

City of
Atlanta





Fiscal Year 2019

Proposed Budget

Keisha Lance Bottoms
Mayor

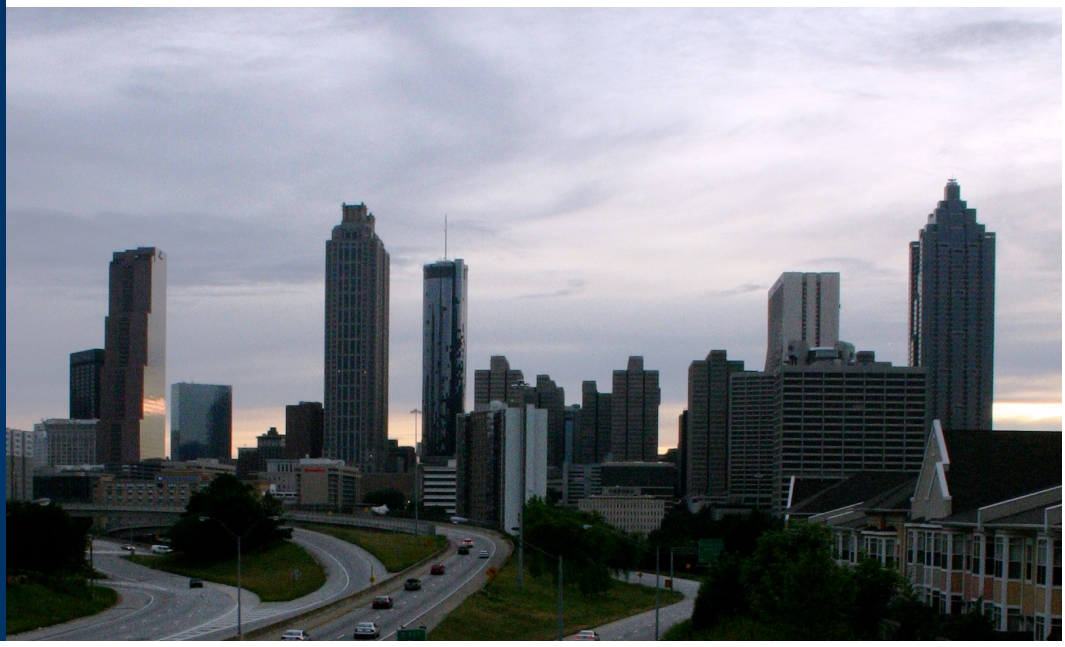


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PREFACE

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PROPOSED BUDGET
FY 2019


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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 FY2019 Proposed Budget Book and outlines its contents. The FY2019 Proposed 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.

- ***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 proposed in FY2019.

- ***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 FY2019 to FY2023 for bonds, grants, trusts and other capital projects.

- ***Debt Service -*** provides a summary of 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.

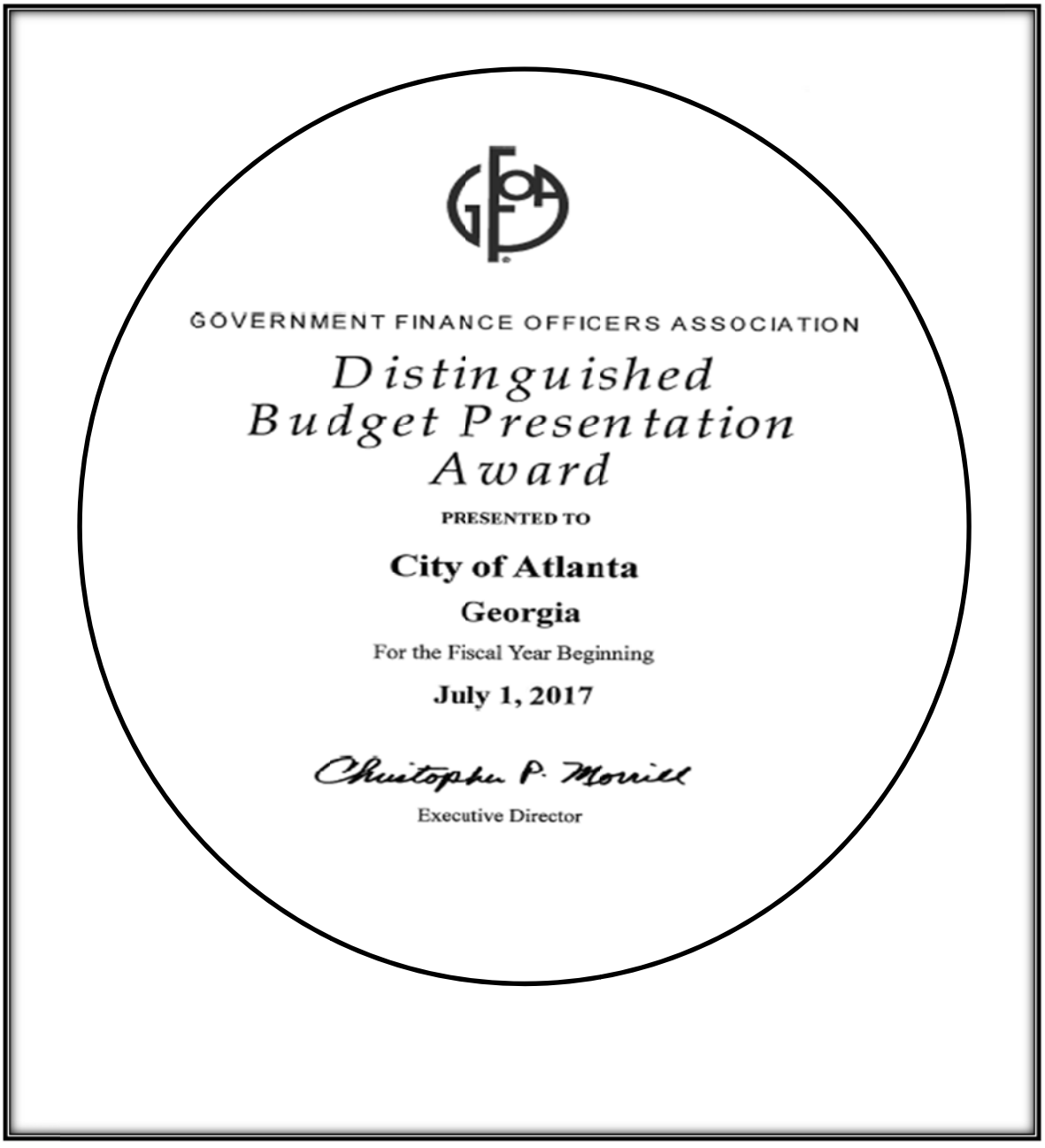
FY19 OPERATING BUDGET HIGHLIGHTS
Executive Offices
General Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$11,795,912	$14,294,626	$12,546,879	Salaries, Regular	$14,283,478	$1,736,599
$1,786	$29,205	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$833,594	$1,141,490	$1,453,438	Salaries, Extra Help	$1,453,438	$0
-	-	-	Salaries, Extra Help-Sworn	-	-
$91,953	$120,429	$104,338	Overtime	$104,338	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$1,594,488	$1,848,732	$1,670,968	Pen Cont Gen Emp Pen Fd	$1,849,661	$178,693
$519,213	$651,122	$510,181	Defined Contribution	$578,191	$68,010
$24,589	$48,706	$39,285	Workers' Compensation	$86,731	$47,446
$1,534,910	$1,884,210	$2,469,222	Other Personnel Costs	$2,673,906	$204,685
$16,396,444	*$20,018,520*	*$18,794,312*	*TOTAL PERSONNEL*	*$21,029,744*	*$2,235,433*
			OTHER EXPENSES		
$13,108,845	$14,897,210	$11,485,008	Purchased / Contracted Services	$9,580,008	($1,905,000)
$4,287,336	$4,346,381	$4,640,193	Supplies	$4,640,193	$0
$345,405	($188,456)	$114,957	Capital Outlays	$114,957	-
$117,817	$144,066	$133,654	Interfund / Interdepartmental Charges	$133,654	-
$36,338	$70,162	$23,818	Other Costs	$23,818	$0
$177,361	-	$187,865	Debt Service	$187,865	$0
-	-	-	Conversion / Summary	-	-
$11,816,120	-	-	Other Financing Uses	-	-
$29,889,224	*$19,269,363*	*$16,585,495*	*TOTAL OTHER EXPENSES*	*$14,680,495*	*($1,905,000)*
$46,285,667	**$39,287,883**	**$35,379,807**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$35,710,239**	**$330,432**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$46,285,667	$39,287,883	$35,379,807	General Fund	$35,710,239	$330,432
$46,285,667	**$39,287,883**	**$35,379,807**	**TOTAL EXPENSES**	**$35,710,239**	**$330,432**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
205.80	232.30	280.60	Full Time Equivalent	286.60	6.00

CERTIFICATE OF ACHIEVEMENT




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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 boasts the third largest concentration of Fortune 500 companies in the country.

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 five 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-paced 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 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.


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THE HONORABLE KEISHA LANCE BOTTOMS



Keisha Lance Bottoms is the 60th Mayor of the City of Atlanta. As the second woman elected Mayor in the City's history, Mayor Bottoms is committed to creating safe communities, expanding access to public transit, developing opportunities for jobs and economic growth and advocating for high quality public education.

Prior to her election, Mayor Bottoms served as Councilmember of District 11. For nearly eight years, she represented a large portion of the historic Southwest Atlanta community. During her tenure on Council, Bottoms sponsored groundbreaking legislation that addressed the City's $1.5 billion unfunded pension liability and helped grow the city's reserves from $7.4 million to over $170 million. She also authored the toughest panhandling legislation in the history of Atlanta, which combines empathy with enforcement, and has resulted in offenders receiving often needed social services to help break the cycle of recidivism.

Mayor Bottoms worked with her former colleagues on the City Council to achieve the goal of 2,000 officers within the Atlanta Police force and to successfully balance the City's annual budget without increasing taxes. During her term as Vice-Chair of the City's Transportation Committee, the City opened the Maynard H. Jackson International Terminal at Hartsfield-Jackson Atlanta International Airport, solidifying Hartsfield-Jackson's place as the world's busiest and most efficient airport.

In addition to her service on the City Council, Mayor Bottoms also served as Executive Director of the Atlanta-Fulton County Recreation Authority (AFCRA), where she fostered community engagement and negotiated and managed government relations and public finance. As chief executive officer of AFCRA, Mayor Bottoms spearheaded the sale and $350 million planned redevelopment transition of Turner Field. She also led a team in redeveloping iconic entertainment venues across Atlanta, including Philips Arena and Zoo Atlanta.

Mayor Bottoms served on the boards of The Children's School, the Firefighters' Pension Fund, Atlanta Mayoral Board of Service, the Andrew and Walter Young YMCA, Central Atlanta Progress, YWCA of Atlanta, CURE for Childhood Cancer, the Atlanta Cyclorama Task Force and Ben Hill United Methodist Church, and is a member of the National Center for Civil and Human Rights - Women's Solidarity Society. She also serves on the Board of Families First, where she shares her personal story of adoption, and advocates on behalf of adoption and foster care.

Mayor Bottoms' commitment to community and public service has been recognized by the YWCA Academy of Women Achievers. She was previously honored with The Trailblazer Award for Outstanding Community Service, the Community Service Icon Award, and the Keeper of the Dream Award. She is also an alumna of Leadership Atlanta.

Mayor Bottoms is a member of the State Bar of Georgia, the Atlanta Chapter of Jack and Jill of America, the Dogwood City Chapter of The Links, Inc., and the Atlanta Alumnae Chapter of Delta Sigma Theta Sorority, Inc.

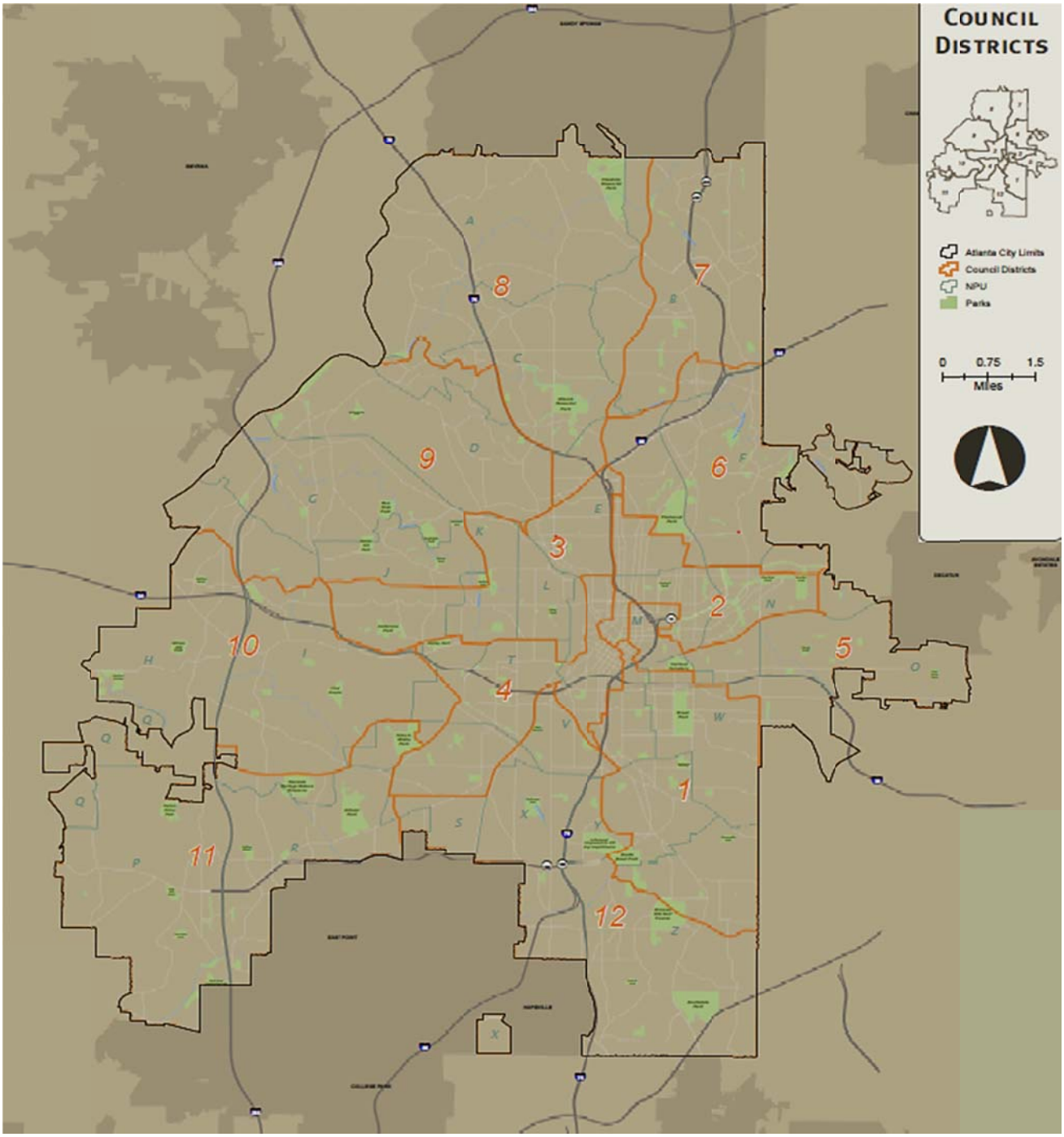
Mayor Bottoms is a graduate of Florida A&M University and Georgia State University College of Law. Alongside her public service career, Mayor Bottoms has maintained a private law practice for more than 20 years, and has served as General Counsel for a multi-million dollar business, as well as a Judge (Pro Hoc) in Fulton County State Court.

The Mayor lives in Southwest Atlanta with her husband, Derek W. Bottoms, and their four children – Lance, Langston, Lincoln and Lennox.

ATLANTA CITY COUNCIL MEMBERS



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 2018. 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.


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CITY OFFICIALS



Keisha Lance Bottoms
Mayor

Richard Cox
Chief Operating Officer

Marva Lewis
Chief of Staff

J. Anthony Beard
Chief Financial Officer

Jeremy Berry
City Attorney

MEMBERS OF CITY COUNCIL

Felicia A. Moore
Council President

Carla Smith *District 1*	Amir R. Farokhi *District 2*	Ivory Lee Young Jr. *District 3*
Cleta Winslow *District 4*	Natalyn Mosby Archibong *District 5*	Jennifer N. Ide *District 6*
Howard Shook *District 7*	J.P. Matzigkeit *District 8*	Dustin Hillis *District 9*
Andrea L. Boone *District 10*	Marci Collier Overstreet *District 11*	Joyce M. Sheperd *District 12*
Michael Julian Bond *Post 1, At-Large*	Matt Westmoreland *Post 2, At-Large*	Andre Dickens *Post 3, At-Large*

Rhonda Dauphin-Johnson
Municipal Clerk

JUDICIAL OFFICERS

COURT OPERATIONS	Calvin S. Graves *Chief Judge*
PUBLIC DEFENDER	Kenneth Days III *Public Defender*
SOLICITOR	Raines F. Carter *City Solicitor*

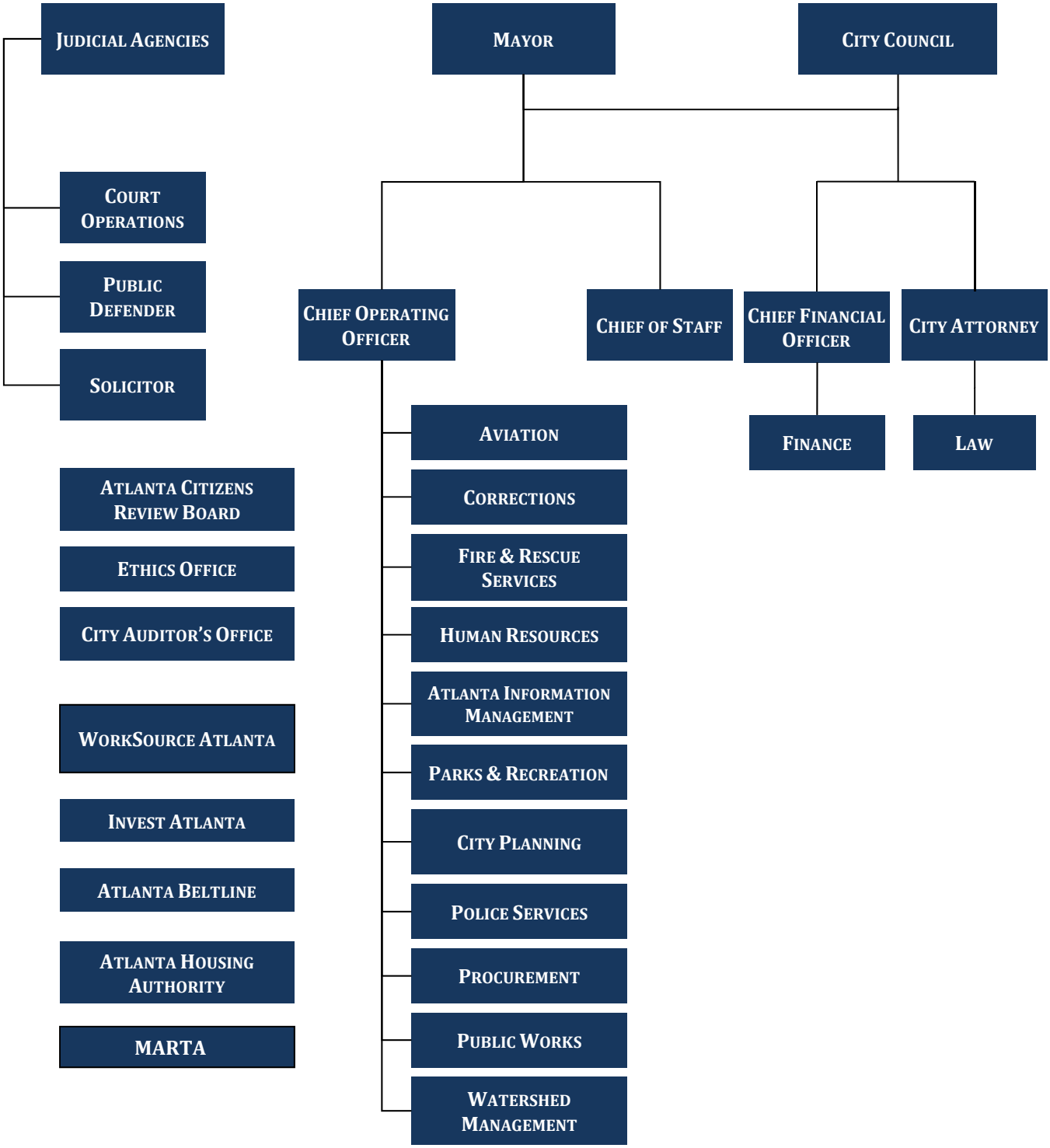
BOARD OFFICERS

ATLANTA CITIZENS REVIEW DIRECTOR	Samuel Lee Reid III *Executive Director*
ETHICS OFFICER	Jabu Sengova *Ethics Officer*
CITY INTERNAL AUDITOR	Amanda Noble *City Auditor*

DEPARTMENT OFFICERS

AVIATION	Roosevelt Council, Jr. *General Manager*
CORRECTIONS	Patrick Labat *Corrections Chief*
FINANCE	J. Anthony Beard *Chief Financial Officer*
FIRE & RESCUE SERVICES	Randall Slaughter *Interim Fire Chief*
HUMAN RESOURCES	Sherri Dickerson *Interim Commissioner*
ATLANTA INFORMATION MANAGEMENT	Daphne Rackley *Interim Chief Information Officer*
LAW	Jeremy Berry *City Attorney*
PARKS & RECREATION	Amy Phuong *Commissioner*
CITY PLANNING	Tim Keane *Commissioner*
POLICE SERVICES	Erika Shields *Police Chief*
PROCUREMENT	Susan Garrett *Interim Chief Procurement Officer*
PUBLIC WORKS	William M. Johnson *Commissioner*
WATERSHED MANAGEMENT	Kishia L. Powell *Commissioner*

CITY ORGANIZATIONAL STRUCTURE




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MESSAGES

THE MAYOR'S MESSAGE

THE CHIEF FINANCIAL OFFICER'S MESSAGE

PROPOSED BUDGET
FY 2019


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CITY OF ATLANTA

KEISHA LANCE BOTTOMS
MAYOR

55 TRINITY AVENUE, S.W., SUITE 2400
ATLANTA, GEORGIA 30303-0300
TEL (404) 330-6100

May 7, 2018

The Honorable Felicia A. Moore, President
Members of City Council
Atlanta City Council
55 Trinity Avenue SE
Atlanta, Georgia 30303

Dear President Moore and Members of the Atlanta City Council:

It is my honor as the 60th Mayor of our great city to submit to you the Fiscal Year 2019 Proposed Budget for the City of Atlanta, covering the period from July 1, 2018 to June 30, 2019.

A city's budget should reflect the priorities and values of its people, which is why I am pleased to transmit my 2019 budget proposal. This spending plan takes a major step forward to deliver on the principles of public safety, equity, affordability, inclusion, and transparency and fiscal stability that will guide this administration in the upcoming years.

This proposed budget builds on past successes and reflects the priorities of my Administration. Prioritizing investments in infrastructure, economic development, and a commitment to competitive employment are all highlighted in this plan. A few of the items addressed in this budget include:

- $2,600,000 for Parks and Recreation upgrades;
- $1,200,000 to establish a citywide maintenance Clean-up Crew;
- $500,000 for Information Technology (IT) network upgrades;
- Funding for the City's living wage increase to $14 per hour;
- A $500 One-time Bonus for non-sworn employees; and
- A $1,000 One-time Bonus for sworn employees

My goal in the years ahead will be to continuously assess our service delivery model to ensure world class municipal services, while sustaining our financial stability. The Fiscal Year 2019 Proposed Budget is fiscally responsible and balanced because my Administration takes seriously our obligation to wisely manage every taxpayer dollar.

I am grateful to be a partner in the transformative work yet to be done. I care about this city, where it has been and where it is going. This budget represents my pledge to build an Atlanta that works for everyone.

Sincerely,

Keisha Lance Bottoms


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KEISHA LANCE BOTTOMS
MAYOR

CITY OF ATLANTA

DEPARTMENT OF FINANCE
68 MITCHELL STREET, S.W. SUITE 11100
ATLANTA, GEORGIA 30303-0312

TEL (404) 330-6453 · FAX (404) 658-6667

J. Anthony "Jim" Beard, CTP
CHIEF FINANCIAL OFFICER
jbeard@atlantaga.gov

May 11, 2018

The Honorable Felicia A. Moore, President
Members of City Council
Atlanta City Council
55 Trinity Ave. SE
Atlanta, GA 30303

Dear President Moore and Members of the Atlanta City Council:

It is my pleasure to submit to you the Fiscal Year 2019 Proposed Budget for the City of Atlanta. This year's budget outlines our collective vision for maintaining the City's strong financial position, places strategic emphasis on key priorities and core initiatives, and addresses civic responsibilities through targeted investments.

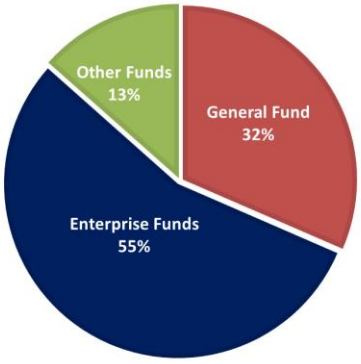
The proposed Fiscal Year 2019 total operating budget is $2.1B, with a general fund appropriation of $667.3M. General Fund expenditures reflect an increase of $18.7M or 2.9% over the Fiscal Year 2018 adopted budget of $648.6M. This increase is primarily attributed to investments in the city's parks and public spaces; information technology (IT) network infrastructure; economic development; and employee compensation. It is important to note that this budget makes provisions for anticipated costs related to Super Bowl LIII, which the city will host in February 2019. In addition, this marks the first year without carrying costs related to the City of Atlanta's Civic Center which was sold in fiscal year 2018.

General Fund revenue anticipations reflect continued growth in the local economy. Sales Tax and Hotel/Motel Tax revenues are expected to continue the growth revealed in the real estate rebound and subsequent economic recovery. Fiscal Year 2019 revenues are expected to be favorably impacted by the upcoming NFL Super Bowl. In addition, the proposed budget assumes a rollback in the property tax millage rate and a modest 2.5% growth in the value of new construction.

The proposed budget continues our commitment to reduce the City's infrastructure backlog through the voter approved $250M Renew Atlanta Bond Program and the $300M Transportation Special Purpose Local Option Sales Tax (TSPLOST). Not only will these investments address the city's infrastructure challenges, but further stimulate economic activity and result in clear and measurable improvements to the foundation of the City.

The graph in Figure 1 and the chart that follows depict the City of Atlanta's proposed total annual operating budget by fund type for Fiscal Year 2019.

Figure 1
Total Annual Appropriation By Fund Type



FY2019 Appropriations – All Funds

Fund Type	FY 2019 Proposed Budget
General Fund	**667,320,792**
Enterprise Funds	
Airport Revenue Fund	542,006,394
City Plaza Operating Fund	1,015,600
Solid Waste Services Revenue Fund	51,717,571
Water & Wastewater Revenue Fund	570,453,640
Total Enterprise Funds	**1,165,193,205**
Other Funds	
Emergency Telephone System	19,986,175
Fleet Service Fund	33,400,588
Group Insurance Fund	153,520,750
Hotel/Motel Tax Fund	76,635,386
Rental/Motor Vehicle Tax Fund	1,379,138
Total Other Funds	**284,922,037**
Total Operating Funds	**2,117,436,034**

The Fiscal Year 2019 Proposed Budget makes great strides in maintaining the city's fiscal health. The coming years represent an unprecedented opportunity to not only increase our investments in infrastructure, economic development, and commitment to competitive employment, but to continue our focus on strong financial principals and practices. It is our duty to continue the momentum in moving Atlanta forward as a more affordable, resilient and equitable City.

Sincerely,

J. Anthony Beard

INTRODUCTION

BUDGET OVERVIEW

ECONOMIC AND DEMOGRAPHIC INFORMATION

FOR ATLANTA PERFORMANCE HIGHLIGHTS

PROPOSED BUDGET
FY 2019


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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 1st of each year.

Table 1
City, County and State Population Statistics

	City of Atlanta	Annual Growth Rate	Fulton County	Annual Growth Rate	DeKalb County	Annual Growth Rate	State of Georgia	Annual Growth Rate
2017	N/A	N/A	1,041,423	1.74%	753,253	1.72%	10,429,379	1.14%
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%

Source: U.S. Census Bureau: State and County Quick Facts via http://www.census.gov
N/A – Data not available

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

Civilian Labor Force	2018	2017	2016	2015	2014	2013
*Atlanta						
Employed	2,973,093	2,857,064	2,775,986	2,685,195	2,611,226	2,487,338
Unemployed	133,057	151,172	155,828	165,971	205,944	229,343
Total	3,106,150	3,008,236	2,931,814	2,851,166	2,817,170	2,716,681
County of Fulton						
Employed	535,337	514,411	500,342	485,413	470,200	423,787
Unemployed	25,607	28,882	29,314	31,514	38,056	41,892
Total	560,944	543,293	529,656	516,927	508,256	465,679
County of DeKalb						
Employed	385,831	370,646	362,268	350,499	339,750	332,317
Unemployed	18,358	20,924	20,726	23,126	28,184	31,658
Total	404,189	391,570	382,994	373,625	367,934	363,975
Unemployment Rates						
City	4.9%	5.7%	5.3%	6.5%	8.3%	10.5%
County-Fulton	5.0%	5.8%	5.5%	6.1%	7.5%	10.7%
County-DeKalb	3.8%	4.6%	5.4%	6.2%	7.7%	8.6%
State	4.5%	5.2%	5.3%	5.5%	6.6%	7.2%
United States	4.4%	4.9%	4.9%	5.5%	6.2%	7.6%

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
*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.

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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	
	2016	% of Total	2017	% of Total	2017	% of Total
Agriculture, Forestry, Fishing and Hunting	2,200	0.1	NDP	NDP	NDP	NDP
Natural Resources and Mining	1,400	0.0	NDP	NDP	NDP	NDP
Construction	110,400	4.4	NDP	NDP	NDP	NDP
Manufacturing	160,400	6.4	NDP	NDP	NDP	NDP
Trade, Transportation and Utilities	558,300	22.4	NDP	NDP	NDP	NDP
Information	85,600	3.4	NDP	NDP	NDP	NDP
Financial Activities	109,100	4.4	NDP	NDP	NDP	NDP
Professional and Business Services	491,000	19.7	NDP	NDP	NDP	NDP
Educational Health Services	313,900	12.6	NDP	NDP	NDP	NDP
Leisure and Hospitality	278,000	11.1	NDP	NDP	NDP	NDP
Unclassified Industry	9,900	0.4	NDP	NDP	NDP	NDP
Other Services	64,900	2.6	NDP	NDP	NDP	NDP
Government	311,900	12.5	NDP	NDP	NDP	NDP
Total	2,497,000	100.0	NDP	NDP	NDP	NDP

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/ *Atlanta data is derived from Atlanta-Sandy Springs-Roswell MSA regional data.
Note: "NDP" means No Data Provided in the Current Employment Statistics (CES) data.

MAJOR EMPLOYERS

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

Table 4
City of Atlanta
Principal Employers

Employer	Product/Service	Employees	% of Total City Employment
Delta Air Lines, Inc.	Transportation	5,348	2.30%
The Coca-Cola Co One Coca Cola	Marketing and Manufacturing	4,256	1.83%
Accenture LLP	Consulting	2,159	0.93%
AT&T Services Inc.	Telecommunication	2,139	0.92%
The Coca-Cola Company	Marketing and Manufacturing	1,737	0.75%
Air Service Corp	Transportation	1,733	0.75%
Cable News Network	Media	1,732	0.75%
Turner Broadcasting System, Inc.	Media/Entertainment	1,614	0.69%
CapGemini US LLC	Consulting	1,516	0.65%
Atlanta Medical Center Inc.	Healthcare	1,425	0.61%

Source: City of Atlanta, 2017 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 2012 through 2017.

Table 5
City, State and U.S.
Effective Buying Income
Calendar Years 2012 Through 2017

Year/Area	Personal Income	Per Capita Personal Income
2017		
City	N/A	N/A
*State	399,714,566	38,326
United States	14,366,631,863	44,107
2016		
City	$274,129,130	$47,348
*State	385,470,008	37,375
United States	13,954,415,000	43,148
2015		
City	$261,782,384	$45,934
*State	370,666,129	36,341
United States	13,611,440,000	42,398
2014		
City	$245,846,967	$43,856
*State	351,182,028	34,826
United States	13,027,448,000	40,887
2013		
City	$228,170,434	$41,356
*State	330,502,767	33,111
United States	12,392,741,000	39,188
2012		
City	$224,546,944	$41,188
*State	328,838,644	33,179
United States	12,394,567,000	39,474

*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)

	2017	2016	2015	2014	2013
Apparel	16,413,158	16,889,221	18,267,245	18,998,569	17,850,436
General	29,753,955	30,343,883	30,055,395	28,589,995	27,904,200
Food	56,194,372	54,282,271	51,054,187	47,615,673	46,045,787
Utilities	13,674,088	14,126,589	14,215,183	13,670,177	13,656,404
Home	20,044,096	20,764,270	19,739,713	18,805,957	18,348,802
Lumber	2,761,294	2,760,571	2,391,207	2,153,877	1,583,663
Automotive	3,403,931	3,290,380	3,144,172	7,931,123	7,931,123
Miscellaneous Services	80,534,793	81,655,985	80,322,545	77,562,219	75,637,844
TOTAL	**222,779,687**	**224,113,170**	**219,189,647**	**210,610,008**	**208,958,259**
Manufacturers	12,284,365	12,521,429	13,717,407	13,000,446	11,307,180
TOTAL ALL OUTLETS	**235,065,052**	**236,634,599**	**232,907,054**	**223,610,454**	**220,265,439**

Source: City of Atlanta, 2017 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

Year	2017	2016	2015	2014	2013
Valuation(1)					
Residential (2)	$252,971,535	$284,451,635	$249,765,069	$215,861,487	$145,216,485
Total	**$252,971,535**	**$284,451,635**	**$249,765,069**	**$215,861,487**	**$145,216,485**
Number of					
Single(3)	797	673	597	522	394
Multi-(4)	197	414	303	201	179
Total	**994**	**1,087**	**900**	**723**	**573**

(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 City Planning internal reporting.

PROPERTY TAX LEVIES AND COLLECTIONS

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

	Collected within the Fiscal Year of the Levy			Total Collections to Date		
Fiscal Period Ended	Taxes Levies for the Fiscal Year	Amount (1)	Percentage of Levy	Collections in Subsequent Years	Amount	Percentage of Levy
June 30, 2012	222,633	218,472	98.13%	2,996	221,467	99.48%
June 30, 2013	219,177	214,494	97.86%	3,545	218,038	99.48%
June 30, 2014	222,103	218,184	98.24%	2,757	220,941	99.48%
June 30, 2015	227,842	224,808	98.67%	1,761	226,570	99.44%
June 30, 2016	239,875	237,840	99.15%	-	238,838	99.15%
June 30, 2017	247,078	243,948	98.73%	-	243,948	98.73%

(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, 2017 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
2013	1.00%	7.00%
2014	1.00%	7.00%
2015	1.00%	7.00%
2016	1.00%	7.00%
2017	1.00%	7.00%

Source: Sales Tax Rates, Georgia Department of Revenue and the City of Atlanta, 2017 Comprehensive Annual Financial Report


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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

- **Public Safety:** Major crimes were down 8% at the end of 2017 compared to 2016. Those major crimes, including homicides, are down to levels not seen since the 1960s. Since 2016, an average of 94% of 911 calls were answered within 10 seconds. However, as a result of continued focus, the 911 center has consistently answered 96% of calls within 10 seconds in 2017, 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 a second. In 2017, 90% of responses arrived on scene within seven minutes and forty-five seconds to more than 15,500 fire-related calls for service. AFRD has also responded to nearly 61,500 EMS related calls in which 90% of responses arrived on scene within nine minutes and two seconds.

- **Youth Development:** 33 Recreation Centers are open as of December 2017, along with the newly opened Martin Luther King, Jr. Recreation and Aquatic Center in October 2017. Because of the City of Atlanta's continuous investments and implementation of targeted youth programming by the Office of Recreation, the City has averaged over 1,900 youth enrolled in after school programs each month. Additionally, during the summer of 2017, close to 4,000 youth participated in Camp Best Friends.

- **Business Growth and Tourism:** The Office of Buildings issued 8,611 building permits in FY17, an 11% increase on the number issued in FY16. The Office of Buildings permitted over $4.6B of new construction investment in FY17, a 32% increase from the $3.48B permitted in FY16. Hartsfield-Jackson Atlanta International Airport accommodated more than 103.9 million passengers in 2017 – as the airport continues to retain its title as world's most traveled airport, an acknowledgment it has held since 1998. In 2017, Invest Atlanta helped attract $2 billion of capital investment to Georgia and within the City of Atlanta, creating over 14,400 jobs. Economic development wins in Atlanta with significant job creation and economic investment include Emory Proton Therapy Center, Flexport, Boston Consulting Group and Accenture. Additionally,

Invest Atlanta has helped create or retain over 1,900 affordable housing units and supported small businesses with over $1.9 million in Small Business Loans. These efforts focus on Atlanta continuing to expand globally, but also making sure that the citizens and business owners in Atlanta thrive.

• **Fiscal Accountability and Governmental Efficiency:** ATL311 received over 415,000 calls in 2017 while answering 83% of all calls within 20 seconds or less. This is an 8% increase compared to 75% of calls answered within 20 seconds in 2016. ATL311 has also had a caller abandonment rate of 3% in 2017, well under the set target of 5% which is an industry standard for call centers. Since 2016, the City of Atlanta's Office of Resilience has been a part of 100 Resilient Cities, pioneered by The Rockefeller Foundation, and leading citywide resilience-building efforts to help the City of Atlanta prepare for, withstand, and bounce back from catastrophic events. In November 2017, the Office of Resilience officially unveiled the city's Resilience Strategy after a year's worth of collecting input from more than 7,000 residents from 40 public events, 25 Neighborhood Planning Unit meetings and with the help of a 100-member advisory group comprised of the business, faith-based, nonprofit, academic and civic engagement communities.

• **Sustainability:** DPW has substantially reduced the amount of time it takes to complete resident requests. The Office of Transportation has completed 88% of requested services on time in 2017: meaning potholes, street lights, and traffic signals are repaired faster. Solid Waste Services has gone from completing 91% of requested services on time in 2016 to completing 95% of services on time in 2017: 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 an average of 98% of litter and tree limb removals on schedule, 98% of garbage pick-up, and 84% of mulching and mowing in 2017.

Budget Summaries

Fund Structure

Operating and Capital 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 Personnel

Proposed Budget
FY 2019


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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.

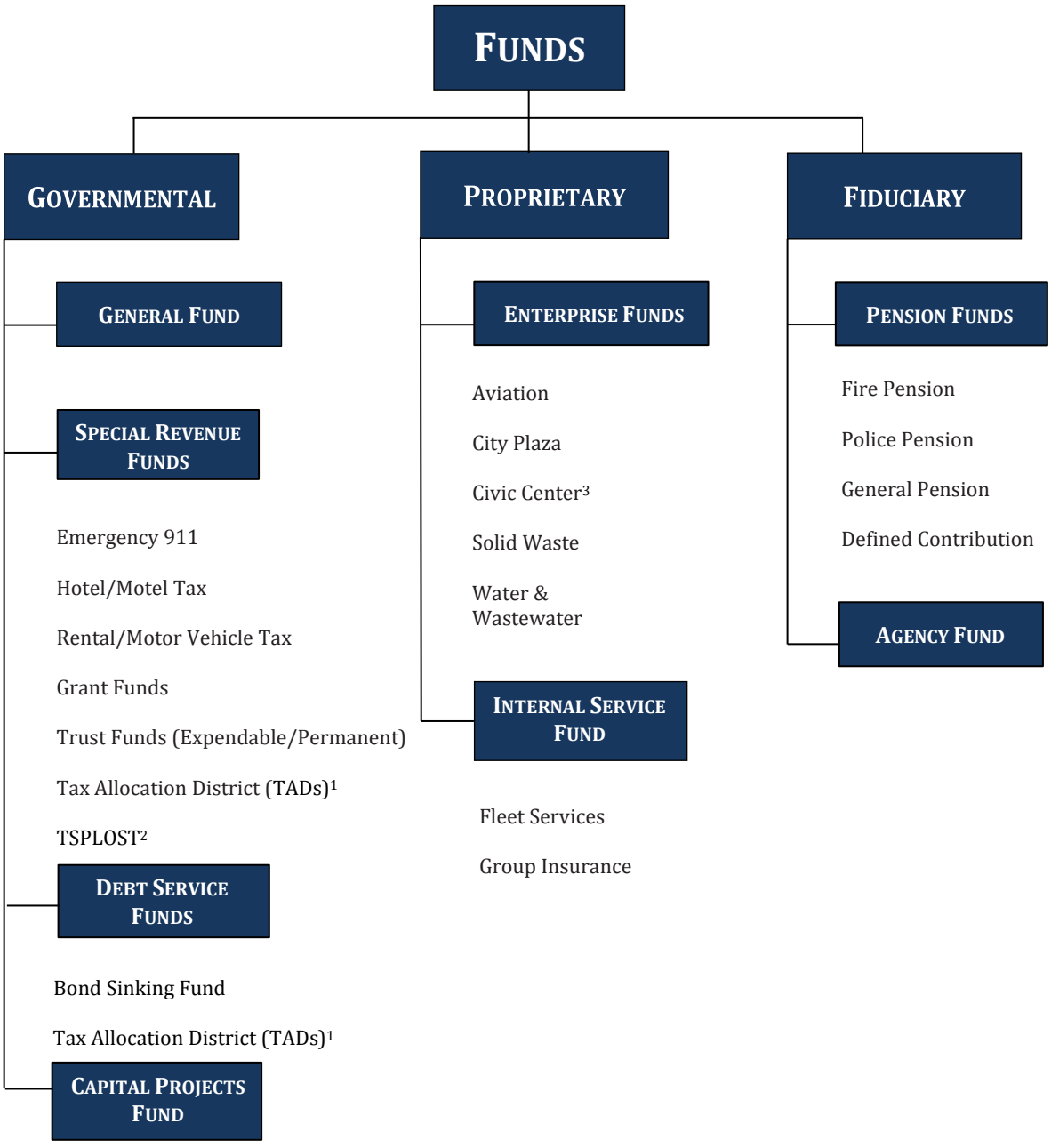
- *Enterprise Funds* are designed to be self-supporting. The Department of Watershed Management (DWM) Fund accounts for all activities associated with the provision and management of clean water, wastewater and storm water systems, and water pollution control services to individuals, organizations and 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, City Plaza Fund, and the Civic Center which was sold in Fiscal Year 2018.
- 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



1 Some TADs are special revenue and debt servicing.
2 TSPLOST is special revenue and capital projects.
3 The Civic Center was sold in Fiscal Year 2018.

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. This fund was sold in FY 2018.

• 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 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.

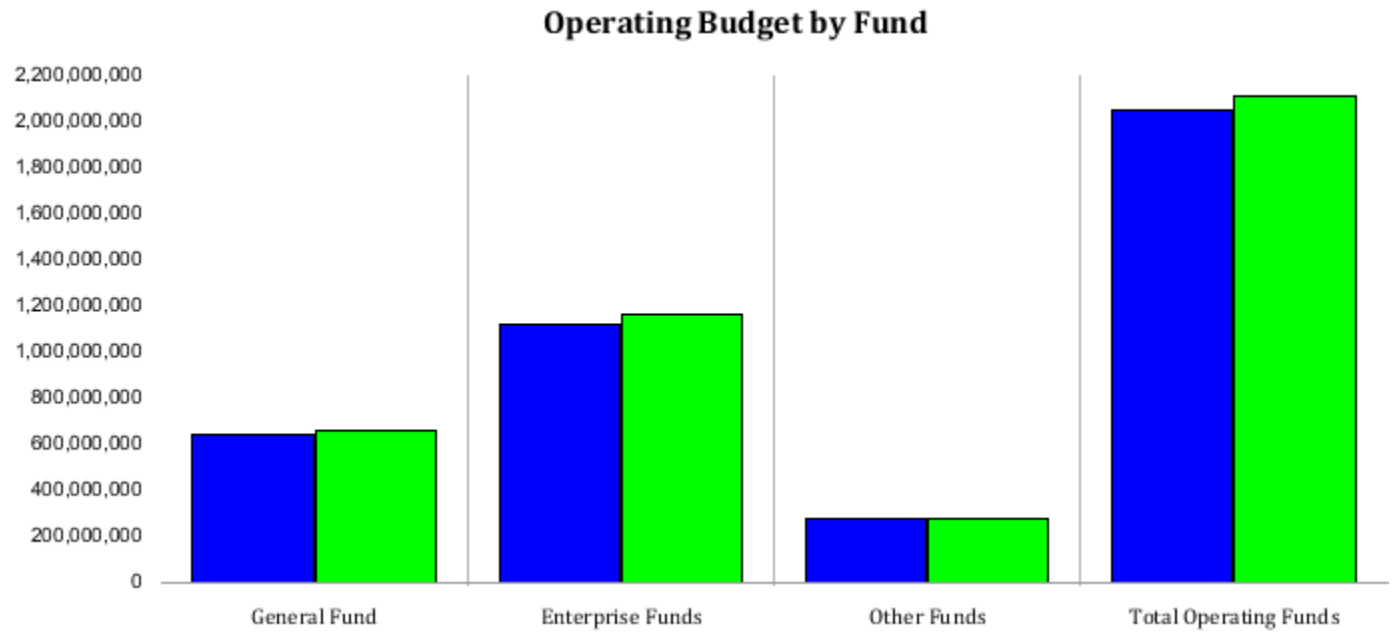
CAPITAL FUND STRUCTURE

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 OPERATING BUDGET BY FUNDS
Final Proposed

	FY17 Actual	FY18 Adopted Budget	FY19 Budget	$ Incr/Decr	% Incr/Decr
General Fund	**$669,810,310**	**$648,647,258**	**$667,320,792**	**$18,673,534**	**2.88%**
Enterprise Funds					
Airport Revenue Fund	$497,213,820	$508,452,472	$542,006,394	$33,553,922	6.60%
City Plaza Operating Fund	$796,709	$2,746,599	$1,015,600	($1,730,999)	(63.02%)
Civic Center Revenue Fund	$3,219,677	$610,713	$0	($610,713)	(100.00%)
Parks Facilities Revenue Fund	$19,424	$0	$0	$0	
Solid Waste Services Revenue Fund	$58,330,247	$51,130,117	$51,717,571	$587,454	1.15%
Underground Atl Facil Revenue Fund	$21,784,146	$0	$0	$0	
Water & Wastewater Revenue Fund	$616,863,950	$560,154,817	$570,453,640	$10,298,823	1.84%
Total Enterprise Funds	**$1,198,227,974**	**$1,123,094,719**	**$1,165,193,206**	**$42,098,487**	**3.75%**
Other Funds					
Emergency 911 Telephone Fund	$16,828,217	$20,233,845	$19,986,175	($247,670)	(1.22%)
Fleet Service Fund	$31,395,293	$33,400,588	$33,400,588	$0	0.00%
Group Insurance Fund	$156,196,264	$157,520,018	$153,520,750	($3,999,268)	(2.54%)
Hotel/Motel Tax Fund	$72,583,062	$71,867,980	$76,635,386	$4,767,406	6.63%
Rental/Motor Vehicle Tax Fund	$1,253,762	$1,092,076	$1,379,138	$287,062	26.29%
Total Other Funds	**$278,256,599**	**$284,114,507**	**$284,922,037**	**$807,530**	**0.28%**
Total Operating Funds	**$2,146,294,882**	**$2,055,856,484**	**$2,117,436,035**	**$61,579,551**	**3.00%**



FY18	$648,647,258	$1,123,094,719	$284,114,507	$2,055,856,484
FY19	$667,320,792	$1,165,193,206	$284,922,037	$2,117,436,035

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

SUMMARY OF OPERATING BUDGET BY FUND AND DEPARTMENT
Final Proposed

Fund/Department	FY17 Actual	FY18 Adopted	FY19 Budget	$ Incr/Decr	% Incr/Decr
General Fund					
City Council	$8,537,851	$11,291,969	$11,326,969	$35,000	0.31%
Executive Offices	$39,287,883	$35,379,807	$35,710,238	$330,431	0.93%
Department Of Atlanta Information Management	$30,195,347	$27,565,222	$28,126,302	$561,080	2.04%
Department Of Law	$6,451,342	$6,917,524	$7,035,751	$118,227	1.71%
Department Of Corrections	$37,005,107	$33,007,719	$32,918,719	($89,000)	(0.27%)
Department Of Finance	$14,860,561	$16,712,002	$16,773,507	$61,505	0.37%
Department Of Procurement	$1,983,053	$2,405,021	$2,418,211	$13,190	0.55%
Department Of Public Works	$58,453,752	$46,083,786	$47,731,651	$1,647,865	3.58%
Dept Of Parks & Recreation	$44,517,860	$36,038,905	$39,087,190	$3,048,285	8.46%
Department Of Watershed Management	$6,208	$0	$0	$0	-
Judicial Agencies	$13,436,562	$13,619,239	$13,507,739	($111,500)	(0.82%)
Non-Departmental	$88,290,391	$99,426,631	$107,102,893	$7,676,262	7.72%
Department Of Human Resources	$6,709,771	$6,015,264	$6,043,489	$28,225	0.47%
Department Of Fire Services	$83,256,388	$87,484,542	$89,001,126	$1,516,584	1.73%
Department Of Police Services	$196,532,370	$190,049,644	$193,474,590	$3,424,946	1.80%
Department of City Planning	$27,067,397	$23,364,545	$23,617,717	$253,172	1.08%
Department Of The Solicitor	$7,135,476	$6,597,627	$6,637,627	$40,000	0.61%
Department Of Ethics	$477,644	$617,778	$619,528	$1,750	0.28%
Atlanta Citizens Review Board	$692,193	$790,242	$807,829	$17,587	2.23%
Department Of Audit	$1,290,534	$1,817,234	$1,867,267	$50,033	2.75%
Department Of Public Defender	$3,622,621	$3,462,556	$3,512,447	$49,891	1.44%
Total General Fund	**$669,810,310**	**$648,647,258**	**$667,320,792**	**$18,673,534**	**2.88%**
Enterprise Funds					
Airport Revenue Fund					
Executive Offices	$1,020,147	$1,370,054	$1,291,160	($78,894)	(5.76%)
Department Of Atlanta Information Management	$464,428	$490,913	$443,587	($47,326)	(9.64%)
Department Of Law	$6,320,417	$6,993,032	$6,542,109	($450,923)	(6.45%)
Department Of Finance	$428,971	$559,384	$660,738	$101,354	18.12%
Department Of Procurement	$1,306,549	$2,053,718	$1,516,943	($536,775)	(26.14%)
Department Of Aviation	$190,902,635	$228,467,795	$226,360,313	($2,107,482)	(0.92%)
Non-Departmental	$250,298,156	$216,644,481	$249,429,251	$32,784,770	15.13%
Department Of Human Resources	$1,935,949	$2,150,892	$2,134,480	($16,412)	(0.76%)
Department Of Fire Services	$25,315,252	$28,000,857	$30,074,303	$2,073,446	7.40%
Department Of Police Services	$18,527,356	$20,673,376	$22,579,752	$1,906,376	9.22%
Department Of Ethics	$76,456	$119,590	$94,380	($25,210)	(21.08%)
Department Of Audit	$617,504	$928,379	$879,379	($49,000)	(5.28%)
Total Airport Revenue Fund	**$497,213,820**	**$508,452,472**	**$542,006,394**	**$33,553,922**	**6.60%**
City Plaza Operating Fund					
Non-Departmental	$796,709	$2,746,599	$1,015,600	($1,730,999)	(63.02%)
Total City Plaza Operating Fund	**$796,709**	**$2,746,599**	**$1,015,600**	**($1,730,999)**	**(63.02%)**
Civic Center Revenue Fund					
Dept Of Parks & Recreation	$3,128,002	$610,712	$0	($610,712)	(100.00%)
Non-Departmental	$91,675	$0	$0	$0	-
Total Civic Center Revenue Fund	**$3,219,677**	**$610,713**	**$0**	**($610,713)**	**(100.00%)**
Parks Facilities Revenue Fund					
Dept Of Parks & Recreation	$4,299	$0	$0	$0	-
Non-Departmental	$15,125	$0	$0	$0	-
Total Parks Facilities Revenue Fund	**$19,424**	**$0**	**$0**	**$0**	**-**
Solid Waste Services Revenue Fund					
Executive Offices	$1,343,211	$1,527,815	$1,435,991	($91,824)	(6.01%)
Department Of Atlanta Information Management	$292,865	$291,666	$357,609	$65,943	22.61%
Department Of Finance	$574,518	$564,346	$575,110	$10,764	1.91%
Department Of Procurement	$19,595	$84,028	$98,119	$14,091	16.77%
Department Of Public Works	$51,978,685	$42,254,189	$42,725,861	$471,672	1.12%
Non-Departmental	$3,644,428	$5,910,718	$6,022,786	$112,068	1.90%
Department Of Human Resources	$468,946	$494,134	$502,095	$7,961	1.61%
Department Of Police Services	$8,000	$0	$0	$0	-
Department Of Ethics	-	$3,220	$0	($3,220)	(100.00%)
Total Solid Waste Services Revenue Fund	**$58,330,247**	**$51,130,117**	**$51,717,571**	**$587,454**	**1.15%**

SUMMARY OF OPERATING BUDGET BY FUND AND DEPARTMENT
Final Proposed

Fund/Department	FY17 Actual	FY18 Adopted	FY19 Budget	$ Incr/Decr	% Incr/Decr
Underground Atl Facil Revenue Fund					
Non-Departmental	$21,784,146	$0	$0	$0	-
Water & Wastewater Revenue Fund					
Executive Offices	$8,302,457	$8,977,616	$8,879,274	($98,342)	(1.10%)
Department Of Atlanta Information Management	$3,535,812	$5,703,356	$5,634,628	($68,728)	(1.21%)
Department Of Law	$6,160,041	$7,037,790	$6,831,434	($206,356)	(2.93%)
Department Of Finance	$796,832	$1,196,708	$1,194,091	($2,617)	(0.22%)
Department Of Procurement	$1,940,154	$2,296,866	$2,075,073	($221,793)	(9.66%)
Department Of Public Works	$795,537	$882,098	$613,764	($268,334)	(30.42%)
Department Of Watershed Management	$171,019,087	$199,120,081	$195,950,407	($3,169,674)	(1.59%)
Non-Departmental	$420,979,025	$331,052,855	$345,444,591	$14,391,736	4.35%
Department Of Human Resources	$2,410,816	$2,510,284	$2,482,609	($27,675)	(1.10%)
Department Of Police Services	$3,891	$135,799	$163,713	$27,914	20.56%
Department Of The Solicitor	$96,994	$86,775	$76,362	($10,413)	(12.00%)
Department Of Ethics	$74,173	$131,811	$94,379	($37,432)	(28.40%)
Department Of Audit	$749,130	$1,022,779	$1,013,315	($9,464)	(0.93%)
Total Water & Wastewater Revenue Fund	**$616,863,950**	**$560,154,817**	**$570,453,640**	**$10,298,823**	**1.84%**
Other Funds					
Emergency Telephone System					
Department Of Atlanta Information Management	$522,273	$497,769	$502,401	$4,632	0.93%
Non-Departmental	$6,000	-	-	-	-
Department Of Police Services	$16,299,945	$19,736,076	$19,483,774	($252,302)	(1.28%)
Total Emergency Telephone System	**$16,828,217**	**$20,233,845**	**$19,986,175**	**($247,670)**	**(1.22%)**
Fleet Service Fund					
Executive Offices	$43,710	$0	$0	$0	-
Department Of Atlanta Information Management	$659	$0	$0	$0	-
Department Of Procurement	$169,809	$170,302	$159,209	($11,093)	(6.51%)
Department Of Public Works	$28,702,887	$30,085,565	$30,245,738	$160,173	0.53%
Non-Departmental	$2,405,718	$3,035,857	$2,882,949	($152,908)	(5.04%)
Department Of Human Resources	$72,510	$108,864	$112,692	$3,828	3.52%
Total Fleet Service Fund	**$31,395,293**	**$33,400,588**	**$33,400,588**	**$0**	**0.00%**
Group Insurance Fund					
Non-Departmental	$151,233,296	$154,858,101	$151,796,482	($3,061,619)	(1.98%)
Department Of Human Resources	$4,962,968	$2,661,917	$1,724,268	($937,649)	(35.22%)
Total Group Insurance Fund	**$156,196,264**	**$157,520,018**	**$153,520,750**	**($3,999,268)**	**(2.54%)**
Hotel/Motel Tax Fund					
Non-Departmental	$72,583,062	$71,867,980	$76,635,386	$4,767,406	6.63%
Rental/Motor Vehicle Tax Fund					
Non-Departmental	$1,253,762	$1,092,076	$1,379,138	$287,062	26.29%
Total Operating Funds	**$2,146,294,882**	**$2,055,856,484**	**$2,117,436,035**	**$61,579,551**	**3.00%**


RESURGENS
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ATLANTA GA

SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP
Final Proposed

General Fund

FY17 Actual	FY18 Adopted	DESCRIPTION	FY19 Budget
$106,205,473	$113,628,303	Salaries, Regular	$119,885,027
$2,813,468	$3,001,412	Salaries, Perm Part-Time	$3,001,412
$134,178,486	$148,049,451	Salaries, Sworn	$145,402,759
$7,108,614	$4,762,316	Salaries, Extra Help	$4,762,316
$2,525,999	$996,393	Salaries, Extra Help-Sworn	$996,393
$34,015,716	$11,079,092	Overtime	$11,090,893
$13,394,995	$17,254,744	Pen Cont Fire Pen Fd	$17,369,574
$24,856,061	$27,412,009	Pen Cont Police Pen Fd	$27,404,198
$21,091,273	$19,869,721	Pen Cont Gen Emp Pen Fd	$20,580,109
$5,521,315	$4,859,460	Defined Contribution	$5,558,214
$9,209,952	$8,683,414	Workers' Compensation	$8,897,270
$43,002,404	$46,915,036	Other Personnel Costs	$54,725,477
$403,923,757	**$406,511,354**	***Sub Total***	**$419,673,644**
$118,973,106	$93,923,027	Purchased / Contracted Services	$102,015,141
$43,426,947	$38,398,527	Supplies	$38,056,103
$1,785,769	$1,563,155	Capital Outlays	$928,155
$14,998,628	$15,056,402	Interfund / Interdepartmental Charges	$15,071,902
$36,109,426	$44,582,806	Other Costs	$35,515,318
$11,301,472	$18,914,629	Debt Service	$8,826,876
-	$13,069,087	Conversion / Summary	$11,069,885
$39,291,204	$16,628,271	Other Financing Uses	$36,163,768
$265,886,553	**$242,135,904**	***Sub Total***	**$247,647,149**
$669,810,310	**$648,647,258**	***Total***	**$667,320,792**

ENTERPRISE FUNDS

Airport Revenue Fund

FY17 Actual	FY18 Adopted	DESCRIPTION	FY19 Budget
$37,602,297	$44,875,101	Salaries, Regular	$41,818,891
-	$4,520	Salaries, Perm Part-Time	$4,520
$19,830,795	$22,796,295	Salaries, Sworn	$22,650,122
$409,458	$412,272	Salaries, Extra Help	$581,572
$503,468	$201,132	Salaries, Extra Help-Sworn	$201,132
$7,800,944	$7,029,231	Overtime	$8,092,376
$4,117,281	$5,214,494	Pen Cont Fire Pen Fd	$5,248,146
$2,199,428	$3,357,130	Pen Cont Police Pen Fd	$3,347,646
$6,068,681	$5,591,074	Pen Cont Gen Emp Pen Fd	$5,644,680
$1,404,862	$1,473,708	Defined Contribution	$1,458,491
$555,068	$384,095	Workers' Compensation	$656,041
$9,687,668	$10,154,787	Other Personnel Costs	$11,156,353
$90,179,950	**$101,493,839**	***Sub Total***	**$100,859,969**
$131,236,171	$165,139,883	Purchased / Contracted Services	$166,134,622
$17,697,491	$17,098,533	Supplies	$17,318,817
$401,999	$928,942	Capital Outlays	$629,327
$11,490,816	$14,273,569	Interfund / Interdepartmental Charges	$12,474,792
$7,605,772	$4,538,998	Other Costs	$6,505,865
-	-	Debt Service	-
-	$63,012,721	Conversion / Summary	$96,987,995
$238,601,621	$141,965,986	Other Financing Uses	$141,095,006
$407,033,871	**$406,958,633**	***Sub Total***	**$441,146,424**
$497,213,820	**$508,452,472**	***Total***	**$542,006,394**

SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP
Final Proposed

City Plaza
Operating Fund

FY17 Actual	FY18 Adopted	DESCRIPTION	FY19 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	
-	**-**	***Sub Total***	**-**
$97,286	$2,037,000	Purchased / Contracted Services	$281,206
-	-	Supplies	-
-	-	Capital Outlays	-
-	-	Interfund / Interdepartmental Charges	$22,644
-	-	Other Costs	-
$699,424	$709,599	Debt Service	$711,750
-	$0	Conversion / Summary	$0
-	-	Other Financing Uses	-
$796,709	**$2,746,599**	***Sub Total***	**$1,015,600**
$796,709	**$2,746,599**	***Total***	**$1,015,600**

Civic Center Revenue Fund

FY17 Actual	FY18 Adopted	DESCRIPTION	FY19 Budget
$282,447	$316,805	Salaries, Regular	$0
-	-	Salaries, Perm Part-Time	-
-	-	Salaries, Sworn	-
$2,786	$0	Salaries, Extra Help	$0
-	-	Salaries, Extra Help-Sworn	-
$44,373	$0	Overtime	$0
-	-	Pen Cont Fire Pen Fd	-
-	-	Pen Cont Police Pen Fd	-
$71,439	$42,049	Pen Cont Gen Emp Pen Fd	$0
$4,537	$9,847	Defined Contribution	$0
-	-	Workers' Compensation	-
$66,318	$76,779	Other Personnel Costs	$0
$471,901	**$445,479**	***Sub Total***	**$0**
$479,109	$32,511	Purchased / Contracted Services	$0
$392,365	$132,722	Supplies	$0
$0	-	Capital Outlays	-
-	-	Interfund / Interdepartmental Charges	-
$46,240	$0	Other Costs	$0
$1,830,062	$0	Debt Service	$0
-	-	Conversion / Summary	-
-	-	Other Financing Uses	-
$2,747,776	**$165,233**	***Sub Total***	**$0**
$3,219,677	**$610,713**	***Total***	**$0**

SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP
Final Proposed

Parks Facilities Revenue Fund

FY17 Actual	FY18 Adopted	DESCRIPTION	FY19 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	
-	**-**	***Sub Total***	**-**
$2,000	$0	Purchased / Contracted Services	$0
$3,159	$0	Supplies	$0
-	-	Capital Outlays	-
-	$0	Interfund / Interdepartmental Charges	$0
$13,585	$0	Other Costs	$0
$681	$0	Debt Service	$0
-	-	Conversion / Summary	-
-	-	Other Financing Uses	-
$19,424	**$0**	***Sub Total***	**$0**
$19,424	**$0**	***Total***	**$0**

Solid Waste Services Revenue Fund

FY17 Actual	FY18 Adopted	DESCRIPTION	FY19 Budget
$13,928,436	$17,380,234	Salaries, Regular	$17,679,669
-	-	Salaries, Perm Part-Time	-
-	-	Salaries, Sworn	-
$462,583	$282,963	Salaries, Extra Help	$282,963
-	-	Salaries, Extra Help-Sworn	-
$1,598,688	$1,400,248	Overtime	$1,400,248
-	-	Pen Cont Fire Pen Fd	-
-	-	Pen Cont Police Pen Fd	-
$3,761,792	$4,169,838	Pen Cont Gen Emp Pen Fd	$4,064,477
$312,623	$244,851	Defined Contribution	$430,907
$1,521,111	$1,406,774	Workers' Compensation	$1,636,094
$2,805,209	$4,031,147	Other Personnel Costs	$4,772,561
$24,390,442	**$28,916,055**	***Sub Total***	**$30,266,919**
$11,057,707	$5,803,107	Purchased / Contracted Services	$4,800,341
$1,915,373	$1,045,913	Supplies	$1,176,422
$1,054,396	$692,316	Capital Outlays	$692,316
$12,442,949	$12,379,077	Interfund / Interdepartmental Charges	$12,491,145
($1,486,120)	$1,398,392	Other Costs	$1,398,392
-	$0	Debt Service	$0
-	$0	Conversion / Summary	$0
$8,955,500	$895,256	Other Financing Uses	$892,036
$33,939,805	**$22,214,062**	***Sub Total***	**$21,450,652**
$58,330,247	**$51,130,117**	***Total***	**$51,717,571**

SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP
Final Proposed

Underground Atl Facil Revenue Fund

FY17 Actual	FY18 Adopted	DESCRIPTION	FY19 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	
-	**-**	***Sub Total***	**-**
$1,811,511	$0	Purchased / Contracted Services	$0
-	-	Supplies	-
-	-	Capital Outlays	-
-	-	Interfund / Interdepartmental Charges	-
$34,189	$0	Other Costs	$0
$66,298	$0	Debt Service	$0
-	-	Conversion / Summary	-
$19,872,147	-	Other Financing Uses	-
$21,784,146	**$0**	***Sub Total***	**$0**
$21,784,146	**$0**	***Total***	**$0**

Water & Wastewater Revenue Fund

FY17 Actual	FY18 Adopted	DESCRIPTION	FY19 Budget
$59,486,160	$72,011,849	Salaries, Regular	$68,810,407
-	-	Salaries, Perm Part-Time	-
-	$88,275	Salaries, Sworn	$106,535
$2,774,431	$1,041,688	Salaries, Extra Help	$1,042,726
-	-	Salaries, Extra Help-Sworn	-
$5,202,145	$1,928,404	Overtime	$1,903,806
-	$0	Pen Cont Fire Pen Fd	-
$274,929	$30,393	Pen Cont Police Pen Fd	$36,680
$13,165,665	$12,767,762	Pen Cont Gen Emp Pen Fd	$12,364,875
$1,786,005	$1,889,665	Defined Contribution	$1,950,270
$1,271,282	$959,176	Workers' Compensation	$1,970,202
$9,937,095	$12,272,323	Other Personnel Costs	$13,255,678
$93,897,712	**$102,989,535**	***Sub Total***	**$101,441,180**
$42,764,298	$69,916,576	Purchased / Contracted Services	$75,934,921
$41,998,510	$43,009,772	Supplies	$46,171,630
$812,746	$946,150	Capital Outlays	$616,040
$20,329,687	$18,509,307	Interfund / Interdepartmental Charges	$17,409,266
$16,449,581	$31,057,029	Other Costs	$30,174,440
$11,873,259	$26,573,714	Debt Service	$29,079,499
-	$22,514,876	Conversion / Summary	$21,705,440
$388,738,157	$244,637,858	Other Financing Uses	$247,921,224
$522,966,238	**$457,165,282**	***Sub Total***	**$469,012,460**
$616,863,950	**$560,154,817**	***Total***	**$570,453,640**

SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP
Final Proposed

OTHER FUNDS

Emergency Telephone System

FY17 Actual	FY18 Adopted	DESCRIPTION	FY19 Budget
$6,319,440	$7,618,241	Salaries, Regular	$7,040,078
-	-	Salaries, Perm Part-Time	-
$129,931	-	Salaries, Sworn	-
$94,639	$110,681	Salaries, Extra Help	$110,681
-	-	Salaries, Extra Help-Sworn	-
$1,750,795	$924,186	Overtime	$924,186
-	-	Pen Cont Fire Pen Fd	-
$30,891	$40,680	Pen Cont Police Pen Fd	$31,471
$1,765,359	$1,799,149	Pen Cont Gen Emp Pen Fd	$1,733,557
$111,406	$93,883	Defined Contribution	$155,361
$117,661	$15,895	Workers' Compensation	$266,206
$1,199,967	$1,480,949	Other Personnel Costs	$1,545,505
$11,520,089	**$12,083,664**	***Sub Total***	**$11,807,046**
$5,179,983	$8,004,237	Purchased / Contracted Services	$8,033,186
$52,983	$70,416	Supplies	$70,416
$5,160	$5,160	Capital Outlays	$5,160
-	-	Interfund / Interdepartmental Charges	-
$70,003	$70,368	Other Costs	$70,368
-	-	Debt Service	-
-	-	Conversion / Summary	-
-	-	Other Financing Uses	-
$5,308,129	**$8,150,180**	***Sub Total***	**$8,179,129**
$16,828,217	**$20,233,845**	***Total***	**$19,986,175**

Fleet Service Fund

FY17 Actual	FY18 Adopted	DESCRIPTION	FY19 Budget
$7,686,951	$8,452,211	Salaries, Regular	$8,218,303
-	-	Salaries, Perm Part-Time	-
-	-	Salaries, Sworn	-
$1,600	$49,886	Salaries, Extra Help	$49,886
-	-	Salaries, Extra Help-Sworn	-
$435,854	$335,027	Overtime	$335,027
-	-	Pen Cont Fire Pen Fd	-
-	$0	Pen Cont Police Pen Fd	-
$2,068,179	$2,012,709	Pen Cont Gen Emp Pen Fd	$1,946,721
$155,778	$104,395	Defined Contribution	$187,175
$106,679	$24,878	Workers' Compensation	$87,962
$1,301,957	$1,533,731	Other Personnel Costs	$1,628,922
$11,756,998	**$12,512,837**	***Sub Total***	**$12,453,996**
$5,258,169	$4,258,680	Purchased / Contracted Services	$4,516,637
$11,662,900	$13,176,675	Supplies	$13,176,675
-	$15,500	Capital Outlays	$15,500
$2,519,050	$3,340,038	Interfund / Interdepartmental Charges	$3,140,923
-	-	Other Costs	-
$198,175	$96,857	Debt Service	$96,857
-	-	Conversion / Summary	$0
-	-	Other Financing Uses	-
$19,638,295	**$20,887,750**	***Sub Total***	**$20,946,592**
$31,395,293	**$33,400,588**	***Total***	**$33,400,588**

SUMMARY OF OPERATING BUDGET BY FUND AND ACCOUNT GROUP
Final Proposed

Group Insurance Fund

FY17 Actual	FY18 Adopted	DESCRIPTION	FY19 Budget
$782,288	$857,449	Salaries, Regular	$922,012
$5,594	$2,232	Salaries, Perm Part-Time	$2,232
-	-	Salaries, Sworn	-
$53,999	$61,475	Salaries, Extra Help	$61,475
-	-	Salaries, Extra Help-Sworn	-
$1,989	$683	Overtime	$683
-	-	Pen Cont Fire Pen Fd	-
-	-	Pen Cont Police Pen Fd	-
$73,587	$75,762	Pen Cont Gen Emp Pen Fd	$67,537
$40,304	$35,039	Defined Contribution	$34,225
$7,412	$10,923	Workers' Compensation	$10,923
$809,297	$1,224,964	Other Personnel Costs	$1,232,224
$1,774,469	**$2,268,528**	***Sub Total***	**$2,331,311**
$342,650	$2,997,452	Purchased / Contracted Services	$997,452
$35,249	$13,559	Supplies	$13,559
-	-	Capital Outlays	-
$2,649,397	$2,222,433	Interfund / Interdepartmental Charges	$2,650,522
$147,844,500	$137,620,810	Other Costs	$147,527,906
-	$0	Debt Service	$0
-	$12,397,237	Conversion / Summary	-
$3,550,000	-	Other Financing Uses	-
$154,421,795	**$155,251,490**	***Sub Total***	**$151,189,439**
$156,196,264	**$157,520,018**	***Total***	**$153,520,750**

Hotel/Motel Tax Fund

FY17 Actual	FY18 Adopted	DESCRIPTION	FY19 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	
-	**-**	***Sub Total***	**-**
-	-	Purchased / Contracted Services	-
-	-	Supplies	-
-	-	Capital Outlays	-
-	-	Interfund / Interdepartmental Charges	-
-	-	Depreciation And Amortization	-
$54,444,555	$53,908,172	Other Costs	$57,484,203
-	-	Debt Service	-
-	-	Conversion / Summary	-
$18,138,507	$17,959,808	Other Financing Uses	$19,151,183
$72,583,062	**$71,867,980**	***Sub Total***	**$76,635,386**
$72,583,062	**$71,867,980**	***Total***	**$76,635,386**

Rental/Motor Vehicle Tax Fund

FY17 Actual	FY18 Adopted	DESCRIPTION	FY19 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	
-	**-**	***Sub Total***	**-**
-	-	Purchased / Contracted Services	-
-	-	Supplies	-
-	-	Capital Outlays	-
-	-	Interfund / Interdepartmental Charges	-
-	-	Depreciation And Amortization	-
$1,253,762	$1,092,076	Other Costs	$1,379,138
-	-	Debt Service	-
-	-	Conversion / Summary	-
-	-	Other Financing Uses	-
$1,253,762	**$1,092,076**	***Sub Total***	**$1,379,138**
$1,253,762	**$1,092,076**	***Total***	**$1,379,138**
$2,146,294,882	**$2,055,856,484**	***Grand Total***	**$2,117,436,035**

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


RESURGENS
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ATLANTA GA

SUMMARY OF REVENUES AND EXPENSES

General Fund

Revenues	**FY17 Actuals**	**FY18 Adopted**	**FY19 Budget**
Property Taxes	$198,105,145	$201,920,376	$215,679,068
Public Utility, Alcoholic Beverage and Other Taxes	$101,005,269	$103,908,966	$106,923,683
Local Option Sales Taxes	$103,354,450	$105,392,343	$108,730,000
Licenses and Permits Revenue	$116,965,223	$114,375,544	$116,975,544
Other Revenue	$85,236,931	$7,332,494	$7,332,494
Charges For Current Services	$6,574,030	$4,662,826	$4,582,826
Fines, Forfeitures and Penalties	$22,769,305	$28,108,818	$23,472,056
Building Rentals and Concessions	$11,368,725	$13,990,662	$13,990,662
Indirect Costs Recovery	$33,338,968	$31,431,000	$30,000,000
Hotel & Motel Tax Revenue	$18,138,507	$17,541,183	$19,151,183
Pilot & Franchise Fees	$19,887,243	$19,983,046	$20,483,276
Total Revenues	**$716,743,795**	**$648,647,258**	**$667,320,792**

Expenditures	**FY17 Actuals**	**FY18 Adopted**	**FY19 Budget**
Personnel Services And Employee Benefits	$403,923,757	$406,511,354	$419,673,644
Purchased / Contracted Services	$118,973,106	$93,923,027	$102,015,141
Supplies	$43,426,947	$38,398,527	$38,056,103
Capital Outlays	$1,785,769	$1,563,155	$928,155
Interfund / Interdepartmental Charges	$14,998,628	$15,056,402	$15,071,902
Other Costs	$36,109,426	$44,582,806	$35,515,318
Debt Service	$11,301,472	$18,914,629	$8,826,876
Conversion / Summary	-	$13,069,087	$11,069,885
Other Financing Uses	$39,291,204	$16,628,271	$36,163,768
Total Expenditures	**$669,810,310**	**$648,647,258**	**$667,320,792**

SUMMARY OF REVENUES AND EXPENSES

Airport Revenue Fund

Revenues	**FY17 Actuals**	**FY18 Adopted**	**FY19 Budget**
Licenses And Permits	$69,581	$60,000	$60,000
Charges For Services	$494,746,681	$504,597,132	$536,591,814
Fines And Forfeiture	$20,010	$0	$0
Investment Income	($59,221)	$0	$0
Miscellaneous Revenues	$2,637,556	$3,795,340	$5,354,580
Total Revenues	**$497,414,607**	**$508,452,472**	**$542,006,394**

Expenditures	**FY17 Actuals**	**FY18 Adopted**	**FY19 Budget**
Personnel Services And Employee Benefits	$90,179,950	$101,493,839	$100,859,969
Purchased / Contracted Services	$131,236,171	$165,139,883	$166,134,622
Supplies	$17,697,491	$17,098,533	$17,318,817
Capital Outlays	$401,999	$928,942	$629,327
Interfund / Interdepartmental Charges	$11,490,816	$14,273,569	$12,474,792
Other Costs	$7,605,772	$4,538,998	$6,505,865
Conversion / Summary	-	$63,012,721	$96,987,995
Other Financing Uses	$238,601,621	$141,965,986	$141,095,006
Total Expenditures	**$497,213,820**	**$508,452,472**	**$542,006,394**

SUMMARY OF REVENUES AND EXPENSES

City Plaza Operating Fund

Revenues	**FY17 Actuals**	**FY18 Adopted**	**FY19 Budget**
Investment Income	($2,867)	$2,694	$15,600
Miscellaneous Revenues	$1,260,000	$2,743,905	$1,000,000
Other Financing Sources	$195,475	$0	$0
Total Revenues	**$1,452,608**	**$2,746,599**	**$1,015,600**

Expenditures	**FY17 Actuals**	**FY18 Adopted**	**FY19 Budget**
Purchased / Contracted Services	$97,286	$2,037,000	$281,206
Interfund / Interdepartmental Charges	-	-	$22,644
Debt Service	$699,424	$709,599	$711,750
Total Expenditures	**$796,709**	**$2,746,599**	**$1,015,600**

SUMMARY OF REVENUES AND EXPENSES

Civic Center Revenue Fund

Revenues	**FY17 Actuals**	**FY18 Adopted**	**FY19 Budget**
Investment Income	$663	$0	$0
Miscellaneous Revenues	$343,733	$0	$0
Other Financing Sources	$2,225,103	$610,713	$0
Total Revenues	**$2,569,498**	**$610,713**	**$0**

Expenditures	**FY17 Actuals**	**FY18 Adopted**	**FY19 Budget**
Personnel Services And Employee Benefits	$471,901	$445,479	$0
Purchased / Contracted Services	$479,109	$32,511	$0
Supplies	$392,365	$132,722	$0
Other Costs	$46,240	$0	$0
Debt Service	$1,830,062	$0	$0
Total Expenditures	**$3,219,677**	**$610,713**	**$0**

SUMMARY OF REVENUES AND EXPENSES

Parks Facilities Revenue Fund

Revenues	**FY17 Actuals**	**FY18 Adopted**	**FY19 Budget**
Expenditures	**FY17 Actuals**	**FY18 Adopted**	**FY19 Budget**
Purchased / Contracted Services	$2,000	$0	$0
Supplies	$3,159	$0	$0
Other Costs	$13,585	$0	$0
Debt Service	$681	$0	$0
Total Expenditures	**$19,424**	**$0**	**$0**

SUMMARY OF REVENUES AND EXPENSES

Solid Waste Services Revenue Fund

Revenues	**FY17 Actuals**	**FY18 Adopted**	**FY19 Budget**
Taxes	$1,876,868	$0	$0
Charges For Services	$52,822,121	$51,066,125	$51,717,571
Investment Income	($145,596)	$63,992	$0
Total Revenues	**$54,553,392**	**$51,130,117**	**$51,717,571**

Expenditures	**FY17 Actuals**	**FY18 Adopted**	**FY19 Budget**
Personnel Services And Employee Benefits	$24,390,442	$28,916,055	$30,266,919
Purchased / Contracted Services	$11,057,707	$5,803,107	$4,800,341
Supplies	$1,915,373	$1,045,913	$1,176,422
Capital Outlays	$1,054,396	$692,316	$692,316
Interfund / Interdepartmental Charges	$12,442,949	$12,379,077	$12,491,145
Other Costs	($1,486,120)	$1,398,392	$1,398,392
Other Financing Uses	$8,955,500	$895,256	$892,036
Total Expenditures	**$58,330,247**	**$51,130,117**	**$51,717,571**

SUMMARY OF REVENUES AND EXPENSES

Underground Atl Facil Revenue Fund

Revenues	FY17 Actuals	FY18 Adopted	FY19 Budget
Charges For Services	-	$0	$0
Investment Income	$53,876	$0	$0
Miscellaneous Revenues	$1,281,021	$0	$0
Other Financing Sources	$33,324,814	$0	$0
Total Revenues	**$34,659,711**	**$0**	**$0**

Expenditures	FY17 Actuals	FY18 Adopted	FY19 Budget
Purchased / Contracted Services	$1,811,511	$0	$0
Other Costs	$34,189	$0	$0
Debt Service	$66,298	$0	$0
Other Financing Uses	$19,872,147	-	-
Total Expenditures	**$21,784,146**	**$0**	**$0**

SUMMARY OF REVENUES AND EXPENSES

Water & Wastewater Revenue Fund

Revenues	**FY17 Actuals**	**FY18 Adopted**	**FY19 Budget**
Charges For Services	$475,903,498	$472,079,817	$482,378,640
Investment Income	$668,228	$455,000	$455,000
Miscellaneous Revenues	$72,519	$120,000	$120,000
Other Financing Sources	$131,709,603	$87,500,000	$87,500,000
Total Revenues	**$608,353,848**	**$560,154,817**	**$570,453,640**

Expenditures	**FY17 Actuals**	**FY18 Adopted**	**FY19 Budget**
Personnel Services And Employee Benefits	$93,897,712	$102,989,535	$101,441,180
Purchased / Contracted Services	$42,764,298	$69,916,576	$75,934,921
Supplies	$41,998,510	$43,009,772	$46,171,630
Capital Outlays	$812,746	$946,150	$616,040
Interfund / Interdepartmental Charges	$20,329,687	$18,509,307	$17,409,266
Other Costs	$16,449,581	$31,057,029	$30,174,440
Debt Service	$11,873,259	$26,573,714	$29,079,499
Conversion / Summary	-	$22,514,876	$21,705,440
Other Financing Uses	$388,738,157	$244,637,858	$247,921,224
Total Expenditures	**$616,863,950**	**$560,154,817**	**$570,453,640**

Emergency Telephone System

Revenues	FY17 Actuals	FY18 Adopted	FY19 Budget
Taxes	$99,250	$0	$0
Charges For Services	$16,804,924	$20,233,845	$19,986,175
Total Revenues	**$16,904,174**	**$20,233,845**	**$19,986,175**

Expenditures	FY17 Actuals	FY18 Adopted	FY19 Budget
Personnel Services And Employee Benefits	$11,520,089	$12,083,664	$11,807,046
Purchased / Contracted Services	$5,179,983	$8,004,237	$8,033,186
Supplies	$52,983	$70,416	$70,416
Capital Outlays	$5,160	$5,160	$5,160
Other Costs	$70,003	$70,368	$70,368
Total Expenditures	**$16,828,217**	**$20,233,845**	**$19,986,175**

SUMMARY OF REVENUES AND EXPENSES

Fleet Service Fund

Revenues	**FY17 Actuals**	**FY18 Adopted**	**FY19 Budget**
Charges For Services	$32,123,454	$33,400,588	$33,400,588
Miscellaneous Revenues	$247,645	$0	$0
Other Financing Sources	$21,800,000	$0	$0
Total Revenues	**$54,171,099**	**$33,400,588**	**$33,400,588**

Expenditures	**FY17 Actuals**	**FY18 Adopted**	**FY19 Budget**
Personnel Services And Employee Benefits	$11,756,998	$12,512,837	$12,453,996
Purchased / Contracted Services	$5,258,169	$4,258,680	$4,516,637
Supplies	$11,662,900	$13,176,675	$13,176,675
Capital Outlays	-	$15,500	$15,500
Interfund / Interdepartmental Charges	$2,519,050	$3,340,038	$3,140,923
Debt Service	$198,175	$96,857	$96,857
Total Expenditures	**$31,395,293**	**$33,400,588**	**$33,400,588**

SUMMARY OF REVENUES AND EXPENSES

Group Insurance Fund

Revenues	**FY17 Actuals**	**FY18 Adopted**	**FY19 Budget**
Charges For Services	$142,676,331	$155,523,428	$153,396,292
Investment Income	($20,009)	$51,583	$124,458
Miscellaneous Revenues	$3,524,513	$1,908,705	-
Other Financing Sources	$0	$36,302	$0
Total Revenues	**$146,180,835**	**$157,520,018**	**$153,520,750**

Expenditures	**FY17 Actuals**	**FY18 Adopted**	**FY19 Budget**
Personnel Services And Employee Benefits	$1,774,469	$2,268,528	$2,331,311
Purchased / Contracted Services	$342,650	$2,997,452	$997,452
Supplies	$35,249	$13,559	$13,559
Interfund / Interdepartmental Charges	$2,649,397	$2,222,433	$2,650,522
Other Costs	$147,844,500	$137,620,810	$147,527,906
Conversion / Summary	-	$12,397,237	-
Other Financing Uses	$3,550,000	-	-
Total Expenditures	**$156,196,264**	**$157,520,018**	**$153,520,750**

SUMMARY OF REVENUES AND EXPENSES

Hotel/Motel Tax Fund

Revenues	**FY17 Actuals**	**FY18 Adopted**	**FY19 Budget**
Taxes	$72,583,037	$71,867,980	$76,635,386
Licenses And Permits	$25	$0	$0
Total Revenues	**$72,583,062**	**$71,867,980**	**$76,635,386**

Expenditures	**FY17 Actuals**	**FY18 Adopted**	**FY19 Budget**
Other Costs	$54,444,555	$53,908,172	$57,484,203
Other Financing Uses	$18,138,507	$17,959,808	$19,151,183
Total Expenditures	**$72,583,062**	**$71,867,980**	**$76,635,386**

SUMMARY OF REVENUES AND EXPENSES

Rental/Motor Vehicle Tax Fund

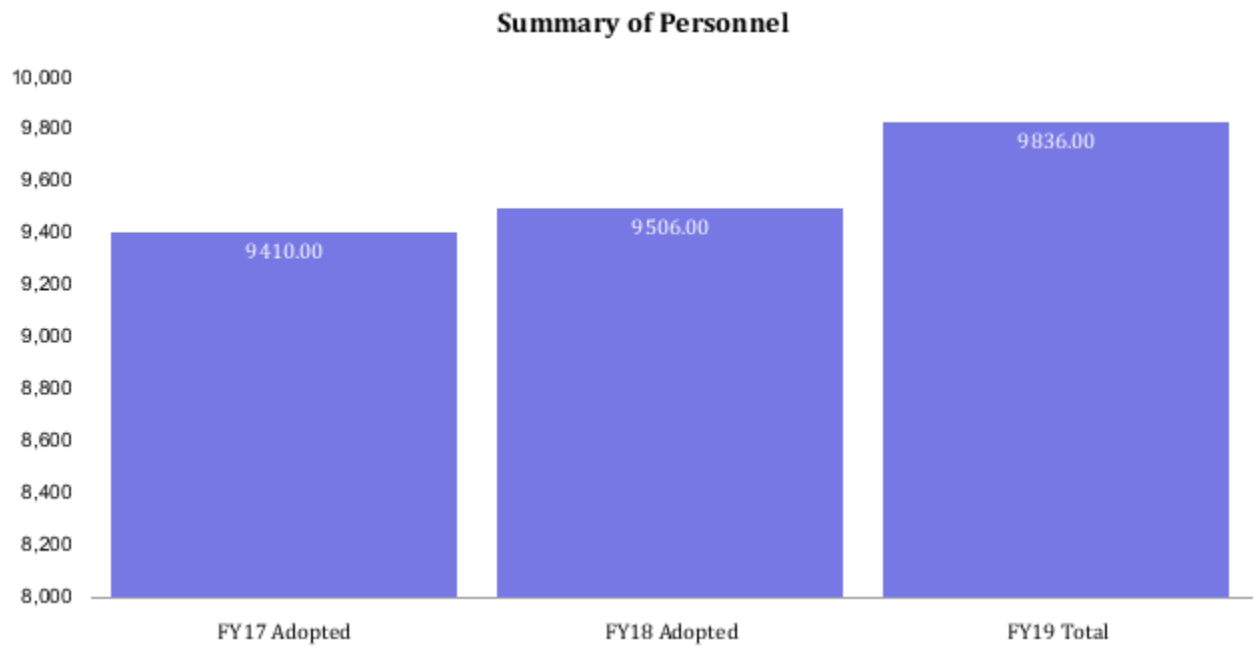
Revenues	**FY17 Actuals**	**FY18 Adopted**	**FY19 Budget**
Taxes	$1,253,762	$1,092,076	$1,379,138
Total Revenues	**$1,253,762**	**$1,092,076**	**$1,379,138**

Expenditures	**FY17 Actuals**	**FY18 Adopted**	**FY19 Budget**
Other Costs	$1,253,762	$1,092,076	$1,379,138
Total Expenditures	**$1,253,762**	**$1,092,076**	**$1,379,138**


RESURGENS
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ATLANTA GA

SUMMARY OF PERSONNEL

	FY17 Adopted	FY18 Adopted	FY19 Final Proposed Operating	Other	Total	FY19 vs. FY18 Change
030000 City Council	48.00	46.00	46.00	-	46.00	0.00
040000 Executive Offices	407.00	431.00	400.00	52.33	452.33	21.33
050000 Department Of Atlanta Information Management	173.00	155.67	142.67	13.00	155.67	0.00
080000 Department Of Law	85.00	85.00	86.47	1.53	88.00	3.00
090000 Department Of Corrections	365.00	365.00	360.00	6.00	366.00	1.00
100000 Department Of Finance	162.00	160.92	149.67	15.33	165.00	4.08
110000 Department Of Procurement	89.00	87.00	82.00	7.00	89.00	2.00
130000 Department Of Public Works	949.00	991.33	989.86	50.14	1,040.00	48.67
140000 Dept Of Parks & Recreation	417.00	459.00	444.00	83.00	527.00	68.00
170000 Department Of Watershed Management	1,598.00	1,512.00	1,243.00	416.00	1,659.00	147.00
180000 Department Of Aviation	644.00	706.00	647.00	50.00	697.00	(9.00)
190000 Judicial Agencies	165.00	186.00	187.00	2.00	189.00	3.00
220000 Department Of Human Resources	141.00	139.00	141.00	5.00	146.00	7.00
230000 Department Of Fire Services	1,134.25	1,150.00	1,155.00	-	1,155.00	5.00
240000 Department Of Police Services	2,573.00	2,595.00	2,571.00	20.00	2,591.00	(4.00)
250000 Department of City Planning	308.75	289.08	215.25	81.75	297.00	7.92
260000 Department Of The Solicitor	82.00	79.00	86.00	-	86.00	7.00
270000 Department Of Ethics	5.00	5.00	6.00	-	6.00	1.00
280000 Atlanta Citizens Review Board	8.00	8.00	8.00	-	8.00	0.00
290000 Department Of Audit	16.00	17.00	15.43	1.57	17.00	0.00
300000 Department Of Public Defender	40.00	39.00	56.00	-	56.00	17.00
Total Full-Time Equivalent Employees	**9,410.00**	**9,506.00**	**9,031.35**	**804.65**	**9,836.00**	**330.00**




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1865
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FY 2019


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ECONOMIC OUTLOOK

THE U.S ECONOMIC OUTLOOK FOR 2018

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

The Terry College's 2018 US economic forecast indicates that the economic upturn that began in the second half of 2009 will continue. The rate of 2018 GDP growth – 2.5 percent – will be higher than in 2017 – 2.2 percent, but below the average of the last 50 years – 2.9 percent. Eight reasons why US GDP growth will be slightly higher in 2018 than in 2017 are: (1) more single-family homebuilding; (2) faster growth in spending by businesses for equipment; (3) faster growth in spending by all levels of government; (4) steady growth in spending by US consumers; (5) steady growth in industrial production, (6) faster growth in exports, (7) rebuilding properties damaged or destroyed by recent hurricanes, and (8) tax reform. In addition, household balance sheets are in good shape. Corporate balance sheets will not be quite as strong as in 2017, but will be quite manageable due to low interest rates. Small businesses are in good shape and are poised to expand.

In 2018, consumer spending, gross private domestic investment, and industrial production will contribute to US GDP growth. The inventory swing will be a slightly positive factor. In addition, spending by government will be a positive factor in terms of 2018 US GDP growth. The Federal Reserve's monetary policy stance will become less simulative as it slowly raises short-term policy interest rates and reduces its balance sheet – the federal funds rate target will reach 2.0 percent in December 2018. The inflation-adjusted federal fund rate therefore will be about zero – significantly less stimulative, but hardly restrictive. Monetary policy therefore will be neutral.

Due to a weaker dollar and faster foreign economic growth, exports will grow faster in 2018 than in 2017, but because imports will grow even more quickly net exports will subtract from US GDP growth. The subtraction will be larger than in 2017. Low levels of foreign immigration also will slow US GDP growth. Multi-family homebuilding starts will trend lower due to higher delivery of new units that are already in the pipeline, tighter credit for new apartment development, and the rising proportion of households is opting for home ownership. Sub-par productivity growth – albeit slightly higher than in 2017 – is another factor that will hold down GDP and personal income growth. Sub-par productivity growth reflects several factors, including the aging of the US population, low levels of business investment, less foreign immigration, the plethora of regulations at every level of government, and the repercussions of many years of mediocre gains in educational achievement.

Consumer Spending

Consumers' inflation adjusted contribution to GDP growth will be about 2.7 percent, which is the same size as in 2016-17. Continuing, albeit slower, job creation will bring the economy past full employment, prompting slightly faster

wage and salary growth as well as gains in hours worked. The job gains – reinforced by wage and salary growth and low interest rates – will bolster household balance sheets, but will also raise unit labor costs. Higher unit labor costs will encourage employers to invest more aggressively in laborsaving equipment and processes thereby slowing employment growth.

Improved housing market conditions will give consumers the confidence to spend, but stock market volatility could negatively affect consumers' confidence in the economic situation. Growth of disposable personal income will give consumers the wherewithal to spend. Consumers will spend to replace homes and goods damaged by recent hurricanes. Credit will be available to households, but not any more so than in 2017. Lenders will loosen lending for home mortgages, but will tighten lending for automobile loans due to rising default rates. Many households have already locked in very historically low mortgage rates, which will discourage refinancing activity. Nonetheless, consumers will be more willing to take on home equity debt. The proportion homeowners who extract cash from the refinancing of their home mortgages will rise. Credit card debt will expand as lenders continue to push into market segments with lower credit scores. Credit card default rates therefore will rise.

One reason why consumer spending will grow is that household finances have improved. Going into the Great 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% 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. That was also an all-time high. 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 rose from its cyclical trough of only 2.2 percent in the third quarter of 2005 to 5.7 percent in 2016. Due to both the strong labor market and high levels of consumer confidence, the savings rate declined to 4.6 percent in 2017 and is poised to decline to about 3.6 percent in 2018. Thus, changes in the savings rate will be a tailwind to consumer spending and in turn to US GDP growth in 2018. However, 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 is 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 2018.

The restoration of the discipline of saving represents an overdue return to normalcy that helped households unwind imbalances that developed in their balance sheets. For example, the household financial obligation ratio was over 250 basis points lower in 2017 than

it was in late 2007. In fact, the 2017 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.

This protracted period of household deleveraging was painful, but it was also necessary. The statistics show that deleveraging is over. In 2015-2017, household slowly increased leverage and they will continue to do so in 2018. One concern is that extreme volatility in the financial markets may cause jittery consumers to push up the household savings rate very sharply, which would precipitate a recession.

One factor behind deleveraging was the unprecedented cycle of wealth destruction that erased 19 percent – $13 trillion – of households' net worth. That is 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. By the third quarter of 2012, households recovered all of their nominal losses, but on an inflation-adjusted basis, net worth was still 11 percent below its pre-recession peak. On an inflation-adjusted basis, full recovery of the wealth that was lost is did not occur until the third quarter of 2013. As of early 2017, households' inflation adjusted net worth was 23 percent above its pre-recession peak. On a nominal basis, households' net worth exceeded its pre-recession peak by 40 percent. Thus, households were very comfortable taking on more debt and did so in 2017. Households will add even more to their debt levels in 2018. Hence, consumer credit outstanding will rise by 4 percent, with revolving credit increasing much faster than non-revolving credit.

In 2018, turmoil in the US stock market could lower consumer confidence and/or reduce financial equity wealth, but real estate wealth should continue to increase, albeit at a more modest pace. That is important to the outlook because 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. Uncertainty regarding the Federal Government's healthcare policy is another factor that may restrain consumer spending.

Now, job creation – and the income growth that accompanies it – is 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. Low productivity growth will prevent wages from rising very rapidly, however. In addition, the labor force participation rate will rise slightly, albeit from a depressed level.

Due to a decline in automobile sales, consumers' outlays for durable goods will increase more slowly in 2018 than in 2017. Auto loan delinquencies are rising quickly, especially for subprime loans. Lenders will tighten credit for auto loans in 2018. Consequently, spending for durable goods will no longer increase significantly faster than spending for nondurable goods and services. More household formation and improving housing market conditions will power sales of furniture and durable household equipment. Outlays for information processing equipment will grow strongly. Due to higher oil prices as well as

increased use, spending on nondurables such as gasoline and other energy goods will rise. Demographic factors will cause spending on pharmaceuticals and other medical products to rise. Higher commodity prices and population growth should cause spending on food & beverages to rise moderately, but intense competition among retailers for grocery items will limit sales growth due to margin compression. Due to lower prices, spending on clothing and footwear will not increase. Among services, providers of health care, food services, and accommodations will see above average growth in spending. In contrast, consumers' outlays for telecommunications services will grow relatively slowly. Consumers' spending on luxury goods should expand in line with the overall economy, but such spending will be sensitive to the performance of the US stock market. At the time of this writing, the US stock market appears to be overvalued and therefore vulnerable to correction.

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 1.1 percent in 2018, which is less than the 1.5 percent gain estimated for 2017. Job growth will be broadly based both geographically and across the major industrial sectors. One exception, however, is manufacturing, which will lose jobs. Companies will hire as demand for goods and services expands. Venture capital – which fuels job creation – will be available in 2018. The rate of job destruction in the private sector will be quite low. Thus, 2.5 percent GDP growth will generate 1.1 percent job growth. In addition, GDP growth will continue to outpace productivity growth, 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. The tight labor market and expectations of another year of below average top-line growth 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 4.4 percent to 4.1 percent on an annual average basis, which is either full employment, or beyond. The depressed labor force participation rate will prevent wages from rising as fast as one might expect given the low unemployment rate. The aging of the population, low levels of unionization, and the higher concentration of firms are additional factors that will limit workers bargaining power.

With the unemployment rate closing in on 4 percent, it is a seller's market for labor. It is already very difficult to hire workers that have very specialized training or educational requirements. As the labor market 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, employers will invest more in laborsaving

equipment and processes. 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. 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. However, 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, natural resources and mining will post the fastest rate of employment growth, but this sector does not employ many workers. Construction companies will see the second fastest rate of job growth. Professional and business services firms will see the third fastest rate of job growth. Leisure, hospitality, education, and healthcare will see solid employment gains. Retail, transportation, utilities, information, and government will see limited, but positive employment growth. Manufacturing is the only major sector expected to shed jobs.

Housing

Housing will continue to be a strong tailwind for US GDP growth. That is 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 gained ground in 2013-17, but improvements in housing activity have been uneven both temporally and geographically.

In 2018, the number of single-family home starts for new construction will increase by over 20 percent. 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 2013-17. Existing home prices will continue to rise, but at a much more moderate rate – about 3 percent in 2018. Any remaining pockets of home price depreciation are spotty, reflected local imbalances rather than overall macroeconomic conditions. In most markets, home price appreciation therefore 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 2013-17. In 2018, 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 will grow in 2018. These new jobs and bigger paychecks – plus appreciating home values – will give more people the wherewithal and the confidence to buy homes, sustaining the housing market's recovery.

Mortgage rates will remain a tremendous bargain, but rates will move higher in 2018. 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, but 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 single-family homebuilding industry. Fortunately financing for lot development should be more available in 2018 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. In addition, many homeowners are in near negative equity situations. These households will not be able to absorb the transactions 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.

Stronger foreign economies and a somewhat weaker dollar will increase 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 (e.g. Canada) 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 2007-2013. Job growth will unlock pent-up demand for housing that built up as young adults opted to stay a home a bit longer. In addition, improving job prospects will partially reverse the recent surge in college enrollment and might slow the rate at which student loan debt is piling up. Indeed, record breaking levels of student loan debt is one reason why young adults have delayed moving out on their own, getting married, having children, and buying a starter house.

Non-Residential Construction

Spending for new nonresidential construction will increase more slowly in 2018 than in recent years. Nonetheless, the upcycle that began in the second quarter of 2013 will continue. New business formation and expansion, employment gains, and population growth will generate gains in net occupancy. In many markets, tenants no longer have the upper hand in lease negotiations. There will be some negative trends: Higher interest rates will be a slight headwind. Credit conditions will not ease further for those looking to build nonresidential structures, and will be tight in markets with high vacancy rates. Although the US dollar has weakened recently, dollar strength will continue to dampen foreign investors' interest in US real estate. These counter trends imply

that the current up cycle in the nonresidential real estate will proceed, but it will lack vigor. Office and retail vacancy rates will continue to improve, but are still elevated in too many markets. Demand for new office space will increase the most in markets that benefit from growth of high technology and health care industries. Abundant supplies of existing space will limit retail construction, but pockets of new development will appear in the most desirable locations. Competition from online retailers limits the need to build more stores, but increases the need to build more distribution centers. Industrial development will benefit from growth 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 by local governments 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 responding to the upturn in real estate prices. Therefore, local governments' property tax baes will be supportive of revenue collections and in turn public construction.

Business Spending

Due to faster growth of end markets, higher commodity prices, growth in corporate profits, new business formation and expansion, less regulation, and tight labor markets business spending for nonresidential fixed investment will be about 4 percent larger in 2018 than in 2017. Nonresidential fixed investment will be a tailwind to US GDP growth. Stronger foreign GDP growth and a weaker dollar will boost export growth, which in turn will fuel business spending for investment. The need to improve productivity, good cash flows, and access to credit – albeit slightly more expensive – will support such spending. With the economy at, or beyond, full employment, an acceleration in wage growth will incentivize businesses to substitute capital for labor, which bodes well for producers of durable equipment and software. Significant downside risks to business spending for investment include federal policy uncertainty, inadequate public investment on infrastructure, and turmoil in the financial markets.

Due to top line growth, better profits, and better access to credit, investment spending by small businesses should grow more rapidly in 2018 than in 2017. Home price appreciation is adding to home equity, which is a major source of collateral for many small business loans. Small business owners are optimistic. Top line growth and fewer new federal regulations will help small businesses.

By historical standards, businesses' capital spending has been very weak. Consequently, there is a need to increase spending on nonresidential fixed investment despite low levels of capacity utilization. That is 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 deferred for so long that replacement needs should raise capital spending in 2018. It helps that lending standards will not tighten appreciably. In addition, for many companies, cash flows will be adequate

relative to the amount of funds they need for investment, lessening the impact of lingering credit constraints or slightly higher interest rates.

In 2018, 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. However, 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 76.6 percent in mid-2017, which is up considerably from its low point of 66.7 percent in 2009. However, the long-run (1972-2016) average rate of capacity utilization for all industries in the US is 79.9 percent. Because the rate of capacity utilization is 3.3 percentage points below its long-term average, capacity utilization will not spur capacity additions in 2018.

Capacity utilization varies by industry, but all of the major subsectors are operating at rates below their long-term averages. For example, in mid-2017, capacity utilization for industries producing goods at the finished stage was 74.9 percent, a rate 2.0 percentage points below its long-run average. Capacity utilization for goods at the primary and semi-finished stages of production was only 75.9 percent, a rate 4.6 percentage points below its long-run average. Capacity utilization for industries producing crude products was 83.3 percent, a rate 2.8 percentage points below its long-run average. In 2018, producer prices for lumber and industrial commodities will increase faster than prices for crude, intermediate, or finished goods, which should raise capacity utilization for industries producing crude products faster than utilization in industries producing finished or semi-finished products.

Corporate Profits

The pace of US GDP growth will accelerate modestly in 2018, which implies modest growth in domestically generated corporate profits. International markets also will expand more vigorously in 2018 than in recent years. However, it bears keeping in mind that corporate profits are at very high levels. In addition, tight labor markets will push up wage and benefit costs in 2018. On the other hand, businesses are likely to see some regulatory relief, which could lower production costs and increase productivity. Businesses therefore should expect mid-single digit percentage point gains in profits in 2018. Expense management and more broadly based – albeit moderate – growth in demand for goods and services will be the primary factors supporting profit growth. Cash flow should be good. In 2018, financing should still be reasonably easy to obtain, albeit slightly more expensive.

The recovery of housing markets and substantially more single-family homebuilding will be primary factors 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. Slightly higher oil and modestly higher 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 2018 than it was in 2017, but still weak from a historical perspective. Productivity is a panacea for profits, wages, and the overall economy.

The dollar will weaken in 2018, which will help profit growth based on overseas earnings. Faster expansion of foreign GDP – especially in the EU – will boost sales prospects for many export-oriented companies. On the negative side, businesses' pricing power will not firm dramatically. It is also important to recognize that financial institutions' profit margins will still be constrained by the flatter than normal yield curve.

International Trade

The baseline forecast assumes that a trade war is avoided. In 2018, both real exports and imports will grow faster than US GDP, reflecting the ongoing globalization of input and product markets. Imports will rise much faster than exports, and the 2018 trade gap will be larger than in 2017. Hence, net exports will be a negative factor in terms of 2018 US GDP growth. The main obstacles to faster US export growth are the same as in 2017: the strong US dollar – albeit weaker than in 2016 – and modest rather than strong economic growth in the rest of the World. Foreign GDP growth will be faster in 2018 than in 2017, however. The main reason why imports will grow in 2018 will be the growth of domestic consumer spending which will prompt US consumers to purchase more imported finished products and go on more trips abroad.

In 2018, US export growth will be broadly based, and growth will be faster in emerging-market economies than in developed economies. There will be increases for all of the major categories of goods and services. Exports of services will grow much faster than exports of goods. Among goods, export growth will be fastest for vehicles & parts and industrial materials and supplies. Export growth will be slowest for consumer goods. Capital goods, foods, feeds, and beverages will see moderate gains. The broad-based quality of US export growth reduces the chances that export growth will stall.

The US dollar depreciation that began in late 2016 will continue through 2018 and beyond, and it will help boost US exports, but not very dramatically. That is because the US dollar's value will still be quite high and it will depreciate gradually. The 2018 current account deficit will almost equal about 3 percent of US GDP, which is higher than in 2017.

Inflation & Monetary Policy

Consumer price inflation will increase by about 2 percent in 2018, which is the same as expected in 2017. That is close to the level that the Federal Reserve appears to be targeting, which implies that the Federal Reserve will increase policy interest rates modestly in 2018. A tighter job market, higher medical prices, higher housing prices – rents – and higher energy prices will drive the increase. Most of the usual drivers of inflation will be only slightly more intense in 2018. For example, the pace of 2018 GDP growth will be 0.3 percentage points higher than in 2016. There is 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 2018 than in 2017. In addition, the strong dollar will keep inflation at bay, but the dollar has been weakening since late 2016. Consumer spending will grow at about the same pace as in 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 does need to become slightly more aggressive in terms of hiking policy interest rates.

The national unemployment rate is closing in on 4 percent. Although the

labor market is at full employment, it is unlikely that inflation will be a major problem in 2018. Labor market conditions will continue to improve, but not enough to ignite rapidly accelerating inflation. Indeed, employment will grow more slowly in 2018 than in 2017. The bottom line is that the employment situation has improved to the point where labor market conditions will support moderately higher inflation, but not rapidly accelerating inflation. Thus, the Federal Reserve needs to tighten monetary policy to prevent inflation from getting too much traction, but it does not need to do so very aggressively.

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 2018 forecast of sustained modest US GDP growth, the Federal Reserve will continue to increase short-term policy interest rates slowly in 2018. The federal funds rate is likely to be about 2 percent at the end of 2018. At that point, short-term policy interest rates will be essentially neutral. Those rate increases will not be high enough to prevent inflation from exceeding its 2 percent target, but it will not exceed it by very much – 0.1 percentage points if the forecast is correct.

In addition to raising policy interest rates, the Federal Reserve will be reducing its balance sheet – unwinding quantitative easing. In the wake of the financial crisis, the Federal Reserve's balance sheet swelled from $900 billion to $4.5 trillion. The Federal Reserve is likely to allow a proportion of maturing assets to roll off its balance sheet. It will not sell treasuries or mortgage backed securities. Indeed, large proportions of maturing assets will be reinvested, slowing the pace of balance sheet reduction.

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 is slightly above the approximate breakeven price for US shale oil production. Prices higher than $50 will cause US shale oil and other marginal producers to quickly 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 Libya's ability to sustain production, to hurricanes in the Gulf of Mexico. This forecast assumes a slight acceleration in the modest pace of global economic growth and no major disruptions in the supply of crude or refined products.

Productivity

In this economic cycle, a major barrier to faster GDP growth is below-average productivity growth. Faster productivity growth would raise wages and living standards. In 2018, the pace of productivity growth will increase only slightly, however. Since the Great Recession ended, there has not been very much capital deepening – adding more capital per worker. That may change. In 2018, the tight labor market will encourage businesses to invest more in labor saving equipment and processes. The scarcity of workers also will encourage employers to use their workers much more efficiently, which boosts productivity. We are likely to see

significantly less federal government regulation, which will boost productivity growth. Removing regulations that benefit specific groups by protecting them from competition would be especially beneficial to productivity growth and the overall economy. An expected increase in new business formation also should boost productivity growth because new businesses tend to be more productive than older/established firms. In addition, policies that support investment spending in both the public (e.g., infrastructure) and private sectors should boost productivity growth. Finally, the Federal Reserve's step back from its easy money policies will remove a prop that has the unintended consequence of supporting relatively unproductive economic activities.

Unfortunately, many of the likely causes of weak productivity growth will not lessen and may intensify. For example, slower gains in educational achievement have probably contributed significantly to the recent run of sub-par productivity growth. We are simply not adding enough to human capital to generate average, or above average, productivity growth. Since the Great Recession, many state and local governments reduced inflation-adjusted spending per student for both K-12 and higher education. Moreover, pubic spending priorities do not appear to be moving towards providing more support to the retired rather than to students. Access to higher education will continue to be more expensive. Access for recent generations therefore is more restrictive than it was for the baby boomer generation. The aging of the population also limits productivity growth. In addition, a less liberal immigration policy might limit productivity growth, but not if more visas are given to those with the most skills.

Forecast Risks

The US economy is operating at the late stage of the current economic cycle. That in of itself does not imply that a recession is imminent. After all, Australia has avoided a recession of over 25 years. Nonetheless, with the year-over-year rate of US GDP growth predicted at a below-average rate, the economy will be vulnerable to economic shocks and/or policy mistakes. In addition, excesses are beginning to appear in both the financial and labor markets, which makes the overall economy more vulnerable than usual to the unexpected shock or major policy blunder.

The main risks to US economic growth are (1) financial panics and/or massive shifts in asset prices, (2) mistakes in US fiscal or monetary policies, (3) geopolitical tensions, (4) a hard landing in China, and (5) a full-blown trade war. Risks to the outlook have increased. The probability of recession beginning sometime in 2018 is 40 percent, which is higher than the 25 percent and 35 percent recession probability estimated at this time one and two years ago, respectively. The higher risk of recession in 2018 compared to 2016-17 mainly reflects concerns about inflated asset prices (e.g., equities and bonds). At the time of this writing, all the popular price/earnings ratios were well above their long-term averages. Consumer spending is sensitive to equity prices. As always, energy prices are a wild card. Finally, informal executive branch communications and/or policy changes with the potential to destabilize markets are impossible to handicap with any degree of confidence, but add somewhat to the overall riskiness of the economic environment.

THE GEORGIA ECONOMIC OUTLOOK FOR 2018

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The 2018 outlook for Georgia's economy is good. Georgia's economy will continue to expand. The pace of GDP and personal income growth will be sustained. New jobs will be plentiful, but tight labor markets will cause the pace of job growth to slow. Job growth will be well balanced, with gains in both goods producing and service providing industries. The state's economy is extremely diverse will benefit from multiple, reliable sources of economic growth. Georgia's politics are business-friendly. Atlanta is the distribution and cultural center of the Southeast. The state's population is growing strongly due to the in-migration of many young, educated workers. Existing home prices will rise to all-time record highs. On average, Georgia's economy will grow significantly faster than the nation's economy.

Because Georgia's economy is strongly linked to the national economy, the risk of a recession beginning sometime in 2018 is 40 percent, up from 35 percent in 2017 and 25 percent in 2016. The primary risks likely to trigger a new recession are external to Georgia; financial panics and/or massive shifts in asset prices (e.g., equities and/or bonds), mistakes in US fiscal and/or monetary policies, geopolitical tensions, and a hard landing in China. In addition, there is little doubt that a full-blown trade war would shock both the US and Georgia's economy into a severe recession – Georgia is the nation's eleventh largest export state and the seventh largest import state. Tighter immigration rules and more enforcement of existing immigration laws will not precipitate a recession, but could slow growth more than expected. Extreme economic policy uncertainty, or extreme policy miscommunication at the federal level, also could put many decisions by businesses and households on hold, delaying some decisions to expand, hire, or spend for big-ticket items. Policy mistakes or miscommunications also could prove quite disruptive to the financial markets.

The 2018 forecast calls for Georgia's inflation-adjusted GDP to increase by 3.2 percent, which is the same as the 3.2 percent growth estimated for 2017. Georgia's 2018 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 in Georgia's economic development pipeline, (2) more leverage from the housing recovery, (3) more supportive demographic forces, (4) faster expansion of Georgia's manufacturing industries, (5) fast-paced growth of trade and distribution, (6) more competitive economic development incentives, and (7) more customized workforce-training.

The state's nominal personal income will grow by 5.8 percent in 2018, which is about the same as the 5.6 percent gain estimated for 2017. It exceeds the 5.5 percent gain expected for US personal income. Georgia's nonfarm employment will rise by 2.0 percent in 2018, which exceeds the 1.1 percent gain estimated for the US. It is smaller, however, than the 2.5 percent job gain Georgia posted for 2017.

As always, there will be some headwinds: The strong – albeit weakening – US dollar will make it difficult for our exporters. The Federal Reserve will hike interest rates and reduce the size of its balance

sheet, which will increase borrowing costs on the margin. Tight labor markets will temper job growth. Low productivity growth will limit increases in wages and salaries, which in turn will limit growth in consumer spending. In addition, US auto sales are expected to decline in 2018. Asset markets will be vulnerable to correction in 2018.

Georgia's unemployment rate for 2018 will average 4.9 percent, or about 0.1 percentage points lower than the 5.0 percent rate estimated for 2017. The unemployment rate will not come down very much in 2018 because of in-migration of workers from other states, increases in labor force participation, and the slowdown in job growth.

The pattern of job growth across industries established in 2017 will repeat in 2018. The fastest job growth will occur in construction, followed by professional and business services, leisure and hospitality, and education and health services. Solid, but below-average job growth will occur in manufacturing, financial activities as well as trade, transportation & utilities. Positive, but slow job growth is projected for information and government. Local government rather than federal or state government will account for all of the increase in government employment. None of the major sectors of Georgia's economy will lose jobs in 2018.

Prospects for Service Producing Industries in 2018

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 2018 forecast indicates that all 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.

Fintech, 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 2015-17, include Switch PRIME, Sysnet Global Solutions, Global Technology, Better Cloud, GE Digital, Honeywell, NCR, VIX Global Solutions, ADP, Keysight Technologies, VIX Verify, Merchant e-Solutions, Applied Systems, Courion, Sage, and Stefanini. Despite the Equifax data breach, Fintech will continue to become a major cluster in the Atlanta MSA. Fiserv, a provider of financial services and technology solutions, will add 500 jobs over five years, bringing its total employment to about 2,500 workers. Similarly, cyber security is becoming a major cluster in the Augusta MSA. The Georgia Cyber Training and Innovation Center in Augusta will provide the talent needed to attract even more cyber security firms.

Healthcare IT is an industry that promises to create thousands of high-paying jobs in Georgia over the next decade. For example, athenahealth will add 500 jobs over 3 years, doubling its workforce in the Atlanta area. In 2016, Anthem Inc. announced that it will create 1,800 healthcare IT jobs at a services hub in midtown Atlanta. In addition, 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.

In 2018, the build out of headquarters projects announced over the last several years will be an important force powering

Georgia's economic growth. At this stage of the business cycle, not very many new headquarters projects will be announced, but previously announced project will continue to spur growth as they build out more fully and become more interwoven into the business fabric of the state. 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. Fifteen companies' headquarters in the Atlanta MSA are among the 2017 Fortune 500.

Projects announced in 2015-2017 that brought, or will soon bring, job gains at headquarters operations include Lidl's regional headquarters which will bring 250 jobs to Bartow County, Mercedes Benz USA, Honeywell (division headquarters), Jindal Films (national headquarters), Merchant e-Solutions, VIX Verify, Sage (North American headquarters), mLevel, Comcast (regional headquarters), Wells Lighting, CSM Bakery Solutions, Courion, and Osmose Utilities Services. In addition, Global Ministries, the philanthropic arm of the United Methodist Church, moved its headquarters from New York to Atlanta, creating 168 jobs.

The outlook for Georgia's healthcare providers is good, but not exuberant. There is widespread agreement that Georgia's growing and aging population will demand more healthcare services, but intractable disagreement about who will pay the bills is a headwind for the industry's growth. More specifically, uncertainties regarding the long-term viability of the ACA as well as Georgia's nonparticipation in the expanded Medicare program cloud the outlook for the healthcare industry, especially rural hospitals. Nonetheless, this sector will be one of the better performers in 2018. 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. In essence, the population of persons with multiple chronic health conditions that require ongoing healthcare continues to grow rapidly regardless of the vicissitudes of the business cycle or healthcare policy.

Factors encouraging providers of high-tech and highly specialized professional services to favor sites in Georgia – especially the Atlanta MSA – include the good business climate, logistical advantages in terms of serving far-flung clients, and the available professional workforce. Providers of business services that either lower costs or provide necessities should do well. The recovery of housing and nonresidential real estate markets will boost money spent on legal fees. The outlook for consultants is positive due to continuing economic expansion, growth in corporate profits, more business expansions and relocations, and higher revenue collections by state and local governments. The Boston Consulting Group's decision to create a new regional support center in Atlanta reflects the ease of using the area as a geographic hub from which to serve clients throughout the Southeast. Similarly, Accenture – one of the largest consulting firms – announced a major expansion of its operations in Atlanta. Georgia's staffing and temporary agencies should do well because the modest pace of economic growth coupled with the higher risk of recession should encourage many employers to remain flexible and responsive to potentially changing

economic conditions. The state's low unemployment rate will restrain growth of the staffing industry, however. Workers will be less willing to accept temporary positions and the supply of suitable workers will be very limited. Recent and continuing increases in spending for new equipment and software will underpin higher demand for computer services for businesses.

Cyclical increases in domestic and foreign economic activity combined with Georgia's strong transportation and logistics infrastructure will ensure job growth in the logistics and distribution industry. Cargo volumes will outpace state- and US-GDP growth in 2018. That is quite an accomplishment for an industry that typically moves in lockstep with the overall economy. The many economic development projects involving the relocation and expansion of manufacturers contributes to the very positive outlook for Georgia's freight traffic. Distribution and logistics announcements in 2017 include Safavieh, Z Gallerie, the Elk Group International, Lidl, Coyote Logistics, and ASOS. Announcements over the last few of years include Tory Burch, HD Supply, Polymer Logistics, Total Quality Logistics, and United Arab Shipping Company. Sonoco Packaging will create 595 jobs in a new packaging center in Fairburn. Georgia's logistical advantages led Luxottica Group to choose Henry County for an assembly and distribution center. This project will create about 1,000 new jobs. Georgia will benefit from many new logistical/distribution centers for both online and bricks and mortar retailers, including Sports Warehouse, 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 makes a substantial contribution to economic growth in 2018. Georgia's film industry ranks number one globally in the production of the top grossing feature films, followed by the United Kingdom, Canada, California, Louisiana, and New York. In addition, the number of TV productions in Georgia is very impressive. The annual economic impact of Georgia's film and TV production industry is over $7 billion. State incentives ensure that nearly all studio space is booked. Georgia's diversity of locations provides a good fit for a wide range of film and TV productions. Georgia is at the stage of development where new movie and film production increasingly begets additional movie and film production. In addition, as the professional, technical, and physical infrastructure becomes more fully developed, the economic benefits of each dollar spent on film and television production in Georgia will generate larger economic impacts for our state's economy. One major risk to the outlook for Georgia's film industry is divisive state legislation, such as "religious liberty" or "bathroom" bills.

Improving economic conditions – especially the upcycle in real estate – and improving demographic trends will help Georgia's financial institutions. Rising asset values favor banks' top- and bottom-line growth. The prospects for deposit growth also are excellent. In 2018, the relatively flat yield curve will persist, but higher demand for most types of loans will support Georgia banks' profits, which have recently risen substantially. Households' credit scores

are at relatively high levels. Higher consumer spending for expensive durables should ensure growth of non-revolving credit to households, but banks will tighten lending for auto loans due to rising delinquencies. More major home renovation projects will cause the use of home equity loans to increase. The high compliance costs of re-regulations, fewer auto loans, and less mortgage refinancing will challenge the bottom line, but the prospects for some regulatory relief are good. Traditional banks and credit unions will see more competition from large retailers, venture capital funds, microfinance, and other nonbanks. These nontraditional competitors are less heavily regulated than traditional banks or savings and loans. Mobile banking will transform banking into a much more customer-focused business, and could give advantages to technology firms or retailers that invade markets currently served by banks.

For seven straight years, the leisure and hospitality industry has outperformed Georgia's overall economy. It will continue to do so in 2018, but by a lesser extent than in recent years. Both limited service properties that cater primarily to tourists and full-service properties that are popular with business travelers will post significant gains. The success of film and TV production will continue to generate spillover benefits for the state's hospitality industry. Lodging demand will rise moderately from already elevated levels. Since the lodging market is not oversupplied, the benefits to the industry from higher demand will be significant. Nonetheless, the long stretch of impressive performance has stimulated new development in many areas of the state. In 2018, the number of new hotel rooms completed will slightly exceed demand growth. That imbalance will cause total revenue per available room to grow more slowly in 2018 than in recent years, but revenue will continue to grow faster than GDP. In addition, modest increases in average daily room rates will add 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 grow, there are still some headwinds and downside risks for the lodging industry. The main economic risk for this consumer discretionary industry is the possibility of a recession. The main political risks include more federal entry restrictions on foreign travelers and divisive state-level legislation such as "religious liberty" or "bathroom" bills. In addition, occupancy rates in many markets are at, or near, inflection points. Occupancy rates are poised to decline slightly, especially for older properties in less than prime locations. There will be more pressure on wages and salaries than in recent years, which will exert pressure on the industry's net margins. The $5 statewide hotel/motel fee that went into effect in 2015 is also a negative factor. The talk about a $15 national minimum wage is a threat to Georgia's lodging industry, but political considerations suggest that the immediate threat is very small. In contrast, the shared economy is a major disruptor for the traditional lodging industry.

Prospects for Manufacturing in 2018

In the first decade of the new millennium, Georgia lost over 200 thousand – or four out of every ten – manufacturing jobs. The purge ended in early 2010. Over the last seven years, Georgia recovered over 40,000 manufacturing jobs. About 70 percent of the manufacturing jobs that have been replaced should probably be

credited to the cyclical recovery of the US economy. The successful recruitment of manufacturers to our state probably accounts for the remaining 30 percent those 40,000 manufacturing jobs. Due to many major economic development project announcements by manufacturers, Georgia is recovering manufacturing jobs more rapidly than in the nation as a whole. Such projects are bolstering growth in aircraft (e.g., Pratt & Whitney and Gulfstream), automobile (e.g., Carcoustics, Sentury Tire, KIA & it's growing roster of in-state suppliers), flooring (e.g., Mohawk Industries, Engineered Floors, Beaulieu International Group, Surya), building materials (e.g., Elixir Extrusions, Sparta Industries, EdenCrete, Caesarstone, Linzer Products, Aspen Aerogels, Viracon), and food processing (e.g., The Linde Group, Colorado Premium, Diana Food, Farmax, Star Snacks, Aviagen, Lake Foods, and Starbucks). It helps that Georgia's manufacturing industry is not geared towards oil or natural gas production, and therefore benefits from lower oil and gas prices.

Going forward, Georgia will see substantial increases in advanced manufacturing activity and employment. Recent project announcements include Pratt & Whitney, SILON, Advanced Digital Cable Inc., and Rinnai. In 2018, Sentury Tire will begin construction on an advanced tire manufacturing and R&D center in LaGrange that will employ over 1,000. The plant should be ready to open sometime in 2019. The 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. In order, Canada, Mexico, and China are Georgia's top export markets.

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, and distribution infrastructure, low costs of doing business relative to other highly developed economies, a favorable tax structure, highly ranked colleges & universities, excellent work-force training programs such as Quick Start, and very competitive economic development incentives.

Manufacturers' contribution to Georgia's GDP will rise in 2018, but the incoming employment data imply that manufacturing jobs are not coming back too quickly. The state added 5,700 manufacturing jobs in 2011, 4,000 jobs in 2012, 3,000 jobs in 2013, 10,200 in 2014, 11,100 in 2015, 9,100 in 2016, and an estimated 2,300 in 2017. Manufacturing employment will rise by 4,300 jobs in 2018. That will sustain the cyclical recovery in manufacturing employment, but at that pace, it will take decades to replace the manufacturing jobs that Georgia lost. In terms of factory jobs, the talk of a manufacturing renaissance in Georgia is 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 displaced 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. In addition, those are often the manufacturing industries with the highest wages and the best potential for long-term growth. Unfortunately, Georgia's relatively weak culture for innovation limits the prospects for innovation-based manufacturing job growth in many areas of the state.

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; and (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. That is 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. In Atlanta, the Georgia Tech Research Institute and Georgia Tech's Manufacturing Institute promote growth advanced manufacturing and technology industries.

Prospects for State and Local Government

Georgia's state government has adjusted spending and staffing to reflect available revenue, but several long-term fiscal challenges loom. These fiscal challenges – discussed below – will discourage state government from expanding programs or hiring additional workers in 2018. State government spending and hiring therefore will be a neutral factor when it comes to supporting Georgia's GDP growth. The biggest challenge for state government financing is uncertainty regarding federal funding for mandated programs, especially Medicaid. Mandatory spending on Medicaid is already crowding out spending on education and infrastructure, two spending areas that tend to boost Georgia's competitiveness and productivity. The second biggest challenge is an antiquated tax structure that increasingly does not line up with the state's shifting economic structure. Consequently, when Georgia's economy expands our taxes do not generate as much revenue as a similar expansion would have generated in the past. This systemic slowdown in revenue growth is unlikely to go away without comprehensive tax reform. For example, Georgia's sales and use tax depends very heavily on the sales of goods and exempts many services. Increasingly, that is a problem because consumer spending is strongly trending away from taxable goods and towards tax-exempt services. In addition, goods-price inflation is, and will continue to be, much weaker than service-price inflation. Indeed, we have seen several straight years of deflation in goods prices. Overtime, legislated exemptions have also eroded the sales and use tax base. Pension liabilities and state retiree health care costs are the

third and fourth biggest challenges to state government financing. These long-term fiscal challenges will exacerbate the effects of the next recession on the state's ability to sustain core deliverables ranging from public safety, to education, and infrastructure.

In 2018, the fiscal situation facing most local governments is better than the situation facing state government. Local government therefore will help to power Georgia's economic growth. Local government employment and programs will expand faster in 2018 than in 2017. Similar to state government, local government will struggle with reductions in federal funding, pension liabilities, and retiree health care costs. Compared to state government, however, local governments depend very heavily on property taxes and fees for services and less heavily on sales taxes. 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. In 2018, most will have the financial resources needed to expand programs and hiring. Real estate prices have risen off their recessionary lows and have fully recovered in many markets. In 2018, real estate prices will continue to outpace the overall rate of inflation, which bodes well for future increases in assessed property values. New home construction also will be on the upswing in 2018, which will lead to the expansion of property tax bases. Since, assessed property values tend to lag market values, local governments' property tax revenues should expand briskly in 2018 and beyond. In addition, when the next recession comes, housing is unlikely to be its epicenter, suggesting that property values and in turn property tax revenues will be steadier sources of revenue for local governments than in the wake of the Great Recession.

Federal Reserve Policy

Federal Reserve actions to increase short-term policy interest rates and decrease the size of its balance sheet will be a slightly stronger headwind for Georgia than for the nation as a whole. The shift in Federal Reserve policy from an accommodative to a neutral – or slightly restrictive – stance will create slightly more economic drag in Georgia than in many other states. That is because Georgians carry relatively more debt and have relatively less savings. In addition, interest-sensitive economic sectors (e.g. real estate development, home building, nonresidential construction, building materials manufacturing, and 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 is a good working relationship between government and other major players. Government is responsive to the needs of businesses, ranking very high in terms of its regulatory environment and speed of permitting. The available supply of skilled labor attracts businesses, especially in the Atlanta MSA. Georgia also ranks high with respect to its workforce development efforts – Quick Start. Those factors plus Georgia's major transportation and logistical advantages and a competitive tax climate helped to refill Georgia's economic development pipeline. The build out of specialized job training centers – BioScience Training Center and Georgia Cyber Training and Innovation Center – is a very effective way to attract and retain businesses that

require workers with highly specialized skills. For these and other reasons, site consultants ranked Georgia the top state in which to do business for the fourth straight year.

Because it often takes many years to build out the typical economic development project, many of the projects announced over the last five years will continue to provide a substantial tailwind to Georgia's economic growth in 2018 and beyond. Examples of large economic development projects announced in 2017 include: ASOS, an online fashion and beauty retailer, will establish an East Coast e-commerce fulfillment center in Fulton County creating more than 1,600 jobs; Luxottica Group will create 1,000 jobs with the expansion of its North American distribution facility in Henry County; Sonoco Products Company will create 595 jobs in a new packaging center in Fulton County; athenahealth will double its workforce from 500 to almost 1,000 at its health IT facility in Atlanta; Sysnet Global Solutions will create more than 500 jobs at its cybersecurity and financial payments support center in DeKalb County; and Pratt & Whitney will create over 500 jobs in an expansion of its facility in Columbus.

Some of the largest economic development projects announced in 2016 included NCR will create over 1,800 jobs at its global headquarters in Midtown Atlanta; Anthem will create 1,800 IT jobs at its IT service hum in Midtown Atlanta. Convergys will boost its workforce to about 1,300 workers due to new operations in Columbus and Savannah; UPS will create 1,250 jobs at a new sorting and distribution hub in Atlanta; and Home Chef's decision to open a new facility in DeKalb County will create over 1,200 jobs. Sparta Industries, a manufacturer of HVAC components, will create over 1,000 jobs in Milledgeville.

Another reason Georgia is doing well is that the US automobile manufacturing industry is becoming increasingly concentrated in the Southeast. 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, Carcoustics will create 200 jobs near Buford that will supply auto parts to plants in the Southeast. 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. Sentury Tire will create more than 1,000 jobs in LaGrange. One short-term problem, however, is that US auto sales are expected to decline in 2018, but replacing autos damaged by recent hurricanes may provide an upside surprise to auto sales.

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 2012-17. That is partially because Georgia made several strategic shifts in its economic development strategy, including the elimination of sales and use taxes on energy used in manufacturing, and a greater emphasis

on workforce training as an economic development policy. Job training programs and new highly specialized workforce training centers will increase the supply of highly skilled workers thereby attracting businesses with high-paying jobs. Overtime that approach towards economic development should raise both productivity and per capita incomes. The exemption for energy used in manufacturing was phased in and reached 100 percent in 2016. In addition, in 2016, business inventories became fully exempt from the state property tax and most counties – 85 percent – already have level one Freeport exemptions. These changes in tax policy will boost Georgia's economy in 2018 and beyond. 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 2013-17. The 2018 outlook for the homebuilding industry is very good. Housing and real estate development therefore will be a powerful driver of Georgia's economy in 2018, helping the state's economy to outperform the nation's economy. The number of single-family home starts for new construction will increase by 16%. New multi-unit homebuilding will rise by 4 percent. Georgia gets a five 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. In addition, (4) recent and continuing increases in US home prices will make it even easier for companies and people to relocate to Georgia. Finally, (5) the home equity generated via home price appreciation will boost small business formation and expansion as well as consumer spending.

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. On average, Georgia's existing home prices have fully recovered, but the degree of home price recovery varies widely within the state. For example, on average, existing home prices in the Atlanta MSA are 8 percent higher than their pre-recession peak level. In contrast, existing home prices in rural Georgia are 8 percent below their pre-recession peak value. Home price appreciation will continue through 2018, but home prices will rise more slowly than in 2012-17.

For the state and nation as a whole, the home price recovery is complete, but those nominal gains do not consider inflation. Nonetheless, the recovery of home prices in nominal terms will help to sustain the housing market's recovery. In addition, 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. In addition, there is a scarcity of listings of existing homes, and it is especially acute for homes in the bottom value tier. That is partially because many of Georgia's homeowners are still underwater on their mortgages and are therefore unlikely to put their homes up for sale. It is 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. In addition, many homeowners realize they will not qualify for a new mortgage. Therefore, many homeowners will stay put even though negative equity is receding.

The price of the average existing single-family home prices will rise by 4% in Georgia in 2018. As potential homebuyers see a record of price appreciation, more will opt to become homeowners. Rising rents reinforce this trend. In 2012, investors were the main force behind home sales. In 2013-17, people who buy homes to live in them joined investors to become a second major force powering home sales. Nonetheless, 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 2018 means that trade-up buyers and first-time buyers must become more active. That up cycle has begun, and it is becoming much more vigorous. There is tremendous potential for even 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 growth 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 is 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 2015-17, corporate relocations and expansions brought more people to Georgia. The trend of higher migration to Georgia will persist in 2018. Jobs will attract young, educated 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 2018 – 1.5 percent for Georgia versus 0.7 percent for the US.

More specifically, domestic net migration will continue to recover. It rose to about 23,000 people in 2014, up from a net loss of almost 6,000 people in 2013. Domestic net migration rose to 33,000 in 2015, to 37,000 in 2016, and to an estimated 59,000 in 2017. Most of the incoming domestic migrants will be either young workers or retirees. Georgia's higher rate of population growth also is dependent on net international migration of about 25,000 people, which is about the same as estimated for 2017. Foreign born account for about 10 percent of the state's population, up from 7.1 percent in 2000 and 2.7 percent in 1990. Georgia's population growth should benefit from an 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 2018 than in 2008-2017.

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. New companies 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 was 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 have fully recovered from their lowest point. Thus, home equity will be much more available to finance new business startups and small business expansion. In addition, business people have had enough time establish new relationships with surviving – or new – bankers. Small business expansion therefore will make a much greater contribution to Georgia's economic growth in 2018 than in recent years.

Georgia's Greatest Weakness: Relatively Low Educational Achievement

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 is dependent on the availability of labor that is qualified to utilize the latest advanced technologies. The goal is to generate a virtuous cycle of growth whereby 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 is proving to 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 educational achievement, especially for K-12 education. K-12 Education is probably the state's greatest economic weakness, and it contributes to Georgia's relatively low productivity and low per capita income. According to the National Center for Education Statistics (2015 data), Georgia's 8th graders rank 36th among the states in math, 37th in reading, 29th in science, and 27th in writing. In math, only 28 percent of Georgia's eighth graders are proficient or better. Ultimately, in a flat world a failure to educate our children lowers Georgian's relative standard of living. That is definitely showing up in the incoming data. After rising for decades, per capita person income in Georgia peaked at 95% of the US average in 1999. Since then we have seen an almost continuous slide of per capita income in Georgia relative to the US. The data for 2016 clock per capita person income in Georgia at only 84 percent of the national average. We dropped 16 places in the national rankings from 26th highest per capita personal income in 1999 to 40th in 2016.

For Georgia's economy to outperform the average state's economy by the large margins that we got used to in the 1970s, 80s, and 90s, we need to improve Georgia's competitiveness by improving educational achievement. The culture of the state must change in ways that put a higher priority on core subjects such as math, reading, writing, and science. For grades K-8, more in-school time devoted to these core areas might help. Career academies and more internships might boost student achievement at the high school level. Relatively low educational achievement is Georgia's greatest weakness and is probably the main reason why Georgia's per capita income, productivity, and innovation ecosystem are below average. Doing a better job educating our people will go a long way towards assuring that Georgia's economic performance remains among the best in the nation. It would improve the climate for innovation, stimulating innovation-based economic growth.

THE ATLANTA MSA OUTLOOK FOR 2018

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

Atlanta will be one of the fastest growing large MSAs in the nation, especially with respect to job growth. Business development, a revival of population growth – due to an upturn in domestic migration – and the housing recovery will strongly underpin Atlanta's robust economic expansion. In 2018, new jobs will be plentiful, but the pace of job growth will slow slightly. The area's economy and its growth are extremely diverse, which decreases the economic risk associated with living and doing business in Atlanta. The MSA's politics are very business friendly. Atlanta is a major business and logistics hub. The Atlanta MSA's top ten employers are Delta Airlines, Emory University/Emory Healthcare, Home Depot, WellStar Health System, AT&T, UPS, Northside Hospital, Piedmont Healthcare, Marriott International, and Publix Super Markets. Atlanta is the cultural center of the Southeast. The population's level of educational attainment exceeds the national average. The hospitality industry is thriving. At this late stage of the business cycle, financial activities and professional and business services industries should do very well, which will benefit Atlanta.

The Atlanta MSA is dependent on two highly cyclical industries – distribution and new construction, but those tilts should work to the area's advantage in 2018. Exports account for about 8.6 percent of the area's GDP. The MSA therefore is not overly dependent on export markets. Immigrants account for about 13.4 percent of the MSA's population. Thus, changes in US immigration laws or stricter enforcement of existing immigration laws will affect the MSA's economic performance. The Atlanta MSA's main weakness is an overburdened infrastructure.

In 2018, the area's high concentration of college-educated workers, business partners, cyber security, high-tech companies, and research universities will continue to attract high technology companies in life sciences, software development, research & development, healthcare IT, professional and business services, and advanced manufacturing. The CDC and nonprofits such as the national headquarters of the American Cancer Society and the Arthritis Foundation attracts life sciences companies. New high tech industries (e.g., healthcare IT, Fintech, cyber security, software development, and mobile apps) are growing rapidly in Atlanta. That trend will continue. The information industry is highly concentrated in the Atlanta MSA and it will expand in 2018.

Atlanta's high-tech development depends on easy access to quality universities, especially university research centers that transfer new ideas and technologies to local businesses. For example, in the wake of the "Great Recession", the innovation district that developed around Tech Square achieved the critical mass needed to attract high-tech companies to Midtown Atlanta. The innovation ecosystem in Midtown attracts established high-tech companies, high-tech startups, innovation centers, research and development centers, service providers, as well as venture capitalists. This vibrant innovation district is booming. Accenture plans to expand its operations at Tech Square, adding hundreds of tech-related jobs over the next few years. In partnership with Georgia Tech, Keysight Technologies is expanding its presence by opening a software design center in Midtown, creating over 200 software and engineering jobs. Kaiser Permanente is

establishing an IT campus in Midtown that will support 900 jobs when fully developed. NCR is building its new global headquarters campus in Midtown near Tech Square. The NCR campus will include a research, innovation, and design-thinking lab. In total, NCR will create over 1,800 jobs in Midtown. Over the next five years, Honeywell will create 830 jobs at its global headquarters for "Home and Building Technologies," which will include a state-of-the-art software center. The UCB Solutions Accelerator recently opened at Technology Square. KPMG opened "Ignition" in Midtown, which is an innovation center that currently supports about 80 jobs, but will expand to employ about 160 professionals by the end of 2019. In the new Delta Advanced Manufacturing Pilot Facility at Georgia Tech, Boeing recently opened a manufacturing research and development center that will develop advanced manufacturing technologies. In addition, many small and startup companies are locating near Tech Square.

Just a few miles north of Tech Square, Buckhead is developing as a prominent high-tech cluster. For example, GE's first global digital operations center will be in the Prominence office tower, creating 250 jobs. The new GE digital hub will be across the street from the Atlanta Tech Village, a "co-working" space for technology companies. BetterCloud will expand its software development hub at the Piedmont Center, adding 150 jobs over the next two years.

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. 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. In addition, 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 68,700 jobs in 2018, a year-over-year increase of 2.5 percent. Atlanta therefore will account for 78 percent of the state's net job growth, up from 73 percent in 2017. Atlanta's high concentration of service producing industries, IT companies, distribution companies, e-commerce fulfillment centers, 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. Extreme weather events capable of shutting down the airport are relatively rare. 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. The Georgia Aquarium is Atlanta's most popular attraction. The new Mercedes-Benz Stadium will host the Super Bowl in 2019. Atlanta is also a popular destination for international visitors. Cyclical improvements in the national and regional economies will boost Georgia's hospitality industry. Hotel occupancy rates are at or near record levels, but growth in the supply of new rooms will exceed increases in the demand for rooms, reversing the upward trend in occupancy rates that the industry has benefitted from for several years. Airport improvements 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 concentrated these inherently cyclical industries. Faster growth in US GDP in 2018 than in 2017 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 2018, 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, low-risk place to operate a warehouse.

Given the federal budget situation, one major long-term 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 5.7 percent for the state and 4.1 percent for the nation. Atlanta is not the home of a major military base. Only 0.3 percent of nonfarm earnings come from Military jobs versus 2.3 percent for the state. State and local government accounts for only 8.4 percent of earnings in metro Atlanta versus 10.9 percent for the state and 12.6 percent for the nation. Thus, public-sector restructuring will be less problematic for Atlanta's growth than for growth elsewhere in Georgia or the nation.

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. Home prices have recovered relatively quickly in the Atlanta market. As of mid-2017, Atlanta's home prices were 8 percent above their pre-recession peak levels. In terms of new single-family home construction, Atlanta's housing recovery began in 2010 and gained traction in 2012-2017. The 2018 prospects for Atlanta's single-family homebuilding outlook are excellent.

UNITED STATES BASELINE FORECAST 2017-2018

United States	2013	2014	2015	2016	2017	2018
Gross Domestic Product, Bil. of 2009	$15,612.2	15,982.3	16,397.2	16,662.1	17,028.7	17,454.4
Percent change	1.7	2.4	2.6	1.6	2.2	2.5
Nonfarm Employment (Mil.)	136.4	139.0	141.8	144.3	146.8	148.1
Percent change	1.6	1.9	2.1	1.7	1.5	1.1
Personal Income, Bil. of 2009	$13,087.9	13,568.2	14,113.2	14,438.7	14,879.7	15,390.3
Percent change	-0.2	3.7	4.0	2.3	3.1	3.4
Personal Income, Bil. of	$14,073.7	14,809.7	15,458.5	15,986.7	16,722.1	17,641.8
Percent change	1.1	5.2	4.4	3.4	4.6	5.5
Civilian Unemployment Rate (%)	7.4	6.2	5.3	4.9	4.4	4.0
CPI-U, Ann. % Chg.	1.5	1.6	0.1	1.3	2.0	2.0

Source: The Selig Center for Economic Growth, Terry College of Business, University of Georgia, 01/04/2018.

UNITED STATES BASELINE FORECAST 2018-2023

United States	2018	2019	2020	2021	2022	2023
Gross Domestic Product, Bil. of 2009	$17,454.4	17,681.3	17,557.5	17,961.3	18,374.5	18,797.1
Percent change	2.5	1.3	-0.7	2.3	2.3	2.3
Nonfarm Employment (Mil.)	148.1	148.8	147.5	147.9	150.0	151.5
Percent change	1.1	0.5	-0.9	0.3	1.1	1.3
Personal Income, Bil. of 2009	$15,390.3	15,616.2	15,494.3	15,846.4	16,221.1	16,700.6
Percent change	3.4	1.5	-0.8	2.3	2.4	3.0
Personal Income, Bil. of	$17,641.8	18,294.5	18,605.6	19,256.8	20,007.8	20,908.1
Percent change	5.5	3.7	1.7	3.5	3.9	4.5
Civilian Unemployment Rate (%)	4.0	4.4	6.7	6.5	5.9	5.1
CPI-U, Ann. % Chg.	2.0	2.2	2.5	1.2	1.5	1.8

Source: The Selig Center for Economic Growth, Terry College of Business, University of Georgia, 01/04/2018.

GEORGIA BASELINE FORECAST 2017-2018

Georgia	2013	2014	2015	2016	2017	2018
Gross Domestic Product, Bil of 2009	$424.4	438.4	451.8	465.4	480.3	495.7
Percent change	1.4	3.3	3.1	3.0	3.2	3.2
Nonfarm Employment (thousands)	4,032.4	4,144.9	4,261.9	4,378.0	4,486.9	4,574.8
Percent change	2.0	2.8	2.8	2.7	2.5	2.0
Personal Income, Bil of	$371.2	394.7	418.4	434.7	459.0	485.6
Percent change	1.6	6.3	6.0	3.9	5.6	5.8
Housing Permits, Total	36,174	39,423	45,549	51,675	52,407	58,391
Percent change	48.6	9.0	15.5	13.4	1.4	11.4
Unemployment Rate (percent)	8.2	7.1	6.0	5.4	5.0	4.9

Source: The Selig Center for Economic Growth, Terry College of Business, The University of Georgia, 01/04/2018.

GEORGIA BASELINE FORECAST 2018-2023

Georgia	2018	2019	2020	2021	2022	2023
Gross Domestic Product, Bil of 2009	$495.7	504.6	502.1	516.1	531.6	547.6
Percent change	3.2	1.8	-0.5	2.8	3.0	3.0
Nonfarm Employment (thousands)	4,578.8	4,615.9	4,588.2	4,606.6	4,675.7	4,759.9
Percent change	2.0	0.9	-0.6	0.4	1.5	1.8
Personal Income, Bil of	$485.6	506.0	516.2	537.3	562.0	587.9
Percent change	5.8	4.2	2.0	4.1	4.6	4.6
Housing Permits, Total	58,391	60,818	44,750	49,246	53,881	61,611
Percent change	11.4	4.2	-26.4	10.0	9.4	14.3
Unemployment Rate (percent)	4.9	5.2	6.5	6.3	5.5	5.3

Source: The Selig Center for Economic Growth, Terry College of Business, The University of Georgia, 01/04/2018.

ATLANTA MSA BASELINE FORECAST 2017-2018

Atlanta, MSA	2013	2014	2015	2016	2017	2018
Real Gross Metro Product, Bil of 2009	$288.5	300.0	308.8	320.2	331.4	343.0
Percent change	3.6	3.9	3.0	3.7	3.5	3.5
Nonfarm Employment (thousands)	2,414.3	2,503.4	2,582.1	2,667.8	2,747.8	2,816.5
Percent change	2.5	3.7	3.1	3.3	3.0	2.5
Personal Income, Bil of	$228.2	245.8	261.8	274.1	291.6	311.2
Percent change	1.6	7.7	6.5	4.7	6.4	6.7
Housing Permits, Total	24,297	26,683	30,342	36,357	34,272	38,625
Percent change	69.0	9.8	13.7	19.8	-5.7	12.7
Unemployment Rate (percent)	7.8	6.7	5.6	5.1	4.6	4.5

Source: The Selig Center for Economic Growth, Terry College of Business, The University of Georgia, 01/04/2018.

ATLANTA MSA BASELINE FORECAST 2018-2023

Atlanta, MSA	2018	2019	2020	2021	2022	2023
Real Gross Metro Product, Bil of 2009	$343.0	349.8	347.4	358.9	371.4	384.4
Percent change	3.5	2.0	-0.7	3.3	3.5	3.5
Nonfarm Employment (thousands)	2,816.5	2,844.7	2,821.9	2,841.7	2,887.1	2,942.0
Percent change	2.5	1.0	-0.8	0.7	1.6	1.9
Personal Income, Bil of	$311.2	328.3	335.2	352.0	370.6	389.9
Percent change	6.7	5.5	2.1	5.0	5.3	5.2
Housing Permits, Total	38,625	40,479	30,885	34,282	38,362	45,114
Percent change	12.7	4.8	-23.7	11.0	11.9	17.6
Unemployment Rate (percent)	4.5	5.0	6.3	6.4	5.4	5.1

Source: The Selig Center for Economic Growth, Terry College of Business, The University of Georgia, 01/04/2018.


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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 ten-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, Jones, Lang, LaSalle Office Vacancy Rates, CBRE Hotel Occupancy Rates and Revenue Per Available Rooms, Atlanta Personal Income, U.S. & Atlanta Metro Consumer Price Index (% Annualized), and Georgia State Product by Sector. The Office of Revenue uses the Municast Financial modeling software by inputting the aforementioned key metrics tool as 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 FY 2018 General Fund Revenue forecast, as of the date of this Proposed Budget, is $669.9 million and is on pace to exceed the revenue amount adopted by the Budget Commission in June of 2017. The estimated FY 2019 General Fund Revenue Anticipation is $667.3 million. The City Finance team expects that the overall 2018 property tax revenues will continue to grow at a rate of 2.5% with the growth being attributed to new construction. As of the publication of the FY 2019 Proposed Budget, there is no available estimate from the Tax Assessor's office on the 2018 tax digest. Therefore, the City relies on historic and other independent economic data including the S&P 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 City General Fund revenues accounting for approximately 31% percent 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.

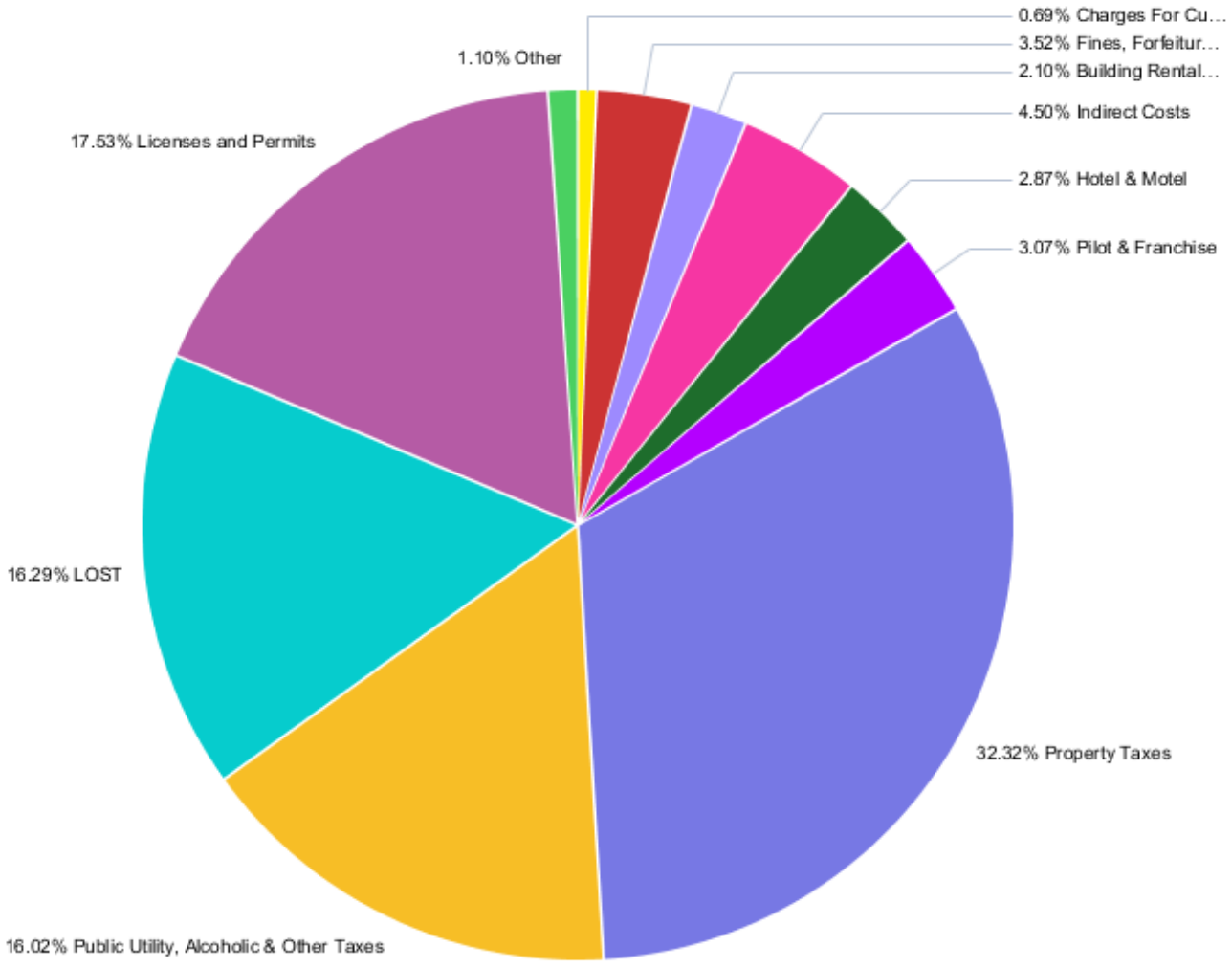
More discussion on Property Tax revenue assumptions is provided later in the trend narrative. Sales Tax revenue is the next largest share of General Fund revenues accounting for approximately 17% of General Fund revenues. Sales Tax revenue is highly elastic and demonstrates significant peak and troughs 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 2019 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

	FY16 Actual	FY17 Actual	FY18 Adopted	FY19 Final Proposed	%
Property Taxes	193,217,360	198,105,145	201,920,376	215,679,068	32.32
Public Utility, Alcoholic Beverage and Other Taxes	108,686,135	101,005,269	103,908,966	106,923,683	16.02
Local Option Sales Taxes	103,515,450	103,354,450	105,392,343	108,730,000	16.29
Licenses and Permits Revenue	78,447,025	116,965,223	114,375,544	116,975,544	17.53
Other Revenue	17,239,105	85,236,931	7,332,494	7,332,494	1.10
Charges For Current Services	10,229,588	6,574,030	4,662,826	4,582,826	0.69
Fines, Forfeitures and Penalties	24,392,140	22,769,305	28,108,818	23,472,056	3.52
Building Rentals and Concessions	7,411,202	11,368,725	13,990,662	13,990,662	2.10
Indirect Costs Recovery	36,807,162	33,338,968	31,431,000	30,000,000	4.50
Hotel & Motel Tax Revenue	18,196,674	18,138,507	17,541,183	19,151,183	2.87
Pilot & Franchise Fees	19,394,197	19,887,243	19,983,046	20,483,276	3.07
Total	$617,536,036	$716,743,795	$648,647,258	$667,320,792	100%



GENERAL FUND

The General Fund is the primary 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 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Property Taxes	$193,217,360	$198,105,145	$201,920,376	$215,679,068 (1)

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 2019 Budget Anticipation - $205,327,382(1)

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 2017 net tax digests have continued to grow at an average of about 4.6% over the period. The 2017 net tax digest increased by 3.5% with a net tax digest of $26.7 billion compared to $25.5 billion in 2016. The 2017 City's tax digest is comprised as follows: 47% residential and 53% non-residential. The 2018 net tax digest is expected to grow and continue the positive trend reflective of the real estate rebound witness throughout the city of Atlanta.

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 2.5%. The 1999 Taxpayer's 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, "Home prices have recovered relatively quickly in the Atlanta market. As of mid-2017, Atlanta's home prices were 8 percent above their pre-recession peak levels. In terms of new single-family home construction, Atlanta's housing recovery began in 2010 and gained traction in 2012-2017. The 2018 prospects for Atlanta's single-family homebuilding outlook are excellent."

Intangible Recording Taxes: FY 2019 Budget Anticipation - $5,350,889(1)

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. The projected Intangible Recording Tax revenue growth is estimated at 2.0% above the prior year's budget amount.

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

Real Estate Transfer Tax: FY 2019 Budget Anticipation - $2,691,082[(1)]
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 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. The projected Real Estate Transfer Tax revenue growth is estimated at 5% above the prior year's budget amount.

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 percent, which exceeds the decline experienced by the nation. But, home prices have recovered relatively quickly in the Atlanta market." As of January 2018, Atlanta's home prices have exceeded their pre-recession peak levels of 136.47 in July 2007. The S&P Case-Shiller Atlanta Home Price Index as of January 2018 is 141.49 as compared to 132.84 as of January 2017, which represents a 6.5% year-over-year increase. Over the Pre-Recession to Recovery horizon, the Atlanta S&P Case-Shiller Index has grown by 71% from the Great Recession low of 82.54 in March 2012.

Other Taxes: FY 2019 Budget Anticipation - $2,309,715[1)]
This category consists of prior year property taxes, penalties & interest, and payments in lieu of taxes (PILOT). Other Taxes revenue growth is estimated to remain relatively stable and reflects current collection trends.

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 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Public Utility, Alcohol Beverage and Other Taxes	$108,686,135	$101,005,269	$103,908,966	$106,923,683 [(2)]

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 2019 Budget Anticipation - $42,793,230[(2)]
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. This revenue source correlates with Atlanta

[(2)]This category includes Public Utility Franchise Fee, Alcohol Tax, Insurance Premium Tax, and Other Taxes.

unemployment and real estate development trends. The overall growth in this category has been hindered due to negotiated changes to certain franchise fee amounts for fiscal years 2018 to 2020. Under normal conditions, as unemployment declines and real estate development increases, the demand for public utility services increases which generates additional franchise revenue.

Alcohol Tax: FY 2019 Budget Anticipation - $ 19,048,592 [2]
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 reflects a 2.5% growth estimate for next year, which is tied to trends in taxable sales from food and drinking establishments. Alcohol consumption has tended to be inelastic.

Insurance Premium Tax: FY 2019 Budget Anticipation - $ 29,618,365 [2]
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. The projected revenue growth in this category for the upcoming year is 8% above last year's budget.

Other Taxes: FY 2019 Budget Anticipation - $ 15,463,496 [2]
This category consists of various revenue sources including motor vehicle, other public utility taxes, and title ad valorem taxes. There is a slight increase estimated for this category in FY 2019 and is due mainly to estimated increases in the Public Utility tax revenues.

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 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Local Option Sales Tax	$103,515,450	$103,354,450	$105,392,343	$108,730,000

FY 2019 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 at 2.7% and is expected to be buoyed by the upcoming NFL Super Bowl. This revenue has been stable and seen very little fluctuation over the last several years due to favorable employment and personal income statistics. The Selig report indicates, "We expect that job creation will total 68,900 by the end of this year (including 17,000 premium jobs), an increase of 3.1%, which is slightly lower than the 2016 growth rate of 3.4%. In 2018 we expect the addition of 51,900 new jobs (with 12,500 premium jobs)." Real personal income is projected to increase by an average annual rate of 3.5% over the five-year forecast horizon.

LICENSES AND PERMITS

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

Major Revenue Category	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Licenses and Permits	$78,447,025	$116,965,223	$114,375,544	$116,975,544 [3]

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 2019 Budget Anticipation - $62,422,416[3]

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 current year general business/license tax revenue is based on annual growth of 2.8% which includes a proposed administrative rate increase. This revenue is closely correlated with employment levels and consumer demand. The Selig report indicates that Non-Farm Employment is projected to grow by an average annual growth of 1.0% from 2019-2023. "Atlanta will be one of the fastest growing large MSAs in the nation, especially with respect to job growth. Business development, a revival of population growth – due to an upturn in domestic migration – and the housing recovery will strongly underpin Atlanta's robust economic expansion. In 2018, new jobs will be plentiful, but the pace of job growth will slow slightly. The area's economy and its growth are extremely diverse, which decreases the economic risk associated with living and doing business in Atlanta. The MSA's politics are very business friendly. Atlanta is a major business and logistics hub."

Building Permits: FY 2019 Budget Anticipation - $33,286,387[3]

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 closed in FY2017. The revenues from the Building Permits fund are now a part of the General Fund. The GSU Economic Forecasting Center report dated November 2017 states, "In 2018, we expect a gain of only 0.5%, while in 2019 total housing permits are forecast to grow by a better 3.0%." The Office of Revenue is projecting Building Permit revenue growth of 5.7% in FY2019 which is a moderate increase above the prior year budget amount.

This revenue summation noted above contains the revenues from the various types of building permits and is comprised of building, plumbing, electrical, and HVAC permits.

Other Licenses/Permits: FY 2019 Budget Anticipation - $21,266,741[3]

This category contains all remaining revenues in the license/permits major revenue category with the exception of the 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

[3]This category includes General Business/ License Tax, Building Permits, and Other Licenses/Permits.

development and reflects an increase of 3.6% over the prior year budget amount. Revenues within this category are also correlated to infrastructure investments and the hospitality related sectors.

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 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Other Revenues	$17,239,105	$85,236,931	$7,332,494	$7,332,494

FY 2019 Budget Anticipation:
The anticipation is being held constant to the prior year because the historical trends in these revenues within this category, reveal an abundance of volatility due to the non-recurring revenues typically held in this category.

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 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Charges For Current Services	$10,229,588	$6,574,030	$4,662,826	$4,582,826

FY 2019 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. Case statistics are captured monthly by the corresponding case types.

Major Revenue Category	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Fines, Forfeitures and Penalties	$24,392,140	$22,769,305	$28,108,818	$23,472,056

FY 2019 Budget Anticipation:
The FY 2019 Proposed 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 FY 2017. Traffic citations, a major metric, are down. APD stated that the Department's primary focus is reducing major crimes and getting guns off the street, hence the reduction in citations. The FY 2019 forecast also holds constant the current guaranteed revenue assumption from outsourced parking received through the contract with the current vendor ATL Plus.

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 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Building Rentals and Concessions	$7,411,202	$11,368,725	$13,990,662	$13,990,662

FY 2019 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." This revenue has also been impacted greatly by the Federal Administration's aggressive stance on illegal immigration. The Jones Lang LaSalle (JLL) most recent quarterly report states, "Direct asking rents continued to increase at a steady clip. Overall rates have now increased for 16 of the last 17 quarters, growing more than 23 percent over this time. After passing $30 per square foot for the first time earlier this year, urban Class A rates have not slowed down, ending the year at $31.55 per square foot, increasing 11.0 percent from 2016."

Class A buildings are typically large buildings built after 1991, with full amenity packages. Class B buildings are generally older buildings that have been renovated and/or have more limited amenity packages.

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 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Indirect Cost Recovery	$36,807,162	$33,338,968	$31,431,000	$30,000,000

FY 2019 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 Mercedes-Benz Stadium. 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 20th 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 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Hotel and Motel Tax	$18,196,674	$18,138,507	$17,541,183	$19,151,183

FY 2019 Budget Anticipation:
This anticipation is tied to commercial development and the hospitality related sectors. The budget anticipation reflects an increase of 9% over the prior year budget amount. Revenues within this category are expected to be favorably impacted by the upcoming NFL Super Bowl.

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-HR 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-HR Hotels most recent quarterly report states, "Looking towards 2018, Atlanta RevPAR is expected to grow 3.1%. Occupancy is expected to rise 0.4%, while average room rates are projected to increase 2.7%. Revenue is expected to continue to climb in 2019."

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 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Pilot and Franchise Fees	$19,394,197	$19,887,243	$19,983,046	$20,483,276

FY 2019 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

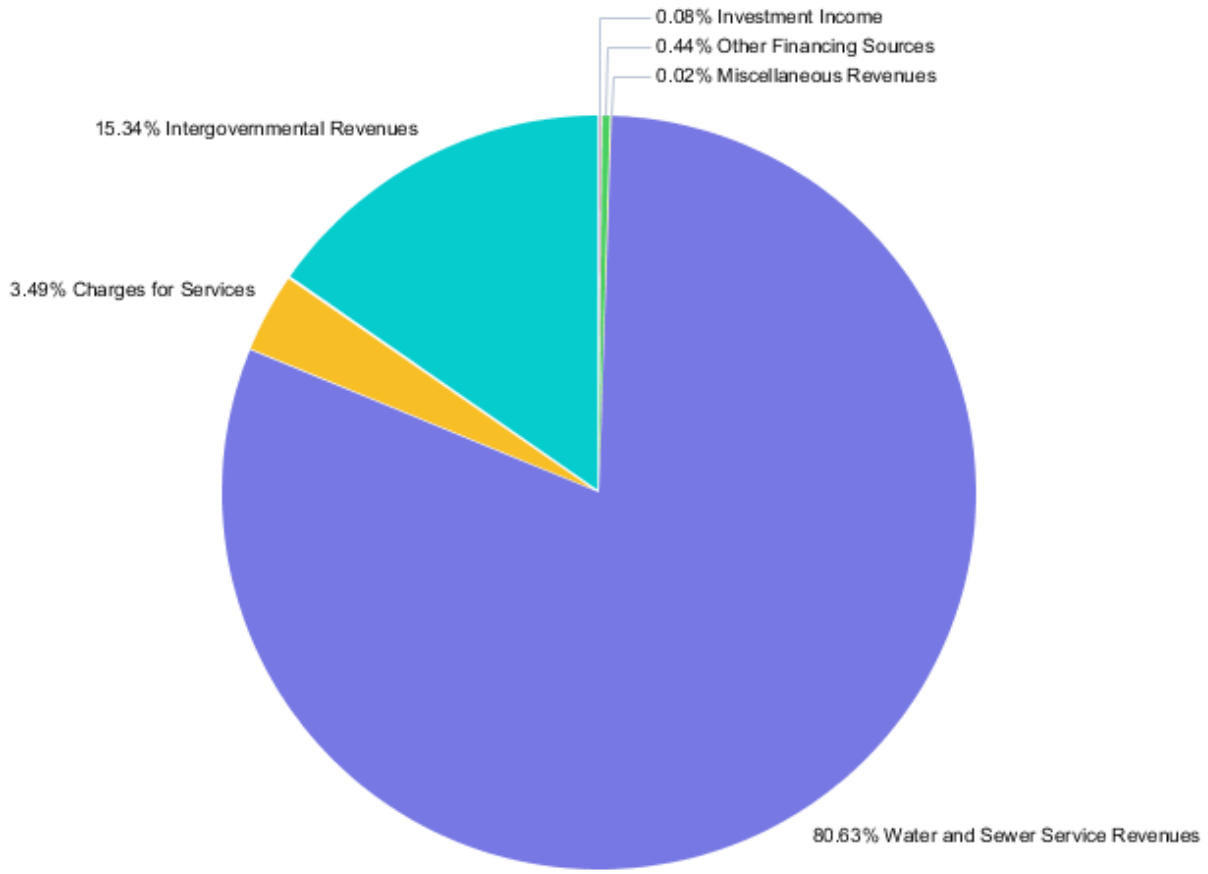
Revenue Category	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
General Fund	$617,536,036	$716,743,795	$648,647,258	$667,320,792

The improving local economy as indicated by the Atlanta Gross Metro Product forecast of 2.0% and a 71% increase in the S&P Case-Shiller Index over the pre-recession horizon, all support a FY 2019 anticipated General Fund Revenue growth rate of 2.9% above the prior year adopted budget amount.

The Fiscal Year 2019 General Fund proposed revenue budget assumes 2.5% new construction property tax digest growth and rollback of the current millage rate of 8.84 mills.

REVENUE BY MAJOR CATEGORY
Water & Wastewater Revenue Fund

	FY16 Actual	FY17 Actual	FY18 Adopted	FY19 Final Proposed	%
Water and Sewer Service Revenues	449,286,166	460,663,986	445,450,217	459,973,640	80.63
Charges for Services	8,204,042	12,641,169	24,129,600	19,905,000	3.49
Intergovernmental Revenues	132,653,406	131,709,603	87,500,000	87,500,000	15.34
Investment Income	985,633	668,228	455,000	455,000	0.08
Other Financing Sources	2,530,660	2,598,342	2,500,000	2,500,000	0.44
Miscellaneous Revenues	66,195	72,519	120,000	120,000	0.02
Total	$593,726,101	$608,353,848	$560,154,817	$570,453,640	100%



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 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Water and Sewer Service Revenue	$449,286,166	$460,663,986	$445,450,217	$459,973,640

FY 2019 Budget Anticipation:

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 2019.

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 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Charges for Services	$8,204,042	$12,641,169	$24,129,600	$19,905,000

FY 2019 Budget Anticipation:

The increase above FY 2017 actuals 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 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Intergovernmental Revenue	$132,653,406	$131,709,603	$87,500,000	$87,500,000

FY 2019 Budget Anticipation:
The FY 2019 anticipated revenues from the Municipal Option Sales Tax are $125M, which is consistent with the amount collected in FY 2018. In FY 2019 $87.5M will be allocated to 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 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Investment Income	$985,633	$668,228	$455,000	$455,000

FY 2019 Budget Anticipation:
The FY 2019 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 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Other Financing Sources	$2,530,660	$2,598,342	$2,500,000	$2,500,000

FY 2019 Budget Anticipation:
The FY 2019 Proposed fee of $2.5M is in line with the FY 2018 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 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Miscellaneous Revenues	$66,195	$72,519	$120,000	$120,000

FY 2019 Budget Anticipation:
The Department based its estimate on revenues generated in prior fiscal years.

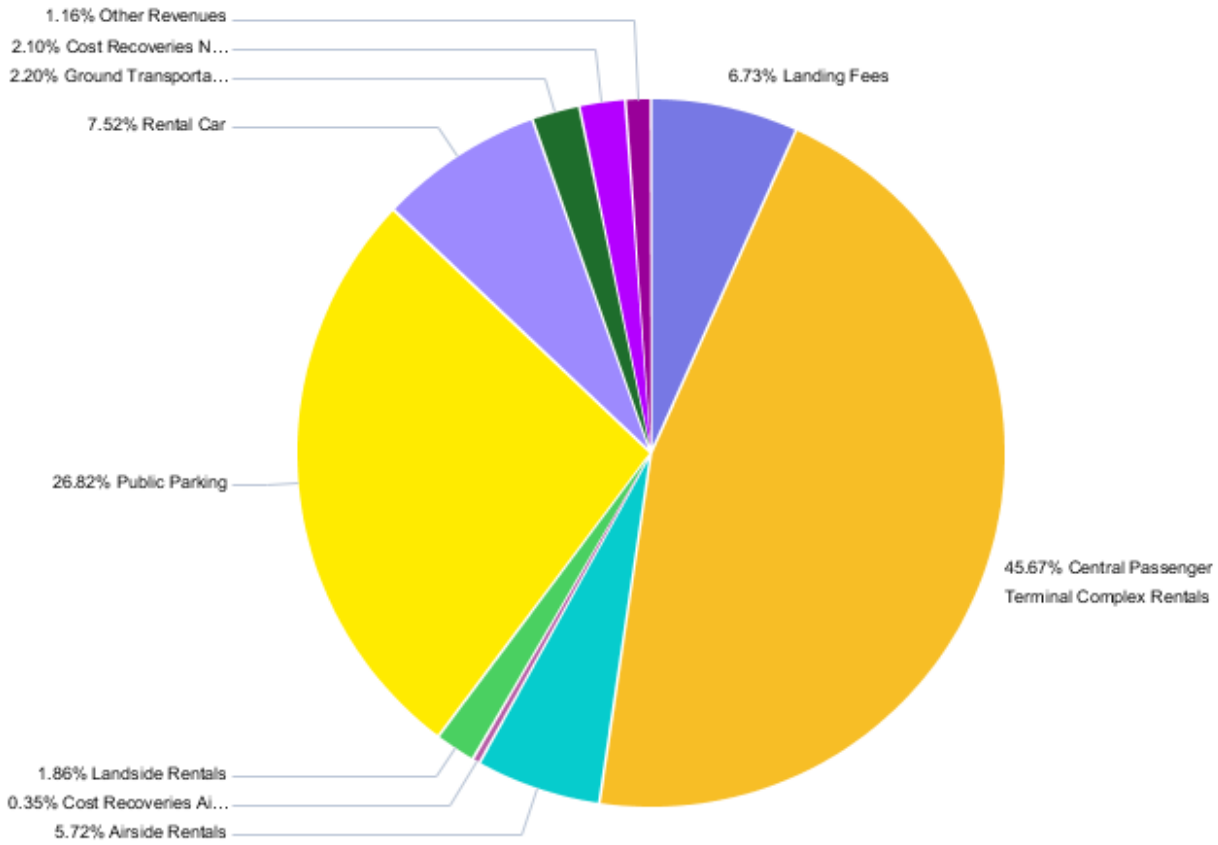
OVERALL WATER & WASTEWATER REVENUE FUND FORECAST

Revenue Category	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Water & Wastewater Revenue Fund	$593,726,101	$608,353,848	$560,154,817	$570,453,640

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

	FY16 Actuals	FY17 Actuals	FY18 Adopted	FY19 Final Proposed	%
Aeronautical Revenues					
Landing Fees	17,245,644	17,219,858	35,790,737	36,490,739	6.73
Central Passenger Terminal Complex Rentals	143,018,419	148,546,045	208,474,800	247,548,960	45.67
Airside Rentals	28,127,466	30,266,849	29,100,640	31,011,543	5.72
Cost Recoveries : Airline	36,221,752	37,890,011	10,178,610	1,888,725	0.35
Sup-Total Aeronautical Revenues	224,613,281	233,922,763	283,544,787	316,939,967	58.48
Non-Aeronautical Revenues					
Landside Rentals	11,883,634	9,236,020	9,452,128	10,066,932	1.86
Public Parking	132,089,878	131,895,218	127,646,543	145,376,736	26.82
Concessions	110,786,685	113,874,070	116,818,004	120,355,456	22.21
Concession Credits	(58,919,887)	(61,167,043)	(103,188,971)	(121,043,037)	(22.33)
Rental Car	38,811,959	40,358,962	40,580,777	40,760,176	7.52
Other Commercial Revenues	-	-	-	-	-
Ground Transportation	4,886,077	8,041,194	10,091,712	11,899,947	2.20
Cost Recoveries : Non Airlines	14,211,608	15,401,479	15,140,000	11,384,000	2.10
Interest Income	1,123,399	(59,221)	-	-	-
Other Revenues	8,447,699	5,847,340	8,367,492	6,266,217	1.16
Miscellaneous Revenue	1,437	63,825	-	-	-
Sub-Total Non-Aeronautical Revenues	263,322,489	263,491,844	224,907,685	225,066,427	41.52
Total	$487,935,770	$497,414,607	$508,452,472	$542,006,394	100%



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 our signatory and non-signatory carriers. These fees are intended to recover the cost of operating and maintaining the airfield; including all capital improvement projects, debt service and debt service coverage. The FY18 landing fee for signatory airlines at ATL is $0.7466 per 1,000 pounds of landed weight and $0.773 for non-signatory carriers.

Major Revenue Category	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Landing Fees	17,245,644	17,219,858	$35,790,737	$36,490,739

FY 2019 Budget Anticipation:

Landing Fees are expected to increase in FY19, primarily due to the full impact of our newly implemented Airlines Use and Lease Agreement (AULA); which became effective the second quarter of FY18 and the projected increase in passenger growth.

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 intended to recover cost associated with the safety and security of the facilities, capital cost associated with the construction and upgrade of the CPTC's, as well as the debt service requirement and coverage.

Major Revenue Category	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
CPTC Rentals	$143,018,419	$148,546,045	$208,474,800	$247,548,960

FY 2019 Budget Anticipation:

These rents are expected to increase over the next five years, due to the anticipated issuance of General Airport Revenue Bonds (GARBs) in FY19. This funding is needed in order to complete the Terminal Modernization Program.

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 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Airside Rentals	$28,127,466	$30,266,849	$29,100,640	$31,011,543

FY 2019 Budget Anticipation:
Minimal growth is expected from this revenue stream. Several leases will be escalated by 3%, in FY 2019, new appraisals will be obtained and the rates will be recalculated.

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 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
CPTC Cost Recoveries	$36,221,752	$37,890,011	$10,178,610	$1,888,725

FY 2019 Budget Anticipation:
These charges will be incorporated into a consolidated terminal rental rate, effective October 1, 2017. The full impact of FY 2019 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 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Landside Rentals	$11,883,634	$9,236,020	$9,452,128	$10,066,932

FY 2019 Budget Anticipation:
The current projections reflect no substantive growth. The base rent for some leases will experience standard escalations based on the lease agreement; however, this will have minimal impact on revenues.

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 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Public Parking	$132,089,878	$131,895,218	$127,646,543	$145,376,736

FY 2019 Budget Anticipation:
Parking will increase in FY19 due to a rate increase, effective August 2017. However, a decrease in revenue is expected in FY20, due to certain ongoing construction projects that will impact 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 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Inside Concessions	$110,786,685	$113,874,070	$116,818,004	$120,355,456

FY 2019 Budget Anticipation:
The projected increase in enplanements and concessionaires' gross revenues will have a positive impact on concessions revenues.

INSIDE CONCESSIONS CREDIT AND PER PASSENGER REVENUE CREDIT
Seventy percent of all concessions revenues are shared with the contracting airlines and $0.60 per enplaned passengers. Additionally, the Airport's portion of certain operational costs are reflected in this account.

Major Revenue Category	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Inside Concessions Cr.	($58,919,887)	($61,167,043)	($103,188,971)	($121,043,037)

FY 2019 Budget Anticipation:
This credit will reflect changes in direct correlation to Inside Concessions and Enplaned Passengers. As this increase, so will the airline credits.

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 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Rental Car	$38,811,959	$40,358,962	$40,580,777	$40,760,176

FY 2019 Budget Anticipation:
The Airport is anticipating some growth due to a projected increase in originating/destination passengers. Although, the origination and destination metric is a main driver for this revenue, Transportation Network Companies (TNC) is having an effect on this revenue stream.

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 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Other Commercial Revenues*	$8,449,136	$5,911,165	$8,367,492	$6,266,217

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

FY 2019 Budget Anticipation:
This category is expected to increase slightly above FY 2017 actuals. We will continue to recover the operating and maintenance cost from the cell phone providers, there will be a slight increase in security charges due to BORN violations now that all employees are screened and a new requirement by TSA to fingerprint every two years.

GROUND TRANSPORTATION

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

Major Revenue Category	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Ground Transportation	$4,886,077	$8,041,194	$10,091,712	$11,899,947

FY 2019 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 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Cost Recoveries: Non-Airline	$14,211,608	$15,401,479	$15,140,000	$11,384,000

FY 2019 Budget Anticipation:

The Airport is experiencing less than expected expenses for operation and maintenance cost from the RCC facility. In addition, there is a decrease in utilities from the City of College Park since the installation of new meters. Also, there is no time frame when the security improvement projects will start.

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 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Investment Income	$1,123,399	($59,221)	$0	$0

FY 2019 Budget Anticipation:
Revenues for this category are not anticipated but based on actual investment performance.

OVERALL AVIATION REVENUE FUND FORECAST

Revenue Category	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Aviation Operating Revenue Fund	$487,935,770	$497,414,607	$508,452,472	$542,006,394

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

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 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.

Major Revenue Category	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
City Plaza Operating Fund	$11,195,903	$1,452,608	$2,746,599	$1,015,600

FY 2019 Budget Anticipation:
The City Plaza Operating Fund income forecast is primarily based on historical rents from residents, tenants, and parking fees.

EMERGENCY TELEPHONE SYSTEM FUND

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

Major Revenue Category	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
E-911 Revenue	$18,036,472	$16,904,174	$20,233,845	$19,986,175

FY 2019 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's E-911 revenue forecast correlates to per capita and telecommunication subscriber trends. In May of 2017 the City approved an increase to Public Safety Access Assessment from $26 for residential to $34 and from $307 for commercial to $397 to cover increases in operating expenses. FY 2019 Budget Anticipations were reduced slightly to align with current collection trends.

FLEET SERVICES FUND

The Fleet Services Fund was established for accounting 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.

Major Revenue Category	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Fleet Services Revenue	$37,099,645	$54,171,099	$33,400,588	$33,400,588

FY 2019 Budget Anticipation:

The Fleet Services Fund source of income is derived from charge-back recovery to the participating City departments. The forecast 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 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Group Insurance	$143,972,348	$146,180,835	$157,520,018	$153,520,750

FY 2019 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.

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 Mercedes-Benz Stadium. 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 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Hotel/Motel Tax	$72,815,822	$72,583,062	$71,867,980	$76,635,386

FY 2019 Budget Anticipation:

This anticipation is tied to commercial development and the hospitality related sectors. The budget anticipation reflects an increase of 6.6% over the prior year budget amount. Revenues within this category are expected to be favorably impacted by the upcoming NFL Super Bowl.

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-HR 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-HR Hotels most recent quarterly report states, "Looking towards 2018, Atlanta RevPAR is expected to grow 3.1%. Occupancy is expected to rise 0.4%, while average room rates are projected to increase 2.7%. Revenue is expected to continue to climb in 2019."

Note: In November 2011, the Hotel Motel Tax rate increased from 7% to 8%.

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 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Rental/Motor Vehicle Tax	$1,188,750	$1,253,762	$1,092,076	$1,379,138

FY 2019 Budget Anticipation:

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

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.

Major Revenue Category	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Solid Waste Services Revenue	$46,588,043	$54,553,392	$51,130,117	$51,717,571

FY 2019 Budget Anticipation:

Solid Waste Fund revenues are primarily comprised of user fees to cover the cost of operations. A 12.5% fee increase is being considered but will have to be approved and adopted before inclusion in the budget.


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ATLANTA GA

Operational Summaries

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
City Planning
Solicitor's Office
Board of Ethics
Atlanta Citizens Review Board
City Auditor's Office
Public Defender

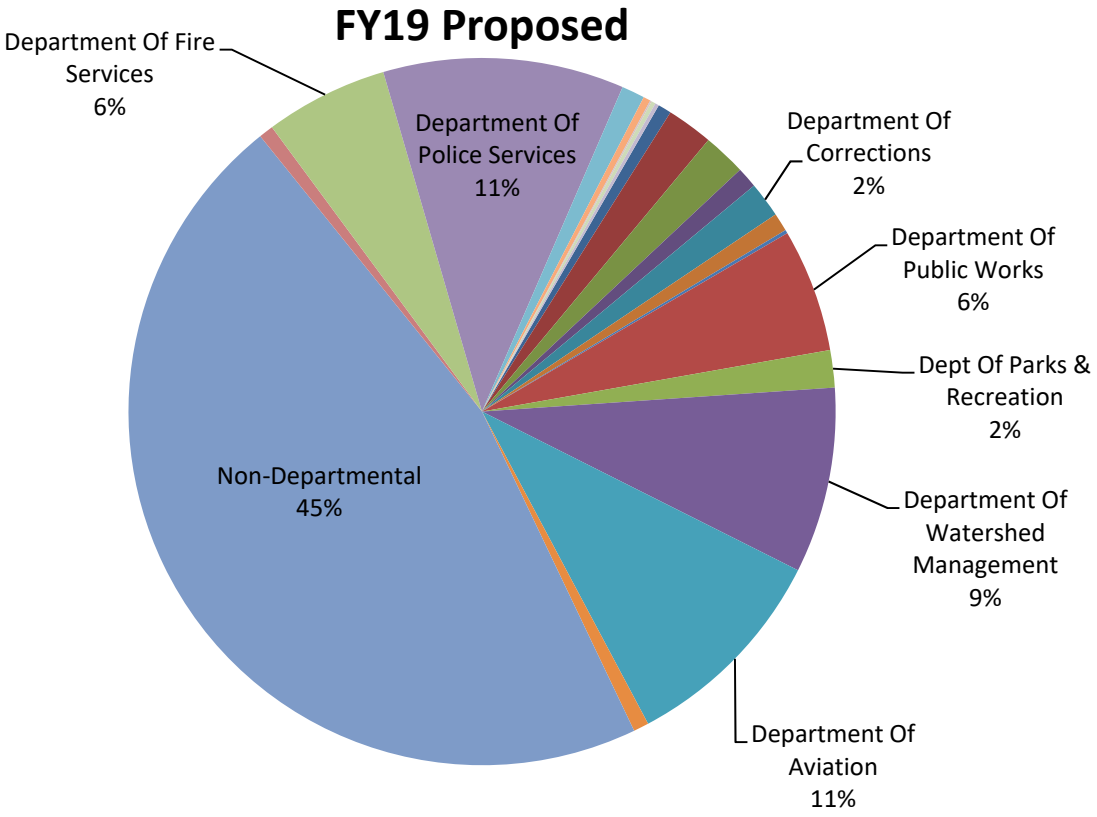
Proposed Budget
FY 2019


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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 2016 to 2019. There is also an explanation of major variances between FY2018 Adopted and the FY2019 Proposed budgets.



The operating budget totals $2.1B, and the largest percent of the total or 45% 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.


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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, Felicia A. Moore 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: **Amir R. Farokhi**

District 3: **Ivory Lee Young, Jr.**

District 4: **Cleta Winslow**

District 5: **Natalyn M. Archibong**

District 6: **Jennifer N. Ide**

District 7: **Howard Shook**

District 8: **J.P. Matzigkeit**

District 9: **Dustin Hillis**

District 10: **Andrea L. Boone**

District 11: **Marci Collier Overstreet**

District 12: **Joyce M. Sheperd**

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

Post 2 At-Large: **Matt Westmoreland**

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 Office 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

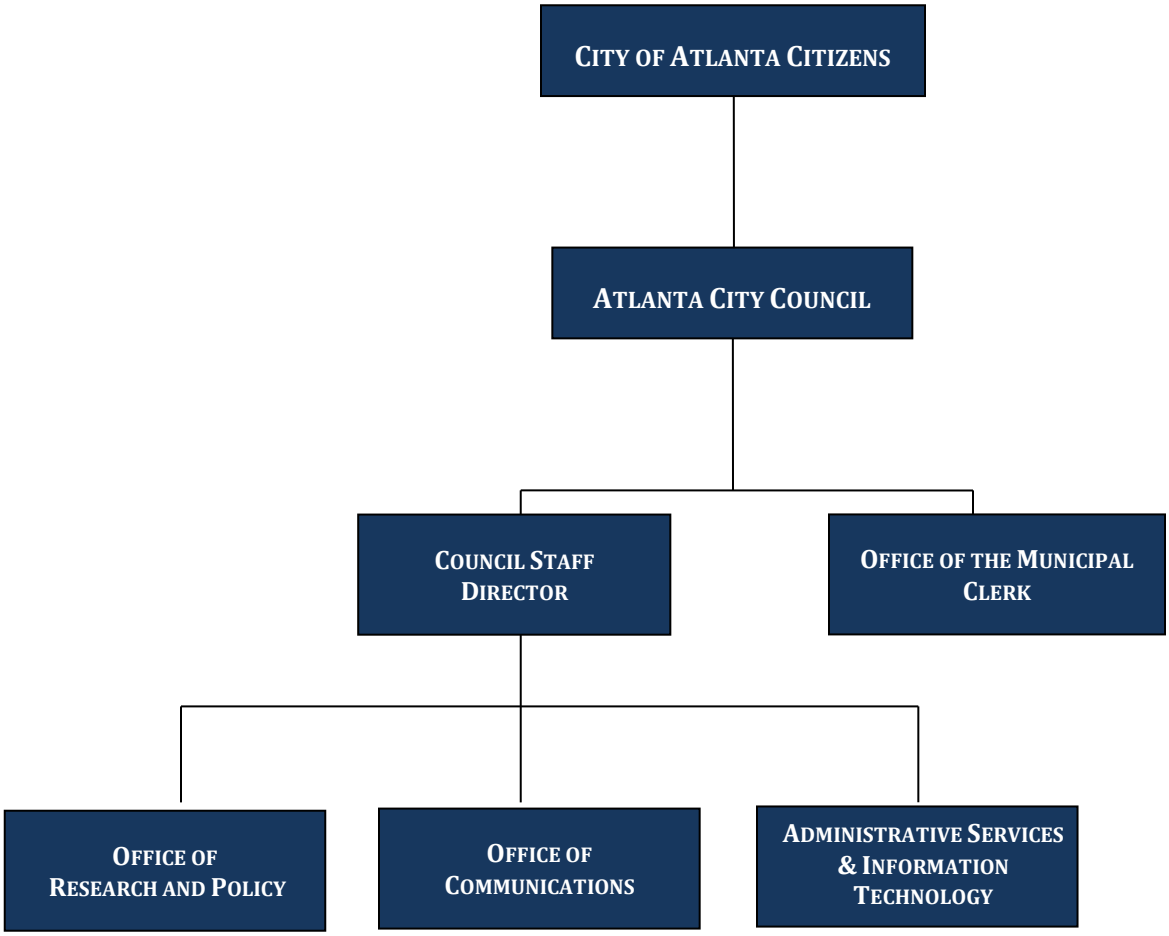
financial and campaign disclosure filings by candidates and office holders, citizens' elected official recall and referendum efforts. Atlanta's election results can also be obtained from the Clerk's Office.

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



FY19 OPERATING BUDGET HIGHLIGHTS
City Council
General Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$2,575,788	$2,632,880	$3,203,219	Salaries, Regular	$3,203,219	$0
$2,124,050	$2,172,760	$2,983,568	Salaries, Perm Part-Time	$2,983,568	-
-	-	-	Salaries, Sworn	-	-
$193,572	$201,384	$258,487	Salaries, Extra Help	$258,487	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$588,210	$538,768	$462,213	Pen Cont Gen Emp Pen Fd	$462,214	$0
$148,276	$158,702	$96,544	Defined Contribution	$96,544	$0
-	$1,281	-	Workers' Compensation	-	-
$714,627	$749,366	$415,162	Other Personnel Costs	$450,162	$35,000
$6,344,524	*$6,455,140*	*$7,419,193*	*TOTAL PERSONNEL*	*$7,454,193*	*$35,000*
			OTHER EXPENSES		
$598,820	$391,213	$677,312	Purchased / Contracted Services	$677,312	-
$26,129	$57,773	$82,845	Supplies	$82,845	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
$1,368,361	$1,608,726	$3,112,619	Other Costs	$3,112,619	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	$25,000	-	Other Financing Uses	-	-
$1,993,310	*$2,082,711*	*$3,872,776*	*TOTAL OTHER EXPENSES*	*$3,872,776*	-
$8,337,834	**$8,537,851**	**$11,291,969**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$11,326,969**	**$35,000**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$8,337,834	$8,537,851	$11,291,969	General Fund	$11,326,969	$35,000
$8,337,834	**$8,537,851**	**$11,291,969**	**TOTAL EXPENSES**	**$11,326,969**	**$35,000**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
49.00	48.00	46.00	Full Time Equivalent	46.00	-

FY19 OPERATING BUDGET HIGHLIGHTS
City Council
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	$0	
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	$0	
Defined Contribution	$0	
Workers' Compensation	-	
Other Personnel Costs	$35,000	Increase due to a proposed $500 Compensation Bonus.
TOTAL PERSONNEL	$35,000	
OTHER EXPENSES		
Purchased / Contracted Services	-	This line includes the Council Members expense account and postage for Council Offices.
Supplies	-	This line includes general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	This line includes Carry Forward which accumulates and carries forward unexpended funding for operating expenses annually.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	-	
TOTAL PERSONNEL AND OTHER EXPENSES	**$35,000**	

FUND	VARIANCE (19-18)	EXPLANATION
General Fund	$35,000	
TOTAL EXPENSES	**$35,000**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	-	

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 (COA); 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 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 26 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, 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 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 Chief Operating Officer is supported by the following organizations:

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 the Lakewood Amphitheatre and the Government Center Parking Deck.

The Office of Resilience serves as a Division of the Mayor's Office to combat physical, social and economic challenges that face our city through the implementation of the Resilience Strategy; which supports the advancement of environmental and economic sustainability in the City of Atlanta. The ultimate objective is to ensure Atlanta becomes one of the top ten resilient and sustainable cities in the U.S.

The Office of Innovation Delivery and Performance drives progress on mayoral priorities and delivers 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 / ATL311 is responsible for providing Atlanta residents, visitors and business owners with fast, easy access to information and non-emergency services.

FY2018 Accomplishments

Office of Emergency Preparedness

- Primary City Coordinator and Mayor's Office Liaison for major disruptions and special events including: I-85 Bridge Collapse and Traffic Mitigation; Georgia Dome Implosion; Winter Weather; Hurricane Irma; College Football Playoffs.
- Established City Vector-Borne Illness Preparedness Program.
- Developed and implemented inclusive Community Preparedness Education and Outreach Program targeting seniors and youth,

with over 35+ events hosted throughout the city.
- Submitted and won the $400K, 18-month Critical Infrastructure Resilience. Institute (CIRI) / Department of Homeland Security (DHS) Grant. Phase II was awarded.
- Lead Coordinator of Public Safety Familiarization tours and integration program with Centers for Disease Control and Prevention (CDC)/Emory/Children's Healthcare of Atlanta (CHOA).
- Mayor's Office Liaison to Urban Area Security Initiative (UASI) and Co-Lead of Cyber-Security Working Group, leveraging best practices and lessons learned across six jurisdictions.
- Development of focused cost recovery and documentation program, resulting in 59% reimbursement of eligible costs, the highest in the city's history.

Office of Workplace Safety
- Successful roll out and implementation of (phase 1) Personal Protective Equipment (PPE) vending machines. Affording employees 24/7 direct access to safety equipment.
- Expanded the Safety Floor Warden program to the following facilities: Atlanta Workforce Development Agency (AWDA), Georgia Hill, Public Safety Training Annex, Birdine and Dunbar neighborhood centers, and the COA Fitness Center.
- Partnered with the Office of Emergency Preparedness and Office of Enterprise Assets Management (OEAM) to identify critical shelter in place locations across the organization, updated evacuation maps to include the identified SIP's, installed signage visible to employees and visitors, and updated the City Hall emergency alert system to include shelter in place alert in English and Spanish.
- Delivered a total of 48,000 hours of safety related training to employees across the organization in the areas of Defensive Driving, Occupational Safety & Health, First Aid/CPR, Active Shooter (in partnership with APD-SWAT), and safety training for leadership.
- Participated as board member and speaker to the National Safety Council's Government & Public-Sector Division in May 2017.
- Partnered with the Department of Human Resources, including Employee Assistance Program (EAP) to develop a Citywide Workplace Violence and Bullying policy, to ensure the safety, health and well-being of all employees across the organization.

ATL311
- Achieved a service level year-to-date of 84% against a target of 80%, and an abandon rate of 3% against a target of 5%, while answering on average 33,000 calls per month.
- Transitioned management of the Everbridge platform and NotifyATL to the Office of Customer Service, and re-launched NotifyATL as a city-wide platform for mass communication.
- Delivered an ATL311 mobile app to provide a fast, easy channel for reporting issues to the City of Atlanta.
- Implemented the Service Order Management (SOM) system for ATL311, Department of Watershed Management (DWM), Department of Public Works (DPW), OEAM and Department of Parks & Recreation (DPRC). SOM is an enterprise technology platform that will improve end-to-end tracking and fulfillment of Service Requests / Work Orders for the user departments.
- Extended ATL311 operating hours to 7:00am – 8:00pm and began handling all calls for Code Enforcement.
- Upgraded the ATL311 call center telephone infrastructure to improve resilience as well as reporting & analytics capability.
- Introduced a Virtual Hold option so that ATL311 customers can receive a call back for service instead of waiting on hold.
- Continued focus on Employee Engagement to ensure ATL311 employees are motivated and equipped to deliver the best possible customer service.
- Updated the ATL311.com portal to make it easier to use for our constituents.
- Expanded the ATL311 community outreach program to ensure ATL311 hears directly from constituents on how service can be improved. This includes collaboration with members of City Council to support their events, and attendance at festivals and other high traffic events to raise awareness of ATL311.
- Expanded ATL311 social media support capability on NextDoor, Twitter, Facebook and Instagram.
- Partnered with key departments (DWM, DPW, Office of Revenue) to implement process improvements that enable better customer service.

- Established an Emergency Response Team (ERT) so that ATL311 staff can work from home during inclement weather.
- ATL311 received the annual "Award of Excellence" from industry group CS Week - Engage 311.

Office of the Chief Equity Officer
- Developed a comprehensive equity policy agenda addressing issues of housing, affordability and homelessness, economic opportunity, equitable infrastructure investment, and the justice system.
- Helped 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.
- Advised 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.
- Worked across City departments to initiate the development of targeted-hire standards for public projects.
- Worked across City departments to initiate the development of a coordinated youth engagement strategy.
- Initiated an innovative partnership between the City of Atlanta and GE to strengthen trust between Atlanta Police Department (APD) and Atlanta's communities by leveraging General Electric (GE's) management and technical expertise and resources to improve APD's recruiting, training, data assessment and transparency practices.
- Lead a national task force on economic mobility and opportunity. Chaired by then Mayor Reed in partnership with the National League of Cities.

Office of Intergovernmental Affairs
- State legislation passed to give the City of Atlanta three additional Municipal Option Sales Tax (MOST) referendums beginning in 2020.
- State legislation passed to cap the COA property tax assessments at 2.6 percent.
- Lobbied our Congressional delegation for a $1.875 million Community Oriented Policing Services (COPS) grant, which we were awarded.
- Finalized 2 community annexations into the City of Atlanta.

Office of International Affairs
- 2017 International Business Development Summit
- 2017 International Startup Exchange
- 2017 Rotary International Convention
- Welcomed more than 70 international delegations
- Passport to Exports Seminar
- Trade Mission with Germany, Norway, and France

Office of Communications / ATL26
- ATL26 covered the 2018 Inauguration of Mayor Keisha Lance Bottoms from beginning to end, which included live streaming on the web and on the channel.
- Won the First Place National Association of Telecommunications Officers and Advisors (NATOA) Award in production Partnership for the State of the City video in 2017.

Office of Resilience
- Atlanta Conference - Host of 300 attendees to Southeast's largest agricultural technical conference. Notable speakers; Ambassador Andrew J. Young, Commissioner Gary Black. Secured sponsorship funding to distribute 70 scholarships to Atlanta residents.
- Atlanta Grows-A-Lot program launch - Successful completion of four out of ten community gardens.
- Urban Food Forest at Browns Mill - Secured $120,000 grant from Turner Foundation for nation's largest municipal "food forest park". Secured $4,800 grant from Cherokee Garden Club.
- Fire Station Gardens - Replanted 12 community gardens at fire stations across the city.
- Completed the Resilient Atlanta Strategy in 10 months—fastest in the 100 Resilient Cities Network.
- Launch IMAGINE 50/50, a series of 50 collective visioning events imagining "what a racially equitable Metro Atlanta region looks like in 50 years." at the Center for Civil and Human Rights on April 4, 2018.
- Hosted a resilient infrastructure design competition among area colleges and

universities for Ted Turner Drive revitalization, funded by (Transportation Special Purpose Local Option Sales Tax) T-SPLOST.
- Piloted a Resilience Lab that uses design, art, data, media, and technology to help residents address local issues and improve resilience.
- Proctor Creek Greenway Trail - Completion of first three miles of trail expected to be complete by end of March.
- Convened Stakeholder meeting to vet options for spur trail.
- Secured services of Trees Atlanta through support of philanthropic partners to draft a tree assessment along the corridor and do an initial clearing along the first segment of the trail.
- Partnered with Chattahoochee River Keepers to organize a Proctor Creek Greenway Creek clean up.
- Launched a restaurant water-efficiency pilot program for the City of Atlanta. The Water Efficient Restaurant Certificate (WERC) Program helps Atlanta restaurants reduce water use and lower water bills. WERC has committed that 50 percent of the 100 participating restaurants will be minority or female-owned. Additionally, the Office of Resilience is teaming with the Greening Youth Foundation to train and employ two young people to perform restaurant water assessments associated with the program.
- Feet on the Street (April 2017 – Sept 2017) received a $240K grant from Recycling Partnership to improve residential recycling. The pilot program focused on 4800 homes in four communities to improve overall recycling and reduce contamination (Midtown, Historic West End, Grant Park and Collier Heights). Because of this study, there was a 47% overall reduction in contamination and 22% increase in recycled material.
- Multifamily Recycling Enforcement – Ordinance requiring Multi Family Buildings 6+ units to offer recycling to residents and report tonnage details to the City of Atlanta. Our community outreach extended to 860 buildings with details on the ordinance. As of March 2018, there are over 30% of buildings compliant.
- Invigorate Internal Recycling Program 2.0 – Ran internal ambassadors program to review, revise and implement internal recycling at City Hall.
- External Sustainability Ambassador Program – 40 Metro Atlanta residents participated in a 7-session program to learn about topics related to the Office of Resilience.
- Big Belly Trash & Recycling Station Installation Launch Nov 28, 2017 – placed 160 Big Belly Trash & Recycling Stations throughout downtown Atlanta.
- America Kidney Fund (AKF) Donation Bins at 14 Atlanta Fire Stations – More than 1,000,000 lbs. of textiles kept out of the landfills just from Donation Bins at the 14 fire stations.
- Launched Solar Atlanta, an initiative to install up to 1.5 MW of solar panels on 24 City-owned buildings
- Began construction on the City's guaranteed energy savings performance contract, which will install $100+ million in energy efficiency and capital improvements at various OEAM, DPRCA, Department of Aviation (DOA), DPW, and DWM sites.
- Enacted the most comprehensive Electric Vehicle (EV) law in the United States, requiring 20% of all spaces in commercial parking lots and 100% of all new single-family residential properties be built with EV charging readiness infrastructure in place.
- EV Program – drafted and published an EV Ready Manual.
- Co-hosted, with GA Power, two workshops with EV industry reps and developers to educate them on the new EV Ready ordinance.
- Worked with Fleet Services on an EV fleet assessment using GA Power's "Will It Work" program to identify vehicles for replacement with EVs.
- Electrification Coalition conducted a separate fleet sustainability assessment that identified 40 vehicles in DWM that could be transitioned to electric vehicles.
- Submitted a grant application to Electrify America to support expanded EV infrastructure along major Atlanta corridors.
- Passed the Sustainable Building Ordinance, which will require Leadership in Energy and Environmental Design (LEED) Silver certification for new construction and major renovation of City-owned buildings.
- Atlanta Better Buildings Challenge (ABBC) a voluntary program in which local building

owners commit to reduce their energy and water consumption by 20% by 2020, using a 2009 baseline.
- Recruited 10+ million ft. of new participant building space through APS signing onto the program.
- By end of FY18, approximately 125 million ft. of building space across approximately 680 buildings will be committed to the program.
- ABBC is the #1 city in participation in the U.S. in Department of Energy (DOE's) Better Buildings Challenge program.
- Atlanta is #5 in the U.S. for ENERGY STAR-certified buildings.
- Georgia is #7 in the U.S. for LEED-certified buildings.
- Atlanta is ranked #18 in the U.S. on the American Council for an Energy-Efficient Economy's City Energy Efficiency Scorecard (the highest rating received by any city in the Southeast).
- Atlanta is #5 on Coldwell Banker Richard Ellis (CBRE) scorecard for green office market.

Office of Contract Compliances
- Contract Monitoring: The Office of Contract Compliance monitored 453 active contracts with an approximate value of $2.65 Billion and 36.9% participation across all diversity programs.
- Airport Concessions: OCC actively monitored in excess of 330 locations, 12 Rental Car locations and 4 Concessions Related Service Management Contracts at Hartsfield-Jackson Atlanta International Airport.
- Renew Atlanta Bond Program: Contracts and task orders monitored by OCC under this program have a combined contract value of $85.8 Million, with tracked participation of 40.9% across all diversity programs. The $24 Million flagship MLK Jr. Aquatic Center opened in Q2 of FY 2018 with Minority/Female Business Enterprise (F/BE)'s participating at 39.8%.
- Awards and Recognition: OCC received the "Government Award" from the GA Hispanic Constructors Association. In addition, OCC was recognized as an industry leader in diversity and inclusion. As a result, Director Scott was selected to lead a special seminar at the 2017 Compass Diversity Conference in Baltimore, MD. Moreover, OCC was honored for its work by the Atlanta Business League with increasing Female Business Enterprise participation on City of Atlanta Contracts.
- OCC Relocation: After two years of involvement in the City's restacking process, the Office of Contract Compliance moved to its new location on the 5th floor of City Hall tower, fully refreshed with new offices, cubicles, and other accoutrements.

FY2019 Proposed Program Highlights

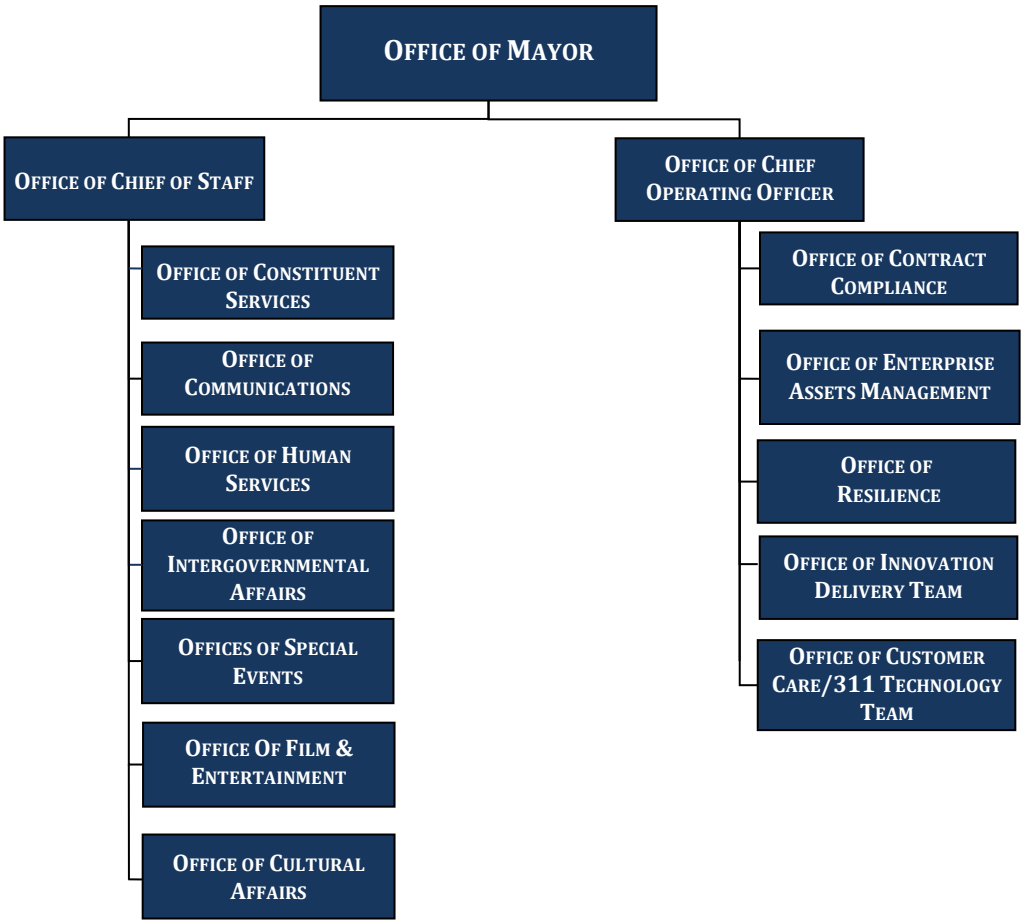
Office of Intergovernmental Affairs
- Work with the administrative departments to identify state legislative priorities and successfully lobby the Georgia General Assembly on these items.
- Continue to lobby members of congress and the administration on various grant proposals.
- Continue to work with communities requesting assistance in annexing.

Office of International Affairs
- 2018 International Startup Exchange: France, UK, Israel (addition)
- 2018 Creative Industries Exchange
- 2018 Mayoral Consular Corps Luncheon
- Netherlands Trade Mission: Money2020 Conference; Smart City World Expo Conference Trade Mission: Barcelona
- LA Diplomacy Summit
- Mayoral International Education Scholarship

Office of Communications / ATL26
- ATL26 will be making necessary upgrades to equipment and software.
- Increasing social media presence
- Federal Aviation Administration (FAA) Certification for Unmanned Aircraft Systems (UAS) Operations (Aerial drones), one team member is to be certified and the drones are to be covered by insurance.

ORGANIZATIONAL CHART

EXECUTIVE OFFICES



PERFORMANCE METRICS

EXECUTIVE OFFICES

PERFORMANCE MEASURE	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 TARGET	FY2019 TARGET
Business Growth & Tourism				
Number of firms certified to participate in Equal Business Opportunity Program	1,345	1,353	1,200	1,353
Percentage City Contracts Paid to Minority and Female Owned Firms	MBE-27.28% FBE-18.44%	MBE-29.51% FBE-12.19%	MBE-26.7% FBE-11.1%	MBE-26.7% FBE-11.1%
Sustainability				
Citywide Million Metric Tons of CO2e greenhouse gas emissions	TBA	N/A	498,871	498,871


RESURGENS
1847
1865
ATLANTA GA

FY19 OPERATING BUDGET HIGHLIGHTS
Executive Offices

FY16 ACTUAL EXPENDITURES	FY17 ACTUAL EXPENDITURES	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
$15,331,451	$18,347,437	$17,433,882	Salaries, Regular	$19,148,723	$1,714,841
$1,786	$29,205	$4,520	Salaries, Perm Part-Time	$4,520	$0
-	-	-	Salaries, Sworn	-	-
$1,010,420	$1,272,572	$1,526,094	Salaries, Extra Help	$1,526,094	$0
-	-	-	Salaries, Extra Help-Sworn	-	-
$128,546	$146,640	$105,854	Overtime	$105,854	$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$2,555,513	$2,821,892	$2,658,571	Pen Cont Gen Emp Pen Fd	$2,790,097	$131,527
$636,107	$803,043	$627,681	Defined Contribution	$756,026	$128,345
$83,007	$93,495	$58,556	Workers' Compensation	$97,664	$39,108
$2,073,170	$2,534,584	$3,381,308	Other Personnel Costs	$3,672,548	$291,240
$21,820,001	$26,048,868	$25,796,466	*TOTAL PERSONNEL*	$28,101,527	$2,305,061
			OTHER EXPENSES		
$16,823,347	$19,334,878	$16,105,015	Purchased / Contracted Services	$13,800,014	($2,305,001)
$4,365,057	$4,574,111	$4,730,696	Supplies	$4,867,908	$137,212
$384,276	($174,675)	$162,778	Capital Outlays	$162,778	$0
$117,817	$144,066	$133,654	Interfund / Interdepartmental Charges	$133,654	$0
$36,338	$70,162	$138,818	Other Costs	$62,918	($75,900)
$177,361	-	$187,865	Debt Service	$187,865	$0
-	-	-	Conversion / Summary	-	-
$11,816,120	-	$0	Other Financing Uses	$0	$0
$33,720,317	$23,948,541	$21,458,826	*TOTAL OTHER EXPENSES*	$19,215,137	($2,243,689)
$55,540,318	**$49,997,409**	**$47,255,292**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$47,316,663**	**$61,371**

FY16 ACTUAL EXPENDITURES	FY17 ACTUAL EXPENDITURES	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$46,285,667	$39,287,883	$35,379,807	General Fund	$35,710,238	$330,431
$916,922	$1,020,147	$1,370,054	Airport Revenue Fund	$1,291,160	($78,894)
$758,151	$0	$0	Building Permits Fund	$0	$0
-	-	$0	Parks Facilities Revenue Fund	$0	$0
$792,637	$1,343,211	$1,527,815	Solid Waste Services Revenue Fund	$1,435,991	($91,824)
$6,749,546	$8,302,457	$8,977,616	Water & Wastewater Revenue Fund	$8,879,274	($98,342)
$37,395	$43,710	$0	Fleet Service Fund	$0	$0
$55,540,318	**$49,997,409**	**$47,255,292**	**TOTAL EXPENSES**	**$47,316,663**	**$61,371**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
297.00	349.00	391.50	Full Time Equivalent	400.00	8.50

FY19 OPERATING BUDGET HIGHLIGHTS
Executive Offices
General Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$11,795,912	$14,294,626	$12,546,879	Salaries, Regular	$14,283,478	$1,736,599
$1,786	$29,205	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$833,594	$1,141,490	$1,453,438	Salaries, Extra Help	$1,453,438	$0
-	-	-	Salaries, Extra Help-Sworn	-	-
$91,953	$120,429	$104,338	Overtime	$104,338	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$1,594,488	$1,848,732	$1,670,968	Pen Cont Gen Emp Pen Fd	$1,849,661	$178,693
$519,213	$651,122	$510,181	Defined Contribution	$578,191	$68,010
$24,589	$48,706	$39,285	Workers' Compensation	$86,731	$47,446
$1,534,910	$1,884,210	$2,469,222	Other Personnel Costs	$2,673,906	$204,685
$16,396,444	*$20,018,520*	*$18,794,312*	*TOTAL PERSONNEL*	*$21,029,744*	*$2,235,433*
			OTHER EXPENSES		
$13,108,845	$14,897,210	$11,485,008	Purchased / Contracted Services	$9,580,007	($1,905,001)
$4,287,336	$4,346,381	$4,640,193	Supplies	$4,640,193	$0
$345,405	($188,456)	$114,957	Capital Outlays	$114,957	-
$117,817	$144,066	$133,654	Interfund / Interdepartmental Charges	$133,654	-
$36,338	$70,162	$23,818	Other Costs	$23,818	$0
$177,361	-	$187,865	Debt Service	$187,865	$0
-	-	-	Conversion / Summary	-	-
$11,816,120	-	-	Other Financing Uses	-	-
$29,889,224	*$19,269,363*	*$16,585,495*	*TOTAL OTHER EXPENSES*	*$14,680,494*	*($1,905,001)*
$46,285,667	**$39,287,883**	**$35,379,807**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$35,710,238**	**$330,431**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$46,285,667	$39,287,883	$35,379,807	General Fund	$35,710,238	$330,431
$46,285,667	**$39,287,883**	**$35,379,807**	**TOTAL EXPENSES**	**$35,710,238**	**$330,431**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
205.80	232.30	280.60	Full Time Equivalent	287.60	7.00

FY19 OPERATING BUDGET HIGHLIGHTS
Executive Offices
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	$1,736,599	Increase due to salary adjustments and retired police officers conversion from contracted services to salaries, regular.
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	$178,693	Increase due to salary and personnel adjustments.
Defined Contribution	$68,010	Increase due to salary and personnel adjustments.
Workers' Compensation	$47,446	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	$204,685	Increase due to a proposed $500 Compensation Bonus and personnel adjustments.
TOTAL PERSONNEL	$2,235,433	
OTHER EXPENSES		
Purchased / Contracted Services	($1,905,001)	Decrease due to retired police officers conversion from contracted services to salaries regular and removal of one-time expenses for First Source Automation, Zika Prevention, and Renewable Energy 2035 Plan.
Supplies	$0	This line includes general office supplies.
Capital Outlays	-	This line includes equipment/technology purchases.
Interfund / Interdepartmental Charges	-	This line includes motor/fuel and repair/maintenance expenses.
Other Costs	$0	This line includes business meeting expenses.
Debt Service	$0	This line includes costs associated with the Atlanta Vision Electric Vehicle Fleet contract.
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	($1,905,001)	
TOTAL PERSONNEL AND OTHER EXPENSES	**$330,431**	

FUND	VARIANCE (19-18)	EXPLANATION
General Fund	$330,431	
TOTAL EXPENSES	**$330,431**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	7.00	Increase due to position creations.

FY19 OPERATING BUDGET HIGHLIGHTS
Executive Offices
Airport Revenue Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$478,915	$501,249	$580,563	Salaries, Regular	$633,032	$52,469
-	-	$4,520	Salaries, Perm Part-Time	$4,520	-
-	-	-	Salaries, Sworn	-	-
-	$886	$1,028	Salaries, Extra Help	$1,028	-
-	-	-	Salaries, Extra Help-Sworn	-	-
$501	$811	$27	Overtime	$27	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$93,715	$89,031	$91,488	Pen Cont Gen Emp Pen Fd	$94,475	$2,987
$16,809	$20,036	$18,743	Defined Contribution	$22,559	$3,817
-	-	-	Workers' Compensation	-	-
$86,708	$90,888	$97,811	Other Personnel Costs	$119,644	$21,834
$676,648	*$702,901*	*$794,179*	*TOTAL PERSONNEL*	*$875,286*	*$81,106*
			OTHER EXPENSES		
$210,773	$273,312	$504,059	Purchased / Contracted Services	$344,059	($160,000)
$18,516	$30,153	$43,034	Supplies	$43,034	-
$10,985	$13,781	$28,781	Capital Outlays	$28,781	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$240,274	*$317,246*	*$575,874*	*TOTAL OTHER EXPENSES*	*$415,874*	*($160,000)*
$916,922	**$1,020,147**	**$1,370,054**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$1,291,160**	**($78,894)**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$916,922	$1,020,147	$1,370,054	Airport Revenue Fund	$1,291,160	($78,894)
$916,922	**$1,020,147**	**$1,370,054**	**TOTAL EXPENSES**	**$1,291,160**	**($78,894)**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
8.80	11.30	13.35	Full Time Equivalent	13.55	0.20

FY19 OPERATING BUDGET HIGHLIGHTS
Executive Offices
Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	$52,469	Increase due to salary adjustments and reallocation of positions.
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	$2,987	Increase due to personnel adjustments.
Defined Contribution	$3,817	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$21,834	Increase due to a proposed $500 Compensation Bonus.
TOTAL PERSONNEL	$81,106	
OTHER EXPENSES		
Purchased / Contracted Services	($160,000)	Decrease due to removal of one-time expense for First Source Automation.
Supplies	-	This line includes general office supplies.
Capital Outlays	-	This line includes equipment/technology purchases.
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	($160,000)	
TOTAL PERSONNEL AND OTHER EXPENSES	**($78,894)**	

FUND	VARIANCE (19-18)	EXPLANATION
Airport Revenue Fund	($78,894)	
TOTAL EXPENSES	**($78,894)**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	0.20	Increase due to position reallocations within the ATL311 Call Center.

FY19 OPERATING BUDGET HIGHLIGHTS
Executive Offices
Solid Waste Services Revenue Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$350,450	$635,891	$764,323	Salaries, Regular	$753,759	($10,565)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	$9,825	$9,431	Salaries, Extra Help	$9,431	-
-	-	-	Salaries, Extra Help-Sworn	-	-
$2,307	$4,898	$253	Overtime	$253	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$79,656	$102,720	$123,826	Pen Cont Gen Emp Pen Fd	$113,170	($10,656)
$10,236	$26,533	$27,734	Defined Contribution	$28,788	$1,054
$6,170	$810	$6,529	Workers' Compensation	$5,823	($706)
$55,026	$101,769	$139,976	Other Personnel Costs	$149,025	$9,049
$503,846	*$882,446*	*$1,072,073*	*TOTAL PERSONNEL*	*$1,060,249*	*($11,824)*
			OTHER EXPENSES		
$288,791	$460,765	$455,742	Purchased / Contracted Services	$375,742	($80,000)
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$288,791	*$460,765*	*$455,742*	*TOTAL OTHER EXPENSES*	*$375,742*	*($80,000)*
$792,637	**$1,343,211**	**$1,527,815**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$1,435,991**	**($91,824)**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$792,637	$1,343,211	$1,527,815	Solid Waste Services Revenue Fund	$1,435,991	($91,824)
$792,637	**$1,343,211**	**$1,527,815**	**TOTAL EXPENSES**	**$1,435,991**	**($91,824)**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
7.70	16.45	16.40	Full Time Equivalent	16.70	0.30

FY19 OPERATING BUDGET HIGHLIGHTS
Executive Offices
Solid Waste Services Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	($10,565)	Decrease due to reallocation of positions offset by vacant positions funded at 50%.
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	($10,656)	Decrease due to personnel adjustments.
Defined Contribution	$1,054	Increase due to personnel adjustments.
Workers' Compensation	($706)	Decrease due to Workers' Comp less than anticipated.
Other Personnel Costs	$9,049	Increase due to a proposed $500 Compensation Bonus.
TOTAL PERSONNEL	($11,824)	
OTHER EXPENSES		
Purchased / Contracted Services	($80,000)	Decrease due to removal of one-time expense for First Source Automation.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	($80,000)	
TOTAL PERSONNEL AND OTHER EXPENSES	**($91,824)**	

FUND	VARIANCE (19-18)	EXPLANATION
Solid Waste Services Revenue Fund	($91,824)	
TOTAL EXPENSES	**($91,824)**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	0.30	Increase due to a position reallocation within the ATL311 Call Center.

FY19 OPERATING BUDGET HIGHLIGHTS
Executive Offices
Water & Wastewater Revenue Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$2,397,941	$2,915,671	$3,542,116	Salaries, Regular	$3,478,454	($63,663)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$176,827	$120,370	$62,197	Salaries, Extra Help	$62,197	-
-	-	-	Salaries, Extra Help-Sworn	-	-
$32,275	$20,502	$1,235	Overtime	$1,235	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$720,145	$781,409	$772,288	Pen Cont Gen Emp Pen Fd	$732,791	($39,497)
$81,234	$105,353	$71,023	Defined Contribution	$126,488	$55,464
$14,759	$1,633	$12,742	Workers' Compensation	$5,110	($7,632)
$353,495	$457,717	$674,300	Other Personnel Costs	$729,973	$55,673
$3,776,675	*$4,402,654*	*$5,135,902*	*TOTAL PERSONNEL*	*$5,136,247*	*$346*
			OTHER EXPENSES		
$2,924,035	$3,702,226	$3,660,206	Purchased / Contracted Services	$3,500,206	($160,000)
$48,837	$197,576	$47,469	Supplies	$184,681	$137,212
-	-	$19,040	Capital Outlays	$19,040	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	$115,000	Other Costs	$39,100	($75,900)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$2,972,872	*$3,899,803*	*$3,841,715*	*TOTAL OTHER EXPENSES*	*$3,743,027*	*($98,688)*
$6,749,546	**$8,302,457**	**$8,977,616**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$8,879,274**	**($98,342)**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$6,749,546	$8,302,457	$8,977,616	Water & Wastewater Revenue Fund	$8,879,274	($98,342)
$6,749,546	**$8,302,457**	**$8,977,616**	**TOTAL EXPENSES**	**$8,879,274**	**($98,342)**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
69.00	79.50	81.15	Full Time Equivalent	82.15	1.00

FY19 OPERATING BUDGET HIGHLIGHTS
Executive Offices
Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	($63,663)	Decrease due to reallocation of positions offset by vacant positions funded at 50%.
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	($39,497)	Decrease due to personnel adjustments.
Defined Contribution	$55,464	Increase due to personnel adjustments.
Workers' Compensation	($7,632)	Decrease due to Workers' Comp less than anticipated.
Other Personnel Costs	$55,673	Increase due to a proposed $500 Compensation Bonus.
TOTAL PERSONNEL	$346	
OTHER EXPENSES		
Purchased / Contracted Services	($160,000)	Decrease due to removal of one-time expense for First Source Automation.
Supplies	$137,212	Increase due to supplies more than anticipated.
Capital Outlays	-	This line includes equipment/technology purchases.
Interfund / Interdepartmental Charges	-	
Other Costs	($75,900)	Decrease due to contingency costs less than anticipated.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	($98,688)	
TOTAL PERSONNEL AND OTHER EXPENSES	**($98,342)**	

FUND	VARIANCE (19-18)	EXPLANATION
Water & Wastewater Revenue Fund	($98,342)	
TOTAL EXPENSES	**($98,342)**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	1.00	Increase due to position reallocations within the ATL311 Call Center.


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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

- Service Delivery
  - Infrastructure & Operations
  - Information Security
  - Application and Data Services
- Planning and Governance
  - Ideation
  - Implementation
  - Project Governance
  - Training
  - Project Administration
- Innovation & Business Relationship Mgmt.
  - Smart City
  - Business Relationship Management
  - Continual Service Improvement
  - Performance & Audit

Summary of Operations

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

Divisions/Offices Descriptions

Service Delivery:
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.

Application and Data Services provides support and software development for all applications including Oracle ERP. Support includes Quality Assurance, Data analytics and Geographic Information Systems (GIS).

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.

Planning and Governance:

Office of Project Management (PMO) has five key functional areas strategically aligned to support the City's technology investments. The office is committed to achieve three goals:

- Partner for success
- Extract value
- Transform the Enterprise

Implementation – Responsible for providing Enterprise Program and Project delivery for General Fund and Watershed Management. A centralized team of program managers and project managers are assigned to manage the planning and execution of projects according to the customer's agreed on scope of work/deliverables and business outcomes.

Ideation - Responsible for evaluating and making recommendations for acceptance, deferral or rejection to project ideas. This centralized team of business analysts provide business process consulting services.

Project Governance - Oversees the governance of all projects with a technology component. Services include project status reporting, budget tracking, and risk/issue management.

Training - Provides management and coordination of training for AIM staff. Training include instructor led, online training with management system, internship training program, and training consultation.

Project Administration - Provides administrative support to project management resources by assisting with managing meetings, preparing meeting minutes, providing project expediting assistance, and legislative/procurement support.

Goals

- Ensure IT Infrastructure Reliability & Security
- Enhance IT Customer Service Quality & Delivery
- Improve IT Operational Efficiency & Effectiveness
- Enable City Efficiency & Effectiveness
- Enhance City Services to our Citizens
- Transform Atlanta into a "Smart City"

Objectives

- **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.

FY2018 Accomplishments

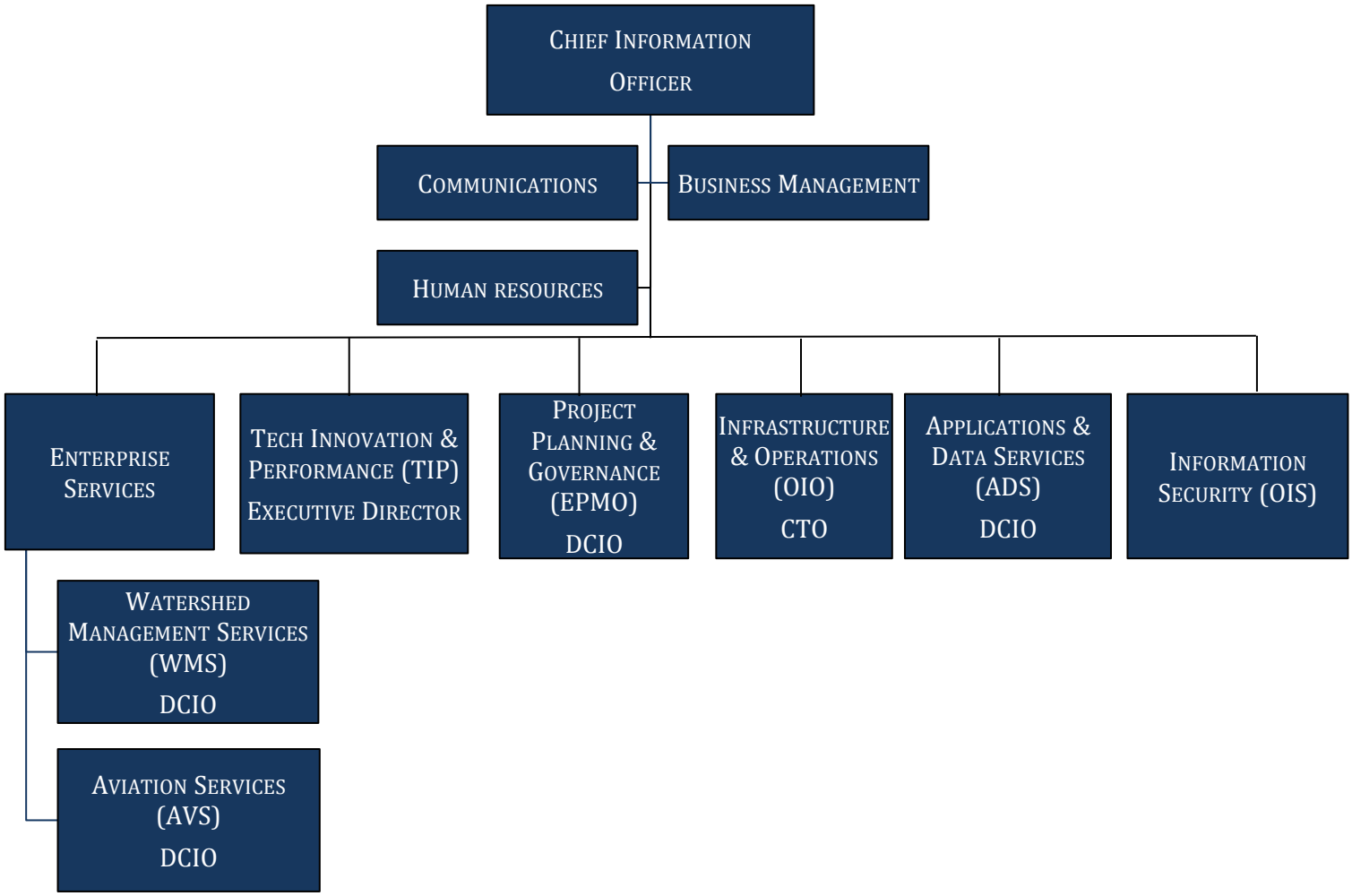
- Information Security Campaign Phases I-III
- APD Citation Ticket to Payment Phase2
- Kronos enhancements
- eBuilder Application Implementation
- Capricorn Water Utility Implementation
- Consolidation of Wireless Network Redundancy
- Video Integration Center (VIC) Network Upgrade
- Metal plate Waze integration
- Mercedes Benz Stadium Data Center connection
- Atlanta Streetcar Mobile Application
- eCitaton Upgrade
- MS Office 2016 upgrade
- ArcGIS Smart Water Solutions
- APD Body cameras
- Case Management Improvement
- Mercedes Benz-VIC integration

FY2019 Proposed Program Highlights

- ATL311 Mobile Application
- Atlanta Streetcar Mobile Application Program Phase1
- Interactive Voice Response (IVR) Enhancements for Office Buildings
- Inspector Mobile App Optimization
- Business License Revenue Taxation/Cashiering System
- Queue Management System (QMS) Customer Queue Management - Procurement
- Geographic Information System (GIS) Lot boundary conversion
- Smart Lighting Demonstration

Organizational Chart

Atlanta Information Management



Performance Metrics

Atlanta Information Management

Performance Measure	FY2016 Actual	FY2017 Actual	FY2018 Target	FY2019 Target
Fiscal Accountability & Governmental Efficiency				
Network Availability (%)	99.83%	99.86%	99.99%	99.99%
Server Availability (%)	98.00%	99.98%	99.00%	99.99%
Median # of days to resolve customer service requests	6.4	1.0	3	7


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FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Atlanta Information Management

FY16 ACTUAL EXPENDITURES	FY17 ACTUAL EXPENDITURES	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
$9,023,539	$10,487,147	$10,442,080	Salaries, Regular	$10,395,696	($46,384)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$448,798	$498,032	$277,072	Salaries, Extra Help	$277,072	$0
-	-	-	Salaries, Extra Help-Sworn	-	-
$9,929	$4,367	$0	Overtime	$0	$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$951,460	$968,176	$857,706	Pen Cont Gen Emp Pen Fd	$864,738	$7,032
$405,487	$494,713	$434,524	Defined Contribution	$427,369	($7,155)
$19,497	$9,204	$12,161	Workers' Compensation	$6,582	($5,579)
$1,083,381	$1,298,010	$1,266,160	Other Personnel Costs	$1,333,849	$67,688
$11,942,092	$13,759,649	$13,289,704	*TOTAL PERSONNEL*	$13,305,306	$15,602
			OTHER EXPENSES		
$20,088,679	$19,407,341	$20,194,778	Purchased / Contracted Services	$20,694,778	$500,000
$1,810,325	$1,302,621	$842,386	Supplies	$842,386	$0
$1,461,986	$79,412	$197,370	Capital Outlays	$197,370	$0
$18,769	$54,669	$18,917	Interfund / Interdepartmental Charges	$18,917	$0
$8,426	$7,691	$5,770	Other Costs	$5,770	$0
-	-	-	Debt Service	-	-
-	-	$0	Conversion / Summary	$0	$0
-	$400,000	$0	Other Financing Uses	$0	$0
$23,388,185	$21,251,734	$21,259,221	*TOTAL OTHER EXPENSES*	$21,759,221	$500,000
$35,330,277	**$35,011,383**	**$34,548,925**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$35,064,527**	**$515,602**

FY16 ACTUAL EXPENDITURES	FY17 ACTUAL EXPENDITURES	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$30,369,469	$30,195,347	$27,565,222	General Fund	$28,126,302	$561,080
$609,158	$464,428	$490,913	Airport Revenue Fund	$443,587	($47,326)
$119,416	$0	$0	Building Permits Fund	$0	$0
$190,022	$292,865	$291,666	Solid Waste Services Revenue Fund	$357,609	$65,943
$3,518,515	$3,535,812	$5,703,356	Water & Wastewater Revenue Fund	$5,634,628	($68,728)
$523,621	$522,273	$497,769	Emergency Telephone System	$502,401	$4,632
$76	$659	$0	Fleet Service Fund	$0	$0
$35,330,277	**$35,011,383**	**$34,548,925**	**TOTAL EXPENSES**	**$35,064,527**	**$515,602**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
138.67	147.00	140.67	Full Time Equivalent	142.67	2.00

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Atlanta Information Management
General Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$7,895,285	$9,392,972	$9,313,251	Salaries, Regular	$9,315,931	$2,680
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$357,264	$471,418	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
$9,929	$4,367	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$798,553	$825,724	$744,953	Pen Cont Gen Emp Pen Fd	$745,107	$154
$353,399	$448,203	$393,414	Defined Contribution	$393,879	$466
$19,497	$9,204	$12,161	Workers' Compensation	$6,582	($5,579)
$936,150	$1,152,225	$1,143,917	Other Personnel Costs	$1,207,276	$63,359
$10,370,077	*$12,304,113*	*$11,607,695*	*TOTAL PERSONNEL*	*$11,668,776*	*$61,080*
			OTHER EXPENSES		
$16,699,098	$16,046,952	$15,082,131	Purchased / Contracted Services	$15,582,131	$500,000
$1,811,030	$1,302,621	$653,338	Supplies	$653,338	-
$1,462,069	$79,412	$197,370	Capital Outlays	$197,370	-
$18,769	$54,558	$18,917	Interfund / Interdepartmental Charges	$18,917	-
$8,426	$7,691	$5,770	Other Costs	$5,770	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	$400,000	-	Other Financing Uses	-	-
$19,999,392	*$17,891,234*	*$15,957,526*	*TOTAL OTHER EXPENSES*	*$16,457,526*	*$500,000*
$30,369,469	**$30,195,347**	**$27,565,222**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$28,126,302**	**$561,080**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$30,369,469	$30,195,347	$27,565,222	General Fund	$28,126,302	$561,080
$30,369,469	**$30,195,347**	**$27,565,222**	**TOTAL EXPENSES**	**$28,126,302**	**$561,080**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
122.27	130.46	127.24	Full Time Equivalent	129.41	2.17

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Atlanta Information Management
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	$2,680	Increase due to creation and reallocation of positions, $14 per hour living wage increase offset by vacant positions funded at 50%.
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	$154	Increase due to personnel adjustments.
Defined Contribution	$466	Increase due to personnel adjustments.
Workers' Compensation	($5,579)	Decrease due to Workers' Comp less than anticipated.
Other Personnel Costs	$63,359	Increase due to a proposed $500 Compensation Bonus.
TOTAL PERSONNEL	$61,080	
OTHER EXPENSES		
Purchased / Contracted Services	$500,000	Increase due to funding provided for IT Network Upgrades.
Supplies	-	This line includes software purchases and subscriptions.
Capital Outlays	-	This line includes consulting and professional services for Capital Projects.
Interfund / Interdepartmental Charges	-	This line includes motor/fuel and repair/maintenance expenses.
Other Costs	-	This line includes business meeting expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$500,000	
TOTAL PERSONNEL AND OTHER EXPENSES	**$561,080**	

FUND	VARIANCE (19-18)	EXPLANATION
General Fund	$561,080	
TOTAL EXPENSES	**$561,080**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	2.17	Increase due to creation and reallocation of positions.

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Atlanta Information Management
Airport Revenue Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$157,281	$197,923	$224,942	Salaries, Regular	$180,408	($44,535)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$45,931	-	$23,880	Salaries, Extra Help	$23,880	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$32,802	$29,046	$21,065	Pen Cont Gen Emp Pen Fd	$22,841	$1,776
$8,171	$8,169	$8,387	Defined Contribution	$5,840	($2,547)
-	-	-	Workers' Compensation	-	-
$14,155	$19,267	$23,309	Other Personnel Costs	$21,289	($2,020)
$258,340	*$254,406*	*$301,583*	*TOTAL PERSONNEL*	*$254,257*	*($47,326)*
			OTHER EXPENSES		
$351,008	$210,023	$180,582	Purchased / Contracted Services	$180,582	$0
($107)	-	$8,748	Supplies	$8,748	-
($83)	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$350,818	*$210,023*	*$189,330*	*TOTAL OTHER EXPENSES*	*$189,330*	*$0*
$609,158	**$464,428**	**$490,913**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$443,587**	**($47,326)**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$609,158	$464,428	$490,913	Airport Revenue Fund	$443,587	($47,326)
$609,158	**$464,428**	**$490,913**	**TOTAL EXPENSES**	**$443,587**	**($47,326)**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
2.54	2.54	2.54	Full Time Equivalent	2.21	(0.33)

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Atlanta Information Management
Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	($44,535)	Decrease due to reallocation of positions.
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	$1,776	Increase due to personnel adjustments.
Defined Contribution	($2,547)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	($2,020)	Decrease due to a proposed $500 Compensation Bonus offset by personnel adjustments.
TOTAL PERSONNEL	($47,326)	
OTHER EXPENSES		
Purchased / Contracted Services	$0	This line includes agreements for Microsoft and Oracle services.
Supplies	-	This line includes general supplies and materials.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$0	
TOTAL PERSONNEL AND OTHER EXPENSES	**($47,326)**	

FUND	VARIANCE (19-18)	EXPLANATION
Airport Revenue Fund	($47,326)	
TOTAL EXPENSES	**($47,326)**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	(0.33)	Decrease due to reallocation of positions.

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Atlanta Information Management
Solid Waste Services Revenue Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$50,252	$52,466	-	Salaries, Regular	$55,249	$55,249
-	-	-	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	$3,145	-	Pen Cont Gen Emp Pen Fd	$2,922	$2,922
$2,570	$2,536	-	Defined Contribution	$1,921	$1,921
-	-	-	Workers' Compensation	-	-
$1,842	$2,299	-	Other Personnel Costs	$5,852	$5,852
$56,913	*$60,446*	-	*TOTAL PERSONNEL*	*$65,943*	*$65,943*
			OTHER EXPENSES		
$133,109	$232,419	$291,666	Purchased / Contracted Services	$291,666	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$133,109	*$232,419*	*$291,666*	*TOTAL OTHER EXPENSES*	*$291,666*	-
$190,022	**$292,865**	**$291,666**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$357,609**	**$65,943**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$190,022	$292,865	$291,666	Solid Waste Services Revenue Fund	$357,609	$65,943
$190,022	**$292,865**	**$291,666**	**TOTAL EXPENSES**	**$357,609**	**$65,943**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
0.61	0.61	-	Full Time Equivalent	0.60	0.60

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Atlanta Information Management
Solid Waste Services Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	$55,249	Increase due to reallocation of positions.
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	$2,922	Increase due to personnel adjustments.
Defined Contribution	$1,921	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$5,852	Increase due to a proposed $500 Compensation Bonus and personnel adjustments.
TOTAL PERSONNEL	$65,943	
OTHER EXPENSES		
Purchased / Contracted Services	-	This line includes Oracle contracts.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	-	
TOTAL PERSONNEL AND OTHER EXPENSES	**$65,943**	

FUND	VARIANCE (19-18)	EXPLANATION
Solid Waste Services Revenue Fund	$65,943	
TOTAL EXPENSES	**$65,943**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	0.60	Increase due to reallocation of positions.

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Atlanta Information Management
Water & Wastewater Revenue Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$456,673	$480,284	$522,571	Salaries, Regular	$461,329	($61,243)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$45,604	$26,614	$253,192	Salaries, Extra Help	$253,192	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$43,150	$40,141	$28,952	Pen Cont Gen Emp Pen Fd	$30,663	$1,711
$24,732	$24,729	$24,016	Defined Contribution	$16,693	($7,323)
-	-	-	Workers' Compensation	-	-
$42,968	$46,095	$53,925	Other Personnel Costs	$52,052	($1,873)
$613,127	*$617,864*	*$882,656*	*TOTAL PERSONNEL*	*$813,929*	*($68,728)*
			OTHER EXPENSES		
$2,905,388	$2,917,948	$4,640,399	Purchased / Contracted Services	$4,640,399	-
$0	-	$180,300	Supplies	$180,300	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$2,905,388	*$2,917,948*	*$4,820,699*	*TOTAL OTHER EXPENSES*	*$4,820,699*	-
$3,518,515	**$3,535,812**	**$5,703,356**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$5,634,628**	**($68,728)**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$3,518,515	$3,535,812	$5,703,356	Water & Wastewater Revenue Fund	$5,634,628	($68,728)
$3,518,515	**$3,535,812**	**$5,703,356**	**TOTAL EXPENSES**	**$5,634,628**	**($68,728)**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
6.40	6.54	5.88	Full Time Equivalent	5.44	(0.44)

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Atlanta Information Management
Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	($61,243)	Decrease due to reallocation of positions.
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	$1,711	Increase due to personnel adjustments.
Defined Contribution	($7,323)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	($1,873)	Decrease due to a proposed $500 Compensation Bonus offset by personnel adjustments.
TOTAL PERSONNEL	($68,728)	
OTHER EXPENSES		
Purchased / Contracted Services	-	This line includes Oracle, Microsoft and Kronos expenses.
Supplies	-	This line includes general supplies and materials.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	-	
TOTAL PERSONNEL AND OTHER EXPENSES	**($68,728)**	

FUND	VARIANCE (19-18)	EXPLANATION
Water & Wastewater Revenue Fund	($68,728)	
TOTAL EXPENSES	**($68,728)**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	(0.44)	Decrease due to reallocation of positions.

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Atlanta Information Management
Emergency Telephone System

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$360,976	$363,049	$381,316	Salaries, Regular	$382,780	$1,464
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$71,331	$70,119	$62,736	Pen Cont Gen Emp Pen Fd	$63,205	$469
$11,107	$11,049	$8,707	Defined Contribution	$9,035	$328
-	-	-	Workers' Compensation	-	-
$80,207	$78,056	$45,009	Other Personnel Costs	$47,381	$2,371
$523,621	*$522,273*	*$497,769*	*TOTAL PERSONNEL*	*$502,401*	*$4,632*
			OTHER EXPENSES		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	-	*TOTAL OTHER EXPENSES*	-	-
$523,621	**$522,273**	**$497,769**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$502,401**	**$4,632**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$523,621	$522,273	$497,769	Emergency Telephone System	$502,401	$4,632
$523,621	**$522,273**	**$497,769**	**TOTAL EXPENSES**	**$502,401**	**$4,632**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
5.00	5.00	5.00	Full Time Equivalent	5.00	-

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Atlanta Information Management
Emergency Telephone System

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	$1,464	Increase 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	$469	Increase due to personnel adjustments.
Defined Contribution	$328	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$2,371	Increase due to a proposed $500 Compensation Bonus and personnel adjustments.
TOTAL PERSONNEL	$4,632	
OTHER EXPENSES		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	-	
TOTAL PERSONNEL AND OTHER EXPENSES	**$4,632**	

FUND	VARIANCE (19-18)	EXPLANATION
Emergency Telephone System	$4,632	
TOTAL EXPENSES	**$4,632**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	-	


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ATLANTA GA

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 Advice and 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 the president or a 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, Office of Contract Compliance, Office of Enterprise Assets Management, Department of Parks and

Recreation, Department of Finance, Department of Procurement, and Atlanta Information Management. This Group also provides in-house legal counsel on commercial transactions, including bond transactions, municipal financings, and tax matters city-wide.

The Infrastructure and Real Estate Practice Group provides legal representation and advice to the Mayor's Office, City Council, Department of Parks and Recreation, Department of City Planning, Department of Public Works, Office of Contract Compliance, Office of Enterprise Assets Management, the Renew Atlanta Bond Program/TSPLOST, the License Review Board and other boards and commissions. This Group provides legal advice and litigation support on infrastructure, transportation, 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.

FY2018 Accomplishments

- *Phillips Arena*: The Law Department assisted in the negotiation of the Memorandum of Understanding among the City, the Atlanta Fulton County Recreation Authority, Arena Co., and the Atlanta Hawks (the "MOU") requiring the Atlanta Hawks remain at Phillips Arena through the last day of the Team's 2047-2048 NBA season. Further the Law Department provided legal guidance on the issuance of one hundred thirty-seven million, four hundred sixty thousand dollars ($137,460,000) in revenue refunding and

improvement bonds for Phillips Arena renovations to be paid from Car Rental Tax and one hundred fifty-two million dollars ($152,000,000) in lease revenue refunding and improvement bonds for Phillips Arena renovations to be paid from lease payments by the arena operator.

- *Sale of the Civic Center*: The Law Department provided legal advice for the sale of the Civic Center to the Atlanta Housing Authority for thirty-one million dollars ($31,000,000). The Civic Center was one of the City's last prime in-town parcels and redevelopment of this site provides an invaluable opportunity for the City to increase affordable housing within Atlanta's in-town communities.
- *APS Deeds*: The Law Department reviewed and analyzed title issues for over 50 properties requested for transfer by Atlanta Public Schools ("APS"). The Law Department negotiated the resolution of title issues and prepared the legislation and quitclaim deeds to transfer 31 of the requested properties and is working to resolve title issues to effectuate the transfer of the remaining properties to APS. The property transfers facilitated the resolution of a long-standing dispute between the City and APS.
- *Flood Damage Revenue Recovery*: The Law Department recovered over six million, seven hundred thousand dollars ($6,700,000) from FEMA/GEMA for flood damage to a Department of Watershed Management facility. This was the product of several years of negotiations and administrative appeals.
- *Water and Sewer Bill Collections*: The Law Department recovered $1,638,234 in past due water/sewer bills on behalf of the Department of Watershed Management.
- *Watershed Revenue Recovery*: The Law Department recovered approximately five hundred seventy thousand dollars ($570,000) for damages done by a contractor at a Department of Watershed Management facility.
- *Occupation Tax Settlement - Twitter*: After extensive negotiations with Twitter's counsel dating back to October 2017, Twitter agreed to pay one million, forty-nine thousand dollars ($1,049,000) in occupation tax for years 2014-2017. The matter was resolved in January 2018.
- *Police Pension Fund – IRS Penalty Elimination*: The Law Department was able to eliminate six hundred fifty thousand dollars ($650,000) in penalties and interest as a result of negotiations with the Internal Revenue Service. The IRS imposed fines and penalties due to late payments made by the fund administrator (Zenith) for tax years 2012, 2014, and 2016.
- *Homeless Opportunity Project*: The Law Department provided legal guidance on the issuance of twenty-five million, seven hundred thousand ($25,700,000) of Atlanta Development Authority revenue bonds for the purpose of aiding homelessness initiatives throughout Atlanta.
- *BeltLine T-SPLOST Project*: The Law Department provided legal guidance on the financing of forty-seven million dollars ($47,000,000) in revenue bonds for BeltLine expansion projects.
- *Atlantic Station Refunding*: The Law Department provided legal guidance and assisted in the refunding of Atlantic Station TAD bonds in the amount of eighty-five million, three hundred eighty thousand dollars ($85,380,000), which represented present value savings to the City of twenty-one million, five hundred ninety-six thousand, one hundred eighty-seven dollars ($21,596,187) or 16.376%.
- *Zoo Atlanta Parking Facility*: The Law Department provided legal guidance on the issuance of thirty million, three hundred ninety thousand dollars ($30,390,000) in revenue bonds. The issuance was to fund the construction of a parking facility for Zoo Atlanta.
- *Housing Opportunity Project*: The Law Department provided legal guidance on the issuance of sixty-three million, six hundred eighty-five thousand dollars ($63,685,000) of Urban Residential Finance Authority bonds for the purpose of aiding affordable housing initiatives throughout Atlanta.
- *Georgia Municipal Association Certificates of Participation*: The Law Department provided legal guidance on the issuance of forty-three million, three hundred thirty-five thousand dollars ($43,335,000) of Georgia Municipal Association certificates of participation for

public safety projects.

- *Ostara USA Master Lease*: The Law Department provided legal guidance on eleven million dollars ($11,000,000) of nutrient recovery system financing for the Department of Watershed Management.
- *Rodney Cook Sr. Park*: The Law Department successfully negotiated an agreement with the National Monument Foundation for the development of Rodney Cook Sr. Park in Historic Vine City.
- *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 drafted and negotiated contracts with major Hollywood production studios for film and television projects including Marvel's *Black Panther and The Avengers*, *Pitch Perfect 3*, *Family Feud*, *Stranger Things and the Fast and the Furious* film franchise. 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 being named #1 City for filmmakers to live and work by MovieMaker Magazine.
- *Airport WIFI Upgrade*: The Law Department worked with the Department of Aviation to prepare and negotiate a Cooperative Purchasing Agreement with AT&T valued at two million, five hundred thousand dollars ($2,500,000) for the acquisition of equipment and services necessary to upgrade the wireless network at the Airport.
- *Guaranteed Energy Performance Contracts*: The Law Department provided legal guidance on one hundred forty-four million, eight hundred ten thousand, five hundred four dollars ($144,810,507) of financing for energy savings initiatives and equipment on behalf of the Office of Enterprise Assets Management, the Department of Aviation, and the Department of Watershed Management.
- *Solar Energy Procurement Agreement*: The Law Department negotiated and executed the second solar energy procurement agreement involving a municipality in the state of Georgia.
- *Smart Cities – Georgia Tech Data Sharing Agreement and Traffic Solutions*: The Law Department negotiated complex technology and data sharing agreements with various private and public entities including a key government university partnership agreement with the Georgia Institute of Technology. This partnership will enable the City to leverage big data analytics to improve the City's operations and transform the City's infrastructure.
- *Comcast Extension*: The Law Department provided advice and counsel to extend the local cable franchise agreement. The City and Comcast agreed to extend the favorable terms of the local franchise agreement.
- *City Design Book*: The Law Department advised the Department of Planning regarding obtaining intellectual property protection for the Atlanta City Design book.
- *Emory/CDC Annexation*: The Law Department provided legal services for the Emory/CDC Annexation, which is the largest Atlanta annexation in nearly 70 years, containing 744 acres of internationally renowned educational and health institutions.
- *Mission Development, LLC & Scott v. BZA*: The Law Department filed a motion to Dismiss in this case arguing that the City was not properly served. The court agreed with the City and dismissed the case. As a result, the auto repair/storage use must cease, and the property can only be used as residential.
- *Vanyo v. City of Atlanta*: Plaintiff alleged that the chiller units for the 911 center emitted excessive noise such that it created a nuisance and rendered her condo uninhabitable. The City's partial Motion to Dismiss was granted by the Court, and the remaining claims were dismissed through consent of all the parties. Plaintiff alleged damages of eight hundred thousand dollars ($800,000).
- *Benson v. Facemyer.*: The Law Department successfully defended a lawsuit where Plaintiff alleged that an APD Officer unlawfully arrested him. The court ordered that the case be retried on the issue of damages. At the second trial, the jury found in favor of the Officer and awarded the Plaintiff $0.

- *Atlanta Local Government Seminar:* The Law Department developed and presented, along with the City of Atlanta Ethics Office, its sixth 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 the open records act, public private partnerships, clean cities/sustainability, pending state legislation, construction, employment law, public finance 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 seventy-eight dollars ($78) 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 five thousand, three hundred thirty-five dollars ($5,335) 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 (newly elected officials training); the newly-elected Mayor's Transition Team; the Atlanta Fire and Rescue Department; the Department of Aviation; the Department of Law; and the Department of Human Resources.

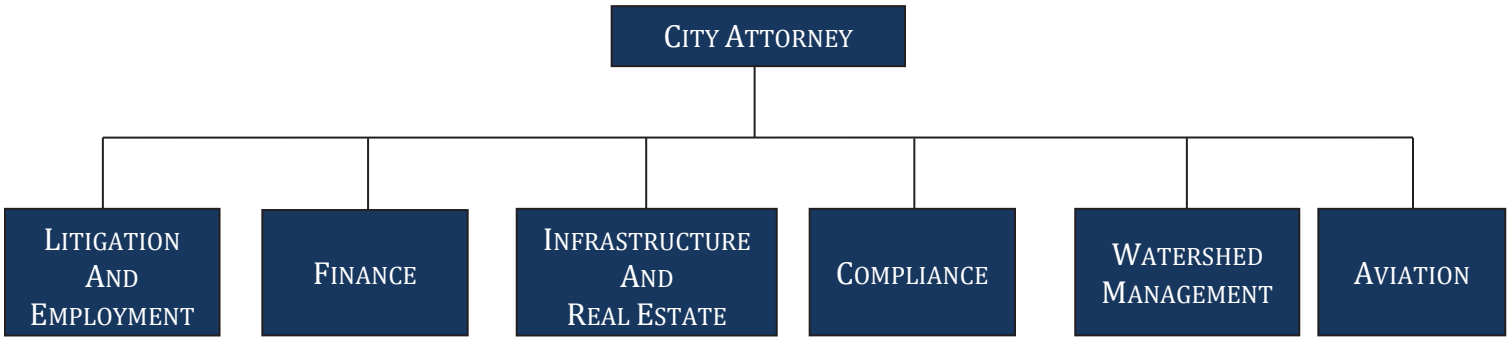
FY2019 Proposed Program Highlights

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	FY2016 Actual	FY2017 Actual	FY2018 Target	FY2019 Target
Fiscal Accountability & Governmental Efficiency				
Resolved litigation settlements and judgments	113	126	N/A	N/A
Total amount of claim settlements	$976,489	$1,088,262	N/A	N/A
Number of claims settled	288	328	N/A	N/A
Pending claims	828	853	N/A	N/A
Pending lawsuits	1,280	1,663	N/A	N/A

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Law

FY16 ACTUAL EXPENDITURES	FY17 ACTUAL EXPENDITURES	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
$6,203,568	$5,925,071	$7,313,558	Salaries, Regular	$6,816,520	($497,038)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$46,463	$128,117	$0	Salaries, Extra Help	$0	$0
-	-	-	Salaries, Extra Help-Sworn	-	-
$475	$64	$500	Overtime	$500	$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$641,526	$645,210	$572,196	Pen Cont Gen Emp Pen Fd	$534,978	($37,218)
$287,363	$266,717	$300,215	Defined Contribution	$219,193	($81,022)
$545	$7,123	$2,868	Workers' Compensation	$2,868	$0
$731,250	$697,256	$798,005	Other Personnel Costs	$874,231	$76,226
$7,911,190	$7,669,559	$8,987,342	*TOTAL PERSONNEL*	$8,448,289	($539,052)
			OTHER EXPENSES		
$9,725,085	$11,184,333	$11,854,005	Purchased / Contracted Services	$11,854,005	$0
$70,530	$62,878	$80,000	Supplies	$80,000	$0
$0	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
$19,876	$15,031	$27,000	Other Costs	$27,000	$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$9,815,491	$11,262,242	$11,961,005	*TOTAL OTHER EXPENSES*	$11,961,005	$0
$17,726,681	**$18,931,801**	**$20,948,346**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$20,409,294**	**($539,052)**

FY16 ACTUAL EXPENDITURES	FY17 ACTUAL EXPENDITURES	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$6,041,822	$6,451,342	$6,917,524	General Fund	$7,035,751	$118,227
$4,976,013	$6,320,417	$6,993,032	Airport Revenue Fund	$6,542,109	($450,923)
$141,178	$0	$0	Building Permits Fund	$0	$0
$6,567,668	$6,160,041	$7,037,790	Water & Wastewater Revenue Fund	$6,831,434	($206,356)
$17,726,681	**$18,931,801**	**$20,948,346**	**TOTAL EXPENSES**	**$20,409,294**	**($539,052)**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
84.00	84.00	83.53	Full Time Equivalent	86.47	2.94

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Law
General Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$3,355,255	$3,106,829	$3,812,782	Salaries, Regular	$3,943,867	$131,085
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$46,463	$111,643	$0	Salaries, Extra Help	$0	-
-	-	-	Salaries, Extra Help-Sworn	-	-
$138	$30	$500	Overtime	$500	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$271,566	$265,171	$233,020	Pen Cont Gen Emp Pen Fd	$255,336	$22,316
$163,663	$149,947	$167,914	Defined Contribution	$118,161	($49,754)
$545	$5,944	$1,747	Workers' Compensation	$1,747	-
$378,374	$375,835	$422,201	Other Personnel Costs	$436,781	$14,580
$4,216,004	*$4,015,400*	*$4,638,165*	*TOTAL PERSONNEL*	*$4,756,392*	*$118,227*
			OTHER EXPENSES		
$1,786,777	$2,404,428	$2,239,359	Purchased / Contracted Services	$2,239,359	-
$32,817	$24,545	$30,000	Supplies	$30,000	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
$6,224	$6,970	$10,000	Other Costs	$10,000	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$1,825,818	*$2,435,943*	*$2,279,359*	*TOTAL OTHER EXPENSES*	*$2,279,359*	-
$6,041,822	**$6,451,342**	**$6,917,524**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$7,035,751**	**$118,227**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$6,041,822	$6,451,342	$6,917,524	General Fund	$7,035,751	$118,227
$6,041,822	**$6,451,342**	**$6,917,524**	**TOTAL EXPENSES**	**$7,035,751**	**$118,227**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
44.42	42.45	42.78	Full Time Equivalent	42.14	(0.64)

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Law
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	$131,085	Increase due to salary adjustments offset by vacant positions funded at 50%.
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	$22,316	Increase due to personnel adjustments.
Defined Contribution	($49,754)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$14,580	Increase due to a proposed $500 Compensation Bonus.
TOTAL PERSONNEL	$118,227	
OTHER EXPENSES		
Purchased / Contracted Services	-	This line includes outside counsel and litigation expenses.
Supplies	-	This line includes general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	This line includes business meeting and Commissioner contingency expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	-	
TOTAL PERSONNEL AND OTHER EXPENSES	**$118,227**	

FUND	VARIANCE (19-18)	EXPLANATION
General Fund	$118,227	
TOTAL EXPENSES	**$118,227**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	(0.64)	Decrease due to reallocation of positions.

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Law
Airport Revenue Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$1,340,044	$1,301,123	$1,686,276	Salaries, Regular	$1,284,757	($401,519)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	$8,237	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
$262	$27	$0	Overtime	$0	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$174,849	$193,082	$175,392	Pen Cont Gen Emp Pen Fd	$113,566	($61,827)
$57,611	$50,542	$61,158	Defined Contribution	$46,786	($14,372)
-	-	-	Workers' Compensation	-	-
$149,616	$126,962	$171,197	Other Personnel Costs	$197,991	$26,794
$1,722,382	*$1,679,972*	*$2,094,023*	*TOTAL PERSONNEL*	*$1,643,100*	*($450,923)*
			OTHER EXPENSES		
$3,226,477	$4,618,288	$4,865,509	Purchased / Contracted Services	$4,865,509	-
$19,680	$18,292	$25,000	Supplies	$25,000	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
$7,474	$3,864	$8,500	Other Costs	$8,500	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$3,253,630	*$4,640,445*	*$4,899,009*	*TOTAL OTHER EXPENSES*	*$4,899,009*	-
$4,976,013	**$6,320,417**	**$6,993,032**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$6,542,109**	**($450,923)**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$4,976,013	$6,320,417	$6,993,032	Airport Revenue Fund	$6,542,109	($450,923)
$4,976,013	**$6,320,417**	**$6,993,032**	**TOTAL EXPENSES**	**$6,542,109**	**($450,923)**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
17.29	17.95	18.14	Full Time Equivalent	19.90	1.76

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Law
Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	($401,519)	Decrease due to reallocation of positions, salary adjustments offset by vacant positions funded at 50%.
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	($61,827)	Decrease due to personnel adjustments.
Defined Contribution	($14,372)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$26,794	Increase due to a proposed $500 Compensation Bonus.
TOTAL PERSONNEL	($450,923)	
OTHER EXPENSES		
Purchased / Contracted Services	-	This line includes outside counsel and litigation expenses.
Supplies	-	This line includes general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	This line includes business meeting and Commissioner contingency expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	-	
TOTAL PERSONNEL AND OTHER EXPENSES	**($450,923)**	

FUND	VARIANCE (19-18)	EXPLANATION
Airport Revenue Fund	($450,923)	
TOTAL EXPENSES	**($450,923)**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	1.76	Increase due to reallocation of positions.

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Law
Water & Wastewater Revenue Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$1,391,462	$1,517,119	$1,814,500	Salaries, Regular	$1,587,896	($226,604)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	$8,237	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
$75	$7	$0	Overtime	$0	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$195,111	$186,957	$163,784	Pen Cont Gen Emp Pen Fd	$166,076	$2,292
$59,080	$66,229	$71,143	Defined Contribution	$54,246	($16,897)
-	$1,180	$1,121	Workers' Compensation	$1,121	-
$185,899	$194,459	$204,606	Other Personnel Costs	$239,459	$34,852
$1,831,626	*$1,974,187*	*$2,255,153*	*TOTAL PERSONNEL*	*$2,048,797*	*($206,356)*
			OTHER EXPENSES		
$4,711,832	$4,161,617	$4,749,137	Purchased / Contracted Services	$4,749,137	-
$18,033	$20,041	$25,000	Supplies	$25,000	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
$6,178	$4,197	$8,500	Other Costs	$8,500	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$4,736,042	*$4,185,854*	*$4,782,637*	*TOTAL OTHER EXPENSES*	*$4,782,637*	-
$6,567,668	**$6,160,041**	**$7,037,790**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$6,831,434**	**($206,356)**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$6,567,668	$6,160,041	$7,037,790	Water & Wastewater Revenue Fund	$6,831,434	($206,356)
$6,567,668	**$6,160,041**	**$7,037,790**	**TOTAL EXPENSES**	**$6,831,434**	**($206,356)**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
21.29	21.95	22.61	Full Time Equivalent	24.43	1.82

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Law
Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	($226,604)	Decrease due to reallocation of positions, salary adjustments offset by vacant positions funded at 50%.
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	$2,292	Increase due to personnel adjustments.
Defined Contribution	($16,897)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$34,852	Increase due to a proposed $500 Compensation Bonus.
TOTAL PERSONNEL	($206,356)	
OTHER EXPENSES		
Purchased / Contracted Services	-	This line includes outside counsel and litigation expenses.
Supplies	-	This line includes general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	This line includes business meeting and Commissioner contingency expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	-	
TOTAL PERSONNEL AND OTHER EXPENSES	**($206,356)**	

FUND	VARIANCE (19-18)	EXPLANATION
Water & Wastewater Revenue Fund	($206,356)	
TOTAL EXPENSES	**($206,356)**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	1.82	Increase due to reallocation of positions.


RESURGENS
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ATLANTA GA

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 Services 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, store 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.

FY2018 Accomplishments

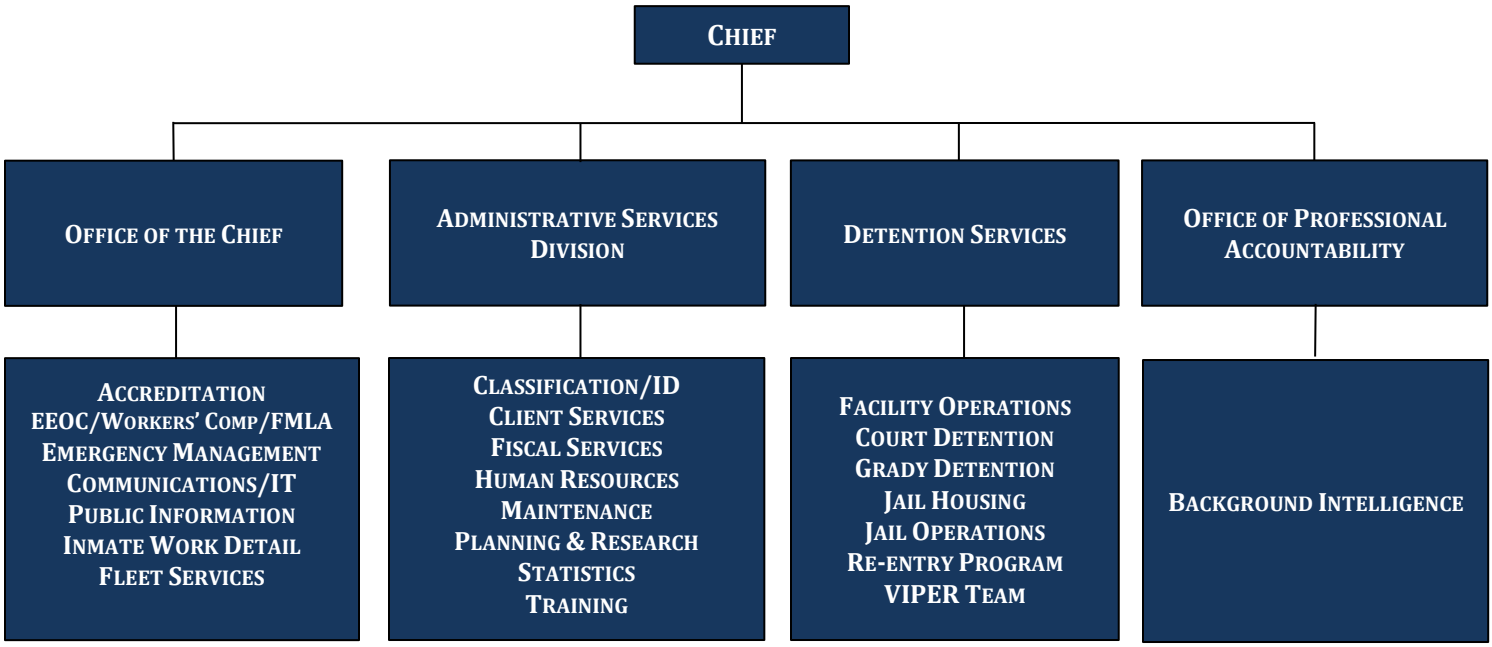
- Launched Preparing Adult Offenders to Transition through Training and Therapy (PATTT) reentry program in collaboration with the Georgia Department of Corrections and the Department of Watershed Management (DWM). First group of state inmates have successfully completed training phase.
- Justice and Mental Health Program grant continues to allow us to offer Mental Health First Aid training to new officer.
- 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 February 24, 2018 – 160.
- 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.
- Supported warming shelters with food, supplies, transportation and cleaning crew during weather events.
- Launched fourth *Love Our City* community improvement campaign on February 14, 2018. Received 216 requests from citizens across the city. As of April 4, 2018, 144 clean-up requests have been completed.
- Spring 2018 class of the Junior Corrections Officer Leadership Academy began on February 24, 2018.
- Implemented elimination of cash bonds at Atlanta City Detention Center on March 1, 2018; switched to a signature bond process with the exception of certain offenses and/or circumstances where signature bonds are not applicable.
- Completed and opened new employee parking lot on Forsyth St.
- On March 27, 2018, DOC hosted *A Salute to Women in Public Safety Lunch & Learn,* featuring Mary Leftridge Byrd, in partnership with HR. Approximately 200 people attended the lunch & learn in observance of National Women's History Month. CBS 46 covered the event.

FY2019 Proposed 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.
- Implementation of Preventative Maintenance Program to include replacement of roof and adjustments of the expansion joints.
- Development and Implementation of an Advanced Executive Leadership Training Program and Succession Planning.
- Implementation of Master Plan for Clean & Close Properties.
- Launch of the "Atlanta Dream Project" (Low Barrier Work Program) to move individuals from the streets to permanent employment, residential programming and/or supportive housing.

ORGANIZATIONAL CHART

CORRECTIONS



PERFORMANCE METRICS

CORRECTIONS

PERFORMANCE MEASURE	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 TARGET	FY2019 TARGET
Public Safety				
Total Number of bookings in the Jail	29,969	30,699	35,000	35,000
Average Daily Population of the Jail	549	574	500	500


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ATLANTA GA

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Corrections
General Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$2,534,582	$2,707,524	$2,680,369	Salaries, Regular	$2,673,302	($7,067)
-	$40,264	-	Salaries, Perm Part-Time	-	-
$11,029,159	$10,541,806	$11,327,115	Salaries, Sworn	$11,077,647	($249,467)
$124,329	$47,476	$49,767	Salaries, Extra Help	$49,767	-
$30,112	$5,612	$8,202	Salaries, Extra Help-Sworn	$8,202	-
$2,383,237	$3,617,211	$1,287,605	Overtime	$1,287,605	-
-	-	-	Pen Cont Fire Pen Fd	-	-
$2,225	$174	-	Pen Cont Police Pen Fd	-	-
$4,150,755	$3,875,352	$3,658,909	Pen Cont Gen Emp Pen Fd	$3,656,462	($2,447)
$231,490	$250,125	$235,216	Defined Contribution	$232,915	($2,301)
$198,638	$291,359	$202,572	Workers' Compensation	$243,765	$41,193
$2,537,960	$2,500,428	$2,959,546	Other Personnel Costs	$3,088,564	$129,018
$23,222,485	*$23,877,330*	*$22,409,300*	*TOTAL PERSONNEL*	*$22,318,228*	*($91,071)*
			OTHER EXPENSES		
$2,999,719	$2,259,371	$2,086,867	Purchased / Contracted Services	$2,086,867	-
$8,456,618	$8,311,920	$8,363,856	Supplies	$8,365,928	$2,072
-	-	-	Capital Outlays	-	-
$77,616	$148,010	$99,703	Interfund / Interdepartmental Charges	$99,703	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
$448,371	$2,408,476	$47,992	Other Financing Uses	$47,992	-
$11,982,324	*$13,127,777*	*$10,598,419*	*TOTAL OTHER EXPENSES*	*$10,600,491*	*$2,072*
$35,204,809	**$37,005,107**	**$33,007,719**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$32,918,719**	**($89,000)**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$35,204,809	$37,005,107	$33,007,719	General Fund	$32,918,719	($89,000)
$35,204,809	**$37,005,107**	**$33,007,719**	**TOTAL EXPENSES**	**$32,918,719**	**($89,000)**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
346.00	359.00	359.00	Full Time Equivalent	360.00	1.00

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Corrections
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	($7,067)	Decrease due to $14 per hour living wage increase offset by vacant positions funded at 50%.
Salaries, Perm Part-Time	-	
Salaries, Sworn	($249,467)	Decrease due to $14 per hour living wage increase offset by vacant positions funded at 50%.
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	($2,447)	Decrease due to personnel adjustments.
Defined Contribution	($2,301)	Decrease due to personnel adjustments.
Workers' Compensation	$41,193	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	$129,018	Increase due to a proposed $500 Compensation Bonus and personnel adjustments.
TOTAL PERSONNEL	($91,071)	
OTHER EXPENSES		
Purchased / Contracted Services	-	This line includes the Trinity Food Service contract and equipment repair/maintenance expenses.
Supplies	$2,072	Increase due to water/sewer more than anticipated.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	This line includes motor/fuel and repair/maintenance expenses.
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	This line includes costs associated with the GMA lease payment.
TOTAL OTHER EXPENSES	$2,072	
TOTAL PERSONNEL AND OTHER EXPENSES	**($89,000)**	

FUND	VARIANCE (19-18)	EXPLANATION
General Fund	($89,000)	
TOTAL EXPENSES	**($89,000)**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	1.00	Increase due to position creation.

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 Policy Development, Reporting and Compliance
- Debt and Investment Administration
- Revenue Collection and Administration
- Financial and Risk Analysis
- Financial and Technology Process Efficiency
- Grants Management

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, 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 the Treasurer 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 Management administers and manages grants awarded to the City of Atlanta. These include the competitive grants awarded and the entitlement funds allocated to the City from Federal Agencies, the State and various Foundations. The entitlement grants are 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. The competitive grants are awarded to the City from other Federal agencies such as the Department of Justice, Department of Transportation, Department of Homeland Security, Department of Labor, etc. In addition, the Office of Grants Management is responsible for projects and grants accounting, 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 ensures that the financial management systems comply with established policies and information technology security requirements. The Office of Financial Systems Services serves as the Chief Financial Officer's principal interface with the licensor of the City's database applications, provides maintenance and support for the database applications, 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 to enable the Department of Finance to enhance current software solutions and integrate applications 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).

- Implemented citywide risk management information system (RMIS), Origami
- Provided bi-weekly overtime reports to COA Commissioners.
- Launched Automatic Data Processing (ADP) solution for payroll taxes.

FY2018 Accomplishments

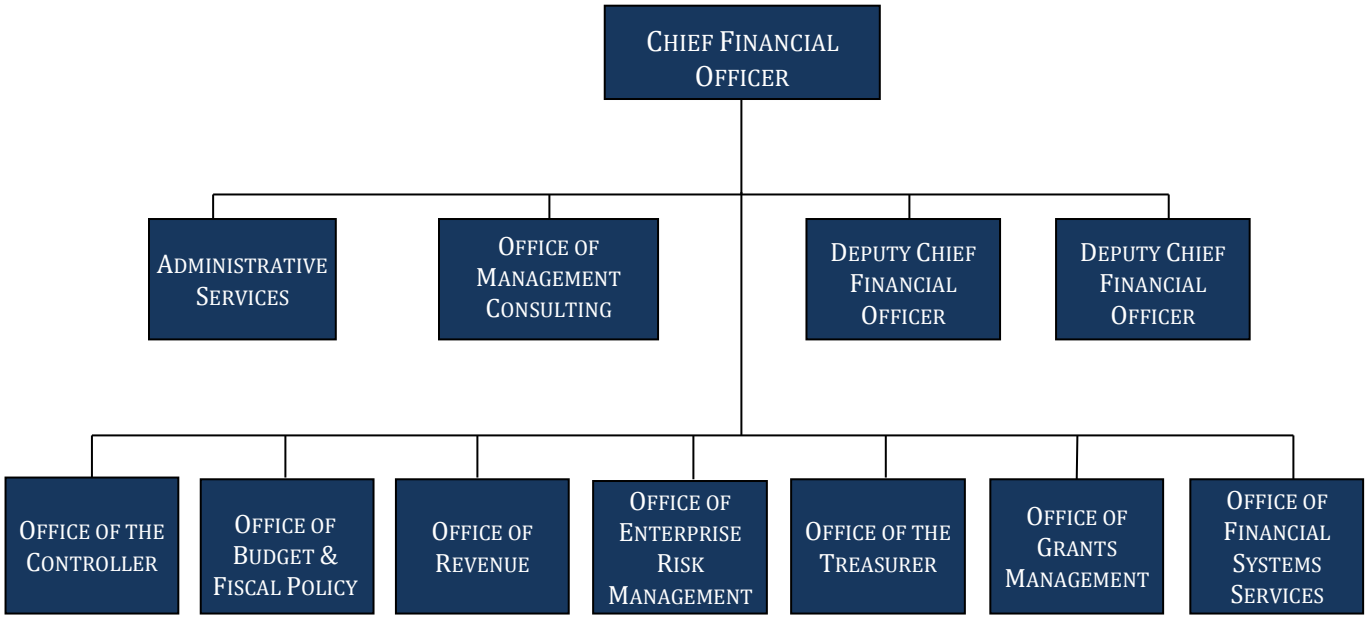
- Successfully negotiated finance terms for over $164M for five Guaranteed Energy Savings Performance Contracts which should result in energy savings of $9.9M annually.
- Closed $150M Car Rental Tax financing and $160M Lease Revenue Bond financing for Philips Arena.
- Structured $400M financing package to support the $1.4 Billion Gulch development.
- Awarded the Government Finance Officers Association (GFOA) Distinguished Budget Award for fiscal year 2018 (6th consecutive year).
- Adopted the FY2018 Budget without the utilization of fund balance.
- Successfully implemented Citywide Independent Contractor procedures compliant to IRS Pub 15-A.
- Successfully completed Fiscal Year 2017 audit with no material findings.
- Successfully refunded 7 outstanding debt issues with an estimated savings of $49M and 13.7% Avg. NPV.
- Issued $310M in new debt for Airport Commercial Paper program ($225M) and Beltline Series D&E ($78M) and Watershed Heavy Equipment Installment Purchase ($7M).
- Outsourced Accounts Payable Check Printing to Wells Fargo.
- Achieved $51M investment income or $24M (48% increase) over FY16 ($27M) total.
- Established a Pre-Trial Intervention Program for Business Licenses with the Solicitor's Office.
- Transitioned receivables from BCRS to Oracle A/R for Corrections, APD and Fire Departments.
- Eliminated convenience fees for online payments.
- Executed contract with Tyler (Energov) to replace Revenue Business License Management System.

FY2019 Proposed Program Highlights

- Create a Capital Budgeting Task Force to establish a comprehensive, citywide capital budgeting plan.
- Migrate to EPRCS (Enterprise Performance Reporting Cloud Services) to enhance budget book workflow and reporting functionality.
- Implement the Sage system to allow departments to conduct their own Capital Asset Inventories.
- Implement a citywide Continuity of Operations Plan (COOP).
- Implement the Oracle ERP Cloud (ATLcloud), an integrated solution of Financials, Budget, Projects and Grants, Payroll, Procurement and Human Capital applications.
- Plan and implement the Finance Business Process Transformation recommended by Deloitte Consulting.
- Establish a City-Wide grants management program for the administrative and financial responsibilities of federal, state and private funded awards.
- Establish a City-Wide monitoring of subrecipients program for grants.
- Automate the entitlement grants program from application to invoice in a paperless environment.
- Reimplement Concur travel training
- Implement an internal Accounting website to include the following:
  - Frequently asked Payroll Questions
  - Frequently asked Vendor questions
  - Accounting Close Dates

ORGANIZATIONAL CHART

FINANCE



PERFORMANCE METRICS

FINANCE

PERFORMANCE MEASURE	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 TARGET	FY2019 TARGET
Fiscal Accountability & Governmental Efficiency				
Revenue Collection Rate for Business Licenses	96%	99%	99%	99%
Percentage of Invoices Paid Within 30 Days	75.11%	60.10%	90%	90%
Unrestricted General Fund Reserves (in millions)	$137	$194	$166	$167

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Finance

FY16 ACTUAL EXPENDITURES	FY17 ACTUAL EXPENDITURES	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
$8,271,156	$8,685,838	$9,602,258	Salaries, Regular	$9,678,745	$76,487
-	$23,884	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$272,699	$249,615	$456,621	Salaries, Extra Help	$456,621	$0
-	-	-	Salaries, Extra Help-Sworn	-	-
$19,053	$25,619	$10,013	Overtime	$21,814	$11,801
-	-	$0	Pen Cont Fire Pen Fd	-	$0
-	-	-	Pen Cont Police Pen Fd	-	-
$947,408	$899,082	$859,090	Pen Cont Gen Emp Pen Fd	$870,243	$11,153
$352,919	$385,896	$385,267	Defined Contribution	$331,253	($54,014)
$418	$5,428	$397	Workers' Compensation	$397	$0
$1,074,650	$1,080,745	$2,131,276	Other Personnel Costs	$2,108,687	($22,588)
$10,938,302	$11,356,107	$13,444,922	*TOTAL PERSONNEL*	$13,467,760	$22,839
			OTHER EXPENSES		
$2,479,061	$2,630,999	$2,838,296	Purchased / Contracted Services	$3,061,686	$223,390
$255,649	$261,927	$261,903	Supplies	$262,543	$640
$41,927	-	-	Capital Outlays	-	-
$5,489	$47,765	$5,577	Interfund / Interdepartmental Charges	$21,077	$15,500
$812,925	$1,310,794	$1,385,330	Other Costs	$1,293,967	($91,364)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
$71	$1,053,290	$1,096,412	Other Financing Uses	$1,096,412	$0
$3,595,122	$5,304,775	$5,587,519	*TOTAL OTHER EXPENSES*	$5,735,685	$148,166
$14,533,424	**$16,660,881**	**$19,032,440**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$19,203,445**	**$171,005**

FY16 ACTUAL EXPENDITURES	FY17 ACTUAL EXPENDITURES	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$12,640,492	$14,860,561	$16,712,002	General Fund	$16,773,507	$61,505
$427,494	$428,971	$559,384	Airport Revenue Fund	$660,738	$101,353
$57,016	$0	$0	Building Permits Fund	$0	$0
$517,307	$574,518	$564,346	Solid Waste Services Revenue Fund	$575,110	$10,763
$891,115	$796,832	$1,196,708	Water & Wastewater Revenue Fund	$1,194,091	($2,617)
-	-	$0	Group Insurance Fund	$0	$0
$14,533,424	**$16,660,881**	**$19,032,440**	**TOTAL EXPENSES**	**$19,203,445**	**$171,005**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
138.34	145.67	144.67	Full Time Equivalent	149.67	5.00

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Finance
General Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$7,138,571	$7,632,885	$8,370,952	Salaries, Regular	$8,604,441	$233,489
-	$23,884	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$272,699	$249,615	$418,373	Salaries, Extra Help	$418,373	$0
-	-	-	Salaries, Extra Help-Sworn	-	-
$9,502	$19,849	$7,105	Overtime	$18,906	$11,801
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$704,900	$730,112	$702,067	Pen Cont Gen Emp Pen Fd	$734,021	$31,955
$321,780	$345,589	$341,239	Defined Contribution	$297,189	($44,049)
$418	$4,982	$397	Workers' Compensation	$397	-
$902,852	$927,325	$1,897,316	Other Personnel Costs	$1,875,626	($21,690)
$9,350,722	*$9,934,240*	*$11,737,448*	*TOTAL PERSONNEL*	*$11,948,954*	*$211,505*
			OTHER EXPENSES		
$2,176,952	$2,255,229	$2,394,532	Purchased / Contracted Services	$2,617,922	$223,390
$254,906	$261,860	$238,535	Supplies	$239,175	$640
$41,927	-	-	Capital Outlays	-	-
$5,489	$47,765	$5,577	Interfund / Interdepartmental Charges	$21,077	$15,500
$810,425	$1,308,176	$1,239,496	Other Costs	$849,967	($389,530)
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
$71	$1,053,290	$1,096,412	Other Financing Uses	$1,096,412	$0
$3,289,770	*$4,926,320*	*$4,974,554*	*TOTAL OTHER EXPENSES*	*$4,824,554*	*($150,000)*
$12,640,492	**$14,860,561**	**$16,712,002**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$16,773,507**	**$61,505**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$12,640,492	$14,860,561	$16,712,002	General Fund	$16,773,507	$61,505
$12,640,492	**$14,860,561**	**$16,712,002**	**TOTAL EXPENSES**	**$16,773,507**	**$61,505**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
112.68	120.01	123.01	Full Time Equivalent	129.01	6.00

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Finance
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	$233,489	Increase due to salary adjustments and position creations.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	$0	
Salaries, Extra Help-Sworn	-	
Overtime	$11,801	Increase due to overtime costs more than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	$31,955	Increase due to personnel adjustments.
Defined Contribution	($44,049)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	($21,690)	Decrease due to a proposed $500 Compensation Bonus offset by personnel adjustments.
TOTAL PERSONNEL	$211,505	
OTHER EXPENSES		
Purchased / Contracted Services	$223,390	Increase due to department-wide contract consolidation.
Supplies	$640	Increase due to supplies more than anticipated.
Capital Outlays	-	
Interfund / Interdepartmental Charges	$15,500	Increase due to motor/fuel and repair/maintenance costs more than anticipated.
Other Costs	($389,530)	Decrease due to bank fee reallocation to Enterprise Funds, and business tax refunds reallocation to Non-Departmental.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	$0	
TOTAL OTHER EXPENSES	($150,000)	
TOTAL PERSONNEL AND OTHER EXPENSES	**$61,505**	

FUND	VARIANCE (19-18)	EXPLANATION
General Fund	$61,505	
TOTAL EXPENSES	**$61,505**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	6.00	Increase due to position creations.

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Finance
Airport Revenue Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$264,699	$265,954	$272,878	Salaries, Regular	$274,930	$2,052
-	-	-	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	-	-
$18,031	$15,957	$15,896	Defined Contribution	$11,795	($4,101)
-	-	-	Workers' Compensation	-	-
$35,219	$35,806	$42,373	Other Personnel Costs	$43,692	$1,319
$317,950	*$317,717*	*$369,395*	*TOTAL PERSONNEL*	*$368,665*	*($730)*
			OTHER EXPENSES		
$107,044	$108,753	$114,113	Purchased / Contracted Services	$114,113	-
-	-	$2,960	Supplies	$2,960	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
$2,500	$2,500	$72,917	Other Costs	$175,000	$102,083
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$109,544	*$111,253*	*$189,989*	*TOTAL OTHER EXPENSES*	*$292,072*	*$102,083*
$427,494	**$428,971**	**$559,384**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$660,738**	**$101,353**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$427,494	$428,971	$559,384	Airport Revenue Fund	$660,738	$101,353
$427,494	**$428,971**	**$559,384**	**TOTAL EXPENSES**	**$660,738**	**$101,353**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
3.33	3.33	3.33	Full Time Equivalent	3.33	-

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Finance
Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	$2,052	Increase due to salary 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	-	
Defined Contribution	($4,101)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$1,319	Increase due to a proposed $500 Compensation Bonus.
TOTAL PERSONNEL	($730)	
OTHER EXPENSES		
Purchased / Contracted Services	-	This line includes investment and legal services.
Supplies	-	This line includes general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	$102,083	Increase due to bank fee reallocation to Enterprise Funds.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$102,083	
TOTAL PERSONNEL AND OTHER EXPENSES	**$101,353**	

FUND	VARIANCE (19-18)	EXPLANATION
Airport Revenue Fund	$101,353	
TOTAL EXPENSES	**$101,353**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	-	

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Finance
Solid Waste Services Revenue Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$301,405	$340,668	$273,956	Salaries, Regular	$280,912	$6,956
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
$3,036	$3,093	$1,028	Overtime	$1,028	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$77,649	$55,984	$45,651	Pen Cont Gen Emp Pen Fd	$46,313	$662
$3,977	$12,856	$6,720	Defined Contribution	$6,720	-
-	-	-	Workers' Compensation	-	-
$50,340	$47,809	$61,556	Other Personnel Costs	$64,700	$3,145
$436,408	*$460,410*	*$388,910*	*TOTAL PERSONNEL*	*$399,674*	*$10,763*
			OTHER EXPENSES		
$80,086	$114,041	$168,158	Purchased / Contracted Services	$168,158	-
$814	$67	$7,278	Supplies	$7,278	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$80,900	*$114,108*	*$175,436*	*TOTAL OTHER EXPENSES*	*$175,436*	-
$517,307	**$574,518**	**$564,346**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$575,110**	**$10,763**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$517,307	$574,518	$564,346	Solid Waste Services Revenue Fund	$575,110	$10,763
$517,307	**$574,518**	**$564,346**	**TOTAL EXPENSES**	**$575,110**	**$10,763**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
9.00	9.00	6.00	Full Time Equivalent	6.00	-

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Finance
Solid Waste Services Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	$6,956	Increase due to salary 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	$662	Increase due to personnel adjustments.
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	$3,145	Increase due to a proposed $500 Compensation Bonus.
TOTAL PERSONNEL	$10,763	
OTHER EXPENSES		
Purchased / Contracted Services	-	This line includes Fulton County Recording Fees.
Supplies	-	This line includes general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	-	
TOTAL PERSONNEL AND OTHER EXPENSES	**$10,763**	

FUND	VARIANCE (19-18)	EXPLANATION
Solid Waste Services Revenue Fund	$10,763	
TOTAL EXPENSES	**$10,763**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	-	

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Finance
Water & Wastewater Revenue Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$529,127	$446,331	$684,472	Salaries, Regular	$518,462	($166,010)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
$5,105	$2,677	$1,880	Overtime	$1,880	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$153,695	$112,986	$111,373	Pen Cont Gen Emp Pen Fd	$89,909	($21,464)
$7,266	$11,494	$21,412	Defined Contribution	$15,549	($5,863)
-	$446	-	Workers' Compensation	-	-
$81,014	$69,805	$130,031	Other Personnel Costs	$124,668	($5,363)
$776,207	*$643,739*	*$949,168*	*TOTAL PERSONNEL*	*$750,468*	*($198,700)*
			OTHER EXPENSES		
$114,979	$152,975	$161,492	Purchased / Contracted Services	$161,492	-
($71)	-	$13,131	Supplies	$13,131	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	$118	$72,917	Other Costs	$269,000	$196,083
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$114,908	*$153,093*	*$247,540*	*TOTAL OTHER EXPENSES*	*$443,623*	*$196,083*
$891,115	**$796,832**	**$1,196,708**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$1,194,091**	**($2,617)**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$891,115	$796,832	$1,196,708	Water & Wastewater Revenue Fund	$1,194,091	($2,617)
$891,115	**$796,832**	**$1,196,708**	**TOTAL EXPENSES**	**$1,194,091**	**($2,617)**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
13.33	12.33	12.33	Full Time Equivalent	11.33	(1.00)

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Finance
Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	($166,010)	Decrease due to salary adjustments, vacant positions funded at 50%, and one position abolishment.
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	($21,464)	Decrease due to personnel adjustments.
Defined Contribution	($5,863)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	($5,363)	Decrease due to a proposed $500 Compensation Bonus offset by personnel adjustments.
TOTAL PERSONNEL	($198,700)	
OTHER EXPENSES		
Purchased / Contracted Services	-	This line includes investment and legal services.
Supplies	-	This line includes general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	$196,083	Increase due to bank fee reallocation to Enterprise Funds.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$196,083	
TOTAL PERSONNEL AND OTHER EXPENSES	**($2,617)**	

FUND	VARIANCE (19-18)	EXPLANATION
Water & Wastewater Revenue Fund	($2,617)	
TOTAL EXPENSES	**($2,617)**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	(1.00)	Decrease due to one position abolishment.


RESURGENS
1847
1865
ATLANTA GA

PROCUREMENT

Mission Statement

The mission of the Department of Procurement, under the authority of the Chief Procurement Officer, plays a strategic role in ensuring the city receives best value for dollars expended on purchasing across the enterprises. Procurement professionals engage with agencies as early as practical to add valuable oversight, to coordinate legal and ethical guidelines, strategize to reduce risks, and marshal market intelligence to optimize outcomes.

Core Functions

- Procure commodities
- Procure services
- Manage surplus auctions

Summary of Operations

The Department of Procurement (the "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 commodities 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, training and troubleshooting.

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

- Maximizing competition through ethical and open procurement processes
- Training to ensure that procurement professionals exhibit the highest standards of professionalism and responsiveness to stakeholders
- Standardizing procurement processes and procedures across the enterprise
- Using technology and data more effectively to improve performance and deliver best value for dollars spent
- Enhancing the transparency of procurement transactions
- Pursuing opportunities to employ sustainable procurement practices

FY2018 Accomplishments

Commodities Division

- Successfully procured and awarded 117 annual supply contracts for 13 departments for diverse commodities totaling approximately $259,185,675.
- Successfully completed 260 online auctions of surplus property generating $1,224,485 in revenue.

- Successfully recovered $364,377 from vendor who inadvertently overcharged the City.
- Launched and completed Small Purchases pilot in Fleet Services and Aviation to enable separation of duties and DOP oversight of User Agency purchases under $20,000.
- Increased budget line over $250,000 for Fleet Services and Aviation by purging open purchase orders for Commodities Division.
- Revised annual contract structure on Citynet to increase accessibility for the User Agency resulting in 100% of annual contracts posted.
- Maintained a minimum of one (1) to two (2) contracted vendors for each Commodity area to mitigate supply interruptions.
- Ensured that Commodities Division contracts are in place for three (3) years to enable consistency, continuity, and deliver best price or value to the City.
- Monitored purchase orders to insure prices are accurate with the contract or vendor quote for Commodities Division resulting in 95% accuracy for Fleet Services and Aviation.
- Successfully procured and awarded Water Chemical Contracts for the Department of Watershed Management for $5,584,905 to treat waste water and deliver clean drinking water to the City.
- Successfully procured and awarded Bulk Gasoline and Diesel Fuel Contract for $3,958,386.
- Awarded 7 new contracts and renewed 28 contracts in the Commodities Division.
- Successfully procured and awarded various Landscaping Contracts for all agencies for $3,000,026.
- Successfully procured and awarded Aircraft Rescue Firefighting (ARFF) Vehicle Class 5 for Aviation for $900,000.
- Successfully procured and awarded work uniforms for Department of Watershed Management for $500,000.
- Successfully procured the Trace Organix Lab Services for $60,500.
- Successfully procured Annual Services for Diving Services for the Office of Water Treatment and Reclamation for $3,075,000.
- Successfully procured a co-op for Meter Installations and Replacement Services for 2,900,000.

Services Division

- Successfully procured and executed 177 formal service procurements to include new solicitations, alternatives, task orders and renewals totaling approximately $181,026,957.
- Successfully procured and awarded fifteen (15) contracts for Construction Services through the newly authorized Request for Qualified Contractor (RFQC) procurement method.
- Successfully procured and executed Solar Program in the amount of $14,710,565.
- Successfully procured and awarded two (2) contracts for Food and Beverage Services at City Plaza guaranteeing the City revenue for the next ten (10) years.
- Successfully procured and executed West Lake Bridge Design in amount of $1,181,585; $112,265 less than the User Agency's estimate.
- Effectively procured and executed Public Access Television – Channel 24 in an amount of $180,000.
- Successfully procured and executed External Financial Audit Services in the amount of $1,439,900.
- Successfully procured and executed Street Resurfacing in the amount of $3,983, 344.
- Successfully procured and executed Newsstand Management and Operations guaranteeing the City revenue for the next five (5) years.
- Successfully procured and executed Café 55 Management and Operations guaranteeing the City revenue for the next four (4) years.
- Effectively awarded and executed City of Atlanta Fitness Center Management in an amount of $380,000.
- Successfully executed an emergency contract for the Disposal of Municipal Solid Waste in the amount of $3,902,500 to ensure no threat to public safety and health.
- Successfully procured and executed Atlanta Hartsfield Jackson Airport Manifold Improvements Project to create a cost effective and sustainable solution to the state of the soil/pipe/valve system in the amount of $5,459,032.

- Successfully executed an emergency contract for the Collapsed Roadway near 1299 W. Wesley Road and Nancy Creek Road in the amount of $3,000,000 and $2,500,000 respectively.

Operations

- Enhanced the Contractor's Disclosure Declaration Affidavit.
- Instituted Non-Response Determination Form to highlight reasons why offeror is deemed non-responsive.
- Successfully developed, trained and implemented the IIREA preview participation program for document review prior to Bid/Proposal due date.
- Implemented enhanced responsiveness review procedure that provides for two peer reviews of each proposal, final review by the CPO or Deputy CPO, and a detailed written explanation to each proponent deemed non-responsive.
- Conducted in-house Formal Services training for Contracting Officers and others.
- Office suite renovation to consolidate personnel in City Hall – move into suite 1700.
- Successfully completed 429 Open Records Requests.
- Successfully prevailed in the Protest from a contractor.

Technology

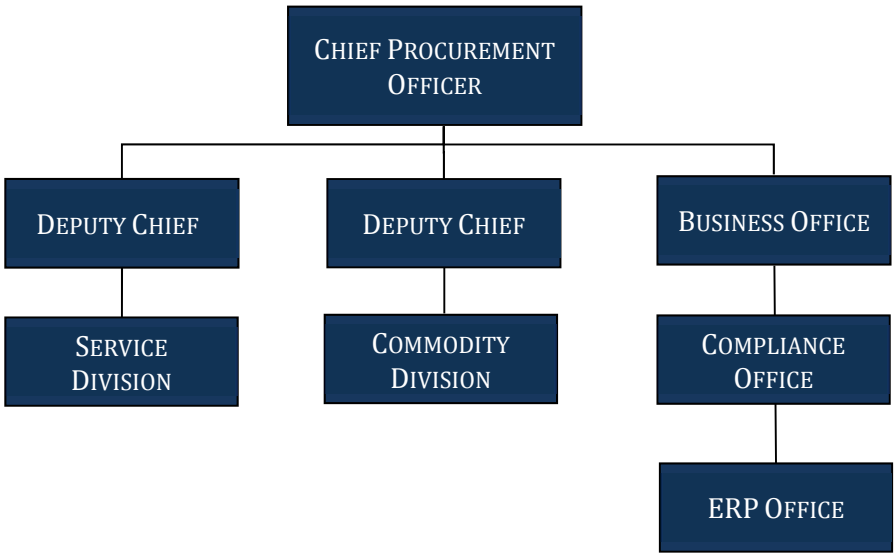
- Continue leading the effort to implement Oracle Cloud Procurement module, which includes significant process improvements for purchase orders and automating the bid/award process.
- Initiated data cleanup of NIGP codes resulting in the elimination of over 4,000 codes, which will enhance future spend analytics.
- Developed and implemented automatic contract notification tool in Oracle that periodically warns using agencies of impending contract expiration beginning eight months from expiration date.
- Deployed a new Procurement web site for viewing solicitations and related information.
- Attended vendor events sponsored by user agencies to assist with distributing vendor information and registration of vendors.
- Successfully registered over 4200 suppliers.
- Conducted 23 procurement Training classes with User Agencies.

FY2019 Proposed 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.
- Continue outreach training efforts for external and internal customers.
- Implementation of the Oracle Cloud Procurement system/software, which will include training for all users.
- Continue efforts towards reviewing contracts, both commodities and services, to identify cost savings opportunities.
- As a result of the purchasing function consolidation, the consolidation of Oracle responsibilities will take place in fiscal year 2019. This consolidation of functional responsibilities will result in better control and monitoring of spending across the city/departments.

ORGANIZATIONAL CHART

PROCUREMENT



PERFORMANCE METRICS

PROCUREMENT

PERFORMANCE MEASURE	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 TARGET	FY2019 TARGET
Fiscal Accountability & Governmental Efficiency				
Average number of days from advertisement to contract authorization, all solicitations - Services	216	238	160	238
Average number of days from advertisement to contract authorization, all solicitations - Goods	44	32	60	60
Average number of days from CPO to execution, duration for all solicitations – Services	34	43	30	30

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Procurement

FY16 ACTUAL EXPENDITURES	FY17 ACTUAL EXPENDITURES	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
$3,131,503	$3,830,642	$4,439,393	Salaries, Regular	$4,232,851	($206,542)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$42,714	$14,849	$17,583	Salaries, Extra Help	$17,583	$0
-	-	-	Salaries, Extra Help-Sworn	-	-
$8,698	$4,667	$4,103	Overtime	$4,103	$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	$0	Pen Cont Police Pen Fd	-	$0
$507,183	$685,061	$687,275	Pen Cont Gen Emp Pen Fd	$600,845	($86,430)
$118,496	$131,876	$129,611	Defined Contribution	$129,172	($439)
$7,522	$18,070	$12,001	Workers' Compensation	$21,844	$9,842
$480,913	$545,323	$891,026	Other Personnel Costs	$932,214	$41,188
$4,297,030	$5,230,488	$6,180,993	*TOTAL PERSONNEL*	$5,938,613	($242,380)
			OTHER EXPENSES		
$42,430	$103,778	$705,372	Purchased / Contracted Services	$205,372	($500,000)
$40,638	$83,389	$88,570	Supplies	$88,570	$0
-	-	$25,000	Capital Outlays	$25,000	$0
-	-	-	Interfund / Interdepartmental Charges	-	-
$1,856	$1,504	$10,000	Other Costs	$10,000	$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$84,924	$188,671	$828,942	*TOTAL OTHER EXPENSES*	$328,942	($500,000)
$4,381,954	**$5,419,159**	**$7,009,935**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$6,267,555**	**($742,380)**

FY16 ACTUAL EXPENDITURES	FY17 ACTUAL EXPENDITURES	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$1,661,678	$1,983,053	$2,405,021	General Fund	$2,418,211	$13,190
$1,006,488	$1,306,549	$2,053,718	Airport Revenue Fund	$1,516,943	($536,775)
$51,958	$0	$0	Building Permits Fund	-	$0
$46,369	$19,595	$84,028	Solid Waste Services Revenue Fund	$98,119	$14,091
$1,519,693	$1,940,154	$2,296,866	Water & Wastewater Revenue Fund	$2,075,073	($221,793)
$95,768	$169,809	$170,302	Fleet Service Fund	$159,209	($11,093)
$4,381,954	**$5,419,159**	**$7,009,935**	**TOTAL EXPENSES**	**$6,267,555**	**($742,380)**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
41.00	82.00	81.00	Full Time Equivalent	82.00	1.00

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Procurement
General Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$1,190,287	$1,389,290	$1,541,885	Salaries, Regular	$1,542,707	$822
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$36,717	$2,983	$12,500	Salaries, Extra Help	$12,500	-
-	-	-	Salaries, Extra Help-Sworn	-	-
$1,642	$1,955	$1,616	Overtime	$1,616	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$142,235	$214,906	$200,504	Pen Cont Gen Emp Pen Fd	$169,851	($30,653)
$51,636	$53,359	$49,037	Defined Contribution	$53,643	$4,606
$5,992	$16,683	$10,190	Workers' Compensation	$20,032	$9,842
$200,767	$236,047	$413,082	Other Personnel Costs	$441,654	$28,573
$1,629,276	*$1,915,222*	*$2,228,813*	*TOTAL PERSONNEL*	*$2,242,003*	*$13,190*
			OTHER EXPENSES		
$18,019	$37,510	$114,581	Purchased / Contracted Services	$114,581	-
$12,528	$28,816	$26,627	Supplies	$26,627	-
-	-	$25,000	Capital Outlays	$25,000	-
-	-	-	Interfund / Interdepartmental Charges	-	-
$1,856	$1,504	$10,000	Other Costs	$10,000	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$32,402	*$67,830*	*$176,208*	*TOTAL OTHER EXPENSES*	*$176,208*	-
$1,661,678	**$1,983,053**	**$2,405,021**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$2,418,211**	**$13,190**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$1,661,678	$1,983,053	$2,405,021	General Fund	$2,418,211	$13,190
$1,661,678	**$1,983,053**	**$2,405,021**	**TOTAL EXPENSES**	**$2,418,211**	**$13,190**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
10.83	26.38	26.38	Full Time Equivalent	28.38	2.00

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Procurement
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	$822	Increase due to position creations offset by vacant positions funded at 50%.
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	($30,653)	Decrease due to personnel adjustments.
Defined Contribution	$4,606	Increase due to personnel adjustments.
Workers' Compensation	$9,842	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	$28,573	Increase due to a proposed $500 Compensation Bonus and personnel adjustments.
TOTAL PERSONNEL	$13,190	
OTHER EXPENSES		
Purchased / Contracted Services	-	This line includes copier lease/usage and training expenses.
Supplies	-	This line includes general office supplies.
Capital Outlays	-	This line includes computer purchases for Contracting Officers and Supervisors.
Interfund / Interdepartmental Charges	-	
Other Costs	-	This line includes educational materials and business meeting expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	-	
TOTAL PERSONNEL AND OTHER EXPENSES	**$13,190**	

FUND	VARIANCE (19-18)	EXPLANATION
General Fund	$13,190	
TOTAL EXPENSES	**$13,190**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	2.00	Increase due to Procurement Assistant and Systems Administrator positions.

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Procurement
Airport Revenue Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$739,881	$965,438	$1,096,862	Salaries, Regular	$1,039,461	($57,401)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$5,430	($15)	$958	Salaries, Extra Help	$958	-
-	-	-	Salaries, Extra Help-Sworn	-	-
$3	$133	$86	Overtime	$86	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$99,928	$143,354	$149,445	Pen Cont Gen Emp Pen Fd	$163,528	$14,083
$33,597	$41,184	$42,906	Defined Contribution	$32,029	($10,877)
-	$330	-	Workers' Compensation	-	-
$107,341	$111,596	$180,204	Other Personnel Costs	$197,624	$17,420
$986,179	*$1,262,021*	*$1,470,461*	*TOTAL PERSONNEL*	*$1,433,686*	*($36,775)*
			OTHER EXPENSES		
$11,025	$25,582	$560,363	Purchased / Contracted Services	$60,363	($500,000)
$9,284	$18,947	$22,894	Supplies	$22,894	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$20,309	*$44,529*	*$583,257*	*TOTAL OTHER EXPENSES*	*$83,257*	*($500,000)*
$1,006,488	**$1,306,549**	**$2,053,718**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$1,516,943**	**($536,775)**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$1,006,488	$1,306,549	$2,053,718	Airport Revenue Fund	$1,516,943	($536,775)
$1,006,488	**$1,306,549**	**$2,053,718**	**TOTAL EXPENSES**	**$1,516,943**	**($536,775)**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
12.34	20.34	20.34	Full Time Equivalent	21.59	1.25

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Procurement
Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	($57,401)	Decrease due to reallocation of positions, salary adjustments and vacant positions funded at 50%.
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	$14,083	Increase due to personnel adjustments.
Defined Contribution	($10,877)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$17,420	Increase due to a proposed $500 Compensation Bonus and personnel adjustments.
TOTAL PERSONNEL	($36,775)	
OTHER EXPENSES		
Purchased / Contracted Services	($500,000)	Decrease due to removal of one-time expense for department renovations.
Supplies	-	This line includes general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	($500,000)	
TOTAL PERSONNEL AND OTHER EXPENSES	**($536,775)**	

FUND	VARIANCE (19-18)	EXPLANATION
Airport Revenue Fund	($536,775)	
TOTAL EXPENSES	**($536,775)**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	1.25	Increase due to reallocation of two positions into fund offset by reallocation of one partially funded position out of fund.

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Procurement
Solid Waste Services Revenue Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$34,241	$17,193	$66,737	Salaries, Regular	$81,767	$15,030
-	-	-	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	$13	-	Pen Cont Gen Emp Pen Fd	-	-
$629	$1,032	$4,839	Defined Contribution	$3,508	($1,331)
-	-	-	Workers' Compensation	-	-
$4,121	$1,357	$12,452	Other Personnel Costs	$12,845	$392
$46,369	*$19,595*	*$84,028*	*TOTAL PERSONNEL*	*$98,119*	*$14,091*
			OTHER EXPENSES		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	-	*TOTAL OTHER EXPENSES*	-	-
$46,369	**$19,595**	**$84,028**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$98,119**	**$14,091**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$46,369	$19,595	$84,028	Solid Waste Services Revenue Fund	$98,119	$14,091
$46,369	**$19,595**	**$84,028**	**TOTAL EXPENSES**	**$98,119**	**$14,091**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
-	1.45	1.45	Full Time Equivalent	1.45	-

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Procurement
Solid Waste Services Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	$15,030	Increase due to salary 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	-	
Defined Contribution	($1,331)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$392	Increase due to a proposed $500 Compensation Bonus offset by personnel adjustments.
TOTAL PERSONNEL	$14,091	
OTHER EXPENSES		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	-	
TOTAL PERSONNEL AND OTHER EXPENSES	**$14,091**	

FUND	VARIANCE (19-18)	EXPLANATION
Solid Waste Services Revenue Fund	$14,091	
TOTAL EXPENSES	**$14,091**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	-	

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Procurement
Water & Wastewater Revenue Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$1,073,012	$1,351,106	$1,621,411	Salaries, Regular	$1,466,611	($154,800)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$567	$11,882	$4,125	Salaries, Extra Help	$4,125	-
-	-	-	Salaries, Extra Help-Sworn	-	-
$1,650	$1,204	$1,111	Overtime	$1,111	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$227,738	$293,831	$306,060	Pen Cont Gen Emp Pen Fd	$238,934	($67,127)
$31,255	$35,825	$32,830	Defined Contribution	$39,015	$6,185
$1,530	$1,057	$1,812	Workers' Compensation	$1,812	-
$151,728	$168,936	$260,040	Other Personnel Costs	$253,990	($6,051)
$1,487,481	*$1,863,842*	*$2,227,389*	*TOTAL PERSONNEL*	*$2,005,596*	*($221,793)*
			OTHER EXPENSES		
$13,386	$40,686	$30,428	Purchased / Contracted Services	$30,428	$0
$18,826	$35,626	$39,049	Supplies	$39,049	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$32,212	*$76,312*	*$69,477*	*TOTAL OTHER EXPENSES*	*$69,477*	*$0*
$1,519,693	**$1,940,154**	**$2,296,866**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$2,075,073**	**($221,793)**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$1,519,693	$1,940,154	$2,296,866	Water & Wastewater Revenue Fund	$2,075,073	($221,793)
$1,519,693	**$1,940,154**	**$2,296,866**	**TOTAL EXPENSES**	**$2,075,073**	**($221,793)**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
17.83	29.83	29.83	Full Time Equivalent	27.58	(2.25)

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Procurement
Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	($154,800)	Decrease due to reallocation of positions and vacant positions funded at 50%.
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	($67,127)	Decrease due to personnel adjustments.
Defined Contribution	$6,185	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	($6,051)	Decrease due to a proposed $500 Compensation Bonus offset by personnel adjustments.
TOTAL PERSONNEL	($221,793)	
OTHER EXPENSES		
Purchased / Contracted Services	$0	This line includes copier lease/usage and training expenses.
Supplies	-	This line includes general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$0	
TOTAL PERSONNEL AND OTHER EXPENSES	**($221,793)**	

FUND	VARIANCE (19-18)	EXPLANATION
Water & Wastewater Revenue Fund	($221,793)	
TOTAL EXPENSES	**($221,793)**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	(2.25)	Decrease due to the reallocation of positions.

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Procurement
Fleet Service Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$57,314	$107,614	$112,498	Salaries, Regular	$102,305	($10,193)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
$5,403	$1,374	$1,290	Overtime	$1,290	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$19,069	$32,957	$31,266	Pen Cont Gen Emp Pen Fd	$28,533	($2,733)
-	$477	-	Defined Contribution	$978	$978
-	-	-	Workers' Compensation	-	-
$13,982	$27,386	$25,248	Other Personnel Costs	$26,102	$854
$95,768	*$169,809*	*$170,302*	*TOTAL PERSONNEL*	*$159,209*	*($11,093)*
			OTHER EXPENSES		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	-	*TOTAL OTHER EXPENSES*	-	-
$95,768	**$169,809**	**$170,302**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$159,209**	**($11,093)**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$95,768	$169,809	$170,302	Fleet Service Fund	$159,209	($11,093)
$95,768	**$169,809**	**$170,302**	**TOTAL EXPENSES**	**$159,209**	**($11,093)**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
-	3.00	3.00	Full Time Equivalent	3.00	-

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Procurement
Fleet Service Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	($10,193)	Decrease due to salary 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	($2,733)	Decrease due to personnel adjustments.
Defined Contribution	$978	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$854	Increase due to a proposed $500 Compensation Bonus offset by personnel adjustments.
TOTAL PERSONNEL	($11,093)	
OTHER EXPENSES		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	-	
TOTAL PERSONNEL AND OTHER EXPENSES	**($11,093)**	

FUND	VARIANCE (19-18)	EXPLANATION
Fleet Service Fund	($11,093)	
TOTAL EXPENSES	**($11,093)**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	-	


RESURGENS
1847
1865
ATLANTA GA

PUBLIC WORKS

Mission Statement

The Mission of the Department of Public Works (DPW) 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 Services

Summary of Operations

The Department of Public Works (DPW) is comprised of three official offices: Transportation, Solid Waste, and Fleet. The Office of the Commissioner provides administrative leadership and support to the three direct service 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. DPW also collects the city's solid waste including household solid waste and bulk items, recycling, yard waste, and street sweeping. The Department also manages and maintains right-of-way (ROW) mowing, cleaning, and 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, 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 and 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 (ROW). It provides a variety of services to the residents of Atlanta, internal operating departments, and other agencies. This office is comprised of two divisions:

- Transportation Operations Maintenance: Signals Maintenance, Signs and Striping, On-Street Parking and the Atlanta Traffic Control Center
- Engineering Services: 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 partners with other city departments in the delivery of critical city fleet management services and is also responsible for the purchasing and dispensing of over three million gallons of fuel annually. OFS is composed of (4) divisions:

- Business Operations: Financial Services, Billing, Payroll, Training, Facility Maintenance, Human Resources, and Transportation
- Production Operations**:** Fleet vehicle repairs with seven shops in total, including two at

Hartsfield Jackson Atlanta International Airport
- Material Management: Repair parts, inventory, and accountability
- Asset Management: Vehicle specification, vehicle purchases, registrations, sales, and fuel management

Goals

The Department of Public Works has set clear performance objectives and expectations for FY19, 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.

FY2018 Accomplishments

Human Resources
- Reduced vacancies by 10%.
- Created an employee/management partnership committee.
- Developed cross training program on heavy equipment.
- Implemented career succession planning.

Transportation
- Completed 35 lane miles of thermoplastic striping.
- On track to complete 49.68 lane miles of resurfacing through the Local Maintenance and Improvement Grants (LMIG) program.
- Completed 43.14 lane miles of roadway resurfacing through the Hot In-Place Recycled Asphalt (HIPRA) program.
- Successful implementation of the new parking management contract.

Streetcar
- Served over one million passengers with the Atlanta Streetcar.
- Completed over 160,000 service miles.
- Attained 96% On-Time Performance.
- Increased ridership by 10%.
- All 66 Corrective Action Plans accepted by GDOT; 30% closed.
- More than $2.8 billion in economic development within ¼ of Streetcar Route.
- Completed first Mobile Ticketing Application for a Transit System in Metropolitan Atlanta.

Fleet
- Implementation of managed competition opportunities for parts.
- Implemented light & medium/heavy duty Xpress Lube Shop.
- Implemented a second emission station.
- Improved preventative maintenance (PM) compliance by 34%.
- Improved vehicle availability to 95.5%.
- Implemented vehicle customer service center.
- Upgraded Fleet Management Software.

FY2019 Proposed Program Highlights

Transportation
- Complete interstate lighting repairs.
- Initiate Traffic Signal Preventative Maintenance Program.
- Increase capacity for traffic counts.

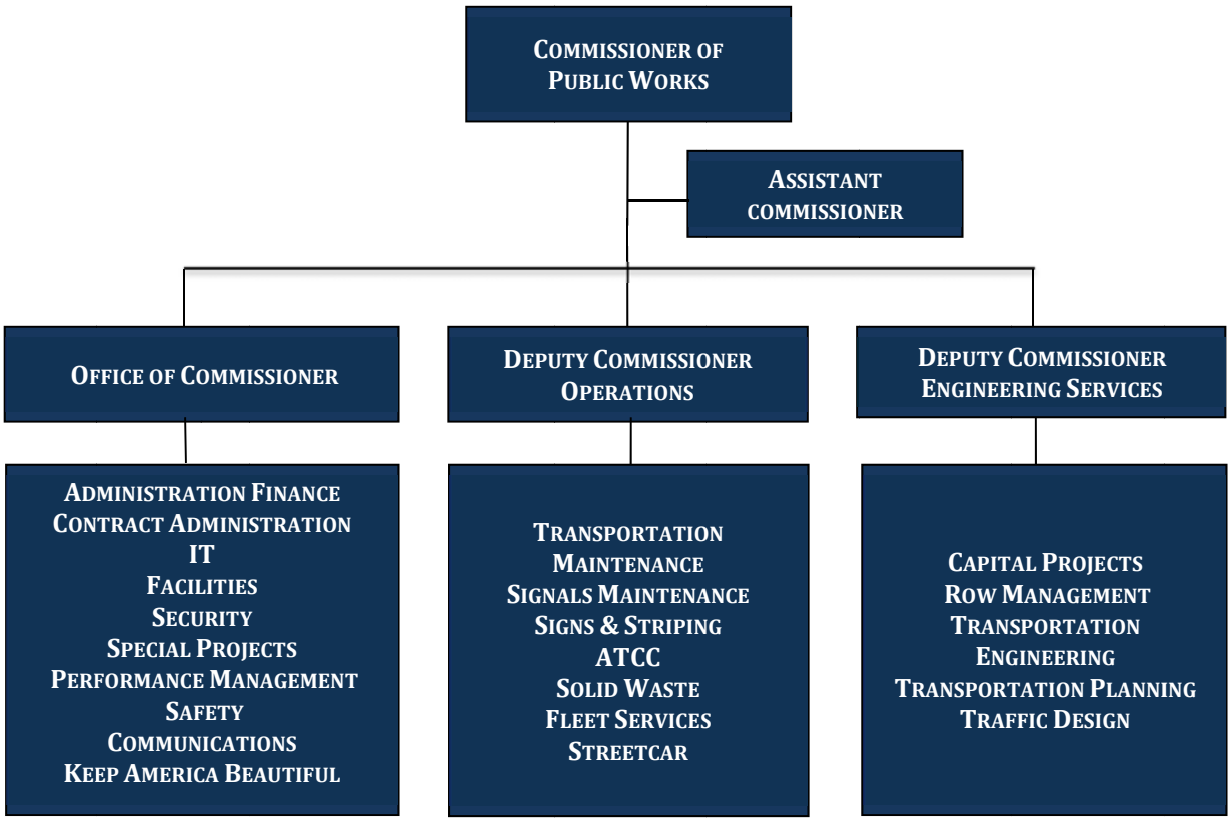
Streetcar
- Transfer ownership and operations of the Atlanta Streetcar to MARTA.

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 Solid Waste Education and Enforcement Teams (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	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 TARGET	FY2019 TARGET
Transportation				
Sustainability				
% of reactive bridge inspections completed within 10 days of report or request	90%	90%	90%	90%
% of bridge repairs completed within 12 business days of work order creation	93%	97%	90%	90%
% pothole repairs completed within 5 business days	91%	95%	90%	90%
% of asphalt point repairs completed within 24 business days of work order creation	64%	82%	90%	90%
% of concrete repairs completed within 32 business days of work order creation	89%	77%	90%	90%
% emergency traffic sign repairs completed within 24 hours of receipt/report	98%	97%	90%	90%
Solid Waste Services				
Fiscal Accountability & Governmental Efficiency				
% of single family garbage pickups on scheduled day	99.90%	99.92%	99.90%	99.90%
% of yard trimmings pickups collected on scheduled day	78.80%	99.91%	99.90%	99.90%
% recycling pickups collected on scheduled day	99.80%	99.91%	99.90%	99.90%
Fleet Services				
Public Safety				
Average vehicle availability - Patrol Cars	100%	96%	100%	100%
Average vehicle availability - Motorcycles	100%	100%	100%	100%
Average vehicle availability - Aerial Buckets	100%	100%	100%	100%
Average vehicle availability - Ladders	100%	100%	100%	100%
Average vehicle availability - Pumpers	100%	101%	100%	100%
Fiscal Accountability & Governmental Efficiency				
Average vehicle availability - Rear Loaders	95%	96%	100%	100%
Sustainability				
Average vehicle availability - Pothole Trucks	100%	100%	100%	100%

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Public Works

FY16 ACTUAL EXPENDITURES	FY17 ACTUAL EXPENDITURES	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
$27,997,818	$30,689,837	$33,978,544	Salaries, Regular	$34,439,596	$461,052
$0	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$1,614,236	$933,484	$540,256	Salaries, Extra Help	$540,256	$0
-	-	-	Salaries, Extra Help-Sworn	-	-
$3,991,379	$3,437,559	$1,966,871	Overtime	$1,966,871	$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$7,631,493	$7,767,033	$8,109,358	Pen Cont Gen Emp Pen Fd	$8,165,524	$56,167
$595,649	$739,116	$500,736	Defined Contribution	$983,074	$482,338
$2,137,327	$1,927,906	$1,601,895	Workers' Compensation	$1,924,275	$322,380
$5,439,932	$5,829,343	$7,023,933	Other Personnel Costs	$8,095,675	$1,071,742
$49,407,834	$51,324,278	$53,721,592	*TOTAL PERSONNEL*	$56,115,271	$2,393,678
			OTHER EXPENSES		
$27,797,160	$41,944,440	$26,058,123	Purchased / Contracted Services	$26,091,519	$33,396
$25,185,625	$25,170,137	$26,025,028	Supplies	$26,155,537	$130,509
$1,614,348	$1,856,602	$1,382,817	Capital Outlays	$882,817	($500,000)
$10,399,735	$9,748,538	$10,160,290	Interfund / Interdepartmental Charges	$10,114,083	($46,207)
$14,706	$2,198	$5,846	Other Costs	$5,846	$0
-	-	$0	Debt Service	$0	$0
-	-	-	Conversion / Summary	$0	$0
$800,870	$9,884,667	$1,951,941	Other Financing Uses	$1,951,941	$0
$65,812,444	$88,606,582	$65,584,045	*TOTAL OTHER EXPENSES*	$65,201,743	($382,302)
$115,220,278	**$139,930,860**	**$119,305,638**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$121,317,014**	**$2,011,376**

FY16 ACTUAL EXPENDITURES	FY17 ACTUAL EXPENDITURES	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$40,739,393	$58,453,752	$46,083,786	General Fund	$47,731,651	$1,647,865
$43,772,725	$51,978,685	$42,254,189	Solid Waste Services Revenue Fund	$42,725,861	$471,672
$839,588	$795,537	$882,098	Water & Wastewater Revenue Fund	$613,764	($268,333)
$29,870,111	$28,702,887	$30,085,565	Fleet Service Fund	$30,245,738	$160,173
($1,540)	-	-	Group Insurance Fund	-	-
$115,220,278	**$139,930,860**	**$119,305,638**	**TOTAL EXPENSES**	**$121,317,014**	**$2,011,376**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
870.33	897.00	924.33	Full Time Equivalent	989.86	65.53

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Public Works
General Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$8,218,584	$10,171,522	$9,297,935	Salaries, Regular	$9,922,957	$625,023
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$701,441	$490,115	$267,997	Salaries, Extra Help	$267,997	-
-	-	-	Salaries, Extra Help-Sworn	-	-
$940,813	$1,348,982	$175,252	Overtime	$175,252	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$1,859,770	$2,040,324	$2,039,560	Pen Cont Gen Emp Pen Fd	$2,302,817	$263,257
$244,132	$324,611	$205,413	Defined Contribution	$414,558	$209,145
$192,732	$310,954	$105,608	Workers' Compensation	$173,038	$67,430
$1,587,118	$1,870,888	$1,637,149	Other Personnel Costs	$1,921,955	$284,805
$13,744,591	*$16,557,396*	*$13,728,913*	*TOTAL PERSONNEL*	*$15,178,573*	*$1,449,660*
			OTHER EXPENSES		
$11,583,124	$26,502,114	$16,911,902	Purchased / Contracted Services	$17,610,107	$698,205
$12,189,812	$11,591,930	$11,809,718	Supplies	$11,809,718	-
$642,285	$802,206	$675,001	Capital Outlays	$175,001	($500,000)
$1,767,178	$2,069,908	$1,688,175	Interfund / Interdepartmental Charges	$1,688,175	-
$11,533	$1,031	$4,011	Other Costs	$4,011	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
$800,870	$929,167	$1,266,067	Other Financing Uses	$1,266,067	-
$26,994,803	*$41,896,356*	*$32,354,873*	*TOTAL OTHER EXPENSES*	*$32,553,078*	*$198,205*
$40,739,393	**$58,453,752**	**$46,083,786**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$47,731,651**	**$1,647,865**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$40,739,393	$58,453,752	$46,083,786	General Fund	$47,731,651	$1,647,865
$40,739,393	**$58,453,752**	**$46,083,786**	**TOTAL EXPENSES**	**$47,731,651**	**$1,647,865**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
235.21	259.44	278.99	Full Time Equivalent	339.03	60.04

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Public Works
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	$625,023	Increase due to creation of Construction Inspector and Equipment Operator positions, $14 per hour living wage increase offset by vacant positions funded at 50%.
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	$263,257	Increase due to personnel adjustments.
Defined Contribution	$209,145	Increase due to personnel adjustments.
Workers' Compensation	$67,430	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	$284,805	Increase due to a proposed $500 Compensation Bonus.
TOTAL PERSONNEL	$1,449,660	
OTHER EXPENSES		
Purchased / Contracted Services	$698,205	Increase due to funding for infrastructure maintenance projects anticipated in FY2019.
Supplies	-	This line includes utility expenses.
Capital Outlays	($500,000)	Decrease due to removal of one time expense for vehicles and equipment.
Interfund / Interdepartmental Charges	-	This line includes motor/fuel and repair/maintenance expenses.
Other Costs	-	This line includes business meeting expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	This line includes costs associated with GMA lease payments.
TOTAL OTHER EXPENSES	$198,205	
TOTAL PERSONNEL AND OTHER EXPENSES	**$1,647,865**	

FUND	VARIANCE (19-18)	EXPLANATION
General Fund	$1,647,865	
TOTAL EXPENSES	**$1,647,865**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	60.04	Increase due to creation of Construction Inspector and Equipment Operator positions.

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Public Works
Solid Waste Services Revenue Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$12,137,931	$12,533,460	$15,895,124	Salaries, Regular	$16,120,188	$225,064
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$903,691	$443,369	$259,588	Salaries, Extra Help	$259,588	-
-	-	-	Salaries, Extra Help-Sworn	-	-
$2,355,758	$1,588,387	$1,397,553	Overtime	$1,397,553	$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$3,478,536	$3,563,400	$3,973,399	Pen Cont Gen Emp Pen Fd	$3,873,842	($99,557)
$224,734	$254,568	$189,326	Defined Contribution	$377,676	$188,350
$1,702,900	$1,520,301	$1,400,245	Workers' Compensation	$1,630,271	$230,026
$2,531,531	$2,596,075	$3,761,674	Other Personnel Costs	$4,481,720	$720,046
$23,335,081	*$22,499,560*	*$26,876,909*	*TOTAL PERSONNEL*	*$28,140,839*	*$1,263,929*
			OTHER EXPENSES		
$9,584,759	$10,241,520	$4,887,542	Purchased / Contracted Services	$3,964,776	($922,766)
$1,754,159	$1,915,306	$1,038,635	Supplies	$1,169,144	$130,509
$871,683	$1,054,396	$692,316	Capital Outlays	$692,316	-
$8,223,870	$7,311,234	$8,071,077	Interfund / Interdepartmental Charges	$8,071,077	$0
$3,174	$1,168	$1,836	Other Costs	$1,836	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	$8,955,500	$685,874	Other Financing Uses	$685,874	-
$20,437,645	*$29,479,124*	*$15,377,280*	*TOTAL OTHER EXPENSES*	*$14,585,022*	*($792,257)*
$43,772,725	**$51,978,685**	**$42,254,189**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$42,725,861**	**$471,672**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$43,772,725	$51,978,685	$42,254,189	Solid Waste Services Revenue Fund	$42,725,861	$471,672
$43,772,725	**$51,978,685**	**$42,254,189**	**TOTAL EXPENSES**	**$42,725,861**	**$471,672**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
443.96	446.74	457.85	Full Time Equivalent	465.34	7.49

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Public Works
Solid Waste Services Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	$225,064	Increase due to position creations, $14 per hour living wage increase offset by vacant positions funded at 50%.
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	($99,557)	Decrease due to personnel adjustments.
Defined Contribution	$188,350	Increase due to personnel adjustments.
Workers' Compensation	$230,026	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	$720,046	Increase due to a proposed $500 Compensation Bonus and personnel adjustments.
TOTAL PERSONNEL	$1,263,929	
OTHER EXPENSES		
Purchased / Contracted Services	($922,766)	Decreased due to funding allocation to align with anticipated FY19 operating expenses.
Supplies	$130,509	Increase due to utility sewerage costs more than anticipated.
Capital Outlays	-	This line includes equipment and vehicle purchases.
Interfund / Interdepartmental Charges	$0	This line includes motor/fuel and repair/maintenance expenses.
Other Costs	-	This line includes business meeting expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	This line includes costs associated with GMA lease payments.
TOTAL OTHER EXPENSES	($792,257)	
TOTAL PERSONNEL AND OTHER EXPENSES	**$471,672**	

FUND	VARIANCE (19-18)	EXPLANATION
Solid Waste Services Revenue Fund	$471,672	
TOTAL EXPENSES	**$471,672**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	7.49	Increase due to position creations.

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Public Works
Water & Wastewater Revenue Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$427,512	$455,468	$494,855	Salaries, Regular	$331,990	($162,865)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
$72,211	$66,242	$60,747	Overtime	$60,747	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$147,040	$143,291	$128,493	Pen Cont Gen Emp Pen Fd	$85,051	($43,442)
$3,244	$4,662	$1,602	Defined Contribution	$4,643	$3,041
$105,027	$32,319	$71,163	Workers' Compensation	$33,004	($38,159)
$84,553	$93,555	$125,238	Other Personnel Costs	$98,330	($26,908)
$839,588	*$795,537*	*$882,098*	*TOTAL PERSONNEL*	*$613,764*	*($268,333)*
			OTHER EXPENSES		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	-	*TOTAL OTHER EXPENSES*	-	-
$839,588	**$795,537**	**$882,098**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$613,764**	**($268,333)**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$839,588	$795,537	$882,098	Water & Wastewater Revenue Fund	$613,764	($268,333)
$839,588	**$795,537**	**$882,098**	**TOTAL EXPENSES**	**$613,764**	**($268,333)**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
15.00	15.00	15.00	Full Time Equivalent	10.00	(5.00)

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Public Works
Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	($162,865)	Decrease due abolishment, reallocation of positions, and vacant positions funded at 50%.
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	($43,442)	Decrease due to personnel adjustments.
Defined Contribution	$3,041	Increase due to personnel adjustments.
Workers' Compensation	($38,159)	Decrease due to Workers' Comp less than anticipated.
Other Personnel Costs	($26,908)	Decrease due to a proposed $500 Compensation Bonus offset by personnel adjustments.
TOTAL PERSONNEL	($268,333)	
OTHER EXPENSES		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	-	
TOTAL PERSONNEL AND OTHER EXPENSES	**($268,333)**	

FUND	VARIANCE (19-18)	EXPLANATION
Water & Wastewater Revenue Fund	($268,333)	
TOTAL EXPENSES	**($268,333)**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	(5.00)	Decrease due to abolishment and reallocation of positions.

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Public Works
Fleet Service Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$7,213,791	$7,529,387	$8,290,630	Salaries, Regular	$8,064,461	($226,169)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$10,644	-	$12,671	Salaries, Extra Help	$12,671	-
-	-	-	Salaries, Extra Help-Sworn	-	-
$622,598	$433,947	$333,320	Overtime	$333,320	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$2,146,147	$2,020,018	$1,967,906	Pen Cont Gen Emp Pen Fd	$1,903,815	($64,092)
$123,539	$155,274	$104,395	Defined Contribution	$186,197	$81,802
$136,667	$64,333	$24,878	Workers' Compensation	$87,962	$63,083
$1,236,730	$1,268,825	$1,499,871	Other Personnel Costs	$1,593,670	$93,799
$11,490,115	*$11,471,785*	*$12,233,672*	*TOTAL PERSONNEL*	*$12,182,095*	*($51,577)*
			OTHER EXPENSES		
$6,629,276	$5,200,805	$4,258,680	Purchased / Contracted Services	$4,516,637	$257,957
$11,241,654	$11,662,900	$13,176,675	Supplies	$13,176,675	-
$100,380	-	$15,500	Capital Outlays	$15,500	-
$408,686	$367,396	$401,038	Interfund / Interdepartmental Charges	$354,831	($46,207)
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$18,379,997	*$17,231,102*	*$17,851,893*	*TOTAL OTHER EXPENSES*	*$18,063,643*	*$211,750*
$29,870,111	**$28,702,887**	**$30,085,565**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$30,245,738**	**$160,173**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$29,870,111	$28,702,887	$30,085,565	Fleet Service Fund	$30,245,738	$160,173
$29,870,111	**$28,702,887**	**$30,085,565**	**TOTAL EXPENSES**	**$30,245,738**	**$160,173**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
176.16	175.83	172.49	Full Time Equivalent	175.49	3.00

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Public Works
Fleet Service Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	($226,169)	Decrease due to reallocation of positions offset by vacant positions funded at 50%.
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	($64,092)	Decrease due to personnel adjustments.
Defined Contribution	$81,802	Increase due to personnel adjustments.
Workers' Compensation	$63,083	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	$93,799	Increase due to a proposed $500 Compensation Bonus.
TOTAL PERSONNEL	($51,577)	
OTHER EXPENSES		
Purchased / Contracted Services	$257,957	Increase due to purchased/contracted services more than anticipated.
Supplies	-	This line includes utility expenses.
Capital Outlays	-	This line includes equipment and vehicle purchases.
Interfund / Interdepartmental Charges	($46,207)	Decrease due to motor fuel/repair cost less than anticipated.
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$211,750	
TOTAL PERSONNEL AND OTHER EXPENSES	**$160,173**	

FUND	VARIANCE (19-18)	EXPLANATION
Fleet Service Fund	$160,173	
TOTAL EXPENSES	**$160,173**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	3.00	Increase due to reallocation of positions.


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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 (33 Centers of Hope), four indoor and 15 outdoor pools, five spray grounds, 182 tennis courts, 75 basketball courts, 110 ball fields, 111 playgrounds, 2 skate parks, and 5 tennis centers. Special recreational facilities include three18-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.

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.

FY2018 Accomplishments

Awards & Recognition

- Opened $23.5 million, 64,000 square foot Martin Luther King, Jr. Recreation and Aquatic Center two months ahead of schedule.
- Awarded a $18,000 grant for Bonnie Brae Park and a $10,000 grant for West End Park to improve play areas from Kaboom.
- Awarded $300,000 Community Development Block Grant (CDBG) for playground improvements and a $75,000 Connecting Children to Cities and Nature (CCCN) grant.
- Three COA Youth Basketball teams participated and won the Georgia Recreation and Park Association (GRPA) state tournament, and three COA youth football teams won the Football Championships in Gatlinburg, TN.
- Launched Envision: ATL Parks & Rec Comprehensive Plan.
- Featured in regional television show highlighting the skate parks at Arthur Langford, Jr. Recreation Center and Historic Fourth Ward Park.
- Hosted Commissioner media roundtable and tour of new facilities and parks resulting in extensive coverage.
- Received the Trees City USA Award for the 32nd year.

Youth Development & Human Capital

- Served 80,177 meals and 84,576 snacks during the previous academic school year.
- Operated 15 after school sites including 33 Centers of Hope and two Police Athletic League sites.
- Increased afterschool enrollment to over 1,900 students during FY 2017.
- Enrolled over 3,859 youth last summer in Camp Best Friends.
- Successfully operated 11 Atlanta Teen Leaders sites.
- Served over 680 seniors at three senior summer camp locations.
- Operated a total of 12 Prime Time Senior sites serving over 1,600 senior citizens.
- Created Atlanta Teen Leaders Summer Basketball League, hosting over 100 teens across the metro-Atlanta area and lasting during the months of June and July (eight weeks).
- Seniors entered and won several gold and silver medals in the Georgia Golden Olympics.
- Continued managing the Senior Hot Meal program at two sites – James Orange and Pittman Park Recreation Centers.
- Leveraged the Play Mobile to engage 4,106 youth and seniors living or visiting parks without recreation centers throughout the May – November 2016 program season.
- Through a health and wellness collaboration with the National Recreation and Parks Association and funders we were able to offer $17,500 in Target gift cards to children and families across the city.
- Implemented “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.

City Infrastructure

- Opened $23.5 million, 64,000 square foot Martin Luther King, Jr. Recreation and Aquatic Center two months ahead of schedule.
- Contract completed and phase one of the Westside Park at Bellwood Quarry construction set to begin.
- Broke ground on the new $45 million, 16-acre Rodney Cook, Sr. Park in the historic Vine City that will feature green infrastructure addressing the flooding issues in the area.
- Announced the $100 million Piedmont Park expansion.
- Adams Park Recreation Center expansion completed that features a 2,200 square foot addition, renovated gym floor, Americans with Disabilities Act (ADA) accessibility, and new roof.
- Completed new playground renovations at eight parks including Mary Shy Scott, Howell, West End, Pittman, Whittier Mill, South Atlanta, Atlanta Memorial, and Lake Claire Park.
- Began construction on the $48 million Grant Park Gateway Project.
- Opened and cut the ribbon on the new Thomasville Community Enhancement Center.
- Completed Ella Mae Wade Brayboy Memorial Park.
- Cut ribbon and opened the $1.2 million Doctors Memorial Park featuring a new playground, parking lot, and commemorative plaza.
- The Park at Boone and West Lake completed featuring new exercise equipment, active greenspace, playground, and walking path.
- Held park-naming ceremony at the new Indian Creek Park.
- Boone Park West community engagement and design completed and currently under construction.
- Completed design for Armand Park, Noble Park, and Sara J. Gonzalez Park.
- The Park at 70 Boulevard is currently under construction and near completion.
- Added ADA accessibility at Tucson, Grove Park, and Collier Heights.
- Installed a new drinking fountain at Atlanta Memorial Park.
- Leveraged Park Pride and neighborhood funds for park improvements at Atlanta Memorial Park, Armand, Noble Park, Lake Claire Park, Sara J. Gonzalez Park, Channing Valley Park, Knight Park, and Peachtree Park Nature Trail on Burke Road.
- Overall site improvements made to Tullwater Park including ADA accessibility and drainage upgrades.
- Added exercise equipment at Thomasville and Burke Park.
- Renovated basketball courts at Cleopas Johnson.
- Acquired additional or initial park land at Armand, Burke, Enota, Bolton, Klaus Park and Preserve, and Doctors Memorial Park.
- Completed 1.3 miles of Proctor Creek Greenway Trail with Mayor's Office of Resilience.
- Began daily service to SW Beltline & Eastside Extension Beltline trails.
- Partnered with the Atlanta Hawks to renovate outdoor basketball courts, including sports flooring, posts and backboards at Coan Park Central Park.
- Took over management and operations of four city-owned golf courses.
- Completed renovations at the Milledge Fountain and picnic shelters in Grant Park.
- Partnered with community organization Habesha and planted trees at Thomasville and improved the community garden at Rosa Burney Park.
- Renamed the Adamsville Recreation Center to the C.T. Martin Natatorium and Recreation Center.
- Installed four new pollinator gardens at Grove Park, Welsh Street Park, and Four Corners Park.
- Construction underway on the Bobby Jones Bitsy Grant Trail.
- Partnered to complete trails for phase one at the Blue Heron Nature Preserve.
- Completed pavilion renovations at Perkerson Park and Mozley Park, and bathroom renovations at the Noguchi Playscape in Piedmont Park.
- Installed lake-fed irrigation system to Charles Allen at Piedmont Park.
- Updated a total of 180 new gas golf carts and distributed to all three 18 hold golf courses, Chastain, Alfred "Tup" Holmes, and Browns Mill.
- Extensive bunker renovations at Chastain Golf Course.

- Installed new HVAC systems at Alfred "Tup" Holmes and Chastain Golf Courses.
- Installed a new 500 gallon fuel tank at Browns Mill Golf Course.
- Complete renovation of outside restrooms at Browns Mill between holes four and five.
- 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 within the City of Atlanta. The Department also utilized ruminants to clear invasive species from park land.
- Added 5.8 miles, including a new bridge over Poole Creek, to the already constructed 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).
- Partnering with a private foundation to install two new shaded grandstands at Bitsy Grant Tennis Center.
- Connected over 30 security cameras to the Video Integration Center (VIC) on Southwest Trail.

FY2019 Proposed Program Highlights

Youth Development & Human Capital

- Developing a Student Before Athlete program designed to focus on classroom and college preparation.
- Developing partnership with Atlanta Metro and Atlanta Tech that will give teens the opportunity to participate in different vocational programs.
- Working to institute the Fall of 2018 program to include technology classes such as coding, software development, and movie and film production.
- 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.
- Increasing adult and senior citizen utilization of recreation facilities.
- Continue informing all Atlantan's 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 Science, Technology, Engineering, Arts, and Mathematics (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

- Community Engagement planned for continuation of Envision: ATL Parks & Rec Comprehensive Plan.
- New playgrounds to be designed at Isabel Gates Webster Park, Center Hill Park, and Collier Park.
- Complete community engagement, design, permitting, and construction of Indian Creek Park.
- Complete construction of Cook Park, Noble Park, Sara J. Gonzalez Park, Armand Park, and the park at 70 Boulevard.
- Complete construction on the Bitsy Grant Bobby Jones Trail.
- Complete the Atlanta Memorial Park Trail.
- Repair the bridge between holes nine and 17 at Alfred "Tup" Holmes.
- Repair the roof on the clubhouse at Candler Park Golf Course.
- Erosion control work needed on three holes at Chastain Golf Course.
- Optimizing park maintenance and planning for the future by improving service delivery

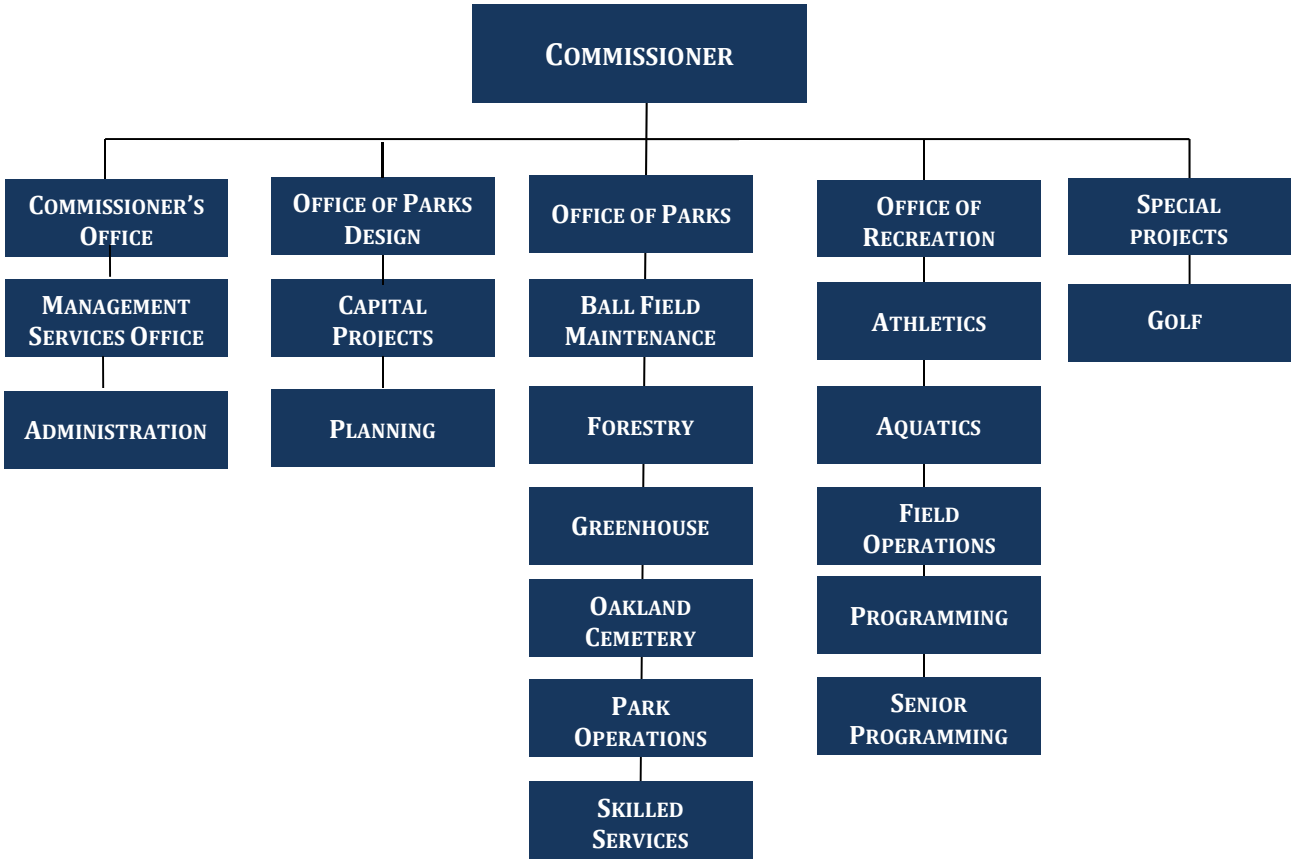
and expanding to piloting a five-day maintenance cycle for anchor parks.
- Developing a long-term, scalable maintenance strategy for new parks entering system which include the expansion of the Beltline, PATH 400 and openings of new parks.
- Consistently providing staff training and making plans for 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 youth and senior programming at facilities.
- Completing an analysis and long-term planning effort for golf operations.
- Continue incorporating green infrastructure in the scoping and implementation of Park planning and construction projects, often in partnership with the Department of Watershed Management.
- Continuing to make strategic acquisitions throughout the City to connect trails, parks, greenspace and communities.

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.
- Improving staff maintenance facilities.

ORGANIZATIONAL CHART

PARKS AND RECREATION



PERFORMANCE METRICS

PARKS AND RECREATION

PERFORMANCE MEASURE	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 TARGET	FY2019 TARGET
Office of Recreation				
Youth Development				
Total Number Enrolled in COH Afterschool Program	2,017	2,159	2,000	2,000
Total Number Enrolled in Camp Best Friends	3,662	3,932	3,700	3,700
Total Number Enrolled in Athletic Programming	2,672	3,048	2,500	3,000
Total Youth COH Attendance	183,981	218,147	190,000	190,000
Fiscal Stability				
Total recreation revenue collected	$1,706,084	$2,394,276	$1,800,000	$1,800,000
Office of Parks				
Fiscal Accountability & Governmental Efficiency				
Percentage of mulching/mowing completed on schedule	79%	87%	95%	95%
Percentage of litter/limb removal completed on schedule	100%	100%	95%	95%
Percentage of park garbage cans collected on schedule	N/A	99%	N/A	100%
Percentage of park trimming and blowing completed on schedule	N/A	85%	N/A	80%
Percentage of Arborist Inspections completed within schedule	91%	95%	85%	85%
Public Safety				
% of active capital projects on/ahead of schedule	58%	73%	88%	88%
Office of Parks Design				
Sustainability				
% of active capital projects on/ahead of schedule	96%	100%	98%	98%
% of capital projects closed on/ahead of schedule	N/A	N/A	95%	95%
% of active capital projects on/under budget	N/A	100%	98%	98%
% of capital projects closed on/under budget	N/A	N/A	95%	95%
Percentage of capital projects closed on/ahead of schedule	N/A	N/A	N/A	N/A
Total $ value of ADA citations addressed (cumulative)	$1,833,378	$1,849,331	$2,000,000	$2,000,000


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FY19 OPERATING BUDGET HIGHLIGHTS
Dept Of Parks & Recreation

FY16 ACTUAL EXPENDITURES	FY17 ACTUAL EXPENDITURES	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
$12,480,917	$12,714,991	$14,618,927	Salaries, Regular	$14,750,173	$131,246
-	$242,229	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$2,088,691	$1,813,091	$1,014,497	Salaries, Extra Help	$1,014,497	$0
-	-	-	Salaries, Extra Help-Sworn	-	-
$959,387	$904,068	$423,663	Overtime	$423,663	$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$3,464,841	$3,296,828	$3,155,734	Pen Cont Gen Emp Pen Fd	$3,145,667	($10,067)
$294,745	$317,000	$214,822	Defined Contribution	$303,693	$88,871
$624,578	$444,600	$595,605	Workers' Compensation	$596,692	$1,087
$2,375,890	$2,481,724	$3,291,770	Other Personnel Costs	$3,448,076	$156,306
$22,289,048	$22,214,531	$23,315,018	*TOTAL PERSONNEL*	$23,682,460	$367,442
			OTHER EXPENSES		
$6,707,232	$8,329,669	$4,602,160	Purchased / Contracted Services	$7,179,540	$2,577,379
$5,819,425	$6,106,814	$5,847,664	Supplies	$5,375,415	($472,249)
$207,755	$208,025	$85,000	Capital Outlays	$50,000	($35,000)
$2,080,468	$2,017,860	$2,052,715	Interfund / Interdepartmental Charges	$2,052,715	$0
$1,648	$140	$0	Other Costs	$0	$0
$239,492	$1,786,627	$0	Debt Service	$0	$0
-	-	-	Conversion / Summary	-	-
$543,979	$6,986,495	$747,061	Other Financing Uses	$747,061	$0
$15,599,998	$25,435,630	$13,334,600	*TOTAL OTHER EXPENSES*	$15,404,730	$2,070,130
$37,889,046	**$47,650,160**	**$36,649,618**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$39,087,190**	**$2,437,573**

FY16 ACTUAL EXPENDITURES	FY17 ACTUAL EXPENDITURES	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$36,232,768	$44,517,860	$36,038,905	General Fund	$39,087,190	$3,048,285
$1,510,744	$3,128,002	$610,712	Civic Center Revenue Fund	$0	($610,712)
$145,534	$4,299	$0	Parks Facilities Revenue Fund	$0	$0
-	-	-	Solid Waste Services Revenue Fund	$0	$0
-	-	-	Water & Wastewater Revenue Fund	$0	$0
$37,889,046	**$47,650,160**	**$36,649,618**	**TOTAL EXPENSES**	**$39,087,190**	**$2,437,573**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
365.00	393.00	430.00	Full Time Equivalent	444.00	14.00

FY19 OPERATING BUDGET HIGHLIGHTS
Dept Of Parks & Recreation
General Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$12,095,307	$12,432,544	$14,302,122	Salaries, Regular	$14,750,173	$448,051
-	$242,229	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$2,088,691	$1,810,305	$1,014,497	Salaries, Extra Help	$1,014,497	-
-	-	-	Salaries, Extra Help-Sworn	-	-
$914,672	$859,695	$423,663	Overtime	$423,663	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$3,275,015	$3,225,388	$3,113,685	Pen Cont Gen Emp Pen Fd	$3,145,667	$31,982
$288,218	$312,462	$204,975	Defined Contribution	$303,693	$98,718
$624,578	$444,600	$595,605	Workers' Compensation	$596,692	$1,087
$2,290,905	$2,415,407	$3,214,992	Other Personnel Costs	$3,448,076	$233,084
$21,577,387	*$21,742,630*	*$22,869,538*	*TOTAL PERSONNEL*	*$23,682,460*	*$812,922*
			OTHER EXPENSES		
$6,447,901	$7,851,560	$4,569,649	Purchased / Contracted Services	$7,179,539	$2,609,890
$5,375,177	$5,711,289	$5,714,942	Supplies	$5,375,415	($339,527)
$207,755	$208,025	$85,000	Capital Outlays	$50,000	($35,000)
$2,080,468	$2,017,860	$2,052,715	Interfund / Interdepartmental Charges	$2,052,715	-
$101	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
$543,979	$6,986,495	$747,061	Other Financing Uses	$747,061	-
$14,655,381	*$22,775,229*	*$13,169,367*	*TOTAL OTHER EXPENSES*	*$15,404,730*	*$2,235,363*
$36,232,768	**$44,517,860**	**$36,038,905**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$39,087,190**	**$3,048,285**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$36,232,768	$44,517,860	$36,038,905	General Fund	$39,087,190	$3,048,285
$36,232,768	**$44,517,860**	**$36,038,905**	**TOTAL EXPENSES**	**$39,087,190**	**$3,048,285**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
347.00	384.00	422.00	Full Time Equivalent	436.00	14.00

FY19 OPERATING BUDGET HIGHLIGHTS
Dept Of Parks & Recreation
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	$448,051	Increase due to creation of Aquatic Facility Assistant, Recreation Operation positions, and $14 per hour living wage increase.
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	$31,982	Increase due to personnel adjustments.
Defined Contribution	$98,718	Increase due to personnel adjustments.
Workers' Compensation	$1,087	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	$233,084	Increase due to a proposed $500 Compensation Bonus and personnel adjustments.
TOTAL PERSONNEL	$812,922	
OTHER EXPENSES		
Purchased / Contracted Services	$2,609,890	Increase due to operation of John A. White Community Enhancement Center and park and recreation facility maintenance.
Supplies	($339,527)	Decrease due to removal of one-time expense for youth athletic leagues and senior programming.
Capital Outlays	($35,000)	Decrease due to removal of one time expense for a senior transportation vehicle.
Interfund / Interdepartmental Charges	-	This line includes motor/fuel and repair/maintenance expenses.
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	This line includes costs associated with GMA lease payments.
TOTAL OTHER EXPENSES	$2,235,363	
TOTAL PERSONNEL AND OTHER EXPENSES	**$3,048,285**	

FUND	VARIANCE (19-18)	EXPLANATION
General Fund	$3,048,285	
TOTAL EXPENSES	**$3,048,285**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	14.00	Increase due to creation of Recreation Operation and Aquatic Facility Assistant positions.

FY19 OPERATING BUDGET HIGHLIGHTS
Dept Of Parks & Recreation
Civic Center Revenue Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$357,874	$282,447	$316,805	Salaries, Regular	-	($316,805)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	$2,786	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
$44,714	$44,373	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$141,013	$71,439	$42,049	Pen Cont Gen Emp Pen Fd	-	($42,049)
$5,779	$4,537	$9,847	Defined Contribution	-	($9,847)
-	-	-	Workers' Compensation	-	-
$76,608	$66,318	$76,779	Other Personnel Costs	-	($76,779)
$625,989	*$471,901*	*$445,479*	*TOTAL PERSONNEL*	-	*($445,479)*
			OTHER EXPENSES		
$241,168	$477,109	$32,511	Purchased / Contracted Services	$0	($32,511)
$404,096	$392,365	$132,722	Supplies	-	($132,722)
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
$239,492	$1,786,627	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$884,756	*$2,656,101*	*$165,233*	*TOTAL OTHER EXPENSES*	*$0*	*($165,233)*
$1,510,744	**$3,128,002**	**$610,712**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$0**	**($610,712)**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$1,510,744	$3,128,002	$610,712	Civic Center Revenue Fund	$0	($610,712)
$1,510,744	**$3,128,002**	**$610,712**	**TOTAL EXPENSES**	**$0**	**($610,712)**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
13.00	9.00	8.00	Full Time Equivalent	8.00	-

FY19 OPERATING BUDGET HIGHLIGHTS
Dept Of Parks & Recreation
Civic Center Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	($316,805)	Variance due to the sale of the Civic Center in Fiscal Year 2018.
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	($42,049)	Variance due to the sale of the Civic Center in Fiscal Year 2018.
Defined Contribution	($9,847)	Variance due to the sale of the Civic Center in Fiscal Year 2018.
Workers' Compensation	-	
Other Personnel Costs	($76,779)	Variance due to the sale of the Civic Center in Fiscal Year 2018.
TOTAL PERSONNEL	($445,479)	
OTHER EXPENSES		
Purchased / Contracted Services	($32,511)	Variance due to the sale of the Civic Center in Fiscal Year 2018.
Supplies	($132,722)	Variance due to the sale of the Civic Center in Fiscal Year 2018.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	($165,233)	
TOTAL PERSONNEL AND OTHER EXPENSES	**($610,712)**	

FUND	VARIANCE (19-18)	EXPLANATION
Civic Center Revenue Fund	($610,712)	
TOTAL EXPENSES	**($610,712)**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	-	Variance due to the sale of the Civic Center in Fiscal Year 2018.


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WATERSHED MANAGEMENT

Vision Statement

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.

Values

- Teamwork – focusing our collective strengths to deliver service.
- Integrity – adhering to high ethical standards; doing the right thing at the right time for the right reasons.
- Customer Centric – understanding needs and delivering on our promises.
- Accountability – accepting responsibility for our actions.
- Employee Commitment – valuing our employees as our most valuable resource.

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 six major offices:

Division/Offices Descriptions

The Commissioner's Office is responsible for overall management of the Department, including reliable production and supply of safe drinking water, collection and treatment of wastewater, protection of watersheds and natural systems, environmental and regulatory compliance, strategic planning and implementation, special initiatives, and long-term financial planning. Additionally, the Commissioner's Office provides direct oversight of divisions responsible for policy and intergovernmental affairs, communications and community relations, performance and accountability, safety, security, and emergency management, asset accountability management, human resources management, facilities management, and innovation.

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 treatment plants[1], drinking water storage (both raw water and finished water), and pumping stations. Wastewater treatment includes the operation and maintenance of three permitted wastewater treatment (reclamation) facilities, six combined sewer (including water quality control) facilities, and sixteen sewage pumping stations. Operations include chemical, mechanical, and electrical systems and daily and monthly sampling and reporting. This Office leads our coordination for the North Area Water Treatment Plant that is operated and maintained under a separate contract and jointly owned with Fulton County.

[1] 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.

The Office of Linear Infrastructure Operations is responsible for operating, maintaining, and repairing the City's 2,790 miles of water distribution lines; 2,150 miles of wastewater collection system sewers, and system appurtenances, including maintaining system reliability and compliance. In the event of asset failure, OLIO provides rapid response to minimize impacts to the community and the environment. Operations include managing a work order system to schedule, track, and report on work in response to technical customer service requests and linear infrastructure emergency maintenance needs including water main breaks and sanitary sewer failures. The OLIO team also coordinates with the Department of Public Works to provide for cleaning and clearing the City's separate storm sewer system to prevent or relieve flooding. New meter installations are performed by the Office of Linear Infrastructure Operations.

The Office of Watershed Protection has primary responsibility for oversight of the City's stormwater management program including Municipal Separate Storm Sewer System (MS4) permit compliance and other functions that support the improvement and protection of surface water quality in the City's waterways including the Fats, Oils and Grease (FOG) program; Industrial Pretreatment Program; Site Development and Compliance Services (stormwater management, erosion and sediment control and site plan reviews); and Watershed Management (flow monitoring, water quality monitoring and stream walks). This Office serves as DWM's oversight of all compliance programs and related matters to ensure a comprehensive and cohesive approach for permit and regulatory compliance of our operations including monitoring, tracking and reporting measures. Watershed Protection is also engaged in regional planning coordination and implementation of programs targeted to protect and enhance water quality. This Office provides laboratory services through our EPA certified facility to test and monitor raw water, drinking water and wastewater quality on a continuous basis. Watershed Protection coordinates design, construction, operations, and maintenance of stormwater management facilities and systems including ecological enhancement and green infrastructure measures.

The Office of Engineering Services is responsible for development and implementation of water and wastewater masterplans that serve as a basis for the DWM's five-year Capital Improvement Program. The Office has oversight of the City's drinking water, wastewater, and combined sewer systems capital program implementation from planning and design through construction. This Team also provides project management support for implementation of capital projects for watershed protection, green infrastructure and stormwater management. In addition to capital program management, this Office is responsible for DWM's asset management program, water and sewer system reviews for development services, technical support for the water and wastewater facilities and linear infrastructure operations as well as geographic information systems for our linear assets.

The Office of Financial Administration is responsible for all aspects of financial management, including financial planning and budgeting, determination of rates, fees, and charges, inter-jurisdictional billing, accounting, collections, and tracking expenditures. DWM's procurement planning division is under the Office of Financial Administration as well as the sale of meters and the Department's affordability program, Care and Conserve.

The Office of Customer & Business Services is responsible for customer service operations including customer relations, meter field operations, and billing services. DWM's Customer Assurance and Satisfaction Team (or CAST) handles escalated service requests by interfacing with the customer and the operating units to assure the work is completed and the customer is satisfied with the resolution. This Office is also responsible for reviewing billing adjustment requests and any requests for scheduling a Water and Sewer Appeals Board hearing. Currently, most small meter repairs are performed by this Office.

Strategic Priorities

The Department has developed the following eight strategic priorities to serve as key drivers to achieve the goals and objectives of the utility. In addition, the priorities from a course of action for disciplined decision making and implementation of critical programs and initiatives that shape the future of DWM:

Service Delivery **-** Goal Statement: Deliver highly-effective customer service and outreach to all classes of customers through the use of technology and proactive communication.

Infrastructure Reliability **-** Goal Statement: Plan for and sufficiently invest in our infrastructure assets to protect public health, operational resilience, facilitate full compliance with regulatory requirements, protect environmental resources and provide reliable, sustainable service to our customers.

Workforce Development **-** Goal Statement: Build a pipeline of highly skilled workers and leverage the skills of current employees to meet our business demands and customer expectations.

Operational Efficiency **-** Goal Statement: Deliver superior performance and services to customers,

through ongoing, timely, cost-effective, and sustainable improvements in all facets of operations.

Financial Resiliency - Goal Statement: Achieve a holistic framework for Utility management by responsibly managing the full life-cycle costs of the utility; establishing and maintaining an effective balance between long-term debt, asset value, operating revenues and operational and maintenance expenditures; resulting in predictable rates consistent with community and regulatory expectations to adequately invest in current and future needs.

Compliance - Goal Statement: To fulfill our compliance and resilience responsibilities by focusing on the sustainable triple bottom line of fiscal responsibility, environmental stewardship, and social betterment

Digital Transformation - Goal Statement: Develop greater business acumen through the integration of information from across the department to continuously collect and analyze data on operations and service delivery and to turn that data into actionable insight that enables better decision making.

Safety and Security - Goal Statement: Develop, implement, and communicate comprehensive policies and processes aimed at protecting the health, well-being, and safety of our employees and the community and assuring continuity of operations through risk mitigation and disaster preparedness.

FY2018 Accomplishments

Service Delivery

- Implemented innovative equipment lease program to address critical equipment needs.
- FY-18 Equipment Purchase (74-pieces Equipment/Vehicles).
- Successful realignment of Fleet Service Operations.
- Completed customer journey mapping to identify gaps in the customer experience.
- Reduced estimated bills by 8% and continued meter/register replacement plan.
- Improved customer self-service options through enhancements to the online web portal.
- Completed over 5 miles (> 27,500 linear feet) of water main replacements in support of the Renew Atlanta Program.
- Procured new water main maintenance equipment to replace a significant amount of obsolete and damaged equipment.
- Significantly reduced OLIO's backlog for fire hydrant repairs.
- Implemented large diameter pipeline assessment programs.
- Improved response time for water distribution emergencies.
- Reduced the Collections backlog by 90% (5,662 closed out of a total of 6,263).
- Completed Renovation/Construction of Customer Service Centers at first floor City Hall and Entry Level at 2 City Plaza Building at 72 Marietta Street and DWM Commissioner's office.

Infrastructure Reliability

- R.M. Clayton Headworks Project at a cost of $56 million completed on budget and on schedule.
- Continued construction of the new $350 million raw water supply including 5-mile tunnel and 2.4-billion-gallon storage facility at the Bellwood Quarry.
- Helped implement satellite Leak Detection technology that enabled the identification of roughly 100 previously undetected leaks for proactive maintenance.
- Started construction at Cook Park Capacity Relief Pond and Boone Boulevard Green Street.
- Green Infrastructure Action Plan was adopted by City Council.
- Proctor Creek Feasibility Study with USACE completed.

Workforce Development

- Implemented StreamWorks workforce development program.
- Launched new reentry program, Preparing Adult Offenders to Transition through Training and Therapy (PAT^3). Upon completion of the vocational training phase, participants will become full-time DWM employees.
- Advanced initiatives to promote the current and future pipeline of Watershed talent.
- Developed and implemented plans to strengthen recruiting, build career paths, and address compensation, skill and communication gaps.

Operational Efficiency

- Awarded and commenced construction of $114 million of guaranteed energy performance with projected $8 million in annual energy savings.
- Atlanta Better Business Challenge MVP Award Recipient for Energy Reduction.
- Prepared and started the implementation of a 3-year Asset Management Plan.
- Reduced the completion time of escalated complaints to no more than 10 business days.

- Completion of six performance reviews for offices and activities throughout the Department.

Financial Resiliency

- Reauthorization of Municipal Option Sales Tax (MOST) for 12 additional years.
- Collected more than $15 million from delinquent commercial customers, multifamily and vacant accounts.
- Secured Critical Financing:
  - Closed on $12.5 million Environmental Impact Bond for eight projects in Proctor Creek.
  - Closed on $250 million refinancing and $50 million new money to support capital improvement program.
  - Received GFOA award of Excellence in Financial Reporting for the sixth year in a row.

Compliance

- Reduced water loss volume by 5%.
- Flow Monitoring with the assistance from AIM developed an APP for real time monitoring data at key monitoring locations.

Digital Transformation

- Relaunched DWM website with focus on customer centricity.
- Implemented the use of a comprehensive meter testing database for the Large Meter Testing Program, which can be accessed by OCCBS.
- Implementation and expansion of WaterStat dashboard to account for departmental and office metrics.

Safety and Security

- Installation of Remote Surveillance Units at all DWM Remote (unmanned) facilities which increased the level of security, increased the safety of DWM personnel and saves more than $200,000 per year on the Security contract.
- Continued growth of the safety program which decreased the cost of Worker's Compensation by over 60% over previous year.

FY2019 Proposed Program Highlights

Service Delivery

- Implement improvements to address identified gaps in service delivery.
- Expand customer engagement and feedback mechanisms.
- Execute customer survey to measure DWM perception, customer service and thoughts about water quality.
- Launch comprehensive marketing strategy poised to improve DWM customer perception, strengthen brand recognition and promote DWM strategic priorities.
- Expand customer communication methods by using integrated marketing strategies (traditional and non-traditional) i.e. direct mail, text, social media, advertising, radio PSA's, etc.

Infrastructure Reliability

- "Driller Mike" to complete 5 miles of tunneling from the Quarry to Chattahoochee Intake Pump Station.
- Revise the Long Term Water, Wastewater and Water Resources Master Plans.
- Finish a complete rewrite of the Master Security Plan with more detailed information regarding DWM facilities.

Workforce Development

- Achieve 100% of distribution or wastewater collections licensure compliance for crew supervisor level positions and above.
- Complete succession plans for all offices and streamline the on-boarding process for mission-critical positions.
- Reduce Overtime payments by 33% by creating additional positions and adding new outside/private contracts to support operations, all without overall budget increase.

Operational Efficiency

- Reduce the vacancy rate and time to fill by 30%.
- Improve staff retention by 10%.
- Focus preventative maintenance within treatment facilities.
- Complete integration into Service Order Management (SOM).
- Reduce the overdue metal plates total by 50%.
- Reduce open cut point repair capability by 40% by using trenchless technology.

Financial Resiliency

- Continue focus on receivable portfolio to expedite cash flow.
- Continue to assess alternative revenue sources.
- Assess both Care and Conserve and Sr. Citizen Discount programs for possible expansion.

Compliance

- Maintain full compliance with Safe Drinking Water Act.
- Execute and ensure full compliance with the new CSO permit requirements.
- Identify causes and solutions for sanitary sewer spills and progress towards less than seven spills per 100 miles of pipe.
- Implement Green Infrastructure projects to improve stream water quality and provide capacity relief for the combined sewer system.

Digital Transformation

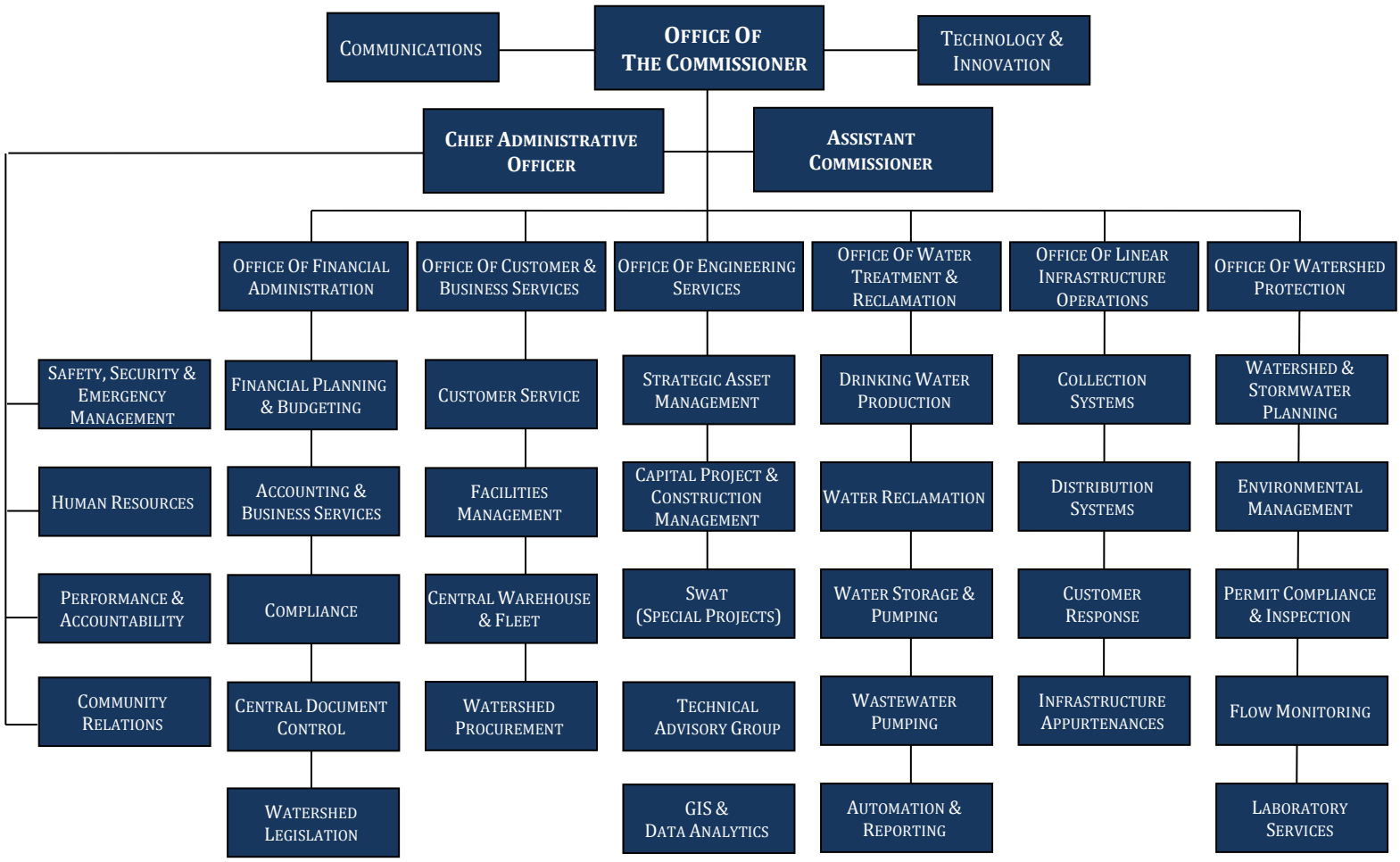
- Broader expansion of the WaterStat dashboard to improve data driven decision making.
- Maximize usage of data analytics tool across all offices.
- Implement Automated Metering Infrastructure & Automated Valve pilot.

Safety and Security

- Continue to cultivate a culture of safety within the Department.
- Complete a full scale Vulnerability Assessment by the Office of Homeland Security, assisted by GEMA and DWM personnel. Make changes to mitigate any vulnerabilities identified.
- Continue to cultivate a culture of safety within the Department.
- Continue to expand the use of security cameras throughout the Department's identified locations.
- Initiate a project to upgrade fencing that secures DWM drinking water facilities.

ORGANIZATIONAL CHART

WATERSHED MANAGEMENT



PERFORMANCE METRICS

WATERSHED MANAGEMENT

PERFORMANCE MEASURE	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 TARGET	FY2019 TARGET
Fiscal Accountability and Governmental Efficiency				
Financial Management				
Estimated bills as a percent of bills mailed	4.39%	5.11%	3.00%	3.00%
Service Delivery				
Customer Service Calls per 1,000 bills issued[1]	6.9	13.8	<15.0	<15.0
Technical Service Calls per 1,000 bills issued[2]	18.8	23.1	<25.0	<25.0
Service Work Orders completed within target time frame[3]	91.7%	91.4%	90%	90%
Compliance & Safety				
Drinking water compliance[4]	100%	100%	100%	100%
Wastewater treatment compliance rate[4]	97.90%	99.60%	100%	100%
Infrastructure Maintenance & Reliability				
Number of main breaks per 1,000	2.45	3.52	<2.3	<2.3
Number of sewage spills per 100 miles of sewer	13.2	9.6	<8.5	<8.5
Number of water system breaks per 100 miles of pipe[3]	13.4	20.0	<15	<15
Sustainability				
Operational Efficiency				
Dollars spent per million gallons of water produced (water/wastewater), $/mgal	DW 521 WW 912	DW 564 WW 925	DW 500-600 WW900-1,000	DW 500-600 WW 900-1,000
Purchased power per million gallons of water treated (water/wastewater), kWh/mgal	DW 2055 WW 2725	DW 2152 WW 3059	DW 2150 WW 3100	DW 2150 WW 3100

Notes:

[1] Customer complaints are limited to billing complaints. Tracking of this data began in June 2013. The target has been adjusted for FY2017 to reflect a more aggressive goal.

[2] Safety spot audit scores are unavailable; OSS plans to develop a program to track this metric.

[3] The DWM will also look at water system leaks in the future.

[4] As a percentage of days in compliance out of the last 365 days as of the end of the period.


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FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Watershed Management
Water & Wastewater Revenue Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$45,619,922	$50,270,626	$61,106,348	Salaries, Regular	$58,797,989	($2,308,359)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$3,736,955	$2,526,905	$698,962	Salaries, Extra Help	$700,000	$1,038
-	-	-	Salaries, Extra Help-Sworn	-	-
$4,189,310	$5,109,588	$1,862,205	Overtime	$1,837,608	($24,598)
-	-	-	Pen Cont Fire Pen Fd	-	-
$30,529	$274,929	-	Pen Cont Police Pen Fd	-	-
$11,334,343	$11,275,096	$10,989,394	Pen Cont Gen Emp Pen Fd	$10,744,971	($244,423)
$1,265,238	$1,464,772	$1,591,881	Defined Contribution	$1,633,830	$41,949
$711,479	$1,185,924	$823,822	Workers' Compensation	$1,586,080	$762,258
$8,031,025	$8,665,101	$10,180,771	Other Personnel Costs	$11,105,834	$925,063
$74,918,801	*$80,772,942*	*$87,253,383*	*TOTAL PERSONNEL*	*$86,406,311*	*($847,072)*
			OTHER EXPENSES		
$35,133,097	$31,067,200	$55,527,719	Purchased / Contracted Services	$55,031,064	($496,655)
$38,966,237	$41,707,021	$42,669,641	Supplies	$45,694,288	$3,024,647
$943,461	$812,746	$927,110	Capital Outlays	$597,000	($330,110)
$5,783,203	$5,680,409	$5,854,807	Interfund / Interdepartmental Charges	$5,867,273	$12,466
$3,302,284	$10,978,111	$6,887,420	Other Costs	$2,354,470	($4,532,950)
-	$658	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$84,128,282	*$90,246,145*	*$111,866,698*	*TOTAL OTHER EXPENSES*	*$109,544,096*	*($2,322,602)*
$159,047,083	**$171,019,087**	**$199,120,081**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$195,950,407**	**($3,169,674)**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$159,047,083	$171,019,087	$199,120,081	Water & Wastewater Revenue Fund	$195,950,407	($3,169,674)
$159,047,083	**$171,019,087**	**$199,120,081**	**TOTAL EXPENSES**	**$195,950,407**	**($3,169,674)**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
1,105.00	1,162.00	1,096.00	Full Time Equivalent	1,243.00	147.00

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Watershed Management
Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	($2,308,359)	Decrease due to a transfer of positions, salary adjustments and vacant positions funded at 50%.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	$1,038	Increase due to extra help more than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	($24,598)	Decrease due to overtime less than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	($244,423)	Decrease due to personnel adjustments.
Defined Contribution	$41,949	Increase due to personnel adjustments.
Workers' Compensation	$762,258	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	$925,063	Increase due to a proposed $500 Compensation Bonus and personnel adjustments.
TOTAL PERSONNEL	($847,072)	
OTHER EXPENSES		
Purchased / Contracted Services	($496,655)	Decrease due to purchased/contracted services and repair and maintenance of plants less than anticipated.
Supplies	$3,024,647	Increase due to supplies more than anticipated.
Capital Outlays	($330,110)	Decrease due to equipment purchases less than anticipated.
Interfund / Interdepartmental Charges	$12,466	Increase due to motor/fuel costs more than anticipated.
Other Costs	($4,532,950)	Decrease due to litigation expenses budget transferred to Non-Departmental budget.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	($2,322,602)	
TOTAL PERSONNEL AND OTHER EXPENSES	**($3,169,674)**	

FUND	VARIANCE (19-18)	EXPLANATION
Water & Wastewater Revenue Fund	($3,169,674)	
TOTAL EXPENSES	**($3,169,674)**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	147.00	Increase due to position creations.

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 environ-mental 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 2017 ATL handled over 104 million incoming and outgoing passengers along with 879,560 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. According to the last economic impact study, the Airport's direct regional economic impact is estimated to be more 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 the chief economic engine of metro Atlanta and one of 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 use the Airport, prompting 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 ATL passengers enjoy the best possible experience in air travel.

ATL operates 24 hours per day, 365 days per year. The Department employs 726 full-time employees, as well as 256 firefighters and 199 police officers. This does not include over 63,000 airline employees, concessionaires, contractors, and other professionals whose expertise and professionalism facilitate more than 2,500 aircraft operations per day. So effective are these collective efforts, that for the 14th consecutive year (as of 2017), 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 more than 100 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 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 that 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 and community relations, international affairs and public relations. 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, externally, and cultivates beneficial relationships with the press resulting in positive media coverage for the Airport. Filming 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 three divisions: Accounting; Capital Finance and Financial Planning & Analysis. 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, as well as the 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 customer's expectations.

Internal Audit is an independent business unit established within the Department to examine and evaluate 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 Planning & Development bureau is divided into four functional units. These units are Executive, 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.

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 $131.9 million and $161.3 million respectively. This FY17 data accounted for 58.9% of 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 33,313 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 consists of 321 retail, food and beverage and service concession locations throughout the atrium, concourses, international and domestic terminals covering approximately 326,746 square feet. This includes all the ATM and vending banks, food court seating and all service locations that are leased. The program offers travelers exemplary food service and excellent dining experiences as acknowledged by the Global Traveler Magazine "Best Airport Dining" 2017 award for the fourth consecutive year and by the USA Today Reader's Choice 2018 award for "Best Airport Dining". Upscale dining is also available at Hartsfield-Jackson Atlanta International Airport. Our concessions mission is to surpass expectations by delighting customers and ensuring their loyalty year after year. Our retail program was also recognized by USA Today Reader's Choice in 2018 as the "Best Airport Shopping".

- *Marketing and Creative Services* is the division responsible for marketing and branding efforts to drive revenue and enhance and attract new, innovative products and services to ATL. This division which reports to the senior deputy general manager, consists of three business units: Digital, Strategy, Creative Services, and Concessions Marketing.

- *ATL Business Ventures* (ABV) 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 Airport Diversity Office partners with the City of Atlanta's Office of Contract Compliance to ensure that contracts issued on behalf of the Department of Aviation maximizes opportunities for small, minority and women-owned firms.

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. Staff members 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 and conducts daily inspections of the airfield to ensure that navigational signs and airfield lights are repaired. 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 more than 80 million connecting and terminating passengers each year. The ATL SkyTrain annually provides more than 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 Public Safety and Security division 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-stress events. It streamlines the Department's daily and emergency operations by centralizing the protocol for inputting, processing, coordinating, and analyzing information. 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 six 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 Environ-mental 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 and 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 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 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 that ensures the department has financial resources to support its operations, capital development plan, 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' knowledge of financial health to assist decision-making that maximizes value when planning both operational and capital expenditures to ensure prudent use of ATL's available funds.

Promote Sustainability and Environmental Stewardship

The goal is to become one of the world's "greenest" airports by demonstrating leadership in sustainability projects that are unique, visible and innovative, and improving accomplishments in recycling, alternative energy, electricity and water efficiency and 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 impact on the local environment by continuing to implement best practices that result in reducing emissions noise, and subsurface contamination while responding quickly should an environmental incident occur.

Economic Generator

The goal is to be the most effective economic engine.

The objectives are:

- Provide adequate facilities to attract new cargo development and increase existing cargo presence. Partner with local and state entities to persuade operators to operate and grow in Atlanta.
- Focus increasing jobs through new development in the Airport Master Plan
- 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.

FY2018 Accomplishments

ATL maintained its ranking for the 20th consecutive year as the "World's Busiest Airport" with more than 103 million passengers and 879,560 aircraft operations.

Hartsfield-Jackson's Safety & Security Team has built upon previous work and improved the following:

- Screened over 2.6 million Airport employees at three employee security screening checkpoints.
- Inspected over 1.4 million employees at multiple access points.
- Confiscated over 300 prohibited items at screening or inspection points.
- Managed a Human Trafficking Awareness campaign and press event, which included new Atlanta Mayor Keisha Lance Bottoms, as well as conducted a related symposium and training exercises.
- Conducted the second annual OneATL Safety and Risk management Expo, which drew hundreds of employees with its series of presentations, demonstrations and exhibits. The daylong event began with an annual Foreign Objects Debris (FOD) walk, followed by the expo and Safety Awards luncheon at the Georgia International Convention Center.

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 second annual Pianos for Peace Festival, a month-long initiative to build peace through music and education held closing ceremony at ATL. It featured 50 hand-painted pianos placed throughout metro Atlanta – including two at ATL's Domestic and International terminals.

ATL hosted Fire Prevention Week with particular focus on developing and practicing a home fire escape plan.

ATL's second fall job fair drew more than 2,300 job seekers. More than 60 Airport community employers were on hand at the Georgia International Convention Center, and those employers hired at least 438 individuals on the spot.

ATL's 13th annual Airport Community Blood Drive attracted a total of 138 donors and collecting 76 pints of life-saving blood, exceeding its goal of 73 pints.

ATL hosted the inaugural ATL Stand for Unity, as interfaith effort designed to stem the recent tide of hatred and violence and promote peace and understanding.

ATL drew nearly 2,000 runners on the airfield for the third annual Mayor's 5k on the 5th Runway. This exciting fundraiser raised $188,752, which benefited the Mayor's Youth Scholarship Fund.

Hartsfield-Jackson hosted more than 500 Airport-area first graders at ATL Toyland during the December holidays. This program, in its 21st 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.

ATL continues its ongoing push to become one of the world's greenest airports. For its efforts, ATL was a 2017 Clean Tech Innovation finalist, recognized for converting 56 percent of its shuttle buses to compressed natural gas and 20 percent of its vehicle fleet to alternative fuels. In addition, ATL purchased nearly 40,000 tons of C02 to offset emissions for 2016 and 2017.

ATL finally tossed into the dustbin of history, requiring that all concessionaires switch to compostable flatware, dinnerware and eating utensils. It's all part of what's being called the Sustainable Food Court Initiative (SFCI). In addition to being more environmentally responsible, SFCI materials will also be funneled to our much anticipated Green Acres ATL Energy Park, a recycling and composting facility scheduled to open in 2019.

ATL will host the 2018 Airports GOING Green Conference, the premiere aviation industry conference focusing on sustainability and resiliency. Concepts such as value creation and impact measurement will bring together aviation leaders from around the world. The conference will be held in October.

ATL now has 194 electric vehicle charging stations. That number goes to 202 when factoring in those at the Airport's Maintenance and Tech Campus locations. Another 100 EV stations are on the way.

As part of ongoing efforts to improve the customer experience, ATL dedicated the art installation "Flight Paths" which simulates a Georgia forest through the fusion of light, sound and video. The installation is the largest single public art project in the City of Atlanta's history.

The Airport marked the completion of the seventh Service Animal Relief Area (SARA). ATL now boasts the most animal relief areas of any other airport in the United States. These facilities not only provide pet comfort, but also increase the quality of ATL's passenger experience.

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 Lfyt 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 third 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 $11,151 for No Kid Hungry, a non-profit fighting 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.

- Moody's Investor Services affirmed its "A3" rating on the City of Atlanta - Airport Enterprise Consolidated Rental Car Facility Project, with a change in outlook to positive on March 14, 2018.

- Fitch Ratings have upgraded to 'A' from 'A-' the rating on College Park, Georgia's approximately $170 million outstanding series 2006A and 2006B revenue bonds on October 27, 2017. The bonds were issued to finance the construction of a consolidated rental car facility (CONRAC) and automated people mover (APM) maintenance facility at Hartsfield-Jackson Atlanta international Airport. The rating Outlook on the bonds is stable.

ATL's redesigned next.atl.com, a website dedicated to informing the public about ATLNext, the multibillion-dollar capital improvement program underway at Hartsfield-Jackson includes a new name representing our airport code, atl.com. The modern site offers improved features, navigation and user interface.

ATL marked the first year of TruckPass, a reservation-based docking credential system in the South cargo area. In just the past year, TruckPass has produced qualitative and quantitative results that have led to greater operational efficiencies and expedited loading and unloading of cargo for the 300 trucks that pass through each day.

ATL leaders signed a Sister Airport Agreement with Roberts International Airport (ROB) in Liberia to encourage an exchange of ideas and boost travel and trade. This Memorandum of Understanding (MOU) is the fifth 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).

FY2019 Proposed 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 2017, ATL handled more than 685,338 metric tons of cargo, growing cargo volume 5.66 percent over 2016. Also in 2017, ATL added a new cargo carrier (CargoLogicAir) after adding four new all-cargo airlines in 2015 and one in 2016. To accommodate such growth, ATL will undergo a phased expansion of facilities, with a goal of adding up to 800,000 square feet of warehouse space by 2021. This combined with the vehicle staging area (in operations for 1 year) 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.

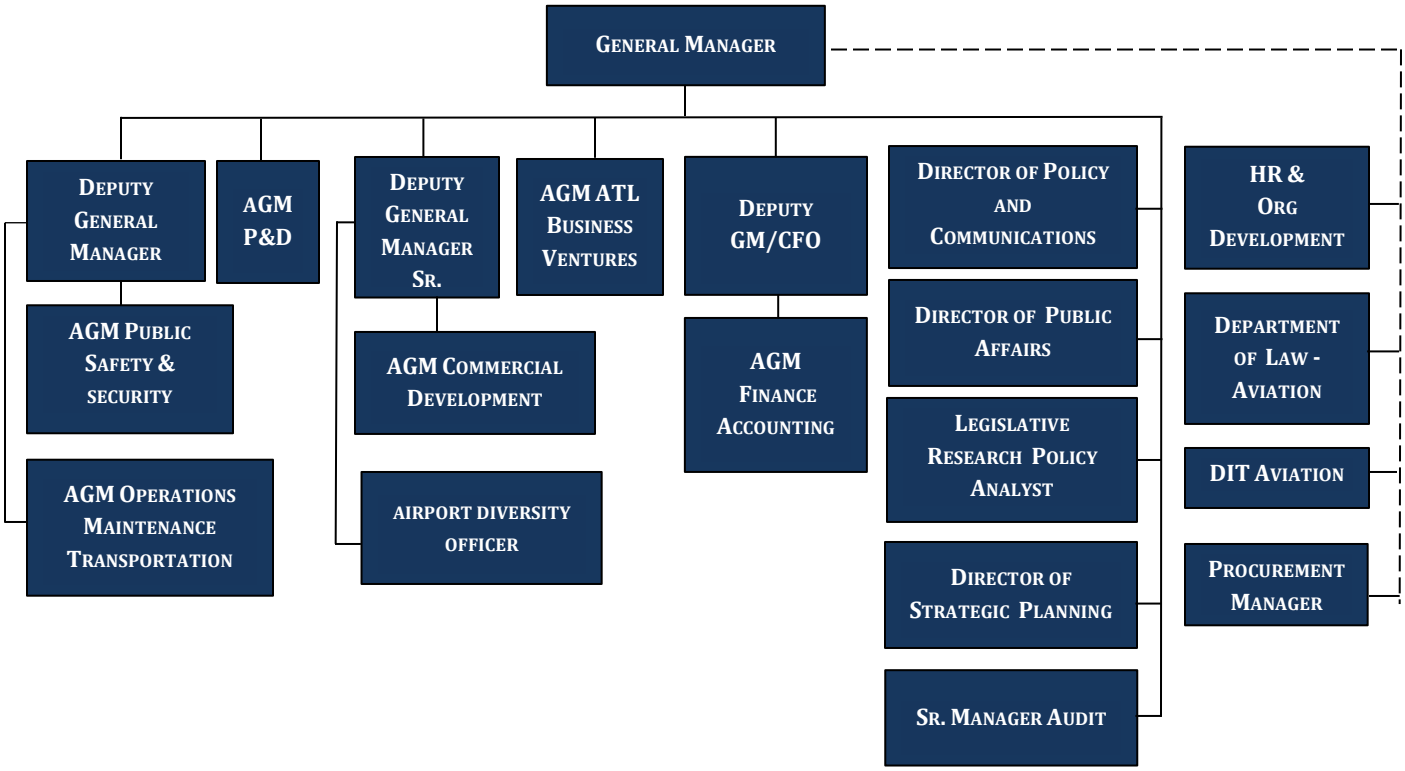
- Central Passenger Terminal Complex – The Central Passenger Terminal Complex (CPTC) consists of two independent processing facilities for domestic and international passengers, with associated gates and seven concourses. Revamping the domestic complex will enhance the customer experience while boosting the facilities' aesthetic appeal. ATL began buildout in October 2017 of the massive canopies that will run alongside the North and South sides of the Domestic Terminal. Inside, renovations have been underway on Concourses T, A, B, and C. Upgrades 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 the Domestic Terminal atrium, plans call for incorporating engineered trees and other foliage for a park-like feel. In addition, the Airport will extend Concourse T to include up to five more gates and add four to six gates to the International Terminal. Finally, ATL's Plane Train will see an improved train turn back that will increase the efficiency of the train system.

- 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 the aging conditions of the decks, requires updating or 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. 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 ATL Select Park-Ride lot on Sullivan Road will provide 1,500 additional parking spaces for customers. The domestic terminal North and South decks will be constructed or refurbished following the completion of the new ATL West Deck.

- Support facilities: Support facilities are critical to ATL's daily operations 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 2019. 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. The ATLNext" program is also creating support facilities for commercial vehicles and constructing Runway 9 L End-Around Taxiway to enhance airport operations and efficiency. This project has a 2019 target date for completion.

ORGANIZATIONAL CHART

AVIATION



PERFORMANCE METRICS

AVIATION

PERFORMANCE MEASURE	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 TARGET	FY2019 TARGET
Fiscal Accountability & Governmental Efficiency				
Customer satisfaction with the Airport	N/A	85%	85.0%	85.0%
Bond Coverage Factor	2.06	1.78	1.60	1.60
Airport parking revenue (in millions)	$132.1MM	$131.9MM	$127.6MM	$145.3MM
Airport concessions revenue (in millions)	$153.6MM	$161.3MM	$167.5MM	$170.7MM
Business Growth & Tourism				
# of passengers traveling through Airport (millions)	103.7MM	104.3MM	109.0MM	106.6MM
Cargo volume (in metric tons)	626,082	673,210	684,000	690,840

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Aviation
Airport Revenue Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$29,178,721	$30,749,105	$38,082,172	Salaries, Regular	$34,268,426	($3,813,746)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$261,780	$297,800	$313,620	Salaries, Extra Help	$482,920	$169,300
-	-	-	Salaries, Extra Help-Sworn	-	-
$1,976,468	$2,211,770	$1,505,628	Overtime	$1,533,271	$27,643
-	$781	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$5,015,132	$4,937,471	$4,528,959	Pen Cont Gen Emp Pen Fd	$4,475,054	($53,905)
$1,032,176	$1,106,261	$1,190,488	Defined Contribution	$1,027,499	($162,989)
$73,698	$271,496	$108,579	Workers' Compensation	$257,166	$148,587
$4,478,292	$4,714,584	$5,379,238	Other Personnel Costs	$5,844,571	$465,333
$42,016,266	*$44,289,269*	*$51,108,684*	*TOTAL PERSONNEL*	*$47,888,906*	*($3,219,778)*
			OTHER EXPENSES		
$114,207,176	$124,476,440	$156,108,449	Purchased / Contracted Services	$156,821,344	$712,895
$14,066,917	$16,026,247	$14,893,552	Supplies	$15,455,617	$562,065
$284,000	$140,259	$900,160	Capital Outlays	$233,800	($666,360)
$2,537,837	$1,871,293	$2,364,723	Interfund / Interdepartmental Charges	$1,866,436	($498,287)
$4,636,210	$3,250,328	$2,232,227	Other Costs	$4,094,211	$1,861,984
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	$848,800	$860,000	Other Financing Uses	-	($860,000)
$135,732,140	*$146,613,366*	*$177,359,111*	*TOTAL OTHER EXPENSES*	*$178,471,407*	*$1,112,296*
$177,748,407	**$190,902,635**	**$228,467,795**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$226,360,313**	**($2,107,482)**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$177,748,407	$190,902,635	$228,467,795	Airport Revenue Fund	$226,360,313	($2,107,482)
$177,748,407	**$190,902,635**	**$228,467,795**	**TOTAL EXPENSES**	**$226,360,313**	**($2,107,482)**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
596.00	595.00	657.00	Full Time Equivalent	647.00	(10.00)

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Aviation
Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	($3,813,746)	Decrease due to vacant positions funded at 50% and abolishment of vacant positions.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	$169,300	Increase due to extra help more than anticipated.
Salaries, Extra Help-Sworn	-	
Overtime	$27,643	Increase due to overtime more than anticipated.
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	($53,905)	Decrease due to personnel adjustments.
Defined Contribution	($162,989)	Decrease due to personnel adjustments.
Workers' Compensation	$148,587	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	$465,333	Increase due to a proposed $500 Compensation Bonus and personnel adjustments.
TOTAL PERSONNEL	($3,219,778)	
OTHER EXPENSES		
Purchased / Contracted Services	$712,895	Increase due to contractual services for IT Staff Augmentation, Sheraton Hotel Decommissioning, Customer Service and AATC; partially offset by reductions in GIS/Signage/Graphics, Environmental Comprehensive Service and reimbursement to Areas ARM Company.
Supplies	$562,065	Increase due to utilities charges more than anticipated.
Capital Outlays	($666,360)	Decrease due to furniture & fixtures less than anticipated.
Interfund / Interdepartmental Charges	($498,287)	Decrease due to motor/fuel and repair/maintenance costs less than anticipated.
Other Costs	$1,861,984	Increase due to property taxes not included in FY18 budget. This line includes property tax payments to Clayton, Fulton, Paulding and Dawson counties and the City of College Park.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	($860,000)	Decrease due to Oracle Cloud Software upgrade not anticipated in FY2019.
TOTAL OTHER EXPENSES	$1,112,296	
TOTAL PERSONNEL AND OTHER EXPENSES	**($2,107,482)**	

FUND	VARIANCE (19-18)	EXPLANATION
Airport Revenue Fund	($2,107,482)	
TOTAL EXPENSES	**($2,107,482)**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	(10.00)	Decrease due to the abolishment of vacant 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.

FY2018 Accomplishments

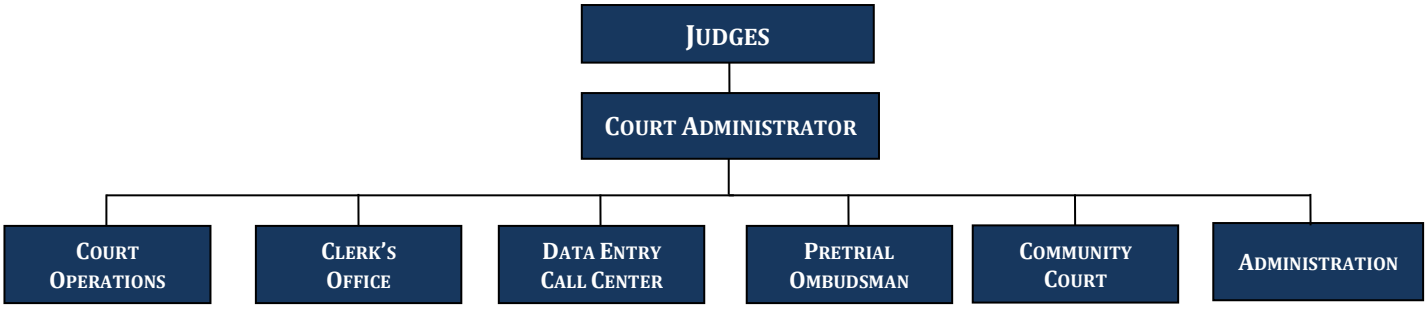
- Implementation of a data driven approach to performance evaluation.
- Year to Date Courts Case Clearance Rate of 100%.
- Cross training efforts touching 100% of employees.
- Daily FTA Walk-in docket.
- Talented 10th intensive alternative sentencing and diversion.
- Building upgrades, including paint, 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.

FY2019 Proposed 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	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 TARGET	FY2019 TARGET
Public Safety				
# of Traffic cases filed in Court	188,021	169,268	176,750	171,020
# of DUI cases filed in Court	3,054	2,041	2,769	2,617
# of Parking cases filed in Court	2,471	2,887	3,587	3,462
# of Criminal cases filed in Court	19,849	17,356	18,766	18,519
# of False Alarm cases filed in Court	711	762	1,029	881
# of Housing cases filed in Court	2,903	4,323	2,093	3,347
Municipal Court total revenue	$21,731,195	$18,613,799	$20,228,000	$20,116,000
Case Clearance Rate - Traffic	106%	112%	100%	100%
Case Clearance Rate - Criminal	93%	108%	100%	100%
% of revenue collected vs. anticipated	95%	92%	100%	100%

FY19 OPERATING BUDGET HIGHLIGHTS
Judicial Agencies
General Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$7,259,335	$7,660,989	$8,260,326	Salaries, Regular	$8,262,406	$2,080
$358	$9,122	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$153,872	$274,695	$41,507	Salaries, Extra Help	$41,507	-
-	-	-	Salaries, Extra Help-Sworn	-	-
$86,680	$45,535	$24,479	Overtime	$24,479	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$1,613,406	$1,550,836	$1,459,677	Pen Cont Gen Emp Pen Fd	$1,459,677	-
$230,610	$258,084	$182,021	Defined Contribution	$182,021	-
$4,976	$124,848	$22,300	Workers' Compensation	$36,199	$13,900
$1,036,786	$1,083,171	$1,364,698	Other Personnel Costs	$1,424,609	$59,911
$10,386,022	*$11,007,280*	*$11,355,008*	*TOTAL PERSONNEL*	*$11,430,899*	*$75,891*
			OTHER EXPENSES		
$2,211,237	$1,957,188	$2,077,476	Purchased / Contracted Services	$1,878,334	($199,143)
$291,018	$378,937	$164,782	Supplies	$164,782	-
-	$29,238	-	Capital Outlays	-	-
$6,007	$54,303	$6,137	Interfund / Interdepartmental Charges	$6,137	-
$343,605	$9,617	$15,835	Other Costs	$15,835	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	$11,752	$11,752
$2,851,866	*$2,429,282*	*$2,264,231*	*TOTAL OTHER EXPENSES*	*$2,076,840*	*($187,391)*
$13,237,889	**$13,436,562**	**$13,619,239**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$13,507,739**	**($111,500)**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$13,237,889	$13,436,562	$13,619,239	General Fund	$13,507,739	($111,500)
$13,237,889	**$13,436,562**	**$13,619,239**	**TOTAL EXPENSES**	**$13,507,739**	**($111,500)**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
162.00	163.00	184.00	Full Time Equivalent	187.00	3.00

FY19 OPERATING BUDGET HIGHLIGHTS
Judicial Agencies
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	$2,080	Increase due to $14 per hour living wage increase offset by vacant positions funded at 50%.
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	$13,900	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	$59,911	Increase due to a proposed $500 Compensation Bonus.
TOTAL PERSONNEL	$75,891	
OTHER EXPENSES		
Purchased / Contracted Services	($199,143)	Decrease due to retired police officer conversion from Contracted Services to Salaries, Regular.
Supplies	-	This line includes general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	This line includes motor/fuel and repair/maintenance expenses.
Other Costs	-	This line includes costs associated with customer refunds.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	$11,752	Increase due to costs associated with GMA lease payments.
TOTAL OTHER EXPENSES	($187,391)	
TOTAL PERSONNEL AND OTHER EXPENSES	**($111,500)**	

FUND	VARIANCE (19-18)	EXPLANATION
General Fund	($111,500)	
TOTAL EXPENSES	**($111,500)**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	3.00	Increase due to Assistant Court Administrator, Pretrial Release Officer and Business Systems Analyst 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, Zoo Atlanta and Energy contracts.

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.


RESURGENS
1847
1865
ATLANTA GA

FY19 OPERATING BUDGET HIGHLIGHTS
Non-Departmental

FY16 ACTUAL EXPENDITURES	FY17 ACTUAL EXPENDITURES	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
-	-	-	Salaries, Regular	-	-
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	$0	Salaries, Extra Help	$0	$0
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	$3,310	-	Pen Cont Fire Pen Fd	-	-
($1,511)	$1,234	-	Pen Cont Police Pen Fd	-	-
($176,809)	($36,394)	-	Pen Cont Gen Emp Pen Fd	-	-
-	-	-	Defined Contribution	-	-
$1,705,712	$3,169,170	$2,579,925	Workers' Compensation	$2,874,485	$294,559
$1,101,003	$1,172,482	$2,701,422	Other Personnel Costs	$2,701,422	$0
$2,628,396	$4,309,802	$5,281,347	*TOTAL PERSONNEL*	$5,575,907	$294,559
			OTHER EXPENSES		
$15,674,382	$27,292,355	$22,458,524	Purchased / Contracted Services	$34,239,759	$11,781,234
($20)	($1,747)	$0	Supplies	$0	$0
$7,778,699	-	$0	Capital Outlays	$0	$0
$36,545,988	$32,832,575	$31,463,000	Interfund / Interdepartmental Charges	$30,570,314	($892,686)
$260,506,428	$244,218,921	$259,439,671	Other Costs	$268,062,080	$8,622,409
$36,006,026	$24,182,086	$46,106,934	Debt Service	$38,527,117	($7,579,817)
-	-	$110,993,921	Conversion / Summary	$129,763,321	$18,769,399
$679,256,887	$680,547,501	$410,891,903	Other Financing Uses	$434,970,581	$24,078,678
$1,035,768,390	$1,009,071,692	$881,353,953	*TOTAL OTHER EXPENSES*	$936,133,171	$54,779,218
$1,038,396,786	**$1,013,381,494**	**$886,635,300**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$941,709,078**	**$55,073,777**

FY16 ACTUAL EXPENDITURES	FY17 ACTUAL EXPENDITURES	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$96,163,583	$88,290,391	$99,426,631	General Fund	$107,102,893	$7,676,262
$268,609,842	$250,298,156	$216,644,481	Airport Revenue Fund	$249,429,251	$32,784,771
$13,831,896	$0	$0	Building Permits Fund	$0	$0
$10,625,376	$796,709	$2,746,599	City Plaza Operating Fund	$1,015,600	($1,730,999)
$87,161	$91,675	$0	Civic Center Revenue Fund	$0	$0
$18,382	$15,125	$0	Parks Facilities Revenue Fund	$0	$0
$5,362,445	$3,644,428	$5,910,718	Solid Waste Services Revenue Fund	$6,022,786	$112,068
$10,365,570	$21,784,146	$0	Underground Atl Facil Revenue Fund	$0	$0
$412,341,105	$420,979,025	$331,052,855	Water & Wastewater Revenue Fund	$345,444,591	$14,391,736
-	$6,000	-	Emergency Telephone System	-	-
$2,778,958	$2,405,718	$3,035,857	Fleet Service Fund	$2,882,949	($152,908)
$144,207,895	$151,233,296	$154,858,101	Group Insurance Fund	$151,796,482	($3,061,619)
$72,815,822	$72,583,062	$71,867,980	Hotel/Motel Tax Fund	$76,635,386	$4,767,406
$1,188,750	$1,253,762	$1,092,076	Rental/Motor Vehicle Tax Fund	$1,379,138	$287,062
$1,038,396,786	**$1,013,381,494**	**$886,635,300**	**TOTAL EXPENSES**	**$941,709,078**	**$55,073,777**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
-	-	-	Full Time Equivalent	-	-

FY19 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
General Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
-	-	-	Salaries, Regular	-	-
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	$3,310	-	Pen Cont Fire Pen Fd	-	-
($1,511)	$1,234	-	Pen Cont Police Pen Fd	-	-
($176,809)	($42,553)	-	Pen Cont Gen Emp Pen Fd	-	-
-	-	-	Defined Contribution	-	-
$1,607,946	$3,124,338	$2,532,782	Workers' Compensation	$2,532,782	-
$387,802	$450,762	$1,247,368	Other Personnel Costs	$1,247,368	-
$1,817,429	*$3,537,091*	*$3,780,150*	*TOTAL PERSONNEL*	*$3,780,150*	-
			OTHER EXPENSES		
$14,988,946	$25,110,795	$17,571,523	Purchased / Contracted Services	$26,433,552	$8,862,029
($20)	($1,747)	-	Supplies	-	-
$7,778,699	-	-	Capital Outlays	-	-
$18,038	$24,612	-	Interfund / Interdepartmental Charges	-	-
$39,751,780	$32,272,297	$39,261,247	Other Costs	$30,583,289	($8,677,958)
$15,352,859	$11,301,472	$18,726,764	Debt Service	$8,639,011	($10,087,753)
-	-	$13,069,087	Conversion / Summary	$11,069,885	($1,999,202)
$16,455,852	$16,045,870	$7,017,860	Other Financing Uses	$26,597,006	$19,579,146
$94,346,154	*$84,753,299*	*$95,646,481*	*TOTAL OTHER EXPENSES*	*$103,322,743*	*$7,676,262*
$96,163,583	**$88,290,391**	**$99,426,631**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$107,102,893**	**$7,676,262**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$96,163,583	$88,290,391	$99,426,631	General Fund	$107,102,893	$7,676,262
$96,163,583	**$88,290,391**	**$99,426,631**	**TOTAL EXPENSES**	**$107,102,893**	**$7,676,262**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
-	-	-	Full Time Equivalent	-	-

FY19 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
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	-	Line includes $2.5M W/C Pymts and $61K Employee Rehab Costs.
Other Personnel Costs	-	Line includes $728K Family Leave and $519K Unemploy Comp Pymts.
TOTAL PERSONNEL	-	
OTHER EXPENSES		
Purchased / Contracted Services	$8,862,029	Increase due to $5M Superbowl cost, $2.5M Health Insurance, $600K WEI, $467K College Savings Prog and debt bond pymts of $5K for 2017AFCRA Zoo & 2017AURA Downtown Parking respectively.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	($8,677,958)	Decrease due to debt bond pymts transfer to Other Financing Uses i.e. ($5.4M) 2017URFA Housing, ($2.1M) 2010AURA & ($1.6M) 2007A AFCRA Zoo; offset by $425K Business Lic. refund & $27K Animal Ctrl.
Debt Service	($10,087,753)	Decrease due to debt bond pymts transfer to Other Financing Uses i.e. ($5.9M) 1998COPS, ($3.7M) 2016COPS, ($1.2M) Zoo Parking & ($125K) Watershed MOU; offset by new Energy Contracts of $1.5M.
Conversion / Summary	($1,999,202)	Decrease in Restricted Reserves by .35% (FY18 2.01% & FY19 1.66%).
Other Financing Uses	$19,579,146	Increase due to Other Cost $5.2M 2017URFA Housing, $2M 2010AURA, $1.6M 2007A AFCRAZoo; DebtSvs $3.7M 2016COPS, $2.5M 2017AFCRAZoo, $1.3M 1998COPS; $3.5M GMACOPS, $1.8M 2017Homeless Bond; offset by FY18 final pymts ($2.1M) PSAnnex & ($610K) CivicCtr.
TOTAL OTHER EXPENSES	$7,676,262	
TOTAL PERSONNEL AND OTHER EXPENSES	**$7,676,262**	

FUND	VARIANCE (19-18)	EXPLANATION
General Fund	$7,676,262	
TOTAL EXPENSES	**$7,676,262**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	-	

FY19 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Airport Revenue Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
-	-	-	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	-	-
-	$5,641	-	Pen Cont Gen Emp Pen Fd	-	-
-	-	-	Defined Contribution	-	-
-	-	-	Workers' Compensation	-	-
-	-	-	Other Personnel Costs	-	-
-	*$5,641*	-	*TOTAL PERSONNEL*	-	-
			OTHER EXPENSES		
($1,330,781)	($18,757)	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
$7,147,356	$8,226,030	$10,339,500	Interfund / Interdepartmental Charges	$9,148,997	($1,190,503)
$4,264,195	$4,332,422	$2,197,254	Other Costs	$2,197,254	-
-	-	-	Debt Service	-	-
-	-	$63,012,721	Conversion / Summary	$96,987,995	$33,975,274
$258,529,073	$237,752,821	$141,095,006	Other Financing Uses	$141,095,006	-
$268,609,842	*$250,292,515*	*$216,644,481*	*TOTAL OTHER EXPENSES*	*$249,429,251*	*$32,784,771*
$268,609,842	**$250,298,156**	**$216,644,481**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$249,429,251**	**$32,784,771**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$268,609,842	$250,298,156	$216,644,481	Airport Revenue Fund	$249,429,251	$32,784,771
$268,609,842	**$250,298,156**	**$216,644,481**	**TOTAL EXPENSES**	**$249,429,251**	**$32,784,771**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
-	-	-	Full Time Equivalent	-	-

FY19 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
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	-	
TOTAL PERSONNEL	-	
OTHER EXPENSES		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	($1,190,503)	Decrease due to indirect cost allocation less than anticipated.
Other Costs	-	
Debt Service	-	
Conversion / Summary	$33,975,274	Increase in Restricted Reserves due to the new lease agreement with the Airlines.
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$32,784,771	
TOTAL PERSONNEL AND OTHER EXPENSES	**$32,784,771**	

FUND	VARIANCE (19-18)	EXPLANATION
Airport Revenue Fund	$32,784,771	
TOTAL EXPENSES	**$32,784,771**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	-	

FY19 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
City Plaza Operating Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
-	-	-	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	-	-
-	-	-	*TOTAL PERSONNEL*	-	-
			OTHER EXPENSES		
$96,907	$97,286	$2,037,000	Purchased / Contracted Services	$281,206	($1,755,794)
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	$22,644	$22,644
$10,193,600	-	-	Other Costs	-	-
$334,869	$699,424	$709,599	Debt Service	$711,750	$2,151
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$10,625,376	*$796,709*	*$2,746,599*	*TOTAL OTHER EXPENSES*	*$1,015,600*	*($1,730,999)*
$10,625,376	**$796,709**	**$2,746,599**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$1,015,600**	**($1,730,999)**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$10,625,376	$796,709	$2,746,599	City Plaza Operating Fund	$1,015,600	($1,730,999)
$10,625,376	**$796,709**	**$2,746,599**	**TOTAL EXPENSES**	**$1,015,600**	**($1,730,999)**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
-	-	-	Full Time Equivalent	-	-

FY19 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
City Plaza Operating Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
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	-	
TOTAL PERSONNEL	-	
OTHER EXPENSES		
Purchased / Contracted Services	($1,755,794)	Decrease due to completion of City of Atlanta Wellness Center.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	$22,644	Variance due to indirect cost allocation more than anticipated.
Other Costs	-	
Debt Service	$2,151	Variance due to Debt Service payment.
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	($1,730,999)	
TOTAL PERSONNEL AND OTHER EXPENSES	**($1,730,999)**	

FUND	VARIANCE (19-18)	EXPLANATION
City Plaza Operating Fund	($1,730,999)	
TOTAL EXPENSES	**($1,730,999)**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	-	

FY19 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Solid Waste Services Revenue Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
-	-	-	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	-	-
-	-	-	*TOTAL PERSONNEL*	-	-
			OTHER EXPENSES		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
$3,864,091	$5,131,715	$4,308,000	Interfund / Interdepartmental Charges	$4,420,068	$112,068
$1,498,353	($1,487,287)	$1,396,557	Other Costs	$1,396,557	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	$206,162	Other Financing Uses	$206,162	-
$5,362,445	*$3,644,428*	*$5,910,718*	*TOTAL OTHER EXPENSES*	*$6,022,786*	*$112,068*
$5,362,445	**$3,644,428**	**$5,910,718**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$6,022,786**	**$112,068**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$5,362,445	$3,644,428	$5,910,718	Solid Waste Services Revenue Fund	$6,022,786	$112,068
$5,362,445	**$3,644,428**	**$5,910,718**	**TOTAL EXPENSES**	**$6,022,786**	**$112,068**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
-	-	-	Full Time Equivalent	-	-

FY19 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Solid Waste Services Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
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	-	
TOTAL PERSONNEL	-	
OTHER EXPENSES		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	$112,068	Increase due to indirect cost allocation more than anticipated.
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$112,068	
TOTAL PERSONNEL AND OTHER EXPENSES	**$112,068**	

FUND	VARIANCE (19-18)	EXPLANATION
Solid Waste Services Revenue Fund	$112,068	
TOTAL EXPENSES	**$112,068**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	-	

FY19 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Underground Atl Facil Revenue Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
-	-	-	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	-	-
-	-	-	*TOTAL PERSONNEL*	-	-
			OTHER EXPENSES		
$1,848,522	$1,811,511	$0	Purchased / Contracted Services	$0	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
$85,893	$34,189	-	Other Costs	-	-
$8,431,155	$66,298	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	$19,872,147	-	Other Financing Uses	-	-
$10,365,570	*$21,784,146*	*$0*	*TOTAL OTHER EXPENSES*	*$0*	-
$10,365,570	**$21,784,146**	**$0**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$0**	**-**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$10,365,570	$21,784,146	$0	Underground Atl Facil Revenue Fund	$0	-
$10,365,570	**$21,784,146**	**$0**	**TOTAL EXPENSES**	**$0**	**-**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
-	-	-	Full Time Equivalent	-	-

FY19 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Underground Atl Facil Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
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	-	
TOTAL PERSONNEL	-	
OTHER EXPENSES		
Purchased / Contracted Services	-	No activity reflected due to the sale of Underground Atlanta in Fiscal Year 2017.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	-	
TOTAL PERSONNEL AND OTHER EXPENSES	**-**	

FUND	VARIANCE (19-18)	EXPLANATION
Underground Atl Facil Revenue Fund	-	
TOTAL EXPENSES	**-**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	-	

FY19 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Water & Wastewater Revenue Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
-	-	-	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	-	-
-	$518	-	Pen Cont Gen Emp Pen Fd	-	-
-	-	-	Defined Contribution	-	-
$97,766	$44,832	$47,143	Workers' Compensation	$341,703	$294,559
-	-	$336,000	Other Personnel Costs	$336,000	-
$97,766	*$45,350*	*$383,143*	*TOTAL PERSONNEL*	*$677,703*	*$294,559*
			OTHER EXPENSES		
$50,588	$208,520	$350,000	Purchased / Contracted Services	$7,025,000	$6,675,000
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
$18,829,629	$14,649,278	$12,654,500	Interfund / Interdepartmental Charges	$11,541,992	($1,112,508)
$6,107,159	$5,465,119	$23,963,555	Other Costs	$27,493,733	$3,530,178
$11,438,547	$11,872,601	$26,573,714	Debt Service	$29,079,499	$2,505,785
-	-	$22,514,876	Conversion / Summary	$21,705,440	($809,436)
$375,817,415	$388,738,157	$244,613,067	Other Financing Uses	$247,921,224	$3,308,157
$412,243,339	*$420,933,675*	*$330,669,712*	*TOTAL OTHER EXPENSES*	*$344,766,889*	*$14,097,177*
$412,341,105	**$420,979,025**	**$331,052,855**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$345,444,591**	**$14,391,736**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$412,341,105	$420,979,025	$331,052,855	Water & Wastewater Revenue Fund	$345,444,591	$14,391,736
$412,341,105	**$420,979,025**	**$331,052,855**	**TOTAL EXPENSES**	**$345,444,591**	**$14,391,736**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
-	-	-	Full Time Equivalent	-	-

FY19 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
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	$294,559	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	-	This line includes funding for maternity/paternity leave pay.
TOTAL PERSONNEL	$294,559	
OTHER EXPENSES		
Purchased / Contracted Services	$6,675,000	Increase due to litigation expense more than anticipated.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	($1,112,508)	Decrease due to indirect costs less than anticipated.
Other Costs	$3,530,178	Increase due to debt costs more than anticipated.
Debt Service	$2,505,785	Increase due to GEFA principal and interest payments more than anticipated.
Conversion / Summary	($809,436)	Decrease in Fund-wide reserves.
Other Financing Uses	$3,308,157	Increase due to sinking fund costs more than anticipated.
TOTAL OTHER EXPENSES	$14,097,177	
TOTAL PERSONNEL AND OTHER EXPENSES	**$14,391,736**	

FUND	VARIANCE (19-18)	EXPLANATION
Water & Wastewater Revenue Fund	$14,391,736	
TOTAL EXPENSES	**$14,391,736**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	-	

FY19 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Fleet Service Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
-	-	-	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	-	-
-	-	-	*TOTAL PERSONNEL*	-	-
			OTHER EXPENSES		
-	$56,000	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
$2,373,662	$2,151,544	$2,939,000	Interfund / Interdepartmental Charges	$2,786,092	($152,908)
-	-	-	Other Costs	-	-
$405,296	$198,175	$96,857	Debt Service	$96,857	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$2,778,958	*$2,405,718*	*$3,035,857*	*TOTAL OTHER EXPENSES*	*$2,882,949*	*($152,908)*
$2,778,958	**$2,405,718**	**$3,035,857**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$2,882,949**	**($152,908)**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$2,778,958	$2,405,718	$3,035,857	Fleet Service Fund	$2,882,949	($152,908)
$2,778,958	**$2,405,718**	**$3,035,857**	**TOTAL EXPENSES**	**$2,882,949**	**($152,908)**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
-	-	-	Full Time Equivalent	-	-

FY19 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Fleet Service Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
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	-	
TOTAL PERSONNEL	-	
OTHER EXPENSES		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	($152,908)	Decrease due to indirect cost allocation less than anticipated.
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	($152,908)	
TOTAL PERSONNEL AND OTHER EXPENSES	**($152,908)**	

FUND	VARIANCE (19-18)	EXPLANATION
Fleet Service Fund	($152,908)	
TOTAL EXPENSES	**($152,908)**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	-	

FY19 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Group Insurance Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
-	-	-	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	-	-
$713,201	$721,720	$1,118,054	Other Personnel Costs	$1,118,054	-
$713,201	*$721,720*	*$1,118,054*	*TOTAL PERSONNEL*	*$1,118,054*	-
			OTHER EXPENSES		
$20,200	$18,000	$2,500,000	Purchased / Contracted Services	$500,000	($2,000,000)
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
$1,036,445	$2,649,397	$1,222,000	Interfund / Interdepartmental Charges	$2,650,522	$1,428,522
$142,438,050	$147,844,179	$137,620,810	Other Costs	$147,527,906	$9,907,096
-	-	-	Debt Service	-	-
-	-	$12,397,237	Conversion / Summary	-	($12,397,237)
-	-	-	Other Financing Uses	-	-
$143,494,695	*$150,511,576*	*$153,740,047*	*TOTAL OTHER EXPENSES*	*$150,678,428*	*($3,061,619)*
$144,207,895	**$151,233,296**	**$154,858,101**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$151,796,482**	**($3,061,619)**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$144,207,895	$151,233,296	$154,858,101	Group Insurance Fund	$151,796,482	($3,061,619)
$144,207,895	**$151,233,296**	**$154,858,101**	**TOTAL EXPENSES**	**$151,796,482**	**($3,061,619)**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
-	-	-	Full Time Equivalent	-	-

FY19 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Group Insurance Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
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	-	
TOTAL PERSONNEL	-	
OTHER EXPENSES		
Purchased / Contracted Services	($2,000,000)	Decrease due to completion of City of Atlanta Employee Wellness Center.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	$1,428,522	Increase due to indirect cost allocation more than anticipated.
Other Costs	$9,907,096	Increase due to anticipated insurance plan payments.
Debt Service	-	
Conversion / Summary	($12,397,237)	Decrease due to construction costs related to the City of Atlanta Employee Wellness Center not anticipated in FY19.
Other Financing Uses	-	
TOTAL OTHER EXPENSES	($3,061,619)	
TOTAL PERSONNEL AND OTHER EXPENSES	**($3,061,619)**	

FUND	VARIANCE (19-18)	EXPLANATION
Group Insurance Fund	($3,061,619)	
TOTAL EXPENSES	**($3,061,619)**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	-	

FY19 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Hotel/Motel Tax Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
-	-	-	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	-	-
-	-	-	*TOTAL PERSONNEL*	-	-
			OTHER EXPENSES		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
$54,619,148	$54,444,555	$53,908,172	Other Costs	$57,484,203	$3,576,031
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
$18,196,674	$18,138,507	$17,959,808	Other Financing Uses	$19,151,183	$1,191,375
$72,815,822	*$72,583,062*	*$71,867,980*	*TOTAL OTHER EXPENSES*	*$76,635,386*	*$4,767,406*
$72,815,822	**$72,583,062**	**$71,867,980**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$76,635,386**	**$4,767,406**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$72,815,822	$72,583,062	$71,867,980	Hotel/Motel Tax Fund	$76,635,386	$4,767,406
$72,815,822	**$72,583,062**	**$71,867,980**	**TOTAL EXPENSES**	**$76,635,386**	**$4,767,406**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
-	-	-	Full Time Equivalent	-	-

FY19 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Hotel/Motel Tax Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
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	-	
TOTAL PERSONNEL	-	
OTHER EXPENSES		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	$3,576,031	Increase due to the amount transferred to the Georgia World Congress Center and the Mercedes-Benz Stadium more than anticipated.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	$1,191,375	Increase due to anticipated transfer to the General Fund more than anticipated.
TOTAL OTHER EXPENSES	$4,767,406	
TOTAL PERSONNEL AND OTHER EXPENSES	**$4,767,406**	

FUND	VARIANCE (19-18)	EXPLANATION
Hotel/Motel Tax Fund	$4,767,406	
TOTAL EXPENSES	**$4,767,406**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	-	

FY19 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Rental/Motor Vehicle Tax Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
-	-	-	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	-	-
-	-	-	*TOTAL PERSONNEL*	-	-
			OTHER EXPENSES		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
$1,188,750	$1,253,762	$1,092,076	Other Costs	$1,379,138	$287,062
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$1,188,750	*$1,253,762*	*$1,092,076*	*TOTAL OTHER EXPENSES*	*$1,379,138*	*$287,062*
$1,188,750	**$1,253,762**	**$1,092,076**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$1,379,138**	**$287,062**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$1,188,750	$1,253,762	$1,092,076	Rental/Motor Vehicle Tax Fund	$1,379,138	$287,062
$1,188,750	**$1,253,762**	**$1,092,076**	**TOTAL EXPENSES**	**$1,379,138**	**$287,062**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
-	-	-	Full Time Equivalent	-	-

FY19 OPERATING BUDGET HIGHLIGHTS
Non-Departmental
Rental/Motor Vehicle Tax Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
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	-	
TOTAL PERSONNEL	-	
OTHER EXPENSES		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	$287,062	Increase due to debt service payments associated with the Rental/Motor Vehicle Tax Fund more than anticipated.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$287,062	
TOTAL PERSONNEL AND OTHER EXPENSES	**$287,062**	

FUND	VARIANCE (19-18)	EXPLANATION
Rental/Motor Vehicle Tax Fund	$287,062	
TOTAL EXPENSES	**$287,062**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	-	


RESURGENS
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1865
ATLANTA GA

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

- Value, encourage, and supporting a diverse workforce.
- Enhance service through technology.
- Strengthen employee engagement.
- Continually improve and optimize Service Delivery and Customer Service interdepartmentally.
- Launch the "Your Possibilities are Endless" campaign.
- Create a culture of performance and accountability.
- Strengthen leadership skills and enhance coaching and mentoring capabilities.
- Create and maintain a work environment that promotes optimal psychological health and wellness.

FY2018 Accomplishments

- Successfully implemented a more efficient employment application for Public Safety via Taleo. This implementation significantly reduced applicant drop off rates.
- Partnered with General Electric (GE) to streamline the effectiveness and efficiency of APD Recruitment. Hired a dedicated Recruiter and Associate Recruiter for APD/Public Safety to deliver optimal results.
- Incorporated and implemented the ***Handshake App*** to increase our efforts in College Recruiting.
- Saved the City of Atlanta over $100,000.00 by virtually eliminating Staffing Agency costs.
- Increased attendance at job fairs at local colleges, technical schools, and universities to increase visibility as well as millennial and diversity recruitment.
- Offered one-on-one career counseling to City of Atlanta employees to assist in resume writing, employment applications and interviewing techniques.
- Streamlined and increased social media recruiting to maintain online visibility and attract an array of demographics.
- Collaborated and partnered with the Solid Waste department to create a workforce development plan for current employees to receive their Commercial Driver's License (CDL) designation.
- Significantly reduced laborer vacancy rates in Department Watershed Management (DWM), Department of Parks and Recreation (DPRC) and Department Public Works (DPW).
- Developed a City-wide cohesive message and mission to manage stakeholder expectations.
- Partnered with APD on mentoring training program for approximately 30 Command Staff on Influencing and Coaching.
- Launched Getting Things Done Training City-Wide.
- Partnered with the Department of Watershed for Succession Planning Pilot Program.
- Facilitated the Four Disciplines of Execution.
- Partnered with the Department of Parks and Recreation for on-boarding critical summer resources.
- Partnered with Deloitte on Oracle System Design for learning, talent management and performance management modules.
- Opened $2.5 million dollar-14,000 square Onsite Employees Wellness Center-free Health Center/Fitness Center through vendor contracts negotiations (pharmacy rebates/performance guarantees) without the use of General Fund contributions.
- Successfully negotiated health insurance premiums below national average for six (6) straight years including the overall medical cost increases associated with chronic diseases and providing health care for a significant number of post-65 retirees.

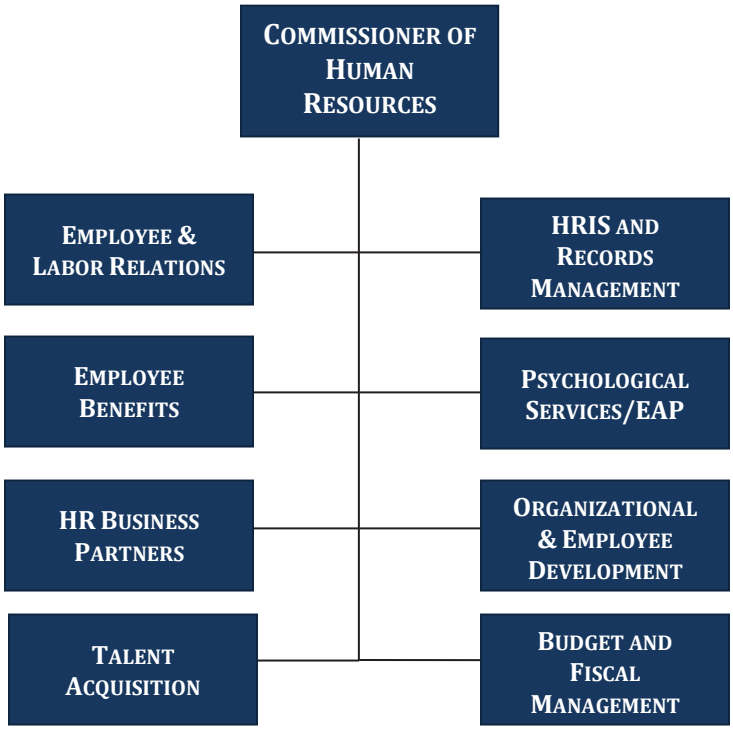
- Developed and implemented a specialized Conflict Resolution training to over 200 Department of Public Works employees who are assigned to the Solid Waste Division.
- 2017 Kaiser 5K Run/Walk-Industry Participant Winner.
- Health and wellness Programs/Employee Wellness Center Initiatives
  - Provided 300 free flu vaccinations for COA Employees.
  - Sponsored American Diabetes Awareness Day Lunch and Learn.
  - Sponsored Autism Awareness Day Lunch an Learn.
  - Sponsored Breast Cancer Awareness Health Fair and Display.
- Completed GE/COA Initiatives to improve Police Services-Pillar (6) Health and Wellness Campaign
  - Conducted (2) Employee Focus Group Sessions regarding health and wellness initiatives.
  - Completed Fitness Center renovations for Air Unit and Special Operations Unit.
- Reduced an 11-case backlog to 6 open cases (45.5% reduction) (2 in litigation; 4 still under Equal Employment Opportunity Commission (EEOC) review).
- The PS/EAP has developed collaborative relationships with both the Organizational Development and Labor Relations Units to address and improve employee morale and productivity, through management consultations and the implementation of specialized trainings designed for both employees and managers.
- The PS/EAP continues to build an internship program for metro-Atlanta doctoral graduate students in the fields of Psychology, Social Work and Counseling. The interns are afforded the unique opportunity to work with public safety employees under the clinical supervision of the PS/EAP staff.
- 4,293 Personnel Paper processes.
- 4,835 Transactions processed for the year and 2,096 for the fiscal year.
- 832 positions updated via PAC1s.
- 3,000 Verification of Employment (VOE's) and Open Record requests filled.
- Awarded employees for going above and beyond at work or in the community.
- Developed Bullying and Prevention policy and updated the Sexual Harassment Prevention policy.
- Served as advocate for staff welfare and development.
- Led the performance management review process for the City.
- Provided subject-matter-expertise on Oracle implementation for Compensation, Benefits and Employee On-boarding.

FY2019 Proposed 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.
- Pilot succession planning and career development initiatives across the City.
- Enhance strategic partnerships.
- Implement Retiree Health Initiatives Program.

Organizational Chart

Human Resources



Performance Metrics

Human Resources

Performance Measure	FY2016 Actual	FY2017 Actual	FY2018 Target	FY2019 Target
Fiscal Accountability & Governmental Efficiency				
Eligible employees receiving annual performance evaluation	91%	N/A	95%	N/A
Average days to refer candidates	12	N/A	5	N/A
Employee Assistance Program utilization rate	7.5%	N/A	9%	N/A
Increase in overall healthcare claims costs	4%	N/A	3%	N/A
Increase in healthcare premiums	2%	N/A	3%	N/A

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources

FY16 ACTUAL EXPENDITURES	FY17 ACTUAL EXPENDITURES	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
$6,964,282	$8,333,169	$8,428,743	Salaries, Regular	$8,454,022	$25,279
$9,830	$33,209	$2,232	Salaries, Perm Part-Time	$2,232	$0
-	-	-	Salaries, Sworn	-	-
$708,915	$759,504	$466,309	Salaries, Extra Help	$466,309	$0
-	-	-	Salaries, Extra Help-Sworn	-	-
$32,575	$26,946	$4,209	Overtime	$4,209	$0
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$1,110,686	$1,073,256	$910,413	Pen Cont Gen Emp Pen Fd	$908,133	($2,280)
$286,498	$381,207	$337,742	Defined Contribution	$308,900	($28,842)
$72,480	$30,369	$18,657	Workers' Compensation	$15,606	($3,051)
$968,547	$1,048,705	$1,070,426	Other Personnel Costs	$1,138,029	$67,603
$10,153,813	$11,686,365	$11,238,730	*TOTAL PERSONNEL*	$11,297,440	$58,710
			OTHER EXPENSES		
$1,116,708	$1,082,621	$1,554,448	Purchased / Contracted Services	$1,554,448	$0
$209,900	$154,951	$72,619	Supplies	$72,619	$0
$65,306	$7,286	-	Capital Outlays	-	-
$10,024	$52,648	$1,011,210	Interfund / Interdepartmental Charges	$10,777	($1,000,433)
$47,059	$27,089	$64,349	Other Costs	$64,349	$0
-	-	-	Debt Service	-	-
-	-	$0	Conversion / Summary	$0	$0
-	$3,550,000	-	Other Financing Uses	-	-
$1,448,997	$4,874,595	$2,702,626	*TOTAL OTHER EXPENSES*	$1,702,193	($1,000,433)
$11,602,811	**$16,560,960**	**$13,941,356**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$12,999,633**	**($941,723)**

FY16 ACTUAL EXPENDITURES	FY17 ACTUAL EXPENDITURES	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$5,508,329	$6,709,771	$6,015,264	General Fund	$6,043,489	$28,225
$1,821,585	$1,935,949	$2,150,892	Airport Revenue Fund	$2,134,480	($16,413)
$356,124	$468,946	$494,134	Solid Waste Services Revenue Fund	$502,095	$7,960
$2,368,291	$2,410,816	$2,510,284	Water & Wastewater Revenue Fund	$2,482,609	($27,675)
$134,803	$72,510	$108,864	Fleet Service Fund	$112,692	$3,829
$1,413,680	$4,962,968	$2,661,917	Group Insurance Fund	$1,724,268	($937,649)
$11,602,811	**$16,560,960**	**$13,941,356**	**TOTAL EXPENSES**	**$12,999,633**	**($941,723)**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
129.00	136.00	134.00	Full Time Equivalent	141.00	7.00

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
General Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$2,905,007	$3,919,056	$3,675,885	Salaries, Regular	$3,676,513	$628
-	$27,615	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$569,420	$620,885	$305,023	Salaries, Extra Help	$305,023	$0
-	-	-	Salaries, Extra Help-Sworn	-	-
$19,859	$19,524	$0	Overtime	$0	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$453,562	$501,702	$428,109	Pen Cont Gen Emp Pen Fd	$427,150	($959)
$129,719	$194,230	$159,968	Defined Contribution	$155,283	($4,685)
$346	$22,957	$2,172	Workers' Compensation	$2,172	-
$422,520	$523,002	$441,679	Other Personnel Costs	$474,920	$33,242
$4,500,432	*$5,828,972*	*$5,012,837*	*TOTAL PERSONNEL*	*$5,041,062*	*$28,225*
			OTHER EXPENSES		
$703,911	$705,045	$903,924	Purchased / Contracted Services	$903,924	-
$184,281	$90,560	$31,914	Supplies	$31,914	-
$65,306	$7,286	-	Capital Outlays	-	-
$9,513	$52,648	$10,777	Interfund / Interdepartmental Charges	$10,777	-
$44,886	$25,260	$55,812	Other Costs	$55,812	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	$0	$0
-	-	-	Other Financing Uses	-	-
$1,007,896	*$880,799*	*$1,002,427*	*TOTAL OTHER EXPENSES*	*$1,002,427*	*$0*
$5,508,329	**$6,709,771**	**$6,015,264**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$6,043,489**	**$28,225**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$5,508,329	$6,709,771	$6,015,264	General Fund	$6,043,489	$28,225
$5,508,329	**$6,709,771**	**$6,015,264**	**TOTAL EXPENSES**	**$6,043,489**	**$28,225**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
54.95	60.40	63.85	Full Time Equivalent	69.85	6.00

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	$628	Increase due to salary adjustments and position creations offset by vacant positions funded at 50%.
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	($959)	Decrease due to personnel adjustments.
Defined Contribution	($4,685)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$33,242	Increase due to a proposed $500 Compensation Bonus.
TOTAL PERSONNEL	$28,225	
OTHER EXPENSES		
Purchased / Contracted Services	-	This line includes contracted services for Background Checks, Court Reporting Services, Pre-Employment Physical, and Drug Screenings.
Supplies	-	This line includes general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	This line includes motor/fuel and repair/maintenance expenses.
Other Costs	-	This line includes costs associated with Civil Service Board Hearings.
Debt Service	-	
Conversion / Summary	$0	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$0	
TOTAL PERSONNEL AND OTHER EXPENSES	**$28,225**	

FUND	VARIANCE (19-18)	EXPLANATION
General Fund	$28,225	
TOTAL EXPENSES	**$28,225**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	6.00	Increase due to position creations.

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Airport Revenue Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$1,282,599	$1,529,222	$1,665,767	Salaries, Regular	$1,649,777	($15,989)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$79,265	$29,174	$31,204	Salaries, Extra Help	$31,204	-
-	-	-	Salaries, Extra Help-Sworn	-	-
$1,409	$668	$469	Overtime	$469	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$145,272	$118,317	$101,559	Pen Cont Gen Emp Pen Fd	$97,570	($3,989)
$61,398	$78,503	$75,358	Defined Contribution	$63,114	($12,244)
$58,497	-	$4,190	Workers' Compensation	$1,139	($3,051)
$166,088	$166,469	$215,927	Other Personnel Costs	$234,787	$18,860
$1,794,528	*$1,922,354*	*$2,094,473*	*TOTAL PERSONNEL*	*$2,078,061*	*($16,413)*
			OTHER EXPENSES		
$27,057	$13,595	$56,007	Purchased / Contracted Services	$56,007	-
-	-	$412	Supplies	$412	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$27,057	*$13,595*	*$56,419*	*TOTAL OTHER EXPENSES*	*$56,419*	-
$1,821,585	**$1,935,949**	**$2,150,892**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$2,134,480**	**($16,413)**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$1,821,585	$1,935,949	$2,150,892	Airport Revenue Fund	$2,134,480	($16,413)
$1,821,585	**$1,935,949**	**$2,150,892**	**TOTAL EXPENSES**	**$2,134,480**	**($16,413)**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
23.40	24.40	24.40	Full Time Equivalent	25.40	1.00

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	($15,989)	Decrease due to salary adjustments and position creation offset by vacant positions funded at 50%.
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	($3,989)	Decrease due to personnel adjustments.
Defined Contribution	($12,244)	Decrease due to personnel adjustments.
Workers' Compensation	($3,051)	Decrease due to Workers' Comp less than anticipated.
Other Personnel Costs	$18,860	Increase due to a proposed $500 Compensation Bonus offset by personnel adjustments.
TOTAL PERSONNEL	($16,413)	
OTHER EXPENSES		
Purchased / Contracted Services	-	This line includes contracted services for Background Checks, Court Reporting Services, Pre-Employment Physical, and Drug Screenings.
Supplies	-	This line includes general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	-	
TOTAL PERSONNEL AND OTHER EXPENSES	**($16,413)**	

FUND	VARIANCE (19-18)	EXPLANATION
Airport Revenue Fund	($16,413)	
TOTAL EXPENSES	**($16,413)**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	1.00	Increase due to position creation.

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Solid Waste Services Revenue Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$253,967	$348,758	$380,094	Salaries, Regular	$387,794	$7,700
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$9,641	$9,389	$13,943	Salaries, Extra Help	$13,943	-
-	-	-	Salaries, Extra Help-Sworn	-	-
$1,408	$2,310	$1,414	Overtime	$1,414	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$42,465	$36,529	$26,962	Pen Cont Gen Emp Pen Fd	$28,230	$1,268
$7,698	$15,098	$16,232	Defined Contribution	$12,294	($3,938)
-	-	-	Workers' Compensation	-	-
$40,944	$55,901	$55,490	Other Personnel Costs	$58,420	$2,930
$356,124	*$467,985*	*$494,134*	*TOTAL PERSONNEL*	*$502,095*	*$7,960*
			OTHER EXPENSES		
-	$961	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	*$961*	-	*TOTAL OTHER EXPENSES*	-	-
$356,124	**$468,946**	**$494,134**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$502,095**	**$7,960**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$356,124	$468,946	$494,134	Solid Waste Services Revenue Fund	$502,095	$7,960
$356,124	**$468,946**	**$494,134**	**TOTAL EXPENSES**	**$502,095**	**$7,960**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
7.25	6.80	6.35	Full Time Equivalent	6.35	-

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Solid Waste Services Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	$7,700	Increase due to salary adjustments offset by vacant positions funded at 50%.
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	$1,268	Increase due to personnel adjustments.
Defined Contribution	($3,938)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$2,930	Increase due to a proposed $500 Compensation Bonus and personnel adjustments.
TOTAL PERSONNEL	$7,960	
OTHER EXPENSES		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	-	
TOTAL PERSONNEL AND OTHER EXPENSES	**$7,960**	

FUND	VARIANCE (19-18)	EXPLANATION
Solid Waste Services Revenue Fund	$7,960	
TOTAL EXPENSES	**$7,960**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	-	

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Water & Wastewater Revenue Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$1,652,155	$1,704,348	$1,800,466	Salaries, Regular	$1,766,389	($34,077)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	$44,457	$17,448	Salaries, Extra Help	$17,448	-
-	-	-	Salaries, Extra Help-Sworn	-	-
$5,101	$1,924	$1,227	Overtime	$1,227	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$359,101	$327,916	$264,483	Pen Cont Gen Emp Pen Fd	$273,271	$8,789
$45,172	$53,071	$51,144	Defined Contribution	$43,984	($7,160)
$1,445	-	$1,373	Workers' Compensation	$1,373	-
$230,463	$210,080	$241,808	Other Personnel Costs	$246,582	$4,774
$2,293,436	*$2,341,796*	*$2,377,948*	*TOTAL PERSONNEL*	*$2,350,273*	*($27,675)*
			OTHER EXPENSES		
$72,222	$38,370	$97,065	Purchased / Contracted Services	$97,065	-
$979	$29,142	$26,734	Supplies	$26,734	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
$1,654	$1,508	$8,537	Other Costs	$8,537	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$74,855	*$69,020*	*$132,336*	*TOTAL OTHER EXPENSES*	*$132,336*	-
$2,368,291	**$2,410,816**	**$2,510,284**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$2,482,609**	**($27,675)**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$2,368,291	$2,410,816	$2,510,284	Water & Wastewater Revenue Fund	$2,482,609	($27,675)
$2,368,291	**$2,410,816**	**$2,510,284**	**TOTAL EXPENSES**	**$2,482,609**	**($27,675)**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
29.40	29.40	26.40	Full Time Equivalent	26.40	-

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	($34,077)	Decrease due to vacant positions funded at 50%.
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	$8,789	Increase due to personnel adjustments.
Defined Contribution	($7,160)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$4,774	Increase due to a proposed $500 Compensation Bonus offset by personnel adjustments.
TOTAL PERSONNEL	($27,675)	
OTHER EXPENSES		
Purchased / Contracted Services	-	This line includes contracted services for Background Checks, Court Reporting Services, Pre-Employment Physical, and Drug Screenings.
Supplies	-	This line includes general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	This line includes costs associated with Civil Service Board Hearings.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	-	
TOTAL PERSONNEL AND OTHER EXPENSES	**($27,675)**	

FUND	VARIANCE (19-18)	EXPLANATION
Water & Wastewater Revenue Fund	($27,675)	
TOTAL EXPENSES	**($27,675)**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	-	

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Fleet Service Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$89,790	$49,497	$49,083	Salaries, Regular	$51,537	$2,454
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	$1,600	$37,215	Salaries, Extra Help	$37,215	-
-	-	-	Salaries, Extra Help-Sworn	-	-
$2,010	$532	$417	Overtime	$417	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$29,410	$15,204	$13,538	Pen Cont Gen Emp Pen Fd	$14,374	$836
$1,508	$0	-	Defined Contribution	-	-
-	-	-	Workers' Compensation	-	-
$12,085	$5,677	$8,612	Other Personnel Costs	$9,150	$538
$134,803	*$72,510*	*$108,864*	*TOTAL PERSONNEL*	*$112,692*	*$3,829*
			OTHER EXPENSES		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	-	*TOTAL OTHER EXPENSES*	-	-
$134,803	**$72,510**	**$108,864**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$112,692**	**$3,829**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$134,803	$72,510	$108,864	Fleet Service Fund	$112,692	$3,829
$134,803	**$72,510**	**$108,864**	**TOTAL EXPENSES**	**$112,692**	**$3,829**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
2.00	2.00	1.00	Full Time Equivalent	1.00	-

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Fleet Service Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	$2,454	Increase due to salary adjustments offset by vacant positions funded at 50%.
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	$836	Increase due to personnel adjustments.
Defined Contribution	-	
Workers' Compensation	-	
Other Personnel Costs	$538	Increase due to a proposed $500 Compensation Bonus.
TOTAL PERSONNEL	$3,829	
OTHER EXPENSES		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	-	
TOTAL PERSONNEL AND OTHER EXPENSES	**$3,829**	

FUND	VARIANCE (19-18)	EXPLANATION
Fleet Service Fund	$3,829	
TOTAL EXPENSES	**$3,829**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	-	

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Group Insurance Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$780,766	$782,288	$857,449	Salaries, Regular	$922,012	$64,563
$9,830	$5,594	$2,232	Salaries, Perm Part-Time	$2,232	-
-	-	-	Salaries, Sworn	-	-
$50,588	$53,999	$61,475	Salaries, Extra Help	$61,475	-
-	-	-	Salaries, Extra Help-Sworn	-	-
$2,787	$1,989	$683	Overtime	$683	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$80,876	$73,587	$75,762	Pen Cont Gen Emp Pen Fd	$67,537	($8,225)
$41,003	$40,304	$35,039	Defined Contribution	$34,225	($815)
$12,192	$7,412	$10,923	Workers' Compensation	$10,923	-
$96,447	$87,577	$106,910	Other Personnel Costs	$114,170	$7,259
$1,074,491	*$1,052,749*	*$1,150,474*	*TOTAL PERSONNEL*	*$1,213,257*	*$62,783*
			OTHER EXPENSES		
$313,519	$324,650	$497,452	Purchased / Contracted Services	$497,452	-
$24,641	$35,249	$13,559	Supplies	$13,559	-
-	-	-	Capital Outlays	-	-
$511	-	$1,000,433	Interfund / Interdepartmental Charges	-	($1,000,433)
$519	$321	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	$3,550,000	-	Other Financing Uses	-	-
$339,189	*$3,910,219*	*$1,511,443*	*TOTAL OTHER EXPENSES*	*$511,011*	*($1,000,433)*
$1,413,680	**$4,962,968**	**$2,661,917**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$1,724,268**	**($937,649)**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$1,413,680	$4,962,968	$2,661,917	Group Insurance Fund	$1,724,268	($937,649)
$1,413,680	**$4,962,968**	**$2,661,917**	**TOTAL EXPENSES**	**$1,724,268**	**($937,649)**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
12.00	13.00	12.00	Full Time Equivalent	12.00	-

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Human Resources
Group Insurance Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	$64,563	Increase due to salary adjustments offset by vacant positions funded at 50%.
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	($8,225)	Decrease due to personnel adjustments.
Defined Contribution	($815)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$7,259	Increase due to a proposed $500 Compensation Bonus.
TOTAL PERSONNEL	$62,783	
OTHER EXPENSES		
Purchased / Contracted Services	-	This line includes contracted services for Employee Assistance Program, document shredding, and design/printer services.
Supplies	-	This line includes general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	($1,000,433)	Decrease due to Affordable Healthcare Act payment not anticipated in FY19.
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	($1,000,433)	
TOTAL PERSONNEL AND OTHER EXPENSES	**($937,649)**	

FUND	VARIANCE (19-18)	EXPLANATION
Group Insurance Fund	($937,649)	
TOTAL EXPENSES	**($937,649)**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	-	


RESURGENS
1847
1865
ATLANTA GA

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 472,522 residents, businesses and visitors. An all-hazard department, AFRD responds within a 134.02 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 1,196 of which 1,119 are sworn firefighters spread throughout six 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 Keisha Lance Bottom'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 the 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 six battalions and thirty-one 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.

The Division of Emergency Medical Services provides support for both Basic and Advanced Life Support and capabilities for field Operations and Hartsfield-Jackson Atlanta International Airport. This includes providing emergency medical support for the Atlanta BeltLine and special events throughout the City. As emerging threats such as active shooter and infectious diseases evolve, the Emergency Medical Services Division develops a response.

Goals

Maintain Class 1 Insurance Service Office (ISO) Rating.

Improve response to fires and Emergency Medical Service (EMS) calls:

- Maintain four firefighters per apparatus.
- Maintain EMS field supervision and quality assurance.
- Maintain current Quick Intervention Crews (QIC) EMS Response.
- 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:

- Maintain 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.

FY2018 Accomplishments

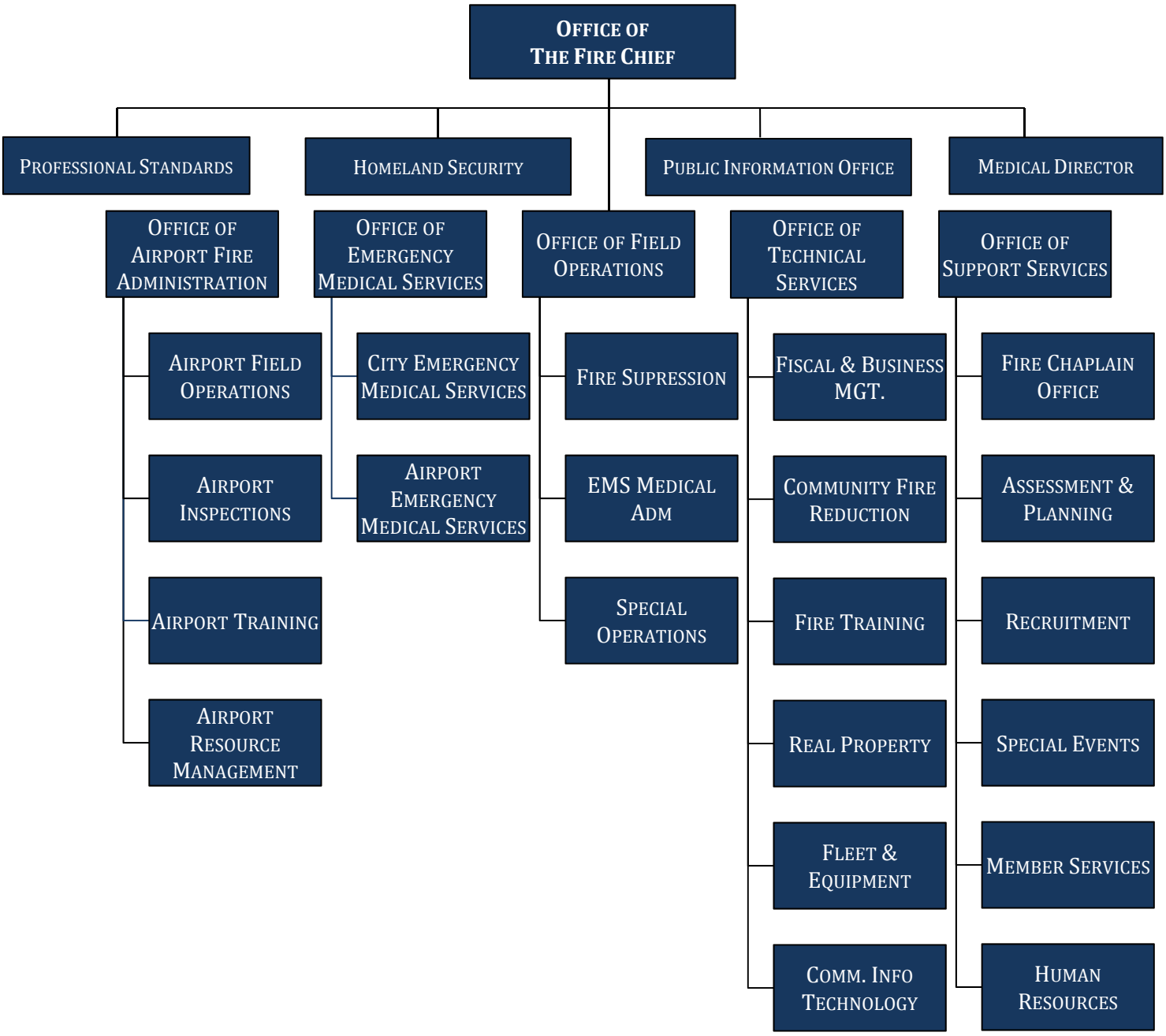
- Maintained Commission for Public Safety Excellence Accreditation.
- Enhanced performance measurement systems and processes.
- Created an executive level oversight for all Emergency Medical Service functions.
- Hartsfield-Jackson Atlanta International Airport upgraded the Operations Heartbeat Automated External Defibrillators (AED) Program with more than 280 AEDs capable of interfacing with the nationwide Pulse.
- Placed in-service a 5th ambulance for infectious disease Transport, Tactical Medic, and Dignitary transport.
- Completed Architecture and Engineering for Princeton Lake Fire Station 36.
- 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.
- Added a designated Safety Officer.
- Maintained three, fully functioning Quick Intervention Crew (QIC) - EMS Units.
- 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.

FY2019 Proposed 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.
- 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.
- Enhance life safety initiative and quality of life.
- Partner with Phipps Plaza for Fire Station 3.

ORGANIZATIONAL CHART

FIRE RESCUE SERVICES



PERFORMANCE METRICS

FIRE RESCUE SERVICES

PERFORMANCE MEASURE	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 TARGET	FY2019 TARGET
Public Safety				
Number of Incidents	88,257	83,495	83,964	86,963
Number of Fire Incidents	13,660	20,658	20,658	20,658
Number of EMS Incidents	65,782	67,856	67,856	67,856
90th Percentile 1st Due Total Response Time Structure Fire All Risk	7:53	8:02	8:04	8:04
90th Percentile 1st Due Total Response Time EMS All Risk	9:43	9:16	9:25	9:25

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Fire Services

FY16 ACTUAL EXPENDITURES	FY17 ACTUAL EXPENDITURES	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
$2,880,353	$3,047,194	$4,278,655	Salaries, Regular	$4,535,776	$257,121
-	$37,616	$7,939	Salaries, Perm Part-Time	$7,939	$0
$46,228,695	$47,855,339	$54,091,955	Salaries, Sworn	$53,379,282	($712,673)
$166,655	$173,560	$0	Salaries, Extra Help	$0	$0
$216,583	$231,715	$29,112	Salaries, Extra Help-Sworn	$29,112	$0
$9,828,057	$11,121,437	$6,369,778	Overtime	$7,405,280	$1,035,501
$16,437,771	$17,455,059	$22,434,046	Pen Cont Fire Pen Fd	$22,577,064	$143,018
-	-	-	Pen Cont Police Pen Fd	-	-
$660,191	$667,807	$640,993	Pen Cont Gen Emp Pen Fd	$709,683	$68,689
$440,959	$456,885	$429,133	Defined Contribution	$869,868	$440,735
$1,067,431	$1,052,585	$901,334	Workers' Compensation	$957,677	$56,343
$11,081,609	$10,911,103	$9,904,608	Other Personnel Costs	$11,549,702	$1,645,094
$89,008,305	$93,010,301	$99,087,553	*TOTAL PERSONNEL*	$102,021,381	$2,933,828
			OTHER EXPENSES		
$2,644,539	$3,161,290	$3,237,453	Purchased / Contracted Services	$3,968,299	$730,846
$5,232,101	$5,191,058	$5,097,858	Supplies	$4,853,212	($244,646)
$837,307	$415,395	$159,148	Capital Outlays	$525,894	$366,746
$4,311,198	$3,804,603	$4,232,342	Interfund / Interdepartmental Charges	$4,032,797	($199,544)
$265,581	$420,449	$25,570	Other Costs	$28,370	$2,800
-	-	$0	Debt Service	$0	$0
-	-	-	Conversion / Summary	-	-
$1,140,745	$2,568,545	$3,645,475	Other Financing Uses	$3,645,475	$0
$14,431,470	$15,561,340	$16,397,846	*TOTAL OTHER EXPENSES*	$17,054,047	$656,201
$103,439,775	**$108,571,640**	**$115,485,399**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$119,075,429**	**$3,590,030**

FY16 ACTUAL EXPENDITURES	FY17 ACTUAL EXPENDITURES	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$79,661,973	$83,256,388	$87,484,542	General Fund	$89,001,126	$1,516,584
$23,777,803	$25,315,252	$28,000,857	Airport Revenue Fund	$30,074,303	$2,073,445
-	$0	-	Water & Wastewater Revenue Fund	-	-
$103,439,775	**$108,571,640**	**$115,485,399**	**TOTAL EXPENSES**	**$119,075,429**	**$3,590,030**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
1,129.50	1,134.00	1,150.00	Full Time Equivalent	1,155.00	5.00

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Fire Services
General Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$2,215,012	$2,393,944	$3,525,033	Salaries, Regular	$3,575,150	$50,117
-	$37,616	$7,939	Salaries, Perm Part-Time	$7,939	-
$35,497,057	$36,572,714	$41,646,359	Salaries, Sworn	$40,963,910	($682,449)
$166,655	$170,343	-	Salaries, Extra Help	-	-
$173,582	$226,675	-	Salaries, Extra Help-Sworn	-	-
$7,206,610	$7,958,745	$3,309,933	Overtime	$3,309,933	-
$12,439,537	$13,338,560	$17,219,551	Pen Cont Fire Pen Fd	$17,328,917	$109,366
-	-	-	Pen Cont Police Pen Fd	-	-
$465,920	$486,565	$480,922	Pen Cont Gen Emp Pen Fd	$463,080	($17,842)
$415,486	$426,266	$416,858	Defined Contribution	$766,546	$349,688
$886,807	$896,835	$777,818	Workers' Compensation	$768,471	($9,348)
$8,450,773	$8,365,475	$7,765,706	Other Personnel Costs	$9,132,757	$1,367,052
$67,917,441	*$70,873,738*	*$75,150,119*	*TOTAL PERSONNEL*	*$76,316,704*	*$1,166,584*
			OTHER EXPENSES		
$2,256,239	$2,472,060	$1,913,629	Purchased / Contracted Services	$2,263,629	$350,000
$4,233,157	$3,801,337	$3,439,474	Supplies	$3,439,474	$0
$711,158	$233,231	$159,148	Capital Outlays	$159,148	-
$3,153,233	$2,902,631	$3,174,627	Interfund / Interdepartmental Charges	$3,174,627	-
$250,000	$404,846	$2,070	Other Costs	$2,070	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
$1,140,745	$2,568,545	$3,645,475	Other Financing Uses	$3,645,475	-
$11,744,532	*$12,382,650*	*$12,334,422*	*TOTAL OTHER EXPENSES*	*$12,684,422*	*$350,000*
$79,661,973	**$83,256,388**	**$87,484,542**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$89,001,126**	**$1,516,584**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$79,661,973	$83,256,388	$87,484,542	General Fund	$89,001,126	$1,516,584
$79,661,973	**$83,256,388**	**$87,484,542**	**TOTAL EXPENSES**	**$89,001,126**	**$1,516,584**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
883.50	887.50	892.50	Full Time Equivalent	898.00	5.50

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Fire Services
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	$50,117	Increase due to $14 per hour living wage increase.
Salaries, Perm Part-Time	-	
Salaries, Sworn	($682,449)	Decrease due to vacant positions funded at 91%.
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	$109,366	Increase due to personnel adjustments.
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	($17,842)	Decrease due to personnel adjustments.
Defined Contribution	$349,688	Increase due to personnel adjustments.
Workers' Compensation	($9,348)	Decrease due to Workers' Comp less than anticipated.
Other Personnel Costs	$1,367,052	Increase due to a proposed $500 Compensation Bonus and costs associated with the Super Bowl.
TOTAL PERSONNEL	$1,166,584	
OTHER EXPENSES		
Purchased / Contracted Services	$350,000	Increase due to funding for Phipps Plaza Station 3.
Supplies	$0	This line includes VIC camera purchase and installation, SAFER employee uniforms, and utility expenses.
Capital Outlays	-	This line includes vehicle and equipment purchases.
Interfund / Interdepartmental Charges	-	This line includes motor/fuel and repair/maintenance expenses.
Other Costs	-	This line includes Commissioner Contingency expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	This line includes costs associated with the GMA lease payment.
TOTAL OTHER EXPENSES	$350,000	
TOTAL PERSONNEL AND OTHER EXPENSES	**$1,516,584**	

FUND	VARIANCE (19-18)	EXPLANATION
General Fund	$1,516,584	
TOTAL EXPENSES	**$1,516,584**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	5.50	Increase due to position creations.

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Fire Services
Airport Revenue Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$665,340	$653,250	$753,622	Salaries, Regular	$960,626	$207,004
-	-	-	Salaries, Perm Part-Time	-	-
$10,731,639	$11,282,626	$12,445,596	Salaries, Sworn	$12,415,372	($30,224)
-	$3,216	-	Salaries, Extra Help	-	-
$43,001	$5,040	$29,112	Salaries, Extra Help-Sworn	$29,112	-
$2,621,447	$3,162,692	$3,059,845	Overtime	$4,095,346	$1,035,501
$3,998,235	$4,116,500	$5,214,494	Pen Cont Fire Pen Fd	$5,248,146	$33,652
-	-	-	Pen Cont Police Pen Fd	-	-
$194,271	$181,242	$160,071	Pen Cont Gen Emp Pen Fd	$246,603	$86,532
$25,473	$30,619	$12,275	Defined Contribution	$103,322	$91,047
$180,624	$155,749	$123,515	Workers' Compensation	$189,206	$65,691
$2,630,836	$2,545,628	$2,138,902	Other Personnel Costs	$2,416,945	$278,042
$21,090,864	*$22,136,563*	*$23,937,434*	*TOTAL PERSONNEL*	*$25,704,678*	*$1,767,244*
			OTHER EXPENSES		
$388,300	$689,230	$1,323,824	Purchased / Contracted Services	$1,704,670	$380,846
$998,944	$1,389,722	$1,658,384	Supplies	$1,413,738	($244,646)
$126,149	$182,164	$0	Capital Outlays	$366,746	$366,746
$1,157,965	$901,971	$1,057,715	Interfund / Interdepartmental Charges	$858,171	($199,544)
$15,581	$15,603	$23,500	Other Costs	$26,300	$2,800
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$2,686,939	*$3,178,690*	*$4,063,423*	*TOTAL OTHER EXPENSES*	*$4,369,625*	*$306,201*
$23,777,803	**$25,315,252**	**$28,000,857**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$30,074,303**	**$2,073,445**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$23,777,803	$25,315,252	$28,000,857	Airport Revenue Fund	$30,074,303	$2,073,445
$23,777,803	**$25,315,252**	**$28,000,857**	**TOTAL EXPENSES**	**$30,074,303**	**$2,073,445**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
246.00	246.50	257.50	Full Time Equivalent	257.00	(0.50)

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Fire Services
Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	$207,004	Increase due to $14 per hour living wage increase.
Salaries, Perm Part-Time	-	
Salaries, Sworn	($30,224)	Decrease due to personnel adjustments.
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	$1,035,501	Increase due to vacancies, anticipated travel, and mandatory certification fire training.
Pen Cont Fire Pen Fd	$33,652	Increase due to personnel adjustments.
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	$86,532	Increase due to personnel adjustments.
Defined Contribution	$91,047	Increase due to personnel adjustments.
Workers' Compensation	$65,691	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	$278,042	Increase due to a proposed $500 Compensation Bonus and personnel adjustments.
TOTAL PERSONNEL	$1,767,244	
OTHER EXPENSES		
Purchased / Contracted Services	$380,846	Increase due to professional/consultant services more than anticipated.
Supplies	($244,646)	Decrease due to equipment, furniture, supplies, non-consumable supplies less than anticipated.
Capital Outlays	$366,746	Increase due to equipment more than anticipated.
Interfund / Interdepartmental Charges	($199,544)	Decrease due to motor/fuel costs less than anticipated.
Other Costs	$2,800	Increase due to other costs more than anticipated.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$306,201	
TOTAL PERSONNEL AND OTHER EXPENSES	**$2,073,445**	

FUND	VARIANCE (19-18)	EXPLANATION
Airport Revenue Fund	$2,073,445	
TOTAL EXPENSES	**$2,073,445**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	(0.50)	Decrease due to reallocation of positions.


RESURGENS
1847
1865
ATLANTA GA

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 (HJAIA). The Department works closely with Neighborhood Planning Units (NPUs), 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 (HJAIA) police functions, Special Operations, and Code Enforcement Section operations.

The Contingency Operations Division (COD) is responsible for researching, developing, planning and implementing a strategic force for all major events in the City of Atlanta. This includes parades, protests, marches, rallies, large gathering permits, sporting and entertainment venues. The Division's responsibility it to ensure everyone involved in the event is safe and all constitutional guarantees are provided to those involved.

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).

The 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.
- Redirect Juvenile offenders away from the juvenile justice system.
- Leverage technologies to more effectively focus crime fighting efforts.

FY2018 Accomplishments

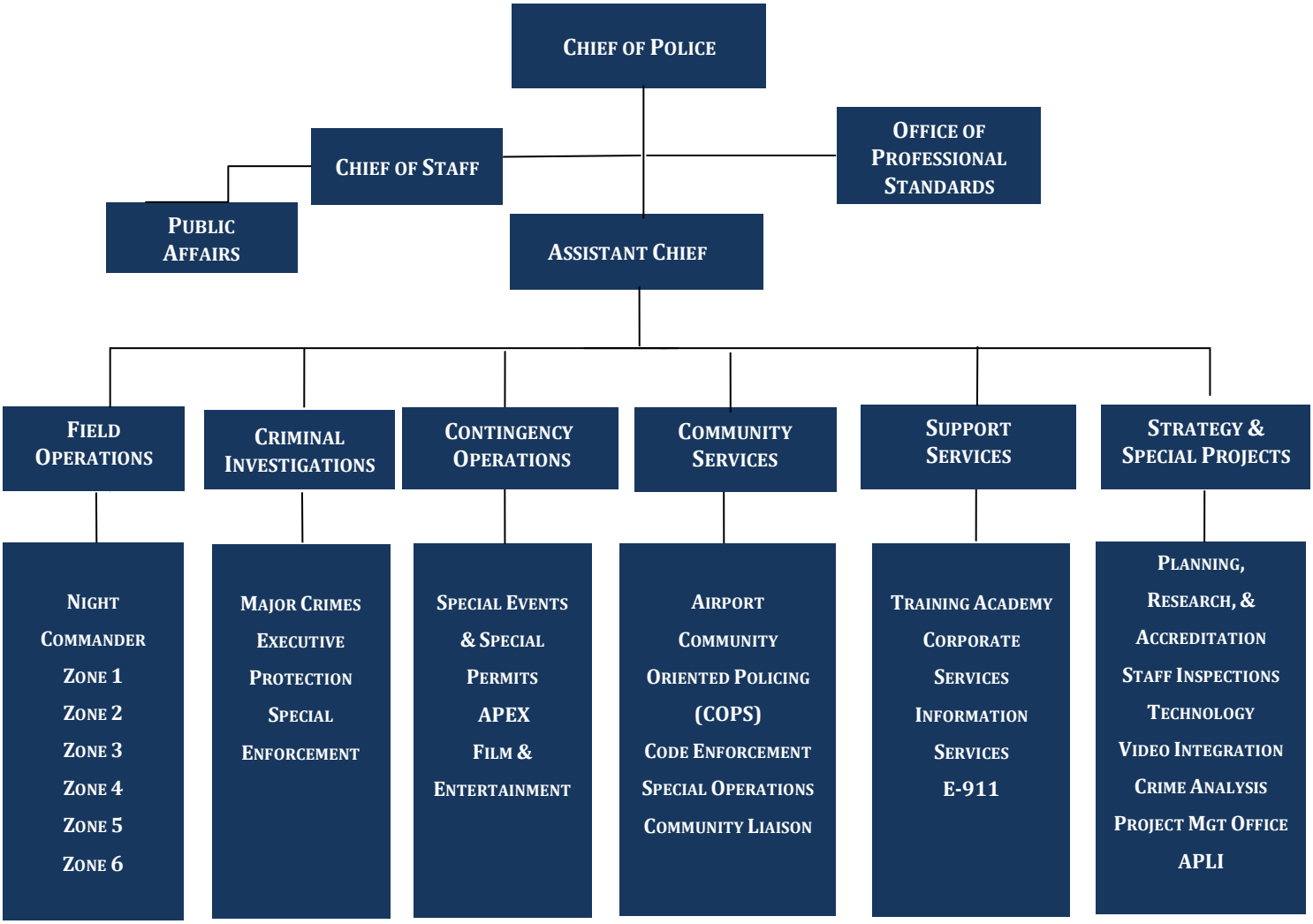
- The Atlanta Police Department achieved an 8% reduction in overall part 1 crimes in CY2017. The department has achieved a 33% reduction overall in part 1 crimes since 2009.
- Enhanced APD recruit program to incorporate crisis intervention team training.
- Conducted joint training for tactical response to critical events with our Atlanta Fire Rescue colleagues.
- Implemented the new firearms training simulation system which provides real- world immersive training experiences. This investment was achieved through partnership with General Electric.
- Achieved the National Commission on Accreditation for Law Enforcement Agencies (CALEA) Accreditation award, APD's fifth consecutive award.
- Partnered with the Bureau of Justice Assistance (BJA) as a model agency for 21st Century Policing.
- Deployed over 100 License Plate Readers (LPR's) and achieved goal of integrating 10,000 cameras into the Video Integration Center.
- Partnered with city and local agencies for a successful College Football event.
- Implemented technology enhancements to the Video Integration Center camera footprint.
- The Police Athletic League (PAL) held the 15th 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.
- Continued the Hope Inside Financial Literacy program located within the Public Safety Headquarters to serve our employees in partnership with Operation Hope, SunTrust Bank, and the Atlanta Police Foundation.
- Conducted International Diversity Training (LGBT & Hispanic Liaison Officers) sessions for the International Law Enforcement Academy in Bangkok, San Salvador, El Salvador, and Gaborone Botswana.
- Hosted various international delegations.
- Increased Code Enforcement inspections by 30% compared to 2016.
- Received 3,989 Crime Stoppers tips that led to 115 arrests.
- Facilitated the 5th Annual Women's History Month Celebration.
- Continued work with at-risk youth via the 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 96%.
- Hosted the National Association of Public Communications Officials (APCO) Communications Training Officer Certification course.
- Successfully upgraded the Telecom system in E911 to improve location identification accuracy.
- Achieved "Tier 1 team" status for the SWAT unit according to the National Tactical Officers Association.

FY2019 Proposed Program Highlights

- Pursue the design of a joint public safety training facility complex.
- Initiate construction of the new Zone 3 precinct.
- Implement the Aware platform to extend our data modeling and analysis capability supporting our crime fighting initiatives.
- Coordinate and support the 2019 NFL Super Bowl event.
- Complete requirements and initiate the implementation of a new Computer–aided Dispatch and Report Management Systems.

ORGANIZATIONAL CHART

POLICE SERVICES



PERFORMANCE METRICS

POLICE SERVICES

PERFORMANCE MEASURE	2016 ACTUALS	2017 ACTUALS	2018 TARGET	2019 TARGET
Public Safety				
Major Crimes Total	27,581	26,964	26,201	26,201
Homicide	106	80	101	101
Rape	156	282	148	148
Robbery	2,078	1,421	1,973	1,973
Aggravated Assaults	2,738	2,031	2,601	2,601
Burglaries	4,653	3,402	4,421	4,421
Larcenies	16,630	16,278	15,798	15,798
Auto Thefts	3,958	3,200	3,760	3,760
9-1-1 Call Volume	1,048,054	1,029,500	1,064,822	1,047,827
9-1-1 Call Answer Time, Less Than 10 Seconds	93%	96%	93%	93%
9-1-1 Call Dispatch, Overall Time (High Priority Calls)	2:34 min	2:14 min	2:40 min	2:40 min
Code Enforcement, New Cases Received	9,385	10,760	10,234	11,836
Code Enforcement, Compliance Resolution Cases Closed	266	131	293	196
Code Enforcement, Inspection Cases Closed	7,997	10,480	8,797	11,528

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Police Services

FY16 ACTUAL EXPENDITURES	FY17 ACTUAL EXPENDITURES	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
$17,664,622	$17,701,964	$19,473,820	Salaries, Regular	$20,163,858	$690,038
$118,722	$192,485	$0	Salaries, Perm Part-Time	$0	$0
$98,677,066	$95,645,243	$105,514,952	Salaries, Sworn	$103,702,488	($1,812,465)
$331,188	$843,240	$274,793	Salaries, Extra Help	$274,793	$0
$858,691	$2,792,503	$1,160,212	Salaries, Extra Help-Sworn	$1,160,212	$0
$16,386,711	$24,188,186	$9,128,504	Overtime	$9,128,504	$0
$15,869	$16,879	-	Pen Cont Fire Pen Fd	-	-
$25,187,249	$27,084,973	$30,840,212	Pen Cont Police Pen Fd	$30,819,995	($20,217)
$5,112,699	$4,973,820	$4,799,970	Pen Cont Gen Emp Pen Fd	$5,011,171	$211,200
$1,186,525	$1,292,503	$1,220,440	Defined Contribution	$1,389,076	$168,635
$4,011,729	$4,085,387	$4,506,732	Workers' Compensation	$4,797,313	$290,581
$21,010,426	$20,972,205	$21,904,596	Other Personnel Costs	$27,001,385	$5,096,790
$190,561,496	$199,789,387	$198,824,231	*TOTAL PERSONNEL*	$203,448,794	$4,624,564
			OTHER EXPENSES		
$18,272,504	$15,269,463	$16,869,428	Purchased / Contracted Services	$17,459,375	$589,947
$6,442,473	$6,981,038	$3,145,945	Supplies	$3,048,810	($97,135)
$522,436	$631,432	$251,530	Capital Outlays	$151,530	($100,000)
$7,466,049	$7,730,552	$8,243,986	Interfund / Interdepartmental Charges	$8,333,544	$89,558
$99,967	$38,724	$513,382	Other Costs	$513,382	$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
$257,798	$930,967	$2,746,393	Other Financing Uses	$2,746,393	$0
$33,061,227	$31,582,176	$31,770,664	*TOTAL OTHER EXPENSES*	$32,253,034	$482,371
$223,622,723	**$231,371,563**	**$230,594,895**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$235,701,829**	**$5,106,934**

FY16 ACTUAL EXPENDITURES	FY17 ACTUAL EXPENDITURES	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$187,695,186	$196,532,370	$190,049,644	General Fund	$193,474,590	$3,424,946
$14,633,728	$18,527,356	$20,673,376	Airport Revenue Fund	$22,579,752	$1,906,376
-	$8,000	$0	Solid Waste Services Revenue Fund	$0	$0
-	$3,891	$135,799	Water & Wastewater Revenue Fund	$163,713	$27,913
$21,293,809	$16,299,945	$19,736,076	Emergency Telephone System	$19,483,774	($252,302)
$223,622,723	**$231,371,563**	**$230,594,895**	**TOTAL EXPENSES**	**$235,701,829**	**$5,106,934**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
2,527.50	2,537.00	2,589.00	Full Time Equivalent	2,571.00	(18.00)

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Police Services
General Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$10,482,187	$10,595,645	$12,086,029	Salaries, Regular	$12,286,029	$200,000
$118,722	$192,485	-	Salaries, Perm Part-Time	-	-
$90,686,593	$86,967,143	$95,075,977	Salaries, Sworn	$93,361,202	($1,714,775)
$261,683	$681,289	$164,112	Salaries, Extra Help	$164,112	-
$858,691	$2,294,075	$988,192	Salaries, Extra Help-Sworn	$988,192	-
$12,632,070	$20,012,547	$5,741,141	Overtime	$5,741,141	-
$15,869	$16,879	-	Pen Cont Fire Pen Fd	-	-
$23,171,012	$24,854,654	$27,412,009	Pen Cont Police Pen Fd	$27,404,198	($7,812)
$2,964,934	$2,910,635	$2,703,400	Pen Cont Gen Emp Pen Fd	$2,912,986	$209,586
$1,058,401	$1,155,257	$1,107,112	Defined Contribution	$1,107,985	$873
$3,892,645	$3,836,342	$4,343,026	Workers' Compensation	$4,322,577	($20,449)
$18,167,421	$18,000,801	$18,585,244	Other Personnel Costs	$23,442,766	$4,857,522
$164,310,227	*$171,517,753*	*$168,206,241*	*TOTAL PERSONNEL*	*$171,731,187*	*$3,524,946*
			OTHER EXPENSES		
$9,427,659	$9,590,246	$8,038,342	Purchased / Contracted Services	$8,038,343	$0
$6,227,624	$6,725,704	$2,640,428	Supplies	$2,640,428	$0
$409,027	$560,477	$246,370	Capital Outlays	$146,370	($100,000)
$7,035,101	$7,239,030	$7,732,355	Interfund / Interdepartmental Charges	$7,732,355	$0
$27,751	($31,805)	$439,514	Other Costs	$439,514	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
$257,798	$930,967	$2,746,393	Other Financing Uses	$2,746,393	-
$23,384,959	*$25,014,618*	*$21,843,402*	*TOTAL OTHER EXPENSES*	*$21,743,403*	*($99,999)*
$187,695,186	**$196,532,370**	**$190,049,644**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$193,474,590**	**$3,424,946**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$187,695,186	$196,532,370	$190,049,644	General Fund	$193,474,590	$3,424,946
$187,695,186	**$196,532,370**	**$190,049,644**	**TOTAL EXPENSES**	**$193,474,590**	**$3,424,946**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
2,142.50	2,152.00	2,190.00	Full Time Equivalent	2,173.00	(17.00)

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Police Services
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	$200,000	Increase due to $14 per hour living wage increase.
Salaries, Perm Part-Time	-	
Salaries, Sworn	($1,714,775)	Decrease due to reallocation of Vehicle for Hire positions to Aviation fund and vacant positions funded at 91%.
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	($7,812)	Decrease due to personnel adjustments.
Pen Cont Gen Emp Pen Fd	$209,586	Increase due to personnel adjustments.
Defined Contribution	$873	Increase due to personnel adjustments.
Workers' Compensation	($20,449)	Decrease due to Workers' Comp less than anticipated.
Other Personnel Costs	$4,857,522	Increase due to a proposed $500 Compensation Bonus and costs associated with the Super Bowl.
TOTAL PERSONNEL	$3,524,946	
OTHER EXPENSES		
Purchased / Contracted Services	$0	This line includes Demolition, Body Camera maintenance and various contracts such as Vision internet, Enterprise, Lexis Nexus, NEC Corporation, and Target Solutions.
Supplies	$0	This line includes contracted services for uniforms and tactical gear equipment.
Capital Outlays	($100,000)	Decrease due to removal of one-time expense for vehicles.
Interfund / Interdepartmental Charges	$0	This line includes motor/fuel and repair/maintenance expenses.
Other Costs	-	This line includes business meeting expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	This line includes costs associated with the GMA lease payment.
TOTAL OTHER EXPENSES	($99,999)	
TOTAL PERSONNEL AND OTHER EXPENSES	**$3,424,946**	

FUND	VARIANCE (19-18)	EXPLANATION
General Fund	$3,424,946	
TOTAL EXPENSES	**$3,424,946**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	(17.00)	Decrease due to reallocation of Vehicle for Hire positions.

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Police Services
Airport Revenue Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$1,109,081	$1,149,929	$150,866	Salaries, Regular	$1,220,531	$1,069,666
-	-	-	Salaries, Perm Part-Time	-	-
$7,905,173	$8,548,169	$10,350,700	Salaries, Sworn	$10,234,750	($115,949)
-	$67,312	-	Salaries, Extra Help	-	-
-	$498,428	$172,020	Salaries, Extra Help-Sworn	$172,020	-
$2,336,303	$2,424,843	$2,463,176	Overtime	$2,463,176	$0
-	-	-	Pen Cont Fire Pen Fd	-	-
$1,984,397	$2,199,428	$3,357,130	Pen Cont Police Pen Fd	$3,347,646	($9,484)
$356,334	$367,945	$360,158	Pen Cont Gen Emp Pen Fd	$427,833	$67,675
$33,089	$36,888	$28,153	Defined Contribution	$132,872	$104,719
$104,236	$127,492	$147,811	Workers' Compensation	$208,530	$60,719
$1,651,146	$1,849,492	$1,866,282	Other Personnel Costs	$2,041,891	$175,609
$15,479,759	*$17,269,926*	*$18,896,295*	*TOTAL PERSONNEL*	*$20,249,250*	*$1,352,956*
			OTHER EXPENSES		
($1,499,282)	$497,234	$826,849	Purchased / Contracted Services	$1,387,847	$560,998
$154,876	$202,351	$435,101	Supplies	$337,966	($97,135)
$65,795	$65,795	-	Capital Outlays	-	-
$430,948	$491,522	$511,632	Interfund / Interdepartmental Charges	$601,190	$89,558
$1,632	$527	$3,500	Other Costs	$3,500	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
($846,031)	*$1,257,430*	*$1,777,081*	*TOTAL OTHER EXPENSES*	*$2,330,502*	*$553,421*
$14,633,728	**$18,527,356**	**$20,673,376**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$22,579,752**	**$1,906,376**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$14,633,728	$18,527,356	$20,673,376	Airport Revenue Fund	$22,579,752	$1,906,376
$14,633,728	**$18,527,356**	**$20,673,376**	**TOTAL EXPENSES**	**$22,579,752**	**$1,906,376**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
215.00	214.00	228.00	Full Time Equivalent	227.00	(1.00)

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Police Services
Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	$1,069,666	Increase due to Vehicle for Hire positions to be rellocated to Aviation Department.
Salaries, Perm Part-Time	-	
Salaries, Sworn	($115,949)	Decrease due to salary and personnel adjustments.
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	$0	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	($9,484)	Decrease due to personnel adjustments.
Pen Cont Gen Emp Pen Fd	$67,675	Increase due to personnel adjustments.
Defined Contribution	$104,719	Increase due to personnel adjustments.
Workers' Compensation	$60,719	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	$175,609	Increase due to a proposed $500 Compensation Bonus and personnel adjustments.
TOTAL PERSONNEL	$1,352,956	
OTHER EXPENSES		
Purchased / Contracted Services	$560,998	Increase due to purchased/contracted services more than anticipated.
Supplies	($97,135)	Decrease due to supplies less than anticipated.
Capital Outlays	-	
Interfund / Interdepartmental Charges	$89,558	Increase due to motor/fuel and repair/maintenance costs more than anticipated.
Other Costs	-	This line includes business meeting expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$553,421	
TOTAL PERSONNEL AND OTHER EXPENSES	**$1,906,376**	

FUND	VARIANCE (19-18)	EXPLANATION
Airport Revenue Fund	$1,906,376	
TOTAL EXPENSES	**$1,906,376**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	(1.00)	Decrease due to one position abolishment.

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Police Services
Water & Wastewater Revenue Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
-	-	-	Salaries, Regular	-	-
-	-	-	Salaries, Perm Part-Time	-	-
-	-	$88,275	Salaries, Sworn	$106,535	$18,260
-	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	$30,393	Pen Cont Police Pen Fd	$36,680	$6,287
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
-	-	-	Defined Contribution	$1,894	$1,894
-	$3,891	-	Workers' Compensation	-	-
-	-	$17,131	Other Personnel Costs	$18,604	$1,473
-	*$3,891*	*$135,799*	*TOTAL PERSONNEL*	*$163,713*	*$27,913*
			OTHER EXPENSES		
-	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
-	-	-	*TOTAL OTHER EXPENSES*	-	-
-	**$3,891**	**$135,799**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$163,713**	**$27,913**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
-	$3,891	$135,799	Water & Wastewater Revenue Fund	$163,713	$27,913
-	**$3,891**	**$135,799**	**TOTAL EXPENSES**	**$163,713**	**$27,913**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
2.00	2.00	2.00	Full Time Equivalent	2.00	-

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Police Services
Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	-	
Salaries, Perm Part-Time	-	
Salaries, Sworn	$18,260	Increase due to salary adjustments.
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	$6,287	Increase due to personnel adjustments.
Pen Cont Gen Emp Pen Fd	-	
Defined Contribution	$1,894	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$1,473	Increase due to a proposed $500 Compensation Bonus and personnel adjustments.
TOTAL PERSONNEL	$27,913	
OTHER EXPENSES		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	-	
TOTAL PERSONNEL AND OTHER EXPENSES	**$27,913**	

FUND	VARIANCE (19-18)	EXPLANATION
Water & Wastewater Revenue Fund	$27,913	
TOTAL EXPENSES	**$27,913**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	-	

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Police Services
Emergency Telephone System

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$6,073,354	$5,956,390	$7,236,925	Salaries, Regular	$6,657,298	($579,627)
-	-	-	Salaries, Perm Part-Time	-	-
$85,300	$129,931	-	Salaries, Sworn	-	-
$69,505	$94,639	$110,681	Salaries, Extra Help	$110,681	-
-	-	-	Salaries, Extra Help-Sworn	-	-
$1,418,338	$1,750,795	$924,186	Overtime	$924,186	-
-	-	-	Pen Cont Fire Pen Fd	-	-
$31,841	$30,891	$40,680	Pen Cont Police Pen Fd	$31,471	($9,209)
$1,791,431	$1,695,240	$1,736,413	Pen Cont Gen Emp Pen Fd	$1,670,352	($66,061)
$95,035	$100,358	$85,176	Defined Contribution	$146,326	$61,150
$14,848	$117,661	$15,895	Workers' Compensation	$266,206	$250,311
$1,191,859	$1,121,912	$1,435,939	Other Personnel Costs	$1,498,125	$62,185
$10,771,511	*$10,997,816*	*$11,585,896*	*TOTAL PERSONNEL*	*$11,304,645*	*($281,251)*
			OTHER EXPENSES		
$10,344,127	$5,173,983	$8,004,237	Purchased / Contracted Services	$8,033,186	$28,949
$59,973	$52,983	$70,416	Supplies	$70,416	-
$47,614	$5,160	$5,160	Capital Outlays	$5,160	-
-	-	-	Interfund / Interdepartmental Charges	-	-
$70,585	$70,003	$70,368	Other Costs	$70,368	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$10,522,298	*$5,302,129*	*$8,150,180*	*TOTAL OTHER EXPENSES*	*$8,179,129*	*$28,949*
$21,293,809	**$16,299,945**	**$19,736,076**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$19,483,774**	**($252,302)**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$21,293,809	$16,299,945	$19,736,076	Emergency Telephone System	$19,483,774	($252,302)
$21,293,809	**$16,299,945**	**$19,736,076**	**TOTAL EXPENSES**	**$19,483,774**	**($252,302)**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
168.00	169.00	169.00	Full Time Equivalent	169.00	-

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Police Services
Emergency Telephone System

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	($579,627)	Decrease due to salary adjustments and vacant positions funded at 50%.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	-	
Pen Cont Police Pen Fd	($9,209)	Decrease due to personnel adjustments.
Pen Cont Gen Emp Pen Fd	($66,061)	Decrease due to personnel adjustments.
Defined Contribution	$61,150	Increase due to personnel adjustments.
Workers' Compensation	$250,311	Increase due to Workers' Comp more than anticipated.
Other Personnel Costs	$62,185	Increase due to a proposed $500 Compensation Bonus and personnel adjustments.
TOTAL PERSONNEL	($281,251)	
OTHER EXPENSES		
Purchased / Contracted Services	$28,949	Increase due to expenses related to the Disaster Recovery Site, Computer-aided Dispatch System, and Records Management System replacement.
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	This line includes services related to the billing and collecting of COA E911 fees.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$28,949	
TOTAL PERSONNEL AND OTHER EXPENSES	**($252,302)**	

FUND	VARIANCE (19-18)	EXPLANATION
Emergency Telephone System	($252,302)	
TOTAL EXPENSES	**($252,302)**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	-	


RESURGENS
1847
1865
ATLANTA GA

DEPARTMENT OF CITY PLANNING

Mission Statement

The mission of the Department of City Planning 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 City Planning (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 i*s 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 City Design. This Office will review projects for zoning compliance, subdivision regulations, and other applicable land development codes. The Office is responsible for the Comprehensive Development Plan and works with stakeholders in the development of community plans.

Office of Mobility Planning is responsible for transportation planning, execution of the placemaking program, implementation of complete street and safer streets policies, bicycle programs including the City's bikeshare service, furtherance of the City's transportation goals, and coordination with MARTA, Department of Public Works, Renew-TSPLOST and GDOT to support transit and transportation projects that fulfill the Atlanta Transportation Plan.

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, issues all permits required by the City's Codes, and inspects the construction of the permitted projects for repairs, alterations and additions to existing structures, as well as permitting and inspections 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 works with both public and private partners to improve the lives of residents in highly distressed and under-invested communities, as well as encouraging investment in communities of opportunity by providing financing for affordable housing developments, support for neighborhood-based commercial development and developing strategies to retain legacy residents.

The Department of City Planning has set clear performance objectives and expectations for FY2019, 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.
- Enable revitalization of communities in a manner that avoids displacement.
- Promote sustainable investments that enhance quality of life for City of Atlanta residents.
- 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 permitting processes to deliver best-in-class customer service through relationships, not regulations.
- Elevate and establish ecology and nature into departmental plans and processes.
- Incorporate the City's historic properties as meaningful components that compliment new growth and development.

Objectives

- Partner with the Administration and outside agencies to develop and implement a transformative affordable housing program focusing on legacy residents, owner-occupied units, as well as rental housing.
- Implement strategies from the Atlanta City Design as the City aspires to the Beloved Community, promoting key principles of equity, progress, ambition, access and nature into all major initiatives undertaken by the City of Atlanta.
- Implement recommendations from Atlanta's Transportation Plan, creating a multimodal transportation system that addresses the needs of all residents and prioritizes equity and access.
- Utilize technology-driven solutions to reduce the time required to issue building permits and complete building inspections, and to increase customer satisfaction.
- Update the Zoning Ordinance to promote the development of smart growth principles.

FY2018 Accomplishments

Office of the Commissioner

The Office spearheaded the design and production of the Atlanta City Design book, the vision for Atlanta's growth and development that balances equity, progress, ambition, access and nature. The full document was released in electronic format in September 2017, and distribution in hard copy book format began in February 2018.

The Office managed the development and implementation of the Government District initiative in South Downtown. Phase I included the activation and beautification of South Downtown, including repair, clean-up, and maintenance of the public realm. Public art was installed in vacant storefronts, mural bike racks and on traffic signal boxes. Food trucks began serving area workers and residents, and new retail tenants were identified for City Plaza.

Office of Design

The Office continued to operate the Atlanta City Studio at its second pop-up location in Cascade Heights. It recently extended its lease at this location to allow additional time to complete the design and delivery of several urban design projects the Department has undertaken with the community. These projects include the storefront redesign program, bus canopy design and construction, commercial district public space improvements strategy, Beecher Street design, model development studies, and other park and greenspace enhancements.

At its Cascade Heights location, the Atlanta City Studio has hosted over 30 events and 3,000 visitors through the first three quarters of the year. Events have focused on urban design education, Studio project design review, and activation of the Cascade Heights commercial district.

In addition to its work in the Cascade Community, the Atlanta City Studio has continued to support urban design projects throughout the city. This includes the construction of Broad Street Pedestrian Plaza as a pilot project for future public space improvements.

The Office designated two new Landmark Districts in FY2018. The Briarcliff Plaza Landmark District contains the iconic Art Deco / Streamline Modern aesthetic of one of the City's first automobile-oriented shopping centers. The Pratt-Pullman Landmark District preserves a significant component of the City's industrial and railroad history.

Office of Zoning and Development

The Office launched the Development Services division which specializes in the entitlement review process. The core functions of this team include:

- Conventional zoning plan review
- Zoning verification letters
- Initiation of address assignment process
- Streamlining the Special Administrative Permit review process.

Regulatory staff implemented new development regulations for public Storage on the Beltline, Buckhead Parking, and the Sign Ordinance for Public Entertainment District. The Office also implemented the digitization of records to increase efficiency in operations, and began Phase I of the Zoning Update which has large implications over the development review process.

The Land Use team worked with stakeholders in the adoption of small area plans including: Preservation of Pittsburgh Plan, Midtown Garden District Plan, Atlanta Downtown Master Plan, Buckhead ReDefined, and the Westside Land Use Framework Plan. In addition, staff is providing support and technical assistance for the Council District 3 Westside Revive Plan and the East Lake MARTA Transit Oriented Development Plan.

The Office initiated the successful Community Leadership Institute that supports residents involved in the Neighborhood Planning Units (NPUs) of Atlanta. The program is in collaboration with the Carl Vinson Institute of the University of Georgia.

Zoning and Development was instrumental in providing guidance to Council on annexations throughout the year including Emory University and Children's Healthcare of Atlanta, as well as several areas in Southwest Atlanta.

Office of Mobility Planning

The Office completed Atlanta's Transportation Plan, which serves as the Access Strategy for Atlanta City Design.

The Office led the continued expansion of the City's bike share program, Relay. New bicycles, stations and bicycle infrastructure were strategically and equitably deployed within the City. Additionally, the team installed eight automatic bicycle counters. The counter data and other data was used to author and publish the City of Atlanta's first Annual Bicycle Report, which reports the City's progress toward becoming a bicycle friendly city.

In coordination with the City Design Studio and multiple City departments, a placemaking pilot program was developed and implemented. These localized projects reinvent transportation infrastructure to support the activation of public spaces and promote community development.

The Office successfully applied for and received thirteen federal grants to support both major capital projects and planning efforts in the City.

Office of Buildings

The Office continued efforts to increase operational efficiency, including the implementation of six work streams: Self-Service, Express, Residential, Light Commercial, Commercial/Major Projects, and Fire Life Safety to align customers with project types and provide more focused customer support.

An enhanced concierge function was introduced to connect permit applicants with the correct processes and resources, which reduced customer wait time. The continued improvement of online

information has also increased customer awareness and understanding of the permitting process.

Also, the Office collaborated with other City departments for additional resources in key support functions. Efforts with Human Resources resulted in improved abilities to attract new talent and provide improved training, while an enhanced engagement with Atlanta Information Management, the information technology department in the City, resulted in improved process improvements that utilize technology.

The Office of Buildings reorganized the Inspection Division to align the inspection process based on the type of project. Four Inspection Groups were created: Combination, Commercial, Special Projects/Enforcement Group, and Fire Life Safety to improve inspection processes for customers. By aligning inspectors to projects within their skill sets and investing in staff training to enhance the breadth of skills of our inspectors, customer wait time continues to be reduced.

Office of Housing and Community Development

The Office reached over 170+ citizens that registered to participate in the Public Vending Lottery, and awarded cart and kiosk vending locations in the City. Continued efforts are being made to retool the Public Vending Program for more impact and support to micro enterprises.

In partnership with the Atlanta City Studio, the Office launched the Cascade Next initiative to support the Cascade Heights Commercial District. This pilot initiative was based on the National Main Street approach.

To further support the existing businesses of Cascade, the Office also piloted a Storefront Redesign initiative to prove that "Investing in Good Design is Good Business." By providing training on principles of storefront design, consultations with community architects and Studio staff, and a matching grant of up to $10,000, eight Cascade businesses have agreed to implement the storefront design improvements.

The Office was successful in the development and implementation of two ground-breaking affordable housing policy initiatives: Inclusionary Zoning and Surplus Properties. The Inclusionary Zoning policy requires new residential developments of 10 or more units located within the Beltline Overlay or key Westside neighborhoods to set aside 10% of units at 60% of Area Median Income (AMI) or 15% of units at 80% of AMI. The Surplus Properties initiative identifies properties in the City's inventory that could be used for affordable housing development and offers them to non-profit developers for a $1.

In addition to policy, the Office spearheaded domestiCity, a highly innovative housing design competition. It examines inventive strategies for the planning, design, construction, and operation of affordable and sustainable developments in increasingly urbanized areas. The competition attracted over 189 teams from over 15 countries, and the design proposals will serve as models for state-of-the-art affordable housing development for the City going forward.

The Office continues to lead and co-lead the Westside Promise Zone (WPZ) and University Choice Neighborhoods (UCN) programs for the communities of English Avenue, Vine City, Ashview Heights, AUC and portions of Castleberry Hill to improve the quality of life for the Westside. WPZ has secured nearly $2 million in federal investments. UCN has leveraged over $82 million in neighborhood revitalization efforts and recently launched the Westside Heritage and Choice Heritage Program, an owner-occupied rehab program to help legacy residents improve the quality of their homes.

FY2019 Proposed Program Highlights

Office of the Commissioner

The Office provides leadership, policy direction, and centralized staff support for Offices in the Department. Activities will include:

- Completion of the Urban Ecology Framework. The study will determine what aspects of nature in Atlanta should be protected, restored, and enhanced as well as provide a framework that protects greenspace alongside development in the City. The project also includes an update to the Tree Ordinance that helps to preserve and enhance the tree canopy.
- Continue the repair, clean-up, and activation of South Downtown and the Government

District, building upon the successes gained in FY2018.
- Create a user-friendly web-based GIS data portal for internal and external clients to access City of Atlanta demographic data.

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 will include:
- Completion of the city-wide Historic Revitalization Strategy.
- Designate new historic and landmark districts as well as individual buildings.
- Support to the Urban Design Commission through reports, recommendations, and information on cases.
- Expand outreach and education activities about the City's history and historic resources.

Design Studio: The Atlanta City Studio will continue its focus on maximizing and creatively utilizing places within the City and providing design leadership and excellence in the City. Activities will include:
- Deliver urban design projects already underway for the Cascade community. Use the Studio's first neighborhood location as a blueprint for future pop-up locations.
- Create innovative ways to engage local residents about design with a focus on schools and senior citizens through the Atlanta City Studio.
- Create more opportunities and activities outside the Studio and develop new ways to engage potential volunteers and partners.
- Continue building the partnership with Atlanta Public Schools through mentoring high school students as well as employing an Atlanta City Design education program.
- Support the development of a Master Plan for the Chattahoochee River in partnership with the Atlanta Regional Commission (ARC), Trust for Public Land (TPL), and Cobb County on a project that will increase awareness of and access to one of city's most important natural assets.
- Relocate the Studio to its third pop-up location to ensure that a new community will have access to the Studio programming, events, and design services.

Office of Zoning and Development

Regulatory Reform: 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:
- Leading the full re-write of the City's Zoning Ordinance, a multi-year effort that will improve the public realm and streamline regulations.
- Approval and adoption of Industrial-Mix zoning district, District 12 Blueprint Plan, the East Lake MARTA TOD Plan, Council District 3 "Westside Revive" Plan and technical corrections to the Beltline Overlay district.
- Implement development regulations for Capitol View/Capitol View Manor, Quick Fixes Phase II, and NC-6/Sign Amendment and Design Guidelines.

Land Use: The team manages and provides technical assistance in the development of neighborhood and small area plans, as well as administering the Capital Improvements Program of the City. Activities will include:
- Major updates of the Greenbriar Livable Centers Plan and the West End Livable Centers Initiative Plans.
- Continued implementation of the EPA funded Brownfields Assessment program and the Brownfields Revolving Loan program.
- Creation of a new Capital Improvements Program and Community Work Program computer system in coordination with other City Departments.

Development Services: The team specializes in the entitlement review process. Activities will include:
- Increase the percentage of SAP approvals within the 30 days from submittal date.
- Increase the percentage of zoning approvals over the counter, while customer is waiting.
- Streamline / align the DRC review process with staff review process in order to minimize the overall review time.
- Completion of the records digitization process for ZRB and LBM and launch the same for BZA cases.

Office of Mobility Planning

Transit Division: Will administer the City's transportation plan in collaboration with other

transportation agencies to ensure the City provides sustainable and equitable transportation options. Activities will include:

- Coordinate and guide the TSPLOST and More MARTA project development to ensure alignment with the Atlanta Transportation Plan.
- Develop a Transportation Demand Management pilot program as recommended in the Atlanta Transportation Plan.

Streets and Streetscapes Planning: Will promote the formation of sustainable complete streets design and projects for neighborhood transformation projects. Activities will include:

- Coordination with the Department of Public Works to adopt and develop an implementation strategy for Streets Atlanta: A Design Guide of Active, Balanced, and Complete Streets.
- Ensuring that current and future projects focus on issues facing pedestrians and cyclists, and aim to make walking and biking in the city an enjoyable and safe experience for all.
- Seek funding to support data collection, training and capital projects that enhance mobility and streetscapes.
- Develop and implement a Safer Streets policy and program.
- Develop with partners conceptual designs for major corridor design initiatives.

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:

- Adopt Cycle Atlanta, Phase II Study. Seek federal and local funding to implement Cycle Atlanta Phase I and II Study recommendations.
- Initiate the TSPLOST-funded ($3,000,000) expansion of the Atlanta Bike Share program, Relay.
- Expand implementation of the City's Placemaking Program, a program to enhance the public realm for people walking, taking transit and biking.
- Continue the bicycle rack parking program and install at minimum 100 bike racks citywide.

Office of Buildings

Permitting Process Review and Reorganization: Will continue to improve the permitting process by consolidating functions that are housed in other City departments. Activities will include:

- Collaboration with the City's Information Technology team to create real-time metrics for tracking customer's permitting process from start to finish.
- Develop partnerships with other City agencies to make the review and issuance of permits a seamless process for the customers.
- Development of an outreach program to engage the public, development community, construction professionals, design professionals, and other organizations to improve customer service.

Enable Electronic Plans Submission: The Office will introduce new technology to allow for online building plan submission and electronic plan review. Activities will include:

- Integrate an electronic plan review service with Accela, the City's permitting system.
- Improving the collaboration between permit customers and plans reviewers through online tools.
- Elimination of paper copies of project plans that will result in significant customer cost savings.

Inspections Process Transformation: The Office will implement a reorganization of the inspections group that is designed to improve efficiencies and reduce wait times. Activities will include:

- Inspection Group realignment to streamline the inspection process through the establishment of four teams based on function.
- Continued extensive staff training.
- Establishing a partnership with technical colleges throughout the State of Georgia, as well as with Worksource Atlanta, to build a pipeline of students for internship opportunities and potential employment with the City.

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:

- Provide staffing and policy support to the City Council-led Housing Commission and the City of Atlanta Affordable Housing Task Force.
- In partnership with Real Estate Alliance Partners Group, the Office will renovate and sell houses within the Stadium neighborhoods (Peoplestown, Pittsburgh and Mechanicsville). All homes will be sold at an affordable sales price to households with incomes less than 120% AMI.
- In partnership with the City Solicitor Office and Office of Code Enforcement, we will implement the City's Diversion Program which will provide roof repair and replacement assistance to Disabled, Elderly and/or Veteran low-income homeowners with code violations.
- The Office will continue its efforts to affirmatively further fair housing and educate residents, housing service providers and real estate professionals on Fair Housing Laws.
- Complete the Analysis to Impediments of Fair Housing for the City of Atlanta.

Launch an Inclusionary Zoning 2.0 Strategy: The Office will continue efforts with members of City Council and the Administration to refine the ordinance, assess its impact and explore opportunities for expansion to support and sustain inclusionary zoning.

- Continue the full implementation strategy that includes education and outreach designed to achieve maximum program benefits.

Blight Remediation Strategy: The Office is collaborating with other City agencies to draft legislation that identifies and secures a permanent funding source for the demolition of blighted properties.

- Identifying measures to track the impact on neighborhoods with high levels of vacant and abandoned residential, commercial and industrial units.

Advance Support for Neighborhood Business Districts: Continue to deploy the National Main Street approach and other revitalization strategies to Atlanta's neighborhood commercial areas. Activities will include:

- Training for Community Partners.
- Continued engagement with the Georgia Main Street coordinating program and the National Main Street Center's Urban Main Program.
- Supporting the work of Cascade Next, Sweet Auburn Works, and other Neighborhood Economic Development focus areas.

Completion of Equitable Housing Needs Assessment: Continue the planning efforts to understand the housing needs as the City continues to grow. Activities will include:

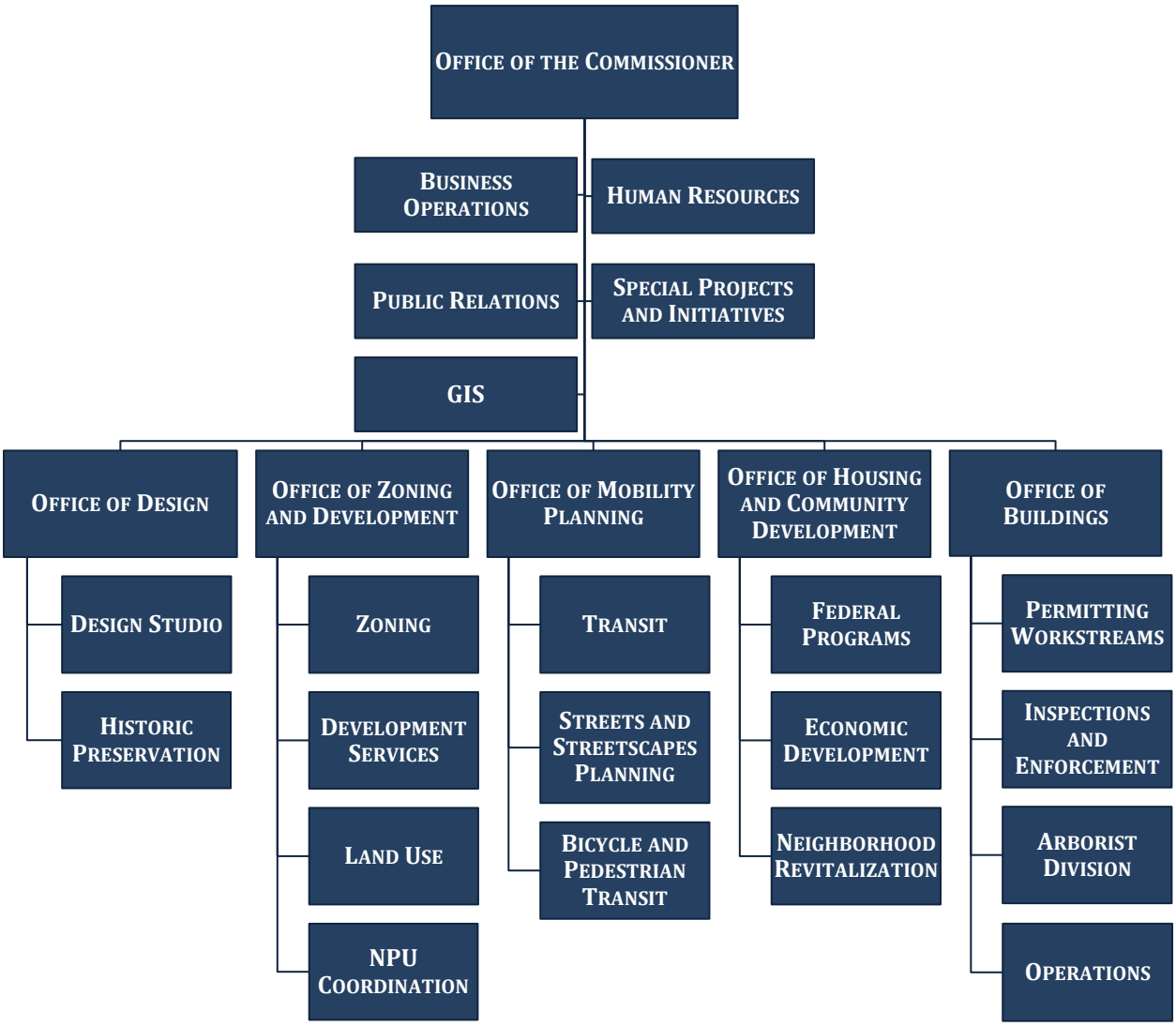
- Engage residents to determine specific outcomes of affordable housing programs.
- First creation of metrics on housing needs in Atlanta.
- Begin implementation of plan recommendations.

Low-Income Housing Design and Funding: Engage private sector on new design and financing approach to low-income housing. Activities will include:

- Complete DomestiCity housing design competition and utilize key program outcomes to revolutionize how the City approaches affordable housing design and finance.
- Address fundamentals of increased cost of development and less subsidy for low-income housing.
- Build beautiful low-income housing on a much larger scale.

ORGANIZATIONAL CHART

DEPARTMENT OF CITY PLANNING



PERFORMANCE METRICS

DEPARTMENT OF CITY PLANNING

PERFORMANCE MEASURE	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 TARGET	FY2019 TARGET
Office of Buildings				
Business Growth & Tourism				
% Plans Approved Upon First Review	70%	61%	70%	75%
%Plans Approved for Review After First Quality Control Review (QCR) Inspection	33%	31%	34%	20%
% Inspections completed within SLA	99%	96%	99%	99%
Office of Housing and Community Development				
Business Growth & Tourism				
% Vacant Section 8 Units	7%	5%	6%	6%
HOME Rentals Units Produced	6	156	47	40
Limited Rehabilitation Units Completed	81	216	174	144
Office of Zoning and Development				
Business Growth & Tourism				
% Zoning Variance Cases Completed Within 90 Days or Less	90%	85%	93%	93%
% UDC Cert of Appr. – Type II and III – 25 Day SLA	100%	60%	66%	70%
% Special Administrative Permit Reviews completed within 30 day SLA	100%	42%	64%	64%


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FY19 OPERATING BUDGET HIGHLIGHTS
Department of City Planning

FY16 ACTUAL EXPENDITURES	FY17 ACTUAL EXPENDITURES	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
$7,153,578	$8,894,922	$12,009,003	Salaries, Regular	$14,739,047	$2,730,044
-	$16,538	-	Salaries, Perm Part-Time	-	-
-	$96,824	-	Salaries, Sworn	-	-
$488,914	$681,961	$667,687	Salaries, Extra Help	$667,687	$0
$44,310	($363)	-	Salaries, Extra Help-Sworn	-	-
$3,809	$6,182	$3,459	Overtime	$3,459	$0
$0	$36,246	$35,193	Pen Cont Fire Pen Fd	$40,657	$5,464
-	-	-	Pen Cont Police Pen Fd	-	-
$947,241	$1,123,456	$1,076,501	Pen Cont Gen Emp Pen Fd	$1,118,652	$42,151
$296,287	$396,869	$489,694	Defined Contribution	$561,280	$71,587
$51,702	$57,808	$37,753	Workers' Compensation	$106,085	$68,333
$1,127,235	$1,279,065	$1,824,316	Other Personnel Costs	$2,268,175	$443,859
$10,113,077	$12,589,506	$16,143,605	*TOTAL PERSONNEL*	$19,505,043	$3,361,438
			OTHER EXPENSES		
$4,966,980	$5,542,503	$6,378,854	Purchased / Contracted Services	$3,270,588	($3,108,266)
$402,763	$490,369	$283,444	Supplies	$283,444	$0
$12,390	$54,351	$60,309	Capital Outlays	$60,309	$0
$112,031	$152,881	$124,901	Interfund / Interdepartmental Charges	$124,901	$0
$252,786	$416,411	$373,432	Other Costs	$373,432	$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
$600,000	$7,821,375	-	Other Financing Uses	-	-
$6,346,950	$14,477,890	$7,220,940	*TOTAL OTHER EXPENSES*	$4,112,674	($3,108,266)
$16,460,027	**$27,067,397**	**$23,364,545**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$23,617,717**	**$253,172**

FY16 ACTUAL EXPENDITURES	FY17 ACTUAL EXPENDITURES	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$3,188,336	$27,067,397	$23,364,545	General Fund	$23,617,717	$253,172
$13,271,691	$0	$0	Building Permits Fund	$0	$0
$16,460,027	**$27,067,397**	**$23,364,545**	**TOTAL EXPENSES**	**$23,617,717**	**$253,172**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
160.50	213.47	213.97	Full Time Equivalent	215.25	1.28

FY19 OPERATING BUDGET HIGHLIGHTS
Department of City Planning
General Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$1,106,666	$8,894,922	$12,009,003	Salaries, Regular	$14,739,047	$2,730,044
-	$16,538	-	Salaries, Perm Part-Time	-	-
-	$96,824	-	Salaries, Sworn	-	-
$163,180	$681,961	$667,687	Salaries, Extra Help	$667,687	-
-	($363)	-	Salaries, Extra Help-Sworn	-	-
$444	$6,182	$3,459	Overtime	$3,459	-
-	$36,246	$35,193	Pen Cont Fire Pen Fd	$40,657	$5,464
-	-	-	Pen Cont Police Pen Fd	-	-
$128,965	$1,123,456	$1,076,501	Pen Cont Gen Emp Pen Fd	$1,118,652	$42,151
$57,085	$396,869	$489,694	Defined Contribution	$561,280	$71,587
$50,431	$57,808	$37,753	Workers' Compensation	$106,085	$68,333
$137,588	$1,279,065	$1,824,316	Other Personnel Costs	$2,268,175	$443,859
$1,644,358	*$12,589,506*	*$16,143,605*	*TOTAL PERSONNEL*	*$19,505,043*	*$3,361,438*
			OTHER EXPENSES		
$682,175	$5,542,503	$6,378,854	Purchased / Contracted Services	$3,270,588	($3,108,266)
$106,845	$490,369	$283,444	Supplies	$283,444	-
-	$54,351	$60,309	Capital Outlays	$60,309	-
$30,364	$152,881	$124,901	Interfund / Interdepartmental Charges	$124,901	-
$124,593	$416,411	$373,432	Other Costs	$373,432	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
$600,000	$7,821,375	-	Other Financing Uses	-	-
$1,543,978	*$14,477,890*	*$7,220,940*	*TOTAL OTHER EXPENSES*	*$4,112,674*	*($3,108,266)*
$3,188,336	**$27,067,397**	**$23,364,545**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$23,617,717**	**$253,172**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$3,188,336	$27,067,397	$23,364,545	General Fund	$23,617,717	$253,172
$3,188,336	**$27,067,397**	**$23,364,545**	**TOTAL EXPENSES**	**$23,617,717**	**$253,172**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
21.00	36.97	213.97	Full Time Equivalent	215.25	1.28

FY19 OPERATING BUDGET HIGHLIGHTS
Department of City Planning
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	$2,730,044	Increase due to transition of 26 extra help positions created when the Department did not renew Safebuilt contract for supplemental services. This also includes additional 17 positions related to planned initiatives in Zoning, Housing and Planning.
Salaries, Perm Part-Time	-	
Salaries, Sworn	-	
Salaries, Extra Help	-	
Salaries, Extra Help-Sworn	-	
Overtime	-	
Pen Cont Fire Pen Fd	$5,464	Increase due to personnel adjustments.
Pen Cont Police Pen Fd	-	
Pen Cont Gen Emp Pen Fd	$42,151	Increase due to personnel adjustments.
Defined Contribution	$71,587	Increase due to personal adjustments.
Workers' Compensation	$68,333	Increase due to the Workers' Comp more than anticipated.
Other Personnel Costs	$443,859	Increase due to a proposed $500 Compensation Bonus and personal adjustments.
TOTAL PERSONNEL	$3,361,438	
OTHER EXPENSES		
Purchased / Contracted Services	($3,108,266)	Decrease due to Safebuilt contract and other permitting related expenses being removed in FY19 and transferred to Committed Fund Balance along with other projects transferred to Trust Funds.
Supplies	-	This line includes supplies, uniforms, and equipment for new staff i.e. laptops, monitors, ipads, mobile printers, etc.
Capital Outlays	-	This line includes expenses related to furniture & fixtures for new staff.
Interfund / Interdepartmental Charges	-	This line includes motor/fuel and repair/maintenance expenses.
Other Costs	-	This line includes Bank Charges, Refunds and Compensation for Board Members.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	($3,108,266)	
TOTAL PERSONNEL AND OTHER EXPENSES	**$253,172**	

FUND	VARIANCE (19-18)	EXPLANATION
General Fund	$253,172	
TOTAL EXPENSES	**$253,172**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	1.28	Increase due to positions transferred from Grant Fund to General Fund.


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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 General Traffic, Criminal and Code Enforcement Cases
- Diversion and Deferred Prosecution Programs
- Community Prosecution

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 other state misdemeanors. In addition to representing the citizens of Atlanta in court proceedings, the Office provides legal assistance to the City's administration, community groups, schools, colleges, and provides training to law enforcement.

Descriptions of Core Functions

General Traffic and Criminal Cases: The office is responsible for prosecuting general traffic and criminal cases before the Atlanta Municipal Court. This includes prosecuting DUI charges and all underlying traffic offenses, civil offenses such as false alarms, parking ticket challenges, school bus camera violations and city ordinance violations from case inception through bench trial and appeal, where applicable.

Prosecution Support Services: Includes Case Screening, Record Restriction, (formerly known as Expungements), Records Management, Investigative and Legal Support. Plea in Absentia is a procedure that 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 fines and fees that would likely have gone uncollected.

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 official documents, conferring with law enforcement officers or other involved parties to the case, as well as, service of subpoenas for an appearance in cases heard in the Atlanta Municipal Court.

Code Enforcement Cases: The office is responsible for prosecuting Quasi-Criminal cases and city code violations including, but not limited to, housing, fire, commercial maintenance, zoning, sanitation, drinking water, illegal dumping, business license, erosion control, nuisances and, Judicial In-Rem.

Diversion and Deferred Prosecution Programs

- *Pre-trial Intervention for Traffic Offenses: C*ommonly known as PTIT, provides traffic offenders an alternative to prosecution and possible conviction.

- *Pre-trial Intervention for Criminal Offenses:* Commonly known as PTI, provides offenders charged with minor criminal offenses and no prior convictions or pending cases, an alternative to prosecution and possible conviction. Offenders must complete community service or educational requirements, or both.

Other *Specialty Programs* are collaborative initiatives that seek ways to prevent and reduce crime through partnerships, communication, and education.

- *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.

Code Enforcement Collaborative: The office engages in cooperative efforts with other City agencies to recover monies owed to the City for theft of water services.

Goals

- Promote the fair and efficient administration of justice.
- Reduce recidivism and promote public safety.

Objectives

- To provide exemplary and effective customer service to the citizens and stakeholders of Atlanta through efficient and effective methods of prosecution, or its alternatives.

FY2018 Accomplishments

Community Prosecution

- The Office of the City Solicitor expanded the traditional role of prosecutor to include community prosecution. This is a more proactive community based approach to prosecution. The Office of the City Solicitor has partnered with APD, AFRD, other city departments and communities utilizing problem-solving techniques to develop solutions to address unique crimes in communities. 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.

Diversion and Deferred Prosecution Programs

- *PTI- Program*
  The diversion program has been modified to include criminal and ordinance violations along with the traffic offenses. Initiatives have been established to enable 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.

- *Code Enforcement Diversion Program*
  The diversion program is for the Disabled, Elderly, & Veterans, (DEV), and allows eligible defendants to pay a small participation fee and complete a Code Enforcement Seminar in lieu of traditional prosecution. After completing the program and code compliance, all fines are suspended and the case is dismissed.

General Traffic and Criminal Cases

The office continues 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 obtain evidence and the identity of witnesses.

- *Police Academy Training*
  Accepted several invitations to support and be involved in "Courtroom Demeanor Training" at the Atlanta Police Academy for new recruits. The training reinforces the importance of effective ticket and report writing and what to expect on traffic and non-traffic misdemeanors that can be resolved in Atlanta Municipal Court.

FY2019 Proposed Program Highlights

- Increase the presence of the Office of the City Solicitor in community prosecution. This is a proactive approach, tasking prosecutor's offices with generating, cultivating, and amplifying community involvement to identify problems, address issues and concerns and develop solutions in a manner that best serves the community. Although we have always maintained a partner role with law enforcement, other city departments and communities using prevention, interventions and enforcement methods to hold offenders accountable, we are becoming more community-involved with an emphasis on

using problem-solving techniques to address the unique crimes in the community.

- The Office of the City Solicitor's Code Enforcement Division will expand the use of legal processes to assist with the removal of blighted properties.

- The Office of the City Solicitor will continue its collaboration with the Department of Watershed Management to prosecute cases related to water theft and to recover fines and fees owed to the City of Atlanta.

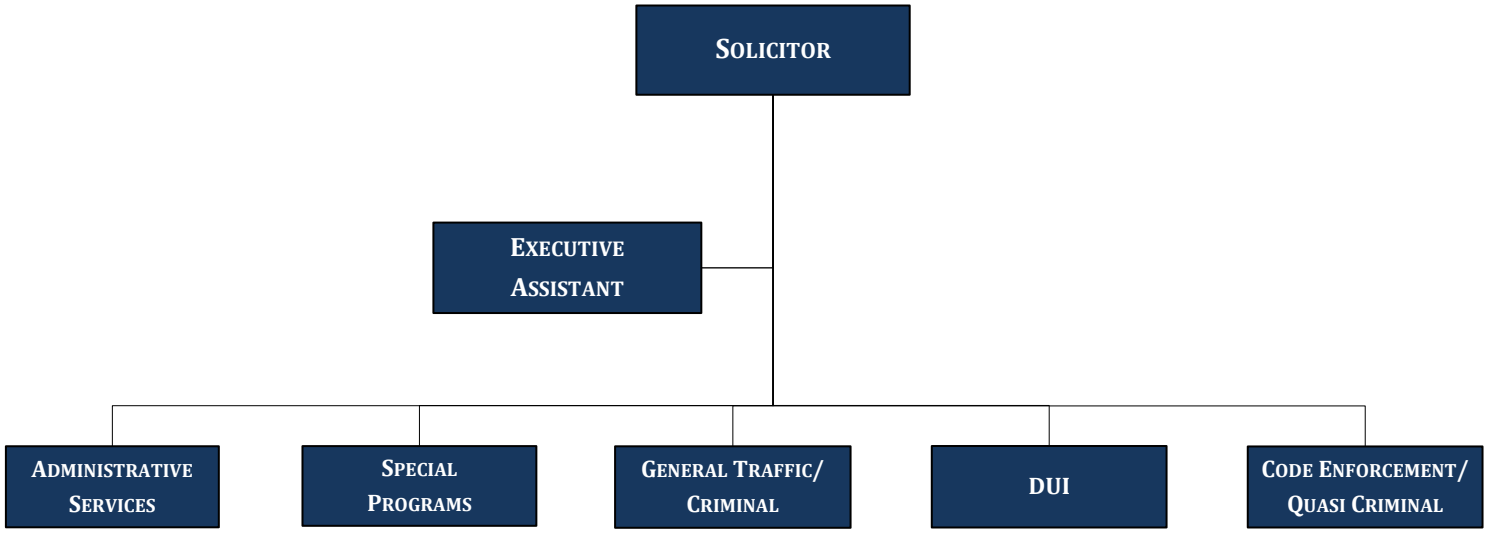
- The Office of the City Solicitor will continue its efforts to support the Fulton County Justice and Mental Health Task Force "Stepping up Initiative".

- The Office of the City Solicitor will continue its efforts to support the Police Academy as a part of recruit training and expand our support of in-service training.

- The Office of the City Solicitor will collaborate with the Atlanta Public School System's Police Department, (APSPD), in support of programs to address truancy and other issues related to youth.

ORGANIZATIONAL CHART

SOLICITOR'S OFFICE



PERFORMANCE METRICS

SOLICITOR'S OFFICE

PERFORMANCE MEASURE	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 TARGET	FY2019 TARGET
Public Safety				
Conviction rate of criminal cases	84%	84%	91%	91%
Criminal Diversion Participants	1,037	1,037	877	877
Conviction rate of traffic cases	95%	95%	95%	95%
Traffic Diversion Participants	37,400	37,400	36,000	36,000
PTI-T Fees Collected	$4.9M	$4.9M	$5.0M	$5.0M

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of The Solicitor

FY16 ACTUAL EXPENDITURES	FY17 ACTUAL EXPENDITURES	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
$4,769,446	$5,089,937	$4,941,336	Salaries, Regular	$4,935,284	($6,052)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$115,073	$170,738	$66,475	Salaries, Extra Help	$66,475	$0
-	-	-	Salaries, Extra Help-Sworn	-	-
$244	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$676,442	$733,181	$644,917	Pen Cont Gen Emp Pen Fd	$644,917	$0
$174,437	$195,410	$115,717	Defined Contribution	$111,231	($4,486)
-	-	-	Workers' Compensation	-	-
$632,224	$742,075	$599,452	Other Personnel Costs	$639,577	$40,125
$6,367,864	$6,931,341	$6,367,897	*TOTAL PERSONNEL*	$6,397,484	$29,587
			OTHER EXPENSES		
$219,500	$92,761	$138,218	Purchased / Contracted Services	$138,218	$0
$131,372	$159,525	$169,780	Supplies	$164,171	($5,609)
-	-	$0	Capital Outlays	$0	$0
$7,641	$48,843	$8,507	Interfund / Interdepartmental Charges	$8,507	$0
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	$5,609	$5,609
$358,512	$301,129	$316,505	*TOTAL OTHER EXPENSES*	$316,505	$0
$6,726,377	**$7,232,470**	**$6,684,402**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$6,713,989**	**$29,587**

FY16 ACTUAL EXPENDITURES	FY17 ACTUAL EXPENDITURES	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$6,645,510	$7,135,476	$6,597,627	General Fund	$6,637,627	$40,000
$80,867	$96,994	$86,775	Water & Wastewater Revenue Fund	$76,362	($10,413)
$6,726,377	**$7,232,470**	**$6,684,402**	**TOTAL EXPENSES**	**$6,713,989**	**$29,587**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
76.00	82.00	79.00	Full Time Equivalent	86.00	7.00

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of The Solicitor
General Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$4,700,104	$5,033,832	$4,870,188	Salaries, Regular	$4,870,188	-
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$115,073	$137,387	$64,044	Salaries, Extra Help	$64,044	-
-	-	-	Salaries, Extra Help-Sworn	-	-
$244	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$676,442	$733,181	$644,917	Pen Cont Gen Emp Pen Fd	$644,917	$0
$170,560	$192,245	$111,448	Defined Contribution	$111,231	($217)
-	-	-	Workers' Compensation	-	-
$625,459	$737,702	$590,525	Other Personnel Costs	$630,742	$40,217
$6,287,880	*$6,834,347*	*$6,281,122*	*TOTAL PERSONNEL*	*$6,321,122*	*$40,000*
			OTHER EXPENSES		
$218,617	$92,761	$138,218	Purchased / Contracted Services	$138,218	-
$131,372	$159,525	$169,780	Supplies	$164,171	($5,609)
-	-	-	Capital Outlays	-	-
$7,641	$48,843	$8,507	Interfund / Interdepartmental Charges	$8,507	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	$5,609	$5,609
$357,630	*$301,129*	*$316,505*	*TOTAL OTHER EXPENSES*	*$316,505*	-
$6,645,510	**$7,135,476**	**$6,597,627**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$6,637,627**	**$40,000**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$6,645,510	$7,135,476	$6,597,627	General Fund	$6,637,627	$40,000
$6,645,510	**$7,135,476**	**$6,597,627**	**TOTAL EXPENSES**	**$6,637,627**	**$40,000**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
75.00	81.00	78.00	Full Time Equivalent	85.00	7.00

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of The Solicitor
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
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	$0	
Defined Contribution	($217)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$40,217	Increase due to a proposed $500 Compensation Bonus.
TOTAL PERSONNEL	$40,000	
OTHER EXPENSES		
Purchased / Contracted Services	-	This line includes outside legal counsel for appeal cases and LexisNexis legal research tool expenses.
Supplies	($5,609)	Decrease due to general office supplies less than anticipated.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	This line includes motor/fuel and repair/maintenance expenses.
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	$5,609	Increase due to costs associated with GMA lease payments.
TOTAL OTHER EXPENSES	-	
TOTAL PERSONNEL AND OTHER EXPENSES	**$40,000**	

FUND	VARIANCE (19-18)	EXPLANATION
General Fund	$40,000	
TOTAL EXPENSES	**$40,000**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	7.00	Increase due to unfunded position creations.

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of The Solicitor
Water & Wastewater Revenue Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$69,342	$56,105	$71,148	Salaries, Regular	$65,096	($6,052)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
-	$33,351	$2,431	Salaries, Extra Help	$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	$3,165	$4,269	Defined Contribution	-	($4,269)
-	-	-	Workers' Compensation	-	-
$6,765	$4,373	$8,927	Other Personnel Costs	$8,835	($92)
$79,984	*$96,994*	*$86,775*	*TOTAL PERSONNEL*	*$76,362*	*($10,413)*
			OTHER EXPENSES		
$883	-	-	Purchased / Contracted Services	-	-
-	-	-	Supplies	-	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$883	-	-	*TOTAL OTHER EXPENSES*	-	-
$80,867	**$96,994**	**$86,775**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$76,362**	**($10,413)**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$80,867	$96,994	$86,775	Water & Wastewater Revenue Fund	$76,362	($10,413)
$80,867	**$96,994**	**$86,775**	**TOTAL EXPENSES**	**$76,362**	**($10,413)**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
1.00	1.00	1.00	Full Time Equivalent	1.00	-

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of The Solicitor
Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	($6,052)	Decrease due to salary adjustment.
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	($4,269)	Decrease due to a proposed $500 Compensation Bonus offset by personnel adjustment.
Workers' Compensation	-	
Other Personnel Costs	($92)	Decrease due to personnel adjustment.
TOTAL PERSONNEL	($10,413)	
OTHER EXPENSES		
Purchased / Contracted Services	-	
Supplies	-	
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	-	
TOTAL PERSONNEL AND OTHER EXPENSES	**($10,413)**	

FUND	VARIANCE (19-18)	EXPLANATION
Water & Wastewater Revenue Fund	($10,413)	
TOTAL EXPENSES	**($10,413)**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	-	


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ATLANTA GA

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. The Board investigates ethics complaints and brings enforcement actions for violations of the Ethics Code; and administers 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 six-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 and maintains 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 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 ethics training for officials and 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.

FY2018 Accomplishments

- Completed first phase of Ethics e-learning course.
- Provided classroom and online ethics training to 2,634 employees, board members, and citizens and NPU officers.
- Issued one formal and three informal advisory opinions; 126 advisory emails and verbal opinions.
- Completed six ethics investigations; dismissed 20 non-ethics cases; opened seven new cases and collected $975 in fines in ethics cases.
- Achieved a successful 96 percent filing rate of city financial disclosure forms.

- Awarded Transparent Diamond Award to 10 departments and 38 boards with exemplary financial disclosure filing records.

FY2019 Proposed Program Highlights

- Develop second phase of Ethics e-learning course.
- Increase training opportunities for city officials and employees.
- Issue or update Formal Advisory Opinions.
- Implement new e-file system.
- Update and revise existing ethics materials.
- Establish and fill new Ethics Advisor position.

ORGANIZATIONAL CHART

BOARD OF ETHICS



PERFORMANCE METRICS

BOARD OF ETHICS

PERFORMANCE MEASURE	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 TARGET	FY2019 TARGET
Fiscal Accountability & Governmental Efficiency				
Ethics Training Provided	3,950	2,634	3,000	1,000
Written Advice Given	107	126	100	100
Advice Given Within One Week (Written & Verbal)	100%	100%	95%	95%
Ethics Investigations Completed	12	6	N/A	N/A
Ethics Advisories issued	1	4	5	5
Ethics Pledges Signed	634	722	700	700
Fines Collected	$5,295	$975	N/A	N/A
Financial Disclosure Timely Filers	94%	96%	95%	95%
Financial Disclosure Delinquent Filer Cases	29	43	N/A	N/A


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FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Ethics

FY16 ACTUAL EXPENDITURES	FY17 ACTUAL EXPENDITURES	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
$367,183	$308,690	$479,609	Salaries, Regular	$456,094	($23,515)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$23,404	$15,977	$47,631	Salaries, Extra Help	$47,631	$0
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
$21,889	$18,521	$28,236	Defined Contribution	$24,986	($3,250)
-	-	-	Workers' Compensation	-	-
$37,798	$33,281	$52,151	Other Personnel Costs	$53,794	$1,643
$450,273	$376,469	$607,626	*TOTAL PERSONNEL*	$582,504	($25,122)
			OTHER EXPENSES		
$110,148	$93,726	$140,292	Purchased / Contracted Services	$201,302	$61,010
$10,335	$36,058	$22,480	Supplies	$22,480	$0
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	$2,000	Other Costs	$2,000	$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	$122,020	$100,001	Other Financing Uses	$0	($100,001)
$120,483	$251,804	$264,773	*TOTAL OTHER EXPENSES*	$225,782	($38,991)
$570,756	**$628,273**	**$872,399**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$808,287**	**($64,113)**

FY16 ACTUAL EXPENDITURES	FY17 ACTUAL EXPENDITURES	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$399,091	$477,644	$617,778	General Fund	$619,528	$1,750
$87,002	$76,456	$119,590	Airport Revenue Fund	$94,380	($25,211)
-	-	$0	Building Permits Fund	$0	$0
-	-	$3,220	Solid Waste Services Revenue Fund	$0	($3,220)
$84,663	$74,173	$131,811	Water & Wastewater Revenue Fund	$94,379	($37,432)
$570,756	**$628,273**	**$872,399**	**TOTAL EXPENSES**	**$808,287**	**($64,113)**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
4.00	5.00	5.00	Full Time Equivalent	6.00	1.00

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Ethics
General Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$257,371	$216,094	$336,838	Salaries, Regular	$337,313	$475
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$16,616	$10,971	$40,962	Salaries, Extra Help	$40,962	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
$15,342	$12,968	$19,765	Defined Contribution	$19,890	$125
-	-	-	Workers' Compensation	-	-
$26,498	$23,294	$32,340	Other Personnel Costs	$33,490	$1,150
$315,827	*$263,326*	*$429,905*	*TOTAL PERSONNEL*	*$431,655*	*$1,750*
			OTHER EXPENSES		
$77,381	$72,704	$111,593	Purchased / Contracted Services	$172,603	$61,010
$5,883	$19,593	$13,870	Supplies	$13,870	$0
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	$1,400	Other Costs	$1,400	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	$122,020	$61,010	Other Financing Uses	-	($61,010)
$83,265	*$214,317*	*$187,873*	*TOTAL OTHER EXPENSES*	*$187,873*	*$0*
$399,091	**$477,644**	**$617,778**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$619,528**	**$1,750**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$399,091	$477,644	$617,778	General Fund	$619,528	$1,750
$399,091	**$477,644**	**$617,778**	**TOTAL EXPENSES**	**$619,528**	**$1,750**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
2.80	3.50	3.50	Full Time Equivalent	4.20	0.70

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Ethics
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	$475	Increase due to position creation, salary adjustments offset by vacant position funded at 50%.
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	$125	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$1,150	Increase due to a proposed $500 Compensation Bonus.
TOTAL PERSONNEL	$1,750	
OTHER EXPENSES		
Purchased / Contracted Services	$61,010	Increase due to maintenance costs for the E-File system and contracted services more than anticipated.
Supplies	$0	This line includes general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	This line includes the Commissioner contingency expense.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	($61,010)	Decrease due to implementation of E-file system not needed in FY19.
TOTAL OTHER EXPENSES	$0	
TOTAL PERSONNEL AND OTHER EXPENSES	**$1,750**	

FUND	VARIANCE (19-18)	EXPLANATION
General Fund	$1,750	
TOTAL EXPENSES	**$1,750**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	0.70	Increase due to position creation.

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Ethics
Airport Revenue Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$54,907	$46,299	$72,180	Salaries, Regular	$59,391	($12,790)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$3,502	$2,619	$3,334	Salaries, Extra Help	$3,334	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
$3,273	$2,777	$4,235	Defined Contribution	$2,548	($1,688)
-	-	-	Workers' Compensation	-	-
$5,649	$4,993	$9,906	Other Personnel Costs	$10,152	$247
$67,332	*$56,688*	*$89,655*	*TOTAL PERSONNEL*	*$75,425*	*($14,231)*
			OTHER EXPENSES		
$17,930	$9,690	$14,350	Purchased / Contracted Services	$14,350	-
$1,739	$10,077	$4,305	Supplies	$4,305	$0
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	$300	Other Costs	$300	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	$10,980	Other Financing Uses	-	($10,980)
$19,670	*$19,768*	*$29,935*	*TOTAL OTHER EXPENSES*	*$18,955*	*($10,980)*
$87,002	**$76,456**	**$119,590**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$94,380**	**($25,211)**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$87,002	$76,456	$119,590	Airport Revenue Fund	$94,380	($25,211)
$87,002	**$76,456**	**$119,590**	**TOTAL EXPENSES**	**$94,380**	**($25,211)**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
0.60	0.75	0.75	Full Time Equivalent	0.90	0.15

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Ethics
Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	($12,790)	Decrease due to position creation, salary adjustment offset by vacant position funded at 50%.
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	($1,688)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$247	Increase due to a proposed $500 Compensation Bonus.
TOTAL PERSONNEL	($14,231)	
OTHER EXPENSES		
Purchased / Contracted Services	-	This line includes printing and postage services and contracts for Ethics Games (training tool) and the Network (Ethics Hotline).
Supplies	$0	This line includes subscriptions and general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	This line includes the Commissioner contingency expense.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	($10,980)	Decrease due to implementation of E-file system not needed in FY19.
TOTAL OTHER EXPENSES	($10,980)	
TOTAL PERSONNEL AND OTHER EXPENSES	**($25,211)**	

FUND	VARIANCE (19-18)	EXPLANATION
Airport Revenue Fund	($25,211)	
TOTAL EXPENSES	**($25,211)**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	0.15	Increase due to position creation.

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Ethics
Water & Wastewater Revenue Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$54,905	$46,297	$70,590	Salaries, Regular	$59,391	($11,200)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$3,286	$2,387	$3,334	Salaries, Extra Help	$3,334	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
-	-	-	Pen Cont Gen Emp Pen Fd	-	-
$3,273	$2,777	$4,235	Defined Contribution	$2,548	($1,688)
-	-	-	Workers' Compensation	-	-
$5,650	$4,994	$9,906	Other Personnel Costs	$10,152	$247
$67,115	*$56,454*	*$88,066*	*TOTAL PERSONNEL*	*$75,425*	*($12,641)*
			OTHER EXPENSES		
$14,836	$11,331	$14,349	Purchased / Contracted Services	$14,349	-
$2,713	$6,388	$4,305	Supplies	$4,305	$0
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
-	-	$300	Other Costs	$300	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	$24,791	Other Financing Uses	-	($24,791)
$17,549	*$17,719*	*$43,745*	*TOTAL OTHER EXPENSES*	*$18,954*	*($24,791)*
$84,663	**$74,173**	**$131,811**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$94,379**	**($37,432)**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$84,663	$74,173	$131,811	Water & Wastewater Revenue Fund	$94,379	($37,432)
$84,663	**$74,173**	**$131,811**	**TOTAL EXPENSES**	**$94,379**	**($37,432)**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
0.60	0.75	0.75	Full Time Equivalent	0.90	0.15

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Ethics
Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	($11,200)	Decrease due to position creation, salary adjustments offset by vacant position funded at 50%.
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	($1,688)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$247	Increase due to a proposed $500 Compensation Bonus.
TOTAL PERSONNEL	($12,641)	
OTHER EXPENSES		
Purchased / Contracted Services	-	This line includes printing and postage services and contracts for Ethics Games (training tool) and the Network (Ethics Hotline).
Supplies	$0	This line includes subscriptions and general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	This line includes the Commissioner contingency expense.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	($24,791)	Decrease due to implementation of E-file system not needed in FY19.
TOTAL OTHER EXPENSES	($24,791)	
TOTAL PERSONNEL AND OTHER EXPENSES	**($37,432)**	

FUND	VARIANCE (19-18)	EXPLANATION
Water & Wastewater Revenue Fund	($37,432)	
TOTAL EXPENSES	**($37,432)**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	0.15	Increase due to position creation.


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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 using abusive language, harassment, false imprisonment, false arrest, excessive use of force and serious bodily injury or death as a result of the actions of an officer 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 through investigations and mediations to citizens who have filed a misconduct complaint against Atlanta police or corrections officer. 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 recommend a mediation when a citizen has a grievance that falls within the ACRB's authority. The staff members conduct a full independent investigation 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.
- Comprised of thirteen Board members, representing the diversity of the City of Atlanta, who are appointed by four Neighborhood Planning Units (NPUs), the Mayor, City Council, the President of City Council, the Gate City Bar Association, the Atlanta Bar Association, the Atlanta Business League, 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 strives to provide opportunities to inform and educate the citizens regarding the Board's purpose and services and regarding Fourth Amendment rights, as well as, other methods to peacefully interact with law enforcement.

FY2018 Accomplishments

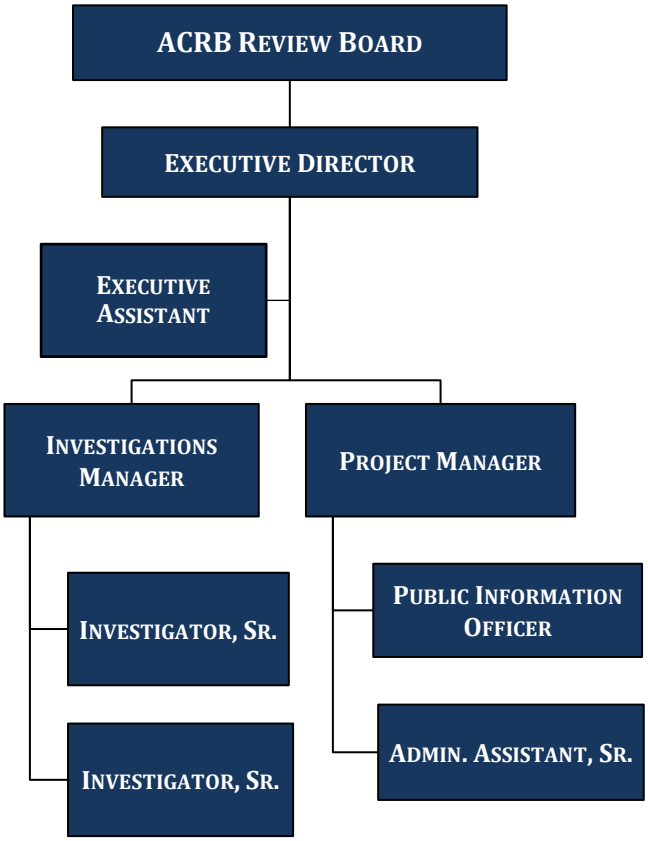
- Conducted intake on 161 complaints
- Successfully mediated six complaints.
- Completed 54 full investigations.
- Board adjudicated 55 complaints, sustaining 35% of the complaints.
- Increased closed complaints by 8%.
- Maintained positive working relationships with Atlanta Police and Corrections Departments.
- Maintained investigative days below 180 days.
- Conducted "Know Your Rights" trainings.
- Participated in over 100 community events.
- Conducted a citizen survey.
- Partnered with APD for Use of Force training
- Secured five highly qualified mediators for mediation program.
- Presented new Mediation Program to over 80% of sworn members of the Atlanta Police Department.

FY2019 Proposed Program Highlights

- Increase APD policy reviews and recommendations.
- Continue to grow outreach and education program.
- Reduce investigation timelines.
- Increase the number of closed investigations.
- Continue with studies and make recommendations related to APD and ACRB sustained complaints, False Arrest, and Discipline.
- Continue ACRB/APD Training Plan for Board members.
- Continue to engage in mediation outreach
- Continue to inform the public on officer accountability actions, issues, and trends.
- Reduce percentage of disagreement rate between ACRB and APD on sustained ACRB complaints.

ORGANIZATIONAL CHART

ATLANTA CITIZEN REVIEW BOARD



PERFORMANCE METRICS

ATLANTA CITIZEN REVIEW BOARD

PERFORMANCE MEASURE	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 TARGET	FY2019 TARGET
Public Safety				
Number of Complaints	158	161	174	180
Dismissals	103	102	95	90
Average Number of Investigative Days	134	178	140	120
Board Sustained Rate	29%	35%	N/A	N/A
Chief's Discipline on Sustained ACRB Complaints	11%	26%	75%	75%
Cases Closed	32	55	60	65
Community Engagement Activities	174	100	120*	130*

**Focusing on more targeted events*


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FY19 OPERATING BUDGET HIGHLIGHTS
Atlanta Citizens Review Board
General Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$410,156	$456,469	$506,544	Salaries, Regular	$519,762	$13,219
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$28,819	-	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	$216	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$35,079	$38,817	$38,641	Pen Cont Gen Emp Pen Fd	$37,813	($828)
$23,056	$24,574	$21,444	Defined Contribution	$22,298	$854
-	-	-	Workers' Compensation	-	-
$49,600	$52,021	$70,326	Other Personnel Costs	$74,668	$4,342
$546,710	*$572,096*	*$636,955*	*TOTAL PERSONNEL*	*$654,542*	*$17,587*
			OTHER EXPENSES		
$90,539	$97,802	$108,527	Purchased / Contracted Services	$108,527	-
$20,330	$15,380	$19,779	Supplies	$19,779	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
$1,250	$6,914	$24,982	Other Costs	$24,982	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$112,119	*$120,096*	*$153,288*	*TOTAL OTHER EXPENSES*	*$153,288*	-
$658,830	**$692,193**	**$790,242**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$807,829**	**$17,587**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$658,830	$692,193	$790,242	General Fund	$807,829	$17,587
$658,830	**$692,193**	**$790,242**	**TOTAL EXPENSES**	**$807,829**	**$17,587**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
8.00	8.00	8.00	Full Time Equivalent	8.00	-

FY19 OPERATING BUDGET HIGHLIGHTS
Atlanta Citizens Review Board
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	$13,219	Increase due to salary 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	($828)	Decrease due to personnel adjustments.
Defined Contribution	$854	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$4,342	Increase due to a proposed $500 Compensation Bonus.
TOTAL PERSONNEL	$17,587	
OTHER EXPENSES		
Purchased / Contracted Services	-	This line includes summer outreach projects, printing and advertising expenses.
Supplies	-	This line includes supplies for community activities.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	This line includes ACRB board meeting expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	-	
TOTAL PERSONNEL AND OTHER EXPENSES	**$17,587**	

FUND	VARIANCE (19-18)	EXPLANATION
General Fund	$17,587	
TOTAL EXPENSES	**$17,587**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
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 that will foster improvements in 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

The office provides objective information and recommendations through audit and investigative reports. 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 conducts investigations of potential fraud and abuse.

Audit topics are selected through the risk assessment, 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, managing revenue, managing contracts, monitoring and reporting functions, and complying with internal and external policies and regulations. Auditors work with management of the audited area to discuss and refine scope. Audit teams conduct fieldwork, which generally involves interviews, identifying best practices, document review, site visits, and data analysis. The teams discuss preliminary findings with management to confirm understanding and to develop recommendations. Audits result in a public report with findings and recommendations. Management's response is included in the report, and auditors follow up on the recommendations after report release.

Investigation topics stem from specific allegations regarding one or more individuals. The office receives allegations through the ethics hotline, our website, or directly. Some allegations result from audits. Investigators conduct a preliminary inquiry to determine whether there appears to be a factual basis that wrongdoing occurred. If so, the office opens an investigation and develops a plan to gather appropriate evidence. Otherwise we close the allegation, or we can refer it to another agency. If completed investigations have substantiated administrative (non-criminal) findings we release a public report. We send an internal communication to management when the investigation has not substantiated wrongdoing but has identified a breakdown in internal control.

The Audit Committee comprises 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. This structure ensures organizational independence because the office is organizationally outside the reporting line of those responsible for areas subject to 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,

construction auditing, information systems auditing, public accounting, and fraud examination. The office procures professional services as necessary to perform audits that require specialized expertise.

FY2018 Accomplishments

- **Audit Reports (released and forthcoming in FY2018)**
  - Parks Maintenance
  - Renew Atlanta Roadway Resurfacing
  - Accounts Receivable (AFR and DPR)
  - ISO/IEC 27001 ISMS Precertification Audit
  - Aviation Construction Contract Solicitations
  - Affordable Housing
  - Payroll
  - Interim Report on Citywide Overtime
  - Renew Atlanta Fire Station Renovation Projects
  - Renew Atlanta Expenditure Review

- We followed up on the status of 138 open audit recommendations. Implementing two of the recommendations allowed the City to recover $900,000 in overcharges. Implementing other recommendations strengthened controls over employee reimbursements, strengthened compliance with FLSA, improved stewardship of employee assets in the City's defined contribution fund, and tightened security over information assets.

- **Investigations**
  Through mid-March 2018, we:
  - Completed one administrative investigative report and four internal closeout memoranda to management addressing internal control weaknesses
  - Opened four cases for investigation
  - Compiled and reviewed 16 allegations
  - Conducted fraud awareness training internally for the department, at a citywide lunch and learn, and monthly at new employee orientation

Audit Quality

- The City Charter requires that we follow Government Auditing Standards to ensure the quality of our work and to ensure that we conduct our work and report results objectively.

- The City Charter and Standards also require us to undergo an external quality assurance review every three years to ensure that we are following standards. The office will undergo its fifth review in November 2018. A review team comprising experienced auditors from three other local government audit organizations does an on-site review of our audit work and processes. Each review has concluded that we comply with government audit standards, making positive comments about our operations, such as our well-trained staff and reader-friendly reports.

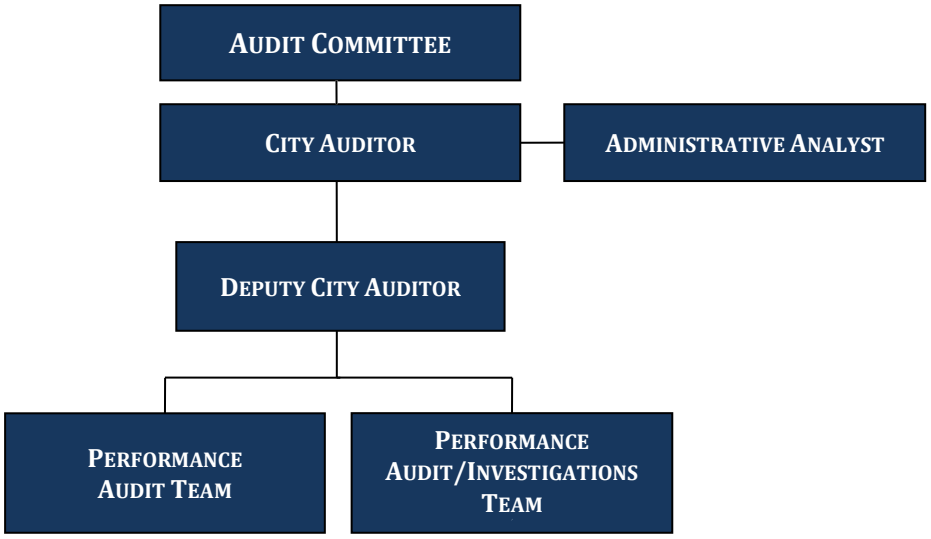
FY2019 Proposed Program Highlights

- Upcoming audits include:
  - Expired Contracts
  - Renew Atlanta Construction Audit for Martin Luther King Jr. Recreation and Aquatic Center
  - Water Quality Testing
  - Actuarial Audit of Firefighter and Police General Employee Pension funds
  - APD Body Worn Cameras
  - Citywide Overtime
  - Live Nation Lease Agreement
  - EMS Controls over Inventory of Medical Supplies
  - Code Enforcement
  - Office of Aviation Security and Maintenance
  - Hiring Process

- Work with the City Council and executive branch leadership to facilitate implementation of open audit recommendations.

ORGANIZATIONAL CHART

AUDITOR'S OFFICE



PERFORMANCE METRICS

AUDITOR'S OFFICE

PERFORMANCE MEASURE	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 TARGET	FY2019 TARGET
Fiscal Accountability & Governmental Efficiency				
Number of audit reports released	7	6	10	10
Average staff hours per audit	1,234	1,608	1,650	1,650
Recommendation agreement rate	79%	83%	95%	95%
Recommendations closed	75	37	75	75
Percent of closed recommendations implemented	52%	59%	N/A	N/A
Allegations reviewed	N/A	35	N/A	N/A
Investigative cases opened	N/A	7	N/A	N/A
Investigative cases closed	N/A	3	N/A	N/A
Investigative reports released	N/A	2	N/A	N/A
Percent of professional staff with advanced degrees or certification	67%	67%	80%	88%


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FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Audit

FY16 ACTUAL EXPENDITURES	FY17 ACTUAL EXPENDITURES	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
$1,037,040	$1,277,938	$1,410,901	Salaries, Regular	$1,406,203	($4,697)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$1,187	$1,782	$0	Salaries, Extra Help	$0	$0
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$17,645	$17,780	$14,257	Pen Cont Gen Emp Pen Fd	$15,712	$1,455
$59,035	$73,302	$78,849	Defined Contribution	$69,452	($9,397)
-	-	-	Workers' Compensation	-	-
$101,233	$115,731	$145,075	Other Personnel Costs	$149,283	$4,208
$1,216,140	$1,486,533	$1,649,081	*TOTAL PERSONNEL*	$1,640,650	($8,432)
			OTHER EXPENSES		
$1,740,024	$1,154,580	$2,093,109	Purchased / Contracted Services	$2,093,109	$0
$19,804	$13,372	$21,802	Supplies	$21,802	$0
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
$2,306	$2,683	$4,400	Other Costs	$4,400	$0
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$1,762,134	$1,170,635	$2,119,311	*TOTAL OTHER EXPENSES*	$2,119,311	$0
$2,978,274	**$2,657,168**	**$3,768,392**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$3,759,961**	**($8,432)**

FY16 ACTUAL EXPENDITURES	FY17 ACTUAL EXPENDITURES	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$1,385,740	$1,290,534	$1,817,234	General Fund	$1,867,267	$50,033
$844,381	$617,504	$928,379	Airport Revenue Fund	$879,379	($49,000)
$748,153	$749,130	$1,022,779	Water & Wastewater Revenue Fund	$1,013,315	($9,464)
$2,978,274	**$2,657,168**	**$3,768,392**	**TOTAL EXPENSES**	**$3,759,961**	**($8,432)**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
16.00	16.00	15.81	Full Time Equivalent	15.43	(0.38)

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Audit
General Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$642,975	$792,329	$838,557	Salaries, Regular	$881,850	$43,293
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$783	$1,325	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$10,492	$10,709	$8,383	Pen Cont Gen Emp Pen Fd	$9,292	$908
$36,570	$45,448	$46,631	Defined Contribution	$47,945	$1,314
-	-	-	Workers' Compensation	-	-
$62,793	$71,768	$85,797	Other Personnel Costs	$90,315	$4,518
$753,612	*$921,578*	*$979,369*	*TOTAL PERSONNEL*	*$1,029,402*	*$50,033*
			OTHER EXPENSES		
$616,706	$358,374	$821,549	Purchased / Contracted Services	$821,549	-
$13,908	$8,955	$13,516	Supplies	$13,516	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
$1,514	$1,627	$2,800	Other Costs	$2,800	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$632,127	*$368,955*	*$837,865*	*TOTAL OTHER EXPENSES*	*$837,865*	-
$1,385,740	**$1,290,534**	**$1,817,234**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$1,867,267**	**$50,033**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$1,385,740	$1,290,534	$1,817,234	General Fund	$1,867,267	$50,033
$1,385,740	**$1,290,534**	**$1,817,234**	**TOTAL EXPENSES**	**$1,867,267**	**$50,033**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
9.92	9.92	9.35	Full Time Equivalent	9.35	-

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Audit
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	$43,293	Increase due to salary 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	$908	Increase due to personnel adjustments.
Defined Contribution	$1,314	Increase due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$4,518	Increase due to a proposed $500 Compensation Bonus.
TOTAL PERSONNEL	$50,033	
OTHER EXPENSES		
Purchased / Contracted Services	-	This line includes financial audit fees and general fund auditing work.
Supplies	-	This line includes general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	This line includes audit committee meeting expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	-	
TOTAL PERSONNEL AND OTHER EXPENSES	**$50,033**	

FUND	VARIANCE (19-18)	EXPLANATION
General Fund	$50,033	
TOTAL EXPENSES	**$50,033**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	-	

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Audit
Airport Revenue Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$197,035	$242,805	$288,972	Salaries, Regular	$247,552	($41,420)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$202	$229	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$3,483	$3,550	$2,937	Pen Cont Gen Emp Pen Fd	$3,210	$273
$11,232	$13,927	$16,109	Defined Contribution	$10,126	($5,983)
-	-	-	Workers' Compensation	-	-
$19,220	$21,982	$29,639	Other Personnel Costs	$27,768	($1,871)
$231,172	*$282,492*	*$337,656*	*TOTAL PERSONNEL*	*$288,656*	*($49,000)*
			OTHER EXPENSES		
$609,720	$332,782	$585,780	Purchased / Contracted Services	$585,780	-
$3,093	$1,702	$4,143	Supplies	$4,143	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
$396	$528	$800	Other Costs	$800	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$613,209	*$335,012*	*$590,723*	*TOTAL OTHER EXPENSES*	*$590,723*	-
$844,381	**$617,504**	**$928,379**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$879,379**	**($49,000)**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$844,381	$617,504	$928,379	Airport Revenue Fund	$879,379	($49,000)
$844,381	**$617,504**	**$928,379**	**TOTAL EXPENSES**	**$879,379**	**($49,000)**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
3.04	3.04	3.23	Full Time Equivalent	2.85	(0.38)

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Audit
Airport Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	($41,420)	Decrease due to reallocation of positions.
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	$273	Increase due to personnel adjustments.
Defined Contribution	($5,983)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	($1,871)	Decrease due to a proposed $500 Compensation Bonus offset by personnel adjustments.
TOTAL PERSONNEL	($49,000)	
OTHER EXPENSES		
Purchased / Contracted Services	-	This line includes financial audit fees and aviation auditing work.
Supplies	-	This line includes general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	This line includes audit committee meeting expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	-	
TOTAL PERSONNEL AND OTHER EXPENSES	**($49,000)**	

FUND	VARIANCE (19-18)	EXPLANATION
Airport Revenue Fund	($49,000)	
TOTAL EXPENSES	**($49,000)**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	(0.38)	Decrease due to reallocation of positions.

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Audit
Water & Wastewater Revenue Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$197,031	$242,805	$283,372	Salaries, Regular	$276,801	($6,570)
-	-	-	Salaries, Perm Part-Time	-	-
-	-	-	Salaries, Sworn	-	-
$202	$229	-	Salaries, Extra Help	-	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	-	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$3,670	$3,521	$2,937	Pen Cont Gen Emp Pen Fd	$3,210	$273
$11,233	$13,927	$16,109	Defined Contribution	$11,381	($4,728)
-	-	-	Workers' Compensation	-	-
$19,220	$21,981	$29,639	Other Personnel Costs	$31,200	$1,561
$231,356	*$282,463*	*$332,056*	*TOTAL PERSONNEL*	*$322,592*	*($9,464)*
			OTHER EXPENSES		
$513,598	$463,424	$685,780	Purchased / Contracted Services	$685,780	-
$2,803	$2,715	$4,143	Supplies	$4,143	-
-	-	-	Capital Outlays	-	-
-	-	-	Interfund / Interdepartmental Charges	-	-
$396	$528	$800	Other Costs	$800	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$516,797	*$466,668*	*$690,723*	*TOTAL OTHER EXPENSES*	*$690,723*	-
$748,153	**$749,130**	**$1,022,779**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$1,013,315**	**($9,464)**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$748,153	$749,130	$1,022,779	Water & Wastewater Revenue Fund	$1,013,315	($9,464)
$748,153	**$749,130**	**$1,022,779**	**TOTAL EXPENSES**	**$1,013,315**	**($9,464)**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
3.04	3.04	3.23	Full Time Equivalent	3.23	-

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Audit
Water & Wastewater Revenue Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	($6,570)	Decrease due to salary 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	$273	Increase due to personnel adjustment.
Defined Contribution	($4,728)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$1,561	Increase due to a proposed $500 Compensation Bonus.
TOTAL PERSONNEL	($9,464)	
OTHER EXPENSES		
Purchased / Contracted Services	-	This line includes financial audit fees and water and wastewater auditing work.
Supplies	-	This line includes general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	
Other Costs	-	This line includes audit committee meeting expenses.
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	-	
TOTAL PERSONNEL AND OTHER EXPENSES	**($9,464)**	

FUND	VARIANCE (19-18)	EXPLANATION
Water & Wastewater Revenue Fund	($9,464)	
TOTAL EXPENSES	**($9,464)**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	-	


RESURGENS
1847
1865
ATLANTA GA

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 Public Schools, Purpose Built Schools, Virginia Highland Church, First Presbyterian Church of Atlanta, @Promise Center, 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.

FY2018 Accomplishments

- **Legislation 18-O-1045**
  The department was provided the authorization to expand Public Defender policy and operations consistent with client-centered holistic representation, to include the implementation of provisions for legal services for clients.

- **Virginia Highland Church Donation**
  Through a collaborative partnership with Virginia Highland Church, the Office of the Public Defender was the recipient of a $120,000 donation by the church's outreach initiative, *The River*. The donation will provide holistic defense support to indigent clients, including the identification of health care, employment, education, housing, and other social service needs.

- **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.

FY2019 Proposed Program Highlights

- **Expanded Outreach Initiatives**
  Through partnerships with Virginia Highland Church, First Presbyterian Church of Atlanta, @Promise Center, City of Refuge, AWDA, training agencies and outreach centers, the Office of the Public Defender will increase its ability to provide client-centered holistic representation and social service referrals.

- **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.

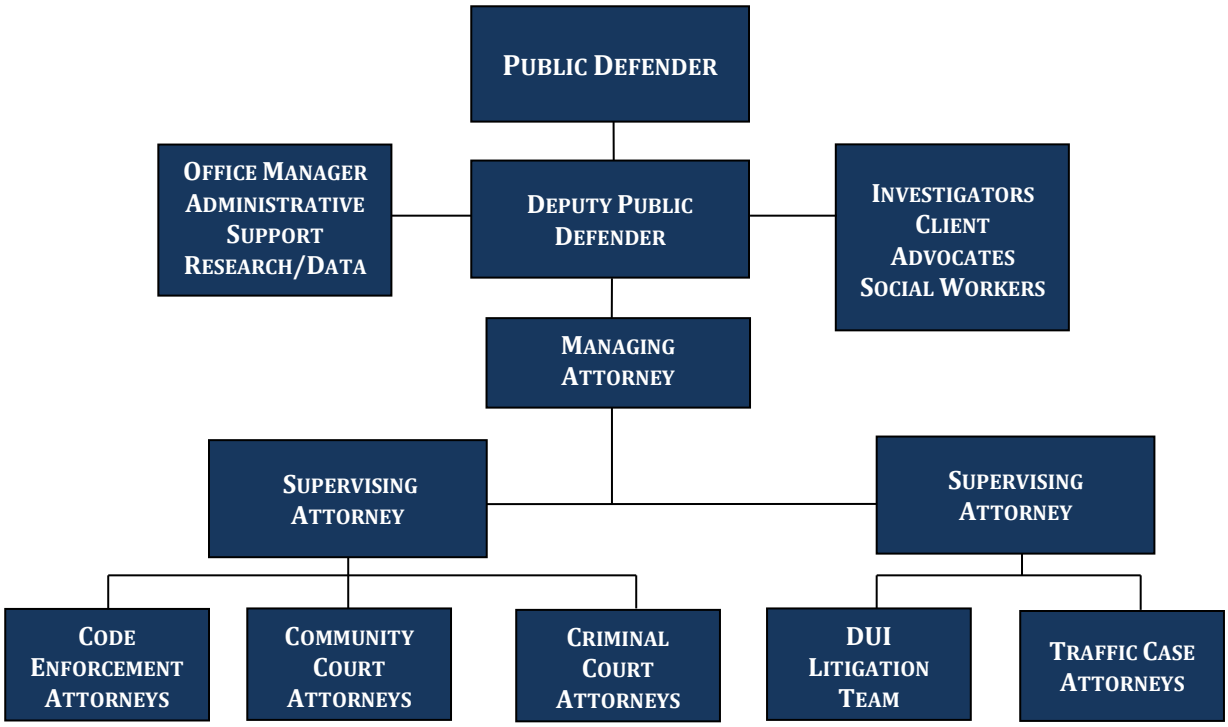
- **Back to Work Advocacy**
  The department will partner with AWDA and non-profit job readiness and career development training agencies to support clients seeking employment. Service support will include assistance with criminal Record Restriction applications that can remove barriers to employment.

- **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	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 TARGET	FY2019 TARGET
Public Safety				
Total # of cases assigned to Public Defender	32,788	34,831	38,791	38,000

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Public Defender
General Fund

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	EXPENDITURES AND APPROPRIATIONS	FY19 BUDGET	VARIANCE FY19-FY18
			PERSONNEL		
$2,098,587	$2,481,124	$2,450,508	Salaries, Regular	$2,496,695	$46,187
$22,549	$21,752	$9,905	Salaries, Perm Part-Time	$9,905	-
-	-	-	Salaries, Sworn	-	-
$23,499	$3,329	$3,922	Salaries, Extra Help	$3,922	-
-	-	-	Salaries, Extra Help-Sworn	-	-
-	$449	-	Overtime	-	-
-	-	-	Pen Cont Fire Pen Fd	-	-
-	-	-	Pen Cont Police Pen Fd	-	-
$190,718	$213,448	$203,292	Pen Cont Gen Emp Pen Fd	$185,406	($17,886)
$101,562	$121,254	$100,586	Defined Contribution	$94,962	($5,624)
-	$6,902	-	Workers' Compensation	-	-
$258,775	$303,611	$334,452	Other Personnel Costs	$361,666	$27,214
$2,695,690	*$3,151,869*	*$3,102,664*	*TOTAL PERSONNEL*	*$3,152,555*	*$49,891*
			OTHER EXPENSES		
$478,328	$328,042	$298,049	Purchased / Contracted Services	$298,049	$0
$146,547	$101,198	$61,487	Supplies	$61,487	-
$21,567	-	-	Capital Outlays	-	-
$294	$41,512	$357	Interfund / Interdepartmental Charges	$357	-
-	-	-	Other Costs	-	-
-	-	-	Debt Service	-	-
-	-	-	Conversion / Summary	-	-
-	-	-	Other Financing Uses	-	-
$646,736	*$470,752*	*$359,892*	*TOTAL OTHER EXPENSES*	*$359,892*	*$0*
$3,342,426	**$3,622,621**	**$3,462,556**	**TOTAL PERSONNEL AND OTHER EXPENSES**	**$3,512,447**	**$49,891**

FY16 ACTUAL EXPENDITURE	FY17 ACTUAL EXPENDITURE	FY18 ADOPTED	FUND	FY19 BUDGET	VARIANCE FY19-FY18
$3,342,426	$3,622,621	$3,462,556	General Fund	$3,512,447	$49,891
$3,342,426	**$3,622,621**	**$3,462,556**	**TOTAL EXPENSES**	**$3,512,447**	**$49,891**

FY16	FY17	FY18	AUTHORIZED POSITION COUNT	FY19	VARIANCE FY19-FY18
38.00	40.00	39.00	Full Time Equivalent	56.00	17.00

FY19 OPERATING BUDGET HIGHLIGHTS
Department Of Public Defender
General Fund

EXPENDITURES AND APPROPRIATIONS	VARIANCE (19-18)	EXPLANATION
PERSONNEL		
Salaries, Regular	$46,187	Increase due to salary adjustments offset by vacant positions funded at 50%.
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	($17,886)	Decrease due to personnel adjustments.
Defined Contribution	($5,624)	Decrease due to personnel adjustments.
Workers' Compensation	-	
Other Personnel Costs	$27,214	Increase due to a proposed $500 Compensation Bonus and personnel adjustments.
TOTAL PERSONNEL	$49,891	
OTHER EXPENSES		
Purchased / Contracted Services	$0	
Supplies	-	This line includes general office supplies.
Capital Outlays	-	
Interfund / Interdepartmental Charges	-	This line includes motor/fuel and repair/maintenance expenses.
Other Costs	-	
Debt Service	-	
Conversion / Summary	-	
Other Financing Uses	-	
TOTAL OTHER EXPENSES	$0	
TOTAL PERSONNEL AND OTHER EXPENSES	**$49,891**	

FUND	VARIANCE (19-18)	EXPLANATION
General Fund	$49,891	
TOTAL EXPENSES	**$49,891**	

AUTHORIZED POSITION COUNT	VARIANCE (19-18)	EXPLANATION
Full Time Equivalent	17.00	Increase due to 17 unfunded Assistant Attorney positions.

CAPITAL PROJECT STATUS SUMMARIES

CAPITAL PROJECT STATUS OVERVIEW

BOND/RENEWAL & EXTENSION/SPECIAL REVENUE FUNDS

RENEW ATLANTA/TSPLOST

GRANTS

TRUST FUNDS

PROPOSED BUDGET
FY 2019


RESURGENS
1847
1865
ATLANTA GA

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 storm water 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).

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 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 more than $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.

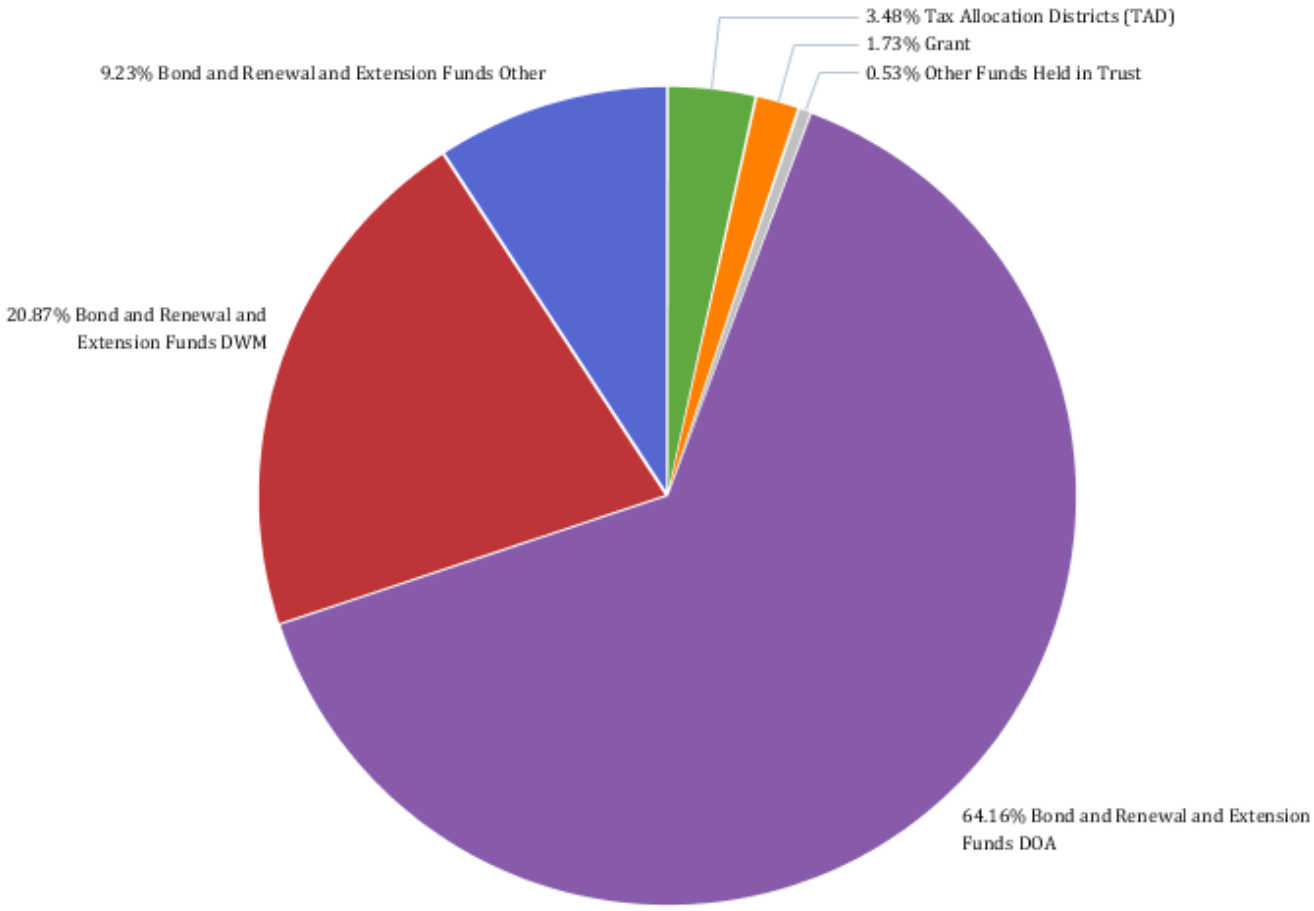
Major capital projects that are intended for the construction of new facilities, major renovation projects, or the acquisition of expensive equipment, may require additional maintenance and operating expenses, the hiring of new personnel, or the issuance and repayment of debt. The impact on operations (net of measurable savings) of approved projects is included by city departments in their operating budget requests and the final FY2019 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 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 FY2019 to FY2023 budget provides the status of active capital projects that are new or will continue from the previous fiscal year. It is based on the FY2018 projected, roll-forward balance plus any additional funding from new bonds or interest. For FY2019, the capital projects projected expenditure amount totals $5.2B, and the funding 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 public safety vehicles and equipment that are budgeted as an operating transfer from the General Fund to the Capital Finance Fund.

FY19 Capital Budget
By Funding Source



	FY19 Projected
Bond and Renewal and Extension Funds DOA	$3,370,528,524
Bond and Renewal and Extension Funds DWM	$1,096,151,026
Bond and Renewal and Extension Funds Other	$484,964,395
Tax Allocation Districts (TAD)	$182,734,125
Grant	$90,625,924
Other Funds Held in Trust	$28,087,037
Total	**$5,253,091,032**

Since we have not received audited numbers, certain budgets may be amended at a later date.

CAPITAL PROJECT STATUS OVERVIEW

	FY19 Projected	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected
Special Revenue/Bonds/Renewal & Extension Funds					
TSPLOST Capital Project Fund	69,573,885	48,272,386	46,757,542	42,908,504	14,121,023
Atlantic Station Tad Fund	20,240,948	20,844,463	21,466,083	22,106,352	22,765,828
Westside Tad Fund	17,819,411	18,656,564	19,518,588	0	0
Nw Atlanta Tad Fund	3,401,835	3,570,069	3,743,350	3,921,828	4,105,417
Princeton Lakes Tad Fund	1,955,334	2,014,375	2,075,188	2,137,825	2,202,341
Eastside Tad Fund	15,436,234	16,208,879	17,004,703	17,824,401	18,668,691
Atlanta Beltline Tad	118,241,501	113,585,582	108,901,142	110,612,102	107,571,643
Campbellton Road Tad Fund	2,469,794	2,541,484	2,615,324	2,691,380	2,769,717
Hollowell/M.L. King Tad Fund	1,347,888	1,348,068	1,348,253	1,348,253	1,348,444
Metropolitan Parkway Tad Fund	1,631,537	1,659,384	1,688,066	1,717,608	1,748,037
Stadium Neighborhoods Tad Fund	189,643	189,718	189,795	189,795	189,875
1993 School Improvement Bond	20,289	-	-	-	-
2000 Park Improvement Bond Fd	11,977	-	-	-	-
2005A Park Improvement Bond Fund	3,128,457	-	-	-	-
Public Safety Facility Fund	5,510,644	-	-	-	-
2008A Quality Of Life Improvement Bond Fd	1,534,680	-	-	-	-
2014a Park Improvement Revenue Refunding	7,758,371	0	0	0	-
2015 Infrastructure Bond	116,616,574	29,746,484	4,055,214	-	-
2015 Municipal Facilities Bond Fund	30,893,387	-	-	-	-
2016 Go Project Fund	426,559	-	-	-	-
2017 AFCRA Zoo Parking Project	48,000,000	-	-	-	-
Park Improvement Fund	12,342,316	12,854,062	13,365,809	13,877,559	14,389,310
General Government Capital Fund	42,572,266	0	0	0	0
Capital Finance Fund	74,046,291	1,149,012	19,149	19,149	19,149
Special Assessment Fund	1,252,738	-	-	-	-
Solid Waste Management Fac Const Fund	2,482,259	-	-	-	-
Capital Asset - Finance Fund	27,712,908	5,422,317	2,650,160	2,041,139	-
Capital Finance-Recovery Zone (Eco. Dev.) Fund	103,823	100,000	-	-	-
2002 Traffic Court Facility Bond	147,890	-	-	-	-
Bond Sinking Fund	40,829,082	41,436,925	41,759,764	37,789,199	26,296,542
Water & Wastewater Renewal & Extension Fund	443,357,396	174,701,352	66,517,851	80,767,656	9,499,869
2001 Water & Wastewater Bond Fund	7,635,921	-	-	-	-
2004 Water & Wastewater Bond Fund	1,309,918	-	-	-	-
Special 1% Sales And Use Tax Fund	125,000,000	-	-	-	-
Water & Wastewater Sinking Fund	419,497,819	-	-	-	-
Ser. 2009A Water & Wastewater Rev Bd Fd	63,761,140	14,777,125	-	-	-
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	1,097,903,238	31,464,468	12,760,289	12,306,539	-
Airport Passenger Facility Charge Fund	920,308,586	31,633,065	12,569,372	2,200,000	-

Since we have not received audited numbers, certain budgets may be amended at a later date.

CAPITAL PROJECT STATUS OVERVIEW

	FY19 Projected	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected
2000 Airport Revenue Bond Fund	2,052,544	-	-	-	-
2004 Airport Pfc Bond Fund	1,265	-	-	-	-
2004 Airport Revenue Bond Fund F-K	1,188,722	-	-	-	-
Conrac Customer Service Fac Ch	104,243,099	-	-	-	-
Airport Fac Revenue Bond Sinking Fd	496,087,459	-	-	-	-
2010A Bond General Airport Revenue	2,807,779	-	-	-	-
2010B Bd Pfc & Sub Lien Gen Rev	460	-	-	-	-
Airport Commercial Paper Series 2010A/B	19,003,826	1,814,075	-	-	-
2012A Bond General Airport Revenue	13,537,604	499,136	-	-	-
2012C Bond General Airport Revenue	36,337,700	1,206,789	-	-	-
Doa Series 2015 Commerical Paper Program	334,531,727	-	-	-	-
Doa Series 2016 Bond Anticipation Notes (Ban)	209,758,559	69,919,520	-	-	-
City Plaza R & E Fund	2,040,042	-	-	-	-
2017A/B AURA Refunding Downtown Parking	18,225,912	-	-	-	-
Doa Series 2016 F-G Commerical Paper Program	112,500,000	112,500,000	-	-	-
Sub-Total	$5,134,378,070	$793,704,133	$414,594,472	$390,048,120	$261,284,717
Grants Funds					
Community Development Block Grant Fund	7,714,926	1,211,546	46,025	0	0
Intergovernmental Grant Fund	76,471,591	16,044,991	6,850,000	5,500,000	0
Job Training Grant Fund	3,216,592	3,816,592	3,566,592	3,010,912	2,760,912
Home Investment Partnerships Program Fund	3,222,816	2,009,509	2,903	-	-
Sub-Total	$90,625,924	$23,082,637	$10,465,520	$8,510,912	$2,760,912
Other Funds Held in Trust					
Perpetual Care	177,778	-	-	-	-
Trust	27,909,260	-	-	-	-
Sub-Total	$28,087,037	-	-	-	-
Non-Operating	$5,253,091,032	$816,786,770	$425,059,992	$398,559,032	$264,045,629

Since we have not received audited numbers, certain budgets may be amended at a later date.

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, installation of 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.

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** fund supports equipment purchases.

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 provide incentives and initial funding to catalyze the rehabilitation and redevelopment of areas with 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 maximum 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 new 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 major financial incentive that would support creation of an effective public-private partnership 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 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 aggressively 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 inducement for certain major 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 truly balanced economic growth by directing one of its 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 the redevelopment of one of the City's prime development 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 and 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 and 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 Georgia State Stadium by encouraging substantial new development. The TAD would establish the framework for new redevelopment opportunities and investment including portions of the 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 Georgia State Stadium.

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.


RESURGENS
1847
1865
ATLANTA GA

RENEW ATLANTA/TSPLOST

Mission Statement

The City of Atlanta's Renew and TSPLOST programs strive daily to earn the confidence of residents as well as community leadership through innovation and the effective and efficient delivery of over $500 million of infrastructure. Renew/TSPLOST is reducing the City's infrastructure backlog and increasing economic competitiveness, improving health and safety, environmental sustainability and mobility in our transportation, public buildings and spaces. Through smart business practice and transparency in operations, we will attract partnerships in delivery that increase competition while continually assessing quality and performance. Strong, effective program and project controls, financial management, equity in design and prioritization of internal and external communication are deeply rooted in a culture of excellence and integrity. Every day is a day of accomplishment.

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. Former 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, began 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

Renew Atlanta Bond and TSPLOST will be the industry capital program delivery standard of excellence with consistent high quality and value that delivers innovation, sustainability and equity to our community.

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 had a goal to have $167.5 million under contract by the end of 2017. The goal was exceeded with $169 million

under contract at the end of the year. The Proctor Creek Greenway project, among about a dozen others in the TSPLOST program, is underway in 2018.

FY2018 Accomplishments

- $31M 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.
- North Avenue Smart Corridor groundbreaking September 2017.
- Ongoing Smart Corridor development including downtown event and stadium areas, Buckhead Loop, and Campbellton Road.
- Complete facility upgrades for Department of Public Work at Claire Drive.
- 30 Video Integration Center (VIC) 4G cameras and 80 License Plate Reader (LPR) cameras installed.
- Martin Luther King Jr Recreation and Aquatic Center completion.
- Ongoing public Safety facility upgrades.
- Art restoration projects completion.
- Closed-circuit television (CCTV) expansion in APD Zone 6 and 8.
- 6 key art restoration projects: Kan, "Evolution" Mural, "Attaining Goals," "Andrew Young Tribute Plaza", "New Endings", and "Cometh The Sun".

FY2019 Proposed Program Highlights

- 316 signal upgrades throughout Atlanta.
- Fairburn, Cascade, DeKalb, Howell Mill, Monroe Boulevard Complete Street under design.
- TSPLOST project development and implementation start up.
- Continued Diversity Participation – Currently 37.8% goal against 58% diversity payments issued.
- Powers Ferry & Childress Bridge under construction.
- Ongoing public safety facility upgrades.
- Ongoing parks and recreation facility and site upgrades.
- 15 Video Integration Center (VIC) 4G cameras and 70 License Plate Reader (LPR) cameras installed.
- Complete final art restoration projects: Carnegie Education Pavilion", "Phoneix", "Tower of Time"", "New Endings", and "Cometh The Sun"; "Exx-Static", "Memorial: Carpets, Panels and Books" Mural; "Henry Grady" and "Five Points" Monument.
- Relocate and restore two public art projects: "Threshold" and "Birth of Atlanta".
- Start installation of Neighborhood and Landmark public art projects.
- Complete facility upgrades for Department of Public Work at North Avenue.
- Start construction of Municipal Court Pedestrian Bridge.

FY19 CAPITAL BUDGET STATUS
TSPLOST Capital Project Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	69,573,885	48,272,386	46,757,542	42,908,504	14,121,023	$221,633,340
Expenses	69,573,885	48,272,386	46,757,542	42,908,504	14,121,023	$221,633,340
Total Revenues Over(Under) Expenses	-	-	-	-	-	-

ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Miscellaneous Revenues	69,573,885	48,272,386	46,757,542	42,908,504	14,121,023	$221,633,340
Revenues	$69,573,885	$48,272,386	$46,757,542	$42,908,504	$14,121,023	$221,633,340

APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Department Of Public Works	69,573,885	48,272,386	46,757,542	42,908,504	14,121,023	$221,633,340
Total City Wide	$69,573,885	$48,272,386	$46,757,542	$42,908,504	$14,121,023	$221,633,340

FY19 CAPITAL BUDGET STATUS
TSPLOST Capital Project Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Public Works						
Default - 000000	8,989,715	7,656,382	6,156,382	6,156,382	2,375,415	$31,334,275
Complete Streets - 112754	2,099,419	10,145,469	10,145,469	8,588,320	8,595,254	$39,573,931
Multi-Use Trails - 112755	7,500,000	734,837	734,837	-	-	$8,969,674
Sidewalks and Streetscapes - 112756	12,500,000	6,515,651	6,515,651	4,958,501	1,844,201	$32,334,004
Signal Coordination - 112759	4,700,000	4,420,453	4,420,453	4,420,453	1,306,153	$19,267,512
Partnership & Matching Funding- 112762	15,000,000	14,844	-	-	-	$15,014,844
Program Management - 112763	2,604,750	2,604,750	2,604,750	2,604,750	-	$10,419,000
Atlanta Beltline - 112767	13,180,001	13,180,000	13,180,000	13,180,099	-	$52,720,100
Commited Project Contingency - 112768	3,000,000	3,000,000	3,000,000	3,000,000	-	$12,000,000
Sub-Total	$69,573,885	$48,272,386	$46,757,542	$42,908,504	$14,121,023	$221,633,340
Total City Wide	$69,573,885	$48,272,386	$46,757,542	$42,908,504	$14,121,023	$221,633,340

FY19 CAPITAL BUDGET STATUS
Atlantic Station Tad Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	20,240,948	20,844,463	21,466,083	22,106,352	22,765,828	$107,423,674
Expenses	20,240,948	20,844,463	21,466,083	22,106,352	22,765,828	$107,423,674
Total Revenues Over(Under) Expenses	-	-	-	-	-	-

ANTICIPATIONS

REVENUE GROUP TOTALS	FY19	FY20	FY21	FY22	FY23	Total
Taxes	19,840,948	20,444,463	21,066,083	21,706,352	22,365,828	$105,423,674
Investment Income	400,000	400,000	400,000	400,000	400,000	$2,000,000
Revenues	$20,240,948	$20,844,463	$21,466,083	$22,106,352	$22,765,828	$107,423,674

APPROPRIATIONS

DEPARTMENT TOTALS	FY19	FY20	FY21	FY22	FY23	Total
Non-Departmental	20,240,948	20,844,463	21,466,083	22,106,352	22,765,828	$107,423,674
Total City Wide	$20,240,948	$20,844,463	$21,466,083	$22,106,352	$22,765,828	$107,423,674

FY19 CAPITAL BUDGET STATUS
Atlantic Station Tad Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Non-Departmental						
Default - 000000	20,240,948	20,844,463	21,466,083	22,106,352	22,765,828	$107,423,674
Sub-Total	$20,240,948	$20,844,463	$21,466,083	$22,106,352	$22,765,828	$107,423,674
Total City Wide	$20,240,948	$20,844,463	$21,466,083	$22,106,352	$22,765,828	$107,423,674

FY19 CAPITAL BUDGET STATUS
Westside Tad Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	17,819,411	18,656,564	19,518,588	-	-	$55,994,563
Expenses	17,819,411	18,656,564	19,518,588	-	-	$55,994,563
Total Revenues Over(Under) Expenses	-	-	-	-	-	-

ANTICIPATIONS

REVENUE GROUP TOTALS	FY19	FY20	FY21	FY22	FY23	Total
Taxes	17,771,411	18,608,564	19,470,588	-	-	$55,850,563
Charges For Services	36,000	36,000	36,000	-	-	$108,000
Investment Income	12,000	12,000	12,000	-	-	$36,000
Revenues	$17,819,411	$18,656,564	$19,518,588	-	-	$55,994,563

APPROPRIATIONS

DEPARTMENT TOTALS	FY19	FY20	FY21	FY22	FY23	Total
Non-Departmental	17,819,411	18,656,564	19,518,588	-	-	$55,994,563
Total City Wide	$17,819,411	$18,656,564	$19,518,588	-	-	$55,994,563

FY19 CAPITAL BUDGET STATUS
Westside Tad Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Non-Departmental						
Default - 000000	17,819,411	18,656,564	19,518,588	-	-	$55,994,563
Sub-Total	$17,819,411	$18,656,564	$19,518,588	-	-	$55,994,563
Total City Wide	$17,819,411	$18,656,564	$19,518,588	-	-	$55,994,563

FY19 CAPITAL BUDGET STATUS
Nw Atlanta Tad Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	3,401,835	3,570,069	3,743,350	3,921,828	4,105,417	$18,742,499
Expenses	3,401,835	3,570,069	3,743,350	3,921,828	4,105,417	$18,742,499
Total Revenues Over(Under) Expenses	-	-	-	-	-	-

ANTICIPATIONS

REVENUE GROUP TOTALS	FY19	FY20	FY21	FY22	FY23	Total
Taxes	3,394,409	3,562,420	3,735,471	3,913,713	4,097,302	$18,703,315
Investment Income	7,426	7,649	7,879	8,115	8,115	$39,184
Revenues	$3,401,835	$3,570,069	$3,743,350	$3,921,828	$4,105,417	$18,742,499

APPROPRIATIONS

DEPARTMENT TOTALS	FY19	FY20	FY21	FY22	FY23	Total
Non-Departmental	3,401,835	3,570,069	3,743,350	3,921,828	4,105,417	$18,742,499
Total City Wide	$3,401,835	$3,570,069	$3,743,350	$3,921,828	$4,105,417	$18,742,499

FY19 CAPITAL BUDGET STATUS
Nw Atlanta Tad Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Non-Departmental						
Default - 000000	3,401,835	3,570,069	3,743,350	3,921,828	4,105,417	$18,742,499
Sub-Total	$3,401,835	$3,570,069	$3,743,350	$3,921,828	$4,105,417	$18,742,499
Total City Wide	$3,401,835	$3,570,069	$3,743,350	$3,921,828	$4,105,417	$18,742,499

FY19 CAPITAL BUDGET STATUS
Princeton Lakes Tad Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	1,955,334	2,014,375	2,075,188	2,137,825	2,202,341	$10,385,063
Expenses	1,955,334	2,014,375	2,075,188	2,137,825	2,202,341	$10,385,063
Total Revenues Over(Under) Expenses	-	-	-	-	-	-

ANTICIPATIONS

REVENUE GROUP TOTALS	FY19	FY20	FY21	FY22	FY23	Total
Taxes	1,954,634	2,013,675	2,074,488	2,137,125	2,201,641	$10,381,563
Investment Income	700	700	700	700	700	$3,500
Revenues	$1,955,334	$2,014,375	$2,075,188	$2,137,825	$2,202,341	$10,385,063

APPROPRIATIONS

DEPARTMENT TOTALS	FY19	FY20	FY21	FY22	FY23	Total
Non-Departmental	1,712,834	2,014,375	2,075,188	2,137,825	2,202,341	$10,142,563
Department Of Fire Services	242,500	-	-	-	-	$242,500
Total City Wide	$1,955,334	$2,014,375	$2,075,188	$2,137,825	$2,202,341	$10,385,063

FY19 CAPITAL BUDGET STATUS
Princeton Lakes Tad Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Non-Departmental						
Default - 000000	1,712,834	2,014,375	2,075,188	2,137,825	2,202,341	$10,142,563
Sub-Total	$1,712,834	$2,014,375	$2,075,188	$2,137,825	$2,202,341	$10,142,563
Department Of Fire Services						
Default - 000000	242,500	-	-	-	-	$242,500
Sub-Total	$242,500	-	-	-	-	$242,500
Total City Wide	$1,955,334	$2,014,375	$2,075,188	$2,137,825	$2,202,341	$10,385,063

FY19 CAPITAL BUDGET STATUS
Eastside Tad Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	15,436,234	16,208,879	17,004,703	17,824,401	18,668,691	$85,142,908
Expenses	15,436,234	16,208,879	17,004,703	17,824,401	18,668,691	$85,142,908
Total Revenues Over(Under) Expenses	-	-	-	-	-	-

ANTICIPATIONS

REVENUE GROUP TOTALS	FY19	FY20	FY21	FY22	FY23	Total
Taxes	15,266,234	16,038,879	16,834,703	17,654,401	18,498,691	$84,292,908
Investment Income	170,000	170,000	170,000	170,000	170,000	$850,000
Revenues	$15,436,234	$16,208,879	$17,004,703	$17,824,401	$18,668,691	$85,142,908

APPROPRIATIONS

DEPARTMENT TOTALS	FY19	FY20	FY21	FY22	FY23	Total
Non-Departmental	15,436,234	16,208,879	17,004,703	17,824,401	18,668,691	$85,142,908
Total City Wide	$15,436,234	$16,208,879	$17,004,703	$17,824,401	$18,668,691	$85,142,908

FY19 CAPITAL BUDGET STATUS
Eastside Tad Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Non-Departmental						
Default - 000000	15,436,234	16,208,879	17,004,703	17,824,401	18,668,691	$85,142,908
Sub-Total	$15,436,234	$16,208,879	$17,004,703	$17,824,401	$18,668,691	$85,142,908
Total City Wide	$15,436,234	$16,208,879	$17,004,703	$17,824,401	$18,668,691	$85,142,908

FY19 CAPITAL BUDGET STATUS
Atlanta Beltline Tad

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	118,241,501	113,585,582	108,901,142	110,612,102	107,571,643	$558,911,970
Expenses	118,241,501	113,585,582	108,901,142	110,612,102	107,571,643	$558,911,970
Total Revenues Over(Under) Expenses	-	-	-	-	-	-

ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Taxes	34,373,433	35,986,177	37,647,303	39,358,263	41,120,551	$188,485,727
Investment Income	4,000	4,000	4,000	4,000	4,000	$20,000
Miscellaneous Revenues	83,864,068	77,595,405	71,249,839	71,249,839	66,447,092	$370,406,243
Revenues	$118,241,501	$113,585,582	$108,901,142	$110,612,102	$107,571,643	$558,911,970

APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Non-Departmental	118,241,501	113,585,582	108,901,142	110,612,102	107,571,643	$558,911,970
Total City Wide	$118,241,501	$113,585,582	$108,901,142	$110,612,102	$107,571,643	$558,911,970

FY19 CAPITAL BUDGET STATUS
Atlanta Beltline Tad

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Non-Departmental						
Default - 000000	118,241,501	113,585,582	108,901,142	110,612,102	107,571,643	$558,911,970
Sub-Total	$118,241,501	$113,585,582	$108,901,142	$110,612,102	$107,571,643	$558,911,970
Total City Wide	$118,241,501	$113,585,582	$108,901,142	$110,612,102	$107,571,643	$558,911,970

FY19 CAPITAL BUDGET STATUS
Campbellton Road Tad Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	2,469,794	2,541,484	2,615,324	2,691,380	2,769,717	$13,087,699
Expenses	2,469,794	2,541,484	2,615,324	2,691,380	2,769,717	$13,087,699
Total Revenues Over(Under) Expenses	-	-	-	-	-	-

ANTICIPATIONS

REVENUE GROUP TOTALS	FY19	FY20	FY21	FY22	FY23	Total
Taxes	313,492	385,182	459,022	535,078	613,415	$2,306,189
Investment Income	3,500	3,500	3,500	3,500	3,500	$17,500
Miscellaneous Revenues	2,152,802	2,152,802	2,152,802	2,152,802	2,152,802	$10,764,010
Revenues	$2,469,794	$2,541,484	$2,615,324	$2,691,380	$2,769,717	$13,087,699

APPROPRIATIONS

DEPARTMENT TOTALS	FY19	FY20	FY21	FY22	FY23	Total
Non-Departmental	2,469,794	2,541,484	2,615,324	2,691,380	2,769,717	$13,087,699
Total City Wide	$2,469,794	$2,541,484	$2,615,324	$2,691,380	$2,769,717	$13,087,699

FY19 CAPITAL BUDGET STATUS
Campbellton Road Tad Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Non-Departmental						
Default - 000000	2,469,794	2,541,484	2,615,324	2,691,380	2,769,717	$13,087,699
Sub-Total	$2,469,794	$2,541,484	$2,615,324	$2,691,380	$2,769,717	$13,087,699
Total City Wide	$2,469,794	$2,541,484	$2,615,324	$2,691,380	$2,769,717	$13,087,699

FY19 CAPITAL BUDGET STATUS
Hollowell/M.L. King Tad Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	1,347,888	1,348,068	1,348,253	1,348,253	1,348,444	$6,740,907
Expenses	1,347,888	1,348,068	1,348,253	1,348,253	1,348,444	$6,740,907
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Taxes	347,316	377,580	408,752	440,858	473,929	$2,048,435
Investment Income	3,000	600	600	600	600	$5,400
Miscellaneous Revenues	997,572	969,888	938,901	906,795	873,915	$4,687,072
Revenues	$1,347,888	$1,348,068	$1,348,253	$1,348,253	$1,348,444	$6,740,907
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Non-Departmental	1,347,888	1,348,068	1,348,253	1,348,253	1,348,444	$6,740,907
Total City Wide	$1,347,888	$1,348,068	$1,348,253	$1,348,253	$1,348,444	$6,740,907

FY19 CAPITAL BUDGET STATUS
Hollowell/M.L. King Tad Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Non-Departmental						
Default - 000000	1,347,888	1,348,068	1,348,253	1,348,253	1,348,444	$6,740,907
Sub-Total	$1,347,888	$1,348,068	$1,348,253	$1,348,253	$1,348,444	$6,740,907
Total City Wide	$1,347,888	$1,348,068	$1,348,253	$1,348,253	$1,348,444	$6,740,907

FY19 CAPITAL BUDGET STATUS
Metropolitan Parkway Tad Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	1,631,537	1,659,384	1,688,066	1,717,608	1,748,037	$8,444,632
Expenses	1,631,537	1,659,384	1,688,066	1,717,608	1,748,037	$8,444,632
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Taxes	141,964	169,811	198,493	228,035	258,464	$996,767
Investment Income	1,500	1,500	1,500	1,500	1,500	$7,500
Miscellaneous Revenues	1,488,073	1,488,073	1,488,073	1,488,073	1,488,073	$7,440,365
Revenues	$1,631,537	$1,659,384	$1,688,066	$1,717,608	$1,748,037	$8,444,632
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Non-Departmental	1,631,537	1,659,384	1,688,066	1,717,608	1,748,037	$8,444,632
Total City Wide	$1,631,537	$1,659,384	$1,688,066	$1,717,608	$1,748,037	$8,444,632

FY19 CAPITAL BUDGET STATUS
Metropolitan Parkway Tad Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Non-Departmental						
Default - 000000	1,631,537	1,659,384	1,688,066	1,717,608	1,748,037	$8,444,632
Sub-Total	$1,631,537	$1,659,384	$1,688,066	$1,717,608	$1,748,037	$8,444,632
Total City Wide	$1,631,537	$1,659,384	$1,688,066	$1,717,608	$1,748,037	$8,444,632

FY19 CAPITAL BUDGET STATUS
Stadium Neighborhoods Tad Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	189,643	189,718	189,795	189,795	189,875	$948,826
Expenses	189,643	189,718	189,795	189,795	189,875	$948,826
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Taxes	20,913	7,224	6,876	21,399	36,358	$92,770
Investment Income	100	100	100	100	100	$500
Miscellaneous Revenues	168,630	182,394	182,819	168,296	153,417	$855,556
Revenues	$189,643	$189,718	$189,795	$189,795	$189,875	$948,826
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Non-Departmental	189,643	189,718	189,795	189,795	189,875	$948,826
Total City Wide	$189,643	$189,718	$189,795	$189,795	$189,875	$948,826

FY19 CAPITAL BUDGET STATUS
Stadium Neighborhoods Tad Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Non-Departmental						
Default - 000000	189,643	189,718	189,795	189,795	189,875	$948,826
Sub-Total	$189,643	$189,718	$189,795	$189,795	$189,875	$948,826
Total City Wide	$189,643	$189,718	$189,795	$189,795	$189,875	$948,826

FY19 CAPITAL BUDGET STATUS
1993 School Improvement Bond

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	20,289	-	-	-	-	$20,289
Expenses	20,289	-	-	-	-	$20,289
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Miscellaneous Revenues	20,289	-	-	-	-	$20,289
Revenues	$20,289	-	-	-	-	$20,289
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Non-Departmental	20,289	-	-	-	-	$20,289
Total City Wide	$20,289	-	-	-	-	$20,289

FY19 CAPITAL BUDGET STATUS
1993 School Improvement Bond

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Non-Departmental						
Default - 000000	20,289	-	-	-	-	$20,289
Sub-Total	$20,289	-	-	-	-	$20,289
Total City Wide	$20,289	-	-	-	-	$20,289

FY19 CAPITAL BUDGET STATUS
2000 Park Improvement Bond Fd

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	11,977	-	-	-	-	$11,977
Expenses	11,977	-	-	-	-	$11,977
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Miscellaneous Revenues	11,977	-	-	-	-	$11,977
Revenues	$11,977	-	-	-	-	$11,977
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Non-Departmental	11,977	-	-	-	-	$11,977
Total City Wide	$11,977	-	-	-	-	$11,977

FY19 CAPITAL BUDGET STATUS
2000 Park Improvement Bond Fd

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Non-Departmental						
Default - 000000	11,977	-	-	-	-	$11,977
Sub-Total	$11,977	-	-	-	-	$11,977
Total City Wide	$11,977	-	-	-	-	$11,977

FY19 CAPITAL BUDGET STATUS
2005A Park Improvement Bond Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	3,128,457	-	-	-	-	$3,128,457
Expenses	3,128,457	-	-	-	-	$3,128,457
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Miscellaneous Revenues	3,128,457	-	-	-	-	$3,128,457
Revenues	$3,128,457	-	-	-	-	$3,128,457
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Dept Of Parks & Recreation	3,128,457	-	-	-	-	$3,128,457
Total City Wide	$3,128,457	-	-	-	-	$3,128,457

FY19 CAPITAL BUDGET STATUS
2005A Park Improvement Bond Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Dept Of Parks & Recreation						
Lighting Improvements, City-Wide - 100184	25,103	-	-	-	-	$25,103
Construction Of Bldgs., City-Wide - 100229	1,206,752	-	-	-	-	$1,206,752
City Wide Park Furniture & Play Equip. - 100271	9,069	-	-	-	-	$9,069
Ground & Site Imprvs., City-Wide - 100247	1,887,533	-	-	-	-	$1,887,533
Sub-Total	$3,128,457	-	-	-	-	$3,128,457
Total City Wide	$3,128,457	-	-	-	-	$3,128,457

FY19 CAPITAL BUDGET STATUS
Public Safety Facility Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	5,510,644	-	-	-	-	$5,510,644
Expenses	5,510,644	-	-	-	-	$5,510,644
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Other Financing Sources	5,510,644	-	-	-	-	$5,510,644
Revenues	$5,510,644	-	-	-	-	$5,510,644
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Non-Departmental	5,510,644	-	-	-	-	$5,510,644
Total City Wide	$5,510,644	-	-	-	-	$5,510,644

FY19 CAPITAL BUDGET STATUS
Public Safety Facility Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Non-Departmental						
Default - 000000	5,510,644	-	-	-	-	$5,510,644
Sub-Total	$5,510,644	-	-	-	-	$5,510,644
Total City Wide	$5,510,644	-	-	-	-	$5,510,644

FY19 CAPITAL BUDGET STATUS
2008A Quality Of Life Improvement Bond Fd

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	1,534,680	-	-	-	-	$1,534,680
Expenses	1,534,680	-	-	-	-	$1,534,680
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Miscellaneous Revenues	1,534,680	-	-	-	-	$1,534,680
Revenues	$1,534,680	-	-	-	-	$1,534,680
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Department Of Public Works	1,534,680	-	-	-	-	$1,534,680
Total City Wide	$1,534,680	-	-	-	-	$1,534,680

FY19 CAPITAL BUDGET STATUS
2008A Quality Of Life Improvement Bond Fd

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Public Works						
Sidewalk Improvements, District 1 - 102087	2,803	-	-	-	-	$2,803
Speed Hump Installations, District 7 - 102220	38,598	-	-	-	-	$38,598
Greenscape Enhance (Cat. 2) - 110063	184,820	-	-	-	-	$184,820
Sts,Brdgs,& Vias (Cat. 3) - 110064	505,848	-	-	-	-	$505,848
Traffic Signals (Cat. 4) - 110065	50,658	-	-	-	-	$50,658
Crosswalk Installation - 110074	234,547	-	-	-	-	$234,547
Undes Sdwlk & Stscps (Cat. 1) - 110076	137,586	-	-	-	-	$137,586
Swlk Stscp C1 Dgn Const & Prg M - 110082	2,601	-	-	-	-	$2,601
2008 Qol Bond Sidewalk Crews - 110265	253,882	-	-	-	-	$253,882
2008 Qol Bond Administration - 110266	7,040	-	-	-	-	$7,040
Sidewalks - Ada Ramps - 110820	116,166	-	-	-	-	$116,166
Edgewood Avenue Bicycle Rote - 111102	130	-	-	-	-	$130
Sub-Total	$1,534,680	-	-	-	-	$1,534,680
Total City Wide	$1,534,680	-	-	-	-	$1,534,680

FY19 CAPITAL BUDGET STATUS
2014a Park Improvement Revenue Refunding Bond

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	7,758,371	-	-	-	-	$7,758,371
Expenses	7,758,371	-	-	-	-	$7,758,371
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Miscellaneous Revenues	7,758,371	-	-	-	-	$7,758,371
Revenues	$7,758,371	-	-	-	-	$7,758,371
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Dept Of Parks & Recreation	7,758,371	-	-	-	-	$7,758,371
Total City Wide	$7,758,371	-	-	-	-	$7,758,371

FY19 CAPITAL BUDGET STATUS
2014a Park Improvement Revenue Refunding Bond

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Dept Of Parks & Recreation						
Default - 000000	7,758,371	-	-	-	-	$7,758,371
Sub-Total	$7,758,371	-	-	-	-	$7,758,371
Total City Wide	$7,758,371	-	-	-	-	$7,758,371

FY19 CAPITAL BUDGET STATUS
2015 Infrastructure Bond

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	116,616,574	29,746,484	4,055,214	-	-	$150,418,272
Expenses	116,616,574	29,746,484	4,055,214	-	-	$150,418,273
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Miscellaneous Revenues	116,616,574	29,746,484	4,055,214	-	-	$150,418,272
Revenues	$116,616,574	$29,746,484	$4,055,214	-	-	$150,418,272
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Executive Offices	1,315,852	-	-	-	-	$1,315,852
Department Of Public Works	114,930,723	29,746,484	4,055,214	-	-	$148,732,421
Department Of Audit	370,000	-	-	-	-	$370,000
Total City Wide	$116,616,574	$29,746,484	$4,055,214	-	-	$150,418,273

FY19 CAPITAL BUDGET STATUS
2015 Infrastructure Bond

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Executive Offices						
Transportation Infrastructure - 112184	944,057	-	-	-	-	$944,057
District 1 - 112203	37,200	-	-	-	-	$37,200
District 2 - 112204	36,995	-	-	-	-	$36,995
District 3 - 112205	37,200	-	-	-	-	$37,200
District 4 - 112206	37,200	-	-	-	-	$37,200
District 5 - 112207	37,200	-	-	-	-	$37,200
District 6 - 112208	37,200	-	-	-	-	$37,200
District 7 - 112209	37,200	-	-	-	-	$37,200
District 9 - 112211	37,200	-	-	-	-	$37,200
District 11 - 112213	37,200	-	-	-	-	$37,200
District 12 - 112214	37,200	-	-	-	-	$37,200
Sub-Total	$1,315,852	-	-	-	-	$1,315,852
Department Of Public Works						
Transportation Infrastructure - 112184	86,544,224	21,636,056	-	-	-	$108,180,280
District 1 - 112203	2,094,299	598,371	299,186	-	-	$2,991,855
District 2 - 112204	2,741,610	783,317	391,659	-	-	$3,916,586
District 3 - 112205	2,824,296	806,942	403,471	-	-	$4,034,708
District 4 - 112206	2,645,292	755,798	377,899	-	-	$3,778,989
District 5 - 112207	2,812,601	803,600	401,800	-	-	$4,018,002
District 6 - 112208	2,821,519	806,148	403,074	-	-	$4,030,742
District 7 - 112209	2,850,579	814,451	407,226	-	-	$4,072,256
District 8 - 112210	2,831,713	809,061	404,530	-	-	$4,045,304
District 9 - 112211	2,567,959	733,703	366,851	-	-	$3,668,513
Council District 10 - 112212	971,555	277,587	138,794	-	-	$1,387,935
District 11 - 112213	1,607,697	459,342	229,671	-	-	$2,296,710
District 12 - 112214	1,617,379	462,108	231,054	-	-	$2,310,541
Sub-Total	$114,930,723	$29,746,484	$4,055,214	-	-	$148,732,421
Department Of Audit						
Default - 000000	370,000	-	-	-	-	$370,000
Sub-Total	$370,000	-	-	-	-	$370,000
Total City Wide	$116,616,574	$29,746,484	$4,055,214	-	-	$150,418,273

FY19 CAPITAL BUDGET STATUS
2015 Municipal Facilities Bond Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	30,893,387	-	-	-	-	$30,893,387
Expenses	30,893,387	-	-	-	-	$30,893,387
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Miscellaneous Revenues	30,893,387	-	-	-	-	$30,893,387
Revenues	$30,893,387	-	-	-	-	$30,893,387
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Executive Offices	30,763,387	-	-	-	-	$30,763,387
Department Of Audit	130,000	-	-	-	-	$130,000
Total City Wide	$30,893,387	-	-	-	-	$30,893,387

FY19 CAPITAL BUDGET STATUS
2015 Municipal Facilities Bond Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Executive Offices						
Municipal Facilities - 112217	15,437,083	-	-	-	-	$15,437,083
District 1-Facilities - 112221	1,200,686	-	-	-	-	$1,200,686
District 2-Facilities - 112223	1,331,648	-	-	-	-	$1,331,648
District 3-Facilities - 112224	1,367,917	-	-	-	-	$1,367,917
District 4-Facilities - 112225	1,300,981	-	-	-	-	$1,300,981
District 5-Facilities - 112226	836,373	-	-	-	-	$836,373
District 6-Facilities - 112227	1,430,923	-	-	-	-	$1,430,923
District 7-Facilities - 112228	1,337,784	-	-	-	-	$1,337,784
District 8-Facilities - 112229	1,090,391	-	-	-	-	$1,090,391
District 9-Facilities - 112230	1,224,079	-	-	-	-	$1,224,079
District 10-Facilities - 112231	1,337,246	-	-	-	-	$1,337,246
District 11-Facilities - 112232	1,444,750	-	-	-	-	$1,444,750
District 12-Facilities - 112233	1,423,526	-	-	-	-	$1,423,526
Sub-Total	$30,763,387	-	-	-	-	$30,763,387
Department Of Audit						
Default - 000000	130,000	-	-	-	-	$130,000
Sub-Total	$130,000	-	-	-	-	$130,000
Total City Wide	$30,893,387	-	-	-	-	$30,893,387

FY19 CAPITAL BUDGET STATUS
2016 Go Project Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	426,559	-	-	-	-	$426,559
Expenses	426,559	-	-	-	-	$426,559
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Miscellaneous Revenues	426,559	-	-	-	-	$426,559
Revenues	$426,559	-	-	-	-	$426,559
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Executive Offices	201,653	-	-	-	-	$201,653
Non-Departmental	224,906	-	-	-	-	$224,906
Total City Wide	$426,559	-	-	-	-	$426,559

FY19 CAPITAL BUDGET STATUS
2016 Go Project Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Executive Offices						
Citywide Restacking - 112288	201,653	-	-	-	-	$201,653
Sub-Total	$201,653	-	-	-	-	$201,653
Non-Departmental						
Default - 000000	224,906	-	-	-	-	$224,906
Sub-Total	$224,906	-	-	-	-	$224,906
Total City Wide	$426,559	-	-	-	-	$426,559

FY19 CAPITAL BUDGET STATUS
2017 AFCRA Zoo Parking Project

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	48,000,000	-	-	-	-	$48,000,000
Expenses	48,000,000	-	-	-	-	$48,000,000
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Other Financing Sources	48,000,000	-	-	-	-	$48,000,000
Revenues	$48,000,000	-	-	-	-	$48,000,000
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Dept Of Parks & Recreation	47,378,454	-	-	-	-	$47,378,454
Non-Departmental	621,546	-	-	-	-	$621,546
Total City Wide	$48,000,000	-	-	-	-	$48,000,000

FY19 CAPITAL BUDGET STATUS
2017 AFCRA Zoo Parking Project

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Dept Of Parks & Recreation						
Grant Park Parking Garage - 112703	47,378,454	-	-	-	-	$47,378,454
Sub-Total	$47,378,454	-	-	-	-	$47,378,454
Non-Departmental						
Default - 000000	621,546	-	-	-	-	$621,546
Sub-Total	$621,546	-	-	-	-	$621,546
Total City Wide	$48,000,000	-	-	-	-	$48,000,000

FY19 CAPITAL BUDGET STATUS
Park Improvement Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	12,342,316	12,854,062	13,365,809	13,877,559	14,389,310	$66,829,056
Expenses	12,342,316	12,854,062	13,365,809	13,877,559	14,389,310	$66,829,055
Total Revenues Over(Under) Expenses	-	-	-	-	-	-

ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Taxes	12,342,316	12,854,062	13,365,809	13,877,559	14,389,310	$66,829,056
Revenues	$12,342,316	$12,854,062	$13,365,809	$13,877,559	$14,389,310	$66,829,056

APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Department Of Procurement	69,400	69,400	69,400	69,400	69,400	$347,000
Dept Of Parks & Recreation	5,814,420	6,326,166	6,837,913	7,349,663	7,861,414	$34,189,575
Non-Departmental	6,458,496	6,458,496	6,458,496	6,458,496	6,458,496	$32,292,480
Total City Wide	$12,342,316	$12,854,062	$13,365,809	$13,877,559	$14,389,310	$66,829,055

FY19 CAPITAL BUDGET STATUS
Park Improvement Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Procurement						
Default - 000000	69,400	69,400	69,400	69,400	69,400	$347,000
Sub-Total	$69,400	$69,400	$69,400	$69,400	$69,400	$347,000
Dept Of Parks & Recreation						
Default - 000000	5,786,087	6,297,833	6,809,580	7,321,330	7,833,082	$34,047,912
City Wide Park Furniture & Play Equip. - 100271	973	973	973	973	973	$4,866
Municipal Arts Reserve - 100282	26,481	26,481	26,481	26,481	26,481	$132,406
Southside Butler Street Ymca, Cd-220 - 200409	878	878	878	878	878	$4,392
Sub-Total	$5,814,420	$6,326,166	$6,837,913	$7,349,663	$7,861,414	$34,189,575
Non-Departmental						
Default - 000000	6,458,496	6,458,496	6,458,496	6,458,496	6,458,496	$32,292,480
Sub-Total	$6,458,496	$6,458,496	$6,458,496	$6,458,496	$6,458,496	$32,292,480
Total City Wide	$12,342,316	$12,854,062	$13,365,809	$13,877,559	$14,389,310	$66,829,055

FY19 CAPITAL BUDGET STATUS
General Government Capital Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	42,572,266	-	-	-	-	$42,572,266
Expenses	42,572,266	-	-	-	-	$42,572,266
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Miscellaneous Revenues	42,572,266	-	-	-	-	$42,572,266
Revenues	$42,572,266	-	-	-	-	$42,572,266
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Executive Offices	503,442	-	-	-	-	$503,442
Department Of Information Technology	533,549	-	-	-	-	$533,549
Department Of Corrections	50,059	-	-	-	-	$50,059
Department Of Finance	13,051,473	-	-	-	-	$13,051,473
Department Of Public Works	21,982,423	-	-	-	-	$21,982,423
Dept Of Parks & Recreation	5,188,967	-	-	-	-	$5,188,967
Department Of Fire Services	190,867	-	-	-	-	$190,867
Department Of Police Services	845,906	-	-	-	-	$845,906
Department of City Planning	225,580	-	-	-	-	$225,580
Total City Wide	$42,572,266	-	-	-	-	$42,572,266

FY19 CAPITAL BUDGET STATUS
General Government Capital Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Executive Offices						
Municipal Court Building Construction - 100177	503,442	-	-	-	-	$503,442
Sub-Total	$503,442	-	-	-	-	$503,442
Department Of Information Technology						
Radio System - 101188	58,262	-	-	-	-	$58,262
Cad System - 101190	21,459	-	-	-	-	$21,459
Communication Integration - 101191	6,932	-	-	-	-	$6,932
City Wide Information Systems Upgrade - 101793	48,113	-	-	-	-	$48,113
Financial Information System - 101976	398,782	-	-	-	-	$398,782
Sub-Total	$533,549	-	-	-	-	$533,549
Department Of Corrections						
New Pre-Trial Detention Facility - 100990	50,059	-	-	-	-	$50,059
Sub-Total	$50,059	-	-	-	-	$50,059
Department Of Finance						
Admin.Development Recoupment Fees - 201072	13,051,473	-	-	-	-	$13,051,473
Sub-Total	$13,051,473	-	-	-	-	$13,051,473
Department Of Public Works						
Traffic Signal Modernization - 100333	83	-	-	-	-	$83
Bakers Ferry Sidewalk, Cd-443 - 101205	40,715	-	-	-	-	$40,715
Greenbriar Parkway Reconstruction - 101231	161	-	-	-	-	$161
Closure, Gun Club Road Landfill - 101335	62,781	-	-	-	-	$62,781
Bicycle Rack Project - 101491	4,613	-	-	-	-	$4,613
Cleveland Ave Sidewalk (Phase Ii) - 101631	2,295	-	-	-	-	$2,295
Custer Avenue Sidewalk - 101632	48,514	-	-	-	-	$48,514
North Highland Avenue Sidewalk - 101633	575	-	-	-	-	$575
Niskey Lake Road Sidewalk - 101634	13,638	-	-	-	-	$13,638
Northside Drive Sidewalk - 101635	49,703	-	-	-	-	$49,703
Old Hapeville Road Sidewalk - 101637	274,000	-	-	-	-	$274,000
Stewart Ave (Metropolitan Pkwy) Sidewalk - 101640	12,338	-	-	-	-	$12,338
Old Fourth Ward Sidewalk - 101641	86,410	-	-	-	-	$86,410
Peoplestown Sidewalk - 101642	6,727	-	-	-	-	$6,727
Buckhead Pedestrian Bridge - 101651	221,394	-	-	-	-	$221,394
Cleveland Avenue (Phase I) - 101657	12,553	-	-	-	-	$12,553
Pryor Road Streetscape - 101659	50,631	-	-	-	-	$50,631
Avon Avenue Sidewalk - 101660	499	-	-	-	-	$499
Bolton Road Sidewalk (Phase I) - 101662	31,127	-	-	-	-	$31,127
Bolton Road Sidewalk (Phase Ii) - 101663	50,138	-	-	-	-	$50,138
Benjamin E. Mayes Drive Sidewalk - 101798	3,315	-	-	-	-	$3,315
Forest Park Road Sidewalk - 101799	14,500	-	-	-	-	$14,500
Gilbert Road Sidewalk - 101800	685	-	-	-	-	$685
Glenwood Ave. Sidewalk - 101801	713	-	-	-	-	$713
Hank Aaron Dr. Sidewalk - 101802	7,191	-	-	-	-	$7,191
Jonesboro Rd. (Sr54) Sidewalk (Phase Ii) - 101804	2,830	-	-	-	-	$2,830
Morosgo Drive Sidewalk - 101805	2,596	-	-	-	-	$2,596
Peyton Road Sidewalk - 101806	45,500	-	-	-	-	$45,500
W. Paces Ferry/Paces Ferry Rd. Sidewalk - 101807	15,920	-	-	-	-	$15,920
Traffic Calming - 101841	4,424	-	-	-	-	$4,424
City Of Atl Schools Sidewalks Project B - 101844	12,845	-	-	-	-	$12,845
Fairburn Road Sidewalk & Bike Lane - 101845	43,090	-	-	-	-	$43,090

FY19 CAPITAL BUDGET STATUS
General Government Capital Fund

	FY19	FY20	FY21	FY22	FY23	Total
Ashby Street Sidewalk - 101850	2,355	-	-	-	-	$2,355
Castlewood Drive Sidewalk - 101852	2,671	-	-	-	-	$2,671
Grant Way Sidewalk - 101858	3,968	-	-	-	-	$3,968
Hank Aaron Avenue Sidewalk - 101859	3,867	-	-	-	-	$3,867
Hatcher Avenue Sidewalk - 101860	10,000	-	-	-	-	$10,000
Hemphill School Road Sidewalk - 101861	1,766	-	-	-	-	$1,766
Lakewood Trail - 101862	13,858	-	-	-	-	$13,858
Mcdonough Boulevard Sidewalk - 101863	10,552	-	-	-	-	$10,552
Mlk Marta/Dekalb Avenue - 101864	970	-	-	-	-	$970
Monroe Drive Sidewalk - 101865	4,639	-	-	-	-	$4,639
Pine Street Sidewalk - 101867	9,470	-	-	-	-	$9,470
Venetian Drive Sidewalk - 101869	15,000	-	-	-	-	$15,000
Violet Avenue Sidewalk - 101870	0	-	-	-	-	$0
Woodland Avenue Sidewalk - 101871	129	-	-	-	-	$129
Cheshire Bridge Road Streetscape - 101872	21,575	-	-	-	-	$21,575
Cherokee Avenue Pedestrian Improvements - 101873	181	-	-	-	-	$181
Wieuca Road Sidewalk (Phase Ii) - 101639	33,949	-	-	-	-	$33,949
Jonesboro Rd. (Sr54) Sidewalk (Phase I) - 101803	1	-	-	-	-	$1
Defoors Avenue Sidewalk - 101854	37,403	-	-	-	-	$37,403
Westend Sidewalks, Cd-659 - 101955	6,177	-	-	-	-	$6,177
Lindbergh/Lavista/Cheshire Br. Imprvs - 101982	200,584	-	-	-	-	$200,584
Campbellton/Greenbriar/Langford Inter - 101983	5,793	-	-	-	-	$5,793
Airline St. & Ezzard St. Reconstruct - 101984	11	-	-	-	-	$11
Citywide Traffic Signal Improvement - 101985	1,311,790	-	-	-	-	$1,311,790
Roxboro Road Widening - 102000	4,405	-	-	-	-	$4,405
Villages Of East Lake - 102101	74,880	-	-	-	-	$74,880
Perry Homes Sidewalks - 102102	20,004	-	-	-	-	$20,004
Ashby Street Streetscape - 102105	34,723	-	-	-	-	$34,723
Metropolitan Pkwy Streetscape - 102108	3,904	-	-	-	-	$3,904
Midtown Streetscape - 102109	55,084	-	-	-	-	$55,084
Moreland Avenue Streetscapes - 102110	328	-	-	-	-	$328
North Highland Ave Streetscapes - 102111	186,636	-	-	-	-	$186,636
Peachtree Road Streetscapes - 102112	250,554	-	-	-	-	$250,554
Ponce De Leon Ave Streetscapes - 102113	34,078	-	-	-	-	$34,078
Simpson Road Streetscape - 102115	1,000	-	-	-	-	$1,000
Mlk, Jr., Dr. Corridor Improvements - 102281	0	-	-	-	-	$0
Perry Blvd/Hollywood - 102319	27,523	-	-	-	-	$27,523
Prior Road Streetscapes - 102321	15,000	-	-	-	-	$15,000
Lee Street Lci Grant - 102383	62,721	-	-	-	-	$62,721
Ralph David Abernathy Lci Grant - 102384	25,564	-	-	-	-	$25,564
Barge Rd./Campellton Lci Grant - 102385	50,250	-	-	-	-	$50,250
Greenbriar Pkwy-Langford Lci Grant - 102386	81	-	-	-	-	$81
Headland Dr. Streetscape Lci Grant - 102387	1,568	-	-	-	-	$1,568
Morningside/Lenox Park - 102389	18	-	-	-	-	$18
Highland Corridor - 102390	65,941	-	-	-	-	$65,941
Landrum Drive Exit - 102391	175,054	-	-	-	-	$175,054
Piedmont/Lindbergh Transportation Improv - 102438	17,516	-	-	-	-	$17,516
Collier Rd Sidewalk Project - 102629	21	-	-	-	-	$21
City Wide Intersection Timing Loop - Det - 102642	63,725	-	-	-	-	$63,725
Hermi'S Bridge Project - 102730	23,309	-	-	-	-	$23,309

FY19 CAPITAL BUDGET STATUS
General Government Capital Fund

	FY19	FY20	FY21	FY22	FY23	Total
Citywide Greenway Trail Projects - 102847	114,184	-	-	-	-	$114,184
Piedmont Intersection Impr - 110253	18,000	-	-	-	-	$18,000
Memorial Dr Sidewalks - 110255	12,304	-	-	-	-	$12,304
Windemere Dr Sidewalks - 110256	564	-	-	-	-	$564
Lowery Blvd Streetscapes, Ph 2 - 110258	1,615	-	-	-	-	$1,615
Freemont Ave Rd Constr - 110257	99,472	-	-	-	-	$99,472
City Hall Sidewalks - 110259	200,000	-	-	-	-	$200,000
Danforth Rd Sidewalk & Intersection Imp - 110260	7,045	-	-	-	-	$7,045
Hollywood Road Impr - 110261	131,763	-	-	-	-	$131,763
Ada Ramps & Ada Sidewalk Imp, Cityw - 110262	218,507	-	-	-	-	$218,507
Buckhead Village Redevelopment - 110892	24,041	-	-	-	-	$24,041
Dl Hollowell/Westlake-Lci - 111105	104,787	-	-	-	-	$104,787
Glenwood/Moreland-Lci - 111106	4,675	-	-	-	-	$4,675
Memorial Drive Corridor - 111322	72,665	-	-	-	-	$72,665
Atlanta University Center Pedestrian Streetscape - 112170	275,000	-	-	-	-	$275,000
Cycle Atlanta Phase 1.0 Bucycle Mobility - 112172	200,000	-	-	-	-	$200,000
12th Street Two-Way Conversion - 112174	30,000	-	-	-	-	$30,000
Huff Road Complete Street - 112175	708,028	-	-	-	-	$708,028
Sr260/Sr42 Intersection Realignment - 112176	350,000	-	-	-	-	$350,000
Moores Mill Road Extn - 112186	800,000	-	-	-	-	$800,000
Juniper St Bicycle/Ped Fac - 112503	1,272,785	-	-	-	-	$1,272,785
10TH STREET TCC	240,000	-	-	-	-	$240,000
MONROE DRIVE TCC.	720,000	-	-	-	-	$720,000
PIEDMT & LINDEN AVE	65,000	-	-	-	-	$65,000
10TH ST SIGNAL UPG	120,000	-	-	-	-	$120,000
N. HIGHLAND & INMAN	65,000	-	-	-	-	$65,000
ROXBORO RD TCC	260,000	-	-	-	-	$260,000
CHESHIRE BRIDGE & LENOX	60,000	-	-	-	-	$60,000
PEACHTREE ST TCC	1,211,400	-	-	-	-	$1,211,400
NORTH AVE & SOMERSET	65,000	-	-	-	-	$65,000
HOWELL MILL RD TCC	1,100,000	-	-	-	-	$1,100,000
PIEDMONT AVE TCC	260,000	-	-	-	-	$260,000
MT. PARAN & NORTHSIDE	750,000	-	-	-	-	$750,000
WIEUCA & PHIPPS BLVD	1,000,000	-	-	-	-	$1,000,000
Cleveland Ave Pedestrian Mobility Imp - 112723	210,000	-	-	-	-	$210,000
Atlanta Traffic Control Centers-ITS - 112725	113,495	-	-	-	-	$113,495
HUFF ROAD PROJECT	483,576	-	-	-	-	$483,576
Boulevard Pedestrian Improvements - 112744	210,000	-	-	-	-	$210,000
MLK Corridor Improvements - 112745	3,749,980	-	-	-	-	$3,749,980
Smart Lighting Pilot - 112746	810,388	-	-	-	-	$810,388
D.I.F.Admin-Transportation-City - 201053	1,830,053	-	-	-	-	$1,830,053
Sub-Total	$21,982,423	-	-	-	-	$21,982,423
Dept Of Parks & Recreation						
Comprehen Imps Major Pks, City-Wide - 101519	6,080	-	-	-	-	$6,080
Centennial Park Trail - 101643	250,000	-	-	-	-	$250,000
English Avenue Trail - 101644	100,000	-	-	-	-	$100,000
ADA Compliant - 112737	1,350,000	-	-	-	-	$1,350,000
System Improvement - 112738	2,778,887	-	-	-	-	$2,778,887
Green Space Pgm., Parks North - 201997	704,000	-	-	-	-	$704,000
Sub-Total	$5,188,967	-	-	-	-	$5,188,967

FY19 CAPITAL BUDGET STATUS
General Government Capital Fund

	FY19	FY20	FY21	FY22	FY23	Total
Department Of Fire Services						
Fire Station 13 - 100167	1,016	-	-	-	-	$1,016
Fire Station 22 Construction - 100170	148,427	-	-	-	-	$148,427
Fire Station 28 Construction - 100172	41,423	-	-	-	-	$41,423
Sub-Total	$190,867	-	-	-	-	$190,867
Department Of Police Services						
Police Academy Expansion - 101630	256,399	-	-	-	-	$256,399
Workspace-Police Special Operation Sec. - 101957	123,805	-	-	-	-	$123,805
New Zone 3 Precinct - 111450	181,702	-	-	-	-	$181,702
Admin.Development Recoupment Fees - 201072	284,000	-	-	-	-	$284,000
Sub-Total	$845,906	-	-	-	-	$845,906
Department of City Planning						
Admin.Development Recoupment Fees - 201072	37,655	-	-	-	-	$37,655
ARC CTP Funding Assistance Program - 212319	157,425	-	-	-	-	$157,425
Update To Impact Program And Fee Schedule - 212610	30,500	-	-	-	-	$30,500
Sub-Total	$225,580	-	-	-	-	$225,580
Total City Wide	$42,572,266	-	-	-	-	$42,572,266

FY19 CAPITAL BUDGET STATUS
Capital Finance Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	74,046,291	1,149,012	19,149	19,149	19,149	$75,252,750
Expenses	74,046,291	1,149,012	19,149	19,149	19,149	$75,252,750
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Miscellaneous Revenues	31,408,837	1,149,012	19,149	19,149	19,149	$32,615,296
Other Financing Sources	42,637,454	-	-	-	-	$42,637,454
Revenues	$74,046,291	$1,149,012	$19,149	$19,149	$19,149	$75,252,750
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Executive Offices	1,597,884	-	-	-	-	$1,597,884
Department Of Information Technology	3,681,062	550,000	-	-	-	$4,231,062
Department Of Corrections	698,249	39,012	19,149	19,149	19,149	$794,708
Department Of Finance	18,170,162	-	-	-	-	$18,170,162
Department Of Public Works	2,331,278	375,000	-	-	-	$2,706,278
Dept Of Parks & Recreation	11,506,210	-	-	-	-	$11,506,210
Judicial Agencies	1,198,490	-	-	-	-	$1,198,490
Non-Departmental	2,068,611	-	-	-	-	$2,068,611
Department Of Fire Services	3,292,957	-	-	-	-	$3,292,957
Department Of Police Services	6,835,027	-	-	-	-	$6,835,027
Department of City Planning	22,366,362	185,000	-	-	-	$22,551,362
Department Of Ethics	300,000	-	-	-	-	$300,000
Total City Wide	$74,046,291	$1,149,012	$19,149	$19,149	$19,149	$75,252,750

FY19 CAPITAL BUDGET STATUS
Capital Finance Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Executive Offices						
Default - 000000	298,504	-	-	-	-	$298,504
Oeam Repair & Maint Ada Comp - 111214	266,809	-	-	-	-	$266,809
Oeam Ch Infrastructure Repairs - 111215	683,733	-	-	-	-	$683,733
Citywide Restacking - 112288	200,367	-	-	-	-	$200,367
Coa Citywide Re-Stacking Project - 211595	148,470	-	-	-	-	$148,470
Sub-Total	$1,597,884	-	-	-	-	$1,597,884
Department Of Information Technology						
E-Discovery - 111451	4,753	-	-	-	-	$4,753
Oracle Upgrade - 111897	3,126,309	-	-	-	-	$3,126,309
Itsm-It Service Mgmt	550,000	550,000	-	-	-	$1,100,000
Sub-Total	$3,681,062	$550,000	-	-	-	$4,231,062
Department Of Corrections						
Default - 000000	76,788	-	-	-	-	$76,788
Cor Upgrades 2016 - 112522	125,275	-	-	-	-	$125,275
COR UPGRADES 2017	467,779	39,012	19,149	19,149	19,149	$564,238
Cor Repair & Maint 2012 - 211198	28,407	-	-	-	-	$28,407
Sub-Total	$698,249	$39,012	$19,149	$19,149	$19,149	$794,708
Department Of Finance						
DOF BUSINESS PROCESS TRAN	16,458,960	-	-	-	-	$16,458,960
BLS Upgrade DOF Revenue	1,711,202	-	-	-	-	$1,711,202
Sub-Total	$18,170,162	-	-	-	-	$18,170,162
Department Of Public Works						
Default - 000000	76,000	-	-	-	-	$76,000
East Atlanta Streetscapes - 100002	119,988	-	-	-	-	$119,988
Ralph David Abernathy Streetscapes - 102114	21,443	-	-	-	-	$21,443
Bicycle Route Sign & Marks - 110071	235,704	-	-	-	-	$235,704
LYNHURST SIDEWALK IMPROVEMENT - 110254	65,983	-	-	-	-	$65,983
Southwest Atlanta Sidewalks - 110264	3,873	-	-	-	-	$3,873
Sidewalks - Ada Ramps - 110820	678,874	-	-	-	-	$678,874
Memorial Drive Corridor - 111322	101,400	-	-	-	-	$101,400
Led Conversion Project - 112013	217,553	-	-	-	-	$217,553
District 8 - 112210	375,000	375,000	-	-	-	$750,000
BARGE ROAD	2,319	-	-	-	-	$2,319
BATTLE OF ATLANTA TRAIL	127,000	-	-	-	-	$127,000
HUFF ROAD PROJECT	112,904	-	-	-	-	$112,904
Gardenhills - 112778	30,000	-	-	-	-	$30,000
E-Buildar GSA - 112968	163,237	-	-	-	-	$163,237
Sub-Total	$2,331,278	$375,000	-	-	-	$2,706,278
Dept Of Parks & Recreation						
M.L. KING NATATORIUM	400,000	-	-	-	-	$400,000
Westside Quarry - 112998	11,000,000	-	-	-	-	$11,000,000
Dprca Repair & Maint Ada Comp - 211201	106,210	-	-	-	-	$106,210
Sub-Total	$11,506,210	-	-	-	-	$11,506,210
Judicial Agencies						
Default - 000000	340,590	-	-	-	-	$340,590
Case Management Syst - 112467	857,900	-	-	-	-	$857,900
Sub-Total	$1,198,490	-	-	-	-	$1,198,490

FY19 CAPITAL BUDGET STATUS
Capital Finance Fund

	FY19	FY20	FY21	FY22	FY23	Total
Non-Departmental						
Default - 000000	2,068,611	-	-	-	-	$2,068,611
Sub-Total	$2,068,611	-	-	-	-	$2,068,611
Department Of Fire Services						
Default - 000000	2,156,492	-	-	-	-	$2,156,492
FIRE STATION 22	800,000	-	-	-	-	$800,000
Afr Facilities Repair & Maint. - 211200	336,465	-	-	-	-	$336,465
Sub-Total	$3,292,957	-	-	-	-	$3,292,957
Department Of Police Services						
Default - 000000	553,371	-	-	-	-	$553,371
MOTOROLA P-12 UPGRADE	5,734,763	-	-	-	-	$5,734,763
Apd Facility Improvements 2012 - 211204	330,545	-	-	-	-	$330,545
Apd Reloca/Reno Cops/Cc - 211207	216,348	-	-	-	-	$216,348
Sub-Total	$6,835,027	-	-	-	-	$6,835,027
Department of City Planning						
OOB TECHNOLOGY INITIATIVE - 112953	5,000,000	-	-	-	-	$5,000,000
Safebuilt Georgia - 212644	3,333,365	-	-	-	-	$3,333,365
Atlas Geographic Data - 212646	608,000	-	-	-	-	$608,000
Fy18 Planning Initiatives	1,300,000	185,000	-	-	-	$1,485,000
Government District	1,491,983	-	-	-	-	$1,491,983
143 Alabama - 113000	10,633,015	-	-	-	-	$10,633,015
Sub-Total	$22,366,362	$185,000	-	-	-	$22,551,362
Department Of Ethics						
ETHICS E-FILING SYSTEM	300,000	-	-	-	-	$300,000
Sub-Total	$300,000	-	-	-	-	$300,000
Total City Wide	$74,046,291	$1,149,012	$19,149	$19,149	$19,149	$75,252,750

FY19 CAPITAL BUDGET STATUS
Special Assessment Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	1,252,738	-	-	-	-	$1,252,738
Expenses	1,252,738	-	-	-	-	$1,252,738
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Miscellaneous Revenues	1,252,738	-	-	-	-	$1,252,738
Revenues	$1,252,738	-	-	-	-	$1,252,738
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Department Of Public Works	66,380	-	-	-	-	$66,380
Department Of Watershed Management	1,180,989	-	-	-	-	$1,180,989
Department Of Police Services	5,369	-	-	-	-	$5,369
Total City Wide	$1,252,738	-	-	-	-	$1,252,738

FY19 CAPITAL BUDGET STATUS
Special Assessment Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Public Works						
Curb, Sidewalk & Gutter Construction - 100495	66,380	-	-	-	-	$66,380
Sub-Total	$66,380	-	-	-	-	$66,380
Department Of Watershed Management						
Sewer Construction - 100493	1,180,989	-	-	-	-	$1,180,989
Sub-Total	$1,180,989	-	-	-	-	$1,180,989
Department Of Police Services						
Private Property Demolition - 200497	5,369	-	-	-	-	$5,369
Sub-Total	$5,369	-	-	-	-	$5,369
Total City Wide	$1,252,738	-	-	-	-	$1,252,738

FY19 CAPITAL BUDGET STATUS
Solid Waste Management Fac Const Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	2,482,259	-	-	-	-	$2,482,259
Expenses	2,482,259	-	-	-	-	$2,482,259
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Miscellaneous Revenues	2,482,259	-	-	-	-	$2,482,259
Revenues	$2,482,259	-	-	-	-	$2,482,259
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Department Of Public Works	2,482,259	-	-	-	-	$2,482,259
Total City Wide	$2,482,259	-	-	-	-	$2,482,259

FY19 CAPITAL BUDGET STATUS
Solid Waste Management Fac Const Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Public Works						
DPW Post Closure Care	2,482,259	-	-	-	-	$2,482,259
Sub-Total	$2,482,259	-	-	-	-	$2,482,259
Total City Wide	$2,482,259	-	-	-	-	$2,482,259

FY19 CAPITAL BUDGET STATUS
Capital Asset - Finance Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	27,712,908	5,422,317	2,650,160	2,041,139	-	$37,826,524
Expenses	27,712,908	5,422,317	2,650,160	2,041,139	-	$37,826,524
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Miscellaneous Revenues	19,394,122	5,422,317	2,650,160	2,041,139	-	$29,507,738
Other Financing Sources	8,318,786	-	-	-	-	$8,318,786
Revenues	$27,712,908	$5,422,317	$2,650,160	$2,041,139	-	$37,826,524
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Department Of Public Works	758,000	-	-	-	-	$758,000
Dept Of Parks & Recreation	1,180,811	-	-	-	-	$1,180,811
Judicial Agencies	50,200	-	-	-	-	$50,200
Non-Departmental	15,553,927	5,422,317	2,650,160	2,041,139	-	$25,667,543
Department Of Fire Services	7,532,370	-	-	-	-	$7,532,370
Department Of Police Services	2,604,000	-	-	-	-	$2,604,000
Department Of The Solicitor	33,600	-	-	-	-	$33,600
Total City Wide	$27,712,908	$5,422,317	$2,650,160	$2,041,139	-	$37,826,524

FY19 CAPITAL BUDGET STATUS
Capital Asset - Finance Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Public Works						
Default - 000000	758,000	-	-	-	-	$758,000
Sub-Total	$758,000	-	-	-	-	$758,000
Dept Of Parks & Recreation						
Default - 000000	1,180,811	-	-	-	-	$1,180,811
Sub-Total	$1,180,811	-	-	-	-	$1,180,811
Judicial Agencies						
Default - 000000	50,200	-	-	-	-	$50,200
Sub-Total	$50,200	-	-	-	-	$50,200
Non-Departmental						
Default - 000000	15,553,927	5,422,317	2,650,160	2,041,139	-	$25,667,543
Sub-Total	$15,553,927	$5,422,317	$2,650,160	$2,041,139	-	$25,667,543
Department Of Fire Services						
Default - 000000	7,532,370	-	-	-	-	$7,532,370
Sub-Total	$7,532,370	-	-	-	-	$7,532,370
Department Of Police Services						
Default - 000000	2,604,000	-	-	-	-	$2,604,000
Sub-Total	$2,604,000	-	-	-	-	$2,604,000
Department Of The Solicitor						
Default - 000000	33,600	-	-	-	-	$33,600
Sub-Total	$33,600	-	-	-	-	$33,600
Total City Wide	$27,712,908	$5,422,317	$2,650,160	$2,041,139	-	$37,826,524

FY19 CAPITAL BUDGET STATUS
Capital Finance-Recovery Zone (Eco. Dev.) Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	103,823	100,000	-	-	-	$203,823
Expenses	103,823	100,000	-	-	-	$203,823
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Miscellaneous Revenues	103,823	100,000	-	-	-	$203,823
Revenues	$103,823	$100,000	-	-	-	$203,823
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Department Of Public Works	103,823	100,000	-	-	-	$203,823
Total City Wide	$103,823	$100,000	-	-	-	$203,823

FY19 CAPITAL BUDGET STATUS
Capital Finance-Recovery Zone (Eco. Dev.) Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Public Works						
Rec Zone Economic Dev Bond - 111318	103,823	100,000	-	-	-	$203,823
Sub-Total	$103,823	$100,000	-	-	-	$203,823
Total City Wide	$103,823	$100,000	-	-	-	$203,823

FY19 CAPITAL BUDGET STATUS
2002 Traffic Court Facility Bond

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	147,890	-	-	-	-	$147,890
Expenses	147,890	-	-	-	-	$147,890
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Miscellaneous Revenues	147,890	-	-	-	-	$147,890
Revenues	$147,890	-	-	-	-	$147,890
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Non-Departmental	147,890	-	-	-	-	$147,890
Total City Wide	$147,890	-	-	-	-	$147,890

FY19 CAPITAL BUDGET STATUS
2002 Traffic Court Facility Bond

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Non-Departmental						
Default - 000000	147,890	-	-	-	-	$147,890
Sub-Total	$147,890	-	-	-	-	$147,890
Total City Wide	$147,890	-	-	-	-	$147,890

FY19 CAPITAL BUDGET STATUS
Bond Sinking Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	40,829,082	41,436,925	41,759,764	37,789,199	26,296,542	$188,111,512
Expenses	40,829,082	41,436,925	41,759,764	37,789,199	26,296,542	$188,111,512
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Taxes	40,822,895	41,436,925	41,759,764	37,789,199	26,296,542	$188,105,325
Investment Income	6,187	-	-	-	-	$6,187
Revenues	$40,829,082	$41,436,925	$41,759,764	$37,789,199	$26,296,542	$188,111,512
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Non-Departmental	40,829,082	41,436,925	41,759,764	37,789,199	26,296,542	$188,111,512
Total City Wide	$40,829,082	$41,436,925	$41,759,764	$37,789,199	$26,296,542	$188,111,512

FY19 CAPITAL BUDGET STATUS
Bond Sinking Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Non-Departmental						
Default - 000000	40,829,082	41,436,925	41,759,764	37,789,199	26,296,542	$188,111,512
Sub-Total	$40,829,082	$41,436,925	$41,759,764	$37,789,199	$26,296,542	$188,111,512
Total City Wide	$40,829,082	$41,436,925	$41,759,764	$37,789,199	$26,296,542	$188,111,512

FY19 CAPITAL BUDGET STATUS
Water & Wastewater Renewal & Extension Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	443,357,396	174,701,352	66,517,851	80,767,656	9,499,869	$774,844,124
Expenses	443,357,396	174,701,352	66,517,851	80,767,656	9,499,869	$774,844,124
Total Revenues Over(Under) Expenses	-	-	-	-	-	-

ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Intergovernmental Revenues	20,000,000	-	-	-	-	$20,000,000
Charges For Services	4,500,000	-	-	-	-	$4,500,000
Investment Income	3,545,000	-	-	-	-	$3,545,000
Miscellaneous Revenues	165,945,899	174,701,352	66,517,851	80,767,656	9,499,869	$497,432,627
Other Financing Sources	249,366,498	-	-	-	-	$249,366,498
Revenues	$443,357,396	$174,701,352	$66,517,851	$80,767,656	$9,499,869	$774,844,124

APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Executive Offices	796,055	-	-	-	-	$796,055
Department Of Information Technology	1	-	-	-	-	$1
Department Of Finance	21,372,744	-	-	-	-	$21,372,744
Department Of Watershed Management	344,462,835	174,701,352	66,517,851	35,767,656	9,499,869	$630,949,563
Non-Departmental	76,725,761	-	-	45,000,000	-	$121,725,761
Total City Wide	$443,357,396	$174,701,352	$66,517,851	$80,767,656	$9,499,869	$774,844,124

FY19 CAPITAL BUDGET STATUS
Water & Wastewater Renewal & Extension Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Executive Offices						
Default - 000000	796,055	-	-	-	-	$796,055
Sub-Total	$796,055	-	-	-	-	$796,055
Department Of Information Technology						
E-Discovery - 111451	1	-	-	-	-	$1
Sub-Total	$1	-	-	-	-	$1
Department Of Finance						
Surcharge Reserve Project - 110551	21,372,744	-	-	-	-	$21,372,744
Sub-Total	$21,372,744	-	-	-	-	$21,372,744
Department Of Watershed Management						
Default - 000000	45,834,331	-	-	-	-	$45,834,331
Development, North Area Treatment Plant - 100599	1	-	-	-	-	$1
Water Mains, Various Locations - 100395	1,375,657	-	-	-	-	$1,375,657
Phosphorous Reduction Fac, Utoy Creek - 100736	1,109,113	-	-	-	-	$1,109,113
Phosphorous Reduction Fac, R.M. Clayton - 100737	5,172,993	-	-	-	-	$5,172,993
Program Management-Year 3 - 102335	8,487,249	7,000,000	-	-	-	$15,487,249
Public Health Security-Water - 102366	146,260	-	-	-	-	$146,260
Public Health Security- Wastewater - 102367	115,500	-	-	-	-	$115,500
Sewer Group 2 Rehabilitation - 102445	750,734	-	-	-	-	$750,734
Raw Water Transmission Mains - 102474	3,120,549	3,000,000	-	-	-	$6,120,549
Sanitary Sewer-Annual Contract - 102506	4,262,333	2,000,000	-	-	-	$6,262,333
Sses Sewer Groups - 102652	3,204,583	-	-	-	-	$3,204,583
Small Meter Installation (New Meters) - 102658	2,900,000	-	-	-	-	$2,900,000
Repair & Replace Large Water Meters - 102664	7,793,826	-	-	-	-	$7,793,826
Clean Water Atlanta, Flint River - 102675	1,129,820	-	-	-	-	$1,129,820
Clean Water Atlanta, R.M. Clayton - 102676	1,695,084	-	-	-	-	$1,695,084
Peachtree Basin Cap Relief - 110846	18,907,195	18,907,194	-	-	-	$37,814,389
Utilities Gdot & Municipal - 110893	3,000,000	3,000,000	751,390	-	-	$6,751,390
Dwm Atlanta Streetcar - 111167	0	-	-	-	-	$0
Land Support Services Project - 111194	40	-	-	-	-	$40
Custer Ave Cso Cap Relief - 111415	5,000,018	8,000,000	10,000,000	10,000,000	9,499,869	$42,499,887
Clear Creek Cso-Improvements - 111432	35,460	-	-	-	-	$35,460
Ne Quadrant Water System Imp. - 111443	156,750	-	-	-	-	$156,750
Intrenchment Creek Wrc Dec S/S - 111468	6,000,000	5,000,000	5,000,000	5,000,000	-	$21,000,000
Hemphill Res #1 Embank Rep - 111469	2,015,093	-	-	-	-	$2,015,093
Lake Forrest Dam Improvement - 111605	833,280	833,280	-	-	-	$1,666,560
Odor Mitigation Study - 111607	0	-	-	-	-	$0
Wpp-Nancy Creek Basin - 111613	75,769	75,769	-	-	-	$151,538
W'Shed Impr Prog Plan & Des - 111614	894,670	-	-	-	-	$894,670
South River Wrc Various Grp 1 - 111635	73,902	-	-	-	-	$73,902
Hartsfield Manifold Improvements - 111636	5,798,810	-	-	-	-	$5,798,810
Dwm Fac & Struc.Site Impr - 111640	2,588,656	-	-	-	-	$2,588,656
Treatment Fac Various Projects - 111652	2,906,487	2,000,000	-	-	-	$4,906,487
Rmc Compliance Upgrades 3 - 111674	12,746,805	-	-	-	-	$12,746,805
W'Shed Impr Plan & Design Sccs - 111688	5,000,000	2,298,739	-	-	-	$7,298,739
Cso Various Projects - 111697	14	-	-	-	-	$14
Dwm It Infrastructure Upgrade - 111713	2,400,000	-	-	-	-	$2,400,000
Cmms A & Amips - 111733	8	-	-	-	-	$8
Raw Water Delivery Program - 111736	40,000,000	19,388,882	-	-	-	$59,388,882

FY19 CAPITAL BUDGET STATUS
Water & Wastewater Renewal & Extension Fund

	FY19	FY20	FY21	FY22	FY23	Total
Csos. Fac. Comp. Improv. Proj. - 111741	10,000,000	10,000,000	10,000,000	9,513,771	-	$39,513,771
Downtown H2o Storage Tanks & Pd - 111815	5,000,000	12,000,000	12,000,000	9,253,885	-	$38,253,885
Consent Decree Rehab Comp Sewer Group - 111881	299,032	-	-	-	-	$299,032
Sewer Capacity Relief - 111925	7,000,000	7,126,156	-	-	-	$14,126,156
Distribution System R & R - 111948	5,000,000	5,000,000	-	-	-	$10,000,000
Dwm Vehicle & Heavy Equipment - 112157	13,946,870	-	-	-	-	$13,946,870
Up Proctor Creek Cap Relief - 112164	20,000,000	7,871,332	-	-	-	$27,871,332
Peyton Center - 112201	122,800	-	-	-	-	$122,800
Utoy Creek Cso Various Projects - 112253	1,342,729	-	-	-	-	$1,342,729
Sewer Group Ii - 112264	8,000,000	8,000,000	3,802,996	-	-	$19,802,996
Cip A&E & Cm Services - 112308	12,000,000	15,000,000	10,983,824	-	-	$37,983,824
Facility Capital Maintenance - 112309	3,521,820	-	-	-	-	$3,521,820
Small Diameter Distribution System Rehad - 112517	5,000,000	5,000,000	7,475,572	-	-	$17,475,572
Sg3 Contracat C - 112530	8,000,000	8,000,000	3,304,069	-	-	$19,304,069
Most Phase 2 Stormwater - 112561	1,211,265	2,000,000	2,000,000	2,000,000	-	$7,211,265
SG3 Contr. D Rehab	10,000,000	10,000,000	-	-	-	$20,000,000
Water Distribution System Rehab Impro. - 112966	10,000,000	10,000,000	-	-	-	$20,000,000
Most Phase 3 Storm Water Projects - 112977	12,500,000	-	-	-	-	$12,500,000
RMC Digester Improv - 112985	10,400,000	-	-	-	-	$10,400,000
Atlanta Water Customer Rebate Program - 210059	126,227	200,000	200,000	-	-	$526,227
Dwm Water Surcharge - 210540	852,672	1,000,000	1,000,000	-	-	$2,852,672
Nancy Creek Assess & Odor Cnt. - 211775	8,430	-	-	-	-	$8,430
Small Business Development Program	200,000	-	-	-	-	$200,000
Asphaltic Concrete (Annual)	1,000,000	1,000,000	-	-	-	$2,000,000
Geo Tech Testing & Investigation	1,000,000	1,000,000	-	-	-	$2,000,000
Green INFRT. Challenge	2,400,000	-	-	-	-	$2,400,000
Sub-Total	$344,462,835	$174,701,352	$66,517,851	$35,767,656	$9,499,869	$630,949,563
Non-Departmental						
Default - 000000	68,439,367	-	-	-	-	$68,439,367
Reserve For Projects - 200118	8,286,394	-	-	-	-	$8,286,394
Restricted Reserves - 212591	-	-	-	45,000,000	-	$45,000,000
Sub-Total	$76,725,761	-	-	$45,000,000	-	$121,725,761
Total City Wide	$443,357,396	$174,701,352	$66,517,851	$80,767,656	$9,499,869	$774,844,124

FY19 CAPITAL BUDGET STATUS
2001 Water & Wastewater Bond Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	7,635,921	-	-	-	-	$7,635,921
Expenses	7,635,921	-	-	-	-	$7,635,921
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Miscellaneous Revenues	7,635,921	-	-	-	-	$7,635,921
Revenues	$7,635,921	-	-	-	-	$7,635,921
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Department Of Watershed Management	3,160,698	-	-	-	-	$3,160,698
Non-Departmental	4,475,223	-	-	-	-	$4,475,223
Total City Wide	$7,635,921	-	-	-	-	$7,635,921

FY19 CAPITAL BUDGET STATUS
2001 Water & Wastewater Bond Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Watershed Management						
Water Mains, Various Locations - 100395	434,507	-	-	-	-	$434,507
Sanitary Sewer-Annual Contract - 102506	100,617	-	-	-	-	$100,617
Rmc Compliance Upgrades 3 - 111674	2,625,574	-	-	-	-	$2,625,574
Sub-Total	$3,160,698	-	-	-	-	$3,160,698
Non-Departmental						
Default - 000000	1,958,899	-	-	-	-	$1,958,899
Reserve For Projects - 200118	2,516,324	-	-	-	-	$2,516,324
Sub-Total	$4,475,223	-	-	-	-	$4,475,223
Total City Wide	$7,635,921	-	-	-	-	$7,635,921

FY19 CAPITAL BUDGET STATUS
2004 Water & Wastewater Bond Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	1,309,918	-	-	-	-	$1,309,918
Expenses	1,309,918	-	-	-	-	$1,309,918
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Miscellaneous Revenues	1,309,918	-	-	-	-	$1,309,918
Revenues	$1,309,918	-	-	-	-	$1,309,918
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Department Of Watershed Management	1,309,918	-	-	-	-	$1,309,918
Total City Wide	$1,309,918	-	-	-	-	$1,309,918

FY19 CAPITAL BUDGET STATUS
2004 Water & Wastewater Bond Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Watershed Management						
Sewer Group 2 Rehabilitation - 102445	720,632	-	-	-	-	$720,632
Rm Clayton- Compliance Upgrades - 102462	188,790	-	-	-	-	$188,790
South River Basin Relief Projects - 102648	106,640	-	-	-	-	$106,640
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	123,594	-	-	-	-	$123,594
Land Support Services Project - 111194	9,068	-	-	-	-	$9,068
Rmc Compliance Upgrades 3 - 111674	93,602	-	-	-	-	$93,602
Sub-Total	$1,309,918	-	-	-	-	$1,309,918
Total City Wide	$1,309,918	-	-	-	-	$1,309,918

FY19 CAPITAL BUDGET STATUS
Special 1% Sales And Use Tax Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	125,000,000	-	-	-	-	$125,000,000
Expenses	125,000,000	-	-	-	-	$125,000,000
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Intergovernmental Revenues	125,000,000	-	-	-	-	$125,000,000
Revenues	$125,000,000	-	-	-	-	$125,000,000
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Non-Departmental	125,000,000	-	-	-	-	$125,000,000
Total City Wide	$125,000,000	-	-	-	-	$125,000,000

FY19 CAPITAL BUDGET STATUS
Special 1% Sales And Use Tax Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Non-Departmental						
Default - 000000	125,000,000	-	-	-	-	$125,000,000
Sub-Total	$125,000,000	-	-	-	-	$125,000,000
Total City Wide	$125,000,000	-	-	-	-	$125,000,000

FY19 CAPITAL BUDGET STATUS
Water & Wastewater Sinking Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	419,497,819	-	-	-	-	$419,497,819
Expenses	419,497,819	-	-	-	-	$419,497,819
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Investment Income	3,000,000	-	-	-	-	$3,000,000
Miscellaneous Revenues	192,368,028	-	-	-	-	$192,368,028
Other Financing Sources	224,129,791	-	-	-	-	$224,129,791
Revenues	$419,497,819	-	-	-	-	$419,497,819
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Non-Departmental	419,497,819	-	-	-	-	$419,497,819
Total City Wide	$419,497,819	-	-	-	-	$419,497,819

FY19 CAPITAL BUDGET STATUS
Water & Wastewater Sinking Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Non-Departmental						
Default - 000000	419,497,819	-	-	-	-	$419,497,819
Sub-Total	$419,497,819	-	-	-	-	$419,497,819
Total City Wide	$419,497,819	-	-	-	-	$419,497,819

FY19 CAPITAL BUDGET STATUS
Ser. 2009A Water & Wastewater Rev Bd Fd

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	63,761,140	14,777,125	-	-	-	$78,538,265
Expenses	63,761,140	14,777,125	-	-	-	$78,538,265
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Miscellaneous Revenues	63,761,140	14,777,125	-	-	-	$78,538,265
Revenues	$63,761,140	$14,777,125	-	-	-	$78,538,265
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Department Of Watershed Management	32,298,732	14,777,125	-	-	-	$47,075,857
Non-Departmental	31,462,408	-	-	-	-	$31,462,408
Total City Wide	$63,761,140	$14,777,125	-	-	-	$78,538,265

FY19 CAPITAL BUDGET STATUS
Ser. 2009A Water & Wastewater Rev Bd Fd

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Watershed Management						
General Improvements, C.T.P. - 100392	0	-	-	-	-	$0
Water Mains, Various Locations - 100395	512,648	-	-	-	-	$512,648
H.T.P., Reservoir Expansion - 100897	17,466	-	-	-	-	$17,466
Proctor Creek Basin - 101262	8,459	-	-	-	-	$8,459
Small Diameter Sewer Rehab - 102350	2,160,073	-	-	-	-	$2,160,073
Sewer Group 2 Rehabilitation - 102445	142,313	-	-	-	-	$142,313
Large Diameter Sewer Rehab - 102450	322,336	-	-	-	-	$322,336
Rm Clayton- Compliance Upgrades - 102462	203,415	-	-	-	-	$203,415
Electrical Switchgear Replacement - 102482	137,534	-	-	-	-	$137,534
Soil Remediation & Site Closure - 102656	1	-	-	-	-	$1
Small Meter Installation (New Meters) - 102658	738	-	-	-	-	$738
North Area Main Improvements - 102663	5,393,384	-	-	-	-	$5,393,384
Repair & Replace Large Water Meters - 102664	61,947	-	-	-	-	$61,947
South River Tunnel & Ps - 110345	2,346,017	-	-	-	-	$2,346,017
Peachtree Basin Cap Relief - 110846	4,125,190	-	-	-	-	$4,125,190
Utilities Gdot & Municipal - 110893	355,074	-	-	-	-	$355,074
Custer Ave Cso Cap Relief - 111415	394,180	-	-	-	-	$394,180
Rmc Compliance Upgrades 3 - 111674	5,000,000	7,777,125	-	-	-	$12,777,125
Clear Creek Cso - 112156	6,422,642	5,000,000	-	-	-	$11,422,642
Ami Smart Valve Program - 112973	2,000,000	2,000,000	-	-	-	$4,000,000
Emer. Sewer Repairs	2,695,315	-	-	-	-	$2,695,315
Sub-Total	$32,298,732	$14,777,125	-	-	-	$47,075,857
Non-Departmental						
Default - 000000	24,627,904	-	-	-	-	$24,627,904
Reserve For Projects - 200118	6,834,504	-	-	-	-	$6,834,504
Sub-Total	$31,462,408	-	-	-	-	$31,462,408
Total City Wide	$63,761,140	$14,777,125	-	-	-	$78,538,265

FY19 CAPITAL BUDGET STATUS
2015b Water Commerical Paper Program

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
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	$177,944,155
Total Revenues Over(Under) Expenses	-	-	-	-	-	-

ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Other Financing Sources	35,588,831	35,588,831	35,588,831	35,588,831	35,588,831	$177,944,155
Revenues	$35,588,831	$35,588,831	$35,588,831	$35,588,831	$35,588,831	$177,944,155

APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Department Of Watershed Management	35,588,831	35,588,831	35,588,831	35,588,831	35,588,831	$177,944,155
Total City Wide	$35,588,831	$35,588,831	$35,588,831	$35,588,831	$35,588,831	$177,944,155

FY19 CAPITAL BUDGET STATUS
2015b Water Commerical Paper Program

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Watershed Management						
Raw Water Delivery Program - 111736	35,588,831	35,588,831	35,588,831	35,588,831	35,588,831	$177,944,155
Sub-Total	$35,588,831	$35,588,831	$35,588,831	$35,588,831	$35,588,831	$177,944,155
Total City Wide	$35,588,831	$35,588,831	$35,588,831	$35,588,831	$35,588,831	$177,944,155

FY19 CAPITAL BUDGET STATUS
Airport Renewal And Extension Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	1,097,903,238	31,464,468	12,760,289	12,306,539	-	$1,154,434,534
Expenses	1,097,903,238	31,464,468	12,760,289	12,306,539	-	$1,154,434,534
Total Revenues Over(Under) Expenses	-	-	-	-	-	-

ANTICIPATIONS

REVENUE GROUP TOTALS	FY19	FY20	FY21	FY22	FY23	Total
Intergovernmental Revenues	126,623,065	-	-	-	-	$126,623,065
Miscellaneous Revenues	846,607,971	31,464,468	12,760,289	12,306,539	-	$903,139,267
Other Financing Sources	124,672,202	-	-	-	-	$124,672,202
Revenues	$1,097,903,238	$31,464,468	$12,760,289	$12,306,539	-	$1,154,434,534

APPROPRIATIONS

DEPARTMENT TOTALS	FY19	FY20	FY21	FY22	FY23	Total
Department Of Information Technology	1	-	-	-	-	$1
Department Of Law	3,614,675	-	-	-	-	$3,614,675
Department Of Aviation	740,108,735	31,464,468	12,760,289	12,306,539	-	$796,640,031
Non-Departmental	349,294,681	-	-	-	-	$349,294,681
Department Of Fire Services	3,812,240	-	-	-	-	$3,812,240
Department Of Police Services	1,072,907	-	-	-	-	$1,072,907
Total City Wide	$1,097,903,238	$31,464,468	$12,760,289	$12,306,539	-	$1,154,434,534

FY19 CAPITAL BUDGET STATUS
Airport Renewal And Extension Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Information Technology						
E-Discovery - 111451	1	-	-	-	-	$1
Sub-Total	$1	-	-	-	-	$1
Department Of Law						
Default - 000000	3,614,675	-	-	-	-	$3,614,675
Sub-Total	$3,614,675	-	-	-	-	$3,614,675
Department Of Aviation						
Default - 000000	91,314,443	-	-	-	-	$91,314,443
Aip 01 - 100033	8,170,994	-	-	-	-	$8,170,994
Hapeville Easement Program - 100312	12,974,324	3,249,676	-	-	-	$16,224,001
Terminal Improvements - 101352	295,554	-	-	-	-	$295,554
Capital Design & Mgmt/Design - 101948	402,147	-	-	-	-	$402,147
Maynard H Jackson International Terminal - 102798	5,000	-	-	-	-	$5,000
Planning & Development G&A - 102825	5,694,461	-	-	-	-	$5,694,461
Capital Design & Mgmt/Construction Mgmt - 102838	53,477	-	-	-	-	$53,477
Capital Design & Mgmt/Pgm Mgmt - 102839	248	-	-	-	-	$248
Central Administration - 102843	810,399	-	-	-	-	$810,399
Airfield Projects - 111300	45,568,483	-	-	-	-	$45,568,483
Terminal & Atrium Projects - 111301	82,905,606	4,787,666	3,116,011	2,662,261	-	$93,471,545
Concourse Projects - 111302	4,948,186	-	-	-	-	$4,948,186
Agts System Projects - 111303	5,448,931	-	-	-	-	$5,448,931
Other Facility Projects - 111304	220,034,161	2,073,799	-	-	-	$222,107,960
Parking And Ground Transportation - 111306	21,524,213	-	-	-	-	$21,524,213
Airport Wide Projects - 111307	1,871,128	-	-	-	-	$1,871,128
Other Direct Costs Project - 111310	185,752,385	9,644,277	9,644,277	9,644,277	-	$214,685,216
Noise Insulation Program - 210816	39,888,964	11,674,740	-	-	-	$51,563,705
Non-Capital Projects - 211312	11,834,241	34,309	-	-	-	$11,868,550
Airport Tma/Employer Serv - 211994	214,700	-	-	-	-	$214,700
Airport Tma/Employer Ser-C.Match - 212006	396,690	-	-	-	-	$396,690
Sub-Total	$740,108,735	$31,464,468	$12,760,289	$12,306,539	-	$796,640,031
Non-Departmental						
Default - 000000	349,294,681	-	-	-	-	$349,294,681
Sub-Total	$349,294,681	-	-	-	-	$349,294,681
Department Of Fire Services						
Default - 000000	3,812,240	-	-	-	-	$3,812,240
Sub-Total	$3,812,240	-	-	-	-	$3,812,240
Department Of Police Services						
Default - 000000	1,072,907	-	-	-	-	$1,072,907
Sub-Total	$1,072,907	-	-	-	-	$1,072,907
Total City Wide	$1,097,903,238	$31,464,468	$12,760,289	$12,306,539	-	$1,154,434,534

FY19 CAPITAL BUDGET STATUS
Airport Passenger Facility Charge Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	920,308,586	31,633,065	12,569,372	2,200,000	-	$966,711,023
Expenses	920,308,586	31,633,065	12,569,372	2,200,000	-	$966,711,023
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Charges For Services	206,000,000	-	-	-	-	$206,000,000
Investment Income	4,857,178	-	-	-	-	$4,857,178
Miscellaneous Revenues	609,520,305	31,633,065	12,569,372	2,200,000	-	$655,922,742
Other Financing Sources	99,931,103	-	-	-	-	$99,931,103
Revenues	$920,308,586	$31,633,065	$12,569,372	$2,200,000	-	$966,711,023
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Department Of Aviation	434,936,301	31,633,065	12,569,372	2,200,000	-	$481,338,737
Non-Departmental	485,372,285	-	-	-	-	$485,372,285
Total City Wide	$920,308,586	$31,633,065	$12,569,372	$2,200,000	-	$966,711,023

FY19 CAPITAL BUDGET STATUS
Airport Passenger Facility Charge Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Aviation						
Default - 000000	34,832,202	-	-	-	-	$34,832,202
N. Term Dev Area Roads - 100304	1,322,619	-	-	-	-	$1,322,619
Terminal Improvements - 101352	40,614	-	-	-	-	$40,614
Airfield Projects - 111300	86,905,143	21,705,483	5,119,372	-	-	$113,729,998
Terminal & Atrium Projects - 111301	147,941,168	2,200,000	2,200,000	2,200,000	-	$154,541,168
Concourse Projects - 111302	15,631,543	-	-	-	-	$15,631,543
Other Facility Projects - 111304	7,498,000	-	-	-	-	$7,498,000
Parking And Ground Transportation - 111306	128,000,000	5,250,000	5,250,000	-	-	$138,500,000
Airport Wide Projects - 111307	2,792,770	-	-	-	-	$2,792,770
Noise Insulation Program - 210816	9,972,242	2,477,582	-	-	-	$12,449,823
Sub-Total	$434,936,301	$31,633,065	$12,569,372	$2,200,000	-	$481,338,737
Non-Departmental						
Default - 000000	485,372,285	-	-	-	-	$485,372,285
Sub-Total	$485,372,285	-	-	-	-	$485,372,285
Total City Wide	$920,308,586	$31,633,065	$12,569,372	$2,200,000	-	$966,711,023

FY19 CAPITAL BUDGET STATUS
2000 Airport Revenue Bond Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	2,052,544	-	-	-	-	$2,052,544
Expenses	2,052,544	-	-	-	-	$2,052,544
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Miscellaneous Revenues	2,052,544	-	-	-	-	$2,052,544
Revenues	$2,052,544	-	-	-	-	$2,052,544
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Department Of Aviation	1,581,702	-	-	-	-	$1,581,702
Non-Departmental	470,842	-	-	-	-	$470,842
Total City Wide	$2,052,544	-	-	-	-	$2,052,544

FY19 CAPITAL BUDGET STATUS
2000 Airport Revenue Bond Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Aviation						
Eip-Gp Substation Relocation & Nwk - 102802	1,581,638	-	-	-	-	$1,581,638
Capital Design & Mgmt/Design - 102837	64	-	-	-	-	$64
Sub-Total	$1,581,702	-	-	-	-	$1,581,702
Non-Departmental						
Default - 000000	470,842	-	-	-	-	$470,842
Sub-Total	$470,842	-	-	-	-	$470,842
Total City Wide	$2,052,544	-	-	-	-	$2,052,544

FY19 CAPITAL BUDGET STATUS
2004 Airport Pfc Bond Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	1,265	-	-	-	-	$1,265
Expenses	1,265	-	-	-	-	$1,265
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Miscellaneous Revenues	1,265	-	-	-	-	$1,265
Revenues	$1,265	-	-	-	-	$1,265
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Non-Departmental	1,265	-	-	-	-	$1,265
Total City Wide	$1,265	-	-	-	-	$1,265

FY19 CAPITAL BUDGET STATUS
2004 Airport Pfc Bond Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Non-Departmental						
Default - 000000	1,265	-	-	-	-	$1,265
Sub-Total	$1,265	-	-	-	-	$1,265
Total City Wide	$1,265	-	-	-	-	$1,265

FY19 CAPITAL BUDGET STATUS
2004 Airport Revenue Bond Fund F-K

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	1,188,722	-	-	-	-	$1,188,722
Expenses	1,188,722	-	-	-	-	$1,188,722
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Miscellaneous Revenues	1,188,722	-	-	-	-	$1,188,722
Revenues	$1,188,722	-	-	-	-	$1,188,722
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Non-Departmental	1,188,722	-	-	-	-	$1,188,722
Total City Wide	$1,188,722	-	-	-	-	$1,188,722

FY19 CAPITAL BUDGET STATUS
2004 Airport Revenue Bond Fund F-K

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Non-Departmental						
Default - 000000	1,188,722	-	-	-	-	$1,188,722
Sub-Total	$1,188,722	-	-	-	-	$1,188,722
Total City Wide	$1,188,722	-	-	-	-	$1,188,722

FY19 CAPITAL BUDGET STATUS
Conrac Customer Service Fac Ch

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	104,243,099	-	-	-	-	$104,243,099
Expenses	104,243,099	-	-	-	-	$104,243,099
Total Revenues Over(Under) Expenses	-	-	-	-	-	-

ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Charges For Services	39,510,000	-	-	-	-	$39,510,000
Investment Income	97,000	-	-	-	-	$97,000
Miscellaneous Revenues	46,630,548	-	-	-	-	$46,630,548
Other Financing Sources	18,005,551	-	-	-	-	$18,005,551
Revenues	$104,243,099	-	-	-	-	$104,243,099

APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Department Of Aviation	10,444,690	-	-	-	-	$10,444,690
Non-Departmental	93,798,409	-	-	-	-	$93,798,409
Total City Wide	$104,243,099	-	-	-	-	$104,243,099

FY19 CAPITAL BUDGET STATUS
Conrac Customer Service Fac Ch

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Aviation						
Default - 000000	9,444,690	-	-	-	-	$9,444,690
Other Facility Projects - 111304	1,000,000	-	-	-	-	$1,000,000
Sub-Total	$10,444,690	-	-	-	-	$10,444,690
Non-Departmental						
Default - 000000	93,798,409	-	-	-	-	$93,798,409
Sub-Total	$93,798,409	-	-	-	-	$93,798,409
Total City Wide	$104,243,099	-	-	-	-	$104,243,099

FY19 CAPITAL BUDGET STATUS
Airport Fac Revenue Bond Sinking Fd

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	496,087,459	-	-	-	-	$496,087,459
Expenses	496,087,459	-	-	-	-	$496,087,459
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Other Financing Sources	496,087,459	-	-	-	-	$496,087,459
Revenues	$496,087,459	-	-	-	-	$496,087,459
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Non-Departmental	496,087,459	-	-	-	-	$496,087,459
Total City Wide	$496,087,459	-	-	-	-	$496,087,459

FY19 CAPITAL BUDGET STATUS
Airport Fac Revenue Bond Sinking Fd

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Non-Departmental						
Default - 000000	496,087,459	-	-	-	-	$496,087,459
Sub-Total	$496,087,459	-	-	-	-	$496,087,459
Total City Wide	$496,087,459	-	-	-	-	$496,087,459

FY19 CAPITAL BUDGET STATUS
2010A Bond General Airport Revenue

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	2,807,779	-	-	-	-	$2,807,779
Expenses	2,807,779	-	-	-	-	$2,807,779
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Miscellaneous Revenues	2,807,779	-	-	-	-	$2,807,779
Revenues	$2,807,779	-	-	-	-	$2,807,779
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Non-Departmental	2,807,779	-	-	-	-	$2,807,779
Total City Wide	$2,807,779	-	-	-	-	$2,807,779

FY19 CAPITAL BUDGET STATUS
2010A Bond General Airport Revenue

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Non-Departmental						
Default - 000000	2,807,779	-	-	-	-	$2,807,779
Sub-Total	$2,807,779	-	-	-	-	$2,807,779
Total City Wide	$2,807,779	-	-	-	-	$2,807,779

FY19 CAPITAL BUDGET STATUS
2010B Bd Pfc & Sub Lien Gen Rev

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	460	-	-	-	-	$460
Expenses	460	-	-	-	-	$460
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Miscellaneous Revenues	460	-	-	-	-	$460
Revenues	$460	-	-	-	-	$460
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Non-Departmental	460	-	-	-	-	$460
Total City Wide	$460	-	-	-	-	$460

FY19 CAPITAL BUDGET STATUS
2010B Bd Pfc & Sub Lien Gen Rev

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Non-Departmental						
Default - 000000	460	-	-	-	-	$460
Sub-Total	$460	-	-	-	-	$460
Total City Wide	$460	-	-	-	-	$460

FY19 CAPITAL BUDGET STATUS
Airport Commercial Paper Series 2010A/B

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	19,003,826	1,814,075	-	-	-	$20,817,901
Expenses	19,003,826	1,814,075	-	-	-	$20,817,901
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Miscellaneous Revenues	19,003,826	1,814,075	-	-	-	$20,817,901
Revenues	$19,003,826	$1,814,075	-	-	-	$20,817,901
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Department Of Aviation	14,887,412	1,814,075	-	-	-	$16,701,488
Non-Departmental	4,116,413	-	-	-	-	$4,116,413
Total City Wide	$19,003,826	$1,814,075	-	-	-	$20,817,901

FY19 CAPITAL BUDGET STATUS
Airport Commercial Paper Series 2010A/B

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Aviation						
Terminal Improvements - 101352	14,887,412	1,814,075	-	-	-	$16,701,488
Sub-Total	$14,887,412	$1,814,075	-	-	-	$16,701,488
Non-Departmental						
Default - 000000	4,116,413	-	-	-	-	$4,116,413
Sub-Total	$4,116,413	-	-	-	-	$4,116,413
Total City Wide	$19,003,826	$1,814,075	-	-	-	$20,817,901

FY19 CAPITAL BUDGET STATUS
2012A Bond General Airport Revenue

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	13,537,604	499,136	-	-	-	$14,036,740
Expenses	13,537,604	499,136	-	-	-	$14,036,740
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Miscellaneous Revenues	13,537,604	499,136	-	-	-	$14,036,740
Revenues	$13,537,604	$499,136	-	-	-	$14,036,740
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Department Of Aviation	6,536,082	499,136	-	-	-	$7,035,218
Non-Departmental	7,001,522	-	-	-	-	$7,001,522
Total City Wide	$13,537,604	$499,136	-	-	-	$14,036,740

FY19 CAPITAL BUDGET STATUS
2012A Bond General Airport Revenue

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Aviation						
Concourse Projects - 111302	6,416,886	499,136	-	-	-	$6,916,022
Other Direct Costs Project - 111310	119,196	-	-	-	-	$119,196
Sub-Total	$6,536,082	$499,136	-	-	-	$7,035,218
Non-Departmental						
Default - 000000	7,001,522	-	-	-	-	$7,001,522
Sub-Total	$7,001,522	-	-	-	-	$7,001,522
Total City Wide	$13,537,604	$499,136	-	-	-	$14,036,740

FY19 CAPITAL BUDGET STATUS
2012C Bond General Airport Revenue

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	36,337,700	1,206,789	-	-	-	$37,544,489
Expenses	36,337,700	1,206,789	-	-	-	$37,544,489
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Miscellaneous Revenues	36,337,700	1,206,789	-	-	-	$37,544,489
Revenues	$36,337,700	$1,206,789	-	-	-	$37,544,489
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Department Of Aviation	22,541,174	1,206,789	-	-	-	$23,747,963
Non-Departmental	13,796,526	-	-	-	-	$13,796,526
Total City Wide	$36,337,700	$1,206,789	-	-	-	$37,544,489

FY19 CAPITAL BUDGET STATUS
2012C Bond General Airport Revenue

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Aviation						
Concourse Projects - 111302	21,819,779	1,206,789	-	-	-	$23,026,567
Other Direct Costs Project - 111310	721,396	-	-	-	-	$721,396
Sub-Total	$22,541,174	$1,206,789	-	-	-	$23,747,963
Non-Departmental						
Default - 000000	13,796,526	-	-	-	-	$13,796,526
Sub-Total	$13,796,526	-	-	-	-	$13,796,526
Total City Wide	$36,337,700	$1,206,789	-	-	-	$37,544,489

FY19 CAPITAL BUDGET STATUS
Doa Series 2015 Commerical Paper Program

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	334,531,727	-	-	-	-	$334,531,727
Expenses	334,531,727	-	-	-	-	$334,531,727
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Other Financing Sources	334,531,727	-	-	-	-	$334,531,727
Revenues	$334,531,727	-	-	-	-	$334,531,727
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Department Of Aviation	298,838,507	-	-	-	-	$298,838,507
Non-Departmental	35,693,220	-	-	-	-	$35,693,220
Total City Wide	$334,531,727	-	-	-	-	$334,531,727

FY19 CAPITAL BUDGET STATUS
Doa Series 2015 Commerical Paper Program

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Aviation						
Terminal & Atrium Projects - 111301	298,838,507	-	-	-	-	$298,838,507
Sub-Total	$298,838,507	-	-	-	-	$298,838,507
Non-Departmental						
Default - 000000	35,693,220	-	-	-	-	$35,693,220
Sub-Total	$35,693,220	-	-	-	-	$35,693,220
Total City Wide	$334,531,727	-	-	-	-	$334,531,727

FY19 CAPITAL BUDGET STATUS
Doa Series 2016 Bond Anticipation Notes (Ban)

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	209,758,559	69,919,520	-	-	-	$279,678,079
Expenses	209,758,559	69,919,520	-	-	-	$279,678,079
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Investment Income	2,036,585	1,018,293	-	-	-	$3,054,878
Miscellaneous Revenues	207,721,974	68,901,227	-	-	-	$276,623,201
Revenues	$209,758,559	$69,919,520	-	-	-	$279,678,079
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Department Of Aviation	209,758,559	69,919,520	-	-	-	$279,678,079
Total City Wide	$209,758,559	$69,919,520	-	-	-	$279,678,079

FY19 CAPITAL BUDGET STATUS
Doa Series 2016 Bond Anticipation Notes (Ban)

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Aviation						
Terminal & Atrium Projects - 111301	37,756,541	12,585,514	-	-	-	$50,342,054
Parking And Ground Transportation - 111306	172,002,019	57,334,006	-	-	-	$229,336,025
Sub-Total	$209,758,559	$69,919,520	-	-	-	$279,678,079
Total City Wide	$209,758,559	$69,919,520	-	-	-	$279,678,079

FY19 CAPITAL BUDGET STATUS
City Plaza R & E Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	2,040,042	-	-	-	-	$2,040,042
Expenses	2,040,042	-	-	-	-	$2,040,042
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Miscellaneous Revenues	2,040,042	-	-	-	-	$2,040,042
Revenues	$2,040,042	-	-	-	-	$2,040,042
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Department Of Human Resources	2,040,042	-	-	-	-	$2,040,042
Total City Wide	$2,040,042	-	-	-	-	$2,040,042

FY19 CAPITAL BUDGET STATUS
City Plaza R & E Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Human Resources						
Coa Wellness Center - 112538	2,040,042	-	-	-	-	$2,040,042
Sub-Total	$2,040,042	-	-	-	-	$2,040,042
Total City Wide	$2,040,042	-	-	-	-	$2,040,042

FY19 CAPITAL BUDGET STATUS
2017A/B AURA Refunding Downtown Parking Project

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	18,225,912	-	-	-	-	$18,225,912
Expenses	18,225,912	-	-	-	-	$18,225,912
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Miscellaneous Revenues	18,225,912	-	-	-	-	$18,225,912
Revenues	$18,225,912	-	-	-	-	$18,225,912
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Non-Departmental	18,225,912	-	-	-	-	$18,225,912
Total City Wide	$18,225,912	-	-	-	-	$18,225,912

FY19 CAPITAL BUDGET STATUS
2017A/B AURA Refunding Downtown Parking Project

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Non-Departmental						
Default - 000000	18,225,912	-	-	-	-	$18,225,912
Sub-Total	$18,225,912	-	-	-	-	$18,225,912
Total City Wide	$18,225,912	-	-	-	-	$18,225,912

FY19 CAPITAL BUDGET STATUS
Doa Series 2016 F-G Commerical Paper Program

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	112,500,000	112,500,000	-	-	-	$225,000,000
Expenses	112,500,000	112,500,000	-	-	-	$225,000,000
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Other Financing Sources	112,500,000	112,500,000	-	-	-	$225,000,000
Revenues	$112,500,000	$112,500,000	-	-	-	$225,000,000
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Department Of Aviation	112,500,000	112,500,000	-	-	-	$225,000,000
Total City Wide	$112,500,000	$112,500,000	-	-	-	$225,000,000

FY19 CAPITAL BUDGET STATUS
Doa Series 2016 F-G Commerical Paper Program

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Department Of Aviation						
Airfield Projects - 111300	5,000,000	5,000,000	-	-	-	$10,000,000
Concourse Projects - 111302	107,500,000	107,500,000	-	-	-	$215,000,000
Sub-Total	$112,500,000	$112,500,000	-	-	-	$225,000,000
Total City Wide	$112,500,000	$112,500,000	-	-	-	$225,000,000


RESURGENS
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1865
ATLANTA GA

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 Block Grant 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 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.


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ATLANTA GA

FY19 CAPITAL BUDGET STATUS
Community Development Block Grant Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	7,714,926	1,211,546	46,025	-	-	$8,972,496
Expenses	7,714,926	1,211,546	46,025	-	-	$8,972,496
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Intergovernmental Revenues	7,714,926	1,211,546	46,025	-	-	$8,972,496
Revenues	$7,714,926	$1,211,546	$46,025	-	-	$8,972,496
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Executive Offices	1,681,211	150,000	-	-	-	$1,831,211
Department Of Finance	672,658	-	-	-	-	$672,658
Department Of Public Works	171,496	-	-	-	-	$171,496
Dept Of Parks & Recreation	1,427,381	-	-	-	-	$1,427,381
Judicial Agencies	32,349	-	-	-	-	$32,349
Department Of Police Services	783,003	-	-	-	-	$783,003
Department of City Planning	2,946,828	1,061,546	46,025	-	-	$4,054,398
Total City Wide	$7,714,926	$1,211,546	$46,025	-	-	$8,972,496

FY19 CAPITAL BUDGET STATUS
Community Development Block Grant Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Executive Offices						
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
Hosea Feed The Hungry - 212063	180,000	-	-	-	-	$180,000
Feed The Hungry Budget 2015 Cd - 212103	10,431	-	-	-	-	$10,431
Project Intercnx-Bridge 2015 - 212116	5,653	-	-	-	-	$5,653
Caring Works, 2015 Es - 212123	23,618	-	-	-	-	$23,618
Transitional Housing Empl 2016 - 212380	10,000	-	-	-	-	$10,000
Hosea Feed The Hungry Renov 2016 - 212388	200,000	-	-	-	-	$200,000
Clear Point Tenancy & Budget 2016 - 212424	5,854	-	-	-	-	$5,854
Acss Rapid Re-Housing 2016 Es - 212429	110,375	-	-	-	-	$110,375
Proj Interconnections Hse Fst - 212441	125	-	-	-	-	$125
Community Based 2016 Cd - 212449	15,000	-	-	-	-	$15,000
Ohs Grant Admin 2016 Cd - 212587	41,983	-	-	-	-	$41,983
Targeted Outreach/2015 Es - 212736	725	-	-	-	-	$725
Covenant Community 2017 Es - 212822	40,000	-	-	-	-	$40,000
Hope Atlanta Outreach 2017 Es - 212829	25,828	-	-	-	-	$25,828
Hope Atl Resettle 2017 Es/Cd - 212830	105,523	-	-	-	-	$105,523
Odyssey Iii 2017 Cd - 212836	19,560	-	-	-	-	$19,560
Pcci Housing Placement 2017 Es - 212837	188,255	-	-	-	-	$188,255
Acf Hmls Prev 2017 Cd - 212846	14,058	-	-	-	-	$14,058
Crisis Shelter 2017 Es - 212849	10,997	-	-	-	-	$10,997
Upward 2017 Cd - 212864	22,100	-	-	-	-	$22,100
Veo Transition 2017 Cd - 212865	20,250	-	-	-	-	$20,250
Year Round Acad Enrch 2017 Cd - 212867	22,000	-	-	-	-	$22,000
St Judes'S 2017 Cd - 212912	33,250	-	-	-	-	$33,250
Big Bros Big Sis Ada 2017 Cd - 212914	-	50,000	-	-	-	$50,000
Hfth Buildg Renovation 2017 Cd - 212918	-	100,000	-	-	-	$100,000
Thomasville Parent 2017 Cd - 212924	56,000	-	-	-	-	$56,000
Westcare Bldg Renv 2017 Cd - 212927	73,844	-	-	-	-	$73,844
Cdbg Prog Admin Ohs 2017 Cd - 212932	130,000	-	-	-	-	$130,000
Pcci Rapd Rehousing 2017 Es/Cd - 212956	297,972	-	-	-	-	$297,972
Sub-Total	$1,681,211	$150,000	-	-	-	$1,831,211
Department Of Finance						
ESG ADMINISTRATION, 2015	15,340	-	-	-	-	$15,340
Mechanicsville Section 108 2016 - 212335	58,701	-	-	-	-	$58,701
Cdbg Prog Admin Ga 2017 Cd - 212929	97,617	-	-	-	-	$97,617
Cdbg Prog Admin Gs 2017 Cd - 212930	501,000	-	-	-	-	$501,000
Sub-Total	$672,658	-	-	-	-	$672,658
Department Of Public Works						
Barge Road Sidewalk 2015 Cd - 112166	171,496	-	-	-	-	$171,496
Sub-Total	$171,496	-	-	-	-	$171,496
Dept Of Parks & Recreation						
Pk Fairburn & Mays, 2015 Cd - 112167	540	-	-	-	-	$540
James Orange Park Cd-868 - 211148	1,872	-	-	-	-	$1,872
Playground Replace, 2013 Cdbg - 211582	124,992	-	-	-	-	$124,992
Ada Handicap Access Improvments 2014 Cd - 211841	4,230	-	-	-	-	$4,230
Playground Replacement 2015 - 212056	77,680	-	-	-	-	$77,680

FY19 CAPITAL BUDGET STATUS
Community Development Block Grant Fund

	FY19	FY20	FY21	FY22	FY23	Total
Ada Access Improvement 2016 - 212396	12,500	-	-	-	-	$12,500
Playground Replacement 2016 - 212397	254,087	-	-	-	-	$254,087
ADA Accessibility 2017 CD - 212913	651,481	-	-	-	-	$651,481
Playgrounds 2017 CD - 212923	300,000	-	-	-	-	$300,000
Sub-Total	$1,427,381	-	-	-	-	$1,427,381
Judicial Agencies						
Transition Ex-offenders 2017 - 212955	32,349	-	-	-	-	$32,349
Sub-Total	$32,349	-	-	-	-	$32,349
Department Of Police Services						
Code Enf. Hsing Code Insp 2015 - 212038	2,406	-	-	-	-	$2,406
CODE INSPECTION, 2016 CD	38,412	-	-	-	-	$38,412
Demolition/Reclamation 2016 Cd - 212401	42,185	-	-	-	-	$42,185
Code Inspection 2017 CD - 212915	200,000	-	-	-	-	$200,000
Demolition/Reclamation 2017 CD - 212916	500,000	-	-	-	-	$500,000
Sub-Total	$783,003	-	-	-	-	$783,003
Department of City Planning						
Nsp Project Funds 2008 Nsp - 210408	1,949	-	-	-	-	$1,949
Nsp Admin Housing 2008 Nsp - 210409	18,009	-	-	-	-	$18,009
Housing Rehab Admin 2011 Cd - 210931	2,943	-	-	-	-	$2,943
Emergency Home Repair Cd 2011 - 210979	26,792	-	-	-	-	$26,792
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	1,974	-	-	-	-	$1,974
Hud Nsp 3 2010 Homeownership E - 211065	8,045	-	-	-	-	$8,045
Hud Nsp 3 2010 Homeownrshp B25 - 211066	16,257	-	-	-	-	$16,257
Hud Nsp 3 2010 Admin - 211068	7,059	-	-	-	-	$7,059
Housing Admin 2012 Cd/Hm - 211264	33,076	-	-	-	-	$33,076
Housing Rehab Admin, 2012 Cd - 211265	3,843	-	-	-	-	$3,843
Housing Grant Admin 2013 Cd/Hm - 211467	41,656	-	-	-	-	$41,656
House Proud Atlanta 2013 Cd - 211533	13,779	-	-	-	-	$13,779
Atlanta Home Owner 2013 Cd - 211540	34,817	-	-	-	-	$34,817
Emergency Home Repairs, 2014 Cd - 211835	675	-	-	-	-	$675
Land Bank, 2014 Cd - 211836	114	-	-	-	-	$114
Green Healthy Hm Init 2014 Cd - 211857	3,548	-	-	-	-	$3,548
Cdbg Housing Rehad. Admin 2014 Cd - 211859	39,917	-	-	-	-	$39,917
Cdbg/Hsing Admin 2014 Cd - 211846	73,943	-	-	-	-	$73,943
Cdbg Administration-Housing - 212036	8,223	46,006	46,025	-	-	$100,254
Bus Improvement Loan 2015 - 212042	197,989	-	-	-	-	$197,989
2015 Hsing Rehab Project Admin - 212045	22,438	78,662	-	-	-	$101,099
Joint Venture Fair Housing 2015 - 212064	15,214	-	-	-	-	$15,214
2015 Strategic Comm Invest Rep - 212049	25,000	-	-	-	-	$25,000
Housing Admin, 2016 Cd - 212392	8,784	90,004	-	-	-	$98,787
Ai Plan Implementaion 2016 - 212394	50,000	-	-	-	-	$50,000
Pmbc Housing Initiative 2016 - 212398	25,000	-	-	-	-	$25,000
Homes, 2016 Cd - 212403	110,696	-	-	-	-	$110,696
Land Bank Authority, 2016 Cd - 212404	368,165	-	-	-	-	$368,165
Emergency Home Repair 2016 Cd - 212405	8,372	-	-	-	-	$8,372
Uni Choice Neighborhood 2016 - 212411	200,000	-	-	-	-	$200,000

FY19 CAPITAL BUDGET STATUS
Community Development Block Grant Fund

	FY19	FY20	FY21	FY22	FY23	Total
Housing Rehab Admin, 2016 Cd - 212414	500	111,874	-	-	-	$112,374
Business Improvem'T Loan 2016 - 212415	-	200,000	-	-	-	$200,000
Rosa Burney Manor 2016 Cd - 212478	33,385	-	-	-	-	$33,385
Atl Home Owner Maint 2017 Cd - 212899	150,000	-	-	-	-	$150,000
Repair With Kindness 2017 Cd - 212906	240,000	-	-	-	-	$240,000
Emergency Home Repair 2017 Cd - 212917	250,000	-	-	-	-	$250,000
Bilf Admin 2017 Cd - 212928	60,743	-	-	-	-	$60,743
Cdbg Prog Admin Hsg 2017 Cd - 212931	-	185,000	-	-	-	$185,000
Housing Rehab Admin 2017 Cd - 212935	-	180,000	-	-	-	$180,000
Joint Venture 2017 Cd - 212936	40,000	20,000	-	-	-	$60,000
Uni Choice Neighborhood 2017 - 212937	200,000	-	-	-	-	$200,000
Housing Diversion Prog 2017 - 212938	150,000	-	-	-	-	$150,000
Women'S Econ Slf-Suff Prg 2017 - 212939	53,809	-	-	-	-	$53,809
Rebuilding Together 2017 Cd - 212940	150,000	-	-	-	-	$150,000
Qls Gardens Engy Sav 2017 - 212941	75,000	-	-	-	-	$75,000
Rosa Burney Manor 2017 Cd - 212942	160,000	-	-	-	-	$160,000
Urban League Fam & Youth 2017 Cd - 212986	-	150,000	-	-	-	$150,000
Sub-Total	$2,946,828	$1,061,546	$46,025	-	-	$4,054,398
Total City Wide	$7,714,926	$1,211,546	$46,025	-	-	$8,972,496

FY19 CAPITAL BUDGET STATUS
Intergovernmental Grant Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	76,471,591	16,044,991	6,850,000	5,500,000	-	$104,866,581
Expenses	76,471,591	16,044,991	6,850,000	5,500,000	-	$104,866,581
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Intergovernmental Revenues	74,807,082	15,394,991	6,500,000	5,500,000	-	$102,202,073
Contributions And Donations From Private Sources	1,664,508	650,000	350,000	-	-	$2,664,508
Revenues	$76,471,591	$16,044,991	$6,850,000	$5,500,000	-	$104,866,581
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Executive Offices	35,171,400	3,731,516	-	-	-	$38,902,916
Department Of Corrections	353,767	-	-	-	-	$353,767
Department Of Finance	1,165,182	-	-	-	-	$1,165,182
Department Of Public Works	27,688,748	11,746,875	6,850,000	5,500,000	-	$51,785,623
Dept Of Parks & Recreation	92,007	-	-	-	-	$92,007
Department Of Watershed Management	387,747	-	-	-	-	$387,747
Judicial Agencies	126,804	-	-	-	-	$126,804
Department Of Fire Services	4,416,694	-	-	-	-	$4,416,694
Department Of Police Services	2,216,132	566,600	-	-	-	$2,782,732
Department of City Planning	4,853,110	-	-	-	-	$4,853,110
Total City Wide	$76,471,591	$16,044,991	$6,850,000	$5,500,000	-	$104,866,581

FY19 CAPITAL BUDGET STATUS
Intergovernmental Grant Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Executive Offices						
Cobb Cty. Bd. Health, 10 Hopwa - 210789	48,892	-	-	-	-	$48,892
Dek. Cty. Bd. Health, 10 Hopwa - 210790	12,916	-	-	-	-	$12,916
Hopwa Admin,2011 Hopwa - 211014	967	-	-	-	-	$967
Recycling Copr 2013-2014 - 211455	68	-	-	-	-	$68
Aids Athens, 2013 Hopwa - 211518	2,576	-	-	-	-	$2,576
Hope House, 2013 Hopwa - 211531	28,765	-	-	-	-	$28,765
Jerusalem House Ssii 2013 Hopwa - 211539	675	-	-	-	-	$675
Positive Impact, 2013 Hopwa - 211552	3,409	-	-	-	-	$3,409
Edgewood Sup Svcs, 2013 Hopwa - 211556	8,703	-	-	-	-	$8,703
Cte Atlfuel Markets - 211616	1,189	-	-	-	-	$1,189
Cep Project 2014 - 211725	150	-	-	-	-	$150
Dklb Co. Bd Of Hlth 2014 Hopwa - 211863	83,504	-	-	-	-	$83,504
Cobb County Boh, 2014 Hopwa - 211864	37,061	-	-	-	-	$37,061
Narina Housing 2014 Hp - 211866	26,490	-	-	-	-	$26,490
Aid Atlanta, 2014 Hopwa - 211869	457,198	-	-	-	-	$457,198
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	30,000	6,481	-	-	-	$36,481
Hopwa Admin, Human Ser 2015 - 212130	47,750	-	-	-	-	$47,750
Aids Athens, 2015 Hopwa - 212124	11,380	-	-	-	-	$11,380
Aids Legal Project 2015 - 212125	81,765	-	-	-	-	$81,765
Covenanant House Ga, 2015 - 212126	57,194	-	-	-	-	$57,194
Furniture Bank, 2015 Hopwa - 212127	5,639	-	-	-	-	$5,639
Jerusalem House Wc, 2015 Hopwa - 212131	16,930	-	-	-	-	$16,930
Jerusalem House Adult, 2015 Hopwa - 212132	59,262	-	-	-	-	$59,262
Jerusalem House Ss I, 2015 Hopwa - 212133	22,961	-	-	-	-	$22,961
Jerusalem House Ss Ii, 2015 - 212134	701,312	-	-	-	-	$701,312
Legacy House 2015 Hopwa - 212135	215,711	-	-	-	-	$215,711
Legacy Village, 2015 Hopwa - 212136	300,000	6,320	-	-	-	$306,320
Making A Way 2015 Hopwa - 212137	245,846	-	-	-	-	$245,846
Positive Impact 2015 Hopwa - 212140	70,666	-	-	-	-	$70,666
Hope House, 2015 Hopwa - 212141	19,480	-	-	-	-	$19,480
The Edgewood Suppt. Serv. 2015 - 212144	34,847	-	-	-	-	$34,847
Yagc House 2015 Hopwa - 212145	40,717	-	-	-	-	$40,717
Living Cities City - 212262	54,785	-	-	-	-	$54,785
Amfh Energy Challenge - 212285	4,074	-	-	-	-	$4,074
Welcoming ATL-FIN LIT W/E	15,000	-	-	-	-	$15,000
GFBA Grant	10,000	-	-	-	-	$10,000
Our Town Beltine 15 - 212321	738,192	-	-	-	-	$738,192
Young Adult Guidance 2016 - 212354	4,076	-	-	-	-	$4,076
Aid Atlanta, 2016 Hopwa - 212355	1,050,000	1,510,509	-	-	-	$2,560,509
Cobb County Boh 2016 Hopwa - 212356	116,304	-	-	-	-	$116,304
Dekalb County Boh, 2016 Hp - 212357	83,000	25,828	-	-	-	$108,828
Hp-16-13 Living Room - 212358	3,157,246	-	-	-	-	$3,157,246
Hp-16-22, Matthew'S Place - 212359	85,860	-	-	-	-	$85,860
Naesm Housing Program - 212360	51,492	-	-	-	-	$51,492
Hp-16-58 Narnia Housing Proj - 212361	100,000	45,934	-	-	-	$145,934

FY19 CAPITAL BUDGET STATUS
Intergovernmental Grant Fund

	FY19	FY20	FY21	FY22	FY23	Total
2016 Travelers Aid Hiv/Aids - 212362	4,302,994	2,136,445	-	-	-	$6,439,439
2016 Positive Impact Health Ctr - 212363	155,887	-	-	-	-	$155,887
Ohs Grant Admin (Human Serv) - 212367	72,921	-	-	-	-	$72,921
Fy 16 Gro1000 - 212485	6,543	-	-	-	-	$6,543
Browns Mill Food Forest - 212529	11,256	-	-	-	-	$11,256
Elevate Fy 17 - 212555	1,036,000	-	-	-	-	$1,036,000
2016 ATLANTA CABHI CSAT GRANT - 212580	1,291,706	-	-	-	-	$1,291,706
Fy17 Freedom Parkway - 212609	50,000	-	-	-	-	$50,000
100Rc 2017 - 212639	20,504	-	-	-	-	$20,504
Fy17 The Recycling Partnership	193,415	-	-	-	-	$193,415
Summer Food Program	140,575	-	-	-	-	$140,575
Africa'S Children Fd 2017 Hp - 212868	100,000	-	-	-	-	$100,000
Aids Athens 2017 Hp - 212869	1,482,352	-	-	-	-	$1,482,352
Aids Legal 2017 Hp - 212870	225,593	-	-	-	-	$225,593
Covenant House 2017 Hp - 212871	100,000	-	-	-	-	$100,000
Furniture Bank 2017 Hp - 212872	134,400	-	-	-	-	$134,400
Help For Our Heroes 2017 Hp - 212873	100,000	-	-	-	-	$100,000
Hope House 2017 Hp - 212874	97,971	-	-	-	-	$97,971
Ohs Grant Admin 2017 Hp - 212877	140,575	-	-	-	-	$140,575
Htdi Permanent Housing 2017 Hp - 212879	120,000	-	-	-	-	$120,000
Jh Family 2017 Hp - 212880	871,947	-	-	-	-	$871,947
Jh Single Adults 2017 Hp - 212881	1,206,027	-	-	-	-	$1,206,027
Jh Ssi 2017 Hp - 212882	518,328	-	-	-	-	$518,328
Jh Ss2 2017 Hp - 212883	10,542,104	-	-	-	-	$10,542,104
Legacy House 2017 Hp - 212884	297,000	-	-	-	-	$297,000
Legacy Village 2017 Hp - 212885	599,016	-	-	-	-	$599,016
Living Room Expansion 2017 Hp - 212886	437,616	-	-	-	-	$437,616
Making A Way Houseing 2017 Hp - 212887	425,849	-	-	-	-	$425,849
Open Hand 2017 Hp - 212888	543,553	-	-	-	-	$543,553
Phoenix Rising 2017 Hp - 212889	123,050	-	-	-	-	$123,050
Positive Impact 2017 Hp - 212890	349,620	-	-	-	-	$349,620
The Edgewood Center 2017 Hp - 212891	630,983	-	-	-	-	$630,983
Edgewood Supportive Services - 212892	451,318	-	-	-	-	$451,318
Yagc 2017 Hp - 212893	96,515	-	-	-	-	$96,515
Sub-Total	$35,171,400	$3,731,516	-	-	-	$38,902,916
Department Of Corrections						
Mental Health Collaboration - 211648	90,470	-	-	-	-	$90,470
FY15 COA Detention Center	263,297	-	-	-	-	$263,297
Sub-Total	$353,767	-	-	-	-	$353,767
Department Of Finance						
Hopwa Admin, Hopwa 2010 - 210798	499	-	-	-	-	$499
Needs Assessment, 2010 Hopwa - 210821	50,795	-	-	-	-	$50,795
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	189,243	-	-	-	-	$189,243
Resource Id 2015 Hopwa - 212142	94,326	-	-	-	-	$94,326
Ogs Grantee Admin, Hopwa 2016 - 212364	300,000	-	-	-	-	$300,000

FY19 CAPITAL BUDGET STATUS
Intergovernmental Grant Fund

	FY19	FY20	FY21	FY22	FY23	Total
2016 Resource Identification - 212365	85,000	-	-	-	-	$85,000
Ogs Grantee Admin, Hp 2017 - 212876	320,000	-	-	-	-	$320,000
Hopwa Resource Id 2017 Hp - 212878	85,000	-	-	-	-	$85,000
Office Of Grant Acc Admin 2017 - 212911	34,000	-	-	-	-	$34,000
Sub-Total	$1,165,182	-	-	-	-	$1,165,182
Department Of Public Works						
Citywide Sidewalk Program, Cd-588 - 101619	820,479	300,000	-	-	-	$1,120,479
Barge Rd./Campellton Lci Grant - 102385	164,337	-	-	-	-	$164,337
N Highland/Virginia Avenues Streetscape - 102613	0	-	-	-	-	$0
Centennial Park Connector Tr. Phase 1 - 102721	46,612	-	-	-	-	$46,612
Sidewalk Pjt Metropolitan Pkwy - 110238	25,000	-	-	-	-	$25,000
Memorial Dr Sidewalks - 110255	444,298	-	-	-	-	$444,298
Ralph David Abernathy Blvd - 110840	502,084	-	-	-	-	$502,084
Marta Trans Imp - 110871	1,005,156	650,000	350,000	-	-	$2,005,156
Dl Hollowell/Westlake-Lci - 111105	17,251	-	-	-	-	$17,251
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 15 Mtop - 112029	6,571	-	-	-	-	$6,571
Fy16 Dtop - 112344	3,250	-	-	-	-	$3,250
Lmig 2016 - 112465	47,392	-	-	-	-	$47,392
2016 MIDTOWN TOP - 112469	500,680	-	-	-	-	$500,680
Juniper St Bicycle/Ped Fac - 112503	1,347,200	1,000,000	1,000,000	-	-	$3,347,200
Midtown Atl Reg Act Ctr Ped Mod - 112504	900,000	521,600	-	-	-	$1,421,600
Mlk Jr Dr Complete St Retrofit - 112505	900,000	226,377	-	-	-	$1,126,377
Us 19 (Spring St) Ped Mob - 112508	1,000,000	948,000	-	-	-	$1,948,000
Fy17 Lmig-Refreshing - 112588	328,400	-	-	-	-	$328,400
Mlk, Jr Dr Corr Imp - 112618	2,500,000	2,500,000	2,500,000	2,500,000	-	$10,000,000
Sprint St Viaduct Replacement	2,400,000	2,000,000	2,000,000	2,000,000	-	$8,400,000
FY17 Group A Resurfacing - 112670	5,000,000	-	-	-	-	$5,000,000
FY 17 Dtop - 112674	462,451	-	-	-	-	$462,451
MLK Jr Dr Complete St Retro - 112783	1,000,000	550,898	-	-	-	$1,550,898
Cleveland Ave Ped Mob Impr - 112784	650,000	350,000	-	-	-	$1,000,000
Campbellton Rd Ped Mob Impr - 112785	650,000	350,000	-	-	-	$1,000,000
Blvd Ped Mob Impr - 112786	650,000	350,000	-	-	-	$1,000,000
Cycle Atlanta Fy 18 - 112808	1,000,000	1,000,000	-	-	-	$2,000,000
FY18 LMIG - 112976	1,065,808	1,000,000	1,000,000	1,000,000	-	$4,065,808
Fhwa Fy 2013 Tiger Grant #16 - 211899	588,356	-	-	-	-	$588,356
FY18 Ivan Allen Bridge - 113027	13,000	-	-	-	-	$13,000
Sub-Total	$27,688,748	$11,746,875	$6,850,000	$5,500,000	-	$51,785,623
Dept Of Parks & Recreation						
Adair I Park - 101018	976	-	-	-	-	$976
Daniel Stanton Park - 101791	2,301	-	-	-	-	$2,301
After School Play Program - 210886	20,786	-	-	-	-	$20,786
Troops For Fitness - 211716	2,532	-	-	-	-	$2,532
Feb 2014 Winter Storm - 211924	6,598	-	-	-	-	$6,598
Coca-Cola & Nrpa Fy15 - 211949	50,000	-	-	-	-	$50,000
FY16 Out of School Meals	8,814	-	-	-	-	$8,814

FY19 CAPITAL BUDGET STATUS
Intergovernmental Grant Fund

	FY19	FY20	FY21	FY22	FY23	Total
Sub-Total	$92,007	-	-	-	-	$92,007
Department Of Watershed Management						
W'Shed Impr Plan & Design Sccs - 111688	387,747	-	-	-	-	$387,747
Sub-Total	$387,747	-	-	-	-	$387,747
Judicial Agencies						
Fy16 Dbhdd - 212200	60,391	-	-	-	-	$60,391
Fy17 Behavorial Health Grant - 212527	16,280	-	-	-	-	$16,280
Dbhdd 2017-2018 - 212798	50,132	-	-	-	-	$50,132
Sub-Total	$126,804	-	-	-	-	$126,804
Department Of Fire Services						
S.A.F.E.R. 2010-2011 - 211086	27,297	-	-	-	-	$27,297
Gsar/Haz-Mat - 212272	43,471	-	-	-	-	$43,471
Fy 17 Child Safety Seats - 212593	38,783	-	-	-	-	$38,783
Safer 2016	4,307,142	-	-	-	-	$4,307,142
Sub-Total	$4,416,694	-	-	-	-	$4,416,694
Department Of Police Services						
Justice Assistance Grant,Non Dept. - 202624	108,949	-	-	-	-	$108,949
2007 Bpvp - 210274	19,519	-	-	-	-	$19,519
2012 Cops Hiring - 211409	117,734	-	-	-	-	$117,734
2013-2014 Heat - 211643	13	-	-	-	-	$13
2014 Jag - 211974	149,800	-	-	-	-	$149,800
2014 Cops - 211985	209,816	-	-	-	-	$209,816
Hidta 2015 - 212012	46,138	-	-	-	-	$46,138
2015 Cops Hiring - 212313	668,128	-	-	-	-	$668,128
2015-Jag - 212339	212,110	212,110	-	-	-	$424,219
Hidta 2016 - 212474	329,436	-	-	-	-	$329,436
2016 Jag - 212599	221,494	221,494	-	-	-	$442,988
Smart Policing - 212748	132,997	132,997	-	-	-	$265,993
Sub-Total	$2,216,132	$566,600	-	-	-	$2,782,732
Department of City Planning						
Section 8 Annual Contributions - 200668	254,148	-	-	-	-	$254,148
Brownfields Redevelopment Initiative - 201561	7,992	-	-	-	-	$7,992
Mlk, Corridor Improvements - 202318	22,034	-	-	-	-	$22,034
Ponce De Leon Ave. Corridor - 202326	176,184	-	-	-	-	$176,184
Transportation Corridor Studies - 202327	17,725	-	-	-	-	$17,725
Lci South Moreland - 210293	4,751	-	-	-	-	$4,751
Dca - Nsp 2009 - 210568	169,604	-	-	-	-	$169,604
Dca - Nsp - Admin 2009 - 210569	8,745	-	-	-	-	$8,745
Us-Epa - 210641	457,222	-	-	-	-	$457,222
Rock St Rev. In Vine City - 210711	18,066	-	-	-	-	$18,066
2011 Community Rlf - 211139	86,367	-	-	-	-	$86,367
Cycle Atl Phase I - 2012 - 211315	5,215	-	-	-	-	$5,215
EZ Administration - 211680	345,548	-	-	-	-	$345,548
Assessment Grant - 211728	2,074	-	-	-	-	$2,074
Po215 Section 8-Ac - 211772	116,671	-	-	-	-	$116,671
Section 8 2015 - 211951	178,464	-	-	-	-	$178,464
Brownfield Revolving Loan Fund - 212307	406,113	-	-	-	-	$406,113
2016 Section 8 Budget Santa Fe - 212330	219,085	-	-	-	-	$219,085
Push - 211888	378,402	-	-	-	-	$378,402
ARC CTP Funding Assistance Program - 212319	23,900	-	-	-	-	$23,900

FY19 CAPITAL BUDGET STATUS
Intergovernmental Grant Fund

	FY19	FY20	FY21	FY22	FY23	Total
Po215 Section 8 Annual Contribution - 212491	8,182	-	-	-	-	$8,182
Section 8 Budget Admin Fy 16 - 212511	41,599	-	-	-	-	$41,599
Po215 Section 8 Annual Admin - 212512	14,470	-	-	-	-	$14,470
Vanira Hap - 212549	5,413	-	-	-	-	$5,413
Vanira Admin - 212550	26,027	-	-	-	-	$26,027
Fy17 Lakewood Trail Feasibility - 212607	90,000	-	-	-	-	$90,000
Fy 17 Cycle Atlanta Phase 2.0 - 212612	5,020	-	-	-	-	$5,020
2017 Section 8 Budget Sfv - 212616	498,000	-	-	-	-	$498,000
Bicycle Coalition - 212255	250,000	-	-	-	-	$250,000
FY17 Beltline Tod Plan - 212558	402,229	-	-	-	-	$402,229
Lenox Road Corridor Study - 212603	2,491	-	-	-	-	$2,491
2017 Section 8 Santa Fe Admin - 212617	92,952	-	-	-	-	$92,952
FY17 Greenbriar Town Center - 212678	125,000	-	-	-	-	$125,000
FY17 Section 8 Budget Edgewood - 212697	275,685	-	-	-	-	$275,685
2017 Section 8 Edgewood Admin - 212699	42,758	-	-	-	-	$42,758
2017 Section 8 Budget - 212702	74,973	-	-	-	-	$74,973
Sub-Total	$4,853,110	-	-	-	-	$4,853,110
Total City Wide	$76,471,591	$16,044,991	$6,850,000	$5,500,000	-	$104,866,581

FY19 CAPITAL BUDGET STATUS
Job Training Grant Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	3,216,592	3,816,592	3,566,592	3,010,912	2,760,912	$16,371,601
Expenses	3,216,592	3,816,592	3,566,592	3,010,912	2,760,912	$16,371,601
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Intergovernmental Revenues	3,216,592	3,816,592	3,566,592	3,010,912	2,760,912	$16,371,601
Revenues	$3,216,592	$3,816,592	$3,566,592	$3,010,912	$2,760,912	$16,371,601
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Department of City Planning	3,216,592	3,816,592	3,566,592	3,010,912	2,760,912	$16,371,601
Total City Wide	$3,216,592	$3,816,592	$3,566,592	$3,010,912	$2,760,912	$16,371,601

FY19 CAPITAL BUDGET STATUS
Job Training Grant Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Department of City Planning						
Wioa Youth Py16 - 212521	1,415,155	1,415,155	1,415,155	1,415,155	1,415,155	$7,075,775
Cnp 16-17 - 212544	250,680	250,680	250,680	-	-	$752,040
Chp/Hcvp 16-17 - 212545	55,000	55,000	55,000	-	-	$165,000
Yb Eta Fy2017 - 212630	500,000	1,100,000	850,000	600,000	350,000	$3,400,000
Wioa Adult Fy2018 - 212992	995,757	995,757	995,757	995,757	995,757	$4,978,787
Sub-Total	$3,216,592	$3,816,592	$3,566,592	$3,010,912	$2,760,912	$16,371,601
Total City Wide	$3,216,592	$3,816,592	$3,566,592	$3,010,912	$2,760,912	$16,371,601

FY19 CAPITAL BUDGET STATUS
Home Investment Partnerships Program Fund

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	3,222,816	2,009,509	2,903	-	-	$5,235,228
Expenses	3,222,816	2,009,509	2,903	-	-	$5,235,228
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Intergovernmental Revenues	3,222,816	2,009,509	2,903	-	-	$5,235,228
Revenues	$3,222,816	$2,009,509	$2,903	-	-	$5,235,228
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Executive Offices	274,883	-	-	-	-	$274,883
Department of City Planning	2,947,933	2,009,509	2,903	-	-	$4,960,345
Total City Wide	$3,222,816	$2,009,509	$2,903	-	-	$5,235,228

FY19 CAPITAL BUDGET STATUS
Home Investment Partnerships Program Fund

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
Executive Offices						
Housing First Tbra 2011 Hm - 211010	43,121	-	-	-	-	$43,121
Nicholas House Tbra 2012 Hm - 211325	36,771	-	-	-	-	$36,771
Nicholas House Tbra 2014 Hm - 211820	1,065	-	-	-	-	$1,065
Nicholas House Tbra 2016 Hm - 212372	193,925	-	-	-	-	$193,925
Sub-Total	$274,883	-	-	-	-	$274,883
Department of City Planning						
Chdo Operating Grant- 2008 - 210088	20,891	-	-	-	-	$20,891
OWNER OCCUPIED 2008- HM	3,597	-	-	-	-	$3,597
Chdo Operating 2009 Hm - 210462	505	-	-	-	-	$505
Chdo Capital Hm 2011 - 210974	5,910	-	-	-	-	$5,910
Chdo Capital 2012 Hm - 211275	334	-	-	-	-	$334
Multifamily Loan Pool 2013 Hm - 211581	384,437	-	-	-	-	$384,437
Pcia, 2009 Home - 211631	122,526	-	-	-	-	$122,526
Chdo Capital 2013 Hm - 211721	181,078	-	-	-	-	$181,078
Chdo Capital Fund 2014 Home - 211847	233,731	-	-	-	-	$233,731
Aahop, 2015 Hm - 212039	14,573	-	-	-	-	$14,573
Home Administration 2015 - 212046	7,295	1,494	-	-	-	$8,788
2015 Cap Proj Predev Loan Fund - 212047	150,107	-	-	-	-	$150,107
Quest Community Dev - 212185	760,905	-	-	-	-	$760,905
Habitat For Humanity 2016 Hm - 212406	224,576	-	-	-	-	$224,576
The New Villages 2016 Hm - 212409	-	200,000	-	-	-	$200,000
Friendship Village Seniors 2016 Hm - 212410	-	300,000	-	-	-	$300,000
Chdo Capt Proj & Predevel 2016 - 212413	17,029	-	-	-	-	$17,029
Aahop, 2016 Hm - 212416	175,000	-	-	-	-	$175,000
2016 Chdo Operating Assist. - 212418	50,000	-	-	-	-	$50,000
Home Administration 2016 - 212419	37,925	-	-	-	-	$37,925
Sf Loan Pool, 2016 Hm - 212782	493,367	250,000	-	-	-	$743,367
Chdo Capital Project 2017 Hm - 212894	-	229,000	-	-	-	$229,000
Chdo Operating Assist 2017 Hm - 212895	-	50,000	-	-	-	$50,000
Multi Family Loan Pool 2017 Hm - 212896	-	493,559	-	-	-	$493,559
Aahop 2017 Hm - 212897	-	200,000	-	-	-	$200,000
Habitat Down Payment 2017 Hm - 212898	-	200,000	-	-	-	$200,000
Home Administration Hm 2017 - 212919	64,147	85,456	2,903	-	-	$152,506
Sub-Total	$2,947,933	$2,009,509	$2,903	-	-	$4,960,345
Total City Wide	$3,222,816	$2,009,509	$2,903	-	-	$5,235,228

TRUST FUNDS

Trust Fund is a fiduciary fund which accounts for activities in which the City of Atlanta acts as a trustee for an individual or organization. The Trust Fund holds assets on behalf of the beneficiaries and utilizes the money for specific purpose defined in the trust agreements.


RESURGENS
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ATLANTA GA

FY19 CAPITAL BUDGET STATUS
Trust

	FY19	FY20	FY21	FY22	FY23	Total
FUND SUMMARY						
Revenues	28,087,037	-	-	-	-	$28,087,037
Expenses	28,087,037	-	-	-	-	$28,087,037
Total Revenues Over(Under) Expenses	-	-	-	-	-	-
ANTICIPATIONS						
REVENUE GROUP TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
Miscellaneous Revenues	28,087,037	-	-	-	-	$28,087,037
Revenues	$28,087,037	-	-	-	-	$28,087,037
APPROPRIATIONS						
DEPARTMENT TOTALS	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**Total**
City Council	37,922	-	-	-	-	$37,922
Executive Offices	3,637,596	-	-	-	-	$3,637,596
Department Of Information Technology	11,267	-	-	-	-	$11,267
Department Of Corrections	1,273,468	-	-	-	-	$1,273,468
Department Of Finance	3,080,013	-	-	-	-	$3,080,013
Department Of Procurement	8,572	-	-	-	-	$8,572
Department Of Public Works	232,684	-	-	-	-	$232,684
Dept Of Parks & Recreation	3,602,557	-	-	-	-	$3,602,557
Department Of Watershed Management	2,183,102	-	-	-	-	$2,183,102
Judicial Agencies	411,166	-	-	-	-	$411,166
Non-Departmental	468,026	-	-	-	-	$468,026
Department Of Human Resources	42,395	-	-	-	-	$42,395
Department Of Fire Services	160,562	-	-	-	-	$160,562
Department Of Police Services	5,146,529	-	-	-	-	$5,146,529
Department of City Planning	7,791,179	-	-	-	-	$7,791,179
Total City Wide	$28,087,037	-	-	-	-	$28,087,037

* 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.

FY19 CAPITAL BUDGET STATUS
Trust

	FY19	FY20	FY21	FY22	FY23	Total
PROJECT TOTALS BY DEPARTMENT						
City Council						
District 3 Holiday Family Asst Initiativ - 600060	3,294	-	-	-	-	$3,294
Atlanta Commission On Women - 600069	25,765	-	-	-	-	$25,765
District 3 Senior Citizens Picnic - 600130	6,949	-	-	-	-	$6,949
Community Events & Projects--District 12 - 600402	1,914	-	-	-	-	$1,914
Sub-Total	$37,922	-	-	-	-	$37,922
Executive Offices						
Underground Atlanta - 100003	62,067	-	-	-	-	$62,067
1992-1994 Weed And Seed Program - 200980	53,709	-	-	-	-	$53,709
Charter Review Commission - 201399	10,070	-	-	-	-	$10,070
M-Net - 600004	12,113	-	-	-	-	$12,113
Bigsby Family Donations - 600038	2,318	-	-	-	-	$2,318
Human Services Resource Bank - 600042	14,171	-	-	-	-	$14,171
Mayor'S Scholar Program - 600057	883	-	-	-	-	$883
Chastain Arts Center - 600071	128,805	-	-	-	-	$128,805
Mktg & Comm.,Special Events & Ceremonies - 600083	4,257	-	-	-	-	$4,257
Maintenance And Conservation Public Art - 600086	31,485	-	-	-	-	$31,485
International Events - 600091	7,468	-	-	-	-	$7,468
City Of Atlanta Process, Review & Design - 600092	93,010	-	-	-	-	$93,010
Dunbar Neighborhood Center - 600224	508,094	-	-	-	-	$508,094
Atlanta Sesquicentennial - 600236	5,445	-	-	-	-	$5,445
Atlanta Sisters Cities Commission-2001 - 600287	1,644	-	-	-	-	$1,644
Hurricane Katrina Relief Fund - 600290	15,293	-	-	-	-	$15,293
Georgia Hill Neighborhood Center - 600291	714,403	-	-	-	-	$714,403
J.C. Birdine Neighborhood Center - 600292	324,035	-	-	-	-	$324,035
Summer Youth Employment, Prgm Operations - 600294	1,522	-	-	-	-	$1,522
Jazz Festival - 600346	262,534	-	-	-	-	$262,534
Cyclorama Improvements - 600371	6,636	-	-	-	-	$6,636
Sustainability Project(Reserved) - 600388	1,313,002	-	-	-	-	$1,313,002
Apd Sos Special Event Trust Account - 600393	62,962	-	-	-	-	$62,962
Startup In A Day - 600403	1,670	-	-	-	-	$1,670
Sub-Total	$3,637,596	-	-	-	-	$3,637,596
Department Of Information Technology						
Gov'T & Public Cable Access - 101398	11,267	-	-	-	-	$11,267
Sub-Total	$11,267	-	-	-	-	$11,267
Department Of Corrections						
Jail Fund Administration & Construction - 200769	781,284	-	-	-	-	$781,284
Inmate Deposits - 600270	492,184	-	-	-	-	$492,184
Sub-Total	$1,273,468	-	-	-	-	$1,273,468
Department Of Finance						
Car Rental Tax- Philips Arena Imp. - 600115	1,454,276	-	-	-	-	$1,454,276
Murdered And Missing Children Fd. - 600296	15,000	-	-	-	-	$15,000
Street Car O&M - 600401	1,610,737	-	-	-	-	$1,610,737
Sub-Total	$3,080,013	-	-	-	-	$3,080,013
Department Of Procurement						
Vendor Outreach Seminar/Expos - 600027	8,572	-	-	-	-	$8,572
Sub-Total	$8,572	-	-	-	-	$8,572
Department Of Public Works						

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FY19 CAPITAL BUDGET STATUS
Trust

	FY19	FY20	FY21	FY22	FY23	Total
Municicpal Market Parking, Cd-75 - 100153	26,064	-	-	-	-	$26,064
Margaret Mitchell Square - 100318	32,802	-	-	-	-	$32,802
Roxboro Road Underpass - 100324	79,371	-	-	-	-	$79,371
Traffic Signal Installation - 100335	6,138	-	-	-	-	$6,138
Howell Mill/Northside Pkwy Signalization - 100901	7,291	-	-	-	-	$7,291
Housing Rehab/Seniors & Low Income Indiv - 201591	1,934	-	-	-	-	$1,934
City Of Atlanta/Dekalb Co. Capital Proj. - 600006	16,662	-	-	-	-	$16,662
Chester Avenue - 600103	9,675	-	-	-	-	$9,675
Clair Drive - 600104	8,439	-	-	-	-	$8,439
Maddox Park - 600106	5,364	-	-	-	-	$5,364
Liddell-Vending Machines - 600111	5,061	-	-	-	-	$5,061
Madox Park/North Avenue - 600113	2,619	-	-	-	-	$2,619
Banner Deposits - 600114	27,799	-	-	-	-	$27,799
Friendship Club Escrow - 600301	3,465	-	-	-	-	$3,465
Sub-Total	$232,684	-	-	-	-	$232,684
Dept Of Parks & Recreation						
Ground & Site Imprvs., City-Wide - 100247	4,470	-	-	-	-	$4,470
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
Bouligny, 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
Adamsville Recreation Center/Natatorium - 600002	2,528	-	-	-	-	$2,528
Water Works Lodge - 600012	6,479	-	-	-	-	$6,479
Piedmont Park Restaurant - 600023	43,219	-	-	-	-	$43,219
Swim Accoutrements - 600067	17,190	-	-	-	-	$17,190
Atlanta Arts Alliance, Inc. - 600079	25,429	-	-	-	-	$25,429
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

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FY19 CAPITAL BUDGET STATUS
Trust

	FY19	FY20	FY21	FY22	FY23	Total
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
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

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FY19 CAPITAL BUDGET STATUS
Trust

	FY19	FY20	FY21	FY22	FY23	Total
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	9,558	-	-	-	-	$9,558
Piedmont Tennis Court Operations - 600229	97,227	-	-	-	-	$97,227
Recreation Camps Operations - 600230	34,682	-	-	-	-	$34,682
Youth Athletics Program - 600239	581,144	-	-	-	-	$581,144
Chastain Park Tennis Center Operations - 600240	273,593	-	-	-	-	$273,593
Bitsy Grant Tennis Center Pro - 600249	104,265	-	-	-	-	$104,265
Mcghee Tennis Center Pro - 600250	64,511	-	-	-	-	$64,511
Washington Park Tennis Center - 600261	25,114	-	-	-	-	$25,114
Recreation Program Activities - 600282	28,353	-	-	-	-	$28,353
Employee Incentive Program - 600299	24,705	-	-	-	-	$24,705
Prc Ben Hill Recreation Center - 600316	1,085	-	-	-	-	$1,085
Prc Ca Scott Recreation Center - 600320	5,028	-	-	-	-	$5,028
Prc Grant Recreation Center - 600328	2,475	-	-	-	-	$2,475
Prc Grove Recreation Center - 600329	7,151	-	-	-	-	$7,151
Prc Lang Carson Recreation Center - 600332	3,102	-	-	-	-	$3,102
Prc Oakland Recreation Center - 600336	7,489	-	-	-	-	$7,489
Prc Perkerson Recreation Center - 600337	1,143	-	-	-	-	$1,143
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	75,843	-	-	-	-	$75,843
Summer Program - 600355	286,442	-	-	-	-	$286,442
Ground & Site Improvements - 600359	31,316	-	-	-	-	$31,316
Citywide Park Furniture - 600363	57,672	-	-	-	-	$57,672
Oakland Cemetary - 600365	59,709	-	-	-	-	$59,709
Piedmont Park Arts Festival - 600370	71,807	-	-	-	-	$71,807
Chastain Amphitheater Park Improv - 600372	758,500	-	-	-	-	$758,500
Southbend Cultural Center Operations - 600382	2,042	-	-	-	-	$2,042
Centers Of Hope - 600384	686,460	-	-	-	-	$686,460
Sub-Total	$3,602,557	-	-	-	-	$3,602,557
Department Of Watershed Management						
Greenway Acquisition Project - 101760	5,419	-	-	-	-	$5,419
Sewer Collections, De Kalb - 200510	540	-	-	-	-	$540
Care & Conserve Fund - 201333	1,520	-	-	-	-	$1,520
Englewood - 600105	6,498	-	-	-	-	$6,498
R.M. Clayton W.P.C. - 600107	8,035	-	-	-	-	$8,035
Utoy Creek - 600109	3,315	-	-	-	-	$3,315

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FY19 CAPITAL BUDGET STATUS
Trust

	FY19	FY20	FY21	FY22	FY23	Total
Drinking Water-Vending Machines - 600112	26,867	-	-	-	-	$26,867
Erosion & Sedimentation Control Fee - 600271	131,764	-	-	-	-	$131,764
Care & Conserve Trust Fund - 600308	1,998,105	-	-	-	-	$1,998,105
72 Marietta St-Vending Machines - 600398	1,039	-	-	-	-	$1,039
Sub-Total	$2,183,102	-	-	-	-	$2,183,102
Judicial Agencies						
Atlanta Community Court Foundation - 600124	2,898	-	-	-	-	$2,898
Victim & Witness Penalty, Tc - 600302	363,063	-	-	-	-	$363,063
Victim & Witness Penalty, Mc - 600303	37,413	-	-	-	-	$37,413
Victim & Witness Penalty, County (5%) - 600305	7,792	-	-	-	-	$7,792
Sub-Total	$411,166	-	-	-	-	$411,166
Non-Departmental						
Elected Official Compensation Commission - 600100	464,284	-	-	-	-	$464,284
94 Flood Victims Relief Fund - 600272	3,742	-	-	-	-	$3,742
Sub-Total	$468,026	-	-	-	-	$468,026
Department Of Human Resources						
City-Wide Training Program - 600232	42,395	-	-	-	-	$42,395
Sub-Total	$42,395	-	-	-	-	$42,395
Department Of Fire Services						
Improving Fire Station #8 Work Environ. - 102507	1,970	-	-	-	-	$1,970
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
Fire Headquarters Vending Machines - 600110	12,481	-	-	-	-	$12,481
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	16,312	-	-	-	-	$16,312
Fire Dept. Costs Recovery Training Pgms - 600281	96,620	-	-	-	-	$96,620
Firefighting Equipment - 600392	20,279	-	-	-	-	$20,279
Sub-Total	$160,562	-	-	-	-	$160,562
Department Of Police Services						
Federal-Rico - 600234	1,237,703	-	-	-	-	$1,237,703
Drug Reward Program - 600235	8,111	-	-	-	-	$8,111
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
Police Department Capital Acquisitions - 600253	2,636	-	-	-	-	$2,636
Police Department Management Retreat - 600254	4,589	-	-	-	-	$4,589
Youth Advisory Council - 600265	1,536	-	-	-	-	$1,536
Bicycle Patrol Program - 600267	8,746	-	-	-	-	$8,746
Atlanta Police Athletic League - 600269	74,918	-	-	-	-	$74,918
Attack On America: 09/11/2001 - 600289	5,674	-	-	-	-	$5,674
R.I.C.O.-State - 600369	1,559,574	-	-	-	-	$1,559,574
Federal-Rico-Treasury - 600373	2,233,735	-	-	-	-	$2,233,735
Sub-Total	$5,146,529	-	-	-	-	$5,146,529
Department of City Planning						
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

* 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.

FY19 CAPITAL BUDGET STATUS
Trust

	FY19	FY20	FY21	FY22	FY23	Total
Atlantic Station Wkforce Dev Partnership - 202877	20,054	-	-	-	-	$20,054
Tree Removal Protection - 600013	3,768,057	-	-	-	-	$3,768,057
Streetscape Improv. & Maintenance Prog. - 600031	571,056	-	-	-	-	$571,056
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	140,389	-	-	-	-	$140,389
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
Improvement Building Permit Project - 600123	668	-	-	-	-	$668
Neighborhood Deputies Program - 600286	1,106	-	-	-	-	$1,106
Edu. Outreach/Tree Removal - 600307	254,228	-	-	-	-	$254,228
Technology Surcharge - 600375	1,290,645	-	-	-	-	$1,290,645
Westside Future Fund - 600404	413,329	-	-	-	-	$413,329
Census 2020 - 600408	1,000,000	-	-	-	-	$1,000,000
Sub-Total	$7,791,179	-	-	-	-	$7,791,179
Total City Wide	$28,087,037	-	-	-	-	$28,087,037

* 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.


RESURGENS
1847
1865
ATLANTA GA

Debt Management

Debt Overview

Municipal Bond Ratings

General Fund & Other

Department of Aviation

Department of Watershed Management

General Obligation

Tax Allocation Districts

Legal Debt Limits

Proposed Budget
FY 2019


RESURGENS
1847
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ATLANTA GA

DEBT OVERVIEW

The City of Atlanta Department of Finance is responsible for executing sound financial management policies to provide sufficient funding to permit necessary improvements to the City's infrastructure, as governed by the Mayor and City Council members. The Office of the Treasurer operates under the Department of Finance and is responsible for the management of the City's cash, investment and debt portfolios. Specifically, where debt management is concerned, the Office:

- Manages the City's bond program and facilitates the execution of bond sales, strategic planning for debt structuring and issuance, and ongoing portfolio management;
- Identifies the appropriate funding mechanism utilizing long term financing instruments such as general obligation bonds, revenue bonds, obligations issued through state and local authorities, and other appropriation-backed securities;
- Develops 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
- Advises City leadership of its debt position and transactions as required, which includes members of the Cabinet and City Council.

This document provides an overview of the City's debt management program's methodology and practices under the management of the Office of the Treasurer.

Debt Management Objectives

- Maintain cost-effective access to the capital markets through prudent policies;
- Maintain reasonable 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 or obligation; and
- 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

BONDS TYPE	CREDIT RATING		
	Moody's	**Standard & Poor's**	**Fitch**
General Obligation Bonds	Aa1	AA+	AA+
Water and Wastewater Revenue Bonds	Aa2	AA-	A+
Hartsfield - Jackson Atlanta International Airport Revenue Bonds - Senior Lien GARBs	Aa3	AA-	AA-
Hartsfield - Jackson Atlanta International Airport Revenue Bonds- PFC/Subordinate Lien GARBs	Aa3	AA-	A+
Hartsfield - Jackson Atlanta International Airport Revenue Bonds Senior Lien Customer Facility Charge	A3	A-	A
Atlanta Development Authority	Aa1	AA+	--
Downtown Development Authority	Aa1	AA+	AA+
Solid Waste Management Authority	Aa1	AA+	--
City of Atlanta and Fulton County Recreation Authority	Aa1	AA+	--
Urban Residential Finance Authority	Aa1		AA+
Tax Allocation Districts	N/A	N/A	--

CITY OF ATLANTA – TOTAL OUTSTANDING DEBT PORTFOLIO

The City of Atlanta's outstanding debt portfolio consists of five (5) categories of pledged revenues: General Fund and Other, 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 and Other. The General Fund supports various capital improvement projects, leasing of equipment (i.e. police cars, dump trucks, garbage trucks and fire trucks, public safety and traffic court buildings). The total outstanding debt for the General Fund and Other debt is $405.9 million as of July 1, 2018.

AVIATION FUND:

The City of Atlanta Department of Aviation is one of four cities in the nation that owns and operates a world-class international airport. The Hartsfield-Jackson Atlanta International Airport 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") approved by the Federal Aviation Authority ("FAA"). Capital Improvements are financed by excess operating revenues, revenue bonds, and grant funding via capital improvement applications submitted to the FAA. To maintain its position, the City issues bonds for ongoing capital improvement projects which are pledged against its revenues and have equal lien parity. Revenues pledged against the bonds issued are either from General Airport Revenue Bonds ("GARB"), Passenger Facility Charges ("PFC"), or Customer Facility Charges("CFC"). The total outstanding long-term debt for the Department of Aviation is $2.8 billion with a Commercial Paper Program in the amount of $675 million as of July 1, 2018. The Department of Aviation also issued Bond Anticipation Notes ("BAN") in the amount of $300 million as of July 1, 2018.

WATER & WASTEWATER FUND:

The Department of Watershed Management (the "Department" or "DWM") was created in 2002. The Department of Watershed Management is responsible for operating and maintaining the City's Water and Wastewater system in compliance with federal and state regulations. The Department has issued long-term bonds, state revolving loans administered by the Georgia Environmental Facilities Authority ("GEFA"), commercial paper, and other financing vehicles 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 long-term debt for the Department is $3.0 billion with a Commercial Paper Program in the amount of $250 million as of July 1, 2018.

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 are shared equally between the City and the Atlanta Public Schools. The debt obligation on these bonds is secured by a pledge of the City's full faith and credit and general property taxing power. 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 $325.4 million as of July 1, 2018.

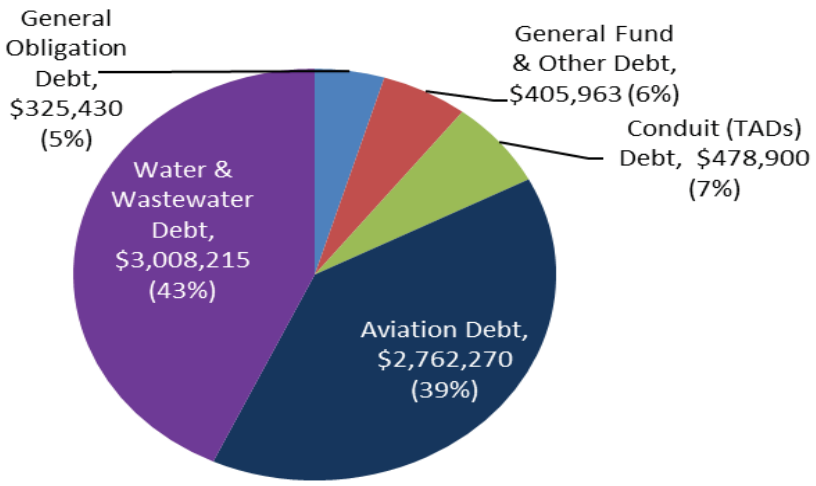
TAX ALLOCATION DISTRICT FUND:

The City has issued Tax Allocation District ("TAD") bonds in accordance with Federal Tax Law which allows 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 are pledged against the bonds that the district issues. For Fiscal Year 2019, the City will have sixteen (16) TAD bonds outstanding with a total value of $478.9 million.

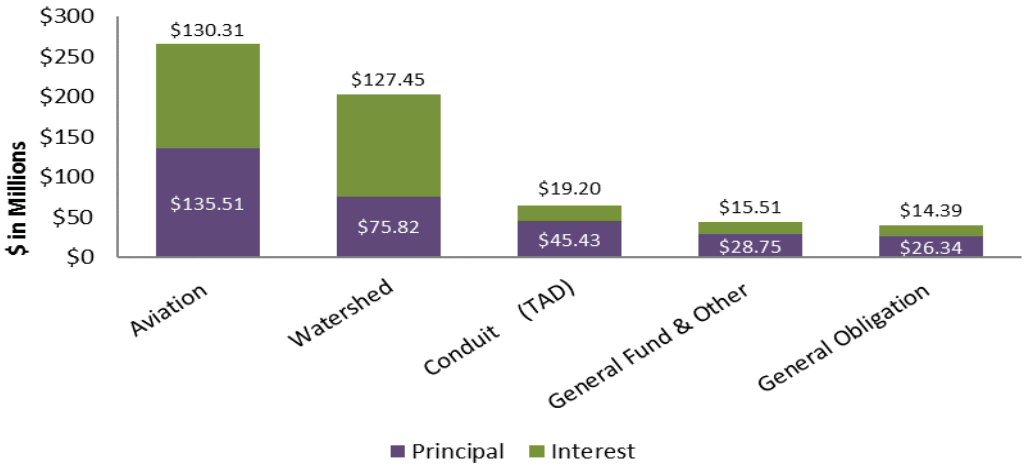
FY2019 Total Outstanding Debt

At the start of Fiscal Year 2019 (July 1, 2018), the City of Atlanta's outstanding long-term debt will be $7.1 billion. Total debt consists of $1.2 billion in General Obligation and Other debt (General Fund, loans, leases, Intergovernmental Agreements and TADs), $2.8 billion in Aviation Revenue Bonds, and $3.0 billion in Water and Wastewater Revenue Bonds. The Department of Aviation Commercial Paper Program in the amount of $675 million and the Bond Anticipation Notes ("BANs") in the amount of $300 million, are not included in the Aviation's long-term debt amount referenced above. The Department of Watershed has a Commercial Paper Program in the amount of $250 million which is not included in long-term debt amount referenced above.



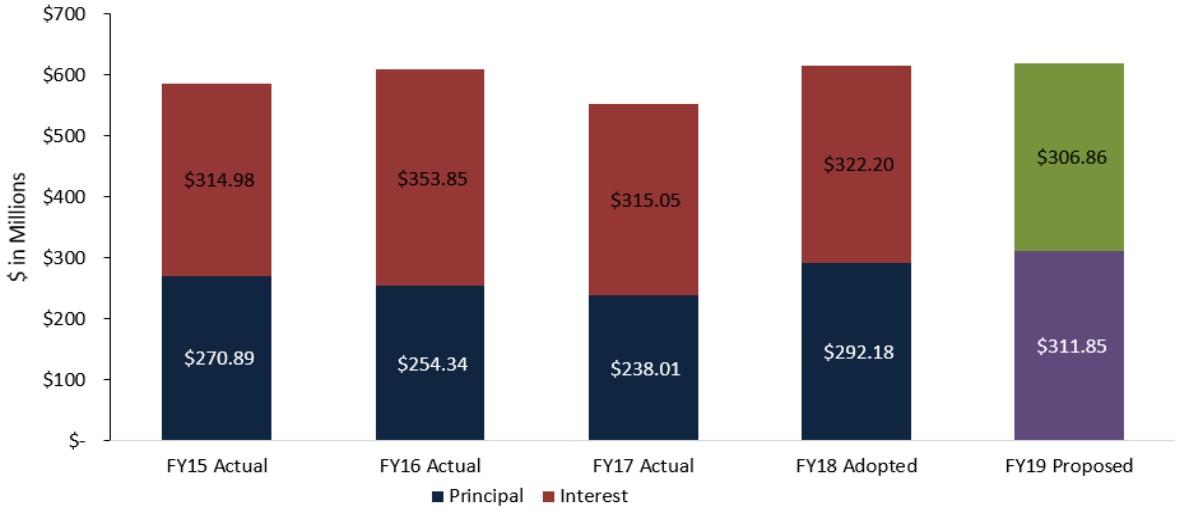
FY2019 Principal & Interest Payments (By Category)

It is expected that in Fiscal Year 2019, $44.3 million of General and Other Fund, $265.8 million of Aviation Fund, $203.3 million of Water and Wastewater Fund, $40.7 million of General Obligation Fund, and $64.6 million of TAD Fund receipts will be used to make debt service payments.



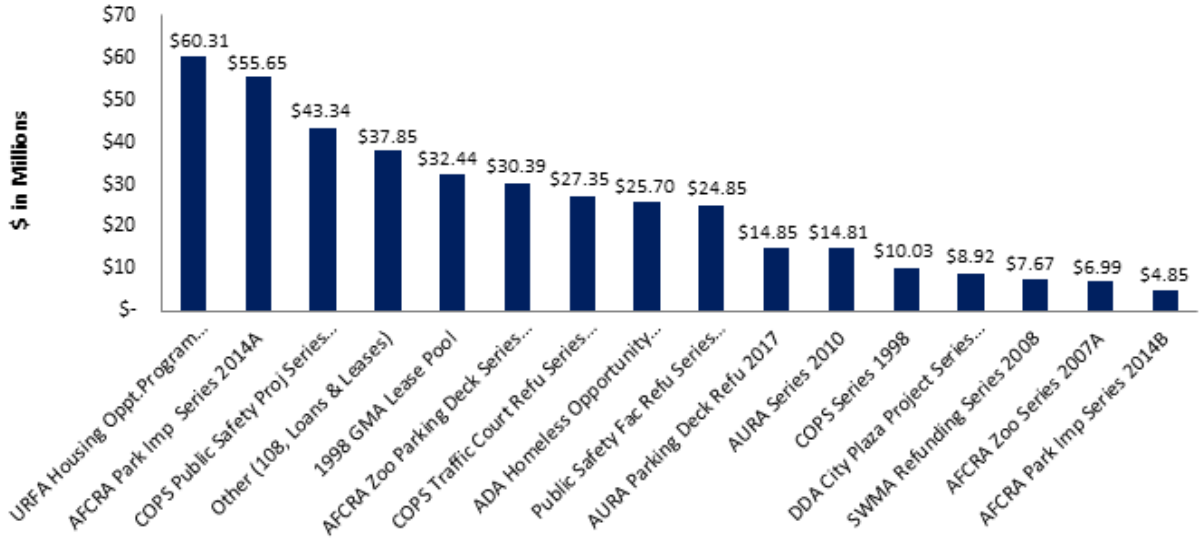
HISTORICAL EXPENSES & FY19 OUTLOOK

Between Fiscal Year 2015 and Fiscal Year 2019 ending June 30, 2019, the City will have made $3.0 billion in payments to service its debt obligations. $1.4 billion of this total will be for principal and $1.6 billion for interest payments. During Fiscal Year 2019, the City will make approximately $618.7 million in debt service payments; $311.9 million for principal and $306.9 million in interest payments, respectively.



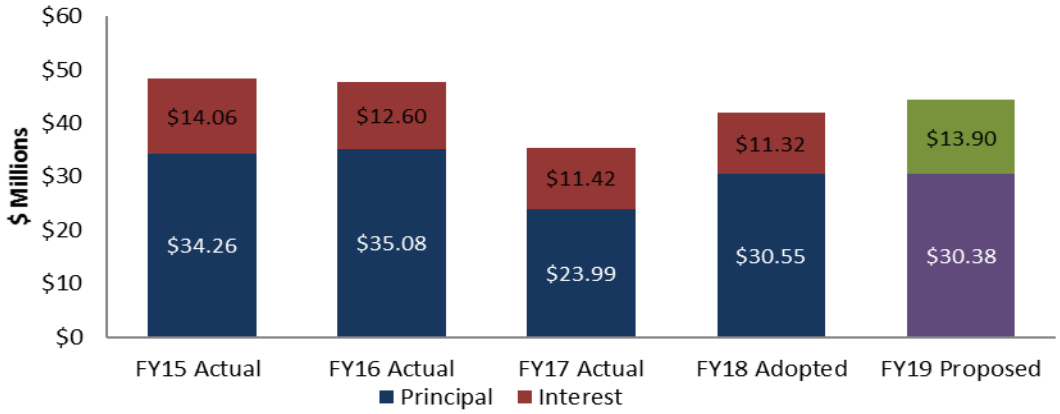
GENERAL FUND – TOTAL OUTSTANDING DEBT (JULY 1, 2018)

The General Fund debt obligation of the City consists of various bonds issued for various purposes. For Fiscal Year 2019, $405.9 million will be outstanding.



PRINCIPAL AND INTEREST PAYMENTS (FY2015 – FY2019)

During Fiscal Year 2019, it is expected that the City will make approximately $44.3 million in payments to service outstanding General Fund and Other obligations; $30.4 million will be spent on principal and $13.9 million on interest payments.



General Fund & Other Debt Amortization Schedule

PERIOD ENDING	PRINCIPAL	INTEREST	DEBT SERVICE
6/30/2018	28,750,241	15,510,155	44,260,396
6/30/2019	30,382,195	13,897,453	44,279,648
6/30/2020	27,093,667	12,860,529	39,954,196
6/30/2021	25,587,600	11,865,305	37,452,905
6/30/2022	24,738,964	10,872,038	35,611,002
6/30/2023	24,198,094	9,880,578	34,078,672
6/30/2024	21,750,561	8,932,375	30,682,936
6/30/2025	22,681,693	8,000,624	30,682,317
6/30/2026	23,681,626	7,005,451	30,687,077
6/30/2027	49,957,900	6,070,331	56,028,231
6/30/2028	13,957,728	5,324,695	19,282,423
6/30/2029	14,611,163	4,724,738	19,335,901
6/30/2030	15,161,210	4,093,042	19,254,252
6/30/2031	14,200,767	3,445,644	17,646,411
6/30/2032	13,015,000	2,846,327	15,861,327
6/30/2033	13,600,000	2,248,578	15,848,578
6/30/2034	14,225,000	1,617,084	15,842,084
6/30/2035	14,885,000	955,798	15,840,798
6/30/2036	10,100,000	393,377	10,493,377
6/30/2037	3,385,000	84,625	3,469,625
	405,963,409	130,628,745	536,592,154

DEPARTMENT OF AVIATION

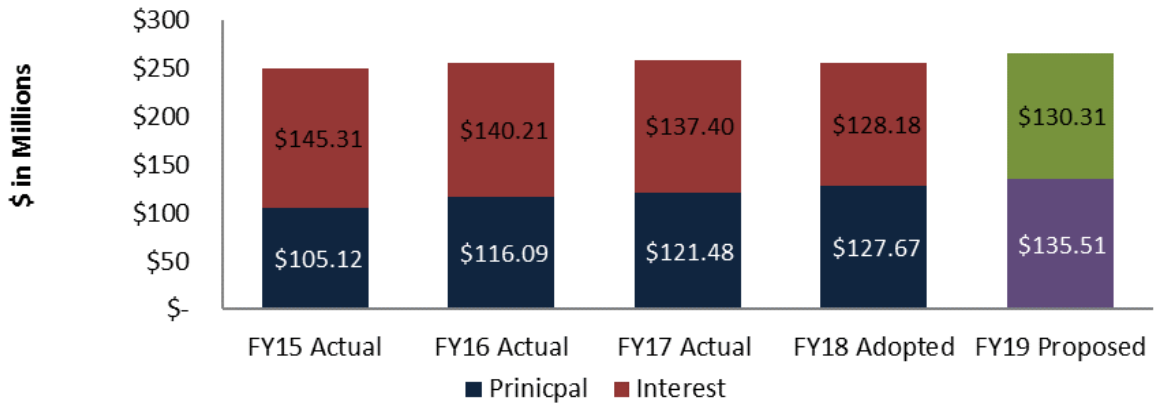
DEPARTMENT OF AVIATION – TOTAL OUTSTANDING DEBT (JULY 1, 2018)

For Fiscal Year 2019, the Department of Aviation is expected to have $2.8 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. In addition, the Department has a Commercial Paper Program in the amount of $675 million as of July 1, 2018. The Department of Aviation also issued Bond Anticipation Notes ("BANs") in the amount of $300 million as of July 1, 2018.



PRINCIPAL AND INTEREST PAYMENTS (FY2015 – FY2019)

During Fiscal Year 2019 it is expected that $265.8 million in GARB, PFC, and CFC revenues will be used to service the outstanding long-term debt $135.5 for principal and $130.3 in interest.



DEPARTMENT OF AVIATION DEBT AMORTIZATION SCHEDULE

PERIOD ENDING	PRINCIPAL	INTEREST	DEBT SERVICE
6/30/2019	135,512,175	130,305,703	265,817,878
6/30/2020	436,918,965	122,069,143	558,988,108
6/30/2021	143,942,696	111,575,876	255,518,572
6/30/2022	121,597,646	104,351,673	225,949,319
6/30/2023	128,068,863	98,012,228	226,081,091
6/30/2024	134,306,391	91,343,381	225,649,772
6/30/2025	141,370,275	84,284,203	225,654,478
6/30/2026	148,750,564	77,133,563	225,884,127
6/30/2027	161,882,311	69,429,236	231,311,547
6/30/2028	170,390,565	61,048,068	231,438,633
6/30/2029	178,780,382	52,228,808	231,009,190
6/30/2030	181,716,814	42,963,960	224,680,774
6/30/2031	120,839,922	33,628,353	154,468,275
6/30/2032	108,979,763	27,465,874	136,445,637
6/30/2033	115,012,896	22,147,342	137,160,238
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
	2,762,270,228	1,205,459,710	3,967,729,938

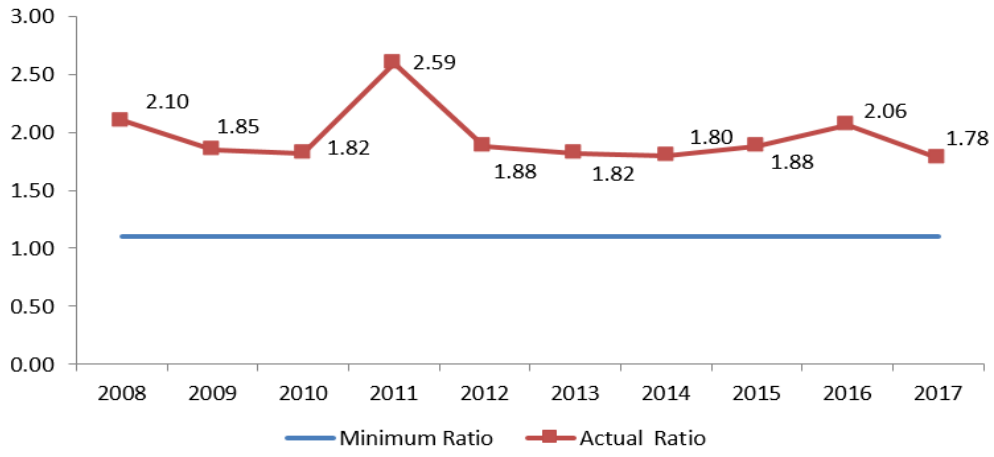
**Represents long-term debt only.*
City of Atlanta Airport Bond Anticipation Notes (BANs) expire in 2020.

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
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
2017	512,726	264,125	248,601	167,951	28,318	139,633	1.78

**Data Source: - City of Atlanta Comprehensive Annual Financial Report (FY 17 CAFR)*

Coverage Ratio Performance

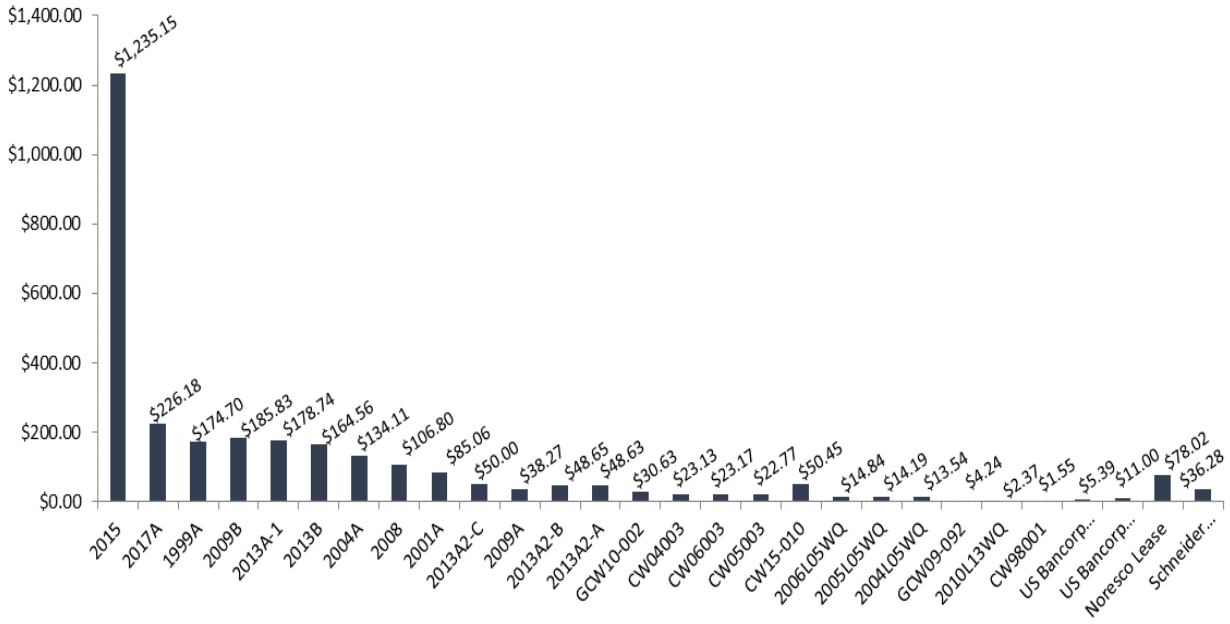


**Minimum coverage ratio per DOA Master Bond Ordinance is 1.10*

DEPARTMENT OF WATERSHED

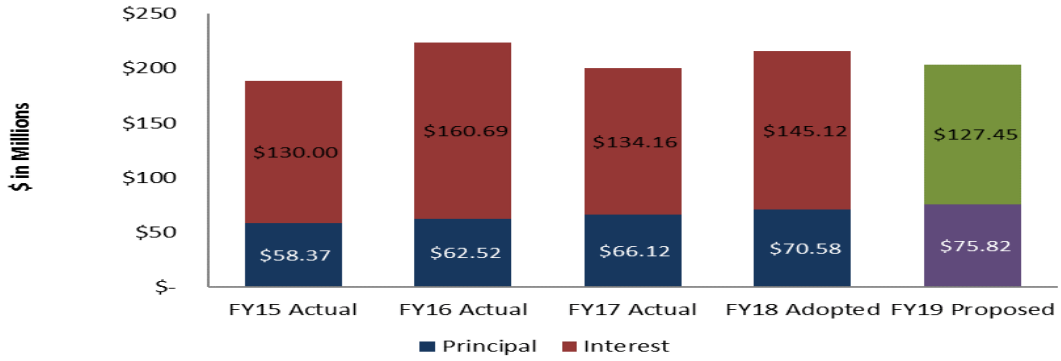
DEPARTMENT OF WATERSHED MANAGEMENT – TOTAL OUTSTANDING DEBT (JULY 1, 2018)

For Fiscal Year 2019, the Department of Watershed Management's outstanding long-term debt will be $3.0 billion which consists of $2.7 billion of senior lien debt and $200.9 million of subordinate lien debt (GEFA). The Department also has a Commercial Paper Program outstanding in the amount of $250 million as of July 1, 2018.



PRINCIPAL AND INTEREST PAYMENTS (FY2015 – FY2019)

During Fiscal Year 2019, it is expected that the City will pay approximately $203.3 million to service the Department's current outstanding long-term debt; $75.8 million will be spent on principal and $127.5 million on interest payments.



WATERSHED MANAGEMENT DEBT AMORTIZATION SCHEDULE

PERIOD ENDING	PRINCIPAL	INTEREST	DEBT SERVICE
6/30/2020	81,462,427	125,258,301	206,720,728
6/30/2021	84,733,889	128,622,511	213,356,400
6/30/2022	92,665,861	118,887,287	211,553,148
6/30/2023	97,579,676	114,244,244	211,823,920
6/30/2024	99,612,565	109,720,490	209,333,055
6/30/2025	104,699,762	105,281,392	209,981,154
6/30/2026	111,628,241	100,519,887	212,148,128
6/30/2027	117,544,120	95,377,295	212,921,415
6/30/2028	123,767,990	89,967,072	213,735,062
6/30/2029	128,855,463	84,298,421	213,153,884
6/30/2030	135,577,170	78,445,514	214,022,684
6/30/2031	129,258,380	72,589,933	201,848,313
6/30/2032	132,031,236	66,972,160	199,003,396
6/30/2033	138,297,632	61,236,400	199,534,032
6/30/2034	165,609,797	54,981,999	220,591,796
6/30/2035	156,595,308	48,260,015	204,855,323
6/30/2036	154,610,656	41,678,055	196,288,711
6/30/2037	160,296,436	35,132,645	195,429,081
6/30/2038	164,053,302	28,364,096	192,417,398
6/30/2039	160,690,000	21,240,512	181,930,512
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
	2,932,399,911	1,739,173,392	4,671,573,303

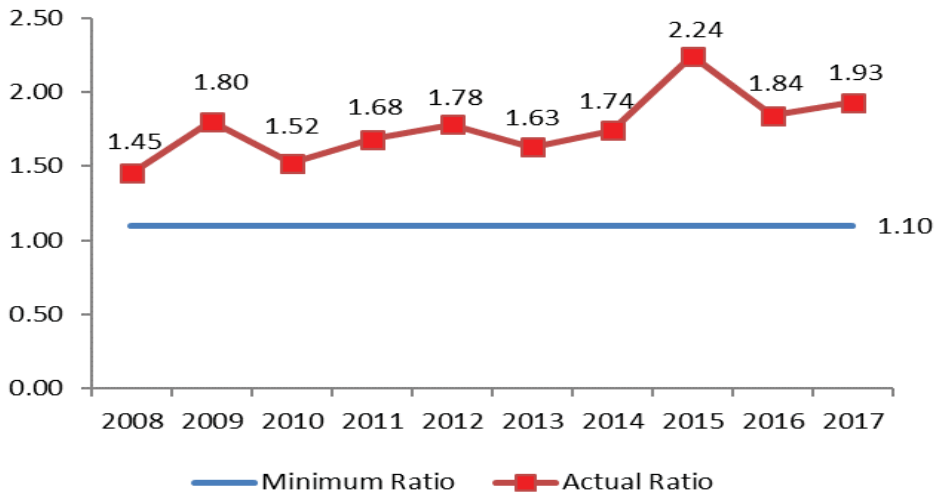
** Represents long-term debt only.*

WATERSHED MANAGEMENT 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
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
2017	621,905	228,027	393,878	60,120	143,824	203,944	1.93

**Data Source: - City of Atlanta Comprehensive Annual Financial Report (FY 17 CAFR)*

Coverage Ratio Performance



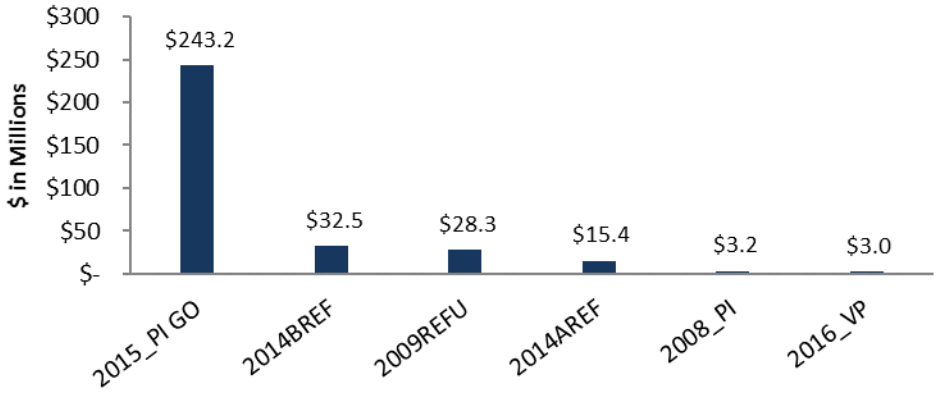
GENERAL OBLIGATION

GENERAL OBLIGATION – TOTAL OUTSTANDING DEBT (JULY 1, 2018)

The City's General Obligation ("GO") Public Improvement bonds are issued to finance capital improvement projects throughout the City for the benefit of residents. Projects financed with GO-issued bonds include sidewalk installations, facility improvements, bridges, roads, streets improvements, and streetscape.

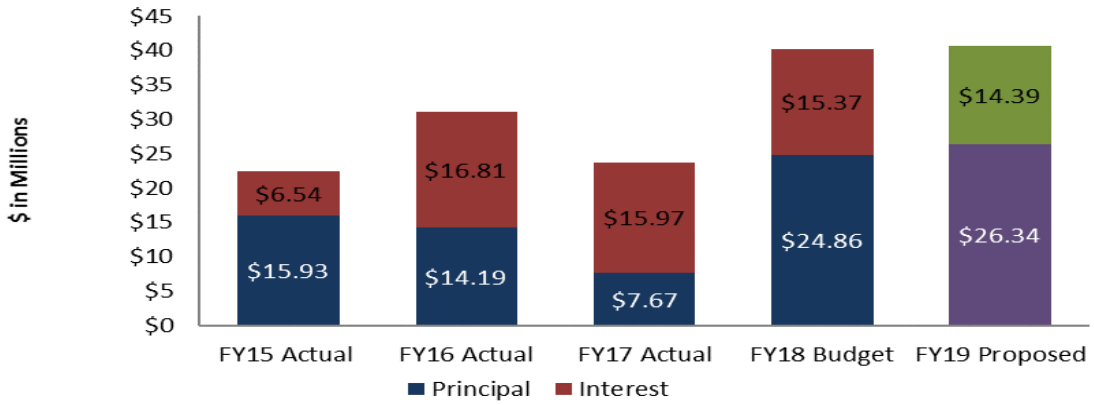
Under State of Georgia Law, the City is permitted to issue $8.0 million in annual General Obligation bonds without a voter referendum. As a requirement, the proceeds from any annual GO bond issuance are to be evenly distributed between the City and Atlanta Public Schools.

At the beginning of Fiscal Year 2019, the City is budgeted to have six (6) General Obligation bonds outstanding totaling $325.4 million.



PRINCIPAL AND INTEREST PAYMENTS (FY2015 – FY2019)

During Fiscal Year 2019, the City will pay approximately $40.7 million to service outstanding General Obligation debt - $26.3 million will be spent on principal and $14.4 million on interest payments.



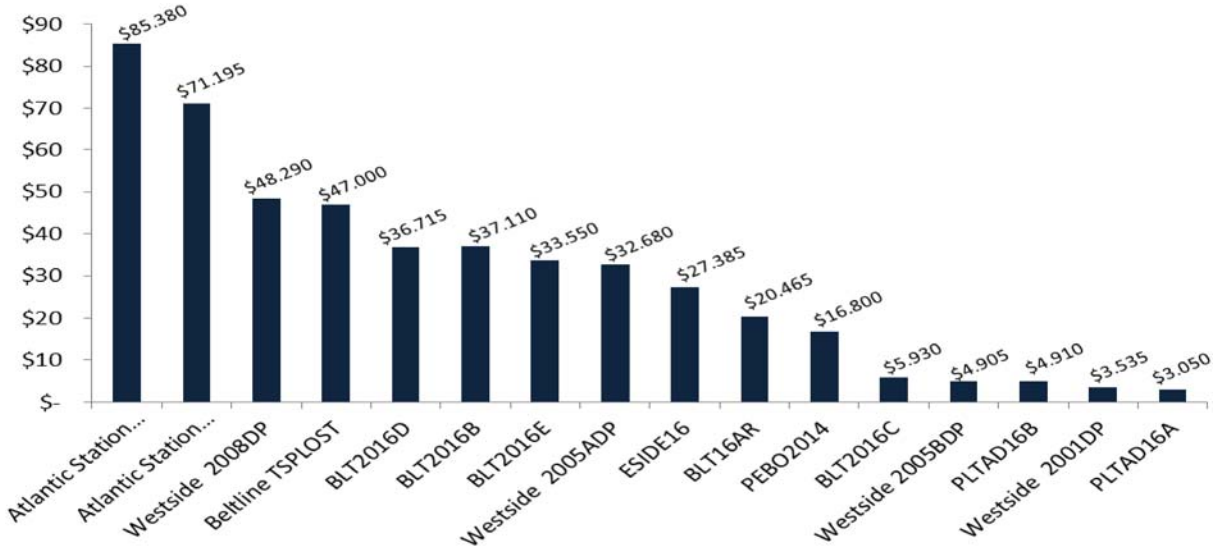
GENERAL OBLIGATION DEBT AMORTIZATION SCHEDULE

PERIOD ENDING	PRINCIPAL	INTEREST	DEBT SERVICE
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
	325,430,000	121,811,950	447,241,950

TAX ALLOCATION DISTRICTS (TADS)

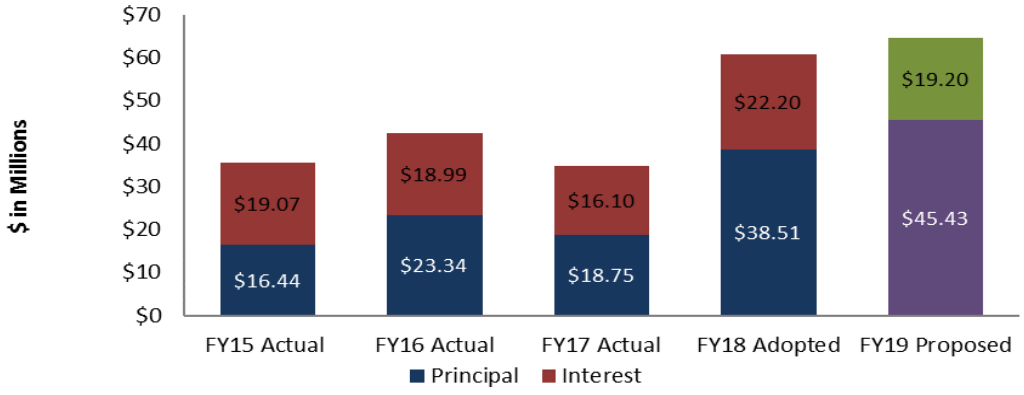
TADS – TOTAL OUTSTANDING DEBT (JULY 1, 2018)

The City has issued bonds to fund various Capital Improvement Projects (CIP) in specifically designated tax districts. There are ten (10) tax districts and six (6) of the ten (10) districts, which are active, composed of Atlantic Station, BeltLine, Eastside, Perry Bolton, Princeton Lakes, and Westside. These bond issuances are deemed 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 2019, the City will have sixteen (16) TAD bonds outstanding with a total value of $478.9 million.



PRINCIPAL AND INTEREST PAYMENTS (FY2015 – FY2019)

During Fiscal Year 2019, the City will pay approximately $64.6 million to service the TAD obligations of the City - $45.4 million will be spent on principal and $19.2 million on interest payments.



TAX ALLOCATION DISTRICTS (TADS) DEBT AMORTIZATION SCHEDULE

PERIOD ENDING	PRINCIPAL	INTEREST	DEBT SERVICE
6/30/2019	45,425,000	19,196,080	64,621,080
6/30/2020	47,645,000	17,772,799	65,417,799
6/30/2021	112,190,000	15,355,914	127,545,914
6/30/2022	37,887,500	13,056,965	50,944,465
6/30/2023	29,732,500	11,602,296	41,334,796
6/30/2024	28,430,000	10,220,834	38,650,834
6/30/2025	99,470,000	68,332,534	167,802,534
6/30/2026	14,280,000	3,783,580	18,063,580
6/30/2027	13,525,000	3,102,548	16,627,548
6/30/2028	12,685,000	2,450,622	15,135,622
6/30/2029	13,315,000	1,831,582	15,146,582
6/30/2030	11,490,000	1,210,511	12,700,511
6/30/2031	8,965,000	6,388,580	15,353,580
6/30/2032	-	193,000	193,000
6/30/2033	-	193,000	193,000
6/30/2034	-	193,000	193,000
6/30/2035	1,485,000	155,875	1,640,875
6/30/2036	-	118,750	118,750
6/30/2037	-	118,750	118,750
6/30/2038	-	118,750	118,750
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
	478,900,000	175,811,595	654,711,595

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, 2017, the City's assessed value is $26,805,868,928. As of July 1, 2017, the City has a legal debt limit in the amount of **$2,330,301,893.**

Assessed Value		**26,805,868,928**
Debt Limit Calculation:		
Legal limit (10% of Assessed Value)		**2,680,586,893**
Less Outstanding General Obligation Bonded Debt		**350,285,000**
Legal Debt Limit	**$**	**2,330,301,893**

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. The source of the information above is from the City of Atlanta Comprehensive Annual Financial Report as of June 30, 2017.


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APPENDIX

BUDGET CALENDAR & BUDGET PROCESS

FINANCIAL POLICIES

MAYORAL STRATEGIC INITIATIVES & PRIORITIES

FIVE YEAR PLAN

GLOSSARY

ACKNOWLEDGMENTS

PROPOSED BUDGET
FY2019


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FY 2019 Proposed 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
1. City Council submits Budget Priorities for FY2019	**March 5**	**City Council**
2. Budget Memo, Training/Instructions, Templates and Timeline Provided	**March 9**	**DOF/DHR/ERP**
3. HR Core team to input HCP Updates in Hyperion/Personnel validation	**March 7-14**	**DHR/OBFP**
4. FINANCE/EXECUTIVE COMMITTEE MEETING • **FY2019 Budget Ordinance Introduced as 1st Read** • **FY2019 Personnel Ordinance Introduced as 1st Read** • **Revenue Package Items Legislation Introduced as 1st Read** • **Departments to submit legislation to transfer funds from reserves to projects (if applicable)**	**March 28**	**City Council**
5. Department meetings with Executive Office/DHR	**April 4 – 11**	**Executive Offices**

6. Budget Office Prepare and Reviews Proposed Budget Book	**April 2 - 20**	**OBFP**
7. Draft of Proposed Budget Book to Mayor, COO & CFO	**April 25-27**	**OBFP**
8. Mayor, COO and CFO Review of Proposed Budget Book Complete/Actions to Finalize Budget Defined	**April 25 - 27**	**Executive Offices**
9. Print Budget Book	**May 3**	**OBFP**
10. Proposed Book Finalized/Delivered	**May 11**	**DOF**
11. FINANCE/EXECUTIVE COMMITTEE MEETING • **FY2019 Budget Ordinance Discussed and Amended 2nd Read** • **FY2019 Personnel Ordinance Discussed and Amended 2nd Read** • **Revenue Package Items Legislation 2nd Read** • **Public Hearing for Revenue Legislation (if needed)** • **Adoption of Resolution to Appoint Budget Commission Member**	**April 25**	**City Council**
12. CITY COUNCIL MEETING COMMITTE ROOM • **Adoption of Resolution to Appoint Budget Commission Members** • **FY2019 Budget Ordinance Discussed and Amended 2nd Read - Held** • **FY2019 Personnel Ordinance Discussed and Amended 2nd Read - Held** • **Revenue Package Items Legislation 2nd Read – Held**	**May 7**	**City Council**
13. BUDGET OVERVIEW – DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS • **Fiscal Condition of the City** • **Budget Development Process** • **Non-Departmental** • **Capital, Grants, and Trust Funds; Debt Service; Cash Pool; Investments**	**May 22**	**DOF**

14. BUDGET OVERVIEW – DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS • Department of Public Works • Solid Waste Services • Fleet Services • Department of Parks and Recreation • Department of Procurement	**May 23**	**Executive Offices** **Chiefs/Commissioners**
15. DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS • Department of Police • Department of Fire/Rescue • Department of Corrections • Citizen Review Board • Unions (AFSCME, PACE, IAFF, IBPO)	**May 24**	**Executive Offices** **Chiefs/Commissioners**
16. FINANCE/EXECUTIVE COMMITTEE MEETING (If not submitted by April 25th) • FY 2019 Personnel Ordinance discussed and amended by FEC Committee (HR) • Other HR related legislation if applicable • Property Tax Rate Ordinance discussed and adopted by Finance/Executive Committee • Public Hearing for Revenue Fee Legislation • *(if needed)*	**May 30**	**City Council**
17. DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS • Department of Human Resources • Board of Ethics • Executive Offices • City Council • Invest Atlanta • FIRST PUBLIC HEARING for Tax Millage Rate- Per Published Notice (6 pm) • BUDGET PUBLIC HEARING (6:15pm)	**June 5**	**Executive Offices** **Chiefs/Commissioners**
18. DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS • Department of Watershed Management • Department of Law • Municipal Court • Office of the Public Defender • Office of the Solicitor • Department of Atlanta Information Management (AIM)	**June 6**	**Executive Offices** **Chiefs/Commissioners**

19. DEPARTMENT BUDGET BRIEFING – COUNCIL CHAMBERS • Department of City Planning • Department of Finance • Internal Auditor • Department of Aviation • Personnel Paper Discussion	**June 7**	**Executive Offices** **Chiefs/Commissioners**
20. FINANCE/EXECUTIVE COMMITTEE MEETING • FY2019 Personnel Ordinance discussed and adopted by Finance/Executive Committee – forwarded to City Council • Other HR related legislation, if applicable forwarded to City Council. • Property Tax Rate ordinance discussed and adopted and forwarded to City Council • FY2019 Budget Ordinance discussed, adopted and forwarded to City Council • Second & Third Public Hearing for Tax Millage Rate – per published notice (11:30am & 6:00 pm)	**June 13**	**City Council**
21. Budget Commission Meets to Approve 2018 Anticipations (1:00 pm) **Full Council Meeting** • FY2019 Budget Adopted by Council • Adoption of Revenue/Fee/Budget Legislation • Adoption of FY2019 Personnel Ordinance • Adoption of other HR related legislation, if applicable	**June 18**	**Budget Commission**
22. Mayor Bottoms Approves/Vetoes Adopted Ordinances • Property Tax Rate Ordinance • FY2019 Budget Ordinance • Personnel Ordinance • HR-related legislation • Millage Rate Adoption	**June 29**	**Mayor Bottoms** **Executive Offices**

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 statue, 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 balance*s 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, 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.


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Mayoral Strategic Initiatives and Priorities

Fiscal Year Outlook

Priorities and Investments	
Public Safety	• Continue reduction in crime rate, which dropped by 8% at the end of 2017 compared to 2016 • Continue investments in technology upgrades, increase staffing levels, and restructure protocols to improve public safety capabilities
Sustainability	• Continue to meet and complete on time service request for potholes, street lights, and traffic signal repairs • Continue to meet and complete on time service request for garbage pickup, recycling, and yard trimmings • Continue to provide exceptional public spaces by completing litter and tree limb removals on schedule
Youth Development	• Continue enrollment and attendance in afterschool, recreation center programs, Camp Best Friends, and Centers of Hope • Focus on increasing graduate retention rates from local institutions of higher education
Business Growth & Tourism	• Maintain #1 global passenger ranking and deliver positive passenger volume growth • Create and retain over 1,900 affordable housing units and support small businesses with over $1.9 million in Small Business Loans • Increase venture capital and startup activity in and around the City which saw over $4.6B of new construction investment in FY17, a 32% increase from FY16
Financial Accountability & Governmental Efficiency	• Continue improving service delivery with integrated 311 call center which answered 83% of calls in 2017, an 8% increase from 2016 • Deliver balanced budget with no property tax increases and achieve upgrades in bond ratings • Sustain resilience-building efforts to help the city of Atlanta prepare for, withstand, and bounce back from catastrophic events


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CITY OF ATLANTA DEPARTMENT OF FINANCE FIVE YEAR FINANCIAL PLAN

FEBRUARY 14, 2018



J. ANTHONY BEARD, CFO | JOHN GAFFNEY, DEPUTY CFO
SHAWN GABRIEL, INTERIM BUDGET CHIEF | YOULANDA CARR, CONTROLLER | FELICIA DANIEL, 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?

The purpose of the Five Year Plan is to **develop strategies** for long-term sustainability of government services, objectives, and financial challenges.

Code section 6-312 per Ordinance 11-O-1415 that provides for the annual preparation of a Five-Year Financial Stabilization Plan.

To be in line with industry best practices. (Other cities: Memphis and Philadelphia).

FIVE YEAR PLAN BASE – EXECUTIVE SUMMARY

Expenses Included within the Five Year Plan.....

Living Wage Increase

- ✓ FY 2019 $14 per hour
- ✓ FY 2020 $15 per hour



Infrastructure Maintenance Program

Continuing funding for the City's Infrastructure Maintenance Program.



Debt Service for Various Projects Including...

- ✓ Zone 3 police precinct
- ✓ Fire station 31
- ✓ Renovations City of Atlanta Municipal Court



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EXECUTIVE SUMMARY

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

	FY19	FY20	FY21	FY22	FY23
Revenues					
Property Taxes	205.8	209.8	214.0	218.2	222.6
All Other Revenues	447.9	448.6	452.4	458.0	462.2
Subtotal - Revenues	**653.7**	**658.4**	**666.4**	**676.2**	**684.7**
% Change	**(1.8%)**	**0.7%**	**1.2%**	**1.5%**	**1.3%**
Expenditures					
Baseline Expenditures	660.4	679.8	689.6	693.1	703.3
Subtotal - Expenditures	**660.4**	**679.8**	**689.6**	**693.1**	**703.3**
% Change	**(0.8%)**	**2.9%**	**1.4%**	**0.5%**	**1.5%**
Total Net General Fund Impact	**(6.7)**	**(21.4)**	**(23.2)**	**(16.9)**	**(18.5)**



REVENUE OVERVIEW

REVENUE ASSUMPTIONS



Data Driven Analysis & Econometric Indices

For all revenue streams including

— property, sales, hotel/motel and business occupation tax



2.0%

Property tax digest increase from new construction

assumes roll-back for reassessments projected for FY2019-FY2023



$22M

Dollar value of one mill for budgetary purposes

REVENUE ASSUMPTIONS



1/2%

Per annum sales tax revenue growth closely correlating with gross metro product and personal income trends



1/2%

Building Permits Revenue growth closely correlating with the real estate rebound



$62.6M avg.

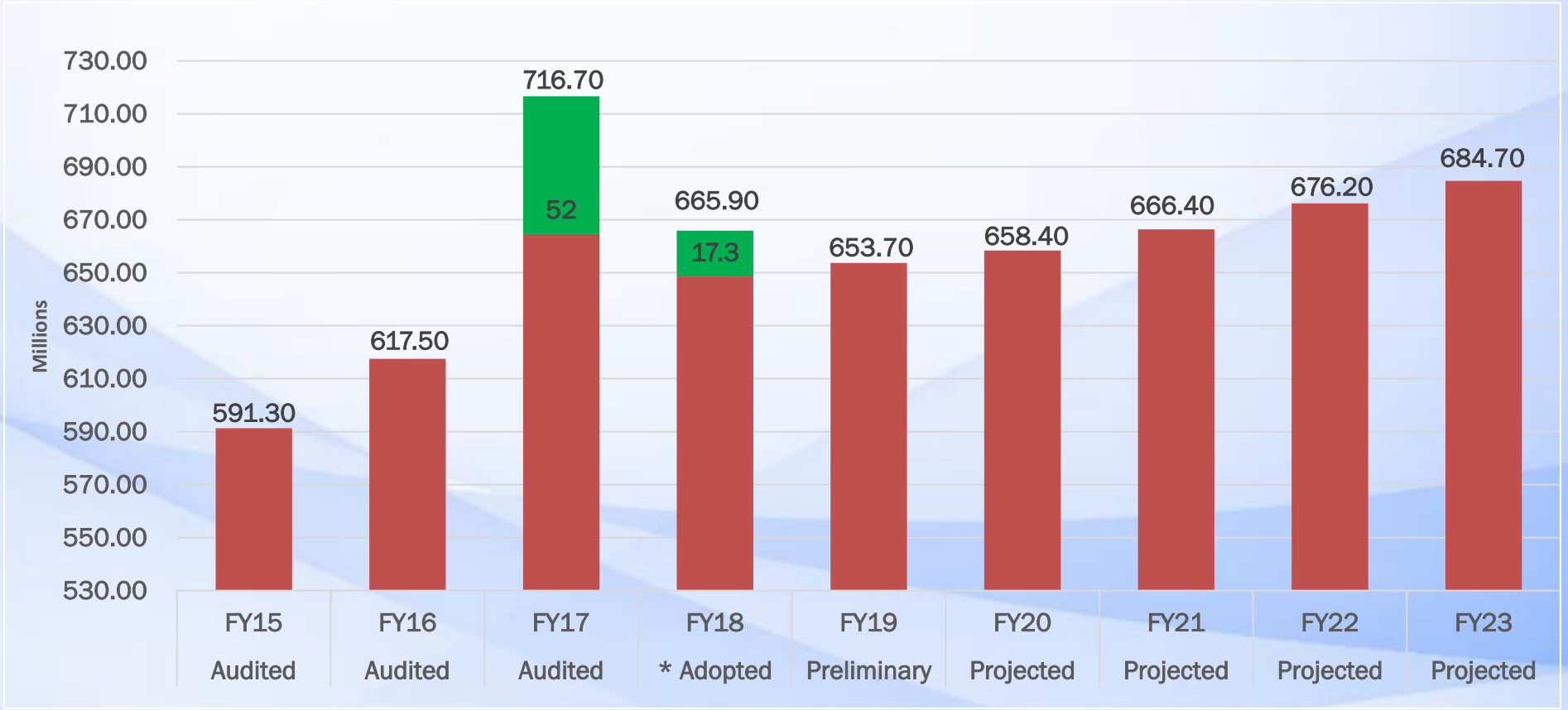
Business License Revenue growth of 1% is closely correlating with employment levels and consumer demand

REVENUE ROUNDTABLE



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



% Change	4%	16%	(7%)	(2%)	1%	1%	1%	1%

**FY18 Adopted Budget of $648.65MM includes proceeds from the sale of The Atlanta Civic Center of $17.3MM.*

NOTE: FY2017- FY2023 includes Building Permit activity; $52MM in FY 2017 per Ordinance 16-O-1422.

GENERAL FUND REVENUE COMPARISON BY MAJOR CATEGORY
FIVE YEAR FORECAST

	FY19 PRELIMINARY	FY20 PROJECTED	FY21 PROJECTED	FY22 PROJECTED	FY23 PROJECTED
PROPERTY TAXES	$205.76	$209.83	$213.99	$218.23	$222.55
PUBLIC UTILITY, ALCOHOLIC BEVERAGE AND OTHER TAXES	$103.91	$105.88	$107.19	$110.09	$111.58
LOCAL OPTION SALES TAX	$105.39	$105.92	$106.45	$106.98	$107.52
LICENSES AND PERMITS	$114.38	$115.43	$116.51	$117.62	$118.78
OTHER REVENUE	$7.33	$7.34	$7.34	$7.34	$7.35
CHARGES FOR CURRENT SERVICES	$4.66	$4.69	$4.73	$4.76	$4.79
FINES/FORFEITURES & PENALTIES	$28.12	$25.10	$25.21	$25.32	$25.44
BUILDING RENTALS & CONCESSIONS	$13.99	$13.10	$13.16	$13.24	$13.31
INDIRECT COSTS	$32.64	$33.33	$33.76	$34.29	$34.74
HOTEL/MOTEL	$17.54	$17.72	$17.89	$18.10	$18.25
PILOT & FRANCHISE FEES	$19.98	$20.08	$20.18	$20.28	$20.39
GRAND TOTAL	$653.70	$658.42	$666.41	$676.25	$684.70

This information is referenced on pg. 53 in the FY19 Five Year Plan.

REVENUE COMPARISON BY MAJOR CATEGORY

	FY2017 ACTUALS	FY2018 REVENUE BUDGET	FY2019 PRELIMINARY BUDGET	BUDGET FY18 vs. FY19	% CHANGE FY18 vs. FY19
PROPERTY TAXES	$198.11	$201.92	$205.76	$3.84	2.00%
PUBLIC UTILITY, ALCOHOLIC BEVERAGE AND OTHER TAXES	$101.01	$103.91	$103.91	$0.00	0.00%
LOCAL OPTION SALES TAX	$103.35	$105.39	$105.39	$0.00	0.00%
LICENSES AND PERMITS	$116.97	$114.38	$114.38	$0.00	0.00%
OTHER REVENUE	$85.24	$24.64	$7.33	($17.31)	(70.25%)
CHARGES FOR CURRENT SERVICES	$6.57	$4.66	$4.66	$0.00	0.00%
FINES/FORFEITURES & PENALTIES	$22.77	$28.11	$28.11	$0.00	0.00%
BUILDING RENTALS & CONCESSIONS	$11.37	$13.99	$13.99	$0.00	0.00%
INDIRECT COSTS	$33.34	$31.43	$32.64	$1.21	3.85%
HOTEL/MOTEL	$18.14	$17.54	$17.54	$0.00	0.00%
PILOT & FRANCHISE FEES	$19.89	$19.98	$19.98	$0.00	0.00%
GRAND TOTAL	$716.74	$665.95	$653.70	($12.25)	(1.84%)



EXPENSE OVERVIEW

EXPENSE ASSUMPTIONS

- Citywide, the pension rates were adjusted for all Defined Benefit plans to account for the estimated Actuarially Determined Contribution (ADC):

Plan	ACTUAL FY17 ADC	ADOPTED FY18 ADC	ESTIMATED FY19 ADC	YOY INCR
Defined Benefit (General)	$53.8M	57.9M	$55.2M	($2.7M)
Defined Benefit (Police)	$27.5M	$34.2M	$35.1M	$0.9M
Defined Benefit (Fire)	$17.9M	$22.0M	$22.4M	$0.4M
Total	**$99.2M**	**$114.1M**	**$112.7M**	**($1.4M)**

EXPENSE ASSUMPTIONS



8%

increase in the citywide utilities budget for FY 2019; the projected increase is 2.2% for FY 2020 to FY 2023.



3% (Fuel) & 10% (Maintenance)

increase in budget for FY 2019; the projected increase is 2.2% for FY 2020 to FY 2023.



2.2%

increase in the traffic signals and street lights; the projected increase is 2.2% for FY 2020 to FY 2023.

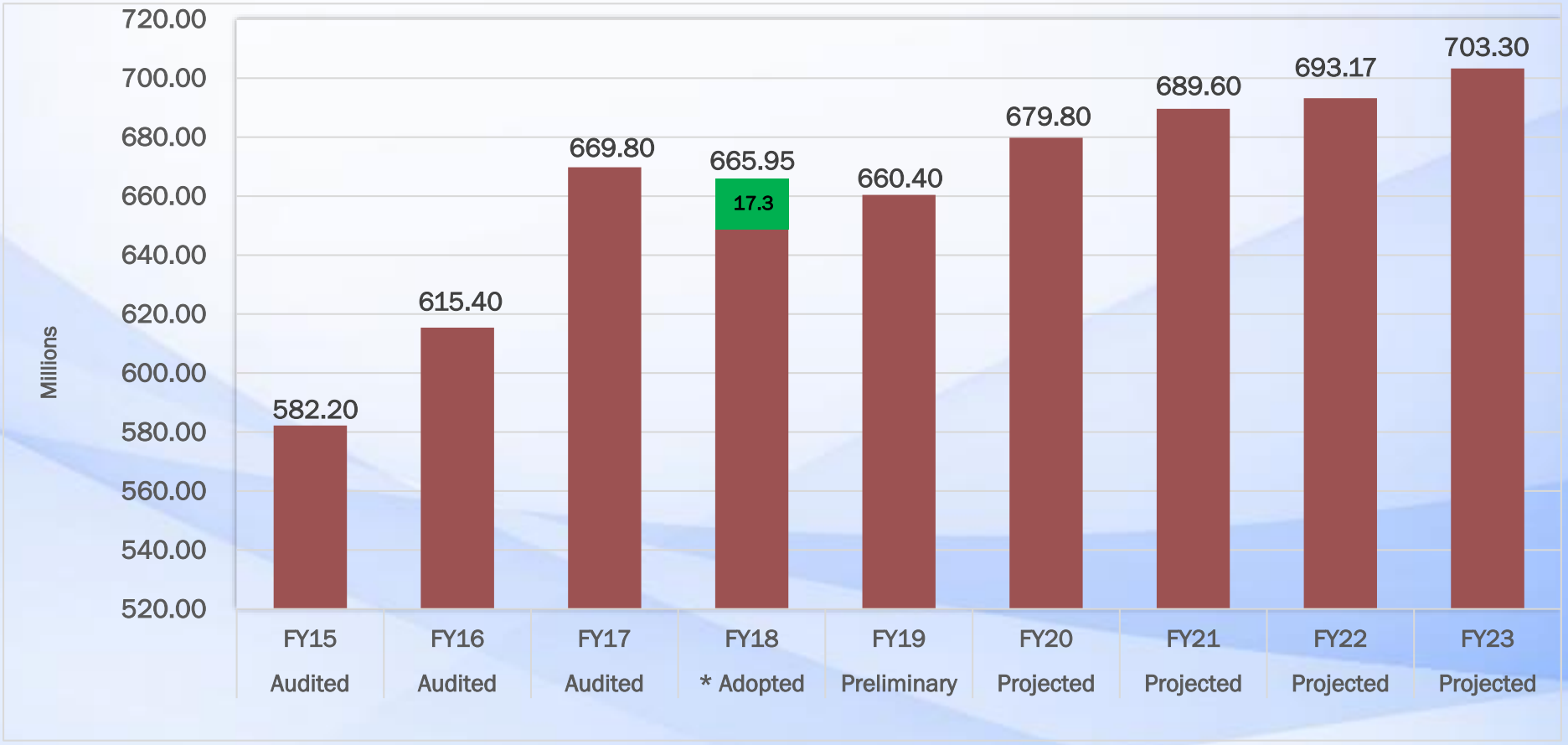
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2%

increase in the Water and Sewer budget for FY 2019; the projected increase is 2.2% for FY 2020 to FY 2023.

GENERAL FUND EXPENSE FORECAST OVERVIEW



% Change	6%	9%	(1%)	(1%)	3%	1%	1%	1%

**FY18 Adopted Budget of $648.65MM includes proceeds from the sale of The Atlanta Civic Center of $17.3MM.*

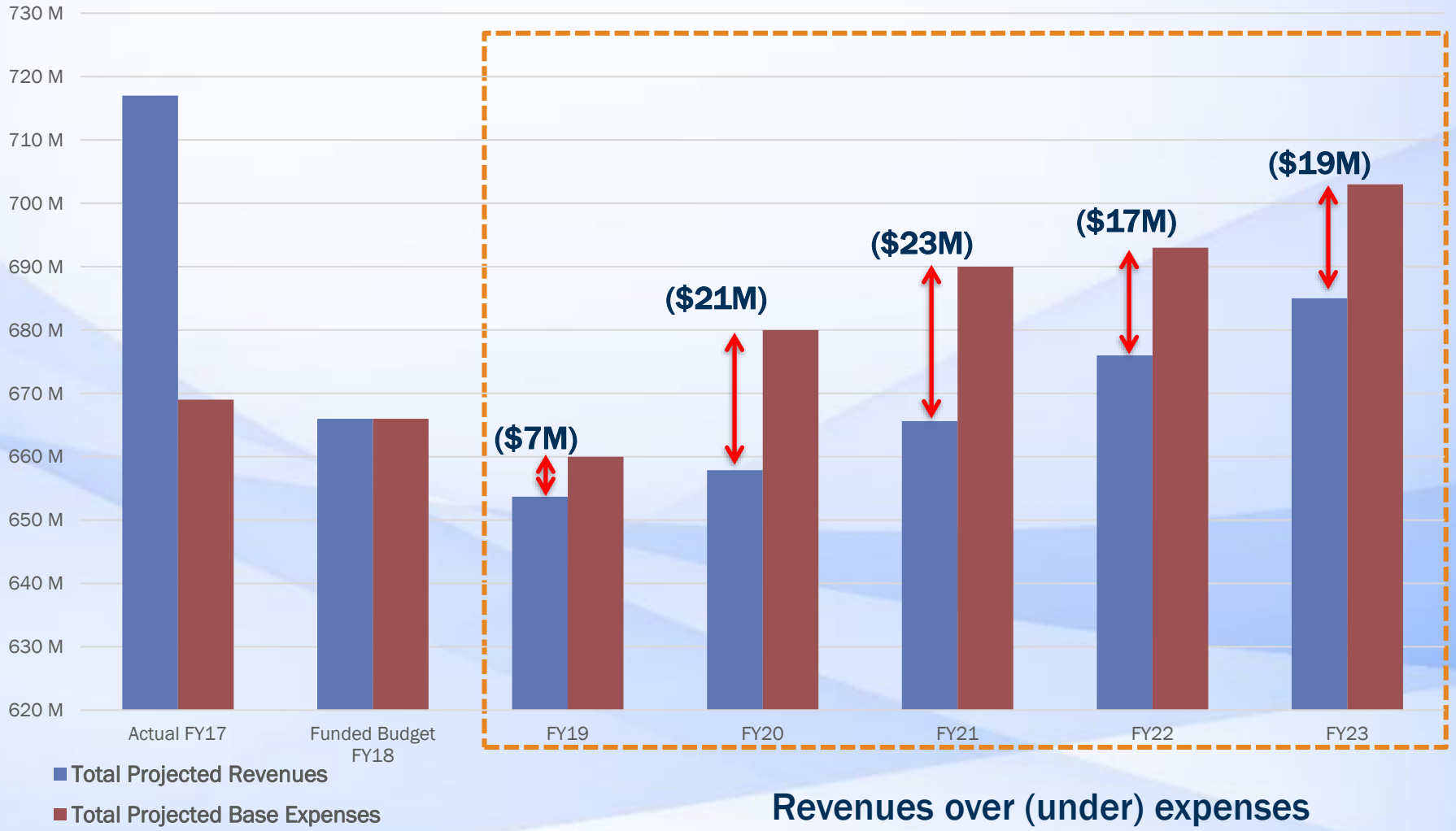
NOTE: FY2017- FY2023 includes Building Permit activity.

GENERAL FUND EXPENSE COMPARISON BY MAJOR CATEGORY
FIVE YEAR FORECAST

	FY19 PRELIMINARY	FY20 PROJECTED	FY21 PROJECTED	FY22 PROJECTED	FY23 PROJECTED
PERSONNEL SERVICES AND EMPLOYEE BENEFITS	$423.44	$432.18	$437.52	$441.94	$446.38
PURCHASED / CONTRACTED SERVICES	$88.20	$89.42	$94.07	$95.50	$97.01
SUPPLIES	$38.08	$41.80	$42.33	$42.86	$43.38
CAPITAL OUTLAYS	$0.93	$0.95	$0.97	$0.99	$1.01
INTERFUND / INTERDEPARTMENTAL CHARGES	$15.05	$18.19	$19.53	$20.87	$22.21
OTHER COSTS	$35.78	$35.82	$38.37	$35.91	$35.96
DEBT SERVICE	$8.82	$8.87	$4.83	$2.24	$2.28
CONVERSION / SUMMARY	$13.34	$16.46	$16.62	$16.83	$17.05
OTHER FINANCING USES	$36.76	$36.11	$35.35	$36.03	$38.07
GRAND TOTAL	$660.40	$679.80	$689.60	$693.17	$703.30

*This information is referenced on pg. 98 in the FY19 Five Year Plan

GENERAL FUND BASE REVENUES VS. EXPENSES



Revenues over (under) expenses

numbers are rounded

FY17-FY23 includes Building Permits Activity

QUESTIONS & ANSWERS



THANK YOU

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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


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ACKNOWLEDGMENTS

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Richard Cox
Chief Operating Officer

John Gaffney, CPA
Deputy Chief Financial Officer

William Johnson
Deputy Chief Operating Officer

Shawn Gabriel
Interim Budget Chief

Matthew Bartleet
Director, Innovation Delivery and Performance

Felicia Daniel
Revenue Chief

Jerraé Williams
Treasury, Debt & Investment Chief

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