$46,985,082</b>	<b>TOTAL EXPENSES</b>	<b>\$42,254,189</b>	<b>(\$4,730,893)</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
376.97	443.96	446.74	Full Time Equivalent	457.85	11.11



## FY18 OPERATING BUDGET HIGHLIGHTS

### Department Of Public Works

### Solid Waste Services Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (18-17)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$309,665	Increase due to position creations, Grade 19+ salary increases, and minimum wage increase to \$13/hour.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$89,389	Increase due to the extra help more than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	(\$218,535)	Decrease due to staffing full-time positions.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$1,036,072)	Decrease due to pension rate adjustment.
Defined Contribution	(\$119,787)	Decrease due to personnel adjustments.
Workers' Compensation	\$48,756	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	\$129,156	Increase due to health rate and personnel adjustments.
<b>TOTAL PERSONNEL</b>	<b>(\$797,429)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$4,672,210)	Decrease in funding allocation and alignment of anticipated FY18 operating expenses.
Supplies	(\$282,167)	Decrease due to non-consumable supplies less than anticipated.
Capital Outlays	(\$479,588)	Decrease due to the capital outlays less than anticipated.
Interfund / Interdepartmental Charges	\$842,791	Increase due to motor/fuel and repair/maintenance costs more than anticipated.
Other Costs	\$1,836	Increase due to other cost more than anticipated.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	\$655,874	Increase due to GMA Lease payments more than anticipated.
<b>TOTAL OTHER EXPENSES</b>	<b>(\$3,933,464)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$4,730,893)</b>	

FUND	VARIANCE (18-17)	EXPLANATION
Solid Waste Services Revenue Fund	(\$4,730,893)	
<b>TOTAL EXPENSES</b>	<b>(\$4,730,893)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (18-17)	EXPLANATION
Full Time Equivalent	11.11	Increase due to position creations and split-funded positions.



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Public Works**  
**Water & Wastewater Revenue Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$405,684	\$427,512	\$499,089	Salaries, Regular	\$494,855	(\$4,234)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$58,780	\$72,211	\$61,706	Overtime	\$60,747	(\$959)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$124,026	\$147,040	\$163,163	Pen Cont Gen Emp Pen Fd	\$128,493	(\$34,670)
\$3,529	\$3,244	\$6,107	Defined Contribution	\$1,602	(\$4,505)
\$33,437	\$105,027	\$17,062	Workers' Compensation	\$71,163	\$54,101
\$74,915	\$84,553	\$122,806	Other Personnel Costs	\$125,238	\$2,432
<b>\$700,370</b>	<b>\$839,588</b>	<b>\$869,933</b>	<b>TOTAL PERSONNEL</b>	<b>\$882,098</b>	<b>\$12,165</b>
			<i>OTHER EXPENSES</i>		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	-	<b>TOTAL OTHER EXPENSES</b>	-	-
<b>\$700,370</b>	<b>\$839,588</b>	<b>\$869,933</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$882,098</b>	<b>\$12,165</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$700,370	\$839,588	\$869,933	Water & Wastewater Revenue Fund	\$882,098	\$12,165
<b>\$700,370</b>	<b>\$839,588</b>	<b>\$869,933</b>	<b>TOTAL EXPENSES</b>	<b>\$882,098</b>	<b>\$12,165</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
15.00	15.00	15.00	Full Time Equivalent	15.00	-



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Public Works**  
**Water & Wastewater Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	(\$4,234)	Decrease due to salary adjustments offset by Grade 19+ salary increases and minimum wage increase to \$13/hour.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	(\$959)	Decrease due to overtime less than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$34,670)	Decrease due to pension rate adjustment.
Defined Contribution	(\$4,505)	Decrease due to personnel adjustments.
Workers' Compensation	\$54,101	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	\$2,432	Increase due to health rate adjustment.
<b>TOTAL PERSONNEL</b>	<b>\$12,165</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$12,165</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Water & Wastewater Revenue Fund	\$12,165	
<b>TOTAL EXPENSES</b>	<b>\$12,165</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Public Works**  
**Fleet Service Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$6,641,337	\$7,213,791	\$8,311,811	Salaries, Regular	\$8,290,630	(\$21,180)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$154,987	\$10,644	\$45,641	Salaries, Extra Help	\$12,671	(\$32,970)
-	-	-	Salaries, Extra Help-Sworn	-	-
\$483,341	\$622,598	\$396,778	Overtime	\$333,320	(\$63,458)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$1,852,753	\$2,146,147	\$2,586,246	Pen Cont Gen Emp Pen Fd	\$1,967,906	(\$618,340)
\$99,446	\$123,539	\$158,567	Defined Contribution	\$104,395	(\$54,172)
\$59,780	\$136,667	\$134,775	Workers' Compensation	\$24,878	(\$109,896)
\$1,175,985	\$1,236,730	\$1,476,559	Other Personnel Costs	\$1,499,871	\$23,312
<b>\$10,467,629</b>	<b>\$11,490,115</b>	<b>\$13,110,377</b>	<b>TOTAL PERSONNEL</b>	<b>\$12,233,672</b>	<b>(\$876,705)</b>
			<i>OTHER EXPENSES</i>		
\$4,846,756	\$6,629,276	\$2,823,147	Purchased / Contracted Services	\$4,258,680	\$1,435,533
\$12,981,585	\$11,241,654	\$14,008,418	Supplies	\$13,176,675	(\$831,743)
-	\$100,380	\$104,987	Capital Outlays	\$15,500	(\$89,487)
\$192,074	\$408,686	-	Interfund / Interdepartmental Charges	\$401,038	\$401,038
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
<b>\$18,020,415</b>	<b>\$18,379,997</b>	<b>\$16,936,552</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$17,851,893</b>	<b>\$915,341</b>
<b>\$28,488,044</b>	<b>\$29,870,111</b>	<b>\$30,046,928</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$30,085,565</b>	<b>\$38,636</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$28,488,044	\$29,870,111	\$30,046,928	Fleet Service Fund	\$30,085,565	\$38,636
<b>\$28,488,044</b>	<b>\$29,870,111</b>	<b>\$30,046,928</b>	<b>TOTAL EXPENSES</b>	<b>\$30,085,565</b>	<b>\$38,636</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
159.16	176.16	175.83	Full Time Equivalent	172.49	(3.34)





**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Public Works**  
**Fleet Service Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	(\$21,180)	Decrease due to salary adjustments, position abolishments, and defunded vacant positions offset by Grade 19+ salary increases and minimum wage increase to \$13/hour.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	(\$32,970)	Decrease due to extra help less than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	(\$63,458)	Decrease due to overtime less than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$618,340)	Decrease due to pension rate adjustment.
Defined Contribution	(\$54,172)	Decrease due to personnel adjustments.
Workers' Compensation	(\$109,896)	Decrease due to Workers' Comp less than anticipated.
Other Personnel Costs	\$23,312	Increase due to health rate adjustment.
<b>TOTAL PERSONNEL</b>	<b>(\$876,705)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$1,435,533	Increase due to purchased/contracted services more than anticipated.
Supplies	(\$831,743)	Decrease due to supplies less than anticipated.
Capital Outlays	(\$89,487)	Decrease due to capital outlays less than anticipated.
Interfund / Interdepartmental Charges	\$401,038	Increase due to motor fuel/repair cost more than anticipated.
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$915,341</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$38,636</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Fleet Service Fund	\$38,636	
<b>TOTAL EXPENSES</b>	<b>\$38,636</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	(3.34)	Decrease due to position abolishments.



# PARKS AND RECREATION

## Mission Statement

Department of Parks and Recreation is committed to building strong communities and a vibrant economy by providing safe and exceptional parks, facilities and programs through effective leadership, collaboration and innovative thinking.

## Core Functions

- Programs (for all ages and abilities in six core areas including youth development; sports; fitness and wellness; arts, music and culture; outdoor adventure; and, community engagement)
- Maintenance (make parks & facilities safe, clean and inviting)
- Planning and Community Engagement

## Summary of Operations

Collectively, the City of Atlanta's Department of Parks and Recreation (DPR) manages more than 100 facilities and approximately 4,724 acres (5.6% of the City's land) inside the city limits along with 209 acres at Lake Allatoona.

The recreational and cultural facilities vary from small recreation centers to large cultural facilities and unique amenities, such as the Chastain Park Amphitheater and Historic Fourth Ward Skate Park. DPR reopened all closed recreation centers in January 2011, and in 2013 the department built upon earlier pilot projects to transform ten facilities into Centers of Hope. The facility inventory currently includes 33 recreation centers (15 Centers of Hope), three indoor and 15 outdoor pools, 4 spray grounds, 182 tennis courts, 75 basketball courts, 110 ball fields, 111 playgrounds, 2 skate parks, and 5 tennis centers. Special recreational facilities include three 18-hole golf courses and one 9-hole golf course, Southside Sports Complex, Lake Allatoona Resident Camp, the Outdoor Activity Center, and John A. White Junior Training Golf Course.

Our parks vary from nature preserves to active city-wide parks. DPR's inventory encompasses 402 parks that include 11 citywide or regional

parks, 44 community parks, and 69 neighborhood parks. The remaining parks include nature preserves, paths and greenways of varying sizes, block parks, circles, triangles and beauty spots, many of which are maintained with the help of Park Pride and numerous community partners.

## Divisions/Offices Descriptions

*The Office of Parks* is responsible for providing basic maintenance services to all the parks and facilities in its inventory with an emphasis on health and safety. Park arborists and forestry crews are responsible for street trees on 1,724 linear miles of right-of-way.

*The Office of Recreation* is responsible for providing quality recreational services and programs through implementation of balanced, enjoyable and affordable activities.

*The Office of Park Design* is responsible for providing park and facility planning, project management, design and construction of capital projects, grants management, departmental GIS coverage and serving as a liaison with partners such as the Atlanta Beltline, Inc.

*The Management Services Office (MSO)* is responsible for providing outstanding financial, human resources, performance management and analytics, technology, contracting and communications support to the Department.

*The Boisfeuillet Jones Atlanta Civic Center* is in the process of transferring ownership. DPR will continue to support operations as this facility transitions from City inventory.

## Goals

- **Deliver exceptional spaces and diverse experiences.** We will provide parks, facilities and programs that are accessible, attractive, and exceed the expectations of our customers.
- **Create a culture of innovation.** We will foster a work environment that engages and motivates both employees and our

stakeholders to help develop innovative solutions.

- **Enhance safety and security in all operations.** We will ensure that system-wide safety and security are driving factors in all departmental actions and activities.
- **Expand our impact through collaboration.** We will merge our strengths with the strengths of others to enhance our programs and facilities.
- **Enhance our organizational capacity.** We will support and invest in an effective, efficient workforce through training, broadened recruitment and proficient business practices.
- **Plan and build a marketing support system.** We will develop and implement a marketing strategy that enhances our image, improves our positioning and promotes our offerings.
- **Communicate effectively.** We will foster an environment of effective communication that leads to increased understanding, awareness and trust.

### Objectives

- Develop and cultivate recreational activities and cultural enrichment opportunities for the Centers of Hope programs as well as other programming offered through Recreation Centers.
- Continue to foster public and private partnerships, as well as friends of parks groups and conservancies to maximize available resources and enable the Department to provide consistent and exceptional services in the parks.
- Perform repairs, replacement, preventative maintenance and improvements at DPR parks, buildings, structures, pools and outdoor facilities.

### FY2017 Accomplishments

#### Awards & Recognition

- Received a \$2,500 Community Partner grant from the Atlanta Braves to go toward equipment.
- Four COA Youth Football Teams participated and won top prizes at the 2016 Shrine Bowl in South Carolina.
- Received the Trees City USA Award for the 31<sup>st</sup> year.

### Youth Development & Human Capital

- Served 148,401 meals and 155,718 snacks during the previous academic school year.
- Operated 17 sites including 15 Centers of Hope and two Police Athletic League sites.
- Increased afterschool enrollment to over 1,800 students during FY 2016.
- Created five Youth Development Coordinator positions to support our Recreation Centers.
- Enrolled over 3,669 youth last summer in Camp Best Friends.
- Successfully operated 11 Atlanta Teen Leaders sites including building new sites at the MLK Jr., Perkerson, and Rosel Fann Recreation Centers.
- Served over 528 seniors at three senior summer camp locations.
- Operated a total of 12 Prime Time Senior sites including the newest at Anthony Flanagan and Adams Recreation Centers where collectively we served over 1,300 senior citizens.
- Instituted a 55+ Basketball Program at the Ben Hill Recreation Center.
- Seniors entered and won several gold and silver medals in the Georgia Golden Olympics.
- Formed a citywide Prime Time Senior Choir that performed at several locations throughout the year.
- Continued managing the Senior Hot Meal program at two sites – James Orange and Pittman Park Recreation Centers.
- Leveraged the Play Mobile to engage 1,445 youth and seniors living or visiting parks without recreation centers throughout the May – November 2016 program season.
- Partnered with Google to renovate computer labs at four recreation sites including the Adamsville, Rosel Fann, Pittman and Southbend Recreation Centers.

### City Infrastructure

- Completed construction documents, the permitting process and held a ground breaking for the new \$25 million dollar MLK, Jr. Recreation and Aquatic Center.
- Partnered with the Atlanta Hawks to renovate outdoor basketball courts, including sports flooring, posts and backboards at the William Walker Recreation Center.
- Partnered with a local artist and agency to paint the court at Phoenix II to be used as a functional yet artistic basketball court. Additional courts refurbished include those at

Rose Circle Park, Piedmont Park, and Coan Park.

- Contracted with Trees Atlanta to offer a series of free arboricultural programs including pruning classes, educational tours along Atlanta's Beltline linear arboretum and a free speaker series.
- Instituted an extensive permitting process for gated park events with attendance between 250-50,000. The Office of Reservations was able to double its revenue earned on rentals from ball fields and pavilions over the previous twelve months.
- Planted over 1,500 community-based, small tree plantings with the City of Atlanta. The Department also utilized ruminants to clear invasive species from park land.
- Completed renovations and re-opened Maddox Pool. This pool had been closed for many years and was re-built to include interactive features, a renovated bathhouse and even a zero-entry pool.
- Completed renovation of the boardwalk in Rosel Fann Park and re-opened Empire Park in Southeast Atlanta, allowing for connectivity between neighborhoods and also adding security lights and security cameras, respectively.
- Connected security camera systems Empire Park, William Walker Park, and Langford Park to allow viewing directly by the Atlanta Police Department.
- Built the City of Atlanta's fifth dog park at Walker Park.
- Completed new playground renovations at four parks including Barbara McCoy Park, Rose Circle Park, Ormond-Grant Park and Atlanta Memorial Park.
- Added ADA accessibility, site furnishings, and signage at Rose Circle Park.
- Leveraged a donation and partnership with the Alpha Kappa Alpha Sorority to renovate and rededicate Harwell Heights in Southwest Atlanta as the Dr. Mary Shy Scott Park. Renovations included new signage, plantings, and improvements to the picnic shelters, basketball and tennis courts along with new asphalt for the driveway and parking lot.
- Constructed the initial 1.3 mile loop of the first public mountain bike course built inside the I-285 perimeter and within the City of Atlanta with a grant from the Southern Off-Road Bike Association (SORBA).
- Leveraged grant funding from Coca-Cola and NRPA to construct a new exercise station at Pittman Park, bringing the total number of

outdoor exercise stations to 15. New exercise equipment was also installed at Melvin Park Drive.

- Partnered with a local community group to design and construct new pavilion, staircase and drainage improvements at Little Nancy Creek Park.
- Completed a parking study for Grant Park.
- Constructed new trails and amenities at Tuscon Trail Park.
- Completed conceptual designs and held ground breaking ceremonies for the park at Joseph E. Boone and Westlake, and the new Doctor's Memorial Park at Fairburn and Mays.
- Replaced the gym floor at both the Adamsville and Dunbar Recreation Centers.
- Acquired park land at Lenox Road, Enota Park parcel, PATH 400 parcels, and Lindsay Street Park.
- Completing conceptual designs and overall work for Lake Claire Park, Ormond Grant Park and Old Ivy Park.
- Adding universal access improvements to begin construction of a new nature-based playscape at Ormond Grant Park.
- Starting renovations at the Milledge Fountain located in Grant Park.
- Partnering with a private foundation to install state-of-the-art, public paddle tennis courts at the Bitsy Grant Tennis Center, the first of its kind located inside the I-285 perimeter and within the City of Atlanta. The improvements include a warming station and sport lighting.
- Providing upgrades to universal access at Washington Park Tennis Center, Ben Hill Recreation Center, McGhee Tennis Center, MLK Recreation Center, Central Park Recreation Center, Grove Park Recreation Center, and Grant Park swimming pool.
- Partnering with the community to open the Athens Avenue Community Garden and with the organization Truly Living Well to open Pittman Park Community Garden.
- Refurbishing the trails, signage and boardwalks at Hebert Taylor Park.
- Adding new hiking trails to Jennie Drake Park.

## **FY2018 Adopted Program Highlights**

### **Youth Development & Human Capital**

- Developing a sustainable funding strategy for Centers of Hope and Camp Best Friends, while growing youth participation, improving quality programs and providing on-going staff development.

- Piloting a quantitative evaluation framework to show the impact of Centers of Hope by working with secondary educational partners to help with the initiative.
- Increasing adult and senior citizen utilization of recreation facilities.
- Implementing “at-promise” youth strategy in partnership with the Atlanta Police Department and the Mayor’s Office. A staff member has been identified to lead efforts to create “at-promise” programming.
- Embarking upon an education campaign to inform all Atlantans of both free and low-cost opportunities available at recreation centers, playgrounds, outdoor pools, sporting fields and green spaces with a specific focus on youth, young adults and seniors.
- Continuing to launch new program opportunities in conjunction with partners and sponsors to impact residents and visitors within the City of Atlanta.
- Continuing to develop a partnership management strategy to further develop guidelines for forming partnerships, measuring the impact of partnerships, increasing the number of youth served as a part of the Centers of Hope strategy, and recognizing partners for their contribution(s) in helping the Department achieve City and Department-wide goals.
- Continuing to incorporate innovative programming including a focus on STEAM and technology at the afterschool and Camp Best Friends sites.
- Making efforts to integrate City of Atlanta golf courses to support the Department’s youth development programs and outreach.

### **City Infrastructure**

- Optimizing park maintenance and planning for the future by improving service delivery and moving to a five day maintenance cycle for anchor parks.
- Developing a long-term, scalable maintenance strategy for new parks entering system which include the expansion of the Beltline, PATH 400 and openings of new parks.
- Consistently providing staff training and making plans for succession. Continuing to drive improvements in the Department’s Skilled Services Division while maintaining performance levels in Forestry and Park Operations.
- Delivering a best-in-class golf experience by securing employees and optimizing staff levels

to meet operational and customer needs and also securing equipment and contracts necessary to run quality programming at facilities.

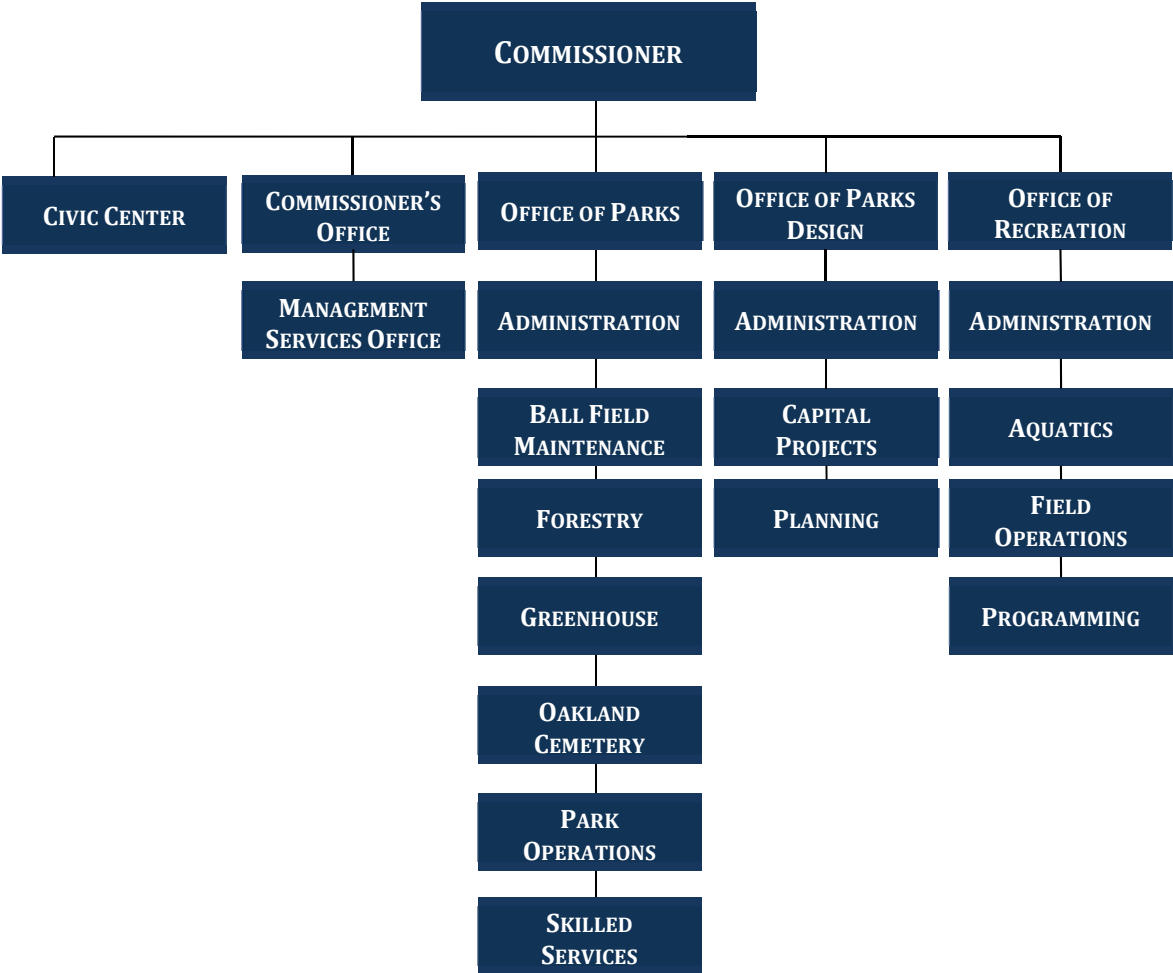
- Completing an analysis and long-term planning effort for golf operations.
- Constructing ADA, drainage, and site improvements at Tullwater Park.
- Opening the new MLK, Jr. Recreation and Aquatic Center.
- Completing construction on the new Park at Joseph E. Boone and Westlake and the Doctor’s Memorial Park.
- Incorporating green infrastructure in the scoping and implementation of Park planning and construction projects.
- Completing construction of Rodney Cook Sr. Park in Historic Vine City.
- Completing a feasibility study for the Emerald Corridor in partnership with PATH and the Emerald Corridor Foundations.
- Replacing and upgrading seven playgrounds.
- Completing construction of Ella Mae Wade Brayboy Memorial Park.
- Continuing to make strategic acquisitions throughout the City to connect trails, parks, greenspace and communities.
- Completing the scoping and Phase 1 design concept for the Westside Quarry Park and Preserve.
- Completing restoration of monuments from the Battle of Atlanta.
- Beginning construction of a new Parking Garage in Grant Park.

### **Internal Operations**

- Developing a capital budget and capital improvement plan to help manage proactive maintenance and repairs.
- Completing a comprehensive Departmental contract audit and creating templates to ensure consistent and efficient partner agreements are set forth.
- Improving internal operations including revamping special projects and communications teams within the Commissioner’s Office to enhance departmental performance.

# ORGANIZATIONAL CHART

*PARKS AND RECREATION*



# PERFORMANCE METRICS

## PARKS AND RECREATION

PERFORMANCE MEASURE	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 TARGET	FY2018 TARGET
<b><i>Youth Development</i></b>				
Total Number of Enrolled in Centers of Hope Afterschool	1,760	2,017	2,000	2,000
Total Number of Enrolled Youth in Camp Best Friends	3,717	3,662	3,700	3,700
Total Number of Enrolled Youth in Athletics	2,527	2,672	2,500	2,500
Total Youth Centers of Hope Attendance	180,496	183,981	190,000	190,000
Total Number of Registered PrimeTime Seniors	N/A	1,297	1,460	1,460
Total PrimeTime Seniors Attendance	N/A	13,183	20,000	20,000
<b><i>Fiscal Accountability &amp; Governmental Efficiency</i></b>				
Percentage of mulching / mowing completed on schedule	84%	79%	95%	95%
Percentage of litter/limb removal completed on schedule	99%	100%	95%	95%
Percentage of Arborist Inspections completed within schedule	77%	91%	85%	85%
Total Recreation revenue collected	\$1,702,343	\$1,706,084	\$1,800,000	\$1,800,000
% of active capital projects on/under budget	98%	95%	90%	90%
<b><i>Public Safety</i></b>				
Percentage of tree removals completed within schedule	94%	58%	88%	88%
<b><i>Sustainability</i></b>				
% of active capital projects on/ahead of schedule	94%	96%	90%	90%
Total \$ value of ADA citations addressed (cumulative)	\$1,184,316	\$1,833,378	\$2,000,000	\$2,000,000





## FY18 OPERATING BUDGET HIGHLIGHTS Dept Of Parks & Recreation

FY15 ACTUAL EXPENDITURES	FY16 ACTUAL EXPENDITURES	FY17 ADOPTED	FY18 BUDGET	VARIANCE FY18-FY17
\$11,516,467	\$12,480,917	\$13,297,132	\$14,618,927	\$1,321,795
-	-	-	-	-
-	-	-	-	-
\$2,090,170	\$2,088,691	\$1,604,016	\$1,014,497	(\$589,519)
-	-	-	-	-
\$750,558	\$959,387	\$417,928	\$423,663	\$5,735
-	-	-	-	-
-	-	-	-	-
\$3,125,134	\$3,464,841	\$3,954,951	\$3,155,734	(\$799,217)
\$254,363	\$294,745	\$261,278	\$214,822	(\$46,455)
\$514,541	\$624,578	\$381,405	\$595,605	\$214,200
\$2,183,863	\$2,375,890	\$2,890,311	\$3,291,770	\$401,460
\$20,435,096	\$22,289,048	\$22,807,020	\$23,315,018	\$507,998
\$5,634,188	\$6,707,232	\$4,031,614	\$4,602,160	\$570,546
\$5,408,298	\$5,819,425	\$5,913,500	\$5,847,664	(\$65,836)
\$2,630,230	\$207,755	\$50,000	\$85,000	\$35,000
\$1,993,377	\$2,080,468	\$1,906,388	\$2,052,715	\$146,328
\$8,470	\$1,648	\$5,996	\$0	(\$5,996)
\$188,078	\$239,492	\$239,392	\$0	(\$239,392)
-	-	-	-	-
\$217,226	\$543,979	\$717,225	\$747,061	\$29,835
\$16,079,866	\$15,599,998	\$12,864,116	\$13,334,600	\$470,484
<b>\$36,514,963</b>	<b>\$37,889,046</b>	<b>\$35,671,136</b>	<b>\$36,649,618</b>	<b>\$978,482</b>

FY15 ACTUAL EXPENDITURES	FY16 ACTUAL EXPENDITURES	FY17 ADOPTED	FY18 BUDGET	VARIANCE FY18-FY17
\$32,319,756	\$36,232,768	\$34,046,879	\$36,038,905	\$1,992,026
\$3,682,155	\$1,510,744	\$1,624,256	\$610,712	(\$1,013,544)
\$513,052	\$145,534	\$0	\$0	\$0
<b>\$36,514,963</b>	<b>\$37,889,046</b>	<b>\$35,671,136</b>	<b>\$36,649,618</b>	<b>\$978,482</b>

FY15	FY16	FY17	FY18	VARIANCE FY18-FY17
346.00	365.00	393.00	430.00	37.00



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Dept Of Parks & Recreation**  
**General Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$10,971,620	\$12,095,307	\$12,903,160	Salaries, Regular	\$14,302,122	\$1,398,962
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$2,090,170	\$2,088,691	\$1,604,016	Salaries, Extra Help	\$1,014,497	(\$589,519)
-	-	-	Salaries, Extra Help-Sworn	-	-
\$720,972	\$914,672	\$417,928	Overtime	\$423,663	\$5,735
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$2,957,242	\$3,275,015	\$3,846,298	Pen Cont Gen Emp Pen Fd	\$3,113,685	(\$732,613)
\$246,494	\$288,218	\$254,682	Defined Contribution	\$204,975	(\$49,707)
\$514,541	\$624,578	\$381,405	Workers' Compensation	\$595,605	\$214,200
\$2,061,797	\$2,290,905	\$2,815,193	Other Personnel Costs	\$3,214,992	\$399,798
\$19,562,836	\$21,577,387	\$22,222,682	<b>TOTAL PERSONNEL</b>	<b>\$22,869,538</b>	<b>\$646,856</b>
			<i>OTHER EXPENSES</i>		
\$5,190,690	\$6,447,901	\$3,749,443	Purchased / Contracted Services	\$4,569,649	\$820,206
\$4,863,335	\$5,375,177	\$5,400,001	Supplies	\$5,714,942	\$314,941
\$492,072	\$207,755	\$50,000	Capital Outlays	\$85,000	\$35,000
\$1,993,377	\$2,080,468	\$1,906,388	Interfund / Interdepartmental Charges	\$2,052,715	\$146,328
\$220	\$101	\$1,140	Other Costs	-	(\$1,140)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$217,226	\$543,979	\$717,225	Other Financing Uses	\$747,061	\$29,835
\$12,756,920	\$14,655,381	\$11,824,197	<b>TOTAL OTHER EXPENSES</b>	<b>\$13,169,367</b>	<b>\$1,345,170</b>
<b>\$32,319,756</b>	<b>\$36,232,768</b>	<b>\$34,046,879</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$36,038,905</b>	<b>\$1,992,026</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$32,319,756	\$36,232,768	\$34,046,879	General Fund	\$36,038,905	\$1,992,026
<b>\$32,319,756</b>	<b>\$36,232,768</b>	<b>\$34,046,879</b>	<b>TOTAL EXPENSES</b>	<b>\$36,038,905</b>	<b>\$1,992,026</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
328.00	347.00	384.00	Full Time Equivalent	422.00	38.00



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Dept Of Parks & Recreation**  
**General Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$1,398,962	Increase due to opening M.L. King Natatorium and Beltline Crew to service the new Southwest Trail opening offset by abolishment and defunding of vacant positions. In addition, Grade 19+ salary increases and minimum wage increase to \$13/hour.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	(\$589,519)	Decrease due to extra help less than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	\$5,735	Increase due to overtime more than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$732,613)	Decrease due to pension rate adjustment and personnel adjustments.
Defined Contribution	(\$49,707)	Decrease due to personnel adjustments.
Workers' Compensation	\$214,200	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	\$399,798	Increase due to personnel adjustments.
<b>TOTAL PERSONNEL</b>	<b>\$646,856</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$820,206	Increase due to new pool maintenance contract and operation of the new M.L. King Natatorium, S.W. Beltline expansion, additional funding for Ben Hill Recreation and Senior Programming.
Supplies	\$314,941	Increase due to additional funding for youth athletic leagues and supplies.
Capital Outlays	\$35,000	Increase due to funding for Senior Transportation Vehicle.
Interfund / Interdepartmental Charges	\$146,328	Increase due to repair/maintenance costs more than anticipated.
Other Costs	(\$1,140)	Decrease due to commissioner contingencies less than anticipated.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	\$29,835	Increase due to GMA Lease payment more than anticipated.
<b>TOTAL OTHER EXPENSES</b>	<b>\$1,345,170</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$1,992,026</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
General Fund	\$1,992,026	
<b>TOTAL EXPENSES</b>	<b>\$1,992,026</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	38.00	Increase due to operation of the new M.L.King Natatorium and S.W. Beltline expansion offset by abolishments and defunding of vacant positions.



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Dept Of Parks & Recreation**  
**Civic Center Revenue Fund**

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
			<i>PERSONNEL</i>		
\$358,465	\$357,874	\$393,971	Salaries, Regular	\$316,805	(\$77,167)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$27,675	\$44,714	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$124,720	\$141,013	\$108,653	Pen Cont Gen Emp Pen Fd	\$42,049	(\$66,604)
\$2,435	\$5,779	\$6,596	Defined Contribution	\$9,847	\$3,251
-	-	-	Workers' Compensation	-	-
\$74,384	\$76,608	\$75,117	Other Personnel Costs	\$76,779	\$1,661
\$587,679	\$625,989	\$584,337	<b>TOTAL PERSONNEL</b>	\$445,479	(\$138,858)
			<i>OTHER EXPENSES</i>		
\$274,310	\$241,168	\$282,172	Purchased / Contracted Services	\$32,511	(\$249,661)
\$493,787	\$404,096	\$513,499	Supplies	\$132,722	(\$380,777)
\$2,138,158	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$142	-	\$4,856	Other Costs	-	(\$4,856)
\$188,078	\$239,492	\$239,392	Debt Service	-	(\$239,392)
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$3,094,476	\$884,756	\$1,039,919	<b>TOTAL OTHER EXPENSES</b>	\$165,233	(\$874,686)
<b>\$3,682,155</b>	<b>\$1,510,744</b>	<b>\$1,624,256</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$610,712</b>	<b>(\$1,013,544)</b>

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	FUND	FY18 BUDGET	VARIANCE FY18-FY17
\$3,682,155	\$1,510,744	\$1,624,256	Civic Center Revenue Fund	\$610,712	(\$1,013,544)
<b>\$3,682,155</b>	<b>\$1,510,744</b>	<b>\$1,624,256</b>	<b>TOTAL EXPENSES</b>	<b>\$610,712</b>	<b>(\$1,013,544)</b>

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
13.00	13.00	9.00	Full Time Equivalent	8.00	(1.00)



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Dept Of Parks & Recreation**  
**Civic Center Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	(\$77,167)	Decrease due to abolishment of one position.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$66,604)	Decrease due to pension rate adjustment.
Defined Contribution	\$3,251	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	\$1,661	Increase due to personnel adjustments.
<b>TOTAL PERSONNEL</b>	<b>(\$138,858)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$249,661)	Decrease due to minimize operations of the Civic Center.
Supplies	(\$380,777)	Decrease due to minimize operations of the Civic Center.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	(\$4,856)	Decrease due to minimize operations of the Civic Center.
Debt Service	(\$239,392)	Decrease due to debt settlement of the Atlanta Gas Light agreement.
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$874,686)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$1,013,544)</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Civic Center Revenue Fund	(\$1,013,544)	
<b>TOTAL EXPENSES</b>	<b>(\$1,013,544)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	(1.00)	Decrease due to abolishment of one position.



# WATERSHED MANAGEMENT

## Vision

To distinguish ourselves as leaders in innovation, service and value:

## Mission Statement

- Delivering excellent customer service through a motivated, skilled, and empowered workforce.
- Ensuring treatment and delivery of high quality drinking water as well as collection and reclamation of wastewater to a high standard while implementing innovative solutions for resource recovery.
- Sustainable stormwater management, integrated planning and mitigation of the adverse impacts of flooding, while leveraging partnerships to protect, restore and enhance our watersheds.
- Building the capacity to be a strong partner in the resilience of our City.

## Summary of Operations

The Department of Watershed Management is dedicated to providing high quality drinking water, wastewater, and stormwater services to residential, business, and wholesale customers at a fair and reasonable cost while enhancing and protecting urban waterways and regional water resources.

The Department is comprised of the Commissioner's Office and seven major offices:

## Division/Offices Descriptions

*The Commissioner's Office* is responsible for setting the strategic direction for the Department and providing leadership in all areas of operations and management. It has ultimate authority over regulatory compliance, management of the System's infrastructure assets, customer service and management of human and financial resources. Its priorities are providing high quality customer service, environmental compliance and operational efficiency. Additionally, the Commissioner's Office provides direct oversight of divisions responsible

for safety, security, and emergency management, communications and community relations, performance and accountability, technology and innovation, policy and intergovernmental affairs, and human resources.

*The Office of Water Treatment and Reclamation* is responsible for drinking water production and wastewater treatment. Drinking water production includes the operation and maintenance of water supply intakes, two drinking water plants<sup>1</sup>, and drinking water storage, both raw water and finished water, and pumping stations - including System pressure management and provision of fire flows. Wastewater treatment involves operation and maintenance of four wastewater treatment facilities, six permitted combined sewer discharge sites, and sewage pumping stations. The Office is responsible for complying with all applicable regulatory requirements including the Safe Drinking Water Act (SDWA) and Clean Water Act (CWA) on which it reports to the Georgia EPD. The Office also includes a Division of Automation and Sustainability oriented toward enhancing efficiency and environmental performance of Office operations, in part through the implementation of new automation technologies.

*The Office of Linear Infrastructure Operations ("OLIO")* is responsible for all aspects of the management, operation and maintenance of the Department's over 2,750 miles of water distribution lines and 2,150 miles of sanitary sewer pipe, including all City-owned storm sewers and structures. The Office provides 24/7 incident and request response, performs both preventive and reactive maintenance and repairs of System assets (including pipelines, valves, hydrants and other appurtenances) and tests, repairs and replaces service meters throughout the System. The movement of the dispatch function within this Office enables efficient deployment of field service

<sup>1</sup> Also, the City and Fulton County each own a 50% interest in the North Area Water Treatment Plant that is operated and maintained under a separate contract.

personnel and improved customer service by facilitating “one-stop” field work order resolution.

*The Office of Watershed Protection (“OWP”)* leads the Department’s holistic approach to integrated water resource management. It manages water policy initiatives, leads the development of watershed plans (including: Basin Assessments, Watershed Protection Plans, Watershed Improvement Plans, TMDL Implementation Plans), and guides ecosystem restoration capital improvements. The Office performs wastewater flow monitoring, inter-jurisdictional flow metering as well as floodplain modeling and management activities. In addition, the Office has responsibility for the Department’s stormwater compliance programs; Fats, Oil and Grease (FOG) management; industrial pre-treatment permitting and inspections, and manages the Department’s laboratories, providing analytical services related to treatment plant performance.

The Office has designated responsibility for ensuring, monitoring and reporting compliance with all pertinent state and federal environmental regulations. By providing analytical and compliance monitoring services independently of the Department’s Offices responsible for treatment plant and linear infrastructure operations, a segregation of duties is in place to assure compliance with all applicable environmental regulations.

*The Office of Engineering Services (“OES”)* is responsible for planning and managing capital improvement projects related to the City’s drinking water system, wastewater system, and combined sewer system. This Office supports and assists in capital projects for watershed protection, environmental and ecological, and stormwater management projects. Engineering Services is responsible for the asset management program, which performs updates to Master Plans, computer modeling of linear assets, condition assessments, and produces preventative maintenance programs and conceptual design. This office oversees the delivery of projects through the design, procurement, and construction phases as well as controlling project construction cost, schedule, quality, and safety. Researching, advising, and assisting with implementing applicable and cost-saving new technology falls under this office as well as GIS and data analytics.

*The Office of Financial Administration* is responsible for the preparation, evaluation and monitoring of the Department’s budget, updating of the Department’s strategic financial plan, support of its capital financing program, and capitalization of fixed assets. It is responsible for accounting functions including accurate recording of revenues

and expenses, and support of the annual external audit as well as cash collections, payroll, procurement planning, and billing of inter-jurisdictional partners.

*The Office of Customer Care & Billing Business Services* was reorganized in FY17 to be a completely customer focused division of the DWM organization. OCCBS manages the department’s customer services operations including meter reading, billing services, the walk-in customer service center as well as coordination with the city’s 311 call center. OCCBS also houses our CAST (Customer Assurance and Satisfaction Team) which handles escalated service requests. Additionally, the Office coordinates investigation and repair of small metering issues; as well as coordination for large meter repair or replacement and service interruptions for non-payment of invoices.

### **Strategic Priorities**

The Department has developed the following initiatives to achieve its goals and priorities:

**Service Delivery** – The Department will continue its focus on improving service delivery to its customers through improved communications, adding resources to address outstanding repair needs, improving response and resolution of service requests and innovative measures that will allow proactive operations. In an effort to become more responsive to our customers, the Department is leveraging technology to implement new initiatives to capture more “real-time” meter information and make that information available to customers. Our SMART meter prototype and Automated Meter Interface pilot programs will not only provide timely consumption and leak data for customers, but will also result in more accurate billing. The Department is also re-designing its website for greater ease of use, with additional self-service features for customers. Self-service options will also be offered via traditional methods, such as via a telephone IVR system. The Department also plans to continue to measure customer satisfaction through public opinion polls. Another key aspect of the Department’s focus on customer service is the continued efforts to resolve outstanding customer maintenance requests, achieved by acquiring additional contracted resources.

These efforts will:

- Enhance customer access to account information and payment options.
- Reduce the number of customer calls and complaints.
- Improve billing accuracy.



**Infrastructure Reliability** – In past years, much of the Department’s resources have been focused on infrastructure improvements required for consent decree compliance. With the extension of the city’s second consent decree focused on the separate sanitary sewer system, the department has reprioritized funding to address deferred maintenance at the water and wastewater facilities as well as the water distribution system. This priority is focused on improving the reliability of our infrastructure through implementation of maintenance projects that were deferred during the completion of the initial consent decree, as well as implementation of the department’s 5-year Capital Improvement Program. The department is also funding preventive maintenance and its Asset Management Program for water, sewer and storm water assets. The Department has completed the initial consent decree and continues to make headway on the remaining first amended consent decree. The Department has now begun to reprioritize resources toward maintenance projects that were deferred during the completion of the initial consent decree. In addition to continuing preventative maintenance within treatment facilities, additional planned projects include the development of a five-year asset management plan for water, sewer and stormwater assets.

**Workforce Development** – The Department is focused on recruiting qualified staff for vacant positions, as well as training, developing, and retaining existing employees. The Department will work toward filling critical vacancies, particularly within the Office of Linear Infrastructure.

**Operational Efficiency and Financial Resiliency**  
In order to optimize limited resources, the Department will continue to explore opportunities to gain greater efficiencies within our enterprise operation. This includes a continued focus on reducing the accounts receivable balance through targeted collection efforts, as well as reducing the number of vacant properties with water consumption and accounts with illegal consumption. The Department will also seek additional funding sources for capital projects.

**Compliance** – The Department of Watershed Management is responsible for ensuring the City is compliant with the Safe Drinking Water Act which informs the operations, maintenance and capital investments for the city’s water treatment facilities and distribution system. DWM also ensures compliance with the Clean Water Act which informs operations, maintenance and capital investments for the city’s wastewater collection system,

reclamation centers and water quality control facilities as well as the MS4 storm water program. Under Clean Water Atlanta; the program focused on compliance and implementation of the federal consent decrees, DWM continues to make progress to improve water quality and the condition of the sewer system with specific projects including Howell Mill Road and Woodward Way outfall realignments as well as rehabilitation of small diameter sanitary sewers.

**Safety** – The Department is committed to promoting safe working practices and protecting its assets, inventory and water supply. A key initiative to improve safety in the upcoming fiscal year includes developing a real-time application to monitor key facilities and assets. The application will provide live camera views and data.

### **FY2017 Accomplishments**

- Published Department’s first strategic plan: Vision 2020; centered on seven priorities.
- CIP Program is on track to deliver over \$200M of design and construction activities in FY17.
- Completed 95% of design and 40% of construction work associated with \$346 million water supply program. Program on track to meet final completion date of 7/31/19.
- R.M. Clayton Headworks Project at a cost of \$56 million continues on budget and schedule.
- Completed Southeast Atlanta Green Infrastructure Initiative Permeable Pavers – the largest permeable paver retrofit of residential streets in North America.
- Completed construction of Randall Hall Sewer Improvements Project.
- Completed construction of Hemphill Reservoir #1 increasing emergency raw storage by up to 3 additional days.
- Replaced or repaired registers and/or meters resulting in a decrease of estimated bills from 7% to 2%.
- Developed the Department’s WaterStat Program to review, improve, and predict performance, based on a balanced and comprehensive set of Department-wide performance metrics; also developed Executive and Management-Level Dashboards to illustrate and track metrics.
- Restructured the OES to improve customer support and operational efficiency.
- Deployed Payment Gateway platform and planned out next phases of this program.
- Deployed Metal Plates project on Google Waze
- Implemented Pilot for the Smart City project for North Ave. Corridor.

- 96% customer satisfaction via the Happy or Not customer feedback kiosk located at the Walk in Customer Service Center.
- Favorable findings from the 3rd party assessment review.
- Maintained 100% compliance with the Federal Safe Drinking Water Act (SDWA).
- Received the Georgia Association of Water Professionals' Platinum Award (GAWP) for the Chattahoochee and Hemphill Water Treatment Facilities.
- Prevented 21 spills by utilizing red team approach (rapid response team for sewer overflows prevention).
- Published the Green Infrastructure Action Plan and the Proctor Creek Action Plan.
- Implemented written standard operating procedures for OLIO.
- Standardized the work shifts for all of OLIO workforce.
- Successfully integrated the Dispatch team into OLIO organizational structure.
- Complete the consolidation of the OLIO first responders team at the Englewood facility.
- Achieved 60% wastewater certification for the key leaders at the Collections Division.
- Significantly reduced the CSTAT service requests and work orders backlog for OLIO.
- Assisted the Atlanta Fire Department in inventorying fire hydrants within the city's service area and linking them to hydrant ID numbers in the Department's work order management system for greater work order efficiency and increased safety.
- Launched public engagement campaign to name the tunnel boring machine, which resulted in more than 700 submissions of names, 3,000 votes, more than 102 million unique views of coverage, and generated more than \$100,000 in earned ad value.
- Gained baseline public opinion data through a scientific public opinion poll.
- Hosted employee appreciation event (H2Oscars) that was attended by more than 800 DWM employees.

## **FY2018 Adopted Program Highlights**

### *Service Delivery:*

- Increased resources to respond to linear infrastructure service requests.
- Improve SLA% on time completion.
- Reduce steel plates and increase street cut restoration.
- Improve time to review account inquiries.
- Satisfaction of DWM-related CUC/ FEC goals and objectives.

- Finalize external communication plan.
- Restructure the site development permitting process.
- Pilot Automated Meter Interface, automatic valve, and meter health analytics to gain additional accuracy and efficiency.
- Continue to assist field operations in managing, tracking, and improving customer-facing service level performance.
- Enhance customer self-service features and redesign water/sewer bill with customer input.
- Reduce customer water and sewer complaints/calls to ATL311.
- Continued focus on preventative maintenance within treatment facilities.

### *Infrastructure Maintenance & Reliability:*

- CIP Program target to ramp up from over \$200M in FY17 to around \$300M in FY18.
- Complete Upper Proctor Capacity Relief Projects – Cook Park Capacity Relief Pond and Boone Boulevard Green Street.
- Complete FY18 MOST-funded stormwater projects to address localized ponding and infrastructure problems.
- Develop a 5-year Asset Management Plan for water, sewer and stormwater assets.
- Commence construction activities for Peachtree Creek Trunk Stabilization Project.
- Commence construction activities for Sewer Group 3 (“SG3”) Contract B Small Diameter Sewer Rehabilitation Contract.
- Commence construction activities for three remaining SG3 Capacity Relief Projects.
- Commence construction activities for Howell Mill Rd. and Woodward Way Outfall(s) sewer realignments.
- Implement 5 year project - network upgrade for all Department facilities; Fiber to all major Watershed facilities.

### *Workforce Development:*

- Complete succession plans for all offices and streamline the on-boarding process for mission-critical positions.
- Develop Internal Communication Plans.
- EIT and PE preparation for engineers.
- Continue offering CDL Training scholarships.
- Continue operational certification training.
- Coordinate with DOC to implement workforce initiative to reduce recidivism.
- Develop “Streamworks” workforce development program using Quickstart initiative.

### *Operational Efficiency:*

- Continue to improve 311 CSTAT service level performance for field operations.

- Implement SMART Meter prototype for the Department.
- Complete implementation of IVR, Payment gateway projects and other related programs.
- Integrate all Watershed Analytics platforms onto 'Enterprise Analytics Data Platform'.
- Implementation of WaterStat Performance management.

*Financial Resiliency:*

- Complete Stormwater Funding Feasibility Study and begin implementation.
- Apply for/develop external funding opportunities for capital projects.
- Reduce number of vacant accounts with consumption by 60%.
- Continued focus on Accounts Receivable balance reductions through more focused collections efforts.
- Pursue additional sources of revenue.

*Compliance:*

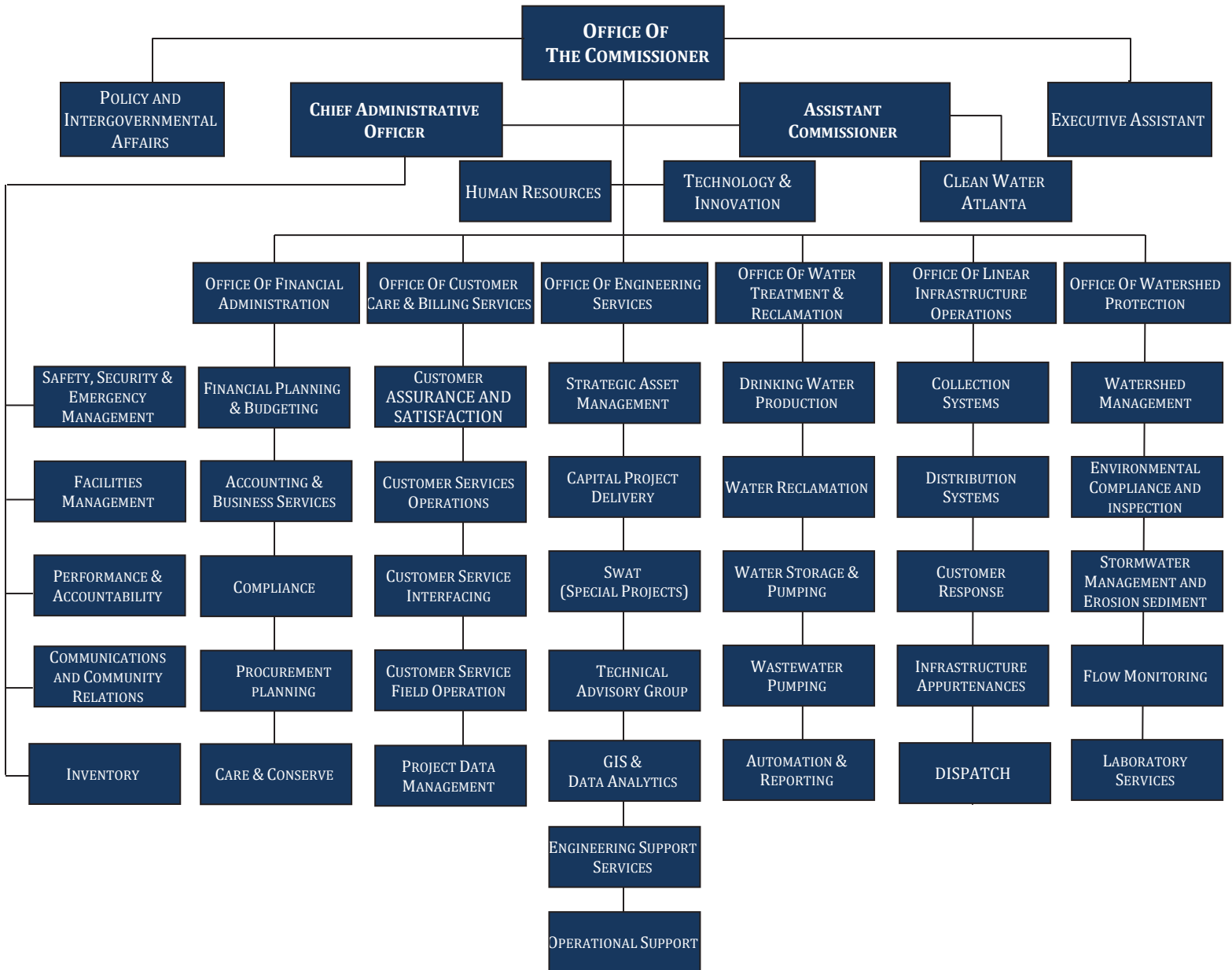
- Maintain full compliance with Safe Drinking Water Act.
- Maintain full compliance with Clean Water Act.
- Continue on-time delivery of CIP and O&M measures for Clean Water Atlanta.

*Safety:*

- Continue to cultivate a culture of safety within the Department.
- Further decrease the number and cost of workers' compensation claims.
- Increase the use of seatbelts to 100%.
- Decrease vehicular accidents.
- Continue to expand the use of security cameras throughout the Department's identified locations.
- Develop a real-time app to monitor key facilities and assets providing real-time data and camera views.

# ORGANIZATIONAL CHART

WATERSHED MANAGEMENT



# PERFORMANCE METRICS

## WATERSHED MANAGEMENT

Performance Measure	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 TARGET	FY 2018 TARGET
<b>Fiscal Accountability and Governmental Efficiency</b>				
Estimated bills as a percent of bills mailed	4.48%	4.39%	2.00%	1.00%
Customer Service Calls per 1,000 accounts <sup>1</sup>	9.4	6.9	<5.0	<5.0
Technical Service Calls per 1,000 accounts <sup>2</sup>	12.8	18.8	<15	<15
Service Work Orders completed within target time frame <sup>3</sup>	94.4%	91.7%	90%	90%
Drinking water compliance rate <sup>4</sup>	100%	100%	100%	100%
Wastewater treatment compliance rate <sup>4</sup>	96.70%	97.90%	100%	100%
Number of sewage spills per 100 miles of sewer	9.0	13.2	<8.5	<8.5
Number of water system main breaks per 100 miles of pipe	12.3	13.4	<13	<13
Number of main breaks per 1,000 accounts	2.34	2.45	<2.3	<2.3
<b>Sustainability</b>				
Dollars spent per million gallons produced/treated (water/wastewater), kwh/mgal	DW 485 WW 987	DW 521 WW 912	DW500-600 WW900-1000	DW 500-600 WW900-1000
Purchased power per million gallons produced/treated (water/wastewater), kwh/mgal	DW 2126 WW 3005	DW 2055 WW 2725	DW 2150 WW 3100	DW 2150 WW 3100

<sup>1</sup> based on calls to 311 requesting customer service assistance

<sup>2</sup> based on calls to 311 requesting technical service assistance

<sup>3</sup> includes all DWM work orders received during the time frame

<sup>4</sup> as a percentage of days in compliance out of the last 365 days as of the end of the period



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Watershed Management**  
**Water & Wastewater Revenue Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$42,261,767	\$45,619,922	\$59,430,064	Salaries, Regular	\$61,106,348	\$1,676,284
-	-	-	Salaries, Perm Part-Time	-	-
\$62,408	-	-	Salaries, Sworn	-	-
\$5,151,251	\$3,736,955	\$500,000	Salaries, Extra Help	\$698,962	\$198,962
-	-	-	Salaries, Extra Help-Sworn	-	-
\$3,234,112	\$4,189,310	\$1,095,703	Overtime	\$1,862,205	\$766,502
-	-	-	Pen Cont Fire Pen Fd	-	-
\$37,291	\$30,529	-	Pen Cont Police Pen Fd	-	-
\$10,359,314	\$11,334,343	\$13,146,707	Pen Cont Gen Emp Pen Fd	\$10,989,394	(\$2,157,313)
\$1,140,904	\$1,265,238	\$1,432,660	Defined Contribution	\$1,591,881	\$159,221
\$1,048,127	\$711,479	\$642,048	Workers' Compensation	\$823,822	\$181,774
\$7,739,584	\$8,031,025	\$9,838,564	Other Personnel Costs	\$10,180,771	\$342,207
<b>\$71,034,758</b>	<b>\$74,918,801</b>	<b>\$86,085,746</b>	<b>TOTAL PERSONNEL</b>	<b>\$87,253,383</b>	<b>\$1,167,637</b>
			<i>OTHER EXPENSES</i>		
\$26,384,676	\$35,133,097	\$44,296,894	Purchased / Contracted Services	\$55,527,719	\$11,230,826
\$36,419,508	\$38,966,237	\$44,564,379	Supplies	\$42,669,641	(\$1,894,738)
\$737,682	\$943,461	\$188,565	Capital Outlays	\$927,110	\$738,545
\$6,714,598	\$5,783,203	\$6,411,726	Interfund / Interdepartmental Charges	\$5,854,807	(\$556,919)
\$3,003,574	\$3,302,284	\$5,652,074	Other Costs	\$6,887,420	\$1,235,346
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$1,236,000	-	-	Other Financing Uses	-	-
<b>\$74,496,037</b>	<b>\$84,128,282</b>	<b>\$101,113,638</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$111,866,698</b>	<b>\$10,753,060</b>
<b>\$145,530,795</b>	<b>\$159,047,083</b>	<b>\$187,199,384</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$199,120,081</b>	<b>\$11,920,697</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$145,530,795	\$159,047,083	\$187,199,384	Water & Wastewater Revenue Fund	\$199,120,081	\$11,920,697
<b>\$145,530,795</b>	<b>\$159,047,083</b>	<b>\$187,199,384</b>	<b>TOTAL EXPENSES</b>	<b>\$199,120,081</b>	<b>\$11,920,697</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
1,051.50	1,105.00	1,162.00	Full Time Equivalent	1,096.00	(66.00)



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Watershed Management**  
**Water & Wastewater Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$1,676,284	Increase due to Grade 19+ salary increases and minimum wage increase to \$13/hour offset by reduction of 66 positions.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$198,962	Increase due to extra help more than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	\$766,502	Increase due to overtime more than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$2,157,313)	Decrease due to pension rate adjustment and personnel adjustments.
Defined Contribution	\$159,221	Increase due to personnel adjustments.
Workers' Compensation	\$181,774	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	\$342,207	Increase due to personnel adjustments.
<b>TOTAL PERSONNEL</b>	<b>\$1,167,637</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$11,230,826	Increase due to purchased/contracted services and repair and maintenance of plants more than anticipated.
Supplies	(\$1,894,738)	Decrease due to supplies less than anticipated.
Capital Outlays	\$738,545	Increase due to goods and equipment purchases over \$5,000.
Interfund / Interdepartmental Charges	(\$556,919)	Decrease due to motor/fuel costs less than anticipated.
Other Costs	\$1,235,346	Increase due to legal fees for litigation more than anticipated.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$10,753,060</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$11,920,697</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Water & Wastewater Revenue Fund	\$11,920,697	
<b>TOTAL EXPENSES</b>	<b>\$11,920,697</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	(66.00)	Decrease due to reduction of 66 positions.





# AVIATION

## Mission Statement

The mission of the Department of Aviation is to provide the Atlanta region a safe, secure and cost-competitive gateway to the world that drives economic development, operates with the highest level of customer service and efficiency, and exercises fiscal and environmental responsibility.

## Core Functions:

- Operate a safe, secure, cost-competitive, and efficient airport.
- Create & foster a work environment conducive to employee growth, positive engagement, job efficiency, and success.
- Enhance and deliver "Best-in-Class" customer experience.
- Preserve ATL's financial health.
- Promote sustainability and environmental stewardship.
- Be the most effective economic engine stimulating job growth.

## Summary of Operations

Hartsfield-Jackson Atlanta International Airport (ATL/Airport) is the "World's Busiest and most Efficient Airport". In calendar year 2016 ATL handled over 104 million incoming and outgoing passengers along with 898,356 aircraft operations. It is the principle air carrier airport servicing both Georgia and the Southeastern United States. The Airport occupies a 4,750-acre site in Clayton and Fulton counties, approximately ten miles south of downtown Atlanta. It also serves as a primary transfer point in the national air transportation system. Two major airlines use ATL as a key airport in their operations, Delta Air Lines and Southwest Airlines. This has resulted in a large number of destination offerings to and from Atlanta relative to other similarly-sized metropolitan areas. The direct regional economic impact of the Airport in total business revenue estimated to be more than \$34.8 billion annually, with an indirect and induced impact of \$29.5 billion annually. Including these indirect and

induced effects, the total economic impact of the Airport is \$64.3 billion annually. The Airport is one of if not the single-largest economic generators in the Southeastern United States.

The City of Atlanta's (City) Department of Aviation is responsible for operating ATL. Each day more than 6.6% of the nation's air travelers utilize the Airport, causing many experts to consider ATL as the most important transportation node in the United States and perhaps the world. As such, the continued safe and efficient functioning of ATL is of critical importance to city, state, and national interests. It is the Department's responsibility to ensure that this is accomplished in a manner that achieves maximum efficiency while ensuring that passengers passing through ATL enjoy the best possible experience in air travel.

ATL operates 24 hours per day, 365 days per year. The Department employs 662 full-time employees, as well as 246 firefighters and 199 police officers. This does not include over 63,000 airline employees, concessionaires, contractors, and other professionals whose expertise and professionalism facilitate an average of 2,461 aircraft operations per day. So effective are these collective efforts, that for the thirteenth consecutive year (as of 2016), ATL was recognized for Excellence in Efficiency by the Air Transport Research Society.

All of this is difficult enough on a day when everything goes right, but over one-hundred times per year, events occur at ATL that are outside of the realm of business-as-usual and require immediate, thorough, and professional action by the Department's employees in order to keep the world's busiest and most effective airport up and running. These are called "irregular operations" and can take the form of severe weather, aircraft emergencies, or security breaches (up to and including terrorist actions). The Department must ensure that ATL has adequate resources available, both in personnel and materials, to deal with these situations as they arise. Otherwise, airline

performance declines, and the reverberating effects are felt throughout the United States as well as the world's air transportation system.

### **Division/Office Descriptions**

*The Office of the General Manager* provides strategic direction for the Department and oversees the operations of ATL. The office facilitates ATL's goal of being a premier airport by providing support services to all units within the Department.

*Human Resources/ Training, Strategies, & Organizational Development Division* lead the Department's strategic initiative of building a high performance organization. The division has two business units which have differing, though complimentary, areas of responsibility. The team focuses on the mission of operational excellence and efficiency, while simultaneously implementing programs that allow for the professional and personal growth and the preparation of the Department's talent for greater leadership roles. HR/TSOD works on the development and implementation of employee engagement initiatives.

*The Office of Public Affairs* helps the Airport accomplish its mission by clearing the path for effective, uninterrupted operations. Advocating for and promoting significant Department priorities, the division's functions include government & community relations, public relations and digital communications. The division monitors legislative action on the federal, state and local levels and establishes engaging relationships with respective policy makers. The unit also manages employee communications, with an eye on enhanced employee engagement. Additionally, it directs the Department's Speakers Bureau, the Partners in Education program and other meaningful initiatives that impact the community. In its execution, the division's focus is to help tell the story of ATL's growth and achievements while engaging with political, business and civic leaders and other key stakeholders.

*The Office of Policy & Communications* is tasked with overseeing all media relations, issues management, crisis communications and social media for the Department of Aviation. This division develops and executes strategic communications programs, internally and externally, and cultivates beneficial relationships with the press resulting in

positive media coverage for the Airport. Additionally, this division oversees the production of all internal videography, newsletters, annual reports and other critical publications. Filming requests and Open Records Requests are also routed through this division.

*The Office of Finance and Administration* is responsible for the proper accounting, budgeting, financial analysis, cash management, financing of ATL's capital program, and financial risk management for the Department. To accomplish this, the office is divided into four divisions: Accounting; Capital Finance; Financial Planning & Analysis; and Procurement & Contracts. Each of these business units performs a unique function that seeks to ensure sound financial management, solid financial health, and strict adherence to the City's policies and procedures regarding the procurement of goods and services.

*The Atlanta Information Management Division* provides the leadership and vision for the implementation of technology at ATL. The division sets technological and platform standards as well as guides the priorities of the various divisions and individuals involved in the promotion and use of technology throughout the Department and ATL. The division is responsible for coordinating and managing all information systems development efforts, capital development IT implementation, IT security compliance, telecom management and processes and procedures. In addition, it further develops and implements the Wi-Fi and Cellular passenger systems, intranet/internet/extranet-focused infrastructure requirements. The division's mission is to provide business value, through collaboration and participation with its business partners by leveraging the right technology to enable timely, secure, cost effective, high quality services that exceed the customer's expectation.

*The Internal Audit Division* is an independent business unit established within the Department to examine and evaluate its activities as a service to senior management. The objective of internal auditing is to assist members of the Department in the effective discharge of their responsibilities. The division is responsible for examining and evaluating the adequacy and effectiveness of the Department's internal control systems, risk management systems, and governance practices. Internal Audit provides independent assessments and appraisals of activities and work to promote a

control-conscious, proactive risk management environment.

*The Office of Planning & Development* is divided into five functional units. These units include Executive, Asset Management & Sustainability, Project Development, Facility Management, and Planning & Environmental. The office identifies and implements the Department's capital improvement plan as well as its renewal and replacement plan. It also provides department-wide planning, environmental services, and facilities management. Overall, the bureau classifies its activities as either capital or operating. Its capital activities include the delivery of major projects (both buildings and other infrastructure such as runways). The office operating activities are characterized by administration, grants management, general planning, infrastructure management, engineering, and the management of the Noise Program.

*ATL Business Ventures (ABV)* is a new division within the Department of Aviation. It will report directly to the General Manager. ABV will take on multiple assigned major airport functions such as overall administration but in particular non-traditional airport business development activities designed to grow airport revenues. ABV's revenue generating efforts will include but not be limited to the works of 1) developing real estate assets not associated with core aviation operations and activities with a particular focus on airport properties located outside of the airport's perimeter fence, 2) Real Estate development through the use of public/ private partnerships, 3) development of non-traditional concession programs, 4) International Revenue/ Business Engagement outside of Route Development. ABV will also play a significant role in strategic planning and the development of Airport policies.

*The Commercial Division* is responsible for: (1) optimizing aeronautical and non-aeronautical revenues through asset management strategies; (2) leading the development of new passenger and cargo route development for ATL; (3) leading the Department of Aviation's marketing and branding efforts to drive revenue and to enhance and attract new and innovative products and services to ATL; and (4) managing all airline relationships, leases and property holdings on the Airport. The division is comprised of four business units: Parking, Concessions, Properties & Airline Affairs, and Marketing. Parking and Concessions (food &

beverage, retail, and car rentals) are the airport's chief revenue generators accounting for \$132.1 million and \$149.6 million respectively. This FY16 data accounted for 59.8% of concessions' total revenue.

- The Parking unit's primary responsibility is to ensure the parking operation provides efficient, courteous and professional customer service to the traveling public and accurately account for and safeguard parking revenues. This unit manages 33,657 parking spaces, however due to construction the airport will lose 4,506 spaces during the course of fiscal year 2017. The parking facilities are organized into six distinct categories of parking, which consists of hourly, daily, economy, airport park ride, gold reserve and park ride reserve providing airport parking at both the Domestic and International Terminals.
- The Airport Concessions program offers travelers the convenience and familiarity of national brand offerings without leaving the airport. There are 323 retail, food & beverage and service concessions throughout the atrium and seven concourses covering approximately 326,746 square feet. This includes all the ATM and vending banks, food court seating and all services locations that are leased. Hartsfield-Jackson's concessions program offers an award winning dining experience for airport travelers and a myriad of retail options throughout the airport that exceed both passenger and employees' expectations.

*The Office of Operations, Maintenance, & Transportation* is responsible for the operations and maintenance of ATL. The organization is primarily responsible for ensuring seamless adherence to regulations and other mandates necessary to maintain ATL's operating certificate. It consists of six functional business units within the Department.

- The Operations unit at ATL consists of two business units (Airside Operations and Landside Operations) staffed by a team with the knowledge, competencies, and skills necessary to ensure the safe, secure,

and efficient operation of ATL. They develop, implement, and evaluate actions and programs to comply with the mandates for a Category X commercial airport operator.

- The Maintenance unit keeps ATL runways, taxiways, roadways, and support facilities safe and operational. It ensures that the runways' lighting systems work properly and that all 37 support facilities are maintained. The Maintenance unit also oversees the maintenance and repair of roadway lights, conducts daily inspections of the airfield to ensure that navigational signs and airfield lights are repaired, and inspects more than 10,000 lights in parking decks, parking lots, and walkways. Additionally, the maintenance unit provides sewage systems maintenance, daily inspecting all area drains and curb inlets throughout ATL.
- The Airport People Mover (APM) System unit performs recurring strategic and operational functions supporting two automated people mover systems. The Plane Train® underground transit system safely expedites movement between baggage claim, security, and seven concourses for over 80 million connecting and terminating passengers each year. The ATL SkyTrain annually provides over 5 million passengers service between the Rental Car Center (RCC), Georgia International Convention Center (GICC)/ Gateway Center Hotel and Office Complex, and the Domestic Terminal.
- The Ground Transportation (GT) unit is responsible for providing safe, efficient, and comfortable ground transportation options to the traveling public with an emphasis on customer service excellence. It performs both administrative and regulatory functions pursuant to City and State requirements for commercial ground transportation operators within the State of Georgia operating at ATL.
- The Customer Service Unit oversees programs and initiatives that will deliver our vision "to be the global leader in airport efficiency and customer service excellence".
- The Asset Management & Sustainability Division provides a pro-active approach to monitor long term thinking about our

facilities' development and ownership, focuses on the total cost of facility ownership to better link capital investment and ongoing operating costs. The division also provides clear data on project performance; institutes an industry best management practice that maximizes and links the efficient use of available funds and further integrates environmental, social, and financial performance.

*The Office of Public Safety* responds to a wide variety of dynamic and challenging situations each day to ensure the safe and secure operation of ATL 24-hours per day, seven days per week. The office is responsible for ensuring seamless adherence to regulations and other mandates necessary to maintain ATL's public safety, life safety and security program, including compliance with Transportation Security Regulation 1542. It consists of two functional business units and three functional safety elements within the Department and maintains operational control over the portions of the City's Police and Fire Departments which are dedicated to supporting ATL.

- The Centralized Command & Control Center (C4) houses the Airport Operations Center (AOC) for day-to-day operations and Emergency Operations Center (EOC) for high-stressed events. It streamlines the Department's daily and emergency operations by centralizing the protocol for inputting, processing, coordinating, and analyzing information. The C4 provides airport situational awareness, real-time information about airfield, terminal and landside operations, airport security, and facility resources.
- The Security unit is structured to provide operational, strategic, and tactical-level security mandate requirements. It performs the following vital security services to airlines, tenants, and airport users: Background checks; security awareness training; access media; vehicle permits and decals; security access control system; physical security; compliance and enforcement; guard services contract; and public safety systems contract.
- The functional safety elements are the safety management system, fire safety and departmental employee safety program

management. The elements oversee the implementation of safety initiatives designed to minimize exposure to hazardous conditions.

### **Strategic Priorities**

The Department's Strategic Plan encompasses five strategic priorities that serve as a guide for the airport's activities. Additionally, they directly affect the airport's ability to serve its customers (including the airlines and their passengers), support the people working at Hartsfield-Jackson, and be a critical regional economic generator. The priorities are as follows which also serve as the basis for which the departmental goals and objectives are created.

- Employee Engagement & Satisfaction.
- Enhance and deliver Best-in-Class Customer Experience.
- Preserve Airport's Financial Health.
- Promote Sustainability and Environmental Stewardship.
- Focus on our Role as Economic Engine.
- Operate a safe, secure, cost-competitive, and efficient airport.

### **Employee Engagement and Satisfaction**

The goal is to create and foster a work environment conducive to employee growth, positive engagement, job efficiency and success. Aviation will administer a baseline employee engagement survey and develop action plans for each unit.

The objectives are:

- Build and support collaborative teams whose members are individually and collectively accountable, knowledgeable and empowered to achieve their stated objective.
- Nurture a culture of continuous improvement for our people, our processes, focusing on developing leadership skills by providing professional development, training, and timely constructive feedback.
- To engage employees in a manner in which they feel valued through appropriate communication and employee recognition. Ensure employees understand their unique role in

supporting and advancing the Airport's mission and vision.

### **Enhance & Deliver Best-in-Class Customer Experience**

The goal is to be the highest rated North American large hub airport and improve ratings for operational excellence. Aviation will establish a customer service baseline with ATL surveys, and improve Airport Service Quality (ASQ) to 85% overall.

The objectives are:

- Provide world class levels of customer service and satisfaction for passengers and those that transport or meet/ greet them by providing helpful friendly staff, efficient facilities, and world class amenities.
- Ensure that the Airport's focus on efficiency, operational excellence, and customer service is supported by the business partners who provide services at ATL.
- Continue to focus on providing a safe and secure environment for our passengers, employees, and visitors.

### **Preserve the Airport's Financial Health**

The goal is to achieve optimum financial results through performance and education. The department will maintain debt-service coverage of at least 1.5 times, develop training curriculum for non-financial directors and managers, complete funding plans in response to the new Master Plan.

The objectives are:

- Maintain a long-term financial plan which ensures the department has financial resources to support its operations, its capital development plan, its debt service, and supports the implementation of the Master Plan and lease negotiations.
- Maximize non-aeronautical revenues to ensure ATL's financial flexibility and maintain a competitive Cost per Enplanement (CPE) that encourages the addition of new carriers by controlling total airport operating costs, debt, and airline costs so goals are achieved and customer service is supported.
- Develop employees' domain knowledge of financial health to assist decision making

that maximizes value when planning both operational and capital expenditures in order to ensure prudent use of ATL's available funds.

### **Promote Sustainability and Environmental Stewardship**

The goal is to be one of the "greenest" airports in the United States by demonstrating leadership in sustainability projects that are unique, visible and innovative, and improving accomplishments in recycling, alternative energy, electricity and water efficiency and reduce greenhouse gas emissions.

The objectives are:

- Adopt green construction and procurement policies and promote green infrastructure.
- Implement ATL's Sustainability Management Plan (SMP) focusing on energy reduction, integrated water management, emissions reduction, and waste management. Provide employee training on the SMP.
- Minimize impacting the local environment by continuing to implement best practices which result in reducing emissions noise, and subsurface contamination, but should an environmental incident occur, be ready to quickly respond with appropriate remediation action.

### **Economic Generator**

The goal is to be the most effective economic engine.

The objectives are:

- Provide adequate facilities an opportunity to attract new cargo development and increase existing cargo presence. Partner with local and state entities to convince operators to operate and grow in Atlanta.
- Focus on new development in the Airport Master Plan Construction and new facilities will increase jobs.
- Focus on relationships and programs with local, state, and federal government entities.

### **Safety and Security**

The goal is to focus on providing a safe and secure environment for our passengers, employees and visitors.

The objectives are:

- Maintain federal certifications to operate the airport (FAA and TSA).
- Instill a culture of constant safety vigilance for employees both at work and at home.
- Prepare vulnerability assessment to prepare the Airport for various scenarios.

### **FY2017 Accomplishments**

ATL maintained its ranking for the 19th consecutive year of being the "World's Most Travelled Airport" with more than 104.1 million passengers and 898,356 aircraft operations.

Hartsfield-Jackson was named the world's most efficient airport by the prestigious Air Transport Research Society.

Hartsfield-Jackson's Safety & Security Team have built upon previous work and improved the following:

- Screened over 2.2 million Airport employees at 3 employee security screening checkpoints.
- Inspected over 1.7 million employees at multiple access points.
- Confiscated over 300 prohibited items at screening or inspection points.
- Managed a Human Trafficking Awareness campaign & conducted a related symposium and training exercises.
- First-ever OneATL Safety Always Safety Fest drew up to 350 people with its series of presentations, demonstrations and exhibits. The daylong event featured the annual Foreign Objects Debris (FOD) Walk, followed by the Safety Expo, Safety Conference and Safety Awards luncheon at the Georgia International Convention Center.
- ATL was officially designated by the National Weather Service as StormReady after demonstrating weather-related emergency preparedness. ATL is the first airport in Georgia and only the second commercial site in the state to achieve this distinction.

One of Aviation's chief goals is to create and foster a work environment conducive to employee growth, positive engagement, job efficiency and success. Hartsfield-Jackson has taken such steps and is developing a succession plan Department-wide.

The inaugural Pianos for Peace Festival, a month-long initiative to build peace through music and education held closing ceremony at ATL. It featured 29 hand-painted pianos placed throughout metro Atlanta – including two at ATL's Domestic and International terminals.

ATL's first fall job fair drew more than 3,000 job seekers. More than 60 Airport community employers were on hand at the Georgia International Convention Center, and they hired at least 89 individuals on the spot.

ATL's 12<sup>th</sup> annual Airport Community Blood Drive attracted a total of 108 donors and collecting 80 pints of life-saving blood, exceeding its goal by 20 percent.

ATL and the United Way of Greater Atlanta hosted 1,985 runners on the airfield for the second annual Mayor's 5k on the 5<sup>th</sup> Runway. This exciting fundraiser raised \$185,340.

Hartsfield-Jackson hosted over 500 Airport-area first graders at ATL Toyland during the December holidays. This program, in its 20<sup>th</sup> year, is designed to spread holiday cheer among metro Atlanta's youth while educating them about the role the Airport plays in the transportation industry.

A comprehensive energy-management program at Hartsfield-Jackson Atlanta International Airport (ATL) was honored as an Environmental Leader Project of the Year. Using specialized software, ATL tracks and manages utility performance for all of its assets.

ATL's efforts at energy conservation in three of the Airport's facilities garnered the Atlanta Better Buildings Challenge 2016 Top Performer Award in *Environmental Leader*, a daily trade publication. ATL received the honor for its work in saving energy at the North Domestic parking deck, South Domestic parking deck and Tech Campus.

Continuing with efforts of "Environmental Stewardship" the Airport issued a "Green-acres" Request for Proposal which will be a project that

will take the 20,000 annual tons of paper plates, cups, food wastes and other materials that our food and beverage and retail concessionaires send to landfills today, and process such materials in a facility that accelerates their decay and produces a form of compost which will then be used to grow vegetables.

To improve the customer experience, ATL installed 102 electric vehicle charging stations. The stations, located in lots and decks throughout ATL, encourage sustainability and GreeningATL initiatives. Additional charging stations are planned in FY18. As well, ATL through approvals of the State of Georgia based on its amendment to the Official Code of Georgia and the City of Atlanta Code of Ordinances was successful in adding the operation of new Ground Transportation Services (Transportation Network Companies) at the airport. Both Uber and Lyft transportation services are new components within the Transportation Network Companies. Lastly, the Department of Aviation completed installation of the Automated Screening lanes (Smart lanes) that resulted in faster passenger screening times thereby reducing their wait times.

Hundreds attended the second annual Taste of Hartsfield-Jackson, a fundraising feast that featured more than 30 restaurants and eateries from throughout ATL. Held pre-security, it offered a rare opportunity for the public to sample various fare without traveling through the airport and raised \$10,000 for United Way's Silence The Grownl, an initiative to combat childhood hunger.

The Airport's Financial Vitality was highlighted as Standard & Poor's and Fitch Ratings' upgrade of Hartsfield-Jackson's General Airport Revenue (GARBS) and Passenger Facility Bonds (PFCs):

- Standard and Poor's Global Ratings affirmed its "AA-" long-term rating and underlying rating (SPUR) on Atlanta, GA's airport general revenue bonds and hybrid passenger facility charge (PFC) subordinate lien bonds issued for Hartsfield Jackson. The rating is stable.
- In November 2016, Fitch Ratings upgraded to AA- from A+ the rating on the City of Atlanta GA's approximately \$1.7 billion of senior-lien airport general revenue bonds issued on behalf of Hartsfield-Jackson. Additionally, Fitch has affirmed the A+ rating on approximately

\$828 million of outstanding passenger facility charge (PFC) and subordinate lien revenue bonds.

ATL's website relaunched with new name representing our airport code, atl.com. The modern site offers improved features, navigation and user interface. It also supports Airport's iFlyATL mobile app.

ATL launches TruckPass, a reservation-based docking credential system designed to reduce roadway congestion and eliminate driver confusion. This revolutionary process utilizes the driver's mobile device to provide updates at each stage of docking.

ATL Airport officials signed a Sister Airport Agreement with the Airports Authority of Jamaica to encourage an exchange of ideas to increase efficiencies and boost travel and trade. This Memorandum of Understanding (MOU) is the fourth signed by City of Atlanta officials with international sister airports.

Twelve holiday trees were decorated and on display in the Maynard H. Jackson Jr. International Terminal decorated by representatives of Consular Corps offices in Atlanta. The trees display ornaments specific to each participating nation (Argentina, Bahamas, Canada, Haiti, India, Jamaica, Lithuania, Mexico, Peru, Philippines, Turkey, and the United Kingdom).

The ground lease to build a master-planned development consisting of an 11-story, 440 room, four-star hotel with 80,000 feet of conference/meeting space and an additional 60,000 square feet of Class A office space was signed. Construction is slated to begin in 2018. Total cost of development is estimated at over \$350 million.

### **FY2018 Adopted Program Highlights**

Hartsfield-Jackson released its new Master Plan in fiscal year 2016 which includes elements of its Strategic Capital Plan that has six areas of focus that is referred to as "ATL Next". These areas are the next initiatives scheduled for implementation in the \$6 billion 20 year plan estimated for completion by 2035.

- Air Cargo Development - Air cargo is a fertile source of employment and economic opportunity for metro Atlanta. To support this burgeoning business, the Airport has been expanding its cargo operations. In 2016, ATL handled more than 648,595 metric tons of cargo, growing cargo volume 3.58 percent over 2015. Also in 2016, ATL added a new cargo carrier (Air Canada Cargo) after adding four new all-cargo airlines in 2015. To accommodate such growth, ATL will undergo a phased expansion of facilities, with a goal of adding up to 1 million square feet of warehouse space. This combined with a recently constructed vehicle staging area to relieve cargo truck congestion is expected to total more than \$200 million.
- Airside - The airfield consists of runways, taxiways, apron areas, deicing pads, navigational aids, non-licensed vehicle roads and support facilities. The Airport has five parallel runways. Runway 10-28, the newest runway, was completed in 2006 and has significantly increased arrival capacity. But as customer demand continues to grow, ATL's capacity will be put to the test. To ensure efficiency in Airport operations while providing world-class customer service in the coming years, Hartsfield-Jackson will add a sixth runway, create two new end-around taxiways and make other improvements. The work is expected to total more than \$1.3 billion.
- Central Passenger Terminal Complex - The Central Passenger Terminal Complex (CPTC) consists of two independent processing facilities for domestic and international passengers, with associated gates and seven concourses. Revamping the domestic complex will enhance the customer experience while boosting the facilities' aesthetic appeal. In the Domestic Terminal, plans call for incorporating engineered trees and other foliage for a park-like feel and building giant canopies over the upper roadway curbside pick-up and drop-off areas to protect guests from the elements. Renovations on Concourses T South, A, B and C include elevating and slanting the ceilings and adding glass to allow for the introduction of more natural light and the creation of a more open feel.



In addition, the Airport will construct Concourse G, which will include 10 gates and be connected to the International Terminal, as well as extend Concourse T to include up to five additional gates. Additionally ATL's Plane Train will be extended to the east to serve Concourse G and to the west to create an improved train turnback that will increase the efficiency of the train system.

The Airport refers to the major renovations on its concourses as the CPTC Modernization Project. It will upgrade and modernize the existing Domestic Terminal and Concourses T through C to a new, fresh, modern look and feel similar to the new International Terminal.

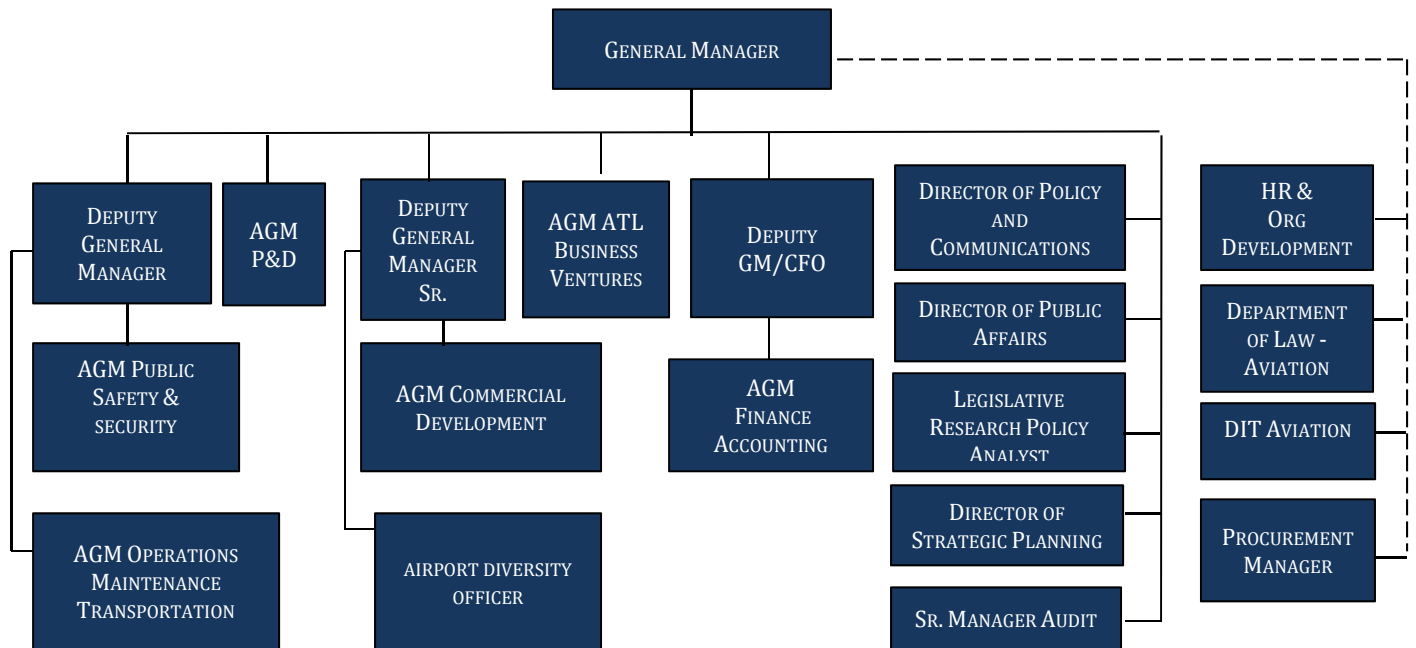
Upgrades will include exterior and interior renovations to include new curbside canopies, building facade upgrades, new ceiling design, LED lighting throughout all spaces within the terminal and Concourses T-C, Atrium upgrades to include new finishes, furniture, lighting and greenery, replacement and addition of new energy efficient windows in all Concourse hold rooms, new hold room carpeting, seating and check-in podiums, replacement of all existing way finding signage with new internally illuminated signs.

- Third-Party Development – The Airport will pave the way for a 4-star hotel; a mixed-use development on 13 acres with an initial 60,000 square feet of office space; and a travel plaza on 2.8 acres featuring a convenience store, fueling station and service center. The venture, expected to start in 2017 and estimated at more than \$350 million, is intended to diversify the Airport's revenue stream and attract a different type of activity to Hartsfield-Jackson and the south side of Atlanta, one compatible with ATL operations and aircraft noise. The facilities would be situated west and southwest of the Domestic Terminal on land currently occupied by the West Economy Parking Lot, former rental car facilities and the taxicab staging area.
- Parking Decks – The North and South parking decks currently fill to capacity at

some point during more than six months each year. Increasing demand, combined with deteriorating conditions of the decks, requires replacing these aging facilities with three new decks. To minimize disruption and loss of parking spaces and revenue, the Airport will phase in construction of the decks and create a new Park-Ride lot on Sullivan Road. A new ATL West parking deck will be constructed first. This deck, adjacent to the SkyTrain Gateway station next to the Georgia International Convention Center, is connected to the Airport via a 2-minute ride on the SkyTrain. The new Park-Ride lot on Sullivan Road will provide 1,000 additional parking spaces for customers. The domestic terminal North and South decks rising 4-8 levels each will be constructed following the completion of the new ATL West Deck and the Sullivan Road lot.

- Support Facilities – Support facilities are critical to ATL's daily operation and often go unnoticed by passengers. The Airport's fire stations provide daily life safety services and are essential for maintaining the Airport's operating certificates. ATL will continue to renew and replace these facilities over the course of the ATLNext program. The replacement of Fire Station 40 will take place early in the program with the new LEED-certified facility due to be operational in 2017. ATL will also undertake a project to relocate and update the staging locations for the commercial vehicles and taxis that service the airport. These new facilities will reduce congestion on the roadways and improve customer service. In anticipation of the new 6th runway and Concourse G the airport maintenance facilities will be consolidated and relocated along with the Gate Gourmet and Delta Air Lines Cargo operations. The "ATL Next" program is also creating support facilities for commercial vehicles and constructing Runway 9 L End-Around Taxiway to enhance airport operations and efficiency. The design phase on this project will begin in FY17 with a 2019 target date for completion.

## ORGANIZATIONAL CHART AVIATION



## PERFORMANCE METRICS AVIATION

PERFORMANCE MEASURE	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 TARGET	FY2018 TARGET
<b><i>Fiscal Accountability &amp; Governmental Efficiency</i></b>				
Customer satisfaction with the Airport	N/A	N/A	85.0%	85.0%
Bond Coverage Factor	1.88	2.06	1.76	1.60
Airport parking revenue (in millions)	\$124.0MM	\$132.1MM	\$124.6MM	\$127.6MM
Airport concessions revenue (in millions)	\$141.5MM	\$153.5MM	\$146.8MM	\$167.5MM
<b><i>Business Growth &amp; Tourism</i></b>				
# of passengers traveling through Airport (millions)	98.3MM	103.7MM	105.9MM	109.0MM
Cargo volume (in metric tons)	617,680	626,082	687,226	684,000



## FY18 OPERATING BUDGET HIGHLIGHTS

### Department Of Aviation Airport Revenue Fund

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
<i>PERSONNEL</i>					
\$27,856,655	\$29,178,721	\$34,521,966	Salaries, Regular	\$38,082,172	\$3,560,205
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$202,358	\$261,780	\$422,600	Salaries, Extra Help	\$313,620	(\$108,980)
-	-	-	Salaries, Extra Help-Sworn	-	-
\$1,243,637	\$1,976,468	\$1,180,187	Overtime	\$1,505,628	\$325,441
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$4,468,075	\$5,015,132	\$5,278,596	Pen Cont Gen Emp Pen Fd	\$4,528,959	(\$749,637)
\$950,104	\$1,032,176	\$1,002,512	Defined Contribution	\$1,190,488	\$187,977
\$285,987	\$73,698	\$208,520	Workers' Compensation	\$108,579	(\$99,941)
\$4,179,297	\$4,478,292	\$5,114,895	Other Personnel Costs	\$5,379,238	\$264,342
\$39,186,113	\$42,016,266	\$47,729,276	<b>TOTAL PERSONNEL</b>	<b>\$51,108,684</b>	<b>\$3,379,408</b>
<i>OTHER EXPENSES</i>					
\$105,793,064	\$114,207,176	\$142,906,851	Purchased / Contracted Services	\$156,108,449	\$13,201,597
\$13,306,201	\$14,066,917	\$14,053,870	Supplies	\$14,893,552	\$839,682
\$921,545	\$284,000	\$141,000	Capital Outlays	\$900,160	\$759,160
\$2,364,797	\$2,537,837	\$2,302,652	Interfund / Interdepartmental Charges	\$2,364,723	\$62,071
\$3,930,568	\$4,636,210	\$5,046,610	Other Costs	\$2,232,227	(\$2,814,383)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	\$860,000	\$860,000
\$126,316,175	\$135,732,140	\$164,450,984	<b>TOTAL OTHER EXPENSES</b>	<b>\$177,359,111</b>	<b>\$12,908,127</b>
<b>\$165,502,288</b>	<b>\$177,748,407</b>	<b>\$212,180,260</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$228,467,795</b>	<b>\$16,287,536</b>

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	FUND	FY18 BUDGET	VARIANCE FY18-FY17
\$165,502,288	\$177,748,407	\$212,180,260	Airport Revenue Fund	\$228,467,795	\$16,287,536
<b>\$165,502,288</b>	<b>\$177,748,407</b>	<b>\$212,180,260</b>	<b>TOTAL EXPENSES</b>	<b>\$228,467,795</b>	<b>\$16,287,536</b>

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
562.00	596.00	595.00	Full Time Equivalent	657.00	62.00



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Aviation**  
**Airport Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$3,560,205	Increase due to salary adjustments, Grade 19+ salary increases, and minimum wage increase to \$13/hour.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	(\$108,980)	Decrease due to extra help less than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	\$325,441	Increase due to overtime more than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$749,637)	Decrease due to pension rate adjustment.
Defined Contribution	\$187,977	Increase due to personnel adjustments.
Workers' Compensation	(\$99,941)	Decrease due to Workers' Comp less than anticipated.
Other Personnel Costs	\$264,342	Increase due to health rate adjustment.
<b>TOTAL PERSONNEL</b>	<b>\$3,379,408</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$13,201,597	Increase due to contractual services for Gate Guard, Skytrain, Noise Monitoring and Geographic Information Systems.
Supplies	\$839,682	Increase due to supplies more than anticipated.
Capital Outlays	\$759,160	Increase due to furniture & fixtures more than anticipated.
Interfund / Interdepartmental Charges	\$62,071	Increase due to motor/fuel costs more than anticipated.
Other Costs	(\$2,814,383)	Decrease due to property tax settlement/adjustment.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	\$860,000	
<b>TOTAL OTHER EXPENSES</b>	<b>\$12,908,127</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$16,287,536</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Airport Revenue Fund	\$16,287,536	
<b>TOTAL EXPENSES</b>	<b>\$16,287,536</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	62.00	Increase due to 62 new positions.

# COURT OPERATIONS

## Mission Statement

The mission of the Judicial Agencies of the City of Atlanta is to dispense justice, equality, and fairness while promoting respect for the justice system.

## Vision Statement

The vision of the Judicial Agencies of the City of Atlanta is to be best in class in the areas of customer service, transparency, and efficiency.

## Core Functions

- Case Adjudication
- Court Administration
- Exceptional customer service

## Summary of Operations

Judicial Agencies provides efficient and effective court services for criminal and traffic offenses arising in Atlanta.

## Divisions/Offices Descriptions

*Courtroom Operations* ensures that all cases filed are properly and efficiently adjudicated. There are nine courtrooms within operations handling probation revocation hearings, bond forfeitures, community court, traffic, parking, DUI, city ordinance and false alarm offenses.

*Finance* processes all financial transactions.

*Data Entry/Call Center* processes all citations filed, schedules court hearings, and answers a high volume of incoming calls.

*Pretrial/Ombudsman/Warrants/Bonds* releases defendants based on criminal history records, researches court related cases, processes and verify warrant information, and processes all bond related activities.

*Community Court* provides alternative sentencing options and diversion programming.

*Administration* oversees the budget, human resource, and technology.

## FY2017 Accomplishments

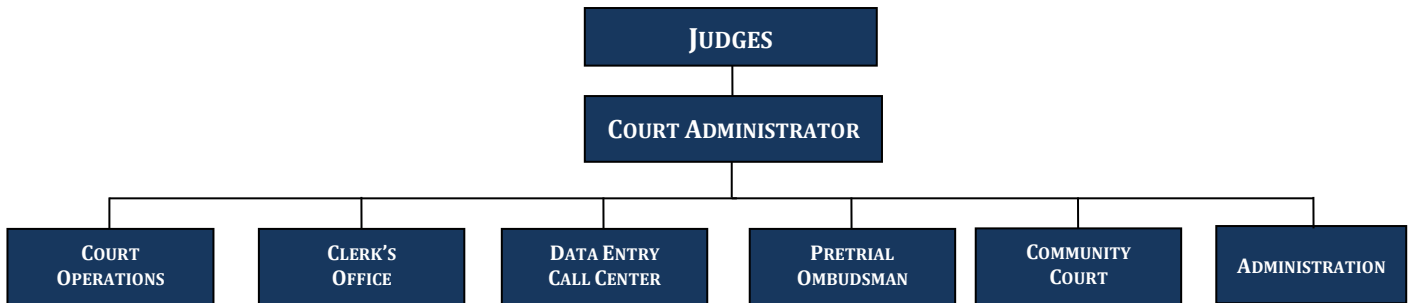
- Implementation of a data driven approach to performance evaluation.
- Year to Date courts Case Clearance Rate of 100%.
- Cross training efforts touching 100% of employees.
- Daily FTA Walk-in docket.
- Talented 10<sup>th</sup> intensive alternative sentencing and diversion.
- Building upgrades, including paint, improved facilities maintenance and new security system.
- IVR systems upgrades.
- 92% employee attendance; 87% on-time attendance.
- Increased employee morale.
- Positive engagement with local media and inquiring community stakeholders.
- Added 10<sup>th</sup> Judge to handle FTA division.

## FY2018 Adopted Program Highlights

- Institute a new court case management system.
- Continuing the implementation of e-Citation.
- Improve the court experience for citizens by updating our building signage.
- Continue efforts to enhance Community Court programs.

# ORGANIZATIONAL CHART

## COURT OPERATIONS



# PERFORMANCE METRICS

## COURT OPERATIONS

PERFORMANCE MEASURE	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 TARGET	FY2018 TARGET
<b>Public Safety</b>				
# of Traffic cases filed in Court	190,692	188,021	176,750	176,750
# of DUI cases filed in Court	3,253	3,054	2,769	2,769
# of Parking cases filed in Court	2,582	2,471	2,212	3,587
# of Criminal cases filed in Court	22,824	19,849	18,766	18,766
# of False Alarm cases filed in Court	807	711	1,029	1,029
# of Housing cases filed in Court	2,644	2,903	2,093	2,093
Municipal Court total revenue	\$22,743,880	\$21,731,195	\$20,428,104	\$20,228,000
Case Clearance Rate - Traffic	96%	106%	100%	100%
Case Clearance Rate - Criminal	83%	93%	100%	100%
% of revenue collected vs. anticipated	88%	95%	100%	100%



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Judicial Agencies**  
**General Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$6,353,079	\$7,259,335	\$8,325,119	Salaries, Regular	\$8,260,326	(\$64,792)
-	\$358	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$39,120	\$153,872	\$61,293	Salaries, Extra Help	\$41,507	(\$19,786)
-	-	-	Salaries, Extra Help-Sworn	-	-
\$65,886	\$86,680	\$38,562	Overtime	\$24,479	(\$14,082)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$1,527,175	\$1,613,406	\$1,902,751	Pen Cont Gen Emp Pen Fd	\$1,459,677	(\$443,074)
\$178,946	\$230,610	\$226,659	Defined Contribution	\$182,021	(\$44,639)
\$2,320	\$4,976	\$924	Workers' Compensation	\$22,300	\$21,375
\$872,585	\$1,036,786	\$1,302,519	Other Personnel Costs	\$1,364,698	\$62,179
<b>\$9,039,112</b>	<b>\$10,386,022</b>	<b>\$11,857,827</b>	<b>TOTAL PERSONNEL</b>	<b>\$11,355,008</b>	<b>(\$502,819)</b>
			<i>OTHER EXPENSES</i>		
\$2,127,349	\$2,211,237	\$1,990,731	Purchased / Contracted Services	\$2,077,476	\$86,745
\$512,010	\$291,018	\$184,081	Supplies	\$164,782	(\$19,299)
-	-	-	Capital Outlays	-	-
\$10,327	\$6,007	\$9,786	Interfund / Interdepartmental Charges	\$6,137	(\$3,649)
\$168,937	\$343,605	\$19,052	Other Costs	\$15,835	(\$3,217)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
<b>\$2,818,624</b>	<b>\$2,851,866</b>	<b>\$2,203,651</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$2,264,231</b>	<b>\$60,580</b>
<b>\$11,857,736</b>	<b>\$13,237,889</b>	<b>\$14,061,478</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$13,619,239</b>	<b>(\$442,239)</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$11,857,736	\$13,237,889	\$14,061,478	General Fund	\$13,619,239	(\$442,239)
<b>\$11,857,736</b>	<b>\$13,237,889</b>	<b>\$14,061,478</b>	<b>TOTAL EXPENSES</b>	<b>\$13,619,239</b>	<b>(\$442,239)</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
154.00	162.00	163.00	Full Time Equivalent	184.00	21.00



## FY18 OPERATING BUDGET HIGHLIGHTS

### Judicial Agencies

### General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (18-17)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$64,792)	Decrease due to position abolishments and de-funding of vacant positions offset by Grade 19+ salary increases and minimum wage increase to \$13/hour.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	(\$19,786)	Decrease due to extra help less than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	(\$14,082)	Decrease due to overtime less than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$443,074)	Decrease due to pension rate and personnel adjustments.
Defined Contribution	(\$44,639)	Decrease due to personnel adjustments.
Workers' Compensation	\$21,375	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	\$62,179	Increase due to health rate adjustment.
<b>TOTAL PERSONNEL</b>	<b>(\$502,819)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$86,745	Increase due to implementation of Court Case Management System.
Supplies	(\$19,299)	Decrease due to supplies less than anticipated.
Capital Outlays	-	
Interfund / Interdepartmental Charges	(\$3,649)	Decrease due to motor/fuel and repair/maintenance costs less than anticipated.
Other Costs	(\$3,217)	Decrease due to refunds less than anticipated.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$60,580</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$442,239)</b>	

FUND	VARIANCE (18-17)	EXPLANATION
General Fund	(\$442,239)	
<b>TOTAL EXPENSES</b>	<b>(\$442,239)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (18-17)	EXPLANATION
Full Time Equivalent	21.00	Increase due to new unfunded positions.



# NON-DEPARTMENTAL

## Mission Statement

The purpose of Non-Departmental is to provide funding for a variety of expenditures that generally are not specific to any one department.

## Summary of Operations

The Non-Departmental budget includes payments that do not fall under any particular City department, including:

- Debt Service
- Workers' Compensation
- OPEB (Other Post Employee Benefits)
- Insurance
- Unemployment Compensation
- Reserves

## Department Descriptions

*Debt Service* is required to meet interest expenses, principal payments, and sinking fund requirements during a specific time period. The debt payments that are included in General Fund Non-Departmental are: Urban Residential Finance Authority (URFA), Municipal Court/City Hall East, Downtown Parking Deck, and Zoo Atlanta.

*Workers' Compensation* is a form of insurance that provides compensation for employees who are injured in the course of employment. Workers compensation insurance covers workers injured during or by job related activities or related illnesses.

*Other Post Employee Benefits (OPEB)* provides post-employment benefits that an employee will receive at the start of retirement. In addition to a salary, many employees earn benefits over their

years of service that will not be received until after their employment with the City ends through retirement, or other reasons for separation. This does not include pension benefits paid to the retired employee. OPEBs generally take the form of health insurance, dental, vision, or health care benefits. It may also include some types of life insurance.

*Insurance* is provided to cover expenses for all risk property, excess high hazard flood, railroad protective liability, crime helicopter, and miscellaneous bonds. Property insurance is related to the City's buildings, contents and personal property. The excess high hazard flood is coverage related to losses that are deemed by FEMA to be in what is zoned as high hazard areas. The crime insurance provides coverage for theft by an employee. The helicopter insurance covers claims related to the City's helicopters. The railroad protective liability insurance protects against railroad liability. The Risk Management division operates the City's insurance program and manages safety programs.

*Unemployment Compensation* provides temporary income for former City workers. Workers do not pay any costs. Eligibility for benefits is determined based on past wages, reason for job separation, and availability and job search requirements.

*Budgeted Reserves* are essentially the amount of funds that are remaining after all revenues and expenditures are projected for budgeting purposes with few exceptions. The general fund budgeted reserves are set by ordinance, while reserves in capital funds may be required in accordance with the indentures.



## FY18 OPERATING BUDGET HIGHLIGHTS Non-Departmental

FY15 ACTUAL EXPENDITURES	FY16 ACTUAL EXPENDITURES	FY17 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
-	-	-	Salaries, Regular	-	-
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$1,040	-	\$0	Salaries, Extra Help	\$0	\$0
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
\$2,699	(\$1,511)	-	Pen Cont Police Pen Fd	-	-
(\$55,106)	(\$176,809)	-	Pen Cont Gen Emp Pen Fd	-	-
-	-	-	Defined Contribution	-	-
\$2,890,357	\$1,705,712	\$2,672,210	Workers' Compensation	\$2,579,925	(\$92,284)
\$1,338,087	\$1,101,003	\$4,405,388	Other Personnel Costs	\$2,701,422	(\$1,703,966)
\$4,177,077	\$2,628,396	\$7,077,598	<b>TOTAL PERSONNEL</b>	\$5,281,347	(\$1,796,250)
OTHER EXPENSES					
\$22,407,237	\$15,674,382	\$19,567,092	Purchased / Contracted Services	\$22,458,524	\$2,891,433
\$5,682	(\$20)	\$0	Supplies	\$0	\$0
-	\$7,778,699	-	Capital Outlays	\$0	\$0
\$32,448,261	\$36,545,988	\$32,328,557	Interfund / Interdepartmental Charges	\$31,463,000	(\$865,557)
\$231,776,564	\$260,506,428	\$251,880,775	Other Costs	\$259,439,671	\$7,558,895
\$35,333,091	\$36,006,026	\$40,173,147	Debt Service	\$46,106,934	\$5,933,787
-	-	\$136,722,565	Conversion / Summary	\$110,993,921	(\$25,728,644)
\$720,928,953	\$679,256,887	\$411,695,189	Other Financing Uses	\$410,891,903	(\$803,286)
\$1,042,899,788	\$1,035,768,390	\$892,367,324	<b>TOTAL OTHER EXPENSES</b>	\$881,353,953	(\$11,013,371)
<b>\$1,047,076,865</b>	<b>\$1,038,396,786</b>	<b>\$899,444,922</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$886,635,300</b>	<b>(\$12,809,622)</b>

FY15 ACTUAL EXPENDITURES	FY16 ACTUAL EXPENDITURES	FY17 ADOPTED	FUND	FY18 BUDGET	VARIANCE FY18-FY17
\$111,798,532	\$96,163,583	\$105,969,000	General Fund	\$99,426,631	(\$6,542,368)
\$267,087,325	\$268,609,842	\$234,114,519	Airport Revenue Fund	\$216,644,481	(\$17,470,038)
\$15,171,108	\$13,831,896	\$2,319,710	Building Permits Fund	\$0	(\$2,319,709)
-	\$10,625,376	\$2,746,599	City Plaza Operating Fund	\$2,746,599	\$0
\$71,107	\$87,161	\$1,750	Civic Center Revenue Fund	\$0	(\$1,750)
\$17,400	\$18,382	\$0	Parks Facilities Revenue Fund	\$0	\$0
\$13,673,973	\$5,362,445	\$5,359,628	Solid Waste Services Revenue Fund	\$5,910,718	\$551,090
\$14,574,530	\$10,365,570	\$110,000	Underground Atl Facil Revenue Fund	\$0	(\$110,000)
\$418,778,805	\$412,341,105	\$329,563,311	Water & Wastewater Revenue Fund	\$331,052,855	\$1,489,544
\$5,280,273	\$2,778,958	\$2,996,832	Fleet Service Fund	\$3,035,857	\$39,026
\$134,960,056	\$144,207,895	\$147,949,301	Group Insurance Fund	\$154,858,101	\$6,908,801
\$64,330,343	\$72,815,822	\$67,268,223	Hotel/Motel Tax Fund	\$71,867,980	\$4,599,757
\$1,333,414	\$1,188,750	\$1,046,050	Rental/Motor Vehicle Tax Fund	\$1,092,076	\$46,026
<b>\$1,047,076,865</b>	<b>\$1,038,396,786</b>	<b>\$899,444,922</b>	<b>TOTAL EXPENSES</b>	<b>\$886,635,300</b>	<b>(\$12,809,622)</b>

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
-	-	-	Full Time Equivalent	-	-



## FY18 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental General Fund

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
			<i>PERSONNEL</i>		
-	-	-	Salaries, Regular	-	-
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$1,040	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
\$2,699	(\$1,511)	-	Pen Cont Police Pen Fd	-	-
(\$55,106)	(\$176,809)	-	Pen Cont Gen Emp Pen Fd	-	-
-	-	-	Defined Contribution	-	-
\$2,716,038	\$1,607,946	\$2,532,782	Workers' Compensation	\$2,532,782	\$0
\$529,052	\$387,802	\$2,093,193	Other Personnel Costs	\$1,247,368	(\$845,826)
\$3,193,723	\$1,817,429	\$4,625,976	<b>TOTAL PERSONNEL</b>	\$3,780,150	(\$845,826)
			<i>OTHER EXPENSES</i>		
\$16,196,815	\$14,988,946	\$16,957,982	Purchased / Contracted Services	\$17,571,523	\$613,541
\$5,682	(\$20)	\$0	Supplies	-	\$0
-	\$7,778,699	-	Capital Outlays	-	-
-	\$18,038	-	Interfund / Interdepartmental Charges	-	-
\$30,662,170	\$39,751,780	\$45,394,428	Other Costs	\$39,261,247	(\$6,133,181)
\$15,503,918	\$15,352,859	\$15,364,338	Debt Service	\$18,726,764	\$3,362,426
-	-	\$14,941,759	Conversion / Summary	\$13,069,087	(\$1,872,672)
\$46,236,225	\$16,455,852	\$8,684,517	Other Financing Uses	\$7,017,860	(\$1,666,657)
\$108,604,810	\$94,346,154	\$101,343,024	<b>TOTAL OTHER EXPENSES</b>	\$95,646,481	(\$5,696,543)
<b>\$111,798,532</b>	<b>\$96,163,583</b>	<b>\$105,969,000</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$99,426,631</b>	<b>(\$6,542,368)</b>

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	FUND	FY18 BUDGET	VARIANCE FY18-FY17
\$111,798,532	\$96,163,583	\$105,969,000	General Fund	\$99,426,631	(\$6,542,368)
<b>\$111,798,532</b>	<b>\$96,163,583</b>	<b>\$105,969,000</b>	<b>TOTAL EXPENSES</b>	<b>\$99,426,631</b>	<b>(\$6,542,368)</b>

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
-	-	-	Full Time Equivalent	-	-



## FY18 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (18-17)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	\$0	
Other Personnel Costs	(\$845,826)	Decrease due to (\$845K) for Longevity pay not anticipated in FY18.
<b>TOTAL PERSONNEL</b>	<b>(\$845,826)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$613,541	Increase due to \$750K for Fort McPherson, \$250K for Atlanta Land Bank, \$40K People TV and other audit expenses; offset by decrease of (\$500K) for Invest Atlanta not anticipated in FY18.
Supplies	\$0	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	(\$6,133,181)	Decrease due to APS/Beltline of (\$10MM) and Election expenses of (\$2.2MM) not anticipated in FY18; offset by increase for URFA Bond of \$2.5MM, OPEB Group Health Insurance of \$1.8MM and Fire Dept. MOU for Fulton & DeKalb IGAs of \$1.7MM.
Debt Service	\$3,362,426	Increase due to debt payments of \$1.8MM Motorola, \$1.2MM Zoo Parking Deck Bond, \$641K Homeless Bond; offset by debt payments for 2002COPS Bond of (\$183K), Watershed MOU (\$125K) and 1998COPS Bond of (\$9K).
Conversion / Summary	(\$1,872,672)	Decrease in Restricted Reserves.
Other Financing Uses	(\$1,666,657)	Decrease due to Operating Transfer to Civic Center subsidy reduced by (\$1MM), debt payment for Operating Transfer to 2006PSF Bond of (\$503K) less than anticipated and Operating Transfer to Underground of (\$110K) not anticipated in FY18 due to the sale.
<b>TOTAL OTHER EXPENSES</b>	<b>(\$5,696,543)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$6,542,368)</b>	

FUND	VARIANCE (18-17)	EXPLANATION
General Fund	(\$6,542,368)	
<b>TOTAL EXPENSES</b>	<b>(\$6,542,368)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (18-17)	EXPLANATION
Full Time Equivalent	-	



## FY18 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Airport Revenue Fund

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
			<i>PERSONNEL</i>		
-	-	-	Salaries, Regular	-	-
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
-	-	-	Defined Contribution	-	-
-	-	-	Workers' Compensation	-	-
-	-	\$565,058	Other Personnel Costs	-	(\$565,058)
-	-	\$565,058	<b>TOTAL PERSONNEL</b>	-	(\$565,058)
			<i>OTHER EXPENSES</i>		
(\$2,540)	(\$1,330,781)	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
\$7,945,331	\$7,147,356	\$9,702,893	Interfund / Interdepartmental Charges	\$10,339,500	\$636,607
\$4,237,814	\$4,264,195	\$4,389,975	Other Costs	\$2,197,254	(\$2,192,721)
-	-	-	Debt Service	-	-
-	-	\$78,369,968	Conversion / Summary	\$63,012,721	(\$15,357,247)
\$254,906,720	\$258,529,073	\$141,086,625	Other Financing Uses	\$141,095,006	\$8,381
\$267,087,325	\$268,609,842	\$233,549,461	<b>TOTAL OTHER EXPENSES</b>	\$216,644,481	(\$16,904,980)
<b>\$267,087,325</b>	<b>\$268,609,842</b>	<b>\$234,114,519</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$216,644,481</b>	<b>(\$17,470,038)</b>

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	FUND	FY18 BUDGET	VARIANCE FY18-FY17
\$267,087,325	\$268,609,842	\$234,114,519	Airport Revenue Fund	\$216,644,481	(\$17,470,038)
<b>\$267,087,325</b>	<b>\$268,609,842</b>	<b>\$234,114,519</b>	<b>TOTAL EXPENSES</b>	<b>\$216,644,481</b>	<b>(\$17,470,038)</b>

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
-	-	-	Full Time Equivalent	-	-



## FY18 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (18-17)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	(\$565,058)	Decrease due to Longevity pay not anticipated in FY2018.
<b>TOTAL PERSONNEL</b>	<b>(\$565,058)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	\$636,607	Increase due to indirect cost charges more than anticipated.
Other Costs	(\$2,192,721)	Decrease due to retirees life and health cost less than anticipated.
Debt Service	-	
Conversion / Summary	(\$15,357,247)	Decrease due to reduction in fund-wide reserves.
Other Financing Uses	\$8,381	Increase due to Sinking Fund Requirements more than anticipated.
<b>TOTAL OTHER EXPENSES</b>	<b>(\$16,904,980)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$17,470,038)</b>	

FUND	VARIANCE (18-17)	EXPLANATION
Airport Revenue Fund	(\$17,470,038)	
<b>TOTAL EXPENSES</b>	<b>(\$17,470,038)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (18-17)	EXPLANATION
Full Time Equivalent	-	



## FY18 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Building Permits Fund

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
			<i>PERSONNEL</i>		
-	-	-	Salaries, Regular	-	-
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
-	-	-	Defined Contribution	-	-
-	-	-	Workers' Compensation	-	-
-	-	\$14,483	Other Personnel Costs	-	(\$14,483)
-	-	\$14,483	<b>TOTAL PERSONNEL</b>	-	(\$14,482)
			<i>OTHER EXPENSES</i>		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
\$2,337,718	\$3,276,768	\$1,823,672	Interfund / Interdepartmental Charges	-	(\$1,823,672)
\$295,714	\$297,255	\$427,309	Other Costs	-	(\$427,309)
-	-	-	Debt Service	-	-
-	-	\$54,246	Conversion / Summary	-	(\$54,246)
\$12,537,676	\$10,257,873	-	Other Financing Uses	-	-
\$15,171,108	\$13,831,896	\$2,305,227	<b>TOTAL OTHER EXPENSES</b>	-	(\$2,305,227)
<b>\$15,171,108</b>	<b>\$13,831,896</b>	<b>\$2,319,710</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	-	<b>(\$2,319,709)</b>

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	FUND	FY18 BUDGET	VARIANCE FY18-FY17
\$15,171,108	\$13,831,896	\$2,319,710	Building Permits Fund	-	(\$2,319,709)
<b>\$15,171,108</b>	<b>\$13,831,896</b>	<b>\$2,319,710</b>	<b>TOTAL EXPENSES</b>	-	<b>(\$2,319,709)</b>

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
-	-	-	Full Time Equivalent	-	-



## FY18 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Building Permits Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (18-17)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	(\$14,483)	Decrease due to the consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-0-1422.
<b>TOTAL PERSONNEL</b>	<b>(\$14,482)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	(\$1,823,672)	Decrease due to the consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-0-1422.
Other Costs	(\$427,309)	Decrease due to the consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-0-1422.
Debt Service	-	
Conversion / Summary	(\$54,246)	Decrease due to the consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-0-1422.
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$2,305,227)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$2,319,709)</b>	

FUND	VARIANCE (18-17)	EXPLANATION
Building Permits Fund	(\$2,319,709)	
<b>TOTAL EXPENSES</b>	<b>(\$2,319,709)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (18-17)	EXPLANATION
Full Time Equivalent	-	





**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Non-Departmental**  
**City Plaza Operating Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
-	-	-	Salaries, Regular	-	-
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
-	-	-	Defined Contribution	-	-
-	-	-	Workers' Compensation	-	-
-	-	-	Other Personnel Costs	-	-
-	-	-	<i>TOTAL PERSONNEL</i>	-	-
			<i>OTHER EXPENSES</i>		
-	\$96,907	\$2,037,000	Purchased / Contracted Services	\$2,037,000	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	\$10,193,600	-	Other Costs	-	-
-	\$334,869	\$709,599	Debt Service	\$709,599	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	\$10,625,376	\$2,746,599	<i>TOTAL OTHER EXPENSES</i>	\$2,746,599	-
-	<b>\$10,625,376</b>	<b>\$2,746,599</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$2,746,599</b>	-

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
-	\$10,625,376	\$2,746,599	City Plaza Operating Fund	\$2,746,599	-
-	<b>\$10,625,376</b>	<b>\$2,746,599</b>	<b>TOTAL EXPENSES</b>	<b>\$2,746,599</b>	-

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
-	-	-	Full Time Equivalent	-	-



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Non-Departmental**  
**City Plaza Operating Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	-	
<i>TOTAL PERSONNEL</i>	-	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<i>TOTAL OTHER EXPENSES</i>	-	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	-	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
City Plaza Operating Fund	-	
<b>TOTAL EXPENSES</b>	-	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Non-Departmental**  
**Civic Center Revenue Fund**

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
			<i>PERSONNEL</i>		
-	-	-	Salaries, Regular	-	-
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
-	-	-	Defined Contribution	-	-
-	-	-	Workers' Compensation	-	-
-	-	\$1,750	Other Personnel Costs	-	(\$1,750)
-	-	\$1,750	<b>TOTAL PERSONNEL</b>	-	(\$1,750)
			<i>OTHER EXPENSES</i>		
-	-	-	Purchased / Contracted Services	\$0	\$0
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$45,914	\$46,153	-	Other Costs	-	-
\$25,193	\$41,008	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$71,107	\$87,161	-	<b>TOTAL OTHER EXPENSES</b>	\$0	\$0
\$71,107	\$87,161	\$1,750	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	\$0	(\$1,750)

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	FUND	FY18 BUDGET	VARIANCE FY18-FY17
\$71,107	\$87,161	\$1,750	Civic Center Revenue Fund	\$0	(\$1,750)
\$71,107	\$87,161	\$1,750	<b>TOTAL EXPENSES</b>	\$0	(\$1,750)

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
-	-	-	Full Time Equivalent	-	-



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Non-Departmental**  
**Civic Center Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	(\$1,750)	Decrease due to Longevity Pay not anticipated in FY2018.
<b>TOTAL PERSONNEL</b>	<b>(\$1,750)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$0	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$0</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$1,750)</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Civic Center Revenue Fund	(\$1,750)	
<b>TOTAL EXPENSES</b>	<b>(\$1,750)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Non-Departmental**  
**Parks Facilities Revenue Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
-	-	-	Salaries, Regular	-	-
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
-	-	-	Defined Contribution	-	-
-	-	-	Workers' Compensation	-	-
-	-	-	Other Personnel Costs	-	-
-	-	-	<i>TOTAL PERSONNEL</i>	-	-
			<i>OTHER EXPENSES</i>		
-	-	-	Purchased / Contracted Services	\$0	\$0
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$16,008	\$16,092	-	Other Costs	-	-
\$1,392	\$2,291	\$0	Debt Service	-	\$0
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$17,400	\$18,382	\$0	<i>TOTAL OTHER EXPENSES</i>	\$0	\$0
\$17,400	\$18,382	\$0	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	\$0	\$0

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$17,400	\$18,382	\$0	Parks Facilities Revenue Fund	\$0	\$0
\$17,400	\$18,382	\$0	<b>TOTAL EXPENSES</b>	\$0	\$0

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
-	-	-	Full Time Equivalent	-	-



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Non-Departmental**  
**Parks Facilities Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	-	
<i>TOTAL PERSONNEL</i>	-	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$0	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	\$0	
Conversion / Summary	-	
Other Financing Uses	-	
<i>TOTAL OTHER EXPENSES</i>	\$0	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$0</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Parks Facilities Revenue Fund	\$0	
<b>TOTAL EXPENSES</b>	<b>\$0</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Non-Departmental**  
**Solid Waste Services Revenue Fund**

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
			<i>PERSONNEL</i>		
-	-	-	Salaries, Regular	-	-
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
-	-	-	Defined Contribution	-	-
-	-	-	Workers' Compensation	-	-
-	-	\$88,876	Other Personnel Costs	-	(\$88,876)
-	-	\$88,876	<b>TOTAL PERSONNEL</b>	-	(\$88,876)
			<i>OTHER EXPENSES</i>		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
\$3,564,562	\$3,864,091	\$3,722,739	Interfund / Interdepartmental Charges	\$4,308,000	\$585,261
\$7,109,411	\$1,498,353	\$1,548,013	Other Costs	\$1,396,557	(\$151,457)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$3,000,000	-	-	Other Financing Uses	\$206,162	\$206,162
\$13,673,973	\$5,362,445	\$5,270,752	<b>TOTAL OTHER EXPENSES</b>	\$5,910,718	\$639,966
<b>\$13,673,973</b>	<b>\$5,362,445</b>	<b>\$5,359,628</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$5,910,718</b>	<b>\$551,090</b>

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	FUND	FY18 BUDGET	VARIANCE FY18-FY17
\$13,673,973	\$5,362,445	\$5,359,628	Solid Waste Services Revenue Fund	\$5,910,718	\$551,090
<b>\$13,673,973</b>	<b>\$5,362,445</b>	<b>\$5,359,628</b>	<b>TOTAL EXPENSES</b>	<b>\$5,910,718</b>	<b>\$551,090</b>

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
-	-	-	Full Time Equivalent	-	-



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Non-Departmental**  
**Solid Waste Services Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	(\$88,876)	Decrease due to Longevity pay not anticipated in FY2018.
<b>TOTAL PERSONNEL</b>	<b>(\$88,876)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	\$585,261	Increase due to indirect cost charges more than anticipated.
Other Costs	(\$151,457)	Decrease due to retirees life and health cost less than anticipated.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	\$206,162	Increase due to GMA Lease payments more than anticipated.
<b>TOTAL OTHER EXPENSES</b>	<b>\$639,966</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$551,090</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Solid Waste Services Revenue Fund	\$551,090	
<b>TOTAL EXPENSES</b>	<b>\$551,090</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	





**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Non-Departmental**  
**Underground Atl Facil Revenue Fund**

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
			<i>PERSONNEL</i>		
-	-	-	Salaries, Regular	-	-
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
-	-	-	Defined Contribution	-	-
-	-	-	Workers' Compensation	-	-
-	-	-	Other Personnel Costs	-	-
-	-	-	<i>TOTAL PERSONNEL</i>	-	-
			<i>OTHER EXPENSES</i>		
\$6,058,877	\$1,848,522	\$110,000	Purchased / Contracted Services	\$0	(\$110,000)
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$72,833	\$85,893	-	Other Costs	-	-
\$8,442,820	\$8,431,155	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$14,574,530	\$10,365,570	\$110,000	<i>TOTAL OTHER EXPENSES</i>	\$0	(\$110,000)
\$14,574,530	\$10,365,570	\$110,000	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	\$0	(\$110,000)

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	FUND	FY18 BUDGET	VARIANCE FY18-FY17
\$14,574,530	\$10,365,570	\$110,000	Underground Atl Facil Revenue Fund	\$0	(\$110,000)
\$14,574,530	\$10,365,570	\$110,000	<b>TOTAL EXPENSES</b>	\$0	(\$110,000)

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
-	-	-	Full Time Equivalent	-	-



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Non-Departmental**  
**Underground Atl Facil Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	-	
<i>TOTAL PERSONNEL</i>	-	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$110,000)	Decrease due to the sale of Underground.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<i>TOTAL OTHER EXPENSES</i>	(\$110,000)	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$110,000)</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Underground Atl Facil Revenue Fund	(\$110,000)	
<b>TOTAL EXPENSES</b>	<b>(\$110,000)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Non-Departmental**  
**Water & Wastewater Revenue Fund**

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
			<i>PERSONNEL</i>		
-	-	-	Salaries, Regular	-	-
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
-	-	-	Defined Contribution	-	-
\$174,319	\$97,766	\$139,428	Workers' Compensation	\$47,143	(\$92,284)
-	-	\$531,110	Other Personnel Costs	\$336,000	(\$195,110)
\$174,319	\$97,766	\$670,538	<b>TOTAL PERSONNEL</b>	\$383,143	(\$287,394)
			<i>OTHER EXPENSES</i>		
\$62,233	\$50,588	\$350,000	Purchased / Contracted Services	\$350,000	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
\$13,237,702	\$18,829,629	\$13,489,564	Interfund / Interdepartmental Charges	\$12,654,500	(\$835,064)
\$6,200,208	\$6,107,159	\$16,289,406	Other Costs	\$23,963,555	\$7,674,149
\$10,932,163	\$11,438,547	\$23,908,282	Debt Service	\$26,573,714	\$2,665,432
-	-	\$29,741,806	Conversion / Summary	\$22,514,876	(\$7,226,930)
\$388,172,181	\$375,817,415	\$245,113,717	Other Financing Uses	\$244,613,067	(\$500,650)
\$418,604,486	\$412,243,339	\$328,892,774	<b>TOTAL OTHER EXPENSES</b>	\$330,669,712	\$1,776,938
\$418,778,805	\$412,341,105	\$329,563,311	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	\$331,052,855	\$1,489,544

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	FUND	FY18 BUDGET	VARIANCE FY18-FY17
\$418,778,805	\$412,341,105	\$329,563,311	Water & Wastewater Revenue Fund	\$331,052,855	\$1,489,544
\$418,778,805	\$412,341,105	\$329,563,311	<b>TOTAL EXPENSES</b>	\$331,052,855	\$1,489,544

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
-	-	-	Full Time Equivalent	-	-



## FY18 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (18-17)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	(\$92,284)	Decrease due to Workers' Comp less than anticipated.
Other Personnel Costs	(\$195,110)	Decrease due to Longevity Pay not anticipated in FY2018.
<b>TOTAL PERSONNEL</b>	<b>(\$287,394)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	(\$835,064)	Decrease due to indirect costs less than anticipated.
Other Costs	\$7,674,149	Increase due to retiree benefit costs more than anticipated.
Debt Service	\$2,665,432	Increase due to GEFA principal and interest payments more than anticipated.
Conversion / Summary	(\$7,226,930)	Decrease in Fund-wide reserves.
Other Financing Uses	(\$500,650)	Decrease due to debt service requirements and PILOT/ Franchise Fees less than anticipated.
<b>TOTAL OTHER EXPENSES</b>	<b>\$1,776,938</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$1,489,544</b>	

FUND	VARIANCE (18-17)	EXPLANATION
Water & Wastewater Revenue Fund	\$1,489,544	
<b>TOTAL EXPENSES</b>	<b>\$1,489,544</b>	

AUTHORIZED POSITION COUNT	VARIANCE (18-17)	EXPLANATION
Full Time Equivalent	-	



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Non-Departmental**  
**Fleet Service Fund**

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
			<i>PERSONNEL</i>		
-	-	-	Salaries, Regular	-	-
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
-	-	-	Defined Contribution	-	-
-	-	-	Workers' Compensation	-	-
-	-	\$34,916	Other Personnel Costs	-	(\$34,916)
-	-	\$34,916	<b>TOTAL PERSONNEL</b>	-	(\$34,916)
			<i>OTHER EXPENSES</i>		
(\$57)	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
\$4,852,725	\$2,373,662	\$2,770,988	Interfund / Interdepartmental Charges	\$2,939,000	\$168,012
-	-	-	Other Costs	-	-
\$427,605	\$405,296	\$190,928	Debt Service	\$96,857	(\$94,070)
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$5,280,273	\$2,778,958	\$2,961,916	<b>TOTAL OTHER EXPENSES</b>	\$3,035,857	\$73,942
\$5,280,273	\$2,778,958	\$2,996,832	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	\$3,035,857	\$39,026

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	FUND	FY18 BUDGET	VARIANCE FY18-FY17
\$5,280,273	\$2,778,958	\$2,996,832	Fleet Service Fund	\$3,035,857	\$39,026
\$5,280,273	\$2,778,958	\$2,996,832	<b>TOTAL EXPENSES</b>	\$3,035,857	\$39,026

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
-	-	-	Full Time Equivalent	-	-



## FY18 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Fleet Service Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (18-17)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	(\$34,916)	Decrease due to Longevity pay not anticipated in FY2018.
<b>TOTAL PERSONNEL</b>	<b>(\$34,916)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	\$168,012	Increase due to indirect cost charges more than anticipated.
Other Costs	-	
Debt Service	(\$94,070)	Decrease due to allocable interest charges less than anticipated.
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$73,942</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$39,026</b>	

FUND	VARIANCE (18-17)	EXPLANATION
Fleet Service Fund	\$39,026	
<b>TOTAL EXPENSES</b>	<b>\$39,026</b>	

AUTHORIZED POSITION COUNT	VARIANCE (18-17)	EXPLANATION
Full Time Equivalent	-	



## FY18 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Group Insurance Fund

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
			<i>PERSONNEL</i>		
-	-	-	Salaries, Regular	-	-
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
-	-	-	Defined Contribution	-	-
-	-	-	Workers' Compensation	-	-
\$809,035	\$713,201	\$1,076,002	Other Personnel Costs	\$1,118,054	\$42,052
<i>\$809,035</i>	<i>\$713,201</i>	<i>\$1,076,002</i>	<i>TOTAL PERSONNEL</i>	<i>\$1,118,054</i>	<i>\$42,052</i>
			<i>OTHER EXPENSES</i>		
\$91,910	\$20,200	\$112,110	Purchased / Contracted Services	\$2,500,000	\$2,387,890
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
\$510,223	\$1,036,445	\$818,701	Interfund / Interdepartmental Charges	\$1,222,000	\$403,299
\$133,548,888	\$142,438,050	\$132,327,702	Other Costs	\$137,620,810	\$5,293,109
-	-	-	Debt Service	-	-
-	-	\$13,614,786	Conversion / Summary	\$12,397,237	(\$1,217,549)
-	-	-	Other Financing Uses	-	-
<i>\$134,151,021</i>	<i>\$143,494,695</i>	<i>\$146,873,299</i>	<i>TOTAL OTHER EXPENSES</i>	<i>\$153,740,047</i>	<i>\$6,866,748</i>
<b>\$134,960,056</b>	<b>\$144,207,895</b>	<b>\$147,949,301</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$154,858,101</b>	<b>\$6,908,801</b>

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	FUND	FY18 BUDGET	VARIANCE FY18-FY17
\$134,960,056	\$144,207,895	\$147,949,301	Group Insurance Fund	\$154,858,101	\$6,908,801
<b>\$134,960,056</b>	<b>\$144,207,895</b>	<b>\$147,949,301</b>	<b>TOTAL EXPENSES</b>	<b>\$154,858,101</b>	<b>\$6,908,801</b>

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
-	-	-	Full Time Equivalent	-	-



## FY18 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Group Insurance Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (18-17)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	\$42,052	Increase due to anticipated employee/retiree vision costs more than anticipated.
<b>TOTAL PERSONNEL</b>	<b>\$42,052</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$2,387,890	Increase due to costs related to the new Employee Wellness Center operating contracts.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	\$403,299	Increase due to indirect cost allocation more than anticipated.
Other Costs	\$5,293,109	Increase due to anticipated insurance plan payments as well as costs related to the Affordable Care Act.
Debt Service	-	
Conversion / Summary	(\$1,217,549)	Decrease due to funding for Employee Wellness Center Build out.
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$6,866,748</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$6,908,801</b>	

FUND	VARIANCE (18-17)	EXPLANATION
Group Insurance Fund	\$6,908,801	
<b>TOTAL EXPENSES</b>	<b>\$6,908,801</b>	

AUTHORIZED POSITION COUNT	VARIANCE (18-17)	EXPLANATION
Full Time Equivalent	-	





## FY18 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Hotel/Motel Tax Fund

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
			<i>PERSONNEL</i>		
-	-	-	Salaries, Regular	-	-
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
-	-	-	Defined Contribution	-	-
-	-	-	Workers' Compensation	-	-
-	-	-	Other Personnel Costs	-	-
-	-	-	<i>TOTAL PERSONNEL</i>	-	-
			<i>OTHER EXPENSES</i>		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$48,254,190	\$54,619,148	\$50,457,893	Other Costs	\$53,908,172	\$3,450,279
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$16,076,153	\$18,196,674	\$16,810,330	Other Financing Uses	\$17,959,808	\$1,149,478
<i>\$64,330,343</i>	<i>\$72,815,822</i>	<i>\$67,268,223</i>	<i>TOTAL OTHER EXPENSES</i>	<i>\$71,867,980</i>	<i>\$4,599,757</i>
<b>\$64,330,343</b>	<b>\$72,815,822</b>	<b>\$67,268,223</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$71,867,980</b>	<b>\$4,599,757</b>

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	FUND	FY18 BUDGET	VARIANCE FY18-FY17
\$64,330,343	\$72,815,822	\$67,268,223	Hotel/Motel Tax Fund	\$71,867,980	\$4,599,757
<b>\$64,330,343</b>	<b>\$72,815,822</b>	<b>\$67,268,223</b>	<b>TOTAL EXPENSES</b>	<b>\$71,867,980</b>	<b>\$4,599,757</b>

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
-	-	-	Full Time Equivalent	-	-



## FY18 OPERATING BUDGET HIGHLIGHTS

### Non-Departmental Hotel/Motel Tax Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (18-17)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	-	
<i>TOTAL PERSONNEL</i>	-	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	\$3,450,279	Increase due to the amount transferred to the Georgia World Congress Center and the Georgia Dome more than anticipated.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	\$1,149,478	Increase due to anticipated transfer to the General Fund more than anticipated.
<i>TOTAL OTHER EXPENSES</i>	\$4,599,757	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$4,599,757</b>	

FUND	VARIANCE (18-17)	EXPLANATION
Hotel/Motel Tax Fund	\$4,599,757	
<b>TOTAL EXPENSES</b>	<b>\$4,599,757</b>	

AUTHORIZED POSITION COUNT	VARIANCE (18-17)	EXPLANATION
Full Time Equivalent	-	



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Non-Departmental**  
**Rental/Motor Vehicle Tax Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
-	-	-	Salaries, Regular	-	-
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
-	-	-	Defined Contribution	-	-
-	-	-	Workers' Compensation	-	-
-	-	-	Other Personnel Costs	-	-
-	-	-	<i>TOTAL PERSONNEL</i>	-	-
			<i>OTHER EXPENSES</i>		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$1,333,414	\$1,188,750	\$1,046,050	Other Costs	\$1,092,076	\$46,026
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$1,333,414	\$1,188,750	\$1,046,050	<i>TOTAL OTHER EXPENSES</i>	\$1,092,076	\$46,026
<b>\$1,333,414</b>	<b>\$1,188,750</b>	<b>\$1,046,050</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$1,092,076</b>	<b>\$46,026</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$1,333,414	\$1,188,750	\$1,046,050	Rental/Motor Vehicle Tax Fund	\$1,092,076	\$46,026
<b>\$1,333,414</b>	<b>\$1,188,750</b>	<b>\$1,046,050</b>	<b>TOTAL EXPENSES</b>	<b>\$1,092,076</b>	<b>\$46,026</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
-	-	-	Full Time Equivalent	-	-



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Non-Departmental**  
**Rental/Motor Vehicle Tax Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	-	
<b>TOTAL PERSONNEL</b>	-	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	\$46,026	Increase due to debt service payments associated with the Rental/Motor Vehicle Tax Fund more than anticipated.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	\$46,026	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$46,026</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Rental/Motor Vehicle Tax Fund	\$46,026	
<b>TOTAL EXPENSES</b>	<b>\$46,026</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	

# HUMAN RESOURCES

## Mission Statement

The mission of the Department of Human Resources is to attract, retain and develop a diverse and competent workforce that enables City departments to achieve their business objectives.

## Core Functions

- Acquire and retain top talent.
- Promote employee health and financial wellness.
- Create a learning environment that sustains a culture of excellence.
- Promote fairness and equitable treatment for all applicants and employees.
- Ensure compliance with employment-related laws and regulations.
- Develop a culture of performance.

## Summary of Operations

The Department of Human Resources partners with city agencies and employees to hire, compensate, support, and develop a diverse workforce that is dedicated to delivering high-quality services to the community. The department designs and manages the City's human resources programs and fosters the development of innovative policies and practices.

## Divisions/Offices Descriptions

*Human Resources Business Partners* serve as consultants and partners to city departments, offering the full range of human resources services, including strategic support in recruitment, selection, and hiring; classification and compensation; grievances and labor relations; compliance with employment-related laws and regulations; workforce planning and departmental restructuring.

*Employee and Labor Relations* monitors all labor and employee relations activity across the City, offering advice and counsel to HR Business Partners and department leadership; investigates employee complaints and conducts compliance training on progressive discipline, prevention of sexual harassment, the Americans with Disabilities Act and the Fair Labor Standards Act. It also manages the Civil Service employee appeals process.

*HR Information Systems and Records Management* is responsible for the accurate presentation of employee and position data in the human resources information system. Services include system maintenance of employee records and personnel actions, report production, ERP training, and position management. This office also performs procurement, financial, Department performance metrics, administrative tasks, and ensures compliance with laws and regulations governing open records, authorization to work and unemployment compensation.

*Organizational and Employee Development* is responsible for design, implementation and evaluation of citywide executive, supervisory and employee development programs; orientation of new employees; literacy and basic skills enhancement; team building; and the customer service program. This office also administers the performance management system and provides performance training and consultation.

*Employee Benefits* administers the City's employee/retiree insurance benefit and pension programs. It manages vendor contracts and coordinates health and financial wellness initiatives that include a state-of-the-art fitness facility, partnership with on-site EMTs, the mobile nurse program, health fairs, on-site health

screenings, blood drives, and monthly wellness related lunch-and-learn sessions.

*Psychological Services/Employee Assistance Program (PS/EAP)* is responsible for assisting employees and their household family members in solving a variety of personal and workplace issues in the areas of anxiety & depressive symptoms, substance abuse, stress and trauma including line of duty deaths and debriefings related to work traumas. PS/EAP consults with all City departments regarding employee relations and workplace dynamics.

*Talent Acquisition* provides full-life cycle recruiting support for all jobs across the City, including sourcing, identifying, pre-screening/qualifying, interviewing, developing offer packages, negotiating and closing candidates. This office promotes the City's employment brand across numerous markets and professional communities.

### Goals

- Create a culture of performance.
- Create a learning environment that sustains a culture of excellence and career development for employees.
- Compensate the City's workforce consistent with the peer market while ensuring a competent and competitive personnel base.
- Maximize operational functionality through increased use of technology.
- Create and maintain an environment that promotes optimal psychological, emotional and financial wellness.
- Ensure expeditious acquisition of the top talent.
- Promote and maintain a work environment based on merit, fair and equitable treatment.

### FY2017 Accomplishments

- Received and reviewed 63,870 applications between 7/1/2016 and 2/28/2017.
- Hired 702 full and part-time employees between 7/1/2016 and 2/28/2017.
- Promoted 498 COA employees between 7/1/2016 and 2/28/2017.
- Created "easy app," the on-line application for Police, Fire and Corrections which will be implemented in the second half of FY 2017.
- Created and implementing a recruiting marketing campaign to articulate the value-proposition of working for the City.

- Provided 12,000+ total training hours in the areas of compliance, soft-skills and technical skills for 1,650+ employees between 7/1/2016 and 2/28/2017.
- Added 16 new training classes including our Accelerate Atlanta Leadership Development program.
- Provided Change Leadership and Employee Engagement Support to the Service Order Management Program.
- Completed Lieutenant and Captain promotional exams for AFR for the first time in several years.
- Improved the Performance Management process by reviewing and revising the documents and tools and conducting review training and coaching.
- Managed FY 16 Performance Reviews with a 91% completion rate which is the greatest completion rate the City has ever had.
- Guided corrective action for substandard performance or employee misconduct including proactively implementing Performance Improvement Plans (PIPs), adverse actions and terminations when appropriate.
- Conducted first-ever all employee survey with 55% of all employees participating with a 62% favorable response rate. Currently in the process of working with the departments to implement and execute department specific action plans to address employee feedback.
- Partnered with DPW Senior Leadership to rollout 1st DPW Service Coin Award SOP which awards employees for going above and beyond at work or in the community.
- Partnered with GE on the project aimed at creating a model for 21<sup>st</sup> century policing for the Atlanta Police Department including:
  - Workforce Planning and Recruitment
  - Training and Leadership Development
  - Officer Wellness
- 2016 Best and Brightest Companies to Work For National Winner.
- 2017 Best and Brightest Companies to Work for Nominee (finalists and winners will be announced in May 2017).
- Negotiated a 1% only cost increase to benefits compared to a national average of 7%.
- Installed and enhanced employee fitness centers including EAP Office, 911 Communication Center, Parks and Recreation - Forestry Division and the Atlanta Police Special Operations Facility.
- Passed legislation and began construction on the City of Atlanta Wellness Center (Fitness/Health Center) at City Plaza.

- Successfully implemented Paid Parental leave Policy which impacted 119 employees of which 74.7% were male.
- Sponsored employee participation in five 5K run/walks including:
  - Kaiser Permanente
  - Leukemia Foundation Light Up the Night
  - Sisters by Choice Pink Ribbon
  - Beauty-N-Motion
  - AFSCME
- Awarded the “Most Fit City” for the fourth year in a row in the Kaiser Permanente 5K walk/run.
- Presented a Breast Cancer Health Fair and offered on-site mobile mammograms for COA employees.
- Provided 250 free flu vaccinations for COA employees.
- Continued Employee Wellness Incentive Programs;
  - Annual Physical Examination - \$150.00 total reward
  - HRA - \$50.00 reward
- Partnered with Kaiser Permanente and Public Works with the unveiling of the Kaiser Mobile Health Unit for the Georgia Market.
- Sponsored first Cancer Impact Panel Discussion for COA Cancer Survivors.
- Sponsored National Heart Health Day – Health Fair and Screening.
- Sponsored American Diabetes Awareness Day Lunch and Learns.
- Continuation and Expansion of Citywide Wellness Programs;
  - Weekly Weight Watchers Meetings expanded to the Airport
  - Line Dancing Classes
  - Zumba Classes
  - Fitness Trainers at COA Employee Fitness Centers
- Ranked in the top five for Weight Watchers Employer Groups in Atlanta metropolitan area.
- Continued our community involvement by:
  - Participating in annual Gay Pride Events.
  - Partnering with the Office of Planning and Community Development for the Atlanta Bike Share Program for employees.
  - Collaborating with the Chief Service Officer and Everybody Wins for employees to read at Power Lunch Schools.
    - Hosting a Dragoncon Employee Costume contest to promote employee engagement.
- Sponsored four Social Security City of Atlanta Lunch and Learn Sessions.
- Partnered with the United Way on National Earned Income Tax Credit Program.
  - Coordinated with VITA in scheduling free tax preparation sessions for COA employees.
- Collaborated with Wells Fargo on Financial Wellness Initiatives including Home Ownership and Retirement Readiness.
- Partnered with Prudential Financial Services on Financial Wellness Initiatives including Retirement Readiness and Financial Planning.
- Collaborated with the APD Chaplains, in response to the attacks on police officers in Dallas and Baton Rouge to deliver specific training to all 18 APD watches to help manage stress and anxiety.
- Psychological Services/Employee Assistance Program (PS/EAP) hosted a networking event for local mental health professionals that allowed PS/EAP to develop professional relationships with external mental health providers who possess clinical specialties including LGBT issues, African American Male Wellness, Stress Management and Substance Abuse. Representatives from four metro Atlanta psychiatric facilities also attended and PS/EAP has the necessary relationships in place to ensure our employees receive optimal mental health assistance.
- PS/EAP implemented a pilot program focusing on Resiliency and a Strengths Based approach for the Department of Parks and Recreation’s Forestry Division in response to the employees in this unit, over the last few years experiencing multiple deaths of co-workers.
- PS/EAP instituted an internship program for graduate students in the fields of Psychology, Social Work and Counseling. This program affords these graduate students the opportunity to work in Public Safety and is virtually the only one of its kind in metro Atlanta.
- Hooked On Books Employee Book Club Featuring:
  - **Carson Kressley** (Emmy-Award winning TV personality, style expert, fashion designer and New York Times best-selling author)
  - **Julius Hollis** (founder of The Alliance for Digital Equality where he currently serves as the Chairman of

- the Atlanta-based 501(c)4 non-profit corporation.
  - Providing Subject Matter Expertise to the Oracle implementation to define the future state of key HR processes including:
    - Talent Acquisition
    - Compensation
    - Benefits
    - Talent Management
    - Learning and Development
  - Assisted with the deployment of Kronos to Aviation, Procurement, Audit, Ethics and Citizens Review Board.
  - Executed 10,000+ personnel transactions which are any change to an employee's status.
  - Conducted 250+ employment verifications.
  - Implemented license/certification program to increase the number of employees with professional licenses and certifications.
  - Initiated city-wide rollout of updated Sexual Harassment Prevention, beginning with Atlanta Fire Rescue.
  - Presented Implementing Effective Supervisory Practices in Your Organization and Got ESP, an open forum, at ICMA's (International City/County Management Association) annual conference in Kansas City, MO.
  - Continued city-wide rollout of Effective Supervisory Practices course for the Department of Aviation and the Department of Watershed Management.
  - Developed and implemented an HRBP (Human Resources Business Partner) Learning & Development Forum on Workplace Investigations.
  - Assisted Public Works with the development and implementation of a lunch and learn series for its supervisors focused on communication, conflict resolution, goal setting and planning. This pilot will be launched city-wide.
- Measure the progress of the Employee Engagement survey utilizing a pulse survey.
  - Open a centralized employee fitness center, clinic and pharmacy.
  - Launch a comprehensive workforce plan for the City.

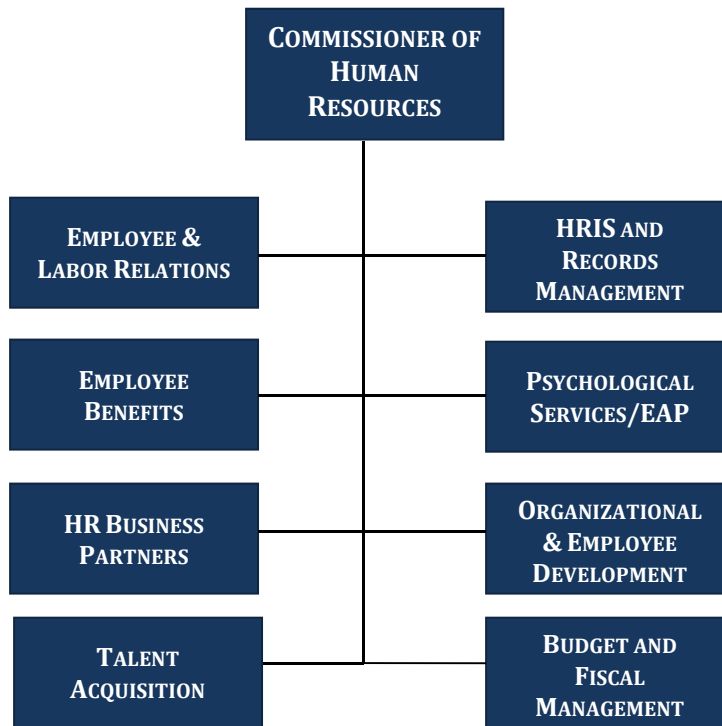
### **FY2018 Adopted Program Highlights**

- Continue to support the portfolio of employee wellness initiatives in the Mayor's "A Healthier You" initiative.
- Expand the learning and development initiatives to include additional course offerings for leaders, individual contributors and technical skills.
- Continue facilitating effective performance management so that performance is being differentiated across the City.



# ORGANIZATIONAL CHART

HUMAN RESOURCES



# PERFORMANCE METRICS

HUMAN RESOURCES

PERFORMANCE MEASURE	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 TARGET	FY2018 TARGET
<b><i>Fiscal Accountability &amp; Governmental Efficiency</i></b>				
Eligible employees receiving annual performance evaluation	70%	91%	91%	95%
Average days to refer candidates	12	12	5	5
Employee Assistance Program utilization rate	7.5%	7.5%	8%	9%
Increase in overall healthcare claims costs	3.1%	4%	3%	3%
Increase in healthcare premiums	5%	2%	1%	3%





## FY18 OPERATING BUDGET HIGHLIGHTS

### Department Of Human Resources

FY15 ACTUAL EXPENDITURES	FY16 ACTUAL EXPENDITURES	FY17 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
\$6,361,978	\$6,964,282	\$8,082,749	Salaries, Regular	\$8,428,743	\$345,994
\$4,268	\$9,830	\$5,735	Salaries, Perm Part-Time	\$2,232	(\$3,503)
-	-	-	Salaries, Sworn	-	-
\$623,336	\$708,915	\$780,301	Salaries, Extra Help	\$466,309	(\$313,992)
-	-	-	Salaries, Extra Help-Sworn	-	-
\$39,603	\$32,575	\$18,664	Overtime	\$4,209	(\$14,456)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$1,047,520	\$1,110,686	\$1,141,172	Pen Cont Gen Emp Pen Fd	\$910,413	(\$230,759)
\$222,266	\$286,498	\$238,433	Defined Contribution	\$337,742	\$99,308
\$18,176	\$72,480	\$59,169	Workers' Compensation	\$18,657	(\$40,512)
\$941,952	\$968,547	\$1,077,108	Other Personnel Costs	\$1,070,426	(\$6,683)
\$9,259,099	\$10,153,813	\$11,403,332	<b>TOTAL PERSONNEL</b>	\$11,238,730	(\$164,602)
<b>OTHER EXPENSES</b>					
\$745,282	\$1,116,708	\$1,647,360	Purchased / Contracted Services	\$1,554,448	(\$92,911)
\$108,522	\$209,900	\$44,770	Supplies	\$72,619	\$27,849
-	\$65,306	-	Capital Outlays	-	-
\$10,539	\$10,024	\$1,008,448	Interfund / Interdepartmental Charges	\$1,011,210	\$2,761
\$87,159	\$47,059	\$76,615	Other Costs	\$64,349	(\$12,267)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	\$0	\$0
-	-	-	Other Financing Uses	-	-
\$951,503	\$1,448,997	\$2,777,194	<b>TOTAL OTHER EXPENSES</b>	\$2,702,626	(\$74,568)
<b>\$10,210,602</b>	<b>\$11,602,811</b>	<b>\$14,180,526</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$13,941,356</b>	<b>(\$239,170)</b>

FY15 ACTUAL EXPENDITURES	FY16 ACTUAL EXPENDITURES	FY17 ADOPTED	FUND	FY18 BUDGET	VARIANCE FY18-FY17
\$4,755,278	\$5,508,329	\$6,048,828	General Fund	\$6,015,264	(\$33,563)
\$1,409,138	\$1,821,585	\$2,127,504	Airport Revenue Fund	\$2,150,892	\$23,388
\$323,582	\$356,124	\$528,378	Solid Waste Services Revenue Fund	\$494,134	(\$34,244)
\$2,260,207	\$2,368,291	\$2,652,726	Water & Wastewater Revenue Fund	\$2,510,284	(\$142,443)
\$57,465	\$134,803	\$172,696	Fleet Service Fund	\$108,864	(\$63,832)
\$1,404,932	\$1,413,680	\$2,650,394	Group Insurance Fund	\$2,661,917	\$11,524
<b>\$10,210,602</b>	<b>\$11,602,811</b>	<b>\$14,180,526</b>	<b>TOTAL EXPENSES</b>	<b>\$13,941,356</b>	<b>(\$239,170)</b>

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
123.00	129.00	136.00	Full Time Equivalent	134.00	(2.00)



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Human Resources**  
**General Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$2,670,077	\$2,905,007	\$3,398,742	Salaries, Regular	\$3,675,885	\$277,143
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$532,548	\$569,420	\$660,981	Salaries, Extra Help	\$305,023	(\$355,958)
-	-	-	Salaries, Extra Help-Sworn	-	-
\$33,913	\$19,859	\$10,423	Overtime	\$0	(\$10,423)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$425,495	\$453,562	\$433,716	Pen Cont Gen Emp Pen Fd	\$428,109	(\$5,607)
\$100,426	\$129,719	\$108,386	Defined Contribution	\$159,968	\$51,582
\$549	\$346	\$624	Workers' Compensation	\$2,172	\$1,549
\$406,541	\$422,520	\$425,164	Other Personnel Costs	\$441,679	\$16,515
<b>\$4,169,548</b>	<b>\$4,500,432</b>	<b>\$5,038,036</b>	<b>TOTAL PERSONNEL</b>	<b>\$5,012,837</b>	<b>(\$25,199)</b>
			<i>OTHER EXPENSES</i>		
\$399,987	\$703,911	\$903,924	Purchased / Contracted Services	\$903,924	\$0
\$90,919	\$184,281	\$31,914	Supplies	\$31,914	\$0
-	\$65,306	-	Capital Outlays	-	-
\$10,539	\$9,513	\$8,448	Interfund / Interdepartmental Charges	\$10,777	\$2,329
\$84,284	\$44,886	\$66,506	Other Costs	\$55,812	(\$10,694)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
<b>\$585,730</b>	<b>\$1,007,896</b>	<b>\$1,010,792</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$1,002,427</b>	<b>(\$8,365)</b>
<b>\$4,755,278</b>	<b>\$5,508,329</b>	<b>\$6,048,828</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$6,015,264</b>	<b>(\$33,563)</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$4,755,278	\$5,508,329	\$6,048,828	General Fund	\$6,015,264	(\$33,563)
<b>\$4,755,278</b>	<b>\$5,508,329</b>	<b>\$6,048,828</b>	<b>TOTAL EXPENSES</b>	<b>\$6,015,264</b>	<b>(\$33,563)</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
51.60	54.95	60.40	Full Time Equivalent	63.85	3.45



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Human Resources**  
**General Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$277,143	Increase due to salary adjustments, position creations, Grade 19+ salary increases, and minimum wage increase to \$13/hour.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	(\$355,958)	Decrease due to extra help less than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	(\$10,423)	Decrease due to overtime less than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$5,607)	Decrease due to pension rate adjustment.
Defined Contribution	\$51,582	Increase due to personnel adjustments.
Workers' Compensation	\$1,549	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	\$16,515	Increase due to personnel adjustments.
<b>TOTAL PERSONNEL</b>	<b>(\$25,199)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$0	
Supplies	\$0	
Capital Outlays	-	
Interfund / Interdepartmental Charges	\$2,329	Increase due to motor/fuel costs more than anticipated.
Other Costs	(\$10,694)	Decrease due to Civil Service Board Hearing expenses less than anticipated.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$8,365)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$33,563)</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
General Fund	(\$33,563)	
<b>TOTAL EXPENSES</b>	<b>(\$33,563)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	3.45	Increase due to position creations.



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Human Resources**  
**Airport Revenue Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$1,039,307	\$1,282,599	\$1,541,698	Salaries, Regular	\$1,665,767	\$124,069
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$19,525	\$79,265	\$38,652	Salaries, Extra Help	\$31,204	(\$7,448)
-	-	-	Salaries, Extra Help-Sworn	-	-
\$1,029	\$1,409	\$983	Overtime	\$469	(\$514)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$145,019	\$145,272	\$145,452	Pen Cont Gen Emp Pen Fd	\$101,559	(\$43,894)
\$41,818	\$61,398	\$53,560	Defined Contribution	\$75,358	\$21,798
\$10,101	\$58,497	\$52,477	Workers' Compensation	\$4,190	(\$48,287)
\$141,645	\$166,088	\$210,868	Other Personnel Costs	\$215,927	\$5,059
<b>\$1,398,444</b>	<b>\$1,794,528</b>	<b>\$2,043,690</b>	<b>TOTAL PERSONNEL</b>	<b>\$2,094,473</b>	<b>\$50,784</b>
			<i>OTHER EXPENSES</i>		
\$10,694	\$27,057	\$83,402	Purchased / Contracted Services	\$56,007	(\$27,395)
-	-	\$412	Supplies	\$412	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
<b>\$10,694</b>	<b>\$27,057</b>	<b>\$83,814</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$56,419</b>	<b>(\$27,395)</b>
<b>\$1,409,138</b>	<b>\$1,821,585</b>	<b>\$2,127,504</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$2,150,892</b>	<b>\$23,388</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$1,409,138	\$1,821,585	\$2,127,504	Airport Revenue Fund	\$2,150,892	\$23,388
<b>\$1,409,138</b>	<b>\$1,821,585</b>	<b>\$2,127,504</b>	<b>TOTAL EXPENSES</b>	<b>\$2,150,892</b>	<b>\$23,388</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
23.80	23.40	24.40	Full Time Equivalent	24.40	-



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Human Resources**  
**Airport Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$124,069	Increase due to salary adjustments, Grade 19+ salary increases, and minimum wage increase to \$13/hour.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	(\$7,448)	Decrease due to extra help less than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	(\$514)	Decrease due to personnel costs for special projects less than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$43,894)	Decrease due to pension rate adjustment and personnel adjustments.
Defined Contribution	\$21,798	Increase due to personnel adjustments.
Workers' Compensation	(\$48,287)	Decrease due to Workers' Comp less than anticipated.
Other Personnel Costs	\$5,059	Increase due to personnel adjustments.
<b>TOTAL PERSONNEL</b>	<b>\$50,784</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$27,395)	Decrease due to purchased/contracted services less than anticipated.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$27,395)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$23,388</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Airport Revenue Fund	\$23,388	
<b>TOTAL EXPENSES</b>	<b>\$23,388</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Human Resources**  
**Solid Waste Services Revenue Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$225,802	\$253,967	\$411,880	Salaries, Regular	\$380,094	(\$31,786)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$14,426	\$9,641	-	Salaries, Extra Help	\$13,943	\$13,943
-	-	-	Salaries, Extra Help-Sworn	-	-
\$4,399	\$1,408	\$1,123	Overtime	\$1,414	\$291
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$32,562	\$42,465	\$44,755	Pen Cont Gen Emp Pen Fd	\$26,962	(\$17,793)
\$6,756	\$7,698	\$12,111	Defined Contribution	\$16,232	\$4,121
-	-	-	Workers' Compensation	-	-
\$39,638	\$40,944	\$58,510	Other Personnel Costs	\$55,490	(\$3,020)
<b>\$323,582</b>	<b>\$356,124</b>	<b>\$528,378</b>	<b>TOTAL PERSONNEL</b>	<b>\$494,134</b>	<b>(\$34,244)</b>
			<i>OTHER EXPENSES</i>		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	-	<i>TOTAL OTHER EXPENSES</i>	-	-
<b>\$323,582</b>	<b>\$356,124</b>	<b>\$528,378</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$494,134</b>	<b>(\$34,244)</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$323,582	\$356,124	\$528,378	Solid Waste Services Revenue Fund	\$494,134	(\$34,244)
<b>\$323,582</b>	<b>\$356,124</b>	<b>\$528,378</b>	<b>TOTAL EXPENSES</b>	<b>\$494,134</b>	<b>(\$34,244)</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
5.80	7.25	6.80	Full Time Equivalent	6.35	(0.45)





**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Human Resources**  
**Solid Waste Services Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	(\$31,786)	Decrease due to salary adjustments and abolishment of a vacant position.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$13,943	Increase due to extra help more than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	\$291	Increase due to overtime more than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$17,793)	Decrease due to pension rate adjustment and personnel adjustments.
Defined Contribution	\$4,121	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$3,020)	Decrease due to personnel adjustments.
<b>TOTAL PERSONNEL</b>	<b>(\$34,244)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$34,244)</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Solid Waste Services Revenue Fund	(\$34,244)	
<b>TOTAL EXPENSES</b>	<b>(\$34,244)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	(0.45)	Decrease due to the abolishment of a vacant position.



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Human Resources**  
**Water & Wastewater Revenue Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$1,624,799	\$1,652,155	\$1,798,451	Salaries, Regular	\$1,800,466	\$2,014
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	\$17,448	\$17,448
-	-	-	Salaries, Extra Help-Sworn	-	-
\$156	\$5,101	\$4,548	Overtime	\$1,227	(\$3,321)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$332,610	\$359,101	\$387,247	Pen Cont Gen Emp Pen Fd	\$264,483	(\$122,764)
\$38,189	\$45,172	\$34,780	Defined Contribution	\$51,144	\$16,364
\$1,236	\$1,445	-	Workers' Compensation	\$1,373	\$1,373
\$235,902	\$230,463	\$253,238	Other Personnel Costs	\$241,808	(\$11,430)
<b>\$2,232,893</b>	<b>\$2,293,436</b>	<b>\$2,478,264</b>	<b>TOTAL PERSONNEL</b>	<b>\$2,377,948</b>	<b>(\$100,317)</b>
			<i>OTHER EXPENSES</i>		
\$24,833	\$72,222	\$162,580	Purchased / Contracted Services	\$97,065	(\$65,516)
-	\$979	\$2,291	Supplies	\$26,734	\$24,444
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$2,481	\$1,654	\$9,591	Other Costs	\$8,537	(\$1,054)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$27,314	\$74,855	\$174,462	<b>TOTAL OTHER EXPENSES</b>	<b>\$132,336</b>	<b>(\$42,126)</b>
<b>\$2,260,207</b>	<b>\$2,368,291</b>	<b>\$2,652,726</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$2,510,284</b>	<b>(\$142,443)</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$2,260,207	\$2,368,291	\$2,652,726	Water & Wastewater Revenue Fund	\$2,510,284	(\$142,443)
<b>\$2,260,207</b>	<b>\$2,368,291</b>	<b>\$2,652,726</b>	<b>TOTAL EXPENSES</b>	<b>\$2,510,284</b>	<b>(\$142,443)</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
27.80	29.40	29.40	Full Time Equivalent	26.40	(3.00)



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Human Resources**  
**Water & Wastewater Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$2,014	Increase due to salary adjustments offset by Grade 19+ salary increases, and minimum wage increase to \$13/hour.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$17,448	Increase due to extra help more than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	(\$3,321)	Decrease due to overtime less than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$122,764)	Decrease due to pension rate adjustment and personnel adjustments.
Defined Contribution	\$16,364	Increase due to personnel adjustments.
Workers' Compensation	\$1,373	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	(\$11,430)	Decrease due to personnel adjustments.
<b>TOTAL PERSONNEL</b>	<b>(\$100,317)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$65,516)	Decrease due to purchased/contracted services less than anticipated.
Supplies	\$24,444	Increase due to supplies more than anticipated.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	(\$1,054)	Decrease due to costs associated with Civil Service Board Hearings less than anticipated.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$42,126)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$142,443)</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Water & Wastewater Revenue Fund	(\$142,443)	
<b>TOTAL EXPENSES</b>	<b>(\$142,443)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	(3.00)	Decrease due to reallocation of positions.



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Human Resources**  
**Fleet Service Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$37,725	\$89,790	\$88,930	Salaries, Regular	\$49,083	(\$39,848)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	\$34,495	Salaries, Extra Help	\$37,215	\$2,720
-	-	-	Salaries, Extra Help-Sworn	-	-
-	\$2,010	\$127	Overtime	\$417	\$290
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$14,329	\$29,410	\$30,717	Pen Cont Gen Emp Pen Fd	\$13,538	(\$17,179)
\$601	\$1,508	\$1,709	Defined Contribution	-	(\$1,709)
-	-	-	Workers' Compensation	-	-
\$4,810	\$12,085	\$16,718	Other Personnel Costs	\$8,612	(\$8,106)
<b>\$57,465</b>	<b>\$134,803</b>	<b>\$172,696</b>	<b>TOTAL PERSONNEL</b>	<b>\$108,864</b>	<b>(\$63,832)</b>
			<i>OTHER EXPENSES</i>		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	-	<i>TOTAL OTHER EXPENSES</i>	-	-
<b>\$57,465</b>	<b>\$134,803</b>	<b>\$172,696</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$108,864</b>	<b>(\$63,832)</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$57,465	\$134,803	\$172,696	Fleet Service Fund	\$108,864	(\$63,832)
<b>\$57,465</b>	<b>\$134,803</b>	<b>\$172,696</b>	<b>TOTAL EXPENSES</b>	<b>\$108,864</b>	<b>(\$63,832)</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
2.00	2.00	2.00	Full Time Equivalent	1.00	(1.00)



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Human Resources**  
**Fleet Service Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	(\$39,848)	Decrease due to abolishment of a vacant position.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$2,720	Increase due to extra help more than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	\$290	Increase due to overtime more than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$17,179)	Decrease due to pension rate adjustment and personnel adjustment.
Defined Contribution	(\$1,709)	Decrease due to correction in pension plan for funded positions.
Workers' Compensation	-	
Other Personnel Costs	(\$8,106)	Decrease due to personnel adjustment.
<b>TOTAL PERSONNEL</b>	<b>(\$63,832)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$63,832)</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Fleet Service Fund	(\$63,832)	
<b>TOTAL EXPENSES</b>	<b>(\$63,832)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	(1.00)	Decrease due to abolishment of a vacant position.



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Human Resources**  
**Group Insurance Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$764,268	\$780,766	\$843,049	Salaries, Regular	\$857,449	\$14,401
\$4,268	\$9,830	\$5,735	Salaries, Perm Part-Time	\$2,232	(\$3,503)
-	-	-	Salaries, Sworn	-	-
\$56,837	\$50,588	\$46,172	Salaries, Extra Help	\$61,475	\$15,303
-	-	-	Salaries, Extra Help-Sworn	-	-
\$106	\$2,787	\$1,461	Overtime	\$683	(\$777)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$97,506	\$80,876	\$99,285	Pen Cont Gen Emp Pen Fd	\$75,762	(\$23,523)
\$34,476	\$41,003	\$27,887	Defined Contribution	\$35,039	\$7,153
\$6,290	\$12,192	\$6,069	Workers' Compensation	\$10,923	\$4,854
\$113,417	\$96,447	\$112,611	Other Personnel Costs	\$106,910	(\$5,701)
<b>\$1,077,167</b>	<b>\$1,074,491</b>	<b>\$1,142,269</b>	<b>TOTAL PERSONNEL</b>	<b>\$1,150,474</b>	<b>\$8,206</b>
			<i>OTHER EXPENSES</i>		
\$309,769	\$313,519	\$497,453	Purchased / Contracted Services	\$497,452	\$0
\$17,602	\$24,641	\$10,154	Supplies	\$13,559	\$3,405
-	-	-	Capital Outlays	-	-
-	\$511	\$1,000,000	Interfund / Interdepartmental Charges	\$1,000,433	\$433
\$394	\$519	\$519	Other Costs	-	(\$519)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
<b>\$327,765</b>	<b>\$339,189</b>	<b>\$1,508,125</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$1,511,443</b>	<b>\$3,318</b>
<b>\$1,404,932</b>	<b>\$1,413,680</b>	<b>\$2,650,394</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$2,661,917</b>	<b>\$11,524</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$1,404,932	\$1,413,680	\$2,650,394	Group Insurance Fund	\$2,661,917	\$11,524
<b>\$1,404,932</b>	<b>\$1,413,680</b>	<b>\$2,650,394</b>	<b>TOTAL EXPENSES</b>	<b>\$2,661,917</b>	<b>\$11,524</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
12.00	12.00	13.00	Full Time Equivalent	12.00	(1.00)



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Human Resources**  
**Group Insurance Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$14,401	Increase due to Grade 19+ salary increases and minimum wage increase to \$13/hour.
Salaries, Perm Part-Time	(\$3,503)	Decrease due to benefits/pension filing assistance less than anticipated.
Salaries, Sworn	-	
Salaries, Extra Help	\$15,303	Increase due to extra help more than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	(\$777)	Decrease due to overtime less than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$23,523)	Decrease due to pension rate adjustment and personnel adjustments.
Defined Contribution	\$7,153	Increase due to personnel adjustments.
Workers' Compensation	\$4,854	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	(\$5,701)	Decrease due to personnel adjustments.
<b>TOTAL PERSONNEL</b>	<b>\$8,206</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$0	
Supplies	\$3,405	Increase due to supplies more than anticipated.
Capital Outlays	-	
Interfund / Interdepartmental Charges	\$433	Increase due to motor fuel costs more than anticipated.
Other Costs	(\$519)	Decrease due to costs associated with Civil Service Board Hearings less than anticipated.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$3,318</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$11,524</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Group Insurance Fund	\$11,524	
<b>TOTAL EXPENSES</b>	<b>\$11,524</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	(1.00)	Decrease due to position abolishment.





# FIRE RESCUE SERVICES

## Mission Statement

Atlanta Fire Rescue (AFRD) shall provide prompt quality services that promote safety, security, enhance sustainability and enrich quality of life through professional development and dedication to service.

## Core Functions

- Provide life safety protection.
- Provide property and environment conservation.
- Provide emergency preparedness and homeland security.

## Summary of Operations

The Atlanta Fire Rescue Department provides fire mitigation, rescue services, and emergency medical services to more than 519,000 residents, businesses and visitors. An all-hazard department, AFRD responds within a 133.15 square mile area including more than sixty miles of interstate highways, twenty-three miles of rapid rail, and Hartsfield-Jackson Atlanta International Airport. The department achieves its mission by focusing on six organizational priorities which include: Human Resources; Professional Development; Emergency Preparedness and Response; Equipment, Facilities, Supplies and Technology; Customer Service Programs; and Public Information, Education and Relations Programs. The department personnel strength is 1,140 of which 1,073 are sworn firefighters spread throughout five divisions of labor.

## Divisions/Offices Descriptions

*The Office of the Fire Chief* functions as the executive office and is responsible for assuring the overall direction and success of the Atlanta Fire Rescue Department in accordance with Mayor Kasim Reed's priorities, departmental mission, and the needs of the community. This division includes the offices of: Professional Standards, Medical Director, Homeland Security and Emergency, and the Public Information Office.

*The Division of Support Services* assures daily administration and compliance through a variety of areas that work in tandem with other City departments and the community. This section is comprised of the Risk and Safety Manager's Office, Office of Chaplaincy, Assessment and Planning Unit, Backgrounds and Recruitment, Special Events, Members Services, and a satellite Human Resources office.

*The Division of Technical Services* provides effective resource management for the department. The division consists of Fiscal and Business Management Office, Fire Training Academy and Real Property. The division also includes Community Risk Reduction encompassing the Fire Marshal's Office, Fire Investigations Unit, Fire Inspections and Community Affairs. Lastly, the division has a Logistics section which includes the department's Fleet Liaison, Warehouse/Fire Equipment; Information Technology and Communication.

*The Division of Field Operations* is responsible for responding to, preventing, and mitigating disastrous incidents. Field Operations includes fire suppression, emergency medical services, hazardous materials response, technical rescue service and other special services and activities. The Field Operations Division has five battalions and thirty fire stations throughout the City.

*The Division of Airport Fire Administration* provides incident response and prevention services at Hartsfield-Jackson Atlanta International Airport. Additionally, the office provides aircraft fire protection, structural fire protection, emergency medical services, hazardous materials response, technical rescue service and other special services and activities to the traveling public & employees of Hartsfield-Jackson Atlanta International Airport.

## Goals

Maintain Class 1 Insurance Service Office (ISO) Rating.

Improve response to fires and Emergency Medical Service (EMS) calls:

- Maintain four firefighters per apparatus.
- Sustain EMS field supervision and quality assurance.
- Maintain current Quick Intervention Crews (QIC) EMS Response.
- Sustain City Hall EMS Response program.
- Add and relocate fire stations.

Recruit and retain skilled, highly-trained sworn personnel.

Ensure Competitive Salaries for sworn personnel:

- Implement incentive pay for Hazardous Material Certifications.
- Implement incentive pay for Technical Rescue Certifications.
- Implement incentive pay for forty-hour sworn employees.

Enhance employee wellness and fitness:

- Restart Wellness and Fitness Program assuring annual physicals and vaccinations for sworn members.

Enhance Training Delivery:

- Enhance training delivery through technology and adequate staffing at the Training Academy.
- Relocate and furnish Training Center.

## FY2017 Accomplishments

- Maintained Commission for Public Safety Excellence Accreditation.
- Enhanced performance measurement systems and processes.
- Renovated and reopened Fire Station No. 7.
- Maintained Class 1 ISO Rating.
- Maintained Field Operations staffing levels assuring four firefighters on each engine.
- Improved Fire Standard of Response Coverage (SORC).
- Improved EMS Standard of Response Coverage (SORC).

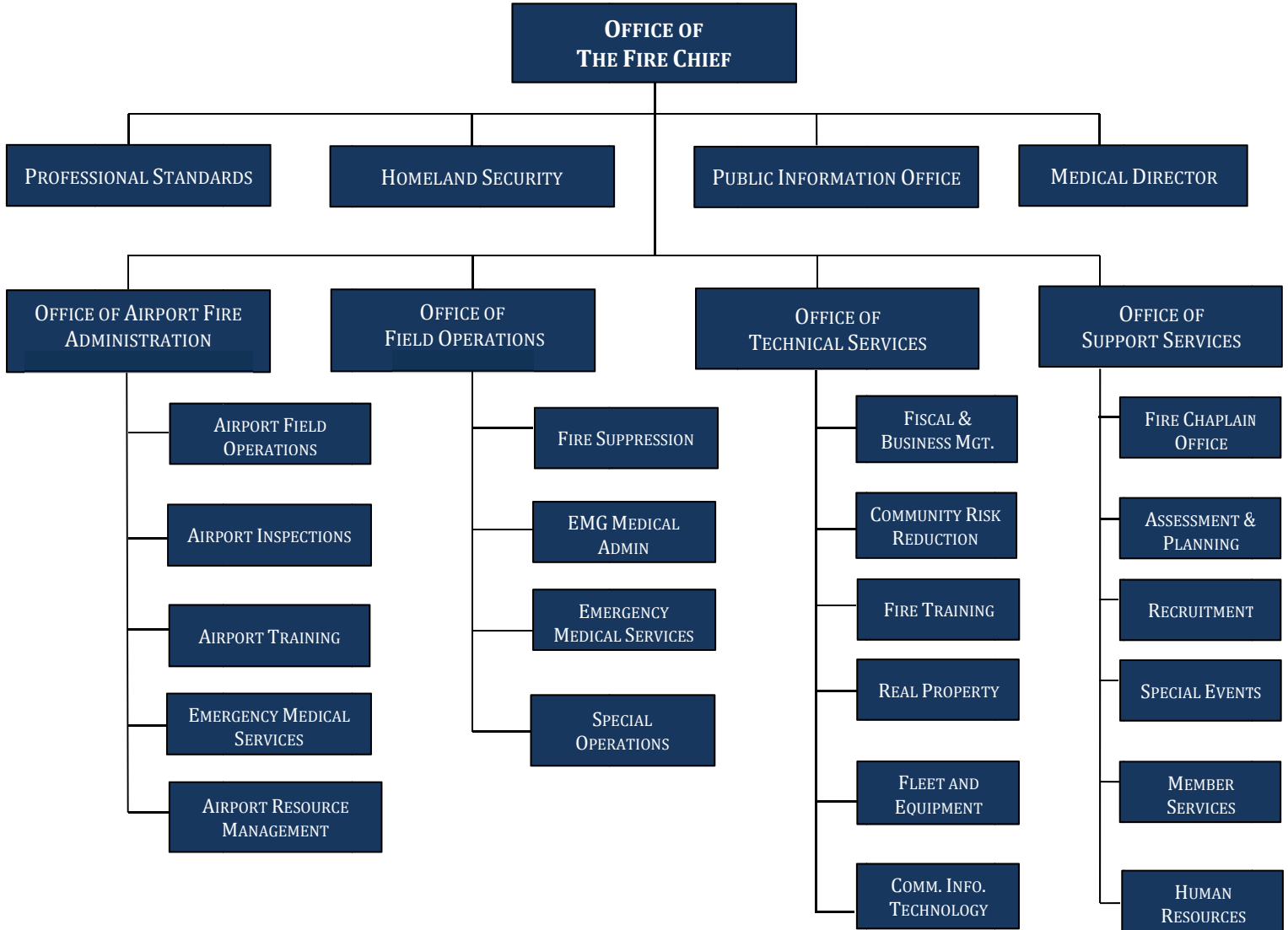
- Enhanced Emergency Medical Services by increasing executive and supervisory oversight.
- Reinstated sworn employee Health and Wellness Initiative including health physicals.
- Reinstated sworn employee Health and Wellness Initiative to include some cancer prevention efforts.
- Enhanced employee safety by adding a designated Safety Officer.
- Maintained three, fully functioning Quick Intervention Crew (QIC) - EMS Units.
- Hired and trained 59 recruit firefighters.
- Continued the Atlanta Emergency Preparedness Institute (AEPI).
- Continued the Rising Phoenix professional development and leadership program for sworn employees.
- Maintained training and leadership opportunities for female firefighters in fire services.
- Continued AFRD's Senior Link Program.
- Sponsored the first Narratives in Courage Stories of LGBT Public Safety Heroes.

## FY2018 Adopted Program Highlights

- Maintain Class 1 ISO Rating.
- Improve response times to typical fire risks providing four firefighters within five minutes.
- Improve response times to emergency medical services providing two Emergency Medical Technicians (EMTs) within five minutes.
- Create an executive level oversight for all Emergency Medical Service functions.
- Enhance special operations services and response through increasing rescue technicians and enhanced deployment strategy.
- Enhance stations and facilities to address employee safety and quality of life issues.
- Enhance revenue generating opportunities.
- Continue implementation of the AFRD Strategic Plan.

# ORGANIZATIONAL CHART

FIRE RESCUE SERVICES



## PERFORMANCE METRICS

FIRE RESCUE SERVICES

PERFORMANCE MEASURE	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 TARGET	FY2018 TARGET
<b>Public Safety</b>				
Number of Incidents	85,669	88,257	N/A	N/A
Number of Fire Incidents	13,788	13,660	N/A	N/A
Number of EMS Incidents	62,252	65,782	N/A	N/A
90 <sup>th</sup> Percentile 1 <sup>st</sup> Due Total Response Time Structure Fire All Risk	7:28	7:53	8:04	8:04
90 <sup>th</sup> Percentile 1 <sup>st</sup> Due Total Response Time EMS All Risk	8:17	9:43	9:25	9:25





## FY18 OPERATING BUDGET HIGHLIGHTS

### Department Of Fire Services

FY15 ACTUAL EXPENDITURES	FY16 ACTUAL EXPENDITURES	FY17 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
\$2,746,517	\$2,880,353	\$3,899,440	Salaries, Regular	\$4,278,655	\$379,215
-	-	-	Salaries, Perm Part-Time	\$7,939	\$7,939
\$47,443,762	\$46,228,695	\$47,747,061	Salaries, Sworn	\$54,091,955	\$6,344,894
\$173,140	\$166,655	\$149,911	Salaries, Extra Help	\$0	(\$149,911)
\$329,175	\$216,583	\$15,515	Salaries, Extra Help-Sworn	\$29,112	\$13,597
\$8,200,887	\$9,828,057	\$6,406,118	Overtime	\$6,369,778	(\$36,339)
\$20,848,581	\$16,437,771	\$17,872,336	Pen Cont Fire Pen Fd	\$22,434,046	\$4,561,709
-	-	-	Pen Cont Police Pen Fd	-	-
\$628,525	\$660,191	\$716,786	Pen Cont Gen Emp Pen Fd	\$640,993	(\$75,793)
\$403,685	\$440,959	\$449,805	Defined Contribution	\$429,133	(\$20,671)
\$971,057	\$1,067,431	\$781,937	Workers' Compensation	\$901,334	\$119,397
\$10,682,399	\$11,081,609	\$9,098,167	Other Personnel Costs	\$9,904,608	\$806,442
\$92,427,729	\$89,008,305	\$87,137,076	<b>TOTAL PERSONNEL</b>	\$99,087,553	\$11,950,477
			<b>OTHER EXPENSES</b>		
\$3,135,766	\$2,644,539	\$3,002,796	Purchased / Contracted Services	\$3,237,453	\$234,656
\$5,501,566	\$5,232,101	\$6,808,234	Supplies	\$5,097,858	(\$1,710,376)
\$805,195	\$837,307	\$110,026	Capital Outlays	\$159,148	\$49,122
\$4,399,415	\$4,311,198	\$4,192,720	Interfund / Interdepartmental Charges	\$4,232,342	\$39,622
\$263,312	\$265,581	\$303,400	Other Costs	\$25,570	(\$277,830)
-	-	\$0	Debt Service	\$0	\$0
-	-	-	Conversion / Summary	-	-
\$194,141	\$1,140,745	\$2,922,316	Other Financing Uses	\$3,645,475	\$723,159
\$14,299,395	\$14,431,470	\$17,339,492	<b>TOTAL OTHER EXPENSES</b>	\$16,397,846	(\$941,646)
<b>\$106,727,124</b>	<b>\$103,439,775</b>	<b>\$104,476,568</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$115,485,399</b>	<b>\$11,008,831</b>

FY15 ACTUAL EXPENDITURES	FY16 ACTUAL EXPENDITURES	FY17 ADOPTED	FUND	FY18 BUDGET	VARIANCE FY18-FY17
\$82,298,117	\$79,661,973	\$79,839,317	General Fund	\$87,484,542	\$7,645,225
\$24,429,007	\$23,777,803	\$24,637,251	Airport Revenue Fund	\$28,000,857	\$3,363,606
<b>\$106,727,124</b>	<b>\$103,439,775</b>	<b>\$104,476,568</b>	<b>TOTAL EXPENSES</b>	<b>\$115,485,399</b>	<b>\$11,008,831</b>

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
1,125.00	1,129.50	1,134.00	Full Time Equivalent	1,150.00	16.00



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Fire Services**  
**General Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$2,085,459	\$2,215,012	\$3,211,725	Salaries, Regular	\$3,525,033	\$313,308
-	-	-	Salaries, Perm Part-Time	\$7,939	\$7,939
\$36,497,685	\$35,497,057	\$36,644,379	Salaries, Sworn	\$41,646,359	\$5,001,980
\$173,140	\$166,655	\$149,911	Salaries, Extra Help	-	(\$149,911)
\$313,222	\$173,582	-	Salaries, Extra Help-Sworn	-	-
\$5,818,847	\$7,206,610	\$3,636,930	Overtime	\$3,309,933	(\$326,996)
\$15,778,166	\$12,439,537	\$13,788,770	Pen Cont Fire Pen Fd	\$17,219,551	\$3,430,781
-	-	-	Pen Cont Police Pen Fd	-	-
\$447,756	\$465,920	\$516,294	Pen Cont Gen Emp Pen Fd	\$480,922	(\$35,372)
\$375,688	\$415,486	\$428,955	Defined Contribution	\$416,858	(\$12,097)
\$826,353	\$886,807	\$705,601	Workers' Compensation	\$777,818	\$72,217
\$8,167,571	\$8,450,773	\$7,024,203	Other Personnel Costs	\$7,765,706	\$741,503
<b>\$70,483,886</b>	<b>\$67,917,441</b>	<b>\$66,106,769</b>	<b>TOTAL PERSONNEL</b>	<b>\$75,150,119</b>	<b>\$9,043,351</b>
			<i>OTHER EXPENSES</i>		
\$2,734,581	\$2,256,239	\$1,863,691	Purchased / Contracted Services	\$1,913,629	\$49,938
\$4,235,546	\$4,233,157	\$5,097,848	Supplies	\$3,439,474	(\$1,658,375)
\$671,906	\$711,158	\$75,026	Capital Outlays	\$159,148	\$84,122
\$3,728,362	\$3,153,233	\$3,521,667	Interfund / Interdepartmental Charges	\$3,174,627	(\$347,040)
\$249,694	\$250,000	\$252,000	Other Costs	\$2,070	(\$249,930)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$194,141	\$1,140,745	\$2,922,316	Other Financing Uses	\$3,645,475	\$723,159
<b>\$11,814,231</b>	<b>\$11,744,532</b>	<b>\$13,732,548</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$12,334,422</b>	<b>(\$1,398,126)</b>
<b>\$82,298,117</b>	<b>\$79,661,973</b>	<b>\$79,839,317</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$87,484,542</b>	<b>\$7,645,225</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$82,298,117	\$79,661,973	\$79,839,317	General Fund	\$87,484,542	\$7,645,225
<b>\$82,298,117</b>	<b>\$79,661,973</b>	<b>\$79,839,317</b>	<b>TOTAL EXPENSES</b>	<b>\$87,484,542</b>	<b>\$7,645,225</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
879.00	883.50	887.50	Full Time Equivalent	892.50	5.00



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Fire Services**  
**General Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$313,308	Increase due to Grade 19+ salary increases.
Salaries, Perm Part-Time	\$7,939	Increase due to permanent part-time more than anticipated.
Salaries, Sworn	\$5,001,980	Increase due to salary adjustments offset by positions partially funded.
Salaries, Extra Help	(\$149,911)	Decrease due to staffing full-time positions.
Salaries, Extra Help-Sworn	-	
Overtime	(\$326,996)	Decrease due to overtime less than anticipated.
Pen Cont Fire Pen Fd	\$3,430,781	Increase due to pension rate adjustment.
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$35,372)	Decrease due to personnel adjustments.
Defined Contribution	(\$12,097)	Decrease due to personnel adjustments.
Workers' Compensation	\$72,217	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	\$741,503	Increase due to military pay and health rate adjustment.
<b>TOTAL PERSONNEL</b>	<b>\$9,043,351</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$49,938	Increase due to consulting/professional services more than anticipated.
Supplies	(\$1,658,375)	Decrease due to equipment, non-consumable supplies, and water/sewer expenses less than anticipated.
Capital Outlays	\$84,122	Increase due to equipment purchases more than anticipated.
Interfund / Interdepartmental Charges	(\$347,040)	Decrease due to motor/fuel less than anticipated.
Other Costs	(\$249,930)	Decrease due to New Fulton and DeKalb County MOU's funded in Non-Departmental.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	\$723,159	Increase due to total estimated GMA Lease Pool payments more than anticipated.
<b>TOTAL OTHER EXPENSES</b>	<b>(\$1,398,126)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$7,645,225</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
General Fund	\$7,645,225	
<b>TOTAL EXPENSES</b>	<b>\$7,645,225</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	5.00	Increase due to creation of new positions.



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Fire Services**  
**Airport Revenue Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$661,058	\$665,340	\$687,715	Salaries, Regular	\$753,622	\$65,907
-	-	-	Salaries, Perm Part-Time	-	-
\$10,946,077	\$10,731,639	\$11,102,682	Salaries, Sworn	\$12,445,596	\$1,342,914
-	-	-	Salaries, Extra Help	-	-
\$15,953	\$43,001	\$15,515	Salaries, Extra Help-Sworn	\$29,112	\$13,597
\$2,382,040	\$2,621,447	\$2,769,188	Overtime	\$3,059,845	\$290,657
\$5,070,415	\$3,998,235	\$4,083,566	Pen Cont Fire Pen Fd	\$5,214,494	\$1,130,928
-	-	-	Pen Cont Police Pen Fd	-	-
\$180,769	\$194,271	\$200,493	Pen Cont Gen Emp Pen Fd	\$160,071	(\$40,421)
\$27,997	\$25,473	\$20,850	Defined Contribution	\$12,275	(\$8,574)
\$144,705	\$180,624	\$76,335	Workers' Compensation	\$123,515	\$47,180
\$2,514,828	\$2,630,836	\$2,073,964	Other Personnel Costs	\$2,138,902	\$64,939
<b>\$21,943,843</b>	<b>\$21,090,864</b>	<b>\$21,030,308</b>	<b>TOTAL PERSONNEL</b>	<b>\$23,937,434</b>	<b>\$2,907,126</b>
			<i>OTHER EXPENSES</i>		
\$401,185	\$388,300	\$1,139,105	Purchased / Contracted Services	\$1,323,824	\$184,719
\$1,266,020	\$998,944	\$1,710,385	Supplies	\$1,658,384	(\$52,001)
\$133,289	\$126,149	\$35,000	Capital Outlays	\$0	(\$35,000)
\$671,053	\$1,157,965	\$671,053	Interfund / Interdepartmental Charges	\$1,057,715	\$386,662
\$13,618	\$15,581	\$51,400	Other Costs	\$23,500	(\$27,900)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
<b>\$2,485,164</b>	<b>\$2,686,939</b>	<b>\$3,606,944</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$4,063,423</b>	<b>\$456,480</b>
<b>\$24,429,007</b>	<b>\$23,777,803</b>	<b>\$24,637,251</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$28,000,857</b>	<b>\$3,363,606</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$24,429,007	\$23,777,803	\$24,637,251	Airport Revenue Fund	\$28,000,857	\$3,363,606
<b>\$24,429,007</b>	<b>\$23,777,803</b>	<b>\$24,637,251</b>	<b>TOTAL EXPENSES</b>	<b>\$28,000,857</b>	<b>\$3,363,606</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
246.00	246.00	246.50	Full Time Equivalent	257.50	11.00





**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Fire Services**  
**Airport Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$65,907	Increase due to Grade 19+ salary increases.
Salaries, Perm Part-Time	-	
Salaries, Sworn	\$1,342,914	Increase due to salary and personnel adjustments.
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	\$13,597	Increase due to extra help more than anticipated.
Overtime	\$290,657	Increase due to overtime more than anticipated.
Pen Cont Fire Pen Fd	\$1,130,928	Increase due to pension rate adjustment.
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$40,421)	Decrease due to pension rate adjustment.
Defined Contribution	(\$8,574)	Decrease due to personnel adjustments.
Workers' Compensation	\$47,180	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	\$64,939	Increase due to health rate adjustment.
<b>TOTAL PERSONNEL</b>	<b>\$2,907,126</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$184,719	Increase due to professional/consultant services more than anticipated.
Supplies	(\$52,001)	Decrease due to equipment, furniture, supplies, non-consumable supplies less than anticipated.
Capital Outlays	(\$35,000)	Decrease due to equipment less than anticipated.
Interfund / Interdepartmental Charges	\$386,662	Increase due to motor/fuel costs more than anticipated.
Other Costs	(\$27,900)	Decrease due to other costs less than anticipated.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$456,480</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$3,363,606</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Airport Revenue Fund	\$3,363,606	
<b>TOTAL EXPENSES</b>	<b>\$3,363,606</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	11.00	Increase due to creation of new position.



# ATLANTA POLICE DEPARTMENT

## Mission Statement

Our mission is to create a safer Atlanta by reducing crime, ensuring the safety of our citizens and building trust in partnership with our communities.

## Core Functions

- Public Safety
- Community Engagement
- Intelligence Analysis

## Summary of Operations

The Atlanta Police Department (APD) provides a myriad of professional services to the citizens of Atlanta. The Department's efforts are comprehensive with primary responsibilities to include uniform patrol operations, criminal investigations, community-based programs, administrative/technical support services and strategic development. The Atlanta Police Department serves as the City's control center for law enforcement related operations, with multiple precincts that serve as staging areas for emergency 911 responses. Additionally, the Department is the primary local law enforcement agency and also provides service to Hartsfield-Jackson Atlanta International Airport (HJIA). The Department works closely with Neighborhood Planning Units (NPU's), independent community organizations, and business associations in an attempt to best understand and meet the demands of the community it serves.

## Divisions/Offices Descriptions

*The Community Services Division (CSD)* encompasses units that are directly responsible for coordinating and facilitating Community Oriented Policing principles, Hartsfield-Jackson Atlanta International Airport (HJIA) police functions, Special Operations, and Code Enforcement Section operations.

*The Criminal Investigations Division (CID)* consists of investigative units whose primary responsibility is to investigate and follow-up on crimes committed against persons or property in the City of Atlanta.

This division includes Homicide, Homeland Security, Narcotics, the Gang Unit, Special Victims, and the Fugitive Unit. CID is also responsible for the regulation of vehicles for hire including functions such as licensing, permitting and enforcing.

*The Field Operations Division (FOD)* is the uniformed patrol force of the City. Officers patrol the city streets, answer calls for service, and work with the community to solve trending problems. The Field Operations Division consists of six geographic patrol zones and the Night Commander, who is the ranking supervisor during late night shifts.

*The Strategy and Special Projects Division (SSP)* is responsible for coordinating and facilitating the department's strategic crime-fighting initiatives and implementing new technologies and projects. The division consists of the Video Integration Center (VIC), Planning & Research/Accreditation, Staff Inspections, Public Affairs, Crime Analysis, The Retired Officers Force, and the Atlanta Police Leadership Institute (APLI).

*Support Services Division (SSD)* provides administrative and logistical support to all divisions in the Atlanta Police Department. The division consists of Corporate Services, E911, Information Services, and the Training Academy.

## Goals

- Reduce violent crime and the number of homicides by focusing on targeted crimes and violent repeat offenders.
- Achieve integration of 10,000 cameras into the Video Integration Center.
- Complete training and deployment of Body Worn Cameras to the remainder of the department.

## **FY2017 Accomplishments**

- The Atlanta Police Department achieved a 3% reduction in overall part 1 crimes in CY2016. The department has achieved a 27% reduction overall in part 1 crimes since 2009.
- Implemented 21<sup>st</sup> Century Policing Task Force recommendations in recruit training; to include Financial Fundamentals, Enhanced Reality Based Training, Tours of the Center for Civil and Human Rights, transitioned to the guardian curriculum, and instituted mandatory Crises Intervention Team training.
- Established a Tactical Field Operator program throughout the city to provide an immediate, strong tactical response.
- Achieved the Georgia Police Accreditation Coalition (GPAC).
- Completed successful Commission on Accreditation for Law Enforcement Agencies (CALEA) onsite inspection.
- Deployed over 100 License Plate Readers (LPR's), and ingested additional cameras into the Video Integration bringing the total over 7,700.
- Completed major technology enhancements to the Video Integration Center.
- The Police Athletic League (PAL) held the 15<sup>th</sup> Annual Guns N' Hoses Annual Fundraiser. The event provides the major funding for PAL programming which includes after-school events, summer camps, and year-round sporting activities for Atlanta youth.
- Implemented the first Hope Inside Financial Literacy Office located within Public Safety Headquarters to serve our employees in partnership with Operation Hope, SunTrust Bank, and the Atlanta Police Foundation.
- Hosted 5 Public Active Shooter Training sessions.
- Conducted 3 International Diversity Training (LGBT & Hispanic Liaison Officers) sessions for the International Law Enforcement Academy in Bangkok, San Salvador, El Salvador, and Gaborone Botswana.
- Hosted 5 international delegations.
- Increased Code Enforcement inspections by 18%.
- Received 3,900 Crime Stoppers tips that led to 127 arrests.
- Received national recognition for the peaceful handling of protests in Atlanta.
- Facilitated the 3rd Annual Women's History Month Celebration and officially launched the APD Historical Society.
- Implemented Text-to-911 within the E911 operation.

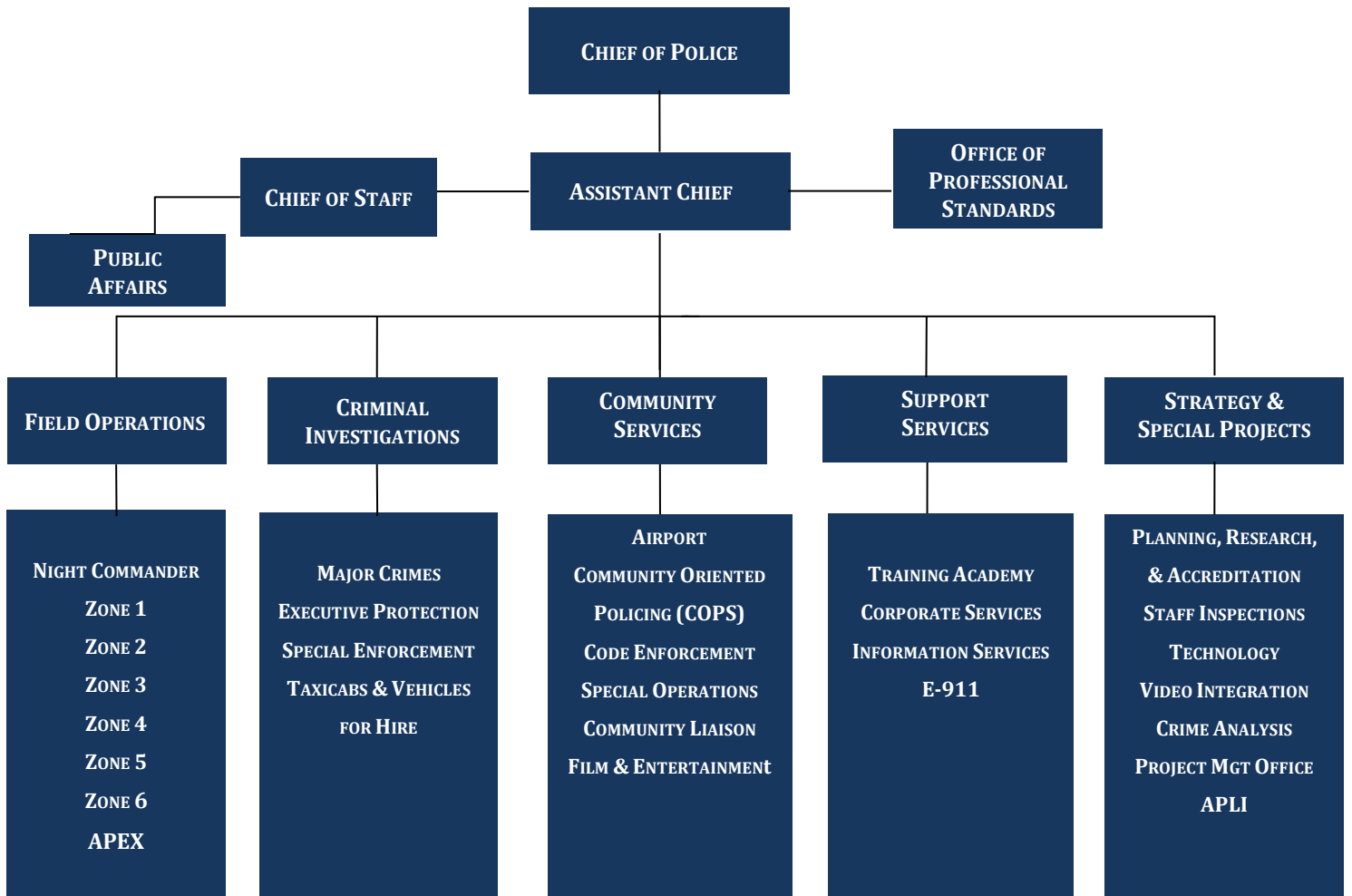
- Held the 1<sup>st</sup> Annual Easter Egg hunt at the Mounted Patrol facility with over 400 children in attendance.
- Established and completed the at-risk youth mentorship program in conjunction with the Atlanta Police Foundation.
- The E-911 Center continued to exceed the national standard of 90% of calls answered within 10 seconds achieving an average of 93%.
- Achieved "Tier 1 team" status for the SWAT unit according to the National Tactical Officers Association.
- Increased our social media coverage by 70%.

## **FY2018 Adopted Program Highlights**

- Provide Hate Crimes training to multiple international audiences, to include: Thailand, Botswana, San Salvador, and Hungary.
- Provide latent print examiner instruction to law enforcement in Nigeria as part of a State Department-sponsored training program.
- Pursue the design of a joint public safety training facility.
- Design and initiate building development of a new Zone 3 precinct.

# ORGANIZATIONAL CHART

*POLICE SERVICES*



# PERFORMANCE METRICS

## POLICE SERVICES

PERFORMANCE MEASURE	2015 ACTUALS	2016 ACTUALS	2017 TARGET	2018 TARGET
<b>Public Safety</b>				
Major Crimes Total	30,759	27,581	29,221	26,201
Homicide	94	106	89	101
Rape	170	156	162	148
Robbery	1,995	2,078	1,895	1,973
Aggravated Assaults	2,944	2,738	2,797	2,601
Burglaries	4,781	4,653	4,542	4,421
Larcenies	16,493	16,630	15,668	15,798
Auto Thefts	4,282	3,958	4,068	3,760
9-1-1 Call Volume	1,065,929	1,048,054	1,170,765	1,064,822
9-1-1 Call Answer Time, Less Than 10 Seconds	94%	93%	93%	93%
9-1-1 Call Dispatch, Overall Time (High Priority Calls)	2:40 min	2:34 min	2:40 min	2:40 min
Code Enforcement, New Cases Received	8,634	9,385	6,994	10,234
Code Enforcement, Compliance Resolution Cases Closed	248	266	275	293
Code Enforcement, Inspection Cases Closed	7,077	7,997	8,563	8,797



## FY18 OPERATING BUDGET HIGHLIGHTS Department Of Police Services

FY15 ACTUAL EXPENDITURES	FY16 ACTUAL EXPENDITURES	FY17 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
\$16,446,603	\$17,664,622	\$20,817,738	Salaries, Regular	\$19,473,820	(\$1,343,918)
-	\$118,722	\$0	Salaries, Perm Part-Time	\$0	\$0
\$94,186,068	\$98,677,066	\$99,136,129	Salaries, Sworn	\$105,514,952	\$6,378,823
\$673,679	\$331,188	\$249,602	Salaries, Extra Help	\$274,793	\$25,191
\$1,762,460	\$858,691	\$988,192	Salaries, Extra Help-Sworn	\$1,160,212	\$172,020
\$9,067,663	\$16,386,711	\$6,948,796	Overtime	\$9,128,504	\$2,179,707
\$17,326	\$15,869	-	Pen Cont Fire Pen Fd	-	-
\$32,359,056	\$25,187,249	\$27,156,613	Pen Cont Police Pen Fd	\$30,840,212	\$3,683,599
\$4,648,840	\$5,112,699	\$6,342,320	Pen Cont Gen Emp Pen Fd	\$4,799,970	(\$1,542,349)
\$1,064,900	\$1,186,525	\$1,356,346	Defined Contribution	\$1,220,440	(\$135,905)
\$4,264,882	\$4,011,729	\$3,016,413	Workers' Compensation	\$4,506,732	\$1,490,319
\$20,443,558	\$21,010,426	\$21,643,362	Other Personnel Costs	\$21,904,596	\$261,233
\$184,935,035	\$190,561,496	\$187,655,510	<b>TOTAL PERSONNEL</b>	\$198,824,231	\$11,168,720
<b>OTHER EXPENSES</b>					
\$11,366,984	\$18,272,504	\$15,424,366	Purchased / Contracted Services	\$16,869,428	\$1,445,061
\$4,602,152	\$6,442,473	\$3,563,647	Supplies	\$3,145,945	(\$417,703)
\$46,320	\$522,436	\$226,798	Capital Outlays	\$251,530	\$24,732
\$8,998,138	\$7,466,049	\$8,672,416	Interfund / Interdepartmental Charges	\$8,243,986	(\$428,430)
\$96,473	\$99,967	\$522,174	Other Costs	\$513,382	(\$8,792)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$1,131,704	\$257,798	\$2,283,335	Other Financing Uses	\$2,746,393	\$463,058
\$26,241,772	\$33,061,227	\$30,692,737	<b>TOTAL OTHER EXPENSES</b>	\$31,770,664	\$1,077,927
<b>\$211,176,808</b>	<b>\$223,622,723</b>	<b>\$218,348,248</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$230,594,895</b>	<b>\$12,246,647</b>

FY15 ACTUAL EXPENDITURES	FY16 ACTUAL EXPENDITURES	FY17 ADOPTED	FUND	FY18 BUDGET	VARIANCE FY18-FY17
\$179,102,239	\$187,695,186	\$180,210,202	General Fund	\$190,049,644	\$9,839,442
\$16,518,316	\$14,633,728	\$19,570,354	Airport Revenue Fund	\$20,673,376	\$1,103,022
-	-	\$0	Solid Waste Services Revenue Fund	\$0	\$0
\$1,941	-	\$129,590	Water & Wastewater Revenue Fund	\$135,799	\$6,209
\$15,554,473	\$21,293,809	\$18,438,101	Emergency Telephone System	\$19,736,076	\$1,297,975
(\$160)	-	-	Group Insurance Fund	-	-
<b>\$211,176,808</b>	<b>\$223,622,723</b>	<b>\$218,348,248</b>	<b>TOTAL EXPENSES</b>	<b>\$230,594,895</b>	<b>\$12,246,647</b>

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
2,491.00	2,527.50	2,537.00	Full Time Equivalent	2,589.00	52.00



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Police Services**  
**General Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$9,368,645	\$10,482,187	\$12,642,493	Salaries, Regular	\$12,086,029	(\$556,464)
-	\$118,722	-	Salaries, Perm Part-Time	-	-
\$85,894,874	\$90,686,593	\$89,858,253	Salaries, Sworn	\$95,075,977	\$5,217,724
\$582,547	\$261,683	\$164,111	Salaries, Extra Help	\$164,112	\$0
\$1,762,460	\$858,691	\$988,192	Salaries, Extra Help-Sworn	\$988,192	\$0
\$5,332,567	\$12,632,070	\$3,659,490	Overtime	\$5,741,141	\$2,081,652
\$17,326	\$15,869	-	Pen Cont Fire Pen Fd	-	-
\$29,771,549	\$23,171,012	\$24,687,834	Pen Cont Police Pen Fd	\$27,412,009	\$2,724,175
\$2,621,362	\$2,964,934	\$3,755,916	Pen Cont Gen Emp Pen Fd	\$2,703,400	(\$1,052,516)
\$944,886	\$1,058,401	\$1,190,856	Defined Contribution	\$1,107,112	(\$83,744)
\$4,062,195	\$3,892,645	\$2,917,528	Workers' Compensation	\$4,343,026	\$1,425,497
\$17,569,296	\$18,167,421	\$18,329,687	Other Personnel Costs	\$18,585,244	\$255,556
<b>\$157,927,707</b>	<b>\$164,310,227</b>	<b>\$158,194,361</b>	<b>TOTAL PERSONNEL</b>	<b>\$168,206,241</b>	<b>\$10,011,880</b>
			<i>OTHER EXPENSES</i>		
\$7,129,843	\$9,427,659	\$7,840,386	Purchased / Contracted Services	\$8,038,342	\$197,956
\$4,277,828	\$6,227,624	\$3,126,311	Supplies	\$2,640,428	(\$485,884)
\$47,119	\$409,027	\$151,798	Capital Outlays	\$246,370	\$94,572
\$8,491,643	\$7,035,101	\$8,165,921	Interfund / Interdepartmental Charges	\$7,732,355	(\$433,566)
\$96,395	\$27,751	\$448,089	Other Costs	\$439,514	(\$8,575)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$1,131,704	\$257,798	\$2,283,335	Other Financing Uses	\$2,746,393	\$463,058
<b>\$21,174,532</b>	<b>\$23,384,959</b>	<b>\$22,015,841</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$21,843,402</b>	<b>(\$172,439)</b>
<b>\$179,102,239</b>	<b>\$187,695,186</b>	<b>\$180,210,202</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$190,049,644</b>	<b>\$9,839,442</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$179,102,239	\$187,695,186	\$180,210,202	General Fund	\$190,049,644	\$9,839,442
<b>\$179,102,239</b>	<b>\$187,695,186</b>	<b>\$180,210,202</b>	<b>TOTAL EXPENSES</b>	<b>\$190,049,644</b>	<b>\$9,839,442</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
2,108.00	2,142.50	2,152.00	Full Time Equivalent	2,190.00	38.00





**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Police Services**  
**General Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	(\$556,464)	Decrease due to position abolishments offset by Grade 19+ salary increases and minimum wage increase to \$13/hour.
Salaries, Perm Part-Time	-	
Salaries, Sworn	\$5,217,724	Increase due to salary adjustments offset by positions partially funded.
Salaries, Extra Help	\$0	
Salaries, Extra Help-Sworn	\$0	
Overtime	\$2,081,652	Increase due to overtime more than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	\$2,724,175	Increase due to pension rate adjustment.
Pen Cont Gen Emp Pen Fd	(\$1,052,516)	Decrease due to position abolishments and pension rate adjustment.
Defined Contribution	(\$83,744)	Decrease due to position abolishments and personnel adjustments.
Workers' Compensation	\$1,425,497	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	\$255,556	Increase due to personnel adjustments and funding for military bonus.
<b>TOTAL PERSONNEL</b>	<b>\$10,011,880</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$197,956	Increase due to Demolition, funding for Police Station Zone 3, Code Enforcement enhancements, and reallocated Vehicles for Hire funds.
Supplies	(\$485,884)	Decrease due to supplies less than anticipated.
Capital Outlays	\$94,572	Increase due to funding for Code Enforcement vehicles.
Interfund / Interdepartmental Charges	(\$433,566)	Decrease due to motor/fuel and repair/maintenance costs less than anticipated.
Other Costs	(\$8,575)	Decrease due to other costs less than anticipated.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	\$463,058	Increase due to GMA lease payment more than anticipated.
<b>TOTAL OTHER EXPENSES</b>	<b>(\$172,439)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$9,839,442</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
General Fund	\$9,839,442	
<b>TOTAL EXPENSES</b>	<b>\$9,839,442</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	38.00	Increase due to 38 new positions.



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Police Services**  
**Airport Revenue Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$1,053,082	\$1,109,081	\$1,250,503	Salaries, Regular	\$150,866	(\$1,099,637)
-	-	-	Salaries, Perm Part-Time	-	-
\$8,201,836	\$7,905,173	\$9,189,600	Salaries, Sworn	\$10,350,700	\$1,161,099
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	\$172,020	\$172,020
\$2,318,847	\$2,336,303	\$2,483,598	Overtime	\$2,463,176	(\$20,422)
-	-	-	Pen Cont Fire Pen Fd	-	-
\$2,529,311	\$1,984,397	\$2,421,056	Pen Cont Police Pen Fd	\$3,357,130	\$936,074
\$297,080	\$356,334	\$394,441	Pen Cont Gen Emp Pen Fd	\$360,158	(\$34,283)
\$34,970	\$33,089	\$29,667	Defined Contribution	\$28,153	(\$1,515)
\$186,881	\$104,236	\$86,489	Workers' Compensation	\$147,811	\$61,322
\$1,718,851	\$1,651,146	\$1,862,797	Other Personnel Costs	\$1,866,282	\$3,485
\$16,340,858	\$15,479,759	\$17,718,151	<b>TOTAL PERSONNEL</b>	<b>\$18,896,295</b>	<b>\$1,178,144</b>
			<i>OTHER EXPENSES</i>		
(\$632,743)	(\$1,499,282)	\$873,932	Purchased / Contracted Services	\$826,849	(\$47,083)
\$303,627	\$154,876	\$393,276	Supplies	\$435,101	\$41,825
-	\$65,795	\$75,000	Capital Outlays	-	(\$75,000)
\$506,496	\$430,948	\$506,496	Interfund / Interdepartmental Charges	\$511,632	\$5,136
\$78	\$1,632	\$3,500	Other Costs	\$3,500	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$177,457	(\$846,031)	\$1,852,203	<b>TOTAL OTHER EXPENSES</b>	<b>\$1,777,081</b>	<b>(\$75,122)</b>
<b>\$16,518,316</b>	<b>\$14,633,728</b>	<b>\$19,570,354</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$20,673,376</b>	<b>\$1,103,022</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$16,518,316	\$14,633,728	\$19,570,354	Airport Revenue Fund	\$20,673,376	\$1,103,022
<b>\$16,518,316</b>	<b>\$14,633,728</b>	<b>\$19,570,354</b>	<b>TOTAL EXPENSES</b>	<b>\$20,673,376</b>	<b>\$1,103,022</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
215.00	215.00	214.00	Full Time Equivalent	228.00	14.00



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Police Services**  
**Airport Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	(\$1,099,637)	Decrease due to personnel adjustments.
Salaries, Perm Part-Time	-	
Salaries, Sworn	\$1,161,099	Increase due to salary adjustments.
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	\$172,020	Increase due to Extra Help-Sworn more than anticipated.
Overtime	(\$20,422)	Decrease due to overtime less than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	\$936,074	Increase due to pension rate adjustment.
Pen Cont Gen Emp Pen Fd	(\$34,283)	Decrease due to pension rate adjustment.
Defined Contribution	(\$1,515)	Decrease due to personnel adjustments.
Workers' Compensation	\$61,322	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	\$3,485	Increase due to personnel adjustments.
<b>TOTAL PERSONNEL</b>	<b>\$1,178,144</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$47,083)	Decrease due to purchased/contracted services less than anticipated.
Supplies	\$41,825	Increase due to supplies more than anticipated.
Capital Outlays	(\$75,000)	Decrease due to equipment less than anticipated.
Interfund / Interdepartmental Charges	\$5,136	Increase due to motor/fuel and repair/maintenance costs more than anticipated.
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$75,122)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$1,103,022</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Airport Revenue Fund	\$1,103,022	
<b>TOTAL EXPENSES</b>	<b>\$1,103,022</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	14.00	Increase due to new officer position creations.



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Police Services**  
**Water & Wastewater Revenue Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
-	-	-	Salaries, Regular	-	-
-	-	-	Salaries, Perm Part-Time	-	-
-	-	\$88,275	Salaries, Sworn	\$88,275	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
\$1,941	-	\$24,532	Pen Cont Police Pen Fd	\$30,393	\$5,861
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
-	-	-	Defined Contribution	-	-
-	-	-	Workers' Compensation	-	-
-	-	\$16,784	Other Personnel Costs	\$17,131	\$347
\$1,941	-	\$129,590	<b>TOTAL PERSONNEL</b>	\$135,799	\$6,209
			<i>OTHER EXPENSES</i>		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	-	<b>TOTAL OTHER EXPENSES</b>	-	-
\$1,941	-	\$129,590	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	\$135,799	\$6,209

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$1,941	-	\$129,590	Water & Wastewater Revenue Fund	\$135,799	\$6,209
\$1,941	-	\$129,590	<b>TOTAL EXPENSES</b>	\$135,799	\$6,209

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
-	2.00	2.00	Full Time Equivalent	2.00	-



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Police Services**  
**Water & Wastewater Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	\$5,861	Increase due to pension rate adjustment.
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	\$347	Increase due to health rate adjustment.
<b>TOTAL PERSONNEL</b>	<b>\$6,209</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>-</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$6,209</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Water & Wastewater Revenue Fund	\$6,209	
<b>TOTAL EXPENSES</b>	<b>\$6,209</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Police Services**  
**Emergency Telephone System**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$6,024,876	\$6,073,354	\$6,924,741	Salaries, Regular	\$7,236,925	\$312,183
-	-	-	Salaries, Perm Part-Time	-	-
\$89,357	\$85,300	-	Salaries, Sworn	-	-
\$91,132	\$69,505	\$85,490	Salaries, Extra Help	\$110,681	\$25,191
-	-	-	Salaries, Extra Help-Sworn	-	-
\$1,416,249	\$1,418,338	\$805,709	Overtime	\$924,186	\$118,477
-	-	-	Pen Cont Fire Pen Fd	-	-
\$56,256	\$31,841	\$23,192	Pen Cont Police Pen Fd	\$40,680	\$17,488
\$1,730,399	\$1,791,431	\$2,191,963	Pen Cont Gen Emp Pen Fd	\$1,736,413	(\$455,550)
\$85,044	\$95,035	\$135,823	Defined Contribution	\$85,176	(\$50,647)
\$15,806	\$14,848	\$12,396	Workers' Compensation	\$15,895	\$3,499
\$1,155,571	\$1,191,859	\$1,434,094	Other Personnel Costs	\$1,435,939	\$1,845
<b>\$10,664,690</b>	<b>\$10,771,511</b>	<b>\$11,613,408</b>	<b>TOTAL PERSONNEL</b>	<b>\$11,585,896</b>	<b>(\$27,512)</b>
			<i>OTHER EXPENSES</i>		
\$4,869,884	\$10,344,127	\$6,710,049	Purchased / Contracted Services	\$8,004,237	\$1,294,188
\$20,697	\$59,973	\$44,060	Supplies	\$70,416	\$26,356
(\$799)	\$47,614	-	Capital Outlays	\$5,160	\$5,160
-	-	-	Interfund / Interdepartmental Charges	-	-
-	\$70,585	\$70,585	Other Costs	\$70,368	(\$217)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
<b>\$4,889,783</b>	<b>\$10,522,298</b>	<b>\$6,824,693</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$8,150,180</b>	<b>\$1,325,487</b>
<b>\$15,554,473</b>	<b>\$21,293,809</b>	<b>\$18,438,101</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$19,736,076</b>	<b>\$1,297,975</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$15,554,473	\$21,293,809	\$18,438,101	Emergency Telephone System	\$19,736,076	\$1,297,975
<b>\$15,554,473</b>	<b>\$21,293,809</b>	<b>\$18,438,101</b>	<b>TOTAL EXPENSES</b>	<b>\$19,736,076</b>	<b>\$1,297,975</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
168.00	168.00	169.00	Full Time Equivalent	169.00	-



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Police Services**  
**Emergency Telephone System**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$312,183	Increase due to Grade 19+ salary increases and minimum wage increase to \$13/hour.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$25,191	Increase due to Extra Help more than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	\$118,477	Increase due to overtime more than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	\$17,488	Increase due to pension rate adjustment.
Pen Cont Gen Emp Pen Fd	(\$455,550)	Decrease due to pension rate adjustment.
Defined Contribution	(\$50,647)	Decrease due to personnel adjustments.
Workers' Compensation	\$3,499	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	\$1,845	Increase due to personnel adjustments.
<b>TOTAL PERSONNEL</b>	<b>(\$27,512)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$1,294,188	Increase due to expenses related to the Disaster Recovery Site, Computer-aided Dispatch System, and Records Management System replacement.
Supplies	\$26,356	Increase due to equipment and computers more than anticipated.
Capital Outlays	\$5,160	Increase due to equipment more than anticipated.
Interfund / Interdepartmental Charges	-	
Other Costs	(\$217)	Decrease due to Vendor Communication fee less than anticipated.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$1,325,487</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$1,297,975</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Emergency Telephone System	\$1,297,975	
<b>TOTAL EXPENSES</b>	<b>\$1,297,975</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	





# DEPARTMENT OF PLANNING AND COMMUNITY DEVELOPMENT

## Mission Statement

The mission of the Department of Planning and Community Development is to enable high quality, sustainable and equitable growth and development of Atlanta by facilitating more options for travel, abundant housing for all people, thriving neighborhoods, exceptional design in architecture and public spaces, preservation of historic resources, innovative regulatory practices, safe and durable buildings, attentive customer service, and resident involvement in all our work.

## Core Functions

- Economic Development
- Life Safety
- City Infrastructure
- Merit and Excellence

## Summary of Operations

The Department of Planning and Community Development (DCP) is the leader in creating opportunities for our City to continue to grow and sustain the diverse communities that define and give Atlanta its distinguishing character. The Department's objective is to guide the development of the City through effective measures of planning, design review, construction plan approval, code compliance, and housing assistance. The Department works closely with the Neighborhood Planning Units, independent community organizations, and developers in an attempt to provide the policy guidance and assistance to support the growth of our community.

## Divisions/Offices Descriptions

*Office of the Commissioner* provides leadership, policy direction, and centralized staff support for the Offices. The support services include administration, budget, personnel management, legislative liaison, policy collaboration and coordination, performance management and

accountability, and technical support with workload functions.

*Office of Design* is responsible for the physical design of the City to ensure a vibrant public realm and to enable landscape and architecture representative of Atlanta as a place. Additionally, an urban design studio was created to ensure that important projects in Atlanta are consistent with the design of the city and a vibrant public realm.

*Office of Zoning and Development* is responsible for land development regulations that are consistent with the proposed city design. This Office will review projects for zoning compliance, subdivision regulations, and other applicable land development codes.

*Office of Mobility Planning* is responsible for transportation planning, implementation of complete street policies, bicycle programs, furtherance of the City's transportation goals, and coordination with MARTA to support transit enhancements.

*Office of Buildings* enforces the Codes adopted by the City of Atlanta to ensure minimum standards for the construction, repair, demolition, occupancy and maintenance of buildings, structures and properties. The Office reviews, approves, and issues all permits required by the City's Codes for repairs, alterations and additions to existing structures, as well as permitting for new construction. This Office is also responsible for issuing tree removal permits for trees on private property.

*Office of Housing and Community Development* promotes the development of affordable workforce housing and community development policies and provides fiscal oversight and management for development contracts and programs. The Office of Housing encourages partnerships with both public and private developers of workforce affordable

housing, while also providing rental assistance and financing of affordable rental developments.

The Department of City Planning has set clear performance objectives and expectations for FY2018, they are as follows:

### Goals

- Educate our communities about principles of urbanism utilizing exhibits, programs and activities and foster collaboration through the Atlanta City Design
- Promote the sustainability of an enhanced quality of life for the residents of the City of Atlanta.
- Increase the availability and encourage the preservation of affordable housing opportunities.
- Implement holistic and comprehensive community development policies to promote the livability of the City as it continues in economic and physical growth.
- Promote smart growth and transportation policies which stimulate the City's economic growth.
- Implement new permitting processes to deliver best-in-class customer service

### Objectives

- Engage architects to develop innovative design concepts for affordable housing development through our Housing Design Competition
- Implement *Housing Needs Assessment: Forecasting for an Equitable and Resilient City* report that will provide the City and its residents with a comprehensive look at the current state of housing supply and demand.
- Provide affordable housing opportunities through the successful deployment of federal resources
- Continue to stabilize the permitting process through the consolidation of all permit related services
- Update the Zoning Ordinance to promote the development of smart growth principles
- Formulate and adopt urban design strategies along economic corridors.

## FY2017 Accomplishments

### Office of Buildings

The Office created and implemented 5 work streams: Self-Service, Express, Residential, Light Commercial, and Commercial/Major Projects to improve permitting processes for customers. We also introduced an enhanced concierge function to connect permit applicants with the correct processes and resources reducing customer wait time, and improving online information to increase customer awareness and understanding as it pertains to permitting.

In partnership with SAFEbuilt, we've provided additional plan review and inspection resources and expertise as well as completed standardization of plan review processes and comments. Tailored plans were implemented for review timeliness standards of each customer work stream.

Also, the Office provided improved training for plan reviewers, permit technicians, and inspectors. Collaborating with other City departments for additional resources in key support functions for the OOB such as Human Resources (HR) and Atlanta Information Management (AIM) to refine new processes is a priority for us.

### Office of Housing and Community Development

The Office revamped the Public Vending Lottery and worked with the Office of Revenue and APD's License & Permit Unit to improve process and workflow. The Public Vending Lottery was conducted March 15, 2017.

We completed the Mechanicsville Scattered Site project that transformed vacant property or land into housing units available for rent to low- and moderate-income families. The Office developed 74 homes on vacant lots within Mechanicsville, reducing the number of vacant lots by 37%.

Moreover, we implemented Affordable Housing Impact Statements. 8 statements are completed and we estimate an increase in 127 Affordable Units. The City of Atlanta authorized issuance of the \$40M Housing Opportunity Bond to fund initiatives including homeowner renovations, multifamily loans, single family loans, nonprofit development loans and land assemblage.

The Office completed the *Strategies for Equitable Neighborhood Transformation: Displacement Free Zone* report which establishes criteria for identifying neighborhoods within the City with populations most at risk for displacement due to increasing housing costs. The report offers recommendations based on efforts to provide tax relief for long-time homeowners, tenant legal aid and housing counseling for renters, and community retention plans for large scale public/private investments.

### **Office of Mobility Planning**

The Office launched the Comprehensive Transportation Plan update titled Atlanta's Transportation Plan. The previous comprehensive transportation plan was completed in 2008. The \$1,250,000 transportation plan serves as the Access Strategy for Atlanta City Design. Also, with the guidance of the Office of the Mayor, we created the 2016 TSPLOST project list. The TSPLOST will generate approximately \$300 million over a five-year period to fund significant and expansive transportation projects citywide.

We expanded the Atlanta Bike Share Program, Relay, from the 10 stations with 100 bicycles in Downtown Atlanta to the 70 stations with 500 bicycles across Atlanta. Installed 18 mural bicycle racks, bicycle corrals, and 75 typical bicycle racks expanding convenient and secure bicycle parking for Atlanta residents and visitors; this initiative was a partnership with the Department of Public Works, the Department of Parks and Recreation, and the Mayor's Office of Cultural Affairs. Additionally, we installed five automatic bicycle counters and launched Ride Report, a crowd sourcing bicycle riding app. The app and counter data has been leveraged to influence bicycle routing and infrastructure.

The Office successfully secured planning and feasibility contracts with the Georgia State Department of Transportation for the Lakewood Trail Feasibility Study (\$100,000), Lenox Road Corridor Study (\$250,000), and Cycle Atlanta, Phase II Study (\$100,000).

### **Office of Zoning and Development**

The Office launched its new division of the Development Services which will specialize in the entitlement review process.

We completed the Turner Field Livable Centers Initiative Plan which received approval and adopted "Development Entitlement" for the sale and redevelopment of Turner Field.

Also, we developed and received approval of the 5 year Comprehensive Development Plan for the City of Atlanta and Capital Improvement Plan. Implemented development regulations for major corridors: Howell Mill South, Riverside Neighborhood Rezoning, Metropolitan Parkway (Hammond Park), Metropolitan Parkway (Perkerson Park).

Moreover, the office completed the Zoning Diagnostic Rewrite, "Tiny House Feasibility Study" and launched the District 3 "Westside Revive" project. Received approval and implemented the Pittsburgh Blueprint and "Bright Lights" Arts and Entertainment Downtown district. And we launched the inaugural Community Leadership Institute of Atlanta in collaboration with the Carl Vinson Institute of the University of Georgia.

### **Office of Design**

The Office created the Means Street Landmark District, preserving a collection of period buildings located west of Georgia Tech. We also hired a Building Inspector Senior to focus on the enforcement of the City's Historic Preservation Ordinance and assist in retaining the City's historic character.

Additionally, 643 official reviews were reported for 2016, a significant increase towards pre-recession levels. We provided training for other Historic Preservation organizations and facilitated 2 presentations at the State Preservation Conference.

The Office transitioned the Atlanta City Studio to its second pop-up location in Cascade Heights.

### **FY2018 Adopted Program Highlights**

#### **Office of Design**

*Historic Preservation:* The Historic Preservation Division promotes the identification, evaluation, rehabilitation, adaptive use, and the responsible restoration of the City's historic resources. Activities may include:

- Receive grant to launch the city-wide Historic Preservation Strategy, anticipating implementation in May.
- Designate new historic and landmark districts as well as individual buildings.
- Support to the Urban Design Commission through reports, recommendations, and information on cases.

*Design Studio:* Will focus on maximizing and creatively utilizing spaces/places within the City. Activities may include:

- Create specific projects for the Cascade community to engage local residents with a focus on schools and senior citizens through the Atlanta City Studio
- Create more opportunities and activities outside the Studio such as a Field Team to engage the public in observing elements of urban design and an urban sketching program.
- Present three new studio exhibitions including Historic Preservation, Zoning Diagnostic, and School Siting at PCM and Georgia Tech Studio about Cascade Business District in new location.
- Implement the conceptual design for structured parking at Grant Park, the first collaboration between the Atlanta City Studio and Department of Parks and Recreation, a parking deck that uses the park's natural topography to accommodate all vehicle parking below grade, activate the deck's roof with restaurants and park programming to create new neighborhood connections to the park, and establish a new gateway and vehicular circulation for Zoo Atlanta's main entry.
- Re-activate the Peachtree Street Corridor with potential design improvements for Hardy Ivy Park and Margaret Mitchell Square as well as identify potential development sites for high-density residential uses, shared street design configurations for Peachtree Center, and public art opportunities.
- Implement the first project supported by the Atlanta City Studio; the Government District will utilize bold strategies for catalyzing new activity surrounding Atlanta City Hall and the many other surrounding government buildings.

## **Office of Zoning and Development**

The Office of Zoning and Development will focus on the administration of the City's Zoning Ordinance and Development Services will be responsible for interpretation and enforcement. Activities will include:

- Approval and adoption of Industrial-Mix zoning district, District 12 Blueprint, District 3 "Westside Revive" project and technical corrections to the Beltline Overlay district.
- Approval and implementation of development regulations for major corridors: Metropolitan Parkway (Sylvan Hills), Memorial Drive, Peachtree Road (Brookwood).
- Development and adoption of Greenbriar Livable Centers Plan
- Approval and adoption of several Zoning quick fixes

## **Office of Mobility Planning**

*Transit Division:* Will develop and maintain the City's transportation plan in collaboration with other transportation agencies to ensure the City provides sustainable and equitable transportation options. Activities will include:

- Complete and adopt the Comprehensive Transportation Plan update, Atlanta's Transportation Plan, the Access Strategy of Atlanta City Design.

*Streets and Streetscapes Planning:* Will promote the formation of sustainable complete streets design and projects for neighborhood transformation projects. Activities will include:

- Working with the Department of Public Works to adopt and develop and implementation strategy for the City's Street Design Policy and Move Atlanta: A Design Guide of Active, Balanced, and Complete Streets.
- Guiding citywide planning for greenways and bike routes to ensure that the increasing number of bicyclists have a pleasant and safe place to ride as part of the city's transportation network.
- Ensuring that current and future projects focus on issues facing pedestrians and aim to make walking in the city an enjoyable and safe experience for all.

*Bicycle and Pedestrian Transit:* Will enhance the quality of life for our citizens through the formation of safe and attractive alternative transportation options. Activities will include:

- Complete and adopt Cycle Atlanta, Phase II Study. Seek federal funding to develop City Design Project Growth Corridors, planning funds for Cycle Atlanta, Phase III Study, and implementation funds for Cycle Atlanta, Phase II Study.
- Initiate the TSPLOST funded (\$3,000,000) expansion of the Atlanta Bike Share program, Relay.

### **Office of Buildings**

*Permitting Process Review and Reorganization:* Will address permitting process by consolidating functions that are housed in other City departments. Activities will include:

- Collaboration with AIM to create real-time metrics for tracking customer's permitting process from start to finish.

*Enable Electronic Plans Submission:* The Office will introduce new technology to allow for online building plan submission and electronic plan review. Activities will include:

- Teaming with AIM to integrate an electronic plan review service with Accela.
- Installing large touchscreen monitors at staff workstations to enable electronic plan review.
- Improving the collaboration between permit customers and plans reviewers through online tools.

### **Office of Housing and Community Development**

*Housing Policy & Special Initiatives:* The Office will continue engagement efforts for creating and sustaining affordable housing. Activities will include:

- Creating a Housing Design Competition to engage architects to develop innovative design concept for affordable housing development in Atlanta. Competition to be launched spring 2017.
- Launch Urban Main Street Program by adapting the National Main Street approach and other revitalization strategies to support

neighborhood commercial corridors. This effort will be accomplished by

- 1) Staff training,
- 2) Establishing a formal partnership with the Georgia Main Street coordinating program
- 3) Engaging with the National Main Street Center's Urban Program efforts
- 4) Supporting the work of Sweet Auburn Works to implement the Main Street model
- 5) Identifying other commercial corridors to initiate a Main Street or Main Street-type approach

- Implement the *Housing Needs Assessment: Forecasting for an Equitable and Resilient City* report will provide the City and its residents with a comprehensive look at the current state of housing supply and demand and a forecast of need given our population growth target of 1.2 million residents by 2040. Informed by the Atlanta City Design Project, Atlanta is setting specific goals by household income to guide efforts to supply adequate housing for low and moderate income residents.
- In partnership with Real Estate Alliance Partners Group, we'll renovate and sell approximately 12 houses within the Pittsburgh neighborhood. All homes will be sold at an affordable sales price to household with incomes less than 80% AMI. Upon the completion of this project, the City would have participated in the redevelopment and sale/rent of 25 affordable homes in the Pittsburgh neighborhood over the past 4 years.

*Launch an Inclusionary Zoning Strategy:* The Office will continue efforts with members of Council and the Administration to create an ordinance to support and sustain inclusionary zoning.

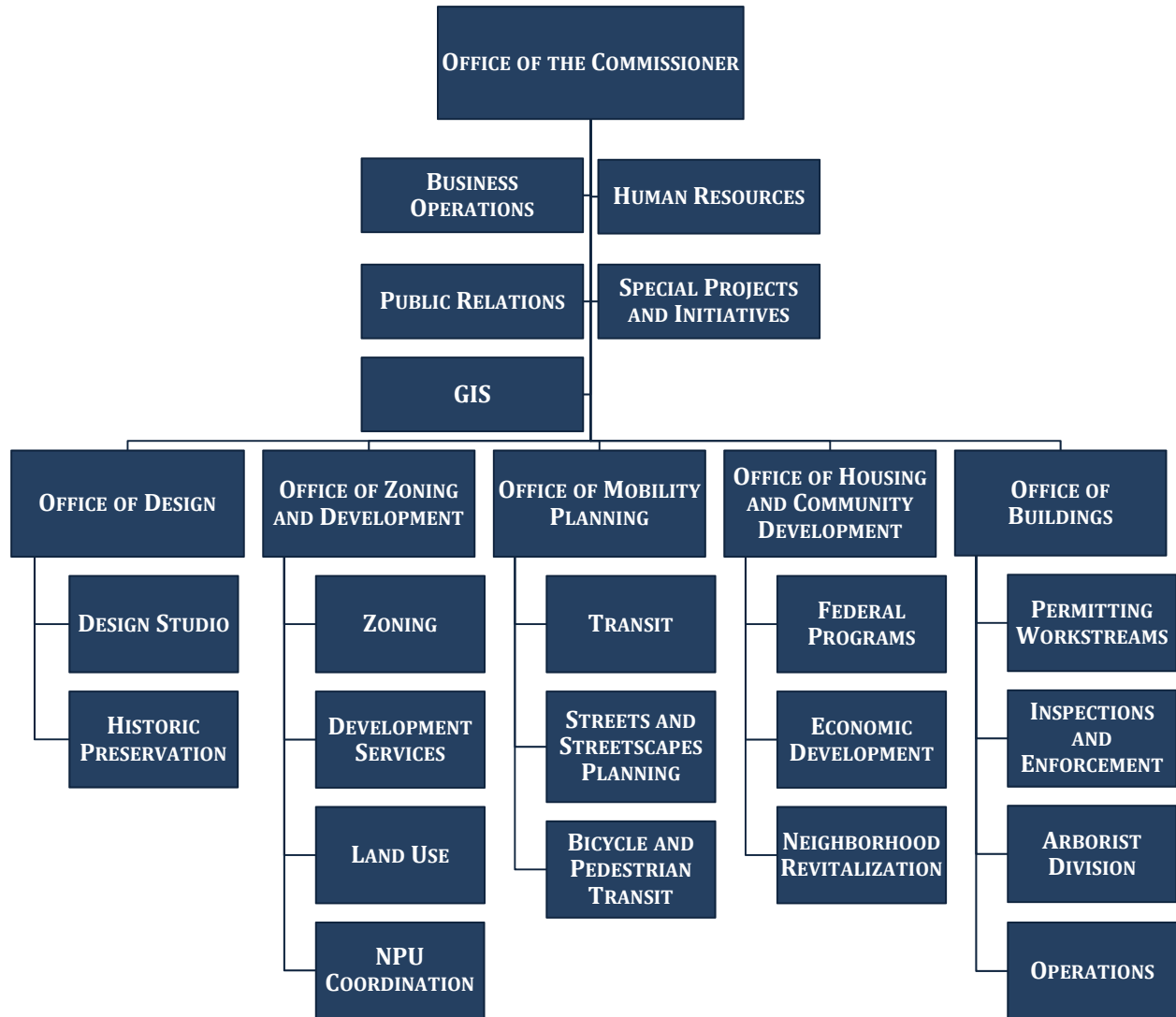
- Engaging private and public sector stakeholders to identify implementation plans that are both fair and equitable.
- Completing the full implementation strategy for that includes education and outreach designed to achieve maximum program benefits.

*Launch a Blight Remediation Strategy:* The Housing team is collaborating with other City agencies to draft legislation that identifies and secures a permanent funding source for the demolition of blighted properties.

- Collaborating with agencies to identify innovative funding solutions for program operations and investments.
- Identifying measures to track the impact on neighborhoods with high levels of vacant and abandoned residential, commercial and industrial units.

# ORGANIZATIONAL CHART

DEPARTMENT OF PLANNING AND COMMUNITY DEVELOPMENT



# PERFORMANCE METRICS

DEPARTMENT OF PLANNING AND COMMUNITY DEVELOPMENT

PERFORMANCE MEASURE	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 TARGET	FY2018 TARGET
<b>Office of Buildings</b>				
<b>Business Growth &amp; Tourism</b>				
% Plans Approved Upon First Review	69%	70%	70%	75%
%Plans Approved for Review After First Quality Control Review (QCR) Inspection	33%	33%	34%	N/A
% Inspections completed within SLA	99%	99%	99%	99%
<b>Office of Housing and Community Development</b>				
<b>Business Growth &amp; Tourism</b>				
% Vacant Section 8 Units	12%	7%	6%	6%
HOME Rentals Units Produced	139	6	47	47
Limited Rehabilitation Units Completed	134	81	174	174
<b>Office of Zoning and Development</b>				
<b>Business Growth &amp; Tourism</b>				
% Zoning Variance Cases Completed Within 90 Days or Less	95%	90%	93%	90%
% UDC Cert of Appr. – Type II and III – 25 Day SLA	100%	100%	66%	66%
% Special Administrative Permit Reviews completed within 30 day SLA	58%	100%	64%	65%





## FY18 OPERATING BUDGET HIGHLIGHTS

### Dept Of Planning & Community Development

FY15 ACTUAL EXPENDITURES	FY16 ACTUAL EXPENDITURES	FY17 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
\$6,946,032	\$7,153,578	\$12,086,896	Salaries, Regular	\$12,009,003	(\$77,893)
(\$320)	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$579,603	\$488,914	\$526,133	Salaries, Extra Help	\$667,687	\$141,554
-	\$44,310	-	Salaries, Extra Help-Sworn	-	-
\$3,826	\$3,809	\$2,333	Overtime	\$3,459	\$1,127
-	\$0	-	Pen Cont Fire Pen Fd	\$35,193	\$35,193
-	-	-	Pen Cont Police Pen Fd	-	-
\$917,414	\$947,241	\$1,239,237	Pen Cont Gen Emp Pen Fd	\$1,076,501	(\$162,736)
\$263,118	\$296,287	\$410,951	Defined Contribution	\$489,694	\$78,742
\$222,143	\$51,702	\$108,688	Workers' Compensation	\$37,753	(\$70,935)
\$1,030,191	\$1,127,235	\$1,710,984	Other Personnel Costs	\$1,824,316	\$113,333
\$9,962,006	\$10,113,077	\$16,085,220	<b>TOTAL PERSONNEL</b>	\$16,143,605	\$58,385
<b>OTHER EXPENSES</b>					
\$975,928	\$4,966,980	\$6,978,606	Purchased / Contracted Services	\$6,378,854	(\$599,752)
\$370,946	\$402,763	\$410,176	Supplies	\$283,444	(\$126,732)
\$580,459	\$12,390	\$375,644	Capital Outlays	\$60,309	(\$315,335)
\$114,695	\$112,031	\$113,198	Interfund / Interdepartmental Charges	\$124,901	\$11,703
\$178,396	\$252,786	\$203,555	Other Costs	\$373,432	\$169,877
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$109,769	\$600,000	\$0	Other Financing Uses	-	\$0
\$2,330,194	\$6,346,950	\$8,081,179	<b>TOTAL OTHER EXPENSES</b>	\$7,220,940	(\$860,239)
<b>\$12,292,201</b>	<b>\$16,460,027</b>	<b>\$24,166,399</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$23,364,545</b>	<b>(\$801,854)</b>

FY15 ACTUAL EXPENDITURES	FY16 ACTUAL EXPENDITURES	FY17 ADOPTED	FUND	FY18 BUDGET	VARIANCE FY18-FY17
\$2,318,273	\$3,188,336	\$5,279,851	General Fund	\$23,364,545	\$18,084,694
\$15,053	-	-	Airport Revenue Fund	-	-
\$9,958,874	\$13,271,691	\$18,886,548	Building Permits Fund	\$0	(\$18,886,548)
<b>\$12,292,201</b>	<b>\$16,460,027</b>	<b>\$24,166,399</b>	<b>TOTAL EXPENSES</b>	<b>\$23,364,545</b>	<b>(\$801,854)</b>

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
159.50	160.50	213.47	Full Time Equivalent	213.97	0.50



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Dept Of Planning & Community Development**  
**General Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$1,134,273	\$1,106,666	\$1,641,788	Salaries, Regular	\$12,009,003	\$10,367,215
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$114,439	\$163,180	\$14,736	Salaries, Extra Help	\$667,687	\$652,951
-	-	-	Salaries, Extra Help-Sworn	-	-
\$4	\$444	-	Overtime	\$3,459	\$3,459
-	-	-	Pen Cont Fire Pen Fd	\$35,193	\$35,193
-	-	-	Pen Cont Police Pen Fd	-	-
\$159,169	\$128,965	\$191,759	Pen Cont Gen Emp Pen Fd	\$1,076,501	\$884,742
\$54,526	\$57,085	\$60,475	Defined Contribution	\$489,694	\$429,218
\$221,680	\$50,431	\$108,162	Workers' Compensation	\$37,753	(\$70,409)
\$122,622	\$137,588	\$205,647	Other Personnel Costs	\$1,824,316	\$1,618,669
<b>\$1,806,713</b>	<b>\$1,644,358</b>	<b>\$2,222,567</b>	<b>TOTAL PERSONNEL</b>	<b>\$16,143,605</b>	<b>\$13,921,038</b>
			<i>OTHER EXPENSES</i>		
\$235,358	\$682,175	\$2,898,974	Purchased / Contracted Services	\$6,378,854	\$3,479,880
\$35,914	\$106,845	\$18,931	Supplies	\$283,444	\$264,512
-	-	-	Capital Outlays	\$60,309	\$60,309
\$13,011	\$30,364	\$13,011	Interfund / Interdepartmental Charges	\$124,901	\$111,890
\$117,506	\$124,593	\$126,367	Other Costs	\$373,432	\$247,065
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
\$109,769	\$600,000	-	Other Financing Uses	-	-
<b>\$511,559</b>	<b>\$1,543,978</b>	<b>\$3,057,284</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$7,220,940</b>	<b>\$4,163,656</b>
<b>\$2,318,273</b>	<b>\$3,188,336</b>	<b>\$5,279,851</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$23,364,545</b>	<b>\$18,084,694</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$2,318,273	\$3,188,336	\$5,279,851	General Fund	\$23,364,545	\$18,084,694
<b>\$2,318,273</b>	<b>\$3,188,336</b>	<b>\$5,279,851</b>	<b>TOTAL EXPENSES</b>	<b>\$23,364,545</b>	<b>\$18,084,694</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
22.00	21.00	36.97	Full Time Equivalent	213.97	177.00



## FY18 OPERATING BUDGET HIGHLIGHTS

### Dept Of Planning & Community Development General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (18-17)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	\$10,367,215	Increase due to the consolidation of the Building Permit Fund, Grade 19+ salary increases, and minimum wage increase to \$13/hour.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$652,951	Increase due to consolidation of the Building Fund.
Salaries, Extra Help-Sworn	-	
Overtime	\$3,459	Increase due to consolidation of the Building Fund.
Pen Cont Fire Pen Fd	\$35,193	Increase due to pension for Fire Assistant Chief position in Office of Buildings.
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	\$884,742	Increase due to pension rate and personnel adjustments related to the consolidation of the Building Fund.
Defined Contribution	\$429,218	Increase due to personal adjustments related to the consolidation of the Building Fund.
Workers' Compensation	(\$70,409)	Decrease due to the Workers' Comp less than anticipated.
Other Personnel Costs	\$1,618,669	Increase due to health rate, personnel adjustments and consolidation of the Building Fund.
<b>TOTAL PERSONNEL</b>	<b>\$13,921,038</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$3,479,880	Increase due to Supplemental Permitting Services related to the consolidation of the Building Fund, also includes \$300K for City Design Plan Production.
Supplies	\$264,512	Increase due to supplies, computers, etc. for new personnel and creating the Design Studio.
Capital Outlays	\$60,309	Increase due to Furniture & Fixture expenses related to the consolidation of the Building Fund.
Interfund / Interdepartmental Charges	\$111,890	Increase due to motor/fuel and repair/maintenance costs more than anticipated due to the consolidation of the Building Fund.
Other Costs	\$247,065	Increase due to Bank Charges and Refunds related to the consolidation of the Building Fund.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$4,163,656</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$18,084,694</b>	

FUND	VARIANCE (18-17)	EXPLANATION
General Fund	\$18,084,694	
<b>TOTAL EXPENSES</b>	<b>\$18,084,694</b>	

AUTHORIZED POSITION COUNT	VARIANCE (18-17)	EXPLANATION
Full Time Equivalent	177.00	Increase due to the transfer of positions related to the consolidation of the Building Fund.



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Dept Of Planning & Community Development**  
**Building Permits Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$5,798,488	\$6,046,912	\$10,445,108	Salaries, Regular	-	(\$10,445,108)
(\$320)	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$465,164	\$325,734	\$511,397	Salaries, Extra Help	-	(\$511,397)
-	\$44,310	-	Salaries, Extra Help-Sworn	-	-
\$3,822	\$3,366	\$2,333	Overtime	-	(\$2,333)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$758,245	\$818,276	\$1,047,478	Pen Cont Gen Emp Pen Fd	-	(\$1,047,478)
\$207,796	\$239,202	\$350,476	Defined Contribution	-	(\$350,476)
\$462	\$1,271	\$526	Workers' Compensation	-	(\$526)
\$906,582	\$989,647	\$1,505,336	Other Personnel Costs	-	(\$1,505,336)
<b>\$8,140,239</b>	<b>\$8,468,719</b>	<b>\$13,862,653</b>	<b>TOTAL PERSONNEL</b>	-	<b>(\$13,862,653)</b>
			<i>OTHER EXPENSES</i>		
\$740,570	\$4,284,805	\$4,079,631	Purchased / Contracted Services	-	(\$4,079,631)
\$335,032	\$295,918	\$391,245	Supplies	-	(\$391,245)
\$580,459	\$12,390	\$375,644	Capital Outlays	-	(\$375,644)
\$101,684	\$81,667	\$100,187	Interfund / Interdepartmental Charges	-	(\$100,187)
\$60,890	\$128,193	\$77,188	Other Costs	-	(\$77,188)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
<b>\$1,818,635</b>	<b>\$4,802,972</b>	<b>\$5,023,895</b>	<b>TOTAL OTHER EXPENSES</b>	-	<b>(\$5,023,895)</b>
<b>\$9,958,874</b>	<b>\$13,271,691</b>	<b>\$18,886,548</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	-	<b>(\$18,886,548)</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$9,958,874	\$13,271,691	\$18,886,548	Building Permits Fund	-	(\$18,886,548)
<b>\$9,958,874</b>	<b>\$13,271,691</b>	<b>\$18,886,548</b>	<b>TOTAL EXPENSES</b>	-	<b>(\$18,886,548)</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
137.50	139.50	176.50	Full Time Equivalent	-	(176.50)



## FY18 OPERATING BUDGET HIGHLIGHTS

### Dept Of Planning & Community Development

#### Building Permits Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (18-17)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$10,445,108)	Decrease due to the consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-O-1422.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	(\$511,397)	Decrease due to the consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-O-1422.
Salaries, Extra Help-Sworn	-	
Overtime	(\$2,333)	Decrease due to the consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-O-1422.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$1,047,478)	Decrease due to the consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-O-1422.
Defined Contribution	(\$350,476)	Decrease due to the consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-O-1422.
Workers' Compensation	(\$526)	Decrease due to the consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-O-1422.
Other Personnel Costs	(\$1,505,336)	Decrease due to the consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-O-1422.
<b>TOTAL PERSONNEL</b>	<b>(\$13,862,653)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$4,079,631)	Decrease due to the consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-O-1422.
Supplies	(\$391,245)	Decrease due to the consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-O-1422.
Capital Outlays	(\$375,644)	Decrease due to the consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-O-1422.
Interfund / Interdepartmental Charges	(\$100,187)	Decrease due to the consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-O-1422.
Other Costs	(\$77,188)	Decrease due to the consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-O-1422.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$5,023,895)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$18,886,548)</b>	

FUND	VARIANCE (18-17)	EXPLANATION
Building Permits Fund	(\$18,886,548)	
<b>TOTAL EXPENSES</b>	<b>(\$18,886,548)</b>	

AUTHORIZED POSITION COUNT	VARIANCE (18-17)	EXPLANATION
Full Time Equivalent	(176.50)	Decrease due to consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-O-1422.



# OFFICE OF THE CITY SOLICITOR

## Mission Statement

The mission of the Office of the City Solicitor is to persuasively represent the interests of the citizens of Atlanta in all matters brought before the Atlanta Municipal Court in a manner that is consistent with the special responsibilities of Prosecutors outlined by the State Bar of Georgia.

## Core Functions

- Prosecution of Traffic, Criminal, Quasi-Criminal and City Ordinance violations
- Alternative Prosecution Programs
- Legal Assistance and Community Outreach through Communication, Education, and Collaboration
- Appellate Work

## Summary of Operations

The Office of the City Solicitor is the prosecuting arm for the City of Atlanta. This Office represents the citizens of Atlanta in all matters brought before the Atlanta Municipal Court. The Solicitor prosecutes all City Ordinance violations. The Office also prosecutes traffic offenses, DUIs, and state misdemeanors such as shoplifting, possession of marijuana and underage persons in possession of alcohol. In addition to representing the citizens of Atlanta, the Office provides legal assistance to the City's administration, community groups, schools, colleges, and provides training to law enforcement.

## Divisions/Office Descriptions

*General Traffic and Criminal Case Division* is responsible for prosecuting general traffic and criminal cases before the Atlanta Municipal Court. The prosecutors assigned to the courts prosecute criminal and civil offenses on behalf of law enforcement, city agencies, and the general public.

This division also handles all appeals arising from cases in Atlanta Municipal Court heard before the Superior Courts, the Georgia Court of Appeals, and the Georgia Supreme Court.

*DUI Division* is responsible for prosecuting DUI charges and all underlying traffic offenses. This division is responsible for case preparation and presentation from arraignment to bench trial.

*Code Enforcement Division* is responsible for prosecuting Quasi-Criminal cases and city code violations associated with housing, fire, commercial maintenance, zoning, sanitation, drinking water, illegal dumping, business license, erosion control, Judicial In-Rem, etc.

In addition to the traditional prosecution of cases brought before Atlanta Municipal Court, the Solicitor's Office provides alternative methods of resolving traffic and criminal matters other than prosecution, thereby allowing the court to efficiently utilize resources on more serious offenses without additional costs to taxpayers:

- *Pre-trial Intervention for Traffic Offenses:* Commonly known as PTIT, provide traffic offenders an alternative to prosecution and possible conviction.
- *Pre-trial Intervention for Criminal Offenses (PTI):* Provides offenders charged with minor criminal offenses with no prior convictions or pending cases, an alternative to prosecution and possible conviction. Offenders must complete community service/ educational requirements.
- *Plea-in-Absentia:* Program offered to defendants who wish to enter a plea without appearing personally before a judge.

*Other Specialty Programs* are collaborative initiatives that seek ways to prevent and reduce crime through partnerships, communication, and education.

- *Neighborhood Prosecution:* Community-based initiatives with a comprehensive multi-agency approach to law enforcement, crime and community revitalization.

- *Internship Program:* This program is designed to assist undergraduate and graduate students interested in pursuing a career in law with a comprehensive hands-on overview of the legal system and the operations of a prosecutor's office.

*Prosecution Support Services include Case Screening, Expungements, Records Management, Investigative and Legal Support. These areas provide pre and post adjudication legal support services which include reviewing the arrest citation to determine whether the charge can sustain prosecution before filing the case in the court system. These areas are responsible for establishing the authenticity of data indicating a violation of law by reviewing court documents, conferring with law enforcement officers, or other involved parties to the case, as well as service of subpoenas for an appearance on cases heard in the Atlanta Municipal Court.*

### **Goals**

- Promote the fair and efficient administration of justice.
- Reduce recidivism and promote public safety by exercising prosecutorial authority in a way that effectively deters, as long as possible, the behavior that caused the initiation of the charge, which may include the following:
  - Recommend sentences
  - Add, drop or amend charges
  - Conduct trials and hearings
  - Divert cases to alternative programs
  - Transfer cases for treatment
  - Transfer cases to a higher court
  - Represent the City on appeals arising from the Atlanta Municipal Court
- Provide service, reinforce safety, and promote fiscal responsibility without adding additional costs to taxpayers.

### **Objectives**

- To provide exemplary and effective customer service to the citizens and stakeholders of Atlanta through efficient and corrective methods of prosecution, or its alternatives.

### **FY2017 Accomplishments**

- *PTI- Program*  
The diversion program has been modified to include criminal and ordinance citations along with the traffic citations. Initiatives have been put into place that has enabled us to easily identify eligible defendants for the diversion programs. Our goal has been to make citizens aware of alternatives to resolving cases in lieu of prosecution. Therefore, only those serious violations and offenders are required to appear in court.
- *Plea in Absentia*  
This procedure provides defendants who live outside the Atlanta metropolitan area the ability to resolve their cases without personally appearing in court. As a result, this process assists with the recovery of fees and fines that would likely have gone uncollected.
- *Neighborhood Prosecution*  
Our endeavors continue, through partnerships with Fulton County and the U.S. Attorney's Office, to fight blight in the City of Atlanta. The alliance includes the Code Enforcement Task Force, Westside Subcabinet, the Phoenix Project, and the City of Atlanta Code Collaborative. The Office continues to engage the communities at NPU and other public meetings.
- *Code Enforcement Collaborative*  
Cooperative efforts with other City agencies to recover monies owed to the City for theft of water services.
- *Code Enforcement Diversion Program*  
A new diversion program for the Disabled, Elderly, & Veterans (DEV) allows eligible defendants to pay a small participation fee and complete a Code Enforcement Seminar in lieu of in-court prosecution. After completing the program and code compliance, all fines are suspended and the case is dismissed.
- *Judicial In-Rem*  
Efforts continue to assist in the removal and redevelopment of blighted properties in the City through court order and tax foreclosure proceedings.



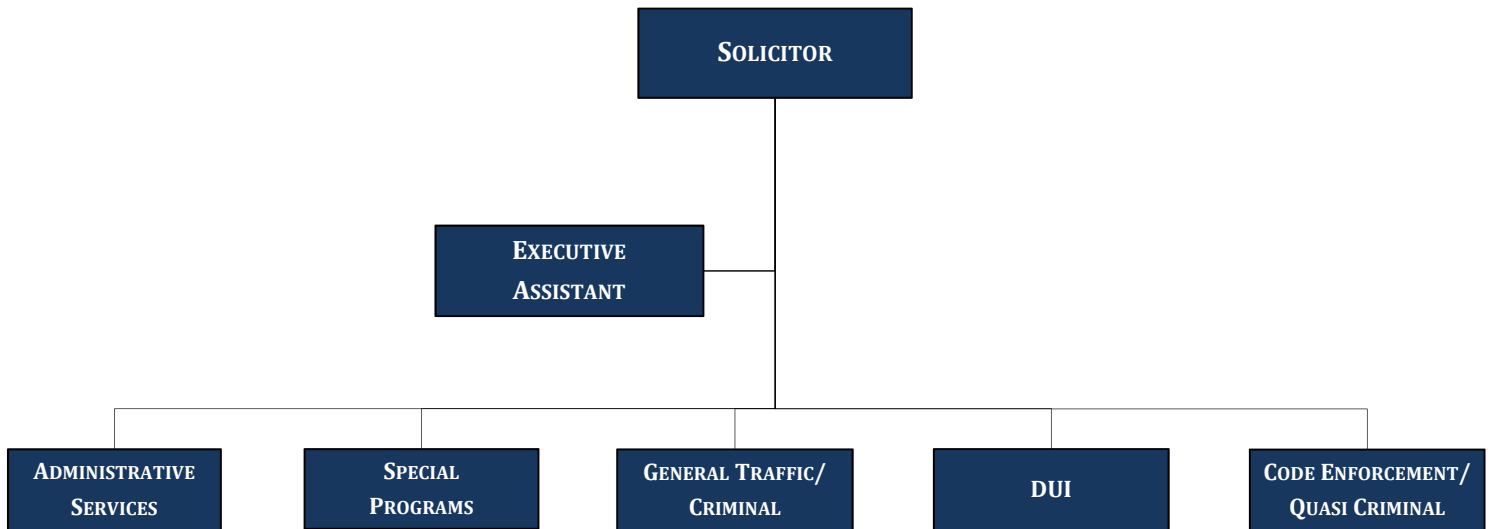
- *DUI Traffic Enforcement*  
Initiated a quarterly DUI/traffic enforcement training newsletter to educate and refresh law enforcement officers in the observation and apprehension of serious traffic offenders. Through a cooperative effort, we have greatly increased efficiency by reducing the turn-around time in which to receive evidence and the identity of witnesses.

#### **FY2018 Adopted Program Highlights**

- Continue presence of the Solicitor's Office throughout the Neighborhood Prosecution Initiatives. These initiatives place prosecuting attorneys into the communities to assist in prioritizing and solving the quality of life issues that are specific to the target areas. This initiative has proven to be effective in providing a voice to the residents in how to resolve the crimes in their community and improve the citizens' sense of a safe community. In addition, these initiatives will assist law enforcement with policing efforts.
- The Office of the City Solicitor's Code Enforcement Division will expand the use of Judicial In-Rem to assist with the removal of blighted properties.
- The Office will continue its collaboration with Watershed Management to prosecute cases related to water theft and recover fines/fees owed to the City of Atlanta.
- The Solicitor's Office will continue its efforts in providing alternatives to traditional prosecution by using Pre-Trial Diversion Programs, and Pleas in Absentia.

# ORGANIZATIONAL CHART

SOLICITOR'S OFFICE



# PERFORMANCE METRICS

SOLICITOR'S OFFICE

PERFORMANCE MEASURE	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 TARGET	FY2018 TARGET
<b>Public Safety</b>				
Conviction rate of criminal cases	78%	84%	90%	91%
Criminal Diversion Participants	1,278	1,037	923	877
Conviction rate of traffic cases	94%	95%	93%	95%
Traffic Diversion Participants	43,810	37,400	38,000	36,000
PTI-T Fees Collected	\$5.8M	\$4.9M	\$5.3M	\$5.0M



## FY18 OPERATING BUDGET HIGHLIGHTS Department Of The Solicitor

FY15 ACTUAL EXPENDITURES	FY16 ACTUAL EXPENDITURES	FY17 ADOPTED	FY18 EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
\$3,425,473	\$4,769,446	\$5,023,989	Salaries, Regular	\$4,941,336	(\$82,653)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$226,228	\$115,073	\$0	Salaries, Extra Help	\$66,475	\$66,475
-	-	-	Salaries, Extra Help-Sworn	-	-
\$1,243	\$244	\$244	Overtime	-	(\$244)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$432,318	\$676,442	\$770,263	Pen Cont Gen Emp Pen Fd	\$644,917	(\$125,346)
\$120,366	\$174,437	\$135,138	Defined Contribution	\$115,717	(\$19,421)
-	-	-	Workers' Compensation	-	-
\$457,124	\$632,224	\$623,548	Other Personnel Costs	\$599,452	(\$24,096)
\$4,662,751	\$6,367,864	\$6,553,182	<b>TOTAL PERSONNEL</b>	\$6,367,897	(\$185,285)
			<b>OTHER EXPENSES</b>		
\$22,478	\$219,500	\$60,296	Purchased / Contracted Services	\$138,218	\$77,923
\$145,610	\$131,372	\$123,298	Supplies	\$169,780	\$46,482
\$1,467	-	\$0	Capital Outlays	\$0	\$0
\$9,591	\$7,641	\$9,591	Interfund / Interdepartmental Charges	\$8,507	(\$1,084)
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$179,145	\$358,512	\$193,185	<b>TOTAL OTHER EXPENSES</b>	\$316,505	\$123,320
<b>\$4,841,897</b>	<b>\$6,726,377</b>	<b>\$6,746,366</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$6,684,402</b>	<b>(\$61,965)</b>

FY15 ACTUAL EXPENDITURES	FY16 ACTUAL EXPENDITURES	FY17 ADOPTED	FY18 FUND	FY18 BUDGET	VARIANCE FY18-FY17
\$4,799,619	\$6,645,510	\$6,662,528	General Fund	\$6,597,627	(\$64,901)
\$42,278	\$80,867	\$83,838	Water & Wastewater Revenue Fund	\$86,775	\$2,937
<b>\$4,841,897</b>	<b>\$6,726,377</b>	<b>\$6,746,366</b>	<b>TOTAL EXPENSES</b>	<b>\$6,684,402</b>	<b>(\$61,965)</b>

FY15	FY16	FY17	FY18 AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
58.00	76.00	82.00	Full Time Equivalent	79.00	(3.00)



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of The Solicitor**  
**General Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$3,383,842	\$4,700,104	\$4,952,841	Salaries, Regular	\$4,870,188	(\$82,653)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$226,228	\$115,073	\$0	Salaries, Extra Help	\$64,044	\$64,044
-	-	-	Salaries, Extra Help-Sworn	-	-
\$1,243	\$244	\$244	Overtime	-	(\$244)
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$432,318	\$676,442	\$770,263	Pen Cont Gen Emp Pen Fd	\$644,917	(\$125,346)
\$120,366	\$170,560	\$132,086	Defined Contribution	\$111,448	(\$20,637)
-	-	-	Workers' Compensation	-	-
\$456,478	\$625,459	\$614,793	Other Personnel Costs	\$590,525	(\$24,268)
<b>\$4,620,474</b>	<b>\$6,287,880</b>	<b>\$6,470,226</b>	<b>TOTAL PERSONNEL</b>	<b>\$6,281,122</b>	<b>(\$189,104)</b>
			<i>OTHER EXPENSES</i>		
\$22,478	\$218,617	\$59,413	Purchased / Contracted Services	\$138,218	\$78,805
\$145,610	\$131,372	\$123,298	Supplies	\$169,780	\$46,482
\$1,467	-	-	Capital Outlays	-	-
\$9,591	\$7,641	\$9,591	Interfund / Interdepartmental Charges	\$8,507	(\$1,084)
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$179,145	\$357,630	\$192,302	<b>TOTAL OTHER EXPENSES</b>	<b>\$316,505</b>	<b>\$124,203</b>
<b>\$4,799,619</b>	<b>\$6,645,510</b>	<b>\$6,662,528</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$6,597,627</b>	<b>(\$64,901)</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$4,799,619	\$6,645,510	\$6,662,528	General Fund	\$6,597,627	(\$64,901)
<b>\$4,799,619</b>	<b>\$6,645,510</b>	<b>\$6,662,528</b>	<b>TOTAL EXPENSES</b>	<b>\$6,597,627</b>	<b>(\$64,901)</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
58.00	75.00	81.00	Full Time Equivalent	78.00	(3.00)



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of The Solicitor**  
**General Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	(\$82,653)	Decrease due to personnel adjustments offset by Grade 19+ salary increases and minimum wage increase to \$13/hour.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$64,044	Increase due to extra help more than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	(\$244)	Decrease due to overtime less than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$125,346)	Decrease due to pension rate adjustment.
Defined Contribution	(\$20,637)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	(\$24,268)	Decrease due to personnel adjustments.
<b>TOTAL PERSONNEL</b>	<b>(\$189,104)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$78,805	Increase due to anticipated outside legal counsel for appeal cases and LexisNexis legal research tool.
Supplies	\$46,482	Increase due to anticipated operating expenses for the Pre-Trial Intervention programs.
Capital Outlays	-	
Interfund / Interdepartmental Charges	(\$1,084)	Decrease due to motor/fuel and repair/maintenance costs less than anticipated.
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$124,203</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$64,901)</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
General Fund	(\$64,901)	
<b>TOTAL EXPENSES</b>	<b>(\$64,901)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	(3.00)	Decrease due to three position abolishments.



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of The Solicitor**  
**Water & Wastewater Revenue Fund**

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
			<i>PERSONNEL</i>		
\$41,631	\$69,342	\$71,148	Salaries, Regular	\$71,148	-
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	\$2,431	\$2,431
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
-	\$3,877	\$3,052	Defined Contribution	\$4,269	\$1,217
-	-	-	Workers' Compensation	-	-
\$646	\$6,765	\$8,755	Other Personnel Costs	\$8,927	\$172
<b>\$42,278</b>	<b>\$79,984</b>	<b>\$82,956</b>	<b>TOTAL PERSONNEL</b>	<b>\$86,775</b>	<b>\$3,819</b>
			<i>OTHER EXPENSES</i>		
-	\$883	\$883	Purchased / Contracted Services	-	(\$883)
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	\$883	\$883	<b>TOTAL OTHER EXPENSES</b>	-	(\$883)
<b>\$42,278</b>	<b>\$80,867</b>	<b>\$83,838</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$86,775</b>	<b>\$2,937</b>

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	FUND	FY18 BUDGET	VARIANCE FY18-FY17
\$42,278	\$80,867	\$83,838	Water & Wastewater Revenue Fund	\$86,775	\$2,937
<b>\$42,278</b>	<b>\$80,867</b>	<b>\$83,838</b>	<b>TOTAL EXPENSES</b>	<b>\$86,775</b>	<b>\$2,937</b>

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
-	1.00	1.00	Full Time Equivalent	1.00	-



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of The Solicitor**  
**Water & Wastewater Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$2,431	Increase due to extra help more than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	\$1,217	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	\$172	Increase due to health rate adjustment.
<b>TOTAL PERSONNEL</b>	<b>\$3,819</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$883)	Decrease due to training and membership fees less than anticipated.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$883)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$2,937</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Water & Wastewater Revenue Fund	\$2,937	
<b>TOTAL EXPENSES</b>	<b>\$2,937</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	





# BOARD OF ETHICS

## Mission Statement

The Board of Ethics seeks to protect the integrity of government and promote the public trust by bringing the City into compliance with the Atlanta Code of Ethics and instilling a culture of ethics in city government.

## Core Functions

- Conflicts of interest
- Financial disclosure
- Ethics training

## Summary of Operations

The Board of Ethics administers, interprets, and enforces the City's ethical standards of conduct and works to ensure honesty, openness, integrity, accountability, and trust in city government. The Board and its staff educate and advise City officials, employees, board members, prohibited sources, and citizens about conflicts of interest and gift rules; investigate ethics complaints and bring enforcement actions for violations of the Ethics Code; and administer the financial disclosure program.

## Divisions/Office Descriptions

*The Board of Ethics* is an independent, citizen-appointed board composed of seven city residents selected by legal, business, civic, and educational groups to serve a three-year term of office. The board renders formal advisory opinions interpreting the Code of Ethics, holds hearings on ethics complaints, determines violations of the code, and enforces the financial disclosure laws.

*The Ethics Office* is a four-person office headed by the Ethics Officer, who reports to the Board of Ethics. The staff provides ethics training to employees and city officials, gives advice on conflicts of interest and gift rules, investigates ethics complaints, prosecutes violations of the Code of Ethics, manages the financial disclosure

system, and coordinates the ethics and compliance hotline.

## Goals

- Strengthen the ethics training program for elected officials, employees and citizen appointees.
- Provide timely, consistent, and understandable advice.
- Conduct timely, thorough, and fair investigations of ethics complaints.
- Educate city officials, employees, and the general public about the Code of Ethics through a variety of media.
- Encourage and increase the timely and complete filing of financial disclosure statements.

## Objectives

- Administer online ethics training course for employees.
- Answer 90 percent of all requests for advice within one week and 100 percent within one month.
- Complete ethics investigations within six months in 75 percent of all cases and resolve all new cases within one year of the filing of a complaint.
- Provide updates on ethics matters through newsletters, email blasts and website.
- Reduce delinquent filers to one percent of all persons required to file the financial disclosure statement.

## FY2017 Accomplishments

- Continued citywide implementation of the Ethics E-Learning Course.
- Provided classroom and online ethics training to 3,950 employees, board members, and citizens and NPU officers.
- Issued 108 advisory emails and verbal opinions.

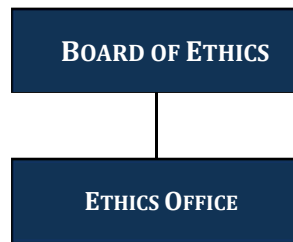
- Completed 12 ethics investigations; Dismissed 15 non-ethics cases; Opened 14 new cases and collected \$5,295 in fines in ethics cases.
- Achieved a successful 94 percent filing rate of city financial disclosure forms.
- Awarded Transparent Diamond Award to 10 City departments and 38 city boards with exemplary financial disclosure filing records.
- Filled Ethics Analyst position.
- Held citywide lunch and learn session on conflicts of interest.

#### **FY2018 Adopted Program Highlights**

- Continue citywide implementation of Ethics E-Learning Course.
- Increase training opportunities for City officials and employees.
- Issue or update Formal Advisory Opinions.
- Implement new e-file system (E-File 3.0).
- Execute annual “Ethics Lunch and Learn” citywide event.
- Improve knowledge and skills of staff by attending professional conferences, researching policies in other jurisdictions and participating in ethics organizations.

# ORGANIZATIONAL CHART

BOARD OF ETHICS



# PERFORMANCE METRICS

BOARD OF ETHICS

PERFORMANCE MEASURE	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 TARGET	FY2018 TARGET
<b><i>Fiscal Accountability &amp; Governmental Efficiency</i></b>				
Ethics Training Provided	896	3,950	3,000	1,500
Written & Verbal Advice Given	97	107	100	100
Advice Given Within One Week (Written & Verbal)	100%	100%	95%	95%
Ethics Investigations Completed	7	12	N/A	N/A
Ethics Advisories issued	2	1	5	5
Ethics Pledges Signed	609	634	700	700
Integrity Line Calls (Total Volume)	36	109	N/A	N/A
Fines Collected	\$12,417	\$5,295	N/A	N/A
Financial Disclosure Timely Filers	92%	94%	95%	95%
Financial Disclosure Delinquent Filer Cases	39	29	N/A	N/A





## FY18 OPERATING BUDGET HIGHLIGHTS Department Of Ethics

FY15 ACTUAL EXPENDITURES	FY16 ACTUAL EXPENDITURES	FY17 ADOPTED	FY18 EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
\$309,333	\$367,183	\$472,134	Salaries, Regular	\$479,609	\$7,475
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$36,156	\$23,404	\$22,226	Salaries, Extra Help	\$47,631	\$25,405
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
\$18,560	\$21,889	\$20,255	Defined Contribution	\$28,236	\$7,982
-	-	-	Workers' Compensation	-	-
\$34,407	\$37,798	\$39,034	Other Personnel Costs	\$52,151	\$13,116
\$398,456	\$450,273	\$553,649	<b>TOTAL PERSONNEL</b>	\$607,626	\$53,977
			<b>OTHER EXPENSES</b>		
\$90,033	\$110,148	\$132,711	Purchased / Contracted Services	\$140,292	\$7,581
\$12,907	\$10,335	\$21,080	Supplies	\$22,480	\$1,400
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$835	-	\$2,000	Other Costs	\$2,000	\$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	\$200,000	Other Financing Uses	\$100,001	(\$99,999)
\$103,775	\$120,483	\$355,791	<b>TOTAL OTHER EXPENSES</b>	\$264,773	(\$91,018)
<b>\$502,231</b>	<b>\$570,756</b>	<b>\$909,440</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$872,399</b>	<b>(\$37,041)</b>

FY15 ACTUAL EXPENDITURES	FY16 ACTUAL EXPENDITURES	FY17 ADOPTED	FY18 FUND	FY18 BUDGET	VARIANCE FY18-FY17
\$501,722	\$399,091	\$610,362	General Fund	\$617,778	\$7,416
\$502	\$87,002	\$127,409	Airport Revenue Fund	\$119,590	(\$7,818)
-	-	\$10,200	Building Permits Fund	\$0	(\$10,200)
-	-	\$6,440	Solid Waste Services Revenue Fund	\$3,220	(\$3,220)
\$7	\$84,663	\$155,029	Water & Wastewater Revenue Fund	\$131,811	(\$23,218)
<b>\$502,231</b>	<b>\$570,756</b>	<b>\$909,440</b>	<b>TOTAL EXPENSES</b>	<b>\$872,399</b>	<b>(\$37,041)</b>

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
3.00	4.00	5.00	Full Time Equivalent	5.00	0.00



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Ethics**  
**General Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$309,333	\$257,371	\$330,494	Salaries, Regular	\$336,838	\$6,344
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$36,156	\$16,616	\$15,558	Salaries, Extra Help	\$40,962	\$25,404
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
\$18,560	\$15,342	\$14,178	Defined Contribution	\$19,765	\$5,587
-	-	-	Workers' Compensation	-	-
\$34,407	\$26,498	\$26,381	Other Personnel Costs	\$32,340	\$5,959
<b>\$398,456</b>	<b>\$315,827</b>	<b>\$386,611</b>	<b>TOTAL PERSONNEL</b>	<b>\$429,905</b>	<b>\$43,294</b>
			<i>OTHER EXPENSES</i>		
\$89,524	\$77,381	\$96,661	Purchased / Contracted Services	\$111,593	\$14,932
\$12,907	\$5,883	\$13,870	Supplies	\$13,870	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$835	-	\$1,400	Other Costs	\$1,400	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	\$111,820	Other Financing Uses	\$61,010	(\$50,810)
<b>\$103,266</b>	<b>\$83,265</b>	<b>\$223,751</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$187,873</b>	<b>(\$35,878)</b>
<b>\$501,722</b>	<b>\$399,091</b>	<b>\$610,362</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$617,778</b>	<b>\$7,416</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$501,722	\$399,091	\$610,362	General Fund	\$617,778	\$7,416
<b>\$501,722</b>	<b>\$399,091</b>	<b>\$610,362</b>	<b>TOTAL EXPENSES</b>	<b>\$617,778</b>	<b>\$7,416</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
3.00	2.80	3.50	Full Time Equivalent	3.50	-



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Ethics**  
**General Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$6,344	Increase due to salary adjustments and Grade 19+ salary increases.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$25,404	Increase due to internship opportunities throughout the fiscal year.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	\$5,587	Increase due to salary adjustment.
Workers' Compensation	-	
Other Personnel Costs	\$5,959	Increase due to personnel adjustments.
<b>TOTAL PERSONNEL</b>	<b>\$43,294</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$14,932	Increase due to maintenance costs for the E-File system.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	(\$50,810)	Decrease due to the implementation of the E-file system less than anticipated.
<b>TOTAL OTHER EXPENSES</b>	<b>(\$35,878)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$7,416</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
General Fund	\$7,416	
<b>TOTAL EXPENSES</b>	<b>\$7,416</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Ethics**  
**Airport Revenue Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
-	\$54,907	\$70,820	Salaries, Regular	\$72,180	\$1,360
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	\$3,502	\$3,334	Salaries, Extra Help	\$3,334	\$0
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
-	\$3,273	\$3,038	Defined Contribution	\$4,235	\$1,197
-	-	-	Workers' Compensation	-	-
-	\$5,649	\$6,327	Other Personnel Costs	\$9,906	\$3,579
-	\$67,332	\$83,519	<b>TOTAL PERSONNEL</b>	<b>\$89,655</b>	<b>\$6,136</b>
			<i>OTHER EXPENSES</i>		
\$502	\$17,930	\$18,025	Purchased / Contracted Services	\$14,350	(\$3,675)
-	\$1,739	\$3,605	Supplies	\$4,305	\$700
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	\$300	Other Costs	\$300	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	\$21,960	Other Financing Uses	\$10,980	(\$10,980)
\$502	\$19,670	\$43,890	<b>TOTAL OTHER EXPENSES</b>	<b>\$29,935</b>	<b>(\$13,955)</b>
\$502	\$87,002	\$127,409	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$119,590</b>	<b>(\$7,818)</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$502	\$87,002	\$127,409	Airport Revenue Fund	\$119,590	(\$7,818)
\$502	\$87,002	\$127,409	<b>TOTAL EXPENSES</b>	<b>\$119,590</b>	<b>(\$7,818)</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
-	0.60	0.75	Full Time Equivalent	0.75	-





**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Ethics**  
**Airport Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$1,360	Increase due to salary adjustments and Grade 19+ salary increases.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$0	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	\$1,197	Increase due to salary adjustment.
Workers' Compensation	-	
Other Personnel Costs	\$3,579	Increase due to personnel adjustments.
<b>TOTAL PERSONNEL</b>	<b>\$6,136</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$3,675)	Decrease due to contractual services, printing and postage less than anticipated.
Supplies	\$700	Increase due to supply, subscriptions and furniture expenses in anticipation of new hire.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	(\$10,980)	Decrease due to the implementation of the E-file system less than anticipated.
<b>TOTAL OTHER EXPENSES</b>	<b>(\$13,955)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$7,818)</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Airport Revenue Fund	(\$7,818)	
<b>TOTAL EXPENSES</b>	<b>(\$7,818)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Ethics**  
**Building Permits Fund**

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
			<i>PERSONNEL</i>		
-	-	-	Salaries, Regular	-	-
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
-	-	-	Defined Contribution	-	-
-	-	-	Workers' Compensation	-	-
-	-	-	Other Personnel Costs	-	-
-	-	-	<i>TOTAL PERSONNEL</i>	-	-
			<i>OTHER EXPENSES</i>		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	\$10,200	Other Financing Uses	-	(\$10,200)
-	-	\$10,200	<i>TOTAL OTHER EXPENSES</i>	-	(\$10,200)
-	-	\$10,200	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	-	<b>(\$10,200)</b>

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	FUND	FY18 BUDGET	VARIANCE FY18-FY17
-	-	\$10,200	Building Permits Fund	-	(\$10,200)
-	-	\$10,200	<b>TOTAL EXPENSES</b>	-	<b>(\$10,200)</b>

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
-	-	-	Full Time Equivalent	-	-



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Ethics**  
**Building Permits Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	-	
<i>TOTAL PERSONNEL</i>	-	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	(\$10,200)	Decrease due to consolidation of the Building Permit Fund back into the General Fund per Ordinance 16-O-1422.
<i>TOTAL OTHER EXPENSES</i>	(\$10,200)	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$10,200)</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Building Permits Fund	(\$10,200)	
<b>TOTAL EXPENSES</b>	<b>(\$10,200)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Ethics**  
**Solid Waste Services Revenue Fund**

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
			<i>PERSONNEL</i>		
-	-	-	Salaries, Regular	-	-
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
-	-	-	Defined Contribution	-	-
-	-	-	Workers' Compensation	-	-
-	-	-	Other Personnel Costs	-	-
-	-	-	<i>TOTAL PERSONNEL</i>	-	-
			<i>OTHER EXPENSES</i>		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	\$6,440	Other Financing Uses	\$3,220	(\$3,220)
-	-	\$6,440	<i>TOTAL OTHER EXPENSES</i>	\$3,220	(\$3,220)
-	-	\$6,440	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	\$3,220	(\$3,220)

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	FUND	FY18 BUDGET	VARIANCE FY18-FY17
-	-	\$6,440	Solid Waste Services Revenue Fund	\$3,220	(\$3,220)
-	-	\$6,440	<b>TOTAL EXPENSES</b>	\$3,220	(\$3,220)

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
-	-	-	Full Time Equivalent	-	-



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Ethics**  
**Solid Waste Services Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	-	
<i>TOTAL PERSONNEL</i>	-	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	(\$3,220)	Decrease due to the implementation of the E-file system less than anticipated.
<i>TOTAL OTHER EXPENSES</i>	(\$3,220)	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$3,220)</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Solid Waste Services Revenue Fund	(\$3,220)	
<b>TOTAL EXPENSES</b>	<b>(\$3,220)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Ethics**  
**Water & Wastewater Revenue Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
-	\$54,905	\$70,820	Salaries, Regular	\$70,590	(\$230)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	\$3,286	\$3,334	Salaries, Extra Help	\$3,334	\$0
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
-	\$3,273	\$3,038	Defined Contribution	\$4,235	\$1,197
-	-	-	Workers' Compensation	-	-
-	\$5,650	\$6,327	Other Personnel Costs	\$9,906	\$3,579
-	\$67,115	\$83,519	<b>TOTAL PERSONNEL</b>	<b>\$88,066</b>	<b>\$4,547</b>
			<i>OTHER EXPENSES</i>		
\$7	\$14,836	\$18,025	Purchased / Contracted Services	\$14,349	(\$3,676)
-	\$2,713	\$3,605	Supplies	\$4,305	\$700
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	\$300	Other Costs	\$300	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	\$49,580	Other Financing Uses	\$24,791	(\$24,789)
\$7	\$17,549	\$71,510	<b>TOTAL OTHER EXPENSES</b>	<b>\$43,745</b>	<b>(\$27,765)</b>
\$7	\$84,663	\$155,029	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$131,811</b>	<b>(\$23,218)</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$7	\$84,663	\$155,029	Water & Wastewater Revenue Fund	\$131,811	(\$23,218)
\$7	\$84,663	\$155,029	<b>TOTAL EXPENSES</b>	<b>\$131,811</b>	<b>(\$23,218)</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
-	0.60	0.75	Full Time Equivalent	0.75	-



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Ethics**  
**Water & Wastewater Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	<b>(\$230)</b>	Decrease due to salary adjustment for vacant position offset by Grade 19+ salary increases.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	\$0	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	\$1,197	Increase due to salary adjustment.
Workers' Compensation	-	
Other Personnel Costs	\$3,579	Increase due to personnel adjustment.
<b>TOTAL PERSONNEL</b>	<b>\$4,547</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	<b>(\$3,676)</b>	Decrease due to contractual services, printing and postage less than anticipated.
Supplies	\$700	Increase due to supply, subscriptions and furniture expenses in anticipation of new hire.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	<b>(\$24,789)</b>	Decrease due to the implementation of the E-file system less than anticipated.
<b>TOTAL OTHER EXPENSES</b>	<b>(\$27,765)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$23,218)</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Water & Wastewater Revenue Fund	<b>(\$23,218)</b>	
<b>TOTAL EXPENSES</b>	<b>(\$23,218)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	





# ATLANTA CITIZEN REVIEW BOARD

## Mission Statement

Our mission is to provide the citizens of Atlanta credible, fair, and independent investigations and recommendations on Atlanta police and corrections officer misconduct complaints. Our work provides opportunities for both departments to consider policy change recommendations and correct officer behavior in order to promote the highest standards of conduct. Our aim is to lessen the possibility of urban unrest and promote public confidence in the Atlanta Police and Corrections Departments.

In order to achieve our mission, the City Council has authorized the ACRB to investigate and review cases involving the allegations of abuse of authority, abusive language, appropriate action required, conduct, discrimination, discriminatory reference, failing to provide identification, false arrest, false imprisonment, harassment, retaliation, use of excessive force, serious bodily injury, death and violation of department standard operating procedures which is alleged to be the result of the actions of a sworn employee of the Atlanta Police or Corrections Departments.

## Core Functions

- To improve the overall quality of Atlanta Police and Corrections Department services.
- To provide a transparent and accountable system that allows for redress of complaints by those aggrieved by police and corrections officers.
- To conduct a program of community outreach and education.
- To prevent future incidents of police or corrections misconduct and abuses of civil rights and reduce the amount of money needed to satisfy civil judgments and settlements based upon allegations of police or corrections misconduct.

## Summary of Operations

This Board serves to provide redress to citizens who have filed a misconduct complaint against Atlanta police or corrections officers. In addition, the Board is charged with providing community education related to interactions with sworn officers.

A person may make a complaint to the Board and the Board may initiate an investigation or offer mediation when a citizen has a grievance that falls within the ACRB's authority. The staff members conduct a full independent investigation as needed based on the complaint and report their findings to the citizen board. The Board reviews the work performed by staff and adjudicates the complaint. The Board also makes recommendations to the Chief of Police or Corrections concerning discipline, training and policy, when it is appropriate.

## ACRB Composition of Board

- Board members shall have skills and experience in areas relevant to the work of the Board.
- No member of the Board shall hold any other public office or hold employment with the City of Atlanta.
- The Board is comprised of thirteen members, representing the diversity of the City of Atlanta, and are appointed by four Neighborhood Planning Units (NPU's), the Mayor, City Council, the President of City Council, the Gate City Bar Association, the Atlanta Bar Association, the Atlanta Business League, the League of Women Voters of Atlanta, Georgia Coalition for the People's Agenda and the Urban League of Greater Atlanta.

## **ACRB Staff**

To enable the ACRB to conduct its work, the Board is authorized to hire its own Executive Director and appropriate investigative and administrative staff. The ACRB staff has many years of legal, investigative, police, and organizational management experience. Additional support to the Board is provided by the City Attorney.

## **Goals and Objectives**

- The ACRB strives to provide an accessible grievance process for citizens who have been aggrieved by the actions of the Police and Corrections Departments.
- The ACRB will work with the Police and Corrections Departments in order to improve the quality of services provided to the citizens of the community.
- The ACRB will continue to provide policy and training recommendations to help improve the quality of services within the city.
- The ACRB will offer mediation services for resolution of complaints where the citizen and officer voluntarily agree to attempt to mediate a complaint.
- The ACRB strives to provide opportunities to inform and educate the citizens regarding the Board's purpose and services, Fourth Amendment rights, as well as, other methods to peacefully interact with law enforcement.

## **FY2017 Accomplishments**

- Increased service to citizens by 17% with regard to filed complaints.
- Complaints assigned for investigations increased by 40%.
- Submitted 40 cases to APD for disciplinary decisions. The Board sustained or partially sustained 32% of the 40 cases.
- Increased closed complaints by 64%, from 32 in 2015 to 50 in 2016.
- Maintained positive working relationships with Atlanta Police and Corrections Departments.
- Major ACRB Ordinance Changes implemented.
- Conducted "Know Your Rights" trainings.
- Advocated citizens' concerns regarding proposed APD Body-Worn Camera policies.

- Started a community volunteer program to leverage community resources to increase effectiveness of community outreach.
- Reduced Board member vacancies and added two new Board seats.

## **FY2018 Adopted Program Highlights**

- Increase APD policy reviews and recommendations.
- Strengthen community partnerships.
- Reduce investigation timelines.
- Grow mediation program.
- Focus on increasing level of agreement between the ACRB and APD on sustained ACRB complaints.
- Increase the number of closed investigations.
- Conduct studies and make recommendations related to policing and community relationship improvements.
- Increase Board and Staff training.
- Implement ACRB/APD Training Plan for Board members.
- Continue to inform the public about officer accountability actions, issues, and trends.

# ORGANIZATIONAL CHART

ATLANTA CITIZEN REVIEW BOARD



# PERFORMANCE METRICS

ATLANTA CITIZEN REVIEW BOARD

PERFORMANCE MEASURE	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 TARGET	FY2018 TARGET
<b><i>Public Safety</i></b>				
Number of Complaints	123	158	184	210
Dismissals	88	124	103	115
Average Number of Investigative Days	138	184	137	130
Board Sustained Rate	22%	29%	32%	N/A
Chief's Discipline on Sustained ACRB Complaints	50%	11%	23%	75%
Cases Closed	28	32	40	48
Community Engagement Activities	36	174	146	150



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Atlanta Citizens Review Board**  
**General Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$327,858	\$410,156	\$484,690	Salaries, Regular	\$506,544	\$21,853
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$36,187	\$28,819	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$30,315	\$35,079	\$64,895	Pen Cont Gen Emp Pen Fd	\$38,641	(\$26,254)
\$17,571	\$23,056	\$20,793	Defined Contribution	\$21,444	\$651
-	-	-	Workers' Compensation	-	-
\$30,744	\$49,600	\$64,599	Other Personnel Costs	\$70,326	\$5,727
<b>\$442,675</b>	<b>\$546,710</b>	<b>\$634,978</b>	<b>TOTAL PERSONNEL</b>	<b>\$636,955</b>	<b>\$1,977</b>
			<i>OTHER EXPENSES</i>		
\$127,257	\$90,539	\$110,026	Purchased / Contracted Services	\$108,527	(\$1,499)
\$16,537	\$20,330	\$19,779	Supplies	\$19,779	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$4,729	\$1,250	\$24,932	Other Costs	\$24,982	\$50
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
<b>\$148,522</b>	<b>\$112,119</b>	<b>\$154,737</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$153,288</b>	<b>(\$1,449)</b>
<b>\$591,197</b>	<b>\$658,830</b>	<b>\$789,715</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$790,242</b>	<b>\$528</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$591,197	\$658,830	\$789,715	General Fund	\$790,242	\$528
<b>\$591,197</b>	<b>\$658,830</b>	<b>\$789,715</b>	<b>TOTAL EXPENSES</b>	<b>\$790,242</b>	<b>\$528</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
6.00	8.00	8.00	Full Time Equivalent	8.00	-



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Atlanta Citizens Review Board**  
**General Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$21,853	Increase due to salary adjustments, Grade 19+ salary increases, and minimum wage increase to \$13/hour.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$26,254)	Decrease due to correction of pension plan from prior year and pension rate adjustment.
Defined Contribution	\$651	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	\$5,727	Increase due to health rate adjustment.
<b>TOTAL PERSONNEL</b>	<b>\$1,977</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$1,499)	Decrease due to purchased/contracted services less than anticipated.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	\$50	Increase due to ACRB board meeting expenses more than anticipated.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$1,449)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$528</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
General Fund	\$528	
<b>TOTAL EXPENSES</b>	<b>\$528</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	-	



# CITY AUDITOR'S OFFICE

## Mission Statement

The City Auditor's Office promotes honesty, efficiency, effectiveness, and accountability in city government.

## Core Functions

- Conducting audits and investigations to support legislative oversight and public accountability.
- Making recommendations to management to foster effectiveness of results, efficiency of operations, risk management, compliance, and controls.
- Assisting the Audit Committee in its oversight of the City's annual financial audit and its coordination of all internal and external audit activities, as required by the City Charter.

## Summary of Operations

Under direction of the City's Audit Committee, the City Auditor conducts audits to assess whether City activities and programs comply with applicable laws and regulations, achieve intended outcomes and benefits, use resources economically and efficiently, and operate with adequate systems of internal control. The office provides objective information and recommendations through audit and investigative reports, memoranda, and presentations. Audit topics are selected through risk assessments, City Council requests, and management requests. Topics may also include analyses of concerns targeted by proposed legislation and policies. Audit recommendations address safeguarding assets, streamlining processes, revenue collection, contract management, monitoring and reporting functions, and compliance.

*The Audit Committee* is comprised of audit, finance, and management professionals appointed by the City Council, the Council President, and the Mayor. The Committee appoints and supervises the City Auditor, approves the annual audit plan and completed audit reports, oversees the City's annual financial audit, and undertakes other activities as

resources allow and as consistent with its authority under the City Charter. In FY2017, pursuant to City Charter provisions adopted in 2013, the Audit Committee developed a request for proposals and selection criteria, evaluated proposals, and recommended a firm to the City Council for a multi-year contract to conduct the City's annual financial audit.

*The City Auditor's Office* staff has skills, education and experience in business and public administration, public policy analysis, research methods, management, accounting, social sciences, law, and information technology. Staff members hold professional certifications in internal auditing, government auditing, information systems auditing, construction auditing, public accounting, and fraud examination. Auditors work in teams to set audit objectives and design analyses to meet the objectives, following generally accepted government audit standards. The office procures professional services as necessary to perform audits that require specialized expertise. The office also includes two financial investigators who conduct administrative investigations based on audit results, hotline complaints, and other sources.

## FY2017 Accomplishments

- **Audit Reports (released and forthcoming in FY2017)**
  - Retirement Administration: Defined Contribution Plan
  - Renew Atlanta Projects: Program Management Plan
  - Department of Aviation Concessions Management Unit
  - Building Permits Data Testing and Analysis
  - Annual Contracts Administration
  - Water Loss
  - Accounts Receivable
  - Renew Atlanta Projects: Resurfacing
  - Parks Maintenance
  - Information Security Office

- We followed up on the implementation status of 145 open audit recommendations.
- To enhance transparency and accountability, we dedicated 1.3 FTE to monitoring the Renew Atlanta Infrastructure Bond Program, pursuant to City Council Resolution 15-R-3343.
- **Investigations**
  - Completed 1 administrative investigative report
  - Opened 11 cases for investigation; referred 3 of these to other agencies
  - Compiled and reviewed 30 allegations
  - Conducted fraud awareness training at 8 divisions of several City departments and at monthly new employee orientations
  - Referred information on potential criminal activity to law enforcement
- The American Council of Learned Societies (ACLS) selected the City Auditor's Office as one of 21 prestigious government and non-profit organizations to participate in the 2016-2018 ACLS Public Fellows program. The program is designed to provide PhDs in the humanities or humanistic social sciences with significant, career-building experience in government and nonprofit sectors. Fellowships are awarded through a highly competitive process. Fellows undertake a two-year, full-time position at a sponsoring organization and the ACLS award covers the cost of salary, benefits, and professional development.
- We are completing a citywide risk assessment. Our model considers financial and operational risk factors at the department and office levels. We conduct the assessment at least once every three years and use the results to help identify potential audit topics.
- The City Auditor's Office is partnering with other local government auditors in the Atlanta area to host the Association of Local Government Auditors (ALGA) annual conference in May 2017. The conference typically attracts several hundreds of city, county, and special district auditors, primarily from the US and Canada. We are excited to bring the conference to downtown Atlanta for the first time in ALGA's 29-year history.

### **Audit Quality**

- The office successfully underwent its fourth external quality assurance review ("peer review") in November 2015. Every three years a review team, comprising experienced auditors from three other local government audit organizations, conducts an on-site review of our audit work and processes. Each review has concluded that we comply with government audit standards and has positively commented on our operations, such as our well-trained staff and reader-friendly reports.

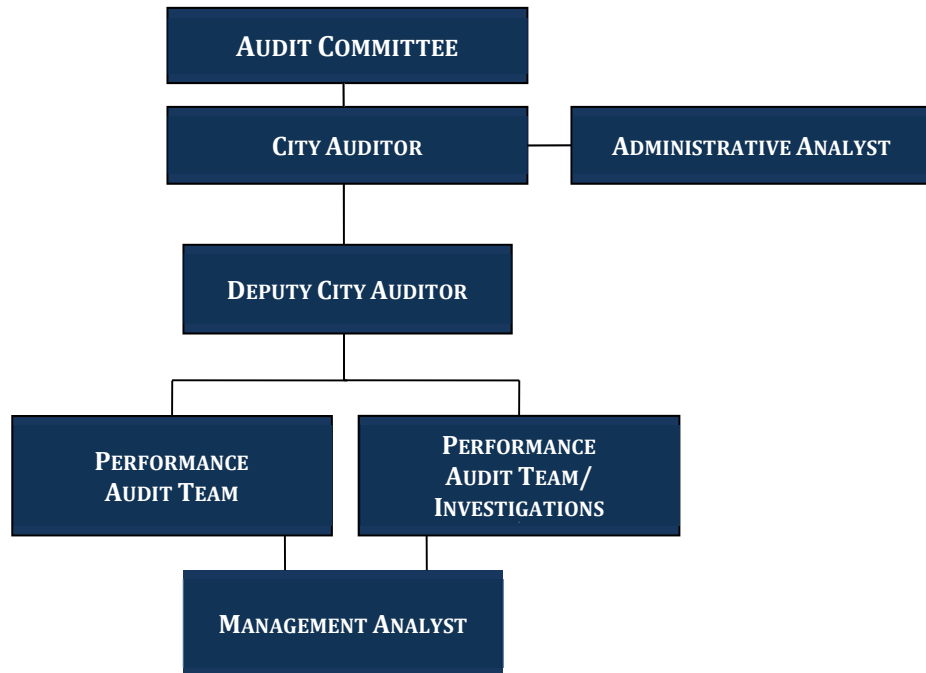
### **FY2018 Adopted Program Highlights**

- Upcoming audits include:
  - Affordable Housing
  - Airport Construction Contract Solicitations
  - Actuarial audits of the City's three defined benefit pension plans
  - Pavement Condition
  - Payroll
  - Water Quality Testing
  - Renew Atlanta



# ORGANIZATIONAL CHART

AUDITOR'S OFFICE



# PERFORMANCE METRICS

AUDITOR'S OFFICE

PERFORMANCE MEASURE	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 TARGET	FY2018 TARGET
<b><i>Fiscal Accountability &amp; Governmental Efficiency</i></b>				
Number of audit reports released	7	6	10	10
Average staff hours per audit	1,843	1,234	1,625	1,650
Recommendation agreement rate	96%	79%	98%	95%
Recommendations closed	38	75	50	75
Percent of closed recommendations implemented	74%	52%	65%	65%
Percent of professional staff with advanced degrees or certification	75%	67%	71%	80%





## FY18 OPERATING BUDGET HIGHLIGHTS Department Of Audit

FY15 ACTUAL EXPENDITURES	FY16 ACTUAL EXPENDITURES	FY17 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
\$970,463	\$1,037,040	\$1,408,700	Salaries, Regular	\$1,410,901	\$2,200
\$10,080	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$26,016	\$1,187	\$0	Salaries, Extra Help	\$0	\$0
-	-	-	Salaries, Extra Help-Sworn	-	-
\$135	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$13,736	\$17,645	\$17,588	Pen Cont Gen Emp Pen Fd	\$14,257	(\$3,331)
\$55,436	\$59,035	\$58,249	Defined Contribution	\$78,849	\$20,600
-	-	-	Workers' Compensation	-	-
\$98,645	\$101,233	\$141,324	Other Personnel Costs	\$145,075	\$3,751
\$1,174,512	\$1,216,140	\$1,625,861	<b>TOTAL PERSONNEL</b>	\$1,649,081	\$23,221
<b>OTHER EXPENSES</b>					
\$1,438,024	\$1,740,024	\$2,303,391	Purchased / Contracted Services	\$2,093,109	(\$210,282)
\$16,171	\$19,804	\$23,721	Supplies	\$21,802	(\$1,919)
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$3,433	\$2,306	\$4,400	Other Costs	\$4,400	\$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$1,457,628	\$1,762,134	\$2,331,513	<b>TOTAL OTHER EXPENSES</b>	\$2,119,311	(\$212,202)
<b>\$2,632,140</b>	<b>\$2,978,274</b>	<b>\$3,957,373</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$3,768,392</b>	<b>(\$188,981)</b>

FY15 ACTUAL EXPENDITURES	FY16 ACTUAL EXPENDITURES	FY17 ADOPTED	FUND	FY18 BUDGET	VARIANCE FY18-FY17
\$1,288,132	\$1,385,740	\$1,804,811	General Fund	\$1,817,234	\$12,423
\$780,180	\$844,381	\$1,095,247	Airport Revenue Fund	\$928,379	(\$166,867)
\$563,828	\$748,153	\$1,057,316	Water & Wastewater Revenue Fund	\$1,022,779	(\$34,537)
<b>\$2,632,140</b>	<b>\$2,978,274</b>	<b>\$3,957,373</b>	<b>TOTAL EXPENSES</b>	<b>\$3,768,392</b>	<b>(\$188,981)</b>

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
13.00	16.00	16.00	Full Time Equivalent	15.81	(0.19)



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Audit**  
**General Fund**

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
			<i>PERSONNEL</i>		
\$652,581	\$642,975	\$873,394	Salaries, Regular	\$838,557	(\$34,837)
\$8,122	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$17,249	\$783	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$89	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$8,768	\$10,492	\$10,904	Pen Cont Gen Emp Pen Fd	\$8,383	(\$2,521)
\$37,341	\$36,570	\$36,114	Defined Contribution	\$46,631	\$10,517
-	-	-	Workers' Compensation	-	-
\$66,989	\$62,793	\$84,802	Other Personnel Costs	\$85,797	\$994
<b>\$791,139</b>	<b>\$753,612</b>	<b>\$1,005,215</b>	<b>TOTAL PERSONNEL</b>	<b>\$979,369</b>	<b>(\$25,846)</b>
			<i>OTHER EXPENSES</i>		
\$483,438	\$616,706	\$781,810	Purchased / Contracted Services	\$821,549	\$39,739
\$10,789	\$13,908	\$14,986	Supplies	\$13,516	(\$1,470)
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$2,765	\$1,514	\$2,800	Other Costs	\$2,800	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
<b>\$496,993</b>	<b>\$632,127</b>	<b>\$799,596</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$837,865</b>	<b>\$38,269</b>
<b>\$1,288,132</b>	<b>\$1,385,740</b>	<b>\$1,804,811</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$1,817,234</b>	<b>\$12,423</b>

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	FUND	FY18 BUDGET	VARIANCE FY18-FY17
\$1,288,132	\$1,385,740	\$1,804,811	General Fund	\$1,817,234	\$12,423
<b>\$1,288,132</b>	<b>\$1,385,740</b>	<b>\$1,804,811</b>	<b>TOTAL EXPENSES</b>	<b>\$1,817,234</b>	<b>\$12,423</b>

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
8.60	9.92	9.92	Full Time Equivalent	9.35	(0.57)



## FY18 OPERATING BUDGET HIGHLIGHTS

### Department Of Audit General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (18-17)	EXPLANATION
<i>PERSONNEL</i>		
Salaries, Regular	(\$34,837)	Decrease due to reallocation of split-funded positions to audit the Renew Atlanta Infrastructure Bond offset by a position creation and Grade 19+ salary increases.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$2,521)	Decrease due to pension rate and personnel adjustments.
Defined Contribution	\$10,517	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	\$994	Increase due to personnel adjustments.
<b>TOTAL PERSONNEL</b>	<b>(\$25,846)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	\$39,739	Increase due to audit fees and general fund auditing work more than anticipated.
Supplies	(\$1,470)	Decrease due to supplies less than anticipated.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>\$38,269</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$12,423</b>	

FUND	VARIANCE (18-17)	EXPLANATION
General Fund	\$12,423	
<b>TOTAL EXPENSES</b>	<b>\$12,423</b>	

AUTHORIZED POSITION COUNT	VARIANCE (18-17)	EXPLANATION
Full Time Equivalent	(0.57)	Decrease due to reallocation of split-funded positions to audit the Renew Atlanta Infrastructure Bond offset by a position creation.



## FY18 OPERATING BUDGET HIGHLIGHTS

### Department Of Audit Airport Revenue Fund

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY18 BUDGET	VARIANCE FY18-FY17
			<i>PERSONNEL</i>		
\$158,940	\$197,035	\$267,653	Salaries, Regular	\$288,972	\$21,319
\$979	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$4,384	\$202	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$23	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$2,343	\$3,483	\$3,342	Pen Cont Gen Emp Pen Fd	\$2,937	(\$405)
\$9,047	\$11,232	\$11,067	Defined Contribution	\$16,109	\$5,042
-	-	-	Workers' Compensation	-	-
\$15,828	\$19,220	\$28,261	Other Personnel Costs	\$29,639	\$1,378
<b>\$191,543</b>	<b>\$231,172</b>	<b>\$310,323</b>	<b>TOTAL PERSONNEL</b>	<b>\$337,656</b>	<b>\$27,334</b>
			<i>OTHER EXPENSES</i>		
\$585,650	\$609,720	\$779,756	Purchased / Contracted Services	\$585,780	(\$193,976)
\$2,653	\$3,093	\$4,368	Supplies	\$4,143	(\$225)
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$334	\$396	\$800	Other Costs	\$800	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$588,637	\$613,209	\$784,924	<b>TOTAL OTHER EXPENSES</b>	\$590,723	(\$194,201)
<b>\$780,180</b>	<b>\$844,381</b>	<b>\$1,095,247</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$928,379</b>	<b>(\$166,867)</b>

FY15 ACTUAL EXPENDITURE	FY16 ACTUAL EXPENDITURE	FY17 ADOPTED	FUND	FY18 BUDGET	VARIANCE FY18-FY17
\$780,180	\$844,381	\$1,095,247	Airport Revenue Fund	\$928,379	(\$166,867)
<b>\$780,180</b>	<b>\$844,381</b>	<b>\$1,095,247</b>	<b>TOTAL EXPENSES</b>	<b>\$928,379</b>	<b>(\$166,867)</b>

FY15	FY16	FY17	AUTHORIZED POSITION COUNT	FY18	VARIANCE FY18-FY17
2.20	3.04	3.04	Full Time Equivalent	3.23	0.19



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Audit**  
**Airport Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$21,319	Increase due to addition of one split-funded position, salary increases for certifications and Grade 19+ salary increases.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$405)	Decrease due to pension rate adjustment.
Defined Contribution	\$5,042	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	\$1,378	Increase due to personnel adjustments.
<b>TOTAL PERSONNEL</b>	<b>\$27,334</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$193,976)	Decrease due to reduction in spending on aviation audits.
Supplies	(\$225)	Decrease due to supplies less than anticipated.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$194,201)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$166,867)</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Airport Revenue Fund	(\$166,867)	
<b>TOTAL EXPENSES</b>	<b>(\$166,867)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	0.19	Increase due to addition of one split-funded position.



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Audit**  
**Water & Wastewater Revenue Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$158,943	\$197,031	\$267,653	Salaries, Regular	\$283,372	\$15,719
\$979	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
\$4,384	\$202	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
\$23	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$2,625	\$3,670	\$3,342	Pen Cont Gen Emp Pen Fd	\$2,937	(\$405)
\$9,048	\$11,233	\$11,067	Defined Contribution	\$16,109	\$5,042
-	-	-	Workers' Compensation	-	-
\$15,829	\$19,220	\$28,261	Other Personnel Costs	\$29,639	\$1,378
<b>\$191,830</b>	<b>\$231,356</b>	<b>\$310,323</b>	<b>TOTAL PERSONNEL</b>	<b>\$332,056</b>	<b>\$21,734</b>
			<i>OTHER EXPENSES</i>		
\$368,936	\$513,598	\$741,826	Purchased / Contracted Services	\$685,780	(\$56,046)
\$2,729	\$2,803	\$4,368	Supplies	\$4,143	(\$225)
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
\$334	\$396	\$800	Other Costs	\$800	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
<b>\$371,999</b>	<b>\$516,797</b>	<b>\$746,993</b>	<b>TOTAL OTHER EXPENSES</b>	<b>\$690,723</b>	<b>(\$56,270)</b>
<b>\$563,828</b>	<b>\$748,153</b>	<b>\$1,057,316</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$1,022,779</b>	<b>(\$34,537)</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$563,828	\$748,153	\$1,057,316	Water & Wastewater Revenue Fund	\$1,022,779	(\$34,537)
<b>\$563,828</b>	<b>\$748,153</b>	<b>\$1,057,316</b>	<b>TOTAL EXPENSES</b>	<b>\$1,022,779</b>	<b>(\$34,537)</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
2.20	3.04	3.04	Full Time Equivalent	3.23	0.19





**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Audit**  
**Water & Wastewater Revenue Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$15,719	Increase due to addition of one split-funded position, salary increases for certifications and Grade 19+ salary increases.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$405)	Decrease due to pension rate adjustment.
Defined Contribution	\$5,042	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	\$1,378	Increase due to personnel adjustments.
<b>TOTAL PERSONNEL</b>	\$21,734	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$56,046)	Decrease due to reduction in spending on water and wastewater audits.
Supplies	(\$225)	Decrease due to supplies less than anticipated.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	(\$56,270)	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$34,537)</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Water & Wastewater Revenue Fund	(\$34,537)	
<b>TOTAL EXPENSES</b>	<b>(\$34,537)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	0.19	Increase due to addition of one split-funded position.



# PUBLIC DEFENDER

## Mission Statement

The mission of the Public Defender's Office is to provide a zealous and holistic legal defense to persons charged with offenses before the Atlanta Municipal Court. Legal representation includes effective defense strategies, and holistic attention to restorative measures that can reduce contacts with the criminal justice system, and improve the quality of life for the client.

## Vision Statement

Central to the mission of the Public Defender's Office is the core belief in the constitutional guarantees of due process and equal protection under the law. Defending the client in court is paramount. Central to the vision is that traditional notions of public defense are redefined by the holistic business model. Basic needs of the accused offender become part of the case, and outcomes include linkage to housing, health care, education and employment. Consequently, the client's involvement with the criminal justice system is minimized, the quality of life for the client and the community where he or she lives improves, and public safety in the community is elevated.

## Summary of Operations

The Office of the Public Defender provides criminal defense services to indigent defendants who are accused of violating Atlanta city ordinances, and misdemeanor traffic laws. Public Defenders provide counsel at all phases of litigation, from point of arrest, through trial, and include appellate representation in the higher courts of Georgia. The office is also dedicated to therapeutic justice; addressing underlying reasons for unlawful conduct such as mental illness and drug addiction. Attorneys and client advocates in the department seek out treatment services for clients in need. Clients are linked to mental health facilities, drug rehabilitation centers, state and federal assistance with basic needs such as

housing, food, education and jobs. The office also partners with Atlanta schools, City of Refuge, AWDA, training agencies and outreach centers; investing in the future of Atlanta's youth and men and women working to restore their lives.

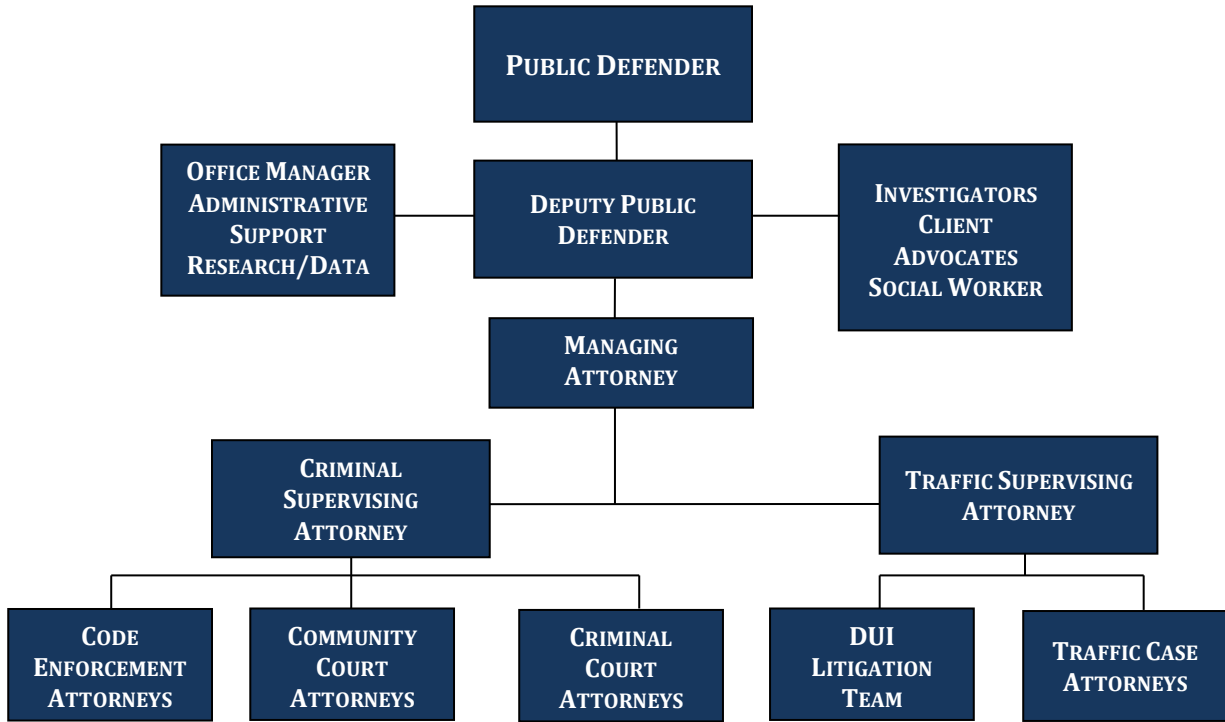
## FY2017 Accomplishments

- **National Public Defense Conference**  
The Department was selected to train public defenders at the National Legal Aid and Defender Conference in Indianapolis, Indiana, the largest convening of public defenders in the nation. Training included how to ensure meaningful access to counsel in the nation's busiest courts.
- **John D. and Catherine T. MacArthur Grant**  
The MacArthur Foundation selected the department to become part of the Safety & Justice Challenge Network, an initiative that funds innovative programs that seek to improve the criminal justice system. The grant will fund technical assistance and the acquisition of a case management system.
- **H.E.L.P. - Homeless Experiencing Legal Protection**  
In partnership with Continuum of Care/Partners for Home, the department has developed an outreach program for homeless people in need of civil legal aid. Pro bono attorneys have been recruited to meet with clients at local shelters and provide legal assistance that can remove barriers to housing opportunities and other needs.
- **Pre-Arrest Diversion Initiative**  
The department is a member of the City of Atlanta and Fulton County Design Team that has developed a program that will provide options for social services instead of arrest.

- **Municipal Court Public Defender Network**  
Atlanta's Public Defender Office has been nationally recognized as a leader among municipal court defense systems. With the support of the National Legal Aid and Defender Association, this department has coordinated defenders from across the country to collaborate and work toward enhancing access to counsel in municipal court systems and collaborating about best practices throughout the nation.
  - **Driver's License Restoration Program**  
Reinstating the privilege to drive in Georgia can be a difficult matter to navigate. Identifying the reasons why a license may have been suspended and understanding what has to be accomplished to become eligible for license restoration can be confusing, and present barriers to lawful driving. The department implemented an assistance program this fiscal year that provides guidance and technical assistance in restoring the privilege to drive.
  - **Know Your Rights-Community Outreach**  
The department has engaged with communities this year to provide "Know Your Rights" education to Atlanta's citizens that foster an understanding of the criminal justice system.
  - **Public Service Career Development**  
The office of the Public Defender has a robust externship program designed to cultivate interest in public service careers. Students from local and out of state law schools, social work schools and criminal justice schools compete for volunteer and school credit opportunities to work with the office, learning about public defense and social justice.
  - **Record Restriction/Pardon Program**  
Individuals with a criminal history typically find difficulty acquiring stable employment, securing housing, receiving loans, and/or obtaining educational opportunities. The choice to live a lawful life and participate as a valued member of society can be significantly frustrated because of past mistakes. This program provides assistance with submitting applications for record restrictions.
  - **Homeless Connections**  
The department has continued its partnership with the Continuum of Care/Partners for Home in FY17. The Public Defender identifies everyone in jail who is homeless on a daily basis and links them to housing and social services.
  - **City of Refuge**  
The department maintains a satellite office at the City of Refuge in Vine City where clients can meet with counsel and receive services. Women who are currently receiving recovery care from the City of Refuge are also provided with referral assistance to various agencies that can support collateral needs.
- FY2018 Adopted Program Highlights**
- **Pre-Arrest Diversion**  
The department will support the Atlanta/Fulton County initiative by providing legal assistance and outcome tracking to program participants.
  - **Case Management Initiative**  
The department will receive assistance from the MacArthur Foundation and Urban Institute for the development of a case management system that will track clients and outcomes and program effectiveness.
  - **Back to Work Advocacy**  
The department will partner with AWDA and non-profit job readiness and career development training agencies to support clients seeking employment. Service support will include assistance with criminal Record Restriction applications that can remove barriers to employment.
  - **Homeless Solutions**  
The Public Defender's Office will continue to seek homeless services for clients, linking them not only to safe housing, but also to services designed to sustain healthy living.
  - **Mental Health**  
Connections to mental health care will continue to be a priority for the department, including grant seeking and legislative advocacy.

# ORGANIZATIONAL CHART

PUBLIC DEFENDER



# PERFORMANCE METRICS

PUBLIC DEFENDER

PERFORMANCE MEASURE	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 TARGET	FY2018 TARGET
<b>Public Safety</b>				
Total # of cases assigned to Public Defender	30,344	32,788	34,831	36,800



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Public Defender**  
**General Fund**

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
			<i>PERSONNEL</i>		
\$1,604,324	\$2,098,587	\$2,436,541	Salaries, Regular	\$2,450,508	\$13,966
\$22,039	\$22,549	\$10,373	Salaries, Perm Part-Time	\$9,905	(\$467)
-	-	-	Salaries, Sworn	-	-
-	\$23,499	\$57,838	Salaries, Extra Help	\$3,922	(\$53,916)
-	-	-	Salaries, Extra Help-Sworn	-	-
\$562	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
\$146,418	\$190,718	\$236,447	Pen Cont Gen Emp Pen Fd	\$203,292	(\$33,155)
\$74,871	\$101,562	\$88,200	Defined Contribution	\$100,586	\$12,386
-	-	-	Workers' Compensation	-	-
\$191,606	\$258,775	\$309,688	Other Personnel Costs	\$334,452	\$24,764
<b>\$2,039,819</b>	<b>\$2,695,690</b>	<b>\$3,139,087</b>	<b>TOTAL PERSONNEL</b>	<b>\$3,102,664</b>	<b>(\$36,423)</b>
			<i>OTHER EXPENSES</i>		
\$214,825	\$478,328	\$362,217	Purchased / Contracted Services	\$298,049	(\$64,168)
\$62,622	\$146,547	\$85,103	Supplies	\$61,487	(\$23,616)
-	\$21,567	-	Capital Outlays	-	-
-	\$294	-	Interfund / Interdepartmental Charges	\$357	\$357
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
\$277,447	\$646,736	\$447,319	<b>TOTAL OTHER EXPENSES</b>	<b>\$359,892</b>	<b>(\$87,427)</b>
<b>\$2,317,267</b>	<b>\$3,342,426</b>	<b>\$3,586,406</b>	<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>\$3,462,556</b>	<b>(\$123,850)</b>

<b>FY15 ACTUAL EXPENDITURE</b>	<b>FY16 ACTUAL EXPENDITURE</b>	<b>FY17 ADOPTED</b>	<b>FUND</b>	<b>FY18 BUDGET</b>	<b>VARIANCE FY18-FY17</b>
\$2,317,267	\$3,342,426	\$3,586,406	General Fund	\$3,462,556	(\$123,850)
<b>\$2,317,267</b>	<b>\$3,342,426</b>	<b>\$3,586,406</b>	<b>TOTAL EXPENSES</b>	<b>\$3,462,556</b>	<b>(\$123,850)</b>

<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>AUTHORIZED POSITION COUNT</b>	<b>FY18</b>	<b>VARIANCE FY18-FY17</b>
31.00	38.00	40.00	Full Time Equivalent	39.00	(1.00)



**FY18 OPERATING BUDGET HIGHLIGHTS**  
**Department Of Public Defender**  
**General Fund**

<b>EXPENDITURES AND APPROPRIATIONS</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
<i>PERSONNEL</i>		
Salaries, Regular	\$13,966	Increase due to Grade 19+ salary increases and minimum wage increase to \$13/hour.
Salaries, Perm Part-Time	(\$467)	Decrease due to Perm-Part Time salaries less than anticipated.
Salaries, Sworn	-	
Salaries, Extra Help	(\$53,916)	Decrease due to extra help less than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	(\$33,155)	Decrease due to pension rate adjustment.
Defined Contribution	\$12,386	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	\$24,764	Increase due to health rate adjustment.
<b>TOTAL PERSONNEL</b>	<b>(\$36,423)</b>	
<i>OTHER EXPENSES</i>		
Purchased / Contracted Services	(\$64,168)	Decrease due to purchased/contracted services less than anticipated.
Supplies	(\$23,616)	Decrease due to supplies less than anticipated.
Capital Outlays	-	
Interfund / Interdepartmental Charges	\$357	Increase due to motor/fuel costs more than anticipated.
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
<b>TOTAL OTHER EXPENSES</b>	<b>(\$87,427)</b>	
<b>TOTAL PERSONNEL AND OTHER EXPENSES</b>	<b>(\$123,850)</b>	

<b>FUND</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
General Fund	(\$123,850)	
<b>TOTAL EXPENSES</b>	<b>(\$123,850)</b>	

<b>AUTHORIZED POSITION COUNT</b>	<b>VARIANCE (18-17)</b>	<b>EXPLANATION</b>
Full Time Equivalent	(1.00)	Decrease due to one position abolishment.





CAPITAL  
PROJECT  
STATUS  
SUMMARIES

CAPITAL PROJECT STATUS OVERVIEW

NON-RECURRING CAPITAL EXPENDITURES

BOND/RENEWAL & EXTENSION/SPECIAL REVENUE FUNDS

RENEW ATLANTA/TSPLOST

GRANTS

TRUST FUNDS

ADOPTED BUDGET  
FY 2018



## CAPITAL PROJECT STATUS OVERVIEW

The quality of life for City of Atlanta residents depends on the reliability of transportation, the dependability of water, wastewater, and stormwater systems, the ability to safely dispose of waste, the accessibility to culture and recreation, and many other essential public services. Quality service levels can be achieved by proper enhancement, replacement, and maintenance of capital assets by implementing a Capital Improvement Program (CIP).

In order to qualify as a Capital Improvement Project, the item in question must meet one of the following criteria:

- Real property acquisition (Land)
- Construction of new facilities
- Addition (a modification that changes the structural “footprint” of the facility) to existing facilities greater than or equal to \$25,000
- Remodeling/repair/preservation of the interior/exterior of any facility greater than or equal to \$25,000
- Demolition of existing facilities greater than or equal to \$25,000
- Major equipment items or projects including computer infrastructure, which as a whole are greater than or equal to \$25,000 (excludes vehicles unless  $\geq$  \$50,000)
- Infrastructure projects (a road, bridge, intersection, drainage system, or sewer structure, etc.)
- Planning and inventory studies in excess of \$25,000

Project costs include all phases of a project, including planning, design, utility relocation, right of way acquisition, etc. All phases of the project are budgeted in a Capital Projects Fund. The City of Atlanta develops its capital projects budget based on its Capital Improvements Program process. Requests for capital projects from City departments should include the estimated impact that these projects will have, if any, on current and future operating budgets.

The initial acquisition cost of the project plus any operating expenditures to be incurred over the lifetime of the facility or equipment are reviewed and taken into consideration during the process of budget recommendations, budget proposal, and final budget approval by the City Council. Capital projects that are intended for repairs and/or minor improvements of existing facilities or equipment usually do not carry significant operating impacts.

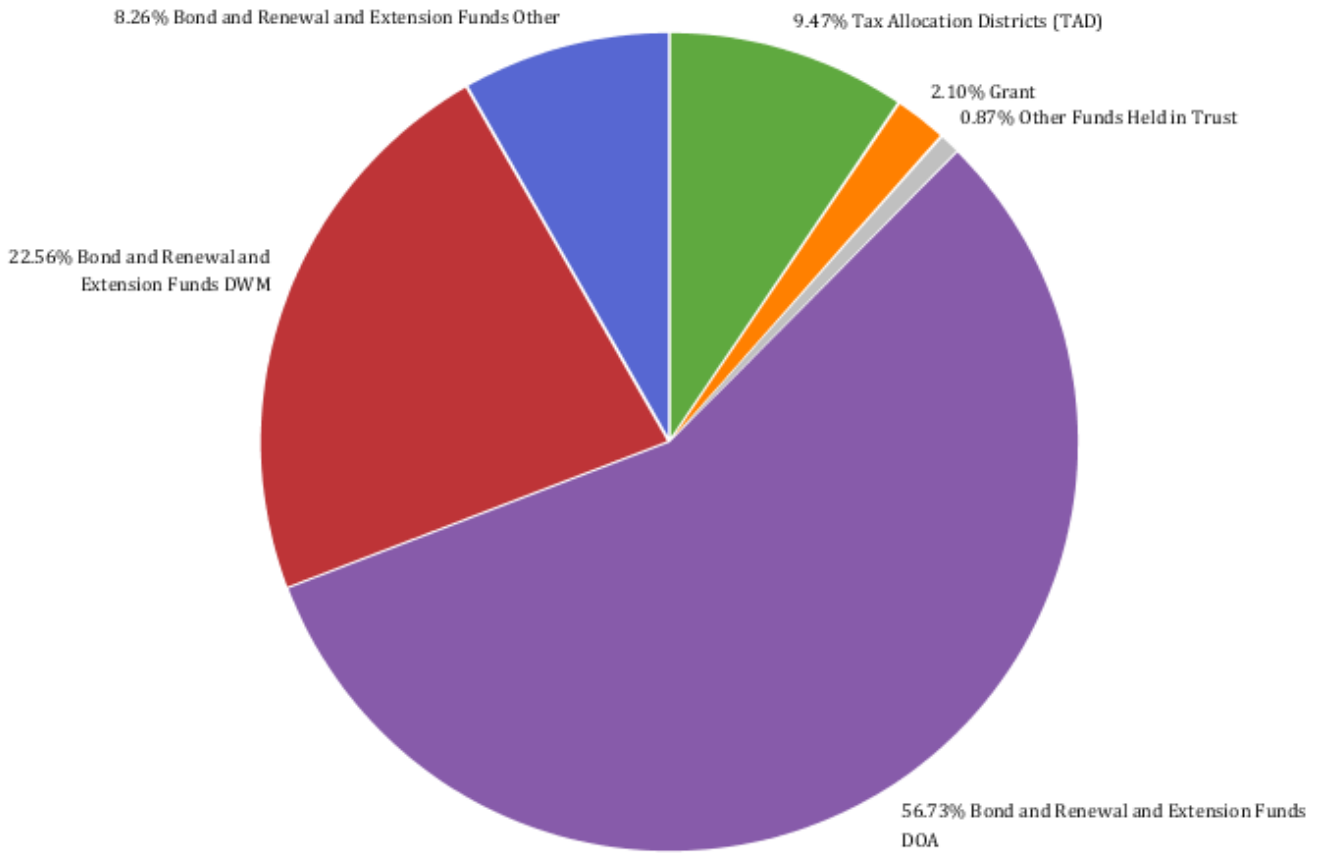
Major capital projects that are intended for the construction of new facilities, major renovation projects, or the acquisition of expensive equipment, may require additional maintenance and operating expenses, the hiring of new personnel, or the issuance and repayment of debt. The impact on operations (net of measurable savings) of approved projects is included by city departments in their operating budget requests and the final FY2018 approved operating budget.

A capital project may be divided into various cost centers for accounting purposes. Each center represents the budgeting of funds for a particular project by an organizational unit within a fund. The capital budget status report provides the fund summary and detailed anticipations and appropriations. A list of all projects (detailed appropriations) has been included as well.

The FY2018 to FY2022 budget provides the status of active capital projects that are new or will continue from the previous fiscal year. It is based on the FY2017 projected, roll-forward balance plus any additional funding from new bonds or interest. For FY2018, the capital projects projected expenditure amount totals \$4.4B, and the funding by source is depicted on the next page.

A few of the items listed in the Capital section will have an operating impact. These items include the public safety vehicles and equipment that are budgeted as an operating transfer from the General Fund to the Capital Finance Fund.

## FY18 Capital Budget By Funding Source



	<b>FY18 Projected</b>
Bond and Renewal and Extension Funds DOA	\$2,476,237,409
Bond and Renewal and Extension Funds DWM	\$984,832,074
Bond and Renewal and Extension Funds Other	\$360,368,243
Tax Allocation Districts (TAD)	\$413,392,446
Grant	\$91,758,645
Other Funds Held in Trust	\$38,124,254
<b>Total</b>	<b><u>\$4,364,713,070</u></b>

*Since we have not received audited numbers, certain budgets may be amended at a later date.*

# CAPITAL PROJECT STATUS OVERVIEW

	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected	FY22 Projected
<b>Special Revenue/Bonds/Renewal &amp; Extension Funds</b>					
TSPLOST Fund	53,000,000	53,000,000	53,000,000	53,000,000	53,000,000
TSPLOST Capital Project Fund	53,000,000	53,000,000	53,000,000	53,000,000	53,000,000
Atlantic Station Tad Fund	74,386,515	21,158,022	21,574,873	22,206,555	22,848,751
Westside Tad Fund	83,725,316	26,996,186	27,141,932	26,415,849	27,340,984
Nw Atlanta Tad Fund	14,778,022	3,143,008	3,300,942	3,463,615	3,631,167
Princeton Lakes Tad Fund	7,457,497	2,075,520	2,138,141	1,040,968	1,072,331
Eastside Tad Fund	101,216,517	15,044,081	15,807,378	16,593,574	17,403,350
Atlanta Beltline Tad	122,542,715	34,580,680	36,202,534	37,873,043	39,593,668
Campbellton Road Tad Fund	4,001,032	360,026	433,386	508,946	586,773
Hollowell/M.L. King Tad Fund	3,319,039	378,636	408,409	439,075	470,664
Metropolitan Parkway Tad Fund	1,764,938	206,494	236,438	267,280	299,049
Stadium Neighborhoods Tad Fund	200,855	37,335	53,206	69,552	86,308
1993 School Improvement Bond	20,289	-	-	-	-
1994 Referendum G.O. Bond Fund	366,093	-	-	-	-
1996 G.O. Public Improvement Bond Part B	32,518	-	-	-	-
1997 G.O. Public Improvement Bond Fund	250,896	-	-	-	-
2000 Park Improvement Bond Fd	11,977	-	-	-	-
2001 Quality Of Life Fund	52,492	-	-	-	-
2004 Quality Of Life Fund	370,985	0	0	0	0
2005A Park Improvement Bond Fund	4,743,813	4,182,632	-	-	-
Public Safety Facility Fund	5,510,644	-	-	-	-
2008A Quality Of Life Improvement Bond Fd	1,622,129	994,276	0	0	0
2014a Park Improvement Revenue Refunding	4,629,186	-	-	-	-
2015 Infrastructure Bond	81,472,300	63,079,567	36,045,467	-	-
2015 Municipal Facilities Bond Fund	19,807,891	18,213,816	18,213,816	-	-
2016 Go Project Fund	1,055,048	831,142	830,142	830,142	830,142
Park Improvement Fund	19,677,815	12,897,209	12,947,207	12,954,188	12,952,107
General Government Capital Fund	41,524,823	35,442,914	30,429,108	30,803,717	29,886,307
Capital Finance Fund	12,916,090	3,824,310	0	0	0
Special Assessment Fund	1,180,989	1,180,989	0	0	0
Solid Waste Management Fac Const Fund	255	-	-	-	-
Capital Asset - Finance Fund	8,643,762	10,334,515	11,428,743	10,700,828	11,811,356
Capital Finance-Recovery Zone (Eco. Dev.) Fund	184,930	0	0	0	0
2002 Traffic Court Facility Bond	147,890	-	-	-	-
Bond Sinking Fund	50,145,430	40,855,882	41,426,925	41,749,764	37,779,199
Water & Wastewater Renewal & Extension Fund	355,733,696	103,934,626	88,715,424	96,815,424	96,815,424
1999 Water And Wastewater Bond Fund	167,209	167,209	167,209	167,209	167,209
2001 Water & Wastewater Bond Fund	4,262,797	2,248,961	2,248,961	2,248,961	2,248,961
2004 Water & Wastewater Bond Fund	914,249	648,799	648,799	648,799	8,565

Since we have not received audited numbers, certain budgets may be amended at a later date.

# CAPITAL PROJECT STATUS OVERVIEW

	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected	FY22 Projected
Special 1% Sales And Use Tax Fund	125,000,000	-	-	-	-
Water & Wastewater Sinking Fund	419,497,819	415,399,687	414,646,754	408,800,729	406,673,368
Ser. 2009A Water & Wastewater Rev Bd Fd	43,667,472	17,900,026	12,891,915	12,891,915	12,891,915
2015b Water Commerical Paper Program	35,588,831	35,588,831	35,588,831	35,588,831	35,588,831
Airport Renewal And Extension Fund	805,095,896	63,071,723	63,071,723	63,071,723	63,071,723
Airport Passenger Facility Charge Fund	585,336,516	394,534,729	397,580,638	400,632,554	402,684,577
2000 Airport Revenue Bond Fund	2,138,266	530,299	530,299	-	-
2004 Airport Revenue Bond Fund	1,439	-	-	-	-
2004 Airport Pfc Bond Fund	1,261	-	-	-	-
2004 Airport Revenue Bond Fund F-K	1,187,242	-	-	-	-
Conrac Customer Service Fac Ch	77,418,831	65,459,595	64,861,498	65,260,158	65,494,633
Airport Fac Revenue Bond Sinking Fd	496,087,459	498,851,542	493,694,897	496,071,589	462,175,770
2010A Bond General Airport Revenue	2,804,493	-	-	-	-
2010B Bd Pfc & Sub Lien Gen Rev	608,362	-	-	-	-
Airport Commercial Paper Series 2010A/B	16,305,210	6,885,847	5,315,953	-	-
2012A Bond General Airport Revenue	12,789,685	7,819,930	7,245,314	-	-
2012B Bond General Airport Revenue	1,197,258	-	-	-	-
2012C Bond General Airport Revenue	25,847,880	14,710,935	10,475,671	-	-
Doa Series 2015 Commercial Paper Program	150,000,000	175,576,784	-	-	-
Doa Series 2016 Bond Anticipation Notes (Ban)	295,967,612	190,507,671	85,047,731	64,457,790	43,867,849
City Plaza R & E Fund	3,450,000	-	-	-	-
<b>Sub-Total</b>	<b>\$4,234,830,171</b>	<b>\$2,395,654,434</b>	<b>\$2,047,350,264</b>	<b>\$1,958,572,778</b>	<b>\$1,904,280,982</b>
<b>Grants Funds</b>					
Community Development Block Grant Fund	8,556,622	2,091,623	200,000	0	0
Intergovernmental Grant Fund	75,058,498	15,744,312	245,326	0	0
Job Training Grant Fund	4,382,857	4,382,857	4,382,857	4,382,857	4,382,857
Home Investment Partnerships Program Fund	3,760,668	1,712,748	0	0	0
<b>Sub-Total</b>	<b>\$91,758,645</b>	<b>\$23,931,540</b>	<b>\$4,828,183</b>	<b>\$4,382,857</b>	<b>\$4,382,857</b>
<b>Other Funds Held in Trust</b>					
Perpetual Care	208,568	-	-	-	-
Trust	37,915,686	-	-	-	-
<b>Sub-Total</b>	<b>\$38,124,254</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Operating</b>	<b>\$4,364,713,070</b>	<b>\$2,419,585,974</b>	<b>\$2,052,178,446</b>	<b>\$1,962,955,635</b>	<b>\$1,908,663,839</b>

Since we have not received audited numbers, certain budgets may be amended at a later date.

## NON-RECURRING CAPITAL EXPENDITURES

### Non-Recurring Capital Expenditures-

In order to qualify as a Non-Recurring Capital Improvement Project, the item in question must meet one of the following criteria:

- Real property acquisition (Land)
- Construction of new facilities
- Addition (a modification that changes the structural “footprint” of the facility) to existing facilities greater than or equal to \$25,000
- Remodeling/repair/preservation of the interior/exterior of any facility greater than or equal to \$25,000
- Demolition of existing facilities greater than or equal to \$25,000
- Major equipment items or projects including computer infrastructure, which as a whole are greater than or equal to \$25,000 (excludes vehicles unless >= \$50,000)
- Infrastructure projects (a road, bridge, intersection, drainage system, or sewer structure, etc.)
- Planning and inventory studies in excess of \$25,000

Project costs include all phases of a project, including planning, design, utility relocation, right of way acquisition, etc. All phases of the project are budgeted in a Capital Projects Fund.

Funding Name	PROJECT NAME	FY 2018
AIRPORT RENEWAL AND EXTENSION FUND	C-4 Expansion	6,000,000
AIRPORT RENEWAL AND EXTENSION FUND	CPTC Emergency System Compliance with NFPA and N	2,500,000
AIRPORT RENEWAL AND EXTENSION FUND	Customer Services Reps - LMOD	1,200,000
AIRPORT RENEWAL AND EXTENSION FUND	Emergency Backup Power for AVS UPS's System at Con	550,000
AIRPORT RENEWAL AND EXTENSION FUND	HBS Controls Maintenance Agreement	300,000
AIRPORT RENEWAL AND EXTENSION FUND	Managing General Contractors (MGCs) Pool Account	8,000,000
AIRPORT RENEWAL AND EXTENSION FUND	Motor Transport Building Rehab.	500,000
AIRPORT RENEWAL AND EXTENSION FUND	North Cargo R&R- AMS	2,800,000
AIRPORT RENEWAL AND EXTENSION FUND	Runway 9L End-Around Taxiway Phase 1	12,885,021
AIRPORT RENEWAL AND EXTENSION FUND	Runway 9L/27R Safety Area Improvements	6,291,667
AIRPORT RENEWAL AND EXTENSION FUND	Tech Campus Improvements	2,000,000
AIRPORT RENEWAL AND EXTENSION FUND	TW & RW 9L Pavement Replacement	800,000
AIRPORT RENEWAL AND EXTENSION FUND	Water Intrusion Concourse F	1,000,000
AIRPORT PASSENGER FACILITY CHARGE FUND	Airfield Ground Lighting Cable Replacement	8,371,000
AIRPORT PASSENGER FACILITY CHARGE FUND	Airfield Shoulder Replacement 2017	5,000,000
AIRPORT PASSENGER FACILITY CHARGE FUND	Perimeter Intrusion Detection	10,000,000
AIRPORT PASSENGER FACILITY CHARGE FUND	Plane Train Tunnel West Extension Phase 1	77,000,000
AIRPORT PASSENGER FACILITY CHARGE FUND	Reconstruction of City North Ramp Phase 1	20,000,000
AIRPORT PASSENGER FACILITY CHARGE FUND	TW & RW 9L Pavement Replacement	20,708,333

## NON-RECURRING CAPITAL EXPENDITURES

Funding Name	PROJECT NAME	FY 2018
2004 WATER & WASTEWATER BOND FUND	Land Support Services Project	9,068
WATER & WASTEWATER RENEWAL & EXTENSION FUND	I0298 SEWER GROUP 2 REHABILITA	30,000
SERIES 2009A WATER & WASTEWATER BOND FUND	Custer Ave. CSO Cap Relief	66,020
2004 WATER & WASTEWATER BOND FUND	I0154 SOUTH RIVER BASIN RELIEF	95,240
SERIES 2009A WATER & WASTEWATER BOND FUND	Utilities GDOT & Municipal	188,064
SERIES 2009A WATER & WASTEWATER BOND FUND	South River Relief Tunnel & PS	200,000
2004 WATER & WASTEWATER BOND FUND	I0298 SEWER GROUP 2 REHABILITA	587,623
1999 WATER AND WASTEWATER BOND FUND	Peachtree Basin Cap Relief	836,046
WATER & WASTEWATER RENEWAL & EXTENSION FUND	Peachtree Basin Cap Relief	1,161,202
WATER & WASTEWATER RENEWAL & EXTENSION FUND	Hemphill Res #1 Embank Rep	1,776,364
WATER & WASTEWATER RENEWAL & EXTENSION FUND	GDOT_Uilities Relocation	1,932,961
WATER & WASTEWATER RENEWAL & EXTENSION FUND	I0154 SOUTH RIVER BASIN RELIEF	3,835,069
WATER & WASTEWATER RENEWAL & EXTENSION FUND	OLIO Linear	5,000,000
WATER & WASTEWATER RENEWAL & EXTENSION FUND	Distribution Systems Appurtunance	5,000,000
SERIES 2009A WATER & WASTEWATER BOND FUND	J0833 NORTH AREA MAIN IMPROVEM	5,079,799
WATER & WASTEWATER RENEWAL & EXTENSION FUND	Emergency Sewer Repairs	9,500,000
WATER & WASTEWATER RENEWAL & EXTENSION FUND	Sewer Group 3_Contract C	14,200,000
WATER & WASTEWATER RENEWAL & EXTENSION FUND	Small Diameter System Rehabilitation	17,700,000
WATER & WASTEWATER RENEWAL & EXTENSION FUND	Custer Ave. CSO Cap Relief	42,314,756



# BOND/RENEWAL & EXTENSION/SPECIAL REVENUE FUNDS

## BOND FUNDS

**Annual Bond** funds and the 1987-2004 Bond Project Funds provide for disbursement of the proceeds of an annual \$8 million General Obligation Bond issue, which is divided into \$4 million for general city purposes and \$4 million for school purposes. The City has been authorized since 1968 to annually issue general obligation bonds of \$8 million without referendum. These bonds are backed by the "full faith and credit" of the City's property tax base. Historically, the City has used these funds to support an array of programs including economic development, transportation, public safety and judicial systems, recreational and cultural opportunities, and environmental protection and enhancement. The last bond issue was dedicated primarily to land acquisition, signal modernization and installation, freeway lighting, and bridge improvements. Prior to 1987, each general obligation issue was accounted for in the Annual Bond Fund. Beginning in 1987, each annual bond issue has been accounted for separately through the establishment of a specific project fund. **Other Bond Funds** are the Park Improvement Fund, the General Government Capital Outlay Fund, the 1993 School Improvement Bond Fund, Aviation Bond Funds, and Water and Wastewater Bond Funds. These funds account for proceeds used in obtaining, renovating, and constructing major fixed assets.

The **Bond Sinking** Funds are legally required accounting entities to ensure the allocation of principal and interest payments due for the protection of the bond holders. The money for these funds is raised through a special City Bond Tax levy against real and personal property. The millage associated with this levy is determined as the rate which will allow the City to make principal and interest payments for the upcoming fiscal year. The funds raised through this tax levy are to be used only for the retirement of City and Board of Education outstanding bond issues. There is provision for appropriation to sinking funds to allow the City to make principal and interest payments to the paying agent on a timely

basis as the amounts become due. The interest payments are due semi-annually, requiring payment by the City before the receipt from Fulton County of the tax revenues. Therefore, it is necessary to maintain reserves that allow the City to make these interest payments when they are due.

The City of Atlanta faces an infrastructure backlog of more than \$900 million. To address the City's most pressing infrastructure challenges such as improving our City's roads, bridges, sidewalks and upgrade critical public buildings and facilities, the citizens of Atlanta approved an infrastructure bond referendum to pay for these repairs and improvements. The referendum passed with 88% approval from Atlanta's voters in a special election on March 17, 2015.

The **2015 Renew Atlanta Infrastructure Bond** consisted of \$186 million of bond proceeds for the acquisition, construction, reconstruction, renovation, repair, and improvement of public streets and traffic control infrastructure and equipment. Other public improvements include curbing, storm water drainage, street name and directional signage, bridges, viaducts, streetlights, sidewalks, bicycle lanes, and transit stops so as to improve the pedestrian and transit environment. \$64 million of the bond proceeds are for costs of the acquisition, construction, reconstruction, renovation, repair, improvement, critical maintenance and equipping of municipal facilities, including buildings, recreation centers and other facilities. The completion of both the transportation and facilities improvement projects will enable the City to be in compliance with the Americans with Disabilities Act of 1990. Finally, \$2 million of the bond proceeds consist of payments for all cost associated with the bonds issuance.

## RENEWAL AND EXTENSION

The **Airport** Renewal and Extension Fund accounts for the disbursement of funds received from the Airport Revenue Fund to be used for replacement, additions, extensions, and improvements at the Hartsfield-Jackson Atlanta International Airport. The major projects that were funded by all of the Airport Capital funds were: (1) Maynard Holbrook Jackson International Terminal project; (2) Consolidated Rental Car Facility (CONRAC) Project; (3) Airport People Mover (APM) and Roadway for CONRAC Project; (4) Airfield Improvements; (5) Pavement Replacement; (6) Runway Extensions; (7) Central Passenger Terminal Complex (CPTC) Modifications and Upgrades; (8) Automated Guideway Transit System (AGTS) Improvements and Upgrades, and (9) Mechanical Electrical Plumbing (MEP) Improvements and Upgrades.

The City owns and operates a drinking water supply, treatment and distribution system, and a wastewater collection and treatment system. The **Department of Watershed Management** is reported as an enterprise fund of the City. The Department is supported using revenues derived from a mix of wholesale and retail rates and charges for water and wastewater services and Municipal Option Sales Tax (MOST) receipts. The Department's Capital Improvement Program (CIP) is funded by a combination of Georgia Environmental Facilities Authority loans, water and wastewater system revenue bonds and amounts held in the Renewal and Extension Fund.

The **Solid Waste R&E** fund supports equipment purchases. The **Building Permits** fund was dissolved in Fiscal Year 2017 per Ordinance 16-O-1422.

## TAX ALLOCATION DISTRICT FUNDS

A **Tax Allocation District (TAD)** is established for the purpose of catalyzing investment by financing certain redevelopment activities in underdeveloped or blighted areas using public dollars. Redevelopment costs are financed through the pledge of future incremental increases in property taxes generated by the resulting new development. Typically, upon creation, TADs have vacant commercial and residential properties, blighted conditions and

numerous vacant buildings or are in need of significant environmental remediation.

The Georgia Redevelopment Powers Law was enacted in 1985 to give additional powers to local municipalities in order to facilitate the redevelopment of blighted or economically depressed areas. One of the powers granted to local governments in this law was to issue tax allocation bonds to finance infrastructure and other redevelopment costs within a tax allocation district. In 1986 the City of Atlanta held a referendum on TADs that resulted in the City's ability to establish districts.

In order for an area to be designated a TAD, the government must verify that the area is in need of redevelopment. However, the area is not required to be blighted, which is a requirement in many states. These findings are reported in a Redevelopment Plan, which demonstrates why the area needs to be redeveloped and how the municipality plans to revitalize the area. The Plan provides the redevelopment agency with the powers to improve dilapidated facilities and to use tax increment financing to achieve the goals of the Redevelopment Plan. The City of Atlanta adopts enabling legislation which approves the Redevelopment Plan and establishes the base value for the district. The other local taxing entities, Atlanta Public Schools, and Fulton County are consenting jurisdictions that have the option to participate in the TAD.

The **Atlanta Beltline** Tax Allocation District was established to assure that the City of Atlanta maintains its historical position as the commercial center of the region and provides an alternative to the continued sprawling patterns of development in the region. The City recognizes that new streetscapes, sidewalks, parks, street-level retail, alternative transportation facilities, and new housing are needed to create an attractive and prosperous community. The Beltline TAD will focus on indirect incentives through the creation of public assets (parks, trails, transit, streetscapes, etc.) in addition to a small component of direct development incentives to catalyze the rehabilitation and redevelopment of areas within the Beltline TAD redevelopment area.

The **Atlantic Station** Tax Allocation District was established in 1999 to facilitate the redevelopment of a 138-acre brownfield site,

which had been contaminated due to almost a century of heavy industrial use. The redevelopment will make use of alternative transportation modes to minimize congestion, improve air quality, and connect major activity centers while also creating a 24-hour environment where one can live, work, and play. The project will ultimately include 1.6 million square feet of retail, 6 million square feet of office and entertainment space, over 4,000 residential units, and 1,150 hotel rooms.

Atlantic Station will lay the framework for a more pedestrian and transit-oriented city. This project will transform east/west links into more efficient, aesthetically pleasing transportation corridors and create a financing vehicle for a mass transit link between the Arts Center MARTA Station and points beyond. The TAD will also facilitate the redevelopment of area corridors, including the 17th Street Bridge, and improve infrastructure throughout the redevelopment district.

The **Campbellton Road** Tax Allocation District was created in late 2006 and its vision is to create a financial incentive to help support the creation of public-private partnerships to facilitate the resurgence of the area by encouraging new substantial, private commercial investment. The TAD will help establish the framework for new redevelopment opportunities and investment covering a major arterial linking downtown to the neighborhoods in the southwest area of the City and provide an important economic incentive to enhance the market competitiveness of a large area in southwestern Atlanta.

The TAD was established with the goal of spurring private, commercial redevelopment activity along the corridor in much the same way existing TADs have attracted projects and promoted significant growth and redevelopment in other parts of the City. The proposed TAD incentives will help this key southwest corridor compete for new development opportunities that might otherwise locate outside of the City. The TAD area consists of approximately 1,433 acres with 585 individual parcels along Campbellton Road and within five identified development sub-areas. The district falls within Neighborhood Planning Units P, R, S and X.

The **Eastside** Tax Allocation District was established in 2003 to join the Westside TAD in allowing the City to rebuild its Downtown

streetscapes and improve its road and utility infrastructure, making Atlanta a more enjoyable place to live, work and play. The Eastside TAD is essential in ensuring that the City of Atlanta maintains its historical position as the commercial center of the metro region. The Eastside TAD, in conjunction with the Westside TAD, will create incentives for new Downtown housing and attract the critical mass of permanent residents needed to make Downtown a vibrant 24-hour activity center. Through carefully planned new development and key quality-of-life infrastructure investments (such as new pedestrian oriented streetscapes and public parking decks), the Eastside TAD will help to create an attractive, walkable Downtown.

Creation of the Eastside TAD also ensures that the City is promoting truly balanced economic growth by directing one of its most effective economic development efforts toward distressed neighborhoods that have suffered from a history of neglect. The TAD can provide initial funding to jumpstart the revitalization of Atlanta's most historic neighborhood – Sweet Auburn – as well as one of its most frequently traveled streets, the Memorial Drive/Martin Luther King Jr. Drive corridor. The Memorial Drive/MLK communities have an ambitious, thoughtfully conceived master plan in need of implementation funds. Funding for substantial infrastructure improvements is also essential to the redevelopment of the Atlanta Housing Authority's Grady Homes and Capitol Homes into viable mixed-income communities.

The **Hollowell/M.L. King** Tax Allocation District was created in late 2006 and its goal is to encourage private investment in the City's west and northwest sectors by offering financing incentives that will help ameliorate the current conditions contributing to disinvestment and marginal use of property within the district. The TAD will provide financial incentive to help support new developments that will spur more desirable and sustainable, market-based commercial and residential development in this area. With careful planning and guidance, both Hollowell Parkway and Martin Luther King Jr. Drive – and their surrounding communities – can be transformed into desirable, viable commercial and pedestrian-friendly communities.

The TAD will strengthen the City's ability to promote economic growth by directing key economic development tools toward revitalizing a collection of neighborhoods that have been

identified by the City as being in need of such support. The TAD area consists of approximately 886 acres within three identified development sub-areas and falls within Neighborhood Planning Units G, H, I, J and K. The primary purpose of the TAD is to stimulate commercial redevelopment and create a vibrant retail corridor.

The **Metropolitan Parkway** Tax Allocation District was created in late 2006 and its basic purpose is to generate public-private partnerships that will facilitate development activity in one of the City's prime redevelopment sites within its southern sector. This TAD will help balance the disinvestment and general lack of new development during the past three decades within the Metropolitan Parkway area with the new development and private investment occurring in many of Atlanta's other in town communities. The TAD will encourage new commercial construction within the Metropolitan Parkway Corridor and help accomplish the following goals:

- Promote the development of infrastructure and amenities such as parks and plazas to encourage and support all elements critical to building a sustainable community comprised of neighborhoods that express their character through quality community gathering places, people and pedestrian-friendly environments.
- Allow for the development of primarily commercial infill and mixed-use projects that actively protect environmental resources to eliminate the development gaps that divide these communities.
- Provide funding for additional roadway and transportation-oriented improvements that will address current and projected traffic congestion and improve access to transit facilities by encouraging appropriate intensities of development and an efficient mix of uses within transit areas.

The TAD contains approximately 1,023 acres in the southwest quadrant of Atlanta and includes portions of Neighborhood Planning Units X, Y & Z.

The **Perry-Bolton/Northwest Atlanta** Tax Allocation District was established in 2002 to make possible the redevelopment of over 500 acres of under-developed real estate in Northwest Atlanta. In particular, redevelopment of the Perry Homes public housing development will transform an area once filled with derelict properties and old apartments into a vibrant, mixed-use, mixed-income community that will

improve the economic standing of the City. Upon completion, West Highlands at Heman E. Perry Boulevard will include over 650 new single family homes, 700 apartments, a multi-use trail built and maintained by the PATH foundation and new parks and greenspace.

The TAD will provide the stimulus for development of new retail and service businesses in an underserved area and funding for implementation of the Bolton/Marietta Atlanta Regional Commission's (ARC) Livable Centers Initiative plan, the Hollywood Road vision and plan, and other corridor improvements. Improved transportation and related infrastructure, neighborhood-serving retail and other pedestrian-friendly enhancements will attract community-building investments and new development. Additionally, funding will be provided for infrastructure improvements and affordable housing in Carver Hills, Almond Park, and surrounding neighborhoods.

The purpose of the **Princeton Lakes** Tax Allocation District is to spur the development of an ambitious live, work and play community in Southwest Atlanta. Established in 2002 to revitalize a traditionally underserved area, the TAD will facilitate the development of more than 400 acres into a pedestrian-friendly, mixed-use commercial, retail, residential and public use project.

Challenges presented by the property include: steep-sloped topography, location within a 100-year flood plain and related environmental degradation in addition to a lack of infrastructure. The TAD does not have the necessary streets, bridges, traffic control devices, sanitary or storm sewers, water supply, or storm water detention facilities which must be provided in order for development to occur. The development team plans to provide sidewalks, trails, landscaping, parks, and lakes for the benefit of the community and its visitors.

The **Stadium Neighborhoods** Tax Allocation District was created in late 2006 and its basic purpose is to create a major financial incentive that would support the creation of an effective public-private partnership to facilitate the resurgence and redevelopment of the area closest to I-75 and Turner Field by encouraging substantial new development. The TAD would

establish the framework for new redevelopment opportunities and investment including portions of Summerhill and Mechanicsville neighborhoods and provide an important economic incentive to enhance the market competitiveness of the greater Stadium Neighborhoods area.

The TAD incentives will allow this key area just south of the Central Business District to compete aggressively for new development opportunities that might otherwise locate outside of the City. The TAD area consists of approximately 391 acres with 671 individual parcels located in the areas around Turner Field.

The **Westside** Tax Allocation District was expanded in 1998 in order to support efforts that are currently underway to remove blighted conditions and expand redevelopment efforts to adjacent residential areas of Vine City and English Avenue. The TAD also seeks to capitalize on the opportunity to revitalize the land surrounding the new Centennial Olympic Park and foster the development of connections between the Central Business District, Clark Atlanta University Center, the Georgia Tech Campus, and adjoining neighborhoods by promoting improved transportation corridors, safer streets, and streetscaping for pedestrians, and greenway trails.

The TAD will facilitate the development of infill projects to eliminate the development gaps which exists because of inadequate and aging sewers, property acquisition and assemblage costs, and perceived environmental contamination. Through the development of linkages, infrastructure, and infill development this TAD encourages and supports new and existing businesses, new and renovated housing, and the support services that will help build a sustainable community.



# RENEW ATLANTA/TSPLOST

## Mission Statement

The Mission of the Renew Atlanta Bond Program and upcoming TSPLOST program is to deliver high quality, cost effective infrastructure projects to meet infrastructure backlog needs throughout the City. Strong community partnerships, transparent policies, and sustainable procedures utilizing a performance driven workforce ensure that increased mobility, public safety, health, and wellness for the City of Atlanta are accomplished.

The Renew Atlanta Bond Program is a \$250 million infrastructure improvement citywide program. It is the most significant investment in Atlanta's above ground infrastructure in more than a decade and a first step toward resolving a \$900 million backlog. Mayor Kasim Reed, alongside the Atlanta City Council, worked to develop this program which is addressing Atlanta's most critical infrastructure needs. The program was developed through years of research, with extensive community input and includes resurfacing, signal modernization, Complete Streets, sidewalks and ADA improvements as well as building improvements in Public Safety, Parks and Recreation and City facilities. Restoration of public art is also included.

TSPLOST, a \$300 million infrastructure program approved by the voters in November 2016, will begin in May 2017. Included in the project list is right of way and lighting funding for the Atlanta Beltline, Complete Streets, multi-use trails, sidewalks and streetscapes, neighborhood greenways, street, capacity and vehicular improvements, signal coordination, project scoping and engineering studies, Relay Bike Share, and partnerships and matching funding. The referendum approval, coupled with implementation by MARTA of their transit expansion referendum, will implement high priority projects from the Connect Atlanta Plan, the City's comprehensive transportation plan, the

Atlanta Streetcar System Plan, and Concept 3, the Atlanta region's transit plan, and more than a dozen neighborhood and community plans that have been adopted in the last six years.

## Vision Statement

To ensure high quality, cost effective infrastructure improvements that creatively meets the City's current and future challenges and opportunities with a transparent approach and strong public outreach.

## Core Functions

- Renew Atlanta Bond Vertical and Horizontal project development and delivery
- TSPLOST project development and delivery

## Summary of Operations

The Renew Atlanta Bond and TSPLOST programs are delivered by our team of both City staff and program management team consultants, combined to offer the most cost efficient and effective management model.

## Office/Programs Descriptions

The General Manager provides leadership to the overall program development and delivery including supporting administrative services such as human resource management; public relations & community outreach; budget and fiscal management; information technology; contracts and procurement; performance management and coordination of legislative affairs for the programs.

Renew Atlanta is comprised of both Horizontal and Vertical Portfolios. Each is supported by a Program Management Officer. Of the total \$250 million Renew Atlanta bond program, the

Horizontal Program represents over \$184 million and the Vertical Program totals nearly \$66 million.

### **Goals**

The Renew Atlanta Bond Program has a goal to have \$167.5 million under contract by the end of 2017. The Proctor Creek Greenway project, among about a dozen others in the TSPLOST program, will be underway by the end of 2017.

- Martin Luther King, Jr. Aquatic and Recreation Center completion.
- Ongoing public safety facility upgrades.
- Art restoration projects completion.

### **FY2017 Accomplishments**

- \$15M resurfacing under contract.
- Installed/replaced solar powered school beacons at 44 schools.
- 262 signal upgrades along state routes throughout Atlanta.
- 169 signal upgrades within Downtown Atlanta.
- 115 signal upgrades within Midtown Atlanta.
- 157 signal upgrades at various Atlanta locations.
- Completed installation of new video wall in Operation Shield Video Integration Center.
- 20 Video Integration Center (VIC) 4G cameras and E-911 Comprehensive IT Strategic Plan for the City's 9-1-1 center.
- Closed-circuit television (CCTV) expansion in APD Zone 6.
- 4 key art restoration projects: "Lifting the Veil", "Tree of Life and Kan", "Evolution" Mural, "Attaining Goals".

### **FY2018 Adopted Program Highlights**

- Cascade resurfacing, signal modernization and Phase 1 lighting/sidewalks by the end of 2017.
- North Avenue Smart Corridor groundbreaking September 2017.
- Ongoing Smart Corridor development including downtown event and stadium areas, Buckhead Loop, and Campbellton Road.
- Resurfacing in FY2018 \$20M under contract.
- 316 signal upgrades throughout Atlanta.
- Monroe/ Boulevard Complete Street in design.
- DeKalb Complete Street in design.
- TSPLOST project development and implementation start up.
- Continued Diversity Participation – Currently 37.8% goal against 58% diversity payments issued.





## FY18 CAPITAL BUDGET STATUS TSPLOST Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	53,000,000	53,000,000	53,000,000	53,000,000	53,000,000	\$265,000,000
Expenses	53,000,000	53,000,000	53,000,000	53,000,000	53,000,000	\$265,000,000
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	53,000,000	53,000,000	53,000,000	53,000,000	53,000,000	\$265,000,000
<b>Revenues</b>	\$53,000,000	\$53,000,000	\$53,000,000	\$53,000,000	\$53,000,000	\$265,000,000
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	53,000,000	53,000,000	53,000,000	53,000,000	53,000,000	\$265,000,000
<b>Total City Wide</b>	\$53,000,000	\$53,000,000	\$53,000,000	\$53,000,000	\$53,000,000	\$265,000,000



## FY18 CAPITAL BUDGET STATUS TSPLOST Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Non-Departmental						
Default - 000000	53,000,000	53,000,000	53,000,000	53,000,000	53,000,000	\$265,000,000
Sub-Total	\$53,000,000	\$53,000,000	\$53,000,000	\$53,000,000	\$53,000,000	\$265,000,000
<b>Total City Wide</b>	\$53,000,000	\$53,000,000	\$53,000,000	\$53,000,000	\$53,000,000	\$265,000,000



## FY18 CAPITAL BUDGET STATUS TSPLOST Capital Project Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	53,000,000	53,000,000	53,000,000	53,000,000	53,000,000	\$265,000,000
Expenses	53,000,000	53,000,000	53,000,000	53,000,000	53,000,000	\$265,000,000
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	53,000,000	53,000,000	53,000,000	53,000,000	53,000,000	\$265,000,000
<b>Revenues</b>	\$53,000,000	\$53,000,000	\$53,000,000	\$53,000,000	\$53,000,000	\$265,000,000
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	53,000,000	53,000,000	53,000,000	53,000,000	53,000,000	\$265,000,000
<b>Total City Wide</b>	\$53,000,000	\$53,000,000	\$53,000,000	\$53,000,000	\$53,000,000	\$265,000,000



## FY18 CAPITAL BUDGET STATUS TSPLOST Capital Project Fund

PROJECT TOTALS BY DEPARTMENT

Non-Departmental

Default - 000000

Sub-Total

**Total City Wide**

	FY18	FY19	FY20	FY21	FY22	Total
	53,000,000	53,000,000	53,000,000	53,000,000	53,000,000	\$265,000,000
	\$53,000,000	\$53,000,000	\$53,000,000	\$53,000,000	\$53,000,000	\$265,000,000
	\$53,000,000	\$53,000,000	\$53,000,000	\$53,000,000	\$53,000,000	\$265,000,000



## FY18 CAPITAL BUDGET STATUS Atlantic Station Tad Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	74,386,515	21,158,022	21,574,873	22,206,555	22,848,751	\$162,174,716
Expenses	74,386,515	21,158,022	21,574,873	22,206,555	22,848,751	\$162,174,716
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
	FY18	FY19	FY20	FY21	FY22	Total
Taxes	20,184,207	20,161,590	20,774,873	21,406,555	22,048,751	\$104,575,976
Investment Income	800,000	800,000	800,000	800,000	800,000	\$4,000,000
Miscellaneous Revenues	53,402,308	196,432	-	-	-	\$53,598,740
<b>Revenues</b>	\$74,386,515	\$21,158,022	\$21,574,873	\$22,206,555	\$22,848,751	\$162,174,716
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
	FY18	FY19	FY20	FY21	FY22	Total
Non-Departmental	74,386,515	21,158,022	21,574,873	22,206,555	22,848,751	\$162,174,716
<b>Total City Wide</b>	\$74,386,515	\$21,158,022	\$21,574,873	\$22,206,555	\$22,848,751	\$162,174,716



## FY18 CAPITAL BUDGET STATUS Atlantic Station Tad Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Non-Departmental						
Default - 000000	74,386,515	21,158,022	21,574,873	22,206,555	22,848,751	\$162,174,716
Sub-Total	\$74,386,515	\$21,158,022	\$21,574,873	\$22,206,555	\$22,848,751	\$162,174,716
<b>Total City Wide</b>	<b>\$74,386,515</b>	<b>\$21,158,022</b>	<b>\$21,574,873</b>	<b>\$22,206,555</b>	<b>\$22,848,751</b>	<b>\$162,174,716</b>



## FY18 CAPITAL BUDGET STATUS Westside Tad Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	83,725,316	26,996,186	27,141,932	26,415,849	27,340,984	\$191,620,267
Expenses	83,725,316	26,996,186	27,141,932	26,415,849	27,340,984	\$191,620,267
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Taxes	15,233,827	15,994,856	16,778,716	17,586,092	18,417,689	\$84,011,180
Charges For Services	36,000	36,000	36,000	36,000	36,000	\$180,000
Investment Income	12,000	12,000	12,000	12,000	12,000	\$60,000
Miscellaneous Revenues	68,443,489	10,953,330	10,315,216	8,781,757	8,875,295	\$107,369,087
<b>Revenues</b>	<b>\$83,725,316</b>	<b>\$26,996,186</b>	<b>\$27,141,932</b>	<b>\$26,415,849</b>	<b>\$27,340,984</b>	<b>\$191,620,267</b>
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	83,725,316	26,996,186	27,141,932	26,415,849	27,340,984	\$191,620,267
<b>Total City Wide</b>	<b>\$83,725,316</b>	<b>\$26,996,186</b>	<b>\$27,141,932</b>	<b>\$26,415,849</b>	<b>\$27,340,984</b>	<b>\$191,620,267</b>



## FY18 CAPITAL BUDGET STATUS Westside Tad Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Non-Departmental						
Default - 000000	83,725,316	26,996,186	27,141,932	26,415,849	27,340,984	\$191,620,267
Sub-Total	\$83,725,316	\$26,996,186	\$27,141,932	\$26,415,849	\$27,340,984	\$191,620,267
<b>Total City Wide</b>	\$83,725,316	\$26,996,186	\$27,141,932	\$26,415,849	\$27,340,984	\$191,620,267





## FY18 CAPITAL BUDGET STATUS Nw Atlanta Tad Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	14,778,022	3,143,008	3,300,942	3,463,615	3,631,167	\$28,316,754
Expenses	14,778,022	3,143,008	3,300,942	3,463,615	3,631,167	\$28,316,754
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Taxes	3,031,876	3,135,582	3,293,293	3,455,736	3,623,052	\$16,539,539
Investment Income	7,210	7,426	7,649	7,879	8,115	\$38,279
Miscellaneous Revenues	11,738,936	-	-	-	-	\$11,738,936
<b>Revenues</b>	\$14,778,022	\$3,143,008	\$3,300,942	\$3,463,615	\$3,631,167	\$28,316,754
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	14,778,022	3,143,008	3,300,942	3,463,615	3,631,167	\$28,316,754
<b>Total City Wide</b>	\$14,778,022	\$3,143,008	\$3,300,942	\$3,463,615	\$3,631,167	\$28,316,754



## FY18 CAPITAL BUDGET STATUS Nw Atlanta Tad Fund

PROJECT TOTALS BY DEPARTMENT	FY18	FY19	FY20	FY21	FY22	Total
Non-Departmental						
Default - 000000	14,778,022	3,143,008	3,300,942	3,463,615	3,631,167	\$28,316,754
Sub-Total	\$14,778,022	\$3,143,008	\$3,300,942	\$3,463,615	\$3,631,167	\$28,316,754
<b>Total City Wide</b>	<b>\$14,778,022</b>	<b>\$3,143,008</b>	<b>\$3,300,942</b>	<b>\$3,463,615</b>	<b>\$3,631,167</b>	<b>\$28,316,754</b>



## FY18 CAPITAL BUDGET STATUS Princeton Lakes Tad Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	7,457,497	2,075,520	2,138,141	1,040,968	1,072,331	\$13,784,457
Expenses	7,457,497	2,075,520	2,138,141	1,040,968	1,072,331	\$13,784,457
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Taxes	1,986,899	2,073,420	2,136,041	1,038,868	1,070,231	\$8,305,459
Investment Income	700	700	700	700	700	\$3,500
Miscellaneous Revenues	5,469,898	1,400	1,400	1,400	1,400	\$5,475,498
<b>Revenues</b>	\$7,457,497	\$2,075,520	\$2,138,141	\$1,040,968	\$1,072,331	\$13,784,457
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	7,457,497	2,075,520	2,138,141	1,040,968	1,072,331	\$13,784,457
<b>Total City Wide</b>	\$7,457,497	\$2,075,520	\$2,138,141	\$1,040,968	\$1,072,331	\$13,784,457



## FY18 CAPITAL BUDGET STATUS Princeton Lakes Tad Fund

PROJECT TOTALS BY DEPARTMENT

Non-Departmental

Default - 000000

Sub-Total

**Total City Wide**

	FY18	FY19	FY20	FY21	FY22	Total
	7,457,497	2,075,520	2,138,141	1,040,968	1,072,331	\$13,784,457
	\$7,457,497	\$2,075,520	\$2,138,141	\$1,040,968	\$1,072,331	\$13,784,457
	\$7,457,497	\$2,075,520	\$2,138,141	\$1,040,968	\$1,072,331	\$13,784,457



## FY18 CAPITAL BUDGET STATUS Eastside Tad Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	101,216,517	15,044,081	15,807,378	16,593,574	17,403,350	\$166,064,900
Expenses	101,216,517	15,044,081	15,807,378	16,593,574	17,403,350	\$166,064,900
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Taxes	13,231,830	14,874,081	15,637,378	16,423,574	17,233,350	\$77,400,213
Investment Income	170,000	170,000	170,000	170,000	170,000	\$850,000
Miscellaneous Revenues	87,814,687	-	-	-	-	\$87,814,687
<b>Revenues</b>	\$101,216,517	\$15,044,081	\$15,807,378	\$16,593,574	\$17,403,350	\$166,064,900
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	101,216,517	15,044,081	15,807,378	16,593,574	17,403,350	\$166,064,900
<b>Total City Wide</b>	\$101,216,517	\$15,044,081	\$15,807,378	\$16,593,574	\$17,403,350	\$166,064,900



## FY18 CAPITAL BUDGET STATUS Eastside Tad Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Non-Departmental						
Default - 000000	101,216,517	15,044,081	15,807,378	16,593,574	17,403,350	\$166,064,900
Sub-Total	\$101,216,517	\$15,044,081	\$15,807,378	\$16,593,574	\$17,403,350	\$166,064,900
<b>Total City Wide</b>	<b>\$101,216,517</b>	<b>\$15,044,081</b>	<b>\$15,807,378</b>	<b>\$16,593,574</b>	<b>\$17,403,350</b>	<b>\$166,064,900</b>



## FY18 CAPITAL BUDGET STATUS Atlanta Beltline Tad

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	122,542,715	34,580,680	36,202,534	37,873,043	39,593,668	\$270,792,640
Expenses	122,542,715	34,580,680	36,202,534	37,873,043	39,593,668	\$270,792,640
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Taxes	33,002,064	34,576,680	36,198,534	37,869,043	39,589,668	\$181,235,989
Investment Income	4,000	4,000	4,000	4,000	4,000	\$20,000
Miscellaneous Revenues	89,536,651	-	-	-	-	\$89,536,651
<b>Revenues</b>	\$122,542,715	\$34,580,680	\$36,202,534	\$37,873,043	\$39,593,668	\$270,792,640
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	122,542,715	34,580,680	36,202,534	37,873,043	39,593,668	\$270,792,640
<b>Total City Wide</b>	\$122,542,715	\$34,580,680	\$36,202,534	\$37,873,043	\$39,593,668	\$270,792,640



## FY18 CAPITAL BUDGET STATUS Atlanta Beltline Tad

PROJECT TOTALS BY DEPARTMENT

Non-Departmental

Default - 000000

Sub-Total

**Total City Wide**

	FY18	FY19	FY20	FY21	FY22	Total
	122,542,715	34,580,680	36,202,534	37,873,043	39,593,668	\$270,792,640
	\$122,542,715	\$34,580,680	\$36,202,534	\$37,873,043	\$39,593,668	\$270,792,640
	\$122,542,715	\$34,580,680	\$36,202,534	\$37,873,043	\$39,593,668	\$270,792,640





## FY18 CAPITAL BUDGET STATUS Campbellton Road Tad Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	4,001,032	360,026	433,386	508,946	586,773	\$5,890,163
Expenses	4,001,032	360,026	433,386	508,946	586,773	\$5,890,163
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Taxes	894,710	359,326	432,686	508,246	586,073	\$2,781,041
Investment Income	700	700	700	700	700	\$3,500
Miscellaneous Revenues	3,105,622	-	-	-	-	\$3,105,622
<b>Revenues</b>	\$4,001,032	\$360,026	\$433,386	\$508,946	\$586,773	\$5,890,163
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	4,001,032	360,026	433,386	508,946	586,773	\$5,890,163
<b>Total City Wide</b>	\$4,001,032	\$360,026	\$433,386	\$508,946	\$586,773	\$5,890,163



## FY18 CAPITAL BUDGET STATUS Campbellton Road Tad Fund

PROJECT TOTALS BY DEPARTMENT

Non-Departmental

Default - 000000

Sub-Total

**Total City Wide**

	FY18	FY19	FY20	FY21	FY22	Total
	4,001,032	360,026	433,386	508,946	586,773	\$5,890,163
	\$4,001,032	\$360,026	\$433,386	\$508,946	\$586,773	\$5,890,163
	\$4,001,032	\$360,026	\$433,386	\$508,946	\$586,773	\$5,890,163



## FY18 CAPITAL BUDGET STATUS Hollowell/M.L. King Tad Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	3,319,039	378,636	408,409	439,075	470,664	\$5,015,823
Expenses	3,319,039	378,636	408,409	439,075	470,664	\$5,015,823
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Taxes	349,131	378,036	407,809	438,475	470,064	\$2,043,515
Investment Income	600	600	600	600	600	\$3,000
Miscellaneous Revenues	2,969,308	-	-	-	-	\$2,969,308
<b>Revenues</b>	\$3,319,039	\$378,636	\$408,409	\$439,075	\$470,664	\$5,015,823
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	3,319,039	378,636	408,409	439,075	470,664	\$5,015,823
<b>Total City Wide</b>	\$3,319,039	\$378,636	\$408,409	\$439,075	\$470,664	\$5,015,823



## FY18 CAPITAL BUDGET STATUS Hollowell/M.L. King Tad Fund

PROJECT TOTALS BY DEPARTMENT

Non-Departmental

Default - 000000

Sub-Total

**Total City Wide**

	FY18	FY19	FY20	FY21	FY22	Total
	3,319,039	378,636	408,409	439,075	470,664	\$5,015,823
	<b>\$3,319,039</b>	<b>\$378,636</b>	<b>\$408,409</b>	<b>\$439,075</b>	<b>\$470,664</b>	<b>\$5,015,823</b>
	<b>\$3,319,039</b>	<b>\$378,636</b>	<b>\$408,409</b>	<b>\$439,075</b>	<b>\$470,664</b>	<b>\$5,015,823</b>



## FY18 CAPITAL BUDGET STATUS Metropolitan Parkway Tad Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	1,764,938	206,494	236,438	267,280	299,049	\$2,774,199
Expenses	1,764,938	206,494	236,438	267,280	299,049	\$2,774,199
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Taxes	177,021	206,094	236,038	266,880	298,649	\$1,184,682
Investment Income	400	400	400	400	400	\$2,000
Miscellaneous Revenues	1,587,517	-	-	-	-	\$1,587,517
<b>Revenues</b>	\$1,764,938	\$206,494	\$236,438	\$267,280	\$299,049	\$2,774,199
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	1,764,938	206,494	236,438	267,280	299,049	\$2,774,199
<b>Total City Wide</b>	\$1,764,938	\$206,494	\$236,438	\$267,280	\$299,049	\$2,774,199



## FY18 CAPITAL BUDGET STATUS Metropolitan Parkway Tad Fund

PROJECT TOTALS BY DEPARTMENT

Non-Departmental

Default - 000000

Sub-Total

**Total City Wide**

	FY18	FY19	FY20	FY21	FY22	Total
	1,764,938	206,494	236,438	267,280	299,049	\$2,774,199
	\$1,764,938	\$206,494	\$236,438	\$267,280	\$299,049	\$2,774,199
	\$1,764,938	\$206,494	\$236,438	\$267,280	\$299,049	\$2,774,199



## FY18 CAPITAL BUDGET STATUS Stadium Neighborhoods Tad Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	200,855	37,335	53,206	69,552	86,308	\$447,256
Expenses	200,855	37,335	53,206	69,552	86,308	\$447,256
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Taxes	21,927	37,335	53,206	69,552	86,308	\$268,328
Miscellaneous Revenues	178,928	-	-	-	-	\$178,928
<b>Revenues</b>	\$200,855	\$37,335	\$53,206	\$69,552	\$86,308	\$447,256
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	200,855	37,335	53,206	69,552	86,308	\$447,256
<b>Total City Wide</b>	\$200,855	\$37,335	\$53,206	\$69,552	\$86,308	\$447,256



## FY18 CAPITAL BUDGET STATUS Stadium Neighborhoods Tad Fund

PROJECT TOTALS BY DEPARTMENT

Non-Departmental

Default - 000000

Sub-Total

**Total City Wide**

	FY18	FY19	FY20	FY21	FY22	Total
	200,855	37,335	53,206	69,552	86,308	\$447,256
	\$200,855	\$37,335	\$53,206	\$69,552	\$86,308	\$447,256
	\$200,855	\$37,335	\$53,206	\$69,552	\$86,308	\$447,256





## FY18 CAPITAL BUDGET STATUS 1993 School Improvement Bond

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	20,289	-	-	-	-	\$20,289
Expenses	20,289	-	-	-	-	\$20,289
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	20,289	-	-	-	-	\$20,289
<b>Revenues</b>	\$20,289	-	-	-	-	\$20,289
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	20,289	-	-	-	-	\$20,289
<b>Total City Wide</b>	\$20,289	-	-	-	-	\$20,289



## FY18 CAPITAL BUDGET STATUS 1993 School Improvement Bond

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Non-Departmental						
Default - 000000	20,289	-	-	-	-	\$20,289
Sub-Total	\$20,289	-	-	-	-	\$20,289
<b>Total City Wide</b>	\$20,289	-	-	-	-	\$20,289



## FY18 CAPITAL BUDGET STATUS 1994 Referendum G.O. Bond Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	366,093	-	-	-	-	\$366,093
Expenses	366,093	-	-	-	-	\$366,093
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	366,093	-	-	-	-	\$366,093
<b>Revenues</b>	\$366,093	-	-	-	-	\$366,093
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	366,093	-	-	-	-	\$366,093
<b>Total City Wide</b>	\$366,093	-	-	-	-	\$366,093



## FY18 CAPITAL BUDGET STATUS 1994 Referendum G.O. Bond Fund

PROJECT TOTALS BY DEPARTMENT	FY18	FY19	FY20	FY21	FY22	Total
Non-Departmental						
Default - 000000	366,093	-	-	-	-	\$366,093
Sub-Total	\$366,093	-	-	-	-	\$366,093
<b>Total City Wide</b>	\$366,093	-	-	-	-	\$366,093



## FY18 CAPITAL BUDGET STATUS 1996 G.O. Public Improvement Bond Part B

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	32,518	-	-	-	-	\$32,518
Expenses	32,518	-	-	-	-	\$32,518
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	32,518	-	-	-	-	\$32,518
<b>Revenues</b>	\$32,518	-	-	-	-	\$32,518
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	32,518	-	-	-	-	\$32,518
<b>Total City Wide</b>	\$32,518	-	-	-	-	\$32,518



## FY18 CAPITAL BUDGET STATUS 1996 G.O. Public Improvement Bond Part B

PROJECT TOTALS BY DEPARTMENT	FY18	FY19	FY20	FY21	FY22	Total
Non-Departmental						
Default - 000000	32,518	-	-	-	-	\$32,518
Sub-Total	\$32,518	-	-	-	-	\$32,518
<b>Total City Wide</b>	\$32,518	-	-	-	-	\$32,518



## FY18 CAPITAL BUDGET STATUS 1997 G.O. Public Improvement Bond Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	250,896	-	-	-	-	\$250,896
Expenses	250,896	-	-	-	-	\$250,896
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	250,896	-	-	-	-	\$250,896
<b>Revenues</b>	\$250,896	-	-	-	-	\$250,896
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	250,896	-	-	-	-	\$250,896
<b>Total City Wide</b>	\$250,896	-	-	-	-	\$250,896



## FY18 CAPITAL BUDGET STATUS 1997 G.O. Public Improvement Bond Fund

	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>Total</u>
PROJECT TOTALS BY DEPARTMENT						
Non-Departmental						
Default - 000000	250,896	-	-	-	-	\$250,896
Sub-Total	\$250,896	-	-	-	-	\$250,896
<b>Total City Wide</b>	\$250,896	-	-	-	-	\$250,896





## FY18 CAPITAL BUDGET STATUS 2000 Park Improvement Bond Fd

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	11,977	-	-	-	-	\$11,977
Expenses	11,977	-	-	-	-	\$11,977
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	11,977	-	-	-	-	\$11,977
<b>Revenues</b>	\$11,977	-	-	-	-	\$11,977
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	11,977	-	-	-	-	\$11,977
<b>Total City Wide</b>	\$11,977	-	-	-	-	\$11,977



## FY18 CAPITAL BUDGET STATUS 2000 Park Improvement Bond Fd

	FY18	FY19	FY20	FY21	FY22	Total
PROJECT TOTALS BY DEPARTMENT						
Non-Departmental						
Default - 000000	11,977	-	-	-	-	\$11,977
Sub-Total	\$11,977	-	-	-	-	\$11,977
<b>Total City Wide</b>	\$11,977	-	-	-	-	\$11,977



## FY18 CAPITAL BUDGET STATUS 2001 Quality Of Life Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	52,492	-	-	-	-	\$52,492
Expenses	52,492	-	-	-	-	\$52,492
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	52,492	-	-	-	-	\$52,492
<b>Revenues</b>	\$52,492	-	-	-	-	\$52,492
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	52,492	-	-	-	-	\$52,492
<b>Total City Wide</b>	\$52,492	-	-	-	-	\$52,492



## FY18 CAPITAL BUDGET STATUS 2001 Quality Of Life Fund

PROJECT TOTALS BY DEPARTMENT

Non-Departmental

Default - 000000

Sub-Total

**Total City Wide**

	FY18	FY19	FY20	FY21	FY22	Total
	52,492	-	-	-	-	\$52,492
	\$52,492	-	-	-	-	\$52,492
	\$52,492	-	-	-	-	\$52,492



## FY18 CAPITAL BUDGET STATUS 2004 Quality Of Life Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	370,985	-	-	-	-	\$370,985
Expenses	370,985	-	-	-	-	\$370,985
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	370,985	-	-	-	-	\$370,985
<b>Revenues</b>	\$370,985	-	-	-	-	\$370,985
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	370,985	-	-	-	-	\$370,985
<b>Total City Wide</b>	\$370,985	-	-	-	-	\$370,985



## FY18 CAPITAL BUDGET STATUS 2004 Quality Of Life Fund

### PROJECT TOTALS BY DEPARTMENT

Non-Departmental

Default - 000000

Sub-Total

**Total City Wide**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>Total</b>
	370,985	-	-	-	-	\$370,985
	\$370,985	-	-	-	-	\$370,985
	\$370,985	-	-	-	-	\$370,985



## FY18 CAPITAL BUDGET STATUS 2005A Park Improvement Bond Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	4,743,812	4,182,632	-	-	-	\$8,926,444
Expenses	4,743,813	4,182,632	-	-	-	\$8,926,444
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	4,743,812	4,182,632	-	-	-	\$8,926,444
<b>Revenues</b>	<b>\$4,743,812</b>	<b>\$4,182,632</b>	-	-	-	<b>\$8,926,444</b>
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Dept Of Parks & Recreation	4,534,521	4,182,632	-	-	-	\$8,717,152
Non-Departmental	209,292	-	-	-	-	\$209,292
<b>Total City Wide</b>	<b>\$4,743,813</b>	<b>\$4,182,632</b>	-	-	-	<b>\$8,926,444</b>



## FY18 CAPITAL BUDGET STATUS 2005A Park Improvement Bond Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Dept Of Parks &amp; Recreation</b>						
Lighting Improvements, City-Wide - 100184	174,068	-	-	-	-	\$174,068
Construction Of Bldgs., City-Wide - 100229	1,236,802	1,236,802	-	-	-	\$2,473,603
Ground & Site Imprvs., City-Wide - 100247	2,945,830	2,945,830	-	-	-	\$5,891,660
City Wide Park Furniture & Play Equip. - 100271	177,821	-	-	-	-	\$177,821
Sub-Total	<u>\$4,534,521</u>	<u>\$4,182,632</u>	-	-	-	<u>\$8,717,152</u>
<b>Non-Departmental</b>						
Default - 000000	209,292	-	-	-	-	\$209,292
Sub-Total	<u>\$209,292</u>	-	-	-	-	<u>\$209,292</u>
<b>Total City Wide</b>	<u>\$4,743,813</u>	<u>\$4,182,632</u>	-	-	-	<u>\$8,926,444</u>





## FY18 CAPITAL BUDGET STATUS Public Safety Facility Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	5,510,644	-	-	-	-	\$5,510,644
Expenses	5,510,644	-	-	-	-	\$5,510,644
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Other Financing Sources	5,510,644	-	-	-	-	\$5,510,644
<b>Revenues</b>	\$5,510,644	-	-	-	-	\$5,510,644
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	5,510,644	-	-	-	-	\$5,510,644
<b>Total City Wide</b>	\$5,510,644	-	-	-	-	\$5,510,644



## FY18 CAPITAL BUDGET STATUS Public Safety Facility Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Non-Departmental						
Default - 000000	5,510,644	-	-	-	-	\$5,510,644
Sub-Total	\$5,510,644	-	-	-	-	\$5,510,644
<b>Total City Wide</b>	\$5,510,644	-	-	-	-	\$5,510,644



## FY18 CAPITAL BUDGET STATUS 2008A Quality Of Life Improvement Bond Fd

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	1,622,129	994,276	-	-	-	\$2,616,405
Expenses	1,622,129	994,276	-	-	-	\$2,616,405
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	1,622,129	994,276	-	-	-	\$2,616,405
<b>Revenues</b>	\$1,622,129	\$994,276	-	-	-	\$2,616,405
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Public Works	1,622,129	994,276	-	-	-	\$2,616,405
<b>Total City Wide</b>	\$1,622,129	\$994,276	-	-	-	\$2,616,405



## FY18 CAPITAL BUDGET STATUS 2008A Quality Of Life Improvement Bond Fd

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Public Works						
Fairburn Rd Bridge Row Acquisition - 102151	189,280	-	-	-	-	\$189,280
Greenscape Enhance (Cat. 2) - 110063	184,820	-	-	-	-	\$184,820
Sts,Brdgs,& Vias (Cat. 3) - 110064	505,848	505,848	-	-	-	\$1,011,696
Crosswalk Installation - 110074	234,547	234,547	-	-	-	\$469,093
Undes Sdwlk & Stscps (Cat. 1) - 110076	137,586	-	-	-	-	\$137,586
2008 Qol Bond Sidewalk Crews - 110265	253,882	253,882	-	-	-	\$507,764
Sidewalks - Ada Ramps - 110820	116,166	-	-	-	-	\$116,166
Sub-Total	\$1,622,129	\$994,276	-	-	-	\$2,616,405
<b>Total City Wide</b>	<b>\$1,622,129</b>	<b>\$994,276</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$2,616,405</b>



## FY18 CAPITAL BUDGET STATUS

### 2014a Park Improvement Revenue Refunding Bond

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	4,629,186	-	-	-	-	\$4,629,186
Expenses	4,629,186	-	-	-	-	\$4,629,186
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	4,629,186	-	-	-	-	\$4,629,186
<b>Revenues</b>	\$4,629,186	-	-	-	-	\$4,629,186
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Dept Of Parks & Recreation	4,629,186	-	-	-	-	\$4,629,186
<b>Total City Wide</b>	\$4,629,186	-	-	-	-	\$4,629,186



## FY18 CAPITAL BUDGET STATUS

### 2014a Park Improvement Revenue Refunding Bond

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Dept Of Parks & Recreation						
Default - 000000	4,629,186	-	-	-	-	\$4,629,186
Sub-Total	\$4,629,186	-	-	-	-	\$4,629,186
<b>Total City Wide</b>	\$4,629,186	-	-	-	-	\$4,629,186



## FY18 CAPITAL BUDGET STATUS 2015 Infrastructure Bond

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	81,472,300	63,079,567	36,045,467	-	-	\$180,597,334
Expenses	81,472,300	63,079,567	36,045,467	-	-	\$180,597,334
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	81,472,300	63,079,567	36,045,467	-	-	\$180,597,334
<b>Revenues</b>	\$81,472,300	\$63,079,567	\$36,045,467	-	-	\$180,597,334
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Public Works	81,102,300	63,079,567	36,045,467	-	-	\$180,227,334
Department Of Audit	370,000	-	-	-	-	\$370,000
<b>Total City Wide</b>	\$81,472,300	\$63,079,567	\$36,045,467	-	-	\$180,597,334



## FY18 CAPITAL BUDGET STATUS 2015 Infrastructure Bond

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Department Of Public Works</b>						
Transportation Infrastructure - 112184	60,783,899	47,276,366	27,015,066	-	-	\$135,075,332
District 1 - 112203	1,614,287	1,255,556	717,461	-	-	\$3,587,304
District 2 - 112204	1,841,858	1,432,556	818,604	-	-	\$4,093,018
District 3 - 112205	1,838,680	1,430,085	817,191	-	-	\$4,085,956
District 4 - 112206	1,841,858	1,432,556	818,604	-	-	\$4,093,018
District 5 - 112207	1,838,696	1,430,097	817,198	-	-	\$4,085,992
District 6 - 112208	1,838,824	1,430,197	817,255	-	-	\$4,086,276
District 7 - 112209	1,856,345	1,443,824	825,042	-	-	\$4,125,210
District 8 - 112210	1,835,692	1,427,760	815,863	-	-	\$4,079,315
District 9 - 112211	1,828,175	1,421,914	812,522	-	-	\$4,062,610
Council District 10 - 112212	1,004,308	781,128	446,359	-	-	\$2,231,795
District 11 - 112213	1,241,825	965,864	551,922	-	-	\$2,759,612
District 12 - 112214	1,737,853	1,351,664	772,379	-	-	\$3,861,896
<b>Sub-Total</b>	<b>\$81,102,300</b>	<b>\$63,079,567</b>	<b>\$36,045,467</b>	<b>-</b>	<b>-</b>	<b>\$180,227,334</b>
<b>Department Of Audit</b>						
Default - 000000	370,000	-	-	-	-	\$370,000
<b>Sub-Total</b>	<b>\$370,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$370,000</b>
<b>Total City Wide</b>	<b>\$81,472,300</b>	<b>\$63,079,567</b>	<b>\$36,045,467</b>	<b>-</b>	<b>-</b>	<b>\$180,597,334</b>





## FY18 CAPITAL BUDGET STATUS 2015 Municipal Facilities Bond Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	19,807,891	18,213,816	18,213,816	-	-	\$56,235,523
Expenses	19,807,891	18,213,816	18,213,816	-	-	\$56,235,523
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	19,807,891	18,213,816	18,213,816	-	-	\$56,235,523
<b>Revenues</b>	<b>\$19,807,891</b>	<b>\$18,213,816</b>	<b>\$18,213,816</b>	-	-	<b>\$56,235,523</b>
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Executive Offices	19,677,891	18,213,816	18,213,816	-	-	\$56,105,523
Department Of Audit	130,000	-	-	-	-	\$130,000
<b>Total City Wide</b>	<b>\$19,807,891</b>	<b>\$18,213,816</b>	<b>\$18,213,816</b>	-	-	<b>\$56,235,523</b>



## FY18 CAPITAL BUDGET STATUS 2015 Municipal Facilities Bond Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Executive Offices</b>						
Municipal Facilities - 112217	13,104,456	13,104,456	13,104,456	-	-	\$39,313,369
District 1-Facilities - 112221	397,583	397,583	397,583	-	-	\$1,192,750
District 2-Facilities - 112223	471,120	471,120	471,120	-	-	\$1,413,359
District 3-Facilities - 112224	474,905	474,905	474,905	-	-	\$1,424,714
District 4-Facilities - 112225	476,457	476,457	476,457	-	-	\$1,429,372
District 5-Facilities - 112226	448,833	448,833	448,833	-	-	\$1,346,500
District 6-Facilities - 112227	483,368	483,368	483,368	-	-	\$1,450,103
District 7-Facilities - 112228	473,858	473,858	473,858	-	-	\$1,421,573
District 8-Facilities - 112229	463,547	463,547	463,547	-	-	\$1,390,641
District 9-Facilities - 112230	466,017	466,017	466,017	-	-	\$1,398,051
District 10-Facilities - 112231	470,262	470,262	470,262	-	-	\$1,410,786
District 11-Facilities - 112232	483,410	483,410	483,410	-	-	\$1,450,230
District 12-Facilities - 112233	1,464,075	-	-	-	-	\$1,464,075
<b>Sub-Total</b>	<b>\$19,677,891</b>	<b>\$18,213,816</b>	<b>\$18,213,816</b>	<b>-</b>	<b>-</b>	<b>\$56,105,523</b>
<b>Department Of Audit</b>						
Default - 000000	130,000	-	-	-	-	\$130,000
<b>Sub-Total</b>	<b>\$130,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$130,000</b>
<b>Total City Wide</b>	<b>\$19,807,891</b>	<b>\$18,213,816</b>	<b>\$18,213,816</b>	<b>-</b>	<b>-</b>	<b>\$56,235,523</b>



## FY18 CAPITAL BUDGET STATUS 2016 Go Project Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	1,055,047	831,142	830,142	830,142	830,142	\$4,376,615
Expenses	1,055,048	831,142	830,142	830,142	830,142	\$4,376,616
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	1,055,047	831,142	830,142	830,142	830,142	\$4,376,615
<b>Revenues</b>	\$1,055,047	\$831,142	\$830,142	\$830,142	\$830,142	\$4,376,615
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Executive Offices	830,142	831,142	830,142	830,142	830,142	\$4,151,710
Non-Departmental	224,906	-	-	-	-	\$224,906
<b>Total City Wide</b>	\$1,055,048	\$831,142	\$830,142	\$830,142	\$830,142	\$4,376,616



## FY18 CAPITAL BUDGET STATUS 2016 Go Project Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Executive Offices						
Citywide Restacking - 112288	830,142	831,142	830,142	830,142	830,142	\$4,151,710
Sub-Total	\$830,142	\$831,142	\$830,142	\$830,142	\$830,142	\$4,151,710
Non-Departmental						
Default - 000000	224,906	-	-	-	-	\$224,906
Sub-Total	\$224,906	-	-	-	-	\$224,906
<b>Total City Wide</b>	<b>\$1,055,048</b>	<b>\$831,142</b>	<b>\$830,142</b>	<b>\$830,142</b>	<b>\$830,142</b>	<b>\$4,376,616</b>



## FY18 CAPITAL BUDGET STATUS Park Improvement Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	19,677,815	12,897,209	12,947,207	12,954,188	12,952,108	\$71,428,527
Expenses	19,677,815	12,897,209	12,947,207	12,954,188	12,952,107	\$71,428,527
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Taxes	10,222,152	10,372,152	10,422,152	10,432,152	10,432,152	\$51,880,760
Miscellaneous Revenues	9,455,663	2,525,057	2,525,055	2,522,036	2,519,956	\$19,547,767
<b>Revenues</b>	\$19,677,815	\$12,897,209	\$12,947,207	\$12,954,188	\$12,952,108	\$71,428,527
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Procurement	69,399	69,399	69,399	69,399	69,399	\$346,996
Dept Of Parks & Recreation	13,149,919	6,370,517	6,418,467	6,434,974	6,769,351	\$39,143,229
Non-Departmental	6,458,496	6,457,293	6,459,341	6,449,815	6,113,357	\$31,938,302
<b>Total City Wide</b>	\$19,677,815	\$12,897,209	\$12,947,207	\$12,954,188	\$12,952,107	\$71,428,527



## FY18 CAPITAL BUDGET STATUS Park Improvement Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Procurement						
Default - 000000	69,399	69,399	69,399	69,399	69,399	\$346,996
Sub-Total	<u>\$69,399</u>	<u>\$69,399</u>	<u>\$69,399</u>	<u>\$69,399</u>	<u>\$69,399</u>	<u>\$346,996</u>
Dept Of Parks & Recreation						
Default - 000000	13,148,068	6,370,517	6,418,467	6,434,974	6,769,351	\$39,141,378
City Wide Park Furniture & Play Equip. - 100271	973	-	-	-	-	\$973
Southside Butler Street Ymca, Cd-220 - 200409	878	-	-	-	-	\$878
Sub-Total	<u>\$13,149,919</u>	<u>\$6,370,517</u>	<u>\$6,418,467</u>	<u>\$6,434,974</u>	<u>\$6,769,351</u>	<u>\$39,143,229</u>
Non-Departmental						
Default - 000000	6,458,496	6,457,293	6,459,341	6,449,815	6,113,357	\$31,938,302
Sub-Total	<u>\$6,458,496</u>	<u>\$6,457,293</u>	<u>\$6,459,341</u>	<u>\$6,449,815</u>	<u>\$6,113,357</u>	<u>\$31,938,302</u>
<b>Total City Wide</b>	<u>\$19,677,815</u>	<u>\$12,897,209</u>	<u>\$12,947,207</u>	<u>\$12,954,188</u>	<u>\$12,952,107</u>	<u>\$71,428,527</u>



## FY18 CAPITAL BUDGET STATUS General Government Capital Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	41,524,823	35,442,914	30,429,108	30,803,717	29,886,307	\$168,086,868
Expenses	41,524,823	35,442,914	30,429,108	30,803,717	29,886,307	\$168,086,868
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	41,524,823	35,442,914	30,429,108	30,803,717	29,886,307	\$168,086,868
<b>Revenues</b>	\$41,524,823	\$35,442,914	\$30,429,108	\$30,803,717	\$29,886,307	\$168,086,868
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Executive Offices	496,109	-	-	-	-	\$496,109
Department Of Information Technology	533,549	109,650	-	-	-	\$643,198
Department Of Corrections	50,059	50,059	-	-	-	\$100,118
Department Of Finance	11,144,678	10,095,005	10,108,068	10,662,468	11,034,358	\$53,044,576
Department Of Public Works	22,532,204	17,867,529	15,162,394	15,595,380	14,678,380	\$85,835,885
Dept Of Parks & Recreation	5,084,363	4,641,073	2,916,547	2,343,198	1,988,345	\$16,973,527
Department Of Fire Services	431,814	2,094,375	2,056,875	2,017,448	2,000,000	\$8,600,511
Department Of Police Services	919,992	403,169	78,169	78,169	78,169	\$1,557,668
Dept Of Planning & Community Development	332,055	182,055	107,055	107,055	107,055	\$835,276
<b>Total City Wide</b>	\$41,524,823	\$35,442,914	\$30,429,108	\$30,803,717	\$29,886,307	\$168,086,868



## FY18 CAPITAL BUDGET STATUS General Government Capital Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Executive Offices</b>						
Municipal Court Building Construction - 100177	496,109	-	-	-	-	\$496,109
Sub-Total	\$496,109	-	-	-	-	\$496,109
<b>Department Of Information Technology</b>						
Radio System - 101188	58,262	58,262	-	-	-	\$116,524
Cad System - 101190	21,459	21,459	-	-	-	\$42,918
Communication Integration - 101191	6,932	6,932	-	-	-	\$13,864
City Wide Information Systems Upgrade - 101793	48,113	22,996	-	-	-	\$71,110
Financial Information System - 101976	398,782	-	-	-	-	\$398,782
Sub-Total	\$533,549	\$109,650	-	-	-	\$643,198
<b>Department Of Corrections</b>						
New Pre-Trial Detention Facility - 100990	50,059	50,059	-	-	-	\$100,118
Sub-Total	\$50,059	\$50,059	-	-	-	\$100,118
<b>Department Of Finance</b>						
Admin.Development Recoupment Fees - 201072	11,144,678	10,095,005	10,108,068	10,662,468	11,034,358	\$53,044,576
Sub-Total	\$11,144,678	\$10,095,005	\$10,108,068	\$10,662,468	\$11,034,358	\$53,044,576
<b>Department Of Public Works</b>						
Traffic Signal Modernization - 100333	83	-	-	-	-	\$83
Bakers Ferry Sidewalk, Cd-443 - 101205	40,715	40,715	40,715	40,715	40,715	\$203,575
Greenbriar Parkway Reconstruction - 101231	161	161	161	161	161	\$804
Closure, Gun Club Road Landfill - 101335	62,781	62,781	-	-	-	\$125,562
Bicycle Rack Project - 101491	19,546	19,546	19,546	19,546	19,546	\$97,732
Cleveland Ave Sidewalk (Phase Ii) - 101631	2,295	2,295	2,295	2,295	2,295	\$11,473
Custer Avenue Sidewalk - 101632	48,514	48,514	48,514	48,514	48,514	\$242,570
North Highland Avenue Sidewalk - 101633	575	575	575	575	575	\$2,875
Niskey Lake Road Sidewalk - 101634	13,638	13,638	13,638	13,638	13,638	\$68,190
Northside Drive Sidewalk - 101635	49,703	49,703	49,703	49,703	49,703	\$248,515
Old Hapeville Road Sidewalk - 101637	274,000	-	-	-	-	\$274,000
Wieuca Road Sidewalk (Phase Ii) - 101639	3,084	3,084	3,084	3,084	3,084	\$15,418
Stewart Ave (Metropolitan Pkwy) Sidewalk - 101640	12,333	12,333	12,333	12,333	12,333	\$61,665
Buckhead Pedestrian Bridge - 101651	221,394	-	-	-	-	\$221,394
Cleveland Avenue (Phase I) - 101657	12,553	12,553	12,553	12,553	12,553	\$62,767
Pryor Road Streetscape - 101659	50,469	50,469	50,469	50,469	50,469	\$252,347
Avon Avenue Sidewalk - 101660	499	499	499	499	499	\$2,493
Bolton Road Sidewalk (Phase I) - 101662	654	654	654	654	654	\$3,269
Bolton Road Sidewalk (Phase Ii) - 101663	42,088	42,088	42,088	42,088	42,088	\$210,441
Benjamin E. Mayes Drive Sidewalk - 101798	3,315	3,315	3,315	3,315	3,315	\$16,573
Forest Park Road Sidewalk - 101799	14,500	14,500	14,500	14,500	14,500	\$72,500
Gilbert Road Sidewalk - 101800	685	685	685	685	685	\$3,424
Glenwood Ave. Sidewalk - 101801	713	713	713	713	713	\$3,565
Hank Aaron Dr. Sidewalk - 101802	7,191	7,191	7,191	7,191	7,191	\$35,955
Jonesboro Rd. (Sr54) Sidewalk (Phase I) - 101803	1	1	1	1	1	\$4
Jonesboro Rd. (Sr54) Sidewalk (Phase Ii) - 101804	2,830	2,830	2,830	2,830	2,830	\$14,150
Morosgo Drive Sidewalk - 101805	2,596	2,596	2,596	2,596	2,596	\$12,980
Peyton Road Sidewalk - 101806	45,500	45,500	45,500	45,500	45,500	\$227,500
W. Paces Ferry/Paces Ferry Rd. Sidewalk - 101807	15,920	15,920	15,920	15,920	15,920	\$79,600
Traffic Calming - 101841	4,424	4,424	4,424	4,424	4,424	\$22,120
City Of Atl Schools Sidewalks Project B - 101844	12,845	12,845	12,845	12,845	12,845	\$64,225
Fairburn Road Sidewalk & Bike Lane - 101845	43,090	43,090	43,090	43,090	43,090	\$215,448





## FY18 CAPITAL BUDGET STATUS

### General Government Capital Fund

	FY18	FY19	FY20	FY21	FY22	Total
Ashby Street Sidewalk - 101850	2,355	2,355	2,355	2,355	2,355	\$11,775
Castlewood Drive Sidewalk - 101852	2,671	2,671	2,671	2,671	2,671	\$13,354
Defoors Avenue Sidewalk - 101854	37,403	37,403	37,403	37,403	37,403	\$187,013
Grant Way Sidewalk - 101858	3,968	3,968	3,968	3,968	3,968	\$19,842
Hank Aaron Avenue Sidewalk - 101859	3,867	3,867	3,867	3,867	3,867	\$19,333
Hatcher Avenue Sidewalk - 101860	10,000	10,000	10,000	10,000	10,000	\$50,000
Hemphill School Road Sidewalk - 101861	1,766	1,766	1,766	1,766	1,766	\$8,831
Lakewood Trail - 101862	13,858	13,858	13,858	13,858	13,858	\$69,289
Mcdonough Boulevard Sidewalk - 101863	10,552	10,552	10,552	10,552	10,552	\$52,758
Monroe Drive Sidewalk - 101865	4,639	4,639	4,639	4,639	4,639	\$23,196
Pine Street Sidewalk - 101867	9,470	9,470	9,470	9,470	9,470	\$47,350
Violet Avenue Sidewalk - 101870	0	0	0	0	0	\$1
Woodland Avenue Sidewalk - 101871	129	129	129	129	129	\$644
Cheshire Bridge Road Streetscape - 101872	21,575	21,575	21,575	21,575	21,575	\$107,875
Cherokee Avenue Pedestrian Improvements - 101873	181	181	181	181	181	\$907
Westend Sidewalks, Cd-659 - 101955	6,177	6,177	6,177	6,177	6,177	\$30,885
Lindbergh/Lavista/Cheshire Br. Imprvs - 101982	200,584	200,584	200,584	584	584	\$602,921
Campbellton/Greenbriar/Langford Inter - 101983	5,793	5,793	5,793	5,793	5,793	\$28,967
Airline St. & Ezzard St. Reconstruct - 101984	11	11	11	11	11	\$55
Citywide Traffic Signal Improvement - 101985	1,453,352	953,352	600,018	200,004	167,004	\$3,373,730
Roxboro Road Widening - 102000	4,405	4,405	4,405	4,405	4,405	\$22,026
Villages Of East Lake - 102101	74,880	74,880	-	-	-	\$149,760
Perry Homes Sidewalks - 102102	20,004	20,004	20,004	20,004	20,004	\$100,020
Ashby Street Streetscape - 102105	34,723	34,723	34,723	34,723	34,723	\$173,615
Metropolitan Pkwy Streetscape - 102108	3,904	3,904	3,904	3,904	3,904	\$19,519
Midtown Streetscape - 102109	55,084	55,084	55,084	55,084	55,084	\$275,419
Moreland Avenue Streetscapes - 102110	328	328	328	328	328	\$1,640
North Highland Ave Streetscapes - 102111	186,636	186,636	186,636	186,636	186,636	\$933,178
Peachtree Road Streetscapes - 102112	250,554	250,554	250,554	250,554	250,554	\$1,252,769
Ponce De Leon Ave Streetscapes - 102113	34,078	34,078	34,078	34,078	34,078	\$170,388
Mlk, Jr., Dr. Corridor Improvements - 102281	0	0	0	0	0	\$0
Perry Blvd/Hollywood - 102319	23,592	23,592	23,592	23,592	23,592	\$117,960
Prior Road Streetscapes - 102321	15,000	15,000	15,000	15,000	15,000	\$75,000
Lee Street Lci Grant - 102383	62,721	62,721	62,721	62,721	62,721	\$313,607
Ralph David Abernathy Lci Grant - 102384	25,564	25,564	25,564	25,564	25,564	\$127,821
Barge Rd./Campellton Lci Grant - 102385	50,250	50,250	50,250	50,250	50,250	\$251,249
Greenbriar Pkwy-Langford Lci Grant - 102386	81	81	81	81	81	\$406
Headland Dr. Streetscape Lci Grant - 102387	1,568	1,568	1,568	1,568	1,568	\$7,841
Morningside/Lenox Park - 102389	14	-	-	-	-	\$14
Highland Corridor - 102390	65,941	65,941	65,941	65,941	65,941	\$329,705
Landrum Drive Exit - 102391	175,000	175,000	175,000	175,000	-	\$700,000
Piedmont/Lindbergh Transportation Improv - 102438	98	98	98	98	98	\$488
Collier Rd Sidewalk Project - 102629	21	21	21	21	21	\$105
City Wide Intersection Timing Loop - Det - 102642	63,725	63,725	63,725	63,725	63,725	\$318,625
Hermi'S Bridge Project - 102730	23,309	23,309	23,309	23,309	23,309	\$116,545
Citywide Greenway Trail Projects - 102847	100,820	80,820	60,820	40,820	20,820	\$304,099
Piedmont Intersection Impr - 110253	18,000	18,000	18,000	18,000	18,000	\$90,000
Memorial Dr Sidewalks - 110255	4,261	4,261	4,261	4,261	4,261	\$21,305
Windemere Dr Sidewalks - 110256	564	564	564	564	564	\$2,820
Freemont Ave Rd Constr - 110257	99,472	99,472	99,472	99,472	99,472	\$497,360



## FY18 CAPITAL BUDGET STATUS General Government Capital Fund

	FY18	FY19	FY20	FY21	FY22	Total
City Hall Sidewalks - 110259	200,000	200,000	200,000	200,000	200,000	\$1,000,000
Hollywood Road Impr - 110261	131,763	14,871	14,871	14,871	14,871	\$191,249
Ada Ramps & Ada Sidewalk Imp, Cityw - 110262	218,507	218,507	218,507	218,507	218,507	\$1,092,535
Buckhead Village Redevelopment - 110892	24,041	24,041	24,041	24,041	24,041	\$120,206
Dl Hollowell/Westlake-Lci - 111105	114,601	114,601	114,601	114,601	114,601	\$573,004
Glenwood/Moreland-Lci - 111106	4,403	4,403	4,403	4,403	4,403	\$22,017
Atlanta University Center Pedestrian Streetscape - 112170	275,000	87,500	7,500	7,500	7,500	\$385,000
Cycle Atlanta Phase 1.0 Bucycle Mobility - 112172	200,000	100,000	2,000	2,000	2,000	\$306,000
12th Street Two-Way Conversion - 112174	30,000	30,000	30,000	30,000	30,000	\$150,000
Huff Road Complete Street - 112175	1,000,000	250,000	-	-	-	\$1,250,000
Sr260/Sr42 Intersection Realignment - 112176	868	868	868	868	868	\$4,338
D.I.F.Admin-Transportation-City - 201053	16,141,380	13,646,587	11,880,447	12,933,447	12,244,447	\$66,846,309
<b>Sub-Total</b>	<b>\$22,532,204</b>	<b>\$17,867,529</b>	<b>\$15,162,394</b>	<b>\$15,595,380</b>	<b>\$14,678,380</b>	<b>\$85,835,885</b>
<b>Dept Of Parks &amp; Recreation</b>						
Comprehen Imps Major Pks, City-Wide - 101519	6,080	-	-	-	-	\$6,080
Centennial Park Trail - 101643	250,000	250,000	250,000	-	-	\$750,000
English Avenue Trail - 101644	100,000	-	-	-	-	\$100,000
Green Space Pgm., Parks North - 201997	4,728,283	4,391,073	2,666,547	2,343,198	1,988,345	\$16,117,447
<b>Sub-Total</b>	<b>\$5,084,363</b>	<b>\$4,641,073</b>	<b>\$2,916,547</b>	<b>\$2,343,198</b>	<b>\$1,988,345</b>	<b>\$16,973,527</b>
<b>Department Of Fire Services</b>						
Fire Station 13 - 100167	1,016	-	-	-	-	\$1,016
Fire Station 22 Construction - 100170	146,875	56,875	56,875	17,448	-	\$278,071
Fire Station 28 Construction - 100172	41,423	20,000	-	-	-	\$61,423
Afr Facilities Repair & Maint. - 211200	242,500	2,017,500	2,000,000	2,000,000	2,000,000	\$8,260,000
<b>Sub-Total</b>	<b>\$431,814</b>	<b>\$2,094,375</b>	<b>\$2,056,875</b>	<b>\$2,017,448</b>	<b>\$2,000,000</b>	<b>\$8,600,511</b>
<b>Department Of Police Services</b>						
Police Academy Expansion - 101630	256,399	-	-	-	-	\$256,399
Workspace-Police Special Operation Sec. - 101957	176,424	-	-	-	-	\$176,424
New Zone 3 Precinct - 111450	42,169	42,169	42,169	42,169	42,169	\$210,845
Admin.Development Recoupment Fees - 201072	445,000	361,000	36,000	36,000	36,000	\$914,000
<b>Sub-Total</b>	<b>\$919,992</b>	<b>\$403,169</b>	<b>\$78,169</b>	<b>\$78,169</b>	<b>\$78,169</b>	<b>\$1,557,668</b>
<b>Dept Of Planning &amp; Community Development</b>						
Admin.Development Recoupment Fees - 201072	332,055	182,055	107,055	107,055	107,055	\$835,276
<b>Sub-Total</b>	<b>\$332,055</b>	<b>\$182,055</b>	<b>\$107,055</b>	<b>\$107,055</b>	<b>\$107,055</b>	<b>\$835,276</b>
<b>Total City Wide</b>	<b>\$41,524,823</b>	<b>\$35,442,914</b>	<b>\$30,429,108</b>	<b>\$30,803,717</b>	<b>\$29,886,307</b>	<b>\$168,086,868</b>



## FY18 CAPITAL BUDGET STATUS

### Capital Finance Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	12,916,089	3,824,310	-	-	-	\$16,740,399
Expenses	12,916,090	3,824,310	-	-	-	\$16,740,399
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	12,816,086	3,824,310	-	-	-	\$16,640,396
Other Financing Sources	100,003	-	-	-	-	\$100,003
<b>Revenues</b>	\$12,916,089	\$3,824,310	-	-	-	\$16,740,399
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Executive Offices	298,504	298,504	-	-	-	\$597,008
Department Of Information Technology	1,689,053	-	-	-	-	\$1,689,053
Department Of Corrections	376,788	200,000	-	-	-	\$576,788
Department Of Public Works	590,594	489,057	-	-	-	\$1,079,651
Dept Of Parks & Recreation	106,210	-	-	-	-	\$106,210
Judicial Agencies	2,065,537	330,257	-	-	-	\$2,395,794
Non-Departmental	2,068,611	-	-	-	-	\$2,068,611
Department Of Fire Services	2,251,790	2,156,492	-	-	-	\$4,408,282
Department Of Police Services	1,167,315	350,000	-	-	-	\$1,517,315
Dept Of Planning & Community Development	2,201,688	-	-	-	-	\$2,201,688
Department Of Ethics	100,000	-	-	-	-	\$100,000
<b>Total City Wide</b>	\$12,916,090	\$3,824,310	-	-	-	\$16,740,399



## FY18 CAPITAL BUDGET STATUS

### Capital Finance Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Executive Offices</b>						
Default - 000000	298,504	298,504	-	-	-	\$597,008
Sub-Total	\$298,504	\$298,504	-	-	-	\$597,008
<b>Department Of Information Technology</b>						
E-Discovery - 111451	4,753	-	-	-	-	\$4,753
Oracle Upgrade - 111897	1,684,300	-	-	-	-	\$1,684,300
Sub-Total	\$1,689,053	-	-	-	-	\$1,689,053
<b>Department Of Corrections</b>						
Default - 000000	76,788	-	-	-	-	\$76,788
Cor Upgrades 2016 - 112522	300,000	200,000	-	-	-	\$500,000
Sub-Total	\$376,788	\$200,000	-	-	-	\$576,788
<b>Department Of Public Works</b>						
Default - 000000	76,000	-	-	-	-	\$76,000
East Atlanta Streetscapes - 100002	59,994	59,994	-	-	-	\$119,988
Ralph David Abernathy Streetscapes - 102114	11,295	-	-	-	-	\$11,295
Bicycle Route Sign & Marks - 110071	100,000	89,626	-	-	-	\$189,626
Southwest Atlanta Sidewalks - 110264	3,868	-	-	-	-	\$3,868
Sidewalks - Ada Ramps - 110820	339,437	339,437	-	-	-	\$678,874
Sub-Total	\$590,594	\$489,057	-	-	-	\$1,079,651
<b>Dept Of Parks &amp; Recreation</b>						
Dprca Repair & Maint Ada Comp - 211201	106,210	-	-	-	-	\$106,210
Sub-Total	\$106,210	-	-	-	-	\$106,210
<b>Judicial Agencies</b>						
Default - 000000	340,590	330,257	-	-	-	\$670,847
Case Management Syst - 112467	1,724,947	-	-	-	-	\$1,724,947
Sub-Total	\$2,065,537	\$330,257	-	-	-	\$2,395,794
<b>Non-Departmental</b>						
Default - 000000	2,068,611	-	-	-	-	\$2,068,611
Sub-Total	\$2,068,611	-	-	-	-	\$2,068,611
<b>Department Of Fire Services</b>						
Default - 000000	2,156,492	2,156,492	-	-	-	\$4,312,983
Afr Facilities Repair & Maint. - 211200	95,298	-	-	-	-	\$95,298
Sub-Total	\$2,251,790	\$2,156,492	-	-	-	\$4,408,282
<b>Department Of Police Services</b>						
Default - 000000	553,371	350,000	-	-	-	\$903,371
Apd Facility Improvements 2012 - 211204	349,628	-	-	-	-	\$349,628
Apd Reloca/Reno Cops/Cc - 211207	264,316	-	-	-	-	\$264,316
Sub-Total	\$1,167,315	\$350,000	-	-	-	\$1,517,315
<b>Dept Of Planning &amp; Community Development</b>						
Safebuilt Georgia - 212644	2,201,688	-	-	-	-	\$2,201,688
Sub-Total	\$2,201,688	-	-	-	-	\$2,201,688
<b>Department Of Ethics</b>						
Default - 000000	100,000	-	-	-	-	\$100,000
Sub-Total	\$100,000	-	-	-	-	\$100,000
<b>Total City Wide</b>	<b>\$12,916,090</b>	<b>\$3,824,310</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$16,740,399</b>



## FY18 CAPITAL BUDGET STATUS Special Assessment Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	1,180,989	1,180,989	-	-	-	\$2,361,977
Expenses	1,180,989	1,180,989	-	-	-	\$2,361,977
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	1,180,989	1,180,989	-	-	-	\$2,361,977
<b>Revenues</b>	\$1,180,989	\$1,180,989	-	-	-	\$2,361,977
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Watershed Management	1,180,989	1,180,989	-	-	-	\$2,361,977
<b>Total City Wide</b>	\$1,180,989	\$1,180,989	-	-	-	\$2,361,977



## FY18 CAPITAL BUDGET STATUS Special Assessment Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Watershed Management						
Sewer Construction - 100493	1,180,989	1,180,989	-	-	-	\$2,361,977
Sub-Total	\$1,180,989	\$1,180,989	-	-	-	\$2,361,977
<b>Total City Wide</b>	<b>\$1,180,989</b>	<b>\$1,180,989</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$2,361,977</b>



## FY18 CAPITAL BUDGET STATUS

### Solid Waste Management Fac Const Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	255	-	-	-	-	\$255
Expenses	255	-	-	-	-	\$255
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	255	-	-	-	-	\$255
<b>Revenues</b>	\$255	-	-	-	-	\$255
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	255	-	-	-	-	\$255
<b>Total City Wide</b>	\$255	-	-	-	-	\$255



## FY18 CAPITAL BUDGET STATUS

### Solid Waste Management Fac Const Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Non-Departmental						
Default - 000000	255	-	-	-	-	\$255
Sub-Total	\$255	-	-	-	-	\$255
<b>Total City Wide</b>	\$255	-	-	-	-	\$255





## FY18 CAPITAL BUDGET STATUS

### Capital Asset - Finance Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	8,643,762	10,334,515	11,428,743	10,700,828	11,811,356	\$52,919,202
Expenses	8,643,762	10,334,515	11,428,743	10,700,828	11,811,356	\$52,919,202
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	324,976	324,976	324,976	324,976	324,976	\$1,624,880
Other Financing Sources	8,318,786	10,009,539	11,103,767	10,375,852	11,486,380	\$51,294,322
<b>Revenues</b>	\$8,643,762	\$10,334,515	\$11,428,743	\$10,700,828	\$11,811,356	\$52,919,202
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	8,643,762	10,334,515	11,428,743	10,700,828	11,811,356	\$52,919,202
<b>Total City Wide</b>	\$8,643,762	\$10,334,515	\$11,428,743	\$10,700,828	\$11,811,356	\$52,919,202



## FY18 CAPITAL BUDGET STATUS Capital Asset - Finance Fund

PROJECT TOTALS BY DEPARTMENT

Non-Departmental

Default - 000000

Sub-Total

**Total City Wide**

	FY18	FY19	FY20	FY21	FY22	Total
	8,643,762	10,334,515	11,428,743	10,700,828	11,811,356	\$52,919,202
	\$8,643,762	\$10,334,515	\$11,428,743	\$10,700,828	\$11,811,356	\$52,919,202
	\$8,643,762	\$10,334,515	\$11,428,743	\$10,700,828	\$11,811,356	\$52,919,202



## FY18 CAPITAL BUDGET STATUS

### Capital Finance-Recovery Zone (Eco. Dev.) Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	184,930	-	-	-	-	\$184,930
Expenses	184,930	-	-	-	-	\$184,930
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	184,930	-	-	-	-	\$184,930
<b>Revenues</b>	\$184,930	-	-	-	-	\$184,930
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Public Works	184,930	-	-	-	-	\$184,930
<b>Total City Wide</b>	\$184,930	-	-	-	-	\$184,930



## FY18 CAPITAL BUDGET STATUS

### Capital Finance-Recovery Zone (Eco. Dev.) Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Public Works						
Rec Zone Economic Dev Bond - 111318	184,930	-	-	-	-	\$184,930
Sub-Total	\$184,930	-	-	-	-	\$184,930
<b>Total City Wide</b>	\$184,930	-	-	-	-	\$184,930



## FY18 CAPITAL BUDGET STATUS 2002 Traffic Court Facility Bond

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	147,890	-	-	-	-	\$147,890
Expenses	147,890	-	-	-	-	\$147,890
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	147,890	-	-	-	-	\$147,890
<b>Revenues</b>	\$147,890	-	-	-	-	\$147,890
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	147,890	-	-	-	-	\$147,890
<b>Total City Wide</b>	\$147,890	-	-	-	-	\$147,890



## FY18 CAPITAL BUDGET STATUS 2002 Traffic Court Facility Bond

PROJECT TOTALS BY DEPARTMENT

Non-Departmental

Default - 000000

Sub-Total

**Total City Wide**

	FY18	FY19	FY20	FY21	FY22	Total
	147,890	-	-	-	-	\$147,890
	\$147,890	-	-	-	-	\$147,890
	\$147,890	-	-	-	-	\$147,890



## FY18 CAPITAL BUDGET STATUS Bond Sinking Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	50,145,430	40,855,882	41,426,925	41,749,764	37,779,199	\$211,957,200
Expenses	50,145,430	40,855,882	41,426,925	41,749,764	37,779,199	\$211,957,201
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Taxes	50,139,243	40,850,972	41,422,097	41,745,023	37,775,037	\$211,932,372
Investment Income	6,187	4,910	4,828	4,741	4,162	\$24,828
<b>Revenues</b>	\$50,145,430	\$40,855,882	\$41,426,925	\$41,749,764	\$37,779,199	\$211,957,200
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	50,145,430	40,855,882	41,426,925	41,749,764	37,779,199	\$211,957,201
<b>Total City Wide</b>	\$50,145,430	\$40,855,882	\$41,426,925	\$41,749,764	\$37,779,199	\$211,957,201



## FY18 CAPITAL BUDGET STATUS Bond Sinking Fund

PROJECT TOTALS BY DEPARTMENT	FY18	FY19	FY20	FY21	FY22	Total
Non-Departmental						
Default - 000000	50,145,430	40,855,882	41,426,925	41,749,764	37,779,199	\$211,957,201
Sub-Total	\$50,145,430	\$40,855,882	\$41,426,925	\$41,749,764	\$37,779,199	\$211,957,201
<b>Total City Wide</b>	\$50,145,430	\$40,855,882	\$41,426,925	\$41,749,764	\$37,779,199	\$211,957,201





## FY18 CAPITAL BUDGET STATUS

### Water & Wastewater Renewal & Extension Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	355,733,696	103,934,626	88,715,424	96,815,424	96,815,424	\$742,014,594
Expenses	355,733,696	103,934,626	88,715,424	96,815,424	96,815,424	\$742,014,594
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Intergovernmental Revenues	20,000,000	-	-	-	-	\$20,000,000
Charges For Services	4,012,500	-	-	-	-	\$4,012,500
Investment Income	3,545,000	-	-	-	-	\$3,545,000
Miscellaneous Revenues	121,226,493	103,934,626	88,715,424	96,815,424	96,815,424	\$507,507,391
Other Financing Sources	206,949,703	-	-	-	-	\$206,949,703
<b>Revenues</b>	\$355,733,696	\$103,934,626	\$88,715,424	\$96,815,424	\$96,815,424	\$742,014,594
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Executive Offices	786,055	-	-	-	-	\$786,055
Department Of Watershed Management	185,321,327	84,365,424	84,365,424	84,365,424	84,365,424	\$522,783,022
Non-Departmental	169,626,315	19,569,202	4,350,000	12,450,000	12,450,000	\$218,445,517
<b>Total City Wide</b>	\$355,733,696	\$103,934,626	\$88,715,424	\$96,815,424	\$96,815,424	\$742,014,594



## FY18 CAPITAL BUDGET STATUS

### Water & Wastewater Renewal & Extension Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Executive Offices</b>						
Default - 000000	786,055	-	-	-	-	\$786,055
Sub-Total	\$786,055	-	-	-	-	\$786,055
<b>Department Of Watershed Management</b>						
Default - 000000	49,711,008	-	-	-	-	\$49,711,008
Water Mains, Various Locations - 100395	591,520	591,520	591,520	591,520	591,520	\$2,957,598
Phosphorous Reduction Fac, Utoy Creek - 100736	221,822	221,822	221,822	221,822	221,822	\$1,109,112
Phosphorous Reduction Fac, R.M. Clayton - 100737	1,034,598	1,034,598	1,034,598	1,034,598	1,034,598	\$5,172,992
Lease/Pur-New Traffic Court Facility - 101681	303,388	303,388	303,388	303,388	303,388	\$1,516,940
Program Management-Year 3 - 102335	5,400,000	5,400,000	5,400,000	5,400,000	5,400,000	\$27,000,000
Public Health Security-Water - 102366	29,252	29,252	29,252	29,252	29,252	\$146,260
Public Health Security- Wastewater - 102367	35,715	35,715	35,715	35,715	35,715	\$178,575
Sewer Group 2 Rehabilitation - 102445	348,859	348,859	348,859	348,859	348,859	\$1,744,293
Raw Water Transmission Mains - 102474	1,624,110	1,624,110	1,624,110	1,624,110	1,624,110	\$8,120,549
Sanitary Sewer-Annual Contract - 102506	226,986	226,986	226,986	226,986	226,986	\$1,134,931
Sses Sewer Groups - 102652	640,916	640,916	640,916	640,916	640,916	\$3,204,582
Clean Water Atlanta, Flint River - 102675	500,910	157,227	157,227	157,227	157,227	\$1,129,819
Clean Water Atlanta, R.M. Clayton - 102676	339,017	339,017	339,017	339,017	339,017	\$1,695,084
Rm Clayton Wtp Flood Repair - 110653	1,210,882	-	-	-	-	\$1,210,882
Peachtree Basin Cap Relief - 110846	6,426,823	6,426,823	6,426,823	6,426,823	6,426,823	\$32,134,113
Dwm Hazard Mitigation - 110874	632,267	632,267	632,267	632,267	632,267	\$3,161,334
Utilities Gdot & Municipal - 110893	618,344	618,344	618,344	618,344	618,344	\$3,091,718
Dwm Atlanta Streetcar - 111167	3,223	-	-	-	-	\$3,223
Water Mains- Sw Quadrant - 111191	884,605	884,605	884,605	884,605	884,605	\$4,423,025
East Atl Water Main Rpmt - 111193	167,105	167,105	167,105	167,105	167,105	\$835,524
Land Support Services Project - 111194	102	-	-	-	-	\$102
Custer Ave Cso Cap Relief - 111415	8,633,782	8,633,764	8,633,764	8,633,764	8,633,764	\$43,168,837
Clear Creek Cso-Improvements - 111432	46,758	-	-	-	-	\$46,758
Nw Quadrant Water System Imp. - 111441	160,000	160,000	160,000	160,000	160,000	\$800,000
Ne Quadrant Water System Imp. - 111443	1,640,000	1,640,000	1,640,000	1,640,000	1,640,000	\$8,200,000
Intrenchment Creek Wrc Dec S/S - 111468	4,438,380	4,438,380	4,438,380	4,438,380	4,438,380	\$22,191,900
Hemphill Res #1 Embank Rep - 111469	436,008	436,008	436,008	436,008	436,008	\$2,180,042
Lake Forrest Dam Improvement - 111605	216,656	216,656	216,656	216,656	216,656	\$1,083,280
Odor Mitigation Study - 111607	128,903	-	-	-	-	\$128,903
Wpp-Nancy Creek Basin - 111613	75,769	-	-	-	-	\$75,769
W'Shed Impr Prog Plan & Des - 111614	210,104	210,104	210,104	210,104	210,104	\$1,050,522
South River Wrc Various Grp 1 - 111635	87,472	87,472	87,472	87,472	87,472	\$437,360
Hartsfield Manifold Improvements - 111636	812,585	812,585	812,585	812,585	812,585	\$4,062,924
Dwm Fac & Struc.Site Impr - 111640	975,209	975,209	975,209	975,209	975,209	\$4,876,047
Aeration Basin Equip - 111651	44,250	44,250	44,250	44,250	44,250	\$221,252
Treatment Fac Various Projects - 111652	996,284	996,284	996,284	996,284	996,284	\$4,981,419
Rmc Compliance Upgrades 3 - 111674	46,371,544	-	-	-	-	\$46,371,544
W'Shed Impr Plan & Design Sccs - 111688	1,968,735	1,968,735	1,968,735	1,968,735	1,968,735	\$9,843,674
Cso Various Projects - 111697	6,126	6,126	6,126	6,126	6,126	\$30,629
Cmms A & Amips - 111733	7	-	-	-	-	\$7
Raw Water Delivery Program - 111736	2,658,827	2,658,827	2,658,827	2,658,827	2,658,827	\$13,294,135
Design & Support Services - 111739	30,907	30,907	30,907	30,907	30,907	\$154,535
Csos. Fac. Comp. Improv. Proj. - 111741	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	\$40,000,000
Downtown H2o Storage Tanks & Pd - 111815	7,651,751	7,651,751	7,651,751	7,651,751	7,651,751	\$38,258,755



## FY18 CAPITAL BUDGET STATUS

### Water & Wastewater Renewal & Extension Fund

	FY18	FY19	FY20	FY21	FY22	Total
Consent Decree Rehab Comp Sewer Group - 111881	599,673	599,673	599,673	599,673	599,673	\$2,998,363
Sewer Capacity Relief - 111925	2,660,391	2,660,391	2,660,391	2,660,391	2,660,391	\$13,301,954
Distribution System R & R - 111948	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	\$10,000,000
Beckwith St.Trunk Cpcacity - 111959	251,205	251,205	251,205	251,205	251,205	\$1,256,023
Rmc/Cwtp Plant Entrance - 111987	3,009,614	-	-	-	-	\$3,009,614
Dwm Vehicle & Heavy Equipment - 112157	2,041,884	2,041,884	2,041,884	2,041,884	2,041,884	\$10,209,421
Up Proctor Creek Cap Relief - 112164	2,208,830	2,208,830	2,208,830	2,208,830	2,208,830	\$11,044,150
West Area Cso Outfalls - 112171	434,108	434,108	434,108	434,108	434,108	\$2,170,538
Peyton Center - 112201	227,531	227,531	227,531	227,531	227,531	\$1,137,655
Utoy Creek Cso Various Projects - 112253	268,546	268,546	268,546	268,546	268,546	\$1,342,729
Sewer Group li - 112264	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	\$15,000,000
Cip A&E & Cm Services - 112308	3,383,989	3,383,989	3,383,989	3,383,989	3,383,989	\$16,919,947
Facility Capital Maintenance - 112309	1,066,754	1,066,754	1,066,754	1,066,754	1,066,754	\$5,333,768
Distribution System Appurtenances - 112516	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	\$5,000,000
Small Diameter Distribution System Rehad - 112517	1,540,000	1,540,000	1,540,000	1,540,000	1,540,000	\$7,700,000
Sg3 Contracat C - 112530	2,840,000	2,840,000	2,840,000	2,840,000	2,840,000	\$14,200,000
Most Phase 1 Stormwater - 112560	62,000	62,000	62,000	62,000	62,000	\$310,000
Most Phase 2 Stormwater - 112561	543,000	543,000	543,000	543,000	543,000	\$2,715,000
Proctor Creek Greenway - 112562	32,000	32,000	32,000	32,000	32,000	\$160,000
Atlanta Water Customer Rebate Program - 210059	119,685	119,685	119,685	119,685	119,685	\$598,427
Dwm Water Surcharge - 210540	796,217	796,217	796,217	796,217	796,217	\$3,981,085
Nancy Creek Assess & Odor Cnt. - 211775	600,000	600,000	600,000	600,000	600,000	\$3,000,000
Bellwood Water Storage Facility - 211926	54,392	-	-	-	-	\$54,392
Small Business Development Program	40,000	40,000	40,000	40,000	40,000	\$200,000
<b>Sub-Total</b>	<b>\$185,321,327</b>	<b>\$84,365,424</b>	<b>\$84,365,424</b>	<b>\$84,365,424</b>	<b>\$84,365,424</b>	<b>\$522,783,022</b>
<b>Non-Departmental</b>						
Default - 000000	147,185,460	3,450,000	3,450,000	3,450,000	3,450,000	\$160,985,460
Surcharge Reserve Project - 110551	6,321,653	-	-	-	-	\$6,321,653
Reserve For Projects - 200118	7,119,202	7,119,202	-	-	-	\$14,238,404
Restricted Reserves - 212591	9,000,000	9,000,000	900,000	9,000,000	9,000,000	\$36,900,000
<b>Sub-Total</b>	<b>\$169,626,315</b>	<b>\$19,569,202</b>	<b>\$4,350,000</b>	<b>\$12,450,000</b>	<b>\$12,450,000</b>	<b>\$218,445,517</b>
<b>Total City Wide</b>	<b>\$355,733,696</b>	<b>\$103,934,626</b>	<b>\$88,715,424</b>	<b>\$96,815,424</b>	<b>\$96,815,424</b>	<b>\$742,014,594</b>



## FY18 CAPITAL BUDGET STATUS 1999 Water And Wastewater Bond Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	167,209	167,209	167,209	167,209	167,210	\$836,046
Expenses	167,209	167,209	167,209	167,209	167,209	\$836,046
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	167,209	167,209	167,209	167,209	167,210	\$836,046
<b>Revenues</b>	\$167,209	\$167,209	\$167,209	\$167,209	\$167,210	\$836,046
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Watershed Management	167,209	167,209	167,209	167,209	167,209	\$836,046
<b>Total City Wide</b>	\$167,209	\$167,209	\$167,209	\$167,209	\$167,209	\$836,046



## FY18 CAPITAL BUDGET STATUS 1999 Water And Wastewater Bond Fund

	FY18	FY19	FY20	FY21	FY22	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Watershed Management						
Peachtree Basin Cap Relief - 110846	167,209	167,209	167,209	167,209	167,209	\$836,046
Sub-Total	\$167,209	\$167,209	\$167,209	\$167,209	\$167,209	\$836,046
<b>Total City Wide</b>	\$167,209	\$167,209	\$167,209	\$167,209	\$167,209	\$836,046



## FY18 CAPITAL BUDGET STATUS 2001 Water & Wastewater Bond Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	4,262,797	2,248,961	2,248,961	2,248,961	2,248,962	\$13,258,642
Expenses	4,262,797	2,248,961	2,248,961	2,248,961	2,248,961	\$13,258,642
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	4,262,797	2,248,961	2,248,961	2,248,961	2,248,962	\$13,258,642
<b>Revenues</b>	\$4,262,797	\$2,248,961	\$2,248,961	\$2,248,961	\$2,248,962	\$13,258,642
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Watershed Management	2,248,961	2,248,961	2,248,961	2,248,961	2,248,961	\$11,244,806
Non-Departmental	2,013,836	-	-	-	-	\$2,013,836
<b>Total City Wide</b>	\$4,262,797	\$2,248,961	\$2,248,961	\$2,248,961	\$2,248,961	\$13,258,642



## FY18 CAPITAL BUDGET STATUS 2001 Water & Wastewater Bond Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Watershed Management						
Water Mains, Various Locations - 100395	613,979	613,979	613,979	613,979	613,979	\$3,069,897
Sanitary Sewer-Annual Contract - 102506	167,063	167,063	167,063	167,063	167,063	\$835,316
Rmc Compliance Upgrades 3 - 111674	1,467,919	1,467,919	1,467,919	1,467,919	1,467,919	\$7,339,594
Sub-Total	<u>\$2,248,961</u>	<u>\$2,248,961</u>	<u>\$2,248,961</u>	<u>\$2,248,961</u>	<u>\$2,248,961</u>	<u>\$11,244,806</u>
Non-Departmental						
Default - 000000	2,013,836	-	-	-	-	\$2,013,836
Sub-Total	<u>\$2,013,836</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>\$2,013,836</u>
<b>Total City Wide</b>	<u>\$4,262,797</u>	<u>\$2,248,961</u>	<u>\$2,248,961</u>	<u>\$2,248,961</u>	<u>\$2,248,961</u>	<u>\$13,258,642</u>



## FY18 CAPITAL BUDGET STATUS 2004 Water & Wastewater Bond Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	914,249	648,799	648,799	648,799	8,565	\$2,869,211
Expenses	914,249	648,799	648,799	648,799	8,565	\$2,869,212
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	914,249	648,799	648,799	648,799	8,565	\$2,869,211
<b>Revenues</b>	\$914,249	\$648,799	\$648,799	\$648,799	\$8,565	\$2,869,211
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Watershed Management	914,249	648,799	648,799	648,799	8,565	\$2,869,212
<b>Total City Wide</b>	\$914,249	\$648,799	\$648,799	\$648,799	\$8,565	\$2,869,212





## FY18 CAPITAL BUDGET STATUS 2004 Water & Wastewater Bond Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Watershed Management						
Sewer Group 2 Rehabilitation - 102445	158,127	158,127	158,127	158,127	-	\$632,507
Rm Clayton- Compliance Upgrades - 102462	188,790	-	-	-	-	\$188,790
South River Basin Relief Projects - 102648	21,328	21,328	21,328	21,328	-	\$85,312
Sses Sewer Groups - 102652	7,790	-	-	-	-	\$7,790
South River Upgrade-Headworks - 102867	59,777	-	-	-	-	\$59,777
Hemphill & Chatt. Wtp Phase Ii - 110276	25	-	-	-	-	\$25
Water Resources Mgt Plan - 111192	24,719	24,719	24,719	24,719	-	\$98,875
Land Support Services Project - 111194	9,068	-	-	-	-	\$9,068
Rmc Compliance Upgrades 3 - 111674	444,626	444,626	444,626	444,626	8,565	\$1,787,068
Sub-Total	\$914,249	\$648,799	\$648,799	\$648,799	\$8,565	\$2,869,212
<b>Total City Wide</b>	<b>\$914,249</b>	<b>\$648,799</b>	<b>\$648,799</b>	<b>\$648,799</b>	<b>\$8,565</b>	<b>\$2,869,212</b>



## FY18 CAPITAL BUDGET STATUS Special 1% Sales And Use Tax Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	125,000,000	-	-	-	-	\$125,000,000
Expenses	125,000,000	-	-	-	-	\$125,000,000
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Intergovernmental Revenues	125,000,000	-	-	-	-	\$125,000,000
<b>Revenues</b>	\$125,000,000	-	-	-	-	\$125,000,000
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	125,000,000	-	-	-	-	\$125,000,000
<b>Total City Wide</b>	\$125,000,000	-	-	-	-	\$125,000,000



## FY18 CAPITAL BUDGET STATUS Special 1% Sales And Use Tax Fund

PROJECT TOTALS BY DEPARTMENT	FY18	FY19	FY20	FY21	FY22	Total
Non-Departmental						
Default - 000000	125,000,000	-	-	-	-	\$125,000,000
Sub-Total	\$125,000,000	-	-	-	-	\$125,000,000
<b>Total City Wide</b>	\$125,000,000	-	-	-	-	\$125,000,000



## FY18 CAPITAL BUDGET STATUS Water & Wastewater Sinking Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	419,497,819	415,399,687	414,646,754	408,800,729	406,673,368	\$2,065,018,357
Expenses	419,497,819	415,399,687	414,646,754	408,800,729	406,673,368	\$2,065,018,357
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Investment Income	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	\$15,000,000
Miscellaneous Revenues	192,368,028	189,020,836	188,954,650	183,146,301	183,170,375	\$936,660,190
Other Financing Sources	224,129,791	223,378,851	222,692,104	222,654,428	220,502,993	\$1,113,358,167
<b>Revenues</b>	\$419,497,819	\$415,399,687	\$414,646,754	\$408,800,729	\$406,673,368	\$2,065,018,357
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	419,497,819	415,399,687	414,646,754	408,800,729	406,673,368	\$2,065,018,357
<b>Total City Wide</b>	\$419,497,819	\$415,399,687	\$414,646,754	\$408,800,729	\$406,673,368	\$2,065,018,357



## FY18 CAPITAL BUDGET STATUS Water & Wastewater Sinking Fund

	FY18	FY19	FY20	FY21	FY22	Total
PROJECT TOTALS BY DEPARTMENT						
Non-Departmental						
Default - 000000	419,497,819	415,399,687	414,646,754	408,800,729	406,673,368	\$2,065,018,357
Sub-Total	\$419,497,819	\$415,399,687	\$414,646,754	\$408,800,729	\$406,673,368	\$2,065,018,357
<b>Total City Wide</b>	\$419,497,819	\$415,399,687	\$414,646,754	\$408,800,729	\$406,673,368	\$2,065,018,357



## FY18 CAPITAL BUDGET STATUS

### Ser. 2009A Water & Wastewater Rev Bd Fd

<b>FUND SUMMARY</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>Total</b>
Revenues	43,667,472	17,900,026	12,891,915	12,891,915	12,891,915	\$100,243,243
Expenses	43,667,472	17,900,026	12,891,915	12,891,915	12,891,915	\$100,243,243
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>Total</b>
Miscellaneous Revenues	43,667,472	17,900,026	12,891,915	12,891,915	12,891,915	\$100,243,243
<b>Revenues</b>	<b>\$43,667,472</b>	<b>\$17,900,026</b>	<b>\$12,891,915</b>	<b>\$12,891,915</b>	<b>\$12,891,915</b>	<b>\$100,243,243</b>
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>Total</b>
Department Of Watershed Management	13,031,457	15,891,915	12,891,915	12,891,915	12,891,915	\$67,599,118
Non-Departmental	30,636,015	2,008,111	-	-	-	\$32,644,126
<b>Total City Wide</b>	<b>\$43,667,472</b>	<b>\$17,900,026</b>	<b>\$12,891,915</b>	<b>\$12,891,915</b>	<b>\$12,891,915</b>	<b>\$100,243,243</b>



## FY18 CAPITAL BUDGET STATUS

### Ser. 2009A Water & Wastewater Rev Bd Fd

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Department Of Watershed Management</b>						
General Improvements, C.T.P. - 100392	22,983	-	-	-	-	\$22,983
Water Mains, Various Locations - 100395	600,051	600,051	600,051	600,051	600,051	\$3,000,255
Cathodic Protection System - 100583	41,117	-	-	-	-	\$41,117
Development, North Area Treatment Plant - 100599	237,760	237,760	237,760	237,760	237,760	\$1,188,798
H.T.P., Reservoir Expansion - 100897	40,423	40,423	40,423	40,423	40,423	\$202,115
Proctor Creek Basin - 101262	19,698	-	-	-	-	\$19,698
Cso-West Tunnels - 102066	45,514	-	-	-	-	\$45,514
Small Diameter Sewer Rehab - 102350	414,616	414,616	414,616	414,616	414,616	\$2,073,079
Sewer Group 2 Rehabilitation - 102445	1,452,170	1,452,170	1,452,170	1,452,170	1,452,170	\$7,260,851
Rm Clayton- Compliance Upgrades - 102462	40,683	40,683	40,683	40,683	40,683	\$203,414
Electrical Switchgear Replacement - 102482	362,668	362,668	362,668	362,668	362,668	\$1,813,340
Sandy Creek Basin Relief Projects - 102646	53,059	53,059	53,059	53,059	53,059	\$265,296
Sewer Group 1 - Rehabilitation - 102650	46,194	46,194	46,194	46,194	46,194	\$230,971
Sses Sewer Groups - 102652	10,230	-	-	-	-	\$10,230
Soil Remediation & Site Closure - 102656	35,204	35,204	35,204	35,204	35,204	\$176,019
Small Meter Installation (New Meters) - 102658	465,205	465,205	465,205	465,205	465,205	\$2,326,027
North Area Main Improvements - 102663	1,078,677	1,078,677	1,078,677	1,078,677	1,078,677	\$5,393,383
Repair & Replace Large Water Meters - 102664	375,909	375,909	375,909	375,909	375,909	\$1,879,547
South River Tunnel & Ps - 110345	469,203	469,203	469,203	469,203	469,203	\$2,346,016
Peachtree Basin Cap Relief - 110846	825,038	825,038	825,038	825,038	825,038	\$4,125,190
Utilities Gdot & Municipal - 110893	71,015	71,015	71,015	71,015	71,015	\$355,074
Water Proj- Se Quadrant - 111093	495,504	495,504	495,504	495,504	495,504	\$2,477,520
Custer Ave Cso Cap Relief - 111415	151,149	151,149	151,149	151,149	151,149	\$755,747
Rmc Compliance Upgrades 3 - 111674	2,555,425	2,555,425	2,555,425	2,555,425	2,555,425	\$12,777,125
Clear Creek Cso - 112156	3,121,962	6,121,962	3,121,962	3,121,962	3,121,962	\$18,609,809
<b>Sub-Total</b>	<b>\$13,031,457</b>	<b>\$15,891,915</b>	<b>\$12,891,915</b>	<b>\$12,891,915</b>	<b>\$12,891,915</b>	<b>\$67,599,118</b>
<b>Non-Departmental</b>						
Default - 000000	28,627,904	-	-	-	-	\$28,627,904
Reserve For Projects - 200118	2,008,111	2,008,111	-	-	-	\$4,016,221
<b>Sub-Total</b>	<b>\$30,636,015</b>	<b>\$2,008,111</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$32,644,126</b>
<b>Total City Wide</b>	<b>\$43,667,472</b>	<b>\$17,900,026</b>	<b>\$12,891,915</b>	<b>\$12,891,915</b>	<b>\$12,891,915</b>	<b>\$100,243,243</b>



## FY18 CAPITAL BUDGET STATUS 2015b Water Commercial Paper Program

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	35,588,831	35,588,831	35,588,831	35,588,831	35,588,831	\$177,944,155
Expenses	35,588,831	35,588,831	35,588,831	35,588,831	35,588,831	\$177,944,154
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Other Financing Sources	35,588,831	35,588,831	35,588,831	35,588,831	35,588,831	\$177,944,155
<b>Revenues</b>	\$35,588,831	\$35,588,831	\$35,588,831	\$35,588,831	\$35,588,831	\$177,944,155
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Watershed Management	35,588,831	35,588,831	35,588,831	35,588,831	35,588,831	\$177,944,154
<b>Total City Wide</b>	\$35,588,831	\$35,588,831	\$35,588,831	\$35,588,831	\$35,588,831	\$177,944,154





## FY18 CAPITAL BUDGET STATUS 2015b Water Commercial Paper Program

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Watershed Management						
Raw Water Delivery Program - 111736	35,588,831	35,588,831	35,588,831	35,588,831	35,588,831	\$177,944,154
Sub-Total	\$35,588,831	\$35,588,831	\$35,588,831	\$35,588,831	\$35,588,831	\$177,944,154
<b>Total City Wide</b>	\$35,588,831	\$35,588,831	\$35,588,831	\$35,588,831	\$35,588,831	\$177,944,154



## FY18 CAPITAL BUDGET STATUS Airport Renewal And Extension Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	805,095,896	63,071,723	63,071,723	63,071,723	63,071,723	\$1,057,382,788
Expenses	805,095,896	63,071,723	63,071,723	63,071,723	63,071,723	\$1,057,382,788
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Intergovernmental Revenues	109,563,823	-	-	-	-	\$109,563,823
Miscellaneous Revenues	605,532,073	63,071,723	63,071,723	63,071,723	63,071,723	\$857,818,965
Other Financing Sources	90,000,000	-	-	-	-	\$90,000,000
<b>Revenues</b>	<b>\$805,095,896</b>	<b>\$63,071,723</b>	<b>\$63,071,723</b>	<b>\$63,071,723</b>	<b>\$63,071,723</b>	<b>\$1,057,382,788</b>
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Law	3,609,844	-	-	-	-	\$3,609,844
Department Of Aviation	284,152,727	54,440,099	54,440,099	38,768,196	19,384,098	\$451,185,219
Non-Departmental	511,296,953	8,631,624	8,631,624	24,303,527	43,687,625	\$596,551,353
Department Of Fire Services	6,023,053	-	-	-	-	\$6,023,053
Department Of Police Services	13,319	-	-	-	-	\$13,319
<b>Total City Wide</b>	<b>\$805,095,896</b>	<b>\$63,071,723</b>	<b>\$63,071,723</b>	<b>\$63,071,723</b>	<b>\$63,071,723</b>	<b>\$1,057,382,788</b>



## FY18 CAPITAL BUDGET STATUS Airport Renewal And Extension Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Department Of Law</b>						
Default - 000000	3,609,844	-	-	-	-	\$3,609,844
Sub-Total	\$3,609,844	-	-	-	-	\$3,609,844
<b>Department Of Aviation</b>						
Default - 000000	86,019,106	-	-	-	-	\$86,019,106
Aip 01 - 100033	5,445,033	-	-	-	-	\$5,445,033
Hapeville Easement Program - 100312	3,239,860	3,239,860	3,239,860	-	-	\$9,719,581
Airfield Projects - 111300	5,641,198	-	-	-	-	\$5,641,198
Terminal & Atrium Projects - 111301	22,533,805	12,184,017	11,138,737	11,138,737	5,569,369	\$62,564,664
Concourse Projects - 111302	2,076,674	1,038,337	-	-	-	\$3,115,011
Agts System Projects - 111303	3,821,461	1,910,731	-	-	-	\$5,732,192
Other Facility Projects - 111304	93,860,759	11,968,018	11,015,855	-	-	\$116,844,633
Parking And Ground Transportation - 111306	14,434,272	6,443,187	-	-	-	\$20,877,459
Airport Wide Projects - 111307	926,789	463,394	-	-	-	\$1,390,183
Other Direct Costs Project - 111310	27,629,459	3,470,752	20,126,353	27,629,459	13,814,729	\$92,670,751
Noise Insulation Program - 210816	15,974,311	12,446,802	8,919,294	-	-	\$37,340,407
Non-Capital Projects - 211312	2,550,000	1,275,000	-	-	-	\$3,825,000
Sub-Total	\$284,152,727	\$54,440,099	\$54,440,099	\$38,768,196	\$19,384,098	\$451,185,219
<b>Non-Departmental</b>						
Default - 000000	511,296,953	8,631,624	8,631,624	24,303,527	43,687,625	\$596,551,353
Sub-Total	\$511,296,953	\$8,631,624	\$8,631,624	\$24,303,527	\$43,687,625	\$596,551,353
<b>Department Of Fire Services</b>						
Default - 000000	6,023,053	-	-	-	-	\$6,023,053
Sub-Total	\$6,023,053	-	-	-	-	\$6,023,053
<b>Department Of Police Services</b>						
Default - 000000	13,319	-	-	-	-	\$13,319
Sub-Total	\$13,319	-	-	-	-	\$13,319
<b>Total City Wide</b>	<b>\$805,095,896</b>	<b>\$63,071,723</b>	<b>\$63,071,723</b>	<b>\$63,071,723</b>	<b>\$63,071,723</b>	<b>\$1,057,382,788</b>



## FY18 CAPITAL BUDGET STATUS Airport Passenger Facility Charge Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	585,336,516	394,534,730	397,580,639	400,632,554	402,684,577	\$2,180,769,014
Expenses	585,336,516	394,534,729	397,580,638	400,632,554	402,684,577	\$2,180,769,014
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Charges For Services	206,000,000	208,000,000	211,000,000	214,000,000	216,000,000	\$1,055,000,000
Investment Income	4,120,041	4,169,481	4,219,515	4,270,149	4,321,391	\$21,100,577
Miscellaneous Revenues	275,285,372	82,431,396	82,431,396	82,431,396	82,431,396	\$605,010,956
Other Financing Sources	99,931,103	99,933,853	99,929,728	99,931,009	99,931,790	\$499,657,481
<b>Revenues</b>	\$585,336,516	\$394,534,730	\$397,580,639	\$400,632,554	\$402,684,577	\$2,180,769,014
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	57,838,187	39,899,897	32,064,952	11,010,429	1,260,000	\$142,073,465
Non-Departmental	527,498,329	354,634,833	365,515,687	389,622,125	401,424,577	\$2,038,695,549
<b>Total City Wide</b>	\$585,336,516	\$394,534,729	\$397,580,638	\$400,632,554	\$402,684,577	\$2,180,769,014



## FY18 CAPITAL BUDGET STATUS

### Airport Passenger Facility Charge Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Aviation						
Default - 000000	160,000	160,000	160,000	160,000	160,000	\$800,000
Airfield Projects - 111300	19,114,979	7,247,917	2,485,000	-	-	\$28,847,896
Terminal & Atrium Projects - 111301	27,190,128	27,190,128	27,190,128	10,850,429	1,100,000	\$93,520,812
Concourse Projects - 111302	4,644,456	2,322,228	-	-	-	\$6,966,685
Other Facility Projects - 111304	4,498,800	749,800	-	-	-	\$5,248,600
Noise Insulation Program - 210816	2,229,824	2,229,824	2,229,824	-	-	\$6,689,472
Sub-Total	<u>\$57,838,187</u>	<u>\$39,899,897</u>	<u>\$32,064,952</u>	<u>\$11,010,429</u>	<u>\$1,260,000</u>	<u>\$142,073,465</u>
Non-Departmental						
Default - 000000	527,498,329	354,634,833	365,515,687	389,622,125	401,424,577	\$2,038,695,549
Sub-Total	<u>\$527,498,329</u>	<u>\$354,634,833</u>	<u>\$365,515,687</u>	<u>\$389,622,125</u>	<u>\$401,424,577</u>	<u>\$2,038,695,549</u>
<b>Total City Wide</b>	<u>\$585,336,516</u>	<u>\$394,534,729</u>	<u>\$397,580,638</u>	<u>\$400,632,554</u>	<u>\$402,684,577</u>	<u>\$2,180,769,014</u>



## FY18 CAPITAL BUDGET STATUS 2000 Airport Revenue Bond Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	2,138,266	530,299	530,299	-	-	\$3,198,864
Expenses	2,138,266	530,299	530,299	-	-	\$3,198,864
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	2,138,266	530,299	530,299	-	-	\$3,198,864
<b>Revenues</b>	\$2,138,266	\$530,299	\$530,299	-	-	\$3,198,864
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	1,607,967	-	-	-	-	\$1,607,967
Non-Departmental	530,299	530,299	530,299	-	-	\$1,590,897
<b>Total City Wide</b>	\$2,138,266	\$530,299	\$530,299	-	-	\$3,198,864



## FY18 CAPITAL BUDGET STATUS 2000 Airport Revenue Bond Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Aviation						
Eip-Gp Substation Relocation & Nwk - 102802	1,607,967	-	-	-	-	\$1,607,967
Sub-Total	\$1,607,967	-	-	-	-	\$1,607,967
Non-Departmental						
Default - 000000	530,299	530,299	530,299	-	-	\$1,590,897
Sub-Total	\$530,299	\$530,299	\$530,299	-	-	\$1,590,897
<b>Total City Wide</b>	\$2,138,266	\$530,299	\$530,299	-	-	\$3,198,864



## FY18 CAPITAL BUDGET STATUS 2004 Airport Revenue Bond Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	1,439	-	-	-	-	\$1,439
Expenses	1,439	-	-	-	-	\$1,439
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	1,439	-	-	-	-	\$1,439
<b>Revenues</b>	\$1,439	-	-	-	-	\$1,439
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	1,439	-	-	-	-	\$1,439
<b>Total City Wide</b>	\$1,439	-	-	-	-	\$1,439





## FY18 CAPITAL BUDGET STATUS 2004 Airport Revenue Bond Fund

	FY18	FY19	FY20	FY21	FY22	Total
PROJECT TOTALS BY DEPARTMENT						
Non-Departmental						
Default - 000000	1,439	-	-	-	-	\$1,439
Sub-Total	\$1,439	-	-	-	-	\$1,439
<b>Total City Wide</b>	<b>\$1,439</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$1,439</b>



## FY18 CAPITAL BUDGET STATUS 2004 Airport Pfc Bond Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	1,261	-	-	-	-	\$1,261
Expenses	1,261	-	-	-	-	\$1,261
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	1,261	-	-	-	-	\$1,261
<b>Revenues</b>	\$1,261	-	-	-	-	\$1,261
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	1,261	-	-	-	-	\$1,261
<b>Total City Wide</b>	\$1,261	-	-	-	-	\$1,261



## FY18 CAPITAL BUDGET STATUS 2004 Airport Pfc Bond Fund

PROJECT TOTALS BY DEPARTMENT

Non-Departmental

Default - 000000

Sub-Total

**Total City Wide**

	FY18	FY19	FY20	FY21	FY22	Total
	1,261	-	-	-	-	\$1,261
	\$1,261	-	-	-	-	\$1,261
	\$1,261	-	-	-	-	\$1,261



## FY18 CAPITAL BUDGET STATUS 2004 Airport Revenue Bond Fund F-K

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	1,187,242	-	-	-	-	\$1,187,242
Expenses	1,187,242	-	-	-	-	\$1,187,242
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	1,187,242	-	-	-	-	\$1,187,242
<b>Revenues</b>	\$1,187,242	-	-	-	-	\$1,187,242
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	1,187,242	-	-	-	-	\$1,187,242
<b>Total City Wide</b>	\$1,187,242	-	-	-	-	\$1,187,242



## FY18 CAPITAL BUDGET STATUS 2004 Airport Revenue Bond Fund F-K

PROJECT TOTALS BY DEPARTMENT	FY18	FY19	FY20	FY21	FY22	Total
Non-Departmental						
Default - 000000	1,187,242	-	-	-	-	\$1,187,242
Sub-Total	\$1,187,242	-	-	-	-	\$1,187,242
<b>Total City Wide</b>	<b>\$1,187,242</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$1,187,242</b>



## FY18 CAPITAL BUDGET STATUS Conrac Customer Service Fac Ch

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	77,418,831	65,459,595	64,861,498	65,260,158	65,494,633	\$338,494,715
Expenses	77,418,831	65,459,595	64,861,498	65,260,158	65,494,633	\$338,494,715
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Charges For Services	39,510,000	39,937,500	40,365,000	40,795,000	41,220,000	\$201,827,500
Investment Income	97,000	90,000	87,000	83,000	81,000	\$438,000
Miscellaneous Revenues	19,783,556	7,445,889	6,445,889	6,445,889	6,445,889	\$46,567,112
Other Financing Sources	18,028,275	17,986,206	17,963,609	17,936,269	17,747,744	\$89,662,103
<b>Revenues</b>	\$77,418,831	\$65,459,595	\$64,861,498	\$65,260,158	\$65,494,633	\$338,494,715
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	5,010,000	10,000	10,000	10,000	10,000	\$5,050,000
Non-Departmental	72,408,831	65,449,595	64,851,498	65,250,158	65,484,633	\$333,444,715
<b>Total City Wide</b>	\$77,418,831	\$65,459,595	\$64,861,498	\$65,260,158	\$65,494,633	\$338,494,715



## FY18 CAPITAL BUDGET STATUS Conrac Customer Service Fac Ch

PROJECT TOTALS BY DEPARTMENT	FY18	FY19	FY20	FY21	FY22	Total
Department Of Aviation						
Default - 000000	5,010,000	10,000	10,000	10,000	10,000	\$5,050,000
Sub-Total	\$5,010,000	\$10,000	\$10,000	\$10,000	\$10,000	\$5,050,000
Non-Departmental						
Default - 000000	72,408,831	65,449,595	64,851,498	65,250,158	65,484,633	\$333,444,715
Sub-Total	\$72,408,831	\$65,449,595	\$64,851,498	\$65,250,158	\$65,484,633	\$333,444,715
<b>Total City Wide</b>	\$77,418,831	\$65,459,595	\$64,861,498	\$65,260,158	\$65,494,633	\$338,494,715



## FY18 CAPITAL BUDGET STATUS

### Airport Fac Revenue Bond Sinking Fd

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	496,087,459	498,851,542	493,694,897	496,071,589	462,175,770	\$2,446,881,257
Expenses	496,087,459	498,851,542	493,694,897	496,071,589	462,175,770	\$2,446,881,258
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Other Financing Sources	496,087,459	498,851,542	493,694,897	496,071,589	462,175,770	\$2,446,881,257
<b>Revenues</b>	\$496,087,459	\$498,851,542	\$493,694,897	\$496,071,589	\$462,175,770	\$2,446,881,257
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	496,087,459	498,851,542	493,694,897	496,071,589	462,175,770	\$2,446,881,258
<b>Total City Wide</b>	\$496,087,459	\$498,851,542	\$493,694,897	\$496,071,589	\$462,175,770	\$2,446,881,258





## FY18 CAPITAL BUDGET STATUS

### Airport Fac Revenue Bond Sinking Fd

PROJECT TOTALS BY DEPARTMENT	FY18	FY19	FY20	FY21	FY22	Total
Non-Departmental						
Default - 000000	496,087,459	498,851,542	493,694,897	496,071,589	462,175,770	\$2,446,881,258
Sub-Total	\$496,087,459	\$498,851,542	\$493,694,897	\$496,071,589	\$462,175,770	\$2,446,881,258
<b>Total City Wide</b>	\$496,087,459	\$498,851,542	\$493,694,897	\$496,071,589	\$462,175,770	\$2,446,881,258



## FY18 CAPITAL BUDGET STATUS 2010A Bond General Airport Revenue

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	2,804,493	-	-	-	-	\$2,804,493
Expenses	2,804,493	-	-	-	-	\$2,804,493
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	2,804,493	-	-	-	-	\$2,804,493
<b>Revenues</b>	\$2,804,493	-	-	-	-	\$2,804,493
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	2,804,493	-	-	-	-	\$2,804,493
<b>Total City Wide</b>	\$2,804,493	-	-	-	-	\$2,804,493



## FY18 CAPITAL BUDGET STATUS 2010A Bond General Airport Revenue

PROJECT TOTALS BY DEPARTMENT	FY18	FY19	FY20	FY21	FY22	Total
Non-Departmental						
Default - 000000	2,804,493	-	-	-	-	\$2,804,493
Sub-Total	\$2,804,493	-	-	-	-	\$2,804,493
<b>Total City Wide</b>	<b>\$2,804,493</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$2,804,493</b>



## FY18 CAPITAL BUDGET STATUS 2010B Bd Pfc & Sub Lien Gen Rev

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	608,362	-	-	-	-	\$608,362
Expenses	608,362	-	-	-	-	\$608,362
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	608,362	-	-	-	-	\$608,362
<b>Revenues</b>	\$608,362	-	-	-	-	\$608,362
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	608,362	-	-	-	-	\$608,362
<b>Total City Wide</b>	\$608,362	-	-	-	-	\$608,362



## FY18 CAPITAL BUDGET STATUS 2010B Bd Pfc & Sub Lien Gen Rev

	FY18	FY19	FY20	FY21	FY22	Total
PROJECT TOTALS BY DEPARTMENT						
Non-Departmental						
Default - 000000	608,362	-	-	-	-	\$608,362
Sub-Total	\$608,362	-	-	-	-	\$608,362
<b>Total City Wide</b>	\$608,362	-	-	-	-	\$608,362



## FY18 CAPITAL BUDGET STATUS

### Airport Commercial Paper Series 2010A/B

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	16,305,210	6,885,847	5,315,953	-	-	\$28,507,010
Expenses	16,305,210	6,885,847	5,315,953	-	-	\$28,507,010
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	16,305,210	6,885,847	5,315,953	-	-	\$28,507,010
<b>Revenues</b>	\$16,305,210	\$6,885,847	\$5,315,953	-	-	\$28,507,010
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	9,419,363	1,569,894	-	-	-	\$10,989,257
Non-Departmental	6,885,847	5,315,953	5,315,953	-	-	\$17,517,753
<b>Total City Wide</b>	\$16,305,210	\$6,885,847	\$5,315,953	-	-	\$28,507,010



## FY18 CAPITAL BUDGET STATUS Airport Commercial Paper Series 2010A/B

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Aviation						
Terminal Improvements - 101352	9,419,363	1,569,894	-	-	-	\$10,989,257
Sub-Total	\$9,419,363	\$1,569,894	-	-	-	\$10,989,257
Non-Departmental						
Default - 000000	6,885,847	5,315,953	5,315,953	-	-	\$17,517,753
Sub-Total	\$6,885,847	\$5,315,953	\$5,315,953	-	-	\$17,517,753
<b>Total City Wide</b>	\$16,305,210	\$6,885,847	\$5,315,953	-	-	\$28,507,010



## FY18 CAPITAL BUDGET STATUS 2012A Bond General Airport Revenue

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	12,789,685	7,819,930	7,245,314	-	-	\$27,854,929
Expenses	12,789,685	7,819,930	7,245,314	-	-	\$27,854,929
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
REVENUE GROUP TOTALS						
Miscellaneous Revenues	12,789,685	7,819,930	7,245,314	-	-	\$27,854,929
<b>Revenues</b>	\$12,789,685	\$7,819,930	\$7,245,314	-	-	\$27,854,929
<b>APPROPRIATIONS</b>						
DEPARTMENT TOTALS						
Department Of Aviation	3,724,072	574,616	-	-	-	\$4,298,688
Non-Departmental	9,065,613	7,245,314	7,245,314	-	-	\$23,556,241
<b>Total City Wide</b>	\$12,789,685	\$7,819,930	\$7,245,314	-	-	\$27,854,929





## FY18 CAPITAL BUDGET STATUS 2012A Bond General Airport Revenue

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Aviation						
Concourse Projects - 111302	3,724,072	574,616	-	-	-	\$4,298,688
Sub-Total	\$3,724,072	\$574,616	-	-	-	\$4,298,688
Non-Departmental						
Default - 000000	9,065,613	7,245,314	7,245,314	-	-	\$23,556,241
Sub-Total	\$9,065,613	\$7,245,314	\$7,245,314	-	-	\$23,556,241
<b>Total City Wide</b>	\$12,789,685	\$7,819,930	\$7,245,314	-	-	\$27,854,929



## FY18 CAPITAL BUDGET STATUS 2012B Bond General Airport Revenue

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	1,197,258	-	-	-	-	\$1,197,258
Expenses	1,197,258	-	-	-	-	\$1,197,258
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	1,197,258	-	-	-	-	\$1,197,258
<b>Revenues</b>	\$1,197,258	-	-	-	-	\$1,197,258
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Non-Departmental	1,197,258	-	-	-	-	\$1,197,258
<b>Total City Wide</b>	\$1,197,258	-	-	-	-	\$1,197,258



## FY18 CAPITAL BUDGET STATUS 2012B Bond General Airport Revenue

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Non-Departmental						
Default - 000000	1,197,258	-	-	-	-	\$1,197,258
Sub-Total	\$1,197,258	-	-	-	-	\$1,197,258
<b>Total City Wide</b>	\$1,197,258	-	-	-	-	\$1,197,258



## FY18 CAPITAL BUDGET STATUS 2012C Bond General Airport Revenue

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	25,847,880	14,710,935	10,475,671	-	-	\$51,034,486
Expenses	25,847,880	14,710,935	10,475,671	-	-	\$51,034,486
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	25,847,880	14,710,935	10,475,671	-	-	\$51,034,486
<b>Revenues</b>	\$25,847,880	\$14,710,935	\$10,475,671	-	-	\$51,034,486
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	11,136,945	4,235,264	-	-	-	\$15,372,209
Non-Departmental	14,710,935	10,475,671	10,475,671	-	-	\$35,662,277
<b>Total City Wide</b>	\$25,847,880	\$14,710,935	\$10,475,671	-	-	\$51,034,486



## FY18 CAPITAL BUDGET STATUS 2012C Bond General Airport Revenue

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Aviation						
Concourse Projects - 111302	10,364,662	4,235,264	-	-	-	\$14,599,926
Other Direct Costs Project - 111310	772,283	-	-	-	-	\$772,283
Sub-Total	<u>\$11,136,945</u>	<u>\$4,235,264</u>	-	-	-	<u>\$15,372,209</u>
Non-Departmental						
Default - 000000	14,710,935	10,475,671	10,475,671	-	-	\$35,662,277
Sub-Total	<u>\$14,710,935</u>	<u>\$10,475,671</u>	<u>\$10,475,671</u>	-	-	<u>\$35,662,277</u>
<b>Total City Wide</b>	<u>\$25,847,880</u>	<u>\$14,710,935</u>	<u>\$10,475,671</u>	-	-	<u>\$51,034,486</u>



## FY18 CAPITAL BUDGET STATUS

### Doa Series 2015 Commercial Paper Program

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	150,000,000	175,576,784	-	-	-	\$325,576,784
Expenses	150,000,000	175,576,784	-	-	-	\$325,576,784
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Other Financing Sources	150,000,000	175,576,784	-	-	-	\$325,576,784
<b>Revenues</b>	\$150,000,000	\$175,576,784	-	-	-	\$325,576,784
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	128,304,922	125,403,225	-	-	-	\$253,708,147
Non-Departmental	21,695,078	50,173,559	-	-	-	\$71,868,637
<b>Total City Wide</b>	\$150,000,000	\$175,576,784	-	-	-	\$325,576,784



## FY18 CAPITAL BUDGET STATUS

### Doa Series 2015 Commercial Paper Program

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Aviation						
Terminal & Atrium Projects - 111301	128,304,922	125,403,225	-	-	-	\$253,708,147
Sub-Total	\$128,304,922	\$125,403,225	-	-	-	\$253,708,147
Non-Departmental						
Default - 000000	21,695,078	50,173,559	-	-	-	\$71,868,637
Sub-Total	\$21,695,078	\$50,173,559	-	-	-	\$71,868,637
<b>Total City Wide</b>	\$150,000,000	\$175,576,784	-	-	-	\$325,576,784



## FY18 CAPITAL BUDGET STATUS

### Doa Series 2016 Bond Anticipation Notes (Ban)

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	295,967,612	190,507,671	85,047,730	64,457,790	43,867,849	\$679,848,652
Expenses	295,967,612	190,507,671	85,047,731	64,457,790	43,867,849	\$679,848,652
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	295,967,612	190,507,671	85,047,730	64,457,790	43,867,849	\$679,848,652
<b>Revenues</b>	\$295,967,612	\$190,507,671	\$85,047,730	\$64,457,790	\$43,867,849	\$679,848,652
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Aviation	105,459,941	105,459,941	20,589,941	20,589,941	-	\$252,099,763
Non-Departmental	190,507,671	85,047,730	64,457,790	43,867,849	43,867,849	\$427,748,889
<b>Total City Wide</b>	\$295,967,612	\$190,507,671	\$85,047,731	\$64,457,790	\$43,867,849	\$679,848,652





## FY18 CAPITAL BUDGET STATUS Doa Series 2016 Bond Anticipation Notes (Ban)

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Aviation						
Terminal & Atrium Projects - 111301	9,489,941	9,489,941	9,489,941	9,489,941	-	\$37,959,763
Parking And Ground Transportation - 111306	95,970,000	95,970,000	11,100,000	11,100,000	-	\$214,140,000
Sub-Total	<u>\$105,459,941</u>	<u>\$105,459,941</u>	<u>\$20,589,941</u>	<u>\$20,589,941</u>	-	<u>\$252,099,763</u>
Non-Departmental						
Default - 000000	190,507,671	85,047,730	64,457,790	43,867,849	43,867,849	\$427,748,889
Sub-Total	<u>\$190,507,671</u>	<u>\$85,047,730</u>	<u>\$64,457,790</u>	<u>\$43,867,849</u>	<u>\$43,867,849</u>	<u>\$427,748,889</u>
<b>Total City Wide</b>	<u>\$295,967,612</u>	<u>\$190,507,671</u>	<u>\$85,047,731</u>	<u>\$64,457,790</u>	<u>\$43,867,849</u>	<u>\$679,848,652</u>



## FY18 CAPITAL BUDGET STATUS City Plaza R & E Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	3,450,000	-	-	-	-	\$3,450,000
Expenses	3,450,000	-	-	-	-	\$3,450,000
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	3,450,000	-	-	-	-	\$3,450,000
<b>Revenues</b>	\$3,450,000	-	-	-	-	\$3,450,000
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Department Of Human Resources	3,450,000	-	-	-	-	\$3,450,000
<b>Total City Wide</b>	\$3,450,000	-	-	-	-	\$3,450,000



## FY18 CAPITAL BUDGET STATUS City Plaza R & E Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Department Of Human Resources						
Coa Wellness Center - 112538	3,450,000	-	-	-	-	\$3,450,000
Sub-Total	\$3,450,000	-	-	-	-	\$3,450,000
<b>Total City Wide</b>	\$3,450,000	-	-	-	-	\$3,450,000



# GRANT FUNDS

## GRANT FUNDS

**Atlanta Workforce Development Authority (AWDA)** enables each locality to develop a unified training system that will increase the employment, retention, and earnings by participants and, as a result, improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the nation.

**Community Development Fund** was established to account for the revenue and expenditure provided under the Title I of the Housing and Community Development Act of 1974 which provides for the development of viable urban communities, including decent housing and suitable living environments and expansion of economic opportunities, principally for persons of low and moderate incomes.

**Home Investment Trust Fund (HOME)** provides formula grants to States and localities that communities used often in partnership with local nonprofit groups, to fund a wide range of activities that build, buy, and/or rehabilitate affordable housing for rent or homeownership or provide direct rental assistance to low-income people.

**Intergovernmental Grant Fund** was established to account for the revenues and expenditures for miscellaneous grants except for those recorded in the Department of Aviation, Watershed and Community Development Funds.

**Section 108 Loan Guarantee Program** is a source of financing allotted for the economic development, housing rehabilitation, public facilities rehab, construction or installation for the benefit of low- to moderate-income persons, or to aid in the prevention of slums.

**Atlanta Streetcar Project** provides an integrated multi-modal, high-quality transit network that links communities, improves mobility by enhancing transit access and options, supports projected growth, promotes economic development and encourages strategies for livable communities.

On October 15, 2010, the City of Atlanta received notice of a pending federal funding award of approximately \$47.6 million to fund the East-West route of the Atlanta Streetcar. The total cost of the project is \$69.2 million with capital match contributions from the City of Atlanta of \$15.6 million. The Atlanta Downtown Improvement District (ADID) will contribute \$6 million as part of a total contribution of \$20 million over 20 years.



## FY18 CAPITAL BUDGET STATUS

### Community Development Block Grant Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	8,556,622	2,091,623	200,000	-	-	\$10,848,245
Expenses	8,556,622	2,091,623	200,000	-	-	\$10,848,245
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Intergovernmental Revenues	8,556,622	2,091,623	200,000	-	-	\$10,848,245
<b>Revenues</b>	\$8,556,622	\$2,091,623	\$200,000	-	-	\$10,848,245
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Executive Offices	6,362,292	1,386,651	-	-	-	\$7,748,943
Department Of Corrections	646,871	-	200,000	-	-	\$846,871
Dept Of Parks & Recreation	700,000	-	-	-	-	\$700,000
Department Of Police Services	25,501	-	-	-	-	\$25,501
Dept Of Planning & Community Development	821,957	704,972	-	-	-	\$1,526,929
<b>Total City Wide</b>	\$8,556,622	\$2,091,623	\$200,000	-	-	\$10,848,245



## FY18 CAPITAL BUDGET STATUS

### Community Development Block Grant Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Executive Offices</b>						
Project Civic Access 2012 - 111337	34,139	-	-	-	-	\$34,139
Westlake & Boone Park 2014 Cd - 111809	275,000	-	-	-	-	\$275,000
Barge Road Sidewalk 2015 Cd - 112166	171,292	-	-	-	-	\$171,292
Pk Fairburn & Mays, 2015 Cd - 112167	325,341	-	-	-	-	\$325,341
Nsp Project Funds 2008 Nsp - 210408	7,629	-	-	-	-	\$7,629
Admin 2011 Cd Housing - 210932	7,897	-	-	-	-	\$7,897
Hud Nsp 3 2010 Rental B - 211059	1,676	-	-	-	-	\$1,676
Hud Nsp 3 2010 Rental E - 211061	7,689	-	-	-	-	\$7,689
Hud Nsp 3 2010 Rental B 25 - 211062	5,485	-	-	-	-	\$5,485
Hud Nsp 3 2010 Rental E 25 - 211063	263	-	-	-	-	\$263
Hud Nsp 3 2010 Homeownership B - 211064	2,374	-	-	-	-	\$2,374
Hud Nsp 3 2010 Homeownership E - 211065	8,445	-	-	-	-	\$8,445
Hud Nsp 3 2010 Homeownrshp B25 - 211066	16,607	-	-	-	-	\$16,607
Hud Nsp 3 2010 Admin - 211068	7,059	-	-	-	-	\$7,059
Housing Admin 2012 Cd/Hm - 211264	45,287	-	-	-	-	\$45,287
Housing Rehab Admin, 2012 Cd - 211265	17,412	1,146	-	-	-	\$18,558
Housing Grant Admin 2013 Cd/Hm - 211467	68,670	23,355	-	-	-	\$92,025
Ada H.A.I., 2013 Cdbg - 211517	11,514	-	-	-	-	\$11,514
House Proud Atlanta 2013 Cd - 211533	-	13,779	-	-	-	\$13,779
Atlanta Home Owner 2013 Cd - 211540	34,817	-	-	-	-	\$34,817
Playground Replace, 2013 Cdbg - 211582	124,992	-	-	-	-	\$124,992
Caring Works 2014 Cd - 211776	2,511	-	-	-	-	\$2,511
Feed The Hungry 2014 Cd - 211791	4,730	-	-	-	-	\$4,730
Nicholas House-Stabilization 2014 Cd - 211818	10,570	-	-	-	-	\$10,570
Ada Handicap Access Improvments 2014 Cd - 211841	95,477	-	-	-	-	\$95,477
Green Healthy Hm Init 2014 Cd - 211857	3,548	-	-	-	-	\$3,548
Cdbg Housing Rehad. Admin 2014 Cd - 211859	70,344	43,013	-	-	-	\$113,357
Cdbg/Hsing Admin 2014 Cd - 211846	10,800	198,240	-	-	-	\$209,040
2014 Lead Based Paint Hc - 211947	573,010	265,000	-	-	-	\$838,010
2015 Cdbg Grant Admin - 212034	2,040	-	-	-	-	\$2,040
Cdbg Administration-Housing - 212036	43,200	106,454	-	-	-	\$149,654
Code Enf. Hsing Code Insp 2015 - 212038	29,973	-	-	-	-	\$29,973
Bus Improvement Loan 2015 - 212042	104,000	93,989	-	-	-	\$197,989
2015 Hsing Rehab Project Admin - 212045	4,789	135,980	-	-	-	\$140,770
Ada Handicapped Access 2015 Cd - 212053	375,304	-	-	-	-	\$375,304
Tullwater Park Improv 2015 - 212054	75,000	-	-	-	-	\$75,000
Playground Replacement 2015 - 212056	99,868	-	-	-	-	\$99,868
Vets Care Blanket Atl 2015 Cd - 212058	50,000	-	-	-	-	\$50,000
Ful County/Atl Land Bank 2015 - 212059	20,000	14,205	-	-	-	\$34,205
Emergency Home Repairs 2015 - 212062	306	-	-	-	-	\$306
Hosea Feed The Hungry - 212063	-	180,000	-	-	-	\$180,000
Joint Venture Fair Housing 2015 - 212064	15,214	-	-	-	-	\$15,214
Ex-Offenders Housing, 2015 Cd - 212079	692	-	-	-	-	\$692
2015 Strategic Comm Invest Rep - 212049	50,000	-	-	-	-	\$50,000
Acss Rapid Re-Housing 2015 - 212104	106,349	-	-	-	-	\$106,349
Project Intercnx-Bridge 2015 - 212116	5,653	-	-	-	-	\$5,653
Caring Works, 2015 Es - 212123	23,618	-	-	-	-	\$23,618
Cdbg Admin-Human Service 2015 - 212033	122,704	-	-	-	-	\$122,704



## FY18 CAPITAL BUDGET STATUS

### Community Development Block Grant Fund

	FY18	FY19	FY20	FY21	FY22	Total
Ex-Offenders Housing 2016 Cd - 212368	17,160	-	-	-	-	\$17,160
Welcome House, 2016cd - 212369	21,530	-	-	-	-	\$21,530
Homeless Prevention 2016 - 212370	33,890	-	-	-	-	\$33,890
St Jude'S Recovery-Lt 2016 Cd - 212371	30,000	-	-	-	-	\$30,000
Boulevard House 2016 Es - 212373	37,000	-	-	-	-	\$37,000
Nicholas House-Stabilize 2016 - 212374	31,750	-	-	-	-	\$31,750
First Step Homeless 2016 Cd - 212375	20,000	-	-	-	-	\$20,000
Damacus Inn 2016 Es - 212376	24,646	-	-	-	-	\$24,646
Quality Early Chldhd Ed 2016 - 212379	22,583	-	-	-	-	\$22,583
Shelter A Family 2016 Cd - 212382	30,000	-	-	-	-	\$30,000
Legal Services 2016 Cd - 212384	46,000	-	-	-	-	\$46,000
Big Bros, Big Sis Ada 2016 Cd - 212387	150,000	-	-	-	-	\$150,000
Housing Admin, 2016 Cd - 212392	4,665	107,710	-	-	-	\$112,375
Ai Plan Implementaion 2016 - 212394	25,000	75,000	-	-	-	\$100,000
Qls Gardens Engy Sav 2016 - 212395	100,000	-	-	-	-	\$100,000
Ada Access Improvement 2016 - 212396	500,000	-	-	-	-	\$500,000
Demolition/Reclamation 2016 Cd - 212401	926,161	-	-	-	-	\$926,161
Clear Point Tenancy & Budget 2016 - 212424	20,000	-	-	-	-	\$20,000
Year-Round Acad Enrch 2016 Cd - 212426	23,000	-	-	-	-	\$23,000
Pathways Data Analysis 2016 - 212428	17,301	-	-	-	-	\$17,301
Acss Rapid Re-Housing 2016 Es - 212429	110,375	-	-	-	-	\$110,375
Aftercare 2016 Cd - 212430	18,368	-	-	-	-	\$18,368
Caring Works Rise 2016 Cd - 212431	20,000	-	-	-	-	\$20,000
Community Adv. Nurses 2016 Cd - 212433	53,680	-	-	-	-	\$53,680
Covenanta Community 2016 Es - 212434	35,375	-	-	-	-	\$35,375
Night Hospitality 2016 Cd - 212438	22,790	-	-	-	-	\$22,790
Permanent Placement 2016 Es - 212440	89,815	-	-	-	-	\$89,815
Proj Interconnections Hse Fst - 212441	20,000	-	-	-	-	\$20,000
Resettlement 2016 Cd/Es - 212442	130,000	-	-	-	-	\$130,000
The Renewal Project 2016 Cd - 212444	28,000	-	-	-	-	\$28,000
Trinity Hall 2016 Es - 212445	30,000	-	-	-	-	\$30,000
Trinity House 2016 Cd - 212446	30,000	-	-	-	-	\$30,000
Caring Works Services 2016 Cd - 212447	25,000	-	-	-	-	\$25,000
Community Based 2016 Cd - 212449	15,000	-	-	-	-	\$15,000
Crisis Shelter 2016 Es - 212450	38,923	-	-	-	-	\$38,923
Red Shelter 2016 Es - 212451	20,000	-	-	-	-	\$20,000
Gift Transitional 2016 Cd - 212452	13,000	-	-	-	-	\$13,000
Acf Housing 2016 Cd - 212453	13,000	-	-	-	-	\$13,000
Meals On Wheels 2016 Cd - 212454	23,476	-	-	-	-	\$23,476
Pathways 2016 Cd - 212456	17,520	-	-	-	-	\$17,520
Feed The Hungry 2016 Cd - 212458	15,000	-	-	-	-	\$15,000
Project Connect 2016 Cd - 212460	28,000	-	-	-	-	\$28,000
Career Works 2016 Cd - 212461	20,000	-	-	-	-	\$20,000
Padv 2016 Cd - 212462	42,000	-	-	-	-	\$42,000
Rosa Burney Manor 2016 Cd - 212478	66,761	-	-	-	-	\$66,761
Legal Clinic 2016 Cd/Es - 212479	42,682	-	-	-	-	\$42,682
Nicholas House Case Mgt Tbra - 212481	15,000	-	-	-	-	\$15,000
Ohs Grant Admin 2016 Cd - 212587	-	128,780	-	-	-	\$128,780
Mechanicsville Section 2017 Cd - 212643	224,554	-	-	-	-	\$224,554
<b>Sub-Total</b>	<b>\$6,362,292</b>	<b>\$1,386,651</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$7,748,943</b>





## FY18 CAPITAL BUDGET STATUS

### Community Development Block Grant Fund

	FY18	FY19	FY20	FY21	FY22	Total
Department Of Corrections						
Hosea Feed The Hungry Renov 2016 - 212388	-	-	200,000	-	-	\$200,000
Grant Serv. Admin, 2016cd - 212389	567,953	-	-	-	-	\$567,953
Grant Accting Admin, 2016 Cd - 212391	78,918	-	-	-	-	\$78,918
Sub-Total	<u>\$646,871</u>	-	<u>\$200,000</u>	-	-	<u>\$846,871</u>
Dept Of Parks & Recreation						
Playground Replacement 2016 - 212397	300,000	-	-	-	-	\$300,000
New Park Fairburn & Mays 2016 - 212399	400,000	-	-	-	-	\$400,000
Sub-Total	<u>\$700,000</u>	-	-	-	-	<u>\$700,000</u>
Department Of Police Services						
Demolition/Reclamation 2016 Cd - 212401	25,501	-	-	-	-	\$25,501
Sub-Total	<u>\$25,501</u>	-	-	-	-	<u>\$25,501</u>
Dept Of Planning & Community Development						
Pmbc Housing Initiative 2016 - 212398	25,000	-	-	-	-	\$25,000
Joint Venture, 2016 Cd - 212400	56,740	-	-	-	-	\$56,740
Homes, 2016 Cd - 212403	150,000	-	-	-	-	\$150,000
Land Bank Authority, 2016 Cd - 212404	168,165	200,000	-	-	-	\$368,165
Emergency Home Repair 2016 Cd - 212405	100,000	200,000	-	-	-	\$300,000
Women'S Econ Slf Suff Prg 2016 - 212408	53,809	-	-	-	-	\$53,809
Uni Choice Neighborhood 2016 - 212411	150,000	50,000	-	-	-	\$200,000
Housing Rehab Admin, 2016 Cd - 212414	7,500	104,972	-	-	-	\$112,472
Business Improvem'T Loan 2016 - 212415	50,000	150,000	-	-	-	\$200,000
Bilf Admin, 2016 Cd - 212420	60,743	-	-	-	-	\$60,743
Sub-Total	<u>\$821,957</u>	<u>\$704,972</u>	-	-	-	<u>\$1,526,929</u>
<b>Total City Wide</b>	<u>\$8,556,622</u>	<u>\$2,091,623</u>	<u>\$200,000</u>	-	-	<u>\$10,848,245</u>



## FY18 CAPITAL BUDGET STATUS Intergovernmental Grant Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	75,058,498	15,744,312	245,326	-	-	\$91,048,136
Expenses	75,058,498	15,744,312	245,326	-	-	\$91,048,136
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
	FY18	FY19	FY20	FY21	FY22	Total
Taxes	114,000	813,462	-	-	-	\$927,462
Intergovernmental Revenues	72,525,639	14,430,850	245,326	-	-	\$87,201,814
Contributions And Donations From Private Sources	2,418,860	500,000	-	-	-	\$2,918,860
<b>Revenues</b>	<b>\$75,058,498</b>	<b>\$15,744,312</b>	<b>\$245,326</b>	-	-	<b>\$91,048,136</b>
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
	FY18	FY19	FY20	FY21	FY22	Total
Executive Offices	30,713,883	-	-	-	-	\$30,713,883
Department Of Corrections	634,014	-	-	-	-	\$634,014
Department Of Finance	842,036	-	-	-	-	\$842,036
Department Of Public Works	30,803,482	11,154,600	-	-	-	\$41,958,082
Dept Of Parks & Recreation	665,413	-	-	-	-	\$665,413
Department Of Watershed Management	2,580,747	-	-	-	-	\$2,580,747
Judicial Agencies	80,278	-	-	-	-	\$80,278
Department Of Fire Services	438,196	-	-	-	-	\$438,196
Department Of Police Services	4,564,118	3,535,898	245,326	-	-	\$8,345,341
Dept Of Planning & Community Development	3,736,332	1,053,814	-	-	-	\$4,790,146
<b>Total City Wide</b>	<b>\$75,058,498</b>	<b>\$15,744,312</b>	<b>\$245,326</b>	-	-	<b>\$91,048,136</b>



## FY18 CAPITAL BUDGET STATUS Intergovernmental Grant Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Executive Offices</b>						
Street Car Phase 1 - 111097	367,421	-	-	-	-	\$367,421
Clean Cities - Dpw Cng - 111639	93,500	-	-	-	-	\$93,500
Recycling Copr 2013-2014 - 211455	3,150	-	-	-	-	\$3,150
Aids Athens, 2013 Hopwa - 211518	3,409	-	-	-	-	\$3,409
Hope House, 2013 Hopwa - 211531	37,061	-	-	-	-	\$37,061
Positive Impact, 2013 Hopwa - 211552	5,401	-	-	-	-	\$5,401
Edgewood Sup Svcs, 2013 Hopwa - 211556	11,380	-	-	-	-	\$11,380
Cte Atlfuel Markets - 211616	6,543	-	-	-	-	\$6,543
Cep Project 2014 - 211725	193,415	-	-	-	-	\$193,415
Ohs Grant Admin 2014 Hopwa - 211862	90,000	-	-	-	-	\$90,000
Dklb Co. Bd Of Hlth 2014 Hopwa - 211863	83,504	-	-	-	-	\$83,504
Cobb County Boh, 2014 Hopwa - 211864	66,371	-	-	-	-	\$66,371
Narina Housing 2014 Hp - 211866	26,490	-	-	-	-	\$26,490
Aid Atlanta, 2014 Hopwa - 211869	704,413	-	-	-	-	\$704,413
Aid Gwinnett, 2014 Hopwa - 211870	31,544	-	-	-	-	\$31,544
Matthews Place 2014 Hopwa - 211871	73,640	-	-	-	-	\$73,640
Living Room, 2014 Hopwa - 211872	46,543	-	-	-	-	\$46,543
Covenant House Ga 2014 Hopwa - 211873	47,750	-	-	-	-	\$47,750
Welcoming ATL-FIN LIT W/E	15,000	-	-	-	-	\$15,000
Aids Athens, 2015 Hopwa - 212124	354,080	-	-	-	-	\$354,080
Aids Legal Project 2015 - 212125	137,106	-	-	-	-	\$137,106
Covenantant House Ga, 2015 - 212126	88,002	-	-	-	-	\$88,002
Furniture Bank, 2015 Hopwa - 212127	83,160	-	-	-	-	\$83,160
Jerusalem House Wc, 2015 Hopwa - 212131	245,314	-	-	-	-	\$245,314
Jerusalem House Adult, 2015 Hopwa - 212132	243,215	-	-	-	-	\$243,215
Jerusalem House Ss I, 2015 Hopwa - 212133	216,650	-	-	-	-	\$216,650
Jerusalem House Ss Ii, 2015 - 212134	3,388,403	-	-	-	-	\$3,388,403
Legacy House 2015 Hopwa - 212135	385,894	-	-	-	-	\$385,894
Legacy Village, 2015 Hopwa - 212136	523,204	-	-	-	-	\$523,204
Making A Way 2015 Hopwa - 212137	578,589	-	-	-	-	\$578,589
Open Hand 2015 Hopwa - 212139	85,504	-	-	-	-	\$85,504
Positive Impact 2015 Hopwa - 212140	306,168	-	-	-	-	\$306,168
Hope House, 2015 Hopwa - 212141	100,989	-	-	-	-	\$100,989
The Edgewood Center 2015 Hopwa - 212143	306,714	-	-	-	-	\$306,714
The Edgewood Suppt. Serv. 2015 - 212144	178,046	-	-	-	-	\$178,046
Yagc House 2015 Hopwa - 212145	40,717	-	-	-	-	\$40,717
Living Cities City - 212262	18,884	-	-	-	-	\$18,884
Amfh Energy Challenge - 212285	20,504	-	-	-	-	\$20,504
Our Town Beltline 15 - 212321	50,000	-	-	-	-	\$50,000
Young Adult Guidance 2016 - 212354	34,995	-	-	-	-	\$34,995
Aid Atlanta, 2016 Hopwa - 212355	4,723,800	-	-	-	-	\$4,723,800
Cobb County Boh 2016 Hopwa - 212356	277,990	-	-	-	-	\$277,990
Dekalb County Boh, 2016 Hp - 212357	238,788	-	-	-	-	\$238,788
Hp-16-13 Living Room - 212358	5,896,121	-	-	-	-	\$5,896,121
Hp-16-22, Matthew'S Place - 212359	327,635	-	-	-	-	\$327,635
Naesm Housing Program - 212360	175,000	-	-	-	-	\$175,000
Hp-16-58 Narnia Housing Proj - 212361	205,831	-	-	-	-	\$205,831
2016 Travelers Aid Hiv/Aids - 212362	8,616,667	-	-	-	-	\$8,616,667



## FY18 CAPITAL BUDGET STATUS Intergovernmental Grant Fund

	FY18	FY19	FY20	FY21	FY22	Total
2016 Positive Impact Health Ctr - 212363	507,283	-	-	-	-	\$507,283
Ohs Grant Admin (Human Serv) - 212367	335,368	-	-	-	-	\$335,368
Fy 16 Gro1000 - 212485	19,396	-	-	-	-	\$19,396
Browns Mill Food Forest - 212529	84,642	-	-	-	-	\$84,642
Elevate Fy 17 - 212555	5,000	-	-	-	-	\$5,000
Fy17 Freedom Parkway - 212609	7,691	-	-	-	-	\$7,691
<b>Sub-Total</b>	<b>\$30,713,883</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$30,713,883</b>
<b>Department Of Corrections</b>						
Mental Health Collaboration - 211648	127,755	-	-	-	-	\$127,755
FY15 COA Detention Center	506,259	-	-	-	-	\$506,259
<b>Sub-Total</b>	<b>\$634,014</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$634,014</b>
<b>Department Of Finance</b>						
Hopwa Admin, Hopwa 2011 - 210948	1,260	-	-	-	-	\$1,260
Hopwa Admin.- G.A., 2011 - 211055	256	-	-	-	-	\$256
Hopwa Admin, 2013 Hopwa - 211569	4,563	-	-	-	-	\$4,563
Hopwa Admin-Ga, 2013 Hopwa - 211586	31	-	-	-	-	\$31
Hopwa Adm, G Acc.2015 - 212128	209	-	-	-	-	\$209
Hopwa Adm, G Ser.2015 - 212129	295,204	-	-	-	-	\$295,204
Resource Id 2015 Hopwa - 212142	124,994	-	-	-	-	\$124,994
Ogs Grantee Admin, Hopwa 2016 - 212364	300,000	-	-	-	-	\$300,000
2016 Resource Identification - 212365	85,000	-	-	-	-	\$85,000
2016 Office Of Grant Acc Admin - 212366	30,519	-	-	-	-	\$30,519
<b>Sub-Total</b>	<b>\$842,036</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$842,036</b>
<b>Department Of Public Works</b>						
Barge Rd./Campellton Lci Grant - 102385	164,337	-	-	-	-	\$164,337
Howell Mill Rd-Chattahoochee - 102630	2,670	-	-	-	-	\$2,670
Sidewalk Pjt Metropolitan Pkwy - 110238	25,000	-	-	-	-	\$25,000
Memorial Dr Sidewalks - 110255	418,787	-	-	-	-	\$418,787
Marta Trans Imp - 110871	1,505,156	500,000	-	-	-	\$2,005,156
Dl Hollowell/Westlake-Lci - 111105	59,520	-	-	-	-	\$59,520
Glenwood/Moreland-Lci - 111106	28,456	-	-	-	-	\$28,456
Habersham/Piedmont Project - 111159	374,800	-	-	-	-	\$374,800
Midtown Reg Traffic Ops - 111221	3,815	-	-	-	-	\$3,815
Memorial Drive Corridor - 111322	223,136	-	-	-	-	\$223,136
Govt Center Improvements-Srta - 112025	3,020,217	-	-	-	-	\$3,020,217
Fy 2015 Local Mig - 112027	406,478	-	-	-	-	\$406,478
Fy 15 Mtop - 112029	6,571	-	-	-	-	\$6,571
Inman Park Middle School Road - 112267	4,850	-	-	-	-	\$4,850
Fy16 Dtop - 112344	1,000,000	-	-	-	-	\$1,000,000
Lmig 2016 - 112465	954,650	-	-	-	-	\$954,650
Juniper St Bicycle/Ped Fac - 112503	1,674,200	1,673,000	-	-	-	\$3,347,200
Midtown Atl Reg Act Ctr Ped Mod - 112504	1,200,000	221,600	-	-	-	\$1,421,600
Mlk Jr Dr Complete St Retrofit - 112505	1,126,377	-	-	-	-	\$1,126,377
Us 19 (Spring St) Ped Mob - 112508	188,000	1,760,000	-	-	-	\$1,948,000
Fy17 Lmig-Refreshing - 112588	3,744,575	-	-	-	-	\$3,744,575
Mlk, Jr Dr Corr Imp - 112618	3,000,000	7,000,000	-	-	-	\$10,000,000
Fhwa Fy 2013 Tiger Grant #16 - 211899	8,553,936	-	-	-	-	\$8,553,936
Streetcar O&M - 211934	3,117,952	-	-	-	-	\$3,117,952
<b>Sub-Total</b>	<b>\$30,803,482</b>	<b>\$11,154,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$41,958,082</b>



## FY18 CAPITAL BUDGET STATUS Intergovernmental Grant Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>Dept Of Parks &amp; Recreation</b>						
Adair I Park - 101018	976	-	-	-	-	\$976
Daniel Stanton Park - 101791	15,284	-	-	-	-	\$15,284
After School Play Program - 210886	45,594	-	-	-	-	\$45,594
Troops For Fitness - 211716	7,948	-	-	-	-	\$7,948
Feb 2014 Winter Storm - 211924	6,779	-	-	-	-	\$6,779
Coca-Cola & Nrpa Fy15 - 211949	50,000	-	-	-	-	\$50,000
FY16 Out of School Meals	35,000	-	-	-	-	\$35,000
Fy17 Hot Meal Program - 212535	503,832	-	-	-	-	\$503,832
<b>Sub-Total</b>	<b>\$665,413</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$665,413</b>
<b>Department Of Watershed Management</b>						
Dwm Hazard Mitigation - 110874	2,193,000	-	-	-	-	\$2,193,000
W'Shed Impr Plan & Design ScCs - 111688	387,747	-	-	-	-	\$387,747
<b>Sub-Total</b>	<b>\$2,580,747</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$2,580,747</b>
<b>Judicial Agencies</b>						
Fy17 Behavioral Health Grant - 212527	80,278	-	-	-	-	\$80,278
<b>Sub-Total</b>	<b>\$80,278</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$80,278</b>
<b>Department Of Fire Services</b>						
Operations and Safety Program - 211703	168,266	-	-	-	-	\$168,266
Gsar/Haz-Mat - 212272	43,471	-	-	-	-	\$43,471
Fy 17 Child Safety Seats - 212593	226,459	-	-	-	-	\$226,459
<b>Sub-Total</b>	<b>\$438,196</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$438,196</b>
<b>Department Of Police Services</b>						
Hidta Administration - 211079	102,520	100,000	-	-	-	\$202,520
2014 Jag - 211974	154,088	-	-	-	-	\$154,088
2014 Cops - 211985	722,142	-	-	-	-	\$722,142
Hidta 2015 - 212012	193,961	-	-	-	-	\$193,961
2015 Cops Hiring - 212313	150,000	225,000	-	-	-	\$375,000
2015-Jag - 212339	141,407	282,812	-	-	-	\$424,219
Hidta 2016 - 212474	3,000,000	2,682,760	-	-	-	\$5,682,760
2016 Jag - 212599	100,000	245,326	245,326	-	-	\$590,651
<b>Sub-Total</b>	<b>\$4,564,118</b>	<b>\$3,535,898</b>	<b>\$245,326</b>	<b>-</b>	<b>-</b>	<b>\$8,345,341</b>
<b>Dept Of Planning &amp; Community Development</b>						
Section 8 Annual Contributions - 200668	350,650	-	-	-	-	\$350,650
Dca - Nsp 2009 - 210568	-	169,604	-	-	-	\$169,604
Dca - Nsp - Admin 2009 - 210569	8,745	-	-	-	-	\$8,745
Us-Epa - 210641	473,553	-	-	-	-	\$473,553
2011 Community Rlf - 211139	86,367	-	-	-	-	\$86,367
Cycle Atl Phase I - 2012 - 211315	5,215	-	-	-	-	\$5,215
EZ Administration - 211680	50,000	813,462	-	-	-	\$863,462
Po215 Section 8-Ac - 211772	126,635	10,000	-	-	-	\$136,635
Section 8 2015 - 211951	255,686	-	-	-	-	\$255,686
Brownfield Revolving Loan Fund - 212307	359,312	-	-	-	-	\$359,312
2016 Section 8 Budget Santa Fe - 212330	549,129	39,303	-	-	-	\$588,432
Push - 211888	1,000,000	-	-	-	-	\$1,000,000
Section 8 Budget Edgewood Fy 16 - 212489	233,229	21,445	-	-	-	\$254,674
Po215 Section 8 Annual Contribution - 212491	101,741	-	-	-	-	\$101,741
Section 8 Budget Admin Fy 16 - 212511	41,599	-	-	-	-	\$41,599



## FY18 CAPITAL BUDGET STATUS Intergovernmental Grant Fund

	FY18	FY19	FY20	FY21	FY22	Total
Po215 Section 8 Annual Admin - 212512	14,470	-	-	-	-	\$14,470
Fy 17 Cycle Atlanta Phase 2.0 - 212612	80,000	-	-	-	-	\$80,000
Sub-Total	\$3,736,332	\$1,053,814	-	-	-	\$4,790,146
Total City Wide	\$75,058,498	\$15,744,312	\$245,326	-	-	\$91,048,136



## FY18 CAPITAL BUDGET STATUS Job Training Grant Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	4,382,857	4,382,857	4,382,857	4,382,857	4,382,857	\$21,914,285
Expenses	4,382,857	4,382,857	4,382,857	4,382,857	4,382,857	\$21,914,285
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Intergovernmental Revenues	4,382,857	4,382,857	4,382,857	4,382,857	4,382,857	\$21,914,285
<b>Revenues</b>	\$4,382,857	\$4,382,857	\$4,382,857	\$4,382,857	\$4,382,857	\$21,914,285
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Dept Of Planning & Community Development	4,382,857	4,382,857	4,382,857	4,382,857	4,382,857	\$21,914,285
<b>Total City Wide</b>	\$4,382,857	\$4,382,857	\$4,382,857	\$4,382,857	\$4,382,857	\$21,914,285



## FY18 CAPITAL BUDGET STATUS Job Training Grant Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
Dept Of Planning & Community Development						
Wioa Youth Py16 - 212521	1,526,439	1,526,439	1,526,439	1,526,439	1,526,439	\$7,632,195
Wioa Rr Fy2017 - 212628	62,379	62,379	62,379	62,379	62,379	\$311,895
Wioa Dw Fy2017 - 212629	1,520,108	1,520,108	1,520,108	1,520,108	1,520,108	\$7,600,540
Wioa Adult Fy2017 - 212631	1,273,931	1,273,931	1,273,931	1,273,931	1,273,931	\$6,369,655
Sub-Total	<u>\$4,382,857</u>	<u>\$4,382,857</u>	<u>\$4,382,857</u>	<u>\$4,382,857</u>	<u>\$4,382,857</u>	<u>\$21,914,285</u>
<b>Total City Wide</b>	<u>\$4,382,857</u>	<u>\$4,382,857</u>	<u>\$4,382,857</u>	<u>\$4,382,857</u>	<u>\$4,382,857</u>	<u>\$21,914,285</u>





## FY18 CAPITAL BUDGET STATUS

### Home Investment Partnerships Program Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	3,760,668	1,712,748	-	-	-	\$5,473,416
Expenses	3,760,668	1,712,748	-	-	-	\$5,473,416
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Intergovernmental Revenues	3,760,668	1,712,748	-	-	-	\$5,473,416
<b>Revenues</b>	\$3,760,668	\$1,712,748	-	-	-	\$5,473,416
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Executive Offices	193,925	200,000	-	-	-	\$393,925
Dept Of Planning & Community Development	3,566,743	1,512,748	-	-	-	\$5,079,490
<b>Total City Wide</b>	\$3,760,668	\$1,712,748	-	-	-	\$5,473,416



## FY18 CAPITAL BUDGET STATUS

### Home Investment Partnerships Program Fund

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Executive Offices</b>						
Nicholas House Tbra 2015 Hm - 212071	193,925	-	-	-	-	\$193,925
Nicholas House Tbra 2016 Hm - 212372	-	200,000	-	-	-	\$200,000
Sub-Total	<u>\$193,925</u>	<u>\$200,000</u>	-	-	-	<u>\$393,925</u>
<b>Dept Of Planning &amp; Community Development</b>						
Multifamily Rental 2009 Hm - 210616	41,632	-	-	-	-	\$41,632
Chdo Capital 2010 Hm - 210732	100,000	44,636	-	-	-	\$144,636
Land Acquisition 2010 Hm - 210738	59,810	-	-	-	-	\$59,810
Chdo Capital Hm 2011 - 210974	5,910	-	-	-	-	\$5,910
Housing Admin 2012 Cd/Hm - 211264	47,526	-	-	-	-	\$47,526
Chdo Capital 2012 Hm - 211275	334	-	-	-	-	\$334
Housing Grant Admin 2013 Cd/Hm - 211467	39,508	10,935	-	-	-	\$50,443
Aahop 2013hm - 211520	35,922	-	-	-	-	\$35,922
Multifamily Loan Pool 2013 Hm - 211581	627,804	-	-	-	-	\$627,804
Pcia, 2009 Home - 211631	122,526	-	-	-	-	\$122,526
Chdo Capital 2013 Hm - 211721	193,169	100,000	-	-	-	\$293,169
Chdo Capital Fund 2014 Home - 211847	233,731	-	-	-	-	\$233,731
Aahop, 2015 Hm - 212039	36,723	-	-	-	-	\$36,723
Habitat Down Payment 2015 Hm - 212040	180,000	-	-	-	-	\$180,000
Home Administration 2015 - 212046	80,572	26,643	-	-	-	\$107,215
2015 Cap Proj Predev Loan Fund - 212047	412,380	-	-	-	-	\$412,380
2015 Chdo Opt Assistance Hm - 212048	28,329	-	-	-	-	\$28,329
Single Family Scattered 2015 - 212060	58,180	-	-	-	-	\$58,180
Quest Community Dev - 212185	392,605	368,300	-	-	-	\$760,905
Habitat For Humanity 2016 Hm - 212406	-	224,576	-	-	-	\$224,576
The New Villages 2016 Hm - 212409	150,000	50,000	-	-	-	\$200,000
Friendship Village Seniors 2016 Hm - 212410	250,000	50,000	-	-	-	\$300,000
Multi Family Loan Pool, 2016 - 212412	75,000	425,000	-	-	-	\$500,000
Chdo Capt Proj & Predevel 2016 - 212413	50,000	179,643	-	-	-	\$229,643
Aahop, 2016 Hm - 212416	175,000	-	-	-	-	\$175,000
2016 Chdo Operating Assist. - 212418	50,000	-	-	-	-	\$50,000
Home Administration 2016 - 212419	120,080	33,015	-	-	-	\$153,095
Sub-Total	<u>\$3,566,743</u>	<u>\$1,512,748</u>	-	-	-	<u>\$5,079,490</u>
<b>Total City Wide</b>	<u>\$3,760,668</u>	<u>\$1,712,748</u>	-	-	-	<u>\$5,473,416</u>

## TRUST FUNDS

**Trust Fund** is a fiduciary fund comprised of a variety of assets intended to provide benefits to an individual or organization. The trust fund is established to account for assets held by a government unit in a trustee capacity. A portion of the trust funds listed was established by trust agreements and are held for a specific purpose.





## FY18 CAPITAL BUDGET STATUS Trust

	FY18	FY19	FY20	FY21	FY22	Total
<b>FUND SUMMARY</b>						
Revenues	38,124,254	-	-	-	-	\$38,124,254
Expenses	38,124,254	-	-	-	-	\$38,124,254
<b>Total Revenues Over(Under) Expenses</b>	-	-	-	-	-	-
<b>ANTICIPATIONS</b>						
<b>REVENUE GROUP TOTALS</b>						
Miscellaneous Revenues	38,124,254	-	-	-	-	\$38,124,254
<b>Revenues</b>	\$38,124,254	-	-	-	-	\$38,124,254
<b>APPROPRIATIONS</b>						
<b>DEPARTMENT TOTALS</b>						
Default	(95,035)	-	-	-	-	(\$95,035)
City Council	42,079	-	-	-	-	\$42,079
Executive Offices	3,603,937	-	-	-	-	\$3,603,937
Department Of Information Technology	88,149	-	-	-	-	\$88,149
Department Of Corrections	266,781	-	-	-	-	\$266,781
Department Of Finance	9,226,208	-	-	-	-	\$9,226,208
Department Of Procurement	10,572	-	-	-	-	\$10,572
Department Of Public Works	26,246	-	-	-	-	\$26,246
Dept Of Parks & Recreation	3,298,360	-	-	-	-	\$3,298,360
Department Of Watershed Management	2,956,146	-	-	-	-	\$2,956,146
Judicial Agencies	411,165	-	-	-	-	\$411,165
Non-Departmental	131,236	-	-	-	-	\$131,236
Department Of Human Resources	43,320	-	-	-	-	\$43,320
Department Of Fire Services	107,773	-	-	-	-	\$107,773
Department Of Police Services	5,849,036	-	-	-	-	\$5,849,036
Dept Of Planning & Community Development	12,158,282	-	-	-	-	\$12,158,282
<b>Total City Wide</b>	\$38,124,254	-	-	-	-	\$38,124,254

\* Appropriations are considered spent in the year that they are appropriated on a budget basis. However, any unspent appropriation carries forward to the next year.



## FY18 CAPITAL BUDGET STATUS Trust

	FY18	FY19	FY20	FY21	FY22	Total
<b>PROJECT TOTALS BY DEPARTMENT</b>						
<b>Default</b>						
Default - 000000	(95,035)	-	-	-	-	(\$95,035)
Sub-Total	(\$95,035)	-	-	-	-	(\$95,035)
<b>City Council</b>						
District 3 Holiday Family Asst Initiativ - 600060	5,667	-	-	-	-	\$5,667
Atlanta Commission On Women - 600069	25,117	-	-	-	-	\$25,117
District 3 Senior Citizens Picnic - 600130	7,699	-	-	-	-	\$7,699
District 12 Annual Holiday Celebration - 600223	(459)	-	-	-	-	(\$459)
Maddox Retirement Fund - 600378	2,140	-	-	-	-	\$2,140
Community Events & Projects--District 12 - 600402	1,914	-	-	-	-	\$1,914
Sub-Total	\$42,079	-	-	-	-	\$42,079
<b>Executive Offices</b>						
Underground Atlanta - 100003	95,386	-	-	-	-	\$95,386
Atl Relig Mobil Against Crime (Armac) - 200861	447	-	-	-	-	\$447
1992-1994 Weed And Seed Program - 200980	53,709	-	-	-	-	\$53,709
Dunbar Reading Center - 201201	284	-	-	-	-	\$284
Charter Review Commission - 201399	18,853	-	-	-	-	\$18,853
M-Net - 600004	12,113	-	-	-	-	\$12,113
Comm. Tech. Initiative - 600005	(289)	-	-	-	-	(\$289)
Atlanta-Caribbean Trade Conf. - 600021	973	-	-	-	-	\$973
Bedford Place Housing Legal Cost - 600029	122	-	-	-	-	\$122
Bigsby Family Donations - 600038	2,318	-	-	-	-	\$2,318
Human Services Resource Bank - 600042	14,171	-	-	-	-	\$14,171
Mayor'S Scholar Program - 600057	883	-	-	-	-	\$883
Community Relations Commission - 600059	616	-	-	-	-	\$616
Older Atlantan'S Month (02-O-0846) - 600062	(529,419)	-	-	-	-	(\$529,419)
Mktg & Comm.,Special Events & Ceremonies - 600083	4,257	-	-	-	-	\$4,257
Maintenance And Conservation Public Art - 600086	49,776	-	-	-	-	\$49,776
International Events - 600091	5,300	-	-	-	-	\$5,300
City Of Atlanta Process, Review & Design - 600092	111,524	-	-	-	-	\$111,524
Dunbar Neighborhood Center - 600224	478,280	-	-	-	-	\$478,280
Legislative Reception - 600227	649	-	-	-	-	\$649
Atlanta Sesquicentennial - 600236	5,445	-	-	-	-	\$5,445
Georgia Power Ad Valorem Tax Lawsuit - 600262	165	-	-	-	-	\$165
Atlanta Sisters Cities Commission-2001 - 600287	1,644	-	-	-	-	\$1,644
Hurricane Katrina Relief Fund - 600290	15,293	-	-	-	-	\$15,293
Georgia Hill Neighborhood Center - 600291	661,508	-	-	-	-	\$661,508
J.C. Birdine Neighborhood Center - 600292	392,319	-	-	-	-	\$392,319
Summer Youth Employment, Prgm Operations - 600294	107	-	-	-	-	\$107
Donation Meters For Homeless Initiatives - 600310	5,643	-	-	-	-	\$5,643
Jazz Festival - 600346	316,969	-	-	-	-	\$316,969
Cultural Affairs-General - 600349	(139,206)	-	-	-	-	(\$139,206)
Chastain Amphitheater Sound - 600367	309,409	-	-	-	-	\$309,409
Marta/Tiger Discretionary Grant Applicat - 600379	(33,319)	-	-	-	-	(\$33,319)
Census Outreach Efforts - 600381	6,875	-	-	-	-	\$6,875
Sustainability Project(Reserved) - 600388	1,690,780	-	-	-	-	\$1,690,780
Salary Surcharge & Security - 600394	10,353	-	-	-	-	\$10,353
Startup In A Day - 600403	40,000	-	-	-	-	\$40,000

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## FY18 CAPITAL BUDGET STATUS Trust

	FY18	FY19	FY20	FY21	FY22	Total
Sub-Total	\$3,603,937	-	-	-	-	\$3,603,937
Department Of Information Technology						
Gov'T & Public Cable Access - 101398	88,149	-	-	-	-	\$88,149
Sub-Total	\$88,149	-	-	-	-	\$88,149
Department Of Corrections						
Jail Fund Administration & Construction - 200769	569,339	-	-	-	-	\$569,339
Inmate Welfare Program - 201501	(293,482)	-	-	-	-	(\$293,482)
Employee Awards Program - 600266	4,085	-	-	-	-	\$4,085
Inmate Deposits - 600270	(13,161)	-	-	-	-	(\$13,161)
Sub-Total	\$266,781	-	-	-	-	\$266,781
Department Of Finance						
Car Rental Tax- Philips Arena Imp. - 600115	4,654,276	-	-	-	-	\$4,654,276
Murdered And Missing Children Fd. - 600296	15,000	-	-	-	-	\$15,000
Atlanta Housing Authority Envir - 600383	(54,081)	-	-	-	-	(\$54,081)
Street Car O&M - 600401	4,611,012	-	-	-	-	\$4,611,012
Sub-Total	\$9,226,208	-	-	-	-	\$9,226,208
Department Of Procurement						
Vendor Outreach Seminar/Expos - 600027	10,572	-	-	-	-	\$10,572
Sub-Total	\$10,572	-	-	-	-	\$10,572
Department Of Public Works						
Margaret Mitchell Square - 100318	32,802	-	-	-	-	\$32,802
Roxboro Road Underpass - 100324	79,371	-	-	-	-	\$79,371
Traffic Signal Installation - 100335	4,926	-	-	-	-	\$4,926
Howell Mill/Northside Pkwy Signalization - 100901	6,939	-	-	-	-	\$6,939
Citywide Sidewalk Program, Cd-588 - 101619	(873,065)	-	-	-	-	(\$873,065)
Speed Hump And Other Sidewalk Project - 101668	(586)	-	-	-	-	(\$586)
Sidewalk Improvements, District 5 - 102091	1,212	-	-	-	-	\$1,212
Howell Mill Rd-Chattahoochee - 102630	1,817	-	-	-	-	\$1,817
Howell Mill Rd-Huff Rd To Forrest - 102631	113,475	-	-	-	-	\$113,475
Howell Mill Rd-Forrest St To Holmes - 102632	(1,465)	-	-	-	-	(\$1,465)
D.I.F.Admin-Transportation-City - 201053	490	-	-	-	-	\$490
City Of Atlanta/Dekalb Co. Capital Proj. - 600006	16,172	-	-	-	-	\$16,172
Red Light Camera Enforcement Program - 600098	583,550	-	-	-	-	\$583,550
Solid Waste Mgmt Pgm - User Fee - 600099	(2,050)	-	-	-	-	(\$2,050)
Chester Avenue - 600103	6,714	-	-	-	-	\$6,714
Clair Drive - 600104	6,382	-	-	-	-	\$6,382
Maddox Park - 600106	4,395	-	-	-	-	\$4,395
Liddell-Vending Machines - 600111	5,061	-	-	-	-	\$5,061
Madox Park/North Avenue - 600113	3,330	-	-	-	-	\$3,330
Banner Deposits - 600114	33,311	-	-	-	-	\$33,311
Friendship Club Escrow - 600301	3,465	-	-	-	-	\$3,465
Sub-Total	\$26,246	-	-	-	-	\$26,246
Dept Of Parks & Recreation						
Ground & Site Imprvs., City-Wide - 100247	300	-	-	-	-	\$300
1988 Jazz Festival - 200137	214	-	-	-	-	\$214
Mayor'S Task Force-Sr. Citizens - 200461	(1,462)	-	-	-	-	(\$1,462)
Summer Program - 200463	(391,859)	-	-	-	-	(\$391,859)
Adamsville Recreation Center/Natatorium - 600002	2,528	-	-	-	-	\$2,528
Piedmont Park Restaurant - 600023	54,021	-	-	-	-	\$54,021
Swim Accoutrements - 600067	17,190	-	-	-	-	\$17,190

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## FY18 CAPITAL BUDGET STATUS Trust

	FY18	FY19	FY20	FY21	FY22	Total
Chastain Arts Center - 600071	220,953	-	-	-	-	\$220,953
Gilbert House - 600078	740	-	-	-	-	\$740
Atlanta Arts Alliance, Inc. - 600079	17,235	-	-	-	-	\$17,235
Donation For Parks, Rec. & Cultural Aff. - 600080	366,528	-	-	-	-	\$366,528
Special Events - 600081	(208,362)	-	-	-	-	(\$208,362)
Alexander, J. M. - 600132	417	-	-	-	-	\$417
Ansley, H. C. - 600133	11,757	-	-	-	-	\$11,757
Archer, Lavonia A. - 600134	186	-	-	-	-	\$186
Arnold, R. - 600135	1,226	-	-	-	-	\$1,226
Banks, J. F., Mrs. - 600136	382	-	-	-	-	\$382
Beasley, C. C. - 600137	1,052	-	-	-	-	\$1,052
Bell, James A. - 600138	753	-	-	-	-	\$753
Benjamin, Amelia Joan - 600139	176	-	-	-	-	\$176
Benjamin, Carrie - 600140	360	-	-	-	-	\$360
Betterton, Fred P. - 600141	674	-	-	-	-	\$674
Boulogny, John Fickett - 600142	4,573	-	-	-	-	\$4,573
Boyd, E. S. - 600143	2,708	-	-	-	-	\$2,708
Boylston, John H. - 600144	3,259	-	-	-	-	\$3,259
Brady, Albert I. - 600145	1,337	-	-	-	-	\$1,337
Brogan, Daniel - 600146	189	-	-	-	-	\$189
Brown, Joseph E. - 600147	2,143	-	-	-	-	\$2,143
Brown, Mary Ruth - 600148	750	-	-	-	-	\$750
Broyles, Arnold - 600149	340	-	-	-	-	\$340
Bunce, Allen H., Dr. & Isabella Arnold - 600150	1,124	-	-	-	-	\$1,124
Chisolm, W. P. - 600151	2,176	-	-	-	-	\$2,176
Draper, Emma Moore - 600152	4,740	-	-	-	-	\$4,740
Dunlap, Caroline Fain - 600153	280	-	-	-	-	\$280
Ellis, W. D., Judge - 600154	1,969	-	-	-	-	\$1,969
Foreacre, G. J. - 600155	1,007	-	-	-	-	\$1,007
Fuld, Joseph - 600156	543	-	-	-	-	\$543
Gartrell, L. J. - 600157	8,648	-	-	-	-	\$8,648
Gay, Sallie E. - 600158	1,008	-	-	-	-	\$1,008
Glenn, John T. - 600159	1,081	-	-	-	-	\$1,081
Goldin, Benjamin - 600160	2,782	-	-	-	-	\$2,782
Guthman, Issac - 600161	1,143	-	-	-	-	\$1,143
Haas, Aaron - 600162	648	-	-	-	-	\$648
Hansell, Granger - 600163	1,248	-	-	-	-	\$1,248
Hape, Samuel - 600164	1,389	-	-	-	-	\$1,389
Harris, C. G. - 600165	992	-	-	-	-	\$992
Hayden, Harriet E. - 600166	564	-	-	-	-	\$564
Hayes, Eula Ketner - 600167	236	-	-	-	-	\$236
Hetzel, Ola C. - 600168	723	-	-	-	-	\$723
Heyman, Helen Joel - 600169	108	-	-	-	-	\$108
Hill, Delos L., Mrs. - 600170	1,229	-	-	-	-	\$1,229
Hirsch, Edward H. & Sally W. - 600171	404	-	-	-	-	\$404
Hirsch, Maurice R. - 600172	534	-	-	-	-	\$534
Hirsch, Morris - 600173	917	-	-	-	-	\$917
Hirschfield, Emma H. - 600174	520	-	-	-	-	\$520
Hoyt, Louise Lallande - 600175	709	-	-	-	-	\$709
Inman, Hugh T. & Jennie - 600176	906	-	-	-	-	\$906

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## FY18 CAPITAL BUDGET STATUS Trust

	FY18	FY19	FY20	FY21	FY22	Total
Jones, John, Reverend - 600177	1,064	-	-	-	-	\$1,064
Kaplan, N. A. - 600178	441	-	-	-	-	\$441
Karwisch, Henry & J. S. & Mims, Abi - 600179	1,187	-	-	-	-	\$1,187
Kaufmann, Albert & Edith - 600180	1,400	-	-	-	-	\$1,400
Killian, Julia - 600181	1,270	-	-	-	-	\$1,270
Kingsberry, Lula L. - 600182	527	-	-	-	-	\$527
Lang, Frank L. - 600183	884	-	-	-	-	\$884
Lawshe, Margaret - 600184	432	-	-	-	-	\$432
Lewman, Idolene Edwards - 600185	336	-	-	-	-	\$336
Lilienthal, B. L. - 600186	394	-	-	-	-	\$394
Long, Sallie Griggs - 600187	595	-	-	-	-	\$595
Macdougald, Louise Black - 600188	1,404	-	-	-	-	\$1,404
Manassee, Julian - 600189	1,930	-	-	-	-	\$1,930
Marsh, Achsah F. - 600190	3,706	-	-	-	-	\$3,706
Mcdonell, Annie - 600191	930	-	-	-	-	\$930
Mcdowell, Thomas - 600192	729	-	-	-	-	\$729
Mckemie, W. S. - 600193	723	-	-	-	-	\$723
Menko, Martin & Joel, D. F. - 600194	776	-	-	-	-	\$776
Mitchell, Eugene M. - 600195	903	-	-	-	-	\$903
Mitchell, Stephen & Anita - 600196	2,169	-	-	-	-	\$2,169
Moore, Mary Courtney - 600197	2,632	-	-	-	-	\$2,632
Morrison, Mary Margaret Knapp - 600198	1,117	-	-	-	-	\$1,117
Parrott, Mary R. - 600199	1,466	-	-	-	-	\$1,466
Picard, Lipman E. - 600200	899	-	-	-	-	\$899
Powers, Cora V. - 600201	774	-	-	-	-	\$774
Rich, David R. - 600202	686	-	-	-	-	\$686
Roy, Dunbar - 600203	1,191	-	-	-	-	\$1,191
Saltzman, Edna B. - 600204	2,131	-	-	-	-	\$2,131
Schiff, Junius Fred - 600205	554	-	-	-	-	\$554
Schindler, Eva - 600206	617	-	-	-	-	\$617
Schoenthal, Bertha, Mrs. - 600207	396	-	-	-	-	\$396
Scoville, L. W., Mrs. - 600208	407	-	-	-	-	\$407
Selig, Jacob & Sophie - 600209	865	-	-	-	-	\$865
Smillie, Harriet A. - 600210	1,671	-	-	-	-	\$1,671
Smith, Rubie Hill - 600211	1,357	-	-	-	-	\$1,357
Speer, Clara S. - 600212	288	-	-	-	-	\$288
Starry, Fannie B. - 600213	1,392	-	-	-	-	\$1,392
Strauss, Gabriel & Karlsruher, G. - 600214	1,004	-	-	-	-	\$1,004
Weiss, William - 600215	557	-	-	-	-	\$557
Werner, Sr., E. A. - 600216	691	-	-	-	-	\$691
West, A. J. - 600217	1,048	-	-	-	-	\$1,048
Wilson, Ada Bell - 600218	477	-	-	-	-	\$477
Wiseberg, Clara H. & Morris - 600219	(26)	-	-	-	-	(26)
Wooley, Dora V. - 600220	748	-	-	-	-	\$748
Wootten, Katherine H. - 600221	748	-	-	-	-	\$748
Undist. Perp. Care Receipts - 600222	13,551	-	-	-	-	\$13,551
Athletics Operations - 600228	91,069	-	-	-	-	\$91,069
Piedmont Tennis Court Operations - 600229	118,550	-	-	-	-	\$118,550
Recreation Camps Operations - 600230	25,492	-	-	-	-	\$25,492
Summer User Fees - 600231	(4,843)	-	-	-	-	(4,843)

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## FY18 CAPITAL BUDGET STATUS Trust

	FY18	FY19	FY20	FY21	FY22	Total
Youth Athletics Program - 600239	345,303	-	-	-	-	\$345,303
Chastain Park Tennis Center Operations - 600240	248,258	-	-	-	-	\$248,258
Bitsy Grant Tennis Center Pro - 600249	62,923	-	-	-	-	\$62,923
Mcghee Tennis Center Pro - 600250	66,965	-	-	-	-	\$66,965
1991 U.S. Youth Games - 600256	142	-	-	-	-	\$142
Washington Park Tennis Center - 600261	67,724	-	-	-	-	\$67,724
Recreation Program Activities - 600282	24,468	-	-	-	-	\$24,468
Employee Incentive Program - 600299	20,820	-	-	-	-	\$20,820
Prc Adams Park Recreation Center - 600312	271	-	-	-	-	\$271
Prc Adamsville Recreation Center - 600313	785	-	-	-	-	\$785
Prc Ben Hill Recreation Center - 600316	1,085	-	-	-	-	\$1,085
Prc Brownwood Recreation Center - 600318	350	-	-	-	-	\$350
Prc Butler Park Recreation Center - 600319	725	-	-	-	-	\$725
Prc Ca Scott Recreation Center - 600320	5,028	-	-	-	-	\$5,028
Prc Central Park Recreation Center - 600321	(62,270)	-	-	-	-	(\$62,270)
Prc Coan Recreation Center - 600324	695	-	-	-	-	\$695
Prc Dunbar Recreation Center - 600326	850	-	-	-	-	\$850
Prc Grant Recreation Center - 600328	2,475	-	-	-	-	\$2,475
Prc Grove Recreation Center - 600329	7,222	-	-	-	-	\$7,222
Prc Jd Sims Recreation Center - 600330	780	-	-	-	-	\$780
Prc Langford Recreation Center - 600333	715	-	-	-	-	\$715
Prc Ml King Recreation Center - 600334	941	-	-	-	-	\$941
Prc Morningside Recreation Center - 600335	(2,498)	-	-	-	-	(\$2,498)
Prc Oakland Recreation Center - 600336	7,489	-	-	-	-	\$7,489
Prc Perkerson Recreation Center - 600337	1,143	-	-	-	-	\$1,143
Prc Peachtree Hills Recreation Center - 600338	146	-	-	-	-	\$146
Prc Pittman Recreation Center - 600339	(27,154)	-	-	-	-	(\$27,154)
Prc Rosel Fann Recreation Center - 600341	(58,548)	-	-	-	-	(\$58,548)
Prc Thomasville Recreation Center - 600342	2,902	-	-	-	-	\$2,902
Prc Zaban Recreation Center - 600343	5,543	-	-	-	-	\$5,543
Dunbar Rec Center Afterschool Prog 2009 - 600344	65,430	-	-	-	-	\$65,430
Non Res. Golfers- Summer Programs - 600354	96,568	-	-	-	-	\$96,568
Summer Program - 600355	186,954	-	-	-	-	\$186,954
Ground & Site Improvements - 600359	455,045	-	-	-	-	\$455,045
Citywide Park Furniture - 600363	95,475	-	-	-	-	\$95,475
Candler Park - 600364	500	-	-	-	-	\$500
Oakland Cemetary - 600365	101,750	-	-	-	-	\$101,750
Piedmont Park Arts Festival - 600370	100,467	-	-	-	-	\$100,467
Cyclorama Improvements - 600371	6,717	-	-	-	-	\$6,717
Chastain Amphitheater Park Improv - 600372	564,619	-	-	-	-	\$564,619
Snowmobile - 600376	(18,144)	-	-	-	-	(\$18,144)
Southbend Cultural Center Operations - 600382	2,042	-	-	-	-	\$2,042
Centers Of Hope - 600384	427,554	-	-	-	-	\$427,554
Apd Sos Special Event Trust Account - 600393	50,860	-	-	-	-	\$50,860
<b>Sub-Total</b>	<b>\$3,298,360</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$3,298,360</b>
<b>Department Of Watershed Management</b>						
Greenway Acquisition Project - 101760	5,419	-	-	-	-	\$5,419
Sewer Collections, De Kalb - 200510	540	-	-	-	-	\$540
Care & Conserve Fund - 201333	2,300	-	-	-	-	\$2,300
Englewood - 600105	6,498	-	-	-	-	\$6,498

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## FY18 CAPITAL BUDGET STATUS Trust

	FY18	FY19	FY20	FY21	FY22	Total
R.M. Clayton W.P.C. - 600107	8,035	-	-	-	-	\$8,035
Utoy Creek - 600109	3,315	-	-	-	-	\$3,315
Drinking Water-Vending Machines - 600112	25,601	-	-	-	-	\$25,601
Erosion & Sedimentation Control Fee - 600271	131,764	-	-	-	-	\$131,764
Care & Conserve Trust Fund - 600308	2,771,635	-	-	-	-	\$2,771,635
72 Marietta St-Vending Machines - 600398	1,039	-	-	-	-	\$1,039
<b>Sub-Total</b>	<b>\$2,956,146</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$2,956,146</b>
<b>Judicial Agencies</b>						
Atlanta Community Court Foundation - 600124	2,898	-	-	-	-	\$2,898
Victim & Witness Penalty, Tc - 600302	363,063	-	-	-	-	\$363,063
Victim & Witness Penalty, Mc - 600303	55,649	-	-	-	-	\$55,649
State Of Ga-Brain And Spinal Injury - 600304	(18,236)	-	-	-	-	(18,236)
Victim & Witness Penalty, County (5%) - 600305	7,792	-	-	-	-	\$7,792
<b>Sub-Total</b>	<b>\$411,165</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$411,165</b>
<b>Non-Departmental</b>						
Elected Official Compensation Commission - 600100	13,818	-	-	-	-	\$13,818
94 Flood Victims Relief Fund - 600272	3,549	-	-	-	-	\$3,549
Electronic Legislative Management System - 600387	113,869	-	-	-	-	\$113,869
<b>Sub-Total</b>	<b>\$131,236</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$131,236</b>
<b>Department Of Human Resources</b>						
Women'S History Month - 600126	(139)	-	-	-	-	(139)
City-Wide Training Program - 600232	43,459	-	-	-	-	\$43,459
<b>Sub-Total</b>	<b>\$43,320</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$43,320</b>
<b>Department Of Fire Services</b>						
Improving Fire Station #8 Work Environ. - 102507	971	-	-	-	-	\$971
City'S Health And Wellness Center - 202397	4,368	-	-	-	-	\$4,368
Fire Safety Education Program - 202845	1,353	-	-	-	-	\$1,353
Atlanta Smoke Alarm Program (Asap) - 600007	1,563	-	-	-	-	\$1,563
Emergency Response - 600096	(23,570)	-	-	-	-	(23,570)
Fire Headquarters Vending Machines - 600110	13,211	-	-	-	-	\$13,211
Fire Fighters' Banquet - 600258	1,130	-	-	-	-	\$1,130
Training & Gen Operating Enhancements - 600263	2,718	-	-	-	-	\$2,718
Fire Dept Facility Relocation - 600274	1,768	-	-	-	-	\$1,768
Donations-Recognition Fire Pers/Citizens - 600275	12,230	-	-	-	-	\$12,230
Fire Prevention Week '95 - 600277	902	-	-	-	-	\$902
Fire Dept. Costs Recovery Training Pgms - 600281	70,849	-	-	-	-	\$70,849
Firefighting Equipment - 600392	20,279	-	-	-	-	\$20,279
<b>Sub-Total</b>	<b>\$107,773</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$107,773</b>
<b>Department Of Police Services</b>						
R.I.C.O. - State - 101414	560	-	-	-	-	\$560
Federal-Rico - 600234	2,406,440	-	-	-	-	\$2,406,440
Drug Reward Program - 600235	8,111	-	-	-	-	\$8,111
Purchase Of Protective Items - 600237	273	-	-	-	-	\$273
Zone 3 Mini Precinct - 600238	5,427	-	-	-	-	\$5,427
Poor & Homeless Assistance Program - 600243	2,374	-	-	-	-	\$2,374
Bricola W. Coleman Reward Fund - 600247	1,506	-	-	-	-	\$1,506
Reward Fd-Murdered Clark College Student - 600252	972	-	-	-	-	\$972
Police Department Capital Acquisitions - 600253	2,636	-	-	-	-	\$2,636
Police Department Management Retreat - 600254	4,589	-	-	-	-	\$4,589
Youth Advisory Council - 600265	291	-	-	-	-	\$291

\* Appropriations are considered spent in the year that they are appropriated on a budget basis. However, any unspent appropriation carries forward to the next year.



## FY18 CAPITAL BUDGET STATUS Trust

	FY18	FY19	FY20	FY21	FY22	Total
Bicycle Patrol Program - 600267	8,746	-	-	-	-	\$8,746
Atlanta Police Athletic League - 600269	99,801	-	-	-	-	\$99,801
Attack On America: 09/11/2001 - 600289	5,824	-	-	-	-	\$5,824
R.I.C.O.-State - 600369	1,172,555	-	-	-	-	\$1,172,555
Federal-Rico-Treasury - 600373	2,129,082	-	-	-	-	\$2,129,082
Council Dist.6 Sidewalk Waivers - 600396	(150)	-	-	-	-	(\$150)
<b>Sub-Total</b>	<b>\$5,849,036</b>	-	-	-	-	<b>\$5,849,036</b>
<b>Dept Of Planning &amp; Community Development</b>						
Municipal Market Parking, Cd-75 - 100153	26,064	-	-	-	-	\$26,064
Coca-Cola Street Purchase - 100974	2,427	-	-	-	-	\$2,427
Edgewood Greenspace Acquisition - 102393	101,724	-	-	-	-	\$101,724
Recovering Substance Abusers' Program - 200952	2,424	-	-	-	-	\$2,424
Housing Rehab/Seniors & Low Income Indiv - 201591	1,934	-	-	-	-	\$1,934
Atlantic Station Wkforce Dev Partnership - 202877	18,502	-	-	-	-	\$18,502
User Fee - 600001	(52,983)	-	-	-	-	(\$52,983)
Pedestrian Safety Campaign - 600011	2,800	-	-	-	-	\$2,800
Tree Removal Protection - 600013	9,683,752	-	-	-	-	\$9,683,752
Streetscape Improv. & Maintenance Prog. - 600031	516,193	-	-	-	-	\$516,193
Liveable Communities Initiative (Lci) - 600034	3,389	-	-	-	-	\$3,389
Awda'S Cyber Center - 600094	21,859	-	-	-	-	\$21,859
Council District 9 Sidewalk Waiver - 600116	96,276	-	-	-	-	\$96,276
Council District 7 Sidewalk Waiver - 600117	132,599	-	-	-	-	\$132,599
Council District 1 Sidewalk Waiver - 600118	34,743	-	-	-	-	\$34,743
Council District 5 Sidewalk Waiver - 600119	15,942	-	-	-	-	\$15,942
Council District 11 Sidewalk Waiver - 600120	49,174	-	-	-	-	\$49,174
Council District 10 Sidewalk Waiver - 600121	3,689	-	-	-	-	\$3,689
Council District 8 Sidewalk Waiver - 600122	21,773	-	-	-	-	\$21,773
Improvement Building Permit Project - 600123	668	-	-	-	-	\$668
Neighborhood Deputies Program - 600286	355	-	-	-	-	\$355
Mayor'S Youth Program - 600306	(516,179)	-	-	-	-	(\$516,179)
Edu. Outreach/Tree Removal - 600307	315,247	-	-	-	-	\$315,247
Bus Shelter - 600374	(124,468)	-	-	-	-	(\$124,468)
Technology Surcharge - 600375	1,200,378	-	-	-	-	\$1,200,378
Westside Future Fund - 600404	600,000	-	-	-	-	\$600,000
<b>Sub-Total</b>	<b>\$12,158,282</b>	-	-	-	-	<b>\$12,158,282</b>
<b>Total City Wide</b>	<b>\$38,124,254</b>	-	-	-	-	<b>\$38,124,254</b>

\* Appropriations are considered spent in the year that they are appropriated on a budget basis. However, any unspent appropriation carries forward to the next year.

DEBT  
MANAGEMENT

DEBT OVERVIEW

MUNICIPAL BOND RATINGS

TOTAL OUTSTANDING DEBT PORTFOLIO

GENERAL FUND & OTHER

DEPARTMENT OF AVIATION

DEPARTMENT OF WATERSHED MANAGEMENT

GENERAL OBLIGATION

TAX ALLOCATION DISTRICTS

LEGAL DEBT LIMITS

ADOPTED BUDGET  
FY 2018



## DEBT OVERVIEW

The City of Atlanta Department of Finance is tasked with the responsibility of executing sound financial management practices to address the ongoing needs and functions of the City, as governed by the Mayor and City Council members. The Office of Debt & Investments operates under the umbrella of the Department of Finance and is primarily responsible for the management of the City's cash, investment, and debt portfolio functions. Specifically, where debt management is concerned, the office:

- Assists in the administration of the City's bond programs through the planning and coordination of bond sales and is a key contributor to strategic planning for debt structuring and issuance, and ongoing portfolio management;
- Makes recommendations that identify long-term financing instruments: general obligation bonds, revenue bonds, obligations issued through state level authorities, and other obligations including lease purchase agreements and appropriation backed securities such as Certificates of Participations (COPS);
- Leads in the development of debt policies, capital improvement plans and debt capacity studies;
- Manages external consultants and agencies, including financial advisors, investment bankers, bond counsel and ratings agencies; and
- Apprises City of Atlanta leadership of debt position and transactions which includes members of the Administration and City Council, as required.

This document provides an overview of the City's debt management program under the purview of the Office of Debt & Investments as well as outlines the methodology of the office's debt management practices.

### **DEBT MANAGEMENT OBJECTIVES**

- Maintain cost-effective access to the capital markets through prudent policies.
- Maintain moderate debt and debt service payments with effective planning and coordination with the City's departments.
- Meet significant capital demands through debt financing and alternative financing mechanisms.
- Define the acceptable parameters and structure for each type of debt.
- Achieve and maintain the highest possible credit ratings within the context of the City's capital needs and financing capabilities.

## MUNICIPAL BOND RATINGS

### CITY OF ATLANTA

BOND TYPE	CREDIT RATING		
	Moody's	Standard & Poor's	Fitch
General Obligation Bonds <i>Underlying Rating</i>	Aa1	AA+	AA+
Water and Wastewater Revenue Bonds <i>Underlying Rating</i>	Aa3	AA-	A+
Hartsfield - Jackson International Airport Revenue Bonds Senior Lien /GARBS <i>Underlying Rating</i>	Aa3	AA-	A+
Hartsfield - Jackson International Airport Revenue Bonds Sub-ordinate Lien PFC <i>Underlying Rating</i>	Aa3	AA-	A+
Hartsfield - Jackson International Airport Revenue Bonds Senior Lien CFC <i>Underlying Rating</i>	A3	A-	A-
Atlanta Development Authority <i>Underlying Rating</i>	A2	AA	NR
Downtown Development Authority <i>Underlying Rating</i>	Aa2	AA	NR
Solid Waste Management Authority <i>Underlying Rating</i>	Aa2	AA	NR
Atlanta Fulton County Recreational Authority <i>Underlying Rating</i>	Aa2	AA	NR
Atlanta Urban Residential Finance Authority <i>Underlying Rating</i>	Aa2	AA	NR
Tax Allocation Districts <i>Underlying Rating</i>	Baa3	BBB	NR



## CITY OF ATLANTA – TOTAL OUTSTANDING DEBT PORTFOLIO

The City of Atlanta's outstanding debt portfolio consists of five (5) categories of pledged revenues, namely General Fund, Aviation Fund, Water & Wastewater Fund, General Obligation Fund and Tax Allocation District Fund.

### **GENERAL FUND & OTHER:**

The City has issued various bonds that are supported by the General Fund. The General Fund supports various capital improvement projects, leasing of equipment (i.e. police cars, dump trucks, garbage trucks and fire trucks). The General Fund also supports the debt payments for the public safety and traffic court buildings. The total outstanding debt for the General Fund and Other debt is \$318.3 million as of July 1, 2017.

### **AVIATION FUND:**

The Department of Aviation is responsible for operating Hartsfield-Jackson Atlanta International Airport for the City of Atlanta. This department is a self-sustaining enterprise fund which derives its operating revenue from landing fees, concession revenues, parking fees, building and land rentals, and passenger facility charges (PFC) which are approved by the Federal Aviation Authority (FAA). To finance capital improvements, the department uses excess operating revenues, submits Capital Improvement Projects (CIP) applications to the FAA for grant funding, and or issues revenue bonds that are pledged against the various revenue generating sources. The total outstanding debt for the Department of Aviation is \$2.88 billion as of July 1, 2017.

### **WATER & WASTEWATER FUND:**

The Department of Watershed Management (the "Department" or "DWM") was created in 2002. It is dedicated to the provision and management of clean water, wastewater and storm water systems, and water pollution control services. These services are used by individuals, organizations, and other governmental units within and around the City of Atlanta, in compliance with federal and state regulations. DWM has issued long-term bonds and utilized state revolving loans administered by the Georgia Environmental Facilities Authority ("GEFA") to provide funding for its capital improvement projects. The bonds and loans issued are pledged against the revenues generated by the water and wastewater system. The total outstanding debt for the Department of Watershed Management is \$2.92 billion as of July 1, 2017.

### **GENERAL OBLIGATION FUND:**

The City is authorized by the State of Georgia to issue annual General Obligation Bonds in the amount of \$8 million without a voter referendum for various public purpose capital improvements. Proceeds from these bonds, whenever issued, are shared equally between the City and the Atlanta Public Schools. The debt obligation on these bonds is secured by a pledge of the full faith and credit and general property taxing power of the City. Furthermore, the City is permitted by O.C.G.A. §36-82-1 to issue Public Improvement Bonds by a voter referendum. The Referendum Bonds, when issued, cannot bear an interest rate that exceeds 8.5% per annum. The City is required by law to levy an ad valorem tax on all taxable property within the City in an amount sufficient to make the principal and interest payments that become due. The total outstanding debt for the General Obligation Bonds is \$350.2 million as of July 1, 2017.

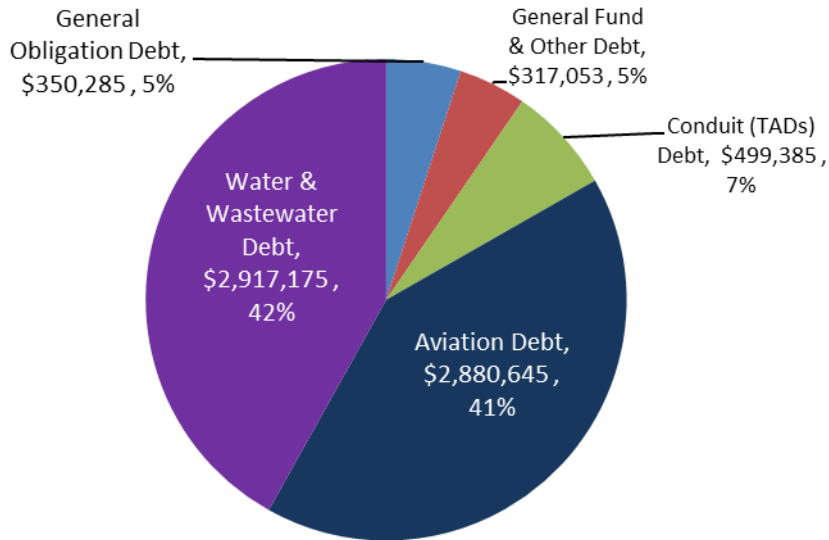
**TAX ALLOCATION DISTRICT FUND:**

The City has issued Tax Allocation District (TAD) bonds in accordance with Federal Tax Law which allows for state and local governments to issue tax-exempt securities on behalf of nonprofit corporations exempt from taxes under Section 501 (c)(3) of the Internal Revenue Service Code.

Specifically, the Redevelopment Powers Law, O.C.G.A. §36-44-1, *et seq.*, of the State of Georgia Constitution authorizes municipalities to create Tax Allocation Districts. The City has created ten (10) tax districts, however, only six (6) (Atlantic Station, Beltline, Eastside, Perry Bolton, Princeton Lakes and Westside) are active. The tax revenues from each active TAD district is pledged against the bonds that the district issues. For fiscal year 2018, the City will have fifteen (15) TAD bonds outstanding with a total value of \$499.3 million.

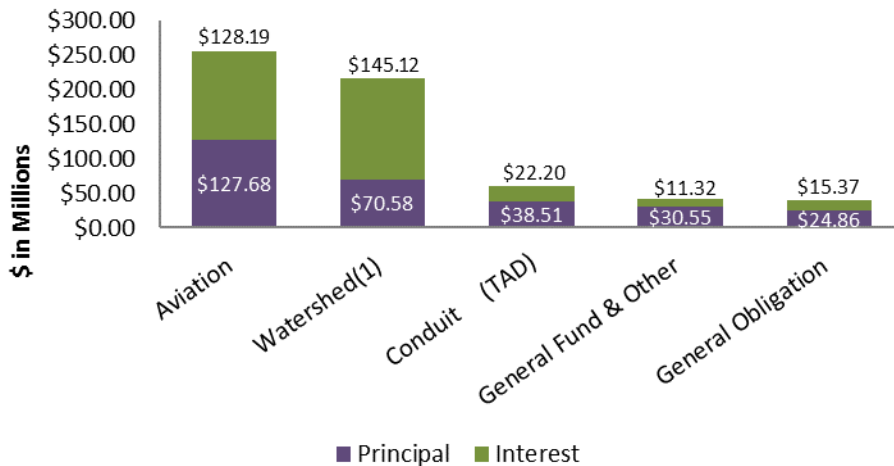
**FY2018 TOTAL OUTSTANDING DEBT**

At the start of fiscal year 2018 (July 1, 2017), the City of Atlanta’s debt outstanding will be \$6.96 billion. Total debt will consist of \$1.16 billion in General Obligation and other debt (General Fund, Loans, Leases, Intergovernmental agreements, TADs); \$2.88 billion in Aviation Revenue Bonds; and \$2.92 billion in Water and Wastewater Revenue Bonds and other obligations.



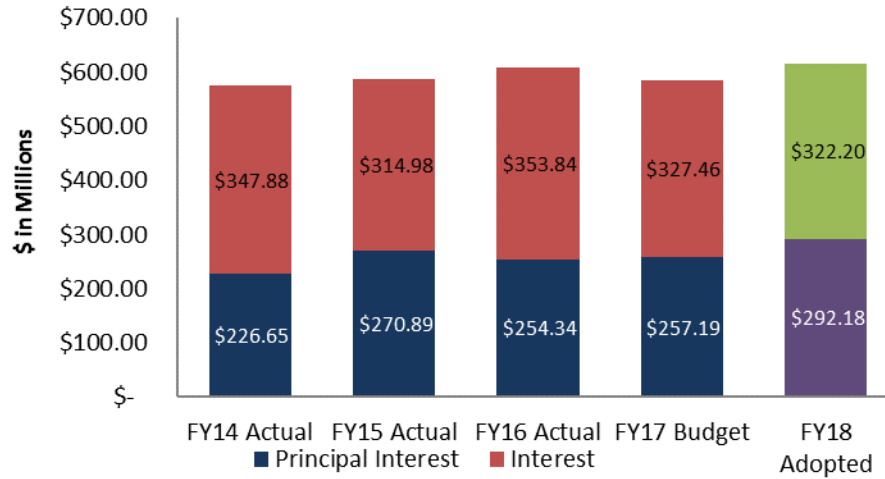
**FY2018 PRINCIPAL & INTEREST PAYMENTS (BY CATEGORY)**

It is expected that in fiscal year 2018, \$41.8 million of General and Other fund, \$255.8 million of Aviation Fund, \$215.7 million of Water and Wastewater Fund, \$40.2 million of General Obligation Fund, and \$60.7 million of TAD Fund receipts will be used to make debt service payments.



**HISTORICAL EXPENSES & FY18 OUTLOOK**

Between FY2014 and FY2017 ending June 30, 2017, the City will have made \$2.35 billion in payments to service its debt obligations. \$1.01 billion of this total was for principal and \$1.34 billion for interest payments. During fiscal year 2018, the City will make approximately \$614.4 million in debt service payments; \$292.2 million for principal and \$322.2 million in interest payments, respectively.

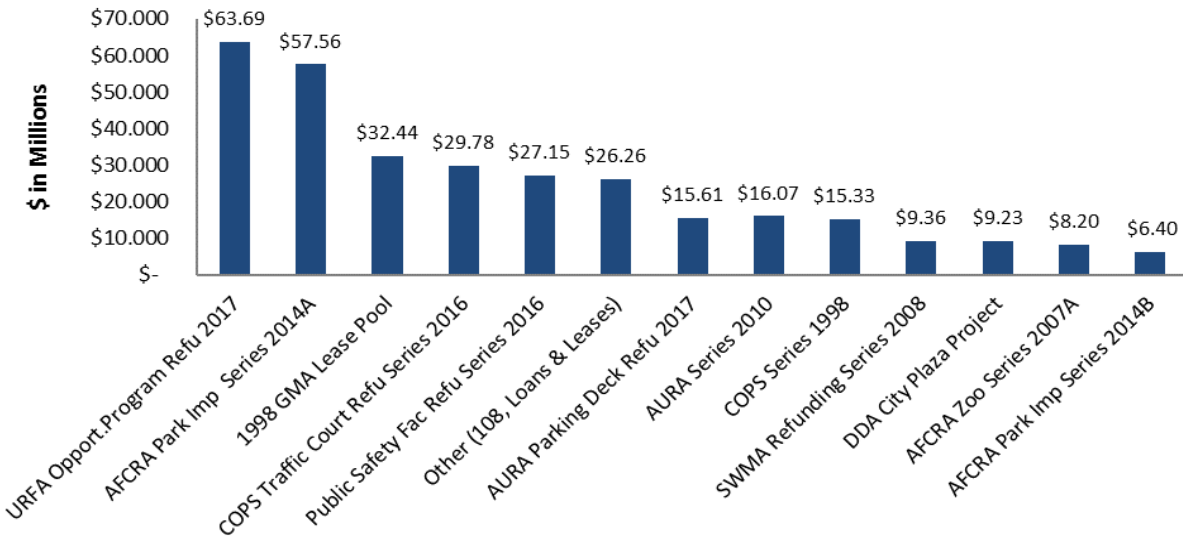


Note: FY14 actuals restated to capture other debt obligations

# GENERAL FUND & OTHER

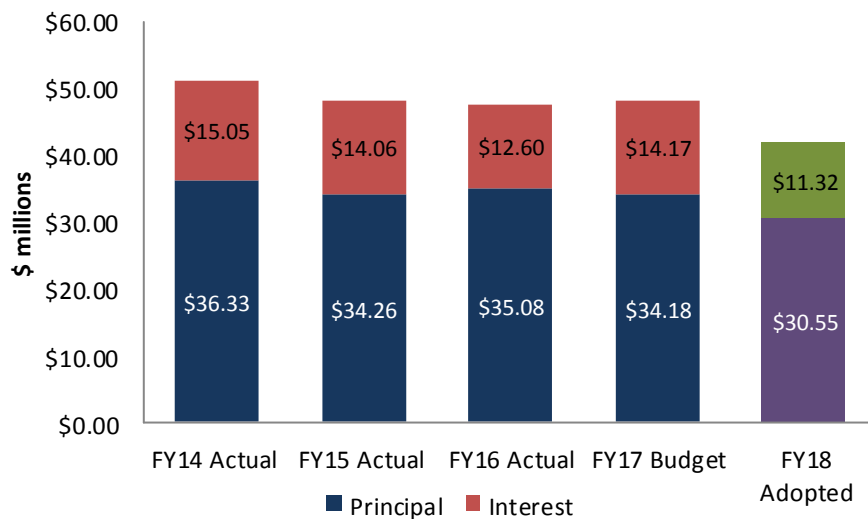
## GENERAL FUND – TOTAL OUTSTANDING DEBT (JULY 1, 2017)

The General Fund debt obligation of the City consists of various bonds issued for various purposes. For the fiscal year 2018, \$317.1 million will be outstanding.



## PRINCIPAL AND INTEREST PAYMENTS (FY2014 – FY2018)

During fiscal year 2018, it is expected that the City will make approximately \$41.87 million in payments to service outstanding General Fund and Other obligations; \$30.55 million will be spent on principal and \$11.32 million on interest payments.



\*Footnote: FY14 and FY15 actuals restated to capture other debt obligations

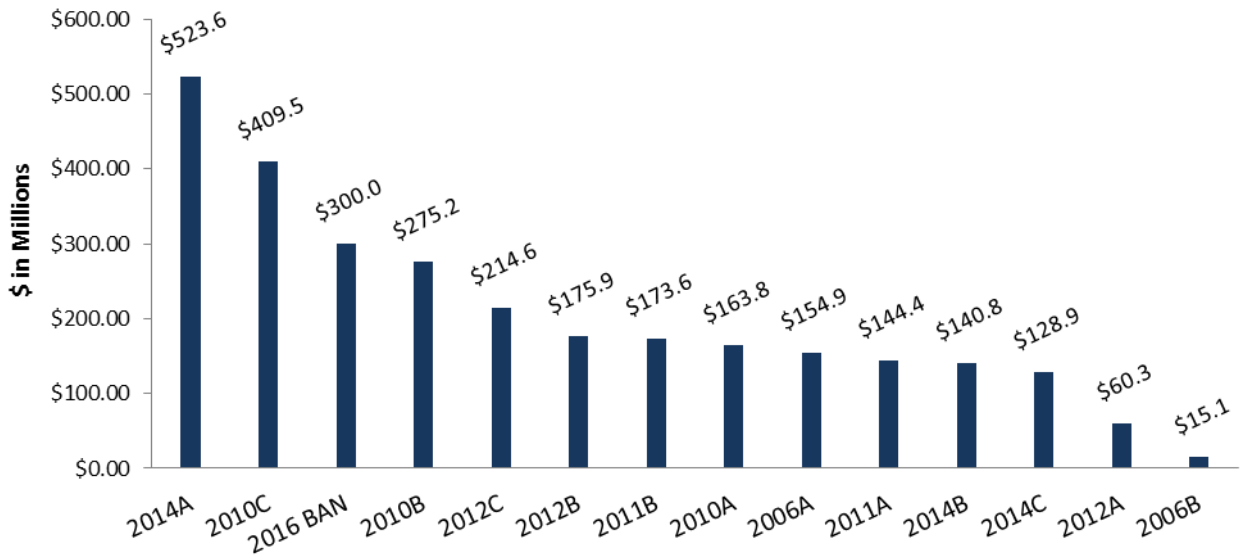
## GENERAL FUND & OTHER DEBT AMORTIZATION SCHEDULE

<b>PERIOD ENDING</b>	<b>PRINCIPAL</b>	<b>INTEREST</b>	<b>DEBT SERVICE</b>
6/30/2018	30,625,682	11,171,220	41,796,902
6/30/2019	24,937,243	10,055,136	34,992,379
6/30/2020	25,729,708	9,230,844	34,960,553
6/30/2021	22,242,116	8,346,520	30,588,636
6/30/2022	20,518,813	7,520,202	28,039,015
6/30/2023	19,441,250	6,711,937	26,153,187
6/30/2024	18,635,000	5,922,432	24,557,432
6/30/2025	15,920,000	5,188,637	21,108,637
6/30/2026	16,570,000	4,483,979	21,053,979
6/30/2027	17,275,000	3,728,564	21,003,564
6/30/2028	43,244,000	3,046,169	46,290,169
6/30/2029	6,980,000	2,566,773	9,546,773
6/30/2030	7,295,000	2,245,972	9,540,972
6/30/2031	7,630,000	1,908,017	9,538,017
6/30/2032	7,985,000	1,566,516	9,551,516
6/30/2033	6,865,000	1,250,128	8,115,128
6/30/2034	7,160,000	942,887	8,102,887
6/30/2035	7,480,000	617,736	8,097,736
6/30/2036	7,820,000	277,591	8,097,591
6/30/2037	2,700,000	51,827	2,751,827
	<b>317,053,812</b>	<b>86,833,090</b>	<b>403,886,902</b>

# DEPARTMENT OF AVIATION

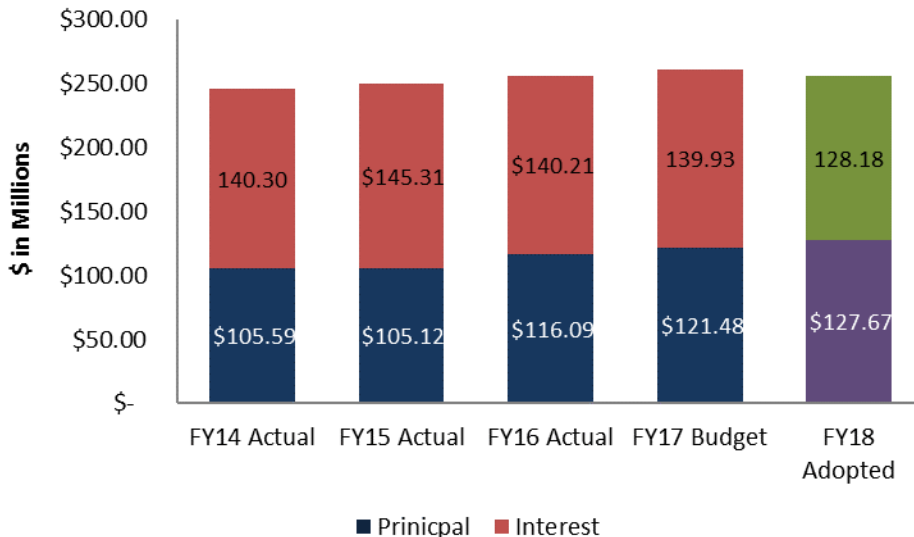
## DEPARTMENT OF AVIATION – TOTAL OUTSTANDING DEBT (JULY 1, 2017)

For fiscal year 2018, the Department of Aviation is expected to have \$2.88 billion in outstanding long-term debt that consists of General Airport Revenue Bonds (GARB), Passenger Facility Charge Revenue Bonds (PFC) and Customer Facility Charge Revenue Bonds (CFC). These bonds were issued as Senior Lien or Subordinate Lien Debt with Alternative Minimum Tax (AMT) and or Non-Alternative Minimum Tax (Non-AMT) treatment.



## PRINCIPAL AND INTEREST PAYMENTS (FY2014 – FY2018)

During fiscal year 2018 it is expected that \$255.9 million in GARB, PFC, and CFC revenues will be used to service the outstanding debt; \$127.7 for principal and \$128.2 in interest.



## DEPARTMENT OF AVIATION DEBT AMORTIZATION SCHEDULE

PERIOD ENDING	PRINCIPAL	INTEREST	DEBT SERVICE
6/30/2018	127,675,000	128,186,747	255,861,747
6/30/2019	434,710,000	124,996,192	559,706,192
6/30/2020	136,490,000	118,243,963	254,733,963
6/30/2021	143,485,000	111,385,872	254,870,872
6/30/2022	121,110,000	104,172,446	225,282,446
6/30/2023	127,550,000	97,844,485	225,394,485
6/30/2024	133,755,000	91,187,855	224,942,855
6/30/2025	140,785,000	84,141,661	224,926,661
6/30/2026	148,130,000	77,004,802	225,134,802
6/30/2027	161,225,000	69,315,088	230,540,088
6/30/2028	169,695,000	60,949,397	230,644,397
6/30/2029	178,045,000	52,146,516	230,191,516
6/30/2030	180,940,000	42,898,985	223,838,985
6/30/2031	120,020,000	33,581,669	153,601,669
6/30/2032	108,115,000	27,438,496	135,553,496
6/30/2033	114,715,000	22,140,328	136,855,328
6/30/2034	64,200,000	16,689,356	80,889,356
6/30/2035	30,785,000	13,481,044	44,266,044
6/30/2036	32,350,000	11,949,100	44,299,100
6/30/2037	34,005,000	10,337,300	44,342,300
6/30/2038	35,745,000	8,643,000	44,388,000
6/30/2039	37,575,000	6,855,750	44,430,750
6/30/2040	39,510,000	4,977,000	44,487,000
6/30/2041	29,265,000	3,001,500	32,266,500
6/30/2042	30,765,000	1,538,250	32,303,250
	2,880,645,000	1,323,106,802	4,203,751,802

*\*\*The \$300 million Series 2016 Bond Anticipation Notes (BAN) expire in 2019. However, the department expects to extend the notes when they become due.*

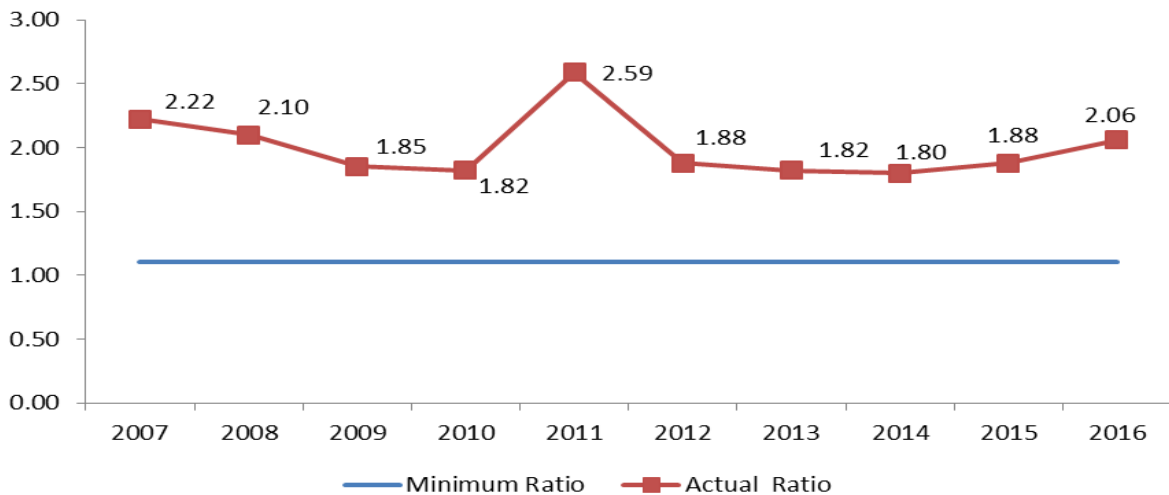


## DEPARTMENT OF AVIATION REVENUE BOND COVERAGE

Ending Period	Operating Revenue	Operating Expenses	Net Revenue	General Revenue Debt	Debt Paid from PFC Revenue	Debt Paid From Net Revenue	Coverage Ratio
2007	339,164	133,440	205,724	92,487	-	92,487	2.22
2008	405,868	166,274	239,594	114,312	-	114,312	2.10
2009	404,724	165,995	238,729	152,181	23,100	129,081	1.85
2010	414,898	184,275	230,623	145,835	19,000	126,835	1.82
2011	416,748	169,799	246,949	120,154	24,800	95,354	2.59
2012	407,094	186,808	220,286	125,366	8,300	117,066	1.88
2013	497,165	211,196	285,969	157,237	-	157,237	1.82
2014	509,891	224,276	285,615	158,935	-	158,935	1.80
2015	512,952	225,189	287,763	153,298	-	153,298	1.88
2016	499,792	240,432	259,360	168,552	42,675	125,877	2.06

\*Data Source: - City of Atlanta Comprehensive Annual Financial Report (FY16 CAFR) in thousands.

### Coverage Ratio Performance

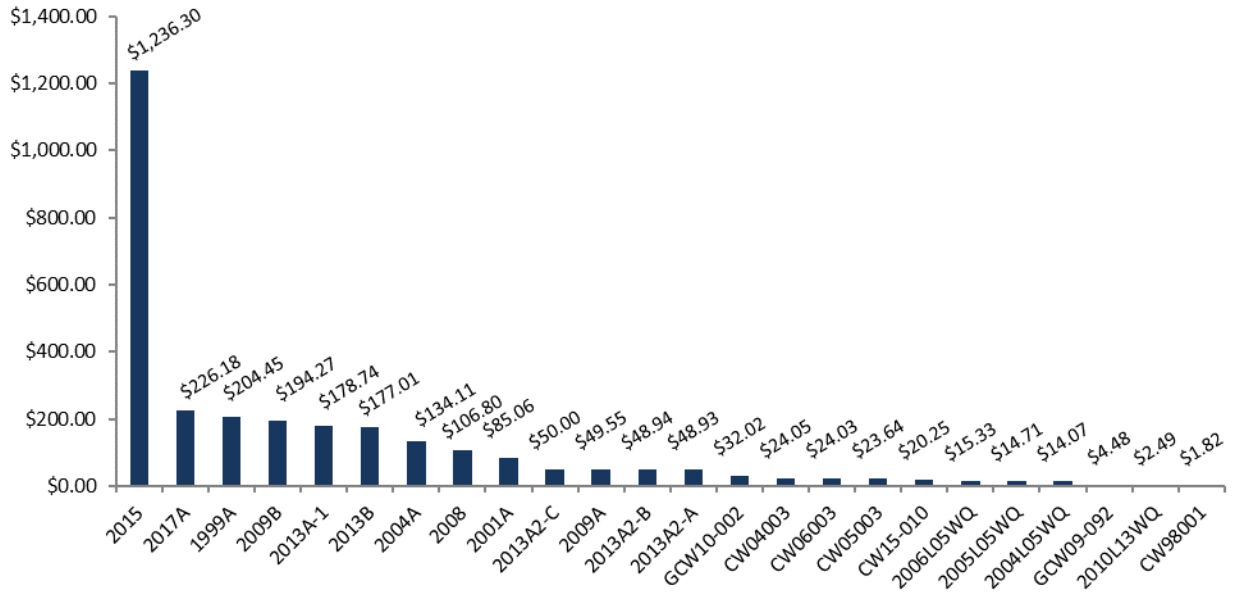


\*Minimum coverage ratio per DOA Master Bond Ordinance is 1.10

# DEPARTMENT OF WATERSHED

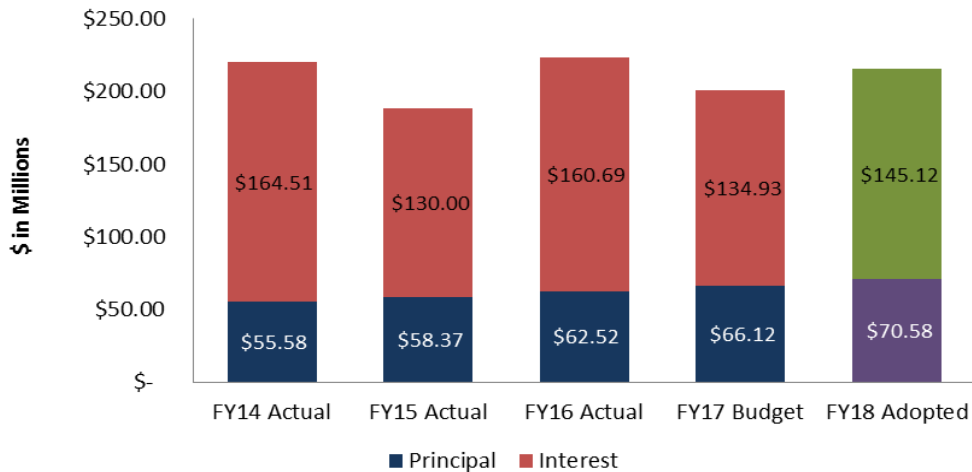
## DEPARTMENT OF WATERSHED MANAGEMENT – TOTAL OUTSTANDING DEBT (JULY 1, 2017)

For fiscal year 2018, the Department of Watershed Management’s outstanding debt will be \$2.92 billion of long-term debt outstanding which consists of \$2.74 billion of senior lien debt and \$176.9 million of subordinate lien debt (GEFA).



## PRINCIPAL AND INTEREST PAYMENTS (FY2014 – FY2018)

During fiscal year 2018, it is expected that the City will pay approximately \$215.7 million to service the Department’s current outstanding debt; \$70.6 million will be spent on principal and \$145.1 million on interest payments.



## WATERSHED MANAGEMENT DEBT AMORTIZATION SCHEDULE

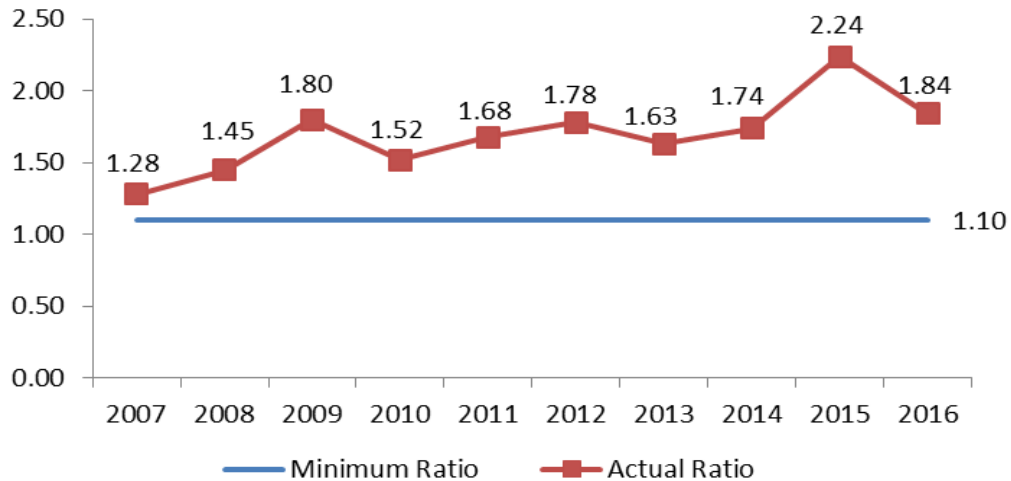
<b>PERIOD ENDING</b>	<b>PRINCIPAL</b>	<b>INTEREST</b>	<b>DEBT SERVICE</b>
6/30/2018	69,849,814	129,650,082	199,499,896
6/30/2019	73,254,388	126,062,135	199,316,523
6/30/2020	77,505,828	122,125,295	199,631,123
6/30/2021	81,029,371	118,025,665	199,055,036
6/30/2022	85,255,257	113,845,618	199,100,876
6/30/2023	89,923,741	109,448,796	199,372,537
6/30/2024	91,703,133	105,188,137	196,891,270
6/30/2025	96,528,396	101,030,122	197,558,518
6/30/2026	103,186,220	96,558,171	199,744,391
6/30/2027	108,822,433	91,714,972	200,537,405
6/30/2028	114,757,323	86,613,492	201,370,816
6/30/2029	119,546,192	81,265,754	200,811,946
6/30/2030	125,959,348	75,743,818	201,703,166
6/30/2031	120,407,114	70,230,463	190,637,576
6/30/2032	122,879,821	64,936,687	187,816,508
6/30/2033	128,835,881	59,537,315	188,373,196
6/30/2034	149,787,219	53,630,382	203,417,601
6/30/2035	143,583,026	47,390,526	190,973,551
6/30/2036	148,570,700	41,201,217	189,771,916
6/30/2037	154,256,479	34,808,911	189,065,390
6/30/2038	158,013,346	28,194,517	186,207,862
6/30/2039	160,690,000	21,226,465	181,916,465
6/30/2040	171,885,000	13,618,133	185,503,133
6/30/2041	68,085,000	8,150,617	76,235,617
6/30/2042	79,205,000	5,151,264	84,356,264
6/30/2043	35,935,000	2,784,375	38,719,375
6/30/2044	37,720,000	943,000	38,663,000
	<b>2,917,175,028</b>	<b>1,809,075,929</b>	<b>4,726,250,957</b>

## WATERSHED MANAGEMENT REVENUE BOND COVERAGE

Ending Period	Operating Revenue	Operating Expenses	Net Revenue	Principal Payment	Interest Payment	Total Payments	Coverage Ratio
2007	435,715	240,848	194,867	24,210	128,435	152,645	1.28
2008	460,285	236,316	223,969	27,647	126,285	153,932	1.45
2009	498,216	220,962	277,254	26,300	127,452	153,752	1.80
2010	511,667	206,186	305,481	28,980	172,074	201,054	1.52
2011	561,485	191,816	369,669	38,370	182,157	220,527	1.68
2012	596,680	192,177	404,503	46,085	180,893	226,978	1.78
2013	576,474	205,520	370,954	48,425	178,763	227,188	1.63
2014	575,656	210,265	365,391	51,370	158,893	210,263	1.74
2015	601,210	202,633	398,577	53,710	124,383	178,093	2.24
2016	614,633	224,954	389,679	56,310	155,241	211,551	1.84

\*Data Source - City of Atlanta Comprehensive Annual Financial Report (FY16 CAFR) in thousands.

### Coverage Ratio Performance



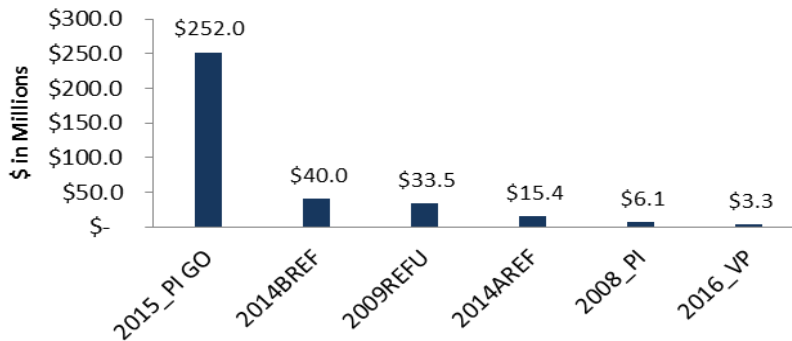
# GENERAL OBLIGATION

## GENERAL OBLIGATION – TOTAL OUTSTANDING DEBT (JULY 1, 2017)

The City’s General Obligation (G.O.) Public Improvement bonds are issued to finance capital improvement projects throughout the City for the benefit of residents. Projects financed with G.O. issued bonds include sidewalk installations, facility improvements, bridges, roads, streets improvements, and streetscape.

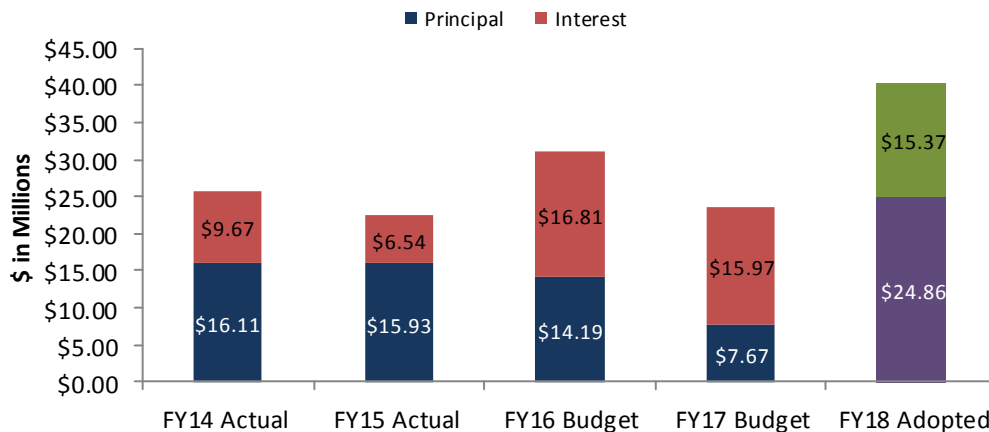
Under State of Georgia Law, the City is permitted to issue \$8.0 million in annual General Obligation bonds without a voter referendum. As a requirement, the proceeds from any annual GO bond issuance are to be evenly distributed between the City and Atlanta Public Schools. During fiscal year 2016, the City exercised the option to issue \$3.8 million as the City portion of the annual debt.

At the beginning of fiscal year 2018, the City is budgeted to have six (6) General Obligation bonds outstanding totaling \$350.2 million.



## PRINCIPAL AND INTEREST PAYMENTS (FY2014 – FY2018)

During fiscal year 2018, the City will pay approximately \$40.2 million to service outstanding General Obligation debt; \$24.8 million will be spent on principal and \$15.4 million on interest payments.



\*Footnote: The City defeased \$40.8 million of outstanding bonds in FY2014, and \$27.3 million in FY2016  
 \*Footnote: FY14 and FY15 actuals restated to capture other debt obligations

## GENERAL OBLIGATION DEBT AMORTIZATION SCHEDULE

<b>PERIOD ENDING</b>	<b>PRINCIPAL</b>	<b>INTEREST</b>	<b>DEBT SERVICE</b>
6/30/2018	24,855,000	15,367,315	40,222,315
6/30/2019	26,335,000	14,388,082	40,723,082
6/30/2020	28,030,000	13,300,925	41,330,925
6/30/2021	29,565,000	12,088,764	41,653,764
6/30/2022	26,830,000	10,853,199	37,683,199
6/30/2023	16,315,000	9,875,542	26,190,542
6/30/2024	13,970,000	9,158,939	23,128,939
6/30/2025	14,685,000	8,479,423	23,164,423
6/30/2026	15,140,000	7,775,416	22,915,416
6/30/2027	14,560,000	7,061,397	21,621,397
6/30/2028	14,595,000	6,341,200	20,936,200
6/30/2029	15,345,000	5,631,063	20,976,063
6/30/2030	16,130,000	4,922,875	21,052,875
6/30/2031	16,955,000	4,178,463	21,133,463
6/30/2032	17,825,000	3,351,350	21,176,350
6/30/2033	18,740,000	2,437,225	21,177,225
6/30/2034	19,700,000	1,476,225	21,176,225
6/30/2035	20,710,000	491,863	21,201,863
	<b>350,285,000</b>	<b>137,179,266</b>	<b>487,464,266</b>

# TAX ALLOCATION DISTRICTS (TADS)

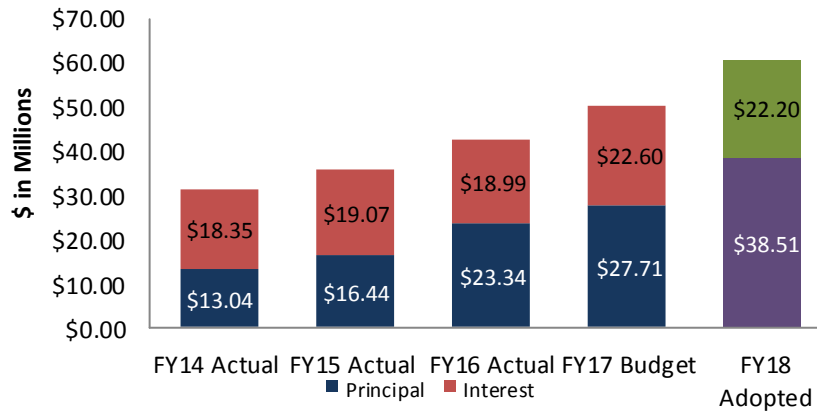
## TADS – TOTAL OUTSTANDING DEBT (JULY 1, 2017)

The City has issued bonds to fund various Capital Improvement Projects (CIP) specially designated tax districts. There are ten (10) tax districts and six (6) of the ten (10) districts are active which include Atlantic Station, Beltline, Eastside, Perry Bolton, Princeton Lakes and Westside. These bond issuances are deemed as conduit debt obligations of the City. Tax receipts from the designated districts are used to make annual debt service payments when due. For fiscal year 2018, the City will have fifteen (15) TAD bonds outstanding with a total value of \$499.3 million.



## PRINCIPAL AND INTEREST PAYMENTS (FY2014 – FY2018)

During fiscal year 2018, the City will pay approximately \$60.7 million to service the TAD obligations of the City; \$38.5 million will be spent on principal and \$22.2 million on interest payments.



\*Footnote: FY14 and FY15 actuals restated to capture other debt obligations

## TAX ALLOCATION DISTRICTS (TADS) DEBT AMORTIZATION SCHEDULE

PERIOD ENDING	PRINCIPAL	INTEREST	DEBT SERVICE
6/30/2018	38,505,000	22,201,908	60,706,908
6/30/2019	39,480,000	20,621,012	60,101,012
6/30/2020	41,065,000	18,952,992	60,017,992
6/30/2021	41,740,000	17,070,069	58,810,069
6/30/2022	42,630,000	15,137,379	57,767,379
6/30/2023	45,260,000	13,106,272	58,366,272
6/30/2024	47,315,000	10,867,320	58,182,320
6/30/2025	92,615,000	7,468,629	100,083,629
6/30/2026	16,410,000	4,845,595	21,255,595
6/30/2027	15,730,000	4,094,707	19,824,707
6/30/2028	14,955,000	3,370,500	18,325,500
6/30/2029	15,670,000	2,676,999	18,346,999
6/30/2030	13,915,000	1,978,729	15,893,729
6/30/2031	11,465,000	1,327,567	12,792,567
6/30/2032	2,585,000	799,735	3,384,735
6/30/2033	2,670,000	714,974	3,384,974
6/30/2034	2,760,000	627,420	3,387,420
6/30/2035	4,335,000	499,797	4,834,797
6/30/2036	2,945,000	369,218	3,314,218
6/30/2037	3,035,000	272,672	3,307,672
6/30/2038	1,925,000	176,452	2,101,452
6/30/2039	-	118,750	118,750
6/30/2040	-	118,750	118,750
6/30/2041	-	118,750	118,750
6/30/2042	2,375,000	59,375	2,434,375
	499,385,000	147,595,571	646,980,571



## LEGAL DEBT LIMIT

### LEGAL DEBT LIMIT

According to the State Constitution: Article IX, Section V, Paragraph 1

The debt incurred by any county, municipality, or other political subdivision of this state, including debt incurred on behalf of any special district, shall never exceed 10 percent of the assessed value of all taxable property within such county, municipality, or political subdivision; and no such county, municipality, or other political subdivision shall incur any new debt without the assent of a majority of the qualified voters of such county, municipality, or political subdivision voting in an election held for that purpose as provided by law.

As of June 30, 2016 the City's assessed value is \$26,157,076,780. As of July 1, 2016 the City has a legal debt limit in the amount of **\$2,615,707,678**.

<b>Assessed Value</b>	<b>26,157,076,780</b>
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### **Debt Limit Calculation:**

<b>Legal limit (10% of Assessed Value)</b>	<b>2,615,707,678</b>
<b>Less Outstanding General Obligation Bonded Debt</b>	<b>357,955,000</b>
<b>Legal Debt Margin</b>	<b><u><u>\$2,257,752,678</u></u></b>

*Source: Assessed values are established by the Fulton & DeKalb Counties Board of Tax Assessors on January 1 of each year at 40% of the property's market value as required by State Law.*



# APPENDIX

BUDGET CALENDAR & BUDGET PROCESS

FINANCIAL POLICIES

MAYORAL STRATEGIC INITIATIVES & PRIORITIES

FIVE YEAR PLAN

GLOSSARY

ACKNOWLEDGMENTS

ADOPTED BUDGET  
FY2018



## FY 2018 ADOPTED BUDGET CALENDAR AND BUDGET PROCESS

### The Mayor

- Prepares and submits the proposed annual budget ordinance to the governing body no later than its first regular meeting in May, preceding the commencement of the fiscal year.
- Considers the resolution submitted by City Council’s Finance/Executive Committee, based on council members’ suggestions for budget priorities.
- Mayor and Chief Financial Officer (CFO) may choose to consider the resolution in preparing the budget.

### City Council

- Holds one or more public hearings on the proposed budget; advertises said meeting(s) in a general-circulation newspaper at least seven (7) days before the date of the hearing.
- Amends the proposed annual budget as many times as necessary, so long as the final version allows for all legal and charter-mandated expenditures.
- City Council has until June to adopt the annual budget for the upcoming fiscal year.

### Budget Commission

- Works alongside City Council to submit an anticipated revenue report to the Mayor for use in preparing the budget.
- Filing revenue anticipations needs no approval or disapproval, as they are binding upon the City Council.

### Chief Financial Officer

- Five days before the meeting at which the final budget will be submitted to the City Council, the CFO must provide a complete detailed written copy of the final version of the budget.

DESCRIPTION	DATE	RESPONSIBILITY
<b>1. City Council submits Budget Priorities for FY2018</b>	<b>March 1</b>	<b>City Council</b>
<b>2. Budget Kickoff, Training/Instructions, Templates and Timeline Provided</b>	<b>March 7</b>	<b>DOF/DHR/ERP</b>
<b>3. Department meetings with Executive Office/DHR</b>	<b>March 13 – 17</b>	<b>OBFP</b>
<b>4. Departments Develop Proposed FY2018 Budget in Hyperion/Reallocation/HCP Updates</b>	<b>March 16 - 20</b>	<b>DHR</b>
<b>5. Budget Office to Review Hyperion &amp; Prepare Proposed Budget Book</b>	<b>March 21 – 24</b>	<b>OBFP</b>

<b>6. FINANCE/EXECUTIVE COMMITTEE MEETING</b> <ul style="list-style-type: none"> <li>• FY2018 Budget Ordinance Introduced as 1<sup>st</sup> Read</li> <li>• FY2018 Personnel Ordinance Introduced as 1<sup>st</sup> Read</li> <li>• Revenue Package Items Legislation Introduced as 1<sup>st</sup> Read</li> <li>• Departments to submit legislation to transfer funds from reserves to projects (if applicable)</li> </ul>	<b>March 29</b>	<b>City Council</b>
<b>7. Budget Office Reviews Budget Book</b>	<b>March 27 - 31</b>	<b>OBFP</b>
<b>8. Draft of Proposed Budget Book to Mayor, COO, CFO</b>	<b>April 6</b>	<b>DOF</b>
<b>9. Mayor, COO and CFO Review of Proposed Budget Book Complete/Actions to Finalize Budget Defined</b>	<b>April 6 - 10</b>	<b>Executive Offices</b>
<b>10. Print Budget Book</b>	<b>April 10 - 18</b>	<b>OBFP</b>
<b>11. BUDGET OVERVIEW – DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS</b> <ul style="list-style-type: none"> <li>• Fiscal Condition of the City</li> <li>• Budget Development Process</li> <li>• Non-Departmental</li> <li>• Capital, Grants, and Trust Funds; Debt Service; Cash Pool; Investments</li> </ul>	<b>April 20</b>	<b>DOF</b>
<b>12. Proposed Book Finalized/Delivered</b>	<b>April 21</b>	<b>DOF</b>
<b>13. FINANCE/EXECUTIVE COMMITTEE MEETING</b> <ul style="list-style-type: none"> <li>• FY2018 Budget Ordinance Discussed and Amended 2<sup>nd</sup> Read</li> <li>• FY2018 Personnel Ordinance Discussed and Amended 2<sup>nd</sup> Read</li> <li>• Revenue Package Items Legislation 2<sup>nd</sup> Read</li> <li>• Public Hearing for Revenue Legislation (if needed)</li> <li>• Adopt Resolution to Appoint Budget Commission Member</li> </ul>	<b>April 26</b>	<b>City Council</b>

<p><b>14. CITY COUNCIL MEETING COMMITTEE ROOM</b></p> <ul style="list-style-type: none"> <li>• Adoption of Resolution to Appoint Budget Commission Members</li> <li>• FY2018 Budget Ordinance Discussed and Amended 2<sup>nd</sup> Read - Held</li> <li>• FY2018 Personnel Ordinance Discussed and Amended 2<sup>nd</sup> Read - Held</li> <li>• Revenue Package Items Legislation 2<sup>nd</sup> Read – Held</li> </ul>	<p><b>May 1</b></p>	<p><b>City Council</b></p>
<p><b>15. BUDGET OVERVIEW – DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS</b></p> <ul style="list-style-type: none"> <li>• Department of Public Works</li> <li>• Solid Waste Services</li> <li>• Fleet Services</li> <li>• Department of Parks and Recreation</li> <li>• Internal Auditor</li> </ul>	<p><b>May 3</b></p>	<p><b>Executive Offices Chiefs/Commissioners</b></p>
<p><b>16. DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS</b></p> <ul style="list-style-type: none"> <li>• Department of Police</li> <li>• Department of Fire/Rescue</li> <li>• Department of Corrections</li> <li>• Citizen Review Board</li> <li>• Unions (AFSCME, PACE, IAFF, IBPO)</li> </ul>	<p><b>May 4</b></p>	<p><b>Executive Offices Chiefs/Commissioners</b></p>
<p><b>17. FINANCE/EXECUTIVE COMMITTEE MEETING (If not submitted by April 26<sup>th</sup>)</b></p> <ul style="list-style-type: none"> <li>• FY 2018 Personnel Ordinance discussed and amended by FEC Committee (HR)</li> <li>• Other HR related legislation if applicable</li> <li>• Property Tax Rate Ordinance discussed and adopted by Finance/Executive Committee</li> <li>• Public Hearing for Revenue Fee Legislation (<i>if needed</i>)</li> </ul>	<p><b>May 10</b></p>	<p><b>City Council</b></p>

<p><b>18. DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS</b></p> <ul style="list-style-type: none"> <li>• Unions (IAFF) (reschedule session)</li> <li>• Department of Human Resources</li> <li>• Board of Ethics</li> <li>• Executive Offices</li> <li>• City Council</li> <li>• Invest Atlanta</li> <li>• <b>BUDGET PUBLIC HEARING</b> City Council Chambers (Interactive Community Budget Session)</li> <li>• <b>First Public Hearing for Tax Millage Rate-Per Published Notice (6:15 pm)</b></li> </ul>	<p><b>May 11</b></p>	<p><b>Executive Offices Chiefs/Commissioners</b></p>
<p><b>19. DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS</b></p> <ul style="list-style-type: none"> <li>• Department of Watershed Management</li> <li>• Department of Law</li> <li>• Municipal Court</li> <li>• Office of the Public Defender</li> <li>• Office of the Solicitor</li> <li>• Department of Atlanta Information Management (AIM)</li> </ul>	<p><b>May 16</b></p>	<p><b>Executive Offices Chiefs/Commissioners</b></p>
<p><b>20. DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS</b></p> <ul style="list-style-type: none"> <li>• Department of Planning and Community Development</li> <li>• Department of Finance</li> <li>• Department of Procurement</li> <li>• Department of Aviation</li> <li>• Personnel Paper Discussion</li> </ul>	<p><b>May 17</b></p>	<p><b>Executive Offices Chiefs/Commissioners</b></p>
<p><b>21. CITY COUNCIL MEETING – COMMITTEE ROOM</b></p> <ul style="list-style-type: none"> <li>• <b>Second &amp; Third Public Hearing for Tax Milage Rate-per Published Notice (11:00 am &amp; 6:30 pm)</b></li> </ul>	<p><b>May 24</b></p>	<p><b>City Council</b></p>



<p><b>22. FINANCE/EXECUTIVE COMMITTEE MEETING</b></p> <ul style="list-style-type: none"> <li>• FY2018 Personnel Ordinance discussed and adopted by Finance/Executive Committee – forwarded to City Council</li> <li>• Other HR related legislation, if applicable forwarded to City Council.</li> <li>• Property Tax Rate ordinance discussed and adopted and forwarded to City Council</li> <li>• FY2018 Budget Ordinance discussed, adopted and forwarded to City Council</li> </ul>	<p><b>June 14</b></p>	<p><b>City Council</b></p>
<p><b>23. Budget Commission Meets to Approve 2018 Anticipations (10:30 am)</b>  <b>Full Council Meeting</b></p> <ul style="list-style-type: none"> <li>• FY2018 Budget Adopted by Council (Special Called Meeting June 21)</li> <li>• Adoption of Revenue/Fee/Budget Legislation</li> <li>• Adoption of FY2018 Personnel Ordinance</li> <li>• Adoption of other HR related legislation, if applicable</li> </ul>	<p><b>June 19</b></p>	<p><b>Budget Commission</b></p>
<p><b>24. Mayor Reed Approves/Vetoes Adopted Ordinances</b></p> <ul style="list-style-type: none"> <li>• Property Tax Rate Ordinance</li> <li>• FY2018 Budget Ordinance</li> <li>• Personnel Ordinance</li> <li>• HR-related legislation</li> <li>• Millage Rate Adoption</li> </ul>	<p><b>June 30</b></p>	<p><b>Mayor Reed Executive Offices</b></p>



## FINANCIAL POLICIES

The City of Atlanta is a municipal corporation governed by the Mayor and the City Council. The accounting principles of the City of Atlanta, Georgia (the "City"), conform to Generally Accepted Accounting Principles ("GAAP") applicable to governmental entities. The Government Accounting Standards Board ("GASB") is the accepted standards setting body for establishing governmental accounting and financial reporting principles. The significant financial policies of the City are described below.

### ***Accounting, Auditing and Financial Reporting Policies***

An annual audit shall be performed by an independent public accounting firm with the subsequent issue of a Comprehensive Annual Financial Report (CAFR). The report shall include audited general purpose financial statements and audited individual fund statements with both introductory and statistical sections, by the end of the sixth month after the close of the fiscal year. The Report shall be prepared in conformity with GAAP for governments.

The accounting and financial reporting treatment applied to a fund is determined by its measurements focus. The government-wide, proprietary funds and fiduciary fund financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met. Agency funds, as part of fiduciary funds, while on the accrual basis do not have a measurement focus since they do not report net position.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis

of accounting. Revenues are recognized as soon as they are both measurable and available.

Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the City considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, principal and interest on general long-term debt, compensated absences, claims and judgments, and worker's compensation are recorded only when payment is due. General capital asset acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt and acquisitions under capital leases are reported as other financing sources.

Property taxes, franchise taxes, licenses and interest associated with the current fiscal period are all considered to be susceptible to accrual and have been recognized as revenues of the current fiscal period. All other revenue items are considered to be measurable and available only when cash is received by the City.

### ***Revenue Recognition - Accrual Basis of Accounting***

The accrual basis of accounting is used by all proprietary fund and fiduciary fund types. Under the accrual basis, revenue recognition occurs when the transactions are earned and measurable irrespective of when cash is received. Measurable means the amount can be determined accurately. (Note: a transaction cannot be reported unless the amount of the transaction can be determined. In order to record the transaction, either the actual amount of a transaction or an estimate must be known in order to record the transaction). For a government to earn revenue, it must have provided the goods or services.

### ***Revenue Recognition – Modified Accrual Basis of Accounting***

The modified accrual basis of accounting is used by all governmental fund types, expendable trust funds and agency funds. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., when they become both measurable and available). "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. The City considers revenues as available if they are collected within 60 days after year-end. All revenues are considered susceptible to accrual except revenues from licenses and permits, fines, forfeitures and penalties because they are generally not measurable until cash is received.

Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. Exceptions to this general rule include: (a) principal and interest on general long-term debt, which is recognized when due or when amounts have been accumulated in the debt service fund for payments to be made early in the following year, and (b) accumulated unpaid vacation pay, compensatory pay, accrued workers' compensation, and arbitrage rebate which are recognized in the governmental funds only to the extent they will be paid from available expendable financial resources. Those liabilities that are not to be paid from current resources are recorded in the General Long-Term Obligations Account Group.

The City adopted GASB Statement No. 20, "Accounting and Financial Reporting for Proprietary Funds and Other Governmental Entities that use Proprietary Fund Accounting," in 1994 and elected to follow GASB standards.

### ***Financial Management Policies***

#### ***Cash & Investments***

The City considers all highly liquid debt securities with an original maturity of three months or less to be cash equivalents. The Georgia Fund 1 (Georgia Fund) is a stable net asset value investment pool managed by the State of Georgia (Office of State Treasurer) and is not registered with the SEC. The Georgia Fund 1 operates in a

manner consistent with SEC Rule 2a-7 of the Investment Company Act of 1940 and is considered a SEC Rule 2a-7- like pool. The fair value of the participant shares is computed weekly with pool earnings distributed on a monthly basis based on equivalent shares owned by participants based on \$1.00 per share.

The O.C.G.A. 36-83-4 authorizes the City to invest in U.S. Government obligations, U.S. Government agency obligations, State of Georgia obligations, and obligations of a corporation of the U.S. Government. The City's investment policy authorizes portfolios that consist of U.S. Treasuries, U.S. Agencies/Instrumentalities, Obligations of Other Political in the State of Georgia, Municipal Securities, Bankers Acceptances, Local Government Investment Pools and Certificate of Deposit. According to City Policy up to 75% may consist of U.S. corporate equity securities. The City invests in repurchase agreements only when collateralized by U.S. Government or Agency Obligations. By statute, up to 55% of the cost basis of the investment portfolio for the General Employees' Pension Plan, the Firefighters' Pension Plan and the Police Officers' Pension Plan (The Plans) may consist of U.S. corporate equity securities. Additionally, in accordance with authorized investment laws, The Plans can invest in various mortgage-backed securities, such as collateralized mortgage obligations ("CMOs") and government backed mortgage securities. These are separately identified in the disclosure of custodial credit risk (see Note III. A.). In 2014, the General Employees' Pension Board, the Firefighters' Pension Board, and the Police Officers' Pension Board (The Pension Boards) authorized The Plans to invest in alternative investments, not to exceed 5% of the total investments.

Investments, other than repurchase agreements, are reported at fair value, based on quoted market prices, and include any accrued interest. Repurchase agreements are reported at amortized cost.

The City maintains a cash management pool whereby operating cash is held. This pool is not considered a separate accounting entity for financial reporting purposes; instead, each participating fund's equity in the cash management pool is recorded as such on its statement of net position. Related interest income is allocated to each participating fund based on each fund's recorded equity in the pool.

### ***Restricted Assets***

Restricted assets represent amounts which are required to be maintained pursuant to City ordinances relating to the passenger and customer facility charges (Department of Aviation only); construction, renewal and extension and sinking funds; funds received for specific purposes pursuant to U. S. Government grants; and municipal option sales tax (Department of Watershed Management only).

### ***Capital Assets***

Capital assets, which include property, easements, plant, equipment and infrastructure (e.g. roads, bridges, sidewalks, and similar items) used in governmental and business-type activities of the City, are recorded in the statement of net position at historical cost (or estimated historical cost). Capital assets are defined by the City as assets with an initial, individual cost of \$5,000 and an estimated useful life in excess of one year. Donated capital assets are recorded at their estimated fair value at the date of donation. Expenses for replacements, maintenance, repairs, and betterments which do not materially prolong the life of the related asset are charged to expenditures/expenses when incurred. All reported capital assets, except land and construction in progress, are depreciated.

### ***Compensated Absences***

City employees are awarded sick and vacation time as determined by personnel policies. A maximum accrual of 25 to 45 days of vacation leave is authorized, depending upon length of service. The liability for compensated absences reported in the government-wide and proprietary fund statements consists of unpaid, accumulated vacation leave balance. The liability has been calculated using the vesting method, in which vacation amounts for employees who currently are eligible to receive termination payments and other employees who are expected to become eligible in the future to receive such payments upon termination are included. The liability for compensated absences is only reported in governmental funds if they have matured.

Employees can accrue unlimited amounts of sick leave. Sick leave can be taken only due to personal illness or, in certain cases, illness of family members. Sick leave is not intended to be paid out except under special circumstances where the City

Council has given approval and the necessary funds are available. Consequently, the City does not record an accrued liability for accumulated sick pay.

### ***Fund Balance***

City of Atlanta Code of Ordinances Section 6-315 provides authority pertaining to fund balances. Fund balances are classified as: (1) Nonspendable, (2) Restricted, (3) Committed, (4) Assigned, and (5) Unassigned. *Nonspendable fund balance* refers to amounts that are not in spendable form or are legally required to remain intact. *Restricted fund balance* refers to amounts that are subject to externally enforceable legal restrictions by either debt covenants, or laws or regulations of other governments. *Committed fund balance* refers to amounts that can only be used for specific purposes pursuant to constraints imposed by ordinance of the City Council prior to the end of the fiscal year. The same formal action is required to remove the limitation. *Assigned fund balance* refers to amounts that are intended to be used for specific purposes. The Chief Financial Officer of the City may recommend assignment of fund balances subject to approval of the City Council. *Unassigned fund balances* refer to the residual net resources and are the excess of nonspendable, restricted, committed, and assigned. Fund expenditures can be paid from restricted fund balance to the extent of the restricted fund revenue, followed by committed, assigned, and then unassigned fund balance. The general fund is the only fund that reports a positive unassigned fund balance amount.

### ***Spending Prioritization Policy***

When an expenditure is incurred for purposes for which both restricted and unrestricted (committed, assigned, or unassigned) amounts are available, restricted amounts shall be considered to have been reduced first. When an expenditure is incurred for purposes for which amounts in any of the unrestricted fund balance classifications could be used, committed amounts are reduced first, followed by assigned amounts and then unassigned amounts.

### ***Authority to Commit or Assign Funds Policy***

Commitments or assignments of funds will only be used for specific purposes. Committed balances or assigned balances will only be established pursuant to formal action by the City Council, upon

recommendation from the Chief Financial Officer. Such commitments or assignments cannot exceed the available fund balance in any particular fund.

### ***Minimum Unrestricted Balance in the General Fund Policy***

The City maintains a minimum unrestricted fund balance in the General Fund ranging from no less than 15% to 20% of the subsequent year's budgeted expenditures and outgoing transfers. At any time the unrestricted fund balance is within the range of 15% to 20% of the subsequent year's budgeted expenditures and outgoing transfers. Upon recommendation by the Chief Financial Officer, the City Council may authorize additional transfers to a fund at its discretion, up to a maximum of 5% per year of the subsequent year's budgeted revenues in preparation for adoption of the upcoming year's budget. If the unrestricted fund balance falls below the minimum 15% of the subsequent year's budgeted expenditures and outgoing transfers, replenishment of shortages/deficiencies will be made within specified time periods and upon the recommendation of the Chief Financial Officer. Should the unrestricted fund balance of the General Fund exceed the maximum of 20%, such surplus fund balance may be considered for transfer to deficit balances in other funds and for one-time expenditures that are nonrecurring. At least 50% of surplus fund balance must be used to reduce any deficit fund balance prior to allocation for any one-time expenditure.

### ***Net Position***

Net position is classified and displayed in three components, as applicable:

*Net investment in capital assets* – Consists of capital assets including restricted capital assets, net of accumulated depreciation and reduced by the outstanding balances of any bonds, notes, or other borrowings that are attributable to the acquisition, construction or improvement of those assets. If there are significant unspent related debt proceeds at year-end, the portion of the debt attributable to the unspent proceeds is excluded

from the calculation of net investment in capital assets.

*Restricted* – Consists of assets with constraints placed on the use either by (1) external groups,

such as creditors, grantors, contributors, or laws or regulations of other governments; or (2) law through constitutional provisions or enabling legislation. When an expense is incurred for purposes for which there are both restricted and unrestricted assets available, it is the City's policy to apply those expenses to restricted assets, to the extent such are available, and then to unrestricted assets.

*Unrestricted* – All other assets that constitute the components of net position that do not meet the definition of "restricted" or "investment in capital assets."

### ***Deferred Outflows of Resources***

Deferred outflows of resources represent a consumption of net position that applies to a future period and will not be recognized as an outflow of resource (expense) until then. The deferred charge on refunding results from the difference in the carrying value of refunded debt and reacquisition price. The amount is deferred and amortized over the shorter of the life of the refunded or refunding debt.

### ***Deferred Inflows of Resources***

In addition to liabilities, the Balance Sheets and Statements of Net Position report a separate section for deferred inflows of resources. Deferred inflows of resources represent an acquisition of net position that applies to a future period and so will not be recognized as an inflow of resource (revenue) until that time. The unavailable revenue reported in the Balance Sheet, which arises under a modified accrual basis of accounting, represents amounts that are deferred and recognized as an inflow of resources in the periods that the amounts become available.

### ***Grants from Other Governments***

Federal and state governmental units represent an important source of supplementary funding used to finance housing, employment, construction programs, and other activities beneficial to the community. This funding, primarily in the form of grants, is recorded in the governmental and proprietary funds. All grant contributions in the proprietary funds are for the purpose of construction activities, principal debt service reimbursements, or land or easement acquisitions. They are recorded in the statement of revenues,

expenses, and changes in net position on a separate line as capital contributions after non-operating revenues and expenses. For all funds, a grant receivable is recorded when all applicable eligibility requirements have been met.

### ***General Services Costs***

The City allocates a portion of general services costs (such as purchasing, accounting, budgeting, personnel administration, and certain other costs based on allocation methods determined by an independent study) to the Aviation, Watershed, Solid Waste, Building Permits and Internal Service Funds in order to more fully reflect the actual cost of providing these services.

### ***Use of Estimates***

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues, expenditures/expenses and disclosures. Actual results could differ from those estimates.







# Mayoral Strategic Initiatives and Priorities

## Fiscal Year Outlook

### Priorities and Investments

<b>Public Safety</b>	<ul style="list-style-type: none"> <li>• Continue reduction in crime rate, with a goal of a 25% reduction in crimes over Mayor Reed’s two terms in office</li> <li>• Leverage strategic partnerships (e.g. – GE) to continue improving public safety capabilities</li> </ul>
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>• Continue implementation of \$250M bond dedicated to addressing the City’s \$1B backlog of needed infrastructure repairs (Renew Atlanta)</li> <li>• Meet EPA sewer rehabilitation deadlines and continue executing \$250M capital program within the Department of Watershed Management to increase water reliability</li> </ul>
<b>Youth Development</b>	<ul style="list-style-type: none"> <li>• Increase youth enrollment and attendance in afterschool, recreation center programs, and Centers of Hope, as well as meet established quality and safety standards</li> <li>• Focus on increasing graduate retention rates from local institutions of higher education</li> </ul>
<b>Business Growth &amp; Tourism</b>	<ul style="list-style-type: none"> <li>• Maintain #1 global passenger ranking and deliver positive passenger volume growth</li> <li>• Westside and downtown redevelopment, and Ft McPherson</li> <li>• Increase venture capital and startup activity in and around the City</li> </ul>
<b>Financial Accountability &amp; Governmental Efficiency</b>	<ul style="list-style-type: none"> <li>• Sustain efficiency gains and cost savings achieved through recommendations by Blue Ribbon Efficiency Commission</li> <li>• Continue improving service delivery with integrated 311 call center</li> <li>• Deliver balanced budget with no property tax increases and achieve upgrades in bond ratings</li> </ul>



# CITY OF ATLANTA DEPARTMENT OF FINANCE FIVE YEAR FINANCIAL PLAN

**FEBRUARY 15, 2017**



**J. ANTHONY BEARD, CFO | JOHN GAFFNEY, DEPUTY CFO**  
**YOULANDA CARR, BUDGET CHIEF | NADER SOHRAB, REVENUE CHIEF |**

# AGENDA

Executive Summary  
Revenue Overview  
Expense Overview  
Recommendations





# EXECUTIVE SUMMARY



## WHAT IS A FIVE YEAR PLAN?



The Five Year Plan is a long-term **financial planning** tool for decision making.

## WHY A FIVE YEAR PLAN?



To **develop strategies** for long-term sustainability of government service objectives and financial challenges.

To **create ideas and tools** that:

- ➔ Prevent financial challenges
- ➔ Stimulate long-term & strategic thinking
- ➔ Provide consensus on long-term financial direction

# FIVE YEAR PLAN BASE – EXECUTIVE SUMMARY



## Base Expenses Included within the Five Year Plan ...



Atlanta Police  
Department



Department of  
Fire and Rescue



Department of  
Corrections



## Public Safety Salary Adjustments



## The Bottom line

City service costs are projected to outpace revenue growth if the City does not take corrective action.

### Summary of General Fund - Budgetary Surplus/(Shortfall)

	\$ Million				
	FY18	FY19	FY20	FY21	FY22
<b>Revenues</b>					
Property Taxes	197.4	200.3	203.3	206.3	209.3
All Other Revenues	426.0	434.2	440.2	450.5	459.3
<b>Subtotal - Revenues</b>	<b>623.4</b>	<b>634.5</b>	<b>643.5</b>	<b>656.8</b>	<b>668.6</b>
<b>Expenditures</b>					
Baseline Expenditures	667.8	680.6	692.4	707.7	720.9
<b>Subtotal - Expenditures</b>	<b>667.8</b>	<b>680.6</b>	<b>692.4</b>	<b>707.7</b>	<b>720.9</b>
<b>Total Net General Fund Impact</b>	<b>(44.4)</b>	<b>(46.1)</b>	<b>(48.9)</b>	<b>(50.9)</b>	<b>(52.3)</b>





# REVENUE OVERVIEW



## Data Driven Analysis & Econometric Indices

For all revenue streams including

— property, sales, hotel/motel and business occupation tax



**1.5%**

Property tax digest increase from new construction based on roll-back for reassessments projected for FY2018-FY2022



**\$20.7M**

Dollar value of one mill for budgetary purposes

# REVENUE ASSUMPTIONS



**1.1%**

**Per annum sales tax revenue growth** closely correlating with gross metro product and personal income trends

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**8.5%**

**Building Permits Revenue growth** closely correlating with the real estate rebound – (Per Selig Center Economic Outlook Report 2016)

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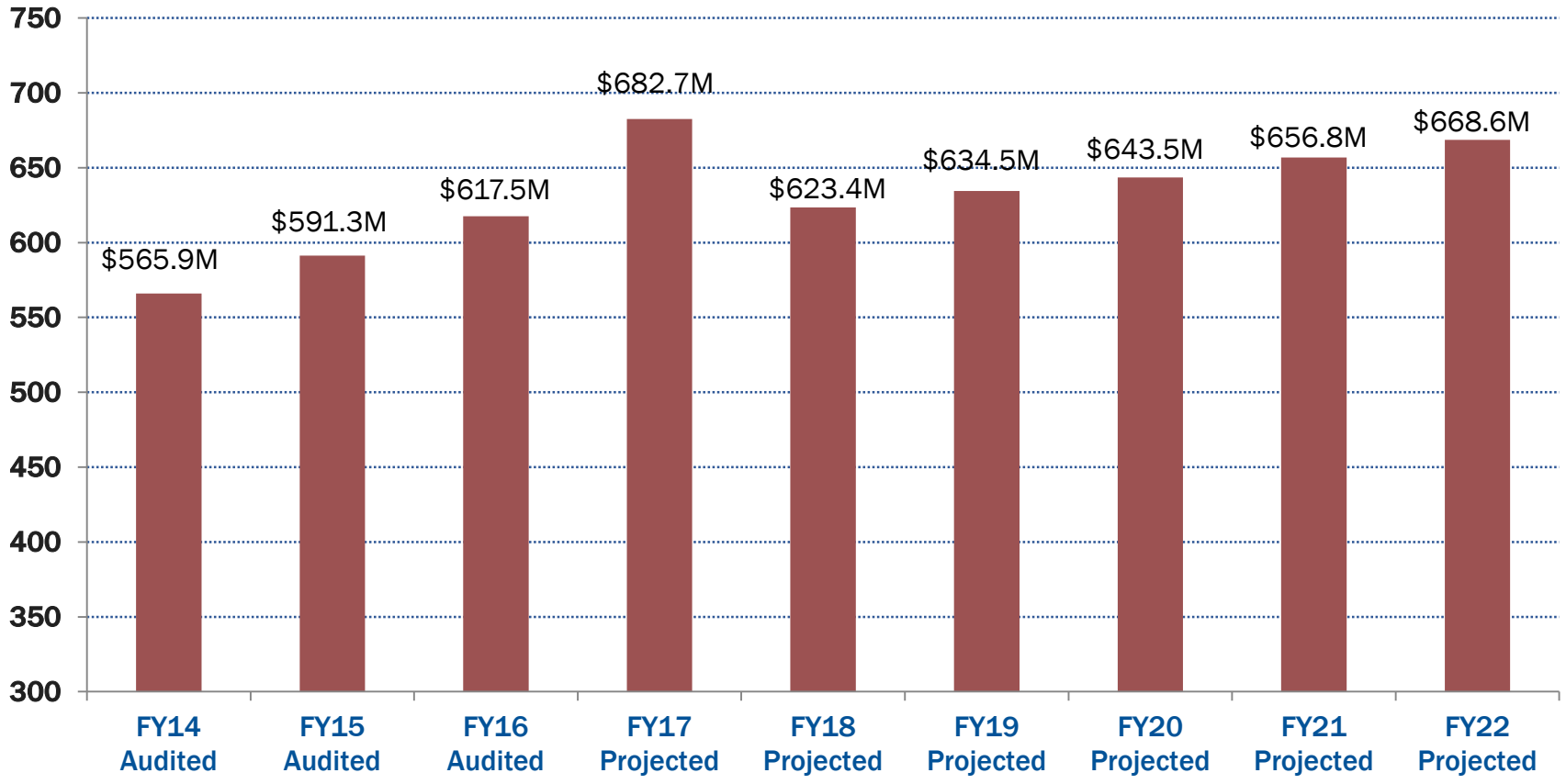
**\$56.7M**

**Business License Revenue** growth of 2% is closely correlating with employment levels and consumer demand



The City Revenue team will continue to hold Revenue Roundtable meetings with departments to stay informed of any potential revenue opportunities.

# GENERAL FUND REVENUE FORECAST OVERVIEW



NOTE: FY2017- FY2022 includes Building Permit activity.

# REVENUE COMPARISON BY CATEGORY



	FY2016 ACTUALS	FY2017 REVENUE BUDGET	FY2018 PROPOSED BUDGET	BUDGET FY17 vs. FY18	% CHANGE FY17 vs. FY18
PROPERTY TAXES	\$193.22	\$194.68	\$197.42	\$2.74	1.41%
PUBLIC UTILITY, ALCOHOLIC BEVERAGE AND OTHER TAXES	\$108.69	\$109.38	\$103.16	(\$6.22)	(5.69%)
LOCAL OPTION SALES TAX	\$103.52	\$104.32	\$105.39	\$1.07	1.03%
LICENSES AND PERMITS	\$78.45	\$100.33	\$103.18	\$2.85	2.84%
OTHER REVENUE	\$17.24	\$10.88	\$7.33	(\$3.55)	(32.63%)
CHARGES FOR CURRENT SERVICES	\$10.23	\$5.04	\$4.66	(\$0.38)	(7.54%)
FINES/FORFEITURES & PENALTIES	\$24.39	\$28.02	\$26.11	(\$1.91)	(6.82%)
BUILDING RENTALS & CONCESSIONS	\$7.41	\$8.28	\$7.19	(\$1.09)	(13.16%)
INDIRECT COSTS	\$36.81	\$32.77	\$31.43	(\$1.34)	(4.09%)
HOTEL/MOTEL	\$18.20	\$16.81	\$17.54	\$0.73	4.34%
PILOT & FRANCHISE FEES	<u>\$19.39</u>	<u>\$19.89</u>	<u>\$19.98</u>	<u>\$0.09</u>	<u>0.45%</u>
<b>GRAND TOTAL</b>	<b><u>\$617.55</u></b>	<b><u>\$630.40</u></b>	<b><u>\$623.39</u></b>	<b><u>(\$7.01)</u></b>	<b><u>(1.11%)</u></b>

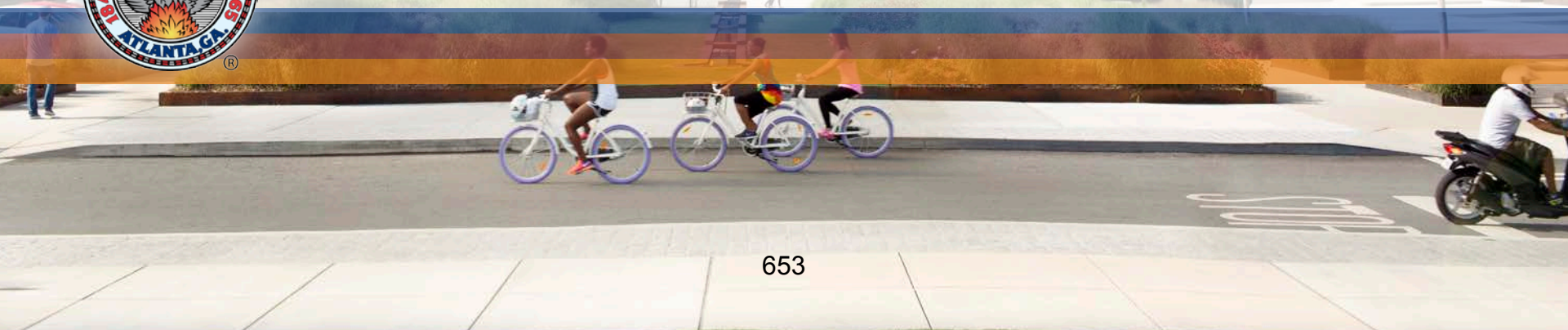


PONCE CITY MARKET

LET ENTRANCE



## EXPENSE OVERVIEW



# EXPENSE ASSUMPTIONS



- Citywide, the pension rates were adjusted for all Defined Benefit plans to account for the Actuarially Determined Contribution (ADC):

Plan	ADOPTED FY16 ADC	ADOPTED FY17 ADC	ESTIMATED FY18 ADC	YOY INCR
Defined Benefit (General)	\$55.6M	\$53.8M	\$57.9M	\$4.1M
Defined Benefit (Police)	\$25.4M	\$27.4M	\$34.2M	\$6.8M
Defined Benefit (Fire)	\$16.5M	\$17.8M	\$22.0M	\$4.2M
<b>Total</b>	<b>\$97.5M</b>	<b>\$99.0M</b>	<b>\$114.1M</b>	<b>\$ 15.1M</b>

- Citywide, the workers' compensation requirement is projected to increase in FY2018. The City will continue its effort in safety programs.



# EXPENSE ASSUMPTIONS



**8%**

**increase in citywide utilities** (natural gas), electricity increased by 10% based on the total FY2016 utilization.



**10%**

**Fleet increase in maintenance in FY18;** Fuel increased 3%; There are no increases for FY2019–FY2022 as the Department determines how to gain efficiencies.



**10%**

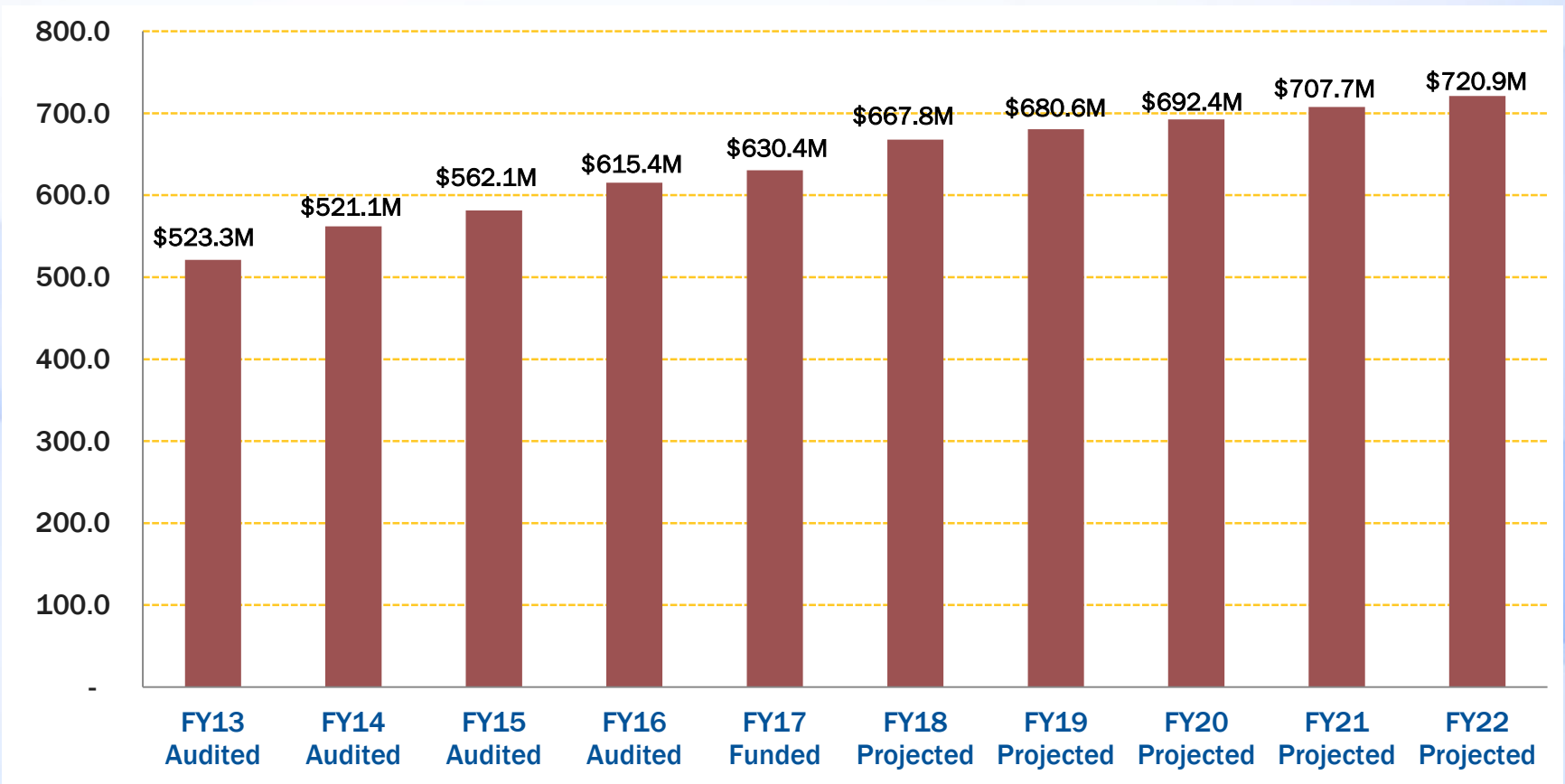
**increase in traffic signals and street lights** budgets for FY2018.



**2%**

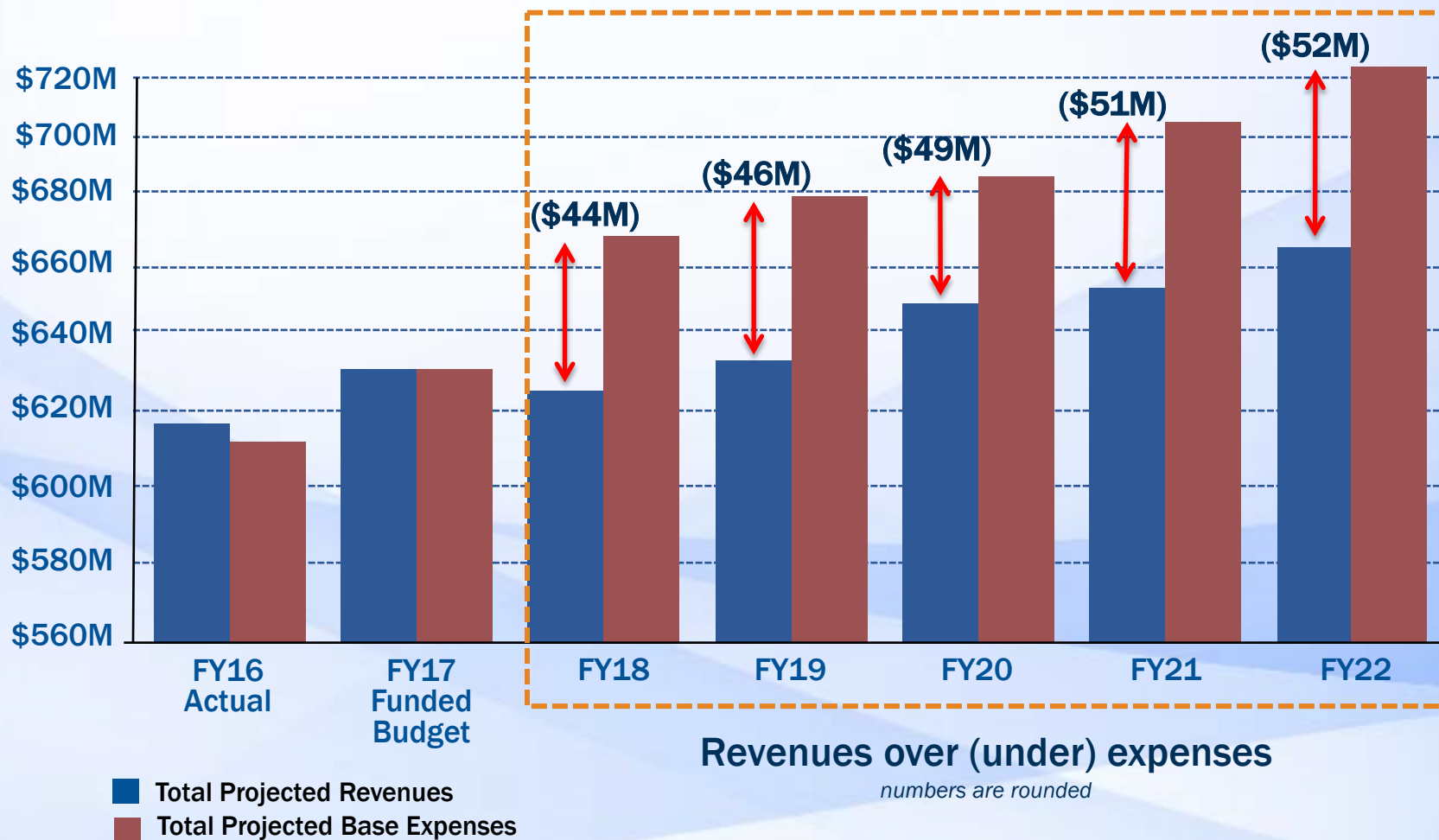
**increase in water and sewer** based on utilization from the prior year. No further projected increases.

# GENERAL FUND EXPENDITURE FORECAST

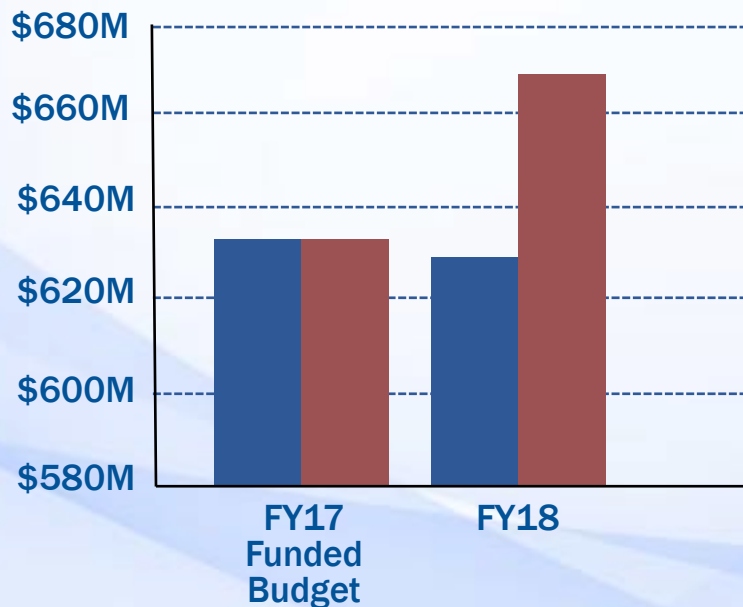


FY17-FY22 includes Building Permits Activity

# GENERAL FUND BASE REVENUES VS. EXPENSES



# GENERAL FUND BASE EXPENSES BY MAJOR DEPARTMENT



■ Total Projected Revenues  
■ Total Projected Base Expenses

FY17 represents Adopted FTE count

	FY17 Funded Budget	FY18 Proposed Budget	Budget FY17 vs. FY18	% CHANGE FY17 vs. FY18
Property Tax Revenue	\$194.7	\$197.4	\$2.7	1%
All Other Revenues	\$435.7	\$426.0	(\$9.7)	(2%)
<b>Total Projected Revenues</b>	<b>\$630.4</b>	<b>\$623.4</b>	<b>(\$7.0)</b>	<b>(1%)</b>
<b>Baseline Expenses</b>				
Public Safety	\$295.3	\$316.5	\$21.2	7%
Department Of Public Works	\$37.6	\$41.8	\$4.2	11%
Dept Of Parks & Recreation	\$34.0	\$40.3	\$6.3	19%
Executive Office	\$35.2	\$39.1	\$3.9	11%
Atlanta Information Management	\$28.4	\$32.0	\$3.6	13%
Human Resources	\$6.0	\$8.5	\$2.5	42%
Non-Departmental	\$106.7	\$95.7	(\$11.0)	(10%)
General Government	\$87.2	\$86.9	(\$0.3)	0%
<b>Total Baseline Expenses</b>	<b>\$630.4</b>	<b>\$660.8</b>	<b>\$30.4</b>	<b>5%</b>
<b>Incremental Expenses</b>				
Public Safety	-	\$5.4	\$5.4	100%
Dept Of Parks & Recreation	-	\$0.3	\$0.3	100%
General Government	-	\$1.2	\$1.2	100%
<b>Total Incremental Expenses</b>		<b>\$7.0</b>	<b>\$7.0</b>	<b>100%</b>
<b>Total Projected Base &amp; Incremental</b>	<b>\$630.4</b>	<b>\$667.8</b>	<b>\$37.4</b>	<b>6%</b>
<b>Revenues Over (Under) Expenses</b>	<b>\$0</b>	<b>(\$44.4)</b>	<b>(\$44.4)</b>	
<b>Variance %</b>	<b>0%</b>	<b>(7%)</b>	<b>(7%)</b>	
<b>Full Time Equivalent</b>	<b>5,044</b>	<b>5,276</b>	<b>232</b>	



## Initiatives Included within the Five Year Plan ...



**Grades 19 &  
Above Salary  
Adjustments**

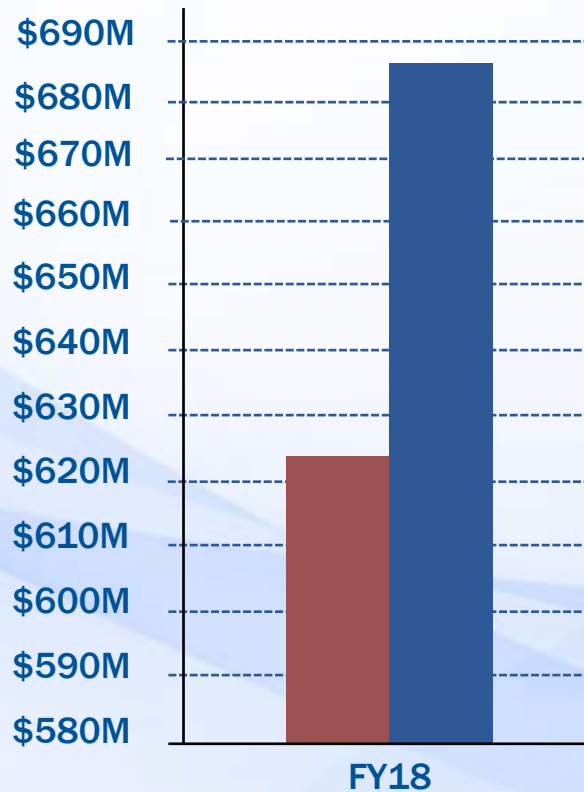


**Longevity Pay**



**\$15 Per Hour  
Minimum  
Wage Pay**

# GENERAL FUND WITH CAPITAL IMPACT/INITIATIVES



■ Total Projected Revenues  
■ Total Projected Base Expenses

FY18	
Property Tax Revenue	\$197.4
All Other Revenues	\$426.0
<b>Total Projected Revenues</b>	<b>\$623.4</b>
Baseline	\$660.8
Incremental	\$7.0
<b>Total Projected Base Expenses</b>	<b>\$667.8</b>
Revenues Over (Under) Expenses	(\$44.4)
Capital Impact	\$15.6
Pay Adjustments	\$4.4
<b>Total Projected Expenses</b>	<b>\$687.8</b>
Revenues Over(Under) Expenses	(\$64.4)

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# QUESTIONS & ANSWERS

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**THANK YOU**



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# APPENDIX

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# CITY COMPARISON



## Atlanta (in thousands)

	FY17 Funded	FY18	FY19	FY20	FY21
Revenues	630,412	623,397	634,521	643,460	656,807
Expenses	630,412	667,814	680,642	692,353	707,714
<b>Net Surplus/ (Deficit) Gap</b>		<b>(44,417)</b>	<b>(46,121)</b>	<b>(48,893)</b>	<b>(50,907)</b>



## Memphis (in thousands)

	FY17 Adopted	FY18	FY19	FY20	FY21
Revenues	667,425	666,941	668,622	670,344	672,109
Expenses	667,425	667,025	667,097	666,852	667,152
<b>Net Surplus/ (Deficit) Gap</b>		<b>(84)</b>	<b>1,525</b>	<b>3,492</b>	<b>4,958</b>

# CITY COMPARISON



## Atlanta (in thousands)

	<b>FY17 Funded</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>
Revenues	630,412	623,397	634,521	643,460	656,807
Expenses	630,412	667,814	680,642	692,353	707,714
<b>Net Surplus/ (Deficit) Gap</b>		<b>(44,417)</b>	<b>(46,121)</b>	<b>(48,893)</b>	<b>(50,907)</b>



## Philadelphia (in thousands)

	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>
Revenues	4,113,267	4,273,689	4,370,465	4,462,462	4,559,431
Expenses	4,167,755	4,297,455	4,379,673	4,458,628	4,523,297
<b>Net Surplus/ (Deficit) Gap</b>	<b>(54,488)</b>	<b>(23,766)</b>	<b>(9,208)</b>	<b>3,834</b>	<b>36,134</b>



## GLOSSARY

AATC	Atlanta Airport Terminal Corporation
ACTIVITY	An action or set of actions directed at a specific purpose or purposes
ADID	Atlanta Downtown Improvement District
ADA	Americans with Disabilities Act
AEDs	Automated External Defibrillators
ANNUAL BUDGET	A budget developed and enacted to apply to a single fiscal year
ANTICIPATION	See “Estimated Receipts”
AMWA	Association of Metropolitan Water Agencies
APD	Atlanta Police Department
APEX	Atlanta Proactive Enforcement Interdiction
APIN	Atlanta Police Intelligence Network
APPROPRIATION	The legal authorization given by the City Council to make expenditures and incur obligations using city funds
APS	Atlanta Public Schools
ARFF	Aircraft Rescue Fire Fighting
ASQ	Airport Service Quality
ATS	Automatic Transfer Switches
AWDA	Atlanta Workforce Development Authority
BASE BUDGET	The budget required to maintain the current level of service in the succeeding fiscal year. During budget development, a distinction is made between the base budget required to fund a continuation of existing service levels and program change requests for additional resources for new activities or change to services levels.
BALANCED BUDGET	A budget in which estimated revenues equal estimated expenditures
BUDGET COMMISSION	Established in the Charter of the City of Atlanta, the Budget Commission is composed of the Mayor, Chairman of the Finance Executive Committee, the Chief Financial Officer, and two members of Council, and sets the levels of estimated revenue for budget purposes.
CAP	Central Atlanta Progress

CDBG	Community Development Block Grant
CID	Community Improvement District
CMAR	Construction Manager At Risk
COP	Community Oriented Policing
COST CENTER	A segregated set of expenditure accounts within a fund, separated for the purpose of identifying specific resources that will be applied toward a specific goal.
CSB	Civil Service Board
CSO	Combined Sewer Overflow
CY	Calendar Year
DB	Defined Benefit
D/B	Design Build
DC	Defined Contribution
DEBT SERVICE	Payment of interest and principal on an obligation resulting from the issuance of bonds
DOA	Department Of Aviation
DPW	Department of Public Works
DUI	Driving Under the Influence
DWM	Department of Watershed Management
EFFECTIVENESS	The extent to which the outcome of an action or set of actions produces the desired results or impact
EFFICIENCY	A ratio between input (resources) and output (production)
EMT	Emergency Medical Technician
ENTERPRISE FUND	A fund which pays for its costs of operations from user fees and does not generally receive property tax support
EPD	Environmental Protection Division (State Agency)
ERP	Enterprise Resource Planning
ESTIMATED RECEIPTS	The legally authorized level of revenue expected to be received from individual revenue sources, as set by the Budget Commission. Generally, estimated revenues from any source for any given budget year cannot exceed ninety-nine percent (99%) of the actual prior year receipts. Estimated receipts are also referred to as "Anticipations".

FISCAL YEAR	A twelve month period (July 1 through June 30) at the beginning of which the city implements a new budget based on expected revenues and expenditures, and at the end of which the city determines its financial position and the results of its operations.
FTA	Failure To Appear/Abide
FUND	A self-balancing set of accounts set aside and accounted for separately for the purpose of restricting specific revenues that are then spent for a specific set of activities.
FUND BALANCE	The excess of an entity's assets over its liabilities also known as excess revenues over expenditures
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GAWP	Georgia Association of Water Professionals
GDOT	Georgia Department Of Transportation
GDP	Gross Domestic Product
GEFA	Georgia Environmental Facilities Authority
GFOA	Government Finance Officers Association
GO BOND	General Obligation Bond
HCM	Human Capital Management
HIDTA	High Intensity Drug Trafficking Area
HHS	Health and Human Services
HJAIA	Hartsfield-Jackson Atlanta International Airport
INTERNAL SERVICES FUND	A fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies, on a cost-reimbursement basis.
IGA	Intergovernmental Agreement
ISO	Insurance Service Office
IVR	Interactive Voice Response
LGBT	Lesbian Gay Bisexual Transgender
LOST	Fulton County imposes a 1% Local Option Sales Tax (LOST) which is shared between the county and the municipalities within the county based on population.

MAJOR FUND	Funds are classified as major if the following conditions are met: Total assets, liabilities, revenues or expenditures/expenses of the individual governmental or enterprise fund are at least 10% of the corresponding total of all funds of that category; and are at least 5% of the total for all governmental and enterprise funds combined.
MANAGEMENT OBJECTIVE	A specific, measurable things to be accomplished which have the characteristic of being able to be controlled or affected by management decisions and direction.
MARTA	Metropolitan Atlanta Rapid Transit Authority
MEASURE	An absolute indicator of the attainment of an objective. May be simply a determinable result, or may consist of statistical data.
MILL	A measure of the rate of ad valorem (property taxation, representing one (\$1) dollar of tax per one thousand (\$1,000) dollars of assessed property value)
MSA	Metropolitan Statistical Area
MOST	A 1% City of Atlanta Municipal Option Sales Tax (MOST) is collected for retail sales and use occurring within the incorporated city limits of Atlanta. The purpose of this tax is to assist with funding renovations to the water and sewer system.
MOU	Memorandum of Understanding
NPU	Neighborhood Planning Unit
OBJECTIVE	Specific, measurable thing to be accomplished
OEAM	Office of Enterprise Asset Management
OOB	Office Of Buildings
OPEB	Other Post-Employment Benefits
OPERATING BUDGET	The annual budget for the routine, ongoing activities and work program of an organized unit, as opposed to budgets which may also be established for capital projects, grant funded projects, and other activities of a non-permanent nature.
PILOT	Payment In Lieu Of Taxes
PROGRAM	A set of activities under a specific organization
PROGRAM CHANGE	A proposed activity which is not presently in an organization's work program, nor funded in its budget



PROPRIETARY FUND	A set of segregated revenue and expenditure accounts, set up for the purpose of showing net income, financial position, and changes in financial position. Enterprise Fund and the Internal Service Fund are Proprietary Funds.
QUASI-CRIMINAL	Civil proceeding that may result in a penalty akin to a criminal penalty
RA	Retirement Account
RESERVE	An account used to set aside and earmark monies for future use. Monies must be appropriated from the reserve account to an expenditure account for a specific purpose before they can be spent.
REVENUE	The taxes, fees, charges, special assessments, grants, and other funds collected and received by the city in order to support the services provided
RFP	Request For Proposal
RMC	R. M. Clayton
SBA	Small Business Administration
SORBA	Southern Off Road Bike Association
SRTA	State Road and Toll-way Authority
STEAM	Science, Technology, Engineering, Arts, Math
TAD	Tax Allocation District
TAN	Tax Allocation Notes
UPS	Uninterruptible Power Supply
USER FEES	The payment of a fee for direct receipt of a public service by the person benefiting from the service
VDI	Virtual Desktop Infrastructure
VPN	Virtual Private Network
WC	Worker's Compensation
WORKLOAD	A measure of quantity produced, processed, handled, or otherwise acted upon or with by an organizational unit. Workload is preferably indicated with respect to a specific, identifiable period of time.
WORK PROGRAM	The detailed set of things to be accomplished, within specified time periods, for an organizational unit
WRC	Water Reclamation Center



# ACKNOWLEDGMENTS

## STEERING COMMITTEE

J. Anthony Beard  
*Chief Financial Officer*

Dan Gordon  
*Chief Operating Officer*

John Gaffney, CPA  
*Deputy Chief Financial Officer*

Kristin Wilson  
*Deputy Chief Operating Officer*

Youlanda Carr, CPA  
*Budget Chief*

Matt Malament  
*Director, Innovation Delivery and Performance*

Felicia Daniel  
*Interim Revenue Chief*

Paul Kwaw  
*Treasury, Debt & Investment Interim Chief*

### EXECUTIVE COMMITTEE

Angela Addison  
Matthew Bartleet  
J. Anthony Beard  
Candace Byrd  
Youlanda Carr, CPA  
Yvonne Cowser-Yancy  
Shawn Gabriel  
John Gaffney, CPA  
Daniel L. Gordon  
Jeremy Berry  
Matt Malament  
Jessime McGarity  
Katrina Taylor - Parks  
Kristin Wilson

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Phyllis Burgess  
Brandon Colin  
Bertha Davis  
Thierry Munyengango  
Swathi Potla  
Alfonso Pinan  
Leakhena Rodriguez  
Samir Saini

### HUMAN RESOURCES

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Yvonne Cowser-Yancy  
Tashonda Gay  
Danielle Jones  
Catherine LeMay  
Taci Perkins  
Thomasenia Robinson  
Kim Sederoff

### GRANTS/ACCOUNTING/ REVENUE

Lee Hannah  
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Jermaine McClain  
Madhavi Rajdev, CPA  
Cynthia Sellers  
Karen Sutton  
Beryl Taylor

## OFFICE OF BUDGET & FISCAL POLICY

Youlanda Carr, CPA, Budget Chief

Shawn Gabriel, Director

Jessime McGarity, Director

Pamela Holmes, CGFM  
Budget & Policy Manager

Kim Tallon  
Budget & Policy Manager

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Financial Analyst, Sr.

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Financial Analyst, Sr.

Aaron Wells  
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David Oberender  
Financial Analyst, Sr.

Daniel Brown  
Financial Analyst

Charlene Parker  
Legislative Recorder

*Commissioners and Department Budget Managers/Analysts*

